

2013
Annual
Performance
Report

LAW AND JUSTICE SECTOR



Contents

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Our Vision

is to provide a just, safe and secure society for all.

The sector's eight agencies work across Papua New Guinea's four regions and 21 provinces including ARB.

Our five goals are to improve:

1. Policing, security, **safety** and crime prevention
2. Access to **justice** and just results
3. Reconciliation, **reintegration** and deterrence
4. Accountability and **reduce corruption**
5. Our law and justice **services**

The Law and Justice Sector Secretariat (LJSS) provides support to the National Coordinating Mechanism (NCM) (comprising the heads of the eight agencies that make up the Law and Justice Sector (LJS) and the LJS Working Group (comprising senior officers of the eight agencies).

What are our 2013 key achievements?

Foreword from the Chair

I am pleased to present the Papua New Guinea Law and Justice Sector Annual Performance Report for 2013.

2013 marked the 11th year of our sector-wide approach to law and justice across PNG. We have come a long way in this time, working together across our eight agencies in an effort to create a 'just, safe and secure society for all'.

Our work is guided by our *Sector Strategic Framework (SSF)* (see page 4) and aligns to the Government of Papua New Guinea *Vision 2050* and *Medium Term Development Plan (2011-15)*. Please see page 56 for a table of our 2013 Achievements against the MTDP and page 6 for our summary of our performance against our sector goals.

We have formal mechanisms for working together as a sector, such as the National Coordinating Mechanism (NCM), the Law and Justice Sector Working Group (LJSWG) and a range of formal and informal collaborations across our agencies, other partners and stakeholders.

In this report, we take a look at some of our work in 2013: We share with you some examples, evidence and stories at a regional level, across each of our five goals, and by agency. For example:

We improved policing, security, safety and crime prevention (Goal 1) by: increasing the number of Family and Sexual Violence units/desks from 14 to 17, increasing the completion rate of Interim Protection Orders (IPOs), and completing the passage of *Family Protection Act 2013*, repeal of *Sorcery Act 1971*, and amendments to *Criminal Code 1974* to criminalise people smuggling and human trafficking.

We improved access to justice and just results (Goal 2) by: completing the construction of court complexes in Mendi and Alotau, expanding National Court sub-registries in Lihir and Bereina, establishing a new District Court in Aiyura, and commencing work to ensure payment of significantly increased allowances for Village Court Officials.

We improved reconciliation, reintegration and deterrence (Goal 3) by: conducting 5 Parole Board meetings to review 202 parole applications, establishing the Correctional Industries and Rehabilitation Unit at CS, and establishing District Juvenile Justice Working Groups.

We improved accountability and reduced corruption (Goal 4) by: obtaining two restraining orders for properties in Australia, prosecuting the first Task Force Sweep trials, completing the constitutional amendment to establish the Independent Commission Against Corruption, and establishing a MoA between the Ombudsman Commission and the PNG Defence Force.

We improved our ability to deliver law and justice services (Goal 5) by: training 81 law graduates, through the Legal Training Institute, training 227 police recruits, commencing the Modernisation of RPNGC Program and developing MoAs with National Department of Health and Provincial Health Services to deliver health services to detainees, CS staff and communities surrounding the correctional institutions.

On behalf of the NCM, I thank all agency staff, the Australian Government as a significant donor and partner to the sector and PNG citizens for your hard work in 2013 striving towards our shared law and justice vision.



Ms Julianna Kubak
Chair, PNG Law & Justice Sector
National Coordinating Mechanism (NCM)

19 May 2014

Agency Directory

What we do

The eight Law and Justice Sector (LJS) agencies in Papua New Guinea (PNG):

Magisterial Service (MS) provides the PNG community with an accountable, independent and impartial District Court system that is accessible to all.

T: 321 7661
E: enquiry@magisterialservices.gov.pg
A: P.O. Box 1616 | Port Moresby NCD
W: www.magisterialservices.gov.pg

Correctional Service (CS) maintains and protects a just and safe society by enforcing decisions and sentences of courts. It also detains inmates in safe custody in secure and humane conditions.

T: 312 1700/323 1437 |
E: <first initial><last name>@hq.cs.gov.pg
A: P.O. Box 6889 | Boroko NCD

Ombudsman Commission (OC) investigates complaints and apparent breaches of leaders' obligations in PNG. It independently oversees and guards against the abuse of power in the public sector and ensures public accountability.

T: 308 2600
E: supports@ombudsman.gov.pg
A: P.O. Box 1831 | Port Moresby NCD

Royal Papua New Guinea Constabulary (RPNGC) is the national police force for PNG. RPNGC administers and delivers policing services through established police stations, rural police stations, and police posts.

T: 322 6100
E: admin@rpngc.gov.pg
A: P.O. Box 85 | Konedobu NCD

Department of Justice and Attorney General (DJAG) directs and administers justice and legal services to the State and the people of PNG.

T: 301 2854
E: <first name>_<last name>@justice.gov.pg
A: P.O. Box 591 | Waigani NCD
W: www.justice.gov.pg

National Judicial Staff Services (NJSS) provides management and support services to the Judiciary. The Judiciary administers, hears and determines cases before the Supreme Court and the National Court.

T: 311 2710
E: ksarohafa@pngjudiciary.gov.pg
A: P.O. Box 7018 | Boroko NCD
W: www.pngjudiciary.gov.pg

Office of the Public Prosecutor (OPP) plays a key role in the criminal justice system of PNG through effective and independent prosecution. It contributes to the maintenance of the rule of law to achieve a just and peaceful society.

T: 325 0366
M: 7100 2299
E: info@publicprosecutor.gov.pg
A: P.O. Box 662 | Waigani NCD

Public Solicitor's Office (PSO) provides legal aid, advice and assistance to persons in need of help from the Public Solicitor. The officers in the Public Solicitor's Office draw these powers from the Public Solicitor to implement these functions.

T: 325 8866
E: <first name initial><last name>@publicsolicitor.gov.pg
A: P.O. Box 5812 | Boroko NCD
W: www.paclii.org/pg/ops/index.htm

Sector Strategic Framework (SSF)¹

What we do

Our work – via our *Sector Strategic Framework (SSF)* - aligns to the Government of Papua New Guinea (GoPNG) *Vision 2050* and *Medium Term Development Plan (2011-15)*.

Our Vision			
“A Just, Safe and Secu			
	Our Goal		
	1. Improved Policing, Security, Safety and Crime Prevention	2. Improved Access to Justice and Just Results	3. Improved Reconciliation, Reintegration and Deterrence
Our Policies	Our Policies		
<p>Vision 2050 Pillar 4: Security and International Relations</p> <p>DSP (2010 – 2030) – Development Strategic Plan</p> <p>MTDP (2011 – 2015) - Medium Term Development Strategy</p> <p>Law and Justice Sector Policy</p> <p>Pillar 1: Formal law and justice system;</p> <p>Pillar 2: Sector coordination and resource use;</p> <p>Pillar 3: Crime prevention and restorative justice</p> <p>Partnership for Development: Law and Justice Schedule</p> <p>The White Paper on Law and Justice in Papua New Guinea</p>	<p>1.1 Enhance L&J Agencies’ capacity to deliver services that meet all legitimate community expectations</p> <p>1.2 Increase support for community based crime prevention</p> <p>1.3 Support select high priority initiatives</p> <p>1.4 Strengthen responses to national security issues</p>	<p>2.1 Remove obstacles that prevent access to just results</p> <p>2.2 Strengthen locally based, non-violent dispute resolution</p> <p>2.3 Strongly support robust and independent courts and commissions</p> <p>2.4 Cross Cutting Issues responses</p>	<p>3.1 Encourage and support communities to reconcile offenders and victims in a non-violent manner</p> <p>3.2 Provide alternatives to imprisonment for less serious crimes and those awaiting trial</p> <p>3.3. Maintain a national correctional system for persons who are a risk to society</p>
	Our Measures		
	<ul style="list-style-type: none"> Improvement in LJS agencies’ operational and administrative practices Improvement in community confidence in RPNGC Reduction in the level of crime Community perceives improvement in safety and security 	<ul style="list-style-type: none"> All people have greater access to justice services Improvement in the disposition of cases Improvement in community confidence in the justice system HIV/AIDS, Gender & EEO and FSV strategies implemented effectively 	<ul style="list-style-type: none"> Increase in the use of restorative justice processes Increase in non-custodial outcomes A national Correctional System is maintained and improved

¹ Revised and approved by the LJS NCM, September 2011

re Society for All”

<p>4. Improved Accountability and Reduced Corruption</p>	<p>5. Improved Ability to Deliver Law and Justice Services</p>	
		<p>Corporate and Annual Plans</p>
<p>4.1 Ensure accountability for corruption and the abuse and misuse of power</p> <p>4.2 Encourage civil society oversight of public administration</p> <p>4.3 Reduce claims against the State</p>	<p>5.1 Strengthen formal agencies to use resources properly</p> <p>5.2 Support and build capacity in civil society to contribute to sector development</p> <p>5.3 Foster and build enhanced sector cooperation and coordination</p> <p>5.4 Strengthen the sector’s human resource capacity</p>	<p>These strategies for implementing law and justice sector reform and improvement will be built into every agency corporate and annual plan.</p> <p>By this process departmental heads will be held accountable for making improvements and contributing to the Vision of a just, safe and secure society for all.</p> <p>Measurement of progress will be carried out at sector and agency level.</p>
<ul style="list-style-type: none"> • Community perceives that fraud, corruption and abuse of power is reducing • Decrease in the level of fraud and corruption • Reduction in claims against the state 	<ul style="list-style-type: none"> • Improvement in agency corporate governance • Improvement in the use of resources in the sector • Increase in civil society contribution to sector outcomes • Improvement in stakeholder perception of cross-sector coordination and sub-national engagement • Improvement in spread and quality of services 	

How are we going against our SSF?

Performance against Sector Strategic Framework

Our achievements in 2013 contributed to the sector's vision of 'a just, safe and secure society for all'. The Performance Monitoring Framework (PMF) outcome indicators² reflect the 'level of change' or 'impact of sector strategies and services' towards that vision.

The perceived level of crime is increasing based on the latest 2011 community crime survey results. However, the crime rate recorded by the police at 25 per 100,000 people in 2012 to 37 per 100,000 people is lower than expected. This could be due to under-reporting and limitations in data collection.

Although PNG's rank in regards to Corruption Perception Index is lower (144 out of 177 countries) in 2013 compared to 2012 (150 out of 176 countries), PNG's corruption index score remains at 25 out of 100 score.

If detainees escape from prison, the level of safety and people's feeling of safety diminishes. In 2013, the rate of escapes increased to 6.9 per 100 prisoners from 4.6 escapes per 100 prisoners in 2012. The Correctional Service is prioritising the 'safe containment of detainees' in the coming years.

About half of those who escaped from Correctional Institutions in 2013 were on remand. Unconfirmed reports indicate that detainees on remand escaped due to delays within the judicial system. Based on reports from nine Correctional Institutions, over 15% of remandees waited for over 2 years, with around 43% on remand from 1 to 2 years. It was also reported that 8 out of 258 sample detainees waited between 2 to 8 years (i.e. the longest

wait was 8 years). NJSS through the Chief Justice is increasing the number of Judges and building court houses in provinces to address the backlog of cases. Likewise, MS is actively recruiting more Magistrates³ to deal with backlog of cases and increasing workload of District Courts.

We recorded some improvements in services to the people of PNG. For example, the average turnaround days for the State Solicitor to provide advice reduced from 122 days in 2012 to only 44 days in 2013, the Solicitor General completed more backlog cases in 2013⁴, while MS completed 68% of Interim Protections Orders (from 57% in 2012)⁵, LTI trained 81 law graduates (an increase from 65 in 2012), PSO processed⁶ 1,371 legal aid applications (up from 1,080 in 2012).

We performed well in regards to gender equity. There are a number of women in key positions within the sector and the percentage of female employees increased in some agencies. For example, we have 24% female Magistrates (13% in 2012) and 52% female staff at DJAG (from 48% in 2012).⁷ The sector encountered some challenges in the past two years that affected its performance. For example, the high attrition rate within the Ombudsman Commission, high number of vacancies in most agencies and issues with acting appointments in key positions.

Overall, we are steadily progressing towards achieving our sector goals. With increasing financial support from the Government of PNG⁸, strengthening of our human resource capacity, and improving timeliness of our services, we anticipate better performance within the next two years.

² See page 7

³ With 93 Magistrates out of 121 funded positions

⁴ See Table 15, page 67

⁵ See Graph 4, page 63

⁶ See Graph 6, page 69

⁷ See Table 17, page 68

⁸ Represented by increased funding to the Police and the Judiciary

Draft Sector Outcome Indicators

Indicator	Sub-measure	Baseline data (2012)	2013 data
Satisfaction with services	% of people who think that the police are doing a good job ⁹	NCD: 43% (2010, N=548) Mt Hagen: 14% (2011, N=389) Lae: 24% (2008, N=385)	Not available
Perception of safety	% of people who feel safe and secure from crime ¹⁰	NCD: 67% (2010, N=548) Mt Hagen: 47% (2011, N=389) Lae: 56% (2008, N=385)	Not available
Crime levels	Crime rate per 100,000 people ¹¹	25 per 100,000 people	37 per 100,000 people
	% of individuals that were victims of at least one crime ¹²	NCD: 10% (2010, N=548) Mt Hagen: 16% (2011, N=389) Lae: 25% (2008, N=385)	Not available
Perception of corruption	% of people who think that corruption is increasing ¹³	NCD: 91% (2010, N=548) Mt Hagen: 94% (2011, N=389) Lae: 83% (2008, N=385)	Not available
	Corruption Perception Index (CPI) ¹⁴	CPI: 25 out of 100 score PNG Rank: 150 out of 176 countries	CPI: 25 out of 100 score PNG Rank: 144 out of 177 countries
Escapes¹⁵	Rate of escapes per 100 prisoners	4.6 escapes per 100 prisoners 29 escaped from police custody	6.9 escapes per 100 prisoners 50 escaped from police custody
	Percentage of escapees recaptured	CS: 12% recaptured Police custody: 45% recaptured	CS: 16% recaptured Police custody: 26% recaptured
Expenditure per person	PNG Government expenditure on policing per person	K36 per person	K45 per person
Timeliness of services	Percentage of court cases completed	District Courts: 78% National Courts: not available	District Courts: 72% National Courts: not available
	Ratio of Closed:Open cases or matters ¹⁶	Public Solicitor's Office: 0.48 Public Curator: 0.44 Solicitor General: 0.31 State Solicitor: Commercial advising average 123 turnaround days; General advising average 44 turnaround days	Public Solicitor's Office: 0.44 Public Curator: 0.32 Solicitor General: 2.02 State Solicitor: Commercial advising average 44 turnaround days; General advising average 30 turnaround days
Time in detention	Time National Court remandees are in detention (up to 2013) ¹⁷	Less than 6 months: 7% (19 out of 258 remandees) 6 months to 1 year: 35% (90 out of 258 remandees) 1 to 2 years: 43% (110 out of 258 remandees) 2 to 3 years: 10% (27 out of 258 remandees) 3 to 4 years: 2% (4 out of 258 remandees) 4 to 8 years: 3% (8 out of 258 remandees)	

In 2013, the sector's Performance Monitoring Framework (PMF) was reviewed to be in-line with the SSF (see page 4). The draft outcome indicators and output indicators (see pages 58 to 69) were based on the sector's draft PMF¹⁸.

⁹ Source: Community Crime Survey, various years

¹⁰ Ibid

¹¹ Source: National Crime Summary. Note that RPNGC relies on reported information and crime statistics could be subject to under-reporting. PNG population estimates from 2011 Census (7.7 million in 2013).

¹² Source: Community Crime Survey, various years

¹³ Ibid

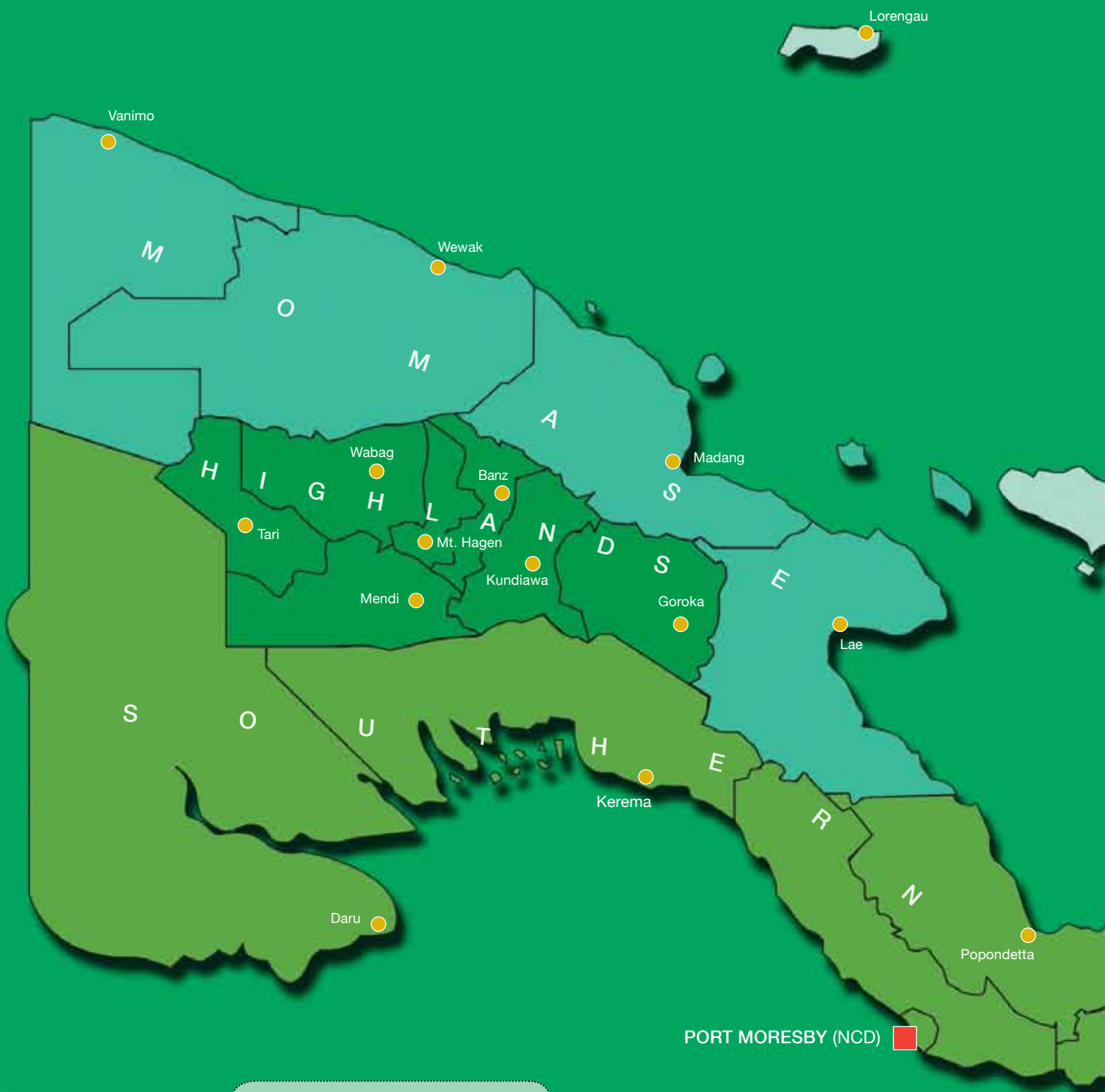
¹⁴ Source: Transparency International website: www.transparency.org. See page 66 for more accountability measures and brief notes from Transparency International PNG's report "Understanding of Corruption".

¹⁵ Source: CS and RPNGC reported data

¹⁶ Ratio would ideally be 1.00 for agency to be processing the volume of incoming cases or matters. A ratio of over 1.00 shows that agency is completing more backlog cases.

¹⁷ Data provided by 9 Correctional Institutions for a sample of 258 remandees reflecting total period in detention until 2013. This indicator reflects the performance of the judicial system; not of CS.

¹⁸ New PMF 2013 due for completion in 2014



REGIONAL BOUNDARY

Key

- Highlands Region
- Islands Region
- Momase Region
- Southern Region
- National Capital District
- Provincial Capitals



PNG Region Highlights for

2013

In 2013, the combined effort of our eight agencies has seen the sector achieve significant gains across our four regions: **Highlands, Islands, Momase and Southern** – and in each of our 21 provinces including **ARB in Papua New Guinea.**

PNG Region Highlights

The Highlands Region has seven (7) provinces: Chimbu, Eastern Highlands, Enga, Hela, Jiwaka, Southern Highlands, and Western Highlands, where over 2.8 million people reside.

Examples of LJS Agencies' achievements in this region (by Sector Strategic Framework (SSF) Goal) (see page 4):

Goal 1. Safety:

- MS designed and delivered a two day workshop in IPO implementation in May 2013¹⁹ (SSF 1.2)
- RPNGC provided Highway Patrols along the Economic Corridor (all 7 provinces) (SSF 1.3)
- RPNGC provided 10 troop carrier vehicles for the LNG Economic Corridor policing (SSF 1.4)

Goal 2. Justice:

- PSO maintained legal assistance through a Legal Aid Desk, with PSO Hagen Office servicing Jiwaka and Mendi (SSF 2.1)
- PSO opened the Kundiawa branch office in Chimbu Province on 27 June 2013 (SSF 2.1)
- NJSS commenced establishment of a National Court in Tari, Hela Province (SSF 2.1)
- The District Courts (MS) in Eastern Highlands Province dealt with 106 Interim Protection Orders (IPOs) in 2013, an increase from 46 in 2012 (SSF 2.1)²⁰
- NJSS completed the court complex in Mendi, Southern Highlands
- MS established a new court in Aiyura, Eastern Highlands Province (SSF 2.3)
- MS launched 3 Model Court facilities in Goroka, Kainantu and Kundiawa (SSF 2.3)

¹⁹ 18 participants, 15 male and 3 female, supported by PALJP

²⁰ Source: PALJP Fact Sheet, March 2014

Goal 3. Reintegration:

- CS completed the renovation and refurbishment of Gumine Rural Lockup in Chimbu Province²¹ (SSF 3.2)
- CS conducted Literacy Program and Juvenile Drug Awareness²² in Baisu and Bihute (SSF 3.2)
- CS established the Correctional Industries and Rehabilitation Unit, with Keveerat CI as one of the five trial institutions, implementing subsistence farming, commercial farming, manufacturing industries and maintenance industries (SSF 3.3)

Goal 4. Anti-corruption:

- DJAG conducted regional consultation in Mt Hagen to inform the constitutional amendment to establish ICAC (SSF 4.1)
- CS conducted internal audits in Bui-lebi, Bundaira, Mukurumanda, Bihute, Barawagi and Baisu (SSF 4.1)
- NJSS conducted audits in Goroka (SSF 4.1)
- DJAG expanded the Office of the Solicitor General (OSG) into the provinces, including Goroka and Wabag (SSF 4.3)

Goal 5. Services:

- RPNGC's housing duplexes at Kagamuga, Mt Hagen and Kiminiga were nearing completion (SSF 5.1)
- NJSS provided financial autonomy to provinces with residential judges: in Kundiawa, Goroka, Mendi and Mt Hagen (SSF 5.1)
- OC finalised the Chimbu Provincial Administrative Complaints Management Policy Guidelines (SSF 5.1)
- PSO housing duplex were nearing completion in Mt Hagen (SSF 5.1)

²¹ See page 25

²² With Mercy Works

PNG Region Highlights

The Islands Region has five (5) province-level divisions: East New Britain, Manus, New Ireland, Autonomous Region of Bougainville (ARB), and West New Britain, where over 1 million people reside.

