



ANNUAL MANAGEMENT REPORT



2023

Royal Papua New Guinea Constabulary Annual Management Report 2023
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For further information, please contact:

Royal Papua New Guinea Constabulary,
Police Headquarters, Box 85, Konedobu, Port Moresby
Spring Garden Road,
Email: rpngc@police.gov.pg



RPNGC CODE OF ETHICS

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

We will carry out our duties with integrity and honesty and will at all times make every effort to respect the rights of all people in the community, regardless of colour, social status or religion.

We will enforce the law justly, without fear, favour, malice or ill will.

It is incumbent upon us to keep confidential matters of such a nature that we may learn in our official capacity, unless revelation is necessary for the administration of justice.

By our conduct and performance, we will give high priority to improve our knowledge of the law and contemporary police practices applicable to the community.

We accept these ethics as an integral part of our personal and professional life.

"Securing a Safer Community in Partnership"

2023 HIGHLIGHT'S



OFFICIAL STATE VISITS

- Prime Minister of India Narendra Modi and 14 Pacific Leaders (Forum for India Pacific Islands Cooperation Summit May 21- 22 May)
- US Secretary of State Antony Blinken; meeting Pacific Islands Forum leaders (May 21 – 22)
- France President H.E. Emmanuel Macron (27 July)
- Indonesia President Joko Widodo (July 5)
- US Secretary of Defense Lloyd Austin (July 27).

BY-ELECTION OPERATIONS

- Wewak Open
- North Bougainville Open
- Lagaip Open



INITIAL SPAP FUNDING

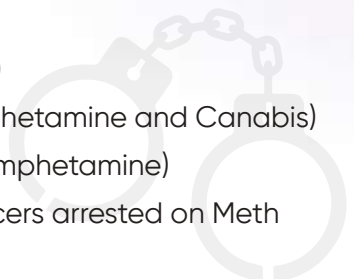
- Allocation of K150 million



TRIBAL FIGHTS INCIDENTS

COMBATING DANGEROUS DRUGS

- Operation Gepard (Cocaine)
- Operation Stratos (Methamphetamine and Cannabis)
- Operation Weathers (Methamphetamine)
- Increase number of Law Officers arrested on Meth



Recruitment and Commencement of Cadet and recruit Training

- 260 new recruits
- 67 Cadet Officers



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COMMISSIONER'S MESSAGE



This marks the fifth consecutive annual management report submitted to both the government and key stakeholders since assuming the role of Police Commissioner of the Royal Papua New Guinea Constabulary (RPNGC) in 2019. Meeting this statutory obligation involves presenting the annual performance of the RPNGC, and I am pleased to present the 2023 Annual Management Report encapsulating our performance, accomplishments, challenges, and areas of focus for improvement.

In 2023, designated as the 'Year of Law-and-Order Reform' by the National Government and backed by the newly funded Special Police Assistance Program (SPAP), our organization faced notable challenges, especially in maintaining law and order across communities. While certain regions encountered significant issues, others experienced relative stability.

I extend sincere appreciation to the Marape–Rosso Government and the collective efforts of communities, civil societies, churches, strategic partners, and responsible citizens for their invaluable contributions to ensuring community safety and mitigating various security concerns. Despite the formidable nature of this task, our collaborative approach enabled us to effectively address the challenges of 2023.

Looking forward to 2024 and beyond, our focus must center on rebuilding the police force, necessitating comprehensive reform and strategic interventions. Our key priorities for 2024 and the foreseeable future remain consistent in investing in these key areas: (1) Enhancing the growth and capabilities of the RPNGC; (2) Fostering a safer environment throughout Papua New Guinea (3) Strengthening partnerships, governance structures, and accountability mechanisms; and (4) Infrastructure development. These priorities align with the objectives outlined in the RPNGC Corporate Plan 2021–2030. By steadfastly committing to these priorities, we can effectively advance the RPNGC's mission, vision and contribute to the safety and well-being of our communities.

In conclusion, I commend the members of the RPNGC for their dedication to fulfilling our constitutional mandate, and I look forward to providing the leadership necessary to ensure that Papua New Guinea is a safe and secure environment for our citizens, resource developers, and visitors from abroad.

A handwritten signature in blue ink, appearing to read 'David Manning'.

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

PURPOSE OF THE ANNUAL REPORT

The purpose of the Annual Management Report is to provide to the people of Papua New Guinea, the Government and other stakeholders an account of the performance achievements of the RPNGC in 2023. The report also provides the challenges that were faced in our efforts to deliver an effective police service and going forward, the RPNGC 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.

The annual report serves as a critical communication tool, shaping the perception of the RPNGC in the public domain. The accuracy and completeness of information contained within the report are paramount in portraying the true reality of our organization. This document serves as a vital reference for investors and managers' alike, facilitating informed decision-making and ensuring accountability. As a mechanism for conveying economic information, the annual report enables stakeholders to make timely updates and judgments, thereby enhancing transparency and trust in our operations.



The Royal Papua New Guinea Constabulary's Mandate

Section 197 of the Constitution of Papua New Guinea outlines the primary functions of the Police Force, in accordance with the Constitutional Laws and Acts of the Parliament:-

1. To preserve peace and good order in the country; and
2. To maintain and, as necessary, enforce the law in an impartial and objective manner.

The Commissioner of Police has overall superintendence over the administration and operations of the 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.

Under the 2001 Bougainville Peace Agreement, which outlines the transfer of powers and functions, the Chief of the BPS oversees the administrative and operational aspects of policing in the Autonomous Region of Bougainville. It's crucial to emphasize that while the Chief of BPS enjoys a degree of autonomy in managing the BPS, it remains an integral part of the RPNGC. Consequently, the BPS operates in accordance with the standards, guidelines, and Standard Operating Procedures established by the RPNGC and governed by the Police Act 1998.





ROYAL PAPUA NEW GUINEA CONSTABULARY ORGANISATIONAL STRUCTURE

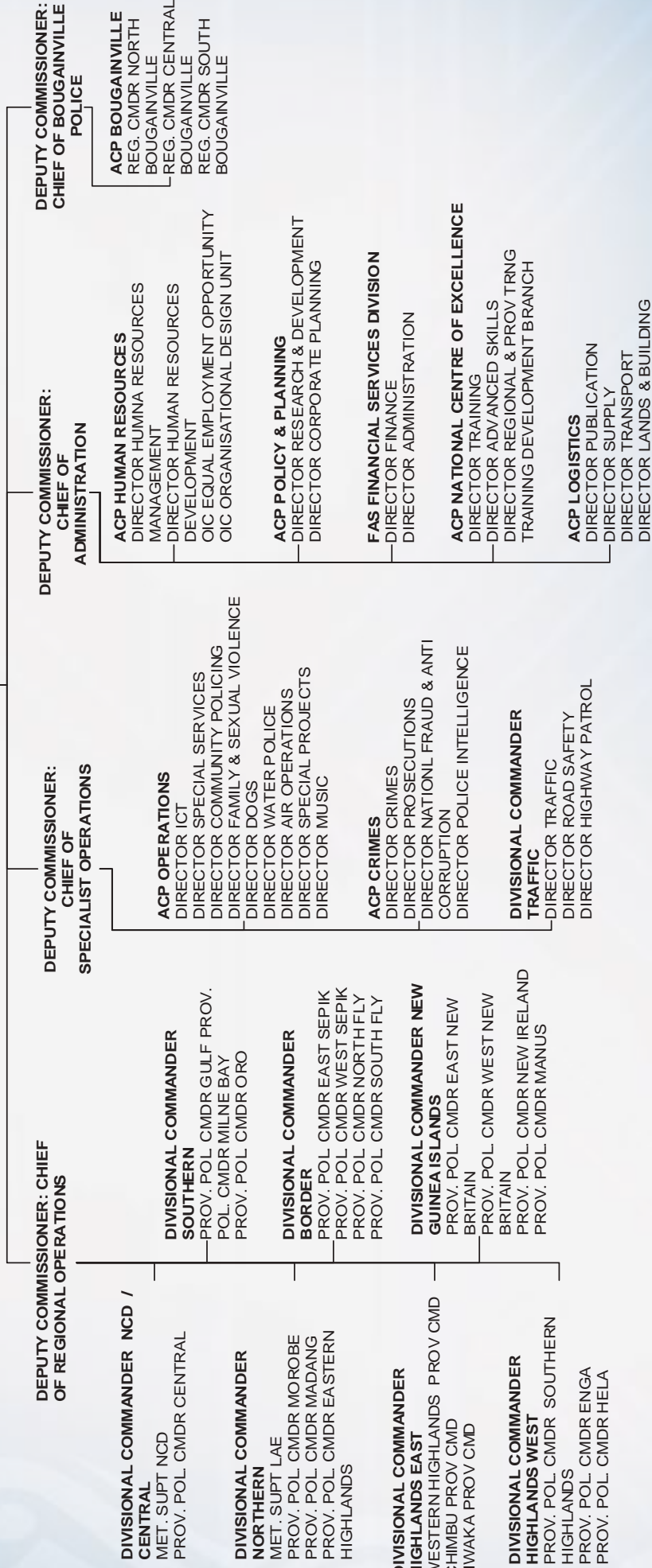


COMMISSIONER OF POLICE

CHIEF OF STAFF TO OFFICE OF COMMISSIONER

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

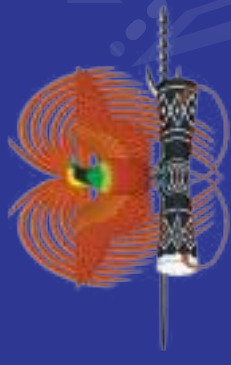
SECRETARIAT TO THE POLICE EXECUTIVE COMMITTEE



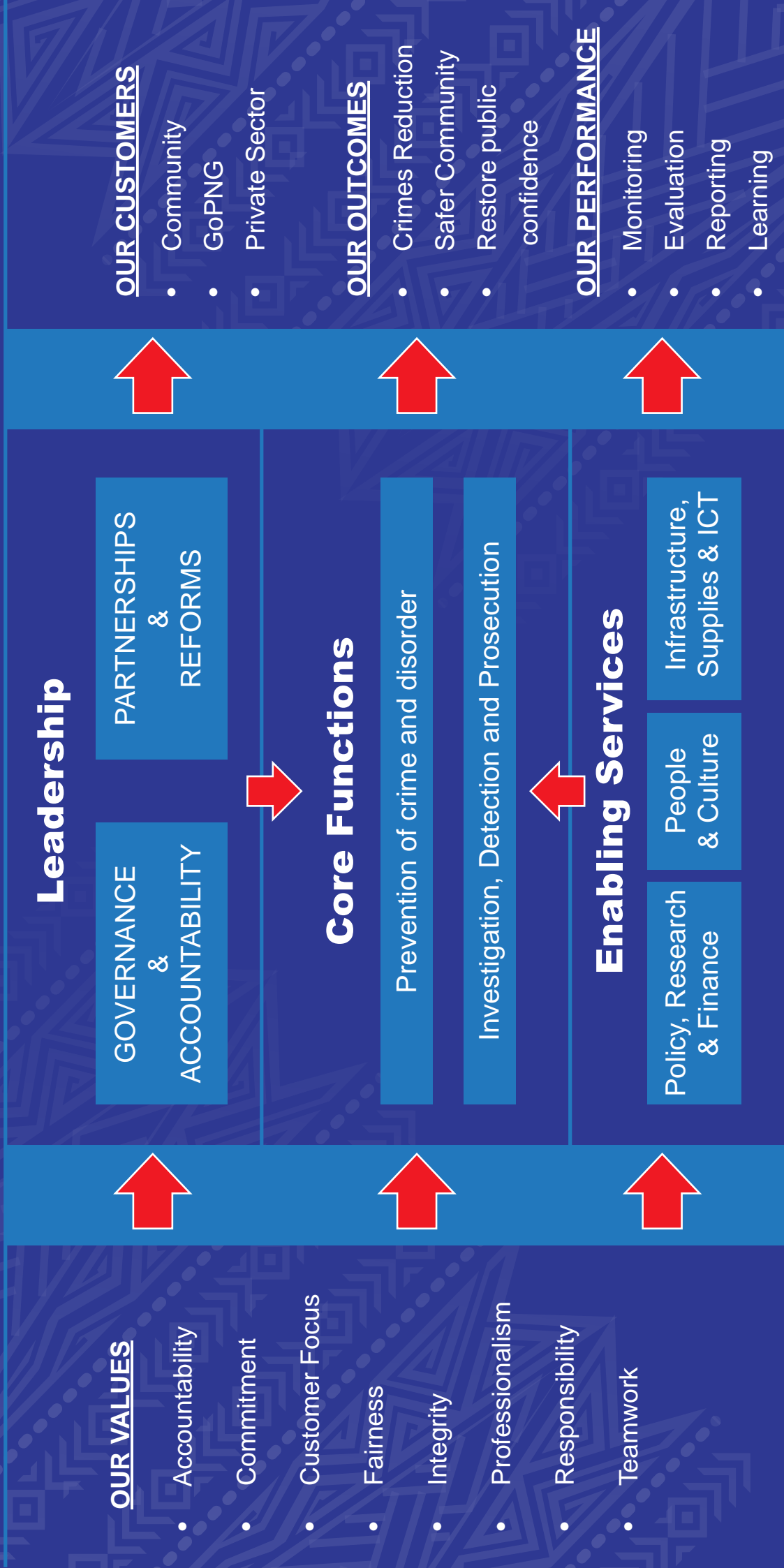


ROYAL PAPUA NEW GUINEA CONSTABULARY

BUSINESS MODEL



Our Mission: Securing a Safer Community in Partnership.



Our Vision: A professional and trusted community-oriented Police service.



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 (refer to the first page).

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.

NATIONAL CRIME STATISTICS

TOTAL No. of CRIMES REPORTED

54,242

TOTAL No. of ARRESTS

12,719

NCD/CENTRAL DIVISION

CRIMES REPORTED: 7,089

CRIMES ARRESTED: 1,506

NORTHERN DIVISION

CRIMES REPORTED: 21,210

CRIMES ARRESTED: 4,701

H/LANDS EASTERN END

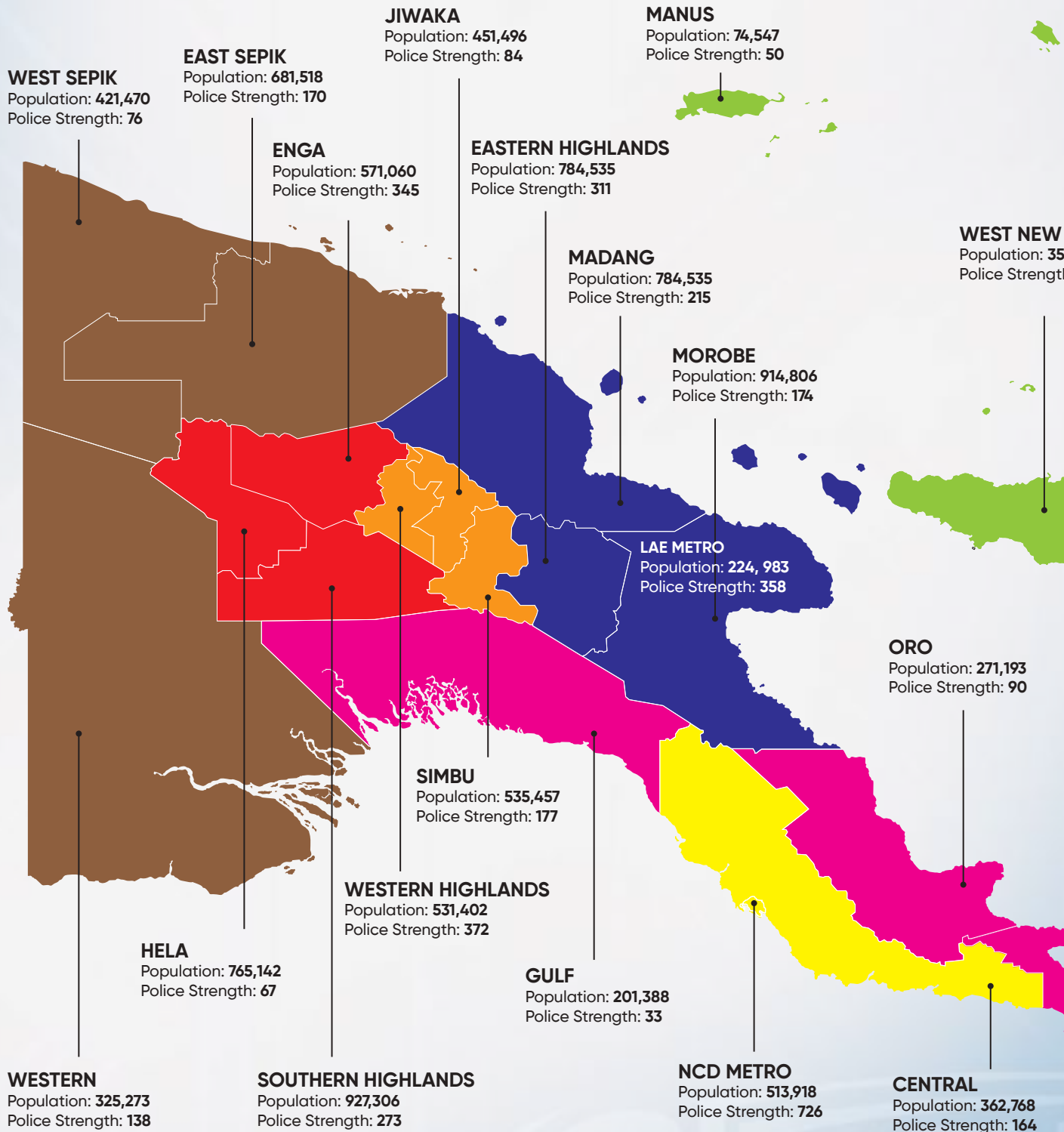
CRIMES REPORTED: 17,243

CRIMES ARRESTED: 3,947

NEW GUINEA ISLAND DIVISION

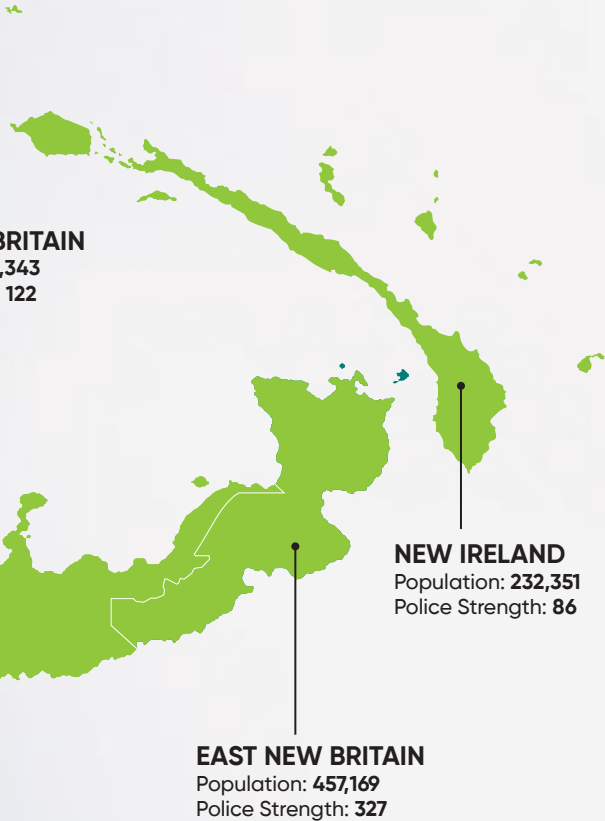
CRIMES REPORTED: 4,200

CRIMES ARRESTED: 1,573



SOUTHERN DIVISION
CRIMES REPORTED: 943
CRIMES ARRESTED: 207

BORDER DIVISION
CRIMES REPORTED: 397
CRIMES ARRESTED: 125



H/LANDS WESTERN END
CRIMES REPORTED: 2,094
CRIMES ARRESTED: 237

BOUGAINVILLE POLICE SERVICE
CRIMES REPORTED: 1,066
CRIMES ARRESTED: 423

 **MALE OFFICERS**
5,950

 **FEMALE OFFICERS**
839

Number of Policewomen by Rank	
COP	
DCP	1
ACP	
Comdr	
Chief.Supt	
Supt.	3
Chief. Insp	2
Snr. Insp	6
Insp	18
Sub. Insp	
Chief. Sgt.	14
Snr. Sgt	32
Sgt	76
Snr. Const	127
1st Const.	172
Const.	343

Note:

The provincial population was taken from the Papua New Guinea National Statistics Office 2021 Population Estimates.

The police to population ratio was calculated based on the current populations estimate.

The police strength does NOT include non-uniform personnel, police reservist and auxiliary.

KRA 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

The RPNGC is entrusted with the vital responsibility of upholding peace and maintaining order. Nevertheless, the intricacies of law and order challenges within communities often exceed the capacity and capabilities of the RPNGC to address adequately and independently.

To effectively combat these complex issues, the RPNGC will collaborate closely with relevant stakeholders, reinforcing existing partnerships and forging new ones. By fostering stronger relationships, we aim to enhance safety and security, thereby fostering an environment conducive to social and economic activities that drive growth and development across all sectors of the community.

Moreover, it is imperative to proactively identify and mitigate risks that pose threats to public safety, ensuring the well-being of all individuals within our jurisdiction. Through strategic risk management, we can further strengthen our efforts in preserving peace and promoting a secure environment for all

The RPNGC will implement two strategies to achieve its stated goal:

- Maximise public safety.
- Strengthen responses to issues that undermine legitimate economic activities.

Deputy Commissioner of Police (DCP) Regional Operations and DCP Specialist Operations are responsible for the implementation of this key result area. Assistant Police Commissioners (ACPs) who reports directly to their office support them. An activity area profile of each command/division is provided to ensure fair understanding of resource distribution for policing needs and requirements.



Overview

The Nation's Capital and Central province make up the policing region of the Divisional Command. The division is head by an officer at the rank of ACP. The NCD Metropolitan Superintendent (MetSupt) and the Central PPC assists the ACP in delivering policing services in the region.

Profile

Activity Area	NCD/Central Divisional Command
Divisional Commander	ACP Anthony Wagambie Jnr
Sub-ordinate Commands	NCD Metro and Central Provincial
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 804, 162.00
PE	K 682, 700.00
GS	K 121, 462.00
Total Expenditure	K 2, 764, 204.05
PE	K 2, 643, 243.55
GS	K 120, 960.00

Achievements

1. Crime Prevention and Community Policing
 - a) Successful delivery of FIPIIC and all state visits by international delegates.
 - b) Establishment and successfully implementing sector patrol initiative.

Challenges

1. Governance and Discipline
 - a) Personnels lacking professionalism and leadership
2. Inadequate Capacity
 - a) Aging skilled personnel and shortage of manpower.
 - b) Increase in squatter settlements and influx of citizens migrating into the city.
3. Inadequate Logistics
 - a) Outdated policing and ICT capabilities.

Focus areas for 2024

1. Strengthen Strategic Partnerships
 - a) Secure adequate funding support.
2. Strengthen Governance and Leadership
 - a) Focus on improving discipline, command and control as part of the initiative to improve police service deliver.

NCD METROPOLITAN COMMAND

Overview

The Command is the capital of PNG. It is headed by an officer at the rank of Chief Superintendent (C. Supt). The command also facilitates security for international delegates. The Metropolitan Superintendent is assisted by zone commanders to deliver policing services through the police stations within NCD.

Profile

Activity Area	NCD Metropolitan Command
Activity Manager	Superintendent Silva Sika
Land mass	29,998 km ²
Population	513,918 (2021 PNG NSO Population Est)
Police Strength	726
Police to population ratio	1:707
Number of Police Stations	9
Number of Institutional Housing	867
Number of police barracks	15
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 30, 293, 267.00
PE	K 30, 157, 700.00
GS	K 135, 567.00
Total Expenditure	K 29, 947, 253.57
PE	K 29, 211, 687.79
GS	K 135, 565.78

Achievements

1. **Crime Prevention and Community Policing**
 - a) Increased police presence at Crime Hotspot and raising law and order awareness.
 - b) Improved Police Communication System.
 - c) CCTV install at hot spot areas and awareness conducted.
 - d) Decreases in ethnic clashes and arrest of number of people.
 - e) Establishing policing back into Hanuabada Village and opening of police post. Koki Police Post and Gereka Police Post.
2. **Governance**
 - a) Conducting of quarterly parades and maintaining discipline at all levels.
3. **Infrastructure Development and Rehabilitation**
 - a) Maintenance and renovation of all NCD CIDs offices completed.
 - b) Eviction of Retired or Dismissed members occupying police housing.

4. Strategic Partnership

- a) Successful FIPIC operations and on all VIPs and diplomatic state visits to NCD in 2023.

Challenges

1. Run down policing Infrastructure and shortage of police housing.
2. Transportation and equipment's for awareness within command.
3. Shortage in manpower at Stations.
4. Increase in Backlog of cases to investigate and prosecuted.
5. Aging skilled and experienced investigators and prosecutors.

Focus Area for 2024

1. Infrastructure Development and Rehabilitation.
2. Improve Community Policing and Engagements.
3. Recruit Reservist to increase manpower at the stations.
4. Improve Investigations and prosecutions to reduce backlog of cases.
5. Human Resource Training and Development.

