



# ROYAL PAPUA NEW GUINEA CONSTABULARY CORPORATE PLAN

---

## 2021 – 2030



*Securing a Safer Community in Partnership*

This page is intentionally left blank.

All enquiries on the Corporate Plan can be addressed to:  
Assistant Commissioner of Police  
Policy and Planning Division  
National Police Headquarters  
Post Office Box 85  
Konedobu, 121, National Capital District

Phone: 32263115/3226191

Email: [acp.policy\\_planning@police.gov.pg](mailto:acp.policy_planning@police.gov.pg)

## Contents

Message from the Police Minister.....	4
Commissioner's Statement.....	6
Authority to Develop this Plan.....	8
Overview of the RPNGC	
• The RPNGC's Mandate.....	9
• The Organisational Structure.....	10
• Mission, Vision, and Values.....	11
• Our Key Partners.....	12
• Our Operating Environment.....	13
• Key Challenges Affecting the RPNGC.....	14
Future/Strategic Direction.....	15
Corporate Goals	
• Goal 1: To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community- based policing strategies.....	16
• Goal 2: To investigate and prosecute all offenders according to the laws.....	17
• Goal 3: To improve discipline, uphold the principles of good governance, and strengthen internal management.....	18
• Goal 4: To build and rehabilitate police infrastructure, acquire and maintain physical assets, and modernise information and communications technology.....	19
• Goal 5: To develop and manage a competent workforce and deliver a professional police service.....	20
• Goal 6: To enhance and foster partnerships with, existing and emerging, key stakeholders to advance the RPNGC's strategic priorities and respond to government reforms .....	21
Enablers of the Corporate Plan.....	22
Performance Monitoring and Evaluation Framework.....	23
RPNGC Business Model.....	24
RPNGC Corporate Plan Chart.....	25
Code of Ethics.....	26
Sir, Robert Peels Principles of Law Enforcement 1829 .....	27
References.....	28

## Message from the Police Minister



The Royal Papua New Guinea Constabulary (RPNGC) is proud to contribute to Papua New Guinea's development by incorporating the Government of Papua New Guinea's (GoPNG) broad visions and development priorities into its Corporate Plan. The Corporate Plan rationalises, re-aligns, and streamlines RPNGC's activities with Vision 2050, National Strategic Plan 2010-2030, and the Medium Term Development Plan (MTDP) III. It incorporates the GoPNG's "reduce crime" and "capacity building" agendas as part of its strategies to enhance crime prevention and preserve peace and good order.

The Corporate Plan is a guide towards achieving Vision 2050 – an ideal development strategy that guides PNG's socio-economic development. It considers all objectives and policies to achieve a high quality of life, including security for all Papua New Guineans. The security of our people must be protected, and this remains the RPNGC's primary role. We aim to better our people's lives by securing the future through sustainable and achievable law and order strategies and providing a secure environment conducive to economic growth.

As the Minister responsible for the Department of Police, I am pleased to say that the Corporate Plan framework captures the national goals, deliverable targets and activities for program and activity managers in the RPNGC.

One of the primary ways to achieve optimum results is through alliances with the community. As such, the Corporate Plan lays the foundation for collaborative efforts between the RPNGC and partner agencies, including the national and provincial governments and administrations, local level governments, Law and Justice Sector, national government departments and agencies, churches, non-government organisations (NGOs), development partners, and donor agencies.

Through the RPNGC, the national government challenges all our valued policing partners to collaboratively and holistically embrace the Corporate Plan to improve our people's lives by making security, and law and order a responsibility for all.

As the Minister, I am committed to ensuring that needed budgetary support from the national government is secured to advance the RPNGC's corporate goals. The Commissioner of Police and his executive management team will work within the spirit of this Corporate Plan to achieve the corporate goals.

A handwritten signature in blue ink, appearing to read "William Onglo". The signature is stylized with a large, sweeping initial "W" and "O".

**Hon. William Onglo, MP**  
**Minister for Police**

## Commissioner's Statement



The Royal Papua New Guinea Constabulary (RPNGC) is the mandated organisation responsible for its citizens' internal security and safety. Corporate Plan 2021 – 2030 outlines the goals and strategies to fulfil this mandatory obligation. This plan aligns with the government's broader policies, including PNG Vision 2050, PNG Development Strategic Plan 2010-2030, and the Medium Term Development Plan III (MTDP III) 2018-2022. It also captures the recommendations of the Police Administrative Review 2004, the PNG Law & Justice Integrity Review 2011, The Social and Law and Order Sector Strategic Framework and the True Cost of Policing Study in PNG 2020.

The Corporate Plan 2021 – 2030 is largely an extension of Corporate Plan 2011-2020, launched in 2012. The internal environment then was quite turbulent. At the executive levels, constant changes created instability and insecurity, which had implications on monitoring, evaluating, and reporting on the plan. Upon my appointment as the Commissioner of Police in December 2019, I was directed by Prime Minister Honorable James Marape, MP, to rebuild the police force. I intend to rebuild the police force through leadership, discipline and accountability. This intention can be realised through a calculated and measured implementation of this Corporate Plan. I intend to review and address the governance issues that will reform the RPNGC, thus restoring community confidence in the organisation. I have embarked on rebuilding discipline, strengthening command and control, instituting a program of reforms in key corporate service functions, and restructuring the organisation, supported by capability and capacity building. To further advance these ambitions, and, more generally, the RPNGC's aspirations, the organisation has set out its goals, and they are:

- To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community- based policing strategies;
- To investigate and prosecute all offenders according to the laws and through the use of professional and timely investigation methods;
- To improve discipline, uphold the principles of good governance, and strengthen internal management;
- To build and rehabilitate police infrastructure, acquire and maintain physical assets, and modernise information and communications technology;
- To develop and manage a competent workforce, and deliver a professional police service; and
- To enhance and foster partnerships with, existing and emerging, key stakeholders to advance the RPNGC's strategic priorities and respond to government reforms.

Responsibility and accountability are critical aspects to achieving this Corporate Plan. It is the responsibility of program and activity managers to translate these broad plans into achievable outcomes. Monitoring and evaluation are equally important as they reveal shortfalls and offer paths for learning and improvement.



Improving police service delivery at the lower levels of government, particularly at the local-level, ward zone, and ward headquarters, as stipulated by the *Planning & Monitoring Responsibility Act 2016*, is challenging. It requires adequate support from the national and peripheral governments. As the Commissioner of Police, I call for cooperation and coordination of all police resources under your commands and stewardship to implement this plan and other cascading plans to improve service delivery at the ward and village levels.

Minimising law and order problems in the country requires broader community commitment and support. Accordingly, the RPNGC continues to forge and develop alliances with civil society, national, and international partners to further its strategic priorities and agendas. Our vision to be a professional and trusted community-oriented police service is challenging. Let us be optimistic and work diligently and consistently to prevent law and order violations and promote a safe and secure community. I am committed to ensuring that enablers of police service delivery are made available and call upon all managers and commanders to work together to secure a safer community.



**David Manning, MBE, QPM, DPS**  
**Commissioner of Police**

## Authority to Develop the Corporate Plan

---

### **Constitution of PNG**

The Constitution outlines the RPNGC's mandates. The Corporate Plan is developed to fulfil the constitutional mandates.

### **Police Act 1998**

The *Police Act 1998* is the legislation that provides the legal framework to amend and consolidate the law relating to the regulation of the RPNGC. Provisions of this legislation call for the production of annual reports, which derive from the Corporate Plan.

### **PNG Planning & Monitoring Responsibility Act 2016**

The *PNG Planning & Monitoring Responsibility Act 2016* makes it mandatory for all state-funded agencies and departments, including the RPNGC, to develop, monitor, evaluate and report on the implementation of their plans. The Corporate Plan provides a framework for planning and monitoring.

