



Royal Papua New Guinea Constabulary

ANNUAL MANAGEMENT REPORT

2022

Securing a Safer Community in Partnership

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Commissioner's Message



The Royal Papua New Guinea Constabulary (RPNGC) is required to produce the annual management report for the preceding year, in accordance with the Public Service (Management) Act, and recognizes the importance of good governance in fulfilling its mandate, as outlined in section 197 of the National Constitution of Papua New Guinea (PNG).

I would like to take this opportunity to express my sincere gratitude to all personnel of the Royal Papua New Guinea Constabulary for their unwavering commitment and dedication to fulfilling our mandated constitutional functions and responsibilities. Your efforts have not gone unnoticed, and I applaud your loyalty and undivided focus in ensuring that the RPNGC got through 2022.

I would also like to express my gratitude for the support of the Marape - Rosso Government and our strategic partners in addressing some of our operational shortfalls. The government's commitment to the Special Police Assistance Program is greatly appreciated, and it will go a long way in helping the RPNGC alleviate the current challenges we are navigating. I also commend our citizens and communities for taking ownership in assisting police and other law enforcement agencies in upholding the

Rule of Law and doing what is right.

In 2022, the focus of the RPNGC was to ensure a free, fair, and safe election, and I'm proud to say that despite the many challenges and unpredictability of resources and financial shortfalls, we were able to successfully carry out our National General Election security Operations. I acknowledge that it was not an easy task, but we were able to achieve our mission. This was possible through the collective efforts and hard work with all our key stakeholders who were part of the National Election Joint Security Task Force.

As we look towards 2023 and beyond, we need to continue rebuilding the police force and that is why police reform and strategic interventions are needed. Key priorities in 2023 and going forward are to: (1) Grow and Improve the RPNGC (2) Build a Safer PNG (3) Strengthen Partnership and Governance and (4) Infrastructure Development. These priorities are aligned with the RPNGC Corporate Plan 2021 – 2030.

Our 2022 Annual Management reportage captures our performance, achievements, challenges, and remedial plans for improvement. I encourage all RPNGC personnel to read the report so as to appreciate our progress; note areas where further improvements are needed and the priorities for the next year.

I urge each member of the Constabulary to recommit to the cause of improving our organisation. Let us work together and bring back trust, integrity, fairness, and discipline to the Force.

In conclusion, I commend all women and men of the RPNGC for your commitment and dedication to service. Making PNG safer and more secure is integral for real and lasting growth for our communities and country. I am committed to working with all of you to reform and rebuild our Constabulary.

A blue ink signature of David Manning, written in a cursive style.

**David Manning, MBE, Ost.J, DPS, QPM,
Commissioner of Police**

Purpose of the Annual Management Report



The purpose of the Annual Management Report is to provide to all stakeholders an account of the performance achievements of the RPNGC in each calendar year; challenges that were faced in our efforts to deliver an effective police service; and going forward, the RPNGC's plans to overcome the challenges faced.

Section 32 of the Public Service (Management) Act 2014 stipulates the obligation on all Departmental heads to submit an annual report to the Department of Personnel Management and the National Executive Council by 31st March each year. Section 15 of the Police Act further reinforces this obligation specific to the Commissioner.

OVERVIEW OF THE ROYAL PAPUA NEW GUINEA CONSTABULARY

The Royal Papua New Guinea Constabulary'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.

The Commissioner of Police has overall superintendence over the administration and operations of the Royal Papua New Guinea Constabulary (RPNGC) and reports to the Minister for Police, who provides political leadership and guidance on the organisation's overall management.

The Commissioner is ably assisted by four Deputy Commissioners of Police:

- DCP Administration.
- DCP Regional Operations.
- Chief of Bougainville Police Service (BPS).
- DCP Specialist Operations.

Reporting to these DCPs are 16 Assistant Commissioners of Police (ACP) who manage the day to day operations of the RPNGC. The RPNGC organisation structure, on page 6, provides further detail on the respective activity areas of the 16 ACPs.

The Chief of BPS manages all administrative and operational functions and responsibilities of the policing service on the Autonomous Region of Bougainville. It is important to note that, although the Chief of BPS exercises some level of autonomy in the running of the BPS, the BPS is part of the RPNGC, and they conform to the standards and Standard Operating Procedures of the RPNGC and the Police Act 1998.

ROYAL PAPUA NEW GUINEA CONSTABULARY ORGANISATIONAL STRUCTURE

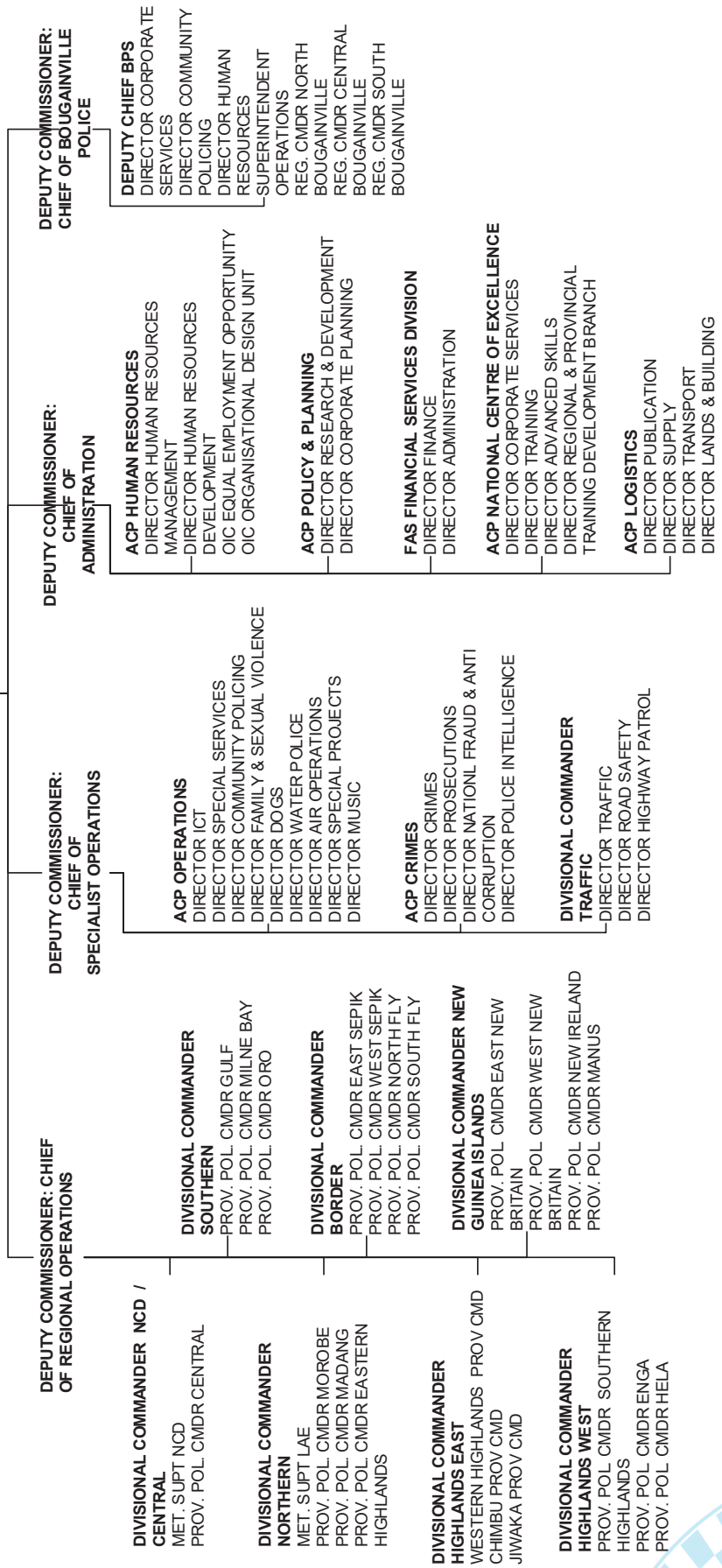


COMMISSIONER OF POLICE

CHIEF OF STAFF TO OFFICE OF COMMISSIONER

DIRECTOR LEGAL SERVICES
CHIEF INTERNAL AUDITOR
OIC FIREARMS REGISTRY & LICENSING
DIRECTOR MEDIA
DIRECTOR INTERNAL AFFAIRS

SECRETARIAT TO THE POLICE EXECUTIVE COMMITTEE



ROYAL PAPUA NEW GUINEA CONSTABULARY CORPORATE PLAN 2021 - 2030

<p>CORPORATE PLAN 2021 - 2030</p> <p>OUR VISION</p> <p>TO BE A PROFESSIONAL AND TRUSTED COMMUNITY ORIENTED POLICE SERVICE</p> <p>OUR MISSION</p> <p>SECURING A SAFER COMMUNITY IN PARTNERSHIP</p> <p>OUR CODE OF ETHICS</p> <p><i>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.</i></p> <ol style="list-style-type: none"> 1. We have a duty to our country and to our police force to serve the community by protecting life and property, maintaining peace and deterring and apprehending offenders. 2. We will carry out our duties with integrity and respect the rights of all people in the community regardless of colour, social status or religion. 3. We will enforce the law justly, without fear or favour, malice or ill will. 4. It is incumbent upon us to keep confidential matters of such a nature that we may learn in our duty, the disclosure of which is necessary for the administration of justice. 5. By our conduct and performance, we will give high priority to enhancing the reputation of our profession. 6. We will practice self-discipline and restraint and will serve to improve our knowledge of the law and to improve police practices applicable to the community. 7. We accept these ethics as an integral part of our personal and professional life. <p>OUR MANDATE</p> <ol style="list-style-type: none"> 1. Preserve peace and good order 2. Maintain and, as necessary, enforce the law in an impartial and objective manner 		 <p>GOALS</p> <p>To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community-based policing strategies.</p> <p>To investigate and prosecute all offenders according to the laws and through the use of professional and timely investigation methods.</p> <p>To improve discipline, uphold the principles of good governance, and strengthen internal management.</p> <p>To build and rehabilitate police infrastructure, acquire and maintain information and communications technology.</p> <p>To develop and manage a competent workforce, and provide professional police service.</p> <p>To enhance and foster partnerships with, existing and emerging, key stakeholders to advance the RPNCG's strategic priorities and respond to government reforms</p>		 <p>ROYAL PAPUA NEW GUINEA CONSTABULARY</p>		<p>KEY RESULT AREAS (KRA)</p> <p>Crime Prevention and Community Policing</p> <ol style="list-style-type: none"> 1. Maximise public safety <ul style="list-style-type: none"> Strengthen strategic alliances to improve community safety in the communities. Promote safety on national highways and public roads and maritime Roll out the Police Station of Excellence concept Recognise and support organisations that promote non-violent dispute resolution. Combat and reduce gun and gender-based violence (GBV) and Family and Sexual Violence (FSV). Respond to risk factors (Risk Management). 2. Strengthen responses to legitimate economic development <ul style="list-style-type: none"> Improve effective policing along the economic corridors and resource project areas. Respond to weapons, drugs, and other illicit activities, reducing the number and use of guns. Develop police capability to respond to high impact project areas rather than FIFO (fly-in, fly-out) arrangements. <p>Investigations and Prosecutions</p> <ol style="list-style-type: none"> 1. Strengthen the first response to reports of crime, including arrest and prosecution. <ul style="list-style-type: none"> Develop an appropriate response capability to support all RPNCG operations. Install electronic case management systems to monitor and track cases. Strengthen evidence based investigations by improving the RPNCG's forensic science capability. Continuously train and upskill frontline officers, their supervisors and their support staff. Hold arresting officers and their supervisors accountable for incomplete court files (that often lead to case dismissal). Hold supervisors 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 <ul style="list-style-type: none"> Strengthen and improve RPNCG's response to transnational and other emerging crimes. Strengthen and enhance RPNCG's capacity to investigate and prosecute all crimes. Continuously train and upskill detectives and prosecutors. Improve and modernise ICT to detect, investigate and prosecute all offences. <p>Leadership, Professional Standards and Corporate Governance</p> <ol style="list-style-type: none"> 1. Strengthen accountability and integrity and minimise corruption <ul style="list-style-type: none"> Review and systematically enforce the Code of Ethics and establish internal controls, including meeting the statutory requirements in planning, budget alignment, performance management, reporting systems. Ensure regular update of Constabulary Standing Orders and review the Police Act 1998. Monitor and evaluate the corporate plan and budget review quarterly. Strengthen internal committee systems to improve good governance. 2. Improve discipline and prevent claims against the state <ul style="list-style-type: none"> Ensure compliances to the Code of Ethics and enforce discipline by disciplinary officers. Reduce opportunities for claims against the state, and improve claims' capacity to defend these rights and legal rights. Increase awareness of human rights and legal rights. Enforce personal accountability excessive and unjustifiable actions that lead to loss or damage of State and RPNCG assets <p>Infrastructure, Supplies and ICT</p> <ol style="list-style-type: none"> 1. Rehabilitate and develop infrastructure, and manage existing assets <ul style="list-style-type: none"> Review and systematically enforce the internal controls (includes developing Police Housing and Rental Policy, develop and implement user-pay policy, and standardisation of assets policy among divisions). Develop an infrastructure Development and Rehabilitation Plan that includes surveying police land for proper titles, and building new office and accommodation facilities. Review and implement an improved procurement and supply process and comprehensive registers of all RPNCG assets. Enforce legislations and policies vis-à-vis vehicles, buildings, uniforms, and firearms. 2. Improve and develop information and communications technology <ul style="list-style-type: none"> Develop Information System and ICT Governance Framework (with RPNCG's capacity to defend these rights and legal rights). Audit current ICT infrastructure and software/application (certified ICT Auditor), and develop (and implement) ICT Development Plan. Improve ICT infrastructure and communications systems and networks with focus on sustainability. <p>Human Resource Management and Training</p> <ol style="list-style-type: none"> 1. Improve human resources capacity and quality <ul style="list-style-type: none"> Expand the size of RPNCG only if graduates are available. Strengthen the National Centre of Excellence with a appropriate recruitment and development programs that would be the foundation of developing police standards in the RPNCG. Redesign the recruit selection process so that the chances of introducing persons of an inadequate calibre is reduced. Professionally manage the human resources function. Review and update the Civilian Police Policy. Implement Gender Equity and Social Inclusion (GESI) policy. 2. Professionalism <ul style="list-style-type: none"> Provide a supportive post-development environment via the RPNCG's Professional Development Program with allocated welfare officers/supervisors. Identify specialist skills training for those who exhibit a potential towards such activities. Identify performance through regular staff appraisals and incentives with a competitive set of pecuniary benefits (including promotion and succession) and discouraging poor performance through disciplinary processes. <p>Partnerships and Government Reforms</p> <ol style="list-style-type: none"> 1. Domestic Partnerships <ul style="list-style-type: none"> Review & establish partnership arrangements with key stakeholders and donors. Strengthen relationships with state agencies to protect national borders or security Strengthen collaboration between Law and Justice Sector and other government agencies. Foster & integrate government reform policies & re-align policing arrangements. 2. International Partnerships <ul style="list-style-type: none"> Capitalise on established bilateral & multilateral treaties and relationships. Foster active partnerships in intelligence - led policing sharing, training and development, and secondment opportunities. Establish International Office to support RPNCG officers in International United Nations (UN) Sanctioned peace keeping missions. 		<p>Key Performance Indicators (KPIs)</p> <ol style="list-style-type: none"> 1. National Crime Summary 2. Community crime perception surveys show increased confidence in police and of's after communities. 3. Reduction in the backlog of prosecution 4. Increase in conviction rates. <ol style="list-style-type: none"> 1. Number of land surveys and Certificates of Occupancy issued. 2. Number of accommodation and office facilities, including rehabilitation of existing facilities. 3. The number of staff receiving in-house training, accessed via the database system by staff in management positions. 4. Proportion of the Development Budget original appropriation spent. <ol style="list-style-type: none"> 1. Increase in personnel numbers. 2. Practice (KAP) surveys conducted every two years. 3. The number of staff receiving in-house training. 4. Annual staff audits completed and payroll data updated accordingly. <ol style="list-style-type: none"> 1. The number of domestic violence cases referred to Police MOAs. 2. Numbers of international missions and engagements. 3. Drawdown of Police Powers by the Autonomous Bougainville Government 	
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The new Corporate Plan (2021-2030) launched in mid-2021. The 2022 Annual Management Report reports on how the organisation has performed in implementing the six goals of this Corporate Plan.

Our Vision, Mission and Values

Vision Statement

We strive to be “A Professional and Trusted Community Oriented Police Service” who are effective and efficient in the delivery of police service in the country.

Mission Statement

We will be “Securing a Safer Community in Partnership” with all our key stakeholders.

Code of Ethics

The Code of Ethics outlines what is expected of each member of the Constabulary. It is anticipated that the Constabulary’s vision and mission can be achieved if each member complies with the Code of Ethics.

Corporate Values

Our Code of Ethics outlines the standards expected of every member of the Constabulary in the discharge of their duties and responsibilities. These core corporate values further reinforce and reiterate our desire, as enshrined in our Code of Ethics, to strive for excellence in the conduct of our personal and professional life.

Teamwork

We acknowledge and value that collective efforts achieve more. We support and cooperate with each other in

our service to our communities and our country.

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.

Customer Focus

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

Integrity

Reliability and the courage to be truthful is at the heart of policing and is central to winning and maintaining community confidence and support for the important work that we must do for and on behalf of the government and the community.

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 Papua New Guinea.

KEY RESULT AREA 1: CRIME PREVENTION AND COMMUNITY POLICING

Goal: To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community policing strategies

Overview

The RPNCG is mandated to preserve peace and good order. However, law and order issues in the communities are complex social problems that often impact against the RPNCG's capability and capacity to address alone. For this reason, the RPNCG will partner and strengthen existing relationships with various stakeholders, including the Law and Justice Sector, national government departments and provincial governments; civil society organisations; 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 RPNCG is implementing two broad strategies under this goal:

1. Maximise public safety; and
2. Strengthen responses to issues that undermine legitimate economic activities

The Deputy Commissioner of Police Regional Operations and the Deputy Commissioner Specialist Operations are both responsible for the effective and efficient implementation of this key result area.

The Deputy Commissioner Regional Operations is the lead program manager for this key result area and is assisted by seven Assistant Police Commissioners (Divisional Commanders) who report directly to his office. Reporting to these Divisional Commanders are 21 Provincial Police Commanders and two Metropolitan Superintendents. Likewise, the Deputy Commissioner Specialist Operations assists the regional commands through the specialist operational support divisions of Crimes, Operations, and Traffic.

The main objective of both the Regional and the Specialist Operations Wings is to maintain public safety.

Figure 1: National Crime Statistics.

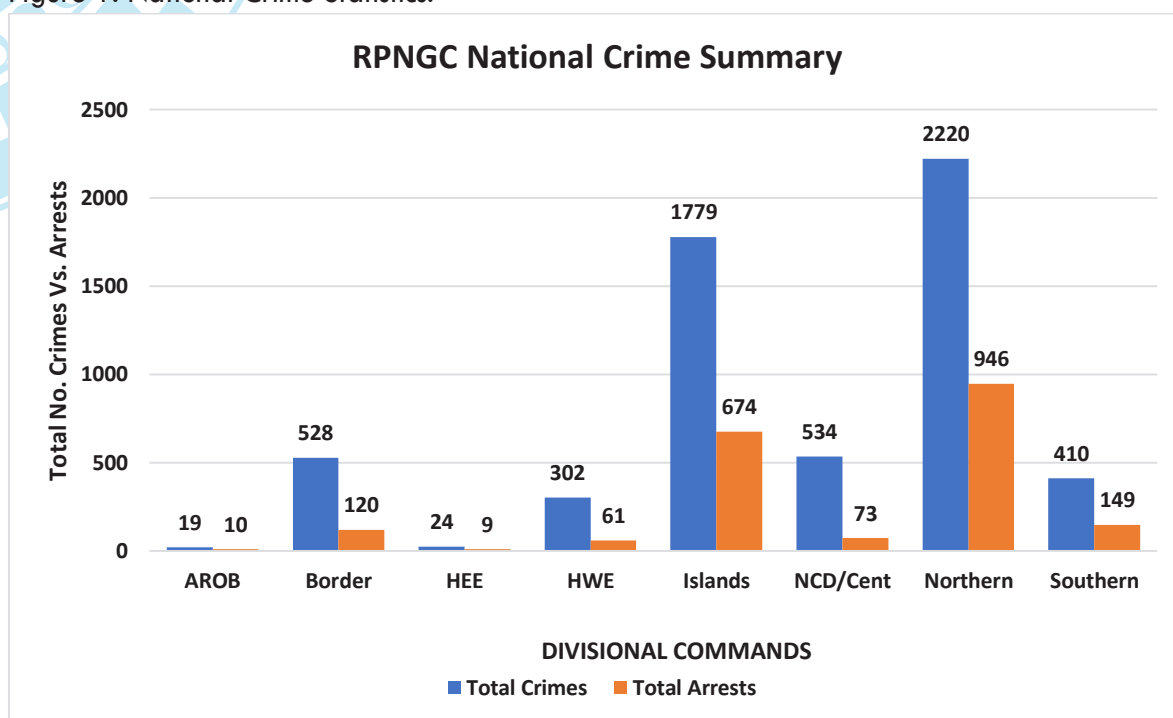


Figure 1. Source: DCP Regional Operations PHQ



NCD/Central Command

The command is headed by a Divisional Commander who holds the rank of Assistant Commissioner of Police (ACP). The Command has jurisdiction over both Central Provincial and NCD Metropolitan Commands. The policing activities of this Command are delivered through the Central Provincial and NCD Metropolitan Commands.

Activity Area		NCD/Central Divisional Command
Divisional Commander		ACP Anthony Wagambie (Jr)
Sub-ordinate Commands		NCD Metro and Central Province
Total land mass		30,238 km ²
Total population		779,000 (McMurray & Lavu, 2020)
Total Police strength		1,091 (EST)
Police : Population Ratio		1:714
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 35, 185,000.00
	Good and Services	K 379,000.00
	Total	K 35,564,000.00
Total Expenditure	Personnel Emoluments	K 41, 427,000.00
	Good and Services	K 373,519.93
	Total	K41,800,519.93

Achievements

- Successfully conducted 2022 National Election Operations.
- Created a budget activity for FSVU.
- Well-established FSVU within the command.
- Four community policing awareness program conducted.
- About 200 newly trained reservists and deployed for election duties.

Challenges/Issues

- Insufficient funding support.
- National Election Operations affected normal policing activities and criminal investigations.
- Increased settlements and social disorder.

Focus areas for 2023

- Secure adequate funding support.
- Focus on improving discipline, command and control as part of the initiative to improve police service delivery.

Figure 2. Shows crime statistics for NCD/Central Command in 2022. Crime statistics are inclusive of both major and minor crimes.

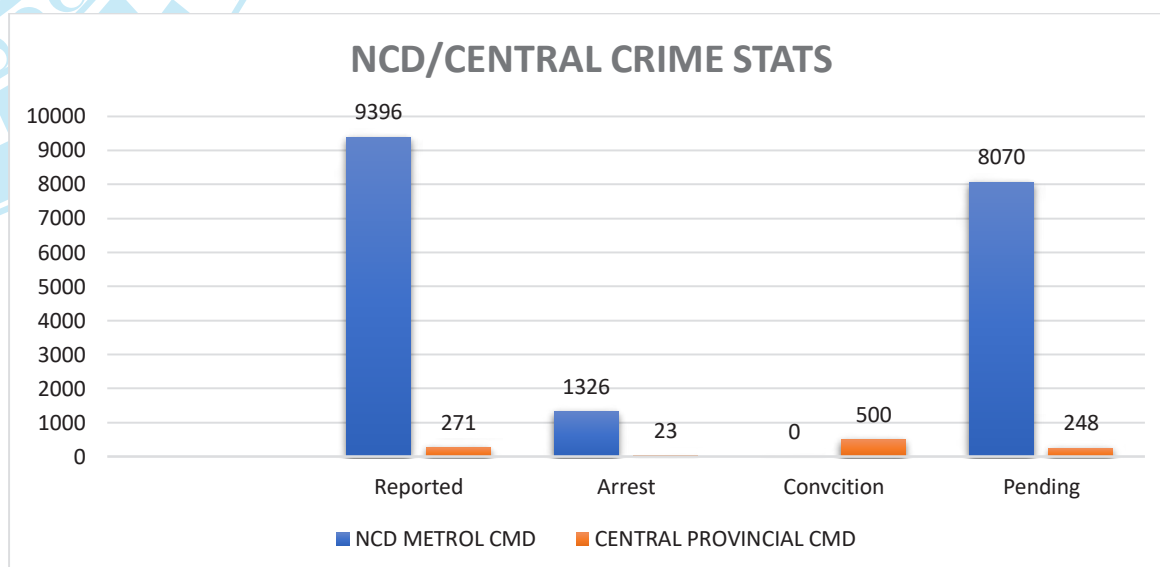


Figure 2. Source: NCD/Central Command

NCD Metropolitan Command

The Command is in the nation's capital, and is headed by the Metropolitan Commander at the rank of Chief Superintendent. The command also facilitates high profile international visitors in providing security escort duties. NCD Metropolitan Command manages nine (9) police stations in the city. The Metropolitan Command has been divided into three (3) Zones as per the electoral boundaries.

