



JUSTICE SERVICES AND STABILITY FOR DEVELOPMENT

The Papua New Guinea Correctional Services

Prison Charter Monitoring Survey Results



FINAL REPORT

Showing Disaggregated Data According to Respective Prisons and Survey Participants



September 2018

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ACKNOWLEDGEMENT

The survey was conducted in three selected prisons of Kerevat in East New Britain Province and Daru and Ningerum in Western Province. These prisons were purposely selected for their role in implementing the Prison Charter.

Many people and organizations were consulted and who collaborated with Justice Service and Stability for Development (JSS4D) in undertaking this survey which helps us to compile this report. Therefore, JSS4D's Anti-Corruption team through its team leaders and management team would like to thank the following people and organizations:

The Department of Correctional Services especially the Commissioner, Mr. Waipo MBE, Assistant Commissioner Mr. David Suagu and Superintendent Madam Francesca Marengé. Mr. Suagu and Madam Francesca are the key contact leaders and drivers in the Department who have worked with us since 2013 in the implementation of Prison Charters.

The Commanding Officers and the Management Team from Kerevat, Ningerum and Daru Prisons, who have been organizing various stakeholder groups that took part in the survey.

Special thanks to the 65 detainees, 30 correctional officers and 76 visitors who willingly gave their time to participate in completing the survey.

I wish to also thank our JSS4D logistics team, Ian Soweni and Lynnette Miti who have been so effective in organizing our travels and accommodation to conduct this survey. You are so great in what you do!

Thank you

LIST OF ABBREVIATIONS

CS	Correctional Services
CSHQ	Correctional Service Head Quarters
DV	Visitor participant from Daru
IMG	Independent Monitoring Group/s
JSS4D	Justice Service and Stability for Development
LOA	Leave of Absence
MBE	Member of the British Empire
PC	Prison Charter
SOPs	Standard Operating Procedures

EXECUTIVE SUMMARY

The survey was conducted to assess the changes in work practices and service delivery in prisons after more than six months of implementing the Prison (Service) Charter in Kerevat (>4 years), Daru and Ningerum (>1 year) prisons. The Prison (Service) Charter is being developed and implemented collaboratively by JSS4D and the Department of Correctional Services since 2013 in PNG. Other prisons that have had the Prison Charters launched and must be strengthened for implementation are Bekut in the Autonomous Region of Bougainville and Biru in Northern (Oro) Province.

The survey utilized a questionnaire, semi-structured interviews (focus group, detainees and visitors) and participant purposive observation data collection techniques as we study the participants in their local settings. Data was collected from 65 Detainees (10 females), 30 CS Officers (8 females) and 76 Visitors (45 females) who completed the surveys and some detainees and visitors who participated in the focus-group interviews.

The survey and interviews were conducted in the three selected prisons to allow for data disaggregation and cross-sectional analysis. The key findings from this survey across the three prisons indicated many similarities and less specific changes as the result of implementing the Prison Charter. Some of these findings are:

- The current state of enforcement and implementation of the charter rules are determined by the leadership support from CSHQ and the prison management.
- The level of knowledge of the prison charter is good among stakeholders in Kerevat and limited in Daru and Ningerum.
- Many stakeholders surveyed have heard about the prison charter. Their level of knowledge of the prison charter increases when they have a copy of the charter and read about it.
- Access and participation of detainees in church fellowship activities has improved significantly as the result of implementing the prison charter.
- Prisoner rights and good medical care services are improving in both Daru and Kerevat.
- Results show that there are some cases where staff development and promotions have been done on merit.
- Justice of the Peace, Medical and Welfare Officers have never been visiting the prisons as required under the Correctional Services Act 2014.
- All stakeholders are generally respectful. The prison management in the three prisons are respected.
- While the prison staff and management are reported to be responsive to requests brought to their attention, the survey data shows some delays from the CSHQ.
- Data shows that the prison charter is yet to be fully implemented and there is great potential for the charter to facilitate improvement in prison service delivery and professional work practices.

INTRODUCTION

The first ever service charter initiative in PNG was the Prison (Service) Charter and was introduced in Kerevat in 2013. Since then the initiative has been rolled out to Ningerum and Daru Prisons in Western Province and Bekut in the Autonomous Region of Bougainville in 2017. In February 2018, we launched the Charter in Biru Prison in the Northern (Oro) Province.

The Prison (Service) Charter was developed and implemented to serve three main purposes:

1. To improve transparency and accountability in the provision and delivery of prison services;
2. To improve efficiency and effectiveness in the management and delivery of Prison services;
3. To empower communities and stakeholders of Correctional Institutions to hold each other responsible and accountable in performing their roles and duties.

This report presents results from the surveys conducted to assess the changes in work practices and service delivery in Kerevat, Ningerum and Daru Correctional Institutions. These institutions were chosen for this survey because the Prison Charter has been introduced and launched there over a period of six months or more. Except for Daru, the installation of the Complaints and Suggestions Boxes in Kerevat and Ningerum signifies the implementation of the Prison Charters prior to this survey.

The survey focused on identifying and understanding the changes in service delivery and work practices that have occurred as the result of implementing the Prison Charter. This is done by surveying the views and experiences of correctional officers ($n = 30$), detainees ($n = 65$) and visitors ($n = 76$). These participants have been identified and chosen because they are the key stakeholders in the Prison Charter Project and remain the best group to provide relevant information on changes in prison services. They also play a significant role in the implementation of the Prison Charter. The report highlights the changes in knowledge of the charter, work practices and service delivery in the prison settings understudied.

