



Papua New Guinea  
Correctional Service

# ANNUAL ACTIVITY IMPLEMENTATION PLAN 2022



## PNGCS ANNUAL ACTIVITY PLAN 2022

"I am excited to present the 2022 Annual Activity & Implementation Plan, a guide for PNG Correctional Service as it navigates through the next 12 months of operations. The plan highlights the importance of our country going into conducting National General Elections and our core business in ensuring security & rehabilitation of prisoners, including strengthening & upgrading our Agriculture sector by providing edible food crops to supplement detainee rations."

Stephen Pokanis esq. OBE, DCS  
Commissioner

## 2022 AAIP

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**Cover picture:** *National Pledge by Commanding Officers and Executive Team during the Senior Managers' Conference in Cameron Secondary School, Alotau, Milne Bay*

## Document History

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## MINISTER'S FORWARD

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As your Minister, for the remaining months until the country goes into general elections for 2022, it is a privilege for me to be accorded this ministry by the Marape/Basil Government. I stand to echo my predecessors' statements who have called on Correctional Service to get down working and harvesting the results of our sweat and labour. We in Correctional Service have the capacity and the capability to contribute towards achieving our Government's development aspirations in various policies including the Medium Term Development Plan III. We to be self-sufficient; we have land available and the manpower to till the land for our food. I want to encourage growing our own food, baking our own bread, sewing our own uniforms, carrying out maintenance work to fix and restore staff houses, administrative offices, and other maintenance work. I want to see all the Institutions are kept clean and tidy.

I do not want to hear about human rights abuses in corrective institutions, or mass escapes taking place. I want to see more support given to help our prisoners occupy their time with work and that more dialogue must be maintained between National Courts, District Courts and between Commanding Officers through meetings to help expedite their cases.

We have Prison Industries that can generate revenue to keep our operations going. We can introduce VET and FODE to selected Correctional Institutions so that vocational education training and universal basic education is available and accessible to all detainees.

I am happy to note that our Government's intention is well-captured in the Papua New Guinea Correctional Service Strategic Plan II, for Modernization - 2019-2022. I agree with our Prime Minister that our Department does not need complacent officers during this exciting period where we are transiting from being complacent to becoming dominant leaders of reform and transformation.

I give my full support to work with Commissioner and every Members of Correctional Service to implement the Government's call under the Vision 2050, our Loloata Priorities and our Medium-Term Development Plan III 2019-2022.

I approve the Correctional Service Annual Activity Implementation Plan 2022 and want to see every Officer and every detainee, including our Partners to work in the spirit of unity and to make 2022 the best year of success in the implementation of this activity plan.

I wish every Officer, Detainee and our Corrections family, a successful 2022

God bless you all.

A handwritten signature in blue ink, appearing to read 'Sekie Agisa'.

**HON. SEKIE AGISA, MP**  
Member for North Fly  
Minister for Correctional Service

## COMMISSIONER'S INTENT

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Firstly, I take this time to thank every Member of Correctional Service for your cooperation, your commitment, and your effort to maintain stability and normalcy throughout our Correctional Institutions, our College and Headquarter. We have done well. There is still more work to be done this year and, in the years, to come.

While we have some pockets of achievements, we still need more self-belief to rise up and climb out and overcome the current complacency status we are in. Complacency is one negative factor of being compromised. This has happened and will continue to happen when we shy away from the true spirit of unity, self-belief and trust.

Unity is the only way to our success. Every program, projects and activities we want to achieve in Correctional Service, can and will only be achieved through working together in unity. Successes are achieved through hard sacrifices. Successes are and will be achieved through tough and strong discipline, and, commitment to our tasks at hand.

There is no good leaders. There is no good managers. Individuals who have the heart for everyone, and who are together, have a goal and a mission to achieve their goal will achieve small wins leading to good outcomes. Thus, it is critical and important to choose and follow leaders who hold everyone equally.

Let us quit following leaders who are very destructive and have wicked and evil plans to destroy and demoralize our spirit. Ignore them. Do not follow them. For every plan they hatched will only lead to their demise.

As your Commissioner, I will lead and set the example of working together with you. I will lead by demonstrating the spirit and the example of unity under One God Triune, One Queen, One Correctional Service, One People and One Country.

Our Government and our People want to see Officers and Members of Correctional Service lead and set good work practices.

We must work hard together. We must use our potentials to complement the limited resources at our disposal this year and become more productive so that we can together with our Convicted Detainees work to;

- Cultivate and expand our land and grow our own crops for food to feed us.
- Expand our Poultry, Piggery and Cattle to generate revenue to help and sustain us;
- Work on Oil Palms, Coffee and Cocoa to generate revenue to help and sustain us;
- Put more effort to security and containment so that we reduce and stop detainees from escaping from our Custody;
- Put more effort to holding Staff Meetings, Family Meetings to settle issues, and to create a peaceful and conducive environment;
- Put more effort to attend to grievances, complaints and matters raised by Detainees and resolve them.
- Put more effort to conduct mandatory health checks on Officers and Detainees so that we know our health status.
- Put more effort to conduct routine march and sports for Officers so that we have good and vibrant team spirit, better health so that we enjoy our work.

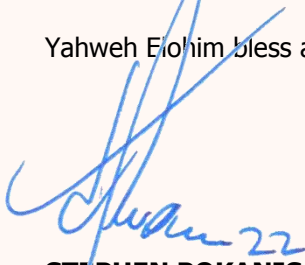
Put more emphasis on strengthening our families and give good guidance and direction to our children so that they can succeed in their education, their upbringing, and become better adults in the future.

- Put more effort to manage and reduce threats of COVID.19 in our community.
- Support our People, our government, through participating together with Police and Defense Force personnel towards the success of the Papua New Guinea National General Election 2022.

To achieve our objectives this year, we must always put Yahweh Elohim first and foremost in our personal, family and our Department. Everything we do as long as we live and work, is our holy worship to Him alone. When we make the decision to walk in obedience and with faithfulness, we will have a good and successful 2022. When we commit ourselves totally to serve with humility and in unity, our God will bless us so that where it is impossible to us will become possible to us.

Finally, I pray that allowing our Yahweh to go before and after us will help us to live righteously, and by living this exemplary life, we can overcome every opportunity that will trap us into corruption, family break-ups and disunity in our Institutions. I urge everyone to continue to work hard and to earn our honest pay. Success will flow when we live and practice godliness in our lives and in our workplace.

Yahweh Elohim bless and protect Papua New Guinea Correctional Service!



**STEPHEN POKANIS esq. OBE, DCS**  
Commissioner

## **OUR OPERATING ENVIRONMENT**

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### **Correctional Service Roles and Functions**

Correctional Service was established as a state Service under Section 188(2) of the national constitution. Its role and functions are established in the Correctional Service Act 1995 (amended). Its core business is found under Section 7 (1) (a, b, c, d) of the CS Act 1995 namely;

1. Taking into custody and control of all persons committed and sentenced to Corrective Institutions by warrant or a competent jurisdiction under any law in force in the country
2. Providing secure, efficient and humane containment facilities for detainees according to the Correctional Service Act 1995
3. Developing and implementing meaningful educational, training and rehabilitation programs for detainees in order to transform them become better citizens when they are released back into society
4. Developing and implementing core support training programs to pursue capacity excellence for Correctional Service officers to perform their responsibility efficiently.

