

PAPUA NEW GUINEA CORRECTIONAL SERVICE



Detainee Rehabilitation Policy

"Giving a Second Chance"

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Vetting Authority: **MICHAEL N. WAIPO, DCS, MBE** [.....]
Commissioner

STEPHEN POKANIS, DCS [.....]
Deputy Commissioner
Corporate Services

DENNIS K. PIANDI, LLB [.....]
Deputy Commissioner
Operations

Dated this **10th** day of **June** 2016

This document has been prepared by the PNGCS Rehabilitation Policy Consultative Team

PNGCS Headquarters
Former Kramer Building, Hohola
PO Box 6889
BOROKO
National Capital District. 1111
Papua New Guinea
Phone (675)3231437
Fax (675)3230407

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Papua New Guinea Correctional Service



Detainee Rehabilitation

Policy

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Abbreviations

AC	Assistant Commissioner
AP	Annual Plan
BP	Budget Plan
CBO	Community-Based Organization
CI	Correctional Institution
CRD	Correctional Rehabilitation Directorate
CS	Correctional Service
CSET	Correctional Service Executive Team
CSO	Civil Society Organization
CSSP	Correctional Service Strategic Plan
DFAT	Department of Foreign Affairs & Trade
DPM	Department of Personnel Management
DSP	Development Strategic Plan
DWU	Divine Word University
FBO	Faith-Based Organization
HIV	Human Immune-Deficiency Virus
HQ	Headquarters
KPI	Key Performance Indicator
LJS	Law and Justice Sector
MOU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
NARI	National Research Institute
NATTB	National Apprenticeship Trade and Testing Board
NEC	National Executive Council
NGO	Non-Government Organization
NTC	National Training Council
NZAID	New Zealand Aid
PALJP	PNG- Australia Justice Program
PAU	Pacific Adventist University
PME	Private Manufacturing Enterprise
PNG	Papua New Guinea
PNGCS	Papua New Guinea Correctional Service
TI	Transparency International
TVET	Technical and Vocational Education Training
UN	United Nations
Uni Tech	University of Technology
UOG	University of Goroka
UPNG	University of Papua New Guinea
YWCA	Young Women Christian Association

Acknowledgements

This Detainee Rehabilitation Policy was formulated through extensive consultations and intensive discussions were facilitated by the Correctional Service Consultative Team. The consultative team comprised of two working groups, the first comprised of the PALJP adviser and team leader, Bernard Meatheringham, Superintendent Kiddy Keko (in the initial stages), Chief Inspector Steven Kaspou, Sergeant Eko Mangere, CW David Kambe (Jnr), and other members of the newly created rehabilitation directorate.

The Team visited all of the Correctional Institutions (CI) throughout the four regions, met with the Commanding Officers, Functional Managers and Rehabilitation and Welfare Officers, and consulted with them on current programs under the Correctional Service Strategic Plan 2011-2020 (CSSP 2011-2020), Key Result Areas (KRA) and the implementation of strategies in regard to rehabilitation programs. The team also consulted key stakeholders and partners, such as NARI, the PNG Bible Society, TVET Institutions, Faith-Based Organizations, and Provincial Governments.

The team also consulted all relevant documents including key government policies, and the Law and Justice Sector policies and strategies, and aligned them with the framework of the Detainee Rehabilitation Policy.

The team's efforts resulted in the development of this policy document.

The first draft of these policies was presented to the Commanding Officers, the Correctional Service Executive Team (CSET), and the Directors and Managers at the Senior Managers Conference held in Goroka (EHP) in February 2014. Their comments were considered and the revised draft was endorsed at the conference. The second and third drafts of the prison industry and detainee rehabilitation policies were presented to the Commissioner and CSET Members for their comments, input, and endorsement in May 2014. The final draft was approved at the CSET meeting, which was held at Correctional Service Headquarters in July 2014.

The policies were submitted to the National Executive Council (NEC) for approval on 26 August 2014. After the NEC's approval and funding commitment, a Ministerial direction was issued for the two policies to be merged and contextualized to ensure that it was user-friendly, reader-friendly, and above all, to ensure that it suited PNG's conditions and situation.

The second working team was immediately commissioned in October 2014. It has taken four months and the result is this detailed and simplified Detainee Rehabilitation Policy. With this, we extend our sincere appreciation to the second Working Team members for much of the work in merging, contextualizing, and merging the two policies into one - the Detainee Rehabilitation Policy.

The Team Leader, Senior Inspector Jerico D. Charah, Corporal Joe Sila from the CS Media Unit for the design work, the external consultants; Dr Michael Unage for his involvement in the whole formulation process, Dominic Tomar (Former CS Deputy Commissioner Corporate Services and now with PALJP) for reviewing the document, Jim Robins for editing, and Kani Kikman for making the clean copy of this policy.

In addition, to everyone who participated and who were involved in preparing this important document – the Working Team Members would like to thank you for your invaluable contributions and support.

This Detainee Rehabilitation Policy provides direction and platform for reform, security, self-sustenance, and work in partnership with all government agencies, churches, civil society organizations, and other stakeholders to fulfill the vision of the Correctional Service. As the policy provides the direction for programs and activities that need to be implemented, it intends to harness all resources - both personnel and finances - to ensure that its key policy areas are achieved. The Detainee Rehabilitation Policy was endorsed, published, and launched in 2015.

Finally, all Glory, Honor and Praise to our Almighty Creator - our GOD - author of life, provider of wisdom and all that has enabled the successful completion of this policy.

Minister's Foreword



The next medium term will be an exciting chapter in the history of this country and for the National Government. The expected economic growth over this period will no doubt allow the Government and its agencies to build up institutional capacity and capability to deliver improved goods and services to our communities. As a key institution of State, the PNG Correctional Services (PNGCS) also has much to offer in terms of its contribution to enhancing order, peace and harmony in the country. It does play a vital role in the law and justice sector, by providing rehabilitation, and safe containment and management of citizens incarcerated in our Jails.

In early 2014, the National Executive Council (NEC) approved a set of policy directives to reform the PNGCS. The reforms will include a wholesome review of the National Prison System including its current infrastructure, organizational structure, legislation, and its programs and activities. The reforms are aimed at providing the basis for modernizing the organization in terms of its powers and functions, its modes of practice and management system, and how it will partner with others in delivering goods and services.

In many correctional jurisdictions in the world, the rehabilitation of detainees is most effective when it is executed in a bipartisan manner involving correctional officers as well as external service providers. To build on this approach and in strengthening partnership with others, the PNGCS undertook a review of its rehabilitation programs in 2013 as a basis of refining a new Correctional Service Detainee Policy. As a result of this review, the NEC approved a draft Correctional Services Detainee Rehabilitation Policy in mid-2014, which I am pleased to launch today.

This Policy provides clear guidelines on how the PNGCS will undertake its core business of detainee rehabilitation, through its key pillar: the **Prison Industry Services**. The policy document also outlines four other key policy areas, including the detainee rehabilitation and reintegration process.

In my view, the Policy does provide a direction, as well as a yardstick for detainee rehabilitation. When fully implemented, it shall have a resounding effect on PNGCS' efforts to improve correctional practices, its human capital, and the general outlook of the organization as a key player in the law and justice sector in PNG.

The NEC must be applauded for its commitment in approving K20M funding to implement this program over a five year period. Although the 2016 budget appropriations will not allow country-wide implementation of the programs this year, the National Government remains committed and will ensure that adequate resources are allocated to PNGCS future budgets to realize the full intent of this Policy.

The Detainee Rehabilitation Policy is a culmination of the exchange of ideas and experiences between key Departmental staff and our partners; particularly the advisers from the PNG/Australian Law and Justice Sector Partnership Program. On behalf of the National Government I would like to sincerely thank all those officers and consultants for their efforts in producing a guiding document for future detainee rehabilitation in PNG.

The Policy promotes effective and proactive partnerships. It is my fervent hope that its implementation will enhance the cooperation and collaboration between PNGCS, and statutory and private service providers. Through sharing of experiences and resources with others, the organization can achieve greater economy and a better set of outcomes.

As Minister, I am proud that this Policy will go a long way in changing our perception about detainees, and commit us to render such citizens a second chance to become effective members of our wider society. We therefore have a moral and national responsibility to ensure that they are cared for, and given self-assurance and meaning to their lives. Hence, I now invite every concerned citizen to rise and walk with us on this crucial journey to correct, restore, and fulfill our pledge in serving those who are truly in need of a second chance.

With this, I commend and officially launch the PNGCS Detainee Rehabilitation Policy for implementation.

HON. JIM B. SIMATAB, MP
Minister for Correctional Service,
& Member for Wewak

Commissioner's Statement



As the Commissioner of the Correctional Service, it is a great honor and privilege to announce the successful completion of the Detainee Rehabilitation Policy. It gives me even greater pride and satisfaction to declare the implementation of the policy through a staged approach in 2017 and beyond as the policy sets out a new benchmark, for the work of detainees' corrections in all prisons throughout the country.

The need for an articulate and structured policy framework for detainee rehabilitation has been pressing for many years and has become more urgent as Papua New Guinea's growth and development has exceeded all expectations. This positive growth will not only bring prosperity, but will also bring law and order challenges that require our readiness to address them. The successful completion of this policy would not have eventuated had it not been for the tireless effort and commitment of our officers. I extend my thanks and acknowledge the two working teams, in particular the second working team which has tirelessly worked in formulating this policy. This Policy will drive and guide rehabilitation programs and development of the prison industry in our Correctional Institutions. It is envisaged to transform, sustain, and improve security and public safety during, and after, prison life.

The CS Detainee Rehabilitation Policy aligns with the National Law and Justice Sector Policy and Plan of Action towards Restorative Justice, and sets clear directions for the Justice Sector in meeting present and future challenges. The Policy acknowledges the essential role that the Correctional Service must play in partnership with all stakeholders and all levels of government, if we are to achieve true peace and harmony in our communities.

The Detainee Rehabilitation Policy targets and utilizes detainees who have successfully gone through security management processes and who present no risk to the prison environment and public at large, to actively participate in rehabilitation and prison industry programs.

This policy is a noble document since it accommodates and set pathways of all categories of detainees, those on death row, life sentences, juveniles, women, and those with disabilities. It embraces the principles of equal participation, fairness, and respect for all who are under CS care.

Detainee programs have been in operation in Correctional Institutions for many years, and are aligned to the strategies of the Correctional Service Strategic Plan, 2011 – 2020, the CS Act of 1995, and the National Governments short-term and long-term development goals.

The development of the Detainee Rehabilitation Policy is an important step for the Correctional Service, and stakeholders' participation in short and long-term programs for detainees. This Policy was developed through extensive consultation with Law and Justice Sector agencies, stakeholders, development partners, non-government organizations, faith-based organizations, civil society organizations, community groups and other committed individuals in the community.

The stakeholders' participation in the rehabilitation programs in Correctional Institutions is an important component in ensuring that peace and harmony is maintained in the community. Papua New Guinea Correctional Service is excited and ready to implement the policy with support of Government and all stakeholders.

I endorse and commit this Detainee Rehabilitation Policy for implementation from 2017 and beyond.

MICHAEL N. WAIPO, MBE, DCS
Commissioner
Department of Correctional Service

DIRECTIONAL STATEMENTS



The CS Minister inspects the parade

1. DIRECTIONAL STATEMENTS

1.1. VISION

A Leader in Detainee Management and Transformation – Contributing to Just, Safe and Secure Papua New Guinea.

1.2. MISSION

To enhance the safety and security of society through secure containment and rehabilitation of detainees in partnership with stakeholders in fulfillment of CS mandate and to achieve PNG Vision 2050

1.3. GOAL

To provide detainees with the relevant rehabilitation programs and other support services necessary for smooth reintegration into society upon release.