Examples of LJS Agencies' achievements in this region (by Sector Strategic Framework (SSF) Goal) (see page 4):

Goal 1. Safety:

- CS executed Operation Halivim (surprise searches within prison compounds) to deter anticipated breakouts during the December festive season (SSF 1.1)
- RPNGC opened a Family and Sexual Violence Unit in Buka (ARB) in September 2013 (SSF 1.1)
- MS designed and delivered a two day workshop in IPO implementation for Magistrates and some District Court clerks in November 2013²³ (SSF 1.2)

Goal 2. Justice:

- PSO upgraded its Manus Legal Aid Desk to a branch office on 1 March 2013 (SSF 2.1)
- NJSS expanded sub-registries in Konos and Taskul, New Ireland (SSF 2.1)
- MS completed the maintenance of Land Court records in Kokopo District Court, East New Britain and Lorengau District Court, Manus (SSF 2.3)
- CS provided counselling and training for detainees and staff in Manus CI, on the negative effects of domestic violence (SSF 2.4)
- DJAG, through the Village Court & Land Mediation Secretariat, worked with Victoria University (Australia) on a film featuring case studies of 6 community based women leaders in PNG, with Miriam Potoki being the first woman magistrate appointed in Manus (SSF 2.4)

²³ 19 participants, 15 male and 4 female, supported by PALJP

Goal 3. Reintegration:

- DJAG conducted 'awareness patrol' in Manus to build community awareness on the functions of Probation Services and the roles of Probation Officers (SSF 3.1)
- DJAG conducted Training of Trainers²⁴ and established District Juvenile Justice Working Groups in Namatanai, New Ireland (SSF 3.2)
- CS inmates (7 men) under the supervision of two CS officers engaged in a self-help housing project in Kaut²⁵ (SSF 3.3)

Goal 4. Anti-corruption:

- DJAG conducted regional consultation in Kokopo to inform the constitutional amendment to establish ICAC (SSF 4.1)
- CS conducted internal audits in Kavieng and Lakiemata (SSF 4.1)
- CS designed a pilot project to introduce a transparent service charter to Kerevat CI, East New Britain (SSF 4.1)²⁶
- OC conducted a first visit to Nissan, ARB since OC's establishment in the Islands Region (SSF 4.1)
- DJAG expanded the Office of the Solicitor General (OSG) into the provinces, including Kokopo, East New Britain (SSF 4.3)
- CS conducted a workshop on anti-corruption in Kokopo (SSF 4.3)

Goal 5. Services:

- CS completed a Financial Roll-Out Program to 5 Correctional Institutions within the region (SSF 5.1)
- MS connected more District Courts with District Court Electronic Case Management Systems (SSF 5.1)

²⁴ 16 male participants

²⁵ Kavieng CI, New Ireland Province

²⁶ See page 29

PNG Region Highlights

The Momase Region has four (4) provinces: East Sepik, Madang, Morobe, and West Sepik (Sandaun), where over 1.8 million people reside.

Examples of LJS Agencies' achievements in this region (by *Sector Strategic Framework (SSF) Goal*) (see page 4):

Goal 1. Safety:

- RPNGC continued its cooperation with the Australian Federal Police (AFP) and deployed 13 AFP advisers in Lae (SSF 1.1)
- CS executed 'Operation Halivim' (surprise searches within prison compounds) to deter anticipated breakouts during the December festive season (SSF 1.1)
- OPP's Family and Sexual Offences Unit supported witnesses and victims in Lae (SSF 1.1)
- MS designed and delivered a two day workshop in IPO implementation for Magistrates and some District Court clerks in November 2013²⁷ (SSF 1.2)
- RPNGC provided Highway Patrols along the Economic Corridor across Momase and all 7 Highlands Provinces (SSF 1.3)

Goal 2. Justice:

- DJAG launched the Community Justice Services Centre (CJSC) in Lumi²⁸ (SSF 2.1)
- PSO visited jails and police cells to take instructions from clients about their cases (SSF 2.1)
- PSO conducts monthly court circuit in Bulolo, Morobe (SSF 2.1)

Goal 3. Reintegration:

- CS completed the renovation of Finschafen Rural Lockup in Morobe Province (SSF 3.2)
- CS completed the Ambunti Rural Lockup and it was opened in August 2013 (SSF 3.2)

²⁷ 23 participants, 18 male and 5 female, supported by PALJP

²⁸ Launched on 15 October 2013

Goal 4. Anti-corruption:

- DJAG conducted regional consultation in Lae to inform the constitutional amendment to establish ICAC (SSF 4.1)
- CS conducted an internal audit in Madang (SSF 4.1)
- OC received 222 administrative complaints and 4 leadership complaints from Momase Region (SSF 4.1)
- OC conducted an awareness campaign on good leadership qualities in Momase Region (SSF 4.1)
- DJAG expanded the Office of the Solicitor General (OSG) into the provinces, including Lae, Morobe (SSF 4.3)

Goal 5. Services:

- CS completed a Financial Roll-Out Program to 4 Correctional Institutions within the region (SSF 5.1)
- RPNGC commenced building of dormitory type barracks at Bumbu Police Barracks in Lae (SSF 5.1)
- MS connected more District Courts with District Court Electronic Case Management System (SSF 5.1)
- CS completed 17 new staff houses in Lae, Morobe (SSF 5.1)
- NJSS provided financial autonomy to provinces with residential judges: in East Sepik and Morobe (SSF 5.1)

PNG Region Highlights

The Southern Region has six (6) province-level divisions: Central, Gulf, Milne Bay, Northern Province, Western (Fly), and the National Capital District, where over 1.4 million people reside.

Examples of LJS Agencies' achievements in this region (by *Sector Strategic Framework* (SSF) Goal) (see page 4):

Goal 1. Safety:

- RPNGC continued its cooperation with the Australian Federal Police (AFP) and deployed an additional 37 AFP advisers in Port Moresby (SSF 1.1)
- CS executed Operation Halivim (surprise searches within prison compounds) to deter anticipated breakouts during the December festive season (SSF 1.1)
- MS designed and delivered a two day workshop in IPO implementation for Magistrates in May 2013²⁹ (SSF 1.2)

Goal 2. Justice:

- PSO opened³⁰ the Kerema branch office in Gulf Province (SSF 2.1)
- DJAG opened its new Southern Regional Office complex in Popondetta (SSF 2.1)
- Village Courts were established in Tufi and Safia (Northern Province), with 30 Village Court Officials elected and names forwarded to VC&LMS for appointment and gazettal (SSF 2.1)³¹
- NJSS completed the court complex in Alotau, Milne Bay³² (SSF 2.1)
- The Legal Training Institute (LTI) engaged the Bar Association of Queensland (Australia) to conduct a one week Commercial Law Workshop (SSF 2.3)
- PSO for the first time participated in World AIDS Day celebration (SSF 2.4)

²⁹ 18 participants, 14 male and 4 female, supported by PALJP

³⁰ Opened on 31 October 2013

³¹ Supported by PALJP Provincial Service Delivery

³² Launched on 4 April 2014

Goal 3. Reintegration:

- DJAG conducted Training of Trainers³³ and established a District Juvenile Justice Working Group in Misima, Milne Bay (SSF 3.2)
- CS commenced construction of the Moreguina Rural Lockup in Central Province, which is 80% completed (SSF 3.2)

Goal 4. Anti-corruption:

- DJAG conducted regional consultation in Port Moresby for the constitutional amendment to establish ICAC (SSF 4.1)
- PSO developed an Ethical Standards Training Program for staff (SSF 4.1)
- CS conducted internal audits in CS Headquarter and Giligili CI (SSF 4.1)

Goal 5. Services:

- RPNGC commenced building 10 duplexes at Morata, NCD to house approximately 120 recruits (SSF 5.1)
- CS completed a Financial Roll-Out Program to 4 Correctional Institutions within the region (SSF 5.1)
- LTI trained 81 law graduates to be lawyers (SSF 5.1)
- A Law and Justice Sub-Committee was formed in Gulf Province and met 3 times in 2013, setting 10 major priority areas that have been included in the Gulf Province Corporate Plan (SSF 5.3)³⁴
- PSO completed a major restructuring process and increased the staff ceiling from 101 to 184, with 158 staff in 2013 (61% increase from 2012) (SSF 5.4)

³³ 22 participants

³⁴ Supported by PALJP Provincial Service Delivery

Key Achievements for 2013

KEY AGENCY EXAMPLES FOR GOAL 1: IMPROVED POLICING, SECURITY, SAFETY AND CRIME PREVENTION

- Recruited and trained 227 new police
- Trained 74 officers on FSV operation and services
- Completed 1018 Interim Protection Orders
- Supported *Family Protection Bill (2013)* to be passed in Parliament
- Provided domestic violence counseling

KEY AGENCY EXAMPLES FOR GOAL 2: IMPROVED ACCESS TO JUSTICE AND JUST RESULTS

- Commenced process of payment of allowances to Village Court Officials
- Completed the maintenance of Land Court records
- Completed pilot project 'mobiles for justice'
- Completed the construction of court complexes in Mendi and Alotau
- Welcomed appointment of first female Chief Magistrate

In 2013, our eight agencies worked together to make progress towards our five common goals.

KEY AGENCY EXAMPLES FOR GOAL 3: IMPROVED RECONCILIATION, REINTEGRATION AND DETERRENCE

- Held 5 parole board meetings and released 86 prisoners on parole
- Drafted the Prison Industry Policy and submitted this to the National Executive Council
- Continued efforts of building rural lockups
- Established the Correctional Industries and Rehabilitation Unit within CS
- Established District Juvenile Justice Working Group

KEY AGENCY EXAMPLES FOR GOAL 4: IMPROVED ACCOUNTABILITY AND REDUCED CORRUPTION

- Completed constitutional amendment to establish ICAC
- Established OPP's Serious Crime and Dishonesty Unit
- Investigated 562 cases resulting in 166 police officers suspended
- Signed MoU between OC and PNG Defence Force
- Prosecuted the first Task Force Sweep trials

KEY AGENCY EXAMPLES FOR GOAL 5: IMPROVED ABILITY TO DELIVER LAW AND JUSTICE SERVICES

- Trained 81 law graduates through LTI
- Launched the *Modernisation of RPNGC Program*
- Strengthened management of the Office of Public Curator
- Completed construction of new lecture auditorium for LTI
- Launched the Centre for Judicial Excellence
- Negotiated Health MoAs for CS health services

Goal 1. Safety

Improved Policing, Security, Safety and Crime Prevention

Key Achievements

There are four (4) key strategies the law and justice sector uses to achieve progress towards Goal 1:

Sector Strategic Framework (SSF) Strategies:

- 1.1 Enhance L&J Agencies' capacity to deliver services that meet all legitimate community expectations
- 1.2 Increase support for community based crime prevention
- 1.3 Support select high priority initiatives
- 1.4 Strengthen responses to national security issues

The agencies shared **34 key examples** that show their achievements towards Goal 1 in 2013 (many are listed here for reference). Please see next pages for **some initiatives**, two **case studies** and **a story**.

In brief, by SSF strategy:

1.1 Enhance L&J Agencies' capacity to deliver services that meet all legitimate community expectations

- CS provided Domestic Violence (DV) Counselling in Highlands Region
- RPNGC increased FSV units/desks³⁵ from 14 to 17³⁶
- RPNGC completed and launched the Constabulary Standing Orders (CSO)³⁷
- RPNGC increased participation in Provincial Law and Order Committee meetings and activities
- NJSS conducted an Induction Course that included FSV advice for new staff
- *Family Protection Act (2013)* passed in Parliament, making Domestic Violence an offence

³⁵ See Table 3 page 59 for number of FSV cases

³⁶ Officially opened FSVU in 2013: Vanimo (West Sepik), Buka (ARB) and Alotau (Milne Bay)

³⁷ Launched on 5 March 2014

- OPP established regular communication and liaison with the Police Investigation Unit to enable new lawyers to understand the work of the police and establish a working relationship

1.2 Increase support for community based crime prevention

- MS improved the completion rate of Interim Protection Order (IPO) cases³⁸
- MS designed and delivered a two day workshop in understanding the underlying issues of gender and FSV and IPO implementation for Magistrates and some District Court clerks in each of the four regions³⁹
- OC improved FSV crime prevention: via OC oversight of Police handling of cases (see Table 14, page 66)

1.3 Support select high priority initiatives

- RPNGC provided security during by-election operations in some areas⁴⁰
- RPNGC provided Highway Patrols along the Economic Corridor across Momase and all 7 Highlands Provinces
- RPNGC completed the investigation of the sinking of the Rabaul Queen

1.4 Strengthen responses to national security issues

- RPNGC provided 10 troop carrier vehicles for the LNG Economic Corridor policing
- DJAG negotiated an Extradition Treaty with Indonesia and an Arms Trade Treaty

³⁸ See Graph 4, page 63

³⁹ 58 male and 10 female magistrates and 8 male and 6 female clerks, supported by PALJP

⁴⁰ Kairuku-Hiri (Central Province), Madang (Madang), Ambunti-Drekikir (ESP) and Angoram (ESP)



Recruited and trained 227 new police

Achievement: In 2013, RPNGC recruited, trained and graduated 227 police⁴¹. A further 229 were recruited in June 2013 and 223 were ready to graduate in February 2014. An increase in personnel⁴² number is one of RPNGC's priority projects. **LJS Agency links:** This was solely RPNGC's initiative.

Reviewed the Constabulary Standing Orders (CSO)

Achievement: In 2013, RPNGC completed the review of the Constabulary Standing Orders (CSO)⁴³. The CSOs provide detailed operational procedures and guidance to officers in areas like crime scene investigation, statutory duties, human resources processes and financial management. They will be deployed into the regions and provinces in 2014. **LJS Agency links:** This was solely RPNGC's responsibility.

Improving FSV crime prevention via OC oversight of police handling of cases

Achievement: In 2013, OC continued its Memorandum of Understanding with the Police to oversight handling of complaints⁴⁴ against police officers. **LJS Agency links:** OC has been working with RPNGC on this initiative.

Conducted IPO Workshops

Achievement: In 2013, MS supported by PALJP, designed and delivered 'two day' workshops in IPO implementation to Magistrates and some District Court clerks in each of the four regions. 58 male and 10 female magistrates and 8 male and 6 female clerks participated in the training sessions. The objectives of the workshops were to create a common understanding of the severity and dynamics of family and

sexual violence; create greater awareness about the intentions of the IPOs; review the implementation process of the IPOs and document lessons learned and examine the *Family Protection Act (2013)*. **LJS Agency links:** MS worked with PALJP on this initiative.

Completed the passage of Family Protection Bill

Achievement: In 2013, DJAG facilitated the endorsement of the *Family Protection Act (2013)* by the National Executive Council (NEC). It was successfully passed by Parliament in September 2013⁴⁵. The Act criminalises domestic violence and provides protection for families against domestic violence. **LJS Agency links:** DJAG worked with FSV Action Committee, Coalition for Change, MS, RPNGC, CS, Department of Health and First Legislative Council.

Completed Interim Protection Orders

Achievement: In 2013, MS completed 66% of 1,018 Interim Protection Orders cases.⁴⁶ This was a notable increase in completion rate from 55% in 2012.⁴⁷ **LJS Agency links:** MS worked with RPNGC on this initiative.

Continued cooperation with the Australian Federal Police

Achievement: In 2013, RPNGC continued its cooperation with the Australian Federal Police (AFP). In early November 2013 the AFP increased the number of personnel as part of the Papua New Guinea – Australia Policing Partnership. At the end of 2013 the AFP had mobilised an additional 50 officers as advisers⁴⁸. **LJS Agency links:** RPNGC worked with the AFP on this initiative.

⁴¹ 227 recruits (176 males and 51 females)

⁴² 10% total staff increased from 5556 in 2012 to 6078 in 2013

⁴³ Finalised in March 2014

⁴⁴ See Table 14, page 66

⁴⁵ Certified by the Speaker on 11 March 2014

⁴⁶ Source: MS website, 18 March 2014

⁴⁷ Ibid

⁴⁸ 37 deployed in Port Moresby and 13 in Lae



Case Study: Recruited a Witness Support Officer and Victims Liaison Officers

Context: OPP created its first specialised Family and Sexual Offences Unit (FASO)⁴⁹ in 2012. The number of cases dealt with by the unit in 2013 indicates the importance of having additional support and services to victims and witnesses.

Achievement: In 2013, OPP recruited a male Witness Support Officer and 3 Victim Liaison Officers (1 female and 2 males). These officers within the Family and Sexual Offences Unit will support witnesses and victims of family and sexual violence in the major centres in Goroka, Lae and Port Moresby.

LJS Agency links: This is solely an OPP initiative.

OPP's Intended Outcome: If OPP continues to support and enhance its Family and Sexual Offences Unit; **then** services can be provided to witnesses and victims of family and sexual violence; and **finally**, we will hope to improve support services and community safety.

⁴⁹ Supported by Stongim Gavman Program, Attorney General's Department Australia

Case Study: Training RPNGC personnel on FSV operation and services

Context: Family and sexual violence against females and children has been a major concern to all members of the community. RPNGC continued to progress the rollout of provincial FSV Units (FSVU) and Desks in provinces and the NCD.

Achievement: In 2013, RPNGC through PNG Australia Law and Justice Partnership (PALJP) engaged a consultancy company to work with the FSV team and Bomana Training College to develop competency based curriculum and training materials. The training is for officers engaged on FSV duties - in the policy, practice and procedures for operation of FSVUs, provision of services to survivors of FSV and gender awareness. Five training sessions were provided in 2013 for 74 officers⁵⁰.

LJS Agency links: RPNGC worked with PALJP and OPP on this initiative.

RPNGC's Intended Outcome: If RPNGC continues to conduct regular competency training on FSV; **then** FSV issues will be attended to and dealt with quickly, and FSVUs will operate consistently; and **finally**, we hope to improve support services to survivors, reduce the level of FSV crimes and improve community safety.

⁵⁰ 32 women and 42 men

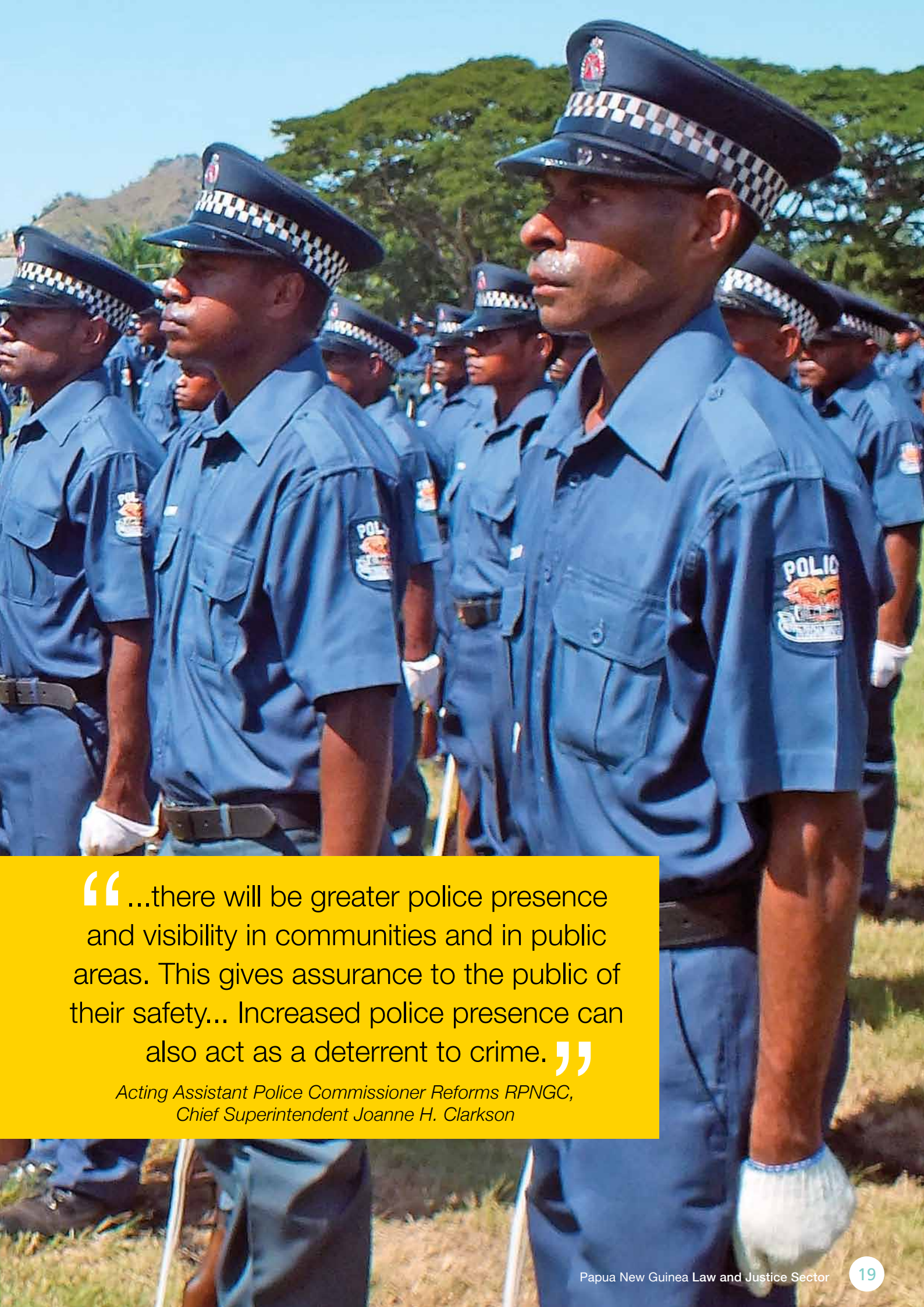


MORE POLICE

For almost 10 years RPNGC had no major police recruitment due to lack of adequate funding and lack of facilities to house new recruits.