Achievements

- Increased police presence at Crime Hotspot and raising law and order awareness.
- Improved Police Communication System.
- Refurbishment of Boroko Police Station with support from PNG-APP.
- Positive approach by the Divisional Commander and his team to investigate and take actions on discipline issues.

Challenges

- Ethnic clashes.
- Rise in alcohol related crimes.
- Increase number of illegal settlements.

Focus Area for 2023

- Improve accountability and strengthen discipline.
- Utilize smart policing strategies to improve response to crimes.
- Improve police visibility at bus stops and public places.
- Improve community policing initiatives.
- Establish a data management system.

Central Provincial Command

Central Provincial Police Command is commanded by an activity manager with rank of Superintendent who is responsible for all policing activities within the province. Its policing services are delivered through the police stations and rural stations throughout the province.

Achievements

- Conduct successful station inspection of rural stations.
- PIP submissions for Bereina & Laloki Police Post submitted with support from Policy & Planning Team PHQ. A copy of the submission given to Central Provincial Government for funding support.
- Increased Police visibility and improved response to complaints.
- Four Quarterly Budget reports submitted.

Challenges

- Deteriorating road conditions.
- Logistical support especially fuel, rations not supplied on time to deploy men to attend to crime scenes in a timely manner.
- Limited staffing in rural areas.
- Deteriorating police infrastructure (police stations and houses).

Focus areas for 2023

- Strengthening partnership with Central Provincial Government and relevant stakeholders.
- Develop and rehabilitate infrastructure that is both housing and police stations.
- Increase police strength by updating Command's organizational structure.

Other Statistics for the NCD/Central Command 2022

Figure 3 below shows other statistics.

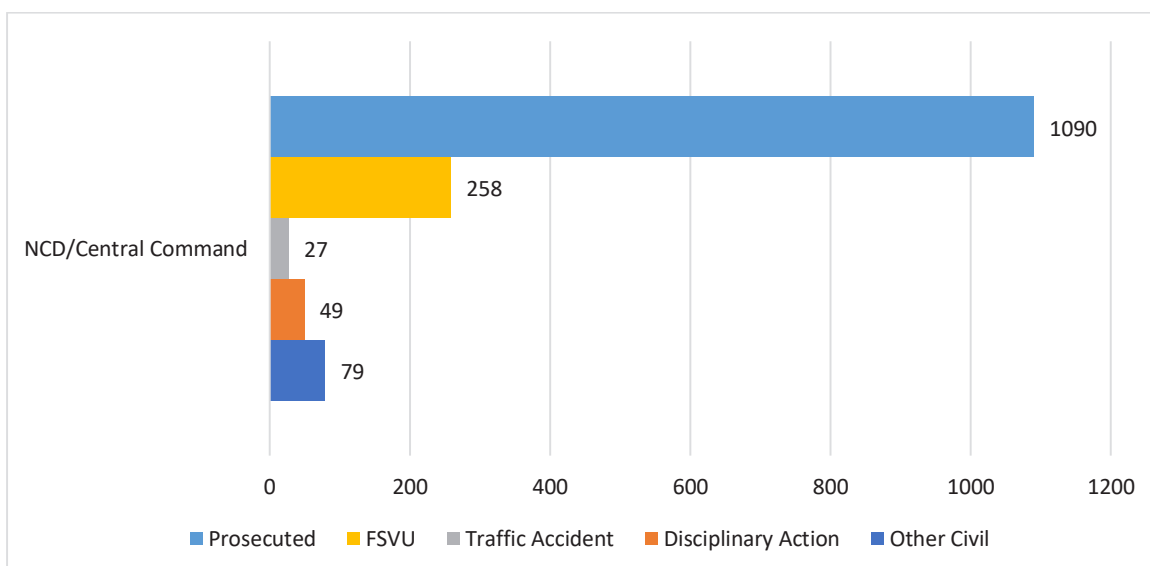


Figure 3. Source: NCD/Central Command

Northern Divisional Command

Activity Area		Northern Divisional Command
Activity Manager		ACP Peter Guinness
Sub-ordinate Commands		Morobe, Madang, EHP, Lae Metropolitan
Total Land Mass		82,748 km ²
Total Population		2,195,000 (McMurray & Lavu, 2020)
Total Police strength		1261
Police : Population Ratio		1: 1,856
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 39, 023, 000.00
	Good and Services	K 538, 000.00
	Total	K 39, 561, 000.00
Total Expenditure	Personnel Emoluments	K 43, 775, 302.50
	Good and Services	K 532, 233.01
	Total	K 44, 307, 535.51

The Command Headquarter is located in Lae City, Morobe Province. The Command has 3 Provincial Police Commands and one Metropolitan Command. It is one of the largest commands in terms of land mass and population density. The policing services of this command are delivered through the following provincial police commands; Lae Metropolitan, Morobe, Madang and Eastern Highlands.

Activities as per 2022 - AMPs

From the Seven (7) planned activities, three (3) key targets were identified in which the Command achieved five (5) of its activities. Apart from the Natel 2022 awareness and operations, some key targets identified were achieved. With the assistance of Natel 2022 Funding, the Command managed to deliver what was planned.

Achievements

- With Natel funding, the number of planned activities were achieved.
- The Command managed to repair the Station's only stand-by generator.
- Successfully conducted 2022 National General Election operations.

Challenges

- Insufficient funding support and resources.
- Insufficient manpower.

Focus Area for 2023

- Building of police infrastructure development.
- Increase manpower strength.
- Identify and secure land titles for police development.

Northern Divisional Command Crime Summary 2022

Figure 4: Crime statistics for Northern Command.

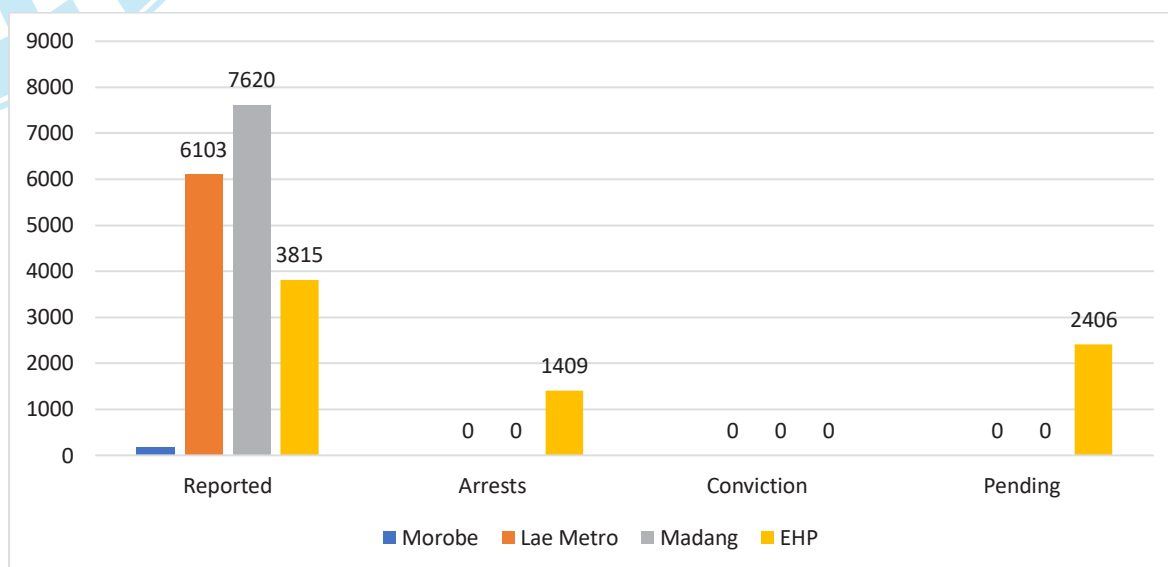


Figure 4. Source: Northern Divisional Command

Lae Metropolitan Command

Lae Metropolitan Command like NCD Metropolitan is a central point of urban drift. With its central location linking the Highlands region and Madang, more people are transiting through Lae city. The Command is headed by an officer at the rank of Chief Superintendent (CSP). Policing services are delivered through the four Police Stations in the Command.

Achievements

- Successfully conducted 2022 National General Election Operations.
- Implemented Annual Budget Planning and Reporting Cycle.
- Developed Basic Standard Operating Procedures for Specific Tasking.
- Installation of CCTV in the police cells has decreased unlawful release of suspects.

Challenges

- Continuous ethnic violence in the city.
- Rural-urban drift resulting in the growth of illegal settlements and illegal land grabbing.
- Disciplinary issues.
- Delay in adjudication of discipline matters.
- Lack of support from ICT technical team.
- Late submission of daily and monthly briefs.

Focus Area for 2023

- Improve Information and Communication Technology (ICT) Systems.
- Timely adjudication of cases.
- Strengthen partnership with all relevant stakeholders.

Morobe Provincial Police Command

The Command Headquarter is located in Lae City, the provincial capital of Morobe. The Command is headed by an officer at the rank of Chief Superintendent (CSP). The policing services are delivered through its nine (9) Districts of Bulolo, Wau, Menyamya, Kabwum, Finschafen, Tewai/ Siasi, Markham, Huon Gulf, and Nawae.

Achievements

- Successful implementation of reservist program into the relevant Districts through support from the Morobe Provincial Government.
- Satisfactory police security operations during the National General Elections.

Challenges

- Insufficient funding and resource support.
- Lack of police infrastructure developments.
- Lack of manpower.

Focus Area for 2023

- Align planned activities as per Corporate Plan 2021 -2030.
- Promote and strengthen community policing initiatives.
- Timely adjudication of discipline cases.
- Improve control and management of both human and physical resources.

Madang Provincial Police Command

Madang Provincial Police Command is responsible for policing the entire Madang Province which is situated at the Northern edge of mainland New Guinea. Madang's Police area of operation covers vast remote inland, coastal and island communities apart from the Provincial Capital of Madang and its satellite towns of Bogia, Ramu Sugar and Walium stations. It also polices the major sea routes between East Sepik/Madang and Madang/Morobe Provincial Sea borders.

Achievements

- Successfully conducted 2022 National General Election Operations.
- Secured funding support from Provincial Government for the construction of Police Mobile Squad Barracks.
- Police infrastructure development with funding support from Bogia District Development Authority (DDA).
- 2x vehicles and 1x boat purchased with logistical funding support from Usino Bundi and Rai Coast District Development Authorities.

Challenges

- Political interference in the provincial administration affecting its operations.
- Lack of logistical and funding support from Police Headquarters (PHQ).
- Lack of command and control.

Focus Area for 2023

- Strengthening partnership arrangements with relevant stakeholders.
- Discourage political affiliation and maintain neutrality to deal with crime in the province.
- Identify suitable Commissioned Officers and NCOs with leadership skills to fill key frontline management roles within the command.

Eastern Highlands Provincial Command

The Eastern Highlands Police Command was part of the Highlands Command but has now been moved to Northern Command. The Command Headquarter is located in its provincial capital, Goroka. The Command is headed by an officer at a rank of Chief Superintendent (CSP). Its policing services are delivered through the police establishments in the Command.

Achievements

- Successfully conducted 2022 National General Election Operations.
- Establishment of two operational Commands in the province.
- Toll Free Phone installed for EHP Police operations.
- Radios acquired and installed in all police vehicles prior to NGE22.
- Good number of desktops acquired for police use.
- Completion of Lahame Police Station.
- Secured funding support for construction of Meriaka and Kainantu Mobile Squad Barracks.
- Secured funding support for Kompri Valley Police Station.

Challenges

- Lack of infrastructure development.
- Lack of Information and Communication Technology Systems.
- Lack of logistical support and resources.
- Lack of manpower.

Focus Area for 2023

- Creation of new provincial organizational structure.
- Improve infrastructure development and ICT Systems.
- Capacity building.

Other Statistics for the Northern Divisional Command 2022

Figure 5 shows other crimes statistics. “Others” refers to statistics such as cyber-crime, civil matters, etc.

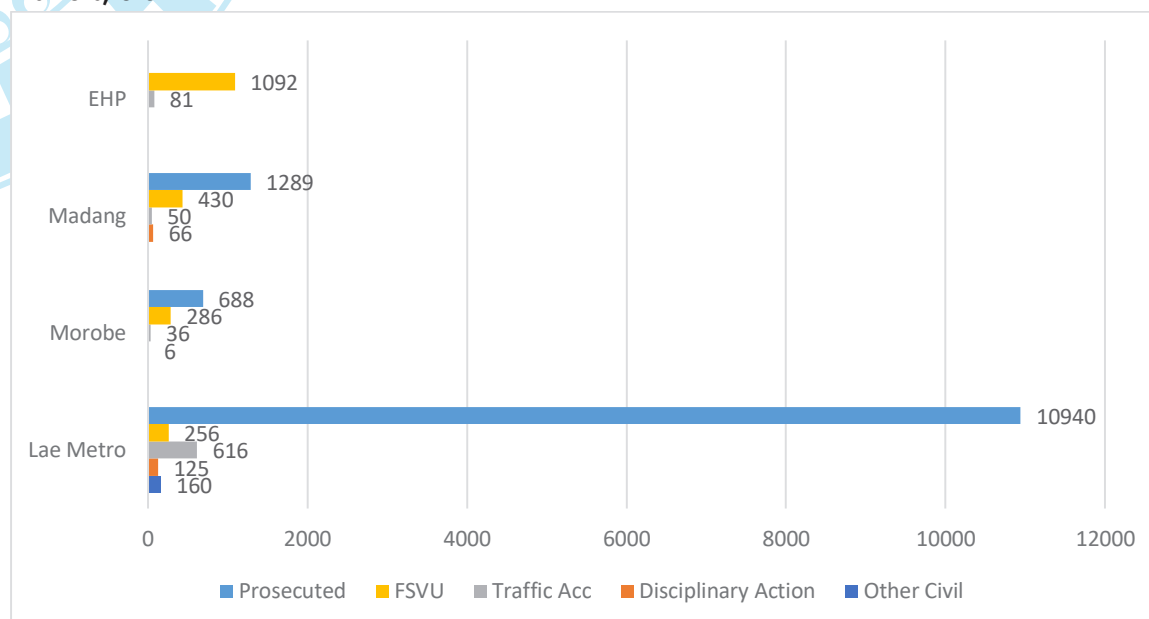


Figure 5. Source: Northern Divisional Command

Southern Divisional Command

The Command headquarter is located at Konedobu, National Capital District. The Command has twenty-four police establishments throughout the province and districts. The command is by headed by an Assistant Commissioner of Police (ACP), also known as Divisional Commander.

Activity Area		Southern Command
Activity Manager		a/ACP Patrick Billy
Sub-ordinate Commands		Gulf, Milne Bay and Oro
Total land mass		276,605 km ²
Total population		621,018 (as per 2011 census estimates)
Total Police strength		224
Police : Population Ratio		1: 1,181
Total number of Police housing		108
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K7, 232, 000.00
	Good and Services	K 521, 000.00
	Total	K7, 753, 000.00
Total Expenditure	Personnel Emoluments	K13, 425, 000.00
	Good and Services	K 512, 621.00
	Total	K13, 937, 864.88

Achievements

- Successfully conducted 2022 National General Election operations.
- The Divisional Command scored the highest ranking during the performance review of all ACPs

Challenges

- Lack of manpower.
- Lack of resources.
- Lack of communication between levels of command.

Focus area for 2023

- Implementation of relevant management plans.
- Strengthen leadership and good governance.
- Improve capacity building.

Southern Divisional Command Crime Summary 2022

Figure 6 shows other major crime statistics.

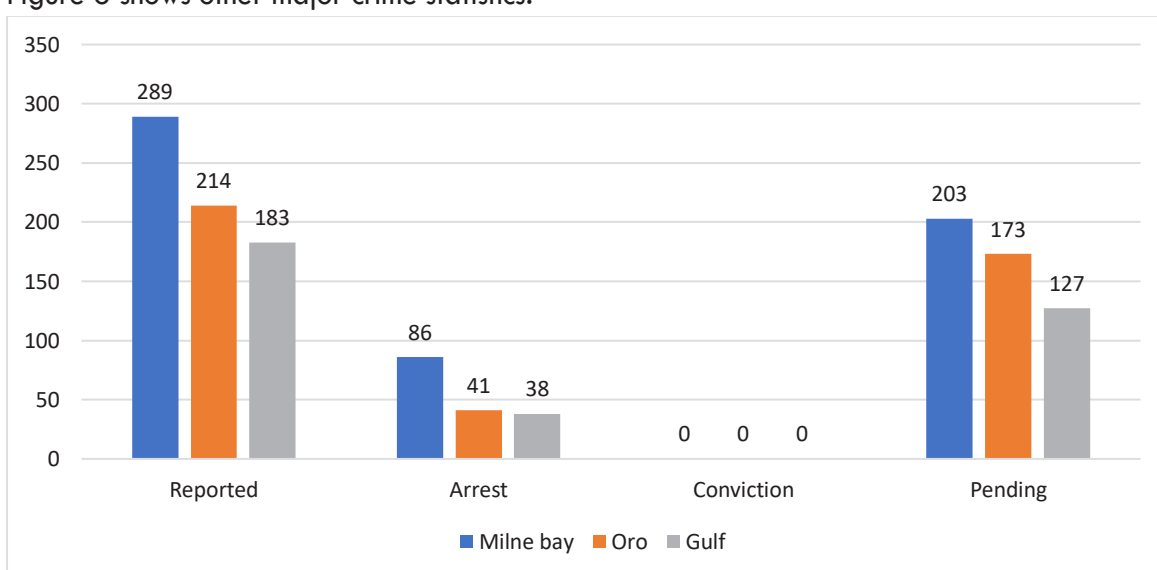


Figure 6. Source: DC Police Regional Operations

Gulf Provincial Police Command

The provincial police command is located within its capital town, Kerema. It has seven (7) police stations and Malalaua is second major police station. The command is headed by an officer at the rank of Chief Inspector (CIP). Its policing services are delivered through the police stations within the command.

Achievements

- Provincial Police Planning Committee established.
- Successfully conducted 2022 National General Election operations.

Challenges

- Deteriorating infrastructure causing moral issue for the personnel resulting in lack of performance.
- Lack of manpower.
- Unable to conduct station inspections in certain parts of the province due to remoteness.

- Command unable to achieve key activity targets due to change in the command leadership (& no proper handover/takeover done).

Focus area for 2023

- Improve and rehabilitate existing infrastructure, equipment and logistics.
- Improve investigation and prosecution of all offenders.
- Ensure quarterly inspections throughout urban/rural stations.
- Adequately resource all sections and stations throughout the province.
- Promote community policing awareness throughout the province.
- Strengthen partnership arrangements with Provincial Administration and relevant stakeholders.

Oro Provincial Police Command

The command headquarter is located in its provincial town, Popondetta. The command is headed by an officer at the rank of Chief Inspector (CIP). The policing services of this command are delivered through the police establishments within the command.

Achievements

- Good number of awareness conducted in the communities resulted in surrendering of illegal firearms, and home brew making apparatus.
- Successfully delivered 2022 National General Election Elections.
- Cleared off 20 minor discipline matters with 2 dismissals.

Challenges

- Limited resources including funding and logistical support.
- Lack of manpower.
- Lack of communication coverage.

Focus area for 2023

- Secure funding support from District Authorities.
- Improve communication coverage.
- Strengthen partnership arrangements with all relevant stakeholders.

Milne Bay Provincial Police Command

Milne Bay Provincial Police Command is located in Alotau, the provincial capital. The province currently has four districts (Alotau, Kiriwina Goodenough, Samarai Murua and Esa'ala). However, in 2027 Rabaraba will become a separate district which will bring the number of districts to five.

Milne Bay Province is the largest maritime province in the country. It shares a land border with Oro and Central province to the west, maritime border with East & West New Britain to the north and AROB to the east. It also shares International maritime border with Solomon Islands and Australia.

Achievements

- Marked improvement of Law & Order in Milne Bay Province.
- Improved Command and Control in Milne Bay province.
- Renovation of Provincial Police Headquarters and Alotau Police Station.
- Successfully conducted 2022 National General Election operations.

Challenges

- Lack of manpower.
- Lack of renovations to existing buildings and condemned barracks.
- Lack of sea crafts.
- Lack of funding support.

Focus area for 2023

- Activation of a signed Reservist MOU with RPNGC to increase manpower.
- Strengthen partnership arrangements with all relevant stakeholders.

Other Statistics for the Southern Divisional Command 2022

Figure 7: Statistics for Southern Divisional Command.

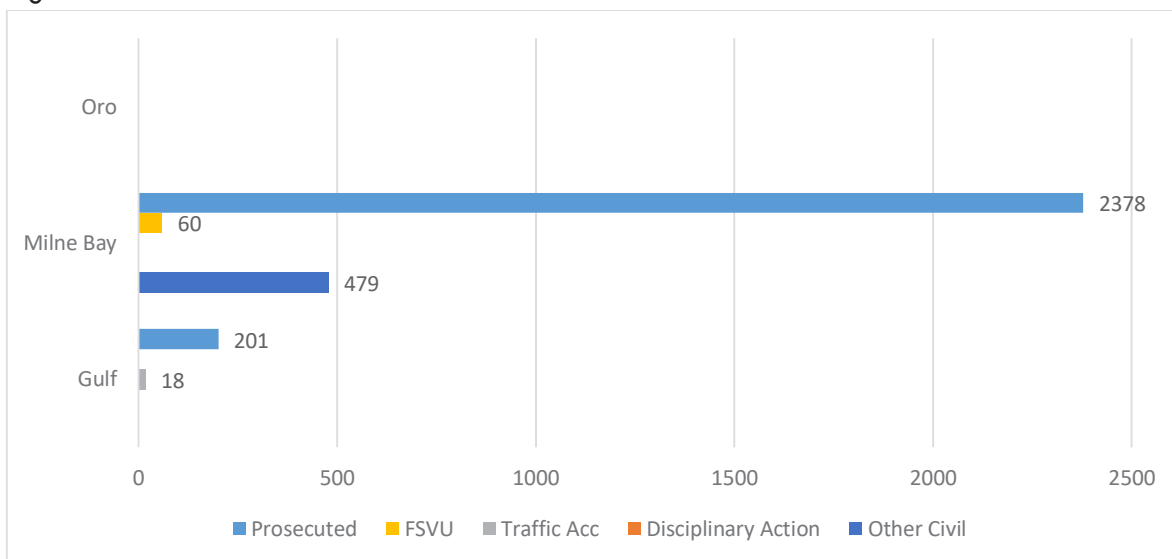


Figure 7. Source: Southern Divisional Command

Highlands Eastern-End Divisional Command

The Highlands Region has been divided into two Commands that is Highlands Western-End and Highlands Eastern-End Command. The Divisional Commander for Highlands Eastern-End is based in Mount Hagen, Western Highlands Province. The Command is headed by an Assistant Commissioner Police (ACP) also known as Divisional Commander. The policing activities of this command are delivered throughout Western Highlands, Jiwaka and Simbu.