1.4. PRINCIPLES AND VALUES

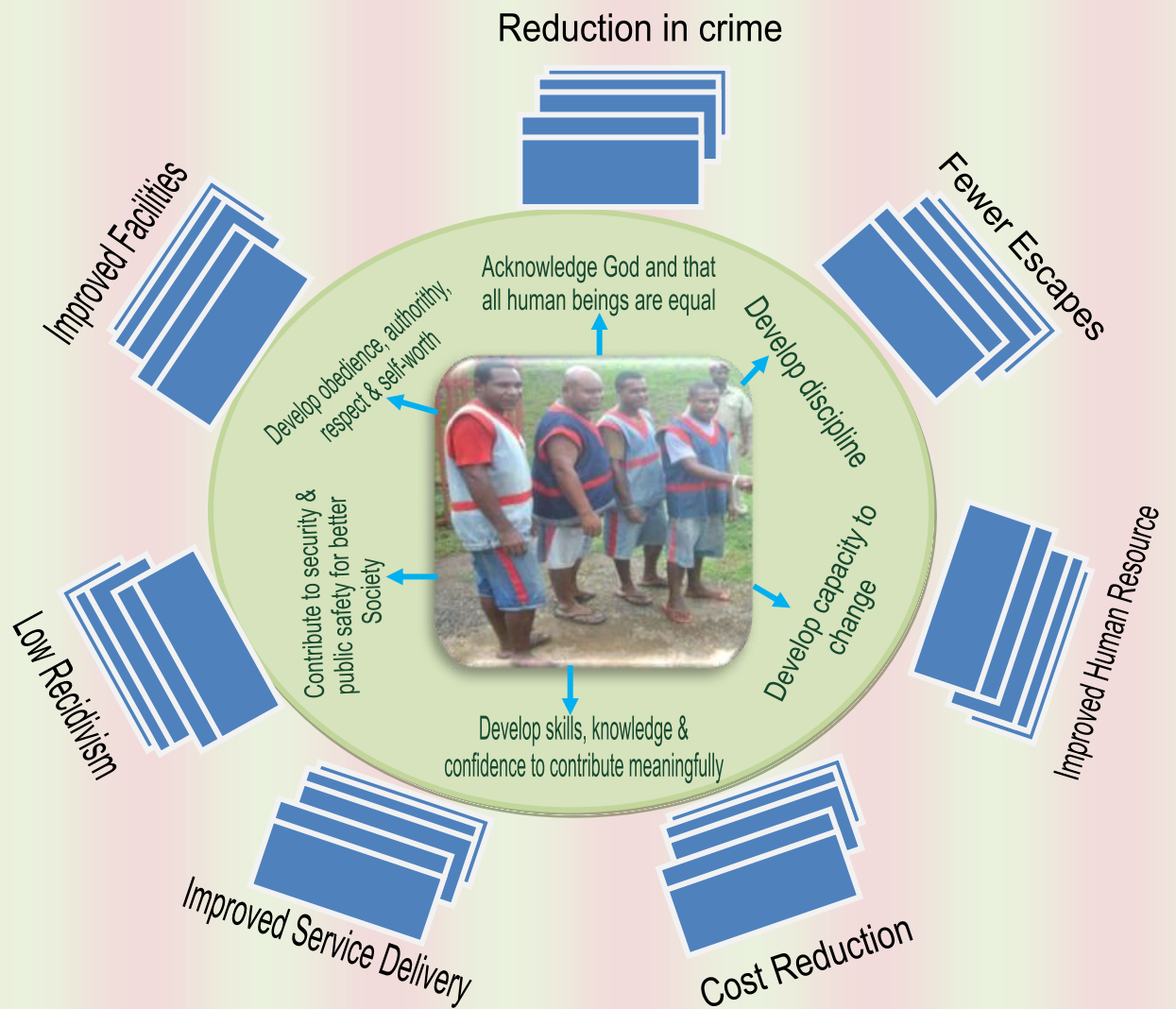
- (a) **Justice:** The policy considers that punishment and discipline of detainees should be done with the ultimate aim of correcting the offenders.
- (b) **Transformation:** The policy affirms that detainees have the capability and capacity to be vigilant and the chance to change their mindset, attitude and behavior for the better.
- (c) **Good Citizenship:** Following the law, obeying authority, respecting others and their properties, and developing self-worth are what this policy expects of detainees upon release.
- (d) **Safety:** This policy anticipates that upon release, detainees contribute to a safe, orderly, and harmonious society.
- (e) **Resourceful:** Detainees have the skills, knowledge, and confidence to engage in activities to support themselves and their families, and contribute to the development of the nation.
- (f) **Human Dignity:** This policy acknowledges that every human being is created in the image of the Creator and deserves treatment that is humane.
- (g) **Industrious:** This policy encourages **Self-Sustenance and development of industries, and to venture into revenue and profit making for sustainability**

1.5. SCOPE OF THE POLICY

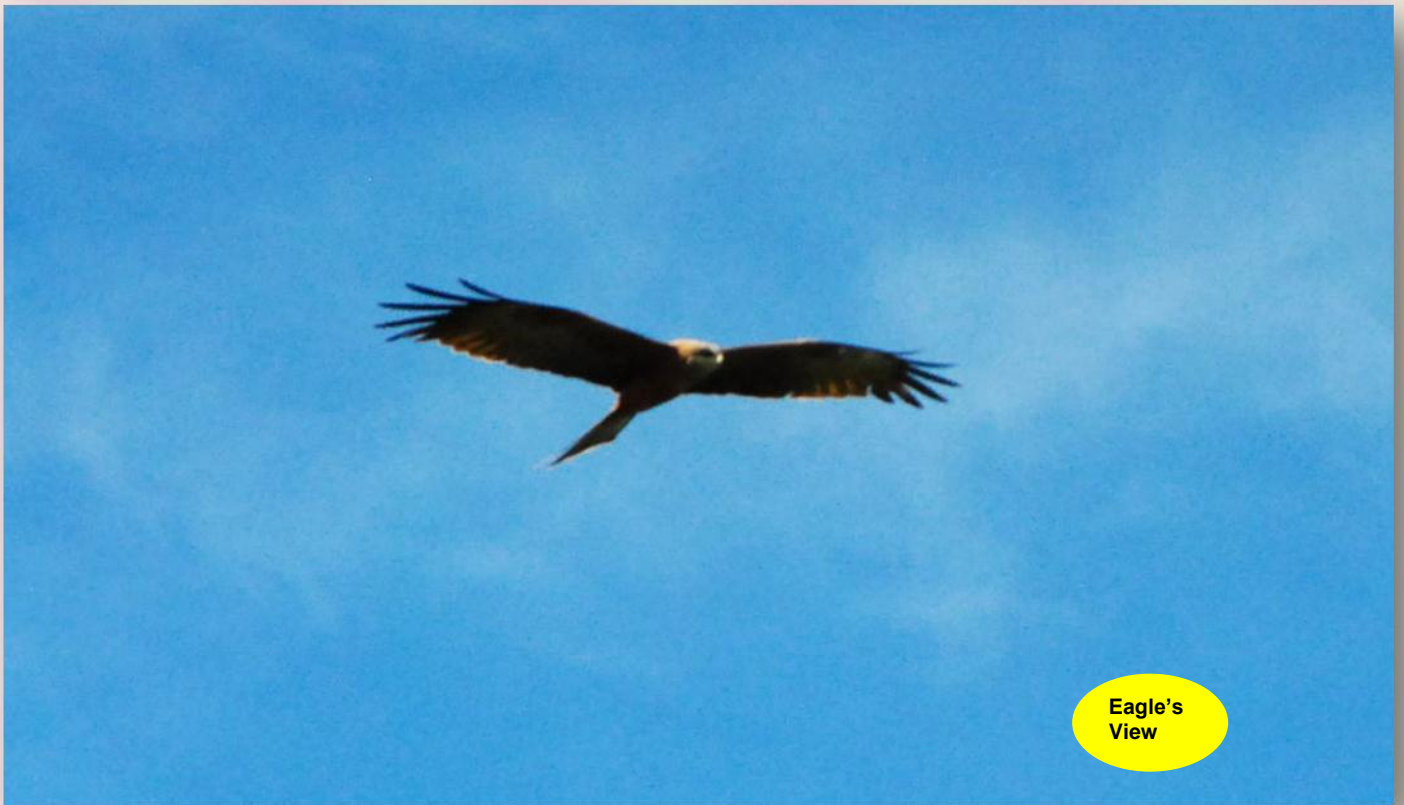
This Policy:

- (a) Gives effect to the Correction Service's responsibility administer and to assist in the rehabilitation and reintegration of detainees;
- (b) Shall be known as, or called the Rainbow Tarangau program/Giving a Second Chance Program
- (c) Defines a rehabilitation process to guide the nature and types of programs that may be used to enhance rehabilitative outcomes;
- (d) Includes the prison industry to provide and sustain the rehabilitation and reintegration programs;
- (e) Pertains to detainees who have been assessed and placed at an appropriate security classification level to allow them to be involved in skills training and be engaged in prison industry activities;
- (f) Aligns with significant long-term development plans and the Correctional Service Strategic Plan, 2011-2020, and Prison Charter;
- (g) Ensures equity, regardless of gender, ethnicity, race, religion, and, or other situations that will prevent or hinder participation.

Diagram 1: The Values and Principles and Their Impacts



OVERVIEW



2. OVERVIEW

2.1. Background

The Papua New Guinea Correctional Service was established under the *Papua New Guinea Constitution*. Section 188 of the *Constitution* establishes it as a State Service and s.207 as a member of the Disciplined Forces. PNG Correctional Service manages and operates nineteen Correctional Institutions throughout the country and is responsible for the operations of six Rural Lock-Ups, which are also known as 'Community Corrections Centers'. These institutions are managed and operated by 1, 800 correctional officers and civilians.

The Papua New Guinea Correctional Service is responsible for the custody of those convicted persons who are referred by the courts. The rehabilitation policy was first formulated in 2001 to cater for the detainee rehabilitation programs in the correctional institutions. Since then, no review was done for the past ten years to see what was achieved and how one could develop a better and improved detainee rehabilitation policy for the organization. The detainee rehabilitation and reintegration service is one of the Correctional Service's eight core business objectives that enable Correctional Service's long-term outcomes. They complement and depend on each other to fulfill the CS Strategic Plan 2011 – 2020. It needs a more structured rehabilitation policy to be developed to guide the CS and its stakeholders regarding the rehabilitation programs in correctional institutions.

The main focus of the Detainee Rehabilitation Policy is to promote and sustain the development and rehabilitation of offenders and their participation in all stages of detainee rehabilitation programs in the correctional institutions. It is important that all stakeholders - from families to non-government organizations, media organizations, development partners, the private sector, faith-based organizations, civil society organizations, and government agencies - should contribute meaningfully to the reformation of detainees in order to create a safer society.

The commitment towards the realization of the policy and its sustainability is dependent on its effective implementation, environmentally sound and feasible training, high standard performance in the rehabilitation of offenders, and the availability of appropriate level of funding. The need for continuous monitoring and evaluation is vital to maintain its relevance to the ever-changing cultural, social, economic and technological settings. It is essential that the policy is implemented with increased coordination, sectoral cooperation, community participation, and technological innovation.

2.2. Rationale

The amalgamation of the rehabilitation and prison industry programs that are captured in this policy is of a functional significance, because one naturally depends on the other for the successful outcome of the detainees' reintegration into society. Before independence, the Correctional Service had the tradition of producing food, providing agricultural products, and a range of other goods at its institutions. With prior international development assistance, rehabilitation programs - in particular prison industries - thrived across a diverse range of activities, by helping to build and maintain strong and mutually beneficial links to the local communities.

Those systems and relationships have gradually eroded over the past few decades because of low levels of investment, diminishing expertise, indifferent leadership, and a failure to assign organizational value to the rehabilitative process. While a few remnants of the system are still operating under the influence of motivated commanders, it is fair to characterize current national prison rehabilitation programs as virtually on the decline. All these factors have led to the problems that the PNGCS and, in particular, the correctional institutions face today; overcrowding, prison breakouts, reoffending, and the general surge in crime rate and the deteriorating infrastructure. In those locations where rehabilitation and industry programs are operating, they are conducted on an ad-hoc basis, and are occasionally dysfunctional and potentially counterproductive.

Comparatively, small percentages of potentially eligible detainees are currently engaged in productive work or associated vocational training. However, as there is no proper data recorded in this area, it is difficult to ascertain the accurate statistics of detainees who are engaged in this program. The 2013 Annual Performance Report stated that 625 detainees attended formal life-skills programs, and 703

detainees attended rehabilitation programs. Also, 93 detainees have attended skills transfer programs. Approximately the same number is reflected in the 2012 Annual Performance Report.

The solutions to the current situation are complex and require coordinated planning and action across a number of interrelated areas, including policy development, organizational restructuring, budgeting, and business planning. Moreover, there is no clear policy articulation between work and the higher order mandate of the CS for the rehabilitation of detainees within an appropriate secure setting. Careful re-balancing on secure containment to enable higher levels of detainee participation in rehabilitation programs will be required.

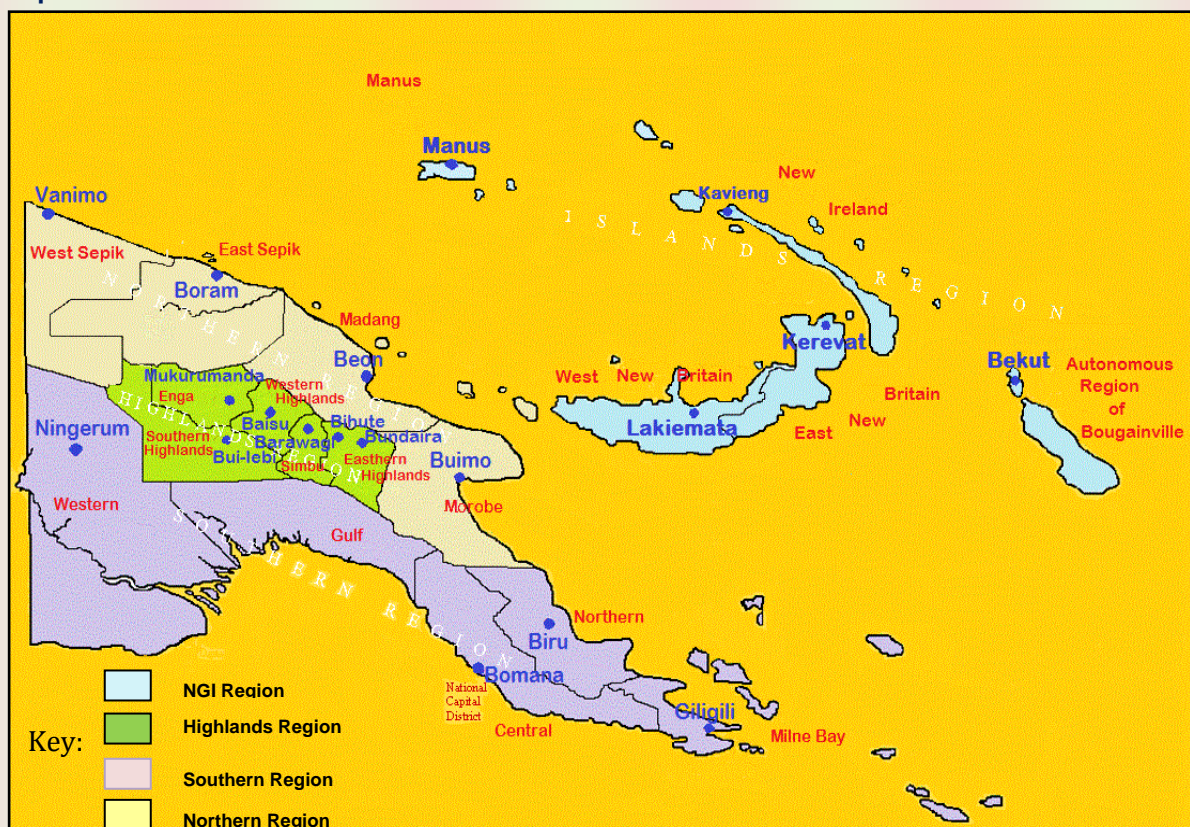
The recommended approach through this detainee rehabilitation policy is to maintain and realign the current activities so that, where local systems are operating, they are maintained and better supported and move incrementally across all institutions. That model fully meets all the assessment criteria and the government's policy priorities. It affords opportunities for both productive works for detainees and vocational training that provide skills which are in demand in the local communities into which they will eventually be discharged. It provides opportunities for them to become valued members of the society.