Correctional Service performs its functions in alignment to higher government policies, including; the PNG Vision 2050, the PNG Development Strategic Policy 2010-2030, Loloata Priorities, the Medium-Term Development Plan III 2018 – 2022, and the Social and Law and Order Sector Strategic Framework. The CSSP II 2019 – 2022, sets the roadmap for implementing these higher-level government policies.

The CSSP II 2019-2022 has six strategic priorities:

- i) Leadership and Innovation
- ii) Governance and Accountability
- iii) Staff Performance and Support
- iv) Detainee Containment, Management and Rehabilitation
- v) Infrastructure, Assets and Technology
- vi) Stakeholder Engagement

This annual plan contains activities intended for implementation in 2022. Correctional Service also encourages stakeholder partnerships in these challenging times, of overcrowding by detainees in corrective institutions, limited operational resources, deteriorating infrastructure and limited organisational capacity to support the implementation of these activities. Together we can all contribute to a Just, Safe and Secure Society for all by working in partnership. The plan provides a blue-print for us to make that contribution in 2022 and beyond



## **OUR VISION**

**A transformed innovative Correctional Service Committed to modern (contemporary) detainee management and contributing to a just, safe and secure PNG.**



## **OUR MISSION**

**To build a corrections environment which ensures security, containment and rehabilitation of detainees in keeping with our national and international obligations.**

## OUR STRATEGIC PRIORITIES



## Activity Schedule by Strategic Priorities

The activity schedule of 2022 is within the Strategic Priority areas of CSSP 2019-2022. Most of the activities are carried over from 2021 AAIP and will be implemented based on the socio-economic political situation of the country. Despite this our mandatory activities (annex A) will be implemented.

### Strategic Priority 1: Leadership and Innovation

Outcome 1: A transformed and modernized PNG Correctional Service operating in accordance with internationally recognized good governance and practice.

No	Projects/ Program / Activities	Locations	Responsible Officers	Estimated Timeframe	Budget	Performance Indicators
1.1	Develop, Provide and Implement Correctional Service 5-year Training Plan 2022-2027	CSHQ	DC CA   AC PFA   AC PPE	Feb - May	Recurrent	<ul style="list-style-type: none"> <li>The Plan in both hard and soft copies.</li> </ul>
1.2	In consultation with VET institutions, identify appropriate training courses for targeted CS officers	CSHQ	DC CA   AC PFA   AC PPE	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>Training reports</li> </ul>
1.3	Hold consultation with Provincial and Districts to negotiate support to develop Community Corrective centers for Menyamy, Bulolo, Aitape, Mumeng, Tambul-Nebilyer, Namatanai, Kaut, Gumine and including other possible sites.	Morobe   Simbu   Western Highlands   West Sepik   New Ireland	Regional ACs   Commanding Officers   Director FAMU	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>Consultation Reports including number of people in attendance to these meetings.</li> </ul>
1.4	Carry out audit and register all assets and populate into asset register.	CSHQ	AC PPE   Director ICT   Commanding Officers	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Audit report</li> <li>Asset register</li> </ul>
1.5	Review the Correctional Service Strategic Plan 2019-2022 and develop new CS Strategic Plan 2023-2027	CSHQ	DC CA   AC PPE	March	Recurrent	<ul style="list-style-type: none"> <li>Establish review reports</li> </ul>
1.6	Develop and introduce online recruitment system.	CSHQ	DC CA   AC PPE   Director ICT	March	Recurrent	<ul style="list-style-type: none"> <li>Launching of the system</li> </ul>
1.7	Develop CS ICT Policy	CSHQ	AC PPE   Director ICT	April	Recurrent	<ul style="list-style-type: none"> <li>ICT Policy produced &amp; submitted to CSET</li> </ul>
1.8	Coordinate with Commanding officers & Commandant to introduce CS prison service charter to their Institution	Selected Institutions	DC Ops   AC PPE	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of Institution identified to pilot Prison Charter</li> </ul>
1.9	In consultation with Department of Lands and Physical Planning, Provincial and Local Level Government Affairs and Provincial Lands Advisors, identify and register land allocated to CS	CSHQ	DC CA   DC Ops   Commanding Officers	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>Land reports</li> <li>Meeting minutes</li> <li>List of attendees</li> </ul>
1.10	Review CS 2022 AAIP and develop CS 2023 Annual Plan	CSHQ	DC CA   AC PPE	Aug - Sep	Recurrent	<ul style="list-style-type: none"> <li>Number of officers participating in the review</li> <li>Completion of Draft CS 2023 AAIP</li> </ul>
1.11	Conduct Monitoring & Evaluation and publish report on projects	CSHQ	DC CA   AC PPE   Director FAMU	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Report published</li> </ul>

## Strategic Priority 2: Governance and Accountability

**Outcome 2:** The Government and stakeholders have confidence that PNGCS is well governed, free from corruption and that all activity is characterized by standards of transparency and accountability.

No	Projects/ Program / Activities	Locations	Responsible Officers	Estimated Timeframe	Budget	Measurement Indicators
2.1	Conduct in-house workshops for Members of Correctional Service on CS Legislation, CS Standing Orders, CS Local Orders, Circular Instructions and other Government Policies & Directives	All Institutions   CSHQ   CSTC	CSET   Commanding Officers   Commandant   PLO	Monthly	Recurrent	<ul style="list-style-type: none"> <li>• Reports on number of workshops conducted per institutions</li> <li>• Training reports</li> </ul>
2.2	Facilitate workshop on budget preparation and Cash-Flow projection to CSET, Commanding Officers and Directors to understand the appropriation and priority-by-spending and financial reporting	CSHQ	Commissioner   DC CA Director Finance   Budget Officer	April	Recurrent	<ul style="list-style-type: none"> <li>• Cash flow projection</li> <li>• Quarterly Expenditure Report</li> </ul>
2.3	Conduct Quarterly Security Management Audit of Correctional Institutions, College and Headquarter by CSET and report on findings to CSET.	All Institutions	DC Ops   Regional ACs   Internal Auditor	April	Recurrent	<ul style="list-style-type: none"> <li>• Audit report submitted to CSET</li> <li>• Commanders' mandatory activities report</li> </ul>
2.4	Establish and appoint CS Expenditure Assessment Committee (CSEAC) to approve legitimate and genuine claims for commitment and provide monthly reports on expenditures to CSET and Commissioner.	CSHQ	DC CA   Director Finance	May	Recurrent	<ul style="list-style-type: none"> <li>• Committee established</li> <li>• Approved meeting schedules</li> <li>• Monthly reports to CSET</li> </ul>
2.5	In Coordination with DoF, DoT, BPNG, facilitate timely payment of goods and services to service providers.	CSHQ	DC CA   AC PFA   Director Finance	Monthly	Recurrent	<ul style="list-style-type: none"> <li>• Coordination with DoF, BPNG, Commercial banks to clear payments made to service providers</li> </ul>
2.6	In coordination with CLRC, complete review and drafting of the CS Act 1995 for presentation to Parliament in Quarter 2.	CSHQ	CSET   PLO	Feb - Nov	Development Budget	<ul style="list-style-type: none"> <li>• Drafting Instruction produced</li> <li>• Clearance report state solicitors</li> </ul>
2.7	In consultation & in coordination with DPM, complete Review of the CS Organizational Structure with Costings for presentation to Department of Personnel Management for further consideration and approval.	All Institutions	CSET	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Completed Review Reports</li> </ul>
2.8	Complete and publish CS 2021 Annual Performance Report	CSHQ	DC CA   AC PPE   Director Finance	June	Recurrent	<ul style="list-style-type: none"> <li>• Completed Financial report</li> </ul>
2.9	Prepare and publish CS 2022 annual financial expenditure report	CSHQ	DC CA   AC PPE   Director Finance	June	Recurrent	<ul style="list-style-type: none"> <li>• Complete draft financial report produces to CSET</li> </ul>