### **Public Finance (Management) Act 2016**

The *Public Finance (Management) Act 2016* reinforces the Department of Finance's role in ensuring and delivering sound public financial management and aims to bring systems in line with modernised twenty-first century business global practices. This legislation influences and authorise good governance and financial management in the Corporate Plan.

### **Constabulary Standing Order 2014**

Chapter 1, sub-sections 1.7.4 (1), (a), (b), (c) and (d) of the Constabulary Standing Orders elaborates the importance of Corporate Plans, the processes involved in developing, implementing, monitoring and reporting subsidiary plans, and the responsibilities of Program and Activity Managers in respect to Corporate Plans.

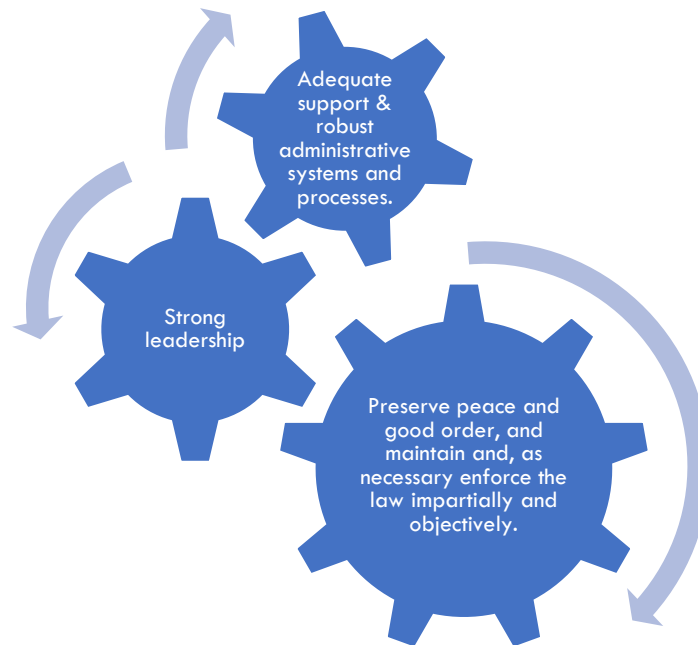


## Overview of the Royal Papua New Guinea Constabulary

### The RPNGC's Mandate

Section 197 of the Constitution of Papua New Guinea mandates the RPNGC to:

- preserve peace and good order, and
- maintain and, as necessary, enforce the law impartially and objectively.

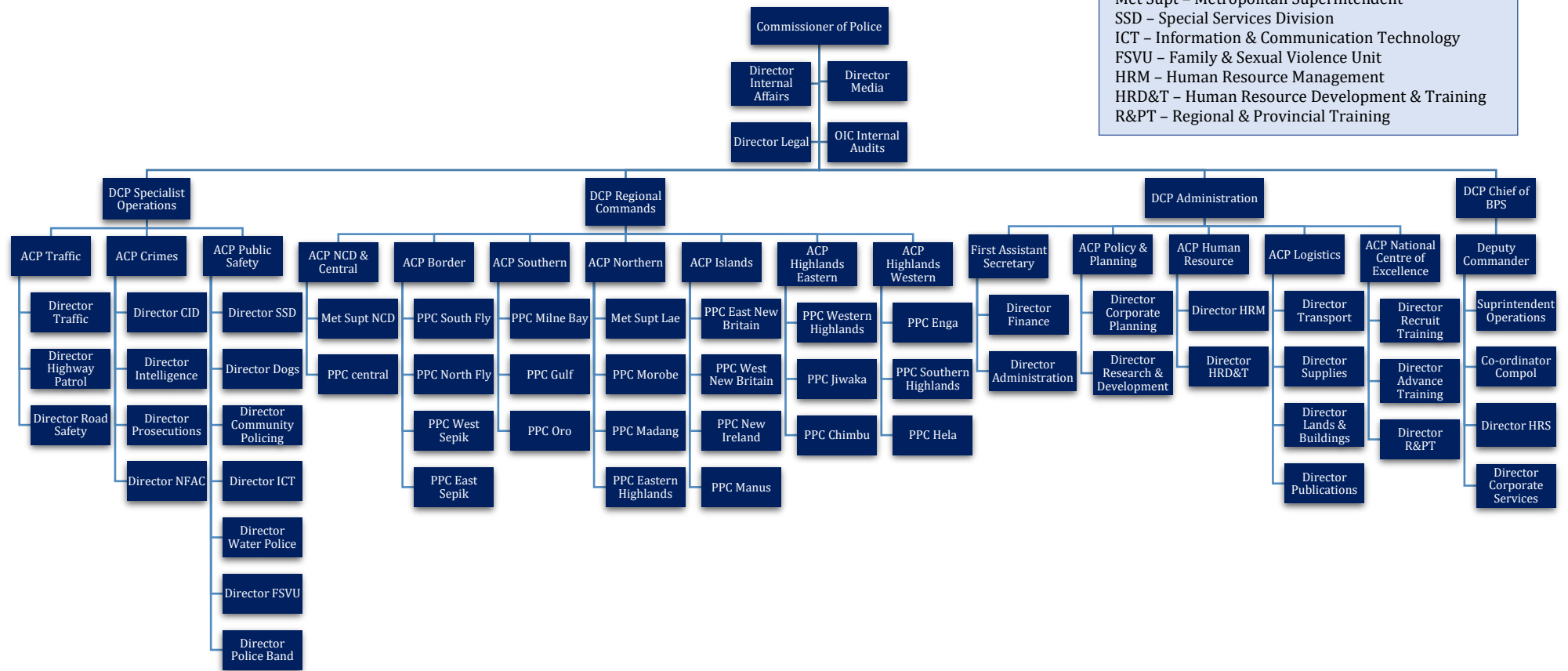


These mandatory obligations come under the superintendence of the Commissioner of Police, who ensures that the binding commitments are carried out according to the *Police Act 1998* and other Acts of Parliament.

Adequate support and robust administrative systems and processes must be in place for the RPNGC to effectively carry out its mandatory requirements.

Furthermore, there must be strong leadership in strategic positions to strengthen discipline, accountability and good governance.

## RPNGC Organisational Structure



The current organisational structure is under review with the aim of enabling the RPNGC to meet current and anticipated policing requirements to 2030.

## Vision, Mission, and Corporate Values

---

### Vision

To be a professional and trusted community-oriented Police Service

### Mission

Securing a safer community in partnership.

### Core Corporate Values

Our Code of Ethics (see page 26) outlines the standards expected of every member of the RPNGC when they discharge their respective duties and responsibilities. The following corporate values reinforce our desire to strive for excellence in the conduct of our personal and professional life.

**Accountability:** We acknowledge that the RPNGC is a public service delivering organisation with funding support from the national government and other partners' support. We will maintain accountability to our stakeholders within the organisation, donor partners, the community, and the national government.

**Commitment:** We are loyal to our police service, our communities and our country. We are diligent in the performance and carriage of our duties. We are resilient and steadfast in facing the challenges of policing in PNG.

**Customer Focus:** We are an organisation charged with the responsibility of delivering policing services. We do this with a focus on meeting the needs and expectations of all our stakeholders.

**Fairness:** We acknowledge that there are people of various ethnical backgrounds, professions, and abilities and disabilities within the organisations and communities. We will treat everyone equally with due considerations and diligence without fear, favour, malice or ill-will.

**Integrity:** Integrity is at the heart of policing. It is central to winning and maintaining community confidence and support for the vital work that the RPNGC has to do for and on behalf of the government and the community.

**Professionalism:** We strive to be highly professional in earning the trust and respect of our colleagues, partner organisations and communities by being honest, disciplined and accountable.