For the prison industries, there is a need to quickly acquire relatively high levels of civilian business acumen to effectively manage what would potentially be a significant program with inherent benefits. Any model that is selected for developing those capabilities must recognize that a staged approach which builds on existing strengths and aligns with the nation's dominant economic and labor market conditions is required to arrest the current decline and ensure sustainability of the prison industries.

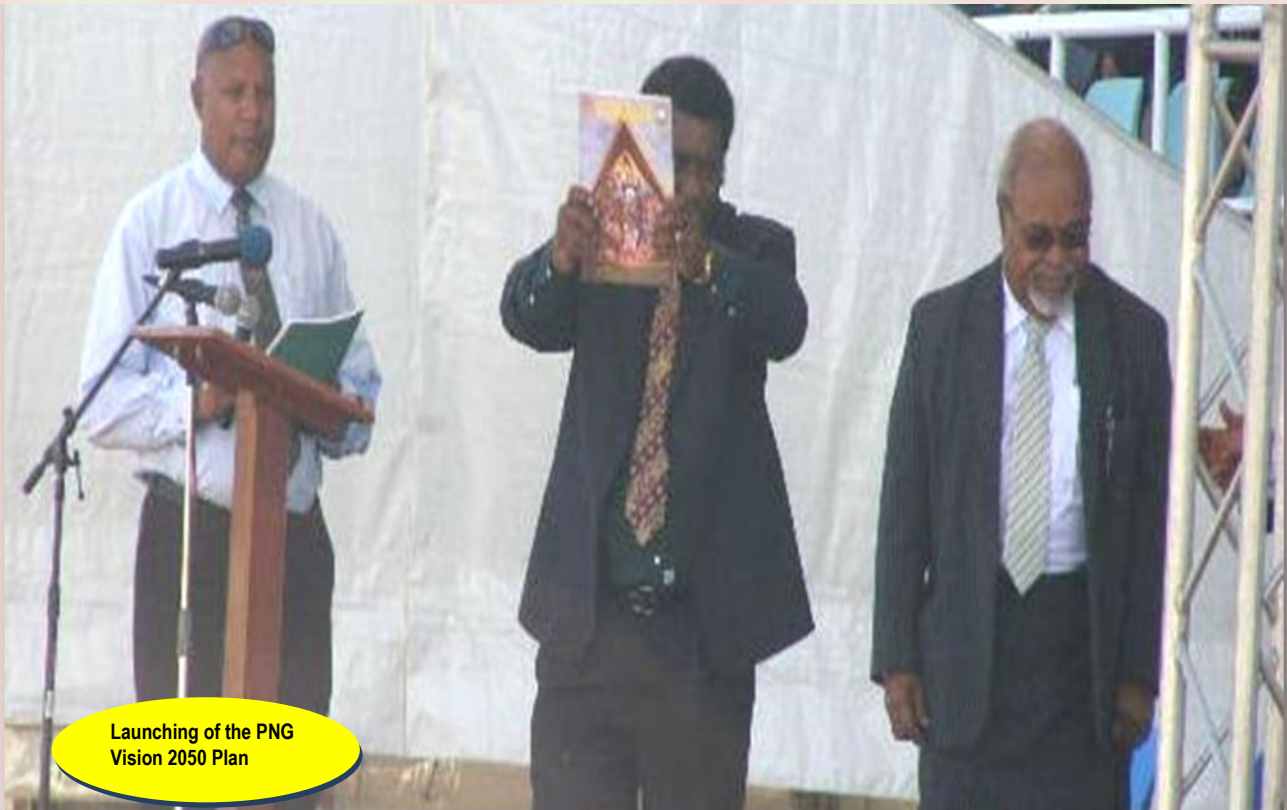
Detainee rehabilitation is one of the Correctional Service's core functions. This structured rehabilitation policy will guide the CS and its stakeholders in respect of the importance of each program. Although it is legally outside the CS jurisdiction, detainees' reintegration programs have been conducted by CS officers in all of the institutions. These programs bring the CS, its partners, and communities to work together more closely.

This policy will provide the new guidelines and impetus, and by building on the success of such programs, the CS and its partners, in a concerted effort, will try to bring improvement to the rehabilitation and reintegration of detainees back into society.

Map 1: Location of Correctional Institutions



ALIGNMENT OF POLICY AND LEGISLATION



3. ALIGNMENT OF POLICY AND LEGISLATION

The Detainee Rehabilitation Policy is aligned to the following legislation and development policies .

3.1. The Constitution of Papua New Guinea

The *Constitution (Division 3-Basic Rights)* in s.37 *Protection of the Law*, Clause 17, states that all persons deprived of their liberty must be treated with humanity and with respect for the inherent dignity of the human person.

3.2. The United Nations Conventions

Papua New Guinea is a signatory to the United Nations Conventions on Human Rights on the Standard Minimum Rules for the Treatment of Prisoners.

3.3. The PNG Vision 2050

Pillar Four of the PNG Vision 2050 deals with “Security and International Relation”. One of the strategies in Pillar 4 states that the government will “provide 100 percent management capacity building for the Correctional Service”. It also states that “Correctional Service programs must also be supported to enable rehabilitation of inmates”. A key outcome of Pillar 4 states that “citizens are law abiding, with the highest respect for human rights”. Thus, the Detainee Rehabilitation Policy is aligned to the PNG Vision 2050 to make PNG a “smart, wise, fair, healthy and happy society”.

3.4. The PNG Development Strategic Plan, 2010-2030

The PNG Development Strategic Plan, 2010-2030 acknowledges the general law and order problem that is faced by the country, and puts forward strategies to reduce crime. Nothing specific in the Development Strategic Plan (DSP) discusses the Correctional Service and rehabilitation of offenders. However, in very general terms, the DSP states that the “core strategy of deterrence, increased efforts towards crime prevention and restorative justice, in partnership with the churches, the community and civil sector” should be undertaken. This included supporting efforts to divert people away from criminal lifestyles by promoting ethics and legitimate livelihoods.

3.5. The PNG Medium-Term Development Plan, 2016- 2017

While echoing the issue of law and order as having a significant impact on social and economic development, the Medium-Term Development Plan (MTDP), 2011-2015, also states the government’s priority to law and justice in the country. However, a specific statement in the MTDP, 2011- 2015, states that: “Furthermore, to ensure a higher number of offenders re-enter society fully rehabilitated, reintegration of offenders back into the communities will be facilitated through partnerships with community-based organisation, faith-based organisations, and civil society organisations”. The document also reiterated the need to improve manpower and infrastructure development in the law and justice sector.

3.6. The National Law and Justice Policy and Plan of Action

Restorative justice is the core rationale for the long-term future of the National Law and Justice Policy and Plan of Action within the Law and Justice Sector Agencies. It emphasises collaboration with all sector agencies and other relevant stakeholders in promoting peace and good order, by harnessing Papua New Guinea’s traditional values and practices which are conducive, responsive, and socially acceptable to the justice system in meeting the challenges that lie ahead.

3.7. The Law and Justice Sector Strategic Framework

There are five goals of the Law and Justice Sector Strategic Framework. Although the five goals are crucial for maintaining law and justice in society, specific relevance to this policy on rehabilitation is

found in Goal No. 3 on “Improved Reconciliation, Reintegration and Deterrence”. It states that “a national correctional system is maintained and improved.”

3.8. The Correctional Service Act, 1995

More appropriate to this policy is found in s.7 (1) (a,b,c,d) of the *Correctional Service Act* 1995, which stated that the Correctional Services core business is:

- (a) taking custody and control of all persons committed and sentenced to correctional institutions by warrant or order from the Courts, or custody of persons by any other competent authority under any law in force in the country;
- (b) providing secure, efficient and humane containment facilities for detainees according to the *Correctional Service Act* 1995;
- (c) developing and implementing meaningful educational, training, and rehabilitation programs for detainees in order to transform them to become better citizens, when they are released back into the society; and
- (d) developing and implementing core support training programs to pursue capacity excellence for Correctional Service Officers to perform their responsibility efficiently.

Section 7 (1) (c) of the *Correctional Service Act* is very much aligned to this policy on rehabilitation of detainees.

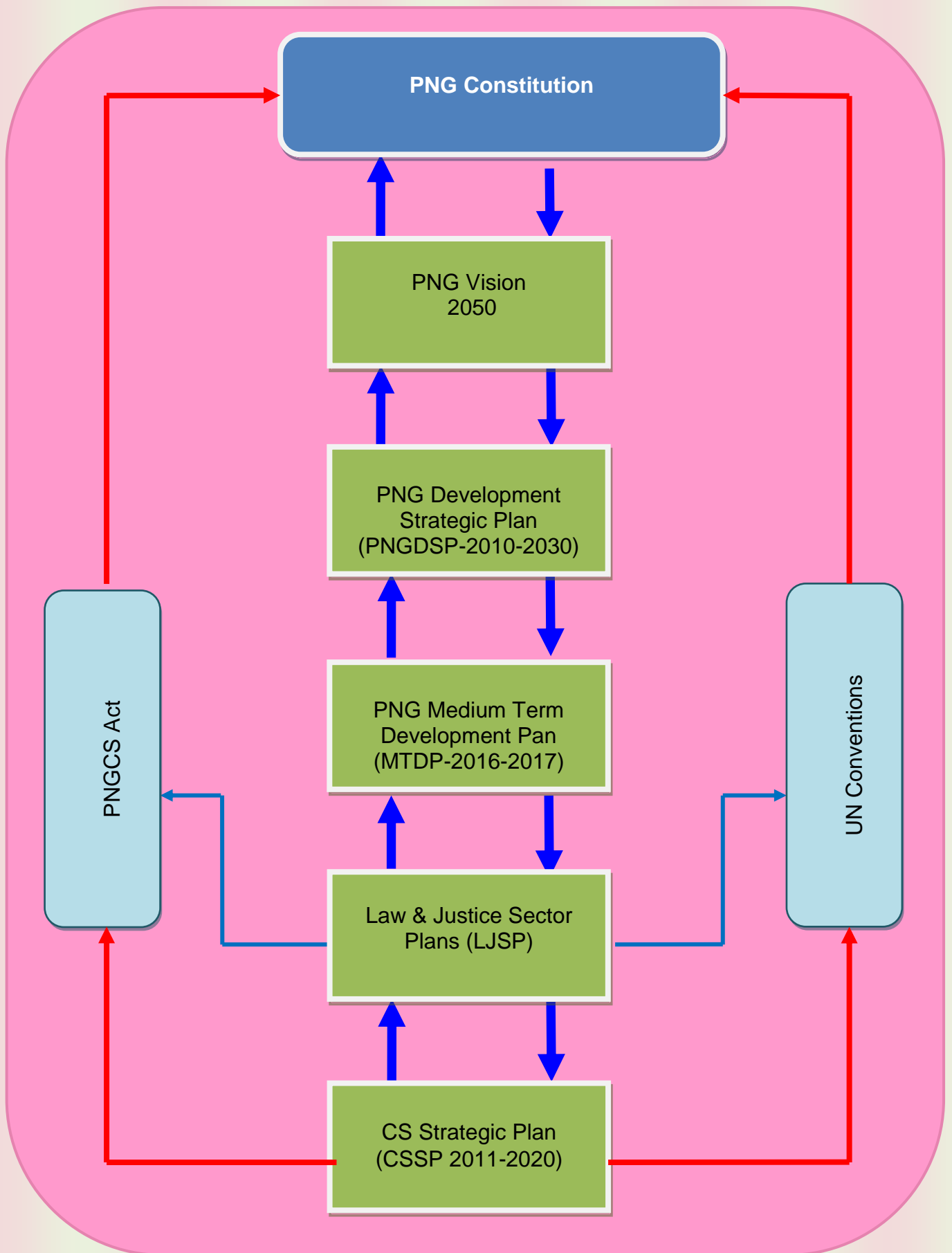
3.9. The Correctional Service Strategic Plan, 2011-2020

The Correctional Service Strategic Plan, 2011-2020 has eight core business objectives: They are:

- (1) Corporate Excellence in Correctional Services;
- (2) Detainee Management and Containment Services;
- (3) Community Corrections Centres;
- (4) Detainee Rehabilitation and Reintegration Services;
- (5) Strategic Partnership and Coordination Services;
- (6) Infrastructure Development, Management, and Sustainable Services;
- (7) Prison Industries Services; and
- (8) National Security Responsiveness.

Relevance to this policy includes the Core Business Objectives 4 and 7 of the Correctional Service Strategic Plan, 2011-2020. However, other core business objectives may, in one way or another, apply to this policy as well. Many of the key policy areas and the strategies that are found in the CS Strategic Plan would have a common intent and purpose. As such, this policy complements the Correctional Service Strategic Plan, 2011-2020.

Diagram 2: The Correctional Service - Policy Alignment



KEY POLICY AREAS



4. KEY POLICY AREAS

The key policy areas of the Detainee Rehabilitation Policy are:

- (a) rehabilitation and reintegration services;
- (b) prison industry services;
- (c) personal and professional development;
- (d) physical infrastructure development; and
- (e) stakeholders' collaboration.

4.1. Detainee Rehabilitation and Reintegration Services

Objective 1: Personal and Spiritual Development

To ensure that effective personal, spiritual, and basic educational activities are provided for detainees' rehabilitation and reintegration.

Strategies

- (a) introduce and promote spiritual and religious activities for detainees;
- (b) provide counseling and therapy sessions for detainees;
- (c) provide human development training;
- (d) provide mindset change training and positive thinking;
- (e) provide basic literacy and numeracy skills to detainees;
- (f) make accessible physical and sporting programs for detainees;
- (g) promote mediation, reconciliation, and peace building between detainees, victims, and society;
- (h) promote advocacy, education, and awareness on cross-cutting issues and good citizenship;
- (i) encourage cultural and social programs for detainees; and
- (j) develop and implement detainee case management system.