2.10	Prepare and publish CS 2021, 2022 Annual Detainee Statistics	CSHQ   All Institutions	DC Ops   Regional ACs	Oct - Nov	Recurrent	<ul style="list-style-type: none"> <li>• Detainee Statistics published &amp; submitted to CSET</li> </ul>
2.11	Prepare & publish CS 2021 annual detainee rehabilitation & Prison Industry report	All Institutions	DC Ops   Director Prison Industry	Feb - Oct	Recurrent	<ul style="list-style-type: none"> <li>• Completed Prison Industry Reports</li> </ul>
2.12	Prepare & publish CS 2021 annual detainee classification report	All Institutions	DC Ops   Regional ACs	Oct - Nov	Recurrent	<ul style="list-style-type: none"> <li>• Classification report published and submitted to CSET</li> </ul>
2.13	Prepare & publish CS 2021 annual Health report	CSHQ	DC Ops   Director Health	Feb - Oct	Recurrent	<ul style="list-style-type: none"> <li>• Completed Health Reports</li> </ul>
2.14	Prepare CS 2023 Annual Implementation and Budget Plans	CSHQ	DC CA   Director Finance	May	Recurrent	<ul style="list-style-type: none"> <li>• Budget submission for 2019 by November</li> </ul>
2.15	Provide training and support to Conduct investigations, prosecutions and hearing of Disciplinary cases.	CSHQ   All institutions	DCCA   AC PFA   Director Internal Affairs	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Reports on completed cases &amp; pending cases.</li> <li>• Training Report</li> </ul>
2.16	Review 2021 Annual Expenditure on Essential Services (Rations, Fuel, Stationeries, Travel and Accommodation, Hire Cars, etc.) to control and spend within 2022 budget to avoid debts.	CSHQ	CSET   Director Finance	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Review report published</li> </ul>

### Strategic Priority 3: Staff performance and support

Outcome 3: A significant and sustainable improvement in staff performance and morale

No	Projects/ Program / Activities	Locations	Responsible Officers	Estimated Timeframe	Budget	Measurement Indicators
3.1	Conduct Monthly Correctional Service Management Meetings and Monitor the Implementation of Decisions.	All Institutions	Regional ACs   Commanding Officers	Jan - Dec	Nil	<ul style="list-style-type: none"> <li>• Performance Reports,</li> <li>• Monthly Report Packs.</li> </ul>
3.2	Review performance of CSET, Commanding Officers and Directors and appraise them.	All Institutions	DC CA   Regional ACs	June	Nil	<ul style="list-style-type: none"> <li>• Performance review reports established</li> </ul>
3.3	Review and strengthen the roles and responsibilities of the Correctional Service Education and Training Board to appraise and approve applications from Members of CS to attend short and long-term training courses to meet the needs and priorities of CS.	All Institutions	DC CA   AC PFA	June	Nil	<ul style="list-style-type: none"> <li>• Report established and number officers attended the training</li> </ul>
3.4	Establish bi-weekly Duty Rosters to roster Officers by work allocation by time and by days	All Institutions   CSTC   CSHQ	Commanding Officers   Commandant	Bi-weekly	Nil	<ul style="list-style-type: none"> <li>• Copies of Duty Rosters submitted to CSET and Commissioner</li> </ul>
3.5	Create and implement staff attendance sheet	All Institutions	Commanding Officers   Commandant	Bi-weekly	Nil	<ul style="list-style-type: none"> <li>• Reports on staff attendance, punctuality and general performances</li> </ul>

3.6	Commanding Officers and Duty Officers to conduct regular inspections to make sure that Officers are on duty and performing their work to manage subordinates, manage detainees and manage their work in a consistent manner.	All Institutions   CSTC   CSHQ	Commanding Officers   Commandant	Ongoing	Nil	<ul style="list-style-type: none"> <li>Copies of Reports submitted to CSET and Commissioner</li> </ul>
3.7	Conduct recruit training for successful applicants as Correctional Warders.	CSHQ   CSTC	AC PFA   Commandant	March	Recurrent	<ul style="list-style-type: none"> <li>Number of recruits trained &amp; employed to every institution</li> </ul>
3.8	Review Performance of Contract Officers and prepare reports to extend or terminate their employment	CSHQ	CSET   AC PPE	July	Recurrent	<ul style="list-style-type: none"> <li>Findings of the Mid-term review</li> </ul>
3.9	Conduct monitoring and provide annual pension audit to ensure that genuine pensioners are on pension.	CSHQ	CSET	June	Recurrent	<ul style="list-style-type: none"> <li>Appropriate reports and feedback</li> </ul>
3.10	Develop staff performance bio data (staff performance appraisal form), register activity plans, development and training needs and salary increment	CSHQ	AC PFA	Annually	Nil	<ul style="list-style-type: none"> <li>CS Staff performance report</li> </ul>
3.11	Conduct quarterly meetings to monitor the implementation of the CS AAIP 2022	CSHQ	CSET	Quarterly	Nil	<ul style="list-style-type: none"> <li>Quarterly Reports</li> </ul>

## Strategic Priority 4: Detainee Containment, Management and Rehabilitation

Outcome 4: Significant and sustainable improvement in Institutional security, detainee health and living conditions and opportunities for rehabilitation and successful reintegration

No	Projects/ Program /Activities	Locations	Responsible Officers	Estimated Timeframe	Budget	Measurement Indicators
4.1	Facilitate funding support to commence production of detainee uniforms and other tailored products	Bomana   Buimo	AC Southern   AC Northern & COs   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Supply variety of clothes and uniforms produced.</li> <li>Amount of income generated</li> </ul>
4.2	Facilitate Rehabilitation of Cocoa projects	Kerevat   Giligili   Beon   Boram   Lakiemata   Biru	Regional ACs   Commanding Officers   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Land area and number of cocoa plants/seedlings.</li> </ul>
4.3	Introduce New Coconut nursery & planting	Kavieng   Beon   Beikut	Regional ACs   Commanding Officers   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Land area and number of coconuts re-planted.</li> </ul>
4.4	Correctional Institutions to farm land for edible crops for detainees' consumption and for sale to generate revenue.	All Institutions	Regional ACs   Commanding Officers   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of gardens and kilograms of food produced and supplied to the institution.</li> </ul>
4.5	Facilitate establishment of mini estate in	Lakiemata   Biru   Kavieng   Giligili	Regional ACs   Commanding Officers   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of overgrown oil palm plants replaced.</li> </ul>