SURVEY PARTICIPANTS

The survey participants were identified and recruited because they have *witnessed the launching of the Prison Charter* in the selected Correctional Institutes.

Table 1: Survey Participants by Stakeholder Group and Prisons

Stakeholders	Detainees	Officers	Visitors	
Daru	23 ($m = 23; f = 0$)	10 ($m = 9; f = 1$)	64 ($m = 30; f = 34$)	
Ningerum	11 ($m = 11; f = 0$)	5 ($m = 3; f = 2$)	0 (nil)	
Kerevat	31 ($m = 21; f = 10$)	15 ($m = 10; f = 5$)	12 ($m = 1; f = 11$)	
Total	65 ($m = 55; f = 10$)	30 ($m = 19; f = 8$)	76 ($m = 31; f = 45$)	171 ($m = 108; f = 63$)

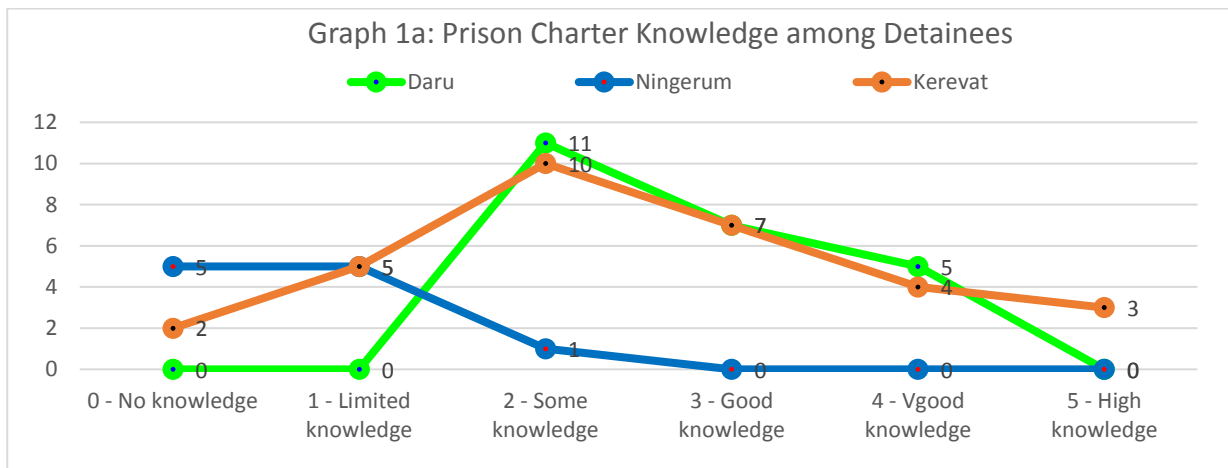
STAKEHOLDER KNOWLEDGE OF THE PRISON CHARTER

The key stakeholders recruited for this Prison Charter Monitoring survey are detainees, staff and visitors. We assess their level of knowledge respectively after the launch and the implementation of the charter in the three selected prisons.

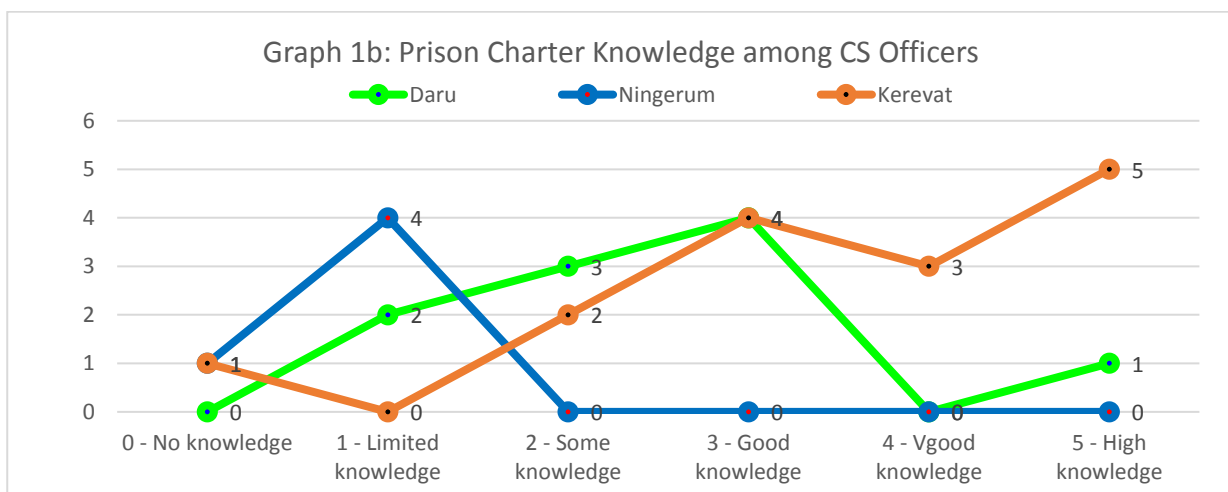
Detainees by Prisons

As stated in the Introduction, the prison charter monitoring survey was conducted in Daru, Ningerum and Kerevat prisons. The *Graph 1* below shows the level of Prison Charter knowledge among detainees from these selected prisons. According to the survey results and the graph:

- It is encouraging to report that all detainees in Daru have some to very good knowledge of the Charter.
- Twenty four out of 31 detainees in Kerevat have good to excellent knowledge of the prison charter.
- However, detainees in Ningerum have very limited knowledge of the prison charter.



CS Officers by Prisons



- The level of prison charter knowledge among CS Officers in Kerevat is very good.