**Responsibility:** The RPNGC will take full responsibility for the conduct of its staff in their conduct of delivering Policing Services in communities across the country.

**Teamwork:** We acknowledge and value that collective efforts achieve more. We support and cooperate in our service to our communities.

## Our Key Partners

---

### Central Government Agencies

Department of Prime Minister and National Executive Council  
 Department of Treasury  
 Department of Finance  
 Department of Personnel Management  
 Department of National Planning and Monitoring  
 Department of Provincial and Local Government Affairs

### Line Government Departments

Papua New Guinea Defence Force/Department of Defence  
 Department of Health  
 Department of Education  
 Department of Higher Education, Research, Science and Technology (DHERST)  
 Department of Community Development & Religion  
 Department of Transport  
 Department of Information and Communications Technology

### Sector Agencies

Law and Justice Sector (All Members)  
 Social, Law and Order Sector (All Members)

### Development Partners

Papua New Guinea-Australia Policing Partnership (PNG-APP)  
 Justice Services and Stability for Development  
 European Union (EU)  
 United Nations Development Programme (UNDP)

### Others

Churches  
 District Development Authorities  
 Provincial Administrations  
 Internal Revenue Commission  
 PNG Immigration and Citizenship Authority  
 National Fisheries Authority  
 PNG Customs Service  
 Independent Consumer and Competition Commission  
 National Information and Communications Technology Authority (NICTA)  
 University of Papua New Guinea (UPNG)  
 Divine Word University  
 PNG Institute of Public Administration (PNGIPA)  
 National Research Institute (NRI)

## Our Operating Environment

### Background on Corporate Planning in the RPNGC

The RPNGC has used the Corporate Planning process since the mid-1980s. The planning process has become an essential part of RPNGC's administrative functions. The RPNGC Strategic Management Process integrates various levels of plans within the organisation, their implementation, and the monitoring, evaluation and reporting on results, as depicted in Figure 1.

**Figure 1: Planning and Reporting Process**



The RPNGC Corporate Plan is aligned with the national government's higher-level plans that include Vision 2050, Development Strategic Plan 2010-2030, and Medium-Term Development Plan III 2018-2022. It also incorporates the intent of other government policies and legislative arrangements.

This Corporate Plan is for ten years (2021 - 2030), and it captures six main corporate goals (page 16-21). The Corporate Plan is broad and high-level. The Management Action Plan (MAP) operationalises the Corporate Plan. It identifies priority areas, delegates responsibilities, and holds program and activity managers accountable. The MAP sets the pace for Strategic and Actions Plans. Program Managers (Assistant Commissioners) develop their divisional strategic plans to fulfil the executive management's development agendas, captured in the MAP, and the corporate objectives, captured in the RPNGC Corporate Plan. The divisional strategic plan usually takes 1-5 years to implement. Activity Managers (Provincial Police Commanders, Metropolitan Commanders and Directors) develop annual activity or action plans that take 1-3 years to implement. Action or activity plans complement the divisional strategic plan. The action plans will include budgeting components as well for activities that require funding. Therefore, it is important to understand the corporate objectives and translate them into Strategic and Action Plans. In other words, Division and Activity Managers must develop their respective plans, and these plans must be consistent with the Corporate Plan and the MAP.



The Policy and Planning Division will undertake a mid-term review of this Corporate Plan in 2025, so the revised Corporate Plan incorporates 2026-2030 Medium Term Development Plan (MTDP) targets. The monitoring and evaluation of the planned activities and reporting is an annual activity. The *Papua New Guinea Planning & Monitoring Responsibility Act 2016* legitimises the development of the Corporate Plan, including its monitoring and evaluation.

## Key Challenges Affecting the RPNGC

### Police to population ratio and the prevention of crime and disorder

The RPNGC has become more truncated in reach since independence. While PNG's population has more than trebled since 1975, the size of the RPNGC has not increased significantly since then (Peake & Dinnen, 2014). The national governments' policy to increase police numbers and improve its police to population ratio (Vision 2050, Medium Term Development Plan III, Alotau Accord II) and strengthen operational capacity to reduce crime has not been backed with political will and support. For example, the United Nations recommended police-to-population ratio is 1:450. The governments' ambition is to increase the police to population ratio to 1:900 by 2020 (GoPNG, 2018) was no longer a feasible goal. As of 31 December 2020, the number of uniform personnel (male and female) stood at 6545 against an estimated population of 8.78 million (Plecher, 2020). That is a police-population ratio of 1:1341, well above the UN recommended ratio. It is doubted whether the RPNGC will increase the number of uniform personnel to 24,000 by 2030 (GoPNG, 2010), as envisioned by the national government.

### Logistics

Increasing police numbers commensurate with logistical support, particularly accommodation, uniforms and accoutrements, and policing resources (vehicles, fuel, stationery, etc.). The inability to provide adequate housing, for example, has consequently led to other internal problems, including low morale, poor attendance, and lack of motivation for punctuality (RPNGC Administrative Review Committee, 2004). Similarly, the shortage of resources has created a vacuum, giving prominence to "police on hire" (RPNGC Administrative Review Committee, 2004, p.37) culture. The independent study on the 'true cost of policing' in PNG reaffirmed the lack of consistent government support to help the RPNGC deliver an effective police service. A total of K3.9 billion is required to ensure that training is appropriate and required infrastructure and resources are secured to deliver basic police service (Deloitte Touche Tohmatsu, 2020). The RPNGC inherited a physical asset portfolio that is not well known, which, in terms of infrastructure, is aged and largely dilapidated. The RPNGC is not empowered to either maintain or develop without substantial external financial, technical and support in kind. For example, in 2019, the number of officers with accommodation (police-provided) is 4,000, with 2,700 without accommodation. Also, the majority of the 249 operational Police Stations are in either poor or deplorable condition. A total of K3.2 billion is required for police infrastructure, and this figure represented 81.3 per cent of the K3.9 billion (Deloitte Touche Tohmatsu, 2020) required to remediate all police service deficiencies.

### Information & Communication Technology (ICT)

The government's ambition to build and strengthen the operational and technological capacity of the RPNGC to international standards (GoPNG, 2010) remains a formidable challenge. Data management is poor. Some Divisions and Directorates maintain stand-alone computers and databases that are not connected to the local or wide area network. Subsequently, data for policy and executive decision-making is not readily available. Furthermore, there is a breakdown in communication between national and provincial police headquarters. For example, some provincial police headquarters cannot send their monthly briefs to national police headquarters. Building and maintaining communications between national police headquarters and provincial police headquarters and improving infrastructure support to enhance intra-agency communications is problematic.

### Minimum Level Service Delivery Framework (MLSDF)

The national government's national service delivery framework is captured in *Papua New Guinea Planning and Monitoring Responsibility Act 2016*. This legislation sets out the framework for service delivery from regional headquarters, provincial headquarters, district headquarters, local-level government headquarters, ward zone headquarters, and ward headquarters. The national government's vision to improve service delivery at the peripheral levels is based on the undertaking that 10 per cent of resources (human resource and infrastructure) will be based at national headquarters, 20 per cent at divisional headquarters, and 70 per cent at district headquarters.



In 2018, the RPNGC developed its minimum level service delivery framework (MLSDF) in response to the legislation. Figure 2 represents the minimum number of human resources required at each service delivery centre.