CENTRAL PROVINCIAL COMMAND

Overview

Central Provincial Police Command is commanded by a Provincial Police Commander (PPC) with the rank of Chief Inspector (CIP). The PPC responsible for all policing operations within the jurisdiction of the province. The headquarters is situated in Gordons Barracks. Policing services are delivered through the police stations and rural stations within the province.

Profile

Activity Area	Central Provincial Command
Activity Manager	CIP Laimo ASI
Land mass	29,998 km ²
Population	362, 768 (2021 PNG NSO Population Est)
Police Strength	164
Police to population ratio	1: 2,212
Number of Police Stations	13
Number of Institutional Housing	50
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 7, 915, 294.00
PE	K 7, 789, 700.00
GS	K 125, 594.00
Total Expenditure	K 5, 369, 876.99
PE	K 5, 247, 121.94
GS	K 122, 755.05

Achievements

1. **Infrastructure development**
 - a) Sogeri Police Station - (4 x 3-bedroom duplex) Project to be completed in 2024. The Cell block recently maintained by local company from the area.
 - b) Bereina Police Station – Maintenance of police housing completed in June 2023. 5 x 3-bedroom Duplex will be completed in 2024.
 - c) Kupiano Police Station –Maintenance of police station and Rural Police Station Commander's (RPSC's) house completed in December 2023.
 - d) Submission for funding was approved for rehabilitation and reconstruction of the town police station and Central Provincial Police Headquarter.
 - e) Maintenance of sewerage blockage at Kwikila Police barracks in March 2023.
2. **Training and capacity building**
 - a) Thirty (30) members completed a Customer Service workshop conducted through PTO Boroko.
 - b) Nine (9) Detectives and five (5) Prosecutors completed the PNG-APP funded specialist training.
3. **Strategic Partnership**
 - a) Central Provincial Government assist policemen with funding to attend to murder cases in Goilala & Abau District.
 - b) Christmas / New Year operations funded by Central Provincial Government, Hiri District & Rigo District.
 - c) Partnership (PPP) established with Livestock Development Corporation (LDC) Launa Kalana Farm /Rice Farm in Rigo District.

Challenges

1. **Logistical support**
 - a) Inadequate logistical support to deploy manpower to attend Crime scenes in the remote settings in Goilala District.
2. **Deteriorating infrastructure**
 - a) Run-down rural stations (Waima, Tapini, Tolokuma & Woitape) hindering administrative operations.
3. **Inadequate capacity**
 - a) Magarida Police Post in Abau District has no manpower and resources available to be utilized.

Focus Areas for 2024

1. Strengthening Strategic partnership with new and existing stakeholders.
2. Infrastructure Development and Rehabilitation.
3. Human Capacity Building.

Overview

The Command Headquarter is in Lae City, Morobe Province. The Command has three (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 and metropolitan police commands; Lae Metropolitan, Morobe, Madang and Eastern Highland.

Profile

Activity Area	Northern Divisional Command
Divisional Commander	ACP Peter Guinness
Sub-ordinate Commands	Lae Metropolitan, Morobe, Madang & EHP

Achievements

1. **Infrastructure and Supplies**
 - a) Provide additional funding and logistical support to Provincial and metropolitan commands in the Northern Command.
 - b) ICTSI has constructed two (2) police stations, and intends to build another one in 3 mile, as soon as land is released by DPI.
2. **Strategic Partnership**
 - a) Conducted strategic meetings with the Morobe Provincial Administration, Disaster, and Strategic Partners, on Law-and-Order issues within Morobe Province.
 - b) Morobe and Madang provincial governments, along with several business houses have pledged support for infrastructure projects in various locations within respective commands.
3. **Leadership and Governance**
 - a) Successfully conducted divisional meetings, inspections and parades with Provincial and Metropolitan commanders, facilitating support to numerous rural stations within the command.
4. **Investigations and Prosecutions**
 - a) ITF- Investigation into Misappropriation of Manam Restoration Authority Funds and other major Misappropriations in the Madang Administration. The investigation is co-funded by the Madang Provincial Government.

Challenges

1. **Funding and Logistical support**
 - a) Funds are inadequate and mostly not made available on time.
 - b) Escalating crime rates within rural commands coupled with lack of financial capacity to deploy members immediately to crime scenes in remote parts of the command.
 - c) Inadequate resources to carry out policing duties.

Focus Area for 2024

1. Partnership and Government Reforms
 - a) Close collaboration with Provincial Governments, Provincial and District Administrations, and Business houses to address law and order challenges and issues within the command.
 - b) Maintain dialogue with relevant stakeholders to ensure police partnership projects (infrastructure, logistical support, financial support) are well-coordinated and implemented.
2. Training and Capacity Development
 - a) Developing and upgrading Investigation and Prosecution to increase success rate of cases.
3. Crime Prevention and community policing
 - a) Installation of (CCTV) to monitor all public hotspots for effective crime prevention and community policing.

LAE METROPOLITAN COMMAND

Overview

The Command is headed by an officer at the rank of Chief Superintendent (CSP). The Command is situated within boundaries Northern Divisional Command whereby stretched its operational land boundaries from Busu River Bridge (Bumayong) to Five Mile along the Nadzab highway sharing Land Boundaries with Morobe Provincial Police Command. Lae Metropolitan Command has operational and administrative jurisdictions that covers Lae District, part of Nawaeb District (Urban) and Huon Gulf District. Lae City is the industrial hub of the Papua New Guinea that has industrial and commercial entities and the city is important for the economic growth of PNG as it generates lots of taxes and revenue for the Government.

Profile

Activity Area	Lae Metropolitan Command
Activity Manager	Supt. Chris Kunyanban
Land mass	74 km ²
Population	224, 983 (2021PNG NSO Population Est.)
Police Strength	358
Police to population ratio	1:628
Number of Police Stations	11
Number of Institutional Housing	345
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 13, 714, 110.00
PE	K 13, 631, 900.00
GS	K 82, 210.00
Total expenditure	K 3, 785, 969.70

PE	K 3,703,760.83
GS	K 82,208.87

Achievements

1. Strategic Partnerships

- a) Funding support from Morobe Provincial Administration, Lae City Authority and Business organizations for major police operations within the city.
- b) A Project on installation of CCTV at busiest spots in the city has been initiated through the support of Business Coalition for Women (BCFW), Lae Chamber of Commerce, Black Swan Security and TE PNG where several meetings has been held for the start of the project that is funded through United Nations.
- c) Completion of Bumayong Police Station, and three police houses, fuded by Nawaeb District Authority.
- d) A unified traffic operation successfully conducted with financial support from Morobe Provincial Administration, RTA and MVIL.
- e) Quarterly funding support from Lae City Authority for fuel and lubricants to Police that has greatly subsidized our fuel for operational purposes.
- f) Partnership with Telikom PNG in the installation of additional Police Toll Free number to support the existing Toll-Free number.

2. Infrastructure Development

- a) Acquisition of Police land adjacent to Bumbu Police Barracks after ten years of court battle with the illegal settlers.
- b) Renovations and maintenance to Tent city Police Barracks.

3. Leadership, Professionalism and Good governance

- a) Successful establishment of the Prosecution Review Committee (PRC).

Challenges

1. Crime Prevention

- a) Ethnic violence within the city's jurisdiction.
- b) Rural-urban drift fueling the growth of illegal settlements and land grabbing.

2. Leadership, professionalism and good governance

- a) Disciplinary issues, notably AWOL is prevalent in the command.
- b) Delay in adjudication of disciplinary matters making the defaulters recommitting the offences.

3. ICT and Supplies

- a) Inadequate support from ICT technical team.
- b) Lack of internet connectivity for convenient transmission of information.
- c) Delay in submission of monthly briefs.
- d) Inadequate provision of logistical and ammunition supplies.

Focus Area for 2024

1. Improve Information and Communication Technology (ICT) Systems.
2. Timely adjudication of cases.

3. Strengthen partnership with all relevant stakeholders.

MOROBE PROVINCIAL POLICE COMMAND

Overview

The Command Headquarter is 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 Nawaeb.

Profile

Activity Area	Morobe Provincial Command
Activity Manager	Supt Jacob Singura
Land mass	33,705 km ²
Population	914,806 (2021PNG NSO Population Est.)
Police Strength	174
Police to population ratio	1:5,257
Number of Police Stations	20
Number of Institutional Housing	114
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 9, 075, 028.00
PE	K 8, 967, 200.00
GS	K 107, 828.00
Total expenditure	K 15, 588, 768.32
PE	K 15, 484, 376.69
GS	K 104, 391.63

Achievements

1. Infrastructure, ICT and Supplies
 - a) Two (2) newly built Police Stations in Wasu and Gagidu Police Station respectively. In addition, seven (7) houses were also built by DDA at Gagidu Police Station. Twenty (20) Police houses were also built in Finschaffien by DDA.
 - b) The new Menyamya Police Station is currently undergoing construction
 - c) Proposed setting up of SSD Mobile Squad 15 barracks in Bulolo.
 - d) Fifteen (15) firearms purchased for Wau Police by Wau Waria DDA.
 - e) Two (2) Toyota Landcruiser 10-seater vehicles purchased by Wau Waria DDA for Wau Police.
2. Training and capacity development
 - a) Training of Provincial Reservist at Gusap to continue into 2024.
3. Strategic Partnership

- a) K100,000.00 funding support by MPG/MPA for Finschaffon Special Police Operations.
- b) K100,000.00 Funding assistance by office of DPA- Social Services for Christmas New Year Operations for Morobe Province (2023-2024).

Challenges

1. **Human Resource**
 - a) Inadequate personnel in all rural stations.
2. **Geographical Remoteness**
 - a) Rugged terrains, thick forests, mountain and valleys with many rivers, long coastlines, and Islands. The geographical impediments pose difficulties in carrying out policing operations effectively across all areas of the province due to inadequate personnel and resources.
3. **Infrastructure, ICT and Supplies**
 - a) Inadequate police accommodation in each rural station.
 - b) Deteriorating police stations and police accommodation.
 - c) Inadequate fleet, logistical support and resources to fund police operations.
 - d) Network connectivity issues in rural stations.
 - e) Funding assistance from PHQ not provided on time.

Focus Area for 2024

1. **Crime Prevention and Community Policing**
 - a) Maintain regular Community policing awareness to foster positive relationship between police and community.
 - b) Increase of police fleet to improve patrols and visibility in high crime rate areas.
 - c) Increase manpower in rural stations.
2. **Infrastructure Development**
 - a) Upgrade and build police infrastructures in rural stations.
 - b) Setup new highway Patrol base to monitor highway connecting Menyamya to Moresby and Lae-Finschaffon.
3. **Strategic Partnership Engagement**
 - a) Liaise with District Administrators respectively in each nine districts to source some funding assistance from DSIP Law & Order budget component for the upkeep and maintenance of infrastructure.

MADANG PROVINCIAL POLICE COMMAND

Overview

The Command Headquarter is in Madang Town, the provincial capital. The Command is headed by an officer at the rank of Senior Inspector (S.INP). The policing services are delivered through its thirteen (13) Rural Police Station or posts. It also polices the maritime islands and areas bordering East Sepik and Morobe waters.

Profile

Activity Area	Madang Provincial Command
Activity Manager	S.INP Robert Baim
Land mass	28,886 km ²
Population	797,807 (2021PNG NSO Population Est.)
Police Strength	215
Police to population ratio	1:3,711
Number of Police Stations	13
Number of Institutional Housing	117
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 9, 044, 896.00
PE	K 8, 993, 800.00
GS	K 51, 096.00
Total expenditure	K 5, 542, 834.37
PE	K 5, 491, 739.00
GS	K 51, 094.70

Achievements

1. **Infrastructure and Supplies**
 - a) New police station built at Dylup Station, along the north coast road, Sumkar district, funded by Sumkar DDA under the leadership of the Open Member, Hon. Alex Suguman Orme.
 - b) Purchase of Dell Desktop Computers and printers distributed to Section Heads of Madang Provincial Command.
2. **Crime Prevention**
 - a) Personnel in the command worked together to restore peace and order in Madang under the Operation Code Name "Kisim Bek Hangu Panu, Sane Abe".

Challenges

1. **Financial constraints**
 - a) Lack of financial support to facilitate the repatriation of families of deceased police personnel still living in police accommodation.
2. **Partnership and Government reforms**
 - a) Leadership instability affected the coordination and implementation of most strategic plans. Court cases and administrative issues hindered the dialogue with Provincial Governor, Provincial Administration and Madang OpenMember for seeking funding support for rehabilitating existing infrastructure, logistical plans.
3. **Leadership, Professionalism and Good Governance**

- a) Changes to PPC post presented challenges to implementing plans.

Focus Area for 2024

1. Strengthening Partnership
 - a) Arrangements with relevant stakeholders, especially the Provincial Administration, respective District Development Authorities and Business houses.

EASTERN HIGHLANDS PROVINCIAL COMMAND

Overview

The Command Headquarter is in Goroka Town, the provincial capital. The Command is headed by an officer at the rank of Superintendent (SUPT). The policing services are delivered through its ten (10) Rural Police Station or posts. It also polices the highlands national highway that runs through the province.

Profile

Activity Area	Eastern Highlands Province
Provincial Police Commander	Supt. Michael Welly
Land mass	11, 157 km ²
Population	784,535 (2021 PNG NSO Population Est.)
Police Strength	311
Police to population ratio	1:2,523
Number of Police Stations	10
Number of institutional Houses	174
Command recurrent budget appropriation and expenditure 2023	
Budget appropriation	K13,002,004.00
PE	K10,933,600.00
GS	K133,678.00
Total expenditure	K10,679,290.62
PE	K13,854,980.82
GS	K126,734.52

Achievements

1. Strategic Partnership Arrangement
 - a) Funding support through Goroka DDA and EHP Governor for construction of 40 single men barracks in progress at Minogere Barracks, Goroka District. To house pass outs from NCE Bomana. Funding support in courtesy of GDDA and EHP Governor's office.
 - b) Funding support from Goroka DDA for the construction of a four in one

- building at Minogere Barracks, Goroka town, MS14 Mobile Barracks out of Goroka town.
- c) Goroka DDAs support for ILG certificate to Meriaka Land Group where Mobile barracks is reserved for construction. State in the process of acquiring land for Police Department for construction of MS14 Barracks.
 - d) Liaised with Kainantu DDA and secured funding to build Kainantu Mobile Barracks.

Challenges

1. **Leadership, Professionalism and good governance**
 - a) Disciplinary issues by police personnel disrupts initiation of key projects.
2. **Infrastructure, Logistics and supplies**
 - a) Inadequate funding for administration and operational needs.
 - b) Lack of better radio communications, vehicles for Rural Police Stations, sections in Goroka and Kainantu.
 - c) Fuel supplied on monthly basis hampers complaints and follow ups.
 - d) Not enough police housing to posted manpower at the district level.
3. **Geographical Remoteness**
 - a) The rough mountainous terrain and hinders policing services and logistical capabilities.

Focus Area for 2024

1. Creation of new provincial organizational structure.
2. Improve infrastructure development and ICT Systems.
3. Capacity building.



Overview

The Southern Divisional Command is the regional command for Gulf, Milne Bay and Oro Provincial Commands. The core function of the division is to oversight and manage the administrative affairs of the region. In 2023 the division was headed by ACP Clement Dalla.

Profile

Activity Area	Southern Divisional Command
Divisional Commander	ACP Clement Dalla
Sub-ordinate Commands	Milne Bay, Gulf, Oro
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 1, 054, 507.00
PE	K 879, 300.00
GS	K 175, 207.00
Total expenditure	K 4, 244, 034.32
PE	K 4, 068, 829.42
GS	K 175, 204.90

Achievements

1. ACP conducted monitory inspections to provincial commands
 - a) In the first 6 months of 2023 routine inspections were carried out each province.
2. Maintained timely reporting to executive management
 - a) All sitreps, MIBs, monthly reports, QBRs, half yearly and annual reports for 2023 were all submitted on time.
3. Conducted Divisional Quarterly Reviews with Provincial Police Commands
 - a) 1st Quarter meeting was funded by PNG-APP. All PPCs attend, reviews and discussions were mainly based AMPs for the regional command.
 - b) 4th Quarterly meeting was held on the 7th of December in Alotau. Participants include PPCs (Accept PPC Oro) and PAOs.
4. Infrastructure Development and Rehabilitation
 - a) **Divisional Command:** Renovation of the Divisional PHQ Office. Since the appoint of Mr. Dalla in 2022, his first project was renovating the Divisional HQ office facility. As of the year ending 2023 the project is 97% complete and will be opened soon. Included in the DHQ renovation project:
 - A fire proof Armory to safely store and secure all weapons.
 - A conference room within the building itself
 - b) **Gulf:** Land has been acquired for police infrastructure development in the province. Proposal has been sent to executive management.
 - c) **Milne Bay:** Work is underway in in identify key infrastructure development to be managed by the division.
 - d) **Oro:** Land has been identified for infrastructure development. The Provincial government is working to secure the land for police infrastructure.

- e) **Managing reported Crimes:** Regional OIC CID manages all crime reports and major incidents. Provincial CIDs have been put on notice to ensure that proper investigations are conducted.
- 5. **Divisional HQ UATP Account**
 - a) The Division has acquired a UATP account where the funding allocation for air travel will be allocated. This will improve the mobility of personnel's when attending to urgent matters within the region.
- 6. **Strategic Partnerships Engagements**
 - a) Renovation of the Milne Bay PPHQ funded by PNGAPP. The Alotau Provincial Police HQ renovation has been completed. The facility was opened on the 25th of January 2023. It is currently in use.
 - b) Re-fleeting of Gulf Provincial Police Vehicles by Kerema District Administration. Two new Toyota land cruisers were allocated to the Malalaua Police Station. This was an initiative by the people of Kerema supported by the Kerema Open member.

Challenge

- 1. **Geographical Remoteness**
 - a) The remoteness of some rural police stations is an obstacle for improving policing service delivery, maintenance of police infrastructure (stations, housing etc.).
- 2. **Midyear inspections of provincial commands not conducted.**
 - a) 2nd half year inspections were not conducted due funding constraints. The Division had to reallocate funding to meet urgent matters such as serious crimes that occurred within the region that needed support.
- 3. **Divisional Quarterly Reviews with Provincial Police Commands**
 - a) 2nd and 3rd quarterly meetings for reviewing AMPs was not conducted due to funding constraints.
- 4. **Infrastructure Development and Rehabilitation**
 - a) Lack of support from Provincial Governments to develop key infrastructure in the region.
 - b) Geographical remoteness has hindered infrastructure developments, due to high costs in transporting equipment, labor and required resources for the project.
- 5. **No training was conducted by the division.**
 - a) Training was not conducted in the region due to the unavailability of the Regional Training Officer.

Focus Areas for 2024

- 1. Infrastructure Development
- 2. Strategic Partnership Engagements
- 3. Training and Capacity Building
- 4. Strengthen Strategic Partnerships
 - a) It is vital to collaborate with strategic stakeholders to improve policing in the region.

MILNE BAY PROVINCIAL COMMAND

Overview

The Command Headquarter is in Alotau Town, the provincial capital. The Command is headed by an officer at the rank of Senior Inspector (S.INP). The policing services are delivered through its thirteen (10) Rural Police Station or posts. It also polices the largest maritime area in the Country.

Profile

Activity Area	Milne Bay Provincial Command
Activity Manager	Snr. Insp Benjamin Kua
Land mass	266,385 km ²
Population	748,196 (2021PNG NSO Population Est.)
Police Strength	70
Police to population ratio	1:10,689
Number of Police Stations	10
Number of Institutional Housing	41
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 3, 069, 692.00
PE	K 2, 970, 600.00
GS	K 99, 092.00
Total expenditure	K 3, 630, 300.22
PE	K 3, 531, 280.52
GS	K 99, 091.70

Achievements

1. Crime Prevention and Community Policing
 - a) NGOs, Churches and Communities have reduced crime and illegal activities. Community policing campaigns in partnership with NGOs, Churches and Communities have caused many locals to surrender illegal firearms, weapons, homebrew equipment and illegal drugs etc.

Challenges

1. Funding constraint
 - a) Delay in the allocation of quarterly funding hinders the implementation AMPs.
2. Geographical Remoteness
 - a) The remoteness of some rural police stations is an obstacle for improving policing service delivery, maintenance of police infrastructure (stations, housing etc.).
3. Lack of Logistics and Capacity
 - a) There is not enough manpower and logistics to police the districts.

Mitigation

1. Infrastructure Development
 - a) The Provincial Police commands need support the RPNGC Management and the Provincial Government to develop key infrastructure in the province. Police stations and police housing needs rehabilitation. This will also allow for new personnels to be accommodated.
2. Strategic Partnership and Information Sharing
 - a) In order to fight crime, the provincial police must increase and strength partnership with local groups and communities.

Focus Areas for 2024

1. Infrastructure Development
2. Strategic Partnership Engagements
3. Training and Capacity Building
4. Strengthening Discipline and Professionalism

GULF PROVINCIAL COMMAND

Overview

The Command Headquarter is in Kerema Town, the provincial capital. The Command is headed by an officer at the rank of Chief Inspector (CIP). The policing services are delivered through its Rural Police Station or posts.

Profile

Activity Area	Gulf Provincial Command
Activity Manager	CIP Jeffrey Lemb
Land mass	34, 472 km ²
Population	201,388 (2021PNG NSO Population Est.)
Police Strength	33
Police to population ratio	1:6103
Number of Police Stations	6
Number of Institutional Housing	11
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 1, 506, 013.00
PE	K 1, 366, 300.00
GS	K 139, 713.00
Total expenditure	K 2, 018, 116.27
PE	K 1, 878, 403.90
GS	K 139, 712.37

Achievements

1. **Community Policing**
 - a) Traffic Awareness is always conducted at the Malalaua Police Checkpoint.
 - b) Community Policing Awareness program was conducted from 14th November to 14th December in preparation for the Christmas operations.
2. **Infrastructure Development and Rehabilitation**
 - a) In the 1st quarter of 2023, the Provincial Command successfully established its Provincial Planning Committee.
 - b) The committee conducted an audit to identify key policing infrastructure that required rehabilitation or new infrastructure. Audit also included equipment and logistical capabilities that needed to be improved or acquired.
 - c) The Provincial Planning Committee was able submit 4 Project Identification Documents were new proposed projects. The projects may be adopted into the Gulf Provincial and District Development Plans.
 - Kaiam Highway Patrol Base Checkpoint and Alikia Swamp Checkpoint
 - Renovation of Kerema Police Station Cell
 - 50 Police Housing Project
3. **Training and Capacity Development**
 - a) The provincial command was able to send 3 personnels for CID training funded through the PNG-APP initiative.
4. **Quarterly Monitory Inspections Stations**
 - a) 1st quarter of 2023 Kerema and Malalaua police stations and personnel were inspected.
 - b) 3rd quarter of 2023 only Kikori Police station was inspected.
5. **Strategic Partnership Engagements**
 - a) Partnerships with local business houses, LLG and the Provincial Government has been supportive funding our usual business.
 - b) The PNGAPP purchased a multipurpose photocopy machine to enhance court filling preparations and documentation.
6. **Improve Policing Capabilities**
 - a) The Command was able to purchase a desktop and a printer for Malalaua Police Station, 3 laptops for CID members, 1 laptop and phone for PPC's Staff Officer and the Rural Commander, and a phone for the OIC IIU.
 - b) Kikori Police Station received a donation from business houses. That is a portable solar charger, computers and laptops.

Challenge and Issues

1. **Community Policing**
 - a) Policing activities were not conducted on a daily basis, due to lack of capacity and resources.
 - b) No assistance and support prior to project submissions.
 - c) Kaintiba, Ihu and Kikori were not inspected due funding constraints. Funding was not enough to acquire logistical support to conduct inspections.

2. **Geographical Remoteness**
 - a) The remoteness of some rural police stations is an obstacle for improving policing service delivery, maintenance of police infrastructure (stations, housing etc.).
3. **Lack of Logistics and Capacity**
 - a) There is not enough manpower and logistics to police the districts.
4. **Training and Capacity Development**
 - a) The Command was unable to conduct in house training for provincial police personnel due to the unavailability of skilled NCOs. All NCOs were mostly involved in frontline policing.

Focus Areas for 2024

1. **Infrastructure Development**
 - a) Develop strategies to improve infrastructure in the provincial Command.
 - b) The Provincial Police commands needs support from the RPNCGC Management and the Provincial Government to develop key infrastructure in the province. Police stations and police housing needs rehabilitation. This will also allow for new personnels to be accommodated.
2. **Strategic Partnership Engagements**
 - a) Strengthening partnership local groups and communities. Seek funding support from government and relevant stakeholders.
 - b) In order to fight crime, the provincial police must increase and strength partnership with local groups and communities.
3. **Training and Capacity Building**
 - a) Build capacity to reach base level productivity and efficiency.
 - b) Given the remoteness of rural stations and posts. It on suitable to increase manpower in those areas with full logistical capabilities, and accommodation.

ORO PROVINCIAL COMMAND

Overview

The Command Headquarter is in Popondetta Town, the provincial capital. The Command is headed by an officer at the rank of Chief Inspector (CIP). The policing services are delivered through its Rural Police Station or posts.