4.6	Support Coffee project	Bundaira	Regional ACs   Commanding Officers   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>5000 Coffee seeds planted over 2 hectares of land by March 2021</li> </ul>
4.7	Improve resource support to livestock and cattle breeding	Bomana   Bui-Iebi	AC Southern   AC Highlands   CO Bomana   CO Bui-Iebi   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Increase in number of livestock</li> <li>Area of land allocated for cattle farming and number of cattle and livestock raised</li> </ul>
4.8	Facilitate TVET training for Staff & Detainees	Kerevat	AC NGI   CO Kerevat   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of staff and detainees completing TVET courses and graduated.</li> </ul>
4.9	Facilitate Transfers of Detainees to minimize overcrowding	Buimo	AC Northern   CO Buimo	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of detainees transferred.</li> </ul>
4.10	Maintain consistency in supervising and monitoring performance of Custodial Officers on duty (Monitoring Implementation of Duty Rosters)	All Institutions	Commanding Officers	Ongoing	Nil	<ul style="list-style-type: none"> <li>Daily Briefing</li> <li>Weekly reports from COs</li> </ul>
4.11	Create, conduct and register health checks on every detainee admitted to Correctional Institutions	All Institutions	Health Workers	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>Health Reports from Correctional Institutions</li> </ul>
4.12	Conduct routine inspection on Detainee Facilities and report defects for corrective actions	All Institutions	Commanding Officers	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>Infrastructure Maintenance Reports with Scopes/Costs</li> </ul>
4.13	Develop and implement Containment, Security, and Escorts Strategies to escort detainees out from Correctional Institutions to Court Houses, Hospitals, and attending to other legal and welfare matters.	All Institutions	Commanding Officers   AC Regional Commands   DC Ops	Feb - Dec	Nil	<ul style="list-style-type: none"> <li>Copies of Strategies/Plans/Guides</li> </ul>
4.14	Coordinate with Commanding Officers to collate monthly reports on remand population by waiting time, and forward report to Commissioner to inform Chief Justice to fast track their court cases.	All institutions	Commanding Officers   AC/Regional Commands   DC Ops	Monthly	Nil	<ul style="list-style-type: none"> <li>Remand detainee reports</li> </ul>
4.15	Coordinate with Commanding Officers to collate monthly reports on convicted detainee population by their date of sentence, length of sentence, offense committed, due date of release with and without remission, health status, age, years served, recommendations and forward report to Commissioner to inform parole secretariat.	All institutions	Commanding Officers   DC Ops	Monthly	Nil	<ul style="list-style-type: none"> <li>Convicted detainee assessment reports</li> </ul>
4.16	Coordinate with Commanding Officer to collate detainee assessment reports for parole applications, release on license applications and power of mercy applications to Commissioner to report to parole secretariat.	All institutions	Commanding Officers   DC Ops	Monthly	Nil	<ul style="list-style-type: none"> <li>Parole applications</li> <li>Release on license applications</li> <li>Power of mercy applications</li> </ul>

4.17	Improve and strengthen classification systems to determine security rating and behavioral status of convicted detainees and recommend to Commanding Officer appropriate intervention programs for each detainee, for his/her approval/disapproval	All institutions	Commanding Officers   All Regional ACs   DC Ops	Monthly	Nil	<ul style="list-style-type: none"> <li>Classification reports</li> <li>Number of detainees classified</li> </ul>
4.18	Coordinate with Commanding Officer to strictly assess applications by low risk convicted detainees, requesting approval to take leave of absence from the institution to attend to approved programs	All institutions	Commanding Officer   All Regional ACs   DC Ops	Feb - Nov	Nil	<ul style="list-style-type: none"> <li>Monthly reports on number of low-risk detainees assessed and released on LOA</li> </ul>
4.19	Facilitate awareness workshop for Commanding Officers on the correct implementation of LOA and classification procedures and processes.	All institutions	Commanding Officers   All Regional ACs   DC Ops	April	Recurrent	<ul style="list-style-type: none"> <li>Copies of LOA and classification manuals</li> <li>List of participants attending workshop</li> <li>Workshop report</li> </ul>
4.20	Develop security and emergency plans to respond to threats and natural disasters affecting Correctional Institutions	CSHQ	DC Ops   All Regional ACs	March	Recurrent	<ul style="list-style-type: none"> <li>Copies of Security and emergency plans</li> </ul>
4.21	Facilitate training for Reception & Discharge Officers	All Institution	DC Ops   Regional ACs	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of Officers Trained</li> </ul>

## Strategic Priority 5: Infrastructure Assets and Technology

Outcome 5: Correctional Service infrastructure, assets and information and communication technology are well-constructed and maintained and meet end user standards and requirements

No	Projects/ Program / Activities	Locations	Responsible Officers	Estimated Timeframe	Budget	Measurement Indicators
5.1	Provide scope of work and costing on existing infrastructures in CS	All Institutions	Regional ACs   Director FAMU   Commanding Officers	Jan - Dec	Recurrent/ Development	<ul style="list-style-type: none"> <li>CS Infrastructure scope &amp; cost report</li> </ul>
5.2	Provide concept design for new Correctional Institutions and Community Correctional Centres	Mupa   Kaut   Polnou   Gware   Taiklan   Baiyer   Tambul Nebilyer   Menyamya   Esa'ala   others	Regional ACs   Commanding Officers   Director FAMU	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>The Office is constructed and utilized</li> </ul>
5.3	Continue support on general Maintenance of Existing Staff Housing	All Institutions	Regional ACs   Commanding Officers   Director FAMU	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Number of houses replaced and upgraded</li> <li>Number of houses constructed for staffs.</li> <li>Deteriorating staff houses renovated</li> </ul>



5.4	Provide scope of work and Design to construct the building of new mini supermarket	Giligili	AC Southern   CO Giligili   Director Prison Industry	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Report on Progress of work</li> </ul>
5.5	Conduct Land acquisition and resettlement	Vanimo Gulf, Jiwaka, Gware	Regional ACs   Commanding Officers   Director FAMU	Jan - Dec	Recurrent   Development	<ul style="list-style-type: none"> <li>Number and records of meetings with WSP Administration and Landowners</li> </ul>
5.6	Provide scope of work to improve and upgrade the existing facilities	Beikut	AC AROB   CO Beikut   Director FAMU	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Refer to indicators of activity numbers 3, 5, 6 and 8.</li> </ul>
5.7	Facilitate purchase of iP PABX telephone system	CSHQ and CSTC	AC PPE   Director ICT   Commanding Officers	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>PABX telephone system Installed and in use</li> </ul>
5.8	Upgrade and maintenance of CS website	CSHQ	AC PPE   Director ICT   Commanding Officers	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Upgrade Web site available to users</li> </ul>
5.9	Content Population and information's on CS Web Site	CSHQ	AC PPE   Director ICT   CS Media	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Information published to Website</li> </ul>
5.10	In coordination with Provincial Government/ Administration, support the construction of facilities in selected Correctional Institution	Vanimo, Boram, Lakiemata, Giligili, Daru, Manus, Kerevat	Director FAMU   All Regional ACs	Feb - Dec	Provincial Government   CS	<ul style="list-style-type: none"> <li>Project reports</li> </ul>
5.11	Design of New facility for persons sentenced to Life Year imprisonment	Bomana	AC Southern   Director FAMU   Director ICT   Director Prison Industry   Director Finance   Director Health   Director Manpower-EEO	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>Design work completed &amp; submitted to CSET</li> </ul>
5.12	Complete Bomana Phone Jammer Project	Bomana	AC PPE   AC Southern   Director ICT   Commanding Officer	Jan - Dec	Development   Recurrent	<ul style="list-style-type: none"> <li>Project completion report</li> <li>Phone jammer installed</li> </ul>
5.14	Construction of Balimo Rural Lock-up (CCC)	Balimo	AC Southern   AC PPE   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>Reports on scope of work</li> <li>Reports on project initiation</li> </ul>
5.15	Refurbishment of Baiyer Rural Lockup (CCC)	Baiyer	AC Highlands   AC PPE   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>Reports on scope of work</li> <li>Reports on project initiation</li> </ul>
5.16	Refurbishment of Menyamya Rural Lockup (CCC)	Menyamya	AC Northern   AC PPE   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>Reports on scope of work</li> <li>Reports on project initiation</li> </ul>
5.17	Conduct feasibility Study-Tambul-Nebilya Rural Lockup (CCC)	Tambul	AC Highlands	Jan - Dec	Development	<ul style="list-style-type: none"> <li>Reports on feasibility studies conducted</li> </ul>
5.18	Complete construction of female dormitory and 2x 100men dormitory	Boram, Buimo, Giligili	AC Northern   AC Southern   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>Scope of work report</li> <li>Compiled report on project initiation</li> </ul>
5.19	Kavieng Prison Relocation	Kavieng	AC NGI   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>Reports on project initiation</li> <li>Meeting minutes</li> </ul>