**Figure 2: RPNGC Minimum Service Delivery Framework**

Service Centre (HQ)	No. of Center	No. of Managers per Center	Total Number of Managers	No. of Workers Per Center	Total Number of Workers	Total of All HR	Center Totals	Percentage
Police HQ	1					2481	2481	10%
Divisional	9	11	40	88	360	400		
Provincial	24	20	150	500	3600	3750	4732	20%
Metropolitan	2	23	194	46	388	582		
Districts	33	13	64	1157	2145	2209		
Sub-Districts	56	12	46	672	2576	2622	17085	70%
LLG HQ	328	10	18	3280	5904	5922		
Ward HQ	6332	1	1	6332	6332	6332		
<b>Total</b>	<b>6840</b>	<b>90</b>	<b>513</b>	<b>12075</b>	<b>21817</b>	<b>24298</b>	<b>24298</b>	<b>100%</b>

Ten per cent of human resource at national police headquarters equates to 2,481 police officers. This number includes police officers in the operational and administrative directorates and Bomana Police Training College. Twenty per cent of human resource at divisional headquarters equates to 4,732 police officers. This figure includes police officers at the divisional, provincial and metropolitan headquarters. Seventy per cent of human resource at the district level equates to 17,085 police officers. This number covers the district headquarters, sub-district headquarter, local-level government headquarter, and ward headquarter. The distribution of human resource per centre can vary on socio-economic factors such as economic development in the area, population growth, and crime rates. Nonetheless, 24,298 police officers will be needed to effectively deliver police service to all parts of the country.

While the MLSDF is relevant and interesting, it remains abstract regarding implementation unless Governments and other stakeholders can provide the resources to make it a reality. MLSDF will require staffing numbers and associated resources to be decentralised towards the District and peripheral levels. Until this occurs, the MLSDF is incorporated in its implications only.

## Future/Strategic Direction

### Management Action Plan

The Management Action Plan (MAP) will be institutionalised, and form part of strategic plans used in the RPNGC. The MAP operationalises the Corporate Plan, including reform agendas: it provides more details to enable Program Managers (ACPs) to produce their Division Strategic Plans.

### Governance Framework

The Governance Framework will be institutionalised to support the RPNGC's ambitions to improve governance in the organisation. Governance Framework is a conceptual structure and set of rules that outline how an organisation is managed and controlled. The framework encompasses policy rules, procedural rules (including Standing Orders), transparency standards, and monitoring and enforcement mechanisms. A sufficient Governance Framework is not enough. Enforcement of the framework is what gives it value and enhances the quality of outcomes. While there will be activities to review the overall governance framework and identify gaps, the biggest effort will be channelled into making the governance work for the RPNGC and the people of PNG. The Governance Framework has implications for performance management and appraisal systems.

### Increase in police (uniform) numbers

Successive national governments aspired to increase uniform police numbers by various end-dates (Vision 2050, Alotau Accord II, and MTDP III). An organisation like the RPNGC that has a range of management and governance shortcomings should not be looking to increase its numbers without first addressing the gaps and weaknesses. The objective is a larger uniform police service but not to the detriment of the quality of policing services. The

government and the RPNGC want to see a higher per capita uniform police ratio, with more uniforms in priority locations to protect PNG's economic interests. The growth should happen within a credible and enforced governance framework.

### Establishment Structure

Establishment structure is a key feature of reforms (Carter and Joshi, 2015). The RPNGC establishment structure remained largely unchanged despite waves of reforms in the last two decades. Establishment structure is a necessary precondition for the type of police service to which successive governments have aspired. Without an enabling establishment structure, the RPNGC would continue to languish and under-achieve in its reform efforts and end-service delivery objectives. For this reason, the establishment structure (and restructure) will form part of the ongoing reform exercise in the organisation. The objective of the organisational restructure is to enable a larger, more professional police service that would secure a conducive law and order environment for Papua New Guinea's economic and social development.

Having taken stock of lessons learned, the RPNGC is confidently addressing its establishment and payroll structure problems. Once these issues are resolved and concomitant with their implementation, the RPNGC will proceed to set out an establishment structure that will future proof the growth plan of the RPNGC. The guiding principles for the process of delivering a future-proofing structure include:

- clear leadership from the RPNGC – no more unrealistic uniform police number targets foisted on the RPNGC to achieve,
- continuous engagement of the Central Agencies, and
- consultation across the public and private sectors, including Churches, non-governmental organisations, and donor agencies.

The considerations that will go into the construction of the future-proofing framework are:

- police officers to population ratio,
- land and maritime area, including distance,
- professional corporate service staff will provide an operational need-driven service so that uniform police personnel currently providing corporate services can be relieved to focus on operational police duties,
- specialist policing units to be used strategically to reduce needs for higher police numbers in specific operations (for example, more police dog and handler team reduce the need for troop numbers in a public order management situation),

One of the aims of the restructure is to provide services in more locations with more personnel that are incentivised to strive for improvement continuously. Furthermore, the RPNGC will target a yield from the 'discipline dividend' through a greater emphasis on training, improved selection of recruits and supervision of graduates, and competitive remuneration. Discipline dividend refers to potential savings achieved through a better trained and professional police service. A yield from the discipline dividend would enable a higher level of police service delivery without additional external funding flows.

The RPNGC identified six main corporate goals (and aspirations) that guide the future or strategic direction of the RPNGC. These corporate goals support the RPNGC's endeavour to reduce crime, thus improving safety, peace and order in the communities. Reform agendas and policy proposals for development will be introduced when needed to address problems and challenges or harness opportunities that emerge from the environment.

## Corporate Goals

<b>Goal 1</b>	<b>To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community-based policing strategies.</b>
<b>Key Result Area</b>	<b>Crime Prevention and Community Policing.</b>

The RPNGC is mandated to preserve peace and good order. However, law and order issues in the communities are complex social problems that often militate against the RPNGC's capability and capacity to address alone. For this reason, the RPNGC will partner and strengthen existing relationships with various stakeholders, including the Law and Justice Sector; national government departments and provincial governments; civil societies; communities across the country; and national, regional, and international law enforcement agencies to address law and order issues affecting the country. Having a sense of safety and security will encourage social and economic activities that contribute to broader growth and development within and across all sectors of the community. It is equally important to identify and manage risks that threaten public safety. The RPNGC will implement two strategies to achieve its stated goal: maximise public safety and strengthen responses to issues that undermine legitimate economic activities.

### 1. Maximise public safety

Under this strategy, the RPNGC will:

- Strengthen strategic alliances to improve safety and security in the communities.
- Promote safety on national highways and public roads, and maritime areas.
- Roll out the Police Station of Excellence concept
- Recognise and support locally-based organisations that promote non-violent dispute resolution.
- Combat and reduce sorcery-related killings and gender-based violence (GBV) and Family and Sexual Violence (FSV).
- Identify, analyse, and respond to risk factors (Risk Management).

### 2. Strengthen responses to issues that undermine legitimate economic development

Under this strategy, the RPNGC will:

- Improve effective policing along the economic corridors and resource project areas.
- Respond to weapons control, including reducing the number and use of guns.
- Develop police capability around resource or impact project areas rather than FIFO (fly-in, fly-out) arrangements.

The following key performance indicators (KPI) will measure our progress:

- National Crime Summary is produced annually.
- Community crime perception surveys show increased confidence in the police and of safer communities.

#### Outcome Statement:

Our success in implementing this goal would be improved community confidence in the police service.

**Goal 2**

**To investigate and prosecute all offenders according to the laws and through the use of professional and timely investigation methods.**

**Key Result Area**

Investigations and Prosecutions

Investigation and prosecution of offences are the two core businesses of the RPNGC. The number of offenders convicted is often lower than the number of offenders prosecuted. The reasons for this phenomenon vary. However, low success rates in securing convictions point to the need to improve investigation processes and systems, improve forensic capabilities, up-skill staff, expand their investigation and prosecution abilities, and invest in modern technologies to address emerging crimes. Serious crimes, transnational and cybercrimes have all challenged the RPNGC's capabilities and responses. The RPNGC acknowledges the challenges of the twenty-first century. It will deploy the following two broad strategies to address these challenges and fulfil the above goal:

**1. Strengthen the first response to reports of crime, including arrest and prosecution.**

Under this strategy, the RPNGC will:

- Develop an appropriate intelligence capability to support all RPNGC operations.
- Install electronic case management systems to monitor all reported crimes.
- Strengthen evidence-based investigations by improving the RPNGC's forensic science capability.
- Continuously train and upskill frontline officers.
- Hold arresting officers and their supervisors accountable for poor and incomplete court files (that often lead to case dismissal).
- Hold prosecutors and their supervisors accountable for the number of cases not disposed within a reasonable time frame.