Outcomes

- (a) 90% of detainees involved in spiritual and religious programs;
- (b) 90% of detainees attend counseling and therapy sessions;
- (c) 80% of detainees attend personal development training;
- (d) 80% of detainees attend literacy and numeracy skills training;
- (e) 70% of CS Officers are trained in counseling skills and detainee welfare management;
- (f) 70% of reconciliation and mediation cases are conducted; and
- (g) 70% of stakeholders are involved with the CS in providing rehabilitation programs.

Objective 2: Vocational and Occupational Skills Development

To ensure that effective vocational and occupational skills, including life-skills, agriculture, carpentry, mechanics, and others are provided that is focused on rebuilding, equipping, and transforming detainees into productive and useful citizens.

Strategies

- (a) develop and implement detainees' work and up-skilling programs;
- (b) implement educational, vocational and technical programs to advance the development of skills and positive behavior;
- (c) identify and utilize detainees with special skills for CS purposes and skills transfer among detainees;
- (d) implement detainee community work participation, work placement, and pre-release programs
- (e) involve detainees in the prison industry activities; and

- (f) provide entrepreneurial training and activities among detainees.

Outcomes

- (a) 70% of detainees have attained certificates and recognition in vocational and occupational skills;
- (b) 70% of detainees have entrepreneurial skills;
- (c) 70% of detainees are involved in community work projects; and
- (d) 80% of detainees are involved in the prison industry.

4.2. Prison Industry Services

Objective: To provide an effective program for detainees' skills enhancement to contribute meaningfully through prison industries, to generate revenue to sustain rehabilitation and prison industry programs, and to provide an opportunity for detainees to find meaningful employment and settle successfully back into the society.

Strategies

- (a) develop a prison industries strategy;
- (b) develop set policy guidelines for the prison industries;
- (c) create prison industries divisional structure under the CS organizational structure;
- (d) coordinate prison industries and monitor progress in accordance with the Correctional Service Strategic Plan, 2011-2020 and prison industries strategies;
- (e) review, evaluate, and reorganize current industries in each Correctional Institution;
- (f) assess the possibility of expanding existing industries that are viable and sustainable;
- (g) eliminate, modify, or introduce new industries that are viable and sustainable;
- (h) develop a five-year prison industries business plan for each CS institution;
- (i) implement selective industries in selected correctional institutions; and
- (j) provide a detainee development plan for the involvement in prison industry activities.

Outcomes

- (a) prison industry programs are implemented;
- (b) detainee workplace policy completed;
- (c) industries' priorities are implemented in selected correctional institutions;
- (d) each CS Institution have a five-year prison industry business plan;
- (e) 80% of low risk detainees become involved in prison industries activities; and
- (f) 80% yield production for consumption and sale are done.

4.3. Personal and Professional Development

Objective: To ensure that the CS Officers, who are involved in the rehabilitation, reintegration, and prison industry programs, are well-trained to lead, manage, coordinate, the rehabilitation and prison industry programs..

Strategies

- (a) develop and train CS officers in leadership and management skills in order to meet local and international standards and be able to administer the rehabilitation and prison industry division;
- (b) recruit qualified officers in the fields of technical, vocational, educational, social work, mental health, health services, occupational health and safety, business matters, chaplaincy services and entrepreneurship;
- (c) Improve on the current general manpower structure and requirements in the CRD division;
- (d) review and revise the organizational structure, human resource development program, and deployment programs
- (e) train CS officers in counseling and personal development skills;
- (f) develop business management skills for CS officers who are involved in the prison industry;
- (g) identify and promote officers in the CRD for training and up-skilling;

- (h) train officers in vocational and technical trades;
- (i) make effective the chaplaincy programs in CS institutions;
- (j) provide the necessary skills to coordinate and liaise with stakeholders; and
- (k) provide the required skills to coordinate activities with other divisional staff in the CS.

Outcomes

- (a) well-trained and qualified CS officers are placed in rehabilitation programs;
- (b) improved employment conditions for rehabilitation and prison industry officers;
- (c) qualified officers are recruited;
- (d) high accessibility to timely communication and information services;
- (e) 80% of officers are trained in security, detainee control, and operational management; and
- (f) new human resource legislation, policies, and procedures are in place and implemented.

4.4. Physical Infrastructure Development

Objective: To ensure that proper physical infrastructure development is undertaken for use in rehabilitation and prison industry programs.

Strategies

- (a) construct training facilities for soft skills development, such as halls and classrooms;
- (b) provide and renovate facilities for workshops, garages, and carpentry shops;
- (c) demolish, rebuild, maintain, and upgrade existing staff houses and detainee facilities;
- (d) develop new facilities according to CS legislative requirements and according to international standards within PNG context to meet human rights needs;
- (e) redesign and build office buildings at all correctional institutions in order to cater for office administration, detainees properties ,records, and information; and
- (f) improve Community Correctional Centres comprising office buildings, accommodation for officers, detainees holding facilities, recreational and training facilities, health facilities, chapel and other utility services.

Outcomes

- (a) existing buildings and utilities renovated and upgraded;
- (b) separation of holding facilities to accommodate detainees by gender, special needs and by risk categories are done;
- (c) improved Assets Registry and Management Information System are in place; and
- (d) number of Institutions are reclassified into farms and industries, technical and low risk centres.

4.5. Stakeholders' Collaboration

Objective: To appreciate and harness the participatory approach in utilizing the expertise and services of stakeholders in the rehabilitation, reintegration, and prison industry programs

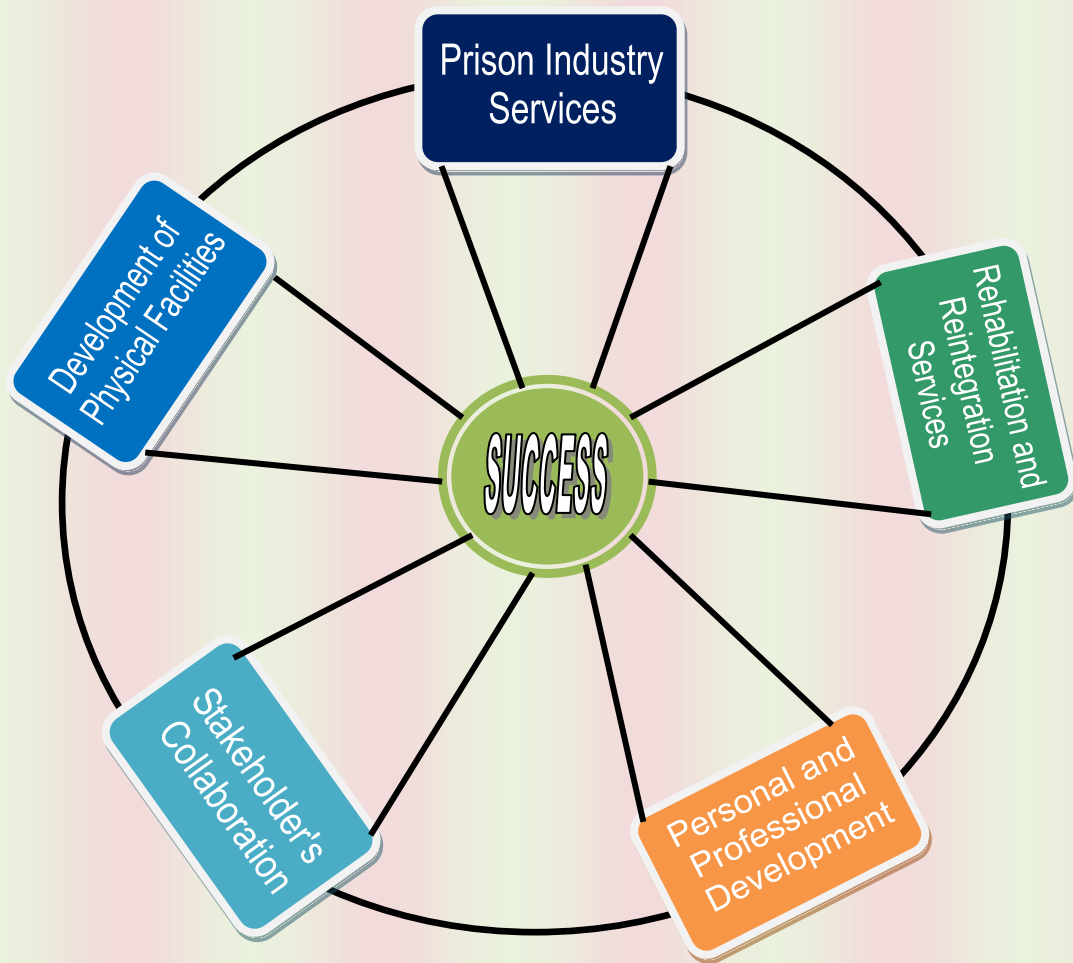
Strategies

- (a) establish an effective partnership network and collaborative effort with stakeholders in dealing with detainees' rehabilitation, reintegration, and the prison industries;
- (b) improve the quality and effectiveness of detainees' management and development programs in partnership with other government agencies, the business sector, development partners, the churches, and civil society organizations;
- (c) build a better coordination, and understanding with partners to increase detainee participation in community work programs and reintegration services;
- (d) encourage and involve communities in the reconciliation and mediation processes in harmony and consistent with formal and customary laws, Christian principles and local values; and
- (e) identify relevant stakeholders to be involved in the in-care and after-care of detainees.

Outcomes

- (a) many stakeholders are involved in the rehabilitation and reintegration of detainees;
- (b) 90% of detainees are involved in community work program;
- (c) 90% of detainees involved in reintegration and reconciliation activities; and
- (d) a well-coordinated stakeholders' involvement in detainees' rehabilitation and reintegration is in place.

Diagram 3: KPA Wheel of Success



5

DETAINEE REHABILITATION AND REINTEGRATION PROCESS



Reconciliation between a victim and an offender

5. DETAINEE REHABILITATION AND REINTEGRATION PROCESS

The process of rehabilitating detainees requires four phases, and is aligned to the standard process of detainee classification. However, the classification process could be improved with the push for a dynamic rehabilitation and human development program to be built into the classification process. The process follows a strict procedure, starting with punishment and discipline training for high security detainees (Phase One and Two). This is followed with discipline and rehabilitation programs for medium security detainees (Phase Three), and finally rehabilitation and reintegration programs for low security detainees. The transition from one phase to the next is determined by the nature of the sentence, the nature of the offence, the assessment of a detainee's behavior, and with due consideration for the parole process.

The evaluation committee will assess detainee's performance after completing each phase and make recommendations as to whether, or not, a detainee should progress on to the next phase. It is a requirement for detainees whose performances are below the requirement to repeat the phase(s) that they have failed. The Commanding Officer, or his delegate, shall be the Chairman of the Evaluation Committee. He shall appoint other members of the committee.

5.1. Phase One: Identification and Orientation (High Security)

Detainees who enter CS institutions are regarded as high security and must go through induction and orientation, where punishment and discipline for offenders is given utmost attention. The rigorous assessment and discipline building stage usually takes four months. The objective is to develop and instill self-discipline, assist detainees to get used to the rules, regulations, and the environment in the prison, and to help the detainees to develop a new integrated lifestyle.

Step 1: The first 14 days will involve:

- (a) identification to be conducted by the reception and discharge officers;
- (b) interviews to be conducted by the reception and discharge officers;
- (c) collection and storage of properties to be conducted by reception and discharge officers;
- (d) court files to be recorded by reception and discharge officers;
- (e) detainee Code of Conduct by to be recorded and kept by reception, discharge, welfare, and rehabilitation officers;
- (f) general information regarding the Correctional Service and programs and services to be explained by the rehabilitation and reception officers;
- (g) medical check-up;
- (h) personal hygiene and health awareness orientation;
- (i) basic drill;
- (j) hard labor activities;
- (k) confinement;
- (l) limitations on privileges; and
- (m) physical training by the institution's physical education coordinator.

Step 2: The next 40 days will involve:

- (a) spiritual programs to be conducted by the chaplain and churches;
- (b) counseling to be provided by the welfare officers and churches;
- (c) voluntary HIV test;
- (d) compulsory test for hepatitis and a urine screen for drugs;
- (e) civic and moral classes;
- (f) physical training, such as foot drills and physical exercises;
- (g) health awareness;
- (h) a seminar on basic knowledge and values;
- (i) relapse prevention overview; and
- (j) sports and recreation by the sports coordinator.

Step 3: The next seven days will involve:

- (a) counseling and psychometric assessment;
- (b) general evaluation;
- (c) self-discipline evaluation;
- (d) health awareness evaluation;
- (e) physical fitness and foot drill evaluation;
- (f) civic and moral performance evaluation;
- (g) national studies performance evaluation;
- (h) social skills evaluation;
- (i) therapeutic community measures; and
- (j) relapse prevention.

5.2. Phase Two: Character Reinforcement (High Security)

Phase Two deals with character reinforcement. This phase is the core treatment for the detainees to develop attitude, behavior, thoughts, and an emotional and balanced lifestyle. In this phase, detainees must follow the program for 6-12 months according to the suitable module based on their offence, such as drug offender module, sex offender module, robbery module, remands module, juvenile module, and recidivist module. All inmates must be evaluated by the counselors and the evaluation committee before they go to the next phase. They are evaluated from the psychological, spiritual, and physical aspects.

The programs involve:

- (a) suitable and offence-focused modules;
- (b) religious programs to be conducted by the faith-based organizations (FBOs);
- (c) counseling to be conducted by the FBOs, rehabilitation officers, and health authorities;
- (d) therapeutic programs to be conducted by the relevant stakeholders;
- (e) self-development (human development, Christian values) to be conducted by FBOs and NGOs;
- (f) some education programs (literacy, academic, TVET) to be conducted by the faith-based organizations and the education department; and
- (g) survival skills programs.