Command Profile (Next Page)

Profile

Activity Area	Oro Provincial Command
Activity Manager	Ewai Segi
Land mass	22, 722 km ²
Population	271,193 (2021 PNG NSO Population Est.)
Police Strength	90
Police to population ratio	1: 3,013
Number of Police Stations	11
Number of Institutional Housing	58
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 3, 248, 370.00
PE	K 3, 184, 600.00
GS	K 63, 770.00
Total expenditure	K 2, 842, 168.68
PE	K 2, 778, 400.18
GS	K 63, 768.50

Achievements

1. **Community Policing**
 - a) Awareness has resulted in youths surrendering homemade weapons, homebrew and drugs.
 - b) Reduction in major crimes in Popondetta especially armed holdups and armed robberies.
 - c) Successful delivery of ongoing Operations Stabilizing Oro Province CONOPs for the province.
2. **Discipline and Professionalism**
 - a) Police Station inspections have been conducted for rural Police stations for Kokoda, Saiho, Sangara, Oro Bay, Tufi and Afore rural Posts.

Challenges

1. **Community Policing**
 - a) Policing activities were not conducted on a daily basis, due to lack of capacity and resources.
 - b) Challenges to Security to Police Cells.
2. **Funding constraint**
3. **Geographical Remoteness**
 - a) The remoteness of some rural police stations is an obstacle for improving policing service delivery, maintenance of police infrastructure (stations, housing etc.).

4. Lack of Logistics and Capacity
 - a) There is not enough manpower and logistics to police the districts.
5. Disciplinary and Professionalism
 - a) Inspections were yet to be conducted for Ioma and Kira Rural Posts, due to remoteness and high cost of logistics.

Focus Areas for 2024

1. Community Policing
 - a) Community policing strategies have been aligned with village Chieftain social control systems focused on restoring community-based restorative justice systems and networking within villages and community settings.
2. Infrastructure Development
 - a) Develop strategies to improve infrastructure in the provincial Command that include police housing and stations
3. Strategic Partnership Engagements
 - a) Strengthen engagements with local groups and communities.
 - b) Seek funding support from Provincial Government, DDA and relevant stakeholders.
4. Training and Capacity Building
 - a) Build capacity to reach base level productivity and efficiency.
 - b) Increase manpower in remote areas by logistical capabilities, and police accommodation.



Milne Bay Province_OTS-SECTOR-RESPONSE-UNIT

Overview

The Highlands Region has been divided into two Commands that is the Highlands Western-End and Highlands Eastern-End Command. The Divisional Commander for Highlands Eastern-End is based in Mount Hagen, Western Highlands Province and also commands the Highlands Mobile Group Headquarters, Regional Training and the Highlands Regional Information and Communications Technologies (ICT). The Division is headed by Divisional Commander with a rank of Assistant Commissioner Police (ACP).

Profile

Activity Area	Highlands Eastern-End
Divisional Commander	ACP Rigga Neggi
Sub-ordinate Commands	WHP, Jiwaka, Chimbu
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 1, 500, 371.00
PE	K 1, 408, 000.00
GS	K 92, 371.00
Total expenditure	K 92, 371.00
GS	K 92, 371.09

Achievements

1. **Crime Prevention and Community Policing**
 - a) PPC WHP – CSP John Sagom had been appointed as the PNG Police Contingent commander to support local Solomon Islands Police Force for the Pacific Islands games in 2023.
 - b) Lagaip Supplementary Elections despite the negativities of election related violences, the HEED command assisted PPC Enga with the successful polling duties.
 - c) Community awareness and engagements strengthened general policing. Conducting law and order awareness in schools and public places has maintained law and order in the communities.
 - d) Operation Rausim Guns & Katres was a success with investigations, arrests and conviction of high-profile illegal firearms and ammunition network in the WHP and the highlands regions with assistance from PNGDF.
2. **Strategic Partnership**
 - a) Police in the WHP have stepped up normal police operations in Mt Hagen City with Hagen City Authority supporting regular awareness and foot beat patrol throughout the town vicinity.
 - b) Take Back Kundiawa – Chimbu Province operationalised by Simbu Police with assistance from DDA Kundiawa, Gembogl. Kundiawa town is generally clean and looking neater now than before.
3. **Capacity Building and Professionalism**
 - a) Three senior officers from the HEED command PPC WHP Superintendent John Sagom, PPC Chimbu CIP Epenes Nili and PSC Mt Hagen Insp Maureen Undaba had been promoted by the Commissioner of Police to higher levels in rank.

- b) PSC Mt Hagen SIP Maureen Undaba had been selected to attend a senior leadership course in the United Kingdom.
- c) Audit of pensioners was successfully completed by the PPC Simbu which added value to the pensioners audit program. Visits to police pensioners in the province confirming 54 pensioners with 4 dead, 5 to be confirmed & 45 still alive
- d) Performance Appraisals - Chimbu Province had submitted Performance Appraisals for all police officers after a training workshop on Performance Appraisal enlightening the benefits of such reports.
- e) WHP also did the same and all these happened at the back of Performance Appraisal workshops conducted by the RPNGC Human Resources Division.

4. Response to Crime

- a) Launching of the emergency Toll-Free numbers in WHP with assistance from Digicel and B Mobile. The Toll-Free numbers are 2222 for Digicel and 1800101 for B/Mobile and Digicel in the Jiwaka Province.
- b) Installation of Mobile Police Stations to provide police presence at Rainbow China Town and Pope's Oval.

Challenges

1. Logistics, Infrastructure, ICT and Supplies

- a) Insufficient funding to enable much-needed logistics to be used on the operational front.
- b) Insufficient supply of fuel discouraging both daily operations and general policing in the region such as of movement of troops between provinces.
- c) Deteriorating police stations and barracks.
- d) An appropriate and adequate supply of arms and ammunition needed to be provided to the police as weapons of safety and protection.
- e) Lack of internet connectivity, communications systems and facilities to enhance police operations and administrations.

2. Human Resource Management and Training

- a) Shortage of manpower & other resources are a major hurdle in the command.
- b) Lack of Training for in-service officers in various fields such as investigation, prosecution, traffic duties, report writing.
- c) Repatriation of retirees and families of deceased and former members who are still in police barracks. Directives to remove dismissed, retired, resigned and deceased members including dependents are progressing at a slower rate.

3. Tribal Warfare and Domestic Terrorism

- a) Tribal fights causing rural-urban migration pushing people into the city and towns for government services and economic developments.

Focus Area for 2024

- 1. Building & Strengthening Strategic Partnerships.
- 2. Community Awareness to involve the communities and partners in this strategy to bring more information and awareness to the communities.

3. Improve Accountability through regular parades, meetings, enforcement of discipline processes, inspections and audits, and monitoring and evaluation of the Action Plans / Activity Management Plans.
4. Improve Prosecutions Results through the proper allocation of resources and training to all police units and ensure all reported crimes are properly and thoroughly investigated. Resources include vehicles, fuel, stationaries, rations, and so on.
5. Recruit and place competent and reliable staff in key positions in the HEED HQ to assist the Divisional Commander. Key staff included Legal Officer, M&E/Planning Officer, Staff Officer, Media Officer, and Divisional Budget Officer.
6. Use the information and communications is already on the market to improve police services. These are such as GPS to monitor all movement of vehicles, radio communications systems, internet connectivity, and accessories.
7. Infrastructure Developments, there is a real need to improve the living and working conditions of the police personnel. Will prioritize and negotiate for the development of new police barracks and stations through various infrastructure development donations.

WESTERN HIGHLANDS PROVINCIAL POLICE COMMAND

Overview

Western Highlands Provincial Command is located in Mt Hagen, which provincial Capital. 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 rural police posts throughout the province.

Profile

Activity Area	Western Highland Provincial Command
Activity Manager	CSP JOHN SAGOM
Land mass	4, 299 km ²
Population	531, 402 (2021 PNG NSO Population Est.)
Police Strength	372
Police to population ratio	1:1,428
Number of Police Stations	9
Number of Institutional Housing	282
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 15, 676, 148.00
PE	K 15, 559, 800.00
GS	K 116, 348.00
Total expenditure	K 21, 656, 105.64
PE	K 21, 539, 760.46
GS	K 116, 345.18K

Achievements

1. Community Policing

- a) 3x Radio broadcast awareness on law-and-order issues associated with drugs and homebrew. 5x Awareness with the Community at Large. 1x School Base Awareness. Regular awareness through Foot-beat Patrol throughout the town vicinity.
- b) Attended to peace and restoration mediations in Tambul Nebilyer Peace agreement progress, Dei Council Tribal Fight Peace Agreement signed and Compensation payment done 13/01/23, Lumusa Tribal Fight November 2022 and cease fire leading into 2023, Warakum Peace negotiation and signing ceremony in progress, Kagamuga Yamka (Pepka) and Kandep to resolve, peace negotiation and signing ceremony in progress. Ethnic clash Mt Hagen City – Jika (Melakamp) and Moge (Audaglimp), attended and peace negotiation in progress.
- c) Recently during the month of December 2023 and January 2024, negotiate peace at Tambul Tribal fight causing destruction to Government properties and Tambul police vehicles.
- d) 3x Installation of Mobile Police Stations to provide a police presence at Rainbow China Town, Pops Oval (Highlands Highway Bus stop), and Baiyer Gate.

2. Crime Detection, Investigations and Prosecutions

- a) Investigations carried out, arrests made and Offenders prosecuted, case log reduced.
- b) Travel/accommodation/TA funded for Prosecutors for convictions and Court hearings in Eastern Command, Northern Command, and to Laloki Psychiatric Hospital Port Moresby.
- c) Travel/accommodation/TA funded for Investigations and Interrogations done by our CID members and IAU (Internal Affairs Unit) upon directives from ACP HEEDC and Director Crimes (PHQ) within Eastern End Command, Western End Command, and Northern Command.
- d) Escorting of Convicted Prisoners and Remandees to and fro from Baisu and Barawagi (Chimbu) to Mt Hagen Police Station to attend court and escort and transporting convicted Juvenile offenders to Erab Boys Town Lae.

3. Governance and Professionalism

- a) Administration and Mobility support provided to CID, Prosecutions, General Duties Special Services Division (SSD), and all other Section Heads.
- b) PPC's Parade held quarterly at the main PPHQ – Mt Hagen Police Station.
- c) Reductions of claims against Police and the State.
- d) Monthly Section Heads meeting 12x comprised of Provincial Management Team and 15x meeting with all WHP Section Heads.
- e) Provincial Committees (NCOs and OICs) monthly meeting improve organisational structure of way of report writing, evaluation and monitoring, assessments on key progress indicators (KPIs).
- f) Complete the full set of quarterly budget review reporting templates each quarter in compliance with the DCP Admin's circular instruction.

4. Infrastructure Development and Rehabilitation

- a) 8x Barracks Inspections conducted, and removal of livestock and evicting retirees.

- b) Feasibility Studies and Scoping for Maintenance and Rehabilitation programme in progress, await approval from National Planning for funding.
- c) Minor and urgent light maintenance carried out for a few Institutional houses.
- d) Our Command initiated 3 meetings with Business Community

5. Training and Capacity Building

- a) AFP funded Overseas Training (Europe) on Senior Leadership Training for S/ INSP U. MAUREEN UNDABA.
- b) FSVU PWSGT Betty Ohuno completed Leadership Training at PILANG/ SILANG.
- c) 2023 November last year PPC WHP CSP JOHN SAGOM, as Contingent Commander representing PNG to Solomon Island 17th Pacific Games at Honiara.

6. Logistics and Supplies

- a) WIFI was well installed to PPHQ Admin offices of S/O PPC & Main Pool to capture network from PPC's office for convenience in dissemination of information.
- b) Provide necessary equipment like Computers and Printers to office and station.
- c) Repair done to 2x Photocopy machine for main Communication and PPHQ Typing Pool Mt Hagen. Repairs done to 2x Lawn Mower.

7. Strategic Partnership

- a) 2x newly Toyota L/C Open Back donated by City Commission to WHP Police
- b) 2x newly Toyota L/C Open Back donated by WHP Provincial Government to WHP Police for Cleanaton program.
- c) Vodafone has been engaged to create wireless network through the use of all phone extensions in Mt Hagen Police Station using Cloud PABX.
- d) WHP Provincial Police Command has initiated Mobile Patrol Sector who are currently implementing the City Law and cleaning up Mt Hagen City and Urban areas.
- e) City Commission funded K300, 000 a project and fully main Mt Hagen Cell Block early June and supplied 60 chairs to Quarter Master, and 5 Cooler for Sector patrol on patrolling town.
- f) The Digicel and B Mobile had launched the emergency Toll Free number during the launching of City Rules/Law.

Challenges

1. Community Policing and Crime Prevention.

- a) Tribal fighting and rural-urban migration.
- b) Customary justice process and compensations hindering rule of law.
- c) Building community trust and confidence is complex.
- d) Street vendors along footpath, residential areas and Institutional perimeters (schools, health centres, Government premises and Bus stops).

2. Crime Detection, Investigation and Prosecutions

- a) Backlog of cases prolonging conviction and prosecute of offenders.

3. Governance and Accountability

- a) Recurrent budget cannot meet Administration and Operational expenses of the province.

4. Infrastructure, ICT and Supplies

- a) Members without police housing performing poorly.
- b) No Assets Inventory and Management System in place to track, and monitor Assets.
- c) Outdated Information Management system to manage information, data, and knowledge efficiently.
- d) All vehicles need urgent repair, all BOS requires replacement for mobility and visibility of police presence.

5. Human Resource Management and Training

- a) Good number of members are ICT illiterate discourages daily productivity work output.
- b) Members with medical issues are reluctant to medical check-ups. Thus, affecting daily productivity and output.

Focus Areas for 2024

- 1. Effectively and efficiently deliver Policing Services.
- 2. To maintain public order and safety, enforcing the law and preventing, detecting, investigating criminal activities and prosecute.
- 3. Strengthen partnerships with Law and Justice Sector, Provincial Government, DDAs, NGOs, Church and relevant stakeholders.
- 4. Improving ICT in all Police Station.
- 5. Conduct Performance assessments through monthly Parade.
- 6. Monthly Inspections to all Rural Police Station and Police Station within the City.
- 7. Set up by-annually medical checks for all members.
- 8. Training and Capacity building.

JIWAKA PROVINCIAL POLICE COMMAND

Overview

The Provincial Commander is headed an officer with a rank of Chief Inspector. Policing areas include North Waghi to the north, Jimi to the northwest, and Anglimp or South Waghi to the south. Policing services are delivered through police stations and posts throughout the province.

Profile

Activity Area	Jiwaka Command
Activity Manager	CIP ALBERT KORIN
Land mass	4,798 km ²
Population	451,496 (2021 PNG NSO Population Est.)
Police Strength	84
Police to population ratio	1:5,375
Number of Police Stations	7
Number of Institutional Housing	60

Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 4, 318, 586.00
PE	K 4, 191, 600.00
GS	K 126, 986.00
Total Expenditure	K 126, 982.86
GS	K 126, 982.86

Achievements

1. **Community Policing and Crime Prevent**
 - a) Successful formation and implementation of Jiwaka Community Law & Order Stakeholders Forum.
 - b) Launching and implementation of Police Toll-free number between Digicel and Police.
 - c) Foot beat patrol and awareness conducted at public places at central locations and schools.
 - d) Could only afford one school's visit in September with no support from Provincial Education Division and school administrations.
2. **Governance and Leadership**
3. **Human Resource Management and Staff Development**
 - a) Performance Appraisal Program in place and completed 9 officers.
 - b) Two Prosecutors attending Prosecutions training.
 - c) FSVU training for 2 officers by Voice of Change in Banz and 1 officer by Ox Farm international in Goroka.
 - d) SARV workshop attended by 5 officers by Voice for Change in Minj
4. **Infrastructure Development and Rehabilitation**
 - a) Construction of new prisoners' kitchen house.
5. **Strategic Partnerships**
 - a) Installation of WI-FI modem by Telikom PNG and operational in Banz PPHQ
 - b) Collaborative policing operation support from PNGDF Kerowil Engineering Detachment.
 - c) Construction of 10 police houses at Kol police station by Jimi DDA and earth works by Jiwaka provincial government for 20 X 3-bedroom houses for police in Minj.

Challenges

1. **Crime Prevention and Community Polcing**
 - a) Police corruption.
 - b) Lack of command and control.
 - c) Inadequate and qualified manpower.
 - d) Aging and unproductive manpower.
2. **Governance and Accountability**

- a) Lack of discipline by subordinates by key position holders.
- 3. Strategic Partnerships
 - a) Lack of support from policing partners.

Focus Area for 2024

1. Rollout structure and advertise position and increase manpower.
2. Police housing and office infrastructure.
3. Inter-division and provincial Transfer of officers to dissociate local police from affiliations with provincial politics, businessmen, criminal elements.
4. PHQ Investigations into unattached officers on salary without working in a small provincial command.

SIMBU PROVINCIAL POLICE COMMAND

Overview

The Command Headquarter is in Kundiawa Town, the provincial capital. The Command is headed by an officer at the rank of Superintendent (SUPT). The policing services are delivered through its police station and posts throughout the province.

Profile

Activity Area	Chimbu Command
Activity Manager	SUPT Epenes Nili
Land mass	6,112 km ²
Population	535,457 (2021 PNG NSO Population Est.)
Police Strength	177
Police to population ratio	1:3,025
Number of Police Stations	13
Number of Institutional Housing	110
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 10, 729, 753.00
PE	K 8, 967, 200.00
GS	K 107, 828.00
Total Expenditure	K 15, 588, 768.32
PE	K 15, 484, 376.69
GS	K 104, 391.63

Achievements

1. Infrastructure Development and Rehabilitation
 - a) Improved cell management procedures for prisoner welfare.
 - b) Kup police detachment up on running/ops.

- c) Assets stocktake by PAO/A/PAO – 26th -30th June 2023.
- 2. Governance and Professionalism
 - a) Members performance appraisal workshop by SDU, PHQ.
- 3. Strategic Partnership
 - a) Operations to Karamui and apprehended 19 suspects of murder with Simbu Provincial Government.
 - b) Take-back Kundiawa Town Initiative, quarterly cleanaton funded by Provincial Law & Justice Sector.
 - c) Kerowagi Police Station formed a Task Force under code name 'takeback Kerowagi, funded through Kerowagi MP.

Challenges

- 1. Insufficient funding.
- 2. Operations run on credit basis.
- 3. Use of hire cars.
- 4. Insufficient fuel supply.

Focus Area for 2024

- 1. Increase funding on time.
- 2. Eradicate credit practices.
- 3. Purchase police vehicles and do away with Hire cars.
- 4. Increase funding for fuel and rectify fuel issues.
- 5. Discipline.
- 6. Perseverance.
- 7. Police resources.



Overview

The Highlands Western-End Divisional Command is based in Mendi. The Division is headed by an officer at the rank of Assistant Commissioner of Police (ACP). 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 revenue for the country.

Profile

Activity Area	Highlands Western-End Command
Divisional Commander	ACP Samson Kua
Sub-ordinate Commands	SHP, Enga and Hela
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 616, 563.00
PE	K 504, 300.00
GS	K 112, 263.00
Total expenditure	K 112, 262.22
GS	K 112, 262.22

Achievements

1. **Governance and Accountability**
 - a) On inspection per provincial command.
 - b) All QBRs for 2023 submitted to the Police Headquarters.
2. **Infrastructure Development**
 - a) Maintenance to the reception office, the main office gate renovated with iron bars, and installation of security lights at the two corners of the DHQ building.
 - b) Construction of seventeen (17) H100 police housing, and two (2) 24 single men's quarters at North Kagua Ambane Police Barracks.
3. **Logistical Support**
 - a) An IT specialist was engaged quarterly making sure the DHQ office computers, printers, internet, and email services are in operation.
4. **Partnership**
 - a) Donation of brand new ten seated, fully kitted by CVPAC Engineering Company to the Southern Highlands Provincial Task Force Unit.
 - b) Kagua Erave DDA donated two (2) Toyota Landcruiser to the Kagua Police Station to combat crime in Kagua Erave District.
 - c) Construction of new Police Station by Imbongu DDA under the Leadership of Honourable Pila Ninigi, MP and Minister for Justice and Attorney General.

Challenges

1. **Crime Prevention**
 - a) Election related violence, tribal fights, kidnapping and Domestic terrorism.

- b) Natural geographical terrain, hush and unpredictable weather conditions.
- c) Power black outs disrupting administrative initiatives, communications and timely reporting.

Focus Area for 2024

1. Logistical Support
 - a) Adequate logistics, funding and resources will enable the division to proactively give support to the provincial police commands.

HELA PROVINCIAL POLICE COMMAND

Overview

The command headquarters is 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 hosts the PNG LNG Gas plant as well as oil and gas well heads. Its policing services are delivered through its police stations and posts in the province.

Profile

Activity Area	Hela Command
Activity Manager	C/Supt. Joseph Tondop
Land mass	10, 498 km ²
Population	765,142 (2021 PNG NSO Population Est.)
Police Strength	67
Police to population ratio	1:11,420
Number of Police Stations	19
Number of Institutional Housing	107
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 3, 917, 125.00
PE	K 3, 817, 200.00
GS	K 99, 925.00
Total Expenditure	K 796, 192.85
PE	K 696, 268.49
GS	K 99, 924.36

Achievements

1. Crime Prevention
 - a) Reduction in law-and-order issues (Jan 2023 to Dec 2023). The same is happening in Koroba, Komo and Magarima.
2. Infrastructure, Supplies and ICT
 - a) Construction of 5 new police houses completed (initiative of former PPCs) in

Koroba, Komo and Magarima districts. These houses are still vacant and need personnel.

- b) Proposed centralized command center for cater for the CIU, Crimes Database and Special Enforcements' Units.
- c) Physical assessment of police strength, accommodation and admin capacity/ capability done.
- d) Templates for database of information and intelligence collation and analysis done. Installation of equipment and software in progress.

3. Governance and Accountability

- a) Criminal proceedings against officers who break the laws initiated.

4. Strategic Partnership

- a) Partnership with church and local leadership in districts allowed for peace and restoration program started in Jan 2023 and roll on to Dec 2024.
- b) All district DDA's and the provincial government have agreed to fund additional police reservists for their districts.
- c) Construction of new PPHQ, upgraded of Tari police station, procurement of office furniture and equipment's through funding assistance from Hela Provincial Government.
- d) Commitment by Hela Provincial Government to fund construction of 100 new houses in all districts in Hela in cooperation with resource project developers.
- e) Hela Provincial Government is committed to fully funding the establishment of a new Mobile Squad barracks in Koroba.
- f) Commitment by Hela provincial government to fund new police vehicles for all police.

5. Capacity Development

- a) Needs analysis and manpower structure done for capacity and capability enhancement program.
- b) Hela provincial government agreed to the purpose-built Juni Training Centre as the Highlands Regional Police Training Centre.

Challenges

1. Crime Prevention

- a) Enforcement of traffic laws.

2. Governance and Accountability

- a) Physical assessment of police strength, capacity and capability on firearms, vehicles, assets, and manpower.
- b) Funding is a major constraint to all policing activities.

3. Capacity Development

- a) Shortage in regulars causes the province to heavily dependent on reservists who are NOT on any payroll. This poses a risk of breakdown in performance and susceptibility to bribes and disciplinary issues.
- b) No other commissioned officer apart from PPC. PHQ needs to identify which officers are not doing anything in other centers, especially NCD and post them to Hela.

4. Logistical Support

- a) Basic office equipment like computers and furniture are not available in all stations.
- b) Servicing police vehicles is also a hindrance and no new vehicles have been issued for a long time now.
- c) No new issue of uniforms for a long time now.
- d) The province has achieved unprecedented success with the small number of troops on the ground. Expanding and building on these requires more people and resources.

5. Infrastructure Development

- a) Funding for maintenance of police houses is not available. There are many houses in the province which are basically not fit for habitation and need major maintenance.

Focus Area for 2024

- 1. Governance and Accountability
- 2. Strengthen Partnerships

ENGA PROVINCIAL POLICE COMMAND

Overview

The Provincial Police 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, Laiagam, Kandep and Paiam.

Profile

Activity Area	Enga Provincial Police Command
Activity Manager	Supt. George Kakas
Land mass	34,472 km ²
Population	571,060 (2021 PNG NSO Population Est.)
Police Strength	345
Police to population ratio	1:1,655
Number of Police Stations	6
Number of Police Barracks	7
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 11, 555, 724.00
PE	K 10, 622, 722.00
GS	K 121, 640.00
Total Expenditure	K 11, 123, 640.00
PE	K 8, 671, 805.21
GS	K 104, 822.79

Achievements

1. Crime Prevention and Community Policing
 - a) Successfully conducted 2023 Laigap Bi-Elections Operations.
 - b) A good number of law-and-order awareness was conducted.
 - c) A good number of motorized patrols were conducted.
 - d) Conducted 2x Station Inspections.

Challenges

1. Community Policing and Crime Prevention
 - a) Inadequate funding and resources to implement policing activities
 - b) Inconsistent report of crime data/statistics as required.
 - c) Criminal or civil cases are often resolved through compensation. This discourages the rule of law.
2. Governance and Leadership
 - a) Lack of Command and Control
3. Human Resource
 - a) Lack of manpower.

Focus areas for 2024

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

Southern Highlands Provincial Police Command

Overview

The command headquarter is located within its provincial capital Mendi town. The command is headed by an officer at the rank of Chief Inspector of Police (CIP). The command also hosts the Kutubu Oil Project. It also is a very volatile area in terms of security issues. Policing services are delivered through its police stations and post throughout the province.