- Officers in Daru reported encouraging level of prison charter knowledge. Out of the 10 who completed the questionnaires, 8 of them reported having good knowledge of the charter.
- Like the detainees, 5 officers in Ningerum who completed the survey reported having poor knowledge of the charter.

Visitors by Prisons

Table 2: Prison Charter Knowledge among Visitors						
Charter Knowledge	0 - No knowledge	1 - Limited knowledge	2 - Some knowledge	3 - Good knowledge	4 – VGood knowledge	5 - High knowledge
Daru (64)	50	10	4	0	0	0
Ningerum (0)	0	0	0	0	0	0
Kerevat (15)	1	3	5	1	3	2

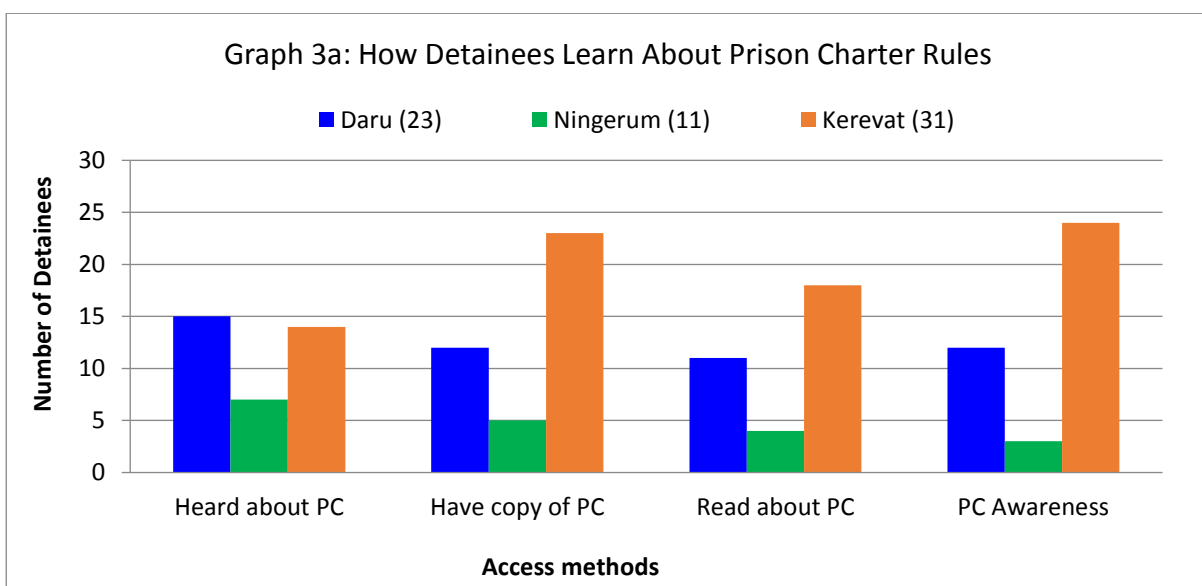
How do you learn about the Prison Charter Rules?

One of the main aims of the survey is to identify common and effective ways of building charter knowledge among stakeholders across the three prisons.

Detainees

A total of 65 detainees participated in the survey across the three prisons. Only eight female detainees participated. According to Graph 3a,

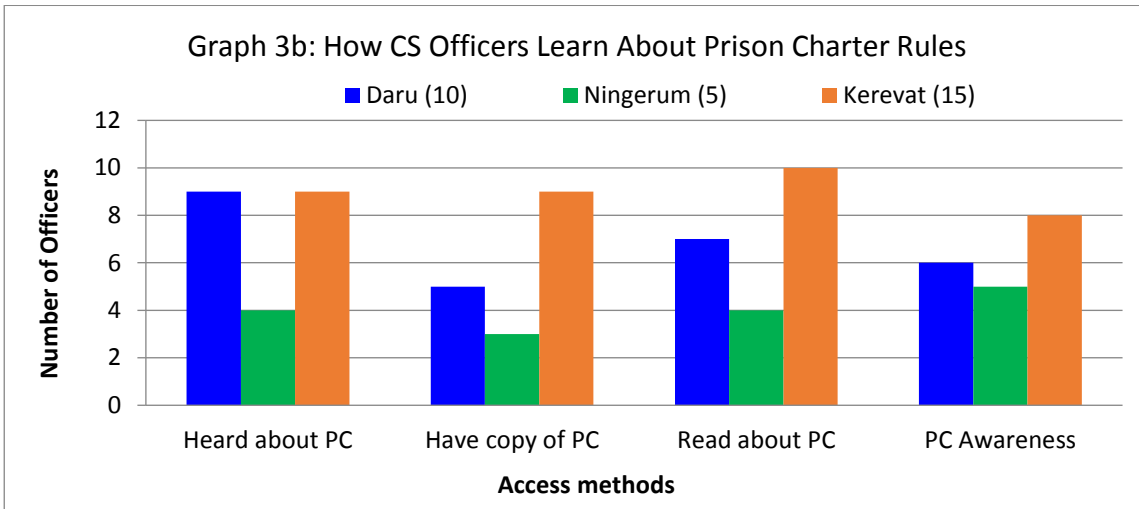
- Thirty-six (36) detainees indicated learning about the charter through hearing about it.
- Forty (40) of them have copies of the charters, and 33 of them indicated learning about the charter rules by reading them.
- The survey results show that most detainees at Daru and Kerevat prisons who completed the surveys utilised all four avenues to learn about the charter as shown in the graph below.