So in 2013, 227 police recruits graduated in May and 229 recruited in June 2013 were trained with 223 ready to graduate in February 2014.

This is one story of how we – the Law and Justice Sector agencies – improved policing, security and safety in PNG (Goal 1).



“...there will be greater police presence and visibility in communities and in public areas. This gives assurance to the public of their safety... Increased police presence can also act as a deterrent to crime.”

*Acting Assistant Police Commissioner Reforms RPNGC,
Chief Superintendent Joanne H. Clarkson*

Goal 2. Justice

Improved Access to Justice and Just Results

Key Achievements

There are four (4) key strategies the law and justice sector uses to achieve progress towards Goal 2:

Sector Strategic Framework (SSF) Strategies:

- 2.1 Remove obstacles that prevent access to just results
- 2.2 Strengthen locally based, non-violent dispute resolution
- 2.3 Strongly support robust and independent courts and commissions
- 2.4 Cross Cutting Issues responses

The agencies shared **44 key examples** that show their achievements towards Goal 2 in 2013 (some key ones are listed here for reference). Please see next pages for **some initiatives**, two **case studies** and **a story**.

In brief, by SSF strategy:

2.1 Remove obstacles that prevent access to just results

- DJAG launched the CJSC⁵¹ in Lumi and built and opened the DJAG office in Popondetta
- LTI provided legal advice⁵² through the LTI Legal Aid Program
- LTI engaged the Bar Association of Queensland (Australia) for the first time to conduct a one week Commercial Law Workshop
- LTI continued its involvement with the Victorian Bar (Australia) for the annual Civil and Criminal Advocacy Workshop
- PSO completed a total of 1,412 criminal and civil cases, an increase by 16% from 1,222 cases completed in 2012

⁵¹ Community Justice Services Centre (CJSC)

⁵² 666 clients advised (320 carried on from 2012 and 346 for 2013)

- NJSS commenced establishment of a National Court in Tari, Hela Province
- OPP recruited a Witness Support Officer and Victim Liaison Officers
- OPP completed the refurbishment and extension of the Alotau Branch Office

2.2 Strengthen locally based, non-violent dispute resolution

- DJAG established 123 new Village Courts (VC) and trained 360 VC Officials

2.3 Strongly support robust and independent courts and commissions

- MS conducted meetings and appointed members and mediators of the Provincial Land Dispute Committee
- MS completed the maintenance of Land Court Records⁵³
- NJSS completed the construction of court complexes in Mendi and Alotau

2.4 Cross Cutting Issues responses

- PSO created the HIV/AIDS & Special Projects Section to deal with cross cutting issues
- CS provided counselling and training to staff and detainees on domestic violence issues⁵⁴
- The JLSC appointed a first female Chief Magistrate⁵⁵
- DJAG conducted a two day Transformational Leadership (TLDP) Behavioural Change workshop⁵⁶ as a foundation for agency integrated Cross Cutting Issue (CCI) policy development

⁵³ See page 23

⁵⁴ See page 40

⁵⁵ Ms Nerrie Eliakim was confirmed and appointed on 1 February 2013 (Source: The National, 18 February 2013)

⁵⁶ Supported by PALJP, 15 participants (5 female)



DJAG Pilot Project: 'Mobiles for Justice'

Achievement: In 2013 DJAG, through the Village Court and Land Mediation Secretariat (VC&LMS), completed a pilot project on the use of mobile phones in collecting data on how District Courts dealt with Village Court Imprisonment Orders. A report on the pilot project was completed in November 2013. The pilot project was funded by the Australian Government through a research grant from the Economic and Public Sector Program (EPSP).
LJS Agency links: DJAG worked with MS on this pilot project.

Established new Village Courts

Achievement: In 2013 DJAG, via the VC&LMS, established 123 new Village Courts, bringing the total to 1,652 VCs. Village Courts dealt with 33,099 complaints and 72,474 land mediation matters from 19,265 VC sittings. There were 3,877 Imprisonment Orders issued by VCs.
LJS Agency links: DJAG worked with Provincial Governments on this initiative.

Launched model court facilities

Achievement: In 2013, MS launched 3 Model Court facilities⁵⁷. This will address the issue of inconsistencies in the practice and procedures of the District Court registries in the respective court locations, providing more efficient services to the communities.
LJS Agency Links: This was solely MS' responsibility.

Implementation of Case Docketing System

Achievement: In 2013 NJSS, through the Chief Justice,⁵⁸ implemented a Case Docketing System. This system will improve case management and keep track of progress of cases within the National Court and the Supreme Court.
LJS Agency Links: NJSS worked with RPNGC, MS, CS, PSO and OPP on this initiative.

⁵⁷ Goroka and Kainantu, Eastern Highlands Province; and Kundiawa, Chimbu Province

⁵⁸ Sir Salamo Injia, KG

Completed the OPP Alotau Office

Achievement: In 2013, OPP refurbished and completed the office provided by RPNGC, in Alotau (Milne Bay Province)⁵⁹. With the establishment of the Alotau National Court, the OPP and PSO offices, cases can now be dealt with on a monthly basis.
LJS Agency links: OPP worked with RPNGC on this initiative.

Locating judges in the provinces; increasing access to justice

Achievement: In 2013, NJSS located one judge to reside in each of East Sepik and Milne Bay provinces. By the end of 2013, there were 17 resident judges in 13 provinces. This will ensure that court sittings are held, resulting in timely disposition of cases, reducing the backlog.
LJS Agency links: NJSS worked with RPNGC, CS, OPP, PSO, DJAG and MS on this initiative.

Training in gender, FSV and IPOs

Achievement: In 2013, MS and PALJP designed and delivered 'two day' workshops in gender, FSV and IPO implementation in each of the four regions for Magistrates and District Court Clerks⁶⁰. The objectives of the workshops were to create a common understanding of the severity and dynamics of family and sexual violence, create greater awareness about the intentions of the IPOs, review the implementation process of the IPOs and document lessons learned and examine the *Family Protection Act (2013)*. The workshops enabled an active review of the Practice Directions.
LJS Agency links: MS worked with PALJP on this initiative.

⁵⁹ Southern Region, officially opened 4 April 2014

⁶⁰ 58 male and 10 female magistrates and 8 male and 6 female clerks



OUR LAND COURT RECORDS

Maintenance of proper record of cases heard by the Land Court is essential to effective delivery of services.

So in 2013, MS for the first time completed the maintenance of registry of all Land Court records in Kokopo and Lorengau District Courts. MS will now have reliable records of land court cases available for the courts to use in the respective locations.

This is one story of how we – the Law and Justice Sector agencies improved access for PNG citizens to justice and just results (Goal 2).



Case Study: Approved payment of allowances for Village Court Officials

Context: In the past, Village Court Officials (VCOs) were providing services without proper recognition or appreciation from the national government. In 2013, the government recognised the importance of services provided by VCOs and their work and effort in maintaining law and order in their respective communities and villages, by approving the regular payment of higher allowances through NEC Decision 285/2013.

Achievement: In 2013 DJAG's Village Court & Land Mediation Secretariat, worked hard in ensuring that VCOs' allowances would be paid by March 2014. This involved liaising with banks on establishing bank accounts for VCOs, setting up a payroll system and resolving accountability issues and working with provinces, including ARB and NCD, on updating appointments and identifying officials.

LJS Agency links: DJAG worked with MS, Districts, Provincial and Local Level governments, Department of Finance and Department of Personnel Management.

DJAG's Intended Outcome: If all VCOs are paid allowances; **then** VCOs are recognised as providing government services and mandated to carry out responsibilities as required by the government; and **finally**, they will more effectively administer law and order at local level.

Case Study: New Advisory Section under the 2013 PSO restructure

Context: Providing legal advice and legal assistance on a timely manner is a priority for PSO. To implement this function, the Public Solicitor needs officers that can provide specific advice and opinion on administrative matters.

Achievement: In 2013, the PSO created a new Advisory Section⁶¹ during its restructuring process. The new section was created to process applications for legal aid, provide legal advice and opinion on administrative matters and appear in Court on matters relating to administrative law.

LJS Agency links: This was solely PSO's responsibility.

PSO's Intended Outcome: If PSO established and maintains the Advisory Section; **then** the section will assist the Public Solicitor to efficiently deal with administrative matters with proper advice and guidance and speed up legal aid processing; and **finally**, this will promote better management of the legal, administrative and miscellaneous affairs of the PSO and assist it with achieving its aim of providing better management of its functions and duties to the Office and the public, for better service delivery.

⁶¹ Currently with 1 Male Principal Legal Officer and 1 Female Legal Officer

“ Until this has been completed the land court division cannot know the enormity of its task ... More of this audit work will happen as planned activity in 2014.”

Registrar of PNG District Courts, Clivson Philip, LLB



Goal 3. Reintegration

Improved Reconciliation, Reintegration and Deterrence

Key Achievements

There are three (3) key strategies the law and justice sector uses to achieve progress towards Goal 3:

Sector Strategic Framework (SSF) Strategies:

- 3.1 Encourage and support communities to reconcile offenders and victims in a non-violent manner**
- 3.2 Provide alternatives to imprisonment for less serious crimes and those awaiting trial**
- 3.3 Maintain a national correctional system for persons who are a risk to society**

The agencies shared **19 key examples** that show their achievements towards Goal 3 in 2013 (many are listed here for reference). Please see next pages for some initiatives, **two case studies** and **a story**.

In brief, by SSF strategy:

3.1 Encourage and support communities to reconcile offenders and victims in a non-violent manner

- DJAG conducted 5 Parole Board meetings for 202 applications⁶²
- DJAG launched the Community Justice Services Centre in Lumi, West Sepik on 15 October 2013
- PSO held regular meetings with the Judge Administrator on restorative justice
- DJAG completed the Grants Application and Approval System with Government of PNG Funding in 2014 for Restorative Justice
- DJAG completed the review of the *Parole Act 1991* and is preparing for tabling in Parliament

⁶² With 86 parole granted and 166 refused, see Table 6, page 61

3.2 Provide alternatives to imprisonment for less serious crimes and those awaiting trial

- PSO visited jails, juvenile centres and police cells to take instructions from clients about their cases
- CS conducted Literacy Programs and Juvenile Drug Awareness with Mercy Works in Baisu CI and Bihute CI

3.3 Maintain a national correctional system for persons who are a risk to society

- CS inmates (7 men) under the supervision of two officers engaged in a self-help housing project in Kaut⁶³, constructing an administration building from timbers sawn from local forest
- CS drafted the Prison Industry Policy and submitted this to the National Executive Council (NEC) for endorsement
- CS signed a new Memorandum of Understanding with PNG Bible Society
- CS continued with the twinning activities under a MoU with Queensland Corrective Services (Australia)
- CS commenced a pilot of introducing a Service Improvement Charter to the Kerevat Correctional Institution⁶⁴

⁶³ Kavieng CI, New Ireland Province

⁶⁴ Launched on 1 May 2014

Published the *Directory of Restorative Justice Service Providers 2013*

Achievement: In 2013, DJAG released the 2013 edition of the Directory of Restorative Justice Service Providers. The publication provides a reliable directory for users and practitioners of restorative justice activities. **LJS Agency links:** DJAG worked with various agencies and Non-Government Organisations in compiling the Directory⁶⁵ for the third successive year.

Probation Service Awareness Patrol

Achievement: In 2013, DJAG conducted 'awareness patrol' in Manus⁶⁶ to raise community awareness on the functions of Probation Services and the roles and responsibilities of Probation Officers. Parole Officers have an important role in integration and rehabilitation of detainees on probation into the community. **LJS Agency links:** DJAG's Probation Services worked with Manus Provincial Government, CS and Village Courts on this initiative.

Signed a new MoU with PNG Bible Society

Achievement: In 2013, CS signed a new MoU with the PNG Bible Society following a successful 2008 to 2012 MoU. The new MoU will continue to provide literacy and numeracy programs for detainees. The program also includes some vocational training for detainees and training of literacy teachers among CS staff and detainees. **LJS Agency links:** CS worked with the PNG Bible Society on this initiative.

⁶⁵ Funded by PNG Australia Law and Justice Partnership (PALJP)

⁶⁶ Islands Region

Conducted 5 Parole Board meetings

Achievement: In 2013, DJAG's Parole Board conducted 5 board meetings for 202 parole applications. A total of 86 paroles were granted and 116 were refused. **LJS Agency links:** DJAG worked with CS on this initiative.

Rural Lockup Roll out Program

Achievement: In 2013, CS continued its efforts of building rural lockups as one of CS' four high impact projects. The renovation and refurbishment of two⁶⁷ rural lockups were completed. The project to build the Ambunti⁶⁸ rural lock up was completed, opening in August 2013. The Moreguina⁶⁹ rural lockup was 80% completed. This will lessen the over-crowding within the existing correctional institutions. **LJS Agency links:** This is solely CS' responsibility.

Established the Correctional Industries and Rehabilitation Unit (CIRU)

Achievement: In 2013, CS established the CIRU to direct and support Correctional Industries and Detainee Rehabilitation Programs in CS. During this period, a Prison Industry Policy was also drafted⁷⁰. There were five trial institutions⁷¹ implementing subsistence farming, commercial farming, manufacturing industries and maintenance industries. **LJS Agency links:** This was solely CS' responsibility.

⁶⁷ Gumine (Chimbu Province) and Finschafen (Morobe Province)

⁶⁸ East Sepik Province

⁶⁹ Central Province

⁷⁰ Submitted to the National Executive Council (NEC) for endorsement

⁷¹ Barawagi, Buimo, Bomana, Biru and Kerevat



SECOND CHANCE IN LIFE

Parolees and detainees are able to reintegrate into the community by taking up courses or training to earn a living through DJAG's Community Based Corrections or while at CS.

For example in 2013, one parolee engaged with a Non-Government Organisation and established a literacy school in his village near Popondetta town. Another parolee is now a literacy teacher with PNG Bible Church and one graduated with Certificate in Office Administration and one is undertaking Flexible Open and Distance Education studies (Grade 10).

Case Study: Awareness training and establishment of District Juvenile Justice Working Group

Context: Most people and agencies within PNG are not aware of applicable laws for juveniles. Community awareness and public education on issues affecting children who are in conflict with the law are very important.

Achievement: In 2013, DJAG conducted Training of Trainers and established District Working Groups in Namatanai and Misima.⁷² The Juvenile Justice Working Groups help bring together key agencies and the communities to deal with juvenile issues in areas where courts usually occur on a circuit basis. The groups will also be responsible for creating awareness about juvenile justice laws and issues.

LJS Agency links: DJAG worked with RPNGC, MS and CS on this initiative.

DJAG's Intended Outcome: If the people are aware of laws in place for juveniles; **then** conflict with the law can be avoided, the community can apply Melanesian values on conflict resolution for applicable juvenile cases; and **finally**, a safe and secure community, with juveniles having access to restorative justice.

⁷² 16 participants from Namatanai, New Ireland Province and 22 participants from Misima, Milne Bay Province

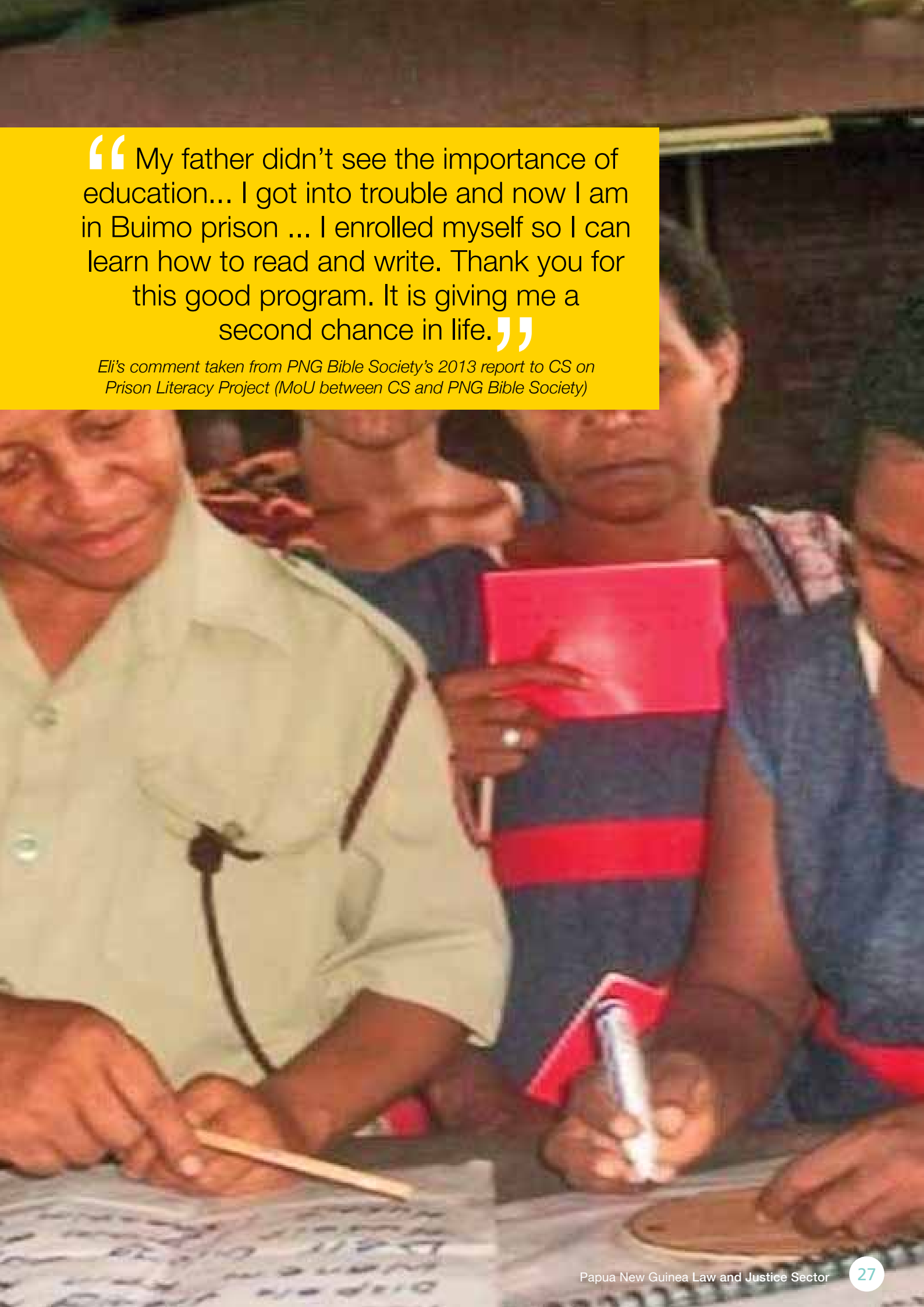
Case Study: Drama training and opera conducted at Kerevat Correctional Institution

Context: Opera and drama presentations are not commonly available to communities in most areas of PNG. CS has identified that this can be a perfect avenue to reach out to the community and create awareness on the negative impacts and effects of issues such as domestic violence, drug abuse and alcohol abuse.

Achievement: In 2013, with the guidance of a prisoner who was trained in drama, Kerevat CI conducted drama training and presented an opera for the community. A total of 20 detainees were involved (15 male and 5 female).

LJS Agency links: This is solely a CS initiative.

CS' Intended Outcome: If CS continues to encourage this kind of initiative, i.e. drama or community presentation; **then** this will create awareness on issues such as HIV, domestic violence and alcohol/drug abuse, rehabilitate prisoners; and **finally**, there will be reformed felons contributing to a safer society; and community acceptance of detainees.



“ My father didn't see the importance of education... I got into trouble and now I am in Buimo prison ... I enrolled myself so I can learn how to read and write. Thank you for this good program. It is giving me a second chance in life.”

Eli's comment taken from PNG Bible Society's 2013 report to CS on Prison Literacy Project (MoU between CS and PNG Bible Society)

Goal 4. Anti-corruption

Improved Accountability and Reduced Corruption

Key Achievement

There are three (3) key strategies the law and justice sector uses to achieve progress towards Goal 4:

Sector Strategic Framework (SSF) Strategies:

- 4.1 Ensure accountability for corruption and the abuse and misuse of power
- 4.2 Encourage civil society oversight of public administration
- 4.3 Reduce claims against the State

The agencies shared **34 key examples** that show their achievements towards Goal 4 in 2013 (many are listed here for reference). Please see next pages for **some initiatives, two case studies** and **a story**.