5.20	Feasibility Study & Designs for Mupa Prison	Mupa	AC Southern   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>• Complied reports on feasibility studies</li> <li>• Meeting minutes</li> </ul>
5.21	Feasibility study & designs of Talkan Prison	Jiwaka	AC Highlands   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>• Complied reports on feasibility studies</li> <li>• Meeting minutes</li> </ul>
5.22	Relocation of Manus Jail to Polnou	Manus	AC NGI   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>• Completed reports on project initiation</li> <li>• Meeting minutes</li> </ul>
5.23	Infrastructure Rehabilitation of Daru Jail	Daru	AC Southern   Director FAMU	Jan - Dec	Development	<ul style="list-style-type: none"> <li>• Completed reports on project initiation</li> <li>• Meeting minutes</li> </ul>

## Strategic Priority 6: Stakeholder Engagement

Outcome 6: Relationships within and between Correctional Service, key stakeholders and the community are productive and result in positive outcomes for detainees and staff

No	Projects/ Program / Activities	Locations	Responsible Officers	Estimated Timeframe	Budget	Measurement Indicators
6.1	In consultation with NCM, review the Law and Justice Sector White Paper Policy	CSHQ	DC CA   AC PPE	March	Nil	<ul style="list-style-type: none"> <li>• Completion of the review</li> </ul>
6.2	Support the Court Services to bring detainees to Court on time	CSHQ	DC Ops   Regional ACs	Feb - Dec	Nil	<ul style="list-style-type: none"> <li>• Decrease in overcrowding</li> </ul>
6.3	Support the National General Election 2022 coordination, in partnership with PNG Discipline Forces, Electoral Commission, and National and Provincial Governments	CSHQ	DC Ops   Commanding Officers	Feb - July	NATEL 2022 Operations	<ul style="list-style-type: none"> <li>• Successful conclusion of elections and return of writs</li> </ul>
6.4	Coordinate and liaise with Provincial Governments and other stakeholder partners to support the projects and activities for Correctional Institutions.	CSHQ	DC CA   Regional ACs   Commanding Officers   Director Prison Industry	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Number of MOU/MOAs signed</li> </ul>
6.5	Coordinate with National Department of Health, Provincial Health Authorities with ICRC and WHO to support health services in Correctional Service.	CSHQ	DC Ops   DC CA   Regional ACs	Feb - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Improvement in health services in institutions/statistics of detainee health issues recorded</li> </ul>
6.6	Coordinate with Churches and NGOs to help facilitate complementary programs on literacy, numeracy, spiritual and physical development to help detainees' rehabilitation and skills development.	CSHQ	DC Ops   Director Prison Industry   Commanding Officer	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Number of programs conducted in Institutions</li> <li>• Number Detainees participate in the programs</li> </ul>
6.7	Provide ongoing support to the success of the CS Cadets and the Joint Forces College in partnership with PNGDF	CSHQ	DC CA   AC PFA	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Number of participants and trainees attended the JFC</li> </ul>

6.8	Continue to work with Health, ICRC, WHO, and Provincial Health Authorities to coordinate COVID-19 support and monitoring in Correctional Service.	CSHQ	DC Ops   Regional ACs	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• COVID19 report produced to CSET</li> </ul>
6.9	Coordinate and liaise with NIO, PNGDF and Police for secondment of CS Officers for Intelligence mentoring and training.	CSHQ	DC Ops   Commanding Officers	April	Recurrent	<ul style="list-style-type: none"> <li>• Number of CS Officers trained</li> </ul>
6.10	Coordinate and liaise with PNGDF, Police and DFAT to seek additional training on intelligence, hostage rescue and crowd control.	CSHQ	DC Ops   Commanding Officers	April	Recurrent	<ul style="list-style-type: none"> <li>• Number of CS Officers trained</li> </ul>
6.11	Coordinate with National Disaster Centre to assign a CS Officer to work with them on Monitoring and Assessing Disaster Risks through all provinces.	CSHQ	DC Ops   Commanding Officers	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Number of CS Officers participate in the program</li> </ul>
6.12	Dialogue with external Education Institution to provide Training Discipline Officers on Prosecutions, Investigations & case hearing	Daru	AC Southern   CO Daru	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Training conducted</li> <li>• Number of officers trained</li> </ul>
6.13	Facilitate Senior Managers' Conference, on preparation to support the National General Election 2022, review of the CS Strategic plan 2019-2022, and to inform them on major activities for implementation in CS 2022 AAIP	CSET	DC CA   DC Ops   AC PPE	Jan - Dec	Recurrent	<ul style="list-style-type: none"> <li>• Reports of achievements established</li> <li>• Election results</li> <li>• Conference reports &amp; resolutions</li> </ul>
6.14	Strengthening non-custodial – village court roles in Community Base Correction	Kavieng	AC NGI   CO Kavieng	Jan - Dec	New Ireland Provincial Administration LJSP	<ul style="list-style-type: none"> <li>• Partnership and regular collaborations with the village court officers.</li> </ul>
6.15	Direct Commanding Officers to participate in provincial and district to address law and order issues	All provinces	Commanding Officers   PAs & DDAs	Ongoing	Nil	<ul style="list-style-type: none"> <li>• Monthly reports</li> </ul>