Activity Area		Highlands Eastern-End
Divisional Commander		ACP Rigga Neggi
Sub-ordinate Commands		WHP, Jiwaka, Chimbu
Total Land Mass		15,209 km ²
Total Population (2020 estimates)		1,199,000 (McMurray & Lavu, 2020)
Total Police strength		280
Police: Population Ratio		1:4,282
Total number of Police housing		(Data not available)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 20, 618, 000.00
	Good and Services	K 488, 000.00
	Total	K 21, 076, 000.00
Total Expenditure	Personnel Emoluments	K 34, 796, 572.08
	Good and Services	K 527, 619.64
	Total	K 35, 324, 191.72

Achievements

- Successful conduct of 2022 National General Election operations.

Challenges

- Lack of funding to facilitate training programs.
- The command inspection did not eventuate due to lack of adequate funding for travels and subsistence.
- Lack of manpower.

Focus Area for 2023

- Regional trainers to be actively involved in rolling out training programs
- Improve discipline and accountability
- Secure more funding to enable implementation of Corporate Plan 2021- 2030.

Highlands Eastern-End Divisional Command Crime Summary 2022

Figure 8 shows overall crime statistics (inclusive of major/minor crimes) for the Highlands Eastern-End Commands.

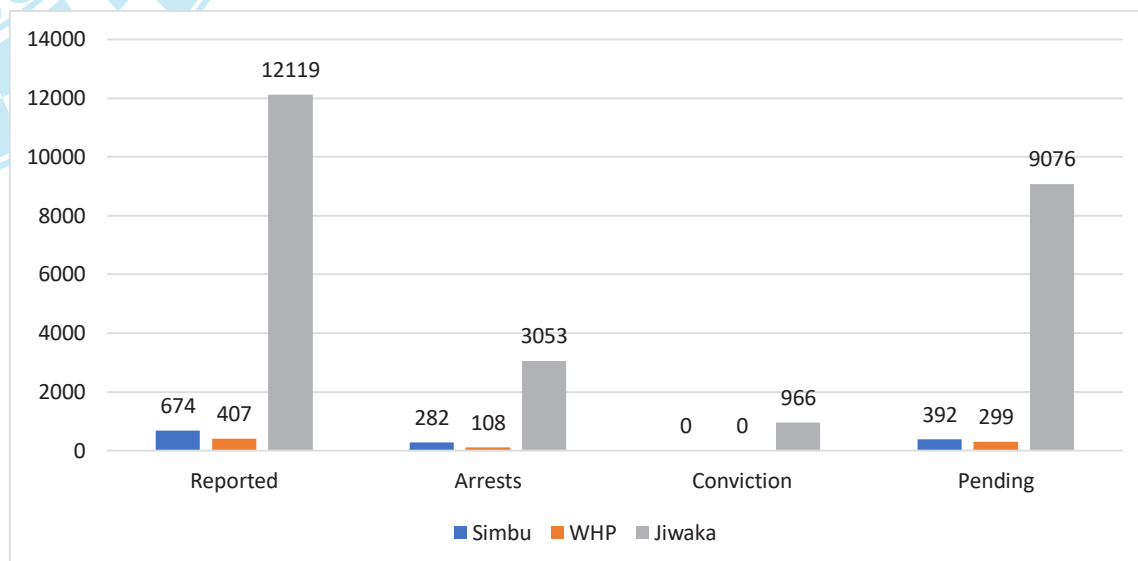


Figure 8. Source: Highlands Eastern End Divisional Command

Western Highlands Provincial Police Command

Western Highlands Provincial command is located in its provincial capital, Mount Hagen. The Command is headed by an officer at the rank of Chief Superintendent, (CSP). The policing services of this command are delivered through the main Police Station at Mt. Hagen and also through police establishments throughout the province.

Achievements

- Broadcasted 3 awareness messages on radio Western Highlands.
- Conducted Community Policing awareness on violence against women and vulnerable people.
- Kimminga Barracks Fencing.
- Successfully conducted 2022 National General Elections operations.

Challenges

- Lack of community support.
- Continuous tribal fighting in the province.
- Lack of resources.
- Lack of manpower.

Focus Area for 2023

- Effective delivery of policing services.
- Improve ICT systems.
- Strengthen partnership with relevant stakeholders.

Jiwaka Provincial Police Command

Jiwaka is one of the newly established provinces in the country. The Command Headquarter is located in Minj Station. Its new provincial capital Kurumul is still undergoing development. The policing services of this Command are delivered through the three (3) main police stations of Banz, Minj and its highway patrol unit.

Achievements

- Training of 320 reservist.
- Successfully conducted 2022 National General Election operations.

Challenges

- Lack of support from District authorities.
- Lack of manpower.
- Lack of ICT services.
- Deteriorating Infrastructure.

Focus Area for 2023

- Strengthen partnership with relevant stakeholders.
- Capacity building.
- Improve police presence.
- Improve ICT services.
- Developing and rehabilitating infrastructure.

Simbu Provincial Police Command

The Provincial Command is located in the provincial capital, Kundiawa. The Command is headed by an officer at the rank of Superintendent (SUPT). Its policing services are delivered through the various police establishments within the province.

Achievements

- Road patrols conducted.
- Successfully conducted 2022 National General Election operations.
- Extension of Cell Block.
- Police Station Fencing.

Challenges

- Lack of arrests and prosecutions due to Compensation practices.
- Insufficient funding.
- Lack of resources.
- Lack of manpower.

Focus Area for 2023

- Improve discipline.

- Improve police presence.
- Secure adequate police resources.
- Capacity building.
- Improve prosecutions.

Other Statistics for the Highlands Eastern-End Divisional Command 2022

Figure 9 shows the crime statistics of the Highlands Eastern Divisional Command.

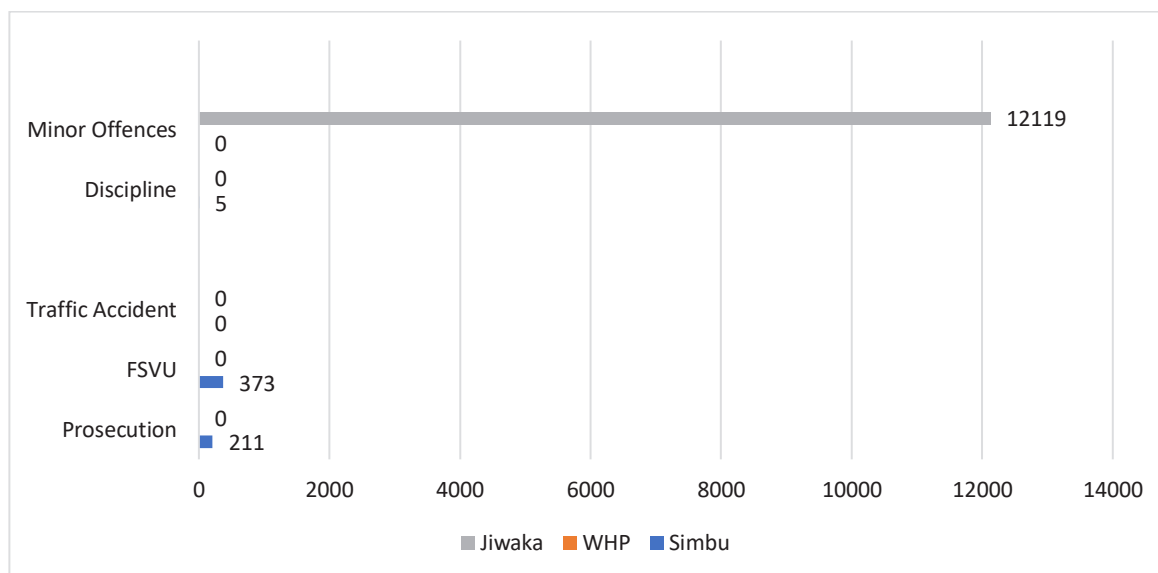


Figure 9. Source: Highlands Eastern End Divisional Command

Highlands Western-End Divisional Command

The Highlands Western-End Divisional Command is based in Mendi. The command is headed by an officer at the rank of Assistant Commissioner of Police (ACP), also referred to as Divisional Commander. The command hosts the country's leading oil and gas fields, commonly referred to as the PNG Liquefied Natural Gas (LNG) Project and mining. This economic corridor generates a significant portion of PNG's revenue.

Activity Area		Highlands Western-End Div/Command
Name of Activity Manager		A/ACP John Kale
Sub-ordinate Commands		Enga, SHP and Hela
Total Land mass		37,290 sq. km
Total Population		1,481,000 (McMurray & Lavu, 2020)
Total Police Strength		578
Police : Population Ratio		1:2,481
Total Number of Police Housing		394
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 16, 836, 000.00
	Good and Services	K 490, 000.00
	Total	K 17, 326, 000.00
Total Expenditure	Personnel Emoluments	K 24, 827, 019.93
	Good and Services	K 482, 633.07
	Total	K 25, 309, 753.00

Achievements

- Successfully conducted National General Election operations.

Challenges

- The geographical setting of the command makes it difficult to visit the provincial inspections.
- Insufficient funds for the command.
- Lack of manpower.

Focus Area for 2023

- Secure adequate resources.
- Increase manpower.

Highlands Western-End Divisional Command (HWEDC) Crime Summary 2022

Figure 10 shows overall crime statistics for HWEDC.

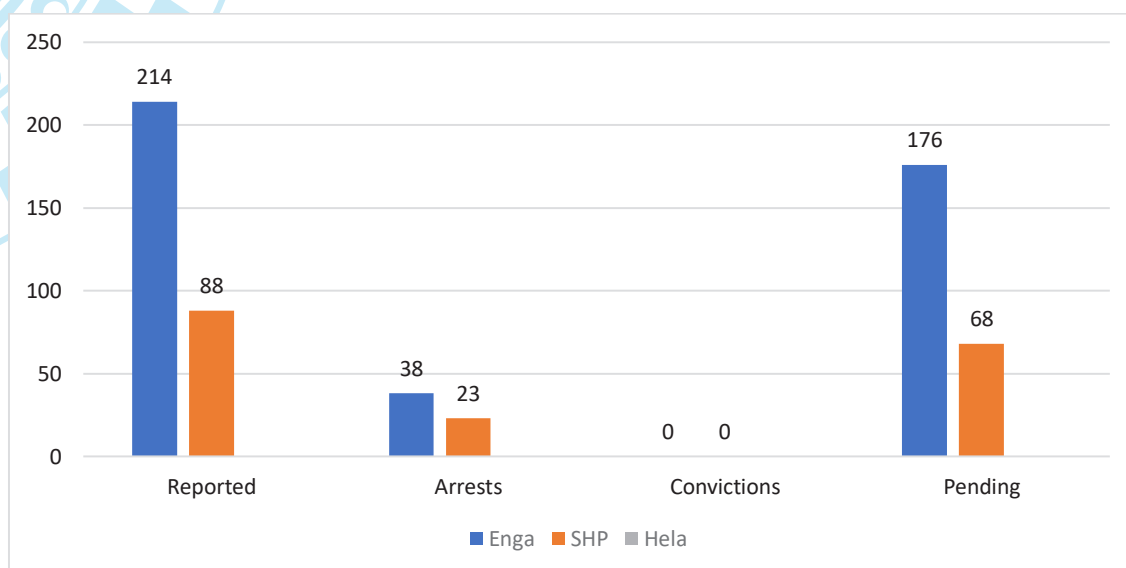


Figure 10. Source: Highlands Western End Divisional Command

Hela Provincial Police Command

The command headquarter is located in Tari town, the provincial capital of Hela. The command is headed by an officer at the rank of Chief Inspector. Hela Province is one of the two newly established provinces in the country. Hela province host the PNG LNG Gas plant as well as oil & gas well heads accounting for 40% of PNG's revenue. The security issues in the area are very volatile and challenging.

Achievements

- Regular consultative meetings held with key stakeholders to strategize measures to address tribal fights.
- Ongoing meetings held with Provincial Peace and Good Order Committee.
- Successfully conducted 2022 National General Election operations.
- The current PPC has made good progress by engaging with all relevant stakeholders to address lawlessness in the province.
- Work was done on the new Hela Police Provincial structure. 535 positions were approved and of these 479 have been uploaded onto the payroll system.

Challenges

- Lack of manpower.
- Constant disruption of general government services and business activities due to lawlessness.
- Inconsistent reporting of crimes statistics and other information as required.
- Absence of other law and justice sector agencies in the Province most notably a resident judge.

Focus Area for 2023

- More consultative meetings with stakeholders is the way to go.
- Continue community policing awareness.

- Implementation of the new Hela structure.
- Implementation of police infrastructure development.

Enga Provincial Police Command

The provincial Headquarter is based in Wabag town, the provincial capital of Enga Province. The Command is headed by an officer at the rank of Superintendent. The Command also hosts the Pogera Gold Mine. The criminal environment in the province is also very volatile. Its policing services are delivered through the main police stations of Wabag, Wapenamanda, Kompam, Laigam, Kandep and Paiam.

Achievements

- Successfully conducted 2022 National General Election Operations.
- Good number of law and order awareness conducted.
- Good number of motorized patrols conducted.
- Conducted 2x Station Inspections.

Challenges

- Inadequate funding and resource support.
- Inconsistent report of crime data/statistics as required.
- Lack of manpower.

Focus areas for 2023

- Secure adequate funding and resource support.
- Strengthening partnership with relevant stakeholders.

Southern Highlands Provincial Police Command

The command headquarter is located within its provincial capital Mendi town. The command is headed by an officer at the rank of Chief Superintendent (CSP). The command also hosts the Kutubu Oil Project. It also is a very volatile area in terms of security issues.

Achievements

- Successfully conducted 2022 National General Election Operations.

Challenges

- Lack of funding to implement planned policing activities within the province.
- Tribal fights.
- Politically related lawlessness.
- Lack of manpower.

Focus area for 2023

- Achieve key target result areas and other policing activities within the province.
- Improve Community based & crime prevention policing strategies in all levels of policing.
- Improve Investigation and prosecution of all reported crimes.

Border Divisional Command

The Border Command is created to specifically attend to illegal border crossings and issues happening along the 85 kilometers land and sea borders between Indonesia, Australia and PNG. The Command is headed by an officer at a rank of Assistant Police Commissioner (ACP). The command is located in the National Police Headquarter, Konedobu.

Activity Area		Border Command
Activity Manager		ACP Peter Philips
Sub-ordinate Commands		East Sepik, West Sepik, North-Fly, South-Fly
Total Land Mass		17,8546 km ²
Total Population (2020 estimate)		1,190,000 (McMurray & Lavu, 2020)
Total Police strength		(Data not provided)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K14, 646, 000.00
	Good and Services	K 685, 000.00
	Total	K15, 321, 000.00
Total Expenditure	Personnel Emoluments	K 17, 320, 703.79
	Good and Services	K 674, 824.93
	Total	K 17, 995, 528.72

Achievements

- Successfully conducted 2022 National General Election Operations.
- The management of disciplinary matters is an area that is well managed by the current ACP.

Challenges

- Deteriorating infrastructure.
- Lack of manpower.
- Increasing illegal activities along the borders.
- Illegal movement of people in/out, using land border.
- Lack of good Commissioned and senior Non Commissioned Officers.

Focus Area for 2023

- Improve infrastructure development.
- Capacity building.
- Strengthening partnership with border management stakeholders.
- Improve and develop Information and Communications Technology.

Border Divisional Command Crime Summary 2022

Figure 11 below shows crime statistics.

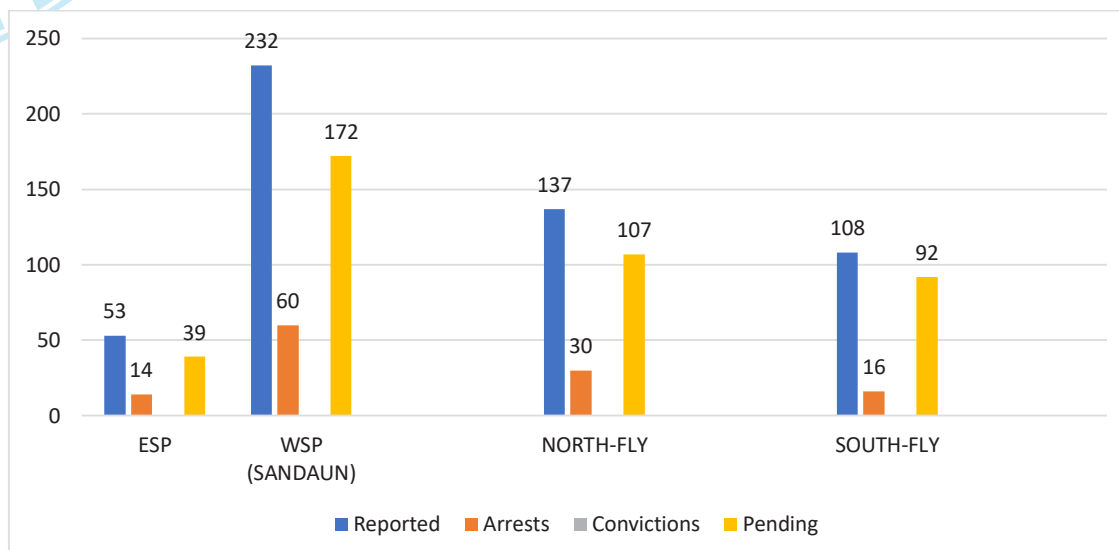


Figure 11. Source: Border Divisional Command

North-Fly Provincial Police Command

The North Fly provincial police headquarters is based in Kiunga and has two main police stations. These are located in Kiunga and Tabubil. North Fly command hosts the Ok Tedi Mine and in recent times has seen a number of law and order challenges associated with unrest amongst especially senior of the mine.

Achievements

- Successfully conducted 2022 National General Election Operations.
- Awareness conducted on drug and alcohol abuse and other cross cutting issues were carried out in LLGs.
- Rehabilitation work on two barracks in Kiunga funded under MRA through MP North Fly District.

Challenges

- Deteriorating living conditions.
- Lack of refresher Training.
- Lack of logistics and resources.
- Lack of manpower.

Focus Area for 2023

- Improve capacity building.
- Infrastructure development and rehabilitation.
- Secure logistics and funding support.

South Fly Provincial Police Command

The South Fly provincial police headquarters is based in Daru. South Fly shares a sea border with Australia and this area is renowned for the smuggling of firearms, drugs and persons. The logging industry within the Command adds to the policing challenges already faced and are a haven for the perpetrating of transnational crimes.

Achievements

- Refurbishment of the Daru Police Station with funding support from the Western Provincial Government.
- Procured 50Kva generator as backup power supply during times of blackout.
- Received new WiFi disc 5G network for internet access from AFP Police through our District Law & Justice Sector.
- Secured funding from South Fly District Development Authority for our Police Station maintenance works and Christmas and New Year Operations.
- Successfully conducted 2022 National General Election Operations.

Challenges

- Lack of logistics and resources.
- Lack of manpower.
- Lack of Information and Communication Technology Systems.

Focus Area for 2023

- Improve ICT Systems.
- Improve border patrols.
- Improve capacity building.
- Secure adequate funding support.
- Strengthening strategic partnerships.

West Sepik (Sandaun) Provincial Police Command

The Command Headquarter is located at its provincial capital, Vanimo and is headed by an officer at the rank of Chief Inspector (CIP). The Command has the important responsibility to police the international land border with Indonesia and at the same time maintaining peace and good order within the province. Its policing services are delivered through Vanimo and Aitape Police Stations.

Achievements

- Successfully conducted 2022 National General Election operations.
- Conducted awareness to communities.
- Budget reviews conducted.
- Construction of the police barracks building.

Challenges

- Lack of funding affects our planned activities.
- Lack of communications capability between the Provincial Police Command and other outer police stations.
- Continuous power blackouts in Vanimo and Aitape towns is a serious concern to us.
- Lack of manpower.

Focus Area for 2023

- Improve ICT Systems.
- Secure funding for logistical support.
- Improve capacity building.

East Sepik Provincial Police Command

The Command Headquarter is located in Wewak, the provincial capital and is headed by an officer at the rank of Chief Superintendent (CSP). Its policing services are provided through the police establishments within the five districts.

Achievements

- Good number of station inspections conducted.
- Law and order awareness conducted.
- Successfully conducted 2022 National General Election operations.

Challenges

- Lack of logistics and resource.
- Natel operation took most of the time and resources.
- ICT upgrade not done (Priority- Internet Access Needed).

Focus Area for 2023

- Strengthen command and control.
- Promote police visibility in public areas.
- Improve investigation and prosecution.
- Ensure all outstanding administrative queries are dealt with.

New Guinea Islands Command

The Commander is responsible for managing the four provincial commands; East & West New Britain, New Ireland and Manus. The Command is headed by an Officer at the rank of Assistant Commissioner of Police (ACP). NGI is generally a maritime command.

Activity Area		New Guinea Islands Divisional Command
Divisional Commander		ACP Perou Dranou
Sub-ordinate Commands		Manus, ENB, WNB and NIP
Total land mass		47,218 km ²
Total population (as per 2011 census estimates)		1,007,000 (McMurray & Lavu, 2020)
Total Police strength		630
Police : Population Ratio		1:1,598
Total number of Police housing		(Data not available)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 27, 289, 000.00
	Good and Services	K 615, 000.00
	Total	K 27, 904, 000.00
Total Expenditure	Personnel Emoluments	K 26, 897, 564.47
	Good and Services	K 655, 821.06
	Total	K 27, 553, 385.53

Achievements

- Three inspections conducted.
- Four sets of budget review done.
- Secure a 5.9-hectare state land in Open Bay area for future developments.
- Successful conduct of 2022 National Election operations

Challenges

- Insufficient funding to develop the portion of land at Kinabot.
- Increasing social law and order issues.
- Lack of manpower.

Focus Area for 2023

- Require a funding of K1.5 million to develop the land at Kinabot.
- Focus implementation of the strategic management plans to be in line with Corporate Plan 2021-2030.
- Strengthening partnership opportunities for effective policing services.

Figure 12 illustrates the overall crime statistics for the New Guinea Islands Command.

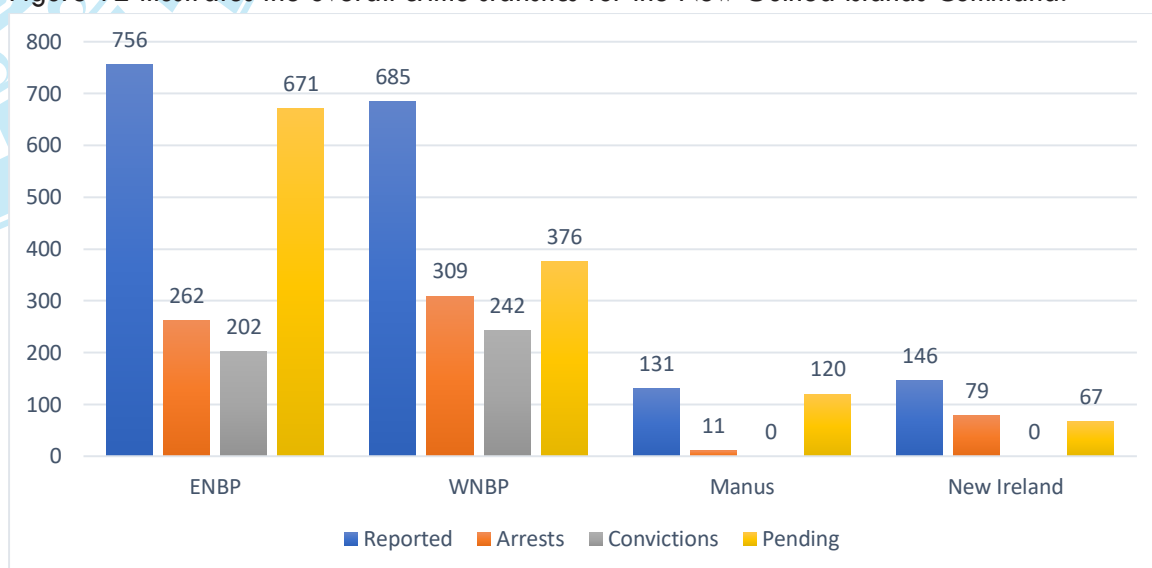


Figure 12. Source: NGI Divisional Command

East New Britain (ENB) Provincial Police Command

The ENB Provincial Police Command is headed by an officer at the rank of Chief Superintendent (CSP). Policing services within the Command are delivered through three main police stations at Kokopo, Kerevat and Rabaul. The Command is also the headquarters of the Islands Mobile Group located at Tomaringa.