Profile

Activity Area	Southern Highlands Command
Activity Manager	CIP. Abeafa Opila
Land mass	15,089 km ²
Population	927,306 (2021 PNG NSO Population Est.)
Police Strength	273
Police to population ratio	1:3,397
Number of Police Stations	17
Number of Institutional Housing	349

Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 11, 067, 278.00
PE	K 10, 933, 600.00
GS	K 133, 678.00
Total Expenditure	K 13, 981, 715.34
PE	K 13, 854, 980.82
GS	K 154, 910.00

Achievements

1. Crime Prevention
 - a) 4 suspects surrendered for the murder and Aggravated Assault case.
2. Governance and Accountability
 - a) IIU section up and running, and all matters are promptly attended to.
3. Infrastructure Development and Logistical Support
 - a) Assessment on manpower, police fleets, firearms, accommodation, and police stations.
4. Partnership
 - a) Sugu Valley Peace Agreement signed between two warring tribes of Kagua, organized and facilitated by UNDP, World Vision, IOM and Catholic Church.
 - b) Wabi Peace Agreement been signed between two warring tribes of Kagua, organized and facilitated by UNDP, World Vision, IOM and Lutheran Church.
 - c) Commitment from SHPG and Oil Search Tax Credit Scheme, 17 new houses were built for Police at North Kagua suburb, now called "Ambane Barracks".
 - d) Commitment from SHPG a desktop computer and printer purchased for lalibu Police Station, desktop computers purchased for the office of PSC – Mendi, Provincial Firearms Office, and office of the SO for PPC, and 5 houses were built at lalibu for Police. Commitment from SHPG, K1, 500, 000.00 parked in HVEC Trust Account for Police Reservist Training.
 - e) Commitment by lalibu Pangia DDA, 25 new kit houses have been built in Pangia for the Police Department, 25 kit houses are being built at Lama along O'Neil Highway, under coordination and advice from the Insp. Mack Hanema Commander Eastern End.
 - f) Commitment by Kagua Erave DDA, 2 new police vehicle were purchased for Highway Patrol 21 and Public Safety Division.
 - g) Commitment from CivPac Kagua road sealing Project, 1 fully kitted vehicle for SHP – Police Task Force.
 - h) Commitment from Imbongu DDA, houses for the new Imbongu Police Barracks.

Challenges

1. Crime Prevention and Community Policing
 - a) Tribal fight caused Politically related lawlessness.

2. Governance and Accountability
 - a) Inconsistency with the supply of fuel.
3. Logistical Support
 - a) Constant supply of ammunitions.
 - b) Routine maintenance for the office and police houses due to lack of funding.
4. Capacity Building
 - a) Provincial Structure Review.
 - b) Lack of manpower.

Focus area for 2024

1. Crime Prevention
2. Governance and Accountability



Overview

The New Guinea Islands Divisional Command comprises of four (04) Maritime Provincial Commands. The NGI Provincial Commands are, East New Britain Province, West New Britain Province, New Ireland and Manus Province. The Command is headed by an Officer at the rank of Assistant Commissioner of Police (ACP) and he is responsible for overseeing all the Provincial Police Commands within the New Guinea Islands Region in terms of policing activities. Its primary role is to maintain law and order, ensure public safety, and uphold the rule of law throughout the respective Provincial Commands.

Profile

Activity Area	NGI Divisional Command
Divisional Commander	ACP. Perou N'dranou
Sub-ordinate Commands	Manus, ENB, WNB and NIP
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 674, 161.00
PE	K 573, 900.00
GS	K 100, 261.00
Total expenditure	K 113, 912.00
GS	K 113, 912.00

Achievements

1. **Infrastructure development and supplies**
 - a) Approval from the Provincial Lands and Physical planning and Building Board for fencing of Divisional Headquarter.
 - b) Reestablishment of Tokua Airport Police Post.
 - c) Construction of new Cell in the Kavieng-single Barracks.
 - d) Installation of new Office Gen'-set for Divisional Provincial Headquarters.
 - e) Successfully secured a land for East New Britain Police Retirees at Vunapope.
2. **Governance and reforms**
 - a) Conducted three (3) successful Provincial Command Inspections.
 - b) Conducted three (3) Divisional meetings with the Provincial Police Commanders (PPCs).
 - c) Conducted 48 weekly Divisional staff meetings.
 - d) Completion of Pomio District Policing Plan.
3. **Strategic partnership**
 - a) Successful installation of Emergency Code 112 in Kokopo in partnership with NICTA, Telekom PNG, Digicel and Vodafone.
 - b) Arrangement of Lihir Barracks in collaboration with New Crest Limited.

Challenges

1. **Infrastructure development and supplies**

- a) ENB Highway Patrol Base at Open Bay not.
 - b) Not enough Police Housing to cater for all the personnel.
 - c) Not enough Police Stations and Rural Posts within the command.
 - d) Insufficient supply of police uniform.
 - e) Insufficient transport for the Divisional Command (Police fleet).
2. **Inadequate Capacity Building**
 - a) Lack of adequate and relevant training for Police officers.
 - b) Insufficient Police manpower.
 3. **Strategic partnership**
 - a) Lack of Partnership with stakeholders' communities.
 4. **Governance**
 - a) Lack of proper and consistent monitoring and evaluation of activity plans.
 - b) Lack of proper management of Police assets.
 - c) Insufficient funding to effectively and efficiently deliver policing service.

Focus Areas for 2024

1. **Infrastructure development and supplies**
 - a) Build new and maintain existing accommodations for Policemen and women.
 - b) Build new Police Stations posts to deliver policing service to the communities.
 - c) Reduce use of hire cars and re-fleet the Police Force with Police Purchased vehicles.
2. **Governance**
 - a) Improve discipline.
 - b) Improve monitoring and evaluation.
 - c) Decentralize of funds to Divisional Command.
 - d) Good communication and collaboration with PPCs.
 - e) Good planning and execution of planned activities.
 - f) Provide space to deal with mental and psychological traumas.
3. **Strategic partnership**
 - a) Improve partnership with stakeholders and the communities.

EAST NEW BRITAIN (ENB) PROVINCIAL POLICE COMMAND

Overview

The ENB Provincial Police Command is headed by an officer at the rank of Chief Superintendent (CSP). It is the responsibility of the PPC ENB to ensure that the members under this Command carry out their policing duties effectively and efficiently. PPC is responsible for overseeing all the provincial policing activities. Its primary role is to maintain law and order, ensure public safety, and uphold the rule of law throughout the Provincial Command.

(Command Profile-Next page)

Profile

Activity Area	East New Britain Command
Activity Manager	CIP. Felix Nebanat, CVS
Land mass	15, 724 km ²
Population	457,169 (2021 PNG NSO Population Est.)
Police Strength	327
Police to population ratio	1:1,398
Number of Police Stations	14
Number of Institutional Housing	102
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 15, 921, 468.00
PE	K 15, 792, 000.00
GS	K 129, 468.00
Total Expenditure	K 16, 585, 874.42
PE	K 16, 460, 277.29
GS	K 125, 597.00

Achievements

1. Infrastructure development and supplies
 - a) NGCB (National Gaming Control Board) donation of a new police vehicle to Kokopo Police Station through Kokopo MP on 10th January 2024.
 - b) Annual Revenue collection for 2023 is K322, 080.00

Challenges

1. Infrastructure development and supplies
 - a) Deteriorating Police infrastructure.
 - b) Constrains in resources and supplies
2. Inadequate capacity building
 - a) Insufficient police personal

Focus Areas for 2024

1. Governance
 - a) Continue to enhance accountability and uphold discipline within the command.
 - b) Ensuring PSCs understand their roles in implementing the AMP
 - c) Implementation of Police District Development and Provincial Development Plan within the province and districts.
2. Infrastructure development and supplies
 - a) Renovating and building new police infrastructure.
 - b) Re-fleeting and do away with the use of hire cars.
 - c) Improving the police radio communication network for improved efficiency.

3. Strategic partnership

- a) Improve and strengthen (PPP) Public Private Partnership.
- b) Strengthen and improve public/community engagement.

NEW IRELAND PROVINCIAL POLICE COMMAND

Overview

The New Ireland Provincial Police Command is headed by an officer at the rank of Superintendent (Supt), and is responsible for overseeing all the provincial policing activities. Its primary role is to maintain law and order, ensure public safety, and uphold the rule of law through New Ireland Province.

Profile

Activity Area	New Ireland Command
Activity Manager	Supt. Albert Beli
Land mass	9,557 km ² EEZ -230,000 km ²
Population	232,351 (2021 PNG NSO Population Est.)
Police Strength	86
Police to population ratio	1:2,702
Number of Police Stations	71
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 15, 921, 468.00
PE	K 15, 792, 000.00
GS	K 129, 468.00
Total Expenditure	K 16, 585, 874.42
PE	K 16, 460, 277.29
GS	K 125, 597.00

Achievements

1. Community policing

- a) Successfully conducted six (6) full Police Operations in the year.
- b) Successfully provided twelve (12) Gold Escorts, twenty (20) Cash Escorts, five (5) Logging Cash Pay Escorts, and four (4) National Fisheries Enforcement Escorts.
- c) Significant completion of Traffic accident reports and collection of TIN payments (36,060PGK)

2. Infrastructure development and supplies

- a) Complete renovation of Kavieng Police station cells and were reopened on December 22, 2023. Funded by New Ireland Provincial government, and Namatanai District.

3. Capacity building

- a) Some officers completed prosecutions and CIID trainings conducted in Bomana.
 - b) Conducted training in supervision and firearm handling within the province.
4. **Strategic partnership**
- a) Donation of K300, 000.00 by Namatanai DDA for renovations of Kavieng Police Cells.
 - b) Donation of K300, 000.00 by Kavieng DDA for renovation of Kavieng police cells.
 - c) Donation of K100, 000.00 by NIPG for renovation of Kavieng police cells.
 - d) Donation of three (3) new vehicles by Kavieng DDA.
 - e) Twelve (12) donations from Newmont Ltd to the Police establishment in Lihir.

Challenges

1. **Community policing**
 - a) Gaining the public and communities' trust and confidence.
 - b) Proper awareness to general public in educating them in law and order and take responsibility and ownership in combating law and order issues.
2. **Strategic partnership**
 - a) Earning the stake holder/partners trust and commitment to support our planned activities.
3. **Adequate capacity building**
 - a) Shortage Manpower in frontline policing, investigators and prosecutors.
 - b) Insufficient funds to help deliver policing activities effectively.

Focus Areas for 2024

1. Create good working relation and dialogues with all stakeholder and partners by way of holding frequent formal meetings and gatherings.
2. Improving members' discipline.
3. Increase of manpower.
4. Adequate funding support.

MANUS PROVINCIAL POLICE COMMAND

Overview

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. The Provincial Police Commander is responsible for overseeing all the provincial policing activities. Its primary role is to maintain law and order, ensure public safety, and uphold the rule of law throughout the province.

(Command Profile-Next page)

Profile

Activity Area	Manus Command
Activity Manager	SIP. Maureen Undaba
Land mass	2,100 km ²
Population	74, 547 (2021 PNG NSO Population Est.)
Police Strength	50
Police to population ratio	1:1,491
Number of Police Stations	2
Number of Institutional Housing	37
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 798, 566.00
PE	K 1, 704, 600.00
GS	K 93, 966.00
Total Expenditure	K 2, 001, 569.44
PE	K 1, 907, 606.21
GS	K 93, 963.23

Achievements

1. Governance and Accountability
 - a) Submission of monthly returns & QBR for March, June, September & December.
 - b) Monthly briefs will all section heads & RPSCs in their respective sections/stations.

Challenges

1. Infrastructure development and supplies
 - a) There is no proper stock take of assets within the command.
 - b) Insufficient water tanks for police personnel and prisoners.
 - c) Insufficient fuel supply hindering the implementations of policing activities.
 - d) Most police accommodations are run down and not suitable for personnel to live.
2. Adequate Capacity Building
 - a) Insufficient funding to implement all the policing activities as planned.
 - b) Not enough manpower (47 regular) against high population (74, 547).
 - c) limited positions and a number of personnel are unattached.
 - d) Most operations are run on credit basis.
3. Governance
 - a) Undisciplined personnel.

Focus Areas for 2024

1. Infrastructure development

- a) Make improvement in fuel supply to deliver effective policing.
 - b) Renovate all run-down accommodation for police personnel.
2. **Inadequate Capacity Building**
- a) Increase manpower in the command.
 - b) Provide sufficient funding for the effective implementation of AMP and other activities.
3. **Community Policing**
- a) Improve public safety and maintain law and order.
 - b) Improve discipline within the Provincial Command.

WEST NEW BRITAIN (WNB) PROVINCIAL POLICE COMMAND

Overview

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. The Provincial Police Commander is responsible for overseeing all the provincial policing activities. Its primary role is to maintain law and order, ensure public safety, and uphold the rule of law throughout the province.

Profile

Activity Area	West New Britain Command
Activity Manager	Supt. Peter Barkie
Land mass	20,387 km ²
Population	356,343 (2021PNG NSO Population Est.)
Police Strength	122
Police to population ratio	1:2921
Number of Police Stations	22
Number of Institutional Housing	44
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 6, 045, 942.00
PE	K 5, 985, 422.00
GS	K 60, 520.00
Total Expenditure	K 4, 633, 579.59
PE	K 3, 417, 981.58
GS	K 104, 537.40

Achievements

- 1. **Community policing**
 - a) Successfully conducted monthly awareness program over 8 months.
 - b) Achieved a very successful and peaceful Christmas and New Year festive period operation 2023-2024.

- c) Effectively provided rations deliveries for prisoners' requirements.
 - d) Reduction in ongoing criminal activities in province.
2. **Infrastructure Development, Supplies and ICT**
- a) Rehabilitation of Kimbe Police Station.
 - b) Installation of Temporary Cell at Kimbe Police Station.
 - c) Installation of communication equipment for data connectivity (Wi-Fi)
 - d) Ground-breaking ceremony for the construction of new WNB Police Command Headquarter.
 - e) Construction phase of new Police Housing Project with twenty (20) houses partially completed.
 - f) Installation of clean water supply for the new Hoskins police Station.
 - g) Successful completion and opening of newly constructed Hoskins Rural Police Station.
 - h) Issue of fifty (50) Police Protective Equipment (PPE) with Number One Uniforms for members.
 - i) Installation of base, motor vehicles and held hand radio network.
3. **Capacity building**
- a) Completion of Reservist Recruitment Training Programs for NBPOL & Hargy Oil Palm Ltd 2022-2023.
 - b) Successful engagement of Police Reservist, Auxiliaries and Volunteers.
4. **Strategic partnership**
- a) Construction of new Talasea Rural Police Station building with twenty (20) houses for Police Accommodation, funded by Talasea DDA.
 - b) Ground-breaking ceremony for construction of twenty (20) Police Houses at Bialla in partnership with Hargy Oil Palm Ltd.
 - c) Renovation and opening of Mamota Rural Police station, funded by Nakanai DDA.
 - d) Ten (10) new shotgun and ammo purchase and donated by Talasea DDA.
 - e) Ten (10) new shotgun and ammo purchase and donated by WNB government.
 - f) Two (2) motor vehicles purchase and donated by Nakanai DDA (Kina for Kina ratio arrangement).
 - g) Arrangement of mechanical services, repairs and maintenance for motor vehicles at Niugini Helicopter Workshop in accordance with the existing MOU.

Challenges

- 1. **Community policing**
 - a) In need to enhance water policing in the command.
 - b) Lack of Legal Protection for officers dealing with Domestic Terrorists.
- 2. **Infrastructure development and supplies**
 - a) Insufficient funding for maintenance of existing infrastructures and establishment of new police posts both urban and rural stations.
 - b) Lack of equipment to deal with violent crimes in the province (e.g. PPEs, Field Gears, Firearms, CS Gas, etc.).
 - c) In need for proper clean water supply for Buvussi, Sarakolok and Talasea Rural Police Stations.
 - d) Inadequate recurrent funding allocation to maintain deteriorating police

accommodation and station facilities.

3. Inadequate Human Resource and Capacity
 - a) Greater need for training and capacity building training for frontline members.
 - b) Insufficient personnel to effectively carry out policing duties or activities.
 - c) No proper training for refresher courses and specialist training.
4. Strategic partnership
 - a) Inability of RPNGC to support our provincial partners in significant projects and programs.
 - b) Not able to secure support from DDAs and LLGs.

Focus Areas for 2024

1. Infrastructure development
2. Governance
3. Capacity building
4. Strategic partnership

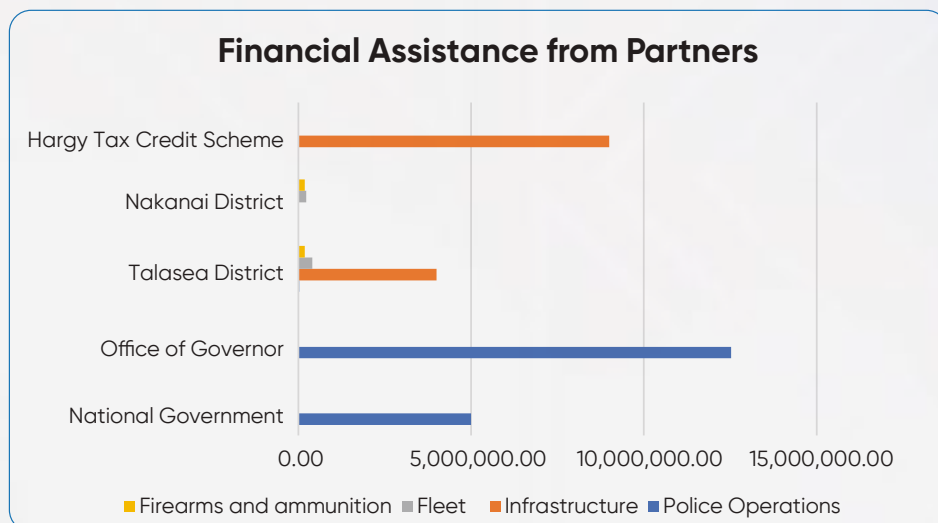


Figure 1. Source: West New Britain Provincial Police Command, Financial Assistance from key Partners



Overview

The command is located in the National Police Headquarter, Konedobu. The Division is headed by an officer at the rank of Assistant Commissioner of Police (ACP). The Divisional Command manages the provincial police commands that police the land and sea borders between Indonesia and Australia.

Profile

Activity Area	Border Command
Divisional Commander	ACP Peter Philips
Sub-ordinate Commands	East Sepik, West Sepik, North-Fly, South-Fly
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 1, 246, 369.00
PE	K 1, 065, 700.00
GS	K 177, 696.00
Total expenditure	K 178, 093.73
GS	K 178, 093.73

Achievements

1. Community Policing
 - a) Successful deliver Wewak Open By- Election 2023.
2. Logistical Support
 - a) Procurement of Generator East Sepik, South FLY and North FLY Command. In addition, Office laptops and desktops for each of the provincial commands for PSCs and PPCs.
3. Strategic Partnerships
 - a) Successfully conducted the Tabubil operation by evicting hundreds of illegal settlers within and around the OK TEDI LTD, Tabubil. The operation was successful with the assistance of OK TEDI LTD.
 - b) The command received office supplies such as Computers and Printers as donations from PNG-APP through the partnership with RPNGC.

Challenges

1. Allocating police vehicles to each of the Provincial Commands in Border.
2. Enforce GEDSI Policy.
3. Turnover on submission of monthly returns.
4. Border Command Structure Review.

Focus Area for 2024

1. Strategic Partnerships
2. Strengthen Governance, Leadership and Accountability
3. Capacity Development

- a) Expand the Border policing into Maritime Borders around the country.

EAST SEPIK PROVINCIAL (ESP) POLICE COMMAND

Overview

The Command Headquarters 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 six districts. Wewak, Angoram, Yangoru Saussia, Maprik, Ambunti Drekiekier, Wosera Gawi.

Profile

Activity Area	East Sepik Command
Provincial Police Commander	Supt. Christopher Tamari
Land mass	43,426 km ²
Population	681, 518 (2021PNG NSO Population Est.)
Police strength:	170
Police to population ratio	1:4,009
Number of Police Stations	16
Number of Institutional Houses	138
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 7, 094, 522.00
PE	K 7, 016, 500.00
GS	K 78, 022.00
Total Expenditure	K 7, 935, 496.63
PE	K 7, 857, 476.36
GS	K 78, 020.25

Achievements

1. **Crime Prevention and Community Policing**
 - a) I have regained public trust and confidence in East Sepik Provincial Police Command.
2. **Investigations and Prosecutions**
 - a) We have improved with investigations and prosecutions.
 - b) Resourced stations and sections with office equipment's and reporting systems.
 - c) Facilitated C3 and investigation training in consultation with CoE 2x.
3. **Leadership, Professional Standards and Corporate Governance.**
 - a) Instilled discipline, work ethics, professionalism and importantly moral.
4. **Strategic Partnership**

- a) Achieved external & internal stakeholders' partnership.
- b) Secured Police Funding from ESPA.
- c) Successfully executed Wewak Open By-Election 2023.

Challenge

1. Administration
 - a) East Sepik Provincial Police Command Structure.
 - b) Submission of Project Plans for Rehabilitation, Renovation of Police houses, Cells, Stations and rebuild of Police Barracks - (PIP, DSIP, PPSIP, and LLG SIP).
2. ICT – Communications
 - a) Toll Free Number and ICT Rollout.

Focus Area for 2024

1. Strengthen command and control.
2. Promote police visibility in public area.
3. Improve investigations and prosecutions.
4. Ensure all outstanding administrative queries are dealt with.
5. Audit on all RPNGC Resources.

WEST SEPIK PROVINCIAL (WSP) POLICE COMMAND

Overview

The West Sepik Provincial Police Command is located at Vanimo town, the capital of the province. Commander is headed by an officer at the rank of Chief Inspector (CIP). Policing services are delivered through police stations and posts throughout the province.

Profile

Activity Area	West Sepik Command
Provincial Police Commander	CIP. Patrick Billy
Land mass	35,920 km ²
Population	421,470 (2021PNG NSO Population Est.)
Police strength	76
Police to population ratio	1:5,546
Number of Police Stations	9
Number of Institutional Houses	66
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 3, 679, 451.00
PE	K 3, 551, 300.00
GS	K 128, 151.00
Total Expenditure	K 2, 782, 914.47
PE	K 2, 657, 552.23
GS	K 125, 362.24

Achievements

1. **Crime Prevention & Community Policing**
 - a) Radio Broadcast awareness on Road Safety, and Community Policing to conducted in settlements.
2. **Infrastructure and Development.**
 - a) Minor maintenance is done on office doors, change of locks and repaint the office doors to sky blue colour and full maintenance of station toilets.
 - b) Front of the office has been sealed with tar as car park.
 - c) New 5000L tank bought and installed for toilet use.
 - d) Two (2) new water pumps bought and installed for the cellblock and the main station tank.

Challenges

1. **Logistical Support – Inadequate Resources**
 - a) Lack of mobility -Vehicle, Proper Sea craft.
 - b) Lack of Police Housing/married accommodations
 - c) Lack of office space
 - d) Lack of manpower
 - e) Constant Power Black outs/Low shedding
 - f) Lack of resources, copier, tonner, printer machine, camera and computers. (Not adequately resourced).
 - g) Lack of Police radio systems/ General communication systems.
 - h) Poor living conditions for staff.
2. **Administration**
 - a) Lack of Coordination between PHQ Finance (accounts) and Provincial Administration Officer (PAO).
 - b) Lack of Inspection and outreach due to Logistical support.

Focus Area for 2024

1. Cost Reduction
2. Infrastructure Development and Rehabilitation
3. Strategic Partnerships

NORTH-FLY PROVINCIAL POLICE COMMAND

Overview

The command headquarter is located in Kiunga and Tabubil. The command is headed by an officer at the rank of Chief Inspector of Police (CIP). Border Policing services are delivered through its police stations and post throughout the province. North Fly command host the Ok Tedi Mine.

Profile

Activity Area	North Fly Command
Provincial Police Commander	CIP. Oena Afeke
Land mass	21,846 km ²
Population	108,259 (2021PNG NSO Population Est.)
Police strength:	91
Police to population ratio	1:1,189
Number of Police Stations	8
Number of Institutional Houses	11
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 4, 292, 252.00
PE	K 4, 191, 700.00
GS	K 100, 552.00
Total Expenditure	K 3, 058, 609.61
PE	K 2, 958, 059.47
GS	K 100, 550.14

Achievements

1. Infrastructure development
 - a) Rehabilitation on two barracks in Kiunga.
2. Crime Prevention & Community Policing
 - a) Awareness conducted on drugs and alcohol abuse, and other cross cutting issues.
 - b) Successfully eviction of illegal settlers in Tabubil Ok Tedi Mining Town.
3. Strategic Partnership
 - a) Successfully attend all Four quarters of 2023 and first quarter 2024 Provincial Management Team Meeting (PMT).
 - b) Rehabilitation on two barracks in Kiunga funded under MRA through MP North Fly District.

Challenges

1. Logistical support
 - a) Inadequate logistical support to deploy police officers to attend Crime scenes in the remote settings.
 - b) Land and Sea Transport - Vehicle, Water Craft (Dinghies)
 - c) Accommodation - Police Barracks – Housing
 - d) Office Supplies – Computers, Stationeries, Printers.
2. Deteriorating infrastructure.
 - a) Run-down Police Barracks
 - b) Run-down Rural Police Stations

3. Inadequate Capacity
 - a) Limited manpower due to scarce resources.
4. Geographical Remotenes
 - a) Rain forest, swamp lands, rivers and Rage Mountains.