## BUDGET APPROPRIATION

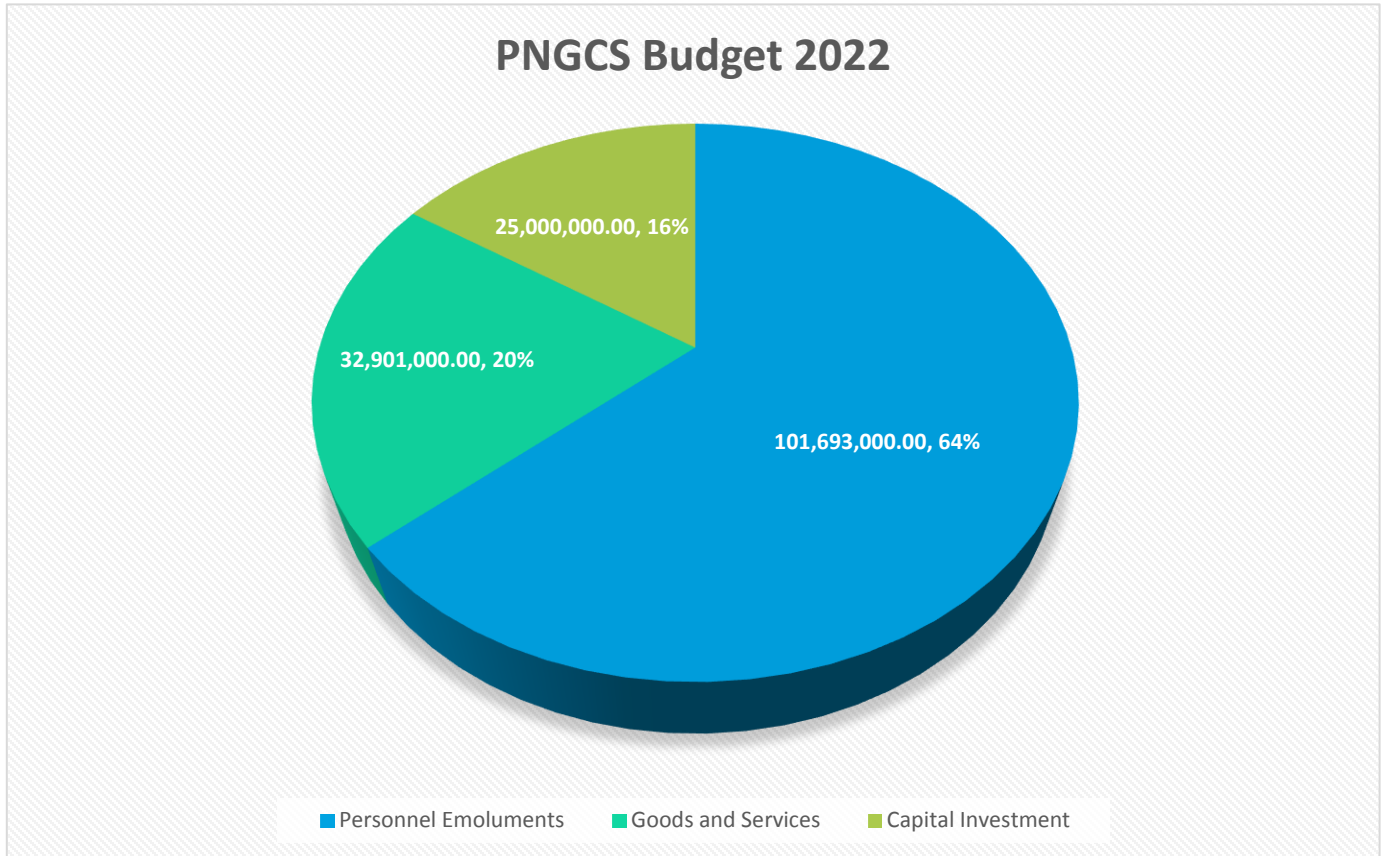
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In 2022, CS was allocated K159 million which reflects reduction of K29.0 million or 17.7 percent from 2020 Appropriation of K163 million.

Operational Budget – K 134.0 million

Capital Budget – K 25.0 million

Summary of Agency Expenditure by Program Structure and CSSP 2019-2022 Strategic Priorities’.



## Summary of Agency Expenditure by Program Structure

(in thousands of Kina)

Activity		Appropriation			Strategic Priority
Code	Description	2021	2022	2023	SP #
<b>Main Program</b>	Prison Administration and Operations	130,291.0	139,594.0	145,594.0	1
<b>Program</b>	General Administration	3,389.0	4,889.0	5,888.0	1
	11765 Payroll Services	633.0	632.0	632.0	1
	13220 CS Health Services	375.5	376.0	375.5	4
	13221 National & Supreme Court Support	2,000.0	3,500.0	4,500.0	2
	13222 Prison Industries Administration & Operations	380.5	381.0	380.5	4
<b>Program</b>	Prison Administration and Improvement	117,943.0	122,911.0	127,918.0	1.4
	10260 Top Management & Administrative Services	13,446.0	13,444.0	13,445.5	1
	10261 Policy & Administration	9,501.0	9,499.0	9,500.0	1
	10262 Operational Field Command	2,085.0	2,084.0	2,084.5	1, 4, 5, 6
	10266 Southern Region Prisons Administration	385.4	384.0	384.0	4
	10267 Northern Region Prisons Administration	329.6	328.0	328.5	4
	10268 Islands Region Prisons Administration	340.5	340.0	340.5	4
	10269 Highlands Region Prisons Administration	334.0	333.0	333.5	4
	11756 Legal Services	226.0	225.0	225.5	1.2
	11757 Internal Audit Services	197.1	196.0	196.0	1.2
	11758 Finance & Budget	780.5	779.0	780.0	1.2
	11759 Human Resource	5,483.0	5,481.0	5,482.5	1, 2, 3
	11760 Administration-HR	495.0	494.0	494.0	1.2
	11761 Information Technology Services	370.5	369.0	370.0	1, 2, 3
	11762 Training Development - HQ	493.0	493.0	493.0	5
	11763 Fixed Asset Management Unit	2,528.0	2,527.0	2,526.5	
	11764 Community Relation	449.4	450.0	448.5	1.2
	11766 Bomana Prison Administration	12,808.5	12,807.0	12,808.5	3, 4, 5, 6
	11767 Ningerum Prison Administration	1,267.5	1,268.0	1,267.5	3, 4, 5, 6
	11768 Biru Prison Administration	2,864.5	2,863.0	2,864.0	3, 4, 5, 6
	11769 Giligili Prison Administration	2,981.0	2,980.0	2,981.0	3, 4, 5, 6
	11770 Daru Prison Administration	1,408.5	1,409.0	1,408.5	3, 4, 5, 6
	11771 Buimo Prison Administration	7,024.0	7,021.0	7,023.0	3, 4, 5, 6
	11772 Boram Prison Administration	4,854.1	4,853.0	4,852.6	3, 4, 5, 6
	11773 Beon Prison Administration	4,718.5	4,718.0	4,718.0	3, 4, 5, 6
	11774 Vanimo Prison Administration	1,937.0	1,937.0	1,935.5	3, 4, 5, 6
	11775 Kerevat Prison Administration	6,503.0	6,502.0	6,502.5	3, 4, 5, 6
	11776 Kavieng Prison Administration	2,814.0	2,813.0	2,813.0	3, 4, 5, 6
	11777 Lakiemata Prison Administration	3,348.4	3,346.0	3,347.9	3, 4, 5, 6
	11778 Buka Prison Administration	2,020.5	2,021.0	2,020.0	3, 4, 5, 6
	11779 Manus Prison Administration	1,572.5	1,573.0	1,572.0	3, 4, 5, 6
	11780 Bundaira Prison Administration	2,671.0	2,671.0	2,670.5	3, 4, 5, 6
	11781 Bihute Prison Administration	3,706.0	3,705.0	3,705.5	3, 4, 5, 6
	11782 Barawagi Prison Administration	3,592.0	3,591.0	3,591.0	3, 4, 5, 6
	11783 Baisu Prison Administration	7,396.0	7,397.0	7,395.0	3, 4, 5, 6
	11784 Mukuramanda Prison Administration	1,571.5	1,571.0	1,570.5	3, 4, 5, 6