Achievements

- Community policing awareness conducted.
- Leadership, Supervisor and Discipline training workshop conducted by Advanced Skills Branch- Bomana Centre of Excellence.
- Renovations of the Kokopo Police Station cell.
- Introduction of sea patrols using the new Police Patrol Vessel (PPV) Manning.
- Donation of equipment to Forensics by AFP under the PNG/AAP.
- Donations of new vehicles by MP for Gazelle and Kumul Petroleum Holdings Limited.
- Refurbishment of Kokopo Holding cells by the ENBPG, Kokopo District Administration, Fincorp.
- Successful conduct of the 2022 NATEL Security Operation.
- Successful roll out of the Police Communication in the province.
- Revenue collections of K267,290.00.
- Purchased computers for Public Safety Units (PSU).

Challenges

- Lack of adequate resources.
- Lack of manpower.
- Run down state of RPNGC facilities, example, stations and police accommodations.
- Discipline issues.
- Delay of Re-current budget allocation.

- Incomplete female and Juvenile cells at Kokopo.

Focus Area for 2023

- Strengthening Partnership with local authorities and relevant stakeholders.
- Submit proposals to Police Headquarters for funding support.
- Conduct refresher training courses.

New Ireland Provincial Police Command

The New Ireland Provincial Police Command is headed by an officer at the rank of Superintendent (Supt), and is responsible for managing all policing services in the province. The command Headquarter is located in the provincial capital, Kavieng.

Achievements

- Kavieng Police Station including the PPHQ was fully renovated and furnished.
- Single police barracks with capacity of 16 rooms which can accommodate up to 32 young officers.
- Renovations on current Namatanai Police Station married quarter housing.
- Four (4) houses undergoing renovation with funding support from Namatani District Development Authority (NDDA).
- Installation of VSAT and ICT communication system.

Challenges

- The National General Election 2022 proved to be very challenging.
- Poor communication and relationship with stakeholders.
- There is still room for improvement in the areas of Criminal Investigation, Prosecutions and Traffic Section.
- ICT still a challenge for the outer islands.
- Need more manpower.

Focus Area for 2023

- Improve strategic partnerships arrangements.

Manus Provincial Police Command

The provincial command is based in Lorengau, which is the provincial capital for the province. The command is headed by an officer at the rank of Chief Inspector (CIP). It is a maritime province with its island communities scattered in the vast Pacific Ocean. This makes policing activities more costly.

Achievements

- Developed supplementary provincial security plan for Natel 2022.
- Secured funding support from Manus Administration.
- Conducted awareness on PMV and small crafts users/owners.
- Apprehended three escapees.
- Construction of 1x stand-alone house for Police Station Commander (PSC) at Wamundu police barracks.

Challenges

- Lack of administrative support.
- Lack of manpower.

Focus Area for 2023

- Secure adequate funding and resources or logistics to support police operations.
- Improve implementation of annual management plans consistent with the RPNGC Corporate Plan (2021 - 2030).

West New Britain Provincial Police Command

The Provincial Command is based in the provincial capital, Kimbe. The Command is headed by an Officer at the rank of Superintendent (Supt). The province is well known for its oil palm plantation, resulting in the increase population which lead to rise in criminal activities.

Achievements

- Improved Police presence in public places has reduced criminal activities.
- Established Reserve Unit within the New Britain Palm Oil and Hargy Palm Oil.
- Radio Communications restored and Internet access established in the Provincial Police Command.
- Major renovations works of Kimbe Police Station and the Provincial Police Headquarter.

Challenges

- The major renovations being carried out at the Kimbe Police Station is affecting normal police operations.
- The build-up of weapons in the province that are frequently used to commit violence against people and properties.
- Lack of manpower.

Focus Area for 2023

- Strengthen partnership arrangements.
- Improve community policing programs and other policing initiatives.

Other Statistics for Islands Command 2022

Figure 13 on the next page illustrates the total number of cases prosecuted, discipline actions taken, FSVU cases reported and others.

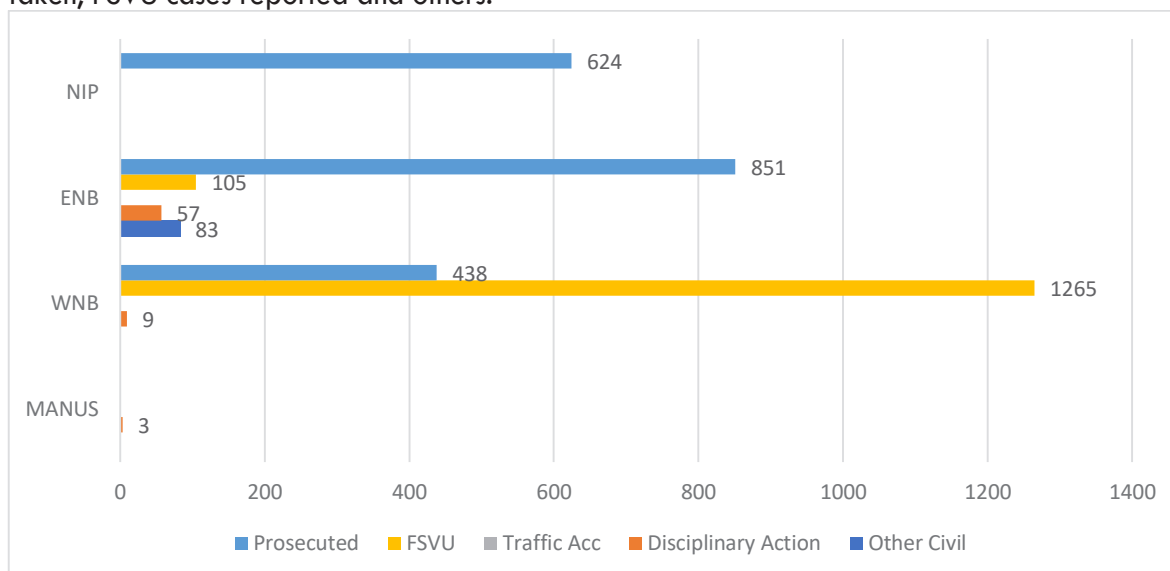


Figure 13. Source: NGI Divisional Command.

Autonomous Region of Bougainville (AROB)

The Bougainville Police Service (BPS) is headed by an officer at the rank of Deputy Commissioner of Police (DCP) with the title Chief of BPS. Chief of BPS is supported by the Deputy Chief of BPS with the rank of Assistant Commissioner of Police (ACP).

Activity Area		Autonomous Region of Bougainville (AROB)
Chief of Bougainville Police		DCP Francis Tokura OBE, QPM, DPS
Sub-ordinate Commands		North, Central and South Regional Commands
Total Land Mass		9,384 km ²
Total Population (2020 estimates)		302,000 (McMurray & Lavu, 2020)
Total Police strength		233
Police: Population Ratio		1:1,296
Total number of Police housing		(Data not available)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 7, 075, 000.00
	Good and Services	K 130, 000.00
	Total	K 7, 205, 000.00
Total Expenditure	Personnel Emoluments	K 7, 714, 640.40
	Good and Services	K 128, 691.59
	Total	K 7, 843, 331.99

Bougainville Police Service Crime Summary 2022

Figure 14 on the next page illustrates the overall crime statistics for Bougainville Regional Command of North, Central and South.

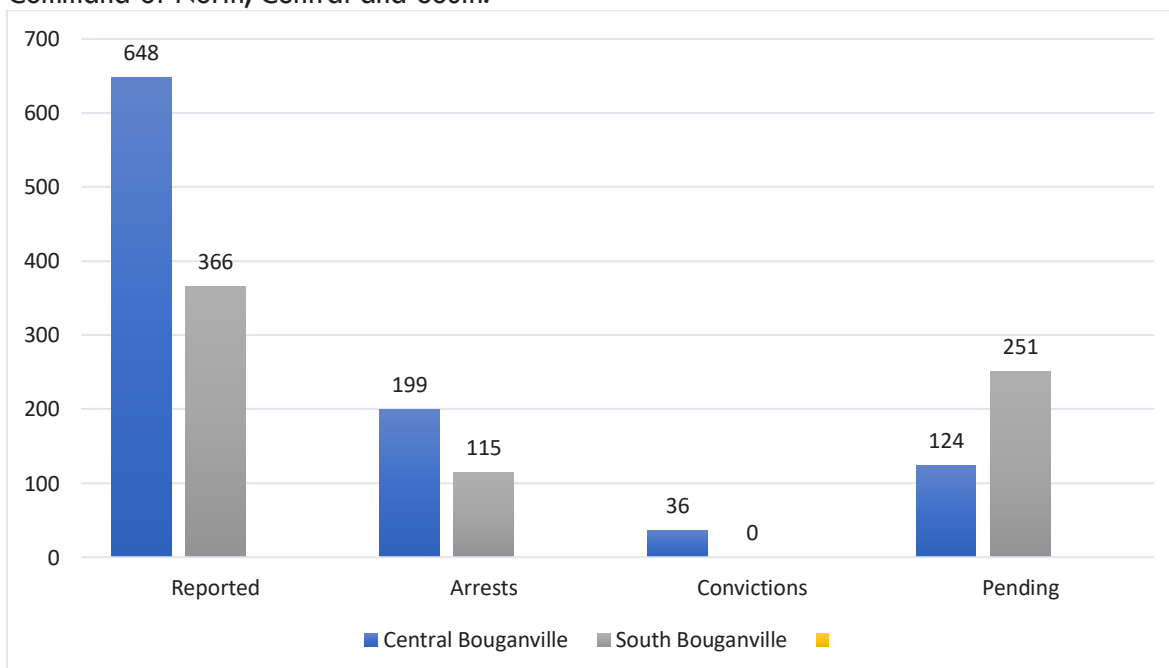


Figure 14. Source: Bougainville Police Service.

Support to Bougainville Police Service through JSS4D

- The program supplied scenes of crime equipment to BPS which was used in investigative training delivered by the NZ BPP program in April (an example of how JSS4D works collaboratively with the New Zealand program). It was the first opportunity staff had to use this specialist equipment to improve investigation processes, and each region now has its own Scenes of Crime equipment to utilise at crime scene investigations. Following the training, the officer in charge of criminal investigations in Buin, who also completed the Learning to Lead program, successfully led a team of investigators in responding to and investigating the high-profile murder of a female victim.
- In December JSS4D supported BPS to complete the first stage of the establishment of the Electronic Occurrence Book (OB) in ARoB, in preparation for the commencement of its pilot phase on 20 February 2023. It replaces, through digitisation, the paper OB at each of the three main police stations on Bougainville. The new electronic OB is based on an Android app and a cloud-based server, meaning that information is no longer confined to the three paper OBs. Instead, new OB entries can be created, updated or reviewed by any officer at any location, for example, when on patrol, at the scene of a crime or at a traffic stop. Police officers throughout ARoB have been trained to use the new system by the BPS ICT team.
- JSS4D supported a total of 42 (14 women) BPS officers from across the region to complete the Learning to Lead program delivered by Wings Education. The training focused on improving officers' attitudes and conduct, with particular attention given to unpacking values and beliefs that contribute to unhelpful behaviours. The course is delivered by skilled Papua New Guinean facilitators and is designed on the principle that reflecting on individual behaviour and establishing personal goals to improve those behaviours are key to improving performance and conduct in the workplace. Three BPS (two women) Officers who completed Learning to Lead were responsible for the management of the refurbished Buka police cells. They managed to reduce the number held in police custody from the high 60s to 25-30.

North Bougainville Sub – Regional Police Command

North Bougainville is made of six (6) Districts namely Buka, Tinputz, Kunua, Nissan, Selau/Suir and Atolls. There are 14 constituencies within these six districts. The main police stations in this policing Command are Buka, Tinputz, Wakunai and Nissan.

Achievements

- Successful delivery of the 2022 National General Election.

Challenges

- Funding constraints.
- Geographical locations.
- Resources constraints.
- No proper Finger-print management mechanism in place.
- Run-down Police Infrastructure.
- Lack of manpower.

Focus Area for 2023

- Sub-Regional Accounts and Funds transferred back to the Sub-Regional command.
- Establishment of new Rural Police Posts in remote constituencies.

Central Bougainville Sub - Regional Police Command

Central Command is made up of 3 Districts which are Kieta, Wakunai and Panguna. The Command is headed by a Regional Commander at a rank of Chief Inspector. The main police stations in the Command are located at Arawa and Panguna.

Achievements

- Improved road safety.
- Rollout of internet coverage in conjunction with Royal PNG Constabulary.
- Rehabilitation of Kieta Police Station funded by ABG.
- Digitalization of OB with assistance from JSS4D.
- Refurbishment of the Cell through DSIP from Kieta District Administration.

Challenges

- Lack of manpower

Focus Area for 2023

- Strengthening Partnership with relevant stakeholders.
- More Community awareness engagements.

South Bougainville Sub - Regional Police Command

The South Sub-regional Command covers Buin, Siwai, Bana and Torokina Police Stations. Buin is the sub-regional headquarters in South Bougainville.

Achievements

- Successful delivery of 2022 National General Election.
- Successful Christmas and New Year operations.

Challenges

- Lack of manpower.
- Existence of Me'ekamui Defense Force (MDF) and continuous killing of civilian in the Konnou area of Buin District
- High number of illegal firearms still in possession by ex-combatants, civilians and criminals at large.
- Illegal border crossing in the PNG/SI International Maritime Border becoming an ongoing concern over the years.

Focus Area for 2023

- Construction of new Bana district Police Station.
- Plan for construction of two new police housing.

Other Statistics for Bougainville Police Service

Figure 15 shows cases prosecuted, discipline actions taken, traffic accidents reports, FSVU cases and others (civil/cyber-crime, etc.) As indicated on the graph, there's room for improvement to ensure consistency in accountability and reporting of data statistics as required on time.

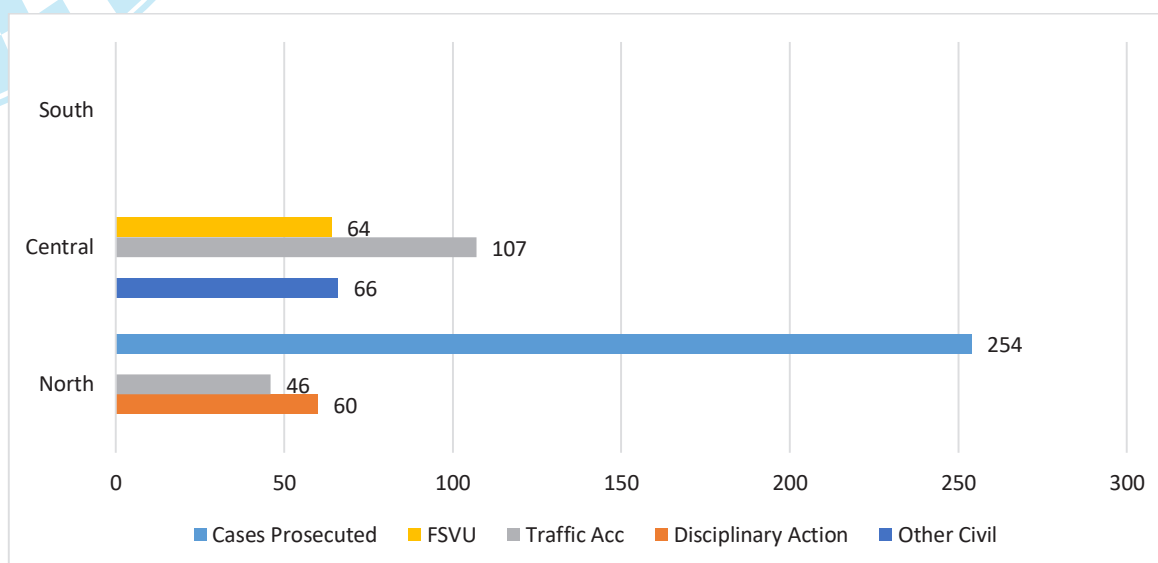


Figure 15. Source: Bougainville Police Service.

Operations Division

Assistant Commissioner of Police (ACP) is in charge of operations reports to Deputy Commissioner Specialist Operations. There are nine (9) Directorates that report to this office, whose policing services are delivered in support of daily policing through these directorates.

Activity Area		Public Safety
Activity Managers		ACP Samson Kua
Directorates		Special Services (SSD), Dog, Water Police, Community Policing, ICT, Air Wing, Police Band, FSVU, and Special Projects.
Total Police strength		(Data not provided)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 6,461,000.00
	Good and Services	K 2,991,000.00
	Total	K 9,342,000.00
Total Expenditure	Personnel Emoluments	K 9,864,920.34
	Good and Services	K 2,982,193.63
	Total	K 11,746,113.97

Special Services Directorate (SSD)

The SSD Directorate is located at the McGregor Police Barrack, 9 Mile, NCD. The directorate is headed by an officer at the rank of Chief Superintendent, and is the paramilitary arm of the Constabulary. The Directorate has three major units: Mobile Squads, National Security Unit (NSU) and Airborne Tactical Unit. The NSU provides close protection duties for VIPs in the country. Mobile Squads are more operational, and they attend to civil unrest and safeguarding impact projects around the country. They are based in several provinces and report to the Director SSD for their tasking. The Airborne Tactical Unit is a more specialised unit.

Achievements

- Good number of trainings conducted supported and funded by PNG-APP.
- Successfully conducted 2022 National General Elections operations.

Challenges

- Weapons training needs to be conducted regularly.
- High number of aging personnel.

Focus areas for 2023

- Review of SSD SOPs and Administrative Manual.
- Strengthen support to Frontline Policing & respond to urgent deployment orders.
- Complete training of officers in Regional Centres.

Water Police

The Water Police Directorate is the maritime arm of the Constabulary and is responsible for the training; crewing, maintenance, servicing and operations of all RPNGC owned maritime vessels/craft. The Water Police prevent and detect crime, enforce the law and maintain order in PNG's territorial waters. Their roles include:

- Protecting PNG's sovereignty.
- Combating piracy.
- Anti-drug trafficking measures.
- Anti-human trafficking and smuggling, and contrabands.
- Search and rescue operations.
- Border operations.
- Disaster preparation and operations.
- Investigation.

Achievements

- Good number of training and establishment of Water Police Reserve Unit.
- Successfully conducted 2022 National General Election operations.
- The successful use and reporting of the Natel funding allocated to the Directorate.
- The Directorate remains thankful for the partnerships forged and continue to forge with stakeholders.

Challenges

- Inadequate funding for service and maintaining of maritime fleet.
- Absence of approved and funded organizational structure for the Directorate.
- No shore base in NCD or Central Provinces.
- Refresher training for current staff and basic seamanship training for additional personnel.

Focus Areas for 2023

- Review of the Directorate organizational structure.
- Arrangement of Basic Seamanship Training program for members in consultation with PNG-APP and PNG National Maritime Safety Authority.
- Arrangement for timely allocation of fuel from the Transport at PHQ for personnel deployment and patrol duties.
- Recruitment or hire of specialist personnel to assist maintain the maritime fleets.
- Capacity building to reinforce command, control and coordination of administrative and operational activities.

Air Wing

The RPNGC Air Wing, established in 1998, enhanced the organisation's capability to support operations. However, the only police helicopter purchased in the same year is no longer operational. The command headquarter is located within the National Police Headquarter. It is headed by an officer at the rank of Chief Superintendent (CSP).

Achievements

- Provision of air support to enable successful conduct of 2022 National General Elections
- Directorate successfully conducted internal (Ground Operations) training.
- Certification process underway upon presentation of CASA-PNG Manuals and aircraft hangar installation.
- Successfully completed CASA-PNG Regulated manuals for air operating certification.
- Land acquired under National Airport Corporation Partnership for Police Hanger construction.
- Project formulation document (PFD) submitted to Department of National Planning & Monitoring with support from Works Department (Design Division).

Challenges

- Lack of airframes.
- Eye in the Sky inoperable.
- Lack of manpower.
- Inadequate funding support.
- Over spending on the use of chopper during police operations.

Focus Areas for 2023

- Secure adequate funding support to cater for planned annual operations.
- Secure own Air Operating Certificate (AOC) from PNG Civil Aviation Safety Authority.
- Revise Directorate organizational structure.

Police Band

The RPNGC Band is located at Kila Barracks. The RPNGC Police band's primary role is to help with maintaining a positive image of the Constabulary by providing the music during ceremonies, national and international events. The directorate also supports the community awareness activities and also assist in training youths in music. It is headed by an officer at the rank of Superintendent (SUPT).

The RPNGC Police Band personnel also has the secondary role of supporting frontline policing and assisting with manpower in major events.

Achievements

- Performed at the Official Opening of the National Parliament and Election of the Prime Minister.
- Deployment of forty (40) members of the band to support Dog unit and Water police as support unit.
- Conducted in-service training for the band members on discipline issues.
- Purchased musical accessories, furniture and new number one uniforms.
- Construction of a new band hall and a triplex house for bandsmen.

Challenges

- Allocation of our recurrent funds are insufficient to achieved targeted plans.
- Unable to meet priority areas due to delay in funding.
- No official handover/takeover discourages consistency in planning and management.

Focus Area for 2023

- Develop a succession plan.
- Liaise with Human Resource Development and Training and identify training needs for capacity building.

Community Policing

The Community Policing Directorate is located at Police Headquarter Konedobu, NCD. The directorate reports to ACP Operations. Its core function is to work in partnership with the government agencies, NGOs, international partners, churches and communities to maintain law and order.

Achievements

- Good number of trainings conducted.
- Conducted number of community policing awareness programs.
- Successfully conducted 2022 National General Election operations.
- Commenced data cleansing exercise to update records of Reserve and Auxiliary personnel.

Challenges

Most of the activities as per the AMP 2022 cannot be achieved due to:

- Logistic support.
- Communication.
- Funding.
- Lack of manpower on the ground.
- Inefficient data base to enhance information on community relations, reserves and auxiliaries.
- Outstanding payments for reservists nationwide.

Focus areas for 2023

- Upgrade data base information system.
- Conduct an audit for decommissioning of all RPNGC reservists.
- Improve Community and schools' engagement in our services.

Family Sexual Violence Directorate

The FSVU provides counselling services to victims of family and sexual violence. They also advise victims to seek support from Welfare Services that deal with family issues and welfare. The Family Protection Act 2013 strengthens their functional responsibilities. This legislation criminalises domestic violence and gives legislative backing for interim protection orders; allows

neighbours, relatives and children to report domestic violence; and give the police powers to remove perpetrators from their homes to protect the victims.

The FPA also protect and ensure that women and children are vulnerable to violence and other human rights abuses family may experience at home.

The FSVU has 46 units across the country, including 22 desks in provinces. More than 50% of the cases reported at police stations are family sexual violence-related. The FSVU has developed Standard Operating Procedures (SOP) for the Unit.

Achievements

- Statistics on the number of cases received and dealt with are represented on the graph below as part of the achievements for this Unit.
- Awareness on Family Sexual Violence was made to four highlands provinces, EHP, Simbu, Jiwaka and WHP and villagers from Fisherman Island.
- Design and development of Information Management System (IMS).
- Participated in the 2022 National General Elections by conducting monitoring of FSV incidences over the election period.

Challenges

- Insufficient funding allocations to cater for planned activities.
- Collecting statistics of Family Sexual Violence cases is also one of the major challenges for FSVU, especially from the 22 provinces.
- Arrest made were not followed up by FSVU staff as they are always busy occupied by victims of FSV and no time to follow up on the progress.

Focus Areas for 2023

- Pursue FSVU Structure.
- Improve and support the roll-out and installation of the Data File Management Systems for the FSVUs throughout the 22 provinces.

Family Sexual Violence (FSV) Case Summary 2022

Figure 16 graph shows the FSV case statistics.