Focus Area for 2024

1. Infrastructure Development and Rehabilitation
 - a) Road network link connecting District in Western Province.
 - b) Develop and rehabilitate infrastructure that is both housing and police stations.
2. Human Resource and Capacity Building
3. Strengthen Strategic Partnerships

SOUTH FLY PROVINCIAL POLICE COMMAND

Overview

The command headquarter is located in Daru. The command is headed by an officer at the rank of Superintendent (SUPT). Border Policing services are delivered through its police stations and post throughout the province. The Command share international land borders with Australia and Indonesia.

Profile

Activity Area	South Fly Command
Provincial Police Commander	Supt. Gideon Kauke
Land mass	31,864 km ²
Population	84,435 (2021PNG NSO Population Est.)
Police strength:	48
Police to population ratio	1:1,759
Number of Police Stations	11
Number of Institutional Houses	34
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 494, 841.00
PE	K 1, 380, 700.00
GS	K 114, 141.00
Total Expenditure	K 1, 876, 539.43
PE	K 1, 762, 399.23
GS	K 116, 345.18

Achievements

1. Strategic Partnership.
 - a) South Fly Member assisted Daru Police with approval through DDA Submission for Christmas New Year Operations 2023 with K100, 000.00.
 - b) South Fly Member also presented a K150, 000.00 for a Brand-new Police Toyota Land cruiser 10-Seater.

Challenges

1. Logistical Support
 - a) Vehicle for Public Safety & Station use.
 - b) Fuel Shortage that affects police operations – major investigations
 - c) Station supplies – Prisoners Rations, Office Stationeries

Focus Area for 2024

1. Improve Community Policing.
2. Strengthen Governance, Leadership and Professionalism
3. Human Resource Training and Development
 - a) Conduct TNA to upskilled Officers, Regulars, Admin Wings, Reservists, and Auxiliaries for quality and capacity building.
4. Strengthen Strategic Partnerships.



Overview

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 Commander of BPS with the rank of Assistant Commissioner of Police (ACP). BPS provides administrative oversight of the three Sub-regional Commands.

Profile

Activity Area	Bougainville Police Service
Chief of Bougainville Police	DCP. Francis Tokura OBE, QPM, DPS
Sub-ordinate Commands	North, Central and South Regional Commands
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget appropriation	K 8, 536, 818.00
PE	K 8, 404, 818.00
GS	K 132, 000.00
Total expenditure	K 8, 453, 338.04
PE	K 8, 321, 338.04
GS	K 132, 000.00

NORTHERN BOUGAINVILLE SUB - REGIONAL POLICE COMMAND (NB-SRPC)

Overview

The Command is responsible for implementing policing services in Buka District, Selau, Suir, Kunua, Tinputz, Nissan and Atolls Districts. The command is headed by an officer with the rank of Inspector (INSP). The policing services are delivered through the Buka main Police Station, Rural Police Stations and Police post throughout the command.

Profile

Activity Area	North Bougainville Sub-Regional Command
Activity Manager	Insp. Jacklyne PAIS
Land mass	2793 km ²
Population	203,158 (2021PNG NSO Population Est.)
Police Strength	98
Police to population ratio	1:2,073
Number of Police Stations	7
Number of Institutional Housing	31

Achievements

1. Maintaining the Command to some level of percentage (refer to Incidents Management).
2. CID Section Office equipment has been upgraded with assistance from JSS4D.

Challenges

1. Lack of logistics and resources.
2. Lack of proper police accommodation.
3. Lack of basic training and refreshers in various disciplines.
4. Lack of existing facilities.
5. Continuous Discipline Issues.
6. Lack of supervision/leadership influences and stress.
7. Shortage of manpower strength.

Focus area for 2024

1. Maximize Community Policing and Crime Prevention Initiatives.
2. Good Governance, Leadership and Professionalism
3. Strengthen strategic partnerships.
4. Human Resource Capacity Building.
5. Infrastructure Development and Rehabilitation.

CENTRAL BOUGAINVILLE SUB - PROVINCIAL POLICE COMMAND (CB-SRPC)

Overview

The Command is responsible for implementing law policing services in Kieta, Wakunai and Panguna. The command is headed by an officer with the rank of Inspector (INSP). The policing services are delivered through the Kieta main Police Station, Rural Police Stations and Police post throughout the command.

Profile

Activity Area	Central Command Sub-Regional Command
Activity Manager	Insp. Lynette Bomai
Land mass	2,592 km ²
Population	62,000 (2021PNG NSO Population Est.)
Police Strength	47
Police to population ratio	1:1,319
Number of Police Stations	5
Number of Institutional Housing	15

Achievements

1. Infrastructure development
 - a) Reconstruction of Kieta and Panguna Police Stations.
 - b) Full roll-out of internet coverage in conjunction with Royal PNG Constabulary.
 - c) Site inspections and negotiations of new Police posts/stations.
2. Strategic Partnership
 - a) Digitization of OB with assistance from JSS4D.
 - b) Refurbishment of the Cell through DSIP from Kieta District Administration.

Challenge

1. Funding constraints has impeded us from delivering our projects on time.
2. Inadequate logistical supports continue to affect our operational plans and activities.
3. Lack of training and capacity building initiatives among the police officers.
4. Lack of manpower strength continues to hurdle our progress in delivering the effective police services.

Focus Area for 2024

1. **Maximize Community Policing**
 - a) More emphasis on Community engagements and police visibility/presence.
 - b) Conduct needs assessment for the command to improve in policing service delivery
2. **Strengthen Strategic Partnership**
 - a) Working in Partnership with LLG members, Ward Members, NGOs and GOs as well as other stakeholders.
 - b) Furnish Reports and data to relevant authorities and stakeholders.

SOUTH BOUGAINVILLE SUB-REGIONAL POLICE COMMAND (SB-SRPC)

Overview

The Command is responsible for implementing policing services in Buin, Siwai, Bana and Torokina. The command is headed by an officer with the rank of Senior Inspector (SIP). The policing services are delivered through the Buin main Police Station, Rural Police Stations and Police post throughout the command.

Profile

Activity Area	South Bougainville Sub-Regional Command
Activity Manager	SIP. Pritchard Hukambari
Land mass	3,000 km ²
Population	216,893 (2021PNG NSO Population Est.)
Police Strength	50
Police to population ratio	1:4,338
Number of Police Stations	4
Number of Institutional Housing	17

Achievements

1. **Infrastructure Development**
 - a) Two (2) duplexes and standalone police houses under construction and expected to be completed by the end of this year 2024.
2. **Strategic Partnership**
 - a) Construction work on new Bana District Police Station started in 2022 and

it is 90% complete, funded by the Autonomous Bougainville Government (ABG) in partnership with BPS and it is expected to be completed by the end of year 2024.

3. Other Policing Service

- a) The 2023 Police Operational Challenger throughout Bougainville resulted in number of criminals arrested and charged in North, Central and South.
- b) By-election for the South Bougainville Seat
- c) The security operations for Christmas 2023 and New Year 2024
- d) New computers and printers given to Buin Police Station, while outpost like Siwai, Bana and Torokina received new gen-sets and printers.

Challenges

- 1. Crime Prevention and Community Policing
 - a) The geographical terrain complicates the delivery of policing services to rural areas
 - b) The increasing illiteracy level results in the rise of criminal activities.
 - c) The existence of the Me'ekamui Defense Force (MDF) and the continuous killing of civilian in the Konnou area of Buin District.
 - d) High number of illegal firearms still in possession by ex-combatants, civilians, and criminals at large.
 - e) Immigrants crossing in the PNG SI Maritime Border has become an ongoing concern.

Focus Area for 2024

- 1. These strategies will be drawn from the BPS Strategic Management Plan 2021-2026 and BPS AMP 2024 and then incorporate those with the BPS South AMP 2023 to ensure some policing challenges are captured in the priority areas for implementation in 2024.
- 2. The Police Commissioner's three (3) Intent policing strategies will be our main policing guidelines whilst delivering policing service in South Bougainville and Bougainville as a whole.



SPECIAL OPERATIONS DIVISION

Overview

The Special Operations Divisional is based at the Police Headquarters. The Division is headed by an officer at the rank of Assistant Commissioner of Police (ACP). The ACP reports to the Deputy Commissioner of Police (DCP) Chief of Specialist Operations. The division's policing activities are administered through its directorates within the Constabulary and units throughout the country.

Profile

Activity Area:	Public Safety
Activity Managers	a/ACP Julius Tasion
Directorates	SSD, Dog, Water Police, Community Policing, ICT, Air Wing, Police Band, FSVU, and Special Projects.
Budget appropriation	K 18, 298, 390.00
PE	K 18, 080, 501.00
GS	K 217, 889.00
Total expenditure	K 7, 938, 484.65
PE	K 7, 721, 819.79
GS	K 216, 664.86

SPECIAL SERVICES DIRECTORATE (SSD)

Overview

The Special Services Directorate (SSD) is located at the McGregor Police Barracks, 9 Mile, NCD. It is a paramilitary arm of the Constabulary. The directorate is headed by an officer with the rank of Chief Inspector. The two key functions include attending to incidences that threaten internal security, and general policing when not deployed. The Directorate policing activities are delivered through the Mobile Squads, National Security Unit (NSU) and Airborne Tactical Unit.

Profile

Activity Area	Special Services Directorate
Director	CIP. Louie Florian
Police strength	1,300
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 18, 298, 390.00
PE	K 18, 080, 501.00
GS	K 217, 889.00
Total Expenditure	K 7, 938, 484.65
PE	K 7, 721, 819.21
GS	K 216, 664.86

Achievements

1. Partnerships and Government Reforms
 - a) SSD call-out to the Solomon Islands police assistance for the 17th SP Games.
 - b) Attending Domestic Terrorism incidents in the Highlands with PNGDF counter parts.
 - c) Successful rescue of Hostages from Domestic Terrorists with PNGDF counter parts.
 - d) Successful Delivery of FIPIC Operations and close protection operations of foreign delegates and state VIPs.

Challenges

1. Inadequate funding.
2. SOP and Admin Manual are yet to be drafted and finalized, as per plan in 2022 to 2023. This paves the way for the SOPs to be socialized among the rank and files. The SOPs will be a platform for maintaining discipline and good conduct by SSD members.
3. Most skilled and experienced MS personnel are aging.

Focus Areas for 2024

1. Is to secure funding in line with our training plan. Last year 2023 AMP was not achieved hence, carry forward to this year 2024.
2. Review the SSD SOPs and Administration Manual.

COMMUNITY POLICING DIRECTORATE

Overview

The Directorate is situated the at Police Headquarters. It coordinates policies, procedures and training purposes on Community Policing, and maintains partnership engagements. The directorate is headed by an officer with the rank of Chief Superintendent (CSP). The Directorate is divided into two (2) main branches; Reserve and Auxiliary Branch, and Public Relations Branch (which made up of Crime Prevention, Community Relations and Juvenile Justice Units). The policing activities are operationalised at the command throughout the country.

Profile

Activity Area	Community Policing Directorate
Director	CSP. Sibron Papoto
Number of Sections	2
Police strength	6
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 470, 515.00
PE	K 335, 900.00
GS	K 82, 210.00
Total Expenditure	K 675, 327.74

PE	K 540, 714.21
GS	K 134, 613.53

Achievements

1. **Human Resource Management and Training**
 - a. Payments of outstanding 2002 – 2008 allowances for known Reserve/ Auxiliary personnel. Highlands Eastern Command (Western Highlands, Jiwaka and Simbu Provinces), all payments completed.
 - b. Update records of Reservists covered under MOA on the data base system
2. **Leadership, Professional Standards and Corporate Governance**
 - a. Preparation and documentation of MOU/MOA between the Provincial Governments & District Development Authorities and RPNGC for establishment of Reserve Police units in the provinces.
 - b. Review and update of Reserve Training Syllabus 2023.
3. **Infrastructure, Supplies and ICT**
 - a. Presentation of desktop computers and Police uniforms for Community Policing Officers in Morobe Provincial Police Command and Lae Metropolitan Command.

Challenges

1. **Capacity building**
 - a. Funding for Reservists Training have been committed by the respective Provincial Governments, District Development Authorities and Government Departments
 - b. Draft copies of MOU for Reservists Training for East New Britain, West New Britain, Milne Bay Provinces and Nipa Kutubu District Development Authority at initial stage for finalisation.
 - c. Conflict Resolution Training for Community Policing Officers.
 - d. 2023 Revised Training Syllabus for Reservists Training
2. **Indequate logistics support**
 - a. Did not carry out Community Awareness Programs and school visits in NCD/ Central.
3. **Manpower constraints**
 - a. Reserve Police recruitment drive to Western End Highlands Command due to funding constraints.

Focus Areas for 2024

1. Continuation of payments of outstanding 2002 – 2008 allowances for Reservists and Auxiliary policemen and women throughout the country.
2. Awareness Programs.
3. Audit of manpower list for Reservists covered under MOU and processing of individual identification cards for record keeping at PHQ.
4. Training of Reservists under MOU.
5. Increase number of Community Policing officers.

FAMILY SEXUAL VIOLENCE DIRECTORATE (FSVD)

Overview

The Directorate is situated at Boroko, NCD. It coordinates policies, procedures, training and maintains partnership engagements for FSV personnel. The directorate is headed by an officer with the rank of Chief Inspector. The Directorate implements its policing activities through its Family Sexual Violence Units (FSVU) throughout the country.

Profile

Activity Area	Family Sexual Violence Directorate
Name of Activity Manager	Supt. Delilah Sandeka
Police Strength	114
Number of Provincial Units	53
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 245, 178.00
PE	K 151, 700.00
GS	K 93, 478.00
Total Expenditure	K 85, 664.98
GS	K 85, 664.98

Achievements

1. Community Policing
 - a) Combined FSVU RPNGC and Magisterial Services did awareness to women in Agriculture and SME at the Red Rock new Settlement as part of ending GBV Campaign on the 28th November 2023.
 - b) Awareness on FSV or Domestic Violence was also disseminated to LTI students on the 8th of July 2023 at the AFP Conference Room at Boroko Police Station, a total of 50 participants attended.
 - c) Conducted awareness on ending violence through Rugby League 9s hosted by Grass skirt project in NCD National Football Stadium.
 - d) Campaign on ending GBV in partnership with DJAG on the International Human Rights Day on the 8th of December 2023.
2. Responses to National Security issues
 - a) Awareness of Online Safety especially Cyber Bullying was conducted in one of the 3 schools targeted in NCD.
3. Human Resource Training and Development
 - a) Investigation and prosecution of offences Training conducted to improve the standard of skills and knowledge, for FSVU personnels and other officers when carrying out their policing duties and preparing case files.
 - b) FPA and CCA (SARV) Amendment workshop was conducted for FSVU and Police Prosecution officers in NCD and other provinces at the Crown Hotel.
 - c) Workshop training on Cyber Crime Act was conducted for FSVU and Police Prosecutors.
 - d) The FSV Directorate attended the first Regional Symposium on Technology

Facilitated Gender Base Violence and Online Safety Crimes, focused on the enforcement of available legislations.

Challenges

1. Funding Constraint
2. Increase the number of FSV Units and trained staff to support victims of FSV & SARV.
3. Awareness on domestic violence in higher learning institutions.

Focus Areas for 2024

1. Capacity Building
 - a) appropriate structure for the FSV directorate and the FSVUs in the field are in place.
3. ICT Rehabilitation Information Management system
 - a) Improving FSV Reporting and Data Collection through Information Management System (IMS).

FSV Statistics 2023

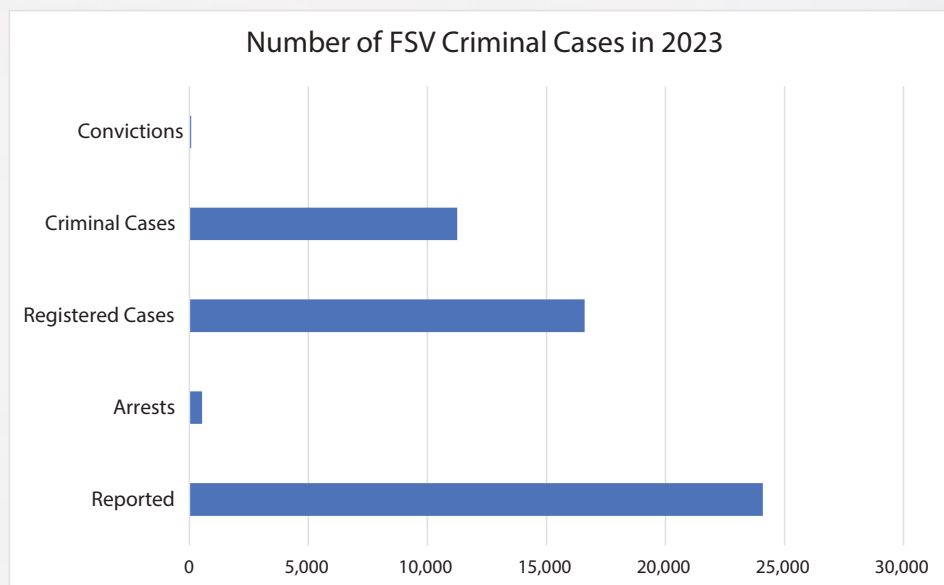


Figure 2. Source: FSV Directorate, Number of FSV Criminal Cases in 2023

2023 has seen high rates of criminal FSV complaints reported and cases registered. However, there is a decline in arrests and convictions compared to criminal FSV cases reported and registered.

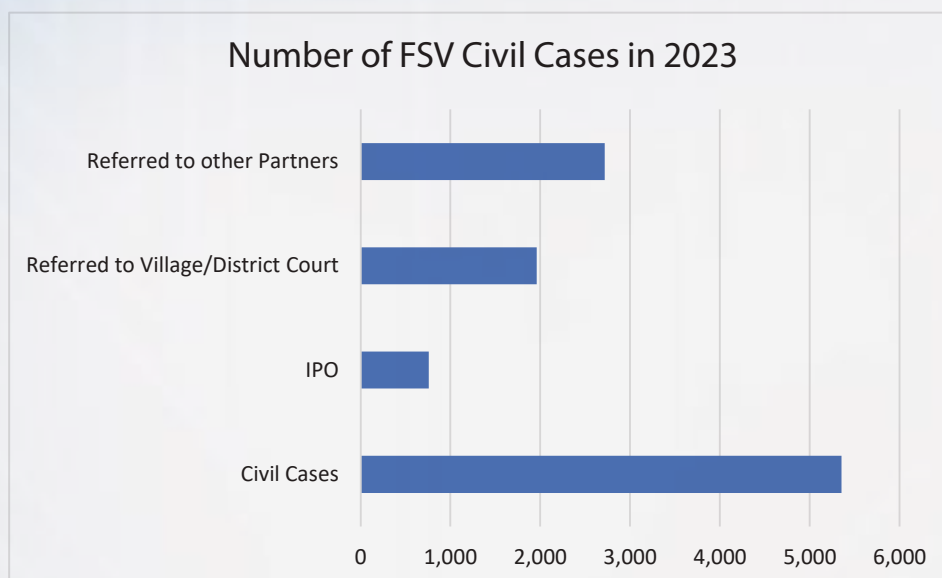


Figure 3. Source: FSV Directorate, Number of Family Sexual Violence Civil Cases in 2023

It is observed that a proportion of civil FSV cases have been referred to the courts or other partners resolve.

In summary the year 2023 has witnessed higher rates of criminal cases with lower rates of arrests and convictions. In contrast to all civil cases, most cases have been referred to court and other partners. Therefore, it is evident that the FSV Directorate's challenges in terms of capacity and ICT deficiencies are hindering cases.

CANINE DIRECTORATE

Overview

The Canine Directorate (Dog Unit) is located at Bomana, NCD. The Directorate is headed by an officer with rank of Chief Inspector (CIP). The Directorate coordinate train and utilize police canines for tracking (suspects or criminals), detecting (drugs, explosives or weapons), and search and rescue operations. The policing activities are delivered through its units throughout the country.

Directorate Profile

Activity Area	Canine Directorate
Director	CIP. Daniel Yangen
Police Strength	77
Number of Dogs	25
Number of Institutional Housing	25
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 193, 874.00
PE	K 1, 086, 000.00
GS	K 207, 874.00
Total Expenditure	K 207, 871.33

GS	K 207, 871.33
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Achievements

1. **Governance and Accountability**
 - a) OICs, NCOs and members have issues been identified recommended for open transfer.
2. **Infrastructure Development and Supplies**
 - a) Dog Feed and medical care for all Dogs procured.
 - b) Monthly worming program is maintained.
 - c) All 25 police dogs have been given Semperica Chews tablets quarterly, received annual vaccination.
 - d) Maintenance of dog kennels and Kennel Husbandry around PNG. Kennels are washed and cleaned daily by respective Police Dog handlers.
 - e) Fencing of the Directorate base has been replaced.
 - f) FEDD and Operation Kennels were maintained by Arespesh Contractor. Only Operational NCD Dog Unit Office and Director's House maintenance are ongoing.
3. **Partnership**
 - a) Productive partnership between the PNG-APP and the Directorate.

Challenges

1. **Governance and Accountability**
 - a) There are only Dogs at Bomana PDD, so site visits to Mt. Hagen, Goroka, Lae, Madang, Vanimo and Rabaul were not conducted.
2. **Infrastructure Development and Logistical Support**
 - a) Vehicle maintenance having impact on fleet numbers.
 - b) Inadequate funds for fencing, barracks maintenance, office equipment and several new duplex houses at the Dogs Barracks.
 - c) Director Dog office maintenance is not achieved still awaiting fund approval from lands & building.
3. **Human Resource and Capacity Development**
 - a) No regular training has been conducted.
 - b) Some dogs are aging and require retirement, prompting the need for new breed of canines.

Focus Areas for 2024

1. **Capacity Development**
 - a) Conduct training and re-training of dogs and dog handlers.
2. **Partnership**
 - a) Continue productive partnership through PNG-APP.
 - b) PNGAPP have agreed to fund Veterinary Services including annual vaccinations.
3. **Governance and Accountability**
 - a) Director Dogs communicated with the Director Finance, seeking guidance on

- budgetary reporting requirements.
- b) Plans in place to inspect to the provincial Canine Units.
- c) Director Dog is working with IAU to progress several Disciplinary matters.

4. Logistical Support

5. Capacity Development

- a) Director Dog has recently assigned OIC Training to establish a regular training program. Commence training in 2024.
- b) Need an experience civilian secretary/PAO and a uniformed Admin Officer to maintain administrative requirements of the Directorate.
- d) The Directorate needs additional budget in 2024 to allow for replacement of aging and sick canines.

WATER POLICE DIRECTORATE

Overview

The Water Police Directorate is the maritime policing arm of the Constabulary. It is located at Konedobu, Port Moresby. It is headed by an officer with the rank of Chief Inspector. The water policing services are delivered through the Water Police Bases throughout the country.

Profile

Activity Area	Water Police
Director	CIP. Christopher Smith
Police Strength	114
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 343, 984.00
PE	K 1, 271, 200.00
GS	K 27, 784.00
Total Expenditure	K 72, 783.37
GS	K 72, 783.37

Achievements

1. Crime Prevention
 - a) Increased deployment of personnel and assets to assist Provincial Commands.
2. Strategic Partnerships
 - a) Increased support from stakeholders such as Exxon Mobil and Total Energies.
 - b) PNGAPP assistance secure 22-meter vessel to the Directorate.
 - c) First international deployment of personnel to Solomon Islands as part of Contingent for Pacific Games Police Operations.

Challenges

1. **Governance, Accountability and Leadership**
 - a) Funding allocation in the annual budget and ad hoc monthly allocations.
 - b) Leadership development for Junior and Senior Non-Commissioned Officers to appreciate and recognize the functional roles and responsibilities of the ranks they hold.
2. **Logistical Support**
 - a) No fuel allocation by Police Headquarter specifically for vessels.
3. **Human Resource and Capacity Development**
 - a) Lack of maritime trained personnel.
 - b) Training of personnel in area of Maritime Law Enforcement.
 - c) The current organizational structure is out of date review to establish a permanent operational structure for the Directorate and Provincial Units throughout PNG.

Focus Area for 2024

1. Complete all the outstanding projects and activities from the 2023
2. Develop 3-5 Year Strategic Plan for Water Police Directorate
3. **Training and Capacity Building**
 - a) Review and restructure Water Police Directorate and develop a position paper for consideration by the Police Executive Committee.
 - b) Recruitment of additional qualified Marine Engineers, Marine Electricians and Master 5 Boat Captains.
4. **Enhance Logistics**
 - a) Logistical support and capabilities need assessments.
 - b) Grow the engineering function of the directorate to ensure operability of assets.
5. Strengthen new and existing strategic partnership.

MUSIC DIRECTORATE

Overview

The Music Directorate is located at Kila Police Barracks, NCD. The directorate is headed by an officer at the rank of Inspector (INSP). The Directorate is responsible performing musicals at police ceremonies. Members of the directorate are also engaged regular policing duties throughout the country.