5.3. Phase Three: Skill Development (Medium Security)

In this phase, the detainees have to go on to the process until they reach the balance of sentence for 1-2 years. In this phase, the detainees not only receive the vocational or occupational training but also coping skills in managing problems. Phase Three makes provisions for detainees to be involved in outside programs and activities. Detainees have to pass Phase Two in order to advance to this stage. The process will create avenues for partnership with stakeholders to deliver these programs to prepare detainees for Phase Four. For example:

- (a) vocational training within or outside the institution;
- (b) education programs within or outside of the institution;
- (c) skill certification by accredited bodies such as the NATTB, the NTC and other agencies;
- (d) religious education;
- (e) joint ventures with stakeholders;
- (f) counseling; and
- (g) sports excellence with the engagement of sporting organizations, institutes, and other sanctioned sports organizations.

5.4. Phase Four: Pre-Release Programs (Low Security)

The purpose of the community program is to help the detainees to prepare to go through the reintegration process into the community. This is the final phase in the process of rehabilitation and the inmates are trained to practice what they have learned from Phase One to Phase Three in order to integrate into the community. This stage aims to prepare inmates for life outside prison and to re-enter society. This usually takes 12 - 24 months and where applicable, is subject to the Commissioner's approval for longer periods.

5.4.1. This stage involves:

- (a) joint ventures (out-of-the-house vocational/occupational training);
- (b) employment in private manufacturing enterprises and/or other opportunities;
- (c) preventative programs;
- (d) work outside of prison;
- (e) life-skills development;
- (f) sports and other community activities;
- (g) education programs;
- (h) religious programs;
- (i) counseling services; and
- (j) job interviews.

5.4.2. It is required that:

- (a) all detainees who will be taking part in these programs shall be assessed and selected through set procedures;
- (b) all sentenced and classified detainees who have served one-third of their sentences and with an effective sentence greater than six months are eligible for involvement in rehabilitation programs;
- (c) the Commissioner of the Correctional Service shall provide for the involvement of detainees in rehabilitation programs consistent with the correctional and rehabilitative purposes of their imprisonment;
- (d) the types of rehabilitation programs will be consistent with the program areas that are identified in the Rehabilitation Process;
- (e) only those detainees who reside in a correctional institution, which has a security designation of 'Low', and are not serving a sentence of life imprisonment are eligible to be assigned to work in a PME;
- (f) all detainees will be medically assessed as either fit or unfit for work;
- (g) all classified convicted detainees are eligible to work;
- (h) each Correctional Industries work program will be classified as to what detainee security classification is eligible to be employed; and
- (i) detainees who are identified as having high level skills or who hold accreditation in trades and skills and other education opportunities may be used to undertake special projects in work areas in the institution and other designated areas.

5.5. Standards of Rehabilitation Programs

5.5.1. Correctional Rehabilitation Programs will be judged by the following standards. That must:

- (a) provide detainees with meaningful work and other opportunities that;
- (b) provide the opportunity for associated accredited vocational education and training opportunities that will assist detainees to integrate into the community after release;
- (c) contribute to the good order and effective management of Correctional Service facilities;
- (d) assist in reducing the general operating costs of Correctional Services Institutions;
- (e) ensure the provision of employment and associated vocational education and training must consider the needs of female, juveniles, and other special needs of detainees;
- (f) ensure that rehabilitation programs are adjudged to be suitable for use in correctional institutions based on criteria established by the Rehabilitation Division.

5.5.2. All rehabilitation programs must be:

- (a) provided by institutions;
- (b) provided by external training providers; and
- (c) outsourced and delivered in-house and externally.

5.5.3. Where the training providers are not close by or absent the following conditions will apply;

- (a) a detainee will be transferred to the closest institution to participate in the program;
- (b) in the event the training provider is not close to the correctional institution, exception will be considered for the detainee to reside on campus;

- (c) subject to above, a detainee will abide by the CS and training provider's regulations and code of ethics;
- (d) the detainee will be constantly monitored by CS staff;
- (e) that the detainee on weekends, public holidays and or term and semester breaks will go for compulsory detention in the institution;
- (f) for practical programs, the detainee will be engaged in institution in close proximity;
- (g) subject to above, a detainee will not be engaged in practical programs conducted out of the district or province; and
- (h) where appropriate, a CS staff must be enrolled in the same institution.

5.5.4 Where detainees participate in sports programs, the following conditions will apply:

- (a) a consent form must be signed by parents or guardians;
- (b) that this provision caters for both sports programs conducted within or outside of the province, but does not include participation in sports programs conducted out of the country;
- (c) that the detainee will be escorted by CS staff;

5.5.5 Where detainees are engaged in other rehabilitation programs such as awareness, similar conditions will apply:

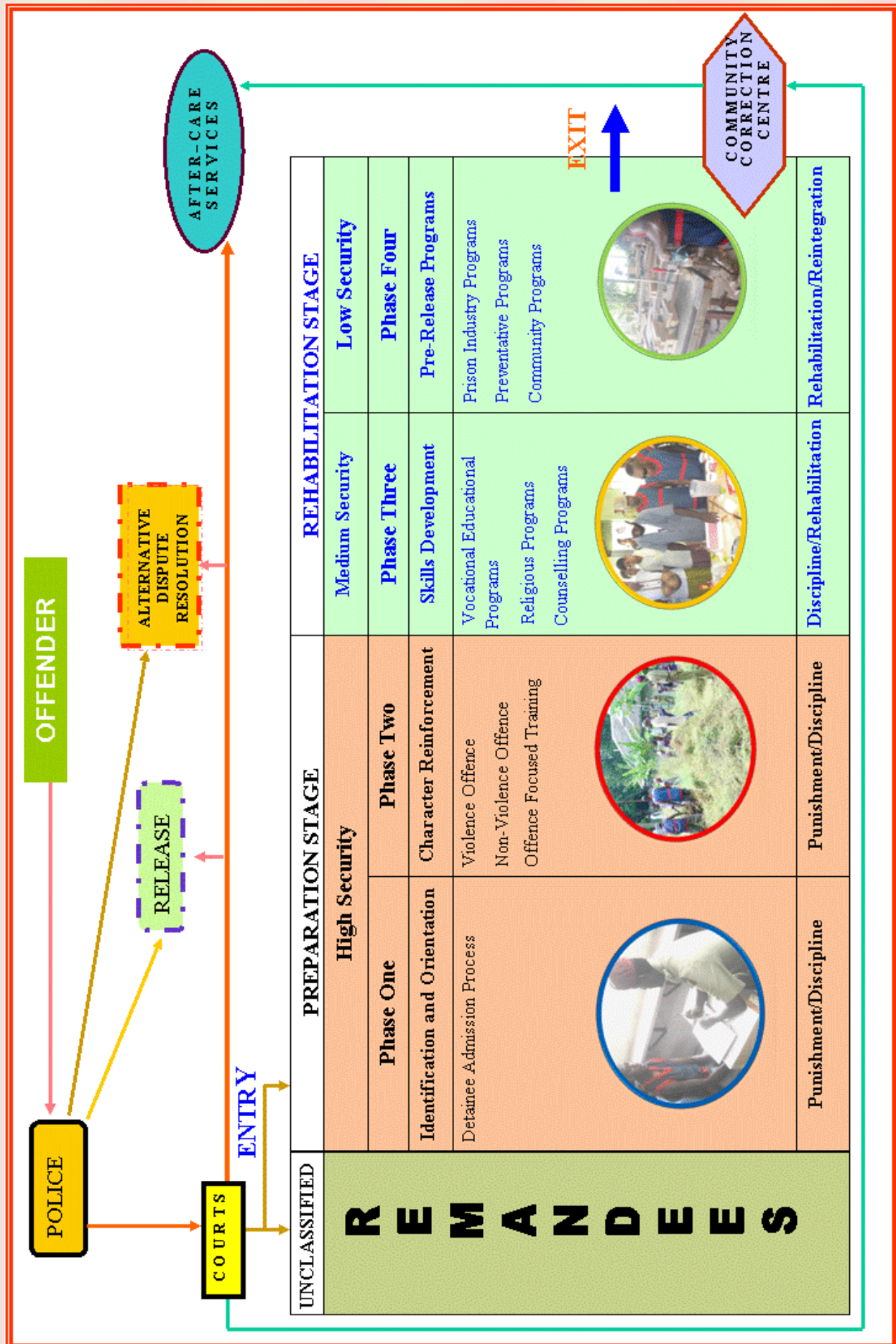
- (a) that prior arrangements are made with the community or organization;
- (b) that the community will provide support including transport, food, security and other needs until duration of the program; and
- (c) subject to above, where such support are not provided programs will be cancelled

5.5.6 In the event the provisions of this section is breached, the following penalties will apply,

- (a) suspension or permanent withdrawal of such privileges;
- (b) loss of remission;
- (c) subject to above, the detainee will immediately return to the institution with appropriate disciplinary action taken; and
- (d) that the conditions under s.5, detainee rehabilitation and reintegration process (development phases) will apply upon recommendation from the rehabilitation advisory committee and the evaluation committee.

5.5.7. All training providers in education, TVET programs must be affiliated or accredited with relevant authorities and organizations, and more appropriately based on MOAs.