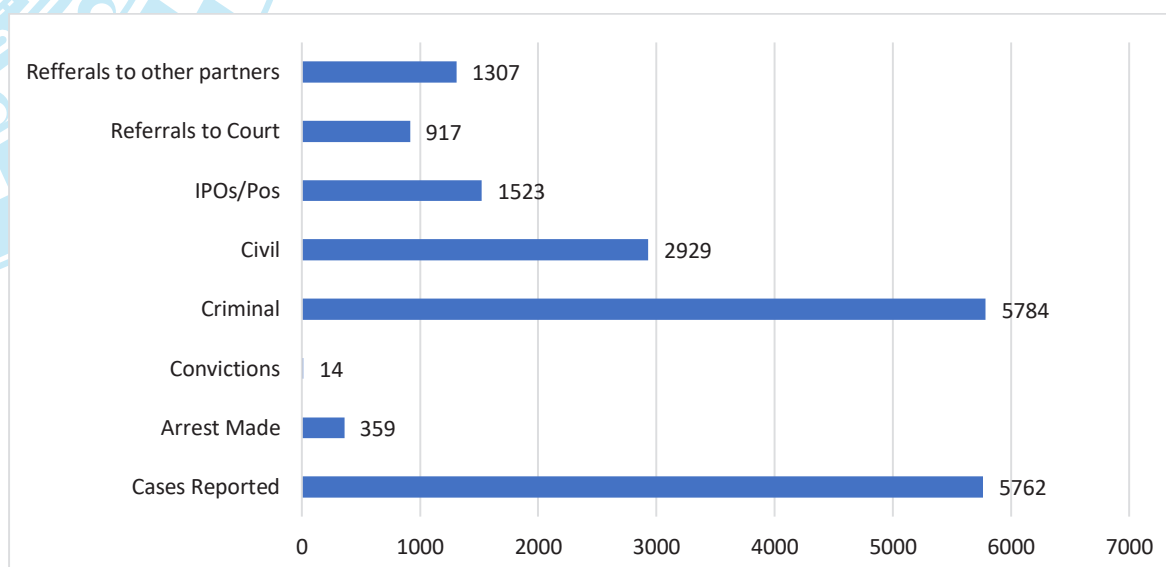


Figure 16. Source: Family Sexual Violence Unit Base, Boroko

Special Projects (Secretariat to Police Executive Committee)

Functions of Special Project Directorate were reviewed and renamed as Secretariat to Police Executive Committee (SPEC). The Secretariat is headed by Chief of Staff to the Commissioner at the rank of Commander. The function of the SPEC is to provide support to the Police Executive Committee (PEC).

Due to the fact that this particular directorate is undergoing changes in the way its business and functional responsibilities are under review will not provide any information relating to achievements, challenges or way forward plans as yet.

Traffic Division

The ACP Traffic reports to the DCP Specialist Operations. The Traffic Division is made up of three Directorates: Traffic Operation, Road Safety and Highway Patrol. The Traffic Operation is responsible for reducing road fatalities, enforcement of traffic rules and subsequently achieves greater compliance with traffic laws from road users.

The Road Safety engages in activities related to educational awareness on the safe use of the road, safe driving and other activities in collaboration with other agencies who share similar roles. The Highway Patrol is responsible for policing national highways by responding to crimes, road accidents and other related traffic matters.

Activity Area		Traffic Operations
Activity Manager		a/ACP Philip Welia
Directorates		Traffic, Highway Patrol and Road Safety
Total Police strength		10 (PHQ)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 1, 095, 000.00
	Good and Services	K 351, 000.00
	Total	K 1, 446, 000.00

Total Expenditure	Personnel Emoluments	K 639, 098.21
	Good and Services	K 348, 298.47
	Total	K 987, 396.68

Challenges

- Inconsistency in submission of reports to PHQ as required.
- Insufficient funding support to deliver planned activities.

Focus areas for 2023

- Promote road safety and training of provincial Traffic Road Safety officers.
- Secure adequate funding support for the two new directorates (Highway patrol and road safety) within Traffic Division.
- Increase funding allocations to all provincial traffic police for revenue-generation.

KEY RESULT AREA 2: INVESTIGATIONS AND PROSECUTIONS

Goal: To Investigate and Prosecute all Offenders according to the Laws and Through the Use of Professional and timely Investigation Methods

Overview

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 fulfill the above goal.

Crimes Division

The key result area consists of the program areas of Investigations, Detection and Prosecution. The Crimes Division is headed by an Officer at the rank of Assistant Commissioner of Police and reports to the Deputy Commissioner of Police, Chief of Specialist Operations. This activity is consistent with goal 2 of the current RPNGC Corporate Plan, and covers functional areas relating to investigations and prosecution to ensure convictions are secured.

Activity Area:		Crimes Division
Activity Manager		ACP Hodges Ette
Directorates		Criminal Investigation, Prosecution, National Fraud and Anti-Corruption, Police Intelligence
Total Police strength		420 (Est. PHQ)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 4, 301, 000.00
	Good and Services	K 3, 388, 000.00
	Total	K 7, 689, 000.00
Total Expenditure	Personnel Emoluments	K 7, 457, 849.85
	Good and Services	K 3, 367, 530.83
	Total	K 10, 825, 380.68

Activities as per 2022 AMP

The Assistant Commissioner Crimes is responsible for the management, leadership and co-ordination of all operational and administrative matters pertaining to serious crime, providing oversight to the directorates of Criminal Investigations, Prosecutions, National Fraud & Anti-Corruption as well as Police Intelligence.

Achievements

- The amendment of the new Dangerous Drug Act (Cocaine) in parliament.

Challenges

- The planned activities or achievement for the 2022 AMP have not been clearly stated or provided to Police Headquarters at the time of writing this report.
- Special investigation task force setup to investigate major cases, are not properly funded. Hence, recurrent funds are used to support investigations.
- Outcomes of these major cases are not monitored to substantiate their results.

Focus Areas for 2023

- Develop plans to implement Divisional Annual Management Plans.
- Investigation Task Force setup to investigate major cases needs special funding arrangement and progressive results of cases will be demand from these teams.

Prosecutions Directorate

The Prosecution Directorate is located at National Police Headquarter, Konedobu. The Directorate's primary function is to prosecute all the criminal cases nationwide and coordinate all the prosecution roles in all provinces and districts where court cases are heard. The cases prosecuted by the police prosecutors are reported to the RPNGC Prosecution Director's office.

Activities as per 2022 AMP

- Create standard database for all cases prosecuted throughout the provinces.
- Conduct prosecution refresher training to enhance knowledge and skills of police prosecutors.
- Conduct Prosecution Directorate audit and inspections to stock take on available resources and to review training gaps.
- Comply with the budget planning and reporting requirements as per the Commissioner's requirements and deadlines.
- Support successful prosecution of cases through court hearings by facilitating the presence of key witnesses.

Achievements

- Managed to get prosecutors from Lae to Kokopo to conduct prosecutions resulted in high number of convictions.
- 30 police officers attended Prosecution Qualifying Program.
- Conducted audit on prosecution sections throughout the Highlands Police Commands.

Challenges

- Lack of funding affected execution of planned activities.
- Standard database management was not developed and put in place.
- Lack of competent officers within the directorate.

Focus areas for 2023

- Address funding constraints to allow officers to perform their duties swiftly.
- Create Database for prosecution Directorate.

- Conduct Refresher Prosecution training workshop.
- Recruitment and placement of key personnel to the directorate.

Criminal Investigations Directorate

The Criminal Investigation Directorate is located at the Police Headquarter, Konedobu. The Directorate is headed by an officer at the rank of Chief Superintendent (CSP). The main function of Criminal Investigation Directorate is to investigate serious crimes as prescribed under Schedule 1 and 2 of the Criminal Code Act, Chapter 262.

Activities as per 2022 AMP

The directorate captured five key activities within its management plan to improve Investigations and detection of offences.

- Introduction of criminal investigations case management to manage all cases effectively.
- Address the capacity needs for the Crimes Directorate personnel.
- Adequately resources Crimes Directorate in order to effectively attend to major crimes reported.
- Inspection of crimes sections in all the provinces.

Achievements

- Improved knowledge & skills of detectives who have undergone the Detective Training School.
- Staging of the CID, Prosecution and IAD Conference with the support from AFP under the PNG-APP Program.

Challenges

- Lack of funding support from Crimes Divisional Headquarters.
- Lack of coordination within the directorate and the provinces.
- Case Management System not installed.

Focus Areas for 2023

- Liaise with OIC CIDs in the provinces for work related activities.
- Strengthen partnership with relevant stakeholders.
- Review current process by which funding is allocated to Divisional and OIC CIDs.
- ACP Crimes and Director CID must provide funding support to all provincial CID sections.

National Fraud and Anti-Corruption Directorate

The National Fraud and Anti-Corruption (NFAC) Directorate office is based at Konedobu NCD. The NFAC was established in 2005 to investigate reports of major fraud and corruption cases in the country. The Fraud office has the following sections:

- Initial Action.
- Fraud and Commercial.
- Anti-Corruption.
- Financial Investigation Unit (FIU).

The FIU is responsible for investigating suspicious transactions of K10, 000.00 or more. They also deal with proceeds of crime and money laundering. Technical capacity assistance is been provided by UNODC through funding arrangement from the European Union.

Activities as per 2022 AMP

NFACD highlighted five activities to be delivered. These activities will assist to investigate fraud and corruption allegations to ensure successful conviction. Hence, this will assist to minimise levels of corruption.

Achievements

- A good number of fraud cases prosecuted.
- Recruitment of new fraud investigators.

Challenges

- Lack of investigation trainings.
- Incompetent investigators in the directorate.
- Office building in need of maintenance and refurbishment.
- Lack of funding and resources to carry out investigations and prosecution of cases.

Focus areas for 2023

- Increase budget to priority areas as per the AMP 2023.
- Increase visibility and monitoring of fraud cases being reported.
- The development of a fraud case management system.

National Forensic Scientific Services (NFSS)

The National Forensic and Scientific Services (NFSS) is established under the Criminal Investigation Division (CID) to carry out scientific investigation in major criminal cases.

Services at NFSS include photography, fingerprint, ballistics, document examination, biological and crime scene assessments. Forensic officers attend in-house and overseas training to up-skill crime scene preservation and sampling and analysing evidence.

The NFSS has a partnership arrangement with the PNG Institute of Medical Research (IMR) in Goroka and the National Agriculture Research Institute (NARI) in Lae for staff development. NFSS also have an ongoing officers training programme with the AFP. These arrangements have contributed to strengthening the capability of NFSS officers.

Achievements

- Good number of crime scenes attended to throughout the country.
- Improved infrastructure and logistical support.
- Forensic members attended to court cases giving evidences in other provinces.
- Conducted regional audit/inspection and delivery of forensic equipment.

Challenges

- Lack of leadership and direction within the section.
- Incomplete biology laboratory building.

Focus areas for 2023

- Secure adequate funding support to implement planned activities as per AMP.
- Seek better ways to implement activities and improve effectiveness within the unit.
- Increase specialist training opportunities.

National Crime Records Office

The National Crimes Records Office (NCRO) and Interpol Office are located at Police Headquarters, Konedobu. NCRO provides a repository for all crimes data from across the country. Character checks are one of the primary responsibilities of the office. The Interpol office supports police and law enforcement agencies and its 186 member countries to prevent crime and conduct criminal investigations that are of global interest.

Achievements

- Established new Police Clearance Management System.
- Introduction of new Police Clearance certificate with security features.
- Increased in revenue collection from police clearance fees.

Challenges

- Need to recruit more competent personnel.
- Need new office space.
- New server for data storage.

Focus areas for 2023

- Allocating new office to the Directorate to enable recruitment of new personnel.
- Build new database to store all criminal records of all persons arrested and charged.

National Drug & Anti Vice Squad

The National Drug Task Force office is located at Badili, Port Moresby. It carries out investigation, awareness on drug, drug abuse, firearm, conduct and gather of intelligence relating to drug.

Achievements

- Several drug awareness conducted.
- Officers sent to Kamusi logging site to gather data.
- Seizure of cocaine, and arrest of suspects involved in trafficking of hard narcotics.
- Arrest and confiscation of hard drugs (cocaine) of Australia citizens.

Challenges

- No funding for Operations / Logistics as required.
- No members attending trainings.

- Urgent maintenance of office required.

Focus Areas for 2023

- CID investigations training must be on going.

KEY RESULT AREA 3: LEADERSHIP, PROFESSIONAL STANDARDS AND CORPORATE GOVERNANCE

Goal 3: To Improve Discipline, Uphold the Principles of Good Governance and Strengthen Internal Management

Overview

The operational effectiveness of the Royal Papua New Guinea Constabulary (RPNGC) is largely dependent on the quality of its leadership and the strength of its discipline. Unfortunately, both of these areas have been weak, leading to inaction and apathy within the RPNGC. This lack of discipline has resulted in lawless behaviour among some police officers and has destroyed community confidence and trust in the Constabulary. Restoring command and control within the rank and file through strict adherence of Constabulary values and the Code of Ethics is crucial to improvement of morale and performance by the Constabulary personnel.

To deal with issues of poor governance and accountability within the Constabulary, the organization has established a Governance Framework and internal controls to minimize wastage and corruption, as was made note of by the RPNGC Administrative Review Committee in 2004.

The Constabulary is employing several strategies to strengthen accountability, integrity, and minimize corruption, improve discipline, and including reviewing and updating systems and processes for compliance.

The key achievement in 2022 was the initial work done to strengthen partnerships, governance, and compliance, which included:

- The establishment of the Secretariat to the Police Executive Committee to support implementation and communication between the executive team and activity managers.
- The establishment of a strategic partnership engagement unit to assist in coordination between strategic partners and RPNGC management.
- The transfer of key personnel to strategic positions within the organization.
- A performance review conducted for all assistant police commissioners.
- The submission of the Police Reform and Enhancement Program.
- Approval of the Special Police Assistance Program (K800 million) over a 4 year period.

The Administration Wing is an important Wing with functions most central to the Royal Papua New Guinea Constabulary's entire operations. The Wing through the Office of the Deputy Commissioner of Police, Chief of Administration provides advice on all matters relating to the administrative or corporate affairs of the RPNGC.

The Chief of Administration's main functions and responsibilities are to provide planning, organizing, leading and controlling the management of the RPNGC administrative activities to enable effective delivery of services to the RPNGC. The Administrative Wing is also responsible for developing policies and planning. In summary, the division plays a crucial role in providing the necessary support services to ensure that the RPNGC operates effectively and efficiently.

Some of the activity areas are included below.

- Policy & Planning
- Human Resources Management and Development
- Finance and Budgets
- Logistics
- Legal Services
- Internal Affairs
- Internal Audits

Policy and Planning Division

The Division is headed by an officer at the rank of Assistant Commissioner (ACP). The ACP Policy & Planning reports to the DCP Administration. The Policy & Planning Division is made up of two Directorates: Corporate Planning and Research and Development. The division is responsible for researching, developing new policies as well as revising existing policies. One of its core responsibilities is to track the implementation of the Constabulary's Corporate Plan. There has been some set back within the organisation due to transfer of key personnel within the directorate.

Activity Area		Policy and Planning
Activity Manager		ACP Dr. Philip Mitna
Directorates		Corporate Planning and Research & Development
Total Police strength		24 (Est. PHQ)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 418, 000.00
	Good and Services	K 376, 000.00
	Total	K 894, 000.00
Total Expenditure	Personnel Emoluments	K1, 126, 706.69
	Good and Services	K 374, 317.79
	Total	K 1, 501, 024.48

Achievements

- Six (6) unsworn staff were recruited into the division and proven themselves.
- Project to review the Constabulary Standing Orders (CSO) was initiated with assistance of European Union sponsored consultant and completed
- Completed draft of CSOs now await presentation to Executive Management Team (EMT) and approval by Commissioner.
- Policy & Planning staff engagement in assisting planning and coordination of the 2022 Natel Joint Security Operations which was a success.

Challenges

- Movement of key personnel promoted to other positions.
- Inconsistent data being received from commands within and outside Police Headquarters.
- Shortage of personnel.
- Revised Clarified Structure of the RPNGC yet to be uploaded.

Focus Area for 2023

- Separate funding vote for Corporate Planning, and Research and Development Directorates.
- Recruitment of additional personnel to fill vacancy.
- Implementation of the governance, monitoring and evaluation process within the RPNGC.

Corporate Planning Directorate

The directorate is headed by an officer at the rank of Chief Superintendent (CSP). This directorate is responsible for the supervision of the implementation of targeted key results area as outline in the Constabulary's Corporate Plan 2021 – 2030.

Achievements

The Corporate Planning Directorate falls under the Policy & Planning Division. Hence, all achievements/non-achievements on implementation of the planned activities for 2022 have been noted under the Policy & Planning Division.

- Successful participation in the planning & coordination process of the 2022 National General Election Joint Security Operations.
- Revision of the Constabulary Standing Orders (Draft completed awaiting Executive Management approval for implementation).

Challenges

Same as above – refer to the Divisional challenges/issues.

Focus areas for 2023

The focus area for the directorate is the same as the areas mentioned in Divisional focus areas.

Research & Development Directorate

The directorate is headed by an officer at the rank of Chief Superintendent CSP) and reports to ACP Policy & Planning. It is responsible for researching and development of new policy as directed by the management from time to time.

The Directorate is headed by an officer at the rank of Chief Superintendent CSP) and reports to ACP Policy & Planning.

Currently, Director Corporate Planning provides oversight on the functions of Research & Development Directorate as the position is vacant. Hence, the achievements/non-achievements, challenges and way forward plans on implementation of the planned activities will be the same as noted under the Policy & Planning Divisional.

Achievements

The Research and Development Directorate falls under the Policy & Planning Division. Hence, all achievements on implementation of the planned activities for 2022 have been noted under the Policy & Planning Division.

- Successful participation in the planning & coordination process of the 2022 National General Election Joint Security Operations.

- Revision of the Constabulary Standing Orders (Draft completed awaiting Executive Management approval for implementation).

Challenges

- Same as above – refer to the Divisional challenges/issues.

Focus areas for 2023

- The focus area for the directorate is the same as the areas mentioned in Divisional focus areas.

Internal Affairs Directorate

The directorate has established professional standards to guide the conduct of its members. The standards aim to ensure that RPNGC officers behave in a manner that upholds the law and protects the rights and dignity of all individuals. The Code of Ethics is based on four core values: Integrity, Respect, Service, and Courage. Officers are expected to uphold these values in their interactions with colleagues, the public, and other stakeholders.

The RPNGC's professional standards are enforced through various mechanisms, including internal disciplinary procedures, independent complaints bodies, and external oversight bodies. Officers who breach the standards may face disciplinary action, including dismissal, and in some cases, criminal prosecution.

The Internal Affairs Directorate is headed by an officer at the rank of Chief Superintendent and reports directly to Deputy Commissioner Administration. Its main role is to ensure that members of the Constabulary (includes the Reserve Branch) uphold the values and standards of the Police Force and also to deal with those policemen/policewomen who breaks the rules and laws of the country. It enforces the internal disciplinary processes of the Constabulary.

Achievements

- Discipline workshops (2x) conducted in Goroka and Kokopo.
- On-going in-house skills enhancement Trainings conducted for personnel.
- Members (2x) completed MIT Course at Bomana Police Training College.
- Members (2x) completed studies at PILAG - graduated with Diploma in HR & UPNG Law Prosecutions.
- Attending to misconduct cases and other related complaints at police stations, ensure integrity of the force from negative public perception.
- The target has not been fully achieved due to Technical Experts from ICT engaged in other RPNGC establishments.
- Due to removal of IAD from Grand Ocean Office Building, the Toll-Free Number communication ceased up until now.
- The Internal Investigation Unit PHQ had received and recorded a massive 241 cases at its registry. Out of all those registered cases only 16 have completed, 75 are NCD based whilst the 150 cases are from Provincial Commands and further for Oversight Investigations.
- Construction of new IAD Building Structure – PHQ.

Challenges

- Increased workload (more complaints) against a smaller number of staff,
- Commands reluctant to facilitate criminal process, often led to delays and lose of vital evidences, etc.

Focus Area for 2023

Some areas that the Internal Affairs Directorate may need to focus on include:

- Misconduct and corruption: The Internal Affairs Directorate may need to investigate allegations of misconduct or corruption within the RPNGC, including cases of bribery, abuse of power, and other forms of unethical behavior.
- Use of force: The Internal Affairs Directorate may need to review incidents where force was used by RPNGC officers, including cases where excessive force may have been used, or where force was used without justification.
- Compliance with policies and procedures: The Internal Affairs Directorate may need to ensure that RPNGC officers are following established policies and procedures, including those related to the use of force, arrest procedures, and the handling of evidence.
- Training and development: The Internal Affairs Directorate may need to assess the training needs of RPNGC officers and ensure that appropriate training programs are in place to address any knowledge or skill gaps.
- Complaints and feedback: The Internal Affairs Directorate may need to review complaints and feedback from the public and RPNGC officers to identify areas for improvement and ensure that appropriate action is taken to address any issues.
- Conduct meeting and accept critics from members to identify weaknesses within IAD and address those issues for the good of IAD. Work within the planned budget to achieve a maximum outcome in maintaining the Discipline Standards in RPNGC.
- Establish Internal Affairs Call Centre and Toll-Free Number.
- IMS integration into every day work of the IAD.

Legal Services Directorate

The Legal Services Directorate within the Royal Papua New Guinea Constabulary is responsible for providing legal advice and assistance to the organization. This includes advising on matters such as the interpretation of laws, regulations, and policies, as well as assisting with legal issues that may arise during police operations or investigations.

The Legal Services Directorate also provides guidance and support to officers on legal matters relating to the exercise of police powers, disciplinary procedures, and other areas that may require legal expertise. Additionally, the Directorate may represent the RPNGC in legal proceedings and liaise with other government agencies and stakeholders on legal matters that impact the organization. Overall, the function of the Legal Services Directorate is to ensure that the RPNGC operates within the law and that its actions are legally sound and defensible.

Achievements

Statistics of civil suits filed against RPNGC & State:

- A total of 120 cases dealt with and closed out of the total 550 law suits filed against RPNGC and State.
- Limited funding prevented lawyers from travelling to each province within their respective commands to receive instructions and defend suits filed against RPNGC.
- Successfully representing the RPNGC in court cases or administrative hearings.
- Contributing to the development of new policies or guidelines that promote the effective and lawful operation of the police force.
- Providing timely and accurate legal advice to RPNGC officers on a range of legal matters. The review of MOU's and MOA's to ensure they comply with legal requirements and promote best practices in law enforcement.

Challenges

- Lack of funding preventing execution of planned activities.

Focus/Way Forward for 2023

We request that our annual budget be increased or adequate funding be provided so that we can implement our activity plans and achieve our desired outcomes which are to:

- Establish or install a case management system.
- Establish a legal library.
- Build the capacity of our lawyers.

Internal Audits

The Internal Audits Section in the RPNGC is responsible for conducting internal audits of the organization to ensure compliance with laws, regulations, policies, and procedures. The Internal Audits Section operates independently of other units within the RPNGC and reports directly to the Office of the Commissioner.

The main function of the Internal Audits Section is to provide assurance to the RPNGC management that the organization's resources are used efficiently, effectively, and in compliance with established rules and regulations. This includes reviewing financial records and transactions, examining the effectiveness of internal controls and risk management practices, and assessing the organization's overall performance in achieving its objectives.

In addition, the Internal Audits Section may provide recommendations for improvements to RPNGC management based on the results of their audits. These recommendations may include suggestions for strengthening internal controls, improving compliance with laws and regulations, or enhancing the efficiency and effectiveness of operations. The Internal Audits Section also plays an important role in promoting transparency and accountability within the RPNGC, which is critical for building public trust and confidence in the organization.

Achievements

- Completed three ad hoc audit reports 2x on Payroll fraud. 1 x Report payment of loss salary to 18 STC not placed on Alesco Payroll where over K600, 000 was paid from recurrent as

their salary. Conducted one provincial station audit of Alotau. Assisted External Auditors from AG's office conduct 2018/19 annual audit of RPNGC. The other provincial station Successfully conducted ex-post audit of 2022 Election's funding.