Profile

Activity Area	Music Directorate
Director	Insp. Lucas Nege
Police strength	92
Number of institutional houses (Units)	70
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 3, 264, 299.00
PE	K 3, 227, 500.00
GS	K 36, 799.00
Total Expenditure	K 2, 247, 271.81
PE	K 2, 210, 474.20
GS	K 36, 797.61

Achievements

1. **Governance and Professionalism**
 - a) Submission of monthly report monthly.
 - b) Promotions of 12 x band members.
2. **Logistical Support**
 - a) Purchase of new number 1 uniforms and sandals for national dress uniforms.
3. **Capacity Development**
 - a) Conduct in-house training of financial literacy, Workplace harassment, and customer service.
4. **Strategic Partnership**
 - a) Donation of one brand new police accommodation by Dataco PNG.
 - b) Dataco PNG building new infrastructures in the Kila Barracks.
5. **Core Business**
 - a) Attend to all major events and visits by Presidents, Prime Ministers, and other VIPs.

Challenges

1. **Governance and Accountability**
 - a) Insufficient funding to conduct awareness and other activities.
2. **Logistical Support**
 - a) Old instruments needing replacement and new parts.
 - b) Vehicles are old and require continuous service.
3. **Human Resource and Capacity Building**
 - a) Aging skilled and experienced Bandsman

Focus Areas for 2024

1. Governance and Accountability
 - a) Improve more in discipline.
2. Logistical Support
 - a) Procure new fleet to transport band and instruments.
 - b) Procurement of new instruments.

TRAFFIC DIVISION

Overview

The Traffic Divisional is based at the Police Headquarters. The Division is headed by an officer at the rank of Assistant Commissioner of Police (ACP). The division's policing activities are administered through its directorates within the Constabulary and units throughout the country.

Profile

Activity Area:	Traffic Operations
Activity Manager	a/ACP. Philip Welia
Directorates	Traffic, Highway Patrol and Road Safety
Total Police strength	10 (PHQ)
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 173, 491.00
PE	K 973, 100.00
GS	K 200, 391.00
Total Expenditure	K 757, 695.37
PE	K 557, 305.96
GS	K 200, 389.41

Achievements

1. Community Policing
 - a) Road safety awareness on NBC talkback show on a prime time.
2. Infrastructure Development
 - a) Identified and secured land for proposed Highway Patrol Base.
3. Governance and Accountability
4. Traffic officers visited East New Britain and successfully collected traffic data.
5. Developed Course Materials for Traffic Officers Training.
6. Established partnerships with Road Traffic Authority.

Challenges

1. **Human resource and Capacity**
 - a) Lack of manpower to fully conduct data collection from most provinces.
 - b) A training on smart technology was not conducted due to lack of funding.
2. **Governance**
 - a) Untimely reporting by traffic.
 - b) Not enough support is given to traffic division to effectively carry out its functions and responsibilities.
3. **Logistics support and capabilities**
 - a) Current fleet are old and few not road worthy.
4. **Strategic partnership arrangements**
 - a) Inadequate funding discouraged partnership engagements with landowners and partners to establish highway patrol bases.
 - b) Lack of collaboration efforts with partners and stakeholders.

Focus Areas for 2024

1. **Human Resource and Capacity building**
 - a) Training will be conducted for all our NCD Traffic Officers in Bomana on Traffic Policing and traffic management including investigation and public safety initiatives.
 - b) Computer Training Courses will be conducted this year 2024.
 - c) Other Traffic Officers training will be conducted in main regional centres through the country.
2. **Strengthen Strategic partnership arrangements**
 - a) Effectively engage with Road Traffic Authority, Transport Department and relevant stakeholders to improve traffic policing services throughout the country.
3. **Strengthen Governance and Accountability**
 - b) Ensure that directorate are working together and providing effective traffic services.
 - c) Effective quarterly meetings to assess the performance of the planned activities.
 - d) Arrangements for increase in funding to deliver effective and safe traffic services.
 - e) Ensure effective reporting system is put in place and all reports are submitted on time.

KRA 2: DETECTION, INVESTIGATIONS & 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

Overview

The Crimes Division is based at the Police Headquarters. The Division is headed by an officer at the rank of Assistant Commissioner of Police (ACP). The ACP reports to the Deputy Commissioner of Police (DCP) Chief of Specialist Operations. The division's policing activities are administered through its directorates within the Constabulary and units throughout the country.

Profile

Activity Area	Crimes Division
Activity Manager	ACP. Hodges Ette
Directorates	CID, Prosecutions, NFAC, Police Intelligence.
Total Police strength	420 (Est. PHQ)

Achievements

1. Strengthening Governance & Accountability
 - a) Reintroduction of the office of Regional OIC CID.

Challenges

1. No funds allocated for Special Investigation task force to investigate major cases.
2. Outcomes of these major cases are not monitored to substantiate their results.

Focus Areas for 2024

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

PROSECUTIONS DIRECTORATE

Overview

The Prosecutions Directorate is located at the Police Headquarter. It is headed by an officer with the rank of Chief Inspector (CIP). The directorate is responsibility is to coordinate training and provide administrative support in reporting and sharing prosecutions data. The Directorate implements its policing activities through its prosecution units throughout the country.

Profile

Activity Area	Prosecutions Directorate
Activity Manager	CIP Pare Kuiap
Total Police strength	5
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 504, 213.00
PE	K 192, 800.00
GS	K 311, 413.00
Total Expenditure	K 484, 718.00
PE	K 173, 306.64
GS	K 311, 411.36

Achievements

1. Governance and Accountability
 - a) Comply with reporting requirements providing prosecutions reports to management.
 - b) Developed a draft policy (on Warrants Management and Execution) submitted ACP Crimes.
 - c) Conducted audit on prosecution sections throughout the Highlands Police Commands.
 - d) Conducted Prosecutions Review Committee Workshops in Madang, Milne Bay, East New Britain, East Sepik, and seven (7) provinces in the Highlands Western and Eastern end commands.
 - e) Conducted audit inspections to Border Command (Wewak and Maprik in East Sepik Province, and Vanimo in West Sepik province).
2. Logistical Support
 - a) Providing logistical support for prosecutors to attend court cases.
3. Successfully conducted prosecution training for thirty-eight (38) prosecutors under PNG-APP.

Challenges

1. Governance and Accountability
 - a) Inadequate funding delayed implementation of planned activities, especially conducting complete audit into all prosecution units.

- b) Prosecutions database management system yet to be setup.

Focus areas for 2024

1. Strategic Partnerships
 - a) Address funding constraints through partnerships.
 - b) Develop Prosecutions Database with assistance from partners.

Proportion of Cases by Regional Commands in 2023

RPNGC Prosecution Cases Recorded for the year 2023 by Divisional Commands								
Regions	2023 Cases	2022 Adjournd Cases	Committed	Grade 5	Conviction	Lost	Sinedie	Cases Adjournd to 2024
NCD/Central	1,547	1,547	132	17	196	1,115	939	5,969
Northern	3,996	3,996	495	22	1,975	3,036	4	6,647
Southern	352	352	84	8	241	432	2	1,486
H/lands East	1,927	1,927	101	45	882	1,320	42	2,065
H/lands West	337	337	23	1	144	305	0	903
NGI	1,446	1,446	115	11	616	935	55	2,776
Border	1,033	1,033	94	4	518	779	0	1,259
AROB	237	237	10	0	184	235	0	105
TOTAL	10,875	10,875	1,054	108	4,756	8,157	1,042	21,210

The national prosecutions statistics by region shows the highest number of fresh cases recorded in 2023. The Northern Command, recorded 3996 fresh cases, followed by NCD/Centra Command with 1,547 fresh cases. While AROB report 237 fresh cases which is the lowest compared with other commands.

There are more adjoured cases recorded from 2022 compared to fresh cases reported in 2023. This is due to the fact that 2022 adjoured cases also included cases that were adjoured from the previous year of 2021. The command that recorded the highest number of cases adjoured from 2022 was Northern Command with 6,434, followed by NCD/Central with 5,850, NGI with 2,489, compared to AROB which recorded the least number of cases adjoured to 2023.

The command that had the highest number of committal cases recored was Nothern Command with 495, followed by NCD/Central with 132, NGI with 115 compared to AROB with 10 committal cases which is the least number of cases.

The command that recorded the highest number of Grade 5 cases was Highlands Eastern End command with 45 cases, followed by Northern command with 22, NCD with 17, while AROB has no cases recorded compared to all commands.

The command that had recorded the highest number of convictions was Northern command with 1975, followed by Highlands Eastern End command with 882, NGI with 616 cases, while the lowest number of convictions was recorded by AROB.

The Command that recorded the highest number of cases lost was Northern with 3,036 followed by Highlands Eastern End with 1320, NCD/Central with 1115, NGI with 935 while AROB reported the least.

The Prosecutions cases also recorded Sine die cases. Sine die cases are cases that adjourned for an indefinite date or period. The command that recorded the highest number of sine die cases is NCD/Central with 939 cases, followed by NGI with 55, Highlands Eastern End with 42, while Highlands Western End, Border and AROB have nil records of sine die cases.

The command that recorded the highest number of cases adjourned to 2024 was Northern with 6647, followed by NCD/Central with 5969, NGI with 2776, while AROB records the least number of cases adjourned to 2024.

Total Number of Prosecutions Cases in 2023

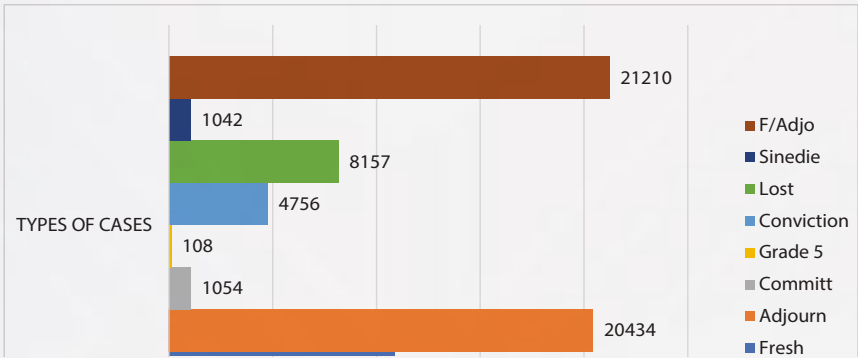


Figure 9. Source: Prosecutions Directorate, Total Number of Prosecution Cases.

63 per cent of all cases have been adjourned, 16 per cent of all cases are new ending the year 2023, 12 per cent of cases have been lost through court decision, 7 per cent of all cases have been successfully prosecuted leaving 1 per cent of all cases pending court decision.

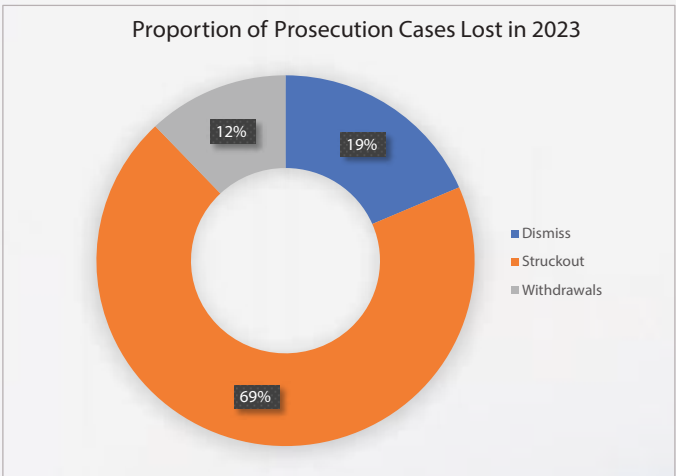


Figure 11. Source: Prosecutions Directorate, Proportion of All Prosecution Cases Lost in 2023.

From a total of 12 per cent of all lost cases. 69 per cent of cases were struck-out, 19 per cent of cases were dismissed and 12 per cent of cases were withdrawn.

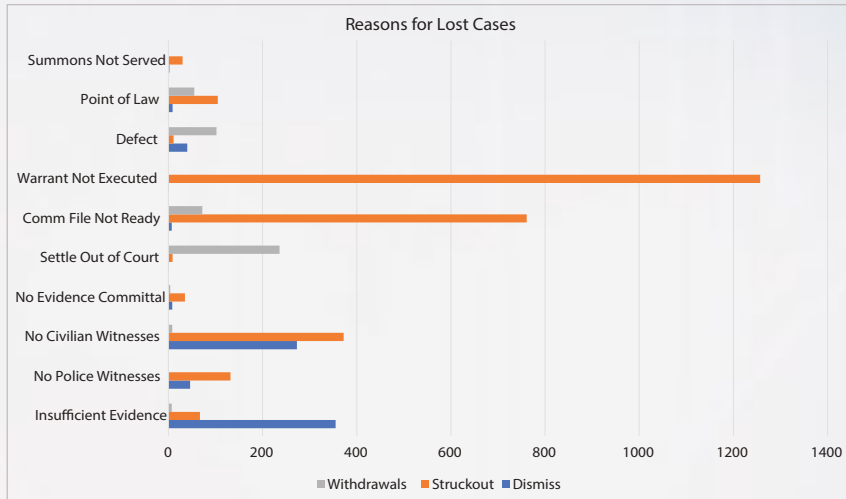


Figure 12. Source: Prosecutions Directorate, Reasons for Prosecution Cases Lost in 2023.

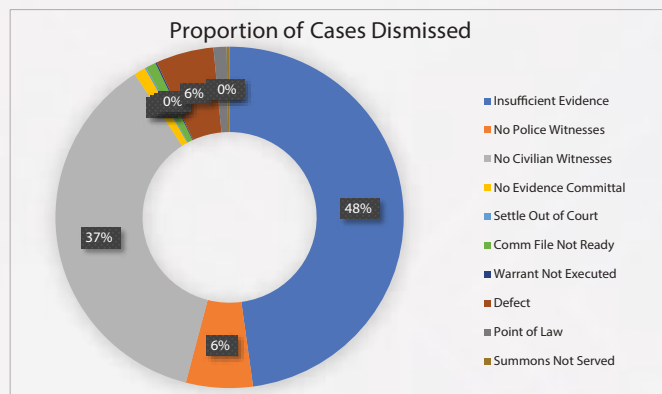


Figure 13. Source: Prosecutions Directorate, Proportion of Cases Dismissed in 2023.

From the total of 19 per cent of cases lost through the courts decision to dismiss, 48 per cent of cases were dismissed due to insufficient evidence, 37 per cent of cases were dismissed due to no civilian witnesses, and 6 per cent of cases were dismissed due to no police witnesses.

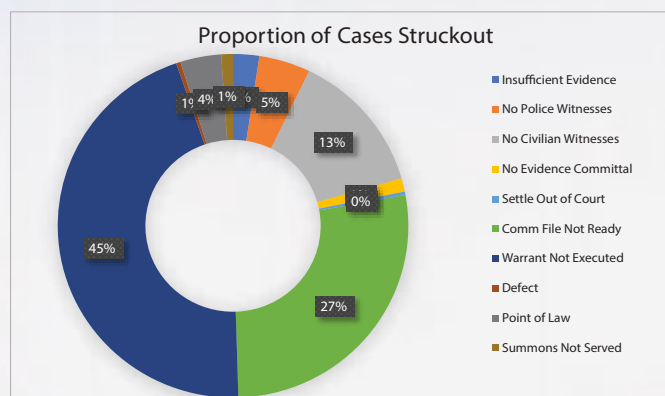


Figure 14. Source: Prosecutions Directorate, Proportion of Struck-out Dismissed in 2023.

From the total of 69 per cent of cases lost through the court's decision to struckout. 45 per cent of cases were struckout due Warrants not Executed, 27 per cent of cases were struckout due to Committal File not Ready, and 13 per cent of cases were struckout due to no civilian witnesses.

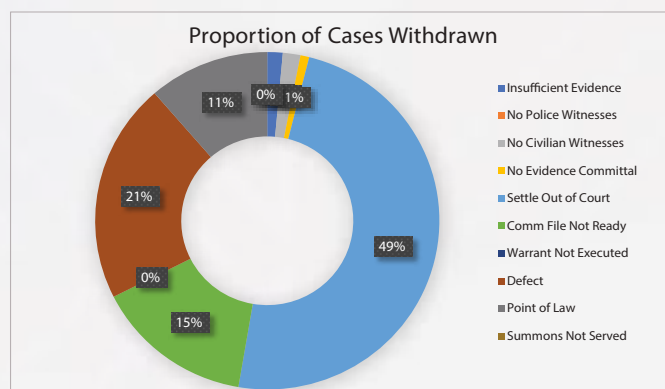


Figure 15. Source: Prosecutions Directorate, Proportion of Cases Withdrawn in 2023.

From the total of 12 per cent of cases lost through the court's decision to withdraw. 49 per cent of cases were withdrawn to be settled outside of court. 21 per cent of cases were withdrawn due to formal defects, and 15 per cent of cases were withdrawn due to Committal court files not being ready to file. A further 11 per cent of cases were withdrawn due to Point of Law, were parties failed to comply with court procedures.

CRIMINAL INVESTIGATIONS DIRECTORATE

Overview

The Criminal Investigation Directorate is located at the Police Headquarter, Konedobu. An officer at the rank of Chief Superintendent (CSP) heads the Directorate. The core function is to investigate serious crimes as prescribed under the Criminal Code Act. The directorate is also responsible coordinating training and logistical support to investigators in the country. Its policing services are delivered through crime investigations units within the commands throughout the country.

Profile

Activity Area	Criminal Investigations Directorate
Activity Manager	CSP. Joel Simatab
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 5, 084, 749.00
PE	K 4, 094, 200.00
GS	K 990, 549.00
Total Expenditure	K 5, 511, 478.95
PE	K 4, 520, 932.14
GS	K 990, 546.81

Achievements

1. **Strengthening Governance & Accountability**
 - a) Reintroduced the office of Regional OIC CID NGI with the appointment of an Inspector to occupy the office in Islands Divisional Command (Ralum) Kokopo office.
 - b) Collaborate with Prosecution directorate to co-found the first ever Prosecution Review Workshop for all PPCs, OIC Prosecutions and OIC CIDs in the Highlands Region.
2. **Crime, Detection and Investigation**
 - a) Special Investigation Team (SIT) made arrest in connection with the K3 Billion United Bank of Switzerland (UBS) Loan when case referred to the Police by the Royal Commission of Enquiry sanctioned by Parliament and is presently handling sensitive criminal investigations.
 - b) External engagement of two (2) Forensic Auditors from the Auditor General Office and Department of Finance through existing MOA/MOU between the RPNCG to assist SIT.

Challenges

1. **Governance and Accountability**
 - a) Lack of funding support from Crimes Divisional Headquarters.
 - b) Lack of coordination within the directorate and the provinces.
 - c) Case Management System not installed.

Focus Areas for 2024

1. **Governance, Accountability and CID**
 - a) Liaise with OIC CIDs in the provinces for work related activities.
 - b) Strengthen partnership with relevant stakeholders.
 - c) Review funding allocation to Division and OIC CID.
 - d) ACP Crimes and Director CID must provide funding support to all provincial CID sections.

NATIONAL FRAUD AND ANTI-CORRUPTION (NFAC)

Overview

The NFAC 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 office headed by an officer with the rank of Senior Inspector (SIP). The FIU is responsible for investigating suspicious monetary transactions (K10, 000.00 or more) and proceeds of crime and money laundering. Its policing services are delivered through four main sections (Initial Action, Fraud and Commercial, Anti-Corruption and Financial Investigation Unit (FIU)).

Profile

Activity Area	National Fraud and Anti-Corruption
Activity Manager	SIP Robert Volo
Sections	4
Total Police strength	42 (Est. PHQ)
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 3, 677, 452.00
PE	K 3, 254, 900.00
GS	K 422, 552.00
Total Expenditure	K 1, 537, 312.06
PE	K 1, 114, 761.86
GS	K 422, 550.20

Achievements

1. Investigations and Prosecutions
 - a) A good number of fraud cases prosecuted.
2. Infrastructure Development and Rehabilitation
 - a) Maintenance of the NFAC Directorate.
3. Human Resource and Capacity Development
 - a) Recruitment of new fraud investigators.
4. Strategic Partnership
 - a) Technical capacity assistance is been provided by partners.

Challenges

1. Governance and Leaders
 - a) Lack of funding and resources to carry out investigations and prosecution of cases.
2. Infrastructure Development and Rehabilitation
 - a) Office building in need of maintenance and refurbishment.
3. Human Resource Capacity Building
 - a) Lack of investigation trainings.
 - b) Incompetent investigators in the directorate.

Focus areas for 2024

1. Governance and Accountability
 - a) Increase visibility and monitoring of fraud cases being reported. The development of a fraud case management system.

NATIONAL FORENSIC SCIENTIFIC SERVICES (NFSS)

Overview

The National Forensic and Scientific Services (NFSS) was established under the Crimes Division to conduct scientific investigation on major criminal cases. Its policing services (photography, fingerprint, ballistics, document examination, and biological crime scene assessments) enhances criminal investigations throughout the country.

Profile

Activity Area	National Forensic Scientific Services
Activity Manager	Detective Insp. Jacob Ivaroa
Number Sections	5
Total strength	15 Est.
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 949, 798.00
PE	K 1, 798, 700.00
GS	K 151, 098.00
Total Expenditure	K 1, 736, 649.65
PE	K 1, 585, 522.68
GS	K 151, 096.97

Achievements

1. Investigations and Prosecutions
 - a) Good number of crime scenes attended throughout the country.
 - b) Improved infrastructure and logistical support.
 - c) Forensic members attended court cases with evidences in other provinces.
 - d) Conducted regional audit and inspection and delivery of forensic equipment.

Challenges

1. Lack of Command and Control in the section.
2. Incomplete biology laboratory building.

Focus areas for 2024

1. Secure adequate funding support to implement planned activities as per AMP.
2. Seek better ways to implement activities and improve effectiveness within the unit.
3. Increase Capacity

- a) Forensic officers attend in-house and overseas training to up-skill crime scene preservation, sampling, and analysing evidence.

NATIONAL CRIME RECORDS OFFICE (NCRO)

Overview

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.

Profile

Activity Area	National Crime Records Office (NCRO)
Activity Manager	SS. P. Abiam
Total Police strength	8
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 5, 084, 749.00
PE	K 4, 094, 200.00
GS	K 990, 549.00
Total Expenditure	K 5, 511, 478.95
PE	K 4, 520, 932.14
GS	K 990, 546.81

Achievements

1. Investigations and Prosecutions
 - a) Established new Police Clearance Management System.
 - b) Introduction of new Police Clearance certificate with security features.
 - c) Increased in revenue collection from police clearance fees.

Challenges

1. Human Recourse and Capacity Building
 - a) Few competent personnels.
2. Infrastructure Development and Supplies
 - a) Office space deteriorating.
 - b) Server for data storage is old and dysfunctional.

Focus areas for 2024

1. Human Resource and Capacity Building
 - a) Directorate to drive recruitment of competent personnels
2. Infrastructure Development
 - a) Build new database to store all criminal records of all persons arrested and charged.

NATIONAL DRUG & ANTI VICE SQUAD (NDAVS)

Overview

The National Drug Task Force office is located at Badili, Port Moresby. Its policing services supports criminal investigation throughout the country by gathering and providing intelligence on trends of illicit drugs and illegal firearm.

Profile

Activity Area	National Drug & Anti Vice Squad
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 142, 849.00
PE	K 77, 566.00
GS	K 208, 132.00
Total Expenditure	K 142, 849.00
PE	K 77, 565.20
GS	K 208, 130.92

Achievements

1. Several drug awareness conducted.
2. Officers sent to Kamusi logging site to gather data.
3. Seizure of cocaine, and arrest of suspects involved in traffic of hard narcotics.
4. Arrest and confiscation of hard drugs (cocaine).

Challenges

1. No funding for Operations / Logistics as required.
2. No members attending trainings.
3. Urgent maintenance of office required.

Focus Areas for 2024

1. CID investigations training must be prioritized.
2. Training Needs Analysis for members for quality assurance.
3. Funds to conduct special operations.

KRA 3: LEADERSHIP, PROFESSIONAL STANDARDS & CORPORATE GOVERNANCE

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

Overview

The RPNG, like other entities, needs a manager, decision-maker, planner, director, and leader who leads with the strength of its members. The year 2023 has been challenging in both leadership and effectively addressing disciplinary issues within the constabulary. Though, much effort has been exerted to earn the trust of the community, much work remains.

This year 2023 has marked a milestone as the inception of the Secretariat to Police Executive Committee (SPEC) has embarked strongly on restoring command and control within the constabulary. The SPEC with the assistance from Administrative Wing of the constabulary established the following to alleviate the aforementioned challenges within the constabulary:

- Governance Framework.
- Monitoring and Evaluation Framework.
- Constabulary Standing Orders Workshop.
- Leadership Performance Assessment and Review.
- Quarterly muster parade.

The Administration Wing of the Royal PNG Constabulary has pivotal functions in the entire organizational operations. The Wing through the Office of the Deputy Commissioner of Police, Chief of Administration provides leadership on all matters relating to the administrative or corporate affairs of the Constabulary. As such, the Office of the Chief of Administration provides strategic advice on the management and strengthening of systems and processes. The Administrative Wing also accommodates research, policy development, and establishing strategic plans.