**2. Strengthen responses to crimes that threaten national security**

Under this strategy, the RPNGC will:

- Strengthen and improve RPNGC's response to transnational and other emerging crimes.
- Strengthen and enhance RPNGC's capacity to detect, investigate and prosecute all crimes.
- Continuously train and upskill detectives and prosecutors.
- Improve and modernise ICT to detect, investigate and prosecute all offences.

**The following key performance indicators (KPI) will measure our progress:**

- Reduction in the backlog of cases.
- Increase in conviction rates.

**Outcome Statement:**

Success in implementing this goal will be an increase in the conviction rate.

### Goal 3

**To improve discipline, uphold the principles of good governance, and strengthen internal management.**

#### Key Result Area

Leadership, Professional Standards and Corporate Governance

The operational effectiveness of the RPNGC depends fundamentally on the quality of leadership and the strength of its discipline. Both are weak and lie at the heart of the malaise of inaction and apathy that has gripped the RPNGC. The lawless behaviour of some police officers has destroyed community confidence and trust. These perceptions have been strengthened where unlawful actions have gone unpunished. Command and control (leadership issue) must be restored. Members must uphold the RPNGC's values and code of ethics and perform their duties with the highest level of integrity, professionalism and accountability. Good governance and accountability in RPNGC are poor (RPNGC Administrative Review Committee, 2004). The RPNGC must establish Governance Framework and internal controls to minimise wastage and corruption. The RPNGC will employ the following two strategies to fulfil the above goal:

#### 1. Strengthen accountability and integrity, and minimise corruption

Under this strategy, the RPNGC will:

- Review and systematically enforce the Governance Framework and establish internal controls, including meeting the statutory requirements in planning, budget alignment, performance monitoring and evaluation and reporting systems.
- Ensure regular update of Constabulary Standing Orders (including organisational structure) and review the *Police Act 1998*.
- Monitor and evaluate the Corporate Plan and budget review quarterly.
- Revive and strengthen internal committee systems to improve good governance.

#### 2. Improve discipline and prevent claims against the state

Under this strategy, the RPNGC will:

- Ensure compliance to the Code of Ethics and enforce discipline by systematically applying penalties for disciplinary offences.
- Reduce opportunities for claims against the state, and improve RPNGC's capacity to defend these claims.
- Increase awareness of human rights and legal rights.
- Enforce personal accountability and exemplary damages for excessive and unjustifiable actions that lead to loss or damage of State and RPNGC assets.

**The following key performance indicators (KPI) will measure our progress:**

- Disciplinary actions taken for all reports of Police misconduct.
- Observing and collating Disciplinary Reports (Caution Notices, Reprimand Notices, MDOR and SDOR) and Good Work Notices.
- The number of internal control reports and the number of statutory requirements satisfied.

#### Outcome Statement:

Our success in implementing this goal will be the restoration and improvement in our governance, and discipline processes and systems.



## Goal 4

**To build and rehabilitate police infrastructure, acquire and maintain physical assets, and modernise information and communications technology.**

### Key Result Area

Infrastructure, Supplies and ICT

Most of RPNGC's infrastructures and assets are aged and largely dilapidated and of which it is not empowered to maintain or develop. A total of K3.2 billion is required for police infrastructure, and this figure represented 81.3 per cent of the K3.9 billion required to remediate all police service deficiencies (Deloitte Touche Tohmatsu, 2020). The cost of rehabilitation is beyond the national government's fiscal capability and dictates that the RPNGC must find alternatives to accommodate its workforce. It is equally important to care for and maintain all assets (buildings, vehicles, boats, and motorcycles) and reduce utility bills as the organisation is responsible for containing these costs. For the RPNGC to effectively and efficiently carry out its Constitutional functions, it needs to invest in and use a better state of the art information and communications technologies. Current ICT systems have not corresponded to changes in technology. Subsequently, the organisation has lagged in almost all facets of ICT. The RPNGC will implement the following strategies to achieve Goal 4.

#### 1. Rehabilitate and develop infrastructure, and manage existing assets

Under this strategy, the RPNGC will:

- Review and systematically enforce the Governance Framework and establish internal controls (includes developing a Police Housing and Rental Policy, develop and implement user-pay policy, and standardisation of assets policy among others).
- Develop an Infrastructure Development and Rehabilitation Plan that includes surveying police land for proper titles, planning and progressively rehabilitating and building new office and accommodation facilities.
- Review and implement an improved procurement and supply process and system that includes maintaining comprehensive registers of all RPNGC assets.
- Enforce legislations and policies vis-à-vis damages to police assets, including vehicles, buildings, uniforms, and firearms.

#### 2. Improve and develop information and communications technology

Under this strategy, the RPNGC will:

- Develop Information System, and ICT Governance Framework (with stakeholder support).
- Audit current ICT infrastructure and software, and develop ICT Development Plan.
- Modernise and improve radio communications systems and networks with a focus on sustainability.

**The following key performance indicators (KPI) will measure our progress:**

- Number of land surveys and Certificates Authorizing Occupancy obtained.
- Number of accommodation and office facilities, including rehabilitation of existing facilities.
- Readily available stocks of essential police books, stationeries, uniforms, equipment and accessories
- Number of reports accessed via the database system by staff in management positions.
- Proportion of the Development Budget original appropriation spent.

#### Outcome Statement:

Our success in implementing this goal will be planned and targeted infrastructure development that is aligned with strategic policing needs nationwide and improved quality of assets management (including recording distribution). Success will also be improved quality of reporting.



**Goal 5**

**To develop and manage a competent workforce, and deliver a professional police service.**

**Key Result Area**

**Human Resource Management and Training**

Successive national government strategic plans – Vision 2050, Alotau Accord II, and MTDP III – focused on expanding the number of uniform staff including the gender balance of the workforce. The latest such target was to increase police to population ratio to 1:900 by 2022 (GoPNG, 2018). The government's ambitions to increase police numbers has not been backed by political will and support. The low number of uniform police is a constraint on the level and breadth of police service the RPNGC can deliver. More often, the focus on numbers ignores the explicit and widely seen phenomenon of poor quality policing services. The RPNGC will implement the following strategies to build professional and competent human resources.

**1. Improve human resource capacity and quality**

Under this strategy, the RPNGC will:

- Expand the size of RPNGC only if the budgetary resources to fully provide for the resulting college graduates are available.
- Strengthen the National Centre of Excellence with appropriate staff to support recruitment and develop programs that would be the foundation of driving police standards in the future.
- Redesign the recruit selection process so that the chances of introducing persons of an inadequate calibre is minimised.
- Professionally manage the human resources function.
- Review and update the Civilian Administration of RPNGC.
- Implement Gender Equity and Social Inclusion (GESI) policy.

**2. Professionalism**

Under this strategy, the RPNGC will:

- Provide a supportive post-college development environment via the Competency Acquisition Program with allocated welfare officers/supervisors.
- Identify specialist skills training for those who exhibit a tendency towards such activities.
- Identify performance through regular staff appraisals and incentivise good performances with a competitive set of pecuniary benefits (including promotion and succession) and discouraging poor performance through the enforcement of disciplinary processes.

**The following key performance indicators (KPI) will measure our progress:**

- Increase in personnel numbers.
- Knowledge, Attitude and Practice (KAP) Surveys conducted every two years.
- The number of staff receiving in-service training per year.
- Annual staff audits completed and payroll data updated accordingly.