- Training and awareness were conducted to selected provinces. Finalization of outstanding disciplinary cases and issuing of notice of penalties.

Challenges

Some of the key discipline observed and detected that requires immediate attention include:

- **Corruption:** The RPNGC has been plagued by corruption, with some officers engaging in corrupt practices such as bribery, extortion, and misuse of public funds.
- **Misconduct:** Some officers have been found guilty of misconduct, including excessive use of force, unprofessional conduct, and neglect of duty.
- **Lack of accountability:** There have been cases of officers who commit unlawful acts but go unpunished, leading to a lack of accountability within the force.
- **Inadequate training:** Some officers lack adequate training, which can lead to incompetence and ineffective policing.

Addressing these challenges requires a multi-faceted approach, including improving the recruitment and training of officers, increasing accountability, strengthening anti-corruption measures, and ensuring adequate resourcing of the force. It also requires addressing the broader social, economic, and political factors that contribute to these challenges.

Way Forward for 2023

- The RPNGC recognizes that maintaining discipline and professionalism is a continuous process that requires ongoing training, supervision, and monitoring. As such, the RPNGC should invest in training its officers and supporting their professional development to ensure they are equipped with the knowledge, skills, and tools they need to perform their duties effectively and uphold the standards of the force.

Media and Public Relations Directorate

The Directorate is led by an officer at the rank of Chief Superintendent who reports directly to the Office of the Commissioner. In 2022, the Media Directorate played an important role in collaborating with other media organizations to ensure thorough coverage of the election security operations. However, there was room for improvement in promoting the work of the police, and the Media Directorate had the potential to be a leading catalyst in demonstrating leadership in this area.

The Media Directorate can improve its performance and the following strategies are in place.

- **Develop and implement a comprehensive media strategy:** The media directorate should develop a media strategy that clearly defines its goals, objectives, target audience, key messages, and tactics. The strategy should also outline how the directorate plans to measure the effectiveness of its media activities.
- **Build stronger relationships with media outlets:** The media directorate should establish and maintain strong relationships with media outlets, including print, broadcast, and online media.

This can be achieved through regular briefings, press conferences, and other engagement activities.

- Increase social media presence: The RPNGC has seen a significant increase in its social media following, and the media directorate should continue to capitalize on this by regularly posting updates, news, and other content on social media platforms such as Facebook, Twitter, and Instagram.
- Improve media training for police personnel: The media directorate should provide media training to police personnel to help them effectively communicate with the media and the public. This should include media interview techniques, message development, and crisis communication.
- Develop stronger partnerships with other organizations: The media directorate should build partnerships with other organizations such as NGOs, community groups, and other government agencies to help promote the RPNGC's message and enhance its credibility.
- Monitor and evaluate media performance: The media directorate should regularly monitor and evaluate its media activities to determine their effectiveness and make adjustments as necessary. This will help ensure that the directorate is achieving its goals and objectives and contributing to the overall success of the RPNGC.

Achievements

- Released over 60 media statements on the activities of the Constabulary.
- We continue to assist the Police Commissioner in his role as the COVID-19 Pandemic Response Controller during this COVID-19 pandemic.
- For the Commissioner as the Controller a total of 200 plus media statement and COVID-19 measures were written and disseminated via email and uploaded on Facebook pages and on the COVID-19 website. Also, a total 60 speeches and condolences messages were drafted for members who had passed on.
- Daily interactions with the public through the RPNGC Facebook page and NCD/Central Command page has seen positive improvements and feedback from the public.
- Police image has greatly improved in the NCD/Central Command due to the active media updates on Facebook pages and media briefings.

Challenges

- The challenges/issues to implementation of the planned activities as per AMPs have not been stated or reported to police headquarters at the time of writing this report.

Way Forward for 2023

- Implementation of the media strategies mentioned above.
- Capacity building within the unit to increase more trained media officers in the divisions and provinces.

Finance and Administration

Activity Area	Finance and Administration
Activity Manager	A/First Assistant Secretary, Mr Jerry Pais
Directorates	Finance, Budgets, Accountant

Total strength		16
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Good and Services	K1,503,000.00
Total Expenditure	Good and Services	K1,502,607.25

The Finance and Administration Division is responsible for budget preparations and management of the Constabulary's Recurrent Budgets. The Division is headed by a First Assistant Secretary (FAS), a non-uniform member, and he reports to the Deputy Commissioner Administration. The FAS is assisted by Provincial Administration Officers (PAOs) based in the provinces. The PAOs do the budgets and financial management functions in support of the Provincial Police Commanders (PPC's) and Metropolitan Commanders.

Achievements

- Budget workshops conducted on Annual Management Plans for activity managers, PPCS/Met.Supts and PAOs throughout all provinces.
- Cost-effective measures taken to ensure good governance and accountability (eg. Performance- based contracts for senior police officers).
- Regular monthly expenditure reports were prepared for the senior management.
- Mandatory reporting requirements implemented and workshopped to all PPC's and Divisional Commanders.
- Personnel auditing continuing.
- Conducted training to assist PAOs manage funds allocated to Divisional Commands for conduct of 2022 NGE Security Operations.

Challenges

- Obtaining feedbacks from responsible activity managers and PPCs/Met.Supts on the management and expenditure of public funds as required through the system.
- The revenue sources do not track directly with the performance of the economy, the growth in these areas, even in times of economic expansions or slow respectively.
- Lack of feedback from responsible activity managers and PPCs/Met.Supts on the management and use of public funds as required under the law.

Focus Area 2023

- Delivery Plan to secure maximum service improvements with efficiencies.
- Enhance corporate governance and maintain robust financial management and reporting systems.
- Budget workshops for PPCS and activity Managers to improve their knowledge and understanding on financial management including compliance to reporting process and system.
- Performance review of all Provincial Administration Officers (PAOs)
- Completion of ASW project

KEY RESULT AREA 4: INFRASTRUCTURE, SUPPLIES AND ICT**Goal 4: To Build and Rehabilitate Police Infrastructure, Acquire and Maintain Physical Assets and Modernise Information and Communications Technology****Overview**

Most of the infrastructure and assets owned by RPNGC are old and in a state of disrepair. Unfortunately, RPNGC lacks the resources to maintain or upgrade them. In order to address all the deficiencies of the police service, K3.9 billion is needed, with K3.2 billion of that amount should be allocated for police infrastructure as reported in the True Cost of Policing report (Deloitte Touche Tohmatsu, 2020). However, the cost of rehabilitating these assets exceeds the national government's financial capability, which means RPNGC must find other ways to support its workforce.

It is equally important for RPNGC to maintain and care for its assets, such as buildings, vehicles, boats, and other equipment, and reduce utility bills as much as possible, since the organization is responsible for covering these costs. In order to perform its Constitutional functions effectively and efficiently, RPNGC needs to invest in and adopt state-of-the-art information and communication technologies. Unfortunately, the current ICT systems in use have not kept pace with technological advancements. Consequently, the organization has fallen behind in nearly all aspects of ICT. The current ICT audit report highlighted the areas that requires attention.

To achieve Goal Four of the Corporate Plan, the RPNGC must implement the following strategies:

- Rehabilitating and developing infrastructure, as well as managing existing assets.
- Improving and developing information and communication technology.

The Deputy Commissioner Administration is the program lead on the implementation of this goal; however ICT which is part of this goal reports to Deputy Commissioner Specialist Operations.

Logistics Division

Activity Area		Logistics Division
Activity Manager		ACP Tony Duwang
Directorates		Transport, Publications, Supplies and Lands & Buildings
Total Police strength		(Data not provided)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 2, 514, 000.00
	Good and Services	K 17, 846, 000.00
	Total	K 20, 360, 000.00
Total Expenditure	Personnel Emoluments	K 2, 456, 622.82
	Good and Services	K 17, 832, 247.34
	Total	K 20, 288, 970.16

This division is led by an officer with the rank of Assistant Commissioner of Police (ACP). The division is responsible for overseeing the organization's functions and reports to the Deputy Commissioner of Administration. It plays a critical role in managing the organization's resources and logistics. However, the division is in urgent need of improvement to ensure that its directorates are meeting the needs and expectations of both internal and external stakeholders.

Transport Directorate

This directorate is led by an officer with the rank of Superintendent (SUPT) who reports to ACP Logistics. The primary objective of this directorate is to efficiently manage the police force's fleet of vehicles, vessels, fuel and procurement of new vehicles and boats, and maintenance of the fleet nationwide.

Achievements

- An audit of fuel usage in the NCD was conducted. The findings of the report were instrumental in enabling the Executive to decide to reform fuel supply logistics in the NCD.
- Puma Energy Limited was selected to provide the product (RIFID) for tracking fuel usage in NCD. The whole of year 2021 was the trial year to assess the strength and weakness of this product. During this assessment period these are the following.
- The Directorate performed well in the 2022 National General Election by ensuring fuel, vehicles and other logistical support were provided to the operational commands.
- Clear separation of Official Police issued motor vehicles from Hired motor vehicles.
- Cost of fuelling police official vehicles against hire vehicles.
- 317 police motor vehicles were tagged (RFID) with the device, every litre of fuel pumped into these vehicles were recorded and costed on timely manner.
- The first year of partnership with PUMA ENERGY LIMITED in the area of fuel and other lubricants. The reviewed of the year are as followed: -
 - Massive saving on fuel cost.
 - Reduced out-standing to Zero.
 - Under the new arrangement the RPNGC accesses a lower fuel price than retail price affording savings.
 - Doing away with twenty or more suppliers of fuel. Puma is the sole supplier of fuel.

Challenges

- Puma Team yet to upgrade technology on the RFID system to ensure weekly fuel ceiling for vehicles as per allocation. At the same time, Puma yet to understand the nature of police operations as still in early stages.
- All tagged police motor vehicles were given weekly fuel ceiling, the device was supposed to automatically cut off those police vehicles over fuelling their weekly allocation.
- Puma team given under taking to upgrade the technology, but yet to complete due to Covid 19 pandemic.

Focus Areas for 2023

- Maintaining a single supplier and having a single company answerable to RPNGC for fuel contract is surely a way forward into the future.

- Audit of fuel dispensing in NCD.
- Reform of fuel supply arrangements in RPNGC.
- Improve Fleet Management arrangements.

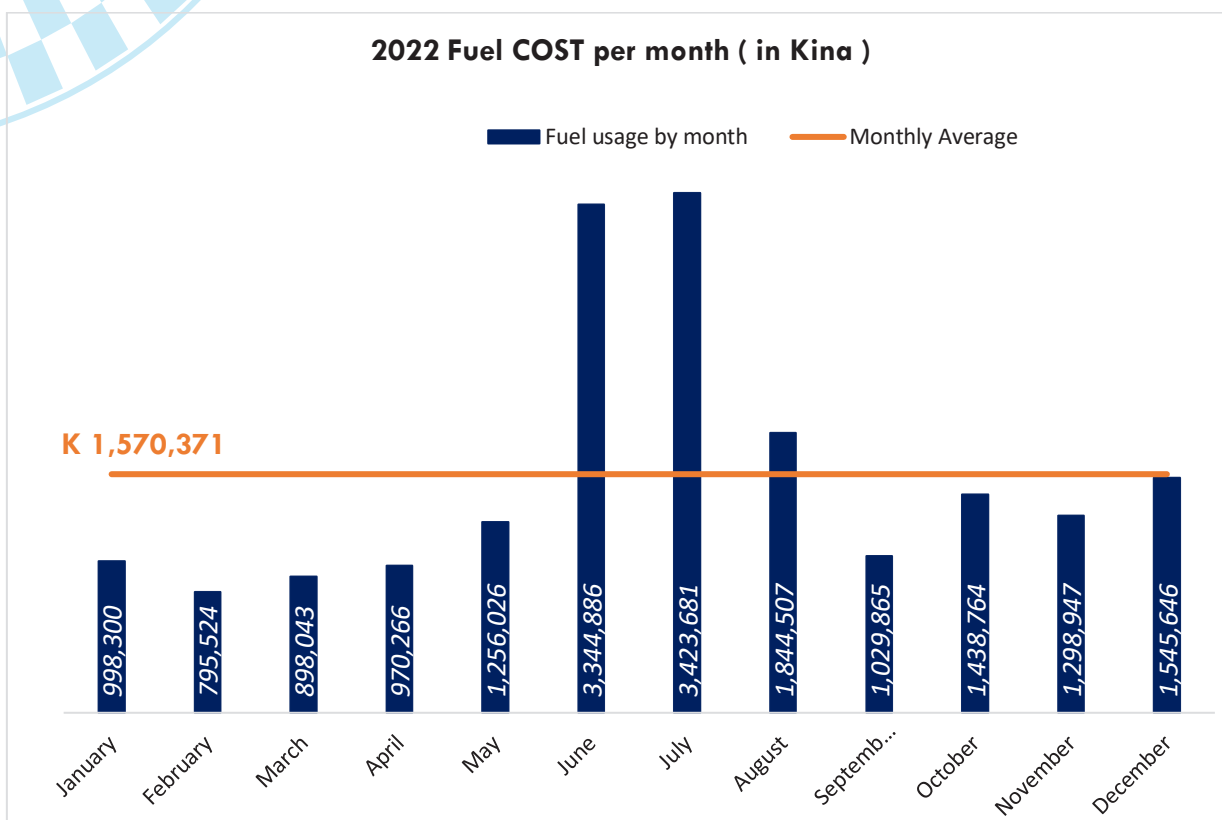


Figure 17. Source: Transport Directorate, RPNGC Konedobu.

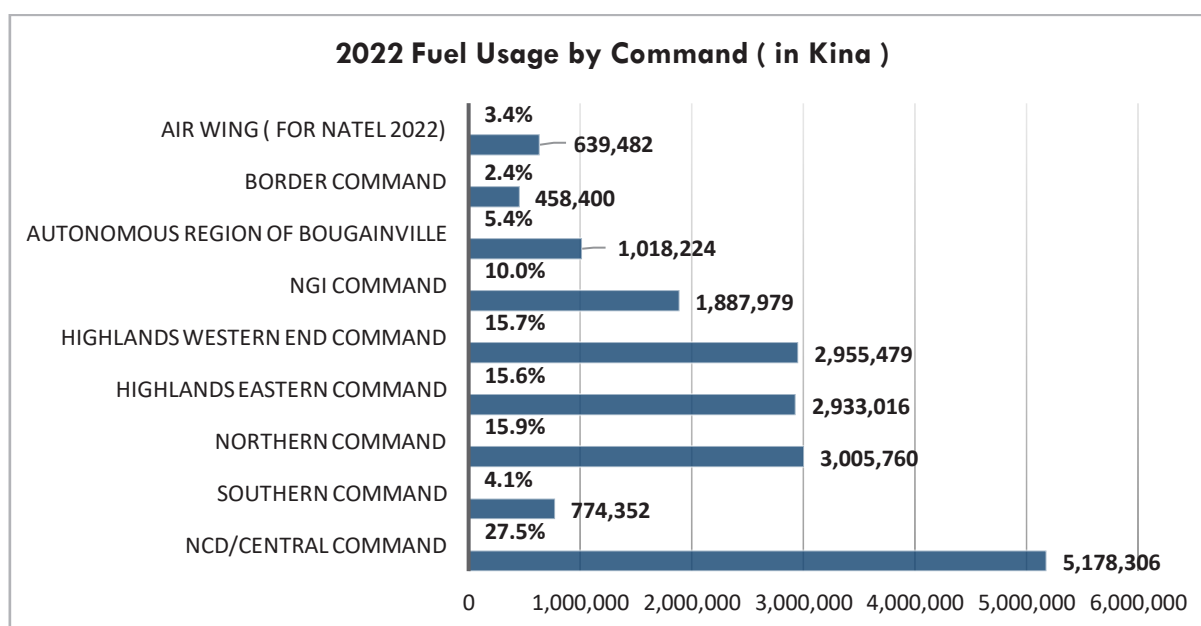


Figure 18. Source: Transport Directorate, RPNGC Konedobu.

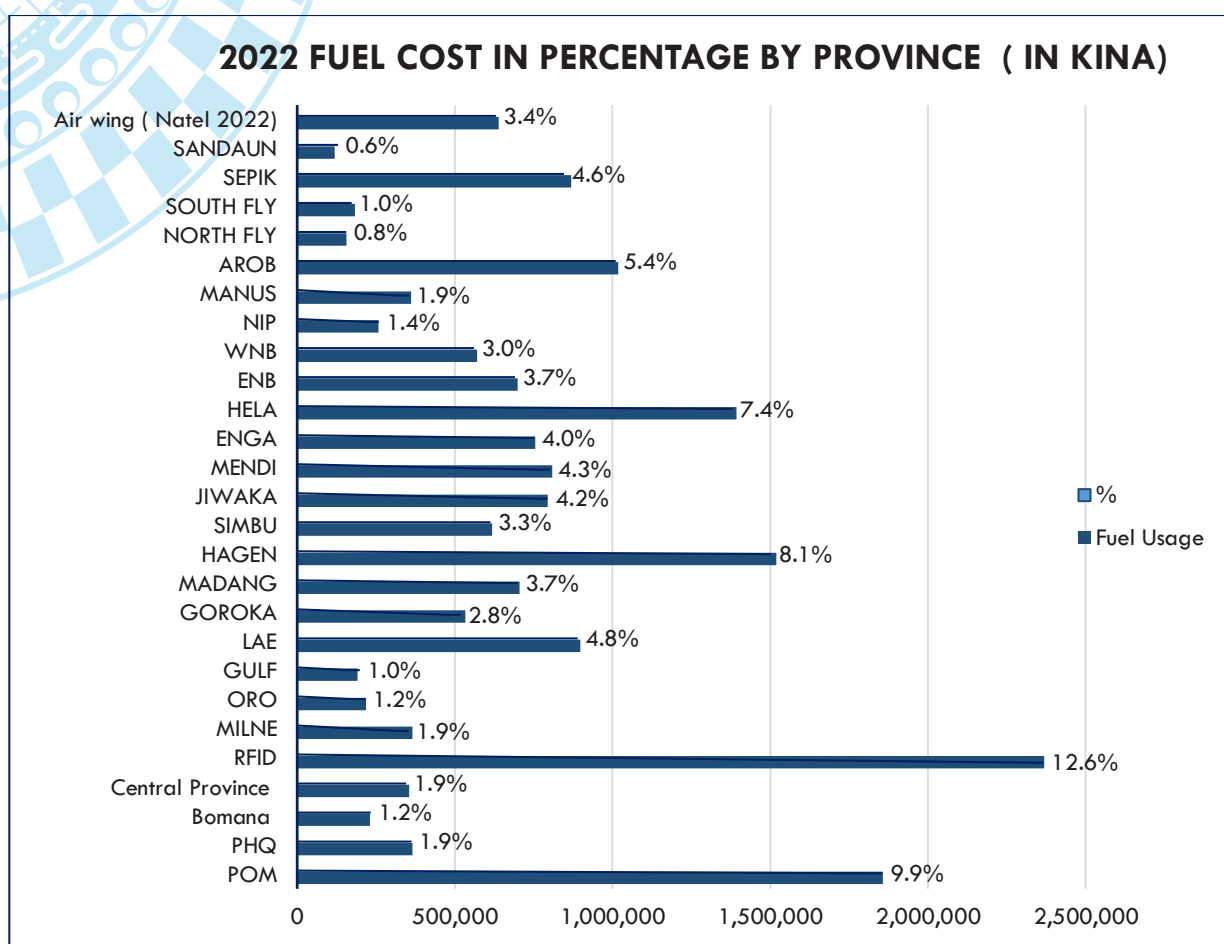


Figure 19. Source: Transport Directorate, RPNCGC Konedobu.

Fuel usage 2021 vs 2022 (in Liters)

Command / Division	2021	2022	Variation	%
NCD/Central Command	459,881	637,647	177,766	38.65%
Southern Command	201,018	160,810	-40,208	-20.00%
Northern Command	647,500	663,624	16,124	2.49%
Highlands Eastern Command	473,600	590,200	116,600	24.62%
Highlands Western End Command	398,716	515,800	117,084	29.37%
NGI Command	407,908	422,805	14,897	3.65%
Autonomous Region of Bougainville	256,691	146,000	-110,691	-43.12%
Border Command	136,000	77,000	-59,000	-43.38%
Total	2,983,335	3,215,908	232,572	7.80%

Table 1. Source: Transport Directorate, RPNCGC Konedobu.

Fuel usage 2021 vs 2022 (in Liters)

Note: Includes the supply of all types of fuel, Diesel, Petrol Zoom and other lubricants

	2021	2022	Variation	%
Annual Cost (In kina)	13,213,129	18,844,453	5,631,324	42.62%
Annual Volume (In Liters)	2,981,314	3,213,886	232,571	7.80%
Average Cost per Month (In Kina)	1,101,094	1,570,371	469,277	42.62%
Average cost per liter (In Kina)	4.43	5.86	1.43	32.30%

Table 2. Source: Transport Directorate, RPNGC Konedobu.

Lands and Buildings Directorate

The directorate is headed by an officer at the rank of Chief Superintendent (CSP). This position is responsible for the management of the Constabulary's land and other infrastructures throughout the country. The activity manager is responsible to manage and supervise projects and awarding of contracts to contractors. Currently this area is in dire need of a director and other key personnel to improve the performance of the area.

Achievements

- 20 minor contracts (<K50, 000) for maintenance work were awarded to barracks throughout NCD.
- Some minor maintenance works were carried out by the carpentry.
- Workshop staff.
- Payments were processed in the first half of the financial year for rental agreements.

Challenges

- Activities were hampered by COVID 19 and influenced expected time schedules of achievements.
- The routine maintenance budget for the L & B is reasonable yet insufficient compared to the overall maintenance and rehabilitation needs due to rapid aging of RPNGC infrastructure throughout PNG and Funding constraint.

Focus Area for 2023

- Housing/Rental policy to be formulated to address management and reduction of expense.
- Maintenance Workshop functions to be improved for effective small works requests.
- Maintain institutional houses.

Supplies Directorate

The activity area is responsible for the procurement and distributions of uniforms, firearms, ammunitions and other accessories required for police operations. The area is also responsible for storage and audit of these essential equipment. The directorate is headed by an officer at the rank of Chief Superintendent (CSP).

Achievements

- The number one uniforms were purchased through Covid 19 funds (4000 shirts and 4000 long pants).
- Number one uniforms were issued to Lae Metropolitan, Morobe, Madang, Milne Bay, and East Sepik provincial commands and Bougainville Police Service.
- Nationwide firearms audits commenced in January 2022. All defect firearms identified have been brought back to Port Moresby and replacements done. The following provinces were covered: Sandaun, East Sepik, North & South Fly, Milne Bay, Gulf, Oro, East New Britain, West New Britain, and New Ireland provincial commands.
-

Challenges

- Non accountability of firearms in the provincial levels.
- Lack of knowledge and skills by OIC Firearms.
- Unskilled manpower at the Quarter master for Force Armoury updates
- FQMS section was not able to deliver number one uniforms to all regular members as per our targets in our 2022 annual activity management plan
- We still have not been able to purchase number one uniforms this year.
- Most members holding the OIC Firearms roles do not know the basic understanding of the different types of firearms, how to strip and assemble parts and general maintenance and care of firearms.

Focus Areas for 2023

- Direct funding for new firearms to be considered.
- Sufficient stock and continuous supply of accountable books and forms to the Provincial Police Stations.
- Regular armoury inspections to be conducted.
- Conduct training for all OIC Firearms throughout the country.
- Manus Province, Highlands region and Bougainville Police Service will be covered in early 2023.
- Adequate funding given for 2023 prioritised for the procurement of uniforms.

Publications Directorate

The directorate is headed by an officer at the rank of Superintendent and reports to ACP Logistics. The job holder is responsible for the timely production of official police documents and materials and maintenance of office equipment. This area needs to have a competent manager to effectively manage the functions of the activity area.

Achievements

- Coordinate the production of the 2022 Natel Publications and other materials.
- Purchase of new equipment to strengthen the capacity of the area.

Challenges

Many of the targeted areas were not achieved due to the following reasons:

- Lack manpower due retirement exercise.
- Lack of funding.