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
- Corporate Plan
- Research & Development
- Legal Services
- Internal Affairs
- Internal Audits

POLICY AND PLANNING DIVISION

Overview

The policy and Planning Division is located at the Police Headquarters. The Division is headed by an officer at the rank of Assistant Commissioner (ACP). The ACP Policy & Planning reports to the DCP Administration. The division is responsible for researching and developing new policies, revising existing policies, planning, monitoring, evaluating and reporting. The division produces key documents such as systems, processes, frameworks, NEC submissions and the annual management report of the Constabulary. The policing activities involves providing technical assistance to the executive management on implementation key government reforms

Profile

Activity Area	Policy & Planning Division
Activity Manager	a/ACP. Steven Francis
Directorates	Corporate Planning and Research & Development
Total strength	27
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 3, 095, 081.00
PE	K 2, 774, 052.00
GS	K 320, 966.00
Total Expenditure	K 1, 445, 248.38
PE	K 1, 124, 283.86
GS	K 320, 964.53

Achievements

- Constabulary Standing Orders were vetted and await endorsement by Police Executive Committee (PEC).
- New RPNGC Website was launched under the Constabulary's digitalization strategy that was driven by this division.
- RPNGC Performance Management Framework drafted and pending approval by PEC.
- RPNGC Governance Framework drafted and pending approval by PEC.

Challenges

- Much of the task associated with the reform agenda of the Constabulary are being led by the Policy & Planning Division however there are issues that challenge the ability of this division in delivering progress through achieving its 2023 AMPs. These include:
- Redirection of Staff. Most division staff were rediverted to assist the newly created Secretariat to the Police Executive Committee (SPEC) develop plans and strategies to ensure management priorities were established and met. These included creating means for better stakeholder engagements.

- c) Assistance to SPEC also included drafting of Operational Orders and provision of administration and logistical backup to special policing operations related to high profile visits by world leaders and three by election security operations for Parliamentary Open Seats of Lagaip in Enga, Wewak in East Sepik and North Bougainville in AROB.
- d) Organisational Structure. The current organizational structure requires urgent review to establish a directorate that deals with areas of Evaluation and Governance and also increased positions within the 2 existing directorates.

Focus areas for 2024

- 1. Review and restructure for the Division.
- 2. Recruitment of additional qualified staff.
- 3. Fostering better partnerships with stakeholders.
- 4. Institutionalization of RPNGC systems and processes.

SECRETARIAT TO THE POLICE EXECUTIVE COMMITTEE (SPEC)

Internal Affairs Directorate (IAD)

Overview

The Internal Affairs Directorate is responsible for investigating and addressing misconduct or wrongdoing of police personnel within the constabulary and it is headed by a Director. Its purpose is to maintain integrity, and ethical standards among police personnel and ensure that they perform their duties according to the Constabulary Standing Orders and other rules and regulations of the constabulary. The directorate conducts inquiries into complaints, ensures members adhere to the constabulary policies, and strive to maintain public trust and addressing issues within the Constabulary.

Profile

Activity Area	Internal Affairs Directorate
Director	ACP. Alpha Emil
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 361, 572.00
PE	K 1, 035, 500.00
GS	K 326, 072.00
Total Expenditure	K 1, 081, 722.20
PE	K 755, 652.97
GS	K 326, 069.23

Achievements

1. Investigation and prosecution
 - a) Successfully attended and addressed 203 cases. Illustrated in figure 1.
 - b) Effectively adjudicate administrative charges through proper and timely manner.
 - c) Total of six hundred sixty-five (665) matters which have been adjudicated and finalized. Illustrated in figure 2.
2. Professionalism and governance
 - a) Continuous awareness on standard of discipline by training key personnel in each Commands in systems and processes of Discipline in RPNGC.
 - b) Conducted Discipline Training in almost all Commands, NCD, Popondetta in Southern Command, Kokopo and Kimbe in Islands Command, Goroka in Northern Command, Kiunga in Border Command. We will continue in 2024 as stated in our AMP.

Challenges

1. Governance, Leadership and Professionalism
 - a) Increase in Public Complaints and cases reported annually creating backlog of cases.
 - b) No proper case and data management system, hence hindering reporting and providing information when required.
2. Financial constraints
 - a) Insufficient funding to conduct independent investigations and attend prosecuted cases.
 - b) Insufficient funding is hindering Unit to perform.

Focus area for 2024

1. Investigation and prosecution
 - a) Independent investigation activity must be funded in coming years so that cases can be disposed of quickly and appropriate actions can be taken against members implicated to instil discipline in the Constabulary.
 - b) Provide sufficient funding to Internal Investigation Unit to help them perform their duties effectively and enhance discipline within the constabulary.
 - c) IFMS (Digitalization) is important so that proper data's and cases can be recorded and will be reports produced in timely manner.
2. Leadership and governance
 - a) Development of plans to ensure discipline is maintained at all levels of the Constabulary.

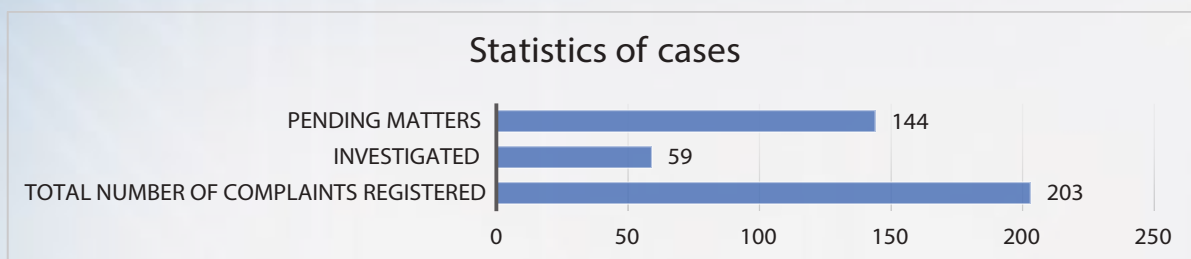


Figure 16 Source: Internal Affairs Directorate, Disciplinary Cases in 2023.

LEGAL SERVICES DIRECTORATE

Overview

The Police Legal Services (PLS) is responsible for the provision of legal services to the Constabulary and it is headed by a Director with the rank of Chief Superintendent (C.Supt). The Police Legal Services reports directly to the Commissioner of Police and as per the command structure of the RPNGC. The Directorate is comprised of the Principal Legal Officer (PLO), the Senior Legal Officer, and Four Divisional Legal Officers representing each of the Divisional Commands in the Country, and the support staff.

Profile

Activity Area	Legal Services Directorate
Director	C/Supt. Francis Aigilo
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 469, 131.00
PE	K 323, 400.00
GS	K 145, 731.00
Total Expenditure	K 398, 869.00
PE	K 253, 139.15
GS	K 145, 730.12

Achievements

1. Core duties
 - a) The legal services were also successful in defending about ten (10) judicial review proceedings filed against the commissioner.
 - b) Our legal officers are also currently involved in major criminal investigations assisting investigators providing legal advice and defending applications filed against these teams.
 - c) We have also successfully defended many proceedings filed by retirees against the decision of the top management to evict them from institutional houses.
2. Strategic partnership
 - a) Collaboration with the Office of the Solicitor General through the provision of instructions and consequently, this has led to successful defence of many

civil claims.

Challenges

1. **Financial constraint**
 - a) Insufficient funding:
 - Very difficult achieving the activities as outlined in the Annual Management Plan to We hope for an increase in our budget allocation to improve our operational capabilities.
 - Divisional Legal Officers also face problems with funding as the Divisional Commands do not capture their activities in the budget.
 - The review of the Police Act 1998.
 - b) Function of the legal service is not given enough attention and support.
2. **Infrastructure development and supplies**
 - a) PHQ and Divisional command legal officers face challenges in efficiently performing their duties due to a lack of mobility.
 - b) Providing legal officers with vehicles would enable them to address civil cases within their respective commands or provinces.
 - c) Lack of a case management system to keep an up to date record of all cases.
3. **Leadership and governance**
 - a) Lack of Assessment in competency of legal officers in the performance of their duties and provide report.
 - b) Lack of training and skills development to enhance the legal officer's knowledge.
4. **Strategic partnerships**
 - a) Lack of collaboration between relevant stakeholders.
 - b) Lack of cooperation by policemen and women named in civil suits:

Focus Areas for 2024

1. **Financial constraints**
 - a) Adequate funding to help implement the AMP effectively and other legal activities.
 - b) We also propose that the activities of all our legal officers have their funding captured under the directorate's budget allocation so that funds are managed at this level. The divisional commands have their own activities for which they receive their funds and the activities of our divisional legal officers are not captured and catered for.
2. **Capacity building**
 - a) Conduct awareness concerning increase of legal suits against the RPNGC and the State.
 - b) Conduct training to enhance the skills and knowledge of legal officers.
 - c) Obtain restricted practicing certificates (RPC) and indemnity cover for legal officers.
3. **Leadership and governance**
 - a) Effective Assessment in competency of legal officers in the performance of their duties and provide report.

INTERNAL AUDITS

Overview

The Internal Audit is headed by the Chief Internal Auditor. Their main goal is to ensure accuracy, compliance with accounting standards, and adherence to financial policies and regulations. They also identify potential fraud or errors, provide recommendations for improvement, and support effective financial management, enhancing overall financial accountability within the constabulary.

Profile

Activity Area	Internal Audit
Activity manager	Chief Internal Auditor. Mr. Frank Baloiloi
Number of Staff	4
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 189, 461.00
PE	K 86, 100.00
GS	K 103, 361.00
Total Expenditure	K 102, 593.89
GS	K 102, 593.89

Achievements

1. Core activities
 - a) Conducted audits of three (3) provincial police stations.
 - b) Audit of Natel 2022 Acquittals of Divisional and Provincial Commands as outlined in the AMP.
 - c) Conducted audit of PHQ firearms registry as requested by the Commissioner.
 - d) Conducted two (2) x audit investigations on payroll fraud.

Challenges

1. Capacity building
 - a) Insufficient staffs within the directorate which hinders the planned activities to be implemented effectively and efficiently.
2. Financial constraints
 - a) Funding is also an issue that hampers our plan as it is only enough one or two audits to be conducted per year.
3. Core activities
 - a) No audit was conducted in provincial stations on regular basis and some for few years.
 - b) Audit of IFMS expenditure was not check this will be out sourced to Auditor General's office when they have plan to conduct audit of RPNGC.
 - c) Audit of provinces planned per annual audit plan and AMP are ongoing due to funding issue.

Focus Areas for 2024

1. Capacity building
 - a) Submission made to management to create more positions and build the capacity of internal audit unit.
 - b) The unit need more staff to help the four auditors carry out their work more effectively and deliver the results as outline in the Annual Management Plan.
2. Financial constraints
 - a) To ensuring that our annual plan and the AMP to be archived funding for travel and subsistence item needs to be increased.
 - b) Adequate funding for the effective implementation of planned activities.

MEDIA DIRECTORATE

Overview

The Police Media Unit is a directorate led by an officer with the rank of Chief Superintendent (C/Supt) who reports directly to the Office of the Commissioner. The unit functions as a bridge between the Constabulary and key partners by providing facts and figures on all police activities across the nation to the stakeholders and the public through media platforms.

Profile

Activity Area	Media Directorate
Director	C/Supt. Dominic Kakas
Police strength	5
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 710, 869.00
PE	K 540, 315.00
GS	K 165, 554.00
Total Expenditure	K 420, 680.56
PE	K 250, 126.91
GS	K 170, 553.65

Achievements

1. Infrastructure development and supplies
 - a) Successful renovation and establishment of individual workstations for each staff member.
 - b) RPNGC website successfully developed and launched in April 2023.
2. Capacity building
 - a) Media officers underwent training on operating and controlling drones.
 - b) Six media officers underwent a video production workshop conducted by National Film Institute to enhanced and improved staff performance to produce documentaries and films for RPNGC.

3. **Core activities**
 - a) Successfully organized several press conferences that promoted a good image for the Constabulary through media publicity.
 - b) A total of 70 Commissioner's statements were written.
 - c) The media directorate deliver a substantial number of statements and speeches tailored for each command and directorate.
4. **Strategic partnership**
 - a) Collaborated with the National Film Institute to produce a documentary for police recruitment in 2023 and will continue in 2024.

Challenges

1. **Infrastructure development and supplies**
 - a) Considering a transition from laptops to desktops for media officers, allowing laptops to be kept at home for pending tasks.
 - b) Facing communication challenges when attempting to interact with the Provincial Police Commander and Divisional Commander.
2. **Capacity building**
 - a) Insufficient manpower/staff within the directorate.
3. **Leadership and governance**
 - a) Lack of leadership and direction within the directorate.
4. **Logistical support**
 - a) Directorate lacks a vehicle to help carry out their work effectively.

Focus Areas for 2024

1. **Capacity building**
 - a) Increase manpower by training/recruiting qualified personnel within the directorate, provinces and divisional commands.
 - b) All media staffs to undergo relevant trainings to enhance their knowledge and skills to effectively perform their duties.
2. **Leadership and governance**
 - a) Development of an internal work plan with roles and annual events identified and will be properly implemented.
 - b) Commands and directorates has been divided properly with members allocated to each of them to carry out their duties more effectively and efficiently.
3. **Logistical support**
 - a) To secure a vehicle for the directorate to help implement the activities effectively.

FINANCE AND ADMIN DIVISION / LOGISTICS DIVISION

Overview

The Finance and Admin Division is responsible for facilitating all financial transactions in compliance with the Public Financial Management Act. The division is headed by an Assistant Secretary (FAS), a civilian, and he presents the reports to the Deputy Commissioner Administration.

Profile

Activity Area	Finance & Admin Division
Activity Manager	FAS. Jerry Pais
Number Sections	2
Number of Staff	27
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 388, 835.00
PE	K 949, 316.00
GS	K 439, 519.00
Total Expenditure	K 6, 274, 223.73
PE	K 5, 841, 715.61
GS	K 432, 508.12

Achievements

1. **Governance and Accountability**
 - a) Issuing of eight (8) monthly recurrent CFCs and three (3) Development CFCs.
 - b) 2024 Budget successfully submitted on the 24th August 2023.
 - c) Successfully maintain consistency in accounts payable function.
 - d) 3 QBR for 2023 submitted in a timely manner.
 - e) Attended the midterm review with the Central Agencies in July.
 - f) Assisting the Divisional Commands execute their funding.
 - g) Provide client services including advice to support the efficient procurement of goods and services and Bank Reconciliation.
 - h) Open Trust Account for the SPAP Projects successful.
 - i) Gazette Section 32 limits (elevated to K1m for COP and K0.5m for the 2x DCPs.)
 - j) Procurement successful for K26m for the vehicles.
 - k) Coordinate request for funds for any state of emergency and special operations.
 - l) Salary review for the Unsown members of RPNGC.

Challenge

1. **Capacity building**
 - a) Lack of training and development in the various financial areas.
 - b) Most staffs are on casual employment and are unattached.
2. **Financial constraints**
 - a) Insufficient funding and resources to support the staff and effectively carry

- out duties and deliver outcomes.
- b) Roll out of IFMS to provinces.
- c) Lack of sourcing funds from strategic partners and stakeholders.

Focus Areas for 2024

1. Capacity building
 - a) All staff will undergo skilled assessment and will be upskilled by sending them for further training.
 - b) We anticipate that the unsworn salary review will capture the casuals into positions.
2. Financial
 - a) Improvement in sourcing funding to help the constabulary to implement its key priorities.
 - b) Adequate funding to effectively support the AMP and deliver planned activities.



KRA 4: INFRASTRUCTURE, SUPPLIES AND ICT

Goal: 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 capacity, 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.

Corporate goal four encompasses all the corporate functions of RPNGC, led by the Deputy Commissioner of Administration. The various divisions within the support services area are led by Assistant Commissioner Logistics. These divisions include Logistics, Supplies, Transport, Lands & Buildings, Publications and Information & Communications Technology.

FINANCE & ADMIN DIVISION

Overview

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.

Profile

Activity Manager	A/ACP Logistics Mr. Dukaduka
Directorates	Transport, Publications, Supplies and Lands Buildings
Total Police strength	20

TRANSPORT DIRECTORATE

Overview

This directorate is led by an officer with the rank of Chief Inspector (CIP) 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.

Profile

Activity Manager	Transport Directorate
Director	CIP. Christopher Smith
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 24, 441, 390.00
PE	K 1, 292, 200.00
GS	K 23, 149, 190.00
Total Expenditure	K 23, 906, 666.05
PE	K 766, 673.84
GS	K 23, 139, 992.21

Achievements

1. Logistical Support and Supplies
 - a) Implementation of the SPAP Re-fleeting program.
 - b) Transition of fuel distribution.
 - c) Reimbursement of over K600, 000.00 GST payments in 2023 (bulk purchase) incorrectly deducted. This fund secured fuel supply for the January 2024 SOE.

Challenges

1. Human Resource and Capacity Building
 - a) Staffing – tedious recruitment processes
 - b) Organizational structure of the Transport Directorate
 - c) Lack of proper handovers

Focus Areas for 2024

1. Strategic Partnership
 - a) Establish effective relationship with National Procurement Commission for procurement efficiencies for Fuel, vehicle maintenance and re-fleeting program.

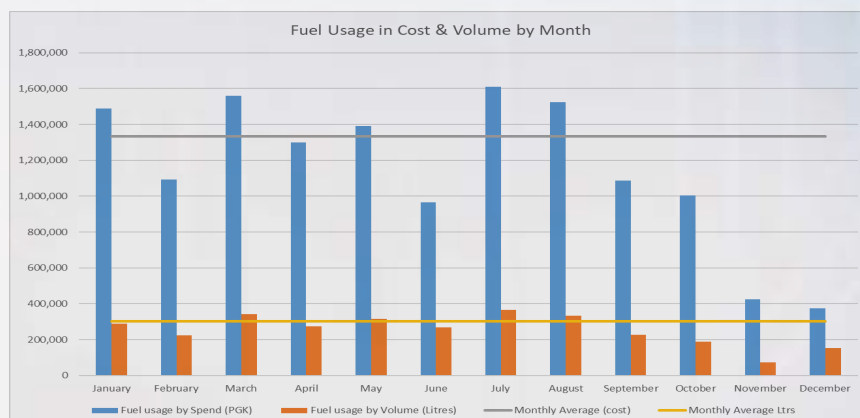


Figure 20. Source: Transport Directorate, Fuel Usage by Month in 2023.

The volumes were largely reduced toward the final quarter of 2023, due to lack of response from the supplier on several operational issues like the RIFD fuel system; timely supply of Fuel to the Provinces and GST issue. Measures were taken to stop supply for RFID issued vehicles. All fuel supply was then referred to Gordons and other RPNGC bulk fuel storage facilities. Ongoing discussion for nationwide fuel distribution saw a trial supply in the months of November and December. The trial was worth a sum of PGK 1,813,738.90 spent to purchase a total volume of 170,000L of fuel. Overall fuel consumption was at total volume of 2,937,944L at an expenditure sum of PGK 14, 126, 921.90.

The Director Transport continues to work alongside suppliers to ensure a sustainable and resilience fuel supply for RPNGC.

Command / Division	Fuel Cost YTD	Fuel Volume YTD
Autonomous Region of Bougainville	648,584	73,000
Border Command	706,541	138,804
Highlands Eastern Command	1,720,327	380,000
Highlands Western End Command	1,912,652	326,000
NCD/Central Command	3,289,489	857,865
NGI Command	1,289,101	305,210
Northern Command	1,364,042	332,600
Southern Command	284,112	61,628
RFID	1,188,335	292,837
Total	12,403,183	2,767,944

Figure 19. Source: Transport Directorate, Fuel Usage by Divisional Command in 2023.

LANDS & BUILDINGS DIRECTORATE

Overview

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 infrastructure throughout the country. The activity manager is responsible to manage and supervise projects and awarding of contracts to contractors.

Profile

Activity Area	Lands & Buildings
Director	Elvis Kolip
Number Sections	4
Number of Staff	6
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 7, 863, 222.00
PE	K 724, 700.00
GS	K 7, 138, 522.00
Total Expenditure	K 7, 468, 450.20
PE	K 335, 142.79
GS	K 7, 133, 307.41

Achievements

1. Infrastructure development
 - a) Fifty (50) minor contracts valuing less than K60, 000 were awarded for maintenance to barracks throughout NCD.
 - b) Fifty (50) emergency minor works valuing less than K20, 000 were awarded for Police Stations in NCD
 - c) Successfully completed Kupiano Police Station Cell block and the Rural Police Station Commander's house in Central Province. Kupiano Police Station was officially opened on 24th December 2023.

Challenges

1. Governance and accountability
 - a) Payments for rental agreements were processed in the first half of the financial year, however, reports were not issued by Budget Officer on expenditure for the first half of the year 2023.
2. Inadequate funding:
 - a) More funding needed to cater for officers' accommodation especially with numerous transfers of commissioned and other senior officers every year.
 - b) The routine maintenance budget for Lands & Building is reasonable yet insufficient compared to the overall maintenance and rehabilitation needs and priorities.
 - c) Relocation of affected personnel due to maintenance works will need to be addressed. Similarly, allocation of rental expenses are insufficient for the number of letting agreements for senior ranked contract officers and pass

- outs [recruits].
- d) More funding needed to maintain Police Stations and various Police offices/properties throughout the Country.

Focus Area for 2024

1. Strengthening Partnership
2. Governance and Accountability
3. Infrastructure Development

SUPPLIES DIRECTORATE

Overview

Force Quartermaster is a section within the Supply Directorate of the Logistics Division. The OIC holds the rank of Superintendent and reports directly to Director Supply. The FQM maintains uniforms & uniform accessories, firearms and ammunition and receives and distributes these items to the rest of the country upon request.

Profile

Activity Area	Supplies Directorate
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 2, 038, 211.00
PE	K 900, 600.00
GS	K 1, 137, 611.00
Total Expenditure	K 1, 472, 637.00
PE	K 335, 026.93
GS	K 1, 137, 610.14

Achievements

1. Improvement in Supplies Delivery
 - a) Tru Spec Field uniforms were supplied to East Sepik Province.
 - b) Uniforms for unsworn members commencing with PAOs and accounts staff at PHQ.
 - c) Ammunitions were purchased in December 2023, awaiting clearance and delivery of ammunitions to FQM in the 1ST quarter of 2024.
 - d) Divisional Quartermaster Inspections were done in Northern Command and Mt Hagen for the Highlands Divisional Quartermaster. This activity was jointly funded by RPNGC and PNG-APP.
 - e) Nationwide Firearms Audit Inspections was conducted, reports are been formalized for Management's attention.
2. Training and Capacity Building
 - a) The PNG-APP and Australian Defence Force (ADF) organized a series of training for the use of force to members of the SSD, Water Police and Sector patrol units (NCD/Central and Lae Metro) and a store-man course for the FQM staff.

Challenges

1. Governance and Accountability
 - a) Funding is one major aspect that is an obstacle in achieving planned activities.
 - b) FQM 2023 AMP prioritised the purchase of Number One uniforms through re-current new firearms purchase by DDAs and local MPs for their respective Police Stations in their respective electorates and Provinces. What is yet to be achieved is a Standard Operating Procedure (SOP) for this process.
 - c) Deteriorating regional Quarter Master stores for Northern and Highlands Division

Focus Areas for 2024

1. Procurement and distribution of Policing equipment and accessories.
2. Updated Inventory Database

PUBLICATIONS DIRECTORATE

Overview

The Publications office is located at Police Head Quarters at Konedobu, while the Material and Production Unit (MPU) is located at the Center of Excellence at Bomana College and reports administratively and directly under the ACP training college. The main objective of the publications directorate is to provide the necessary material to support the Royal Papua New Guinea Constabulary (RPNGC) goal of becoming a community-oriented police service in partnership.

Profile

Activity Area	Publications Directorate
Director	S/SGT Augusta Gawi
Number Sections	2
Number Staff	6
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 195, 089.00
PE	K 334, 300.00
GS	K 860, 789.00
Total Expenditure	K 1, 472, 637.07
PE	K 745, 439.50
GS	K 860, 766.78

Achievements

1. Improving printing assets and equipment:
 - a) Procurement of printing and publications machinery and accessories.
 - b) All machines were serviced with the guillotine machine and the 9-x air condition in both blocks and units.
2. Improved services with accountability:
 - a) Completion of the RPNGC Police Identification (ID) Project nationwide.
 - b) Production and distribution police station booklets and forms for Royal PNG Constabulary countrywide.

Challenges

1. Training and Capacity Building
 - a) Promotion of staff in order to apply authority.
 - b) There is a need to increase manpower in the section considering the number of publications and distribution of material across PNG for policing purposes.
 - c) Training in professional related fields was not taken due to staff shortage.
 - d) Recruitment into vacant positions.
 - e) Lack of Mobility – Vehicle

Focus Areas for 2024

1. Improving the MPU Office
2. Improve the structure of the unit through consultancy with relevant divisions within PHQ and recruit new staff as the office is short staffed.
3. Complete the Police ID card project.

INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT) DIRECTORATE

Overview

The RPNGC ICT Directorate was established to enhance the organization's capability to support its administration and operations functions. The ICT Directorate is responsible to delivering Key Result Area Number Four (4) of the RPNGC Corporate Plan 2021-2030. Its functions are planning, acquisition, installation, maintenance of telecommunication equipment and associated software, continual improvements, and the delivery of new projects to effectively support both administration and operations of RPNGC. The Directorate is headed by an officer with rank of Chief Inspector, who reports to ACP Special Operations Division.