Diagram 4: The Detainee Management Process



6

CORRECTIONAL SERVICE STRUCTURE AND MANDATE

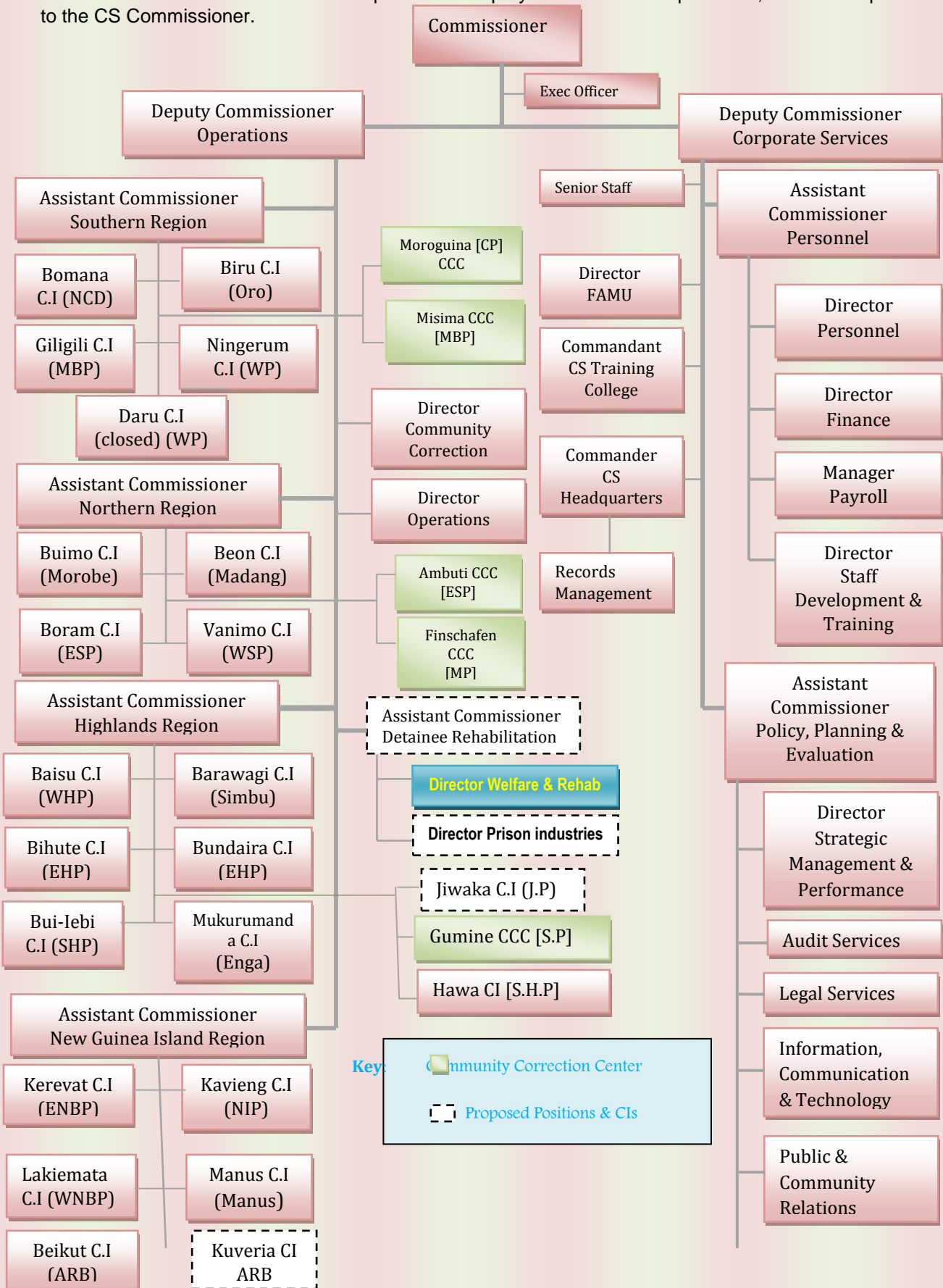


A CS Officer
conducting
a search on
detainees

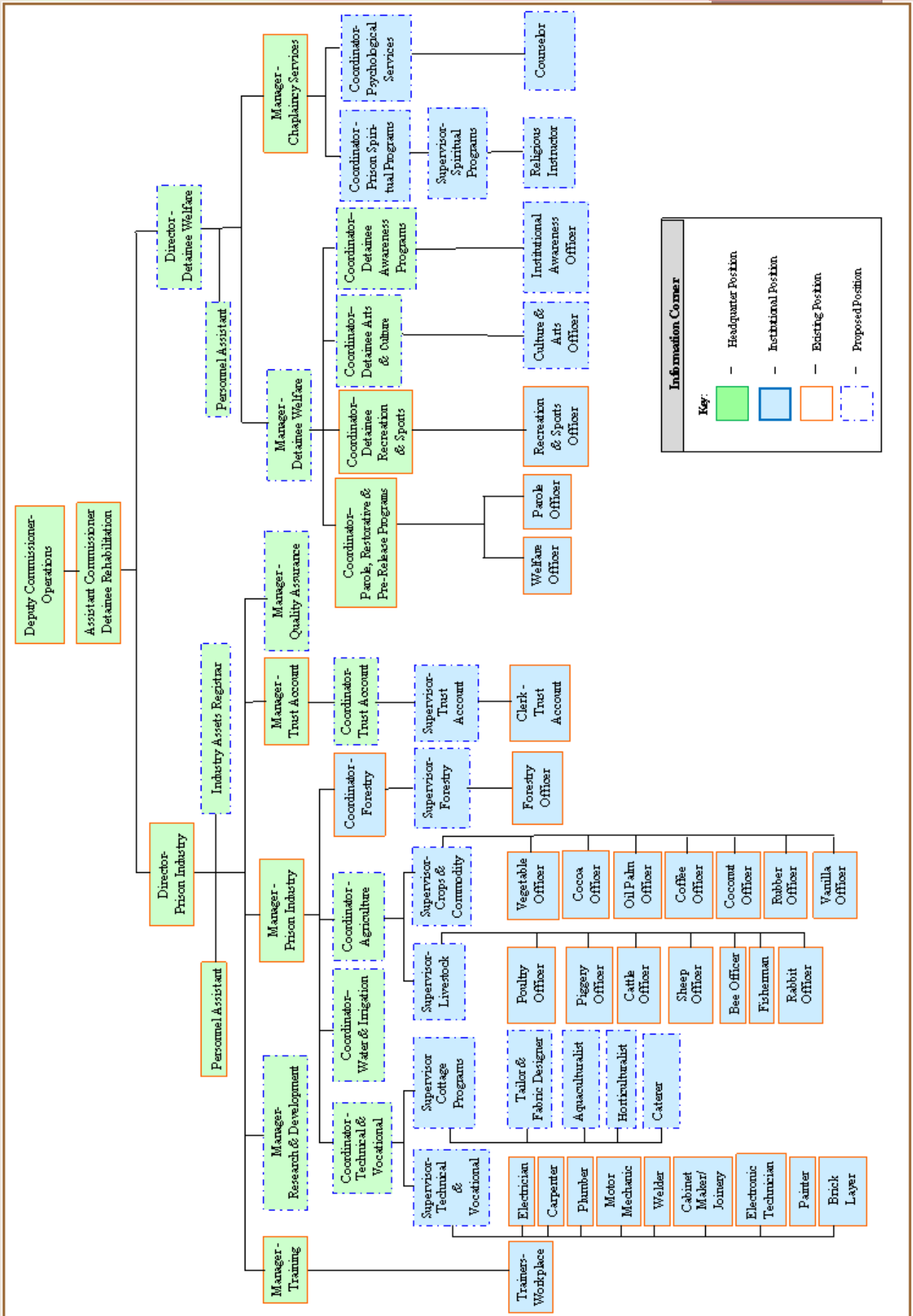
6. CORRECTIONAL SERVICE STRUCTURE AND MANDATE

6.1. Organizational Structure

The Directorate of Rehabilitation will report to the Deputy Commissioner Operations, who then reports to the CS Commissioner.



6.2. Correctional Rehabilitation Directorate Structure



6.3. Roles and Responsibilities

The successful implementation of this policy will entirely depend on relevant authorities, sections, and institutions effectively carrying out their roles and responsibilities.

6.3.1. PNG Correctional Service Commissioner

The CS Commissioner will:

- (a) ensure that a range of rehabilitation program is available and offered on a sustainable basis to detainees with identified needs;
- (b) ensure that resources - physical, financial, and human - are available to develop and provide rehabilitation programs at all Correctional Institutions;
- (c) ensure that there is a Correctional Industries and Rehabilitation Directorate within the CS Headquarters to manage all matters pertaining to Correctional Industries and detainee rehabilitation;
- (d) recruit and employ uniform and non-uniform staff in compliance with the Department of Personnel Management, (DPM) guidelines as may be necessary to carry out the purposes of this policy, and apply the DPM merit selection procedures that recognize the unique needs of the Correctional Industries and Rehabilitation Directorate;
- (e) ensure that a system of detainee sentence planning is in place in order to maximize the provision of detainee rehabilitation and reintegration opportunities;
- (f) enter into any agreements that are necessary with the government, NGOs, and other external agencies, which may assist in the provision of rehabilitative programs;
- (g) establish arrangements at an institutional level to ensure that resources which are directed to the provision of rehabilitation are accounted for and used only in the enforcement of this policy;
- (h) ensure that there is gender equity in all matters pertaining to rehabilitation;
- (i) establish a robust monitoring and evaluation system of rehabilitation programs;
- (j) ensure that any CS classification and security arrangements maximize the access of detainees to rehabilitation programs; and
- (k) ensure that the staff to CS detainee supervision ratio in rehabilitation delivery areas is such that it ensures both the safety and security of the correctional institution and is the most efficient use of staff resources

6.3.2. Deputy Commissioner Operations

The Deputy Commissioner Operations will:

- (a) provide sound leadership and support to the program;
- (b) oversee the development of annual correctional rehabilitation plans;
- (c) monitor the sustainability and operation of rehabilitation programs and ensure that goals and objectives are implemented and achieved;
- (d) ensure that the detainee classification system is continuously reviewed to suit the intent of the Detainee Rehabilitation Policy;
- (e) chair the Board of Directors' meetings during the Chairman's absence; and
- (f) liaise with the Government, development partners, and other stakeholders.

6.3.3. Assistant Commissioner Rehabilitation

The Assistant Commissioner Rehabilitation will ensure the operations of, and responsibility for, rehabilitation programs and outputs.

6.3.4. Director Rehabilitation

The Director Rehabilitation will:

- (a) coordinate and oversee the implementation of rehabilitation and industry programs in institutions;

- (b) collate information based on rehabilitation reports and provide relevant feedback;
- (c) provide technical support;
- (d) provide funding based on the institutional business plan;
- (e) regulate the management of revenue that is generated by prison industries and other funds that are held in the institution's trust fund; and
- (f) furnish financial reports to the Deputy Commissioner Operations.

6.3.5. Program Officers (CRD)

The Rehabilitation Program Officers including the responsible officers within the Correctional Rehabilitation Directorate, Coordinator Prison Industry, Coordinator Detainee Case Management, Coordinator Sports, Coordinator Trust Account, and Coordinator TVET will:

- (a) report to the Director Rehabilitation on the day-to-day management of rehabilitation programs;
- (b) ensure annual targets and measures which are identified in institutional business plans are achieved;
- (c) undertake the liaison responsibility with stakeholders in order to facilitate rehabilitation programs;
- (d) conduct regular monitoring and evaluation visits to institutions; and furnish timely reports to the Director Rehabilitation.

6.3.6. Commanding Officer

The Commanding Officer will:

- (a) submit a yearly business plan by the 1st of December each year describing the rehabilitative programs;
- (b) provide prudent leadership and support to Functional Managers to ensure that targets are achieved;
- (c) liaise with the Director Rehabilitation on the timely release of funds, based on project plans; and
- (e) provide timely report of programs to the Director Rehabilitation.

6.3.7. Program Officers (Institution)

The Program Officers at the institutional level including responsible officers who are highlighted in the CRD structure will:

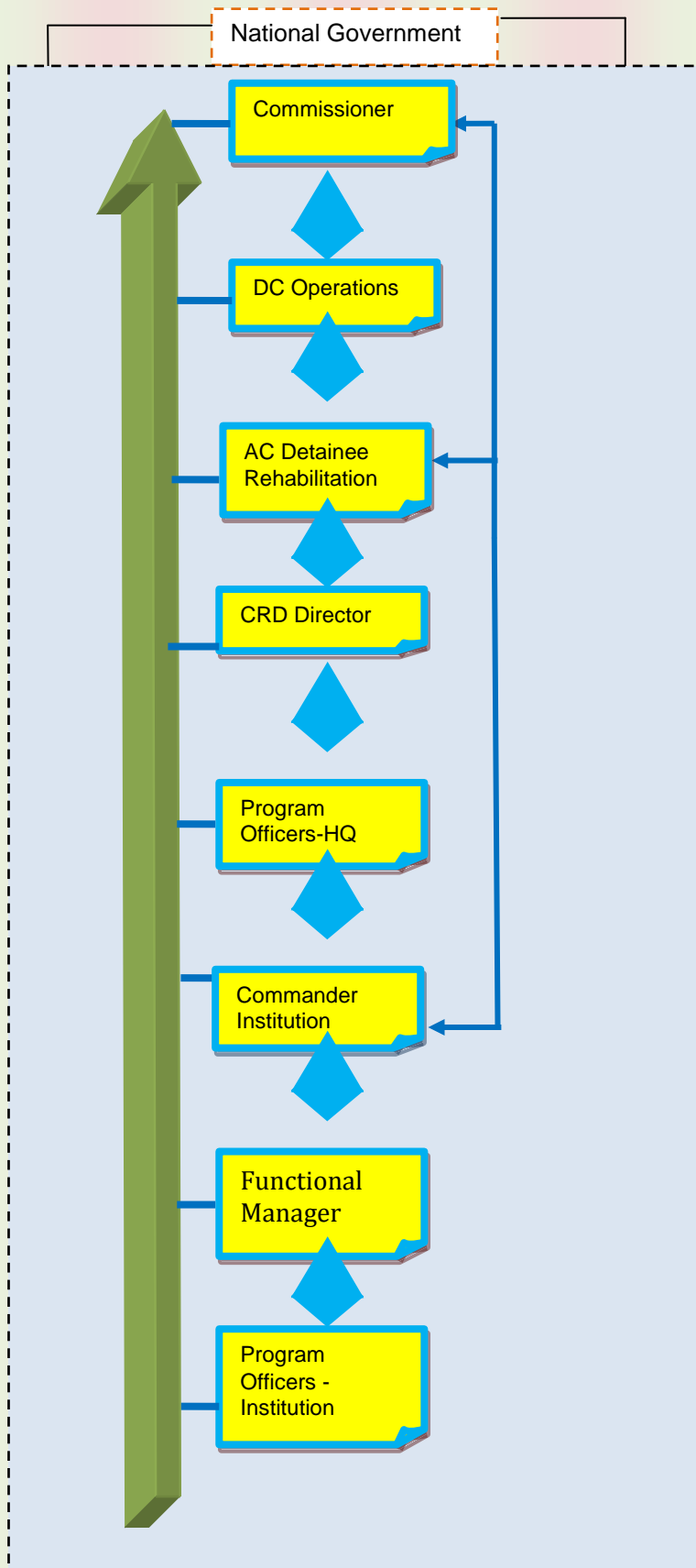
- (a) ensure that there are reports to the Commanding Officer through the respective Functional Managers for rehabilitation program operational matters, and security matters;
- (b) provide sound leadership to subordinates to ensure that program targets are implemented and achieved; and
- (c) be responsible for liaising with local service providers who are involved in rehabilitation programs.

6.3.8. Evaluations Committee (Institution)

The function of the Evaluation Committee will ensure that:

- (a) strict compliance with standards of programs is effected;
- (b) assessment of a detainee's performance and general behaviour is carried out; and
- (c) decisions are made based on a detainee's performance;
- (d) timely reports; and
- (e) placement of detainees in programs

Diagram 5. The CRD Reporting Process



7

STAKEHOLDERS' PARTICIPATION



CS officers conducting a sports clinic

7. STAKEHOLDERS' PARTICIPATION

The responsibility for the successful rehabilitation of detainees is not confined to the CS alone. It is a coordinated and shared effort and therefore, all stakeholders are encouraged to meaningfully participate, and collectively comply with the required processes and procedures of detention. While the CSSP, 2011-2020, seeks to address challenges facing CS, the implementation is dependent on strengthening and forging strong partnerships with all government agencies, the private sector, non-government organizations, churches, and the community at large. Remand and convicted detainees must also participate in this endeavor so that the common mission of changing their offending behavior and reforming them to become better citizens can be achieved. NGOs, CBOs and FBOs may be engaged to assist with the delivery of rehabilitation programs. For long term consistent engagement will be based on the establishment of a Memorandum of Agreement (MOA) and Memorandum of Understanding (MOU). All MOAs and MOUs will be submitted to the Correctional Rehabilitation Directorate for recording. All service providers, where necessary, must be accredited with recognized institutions, such as the National Training Council, and other relevant institutions, such as universities and colleges.

7.1. Government Agencies

The following government departments and agencies have been recognized as key potential partners with the Correctional Service in providing rehabilitation and reintegration programs for detainees.

- (a) Department of Education;
- (b) TVET Schools;
- (c) Department of Justice and Attorney General;
- (d) The Royal Papua New Guinea Constabulary;
- (e) Department of Agriculture and Livestock;
- (f) National Agricultural Research Institute;
- (g) Department of Treasury;
- (h) Department of Finance;
- (i) National Judicial Support Services;
- (j) Ombudsman Commission;
- (k) State Solicitor;
- (l) Public Prosecutor;
- (m) Department for Community Development;
- (n) Department of Labor and Industrial Relations;
- (o) Department of Health;
- (p) Provincial Governments and Administrations;
- (q) National AIDS Council;
- (r) Department of National Planning & Monitoring;
- (s) Papua New Guinea Defence Force;
- (t) National Youth Development Authority;
- (u) National Cultural Commission;
- (v) Small Business Development Corporation; and
- (w) Universities and Colleges.

7.2. Corporate and Private Sectors

The Private Sector is recognized by this policy as potential key partners from whom funding can be sourced to promote specific activities for detainees' rehabilitation. For example:

- (a) Exxon Mobil;
- (b) Porgera Joint Venture;
- (c) Manufacturing Council of Papua New Guinea
- (d) Telikom PNG;
- (e) PNG Chamber of Commerce;
- (f) Banks and Financial Institutions;
- (g) Bank of South Pacific; and
- (h) Business houses.