Focus areas for 2023

- Improvement in consultation and working with the activity manager.
- Working closely with the finance team in achieving all MPU Indicators and targets.
- Improve in rolling out resource to activity area to support RPNGC goals administratively.

Information & Communications Technology Directorate

The directorate is headed by an officer at the rank of Chief Superintendent (CSP) and reports to ACP Public Safety. The job holder is responsible for the rolling of ICT products such as communications and internet services throughout the country. The area is not performing to its full capacity due to internal managing issues. A competent manager needs to be recruited into the area.

Achievements

- One x Hytera DMR site at Paga Hill de-installed, due to technical issues was stored at Gordon.
- Technical Workshop and is yet to be installed in Lae Metro.
- All 21 main Provincial Police stations across the country have been migrated to MPLS with three (3) more yet to be done and work still processing with Telikom Ltd PNG.

Challenges

- The challenges/issues to implementation of planned activities as per AMPs have not been clearly stated or provided to police headquarters as per the requirement.
- The directorate failed to deliver key outcomes in terms of procuring communication equipment for the 2022 Natel Operation.

Focus Area for 2023

- Recruitment and capacity building is urgently required.
- Strategic partnership arrangement with key communication companies such as PNG DataCo to build the communication infrastructure for the RPNGC.
- Release of larger funding between the first three (3) quarters of the year would see most targets achieved. Most funding at the last quarter is not used for its intended purposes.
- An ICT strategic development needs to be developed.

KEY RESULT AREA 5: HUMAN RESOURCE MANAGEMENT AND TRAINING**Goal 5: To Develop and Manage a Competent Workforce and Provide Professional Police Service****Overview**

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). This goal has not been reached and the National Government's ambitions to increase police numbers has not been backed by political will and support.

There are currently 5600 police in PNG and the low number of uniform police prevents the RPNGC from carrying out its constitutionally mandated functions. More often, the focus on numbers ignores the requirement for a better quality of trained competent police personnel who are dedicated to their duties. The level from recruit to in-service training faces many challenges to ensure those who conduct training are aptly qualified and those being trained are better skilled once they complete their respective training.

Goal 5 of the RPNGC's current Corporate Plan covers the Human Resources Division and the National Centre of Excellence.

Activity Area:		Human Resource Division
Activity Manager		a/ACP Samson Siguyaru
Directorates		Human Resource Management and Human Resource Development
Total Police strength		61
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 1, 994, 000.00
	Good and Services	K 5, 076, 000.00
	Total	K 7, 070, 000.00
Total Expenditure	Personnel Emoluments	K 2, 741, 922.78
	Good and Services	K 5, 074, 786.51
	Total	K 7, 816, 009.29

The Human Resource Division is headed by the Assistant Commissioner of Police (ACP) Human Resource, who reports to the Deputy Commissioner Administration. The Human Resource Division plays an essential role in managing the RPNGC's workforce, providing services that range from recruitment through to separation of personnel from the organisation. The Division provides its services to members of the RPNGC and external clients through two directorates:

- Human Resource Management.
- Human Resource Development.

Human Resource Management Directorate

The Human Resource Management Directorate is headed by an officer at the rank of Chief Superintendent and reports to the ACP Human Resource Division. Human Resource Management Directorate delivers its services through the following sections

- Recruitment & Selection.
- Payroll.
- Workforce Planning.
- Organization and Methods
- Contract Management
- Insurance
- Police pensions
- Personnel Services
- Welfare
- Movements
- Gender Equity and Social Inclusion (GESI)
- National women's desk

Achievements

- Renewed insurance cover for members.
- Implementation of service allowance for all unsworn staff as per official signing of circular between COP and DPM Secretary.
- Proper management of Personal Emoluments.
- Department of Personnel Management (DPM) approved 8425 positions as part of clarified structure. Of these positions for FSVU, Bomb Search, MS 19, MS 20 & Jackson Airport have been formally established and funded. Others await approval for loading.
- Revised eligibility recruitment criteria for Constable and Cadet Recruitment.
- Recruitment process outsourced to external private HR firm (Head Hunters).

Challenges

- Outdated and inaccurate personnel data contained on Alesco system.
- Funding issues to support planned activities as per AMPs.
- No plans to replace personnel undergone retirement exercises thus creating experience/skills-gaps within the workforce.

Focus Area for 2023

- Hold regular dialogue meetings and invite officers from Department of Personnel Management to participate in RPNGC activities to strengthen work relations.
- Strengthen governance and accountability through established working committees in its activities and decision making.
- HRM to identify specialist training to upskill current staff.
- Recruitment of competent people on merit with the right skills and values into the directorate.

Human Resource Development Directorate

The Human Resource Development Directorate is headed by an officer at the rank of Chief Superintendent who reports to the ACP Human Resource Division and delivers its services through four (4) sections in the Directorate. In-Country Training, In-Service Training, Overseas Courses, Performance Appraisal Management and Non Uniform Training.

Achievements

- Signing of MOU with PILAG is a milestone achievement for RPNGC Human Resource Development.
- Several staff of the Constabulary were sponsored to do various courses and programs at various higher learning institutions such as, UPNG, DWU, PILAG, POLITECH Lae, POMTECH Port Moresby and others.
- Conducted several awareness to Constabulary staff on in-service training.
- In partnership with PILAG delivered training for retirees to prepare them for life outside of the RPNGC

Challenges

- HRD not seeking training prospects from other international sources.
- Information on most in-service training conducted by development partners are not made known to the directorate. Most of this training is done based on availability of funds and not through training needs analysis.
- Insufficient funds for sponsorship of staff to attend professional development courses.
- No directorate vehicle.

Focus area for 2023

- Liaise with Constabulary branches to identify training needs for their staff.
- Identify more overseas training opportunities for Constabulary staff in areas of criminal detection, investigation, prosecution. Also seek training opportunities for Water Police.
- Work hard to achieve 2023 AMPs.

National Centre of Excellence

Activity Area		National Centre of Excellence
Activity Manager		ACP J. Kolopen
Directorates		Training, Advance Training, Regional & Provincial Training, Training & Development, and Corporate Services
Total strength		(Data not provided)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 57, 268, 000.00
	Good and Services	K 3, 985, 000.00
	Total	K 61, 253, 000.00
Total Expenditure	Personnel Emoluments	K 60, 809, 641.79
	Good and Services	K 3, 984, 197.41
	Total	K 64, 793, 839.20

The National Centre of Excellence is headed by the Assistant Commissioner of Police (ACP) National Centre of Excellence, who reports to the Deputy Commissioner Administration. The National Centre of Excellence, since the change to its structure, is now responsible for all training within the RPNGC including the training functions previously managed by the Human Resource Development and Training Directorate. The NCE management has commenced implementation of its new structure which will enable the professionalization of the institution. The directorates under the new structure are:

- Training
- Corporate Services
- Training and Development
- Advanced Training Branch
- Regional and Provincial Training

The NCE is receiving good support from the PNG-APP. There are currently eleven (11) PNG-APP personnel deployed at the College to support the development of the NCE.

Achievements

- Development of new infrastructure including the following
 - Refurbished recruit mess
 - Refurbished male and female recruit barracks
 - New classrooms
- Civil works and landscape improvements
- Road works
- Development of new curriculum
- Recruitment of new staff against new NCE structure
- Number of training programs conducted in the provinces
- Completion of Diploma in Prosecutions program

- Purchase of a new standby generator

Challenges

- Lack of properly qualified training instructors and curriculum developers
- Slow release of funds

Focus Area for 2023

- Construction of new Administration Complex for NCE
- Upgrading of the roads at the NCE
- Purchase of smart boards for classrooms
- Construction of additional two classrooms
- Refurbishment of female cadet barracks

KEY RESULT AREA 6: PARTNERSHIPS AND GOVERNMENT REFORMS

Goal 6: To Enhance and Foster Partnerships with Existing and Emerging Stakeholders to Advance RPNGC's Strategic Priorities and Response to Government Reforms

Overview

Policing in Papua New Guinea (PNG) poses several challenges, such as the country's diverse geography, with over 800 different languages spoken, a high police-to-population ratio, and complex socio-economic issues contributing to law and order problems. These challenges are further compounded by transnational crimes. Consequently, the Royal Papua New Guinea Constabulary (RPNGC) faces limitations in its capacity to address these security challenges alone.

To overcome these challenges, the RPNGC recognizes the importance of fostering strategic partnerships with all sectors to address law and order issues in communities. This includes engaging in bilateral and multilateral diplomacy, establishing intergovernmental relations, seeking technical assistance, engaging in collaborative cross-sectoral and cross-border intelligence operations, and resource sharing.

The RPNGC is involved in partnership arrangements programs with strategic partners as it helps to improve public safety, prevent crime, and promote community well-being. The RPNGC cannot do this alone; they need to work together with the community to identify issues, develop solutions, and implement effective strategies. Partnership can take many forms, such as community policing initiatives, youth outreach programs, and collaboration with other government agencies, NGOs, and businesses.

Achievements

- Initiative to establish the strategic partnership unit, PHQ.
- Partnership support provided to RPNGC and the Joint Task Forces during the 2022 National General Election operations.
- Implementation of government law & justice policy directives.
- Continue to provide support to key thematic areas of development within the Constabulary.

Challenges

- Shortage of competent personnel.
- Build public confidence with key stakeholders.
- Communication and marketing plan to improve the image of the RPNGC.

Focus areas for 2023

- Strengthen strategic partnership arrangements.
- Strengthen monitoring and evaluation.
- Recruitment of competent personnel.

Papua New Guinea – Australia Policing Partnership (PNG-APP)

The PNG-APP has been a longstanding joint development partnership program between the RPNGC and Australian Federal Police (AFP). The partnership has worked towards supporting

improvements in RPNGC as evident in many areas of the Constabulary, especially in key focus areas such as Operations, Training, and Corporate and Enabling Services. As the program transitioned and continue to retain presence for ongoing support, RPNGC expects significant improvements in the key areas within the Constabulary. In 2022, the primarily focus was to support the RPNGC's responsibilities for the NATEL 2022.

In 2022, the following major activities were delivered.

Training support

Advisors assisted in delivering the following courses:

- Three NCO Leadership and Supervision courses were held during the year.
- Four Basic Criminal Intelligence Courses were held during the year.
- Two Command Control & Coordination (C3) Programs were held during the year.
- Three Prosecutions Residential School were held during the year.
- Eight Pacific Investigations Interviewing Programs (PIIP) were held during the year.
- A PNG-APP sponsored SOCO course was held during the year.
- Four IAD Discipline Awareness Workshops were held during the year.

Refurbishments support

The Alotau Provincial Police Commander Office refurbishment was completed and opened in 2022. Extensive works were commenced or completed at the Bomana during 2022 which include:

- Rebuild of a two-storey classroom & ablutions.
- Refurbishment of Mess Hall, Dormitories, Cooks Quarters, Laundry.
- A major refurbishment of Boroko Police Station was also completed and officially opened in June 2022.

Advisor support

Advisor support were provided in the following to the following areas.

- A second RPNGC National Election Joint Agency Conferences was held in mid-February to ensure alignment with corporate activities.
- The RPNGC Recruitment Team with PNG-APP support, saw the successful graduation of 307 Reservist members into the RPNGC to assist with NATEL 22.
- PNG-APP Advisors assisted RPNGC investigators in their planning, preparation, and ongoing investigational requirements for a number of major investigations.

Gender support

- PNG-APP assisted SIP Freda Woktamol to attend the PICP WAN Chair Conference, Fiji, 22-24 August 2022.
- PNG-APP assisted and accompanied Insp Lynette Bomai, Insp Elisha Walaget and D/a/Sgt Celcila Dangi to attend the Senior Women's Program, September 2022 in Australia, and to attend the IAWP Conference in Canada.

Assets assistance support

- One hundred Body Worn Cameras were gifted to the RPNGC to assist in monitoring the polling booths during NATEL 22.
- 300 Ballistic Vests and 300 Ballistic helmets were provided to the RPNGC to assist with NATEL 2022 election. The official handing over ceremony occurred at the PNG-APP operation centre on 16 June 2022, with the equipment arriving into PNG on 17 June 2022 and being sent direct to the RPNGC Quartermaster Store.
- 35 Surface Pro Laptops were gifted to RPNGC to assist with C3 for NATEL 22

Law and Justice Services and Stability for Development

Family and Sexual Violence

- Three FSV SOP training workshops were conducted for 53 (34 women) police officers from the Momase and Highlands region.
- The more experienced FSVU officers travelled to the provinces which had less experienced FSVU officers.
- Particular attention has been paid to the Highlands region. Visits were conducted to Simbu, Jiwaka, SHP and Eastern Highlands.
- During the mentoring visits, FSVU Directorate team was requested by Police Trainers from the Highlands to facilitate an information session on domestic violence and the Family Protection Act to 320 auxiliary police who were undergoing training at Kujip. JSS4D supported the session which was led by Supt Delilah Sandeka and Senior Sergeant Ruth Murup from Lae FSVU.

Investigations and Prosecutions Training on Gender and Family Sexual Violence

- A reflections workshop was conducted for the Sexual Offences Squad, CID and police prosecutions to identify gaps and improve internal systems when investigating and prosecuting indictable FSV cases.
- This approach focussed on ensuring there was sound understanding of the nuanced dynamics of sexual offences and offences against women and children, and the need for greater sensitivity when dealing with victims of these crimes.
- The workshop was attended by 13 (7 women) police officers and a system for improved communication between the different police divisions was put in place.
- Strengthening coordination and communication between the police team and OPP was a key feature of the training. Ongoing coordination is needed to assist victims in coming to Court. Stronger collaboration and working relationships between FASOU, SOS and FSVUs through training activities help facilitate better communication.
- Training on advanced investigation and compiling court files for FSV-related cases was held for 18 (12 women) highly experienced FSVU officers who were selected from NCD, Morobe, SHP, Hela, Western, Central and Bougainville. The training complemented previous SOP trainings, Gender and FSV Training provided to FSVU Officers.
- JSS4D supported a FPA Amendment Training in Port Moresby for 70 (48 women) officers from FSVUs, Prosecution, CID and SOS from around the country. The officers were trained on recent changes to the FPA and how to integrate the new provisions to strengthen their investigation of FSV cases. This workshop focused on revising issues on gender and power relations, men's violence against women, perpetrator manipulation techniques with continued

focus on procedures and processes. This training was the first training on the FPA amendments conducted for the Police.

Investigation and Prosecutions Training on Sorcery Accusation Related Violence (SARV)

- A SARV Investigation and Prosecution workshop was conducted in Mount Hagen in December for 55 (19 women) CID and police prosecutors from the 13 hot-spot SARV provinces in PNG. The training was also supported by the NCE. The workshop was attended by experienced CID and Police Prosecutors who have worked on SARV and FSV cases. The workshop was co-facilitated by RPNGC, Office of Public Prosecutor and JSS4D. The SARV workshop was the first training of police officers on the new SARV Offences under the Criminal Code Amendments 2022. The SARV investigation components of the workshop will be integrated into the Detective Training at NCE.
- An awareness program was supported during the Goroka Show on 17-18 September on SARV and GBV which was facilitated by the OPP Victim Liaison officer, FSVU, SOS and women human rights defenders from the Highlands. They were able to speak directly to 200-300 people at the Sector booth. Brochures and posters on GBV and SARV were distributed.

Support in preparation for the National General Election

- The team led by Supt Delilah Sandeka presented on violence against women and elections to the Lae Metropolitan command and section heads. They briefed the police officers on gender stereotypes and how that is linked to violence against women in general and how this violence escalates during events like elections. A strong emphasis was placed on why the police should continue to prioritize FSV response during elections, and how they can use their role to improve women's safety around campaigns and election related activities. Similar sessions were conducted in the Highlands in Simbu, Jiwaka, Hela, SHP and Western Highlands.
- At a more strategic level, the FSVU Directorate participated in the Joint Security Task Force (JSTF women) for the election and submitted a Terms of Reference for the monitoring of GBV and FSV during the elections. The JSTF accepted the planned approach recommended by Supt Sandeka and agreed to put in place a monitoring system with two dedicated officers as part of the JSTF. JSS4D provided technical support to the FSVU Directorate throughout this process.

Cross-sector Collaboration

- The program supported a number of awareness activities throughout the year in Western. These were multi-agency events, often involving RPNGC, health, VCs, District Courts, Juvenile Justice and inclusion staff and focused on raising awareness of law and justice services. They also had the benefit of strengthening interaction and engagement between police and the communities they serve. FSV, inclusion, health and access to services were the main topics and reached about 15,000 villagers in mostly remote communities.
- The program supported the FSVU Directorate on how to work with victims of domestic violence with 27 (13 women) Legal Training Institute (LTI) students. The students assisted victims who access FSVU services in NCD with Interim Protection Order (IPO) and other civil matter applications like custody and maintenance as part of their workplace attachment. Students were reminded of 'do no harm' approaches and confidentiality. This is the first time that a significant number of students have collectively come together to the FSVU to offer this support, through their practical LTI assignment.
- During the launch of the 20 days of human rights activism, the program supported the FSVU Director in coordinating with the PNGDF GESI team and Murray Barracks Leadership to hold

a sports day for RPNGC and PNGDF on 25 November. Over 200 personnel from RPNGC and PNGDF took part in the sports day. The event was opened by PNGDF Commander and RPNGC's DCP Yamasombi, and ACP Wagambie.

- The Program also supported an awareness program in Fisherman Island community on World AIDs Day (Dec 1) which was a joint effort between RPNGC/FSVU and PNGDF. The FSVU team covered topics on FPA, DV, Rape and sexual Assault and FSVU services whilst the PNGDF Health Team conducted sessions on AIDs awareness and Non-communicable Diseases. Over 2000 people were reached during the awareness (the majority of whom were women and children).

Significant Events in 2022

The National General Election 2022

The Joint Task Force Security (JSTF) Operations for the 2022 national general election was one such significant event that all planned policing activities were suspended to allow PPCs to concentrate on election planning. The Commissioner of Police was the chairperson of the Joint Security Task Forces (JSTF). The JSTF consisted of the RPNGC, Papua New Guinea Correctional Services (PNGCS) and PNG Defence Force (PNGDF) including other stakeholders. The focus of the JSTF was to ensure the intent of the Commissioner to deliver a free, fair and safe election was achieved.

Based on the situational assessments, JSTF personnel were deployed accordingly in the nationwide security operations assisted the Electoral Commission to conduct the election. The overall election operations nationwide was a success. All phases of the election operations from the pre-election, to election proper, and post-election operations were effectively planned and coordinated despite the challenges. The total expenditure of conducting the 2022 national election was K240, 200,000.00. An overview of the total expenditure is attached in annexure three of this report. Also a 2022 national election report is being published and more detailed information can be found in this report.

Commendation to all members of the JSTF and the stakeholders for successfully ensuring that the overall objective was achieved. Therefore, it demonstrates the importance of strategic partnership as a way forward to improve policing in the country.

Seizure of Hard Narcotics Control Substance

The movement of hard drugs have threatened our borders and people. It poses a danger to the livelihood of our citizens. An estimated street value of K36 million (AUD\$ 15m) of Methamphetamine or crystal meth was seized in a raid conducted by the Trans National Crime Unit in Port Moresby. Drug busts of such nature is an ongoing challenge for the police involving the citizens and foreigners which should not be taken lightly.

The arrest of the suspects sent a strong message to all those syndicates that we (police) are now able to deal with them to international standards.

Thus, collaborative support is a way forward to assist police in the endeavour to stop such drug movements that threatens the future of this country and change the perception of Papua New Guinea becoming a “safe house” and “transit point for movement of hard drugs” from outside countries into Australia and within the Pacific. The efforts of the Trans-National Crime Unit and the Intel sources involved should be commended and embraced.

Other achievements include:

- Creation of positions for Chief of Staff and ADC to COP
- The establishment of the Secretariat to the Police Executive Committee and the strategic partnership engagement unit to strengthen partnerships, governance, and compliance.

- The transfer of key personnel to strategic positions within the organization.
- The performance review conducted for all Assistant Commissioners of Police.
- PPCs Police District Development Plans
- The submission and approval of the Police Reform and Enhancement Program, which aims to enhance the capability and capacity of the RPNGC to respond to current and emerging law and order issues.
- The continued efforts to combat corruption and improve accountability, including the establishment of a Governance Framework and internal controls to minimize wastage and corruption.

Overall, these events and achievements demonstrate the RPNGC's commitment to improving its services and restoring public trust and confidence in the police force.

Key Challenges affecting the Constabulary

Police to population ratio and the prevention of crime and disorder

One of the critical challenges affecting police operations is the inability to increase uniform personnel against a growing population. Vision 2050, MTDP III, and Alotau Accords I and II essentially echoed the same sentiments – increase human resources and reduce crime. While official government statements and directives have stated a commitment to increase police numbers and reduce crime, these commitments have not been supported by resources. For example, the RPNGC's ambition to increase the number of uniform personnel to 10,000 by 2018 (Alotau Accord II) has not met its goal. Refer to Figure 20 for RPNGC human resources strength, particularly for sworn members. It is not easy to reduce crime with current police to population ratio.

Investigation and Prosecution of Cases

The rate of convictions has been significantly lower than the number of cases investigated and prosecuted. There is no data to verify the causes. A case management system that tracks court files from arrest to prosecution would help determine the plausible causes of the poor rate of conviction and, more importantly, pinpoint the weaknesses in the system.

One of the reasons why cases are thrown out of the system is the habit of arresting suspects without first collecting the evidence. The practice of “arrest first, evidence later” has resulted in many high-profile cases being thrown out by the Committal Courts. An alternative to improve the conviction rate is to hold arresting officers and their supervisors accountable. As indicated in Figure 9, 3435 cases were struck out at the courts. Poor quality of court files has been the primary reason.

Similarly, prosecutors should be held accountable. Victims of crime want to see their cases go through and fair justice delivered, but often that is not the case. As mentioned, proper case management would pinpoint the weaknesses in the system

Leadership and Accountability

The RPNGC Corporate Plan guides the administration of the organization. It considers broad government visions and directives, including prudent management of the organizations' finances. Decisions made outside the corporate plan has resulted in excessive spending. For example, in 2019, expenditure exceeded the appropriation, and a considerable amount was expended on personnel emoluments. It was mainly because the management reinstated and recruited individuals outside the formal processes. The point here is that processes should guide management decisions instead of ad hoc decision making that is not consistent with legislation, policies and plans.

Logistics

Infrastructure rehabilitation and building new accommodation for police officers remains a formidable challenge. The inability to provide adequate housing has led to other internal problems, low workforce morals, poor attendance, lack of motivation, and a compromise to police force ethics. Furthermore, the overall performance and success of the Constabulary depend on adequate logistical support.

Information and Communication Technology (ICT)

The government's ambition to build and strengthen the RPNGC operations and technological capacity to International Standards remains a formidable challenge. Data management is notably lacking. Some Divisions and Directorates maintain stand-alone computers that are not connected to the local or wide area network. Subsequently, data for policy and executive decision-making is not readily available. Further, 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 the national police headquarters and provincial headquarters and improving infrastructure support to enhance inter-agency communication is problematic.

Focus Areas for 2023

Key priorities in 2023 and going forward will be to:

1. Grow and improve the RPNGC;
2. Build a safer PNG;
3. Strengthen partnership and governance; and
4. Infrastructure development.

The RPNGC has identified the challenges affecting its administration and operations. Some of these challenges are beyond the capacity of the RPNGC to manage, while others are manageable. The RPNGC will address issues and problems affecting its administration and operations in 2023. These priorities are also aligned with the RPNGC Corporate Plan 2021 – 2030.

Annexure One: Financial Summary

A. ROYAL PAPUA NEW GUINEA CONSTABULARY FINANCIAL REPORT

Figure 1.