CS Officers

A total of 30 CS officers (*Daru – 10, Ningerum – 5, Kerevat – 15*) participated in the survey across the three prisons. Only six female officers completed the surveys. According to *Graph 3b*:

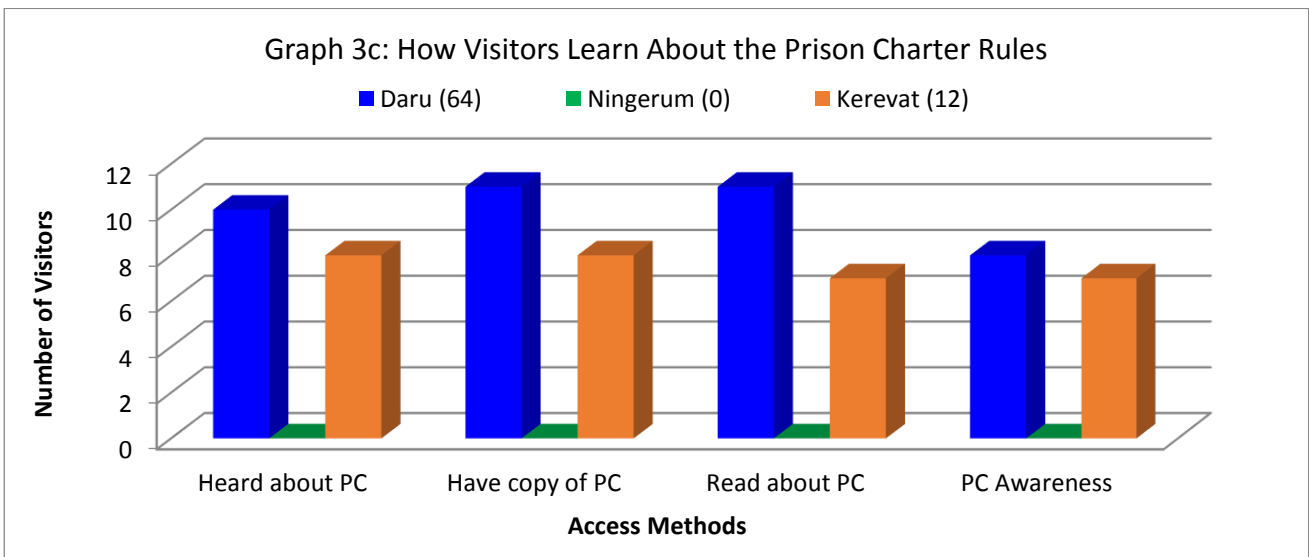
- Most of officers surveyed across 3 prisons heard about the prison charter (22/30),
- Just over 50% of the staff have copies of the charter and 21 of them read about it,
- Twenty officers indicated that they learnt about the prison charter best when they educate and talk to others about it.



Visitors

A total of 76 visitors (*Daru – 64, Ningerum – 0, Kerevat – 12*) participated in the survey. There were no visitors at Ningerum at the time the survey was administered there. Most of the visitor participants were women (64 of them) and are from Daru. According to *Graph 3c*:

- Access to the Prison Charter by visitors is very limited in Daru. Participant observations in Ningerum reflect the same situation.
- At least 6 or more visitors out of 12 from Kerevat have access to the prison charter.

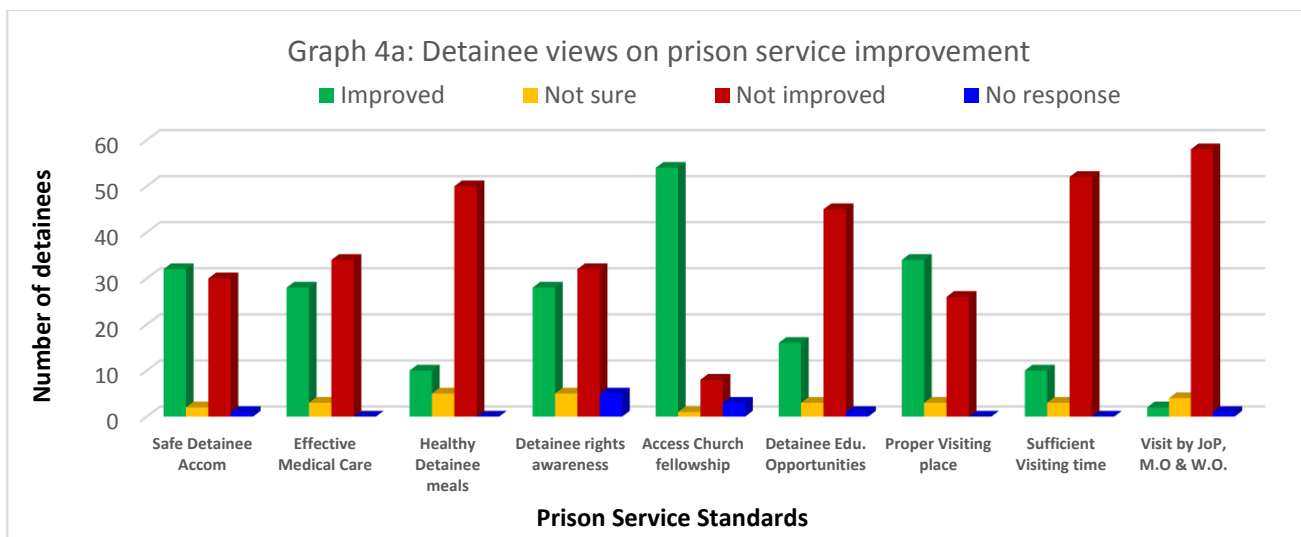


STAKEHOLDER VIEWS ON PRISON SERVICE DELIVERY

Views from the key stakeholders were sought to assess the changes in prison service delivery and work practices. Specific questions were asked to gather information on service delivery in terms of both approaches and outcomes. Data from detainees, officers and visitors is presented below.