	11785	Bui-Iebi Prison Administration	4,976.0	4,974.0	4,974.5	3,4,5,6
	13219	Hawa Prison Administration	454.5	455.0	454.5	3,4,5,6
	13348	Bougainville Correctional Service	10.0	10.0	10.0	3,4,5,6
	21023	Rural Lock-Up Program		5,000.0	10,000.0	1
<b>Program</b>		Training	3,800.0	6,629.0	6,629.0	1
	10265	Staff Training College	3,790.0	6,619.0	6,619.0	1
	13349	Joint Forces College	10.0	10.0	10.0	1
<b>Program</b>		Ministerial Services	200.0	200.0	200.0	1
	10270	Minister's Support Services	200.0	200.0	200.0	1
<b>Program</b>		Support Services (Logistics)	4,959.0	4,965.0	4,959.0	5
	13182	CIS District Services	415.5	416.0	415.5	1
	13209	Finschafen Rural Lock-up	581.5	582.0	581.5	4
	13210	Baiyer Rural Lock- up	496.0	496.0	496.0	4
	13211	Ambunti Rural Lock-up	447.5	448.0	447.5	4
	13212	Menyamyia Rural Lock-up	433.5	434.0	433.5	4
	13213	Gumine Rural Lock-up	471.5	473.0	471.5	4
	13214	Misima Rural Lock-up	481.0	482.0	481.0	4
	13215	Moreguina Rural Lock-up	586.0	586.0	586.0	4
	13216	Kabwum Rural Lock-up	367.0	367.0	367.0	4
	13217	Bogia Rural Lock-up	375.5	376.0	375.5	4
	13218	Bulolo Rural Lock-up	304.0	305.0	304.0	4
<b>Program</b>		Miscellaneous Law and Order Services	7,000.0	20,000.0	20,000.0	1
<b>Program</b>		General Administration	7,000.0	20,000.0	20,000.0	1
	22594	CS Infrastructure Program	7,000.0	20,000.0	20,000.0	5
<b>Grand Total</b>			137,291.0	159,594.0	165,594.0	

## 2022 Budget Appropriation

### Summary of Agency Expenditure by Item(s)

(in thousands of Kina)

Economic Item		Appropriation
Code	Description	2022
<b>2</b>	EXPENSES	
<b>21</b>	Personnel Emoluments	101,693.00
<b>211</b>	Salaries and Allowances	82,334.00
<b>213</b>	Overtime	6,184.00
<b>214</b>	Leave fares	4,496.00
<b>215</b>	Retirement Benefits, Pensions, Gratuities	8,679.00
<b>22</b>	Goods & Services	34,025.00
<b>220</b>	Goods & Services	
<b>221</b>	Domestic Travel and Subsistence	193
<b>222</b>	Travel and Subsistence	4,650.00
<b>223</b>	Office Materials and Supplies	953
<b>224</b>	Operational Materials and Supplies	15,106.00
<b>225</b>	Transport and Fuel	3,815.00
<b>226</b>	Administrative Consultancy Fees	121
<b>227</b>	Other Operational Expenses	7,802.00
<b>228</b>	Training	1,385.00
<b>23</b>	Utilities, Rentals and Property Costs	1,690.00
<b>233</b>	Routine Maintenance	1,690.00
<b>27</b>	Capital Formation	22,186.00
<b>270</b>	Capital Formation	
<b>271</b>	Office Equipment, Furniture & Fittings	186
<b>276</b>	Construction, Renovation and Improvements	22,000.00
<b>Grand Total</b>		<b>159,594.00</b>

## Program Description

To maintain and upgrade the accommodation facilities in the prisons. To provide clothing, rations, medical facilities and personnel commodities. To provide farms for the production of fruits and vegetables. To provide social services through workshops, training of artisans, religious ministering and recreation.

This program consists of 39 Activities and Projects the expenditure and other data of which are given in the following tables:

10260	Top Management & Administrative Services
10261	Policy & Administration
10262	Operational Field Command
10266	Southern Region Prisons Administration
10267	Northern Region Prisons Administration
10268	Islands Region Prisons Administration
10269	Highlands Region Prisons Administration
11756	Legal Services
11757	Internal Audit Services
11758	Finance & Budget
11759	Human Resource
11760	Administration-HR
11761	Information Technology Services
11762	Training Development - Hq
11763	Fixed Asset Management Unit
11764	Community Relation
11766	Bomana Prison Administration
11767	Ningerum Prison Administration
11768	Biru Prison Administration
11769	Giligili Prison Administration

11770	Daru Prison Administration
11771	Buimo Prison Administration
11772	Boram Prison Administration
11773	Beon Prison Administration
11774	Vanimo Prison Administration
11775	Kerevat Prison Administration
11776	Kavieng Prison Administration
11777	Lakemata Prison Administration
11778	Buka Prison Administration
11779	Manus Prison Administration
11780	Bundaira Prison Administration
11781	Bihute Prison Administration
11782	Barawagi Prison Administration
11783	Baisu Prison Administration
11784	Mukuramanda Prison Administration
11785	Bui-Lebi Prison Administration
13219	Hawa Prison Administration
13348	Bougainville Correctional Service
21023	Rural Lock-Up Program

## MONITORING, EVALUATION AND REPORTING

Monitoring and Evaluation is an integral part of this Annual Plan. It is a prerequisite to knowing organizational challenges and achievements. Monitoring will be undertaken on a quarterly basis to check progress on projects, programs and activities and ensure that they are implemented as planned and further to know the status of resource allocation, funding and challenges/issues that may emerge and have impact on the implementation of activities.

Reports will be produced on a monthly and quarterly basis on the implementation of activities stated in the Annual Plan. Progressive reports will be done on a monthly and quarterly basis on the implementation of programs/projects and activities. They will form the core of the 2022 Annual Performance Report (APR). The APR will include all aspects of the programs/projects, including; financial, staffing and progress in implementation of programs/projects. A Reporting Template will be used for the purpose of reporting.

All Responsible Officers assigned with the responsibility to facilitate payments, or implement projects are required to produce these reports. These reports will then be used to do the 2022 Annual Report.



## RISK MANAGEMENT

Risk Management involves identifying potential risks in advance and taking steps to reduce the risks.

Risks and challenges will be expected during the implementation of the plan. These risks will mainly be in the development programs and in areas such as: land issues, delays/cuts in funding allocations, lack of co-ordination in and between agencies and lengthy bureaucratic processes, inadequate control over expenditure, lack of support from the communities involved, inadequate capacity of human resource or unforeseen events including natural disasters, disease out breaks and lapses in security control that may delay the implementation of the programs.

Each Activity Managers are to develop Risk Management plans on how best to manage risks in the event that such situation arises. Some of the risk mitigation strategies are; ensuring availability of enough funding, making sure there are open dialogues in communication channels between parties, proper co-ordination and reporting of both recurrent and capital components of the budget which are necessary for successful implementation of activities/projects.