In brief, by SSF strategy:

4.1 Ensure accountability for corruption and the abuse and misuse of power

- PSO developed an Ethical Standards Training Program for PSO staff
- RPNGC investigated 562 complaints against the Police resulting in 166 police officers suspended
- NJSS initiated a Risk Management Program via NJSS Internal Audit Unit
- NJSS conducted audits in Goroka, Eastern Highlands Province
- OPP established the Serious Crime and Dishonesty Unit⁷³
- OPP obtained two restraining orders for properties in Australia⁷⁴
- OPP prosecuted the first Task Force Sweep Trials
- CS trained staff in Anti-Corruption through the Dealing with Difficult People courses⁷⁵

⁷³ See page 50

⁷⁴ See page 30

⁷⁵ 848 CS officers trained (221 women and 627 men)

- OC conducted a successful nationwide awareness campaign on good leadership qualities prior to 2013 LLG elections
- OC established a MoA with the PNG Defence Force to oversight investigations of complaints against PNGDF
- OC completed 40% of 242 active leadership cases in 2013⁷⁶
- OC conducted 26 full investigations of leadership complaints

4.2 Encourage civil society oversight of public administration

- OC continued Public Education Programs for rural communities

4.3 Reduce claims against the State

- DJAG expanded the Office of the Solicitor General (OSG) into the provinces. OSG is now operational in Wabag, Goroka, Lae and Kokopo.
- DJAG, through OSG, implemented the Client Outreach Program targeting priority agencies: Police, Lands and Finance
- DJAG sent an OSG delegation to Australia for exposure and observation of practice management systems and administration of a modern government legal practice
- DJAG, through OSG, reduced the time between judgment and OSG certification and payment of damages, thus reducing the State's interest liability
- For the whole of 2013, there were no default judgements entered against the State, demonstrating OSG's continued improved performance

⁷⁶ See Graph 3, page 62

Completed the constitutional amendment to establish ICAC

Achievement: In 2013, DJAG completed the constitutional amendment to establish ICAC⁷⁷, after intensive consultations, including 4 regional consultations⁷⁸. The amendment will establish ICAC, define its purpose, functions and powers, decree its independence and enable enactment of supporting legislation to implement ICAC's functions and reporting. **LJS Agency links:** DJAG worked with OC, OPP and the National Anti-Corruption Technical Working Group on this initiative.

Requested 5 mutual legal assistance for alleged proceeds of corruption

Achievement: In 2013, under the Mutual Assistance in *Criminal Matters Act 2005*, PNG, through DJAG, has requested foreign countries to provide information to assist with investigations domestically. OPP and RPNGC managed to investigate and prosecute two proceeds of crime cases. Two properties worth K600,000 were forfeited and restraining orders made in relation to a property valued at K1.5 million and funds worth K1.7 million. **LJS Agency links:** The requests were joint efforts between RPNGC, OPP and DJAG.

Pilot Service Improvement Project at Kerevat CI in East New Britain

Achievement: In 2013, CS designed a pilot project to introduce a transparent service charter to Kerevat CI. The pilot project is a controlled time limited project to test out a theory about the contribution of a service delivery charter toward improved service delivery and integrity. The project involved a research process and developed a Service Delivery Charter, which was introduced in April 2014. **LJS Agency links:** CS worked with PALJP on this initiative.

Prosecuted the first Task Force Sweep trials

Achievement: In 2013, OPP prosecuted the first Task Force Sweep trials resulting in one conviction pending sentence⁷⁹ and another pending verdict by the court. This demonstrates that the government is taking the fight against corruption seriously. **LJS Agency links:** OPP worked with RPNGC and Task Force Sweep who investigated the offenders.

Conducted LLG Leadership Awareness

Achievement: In 2013, OC conducted a successful nationwide awareness campaign on good leadership qualities prior to the 2013 LLG elections. All OC officers were involved in the campaign. **LJS Agency links:** OC worked with all provincial administrations and national agencies located in provincial towns.

Investigated 562 cases resulting in 166 police officers suspended

Achievement: In 2013, RPNGC's Internal Affairs Unit investigated 562 complaints against the Police. As a result of investigations, 32 police officers were dismissed, 166 were suspended and 177 Notice of Penalties were served. A further 21 police officers were demoted during the year. **LJS Agency links:** RPNGC worked with OC on this initiative.

⁷⁹ A Member of Parliament and former Minister was found guilty in November 2013 conspiring to defraud and misappropriation of K10 million property of the state. He was sentenced to nine years imprisonment on 28 March 2014 and ordered to retribute within 4 years.

⁷⁷ Independent Commission Against Corruption

⁷⁸ Regional consultations held in Port Moresby, Kokopo, Mt Hagen and Lae



COMPLAINTS TAKEN SERIOUSLY

If all police cases or complaints are handled in a transparent manner and without bias, the people of PNG will have respect, trust and confidence with the Police. Due to OC oversight and the work of the RPNGC Investigation Team, some high profile police cases were resolved in 2013. For example, one Constable and Senior Inspector were arrested and charged in Enga Province (Highlands Region); and another Police Constable in the same region arrested and jailed.

This is one story of how we – the Law and Justice Sector agencies – improved accountability of officials (Goal 5).



Case Study: Obtained two restraining orders for properties in Australia

Context: Previously, properties suspected of being obtained using stolen funds were not restrained and, until recently, restraining orders were only issued for properties within PNG.

Achievement: In 2013, OPP's Proceeds of Crimes Unit successfully obtained two restraining orders⁸⁰ for properties in Australia. The granting of the orders demonstrated the readiness of courts in PNG to restrain properties and the government's commitment to fight fraud and corruption.

LJS Agency links: OPP worked with RPNGC on this initiative.

OPP's Intended Outcome: If OPP continues to obtain restraining orders for properties used in the commission of an offence or obtained as a result of offences; **then** it prevents suspects from dealing with properties either to dispose or continue to unjustly enrich themselves, and it reduces the motivation to commit crime; and **finally**, the incentive to engage in corrupt practices is reduced, and the state can recover funds stolen through fraud, corruption and crime.

⁸⁰ Under the Proceeds of Crimes Act 2005

Case Study: Established Memorandum of Agreement with PNG Defence Force

Context: Complaints against PNG Defence Force (PNGDF) personnel are typically handled through the PNGDF Redress of Grievance Process. The implementers within PNGDF were not adhering to the correct process hence there is a high number of backlog cases.

Achievement: In 2013, a Memorandum of Agreement between OC and PNGDF was launched⁸¹. The Redress of Grievance process was reviewed and revised. Through the MoA, OC now has an oversight function on all PNGDF investigations. LJS Agency links: OC has been working with PNGDF on this initiative.

OC's Intended Outcome: If OC continues to oversight all PNGDF investigations of complaints against (or by) PNGDF personnel; **then** there will be transparency and trust of the proceedings of investigations; and **finally**, there will be effective and timely handling of complaints against PNGDF.

⁸¹ Launched on 3 April 2013

“ Complaints against police conduct are addressed. It is taken seriously by police rank and file and there seems to be a shift in their mind set...”

OC Police Oversight Team Leader, Mr Daniel Take



Goal 5. Services

Improved Ability to Deliver Law and Justice Services

Key Achievements

There are four (4) key strategies the law and justice sector uses to achieve progress towards Goal 5:

Sector Strategic Framework (SSF) Strategies:

- 5.1 Strengthen formal agencies to use resources properly
- 5.2 Support and build capacity in civil society to contribute to sector development
- 5.3 Foster and build enhanced sector cooperation and coordination
- 5.4 Strengthen the sector's human resource capacity

The agencies shared **74 key examples** that show their achievements towards Goal 5 in 2013 (some key ones are listed here for reference). Please see next pages for **some initiatives**, two **case studies** and **a story**.

In brief, by SSF strategy:

5.1 Strengthen formal agencies to use resources properly

- CS completed the financial roll-out program to all 19 correctional institutions
- OPP refurbished its head office in Port Moresby enabling efficient team based modern case management practices
- LTI completed its Corporate Plan 2014 to 2023⁸²
- LTI completed the new lecture auditorium in November 2013⁸³
- OC finalised the Chimbu Provincial Administrative Complaints Management Policy Guidelines
- OC reviewed its current Strategic Plan and completed the OC Strategic Plan 2014 to 2019
- NJSS implemented the digital recording of court proceedings

⁸² Launched on the 16th May 2014

⁸³ Official opening on 30th May 2014

5.2 Support and build capacity in civil society to contribute to sector development

- DJAG released the 2013 edition of the Directory of Restorative Justice Service Providers

5.3 Foster and build enhanced sector cooperation and coordination

- Law and Justice Sector (LJS) commenced the review of the sector's Performance Monitoring Framework
- LJS for the first time produced the sector's 2012 Annual Performance Report (APR) in a collaborative and participatory process

5.4 Strengthen the sector's human resource capacity

- OPP conducted a nationwide recruitment of legal officers, now with 44 legal officers out of 77 staff on strength
- MS recruited 9 Magistrates to help dispose of court cases in a timely manner
- PSO completed a major restructuring process and increased the staff ceiling from 101 to 184, with 158 staff in 2013 (61% increase from 2012)
- LTI trained 81 law graduates to be lawyers
- LJS' mid-level managers⁸⁴ were awarded a Diploma of Government (Management) by IEA College of TAFE (supported by PALJP)

⁸⁴ 13 female and 8 male from 6 LJS agencies

Confirmed appointment of new Chief Ombudsman

Achievement: In 2013, the new Chief Ombudsman⁸⁵ was appointed by the Ombudsman Appointments Committee (Chaired by the Prime Minister). Mr Rigo Lua, a Lawyer by profession, is the 6th Papua New Guinean appointed to this post. **LJS Agency links:** This was solely the Ombudsman Appointments Committee's responsibility.

Commenced construction of additional housing for police and recruits

Achievement: In 2013, RPNGC commenced building 10 duplexes at Morata to house approximately 120 recruits. Dormitory type barracks are also under construction at Bumbu Police Barracks in Lae and duplexes at Kagamuga, Mt Hagen and Kiminiga were nearing completion. **LJS Agency links:** This is solely RPNGC's responsibility.

Completed MS Corporate Plan

Achievement: In 2013, MS completed the MS Corporate Plan 2014-2015 developed through a three day workshop in late 2013.⁸⁶ The Corporate Plan provides clear strategies so MS can prioritise and align resources and activities through the annual operating plans. **LJS Agency links:** This was solely MS' responsibility.

Launch of the Centre for Judicial Excellence (CJE)

Achievement: In 2013, NJSS launched the Centre for Judicial Excellence (CJE) in Port Moresby. This centre will not only provide training for the Legal Fraternity of judges and associates but will also cater for other officers within the Law and Justice Sector. From a Training Needs Assessment, officers

trained will gain skills and knowledge to be able to carry out their duties at a higher level. The CJE is fully funded by the PNG Government through the judicial budget. **LJS Agency links:** NJSS worked with DJAG, PSO, OPP and MS on this initiative.

Health MoAs

Achievement: In 2013, CS developed MoAs⁸⁷ with the National Department of Health and Provincial Health Services. The MoAs have the potential to make a significant contribution to health delivery for detainees, CS staff and also to communities surrounding the institutions.

LJS Agency links: CS worked with the National Department of Health and Provincial Health Services on this initiative.

Sentencing Information System

Achievement: NJSS signed a MoU on 12 February 2013 with the NSW Judicial Commission (Australia), for development of a national Sentencing Information System database for PNG for provision of real-time information on sentencing patterns and practices. It is anticipated that the database will be completed in 2014. **Agency links:** This was solely NJSS' responsibility.

Digital Recording of Court Proceedings

Achievement: In 2013, NJSS began the digital recording of court proceedings. This commenced in Port Moresby with plans to expand to the rest of the country. This initiative will assist in efficient processing of court proceedings. **Agency links:** This was solely NJSS' responsibility.

⁸⁵ Chief Ombudsman Rigo Lua was sworn in by the Governor-General on 3 July 2013

⁸⁶ Launched on 6 March 2014

⁸⁷ Signed in March 2014

Case Study: Launched and commenced the *Modernisation of RPNGC Program*

Context: The RPNGC currently lacks the basic resources it needs to deliver a satisfactory level of service to the community. The 2004 Police Administrative Review was adopted by the government but not funded until 2013. The current police to population ratio of 1:1303 creates pressure on the system, in addition to the poor state of facilities.

Achievement: In 2013, RPNGC launched the 'Modernisation of RPNGC Program'⁸⁸. The Government of PNG committed K275.7 million over 4 years. The Program is not just about infrastructure and equipment, but also about providing quality service through personnel. There are 8 projects in the Modernisation Program. The newly created position of 'Assistant Commissioner – Reforms'⁸⁹ is in charge of the reform program currently underway within RPNGC.

LJS Agency Links: This is solely RPNGC's responsibility.

RPNGC's Intended Outcome: If RPNGC implements the Modernisation Program; **then** there will be more fully trained police officers working from well equipped and appropriate facilities and able to deliver policing service; and **finally**, RPNGC will be recognised by the public, the PNG government, business sector in PNG and other countries as a leader in policing in the Pacific region.

⁸⁸ In Port Moresby on 5 April 2013

⁸⁹ Superintendent Joanne Clarkson appointed on 26 June 2013 on acting capacity, as the first woman appointed to a senior position in RPNGC

Case Study: Strengthened management of the Office of the Public Curator

Context: Most Papua New Guineans do not prepare wills and, as a consequence, die intestate, leaving many families in dire circumstances with no access to financial resources. The Office of the Public Curator had not been operating effectively.

Achievement: In July 2013, DJAG appointed Mr Jacob Popuna as Public Curator & Official Trustee. The capacity building and institutional strengthening initiatives undertaken during the year have resulted in improved performance in estate file management, trust account management, and reporting⁹⁰. In addition to management achievements, the office is at an advanced stage in regards to the legislative amendments to the *Public Curators Act*.

LJS Agency Links: This was solely a DJAG responsibility.

DJAG's Intended Outcome: If there is further strengthening of the Office of the Public Curator; **then** there will be continued improvements in the management and administration of the office; and **finally**, the office will provide efficient and effective administration of deceased estates, leading to better outcomes for families of the deceased.

⁹⁰ Currently collecting deceased estates statistics of legal files and developing a case management system

MORE LAWYERS

A key goal of the Law and Justice Sector is to provide easier access for people to legal services, by increasing the number of skilled and qualified lawyers in PNG.

So in 2013, the Legal Training Institute (LTI) completed the construction of a new lecture auditorium. The new auditorium enabled LTI to increase the number of students from 81 in 2013 to over 120 students in 2014.



“ The auditorium has provided more space and opportunity for more lawyers to be trained ... after 40 years we finally own a building.”

Director LTI, Mrs. Pauline Mogish

MAGISTERIAL SERVICE
(MS)



12

By the end of 2013, there were **12 well-resourced District Courts** in PNG. The target is for 17 well-resourced District Courts by the end of 2015.

CORRECTIONAL SERVICE
(CS)



4

By the end of 2013, CS had **4 operational Rural Lockups** in Gumine, Finschafen, Ambunti and Moreguina.

OMBUDSMAN COMMISSION
(OC)



197

In 2013, OC resolved **197 administrative complaints** throughout the country out of 210 complaints received, 94% resolved or closed.

ROYAL PNG CONSTABULARY
(RPNGC)



199

By mid 2013, RPNGC had **199 police stations** across all four PNG regions.

DEPARTMENT OF JUSTICE
AND ATTORNEY GENERAL
(DJAG)



1,652

By the end of 2013, there were **1,652 Village Courts** in PNG.

NATIONAL JUDICIAL STAFF
SERVICES (NJSS)



17

By the end of 2013, there were **17 Resident Judges** in the four regions, exceeding the MTDP target of 2 judges per region by 2015.

OFFICE OF THE PUBLIC
PROSECUTOR (OPP)



38%

By end of 2013, OPP has **38% female prosecutors**, a significant increase from 3% female prosecutors in 2011. OPP has 50% female staff.

PUBLIC SOLICITOR' OFFICE
(PSO)



14

In 2013, the PSO had **14 branch offices** in PNG, in addition to 5 Legal Aid Desks. PSO plans to set-up three new branches by 2015.

Agency Profile 2013

Each of our eight agencies have specific achievements to share from their work in 2013. Read their stories:

- Magisterial Service
- Correctional Service
- Ombudsman Commission
- Royal PNG Constabulary
- Department of Justice and Attorney General
- National Judicial Staff Services
- Office of the Public Prosecutor
- Public Solicitor's Office

Agency Profiles

12

By the end of 2013, there were 12 well-resourced District Courts in PNG. The target is for 17 well-resourced District Courts by the end of 2015.

Magisterial Service (MS) provides the PNG community with an accountable, independent and impartial District Court system that is accessible to all.

2013 Agency Highlights

Did you know that in 2013, we contributed to each of the sector goals? Here are some of our achievements. We:

- Trained 68 Magistrates (10 women, 58 men) and 14 District Court Clerks (6 women, 8 men) in implementation of Interim Protection Orders (IPOs) and introduced a new Practice Note⁹¹: **Goal 1. Safety; SSF 1.2**
- Increased completion rate of Interim Protection Orders (IPOs):⁹² **Goal 1. Safety; SSF 1.2**
- Launched three Model Court registries:⁹³ **Goal 2. Justice; SSF 2.3**
- Established a new court in Aiyura⁹⁴: **Goal 2. Justice; SSF 2.3**
- Conducted meetings and appointed members and mediators of the Provincial Land Dispute Committee:⁹⁵ **Goal 2. Justice; SSF 2.3.**
- Completed maintenance of Land Court records: **Goal 2. Justice; SSF 2.3.**
- JLSC⁹⁶ appointed and confirmed PNG's first female Chief Magistrate and Deputy Chief Magistrate: **Goal 2. Justice; SSF 2.4.**
- Completed MS Corporate Plan 2014-2015: **Goal 5. Services; SSF 5.1.**
- Connected more District Courts with District Court Electronic Case Management Systems (DCECMS): **Goal 5. Services; SSF 5.1**
- Recruited 9 new magistrates:⁹⁷ **Goal 5. Services; SSF 5.4**

⁹¹ Through workshops funded by PALJP

⁹² From 55% in 2012 to 66% in 2013

⁹³ In Goroka (EHP), Kainantu (EHP) and Kundiawa (Chimbu Province)

⁹⁴ Eastern Highlands Province (EHP)

⁹⁵ In 5 provinces

⁹⁶ Judicial Legal Services Commission

⁹⁷ 5 Female and 4 Male

Case Study: Establishment of new court in Aiyura: improving access to justice

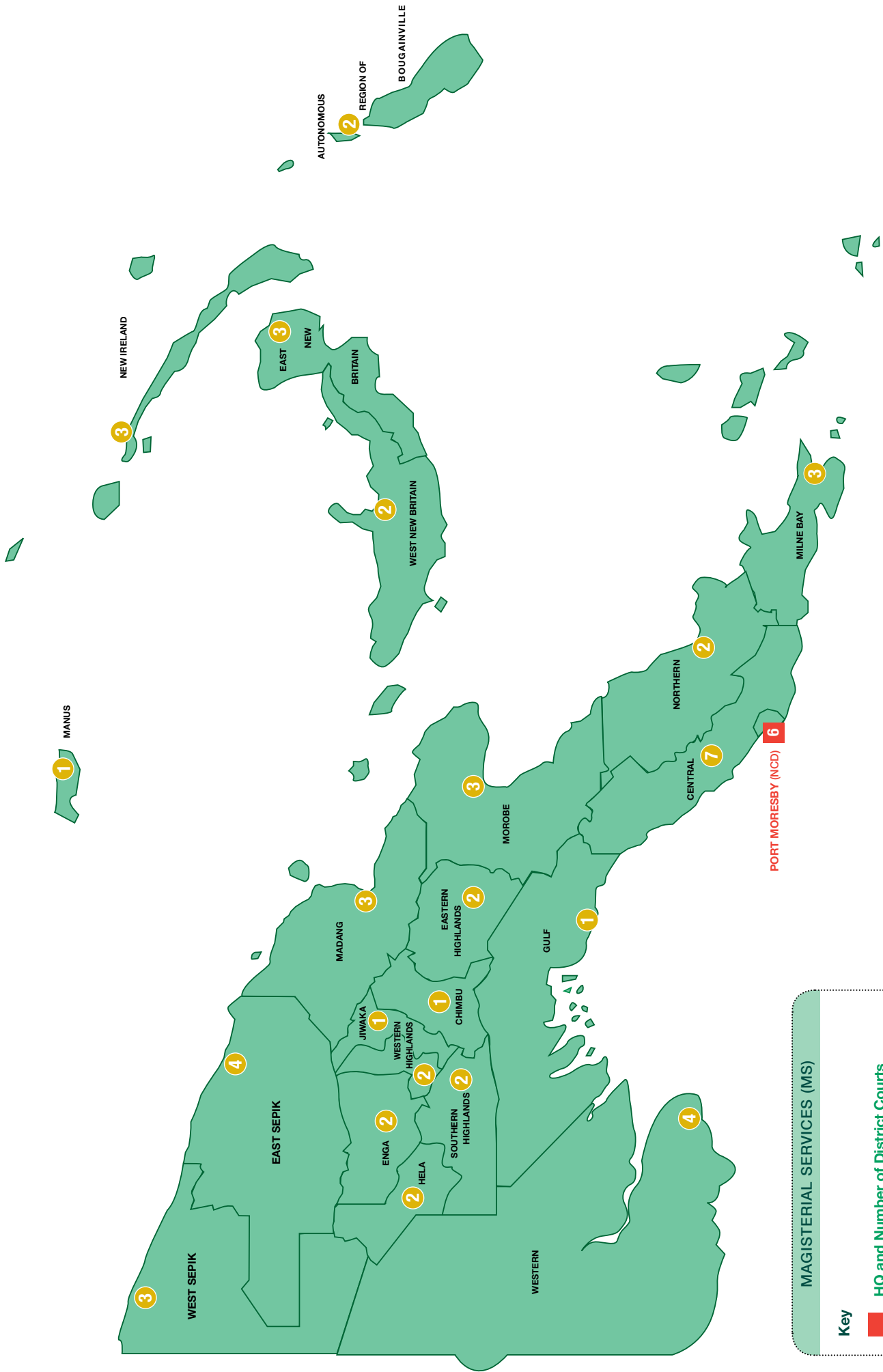
Context: With over 85% of PNG population living in rural areas, ready access to justice services is essential. Having a district court located in rural areas enables cases to be heard.

Achievement: In 2013 MS established a new court location in Aiyura⁹⁸ that now provides district court services to the people of Aiyura and surrounding areas. By establishing a new court, the people of Aiyura can now access judicial services including IPOs and this will result in reducing backlog of cases.

LJS Agency Links: MS worked with the local Member of Parliament and RPNGC.

MS' Intended Outcome: If MS continues to establish new courts in rural locations; **then** the capacity of MS to deliver services will be enhanced and cases will be dealt with regularly; and **finally**, this will help to improve timely access to justice.

⁹⁸ Eastern Highlands Province (Highlands Region)



MAGISTERIAL SERVICES (MS)

Key

- HQ and Number of District Courts
- N N = Number of District Courts per Province

Agency Profiles

Correctional Service (CS) maintains and protects a just and safe society by enforcing decisions and sentences of courts. It also detains inmates in safe custody in secure and humane conditions.