**Outcome Statement:**

Our success in implementing this goal will be a trend of improvement in the number of police officers who demonstrate professionalism in their conduct.

## Goal 6

**To enhance and foster partnerships with, existing and emerging, key stakeholders to advance the RPNGC's strategic priorities and respond to government reforms**

### Key Result Area

Partnerships and Government Reforms

Policing in PNG is challenging, given the country's geographical features, the high ratio of police to population, and the complex socio-economic problems that contribute to law and order issues. Transnational crimes add to these challenges. These security challenges have militated against the RPNGC's capabilities and capacity to deal alone. Subsequently, the RPNGC is compelled to enhance and foster relationships to address its security issues. Bilateral and multilateral diplomacy, intergovernmental relations where technical assistance can be sought from, collaborative cross-sectoral and cross-border intelligence operations and resource sharing are crucial. Peacekeeping missions and other international deployments prescribed by the government can widen police officers' experience in policing. The RPNGC is also challenged to respond to reforms in the government system, including the various autonomous arrangements by certain provincial governments. The RPNGC will deploy two strategies to enhance cooperation in policing: domestic and international partnerships.

#### 1. Domestic partnerships

Under this strategy, the RPNGC will:

- Review and establish partnership arrangements with key stakeholders and donors, including public-private partnerships arrangements.
- Work cooperatively with other state agencies to protect national borders, national security and national interests.
- Strengthen collaboration with Law and Justice Sector Agencies.
- Foster and integrate government reform policies and re-align policing strategies (particular focus on the Autonomous Region of Bougainville).

#### 2. International partnerships

Under this strategy, the RPNGC will:

- Capitalise on established bilateral and multilateral treaties and accords to foster various policing relationships and access additional support to build RPNGC capacity and capability.
- Foster active partnerships in intelligence-led policing operations, information sharing, training and development, including exchange programs and secondment opportunities.
- Roll out the Police Station of Excellence concept.

**The following key performance indicators (KPI) will measure our progress:**

- The number of domestic agreements including Reserve Police MOAs.
- Numbers of international missions and engagements undertaken by RPNGC officers.
- Drawdown of Police Powers by the Autonomous Bougainville Government.

#### Outcome Statement:

Our success in implementing this goal will be measured by the increasing engagements with key stakeholders through partnership arrangements.

## Enablers of the Corporate Plan

The following preconditions are critical for the RPNGC to implement this Corporate Plan and deliver on its Constitutional mandate effectively:

### Strong and effective leadership at all levels of management.

The Corporate Plan cannot materialise beyond the level of its leadership. The Corporate Plan must be supported and driven from the executive level. Furthermore, strong and effective leadership at the senior and middle level of management is critical. Effective leadership requires essential qualities. For instance, competence is among the vital attributes of effective leadership (other essential qualities of effective leadership include, but is not limited to, accountability and integrity). A leader without competence may not be effective and efficient in leading a division, directorate, province, command, and unit to achieve the goals of the Corporate Plan. Leadership is about relationships. It is about an individual influencing a group of individuals to achieve the objectives of the Corporate Plan. A leader works as a change agent to translate the broad and abstract corporate goals into doable or practical activities that accomplish the Corporate Plan's objectives.

### Adequate support from the government at all levels: national, provincial, and local level.

The RPNGC's capacity to deliver on its Corporate Plan effectively depends on the degree of support from the national, provincial, and local-level governments through realistic budget allocation. The Administrative Review of the RPNGC expressed the lack of demonstrable government will and commitment to effective law enforcement and the wider related issues of broader community safety (RPNGC Administrative Review Committee, 2004). Several authors have shared similar sentiments regarding the lack of adequate funding and resources for effective police service (Dinnen, 2009; Peake & Dinnen, 2014), including the 'True Cost of Policing' study (Deloitte Touche Tohmatsu, 2020). Successive governments have stated a commitment to law and order. However, this commitment has often not been matched by a realistic budget allocation and resources.

### Communications and Collaboration

Communication is important to achieve the goals of the Corporate Plan. It is vital to communicate the goals of the Corporate Plan to each member of the RPNGC so that they understand their roles in achieving these goals. Communications must flow vertically between the national, divisional and provincial police headquarters and horizontally across the agency. It is equally important to communicate the corporate goals to other stakeholders, including RPNGC's key partners (page 12) so they can help the RPNGC to achieve its goals. To this end, communications will be a central consideration of performance appraisals and measurement, and engagement with stakeholders will be based on models that were found to be workable.

### Administrative Support

Support services – policy and planning, finance, human resource development and management, logistics, communications and ICT – remain an integral part of the Corporate Plan. A robust administrative support system is critical to the operations of the RPNGC. The RPNGC Business Model on page 24 captures the essential programs that support the RPNGC to perform its core functions.

## Performance Monitoring and Evaluation Framework

Performance monitoring and evaluation (PM&E) is used to demonstrate that program efforts have a measurable impact on expected outcomes and have been implemented effectively. It is essential in helping program and activity managers, planners, implementers, policy makers and donors acquire the information and understanding they need to make informed decisions about program operations. The RPNGC has an M&E process and system that was developed in the early 2000s and remains relevant today. An essential element of the M&E process is to measure the implementation of the Corporate Plan and the Annual Management Plan outcomes. Annual Management Plans are developed by Program and Activity Managers and set the benchmark for an assessment of a division, province and directorate. Individual's Assessment or Appraisal is linked to their respective activity annual management plan.

The PM&E Framework has two parts: Part A, assesses the general management of activity areas' and Part B, assesses progress on the implementation of the Annual Management Plans.

Part A involves assessing six thematic areas that include:

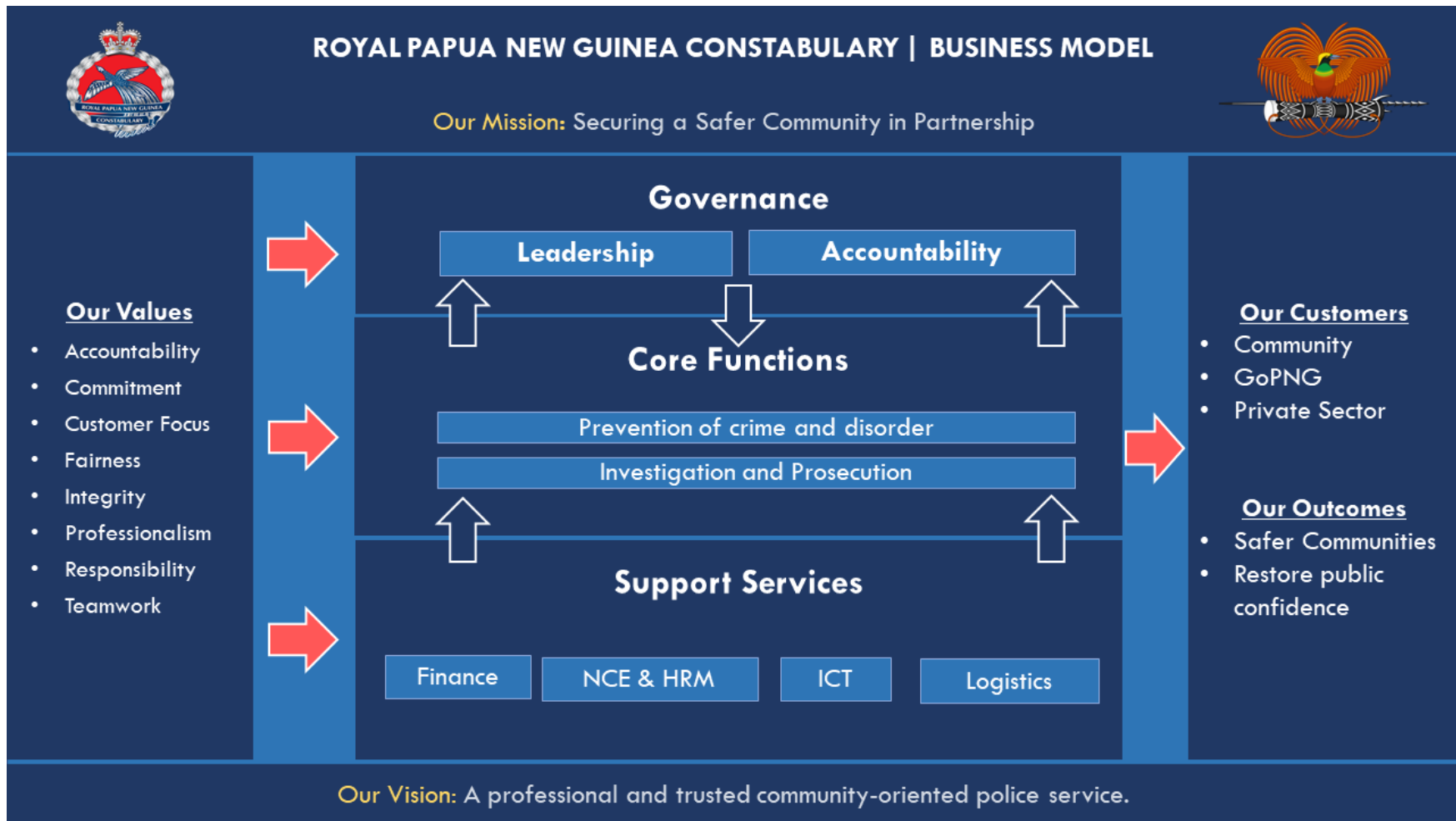
- Plans and Reporting
- Core Policing Business Areas (Crime Prevention, Community Policing and Investigations & Prosecutions)
- Corporate Governance and Compliance
- Human Resource Development and Management
- Logistics and Physical Resource Management
- Management of Finance and Budget Information

The above thematic areas will be used to assess the effectiveness, efficiency, and the impact of the plans and their relevance to the Corporate Plan.

Part B involves assessing the key performance indicators (KPIs) of the Action Plans. The KPIs are used as the yardstick for measuring the Action Plan's outcome (the planning, implementation of plans, and the achievement of results). This process involves the actual inspection and verification of KPIs in the Activity Plan against the reports or evidence presented during the assessment period. It is incumbent on all program and activity managers to maintain accurate (and consistent) data and information on the implementation of their plans as data provides evidence to show either progress or regress in the endeavours to achieve the broader goals and aspirations of the Corporate Plan.


The Policy and Planning Division's M&E team monitors, assesses, and evaluates programs and activities during an evaluation cycle. The team will assess each Program and Activity Manager against the key performance indicators (KPIs), contained in their respective action plans. This exercise is consistent with the *Papua New Guinea Planning & Monitoring Responsibility Act 2016* and the *Public Finance (Management) Act 1995*. Quarterly Review Assessment are conducted throughout the year