Detainees

Graph 4a, below presents the views from the detainees across the three prisons surveyed.



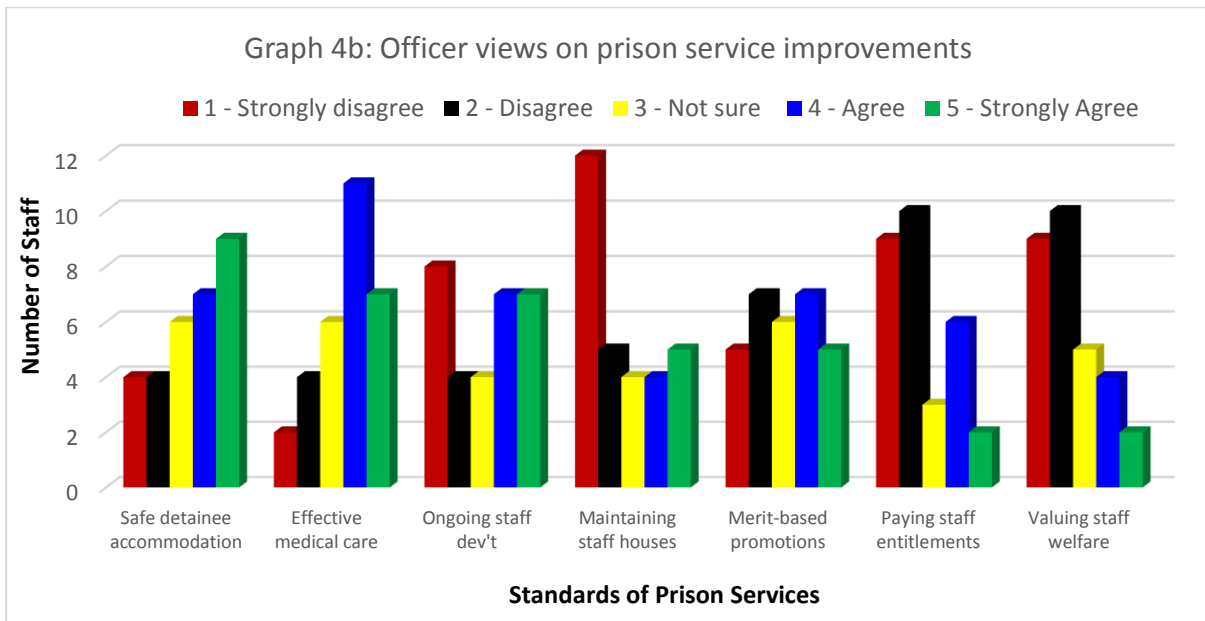
- The greatest improvement in prison services is the access and participation in church fellowship activities. This improvement is evident in Daru and Kerevat.
- Other service areas that have experienced some improvements are the proper visiting place, safe detainee accommodation and awareness on detainee rights especially in Kerevat and good medical care in Daru.
- Apart from church fellowship activities, the results from detainees show that all prison services need to be improved. Main areas for improvements are:
 - visit by the Justice of Peace, Medical and Welfare Officers;
 - healthy and regular food and meals;
 - Opportunities for detainee education and sufficient visiting time, although this is governed by the existing CS/Prison regulations (SOPs).

CS Officers

To protect the identity of officers, their views were aggregated across the three prisons and focused on prison service standards. According to the 30 officers who participated in the survey:

- Detainees' accommodation is safe, although the facility conditions in Daru and Ningerum are deteriorating.

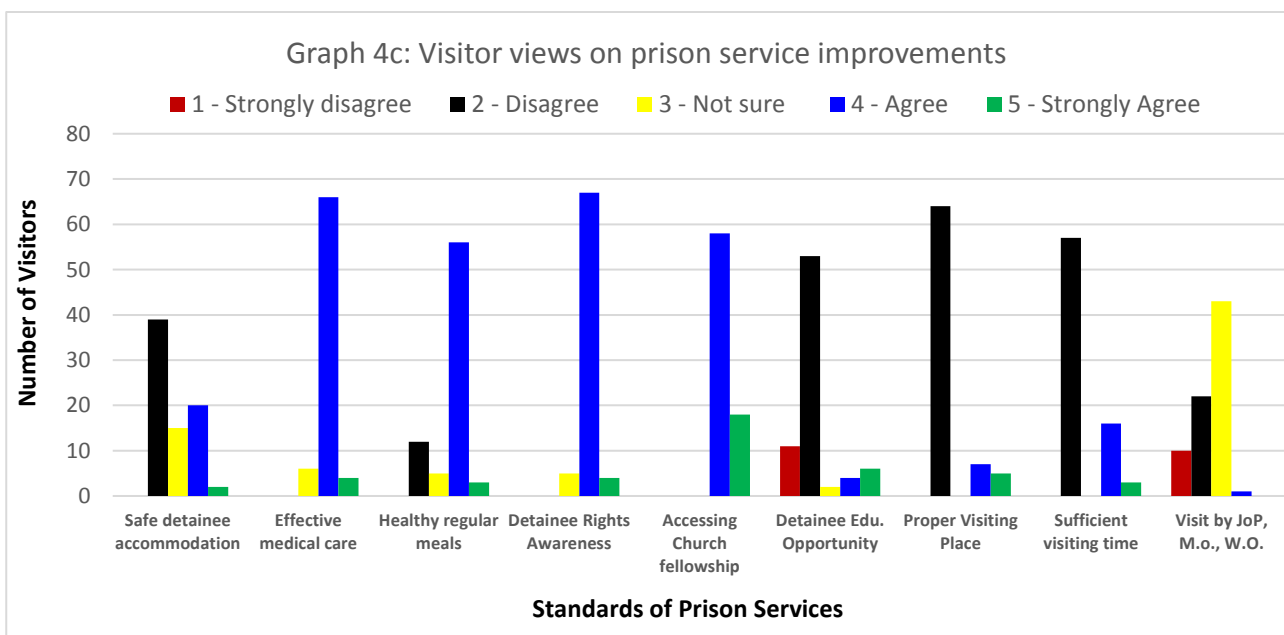
- Like detainees, officers also reported improvements in effective medical care in prisons, especially in Daru and Kerevat.
- Slightly less than 15 officers reported progressive cases of ongoing staff development and merit-based promotions in the 3 prisons.