2013 Agency Highlights

Did you know that in 2013, we contributed to each of the sector goals? Here are some of our achievements. We:

- Executed Operation Halivim (surprise searches within prison compounds): **Goal 1. Safety; SSF 1.1**
- Held consultative meetings with the Chief Justice to improve disposition of cases for remand detainees: **Goal 2. Justice; SSF 2.1**
- Provided counselling and training to staff and detainees on domestic violence issues:⁹⁹ **Goal 2. Justice; SSF 2.4**
- Conducted Literacy Program and Juvenile Drug Awareness:¹⁰⁰ **Goal 3. Reintegration; SSF 3.2**
- Established the Correctional Industries and Rehabilitation Unit: **Goal 3. Reintegration; SSF 3.3**
- Signed a new Memorandum of Understanding with PNG Bible Society:¹⁰¹ **Goal 3. Reintegration; SSF 3.3**
- Trained staff in Anti-Corruption through the Dealing with Difficult People courses:¹⁰² **Goal 4. Anti-corruption; SSF 4.1**
- Completed 17 new staff houses in Lae: **Goal 5. Services; SSF 5.1**
- Completed the Financial Roll-Out Program to all 19 CIs: **Goal 5. Services; SSF 5.1**

Case Study: Domestic Violence Awareness in Manus CI

Context: In PNG, there is concern about negative effects of domestic violence hence the need to provide counselling to detainees and staff training on domestic violence issues. Most detainees in Manus CI were remanded or imprisoned for domestic violence cases such as marital rape and drug related offences.

Achievement: In 2013, as part of its in-house Rehabilitation Program, CS carried out counselling of detainees and training of staff to create awareness on the negative effects of domestic violence.

LJS Agency links: CS worked with the National HIV & AIDS Training Unit on this achievement.

CS' Intended Outcome: If CS continues to implement this program; **then** detainees and staff will better understand the negative effects of domestic violence; and **finally**, a large number of reformed detainees in the institutions will be more aware of the negative effects of domestic violence and less offences will be committed.

4

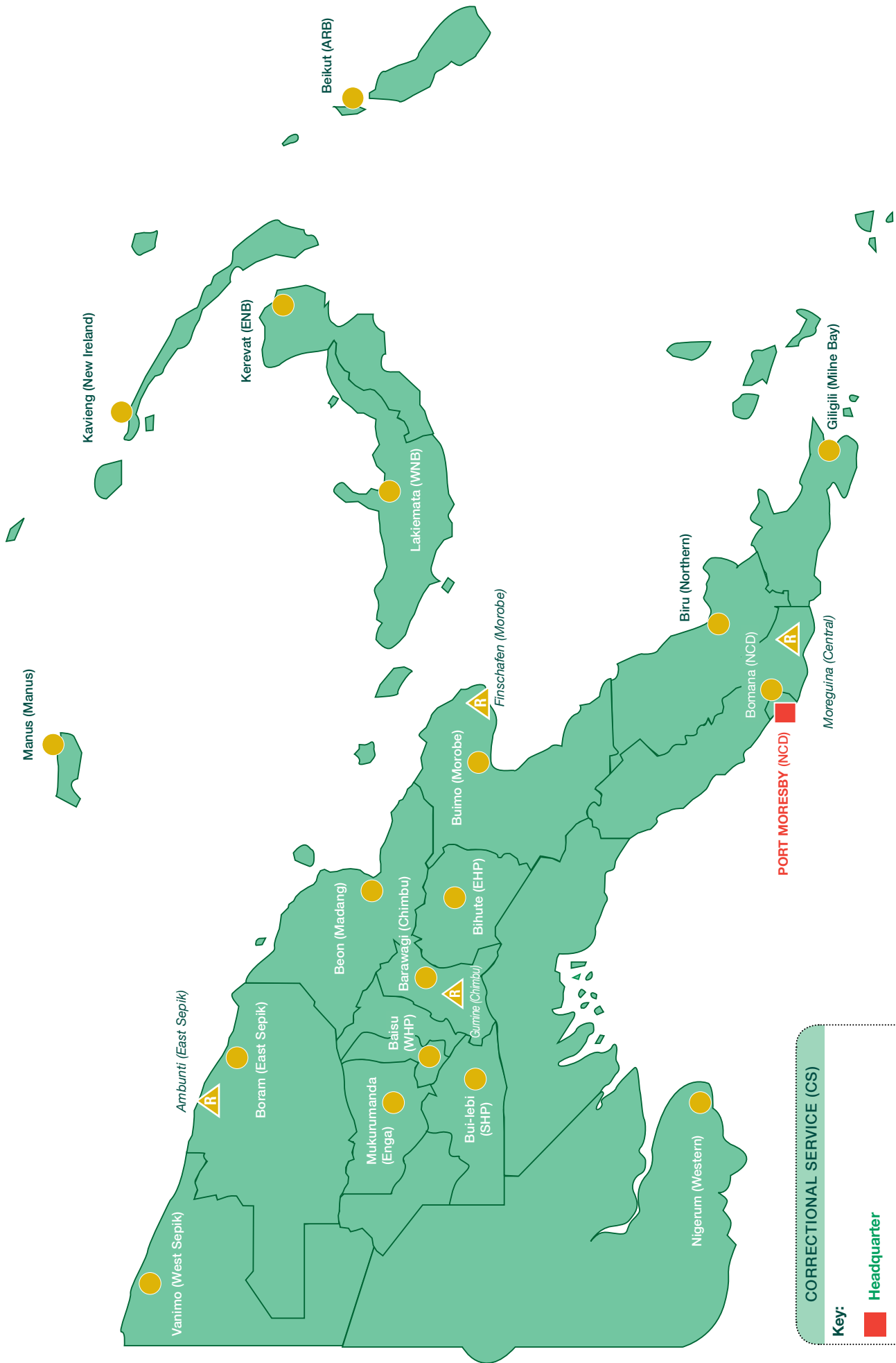
By end of 2013, CS had 4 operational Rural Lockups in Gumine, Finschafen, Ambunti and Moreguina.

⁹⁹ At Manus Correctional Institution

¹⁰⁰ With Mercy Works

¹⁰¹ Signed on 22 November 2013

¹⁰² 848 CS officers trained (221 women and 627 male)



CORRECTIONAL SERVICE (CS)

Key:

- Headquarter
- CS locations
- Rural Lockups (Currently in operation)

Agency Profiles

Ombudsman Commission (OC)

investigates complaints and apparent breaches of leaders' obligations in PNG. It independently oversees and guards against the abuse of power in the public sector and ensures public accountability.

2013 Agency Highlights

Did you know that in 2013, we contributed to many of the sector goals? Here are some of our achievements. We:

- Continued improvement of FSV crime case management: via OC oversight of Police handling of cases: **Goal 1. Safety; SSF 1.2**
- Conducted LLG Leadership Awareness: **Goal 4. Anti-corruption; SSF 4.1**
- Established Memorandum of Agreement with PNG Defence Force (PNGDF) to oversight the investigation of complaints against PNGDF: **Goal 4. Anti-corruption; SSF 4.1**
- Continued Public Education Programs for rural communities: **Goal 4. Anti-corruption; SSF 4.1**
- Established OC complaints office in Chimbu: **Goal 4. Anti-corruption; SSF 4.1**
- Completed 40% of 242 active leadership cases¹⁰³: **Goal 4. Anti-corruption; SSF 4.1**
- Investigated 210 administrative complaints and resolved 197 of these complaints¹⁰⁴: **Goal 4. Anti-corruption; SSF 4.1**
- Conducted a review and completed OC Strategic Plan 2014 to 2019: **Goal 5. Services; SSF 5.1**
- Welcomed confirmation of appointment of new Chief Ombudsman¹⁰⁵: **Goal 5. Services; SSF 5.4**

¹⁰³ See Graph 3, page 62

¹⁰⁴ See Table 14, page 66

¹⁰⁵ Chief Ombudsman Rigo Lua was sworn in by the Governor-General on 3 July 2013

Case Study: Nationwide awareness on good leadership qualities

Context: PNG had its Local Level Government (LLG) elections in 2013. It is important for the people of PNG and in particular those in rural areas to recognise good leadership qualities to consider when electing their LLG presidents and LLG members.

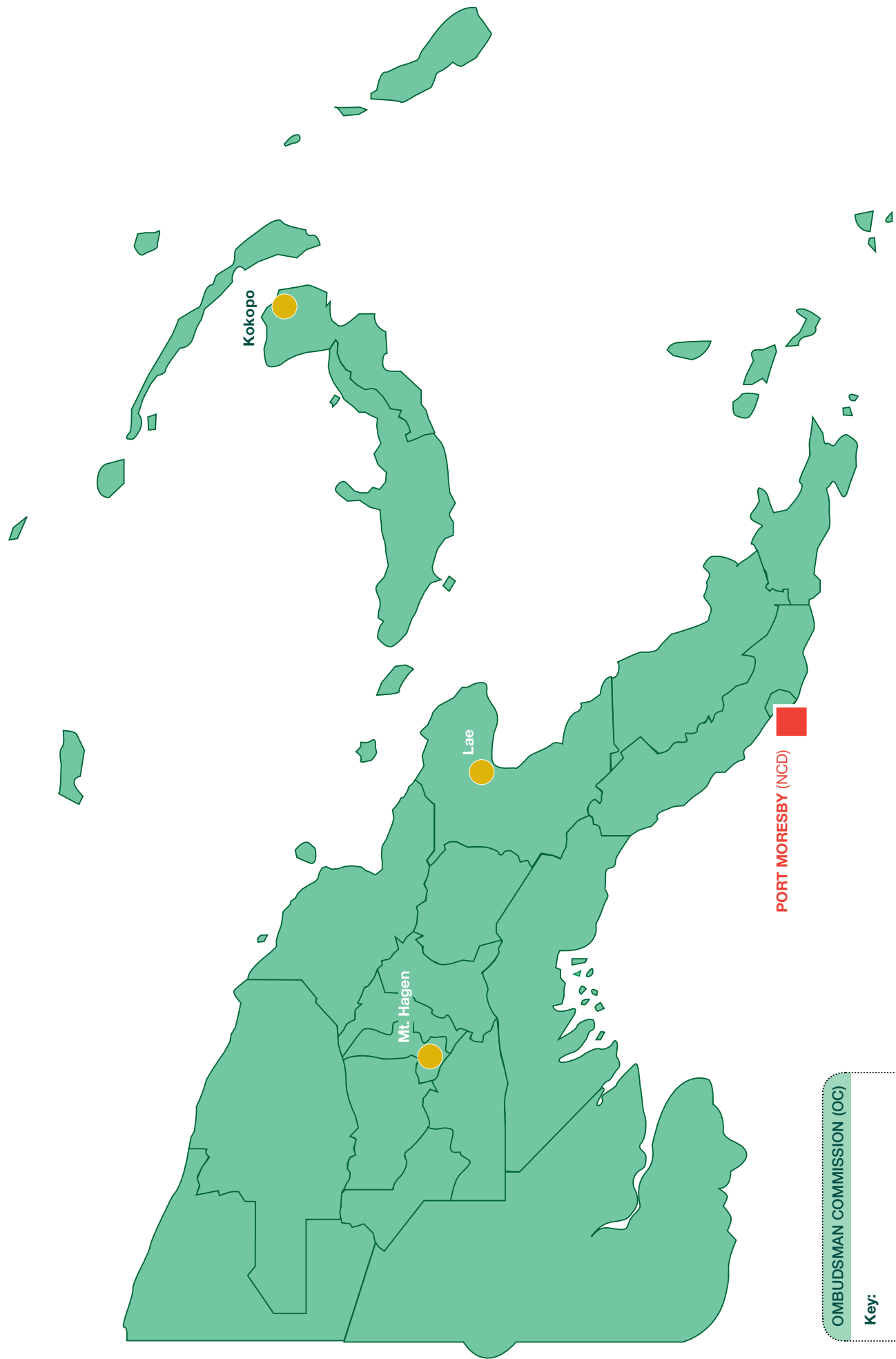
Achievement: In 2013, OC conducted a successful nationwide awareness campaign on good leadership qualities prior to 2013 LLG elections. All OC officers were involved in the campaign. The LLG awareness campaign was conducted through public forums, handing out of brochures and posters. There were also awareness programs and interviews done on provincial radio stations.

LJS Agency links: OC worked with all provincial administrations and national agencies located in provincial towns.

OC's Intended Outcome: If awareness was conducted at district and village levels throughout the country; **then** there will be more awareness of good leadership qualities; and **finally**, future LLG leaders with good leadership qualities will be elected by the people.

In 2013, OC resolved 197 administrative complaints throughout the country, out of 210 complaints that were investigated, 94% resolved or closed.

197



OMBUDSMAN COMMISSION (OC)

Key:

- Headquarter
- Regional Offices

Agency Profiles

Royal Papua New Guinea Constabulary (RPNGC)

is the national police force for PNG. RPNGC administers and delivers policing services through established police stations, and rural police stations.

2013 Agency Highlights

Did you know that in 2013, we contributed to many of the sector goals? Here are some of our achievements. We:

- Increased the number of Family Sexual Violence (FSV) units/desks from 14 to 17: **Goal 1. Safety; SSF 1.1**
- Recruited, trained and graduated 227 new uniformed police¹⁰⁶: **Goal 1. Safety; SSF 1.1**
- Increased participation in Provincial Law and Order Committee meetings and activities: **Goal 1. Safety; SSF 1.2**
- Increased participation in PLLSMA meetings and activities: **Goal 1. Safety; SSF 1.2**
- Provided Highway Patrols along the Economic Corridor: **Goal 1. Safety; SSF 1.3**
- Provided security during by-election operations in some areas: **Goal 1. Safety; SSF 1.3**
- Provided 10 troop carrier vehicles for the LNG Economic Corridor policing: **Goal 1. Safety; SSF 1.4**
- Investigated 562 complaints against the Police resulting in 166 police officers suspended, 32 were dismissed, 177 Notice of Penalties and 21 demoted: **Goal 4. Anti-corruption; SSF 4.1**
- Launched and commenced the Police Modernisation Program: **Goal 5. Services; SSF 5.1**

¹⁰⁶ 170 males and 43 females

Case Study: Senior Leadership Development Program

Context: RPNGC, just like any other government agency, needs skilled executives and managers to run the day-to-day operation of their offices to ensure security of the community. Uniformed police officers with senior management positions require management skills that are not normally included in the regular police training curriculum.

Achievement: So, in 2013 RPNGC, for the first time, conducted a six-month Senior Leadership Development Program¹⁰⁷ that involved 3 residential sessions at Bomana College (20 participants, 2 female). The aim of the program was to equip them with necessary skills to effectively perform their management role within the police force. The program concluded with 17 graduates presenting their executive projects to a public audience.

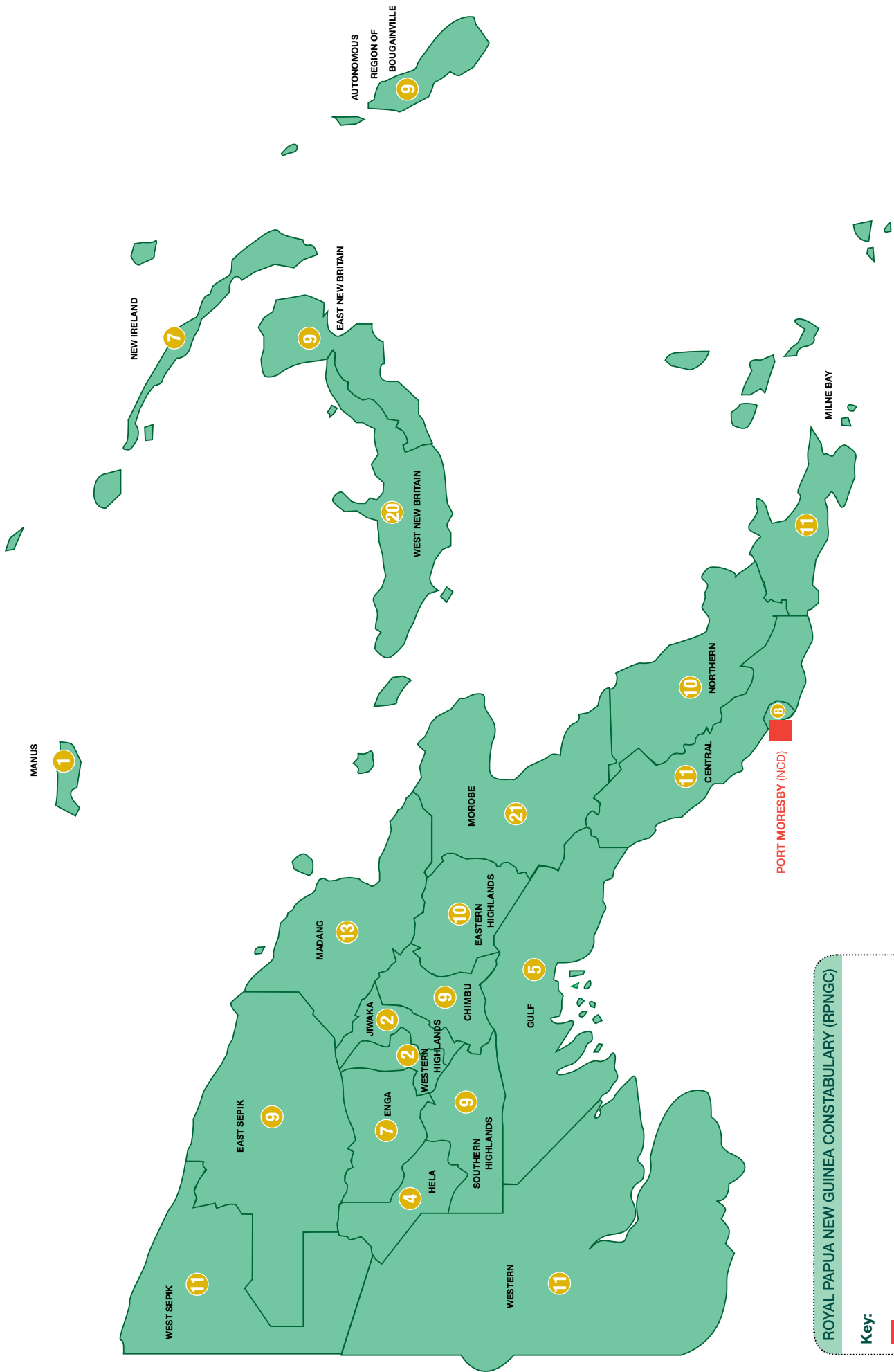
LJS Agency links: RPNGC worked with the Australian Federal Police and the Australian Institute for Policing Management on this initiative.

RPNGC's Intended Outcome: If RPNGC conducts more leadership training for police officers; **then** there should be improvement in the management of the police force; and **finally**, RPNGC hopes to improve the delivery of police services to the communities of PNG.

¹⁰⁷ Supported and conducted by the Australian Federal Police and the Australian Institute for Policing Management

By mid 2013, RPNGC had 199 police stations across all four PNG regions.

199



ROYAL PAPUA NEW GUINEA CONSTABULARY (RPNGC)

Key:

- Headquarter
- N** N = Number of Police Stations per province

Agency Profiles

Department of Justice and Attorney General (DJAG) directs and administers justice and legal services to the State and the people of PNG.

2013 Agency Highlights

Did you know that in 2013, we contributed to each of the sector goals? Here are some of our achievements. We:

- Completed the passage of *Family Protection Act 2013*¹⁰⁸, repeal of *Sorcery Act 1971*, and amendments to Criminal Code¹⁰⁹: **Goal 1. Safety; SSF 1.1**
- Successfully negotiated an Extradition Treaty with Indonesia and an Arms Trade Treaty: **Goal 1. Safety; SSF 1.4**
- Launched the CJSC¹¹⁰ in Lumi and built and opened the DJAG office in Popondetta: **Goal 2. Justice; SSF 2.1**
- Established over 120 new Village Courts: **Goal 2. Justice; SSF 2.3**
- Conducted 5 Parole Board meetings for 202 applications:¹¹¹ **Goal 3. Justice; SSF 3.1**
- Completed the constitutional amendment to establish ICAC¹¹²: **Goal 4. Anti-corruption; SSF 4.1**
- Expanded the Office of the Solicitor General into the provinces¹¹³: **Goal 4. Anti-corruption; SSF 4.3**
- Completed passage of amendments to *Attorney General Act 1989* to establish the Office of State Solicitor: **Goal 5. Services; SSF 5.1**
- Strengthened management of the Office of the Public Curator: **Goal 5. Services; SSF 5.1**

Case Study: Launching of Community Justice Services Centre

Context: Since 2012, DJAG worked with Eastern Highlands, Morobe and West Sepik provincial administrations to take ownership of existing Community Justice Services Centres (CJSC) in Kainantu, Bulolo and Lumi Districts. These centres are seen as an important resource to improve law and justice services at district level.

Achievement: So, in 2013, DJAG completed the Concept Paper and launched the opening of the CJSC in Lumi¹¹⁴. During the opening, the Lumi District Administration took over responsibility to sustain and maintain the CJSC.

LJS Agency links: DJAG worked with all LJS agencies on this initiative

DJAG's Intended Outcome: If provincial administrations take ownership of Community Justice Service Centres; **then** there will be easily accessible law and justice services at the district level; and **finally**, citizens will have access to justice and just results.

¹¹⁴ West Sepik Province

By the end of 2013,
there were 1,652 Village
Courts in PNG.