7.3. Faith-Based Organization

This policy recognizes the following main churches and church-based organizations as potential key partners in promoting religious principles and programs for detainees:

- (a) PNG Bible Society;
- (b) Catholic Church;
- (c) Salvation Army;
- (d) Seventh Day Adventist;
- (e) Baptist Union;
- (f) United Church;
- (g) Lutheran Church;
- (h) Anglican Church;
- (i) Prison Fellowship Incorporated;
- (j) Evangelical Alliances; and
- (k) Other relevant FBOs.

7.4. Civil Society Organizations

The policy recognizes the following Civil Society Organizations as potential key partners in providing specialized rehabilitation programs.

- (a) Melanesia Peace Foundation;
- (b) Red Cross;
- (c) National Council of Women;
- (d) YWCA;
- (e) City Mission of PNG;
- (f) Human Right Watch;
- (g) TI PNG; and
- (h) Other relevant CSOs.

7.5. Development Partners

The following development partners are recognized as key potential partners in providing specific assistance to the detainee rehabilitation.

- (a) DFAT;
- (b) Japanese International Cooperation Agency;
- (c) World Health Organization;
- (d) Asian Development Bank;
- (e) The World Bank;
- (f) The European Union;
- (g) Taiwan Mission; and
- (h) Other relevant development partners.

Diagram 5: Stakeholders' Linkages



8

MONITORING, EVALUATION, AND REVIEW



8. MONITORING, EVALUATION AND REVIEW

8.1. Monitoring and Evaluation

The process of monitoring and evaluation provides the checks and balances for the whole implementation process and the outputs of the program:

- (a) the CRD will provide regular reports on the number of detainees involved in the rehabilitation programs;
- (b) the CRD will develop annual business plans that establish KPIs for the operations and outputs of the rehabilitation programs;
- (c) evaluation of the performance of the rehabilitation programs against the agreed KPIs will be reported at quarterly meetings; and
- (d) performance and initiatives of the CRD will be featured as a section of the reports in the CS Annual Report to Parliament.

8.2. Review of the Policy

This Detainee Rehabilitation Policy will be coordinated by the Rehabilitation Directorate. The Policy, where necessary, will be reviewed every five years.

Diagram 6: The Annual CRD Monitoring, Evaluation and Review Cycle

NO	Activity Name	Dates
1	Annual Activity Implementation Plan (AP)/Budget Plan (BP)	January
2	Planning Workshops on AP, and Budget	Feb-March
3	Presentation of CRD Annual Performance Report	March
4	01 st Quarterly Financial and Projects review	March end
5	Following year AP and BP	April
6	Completion and submission of AP	May-June
7	02 nd Quarterly Finance, and AP review	May end-early June
8	Monitoring and Evaluation of AP	June -July
9	Submission of Budget and AP	August
10	Financial Audit and Reports	Aug- Sept
11	03 rd Quarterly Finance, Development and AP Review	October early
12	Post AP and Projects Review	November
13	Next Year AP/BP finalized	December mid
14	Current Year Annual Performance Report compilation and write-up	December end
15	Closing of Accounts	December end



Annex 1

POLICY GUIDELINES FOR PRISON INDUSTRIES



Annex 1

POLICY GUIDELINES FOR PRISON INDUSTRIES

Prison industries will provide life entrepreneurial skills, employment, and nutritional support, cost reduction, and self-reliance as well as the manufacturing and sale of prison products and services.

1. Sale of Products

- (a) Manufactured Correctional Industries products may be sold to, exchanged with, or purchased by, Provincial Governments, the National Government, or other enterprises.
- (b) An agricultural product that is produced on a Correctional Farm, unless it is utilized within the Correctional Institution, or is exchanged, sold, or gifted to another Correctional institution, government agency, or organization, as described in Subsection (a), shall be made available without charge to non-profit charitable organizations .
- (c) The labor of detainees may be sold, hired, leased, loaned, contracted for, or otherwise used for private or corporate profit, or for any purpose, including the construction, maintenance, or operation of public works, ways, or property, as directed by the Commissioner of the Correctional Service.
- (d) This Policy shall not be construed to prohibit the sale, at retail price, of articles made by the detainees for their personal benefit or their dependents, or the payment to detainees for personal services rendered in the Correctional Institutions, subject to those regulations approved by the Commissioner of Correctional Service, or the use of detainee labor upon agricultural land that has been rented or leased by the Correctional Service.
- (e) Subject to those regulations which are approved by the Commissioner of Correctional Service, cultural or artisan articles that are made by the detainees can be sold, at cost, through a shop or canteen, or through an NGO. The monies will be held in trust until the detainee is discharged or paroled

2. Employment

- (a) The Commissioner of the Correctional Service shall provide for the employment of detainees in tasks consistent with the correctional and rehabilitative purposes of their imprisonment.
- (b) All Correctional Institutions must submit an annual business plan by 1 December of each year, describing the Correctional Industries and necessary support arrangements that will operate in the Correctional Institution in the following year.
- (c) The types of employment may be as follows:
 - (i) Routine maintenance to support the operations of Correctional Institutions;
 - Staff houses;
 - Road works;
 - Drainage;
 - Institutional facilities;
 - Vehicles and other machinery;
 - (ii) Productive or maintenance work in connection with the Correctional Institution farms, or other land that is rented or leased by the Correctional Service;
 - (iii) Productive or maintenance work in factories, workshops, or other available facilities for the production and distribution of Correctional industry products and services;
 - (iv) Work programs on state public works, ways, or properties when and as requisitioned by the provincial administration, or on public roads when duly requested by the appropriate provincial or local level government;
 - (v) Work programs in Private Manufacturing Enterprises (PME); and
 - (vi) Supporting or assisting in detainee rehabilitation restorative justice programs.

- (d) Detainees who are recorded as unfit to work under the PME should be given the opportunity to be employed in work programs that are suitable and approved by the Correctional Institutional medical authorities.

3. Private Manufacturing Enterprise Employment

Detainees may be assigned under mutual agreement to work in a Private Manufacturing Enterprise that meets the following requirements:

- (a) The enterprise is established adjacent to a Correctional Institution, or in an industrial park that is adjacent to a Correctional Institution, or as approved by the Commissioner, and is suitably designed for the utilization of detainee work.
- (b) The PME manufactures products that are permitted to be manufactured using detainee labor, as already stated above.

4. Contracting with Private Manufacturing Enterprises

- (a) The relationship with a PME for the use of detainee labor shall be subject to a formal agreement between the CS Commissioner (*representing the Government of PNG*) and the PME, through an MOU.
- (b) The CS shall ensure that the after tax wages are placed into a designated detainee bank account and upon written request may be accessed to pay:
 - (i) Restitution to the victim of his or her crime if so ordered by the court at a rate not exceeding 20 percent of the post-tax wage. It shall be paid for that restitution on the detainee's behalf, in accordance with the court order, until the amount of restitution is satisfied;
 - (ii) If the detainee has a spouse or children, a rate not exceeding 20 percent be paid to the detainee's spouse or children for the purpose of family support;
 - (iii) The remainder shall be held by the Correctional Service or in an approved reintegration account for the detainee, and shall be forfeited to the detainee upon release; and
 - (iv) The Correctional Service will charge an administration fee to undertake these transactions at the rate of five percent of the amount to be deducted or transferred.

5. Contracting with Private Manufacturing (Taxation)

The contract between the Correctional Service and the PME shall provide that the PME shall pay any applicable payroll taxes.

6. Detainee Work Supervision

This supervision ratio of detainee to officers, pertaining only to work outside of the detainee's accommodation under normal working condition, shall be as described. Where there are local changes to this rule, it must be reported to the Correctional Rehabilitation Directorate:

- (a) low security detainees will have a nominal supervision of one member of staff to 20 Detainees (1:20) or subject to the Commander's assessment;
- (b) medium security detainees will have a nominal supervision of one member of staff to 10 detainees (1:10); and
- (c) high security detainees will have a nominal supervision of one member of staff to one detainee (1:1).

7. Revenue and Expenditure

With the exception of the provisions of Section 4, all money that is collected from the sale or disposition of goods, wares, and merchandise manufactured through detainee labor, or received for services provided by work in the Correctional Institutions pursuant to this policy, shall be credited to

the "Correctional Service Rehabilitation Trust Fund" and shall be paid out only for the cost of doing business incurred in carrying out the purpose of this policy.

8. Trust Accounts

The Correctional Service Trust Accounts are governed by the Trust Deed under the *Public Finances (Management) Act 1995*. In 1998, these Trust Accounts were established to facilitate Prison Industries, and are bound by the prescriptive rules regarding its purpose. Under this Rehabilitation Policy, the account name has been changed to reflect these changes. There shall be established:

8.1 The Correctional Service Detainee Rehabilitation Trust Account

- (a) the purpose of the Correctional Service Detainee Rehabilitation Trust Account is to hold monies received from the sale of livestock, poultry, and agricultural and horticultural produce that is raised and grown and mechanical, carpentry, electrical, plumbing, arts and crafts and other approved products and services that are produced by the detainees; and
- (b) to hold monies received from other sources such as the National Government, other than those which are obtained specifically for the creation, development, and expansion of Rehabilitation and Prison Industries programs.

8.2 The Correctional Institution Trust Account

- (a) the Correctional Institution Rehabilitation Trust Account is to hold monies received from the Correctional Service Detainee Rehabilitation Trust Account for the following specific purposes;
- (b) payments to the account shall be authorized by the Board of Directors and only for the purchase, development of facilities, maintenance, and repair of plant, equipment, machinery, tools, and materials that are required for rehabilitation programs, and to meet the training costs of those detainees who are engaged in rehabilitation programs. It shall comply with the *Public Finances(Management) Act 1995*;
- (c) monies received from the National Government and Provincial Governments for the Rehabilitation programs shall be for the creation, development, and expansion of rehabilitation programs; and
- (d) monies received from other sources (PGAS, cheques, company cheques) other than those which are specifically for creation, development and expansion of rehabilitation programs.

8.3. For the proper control and management of the Trust Accounts and in accordance with s.19 of the *Public Finances (Management) Act 1995*,

- (a) the Correctional Service Detainee Rehabilitation Trust Account shall be administered by the Board of Directors, the Departmental Head as the Chairman;
- (b) the Departmental Head shall appoint three other members of the Board;
- (c) the Departmental Head of the Correctional Service shall appoint three members of the Correctional Institution Trust Account Board of Directors;
- (d) monies received from the sale of livestock, poultry, and agricultural and horticultural produce that is raised and grown and mechanical, carpentry, electrical, plumbing, arts and crafts and other approved products and services which are produced by the detainees shall be credited to the GoPNG Correctional Service Detainee Rehabilitation Trust Account;
- (e) monies received shall be promptly deposited into a bank account with the Bank of South Pacific (BSP), or other available banking Institutions in the province;
- (f) payments from the Correctional Institution Trust Account for detainees' allowances and remuneration as per the Rehabilitation Policy (for those engaged in Prison Industry programs and Private Manufacturing Enterprises(PMEs) shall be credited to the detainees' personal accounts;
- (g) monies received from the Correctional Service Detainee Rehabilitation Trust Account for purposes other than; and prescribed above shall be reimbursed; and
- (h) all manual transaction (payments) from the Trust Accounts shall be entered into Provincial Government Accounting System (PGAS).

- 8.4. The Departmental Head of the Correctional Service, through the Director and the Commanding Officer shall:
- (a) maintain such records pertaining to the Trust Accounts as are required by the Secretary for Finance; and
 - (b) furnish to the First Assistant Secretary (Public Accounts) of the Department of Finance within 14 days after the end of each month;
 - (i) a bank reconciliation; and
 - (ii) a statement of expenditure for the month.
- 8.5. The Detainees' (individual) account shall be established for:
- (a) holding monies paid as allowances and wages for their engagement in rehabilitation programs, both in institutions and the PME; and
 - (b) hold monies received from other sources, other than those already described, such as from family members and donations for the purpose of meeting immediate needs.

9. The Function of the Board of Directors for Trust Accounts

The Trust Accounts Board of Directors' function is to ensure the prudent management of the funds. The Board of Directors manages both the CS Detainee Rehabilitation Trust Account and the Institution Trust Account.

- 9.1. The CS Detainee Rehabilitation Trust Account Board of Directors will ensure:
- (a) compliance with the *Public Finances (Management) Act* of 1995;
 - (b) prudent management of trust accounts;
 - (c) oversee the overall operation and administration of all trust accounts;
 - (d) provide advice on the operation of trust accounts;
 - (e) checks and balances of Institutional trust accounts;
 - (f) deliberation on Institutional project proposals;
 - (g) approval of funds for projects, based on plans;
 - (h) the timely release of funds, based on needs and business plans
 - (i) the conduct of meetings with the Institutional Board of Directors
 - (j) the recommendation to terminate member(s) of the Institutional Board of Directors if engaged in any activity contrary to the operation of the Trust Account and the *Public Finances (Management) Act* 1995;
 - (k) the recommendation to the Chairman of the Trust Accounts for the appointment of new members of the trust account;
 - (l) liaising with the Government, Chamber of Commerce, and Business houses on prison industry products and services; and
 - (m) the coordination of registration with appropriate institutions regarding prison products and services.
- 9.2. The Board of Directors for the Institutional Trust Account will ensure:
- (a) compliance with the *Public Finances (Management) Act* 1995;
 - (b) prudent management of the Institutional Trust Account and Detainees Personal Accounts;
 - (c) overseeing the overall operation and administration of the Institutional Trust Account;
 - (d) provision of technical advice on the operation of projects;
 - (e) making and deliberating on Institutional project proposals;
 - (f) the submission of funding proposals for projects;
 - (g) the timely drawdown of funds based on needs and business plans;
 - (h) the conduct of meetings;
 - (i) recommendations to the Correctional Service Trust Account Board of Directors to terminate member(s) of the Institutional Board of Directors, if they are engaged in any activity contrary to the operation of Trust Account and the *Public Finances (Management) Act*;

- (j) recommendations to the Chairman of Correctional Service Trust Account for the appointment of new member(s) of Trust Account;
- (k) liaising with the provincial government, the Chamber of Commerce, and business houses on prison industry products and services;
- (l) liaising with local banking institutions on detainees' personal accounts;
- (m) recommendations on detainees' allowances for those involved in Institutional programs other than those engaged in PME's;
- (n) the management of Detainees' Personal Accounts; and
- (o) disbursement of allowances into Detainees Personal Accounts.