The main prison service standards that were reported needing improvement relates to basic staff and their family needs and entitlements. These services include:

- Maintaining of staff houses,
- Paying staff entitlements and on time,
- Valuing welfare of staff and their families.

Visitors



The visitors' views represent the citizens' assessment of prison services in the prisons surveyed. Most visitors (50 or more) were happy and reported that there are improvements in some prison services. According to their assessment the following services in prisons have improved after the implementation of the prison charter.

- Effective medical care to detainees
- Healthy and regular meals
- Detainees are made aware of their rights as part of their orientation
- Detainees have access to church fellowship activities

Most visitors are not sure about visits by the Justice of Peace, Medical and Welfare Officers to prisons as stipulated under the Correctional Services Act.

Visitors' data also highlighted some significant service areas for improvement and these include:

- Detainee educational opportunities have not been great, although Kerevat is recognizing this detainee right.
- Proper visiting place is needed in Daru.
- Visitors across the 3 prisons surveyed reported needing more time with their loved ones during their visits to prisons.

STAKEHOLDER VIEWS ON WORK PRACTICE CHANGES

Stakeholder views were sought to identify positive changes in attitudes and work practices for effective service delivery in prison settings. The results regarding these changes from the respective prison settings are presented in Tables 3a & b.

Table 3a: Stakeholder views on work practice changes - Daru

Practice Standards	Respectful staff	Respectful Prisoners	Honest staff appraisal	Respected Command/Control	Respect for Management	Accessible Complaints Box
Stakeholder						
Detainees (23)	10	13	2	3	2	0
Staff (10)	10	5	5	8	7	0
Visitors (64)	64	40	35	46	22	0

The information from Table 3a shows that:

- Daru Prison has respectful staff and detainees;
- Officers in Daru reported a strong command and control at the institution;
- There is respect for prison management and

- The survey data from all key stakeholders in Daru Prison show the need for them to have access to the complaints box.

Table 3b: Stakeholder views on work practice changes - Daru

Practice Standards	Responsive Management	Responsive staff	Courteous detainees	Lawful discipline of detainees	Courteous visitors	Respect for each other
Stakeholder						
Detainees (23)	7	11	14	12	10	5
Staff (10)	8	8	8	9	10	9
Visitors (64)	40	11	11	45	64	64

Table 3b shows that:

- High standards of work practices are maintained in Daru among CS officers surveyed.
- While staff and visitors reported responsive management, detainees indicated the need for improvement
- More than 10 detainees surveyed indicated that they are lawfully disciplined, staff are responsive to their needs and detainees are courteous in Daru.
- Visitors' views are also similar to detainees. Visitors interviewed indicated that stakeholders are respectful of each other, visitors are friendly, detainees are lawfully disciplined, and the management is always responsive.

Table 4a: Stakeholder views on work practice changes – Ningerum

The number of officers from Ningerum who participated in the survey is limited and may not represent the views of most officers. However, views from the 11 detainees and the survey team's observations will reinforce the views from the 5 officers interviewed. There were no visitors surveyed in Ningerum.

Practice Standards	Respectful staff	Respectful Prisoners	Honest staff appraisal	Respected Command/Control	Respect for management	Accessible Complaints Box
Stakeholder						
Detainees (11)	9	10	4	7	8	10
Staff (5)	2	2	1	1	2	3
Visitors (0)	0	0	0	0	0	0

According to Table 4a:

- Access to the complaints/suggestions boxes is available, however, officers and visitors did not utilize them.
- From the 11 detainees, more than 6 of them reported that staff and detainees are respectful, and the management is respected.
- From the 5 officers, there is less respect of the Prison Command and Control and staff appraisals are not done honestly.

Table 4b: Stakeholder views on work practice changes – Ningerum

Practice Standards	Responsive Management	Responsive staff	Courteous detainees	Lawful discipline of detainees	Courteous visitors	Respect for each other
Stakeholder						
Detainees (11)	6	4	11	5	7	6
Staff (5)	2	3	2	3	4	3
Visitors (0)	0	0	0	0	0	0

Results in Table 4b indicates that:

- Detainees are courteous and friendly.
- There is respect among stakeholders.
- It is also noted that staff and management at Ningerum need to be more responsive to the needs and requests of detainees, visitors and staff.