1,652

¹⁰⁸ Certified by the Speaker on 11 March 2014

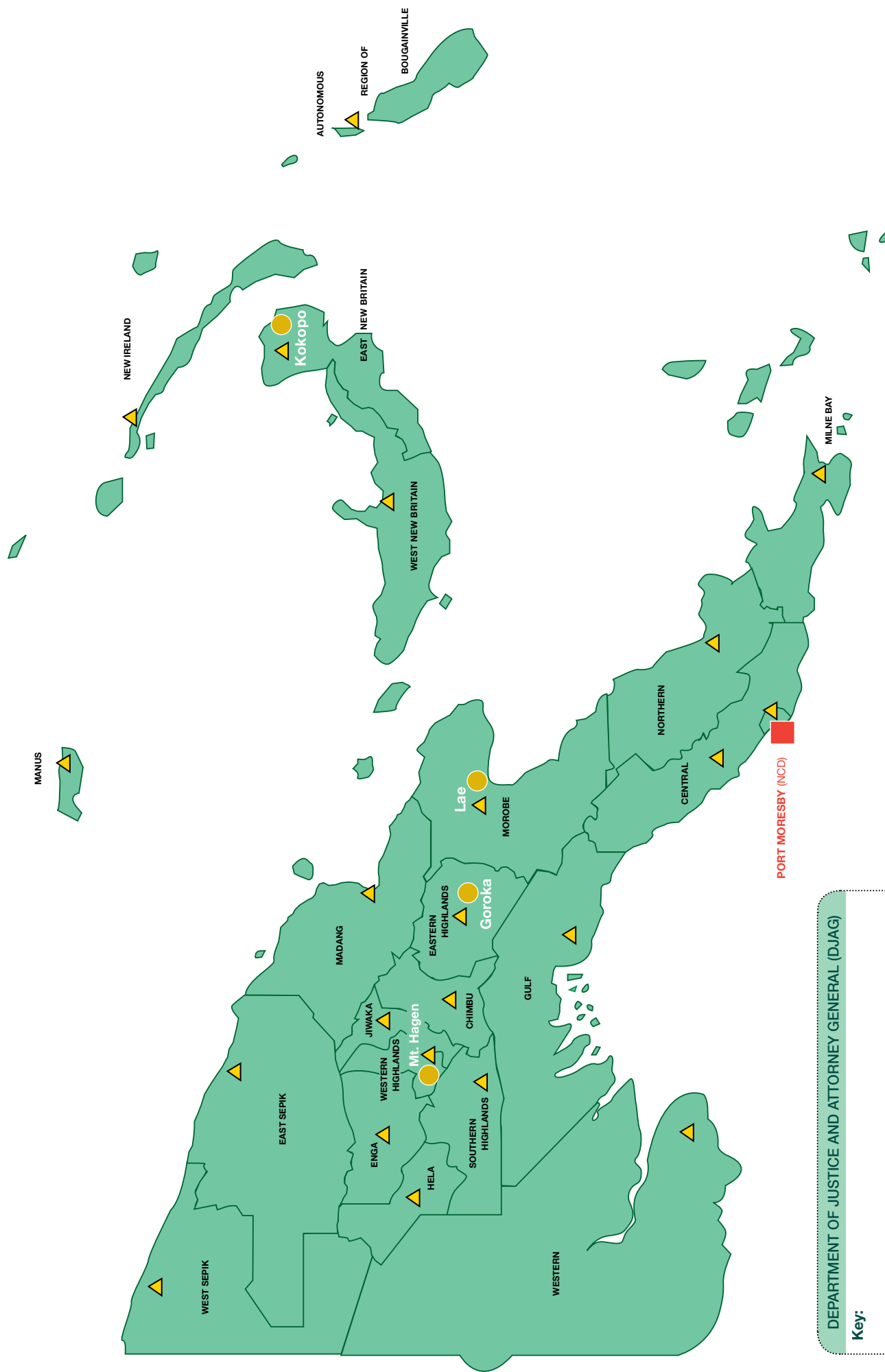
¹⁰⁹ To criminalise people smuggling and human trafficking; and broaden offences that attract death penalty especially for violent and brutal crimes

¹¹⁰ Community Justice Services Centre (CJSC) in Lumi launched in March 2014

¹¹¹ With 86 parole granted and 166 refused

¹¹² Independent Commission Against Corruption (ICAC)

¹¹³ OSG operational in Wabag, Goroka, Mt Hagen, Lae and Kokopo



DEPARTMENT OF JUSTICE AND ATTORNEY GENERAL (DJAG)

Key:

- **Head Office**
- **Regional Offices (Solicitor General and Public Curator)**
- ▲ **Community Based Corrections: allocated in all 22 provinces**

Agency Profiles

17

By the end of 2013, there were 17 Resident Judges in the four regions, exceeding the MTDP target¹²⁰ of 2 judges per region by 2015.

National Judicial Staff Services (NJSS)

provides management and administrative support services to the Judiciary. The Judiciary administers, hears and determines cases before the Supreme Court and the National Court.

2013 Agency Highlights

Did you know that in 2013, we contributed to each of the sector goals? Here are some of our achievements. We:

- Expanded sub-registries in Konos and Taskul (New Ireland Province): **Goal 2. Justice; SSF 2.1**
- Commenced establishment of National Court in Tari, Hela Province: **Goal 2. Justice; SSF 2.1**
- Completed court complexes in Mendi and Alotau¹¹⁵: **Goal 2. Justice; SSF 2.3**
- Conducted an audit in Goroka: **Goal 4. Anti-corruption; SSF 4.1**
- Initiated a Risk Management Program via NJSS Internal Audit Unit: **Goal 4. Anti-corruption; SSF 4.1**
- Implemented IT infrastructure nationwide: ¹¹⁶ **Goal 5. Services; SSF 5.1**
- Provided financial autonomy to provinces with residential judges:¹¹⁷ **Goal 5. Services; SSF 5.1**
- Sent judicial officers and staff to Sydney and Brisbane as part of the MoUs with the Federal Court of Australia and the Supreme Court of Queensland, to learn how the Australian judicial system works; in particular the registry:¹¹⁸ **Goal 5. Services; SSF 5.1**

¹¹⁵ Opened on 4 April 2014

¹¹⁶ Following guidelines from the NJSS IT 5-Year Business Plan, 2012-2017

¹¹⁷ Kokopo, Mt Hagen, Lae, Alotau, Buka, Madang, Goroka, Wabag, Mendi, Kavieng, Wewak, Kimbe and Kundiawa

¹¹⁸ 16 officers and staff

Case Study: Expansion of sub-registries

Context: One of the objectives of NJSS is 'to provide an effective and efficient registry service in support of the Judiciary and other court users'.¹¹⁹ The existence of registries in provinces will ensure court sittings and court circuits take place nearer to the vast majority of people in PNG.

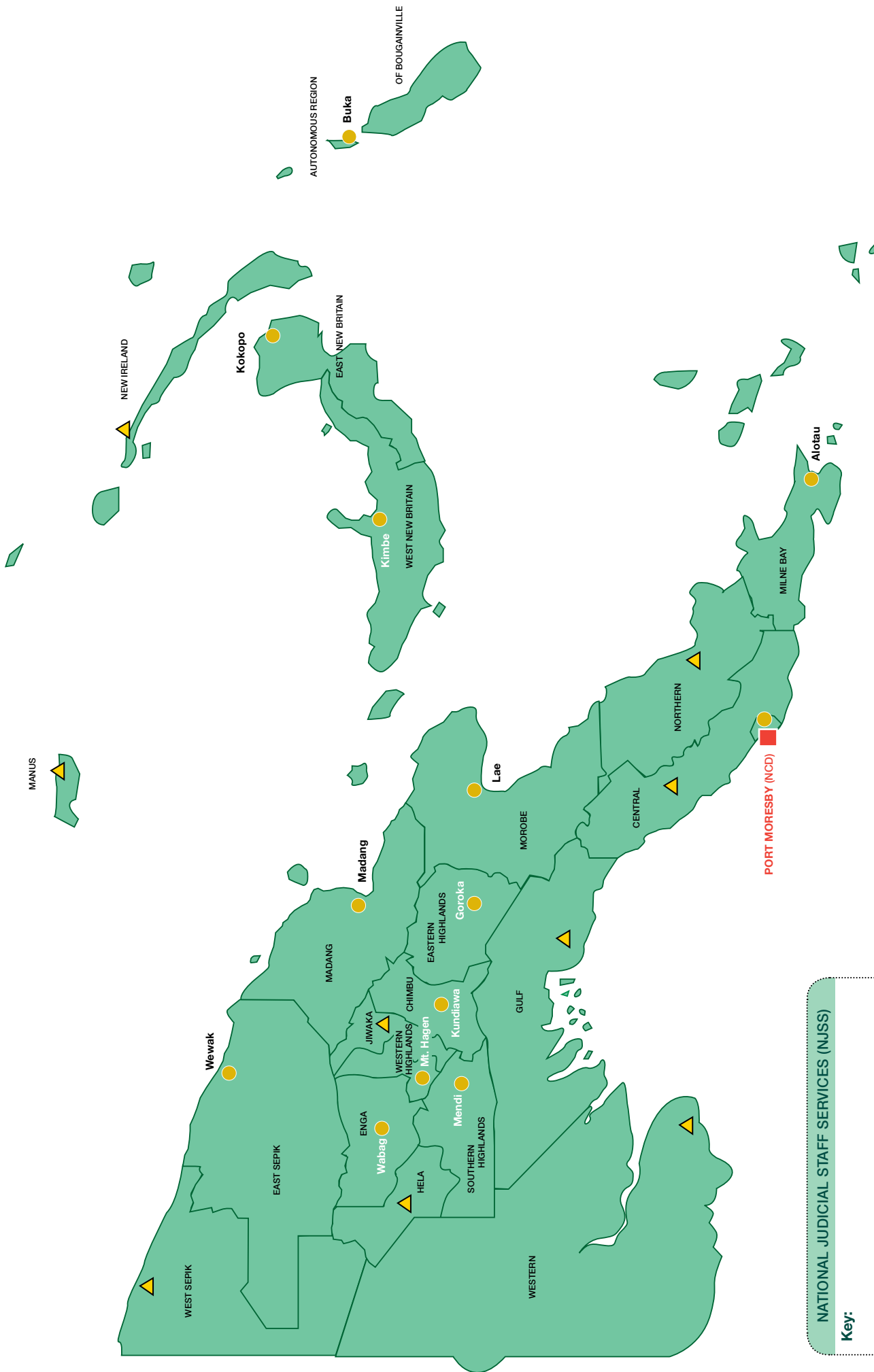
Achievement: In 2013, in line with NJSS' Corporate Plan and its National Court Expansion Program – NJSS expanded registries across all four regions in PNG. The sub-registry in Dagua, East Sepik Province was completed, while NJSS commenced establishing sub-registries in Konos and Taskul (New Ireland Province).

LJS Agency Links: NJSS worked with RPNGC, MS, CS PSO, OPP and DJAG on this.

NJSS' Intended Outcome: If NJSS keeps expanding its sub-registries at the district level; **then** it will reduce the backlog of cases; and **finally**, bring judicial services closer to the people of PNG.

¹¹⁹ NJSS Corporate Plan 2011-2015

¹²⁰ See page 56 on LJS achievements against MTDP



NATIONAL JUDICIAL STAFF SERVICES (NJSS)

Key:

- National Capital District (NCD)
- National Court
- ▲ Circuits: all other provinces

Agency Profiles

Office of the Public Prosecutor (OPP)

plays a key role in the criminal justice system of PNG through effective and independent prosecution. It maintains the rule of law to achieve a just and peaceful society.

2013 Agency Highlights

Did you know that in 2013, we contributed to each of the sector goals? Here are some of our achievements. We:

- Established regular communication and liaison with the Police Investigation Unit: **Goal 1. Safety; SSF 1.1**
- Recruited a Witness Support Officer and two Victim Liaison Officers: **Goal 2. Justice; SSF 2.1**
- Completed the OPP Alotau Office¹²¹: **Goal 2. Justice; SSF 2.1**
- Achieved Equal Employment Opportunity with 50% female staff: **Goal 2. Justice; SSF 2.4**
- Established the Serious Crime and Dishonesty Unit: **Goal 4. Anti-corruption; SSF 4.1**
- Prosecuted the first Task Force Sweep Trials: **Goal 4. Anti-corruption; SSF 4.1**
- Obtained two restraining orders for properties in Australia: **Goal 4. Anti-corruption; SSF 4.1**

In 2013, OPP has 38% female prosecutors, a significant increase from 3% female prosecutors in 2011. OPP has 50% female staff.

38%

¹²¹ Alotau – Milne Bay Province

- Refurbished the OPP head office to enable efficient team based modern case management practices: **Goal 5. Services; SSF 5.1**
- Implemented a recruitment drive for more legal officers, now with 44 legal officers out of 77 staff on strength: **Goal 5. Services; SSF 5.4**

Case Study: Serious Crime and Dishonesty Unit

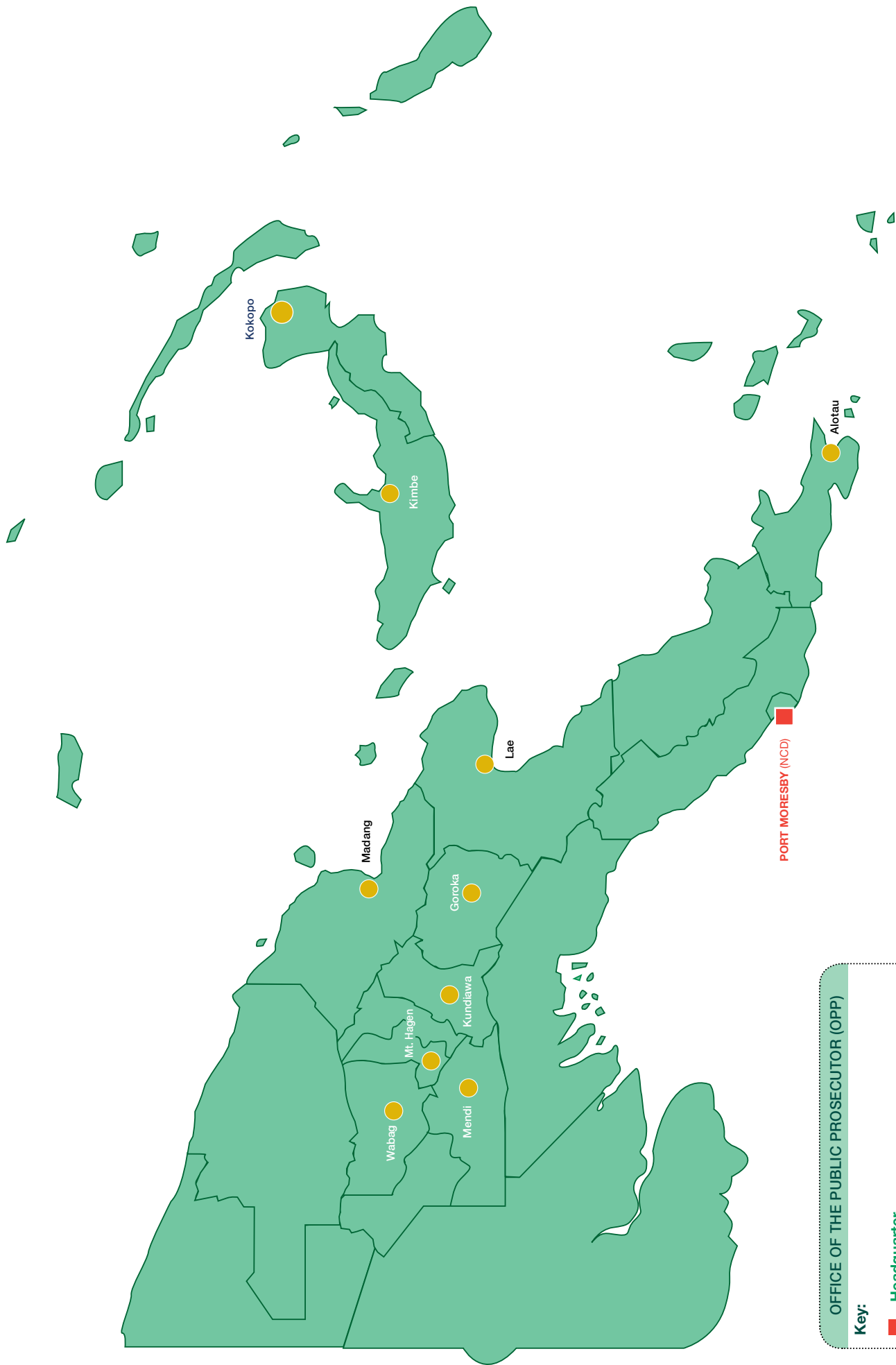
Context: There was no specialised unit within OPP that focused on serious fraud and corruption. With the increased workload emanating from Task Force Sweep, preparation of cases for prosecution of serious fraud becomes very important.

Achievement: In 2013, OPP created a Serious Crime and Dishonesty Unit¹²² and appointed 1 male prosecutor in charge, 1 male state prosecutor, a female legal officer and 1 female legal secretary for the new unit. The team focused on file preparation and prosecution of serious crime, fraud and corruption cases.

LJS Agency links: This was solely an OPP initiative.

OPP's Intended Outcome: If OPP continues to have a fully funded specialised Serious Crime and Dishonesty Unit; **then** there will be better prepared cases resulting in convictions; and **finally**, there will be increased deterrence in serious crime, fraud and corruption.

¹²² Operating within OPP head office in Port Moresby



OFFICE OF THE PUBLIC PROSECUTOR (OPP)

Key:

- **Headquarter**
- **Branch Offices**

Agency Profiles

Public Solicitor's Office (PSO) provides legal aid, advice and assistance to persons in need of help from the Public Solicitor. The officers in the Public Solicitor's Office draw these powers from the Public Solicitor to implement these functions.

2013 Agency Highlights

Did you know that in 2013, we contributed to each of the sector goals? Here are some of our achievements. We:

- Processed 1371 legal aid applications, an increase from 1080 legal applications processed in 2012: **Goal 2. Justice; SSF 2.1**
- Opened the Kundiawa¹²³ and Kerema branch offices:¹²⁴ **Goal 2. Justice; SSF 2.1**
- Created the HIV/AIDS & Special Projects Section: **Goal 2. Justice; SSF 2.4**
- Participated in the World AIDS Day celebration: **Goal 2. Justice; SSF 2.4**
- Visited jails, juvenile centres and police cells to take instructions from clients about their cases: **Goal 3. Reintegration; SSF 3.2**
- Developed an Ethical Standards Training Program: **Goal 4. Anti-corruption; SSF 4.1**
- Consulted and conducted meetings with provincial administrations regarding provincial engagements, in particular roll-out programs on branch offices and Legal Aid Desks: **Goal 5. Services; SSF 5.3**
- Completed major organisational restructuring and increased the staff ceiling from 101 to 184, with 158 staff in 2013 (61% increase from 2012): **Goal 5. Services; SSF 5.4**

Case Study: Created the HIV/AIDS and Special Projects Section

Context: The PNG law and justice sector recognises the importance of responding to cross-cutting issues such as HIV/AIDS and domestic violence.

Achievement: In 2013, PSO created the HIV/AIDS and Special Projects Section to address cross-cutting issues. A Principal Legal Officer was assigned to lead the section. The aims are to attend to victims of domestic violence, sexual violence or HIV/AIDS, and to help develop and facilitate special procedures and processes on other cross-cutting issues.

LJS Agency links: This is solely PSO's responsibility.

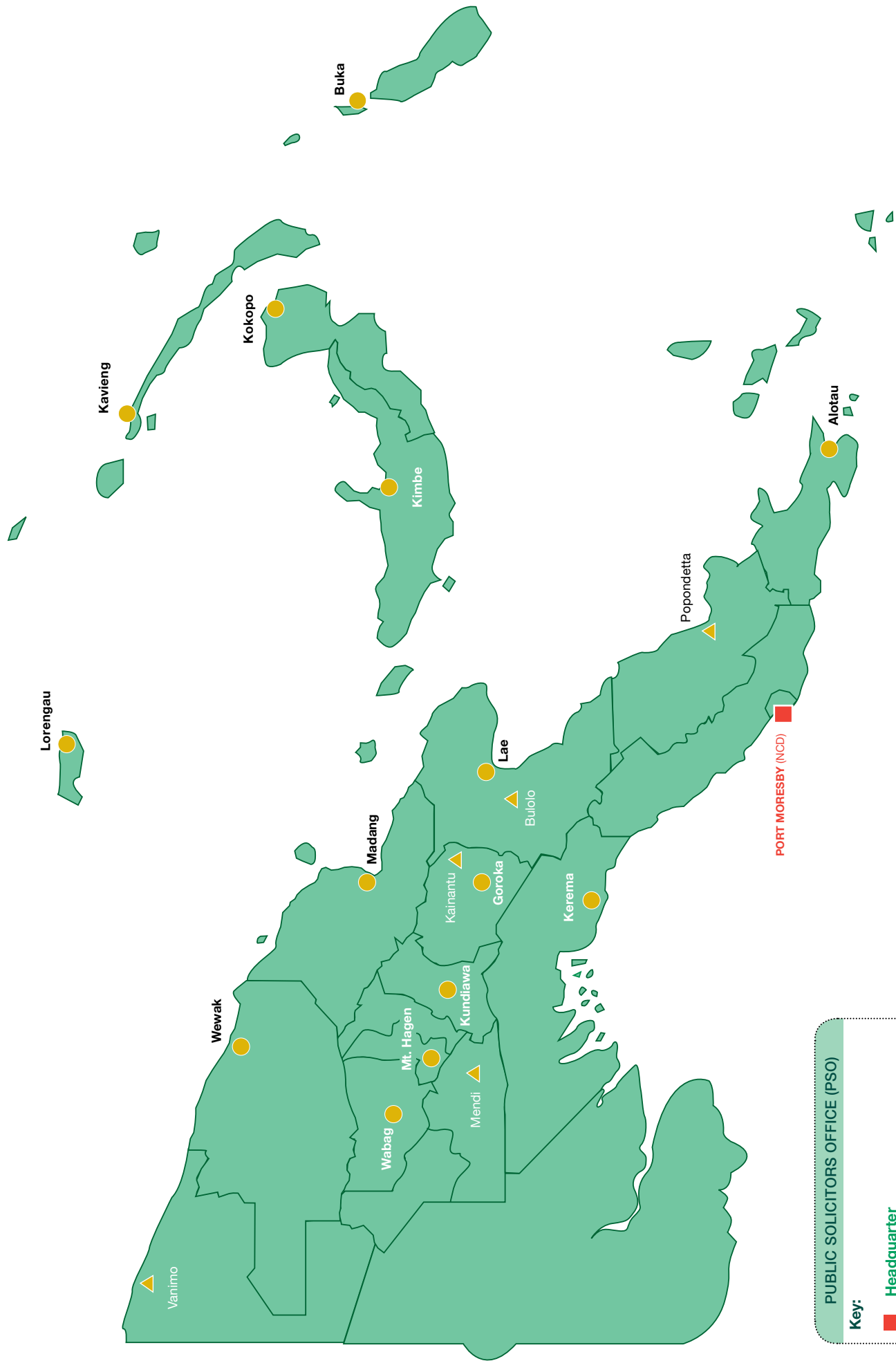
PSO's Intended Outcome: If PSO continues to maintain and support the section; **then** victims with issues relating to domestic violence and HIV/AIDS can be supported with legal advice; and **finally**, PSO can provide timely and accessible legal aid, advice and assistance to victims and promote safety for marginalised women, men and children.