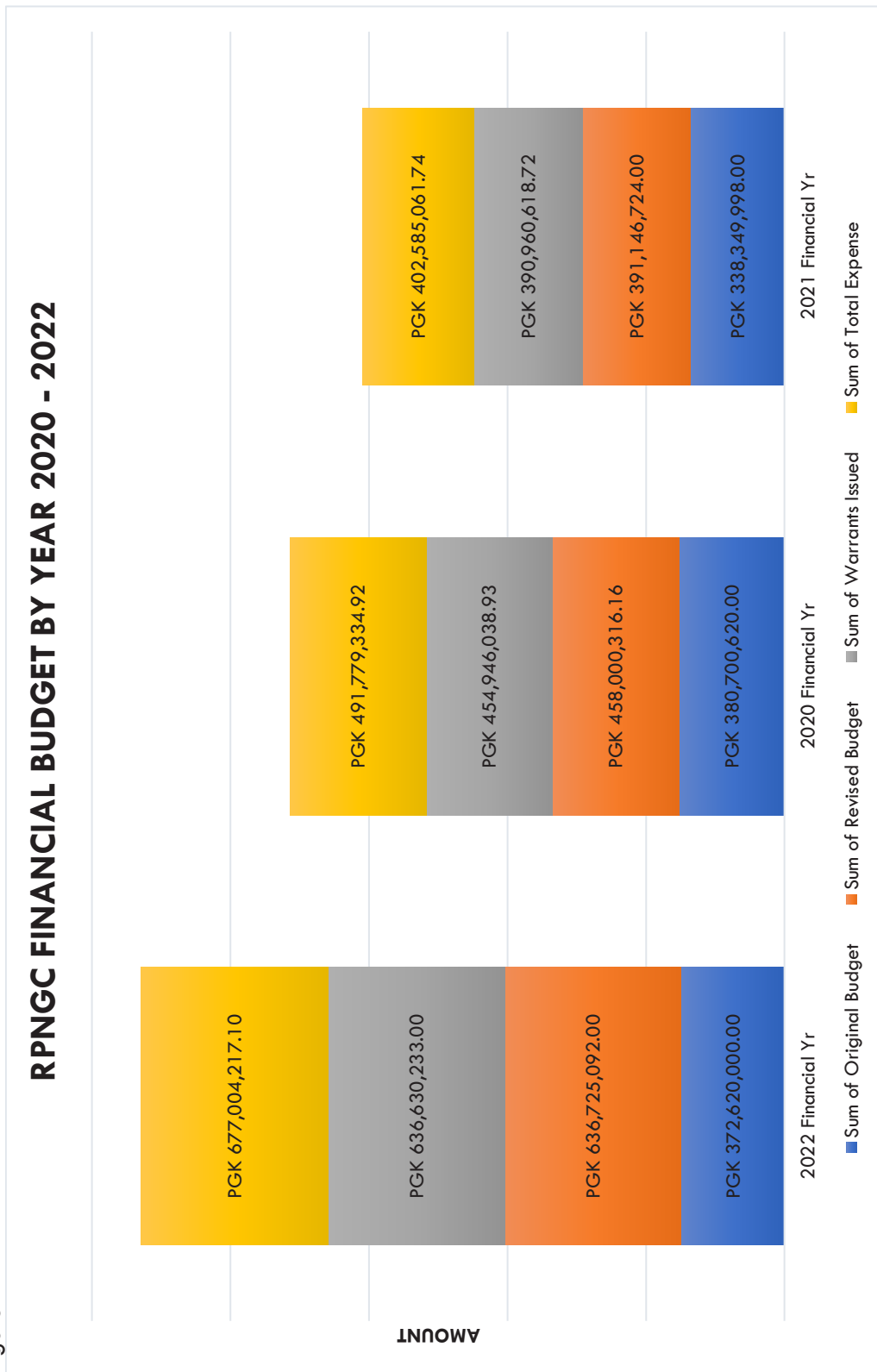


Figure 2.

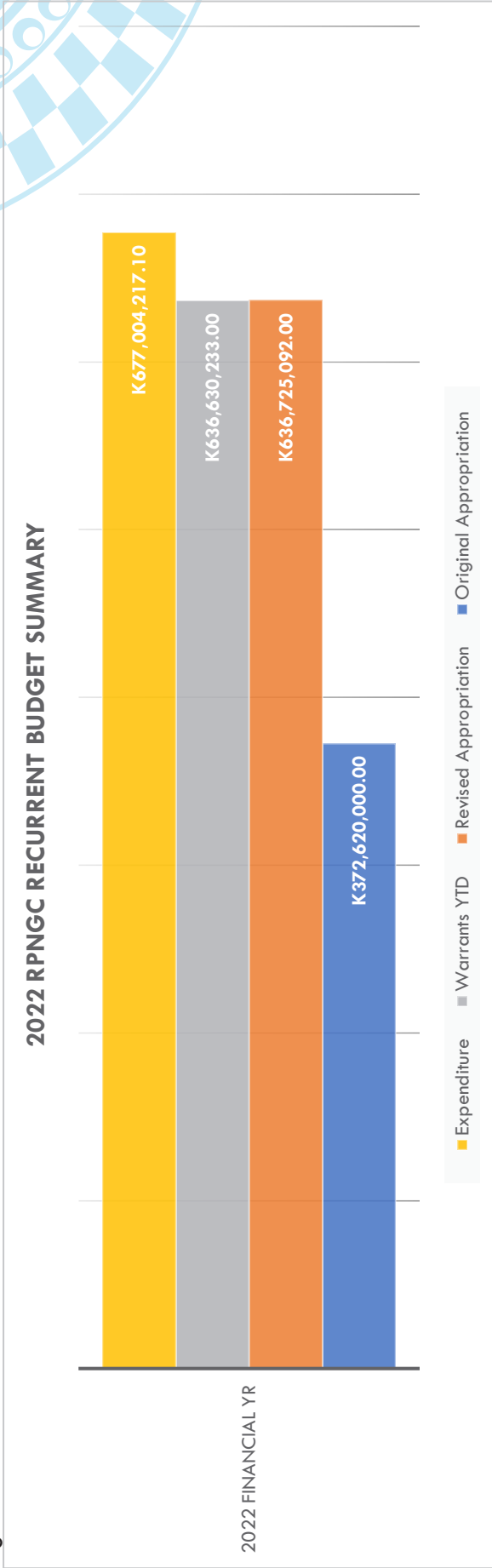
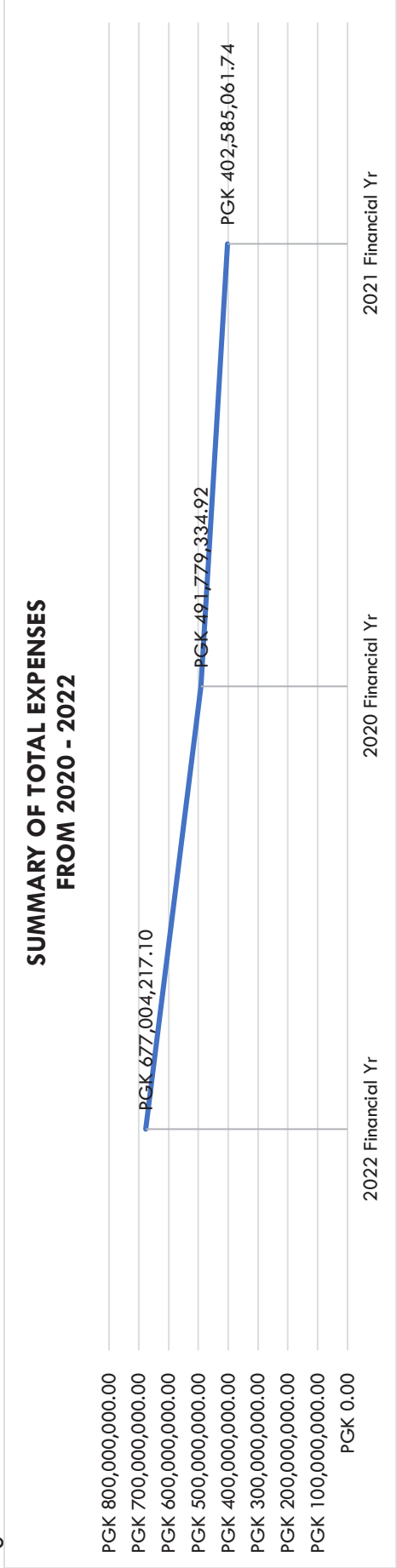


Figure 3.



B. 2022 BUDGET PERSONNEL EMOLUMENTS (PE) AND GOODS & SERVICES (G&S)

Figure 4.

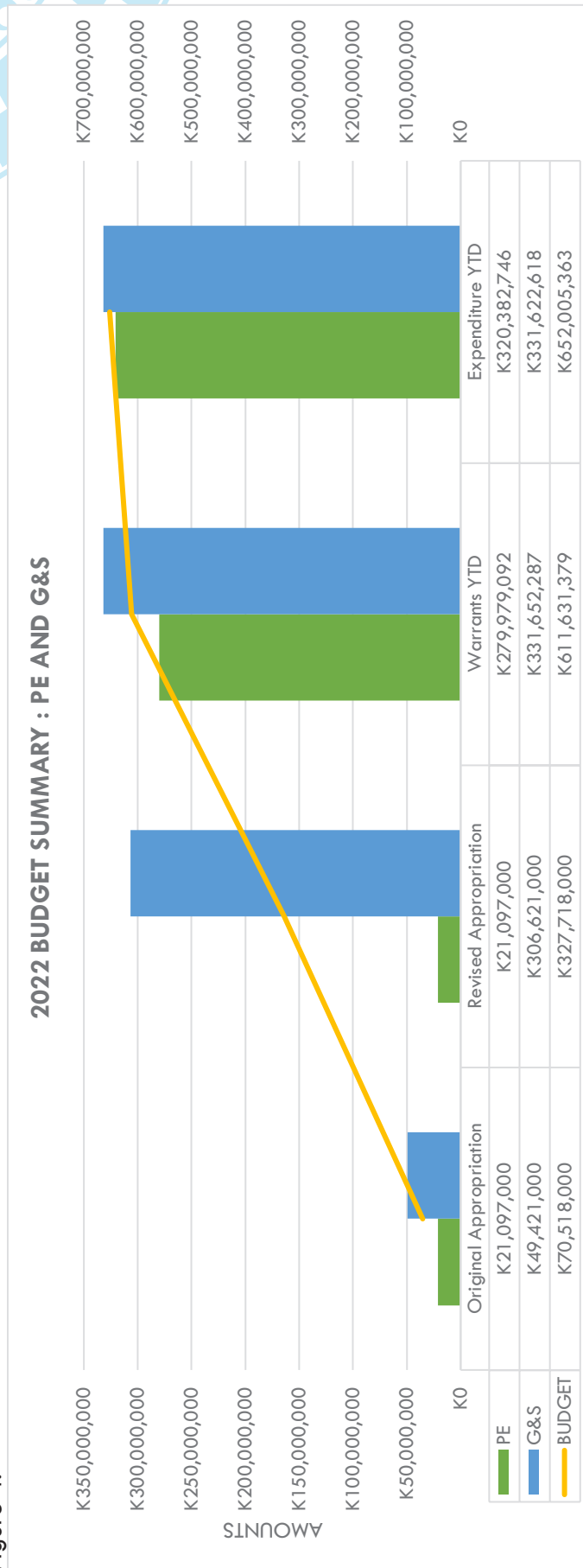


Figure 5

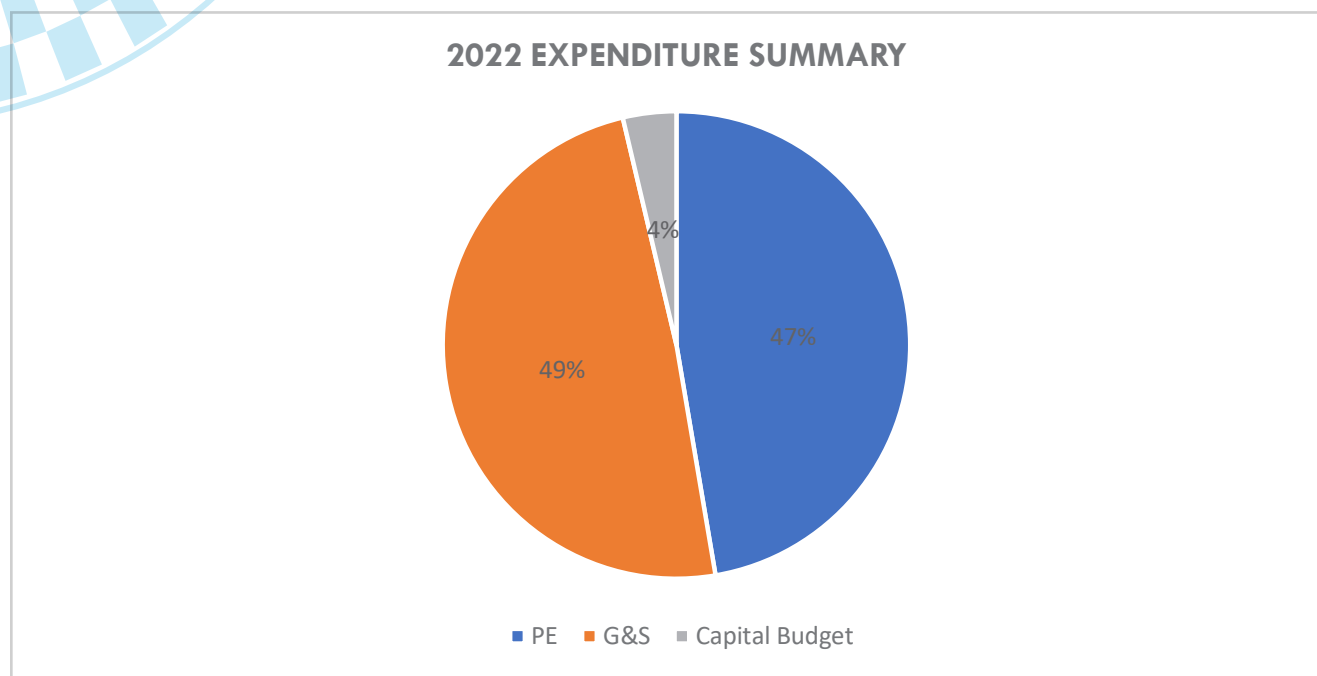


Figure 6.

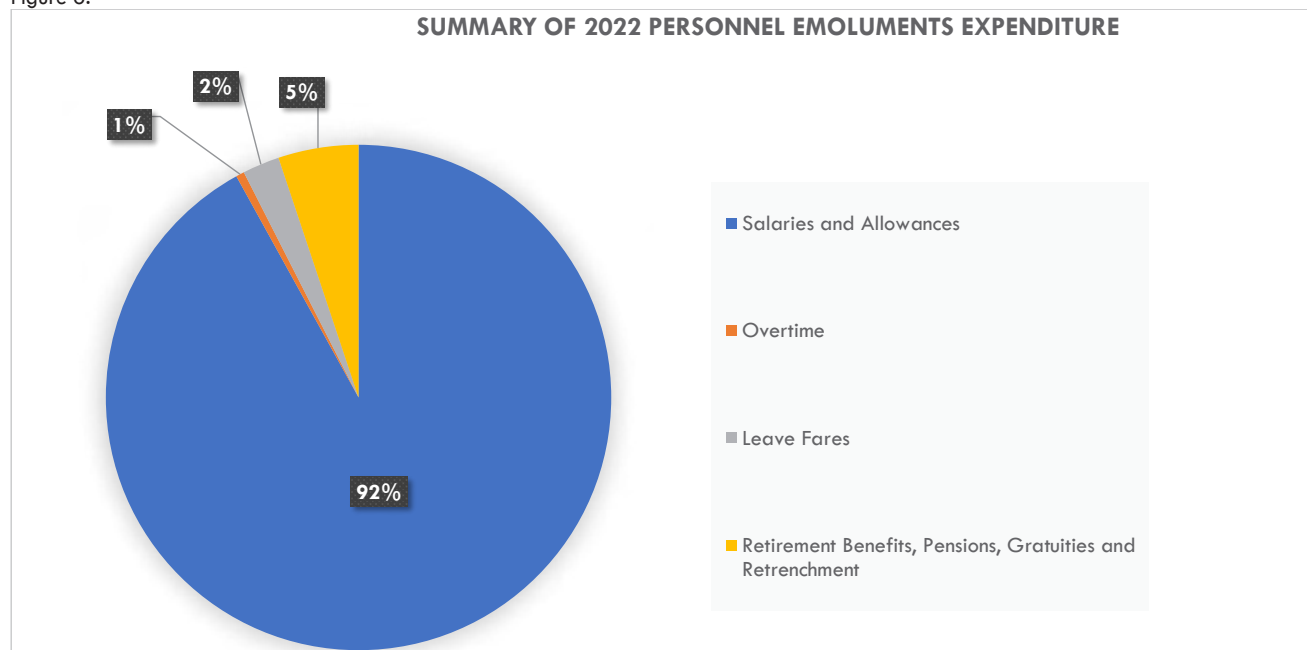
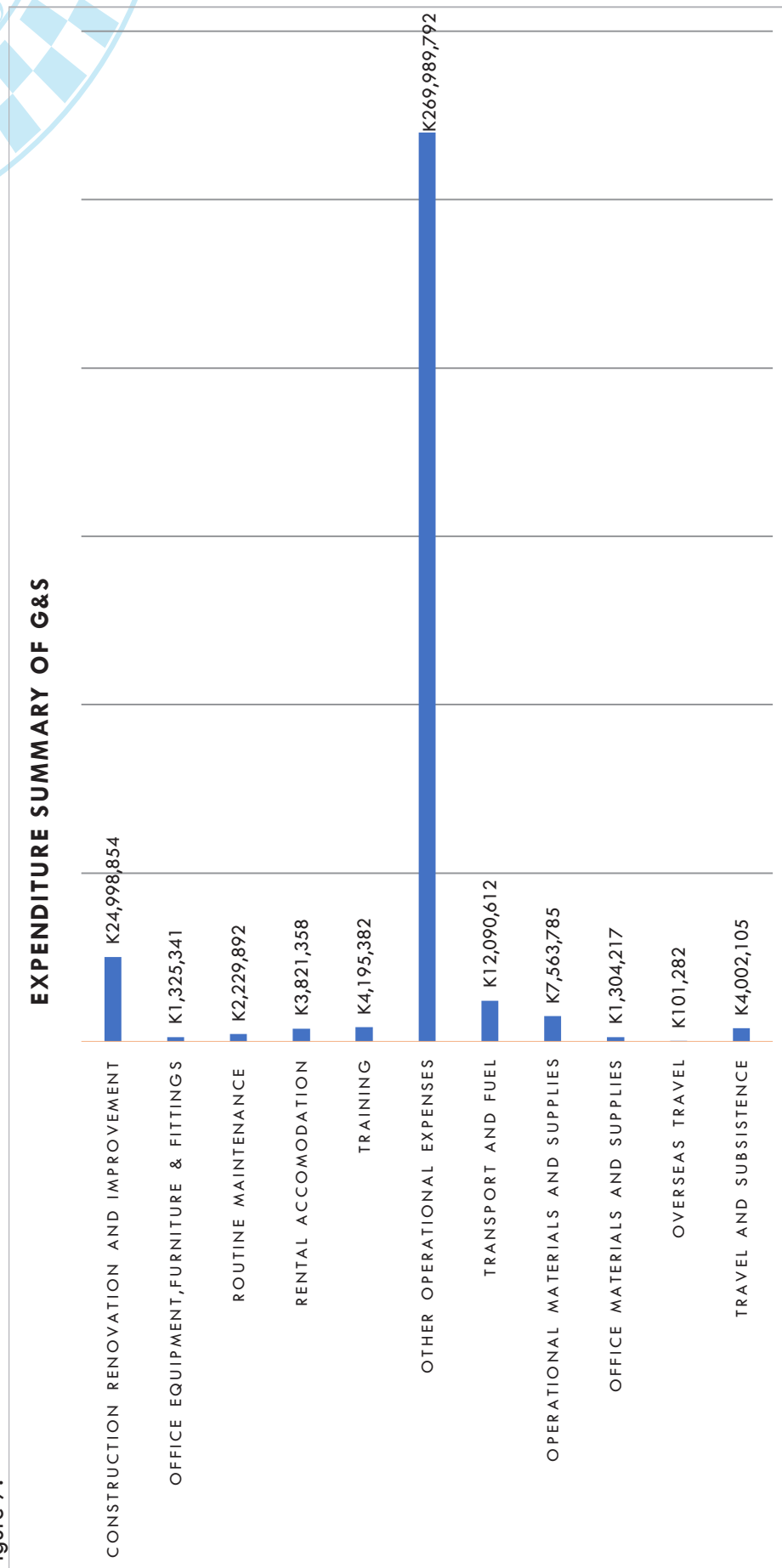


Figure 7.



Transport Fuel Usage and Costing

2021 vs 2022 Fuel usage Values in Kina

Month / Year	2021	2022	Variation	%
January	642,791	998,300	355,509	35.61%
February	861,451	795,524	-65,926	-8.29%
March	995,659	898,043	-97,616	-10.87%
April	1,047,905	970,266	-77,639	-8.00%
May	1,151,552	1,256,026	104,474	8.32%
June	1,278,138	3,344,886	2,066,748	61.79%
July	990,478	3,423,681	2,433,203	71.07%
August	1,254,836	1,844,507	589,671	31.97%
September	1,332,937	1,029,865	-303,073	-29.43%
October	1,189,185	1,438,764	249,578	17.35%
November	1,032,314	1,298,947	266,632	20.53%
December	1,435,883	1,545,646	109,763	7.10%
Total	13,213,129	18,844,453	5,631,324	29.88%

Table 1. Source: Transport Directorate, RPNGC Konedobu.

Note: RFID and Natel values included

2021 vs 2022 RFID Values in Kina

Month / Year	2021	2022	Variation	%
January	0	167,285	167,285	100.00%
February	140,296	235,387	95,091	40.40%
March	179,151	149,760	-29,391	-19.63%
April	191,978	234,014	42,036	17.96%
May	230,499	266,049	35,550	13.36%
June	231,578	199,989	-31,589	-15.80%
July	263,482	143,012	-120,470	-84.24%
August	272,372	187,375	-84,997	-45.36%
September	235,867	211,371	-24,496	-11.59%
October	240,940	201,775	-39,165	-19.41%
November	278,489	194,215	-84,274	-43.39%
December	272,487	178,655	-93,832	-52.52%
Total	2,537,139	2,368,887	-168,252	-7.10%

Table 2. Source: Transport Directorate, RPNGC Konedobu.

Annexure Three: Natel Funding & Expenditure

Table showing 2022 Natel Expenditure

No	Exp Categories	Original Allocations	Revised Allocations	Invoice Amount
1	Allowances	44,200,000	54,200,000	54,000,000
2	Fuel & fuel logistics	5,944,241	10,444,241	10,216,091
3	Hire vehicles (10 seater)	19,446,000	22,046,000	21,963,982
4	Hire vehicles (trucks & buses, dinghies)	4,269,857	2,669,857	2,684,598
5	New Vehicles	11,700,000	12,100,000	12,018,582
6	Vehicle/vessel repair/maintenance & transfer	2,910,000	2,910,000	3,295,301
7	Communications (refurb & operational costs)	9,600,000	9,600,000	8,768,038
8	Airfares/charters (troop movements)	1,900,000	7,700,000	7,625,021
9	Rotary & fixed wing air support	-	28,200,000	28,162,313
10	Accommodation	16,282,093	20,282,093	19,900,620
11	Police Commands Supplementary Funds	4,323,000	4,323,000	4,320,500
12	Training & Welfare	12,343,675	10,043,675	9,680,005
13	Firearms & ammunition	8,248,500	9,348,500	9,337,636
14	Uniforms, boots & camping equipment	3,863,250	8,059,188	8,814,238
15	Anti-ballistic helmets and vests	1,496,000	-	-
16	PPE - COVID 19 protocol	442,087	742,087	1,259,773
17	Intelligence	1,400,000	-	-
18	Planning trips & coordination meetings	2,480,440	6,230,440	7,512,964
19	Media	1,197,900	647,900	640,996
20	Highlands Threat Mitigation Operation	1,991,590	-	-
21	Formation of new government	1,155,000	-	-
22	Forward Command Centre	-	1,991,590	1,337,910
23	Expenditures from K30m extra (Non-Natel related)	-	28,661,429	28,661,429
Totals		155,193,633	240,200,000	240,200,000

Table 3. Source: Finance Division, RPNIGC Konedobu.

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