## RPNGC Business Model





## RPNGC Corporate Plan Chart

CORPORATE PLAN   2021 - 2030							
<div></div> <div>OUR VISION</div> <div>TO BE A PROFESSIONAL AND TRUSTED COMMUNITY ORIENTED POLICE SERVICE</div> <div>OUR MISSION</div> <div>SECURING A SAFER COMMUNITY IN PARTNERSHIP</div> <div>OUR CODE OF ETHICS</div> <div>Our core values are the basis of our national police culture and forms the basis of our future aspirations to achieve our vision and mission.</div> <div><div>1. We have a duty to our country and to our police force to serve the community by protecting life and property, preserving the peace and detecting and apprehending offenders.</div><div>2. We will carry out our duties with integrity and honesty and will at all times make every effort to respect the rights of all people in the community regardless of colour, social status or religion.</div><div>3. We will enforce the law justly, without fear or favour, malice or ill will.</div><div>4. It is incumbent upon us to keep confidential matter of such a nature that we may learn in our official capacity, unless revelation is necessary for the administration of justice.</div><div>5. By our conduct and performance, we will give high priority to enhancing the reputation of our profession.</div><div>6. We will practice self discipline and restrain and will serve to improve our knowledge of the law and contemporary police practices applicable to the community.</div><div>7. We accept these ethics as an integral part of our personal and professional life.</div></div> <div>OUR MANDATE</div> <div><div>1. Preserve peace and good order</div><div>2. Maintain and, as necessary, enforce the law in an impartial and objective manner</div></div>	<div>GOALS</div> <div>To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community-based policing strategies.</div> <div>To investigate and prosecute all offenders according to the laws and through the use of professional and timely investigation methods.</div> <div>To improve discipline, uphold the principles of good governance, and strengthen internal management.</div> <div>To build and rehabilitate police infrastructure, acquire and maintain physical assets, and modernise information and communications technology.</div> <div>To develop and manage a competent workforce, and provide professional police service.</div> <div>To enhance and foster partnerships with, existing and emerging, key stakeholders to advance the RPNGC's strategic priorities and respond to government reforms</div>	<div>KEY RESULT AREAS (KRA)</div> <div>Crime Prevention and Community Policing</div> <div>Investigations and Prosecutions</div> <div>Leadership, Professional Standards and Corporate Governance</div> <div>Infrastructure, Supplies and ICT</div> <div>Human Resource Management and Training</div> <div>Partnerships and Government Reforms</div>	<div>STRATEGIES</div> <div><div>1. Maximise public safety<ul style="list-style-type: none"><li>• Strengthen strategic alliances to improve safety and security in the communities.</li><li>• Promote safety on national highways and public roads and maritime areas.</li><li>• Roll out the Police Station of Excellence concept</li><li>• Recognise and support locally-based organisations that promote non-violent dispute resolution.</li><li>• Combat and reduce sorcery-related killings and gender-based violence (GBV) and Family and Sexual Violence (FSV).</li><li>• Identify, analyse, and respond to risk factors (Risk Management).</li></ul></div><div>2. Strengthen responses to issues that undermine legitimate economic development<ul style="list-style-type: none"><li>• Improve effective policing along the economic corridors and resource project areas.</li><li>• Respond to weapons control, including reducing the number and use of guns.</li><li>• Develop police capability around resource or impact project areas rather than FIFO (fly in, fly out) arrangements.</li></ul></div></div> <div><div>1. Strengthen the first response to reports of crime, including arrest and prosecution.<ul style="list-style-type: none"><li>• Develop an appropriate intelligence capability to support all RPNGC operations.</li><li>• Install electronic case management systems to monitor all reported crimes.</li></ul></div><div>2. Strengthen evidence-based investigations by improving the RPNGC's forensic science capability.</div><div>3. Continuously train and upskill frontline officers.</div><div>4. Hold arresting officers and their supervisors accountable for poor and incomplete court files (that often lead to case dismissal).</div><div>5. Hold prosecutors and their supervisors accountable for the number of cases not disposed within a reasonable time frame.</div></div> <div><div>2. Strengthen responses to crimes that threaten national security<ul style="list-style-type: none"><li>• Strengthen and improve RPNGC's response to transnational and other emerging crimes.</li><li>• Strengthen and enhance RPNGC's capacity to detect, investigate and prosecute all crimes.</li><li>• Continuously train and upskill detectives and prosecutors.</li><li>• Improve and modernise ICT to detect, investigate and prosecute all offences.</li></ul></div></div>	<div><div>1. Strengthen accountability and integrity and minimise corruption<ul style="list-style-type: none"><li>• Review and systematically enforce the Governance Framework and establish internal controls, including meeting the statutory requirements in planning, budget alignment, performance monitoring and evaluation and reporting systems.</li><li>• Ensure regular update of Constabulary Standing Orders (including organisational structure) and review the Police Act 1998.</li><li>• Monitor and evaluate the corporate plan and budget review quarterly.</li><li>• Revive and strengthen internal committee systems to improve good governance.</li></ul></div><div>2. Improve discipline and prevent claims against the state<ul style="list-style-type: none"><li>• Ensure compliances to the Code of Ethics and enforce discipline by systematically applying penalties for disciplinary offences.</li><li>• Reduce opportunities for claims against the state, and improve RPNGC's capacity to defend these claims.</li><li>• Increase awareness of human rights and legal rights.</li><li>• Enforce personal accountability and exemplary damages for excessive and unjustifiable actions that lead to loss or damage of State and RPNGC assets</li></ul></div></div>	<div><div>1. Rehabilitate and develop infrastructure, and manage existing assets<ul style="list-style-type: none"><li>• Review and systematically enforce the Governance Framework and establish internal controls (includes developing a Police Housing and Rental Policy, develop and implement user-pay policy, and standardisation of assets policy among others).</li><li>• Develop an Infrastructure Development and Rehabilitation Plan that includes surveying police land for proper titles, planning and progressively rehabilitating and building new office and accommodation facilities.</li><li>• Review and implement an improved procurement and supply process and system that includes maintaining comprehensive registers of all RPNGC assets</li><li>• Enforce legislations and policies vis-à-vis damages to police assets, including vehicles, buildings, uniforms, and firearms.</li></ul></div><div>2. Improve and develop information and communications technology<ul style="list-style-type: none"><li>• Develop Information System and ICT Governance Framework (with stakeholder support).</li><li>• Audit current ICT infrastructure and software/application (certified ICT Auditor), and develop (and implement) ICT Development Plan.</li><li>• Modernise and improve radio communications systems and networks with focus on sustainability.</li></ul></div></div>	<div><div>1. Improve human resource capacity and quality<ul style="list-style-type: none"><li>• Expand the size of RPNGC only if the budgetary resources to fully provide for the resulting college graduates are available.</li><li>• Strengthen the National Centre of Excellence with appropriate staff to support recruitment and develop programs that would be the foundation of driving police standards in the future.</li><li>• Redesign the recruit selection process so that the chances of introducing persons of an inadequate calibre is minimised.</li><li>• Professionally manage the human resources function.</li><li>• Review and update the Civilian Administration of RPNGC.</li><li>• Implement Gender Equity and Social Inclusion (GESI) policy.</li></ul></div><div>2. Professionalism<ul style="list-style-type: none"><li>• Provide a supportive post-college development environment via the Competency Acquisition Program with allocated welfare officers/supervisors.</li><li>• Identify specialist skills training for those who exhibit a tendency towards such activities.</li><li>• Identify performance through regular staff appraisals and incentivise good performances with a competitive set of pecuniary benefits (including promotion and succession) and discouraging poor performance through the enforcement of disciplinary processes.</li></ul></div></div>	<div><div>1. Domestic Partnerships<ul style="list-style-type: none"><li>• Review &amp; establish partnership arrangements with key stakeholders and donors</li><li>• Work cooperatively with other state agencies to protect national borders or security</li><li>• Strengthen collaboration between Law and Justice Sector agencies</li><li>• Foster &amp; integrate government reform policies &amp; re-align policing arrangements.</li></ul></div><div>2. International Partnerships<ul style="list-style-type: none"><li>• Capitalise on established Bilateral &amp; Multilateral treaties &amp; accords to foster various policing relationships.</li><li>• Foster active partnerships in intelligence -led policing operations, information sharing, training and development, and secondment opportunities.</li><li>• Establish International Deployment Coordination Office to support RPNGC officers in international United Nations (UN) Sanctioned peace keeping missions.</li></ul></div></div>
<div>Key Performance Indicators (KPI's)</div>	<div>1. National Crime Summary is produced annually.</div> <div>2. Community crime perception surveys show increased confidence in the police and of safer communities.</div>	<div>1. Reduction in the backlog of cases.</div> <div>2. Increase in conviction rates.</div>	<div>1. Disciplinary actions taken for all reports of Police misconduct.</div> <div>2. Observing and collating Disciplinary Reports (Caution Notices, Reprimand Notices, MDOR and SDOR) and Good Work Notices.</div> <div>3. The number of internal control reports and the number of statutory requirements satisfied.</div>	<div>1. Number of land surveys and Certificates Authorizing Occupancy obtained.</div> <div>2. Number of accommodation and office facilities, including rehabilitation of existing facilities.</div> <div>3. Number of reports accessed via the database system by staff in management positions.</div> <div>4. Proportion of the Development Budget original appropriation spent.</div>	<div>1. Increase in personnel numbers.</div> <div>2. Knowledge, Attitude and Practice (KAP) surveys conducted every two years.</div> <div>3. The number of staff receiving in-service training per year.</div> <div>4. Annual staff audits completed and payroll data updated accordingly.</div>	<div>1. The number of domestic agreements including Reserve Police MOAs.</div> <div>2. Numbers of international missions and engagements undertaken by RPNGC officers.</div> <div>3. Drawdown of Police Powers by the Autonomous Bougainville Government</div>	



## Code of Ethics

---

**We have a duty to our Country and our Police Force, to serve the community by protecting life and property, preserving the peace and detecting and apprehending offenders.**

- We will carry out our duties with integrity and honesty and will at all times, make every effort to respect the rights of all people in the community, regardless of color, social status or religion.
- We will enforce the law justly, without fear, favor, malice or ill will.
- It is incumbent upon us to keep confidential matters of such a nature that we may learn in our official capacity unless revelation is necessary for the administration of justice.
- By our conduct and performance, we will give high priority to enhancing the reputation of our profession.
- We will practice self-discipline and restraint and will strive to improve our knowledge of the law and contemporary police practices applicable to the community.
- We accept these ethics as an integral part of our personal and professional life.

**Sir Robert Peel's  
Principles of Law Enforcement 1829**

---

- 1.** The basic mission for which the police exist is to prevent crime and disorder.
- 2.** The ability of the police to perform their duties is dependent upon public approval of police actions.
- 3.** Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
- 4.** The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
- 5.** Police seek and preserve public favour not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law.
- 6.** Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
- 7.** Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- 8.** Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
- 9.** The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

## References

- Carter, B., & Joshi, A. (2015). *Public sector institutional reform: topic guide*. Birmingham, UK: GSDRC, University of Birmingham.
- Deloitte Touche Tohmatsu. (2020). True Cost of Policing Services in PNG. Final Report. Port Moresby.
- Dinnen, S. (2009). Thirty years of law and order policy and practice: trying to do 'too much, too badly, with too little'? In R. J. May (Ed.), *Policy making and implementation: Studies from Papua New Guinea*, (pp. 233-260). ANU E Press: Canberra.
- GoPNG. (2018). Medium Term Development Plan III 2018-2020, Volume 1.
- GoPNG. (2012). PNG Vision 2050.
- GoPNG. (2010). Papua New Guinea Development Strategic Plan 2010–2030.
- Peake, G., & Dinnen, S. (2014). Police development in Papua New Guinea: The need for innovation. *Security Challenges*, 10(2), 33-52.
- Plecher, H. (2020, 16 December). Papua New Guinea: total population from 2015 to 2025. Statista. <https://www.statista.com/statistics/731720/total-population-of-papua-new-guinea/>
- RPNGC Administrative Review Committee. (2004). *Report of the Royal Papua New Guinea Constabulary Administrative Review Committee to the Minister for Internal Security Hon. Bire Kimisopa*. Papua New Guinea. Institute of National Affairs.