14

In total, the PSO has 14 branch offices in PNG, in addition to 5 Legal Aid Desks. PSO plans to set-up three new branches by 2015.

¹²³ On 27 June 2013

¹²⁴ On 31 October 2013



Quantitative Statistics: 2013

EFFECTIVENESS

The extent to which our sector's goals were achieved

- **Table 1:** Crime reported to the police
- **Table 2:** Crime cases resolved
- **Table 3:** Number of FSV cases
- **Table 4:** FSV cases in Waigani
- **Table 5:** Number of juveniles in CIs
- **Table 6:** Parole Board statistics
- **Table 7:** Prisoners in rehabilitation programs
- **Graph 1:** Number of juveniles supervised at Community Based Corrections
- **Graph 2:** Number of adults on Community Work Orders
- **Graph 3:** Leadership complaints statistics

EFFICIENCY

A measure of how economically our resources are converted to results

- **Table 8:** Court workload
- **Table 9:** Land Court statistics
- **Table 10:** Village Court statistics by region
- **Table 11:** Prison population
- **Table 12:** LJS expenditure
- **Graph 4:** Percentage of cases completed by MS
- **Graph 5:** State Solicitor's advice turnaround days

We have a range of statistics collected in 2013 to reflect the ‘level of activity or actual services delivered’ by the law and justice sector. This data is collated across Agencies and other sources and presented here as output indicators.

ACCOUNTABILITY

A measure of improved accountability and reduced corruption

- **Table 13:** LJS accountability measure
- **Table 14:** OC selected statistics
- **Table 15:** Claims against the state
- **Table 16:** Cases against GoPNG agencies

ACCESS

A measure of equitable access to services that we provide

- **Table 17:** Law and Justice Sector staff on strength
- **Table 18:** Number of judges
- **Table 19:** Officials per 100,000 people
- **Graph 6:** Legal assistance provided by PSO

GoPNG MTDP Results

QUANTITATIVE STATISTICS

Our work – via our *Sector Strategic Framework (SSF)* (see page 57) - aligns to the Government of Papua New Guinea (GoPNG) *Vision 2050* and *Medium Term Development Plan (2011-15)*.

Law and justice is a key sector identified in the *MTDP 2011-15*: the GoPNG action plan for achieving its vision. Accordingly, our *Sector Strategic Framework (SSF)* aligns to the MTDP and guides our work.

MTDP Key Excerpts

The issues of law, order and justice have a significant impact on the social and economic development of PNG. Order and justice are both basic human rights and fundamental preconditions for a well functioning economy.

Law and justice are GoPNG priority:

- The ease of doing business in PNG depends critically on maintaining law, order and justice.
- Semi-subsistence village communities rely on the rule of law to protect incomes and assets from cash crops (such as coffee) that are under constant threat of theft.
- Quality of life in rural and urban communities is compromised by crime and violence. Women face the greatest risk of violent assault.
- Communities and the nation bear the cost of destroyed community assets such as aid posts and schools. This disrupts health and education services and undermines the means to improve living standards.

So, how does a sector-wide approach help to confront these law and justice issues confronting PNG?

For example:

- **If** we reduce the backlog of cases in the District, National and Supreme Courts, **then** we reduce the large population of detainees awaiting trial, and **finally**, we relieve pressure on Correctional Service.
- **If** we raise the skills of police and Village Court Officials **then** we gain earlier dispute resolution, and **finally**, we slow the rate of growth in cases reaching the higher courts.
- **If** we partner with Community Based Organisations (CBOs), Faith Based Organisations (FBOs), and Civil Society Organisations (CSOs), **then** we can provide more rehabilitation programs, and **finally** ensure a higher number of offenders are fully rehabilitated and reintegrate into communities and broader society.
- **If** we coordinate resource allocation among central agencies and co-locate wherever possible (such as rural police stations, District Court facilities and housing for both police, state lawyers and court personnel), **then** we can reduce costs of new construction, simplify maintenance, and reduce the cost of negotiating for land, and **finally**, we can ensure infrastructure remains in good condition.
- **If** we build joint partnerships and capacity between strategic government agencies (such as MoUs between OC and RPNGC), **then** we can ensure a high rate of disposition of fraud and corruption cases in the courts, and **finally** we can fight corruption at the highest level.

Table A
APR Achievements against the MTDP¹²⁵

MTDP Law and Justice Goal	Provide a safe, secure and stable environment for all citizens, visitors, communities and businesses to conduct their affairs freely.			
MTDP Sector Goal	LJS SSF reference	Baseline (2011)	Target (2015)	2013 Achievements
Crime rate (crimes per 1,000 population)	Goal 1. Safety (SSF 1.1)	91 per 1,000 (9.1%)	70 per 1,000 (7.1%)	37 per 100,000 population¹²⁶
Incidence of major crime	Goal 1. Safety (SSF 1.1)	600,000	550,000 (reduced by 8.3%)	2,847 crime reported to RPNGC¹²⁷
Number of trained and equipped police officers	Goal 1. Safety (SSF 1.2)	5,160 police, but few well trained	8,440 police, all highly trained ¹²⁸	6,098 police staff (civilian & uniformed), with 5,724 uniformed police
Number of police stations	Goal 1. Safety (SSF 1.2)	184 police stations	300 police stations	199 police stations
Number of village courts	Goal 2. Justice (SSF 2.2)	1,190 village courts	1,950 village courts	Over 1,652 Village Courts
Backlog of District Court cases	Goal 2. Justice (SSF 2.1)	46,681 cases registered and dealt with	–	53,275 cases registered and 73% completion rate
Number of remandees in prison awaiting trial	Goal 3. Rehabilitation (SSF 3.2)	60% remandees and 40% convicts awaiting trial	–	1,124 remandees in prison (28% of total detainees)
Rate of disposition of fraud and corruption cases	Goal 4. Anti-corruption (SSF 4.1)	–	–	40% of leadership complaint cases completed by OC
MTDP Sector Deliverables	LJS SSF reference	Baseline (2011)	Target (2015)	2013 Achievements
Adequate District Court resources	Goal 2. Justice (SSF 2.1)	4 well-resourced District Courts	17 well-resourced District Courts	12 well-resourced District Courts
Build capacity on legal rights	Goal 2. Justice (SSF 2.1)	–	Provincial Justice Centres with District Courts in 2 provinces	PSO prepared designs to build 3 PJs in Manus, Wewak (ESP) and Kavieng (NIP)
Increased staffing resources	Goal 5. Services (SSF 5.4)	–	8,440 police; 160 District Court magistrates; 2 resident Judges in each region	5,724 uniformed police; 93 District Court magistrates; 30 Judges across all regions
New infrastructure for juveniles	Goal 5. Services (SSF 3.3)	–	1 detention centre for juveniles in each region	Same as in 2012: 2 detention centres for juveniles in Southern

¹²⁵ Sources: GoPNG Medium Term Development Plan (2011-15); Various LJS Agency data including RPNGC data on crime rate, well-trained police (unavailable), DJAG's VC&LMS data on Village Courts 2013, MS data on backlog of District Court cases, CS data on remandees in prison, OC data on corruption, PSO data on Provincial Justice Centres 2012, DJAG data on juvenile detention centre

¹²⁶ Crime rate derived from RPNGC's 2013 National Crime Summary report. Note that crime statistics were based on those reported and recorded by RPNGC and believed to be under-reported.

¹²⁷ Ibid

¹²⁸ RPNGC noted that MTDP target is not achievable, a more realistic target is approximately 6,500 police by 2015

**QUANTITATIVE
STATISTICS**

Table 1 – Crime reported to the police, by year¹²⁹

	2012 - Number	2012 - Arrest	2013 - Number	2013 - Arrest
Murder & Manslaughter	308	229	306	231
Rape	123	34	130	40
Other sex offences	176	61	370	131
Robbery & Stealing	395	111	800	252
Breaking	79	20	202	57
Vehicle theft	286	20	258	19
Fraud & Bribery	46	56	113	62
Grievous bodily harm	141	40	241	95
Firearms	37	34	36	105
Drugs	89	85	168	229
Escape	31	14	56	48
Arson	64	25	82	18
Abduction	42	9	69	11
TOTAL	1,838	744	2,847	1,301
% arrest over crime reported		40%		46%
Crime per 100,000 people	25		37	
Homicide per 100,000 people	4		4	

In 2013, the percentage of arrested over reported crimes in PNG had increased to 46% (from 40% in 2012). Out of 2,847 reported crimes, 1,412 crimes were reported in NCD, followed by 365 in Lae, 153 in Madang and 151 in East New Britain.

Table 2 – Crime cases resolved, 2013¹³⁰

	Number	Percentage
Number of crime reported (Source: RPNGC)	2,847	
Number of persons arrested (Source: RPNGC)	1,301	46%
Number of committal cases registered (Source: MS)	5,584	
Number committed to National Court (Source: MS)	702	13%
Number of active criminal cases (Source: OPP)	2,150	
Number of criminal cases completed	Not available	Not available

In 2013, RPNGC made arrests (46%) in relation to reported crimes. Following these arrests, MS committed to National Courts about 13% of cases registered. The ratio of criminal cases completed to cases committed at Waigani, NCD is 0.20¹³¹ (ideally should be 1.00 for the National Court to be processing the volume of incoming cases).

¹²⁹ Source: RPNGC reported data. Please note that crime statistics were based on RPNGC's National Crime Summary and reflects reports received by RPNGC-Headquarter and recorded in the RPNGC database, and could be subject to under-reporting.

¹³⁰ Source: RPNGC reported data, MS reported data and NJSS reported data, February to March 2014

¹³¹ Source: OPP reported data for Waigani, April 2014

Table 3 – FSV cases reported to FSV Units, by year¹³²

FSV Units/Desks Location	Operating as FSV Desks in 2013	2012	2013
Boroko (NCD)		3,100	901
Badili (NCD)			330
Waigani (NCD)		1,289	1,011
Lae (Morobe Province)		2,045	1,114
Mt Hagen (Western Highlands Province)		1,289	2,048
Goroka (Eastern Highlands Province)		865	253
Kokopo (East New Britain)		400	922
Popondetta (Northern Province)	✓		213
Buka (ARoB)			32
Vanimu (West Sepik Province)			0
Kundiawa (Chimbu Province)			458
Arawa (ARoB)	✓		54
Madang (Madang Province)	✓		1,088
Daru (Western Province)	✓		102
Wewak (East Sepik Province)	✓		52
Kimbe (West New Britain)	✓		448
Alotau (Milne Bay Province)			222
TOTAL		8,988	9,248

FSV Units and Desks reported 9,248 cases in 2013. About 24% of reported cases were from NCD, followed by Mt Hagen (22%).

Table 4 – Family and Sexual Violence cases, OPP Waigani Branch, by year¹³³

	2012 Male	2012 Female	2012 TOTAL	2013 Male	2013 Female	2013 TOTAL
Number of rape victims		3	3	1	3	4
Victims of other sexual offences		8	8		6	6
Other victims	6	2	8		4	4
TOTAL	6	13	19	1	13	14
Number of adult offenders	24	7	31	13	6	19
Number of juvenile offenders				1	1	2

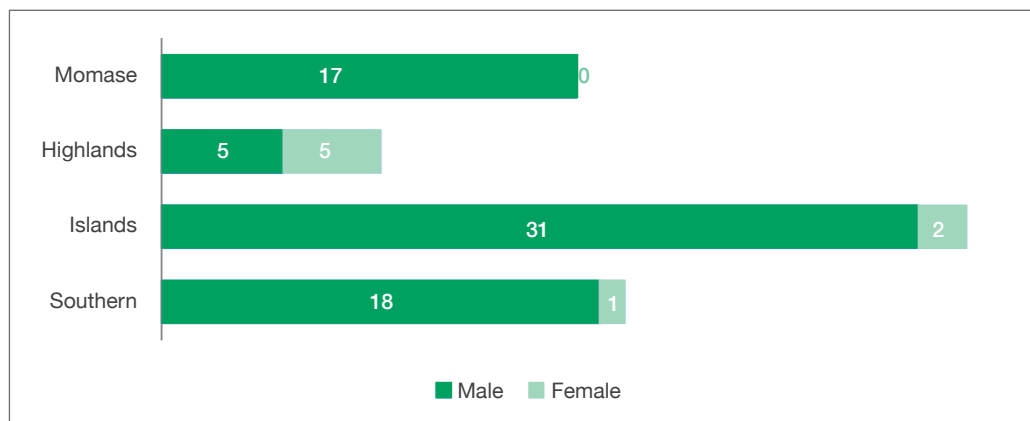
¹³² Sources: RPNGC reported data, March 2014 and PALJP FSV Factsheet 2014. Note that there is likely to be missing data.

¹³³ Source: OPP (Family and Sexual Offences) reported data compiled from existing files, April 2014

In 2012 and 2013, OPP's Family and Sexual Offences Unit provided services to clients in Waigani Branch Office. The unit attended to 21 cases in 2013, of which two were juvenile offenders. 'Other victims' include 'grievous bodily harm' and murder.

QUANTITATIVE STATISTICS

Graph 1 – Number of juveniles supervised at Community Based Corrections, 2013¹³⁴



In 2013, a total of 78 juveniles (7 females and 71 males) were supervised at Community Based Corrections regional centres.

Table 5 – Number of juveniles in Correctional Institutions, 2013¹³⁵

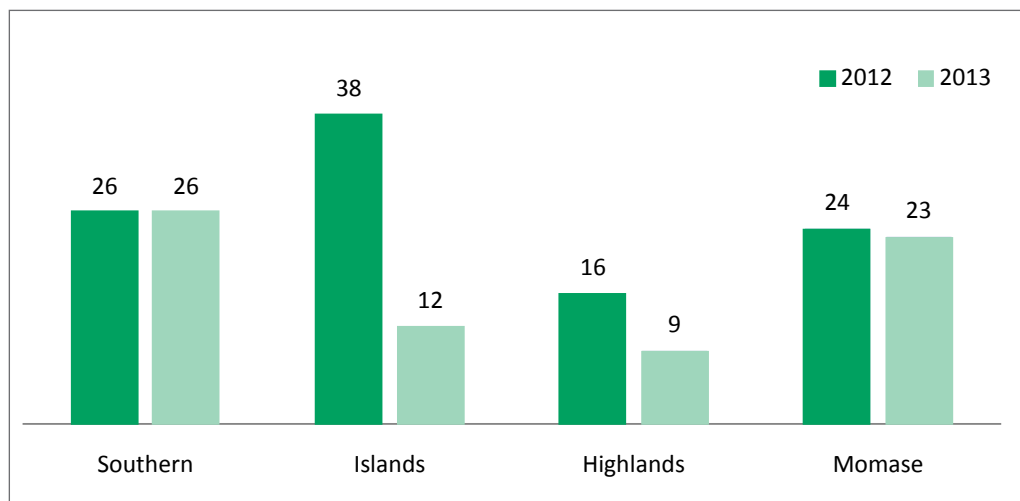
Correctional Institutions	Convicted	Remanded
Baisu (Highlands Region)	6	5
Beon (Momase Region)	4	5
Bihute (Highlands Region)	1	7
Biru (Southern Region)	1	0
Bomana (Southern Region)	14	32
Boram (Momase Region)	12	0
Buimo (Momase Region)	15	7
Giligili (Southern Region)	4	5
Kavieng (Islands Region)	4	5
Lakiemata (Islands Region)	3	3
Manus (Islands Region)	2	0
Vanimo (Momase Region)	3	9
TOTAL	69	78

¹³⁴ Source: DJAG reported data, February 2014

¹³⁵ Ibid

In 2013, 69 convicted juveniles and 78 juveniles were remanded in Correctional Institutions all over the country. The highest number of juvenile offenders was at Bomana Correctional Institution in Post Moresby. DJAG will consider issues relating to juveniles (e.g. relocating juveniles in CI or juvenile detention facilities) in CS institutions in 2014.

Graph 2 – Number of adults supervised on Community Work Orders, by region¹³⁶



In 2013, a total of 70 adults were supervised on Community Work Orders which reduced from 104 in 2012. This is mainly due to over 68% reduction in Islands Region (from 38 adults in 2012 to 12 adults in 2013). Out of 70 adults supervised on CWOs in 2013, there were 6 females (9%) of which 2 were from Southern, 3 from Highlands and 1 from Momase.

Table 6 – Parole Board statistics, by year¹³⁷

Correctional Institutions	2012	2013
Number of Parole Board meetings	4	5
Number of parole applications deliberated	224	202
Number of parole granted	128	86
Number of parole refused	96	116
Number of parolees/detainees discharged	15	11
% of parole granted over applications	57%	43%

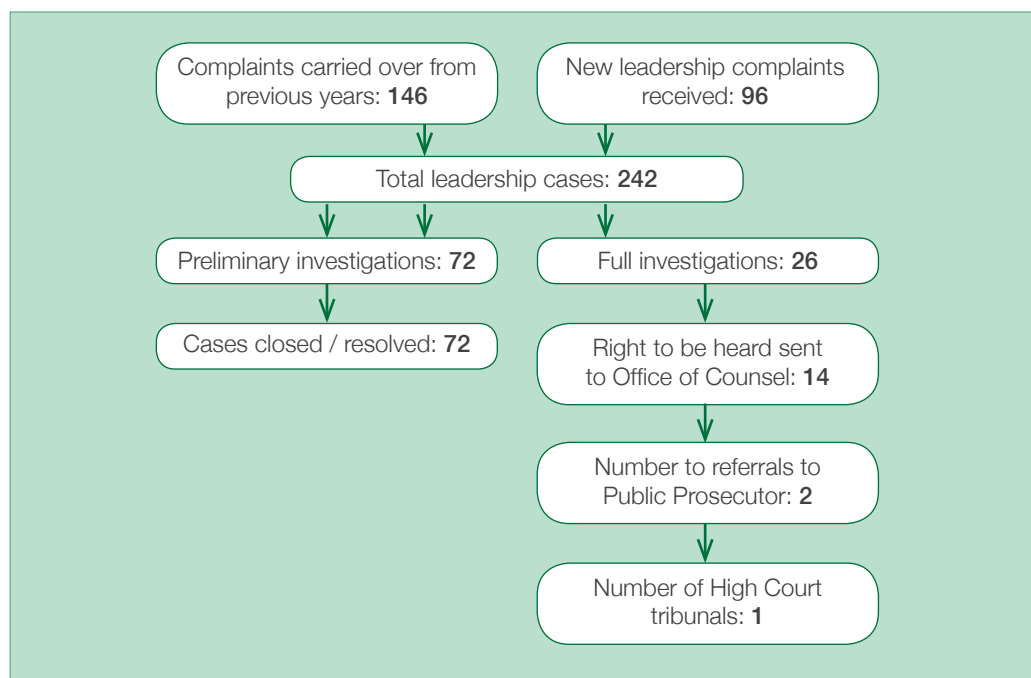
¹³⁶ 102 Source: DJAG 2013 reported data

¹³⁷ Ibid

In 2013, the Parole Board granted 43% of applications out of 202 parole applications deliberated by the Board. There were 11 parolees who completed their parole or who were discharged in 2013.

QUANTITATIVE STATISTICS

Graph 3 – Ombudsman Commission: 2013 Leadership complaints statistics¹³⁸



In 2013, OC received 96 new leadership complaints from the public. There were 146 leadership cases carried over from previous years. Out of 242 active leadership cases, 40% were closed in 2013 (i.e. 72 preliminary investigations and 26 full investigations).

Table 7 – Number of prisoners engaged in rehabilitation programs, 2012 to 2013¹³⁹

	Southern	Momase	Islands	Highlands	Total
Prison Industry Projects	305	124	160	114	703
Sports and recreation	–	11	16	–	27
Education and training	211	171	132	188	702
Religious program	115	–	–	–	115
TOTAL	631	306	308	302	1,547
% out of prison population	50%	25%	48%	36%	39%

¹³⁸ Source: OC reported data, March 2014

¹³⁹ Source: CS reported data, May 2014

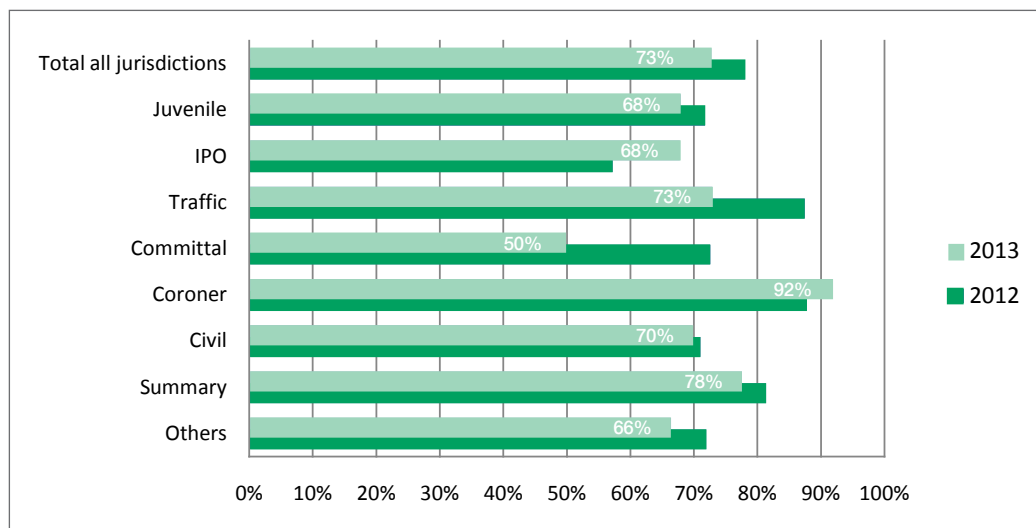
A total of 702 detainees were engaged in education and training programs organised by CS. In Bomana CI, 60 detainees completed Bible classes and 55 are undertaking Cross Road Bible studies from Western Australia Program. During the period 2012 to 2013, a total of 703 detainees were involved in CS Prison Industry Projects. Across all CIs, detainees participated in gardening, piggery, farming, oil palm, poultry, livestock, carpentry, industrial projects, plumbing, electrical and mechanical projects.