9.3. It is required that:

- (a) the Chairman of the Board of Directors of the Trust Accounts is a permanent signatory in the event of withdrawals;
- (b) any two members of the Trust Accounts (*HQ and Institutional*) may sign in the event that funds are to be withdrawn;
- (c) there shall be two signatories to any withdrawal of funds, with the Chairman as the permanent signatory;
- (d) in any emergency case(s) where the Chairman is not available, the Deputy Chairman or his delegate shall be the permanent signatory;
- (e) the Detainees' Personal Accounts shall be signed by the respective detainees;
- (f) under the Trust Deed, funds shall not be applied for other purposes other than that which is provided;
- (g) under the *Public Finances (Management) Act 1995*, under very exceptional circumstances, funds shall be applied for other purposes;
- (h) subject to s.7, Revenue and Expenditure, where funds are applied for purposes other than is provided under the Trust deed, it shall be reimbursed immediately; and
- (i) subject to s.7, Revenue Expenditure, it only applies to the CS Detainee Rehabilitation Trust Account (HQ), and does not apply to the Institutional Trust Account.

10. The Rehabilitation Advisory Committee

10.1. The rehabilitation advisory committee will be comprised of;

- (a) deputy commissioner operations;
- (b) the regional directors;
- (c) assistant commissioner planning, monitoring and evaluation;
- (d) director facilities management unit; and
- (e) director rehabilitation

10.2. The Institution rehabilitation advisory committee will be comprise of:

- (a) the commanding officer;
- (b) the functional manager operations; and
- (c) the program officers of respective programs

10.3. The role and function of the rehabilitation advisory committee will be to provide advice on the operation and implementation of rehabilitation programs

11 Detainee Remunerations and Allowances

- (a) The Commissioner of the Correctional Service will adopt a schedule of allowances to employed detainees within the institution from the "Correctional Institutions Industries Trust fund" upon recommendation from the rehabilitation advisory committee; this section does not apply to the payment of wages to inmates who are assigned to work in Private Manufacturing Enterprises; and
- (b) fifty percent of the detainees' wages, for those involved in PME's, shall be for the state and shall be deposited into the Correctional Service Trust Account, while another fifty percent will be for the detainee and shall be deposited into his or her personal account.

12. Human Resource

- (a) staff who are employed in correctional industries and rehabilitation will receive high skill allowances to reflect their delivery of skills to detainees. The allowances will be determined from time to time through the General Orders;
- (b) staff who are involved in correctional industries and rehabilitation programs will, for production and delivery purposes, be responsible to the Correctional Rehabilitation Directorate;
- (c) staff who are involved in correctional industries and rehabilitation, for day-to-day security, detainee supervision, work programs, and other operational matters, will be responsible to the Correctional Institution Commander;
- (d) staff who are involved in correctional industries and rehabilitation will receive both internal and external training and development;
- (e) staff who are involved in rehabilitation programs, where necessary, are seconded to external organizations upon formal agreement with the CS Commissioner for developmental purposes; and
- (f) institutional workplace trainers shall be accredited and registered with the National Training Council (NTC), National Apprenticeship Trade and Testing Board (*NATTB*), and other relevant agencies.

13. Facilities and Equipment

- (a) all institutions must have operational facilities and equipment, such as:
 - (i) multipurpose centre;
 - (ii) dining hall
 - (iii) classrooms;
 - (iv) workshops;
 - (v) church building; and
 - (vi) machines and equipment; and
- (b) all institutions for the purpose of delivering rehabilitation programs shall be equipped with the necessary tools and machines;
- (c) the use of government or private facilities and equipment shall be done through a formal agreement; and
- (d) all institutional facilities and equipment shall comply with health and occupational safety standards.

Annex 2

POLICY GUIDELINES FOR DETAINEES' NEEDS



Female detainees with babies

Annex 2

POLICY GUIDE LINES FOR DETAINEES NEEDS

1. Detainees with Special Needs

The prison population comprises of detainees with different backgrounds, nationalities, religions, as well as able persons and those living with disabilities. As such, special programs and attention shall be given to these categories of detainees.

1.1. Juvenile Detainees

Where juvenile detainees are in the custody of the Correctional Service, the following procedures will be effected to meet their needs:

- (a) commanding officers, in consultation with the Rehabilitation Directorate, will develop a program of activities for juveniles in the institution, including;
 - (i) education;
 - (ii) numeracy, and literacy;
 - (iii) other applicable rehabilitation programs; and
- (b) young offenders and juvenile detainees are eligible to work only where the work provides the on-the-job component of vocational training programs;
- (c) young offenders and juveniles may make use of industrial or farm settings for the purposes of education and training;
- (d) where juvenile facilities are not available Juvenile detainees will be transferred to Juvenile Rehabilitation Centers (e.g. Boys Town, Erap);and
- (e) all other requirements will be subjected to the *Juveniles Act 2010*.

1.2. Female Detainees

Where female detainees are in the custody of the Correctional Service, the following procedures shall be effected to meet their needs:

- (a) commanding officers in consultation with the Rehabilitation Directorate, will develop a schedule of rehabilitation programs and activities for women in the institution that is reflective of the rehabilitation framework;
- (b) work and industry programs will be established, that are specifically for female detainees;
- (c) programs for women shall not be confined to traditional women's work, such as sewing and cooking;
- (d) special attention for work will be made for women who have babies; and
- (e) infants care shall be subjected to *Lukautim Pikinini Act 2010*.

1.3. Detainees with Disability

Where detainees who are living with disabilities are in the custody of the Correctional Service, the following procedures shall be effected to meet their needs:

- (a) the Commanding Officer, in consultation with the CRD, will develop a program of activities for detainees living with disabilities;
- (b) develop appropriate facilities for detainees living with disabilities in the institution, that is reflective of their special needs;
- (c) equal opportunities will be considered for detainees living with disabilities; and
- (d) any other needs concerning persons with disabilities will be subjected to the *Disability Act 1991*.

1.4. Detainees with Medical Conditions

Where detainees who living with specific medical conditions are in the custody of the Correctional Service, the following procedures shall be effected to meet their needs:

- (a) commanding officers, in consultation with the CRD, will develop a program of activities for detainees living with specific medical conditions, such as TB and HIV/AIDS in the institution that is reflective of their special needs;
- (b) develop facilities for those living with contagious medical conditions, such as TB and other diseases;
- (c) where applicable, the affected person(s) will be given the same opportunities and privileges; and
- (d) other needs will be subjected to existing legislation, such as *HIV/AIDS Act 2010*.

2. Detainees Issue Uniforms

As outlined in Part 5 of the policy on development phases, different activities will determine the types of issue uniforms for use by detainees. This is part and parcel of the development stages to instill discipline, mindset change, and respect.

2.1. In Phase One and Phase Two the following uniforms and items will be issued to detainees:

- (a) identification cards (IDs);
- (b) the Blue and Red issue will be used as normal wear when not involved in any activity;
- (c) the Sky- Blue "T-Shirt/ Shirt (Gentle) and Navy Blue Trousers/Skirt will also be used for mess, classes and Religious programs;
- (d) the Yellow 'T' Shirt and Red Track Suit (yellow stripe)/ Short issue will be used for sports, housekeeping duties, foot drill, and other physical activities; and
- (e) Appropriate foot wear.

2.2. Phase Three will mainly involve training and prerequisites for Phase Four. The issue of uniforms will be determined by the type of activity.

2.3. Phase Four is geared towards reintegration programs and the following uniforms will be used by detainees:

- (a) orange overall trousers for industrial work;
- (b) orange workman shirt (48.PD) and Trousers/Skirt for other activities; and
- (c) safety and gumboots and other requirement.

3. Detainees' Code of Ethics and Conduct

- (a) ID cards will be produced during any detainees' engagement in any activity;
- (b) detainees who do not meet these requirements shall be disengaged from any activity;
- (c) all issue uniforms shall be looked after and kept clean at all times;
- (d) uniforms and IDs will not be shared or given to other detainees;
- (e) all detainees when engaged in any activity, will not leave their designated place;
- (f) all detainees engaged in PME will be subjected to PME's schedules and requirements;
- (g) that all detainees will return to their respective institutions after working hours, or early upon a request from the institution with PMEs;
- (h) that detainees who are engaged in PMEs and other outside activities will abide by the institution's rules and regulations;
- (i) visits to any detainee who is engaged in PMEs will get prior authorization from the Commanding Officer;
- (j) that uniforms will be worn at all times;
- (k) detainees will be escorted by correctional officers based on the nominal supervision ratio;
- (l) all detainees shall adhere to the best and cleanest code of dressing at all times; and
- (m) detainees who breach this code of conduct will be automatically barred from engaging in any detainee programs and will repeat Phase One, based on the evaluation committee's recommendation.

Annex 3

TECHNICAL TERMS AND DEFINITIONS



Annex 3

TECHNICAL TERMS AND DEFINITIONS

1. **“Business plan”** means the documentation which approves the correctional industry projection of production and manufacturing and associated human and physical resource development.
2. **“Correctional Farms”** means all aspects of farming that are practiced in correctional institutions. It may also include horticulture, floriculture, beekeeping, organic gardening, propagation of endangered species, water treatment, light engineering, and education and vocational training.
3. **“Correctional Rehabilitation Directorate”** means the function as determined in the organization structure to coordinate, support, advise, manage, and endorse all detainee industries, work, education and rehabilitation, on behalf of the Commissioner of Corrections.
4. **“Correctional industries products”** means all services provided and goods manufactured or produced, wholly or in part, by detainees in any PNG Correctional Institution. *(A correctional industries product does not include a product manufactured with detainee labor in a private manufacturing enterprise).*
5. **“Cultural or artisan articles”** means items that represent PNG cultural tradition or heritage, including music, crafts and ceremony.
6. **“Detainee allowance rates”** means the remuneration for approved work undertaken while either sentenced or un-sentenced. The amount given will be determined by the Commissioner of the Correctional Service and the authority will be approved by national legislation.
7. **“Education and training”** means formalized learning processes that utilize accredited course material applied to the development of intellectual, technical, and vocational skills.
8. **“Food production forecast”** means the forecast by each Correctional Institution presented to the regional directors and Correctional Industries Directorate for the food production for the following six months.
9. **“Industries”** means programs which provide detainees with meaningful work that meets community expectations to:
 - (a) provide the opportunity for associated vocational education and training opportunities that will assist detainees to obtain employment post-release;
 - (b) contribute to the good order, health, hygiene, and effective management of Correctional Service facilities;
 - (c) assist in reducing the cost of operating Correctional Service facilities; and
 - (d) provide work and associated vocational education and training which takes into account the special needs of females, juveniles, and other disadvantaged detainees.
10. **“Private Manufacturing Enterprises”** means any privately owned business.
11. **“Security classification”** refers to the three levels of security classification which a detainee is classified under, commencing on the date of admission and during the period of serving the sentence as shown – *high, medium, and low security.*

12. **“High”** The assessment of the security classification is undertaken generally using the following criteria:
- (a) the threat to the public if the detainee is to escape;
 - (b) previous history of attempting to escape and access to external help;
 - (c) potential threat to witnesses and additional case pending;
 - (d) the nature of the crime for which the detainee was convicted;
 - (e) length of sentence; and
 - (f) the potential for threat to other detainees’ security and good order of the correctional institution.
- (i) **High Security** conditions should mean that escape is virtually impossible and should only be used for the most dangerous detainees. In these conditions, there will be a high standard of physical security, both around the perimeter and inside the Correctional Institution. Staff, on a one-to-one basis will closely supervise the internal movement of detainees.
- (ii) **Medium Security** conditions are appropriate for the great majority of detainees who are not determined to escape, but who cannot be trusted in minimum security conditions. Generally, these conditions will involve a secure perimeter, such as a fence. All internal doors in the Correctional Institution will usually be locked, but detainees may be trusted to move from one area of the Correctional Institutions to another without close supervision by staff.
- (iii) **Low Security** should be used for those detainees who present little or no risk to the community and who can be trusted not to try to escape. In these conditions, the level of physical security will be low. Very often, there will be no perimeter security. Internal security may be restricted to locking doors to the accommodation units at night. Detainees who have been convicted of some non-violent offences may be suitable for these conditions, as well as long-term detainees who are approaching their date of release.
13. **“Rehabilitation”** means the process which all detainees go through while serving their sentences.
14. **“Rehabilitation Programs”** means the range of programs or services that may be provided to detainees to address deficits in skills, behaviours, beliefs, and attitudes that may have contributed to the commission of criminal acts and that will improve life chances upon reintegration.
15. **“Restorative Justice”** means the process by which detainees are encouraged to take responsibility for their actions, "to repair the harm they've done— by apologizing, returning stolen money, or community service. It is based on a theory of justice that considers crime and wrongdoing to be an offence against an individual or community, rather than the State.
16. **“Risk Assessment”** means the documentation to determine the quantitative or qualitative value of risk related to a concrete situation and a recognized threat (*called hazard*). Quantitative risk assessment requires calculations of two components of risk (*R*) - the consequences of the risk being realized (*L*), and the probability (*p*) that the loss will occur. This is part of the “Business plan (*m*).
17. **“Sales Order Management System”** means the documentation which allows the sale of goods, wares, and merchandise manufactured or produced, wholly or in part, by detainees in any PNG Correctional Institution, as set down in the Correctional Institutions Industries Trust Fund Manual (1996).
18. **“Work”** means the involvement of detainees in activities, both within and outside of the institution.