Table 5a: Stakeholder views on work practice changes – Kerevat

Practice Standards	Respectful staff	Respectful Prisoners	Honest staff appraisal	Respected Command/Control	Respect for management	Accessible Complaints Box
Stakeholder						
Detainees (31)	16	20	3	18	2	22
Staff (12)	5	6	2	3	5	7
Visitors (12)	10	11	6	8	6	3

Table 5a shows that:

- There are respectful staff, detainees and visitors in Kerevat.
- Whilst detainees and visitors reported honest staff appraisals and respect for command and control in Kerevat, staff indicated that these work practice standards are lacking.
- Detainees and officers have access to the Complaints and Suggestion boxes but not the visitors.
- All stakeholders reported less respect for the management at Kerevat Correctional Institute.

Table 5b: Stakeholder views on work practice changes – Kerevat

Practice Standards	Responsive Management	Responsive staff	Courteous detainees	Lawful discipline of detainees	Respectful visitors	Respect for each other
Stakeholder						
Detainees (31)	5	6	23	11	29	21
Staff (15)	4	9	7	9	9	5
Visitors (12)	4	8	10	6	9	9

According to Table 5b:

- Most visitors reported that good work practice standards are maintained in Kerevat every time they visit the Prison.

- According to staff and detainees the management must improve on responding effectively to the needs of its clients/customers.
- Detainees are always courteous towards other stakeholders.
- Nine out of 15 officers indicated disciplining detainees according to the prison rules; however, some detainees and visitors are not aware of the laws to make a realistic assessment.

QUALITATIVE VIEWS ON SERVICE & WORK PRACTICE CHANGES

Seeking further information on the changes in work practices and services allows us to listen to the experiences and stories from key stakeholders on the implementation of the Prison Charter. One of the important questions explored here is on sustainability and ownership. This question allows stakeholders to report on sustainability actions that have been taken to advance and continue the implementation of the Prison Charter into the future.

Common views across the three prisons by all stakeholders

Data from the survey showed some common views across the three prisons and the three stakeholder groups.

Improvements in prison services and work practices

Services that have improved as the result of the implementation of the Prison Charter:

- *Church fellowship*: more than 60% (105/171) of the stakeholders interviewed in the three prisons indicated that prisoner access and participation in church fellowship and religious activities have improved significantly. The direct effect of this improvement has contributed to positive rehabilitation of prisoners.
- *Change of attitude and positive approach to work*: many stakeholders in all three prisons indicate that there is improvement in staff and detainee attitude and professional approach to work by officers. All visitors who were interviewed were happy to see positive changes in the physical appearance of and approach shown by their loved ones in prison. According to one of the visitors from Daru *“there is improvement in staff discipline and attitude and prisoners have discovered a new approach to communicate with us . They now believe strongly in God and when they share their experiences it also encourages us.”*
- *Cooperation and collaboration*: participants across the three prisons indicated that there is improved teamwork and collaboration among detainees, officers and community members. For example, *“there is effective engagement of detainees, staff and communities in sports and community work,”* (Focus Group in Daru).
- *Rehabilitation Programs*: The rehabilitation of prisoners in all the three prisons is progressing well. Many participants across three prisons are happy with these programs because the programs have contributed to changing their lives and attitudes.
- *Medical care and health services*: Detainees and staff from Daru and Kerevat expressed satisfaction in the health care and medical services provided there.

Common sustainability Actions

- *Responsive Leadership and Management:* There is evidence from the interviews suggesting for more leadership support and direction from both the headquarters and prisons in the enforcement of the Prison Charter. Stakeholders, especially the detainees and staff indicated responsiveness to requests and complaints from CSHQ to respective prisons. However, there have been delays from the CSHQ and that has affected the implementation of the Charter.
- *Education and awareness on Prison Charter:* most participants across the three prisons indicated that education and awareness on the prison charter must be carried out both within and outside of the prisons. The views expressed by all the participants showed that minimal efforts have been made to promote the prison charter through education and awareness.
- *Continuation and support for the rehabilitation programs:* the rehabilitation activities are continuing and is supported by the institutions, this includes the church fellowship activities.

Common challenges affecting compliance and enforcement of Prison Charter

- Many participants across the three groups of stakeholders indicated that the Prison Charter is yet to be fully implemented and enforced in the three prisons surveyed.
- Slow or lack of response from the CS Headquarters and prison management
- There are instances where stakeholders undermine the value of respect for each other and within their own group. Subsequently, the data shows that there are cases of unfair treatment of staff and detainees.
- There is limited knowledge and lack of awareness on the Prison Charter among stakeholders, especially prisoners and visitors/citizens. Therefore, enforcement of and compliance with charter rules is poor.
- Many stakeholders indicated that they do not have access to the copies of the Prison Charter across the three prisons surveyed.
- Participants from all prisons indicated that there is need for more improvement in the current state of prisons.
- Visitors and detainees indicated that the current legal visiting time is not sufficient, signifies the need for educating stakeholders about the prison standard operating procedures.

Strategies suggested to manage the challenges across the three prisons

- Responsive leadership and management (in responding to complaints/suggestions and taking actions)
- Effective leadership support and direction in enforcing the charter
- Effective stakeholder cooperation in the implementation of the charter
- Orientation of new detainees to include awareness on Prison Charter
- Regular monitoring of the prison charter implementation and administration of complaints system

- All stakeholders are happy with and support the introduction of the Prison Charter in the prisons. One of the officers said “*I believe the charter will help me to perform my duties effectively and honestly. It will really help me understand my role better.*”
- Effective and regular awareness is required to implement the charter rules to achieve the standard services expected.
- Effective administrative and management procedures and infrastructure will enable the charter to be effectively enforced and complied with.
- Appointment and training of Prison Charter Advocates in each prison (views from Daru & Kerevat) to facilitate the implementation of charter rules.