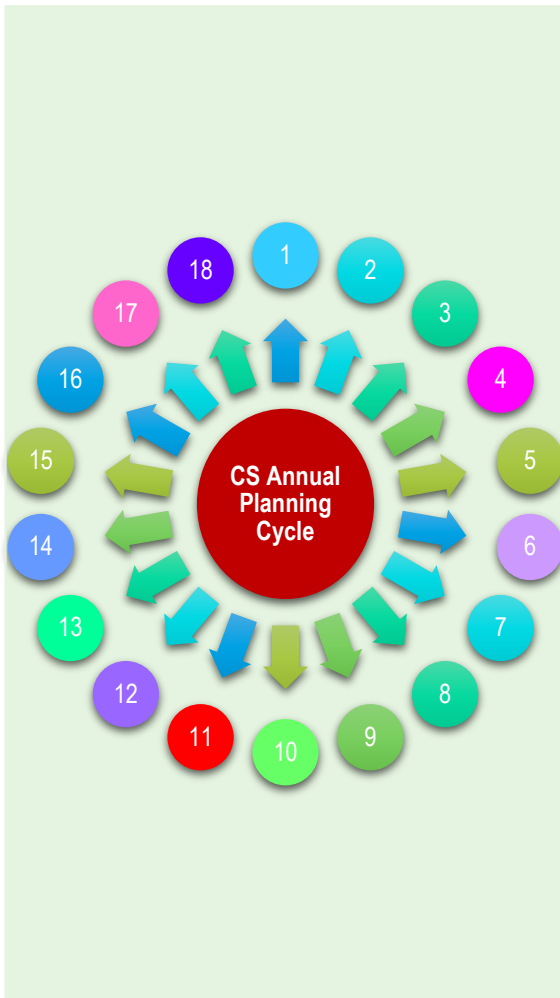
## ANNEXES

### ANNEX A: STANDARD MANDATORY ACTIVITIES FOR THE COMMANDING OFFICERS

These are the Mandatory reporting activities for Commanding Officers and Commandant CSTC.

No	Activity	Evidence collected to describe your performance	Institution
1	Develop and implement Institutional Activity plan	Progress of plan reported	All Institutions
2	Conduct Station upkeep & beautification	Progress report	All Institutions
3	Control Budget & manage funds Appropriately	Summary of expenditure report	All Institutions
4	Facilitate contingency & Security Planning: Escape, Fire, Emergency	Progress report	All Institutions
5	Conduct Disciplinary court hearing	Hearing No: of reports & cases	All Institutions
6	Manage CSTC Operations	Progress report	CSTC
7	Facilitate Detainee Rehabilitation programs	Progress reports	All Institutions
8	Participate in National Events	Events progress	All Institutions
9	Facilitate the CS Remembrance Day	Progress report	All Institutions
10	Support GOPNG sanctioned events	Officers engaged to events	All Institutions
11	Conduct Institution Facility Inspection	Inspection Report	All Institutions
12	Conduct CIMT, Staff & stakeholders' meetings or consultations	Minutes & reports of the meetings	All Institutions
13	Monthly Returns	Monthly report pack submitted	All Institutions
14	Develop and implement CS Annual Training Plan	The document of Annual Training Plan	CSTC
15	Manage staff leave, duty roistering & job placements	Rosters & reports submitted	All Institutions
16	Conduct Compound Surprise Search	Search Reports	All Institutions
17	Conduct and Staff performance and Appraisals	Documents submitted	All Institutions
18	Facilitate Staff workplace & external training in consultation with HR	Progress reports	All Institutions
19	Ensure effective Management of CS Training College	Training Report	CSTC
20	Facilitate Transfers of Detainees to minimize overcrowding	Detainee Statistic Report	All Institutions

## ANNEX B. Annual Planning Cycle



No	Activity Name	Dates
01	Implementation 2022 Budget Plan	January
02	CS Planning Workshops on AAIP, Development and Recurrent Budget	Feb-early March
03	Presentation of Correctional Service Annual Performance Report	March
04	01 <sup>st</sup> Quarterly Financial and Development Projects review	End - March
05	Senior Managers Conference	March
06	Commencement of 2023 AAIP and Budget Plan	Mid-April
07	Completion and submission of AAIP 2022	May - June
08	National Election 2022	June-July
09	02 <sup>nd</sup> Quarterly Finance, Development, and AAIP review Mid-Term Review	End- May early June
10	Monitoring and Evaluation of AAIP	June-July
11	Completion of Recurrent Budget	July
12	Submission of Recurrent Budget	August
13	Financial and Security Management Audit and Reports	August-September
14	Development of 2023 AAIP	Early October
15	Budget Release	End - November
16	Post Budget Release Review	Early - December
17	2023 AAIP finalized	Mid-December
18	Annual Performance Report compilation and write-up	End - December
19	Closing of Accounts	End - December



## CORRECTIONAL SERVICE DIRECTORY

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### Ministry of Correctional Service



HONOURABLE SEKIE AGISA MP  
Member for North Fly  
Minister for Correctional Service



BIO KAMURA  
Second Secretary to the  
Minister for Correctional Service

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## GLOSSARY OF ABBREVIATIONS AND ACRONYMS

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AAIP	Annual Activity Implementation Plan
AC	Assistant Commissioner
CCC	Community Correctional Center
CLRC	Constitutional Law Reform Commission
CS	Correctional Service
CSEAC	Correctional Service Expenditure Assessment Committee
CSET	Correctional Service Executive Team
CSHQ	Correctional Service Headquarter
CSSP	Correctional Service Strategic Plan
CSTC	Correctional Service Training College
DCCA	Deputy Commissioner Corporate Affairs
DCOPS	Deputy Commissioner Operations
DFAT	Department of Finance and Treasury
DoF	Department of Finance
DOT	Department of Treasury
DPM	Department of Personnel Management
EEO	Equal Employment Opportunity
FAMU	Facilities Assets Management Unit
ICRC	International Community of Red Cross
NCM	National Coordination Mechanism
NIO	National Intelligence Agency
PFA	Personnel Finance & Administration
PNGCS	Papua New Guinea Correctional Service
PNGDF	Papua New Guinea Defense Force
PPE	Policy Planning & Evaluation
SMU	Strategic Management Unit

# SIX CORE VALUES OF PAPUA NEW GUINEA CORRECTIONAL SERVICE

These six values are the fundamental beliefs of PNG Correctional Service. These guiding principles dictate behavior of people and can help understand between right and wrong. These core values help determine if we are on the right path through fulfilling our goals by creating our unwavering guide. It is by these values which our vision, mission and activities are anchored.



## #1. JUSTICE

*We are committed to upholding the rule of law and believe that everyone should be afforded natural justice in the management of corrections and the rehabilitation of detainees.*



## #2. LEADERSHIP

*“No-one can do more to set the tone of an organisation than its leadership”. Our leaders hold in their hands the health and well-being of our organisation. We hold them accountable for supporting those who they manage and expect that in turn they will receive due support and respect from their colleagues and subordinates.*



## #3. VIGILANCE

*We are committed to maintaining the highest level of alertness and responsiveness to situations in the workplace to minimise the impact of any possible threats*



## #4. LOYALTY

*We uphold and maintain our commitment, faithfulness, obedience with strong feelings of support and patriotism to our organisation.*



## #5. INDUSTRIOUSNESS

*We value hard work and we are dedicated and resolute in striving to achieve success in all that we do. We pursue reforms and transformations in supporting our detainees to become better citizens.*



## #6. MUTUAL RESPECT

*We hold and treat everyone equally and with dignity in our profession as Correctional Officers, regardless of relationship or status. We may not always agree, but we respect the opinions of others and the positions they hold.*



# Papua New Guinea

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