A measure of how economically our resources are converted to results

QUANTITATIVE STATISTICS

Graph 4 – Percentage of cases completed by selected jurisdictions, MS, 2013¹⁴⁰



In 2013, MS had 53,275 active cases, an increase by about 7% from 49,932 cases in 2012. MS completed or issued 68% of Interim Protection Order (IPO) applications received in 2013, an increase from 57% completed in 2012. Out of 1,014 IPO applications, 687 were completed in 2013.

Table 8 – Court workload, by year

	2012	2013
Number of Village Court Officials ¹⁴¹		18,962
Number of complaints dealt with by Village Courts ¹⁴²		33,099
Number of land mediation matters dealt with by Village Courts ¹⁴³		72,474
Number of Magistrates ¹⁴⁴	87	93
Number District Courts active cases ¹⁴⁵	49,932	53,275
Estimated number of cases per Magistrate	574	573
Estimated number of completed cases per Magistrate	448	417
Number of Judges dealing with criminal cases	22	22
Number of active criminal cases ¹⁴⁶	2,357	2,150
Estimated number of criminal cases per Judge ¹⁴⁷	107	98

On average, each Magistrate handled up to 573 cases in 2013 while each Judge handled up to 98 active criminal cases during the year. Approximately 417 cases were completed by each Magistrate in 2013.

¹⁴⁰ Source: MS website, 18 March 2014

¹⁴¹ Source: VC&LMS reported data based on a sample of data from selected Village Courts, March 2014

¹⁴² Ibid

¹⁴³ Ibid

¹⁴⁴ Source: MS reported data, February 2014

¹⁴⁵ Source: MS website, 18 March 2014

¹⁴⁶ Source: OPP reported data, March 2014

¹⁴⁷ Civil cases, appeals and other matters dealt with by Judges are not included in the workload figure

QUANTITATIVE STATISTICS

Table 9 – Land Court statistics, by year¹⁴⁸

	2012	2013
Total Land Court cases	350	254
Total Land Court cases completed	112	66
% completed	32%	26%

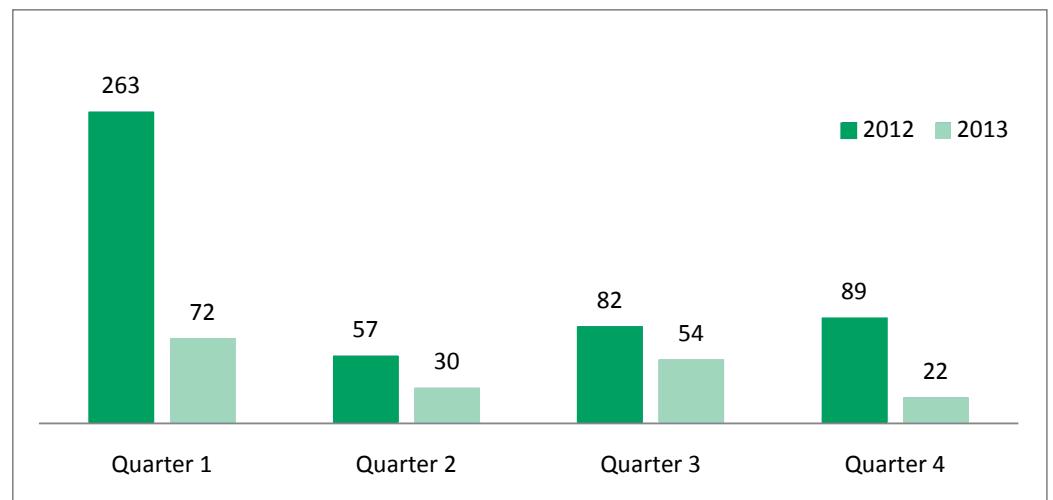
Magistrates also conduct land courts at district level. In 2013, there were 254 Land Court cases, 66 of which were completed during the year.

Table 10 – Village Court statistics by region, 2013¹⁴⁹

	Southern	Momase	Islands	Highlands
Number of VC mediation conducted	3,279	2,980	2,563	4,093
Number of VC sittings	3,023	3,271	3,043	9,928
Number of Imprisonment Order	756	515	197	2,409
Number of complaints dealt with	7,810	6,357	4,945	13,987
Number of land mediation matters	11,874	24,132	10,524	25,944
Total number of Village Courts	339	368	16	671

From a sample data of selected Village Courts, the number of VC mediations conducted ranges from 2,563 in Islands Region to 4,093 in Highlands Region. A total of 33,099 complaints were dealt with by Village Courts and about 72,474 land mediation matters were dealt with during 2013.

Graph 5 – State Solicitor’s advice turnaround days on commercial matters¹⁵⁰



¹⁴⁸ Source: MS reported data, February 2014. Note that MS report was based on data collected through DCECMS on 20 February 2014 for some court locations only.

¹⁴⁹ Source: VC&LMS reported data based on a sample of data from selected Village Courts, April 2014

¹⁵⁰ Source: State Solicitor’s Office, DJAG reported data, February 2014

In 2013, DJAG’s State Solicitor reduced its turnaround days for commercial advice from 89 days during 2012 quarter 4 to 22 days of the same period in 2013. This is a major improvement in timeliness of service and an example of improved efficiency within the sector.

QUANTITATIVE STATISTICS

Table 11 – Correctional Service prison population, 2013¹⁵¹

	Convicted	Remanded	Total Detainees	Holding capacity	Custodial Staff Strength	Prisoner to staff ratio
Baisu (WHP, Highlands)	180	117	297	600	55	5 : 1
Barawagi (Chimbu, Highlands)	122	45	167	164	54	3 : 1
Beon (Madang, Momase)	280	50	330	430	78	4 : 1
Bihute (EHP, Highlands)	155	102	257	184	62	4 : 1
Biru (Northern Province, Southern)	73	30	103	174	46	2 : 1
Bomana (NCD, Southern)	323	199	522	600	212	2 : 1
Boram (ESP, Momase)	107	56	163	262	64	3 : 1
Bui-lebi (SHP, Highlands)	50	45	95	192	44	2 : 1
Buimo (Morobe, Momase)	439	191	630	436	94	7 : 1
Buka (NSP, Islands)	76	21	97	50	39	2 : 1
Bundaira (EHP, Highlands)	16	0	16	200	32	1 : 1
Giligili (Milne Bay, Southern)	146	84	230	134	42	6 : 1
Kavieng (NIP, Islands)	234	41	275	208	48	6 : 1
Kerevat (ENBP, Islands)	278	50	328	394	68	5 : 1
Lakiemata (WNBP, Islands)	180	43	223	192	49	5 : 1
Lorengau (Manus, Islands)	29	19	48	50	13	4 : 1
Ningerum (WP, Southern)	70	10	80	30	17	5 : 1
Vanimo (WSP, Momase)	79	21	100	66	30	3 : 1
TOTAL	2,837	1,124	3,961	4,366		

In 2013, there were 3,961 detainees located across 19 Correctional Institutions. The prisoner to staff ratio varies; from 1 prisoner to 1 custodial staff at Bundaira CI to 7 prisoners to 1 custodial staff at Buimo CI.

Table 12 – Law and Justice Sector expenditure, by year

	2012 Actual Expenditure ¹⁵² ('000 Kina)	2013 Final Appropriation ¹⁵³ ('000 Kina)	2013 Actual Expenditure ¹⁵⁴ ('000 Kina)	% over total 2013 LJS expenditure
Department of Justice and Attorney General	68,212	61,101	57,600	8.4%
Magisterial Service	46,462	38,618	53,915	7.9%
Correctional Service	148,644	104,825	94,848	13.8%
Royal PNG Constabulary	321,359	363,451	350,957	51.1%
Office of the Public Prosecutor	6,695	6,916	6,530	1.0%
Public Solicitor's Office	9,464	11,731	10,263	1.5%
National Judicial Staff Services	86,717	78,474	89,579	13.0%
Ombudsman Commission	17,518	18,115	17,283	2.5%
Legal Training Institute	2,366	2,453	2,453	0.4%
Constitutional Law Reform Commission	4,261	3,017	3,007	0.4%
Total LJS expenditure funded by GoPNG	711,697	688,704	686,446	100.0%
LJS over total PNG Govt expenditure	8.1%		5.5%	
Total PNG Govt expenditure	8,785,100	13,031,075	12,881,941	

¹⁵¹ Source: CS reported data, April 2014

¹⁵² Source: GoPNG Budget Paper 2013, includes recurrent and development expenditures including donor funding

¹⁵³ Source: 2013 Provisional Final Budget Outcome, PNG Department of Treasury, 31 March 2014 (includes recurrent and development expenditures funded by Government of PNG), excluding donor funding

¹⁵⁴ Ibid

In 2013, the Government of PNG spent over K686 million on law and justice sector agencies, over 51.5% of which were spent on policing.

QUANTITATIVE STATISTICS

Table 13 – Law and Justice Sector accountability measure¹⁵⁵

	Current Corporate Plan	Published 2012 Annual Report	Internal Audit Committee ¹⁵⁶
Magisterial Service	✓	Printing	✓
Correctional Service	✓	Draft	✓
Ombudsman Commission	✓	Draft	✓
Royal PNG Constabulary	✓	Draft	–
Department of Justice and Attorney General	✓	✓	✓
National Judicial Staff Services	✓	Draft (approval stage)	✓
Office of the Public Prosecutor	✓	Draft	–
Public Solicitor's Office	Draft	Draft	–

In 2013, almost all Law and Justice Sector agencies have a current Corporate Plan. DJAG published its 2012 Annual Management Report while MS is currently printing its 2012 Annual Report. MS, DJAG, CS and OC have an Internal Audit Committee or Audit Unit. NJSS has an Internal Audit Division as well as an Audit Committee.

Table 14 – Ombudsman Commission selected statistics, by year¹⁵⁷

	2012	2013
Number of administrative complaints received	1045	1384
Number of administrative complaints investigated	Not available	210
Number of administrative complaints resolved/closed	Not available	197
Number of police cases oversighted	27	54
Number of police cases closed or resolved	43	30

¹⁵⁵ Source: Law and Justice Sector agencies reported data, March to April 2014

¹⁵⁶ Indicates agencies with Internal Audit Committee however, we are unable to confirm 'functioning internal audit committee'. The principal criteria for a functioning internal audit committee is that it is meeting quarterly and has an adequate complement of independent members and chair with a quorum from relevant areas.

¹⁵⁷ Source: OC reported data, March 2014

¹⁵⁸ Papua New Guinean Understanding of Corruption: Insights from a nine-province survey, Transparency International PNG, July 2013, page 40

In 2013, OC received 1,384 administrative complaints from the public. Out of 210 complaints investigated by OC, 197 cases (94%) were closed or resolved. The top three agencies most complained about were the Police, Correctional Service and East Sepik Provincial Administration (ESP).

A report from Transparency International PNG¹⁵⁸ shows that 51% of 1,825 survey respondents believed that the Ombudsman Commission was "totally/mostly effective" in fighting corruption, 8% "knows OC but doesn't know how effective", 14% "don't know" and 27% believed that OC was "partly effective/ineffective". The same survey reported that only 30% of respondents believed that the Police was "totally/mostly effective" in fighting corruption, and 66% believed that the Police was "partly effective/ineffective".

Table 15 – Claims against the State, by year¹⁵⁹

	2012	2013
Number of cases opened during the year	1185	1504
Number of active cases ¹⁶⁰ during the year	5928	6588
Number of cases closed	373	3032
Amount of judgement debt paid	K9,949,359.52	K60,836,152.70

In 2013, DJAG's Office of the Solicitor General opened 1,504 cases in 2013, an increase by 27% from 2012 (1,185 cases). The Office of the Solicitor General (OSG) worked hard in attending to existing cases and backlog with over 3,000 cases closed in 2013 in comparison with 373 cases closed in 2012. Most of the claims paid in 2013 were from 2012 and 2013 judgements, which indicates that OSG is becoming current with payments and progressively reducing interest liability.

Table 16 – Number of cases against GoPNG agencies, by year¹⁶¹

Correctional Institutions	2012	2013
RPNGC	372	461
Lands & Physical Planning	117	125
Provincial & Local Level Governments	98	133
Works	34	54
Correctional Services	31	26
Petroleum & Energy	27	13
Defence	23	28
Justice & Attorney General	20	39
Education	14	46
Finance	12	30
Health	4	14
Others	433	535
TOTAL	1185	1504

¹⁵⁹ Source: DJAG (Office of Solicitor General) reported data, February 2014

¹⁶⁰ Office of Solicitor General active cases include cases opened before the reference year

¹⁶¹ Source: DJAG (Office of Solicitor General) reported data, February 2014

The number of claims against the Police increased by 24%, from 372 cases in 2012 to 461 cases in 2013. The highest percentage increase of over 250% was with the National Department of Health (from 4 cases to 14 cases). Over 30% of claims were against RPNGC and about 9% were claims against provincial and local level governments.



A measure of equitable access to services we provide

QUANTITATIVE STATISTICS

Table 17 – Law and Justice Sector Staff on Strength (SOS)¹⁶²

	Total SOS 2013	% Male 2013	% Female 2013	% Female 2012
Magisterial Services	510	62%	38%	36%
Magistrates	93	76%	24%	13%
Support staff & registry	417	58%	42%	
Correctional Services	1,355	85%	15%	15%
Uniformed	1,328	85%	15%	15%
Civilians and casuals	27	44%	56%	56%
Ombudsman Commission	92	55%	45%	
Royal PNG Constabulary	6,098	88%	12%	9%
Uniformed	5,724	90%	10%	3%
Civilians and casuals	374	44%	56%	
Department of Justice and Attorney General	380	48%	52%	48%
Legal	82	45%	55%	
Non Legal	299	49%	51%	
National Judicial Staff Services¹⁶³	714	68%	32%	
Judges	30	93%	7%	7%
Staff	684	67%	33%	33%
Office of the Public Prosecutor	77	50%	50%	
Legal Officers	44	61%	39%	
Non legal	33	36%	64%	
Public Solicitor's Office	158	56%	44%	
Legal Officers	71	69%	31%	
Corporate	87	46%	54%	

In 2013, DJAG and OPP had about the same number if not more women than men employees. The percentage of female magistrates increased from 13% in 2012 to 24% in 2013.

Table 18 – Number of judges by province 2013¹⁶⁴

Province	Number of Judges	Province	Number of Judges
Port Moresby (NCD)	11	Mendi (SHP)	1
Mt Hagen (WHP)	3	Kimbe (WNBK)	1
Lae (Morobe)	3	Wabag (Enga)	1
Kokopo (ENBP)	2	Kundiawa (Chimbu)	1
Goroka (EHP)	2	Alotau (Milne Bay)	1
Wewak (East Sepik)	2	Buka (ARB)	1
Madang (Madang)	1		
Total Number of Judges	30		

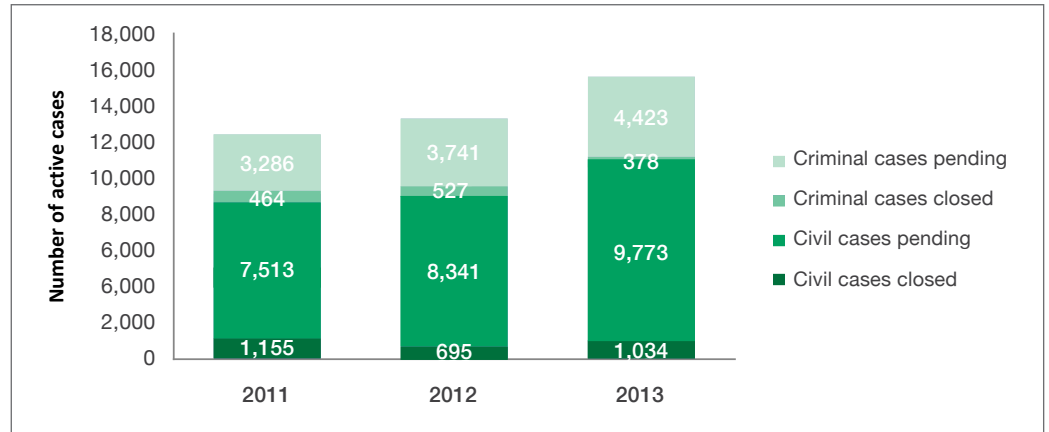
¹⁶² Source: Law and Justice sector agencies reported data, February to April 2014

¹⁶³ NJSS number as at 14 April 2014

¹⁶⁴ Source: NJSS reported data, April 2014

The 'National Judiciary Annual Court Calendar' provides coverage to 35 separate locations within all provinces, with a mixture of permanent locations, regular circuit locations and occasional circuit locations. It is planned to open up new National Courts with Resident Judges in New Ireland (Kavieng) and Hela (Tari) in 2014/15.

Graph 6 – Legal assistance provided by the Public Solicitor’s office¹⁶⁵



In 2013, PSO was managing 15,608 active cases, an increase by 17% from 2012 figure of 13,304 cases. There were 378 criminal cases closed and 1,034 civil cases closed in 2013. A total of 3,372 new cases (2,313 civil and 1,059 criminal) were opened in 2013. The 2013 PSO data indicates that the ratio of **Closed: Open** civil cases is 0.44, and for criminal cases is 0.36. This ratio would ideally be 1.00 for PSO to be processing the volume of incoming cases. For both civil and criminal cases, around 75% remain pending.

Table 19 – Officials per 100,000 people, 2013

Number per 100,000 people (PNG) ¹⁶⁶	Some international comparisons ¹⁶⁷
74 uniformed police per 100,000 people	<ul style="list-style-type: none"> 1,065 police per 100,000 people (highest all countries: Kuwait, 2002) 268 operational police per 100,000 people (Australia 2012-13) 277 police per 100,000 people (Vanuatu 2012) 15 police per 100,000 people (lowest of all countries: Venezuela 2002)
1.2 Magistrates per 100,000 people 0.5 Judges per 100,000 people	<ul style="list-style-type: none"> 50 professional judges per 100,000 (highest all countries: Slovenia, 2006) 4.7 judicial officers per 100,000 people (Australia 2012-13) 0.7 professional judges per 100,000 people (second lowest after PNG: Zimbabwe, 2000)
0.9 PSO Legal Officers per 100,000 people 0.6 OPP Legal Officers per 100,000 people 1.1 DJAG Legal Officers per 100,000 people	

¹⁶⁵ Source: PSO reported data, March 2014

¹⁶⁶ Sources: LJS agencies reported data, 2013 PNG population estimate of 7.7 million derived from National Statistics Office 2011 Census report

¹⁶⁷ Sources: Australia’s Report on Government Service, 2014 and International Statistics on Crime and Criminal Justice, UNODC, 2010

¹⁶⁸ Source: PALJP Fact Sheet, April 2014

The number of officials per 100,000 people represents the measure of access with law and justice services. In 2013, there were 74 uniformed police officers per 100,000 people in PNG, or approximately 1,303 people per 1 uniformed police officer. There were about 1.2 magistrates per 100,000 people and 1.1 DJAG legal officers per 100,000 people.

Over 1,300 women were appointed as officials in Village Courts (7% of 18,962 VC officials), with an estimated 900 women formally appointed as Village Magistrates and many more in the process of appointment and/or being recruited.¹⁶⁸

Acronyms

AFP – Australian Federal police	NCD – National Capital District
APR – Annual Performance Report	NCM – National Coordinating Mechanism
ARB – Autonomous Region of Bougainville	NEC – National Executive Council
CI – Correctional Institution	NIP – New Ireland Province
CIRU – Correctional Industries and Rehabilitation Unit	NJSS – National Judicial Staff Services
CJE – Centre for Judicial Excellence	OC – Ombudsman Commission
CJSC – Community Justice Service Centre	OPP – Office of the Public Prosecutor
CPI – Corruption Perceptions Index	OSG – Office of the Solicitor General
CS – Correctional Services	PALJP – Papua New Guinea-Australia Law and Justice Partnership
CSO – Constabulary Standing Orders	PJC – Provincial Justice Centre
DCECMS – District Court Electronic Case Management System	PLLSMA – Provincial & Local Level Service Monitoring Authority
DJAG – Department of Justice and Attorney General	PMF – Performance Monitoring Framework
EEO – Equal Employment Opportunity	PNG – Papua New Guinea
EHP – Eastern Highlands Province	PNGDF – Papua New Guinea Defence Force
ENBP – East New Britain Province	PSO – Public Solicitor's Office
ESP – East Sepik Province	RPNGC – Royal Papua New Guinea Constabulary
FSV – Family and Sexual Violence	SHP – Southern Highlands Province
FSVU – Family and Sexual Violence Unit	SSF – Sector Strategic Framework
GoPNG – Government of Papua New Guinea	VC – Village Court
HIV/AIDS – Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome	VCO – Village Court Officials
IPO – Interim Protection Order	VC&LMS – Village Courts and Land Mediation Secretariat
IT – Information Technology	WNBP – West New Britain Province
JLSC – Judicial Legal Services Commission	WHP – Western Highlands Province
L&J – Law and Justice	WP – Western Province
LAD – Legal Aid Desk	WSP – West Sepik Province
LJS – Law and Justice Sector	
LJSS – Law and Justice Sector Secretariat	
LJSWG – Law and Justice Sector Working Group	
LLG – Local Level Government	
LNG – Liquefied natural gas	
LTI – Legal Training Institute	
MoA – Memorandum of Agreement	
MoU – Memorandum of Understanding	
MS – Magisterial Services	
MTDP – Medium Term Development Plan	

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1. Cover: Photo of traditional bilum from the Morobe Patrol Post area, John Kipong
2. PNG Region Highlights Divider and PNG maps with Agency Service Locations: Map of PNG, John Kipong
3. Goal 1 Story, 'More Police': Photo of 2013 Police Graduates, RPNGC
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5. Goal 3 Story, 'Second Chance in Life': Photo of Boram CI Literacy Program, PNG Bible Society Literacy Program Report to CS
6. Goal 4 Story, 'Complaints Taken Seriously': Photo of OC Investigators and Police during oversight investigation, OC
7. Goal 5 Story, 'More lawyers': Photo of LTI's new auditorium and 2014 LTI students, John Kipong



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