Specific views by prison and stakeholder group

Work practices and service areas that have improved in prisons

Prison	Staff	Detainees	Visitors
Daru	<ul style="list-style-type: none"> • Prison charter enables recognition and respect for human rights and allows for fair treatment and respect for each other. • The implementation and administration of the Leave Of Absence (LOA) is progressing well. 	<p>There is general satisfaction in the services at the prison, especially;</p> <ul style="list-style-type: none"> • New musical instruments for church fellowship activities. • Bore water, mess and kitchen facilities • A chainsaw for cutting wood and timber 	<p>The installation of the Complaints and Suggestion Boxes is seen as a positive step, to allow inclusive and participatory approach to running prisons.</p>
Ningerum	<ul style="list-style-type: none"> • The introduction of Prison Charter at Ningerum is seen as a positive step for improvement. • Needs of detainees and their issues are attended to. 	<ul style="list-style-type: none"> • The cellblocks and quarters are clean • Majority of detainees have Uniforms. 	
Kerevat	<ul style="list-style-type: none"> • Improved visiting place with chairs and tables • Some renovations done at the cellblocks • Human rights awareness led to respect and positive relationships among detainees, officers and visitors. • Kerevat continues to maintain a free and friendly environment. • Prison charter has allowed staff and prisoners to air their views and contribute towards developing the institution. 	<ul style="list-style-type: none"> • Improved visiting place with chairs and tables • Improved respect and positive relationships among stakeholders. • Prisoners' have access to the Complaints Box. • Improved collaboration "<i>Bipo ol save paitim mipla, nau nogat.</i>" • Prisoners are disciplined according to Prison Rules 	<ul style="list-style-type: none"> • Four visitors remarked on the improvement of the visiting place. • Seven reported on the good and friendly environment at Kerevat.

Sustainability Actions

Prison	Staff	Detainees	Visitors
Daru	<ul style="list-style-type: none"> Officers enforce the Prison Charter Ensuring the effective use of complaints boxes. 	<ul style="list-style-type: none"> Facilitate change of attitudes and behaviour Comply with charter and educate others about it. Effective teamwork and collaborative effort in implementing Prison Charter. Ensure access to complaints boxes and responding timely to complaints raised. 	<ul style="list-style-type: none"> Expressed need for a proper visiting place Proper coordination of processing visitor passes. Installing complaints boxes and enforce Prison Charter and ensure compliance by all stakeholders.
Ningerum		<ul style="list-style-type: none"> Having combined fellowship with communities 	
Kerevat	<ul style="list-style-type: none"> CSHQ responded to the first complaints 	<ul style="list-style-type: none"> Detainees and other stakeholders utilizing the Complaints/suggestion Boxes. 	<ul style="list-style-type: none"> Knowledge of the charter is critical for sustainability. Comply with the prison rules and advise from the officers during visiting times. Humbled officers and treating visitors with respect.

Challenges for enforcement and compliance of PC

Prison	Staff	Detainees	Visitors
Daru	<ul style="list-style-type: none"> Align Prison Charter with rehabilitation programs and standard operating procedures/prison rules. 	<ul style="list-style-type: none"> Some charter rules not implemented like a balanced/healthy meal. Challenges of water and sanitation issues are common in Daru. Timely medical care 	<ul style="list-style-type: none"> Lack of awareness and knowledge of the Prison Charter.
Ningerum	<ul style="list-style-type: none"> Lack of Charter meetings in Prisons and regular follow-up and monitoring of the Charter. 	<ul style="list-style-type: none"> Lack of awareness and training on Prison Charter. 	
Kerevat	<ul style="list-style-type: none"> Lack of training on PC for the key stakeholders. Staff basic living conditions Maintaining professionalism at work not adhered to. 	<ul style="list-style-type: none"> Staff disrespecting detainees (swearing at them). Adhering to prison policies (remandees treated same as convicted) 	<ul style="list-style-type: none"> Fear of breaking prison rules

SUMMARY OF FINDINGS AND CONCLUSION

The survey results captured the views of 30 CS Officers, 65 detainees and 76 visitors across Daru, Kerevat and Ningerum prisons. Although, the Prison Charter has been launched and introduced in Kerevat in 2013 and Daru and Ningerum in 2017, the rules and minimum practice and service standards stipulated in the charter are yet to be effectively enforced and complied with. This survey finding is evidence that the key stakeholders including the Independent Monitoring Group (IMG) and Charter Advocates are supported and strengthened to ensure the implementation and enforcement of the Prison Charter is effective and sustainable.

It is encouraging to note in the survey findings that there are positive changes in prison services and work practices as the result of implementing the prison charter. There is improvement in work culture among CS Officers. This gives us some hope and presents an opportunity for us to increase our efforts in strengthening the implementation and enforce strong compliance with the set standards.

There are positive indications that implementing the Prison Charter has great potential to improve service delivery and instil ethical and good governance practices in correctional services. To allow this to occur, key stakeholders must be educated about the charter and be committed to enforce and comply with the stated rules. It is evident that most stakeholders surveyed are not aware of the Charter rules due to issues relating to accessibility to and awareness of the charter. Educational awareness and strengthening of the IMGs and Charter Advocates can help facilitate effective enforcement of and compliance with the charter rules.

For sustainability and for the Department of Correctional Services to take ownership of the Prison Charter Project, the survey results suggest that the charter must be aligned and integrated into the local prison standard operating procedures. This should further be complemented with strong collaboration, awareness, stakeholder participation and leadership support for the implementation of charter rules in targeted prisons.