Profile

Activity Area	Information Communication Technology
Director	CIP. John Taru
Number Sections	3
Number of Staff	15
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 2, 127, 362.00

PE	K 1, 439, 200.00
GS	K 688, 162.00
Total Expenditure	K 794, 942.11
PE	K 106, 782.66
GS	K 688, 159.45

Achievements

1. **Infrastructure and technology**
 - a) Conducted Nation-wide ICT Audit (Reporting in progress)
 - b) PHQ Network Infrastructure revamped
 - c) Expansion of NCD Network and Internet
2. **Business Systems and Applications**
 - d) RPNGC Website developed and launched
 - e) Electronic Occurrence Book (expected to be completed in the 1st quarter of 2024)
 - f) Internal Affairs Directorate - Case Management System 80% complete
 - g) Online Police Clearance (expected to be completed in the 1st quarter of 2024)
 - h) Pay-slip Management System developed and expected to be launched in 2024
3. **Governance**
 - a) ICT Rehabilitation Plan developed
 - b) Developed Digital and ICT Road Map
 - c) Project Governance Framework (review in progress)
 - d) Developed ICT Policies (review in progress)
 - e) Digital Transformation Office Established
4. **Partnerships and Collaboration**
 - a) MoU signed between RPNGC and Datec PNG Ltd
 - b) Initiated collaboration with RPNGC and PNG Department of ICT and DataCo
 - c) Digicel PNG Service Agreement signed
 - d) Contract Agreement signed with Paragon
 - e) AFP partnership - refurbishment of Boroko Operations Center

Challenges

1. Funding constraints is one of the major challenge that impeding us from delivering our projects on time.
2. Inadequate logistical supports have caused delays and setbacks in achieving some of the projects and activities in 2023.
3. Lack of specialist personnel and manpower strength has limited the ability to fully achieve the operation's goals.

Focus Area for 2024

1. **Governance and Accountability**
 - a) Review and launch ICT governance documents.

- b) Finalize Nation-wide ICT Audit and provide report to the Police Executive
 - c) Complete and launch all the Business Systems and Applications
2. Human Resource Capacity Building
 3. Continue with expansion of network and internet connectivity
 4. Conduct thorough logistical needs assessments.
 5. Implement training and capacity building initiatives
 6. Conduct recruitment exercise in key specialist positions
 7. Identify specialist training needs for members attached with ICT Directorate.
 8. Strategic Partnerships
 - a) Strengthen partnerships with DICT, PNG DataCo, PNGAPP and the service providers.



KRA 5: HUMAN RESOURCE MANAGEMENT AND TRAINING

Goal: To Develop and Manage a Competent Workforce and Provide Professional Police Service

Overview

Human resources and training represent pivotal priorities for the Royal Papua New Guinea Constabulary (RPNGC). A proficient workforce, equipped with extensive training, is essential for delivering professional policing services to our communities. To actualize this vision, we intend to focus on the following areas:

1. Enhancing human resource capacity, capability, and quality.
2. Elevating professionalism by investing in the training and up skilling of police personnel.

Expanding the RPNGC's strength stands as a vital objective for the current executive leadership. In 2023, the initiation of the recruit and cadet officers training program marked a significant step towards this goal. Additionally, the approval of the Administration Support Wing to strengthen resources and enhance working conditions underscores our commitment to advancing in this area. The two key areas to deliver the outcomes of this goal is the Human Resources Division and the Bomana, national Centre of Excellence.

HUMAN RESOURCE DIVISION

Overview

The Human Resource Division is headed by the Assistant Commissioner of Police (ACP) Human Resource, who reports to the Deputy Commissioner of Police: Chief of Administration. The Human Resource Division Plays an essential role in managing the welfare of the organization's employees through planning of division, controlling of resources, directing and organizing its workforce, recruitment and staffing for the RPNGC. The divisions support members of RPNGC and clients through the Human Resource Management (HRM) and Human Resource Development (HRD) Directorates.

Profile

Activity Area:	Human Resource Division
Activity Manager	a/ACP Samson Siguyaru
Directorates	Human Resource Management and Human Resource Development (HRM & HRD)
Personnel strength	61

HUMAN RESOURCE MANAGEMENT DIRECTORATE

Overview

The Human Resource Management Directorate is responsible for overseeing various aspects of human resource within the Royal Papua New Guinea Constabulary. Its functions typically include recruitment, employee relations, training and development, and benefits administration for the members. The directorate is to ensure the constabulary has a skilled and motivated workforce, adheres to employment and constabulary laws and regulations and foster a positive work environment.

Profile

Activity Area	Human Resource Management Directorate
Activity manager	Chief Inspector Paul Unupite
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 6, 527, 019.00
PE	K 3, 227, 330.00
GS	K 3, 299, 689.00
Total Expenditure	K 6, 175, 926.56
PE	K 2, 881, 269.12
GS	K 3, 294, 657.44

Achievements

1. Recruitment
 - a) Successful recruitment of 500 Regular members and 60 Cadet Officers.
 - b) Sixteen (16) vacancies for ASW were published and eight (8) candidates were successfully recruited.
 - c) An external agent has been successfully shortlisted to carry out the recruitment process.
 - d) DPM have successfully approved:
 - The drafted job description for executive directors positions.
 - To upgrade RPNGC basic positions to PC12 positions and convert them to non- citizen's positions.
2. Welfare
 - a) SCMC have approved the clarified structure.
 - b) Successful uploading of:
 - batch one and two clarified structure is completed.
 - Batch three (3) will be completed in first quarter 2024.
 - c) Outstanding service allowance for 4277 members were paid with remaining allowances to be paid in first quarter 2024.

Challenges

1. Recruitment
 - a) Yet to recruit eight (8) more candidates for the ASW positions.
 - b) The financial costs for:
 - Recruitment program were too high.
 - Recruitment agent is very high.
 - Printing media advertisements is very expensive as well.
2. Welfare
 - a) SCMC approved the clarified structure in 2021, unfortunately it was delayed due to 2022 election.
 - b) Batch three (3) clarified structure has not been uploaded.

Focus Areas for 2024

1. Recruitment

- a) An external agent is essential to maintain the integrity of the process.
- b) Advertising the vacancies on RPNGC's website will help limit the number of external advertisements and reduce costs.
- c) It is quite expensive to recruit regular personnel than reservist which the government strategic plan has stated to increase reservist personnel.
- d) Formulation of a recruitment policy is essential before commencing any future recruitment activity.
- e) RPNGC team to conduct recruitment process to reduce the cost.
- f) DPM to complete IMA calculations and provide them to the RPNGC team for advertisement and contract drafting

2. Strategic partnership arrangements

- a) Establishing strategic partnerships with educational institutions can alleviate the testing workload for the recruitment team.

HUMAN RESOURCES DEVELOPMENT DIRECTORATE

Overview

Human Resource Development Directorate main function is to manage and direct the coordination of all development programs and courses for the serving members of the constabulary. The courses and programs are coordinated based on the training need indicated on the performance appraisal by supervisors. The Directorate typically focuses on enhancing the skills knowledge and capabilities of the Constabulary. Its purpose includes, member's development, training programs and fostering member's growth to align with the constabulary goals. The directorate plays a crucial role in developing and maintaining a skilled, motivated and adaptable workforce.

Profile

Activity Area	Human Resource Development Directorate
Activity Manager	CIP Jackson Ambo
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 1, 482, 791.00
PE	K 806, 900.00
GS	K 673, 891.00
Total Expenditure	K 673, 888.77
GS	K 673, 888.77

Achievements

1. Human Resource and Capacity building

- a) In country Training
 - Coordinated Diploma Program for Senior Management, Advance Diploma Program for Executive and Advance Diploma in Leadership Governance at SILAG.
 - Coordinate Degree Programs in various discipline at DWU.
 - Coordinate Diploma and Legal Training Program at LTI.
 - Coordinate one Certificate program at Port Moresby Technical Collage.
 - ACPs and Directors were put to study Diploma in Executive Diploma in Leadership and Governance.
- b) Overseas Trainings
 - JICA Program [Maritime Law Enforcement] 1 participant
 - JICA Program [Community Policing] 1 participant
 - Interpol [Regional Leap Mentoring program phase 2 in Singapore/Malaysia] 2 participants
 - UNODC – Coordinated training workshop on Fraud & Corruption Investigation Capacity in 3 provinces
 - US base – Homeland Security Investigation [Digital Data First Responder & Data Extraction Training
 - Additional tasks;
 - o coordinated International Women's Day.
 - o HR International Day.
 - o TNA Survey for NFACD.
- c) In-Service Training:
 - Financial Literacy Training (Nambawan Super Limited).
 - Ethics Training for mixture of members from several units.
 - Customer Service courses for mixture of members from several units.
 - First AID Training for SSD members.
 - Conflict Resolution for SSD and NCD Dog unit members.
 - Workplace Harassment for mixture of members including PHQ HR staff.
 - Sewing for mixture of members from NCD units and PHQ staff.
- d) Performance appraisal awareness conducted in:
 - Western Highlands Province
 - Simbu Province
 - Eastern Highlands Province, and
 - National Centre of Excellence

Challenges

1. Capacity building

- a) Training needs assessments (TNA) not conducted in:
 - Highlands Eastern.
 - Lae Metro.
 - Northern Command.
- b) In services Training Section have not conducted:

- Ethics training for NCD Fox units.
 - Customer Service training for NCD Fox and other members.
 - Financial Literacy Training for Highlands [Eastern End].
 - Financial Literacy Training for Northern.
2. Installation of HRD data management system
 - a) Insufficient funds to install a standalone Database at HRD.
 - b) Inadequate records of development and training activities.
 3. Budget appropriation
 - a) Insufficient and delay of funds being released.
 4. Strategic Partnerships arrangements
 - a) Lack of collaboration and corporation between stakeholders
 5. Logistics support
 - a) Limited vehicle in the directorate to support mobility.

Focus Areas for 2024

1. Capacity building
 - a) Facilitate more staff development programs.
 - b) Conduct Performance Reviews.
2. Finance
 - a) Timely allocation of recurrent funding.
3. Strategic partnership arrangements.
4. Logistics support
 - a) Coordinate with transport for Logistical Support
 - b) Establish data management system.

RPNGC Workforce Statistics.

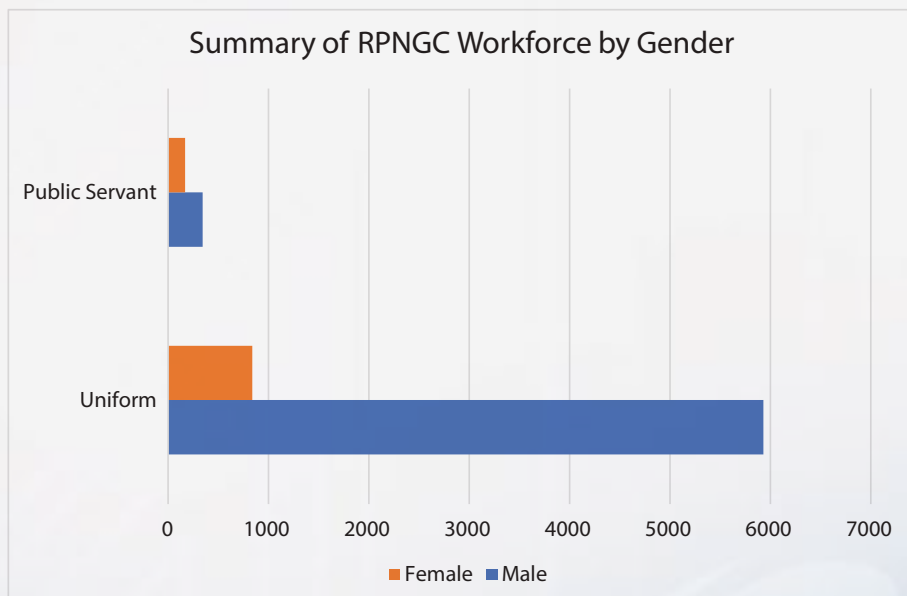


Figure 23. Source:
HR Division, Workforce
by Gender in 2023

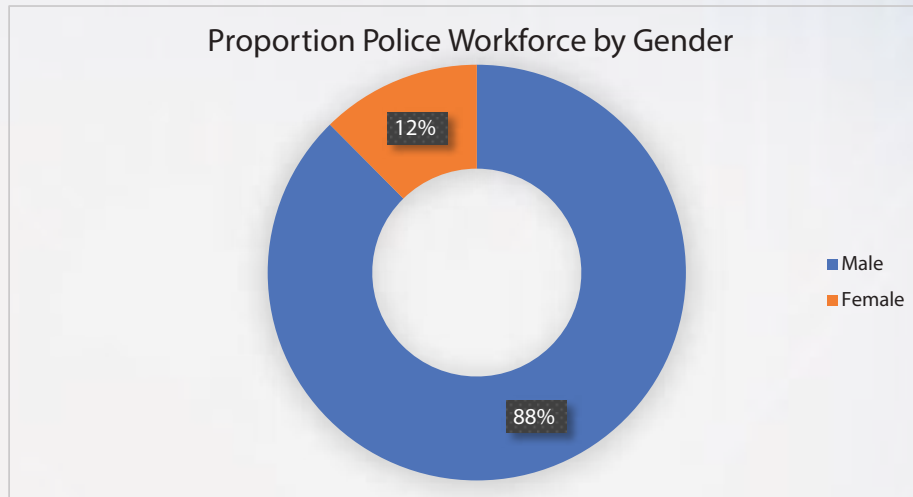


Figure 24. Source: HR Division, Proportion of Workforce by Gender in 2023.

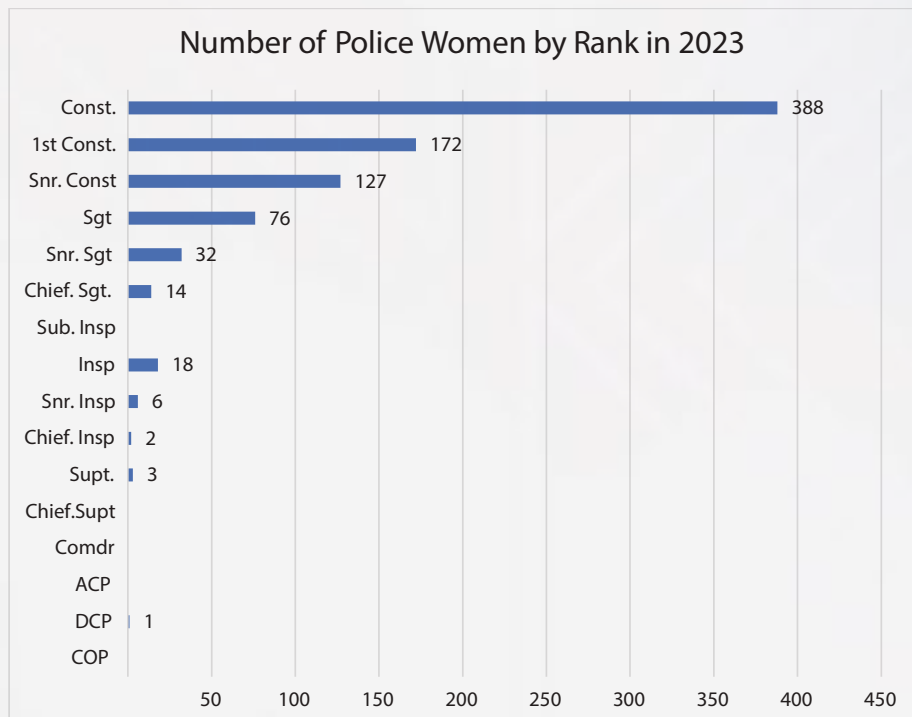


Figure 25. Source: HR Division, Number of Policewomen in 2023.

NATIONAL CENTRE OF EXCELLENCE

Overview

The National Centre of Excellence (NCE) Bomana is headed by with a rank of Assistant Commissioner of Police (ACP). The ACP NCE reports to the DCP Administration. Since the changes to its structure, the NCE is now responsible for all training within the RPNGC and that also includes the training functions previously managed by the Human Resources Development and Training Directorate.

Profile

Activity Area	National Centre of Excellence
Activity Manager	ACP John Kolopen
Directorates	5
Police strength:	710
Number of Institutional Houses	167
Number of Classrooms	8
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2023	
Budget Appropriation	K 13, 964, 414.00
PE	K 7, 908, 400.00
GS	K 6, 056, 014.00
Total Expenditure	K 63, 692, 927.55
PE	K 57, 614, 814.73
GS	K 6, 078, 112.82

Achievements

1. Infrastructure, Supplies and ICT.
 - a) Construction of double storey classroom.
 - b) Furniture and tables purchase.
 - c) Sealing of road.
 - d) Installation of solar streetlights.
 - e) Establishing NCE Website online
 - f) Engaging ICT into NCE's programs for smooth workflow.
2. Training and Capacity building
 - a) Curriculum review completed and endorsed by PEC.
 - b) 218 recruits and 63 cadets in training (commence September/October 2023)
 - c) 86 staff MIT trained, 36 TOT Trained, 76 trained on leadership, 50 trained on prosecution, 185 trained on PIIP, 40 Trained on investigation, 75 trained on command, control and coordination, 76 trained on driving skills, 20 trained on human rights, and 35 trained on SARV.
3. Leadership, Professional Standards and Corporate Governance
 - a) Review of College Standing Orders completed and signed off.
 - b) Training Policy (85% achieved, work still in progress to complete).
 - c) Monthly returns completed and submitted.

- d) Quarterly reports completed and submitted.
- e) Half yearly report completed and submitted.
- f) Annual report works in progress (to be furnished by end of January 2024).

Challenges

- 1. Inadequate Funding.
- 2. Inadequate training staff.
- 3. Rundown Staff Houses.
- 4. Inadequate training equipment and facilities.
- 5. Replacement of fleets.

Focus Areas for 2024

- 1. Going forward, NCoE is committed to upholding the highest standards of training, research, and development in its pursuit of excellence by:
 - a. Delivery of successful regular recruits and officer cadet training and in-service training.
 - b. Put out advertisement (internally and externally) for interested applications (both sworn and unsworn).
 - c. Submission through SPAP for additional funding to support routine maintenance.
 - d. The management further anticipate implementing a proactive approach to continuously review and adapt training programs to stay abreast of industry trends and emergent skills requirements.
 - e. Establish a robust research and development framework to monitor and integrate industry standards and technological advancements into training curricula, ensuring relevance and alignment with evolving needs.



KRA 6: PARTNERSHIPS AND GOVERNMENT REFORMS

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

STRATEGIC PARTNERS

Overview

1. **RPNGC Kina to Kina Policy**
The RPNGC Kina to Kina initiative has allowed for Government Agencies, Project Developers, Provincial and District Development agencies to partner with RPNGC to fund various initiatives. The policy has allowed Provincial and District Administrations to co-fund the procurement of policing vehicles, build police stations and houses.
2. **Papua New Guinea – Australia Policing Partnership (PNG-APP)**
The PNG-APP initiative has significantly contributed to developmental partnership programs between the RPNGC and Australian Federal Police (AFP). In 2023 partnership allowed for support and improvements in training and capacity-building. A good number of personnel in the regional commands have undergone training and development funded by the AFP. There are ongoing support in key areas such as operations, training and corporate services.
3. **Papua New Guinea – European Union Partnership for Good Governance (P4GG)**
The P4GG has been a recent development partnership programme between PNG Law and Justice Sector (LJS) agencies (DJAG, RPNGC & PNGCS) and the European Union. The program has just commenced implementation in RPNGC on strengthening governance in terms implementation the Constabulary Standing Orders Roll-out programme, review and update of the Police Act, improving community policing and relevant areas.

Challenges

1. Alignment of Priorities with partners.
2. Procurement Standards delaying implementation of programmes.

Focus Areas for 2024

1. Formation and establishment of a Governance and Reform Directorate to coordinate and facilitate all partnership engagements and initiatives.

GOVERNMENT REFORMS

SPECIAL POLICE ASSISTANCE PROGRAM (SPAP)

Overview

In 2022, the RPNGC initiated the Police Reform and Enhancement Program (PREP). The overall objective is to increase the police workforce, enhance policing capabilities and improve the quality of the policing services delivered throughout PNG. All initiatives under the PREP target the Discipline Dividend (refers to the savings obtained through a better trained and professional Police Force). Over a four-year period, reforms and enhancements will be scheduled to bring about progress through the following thematic areas:

1. Recruitment.

2. Governance and Systems.
3. Recruitment and Training.
4. Infrastructure and equipment.
5. ICT and GEDSI are cross-cutting.

Captured within these are the lessons learned from the NGE 2022. Thus, the PREP will prepare the RPNGC to provide an appropriate security environment for the NGE 2027.

To implement the PREP, the Special Police Assistance Program (SPAP) was introduced in 2023 and will be implemented over a four-year period to ensure the effective and efficient delivery of the Police Reform and Enhancement Program (PREP). In 2023, the Initial Appropriation for the SPAP funding was K150 million. K60 million was transferred under Operations for outstanding Service Allowance payment for the Uniform Personnel, leaving K90 million as the Revised Budget for SPAP.

The table below shows the Actual Warrants issued and the expenditure of funds on reform and enhancement activities in 2023.

2023 SPAP TOTAL EXPENDITURE BREAK UP	
Original Budget Appropriation	K150,000,000.00
Transfer (Payment for Outstanding service allowances.)	K60,000,000.00
Revised Budget	K90,000,000.00
Actual Issued Warrant	K65,000,000.00
Reform and Enhancement Activity	Amount Paid
Police ICT Rehabilitation and Digitalization	K6,182,506.00
Police Re-fleet	K26,000,000.00
Recruitment and Training (NCE) Bomana	K2,498,088.07
Police Infrastructure	K30,299,504.52
Total Expenditure	K124,980,098.59

Achievements

1. ICT Rehabilitation and Digitalization
 - a) Conducted Nation-wide ICT Audit
 - b) RPNGC Website developed and launched
 - c) Developed Digital and ICT Road Map
 - d) Digital Transformation Office Established
2. Re-fleet
 - a) The purchase of 130 Toyota Land Cruisers including 23 five door Land Cruisers and 107 ten-seater Land Cruisers.
3. Recruitment and Training (National Centre of Excellence) Bomana:
 - a) Completion of the newly built Administration Building
4. Infrastructure Development

- a) Successful completion of the rehabilitation of Bereina Police Station Commander's House and six (6) Houses for police personnel at Bereina Station. Water tanks and solar lights were also included during the completion of the project. Second phase of the project which is the building of 5 x Duplexes for police personnel has started and is scheduled to be completed in October, 2024.
- b) One out of 5 duplexes to be built to accommodate 10 police personnel and their families at the Sogeri Police Station has been completed and the second one is almost completed. The rest of the project is scheduled to be completed in September, 2024.
- c) Rehabilitation of 1 x Dog Unit Director's House and Perimeter Palisade Fencing completed.
- d) Rehabilitation and reconstruction of Police Houses in Bumbu Police Barracks has commenced, completion scheduled for September, 2024.
- e) Rehabilitation and reconstruction of 6 x Duplexes in Tent City Mobile Barracks has commenced and is scheduled for completion in August, 2024.
- f) Rehabilitation of Police Houses in Bulolo, Morobe Province has also commenced and is scheduled for completion in August, 2024.

Challenges

1. **Governance and accountability**
 - a) Funding appropriated for infrastructure projects are used for other important or urgent matters which delays the completion of projects.
 - b) Lack of proper monitoring and evaluation of infrastructure projects.
 - c) Delay in the availability of funds, also delays the completion of projects.

Focus Area for 2024

1. Ensure re-fleeting is done according to the plan and schedule in place.
2. Socialization of governance systems and processes.
3. Improved monitoring and evaluation of infrastructure projects.

SIGNIFICANT EVENTS IN 2023

1. **Forum for India Pacific Island Countries (FIPIC) Summit**
In 2023 PNG hosted many international diplomats and delegations. One of the main events was the Forum for India and Pacific Island Countries Summit. The operations was well coordinated, all delegates that visited arrived safely and returned home without any casualties.
2. **National Centre of Excellence**
The RPNGC recommenced its recruitment for regular and cadet officer trainings in 2023. The NCE has undergone significant infrastructure development under the Leadership of RPNGC Executive Management. The staff of the NCE have also worked effortlessly to ensure that the Bomana NCE training infrastructure, manuals and personnel were all updated before training commenced for the first batch of intakes.
3. **Policing Assistance to Solomon Island Royal Police for Pacific Games**
A major achievement for the RPNGC in 2023 was the successful participation in

policing operations during the 17th Pacific Games held in Honiara, Solomon Islands from the 19th November 2023 to 2nd December 2022.

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 challenge in increasing 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 Figures on pages 117 – 119 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. A case management system that tracks court files from arrest to prosecution would help determine the causes of the poor rate of conviction and, more importantly, pinpoint the weaknesses in the system.

One of the reasons why cases are lost is due to members 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.

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 intention to build and strengthen the RPNGC operations and technological capability 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 a central network. Subsequently, data for policy and executive decision-making is not readily available. Furthermore, there is a breakdown in communication between national and provincial police headquarters. For example, some provincial commands 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.

KEY RECOMMENDATIONS

Key priorities in 2024 and going forward will be to:

1. Improve Community Policing and Crime Prevention.
2. Enhance Crime Investigations and Prosecutions
3. Strengthen Governance and Accountability
4. Human Resource Recruitment, Training and Development.
5. Establish and strengthen new and existing Strategic Partnership
6. Enhance Logistics and Supplies



ANNEXURE A. CRIME STATISTICS

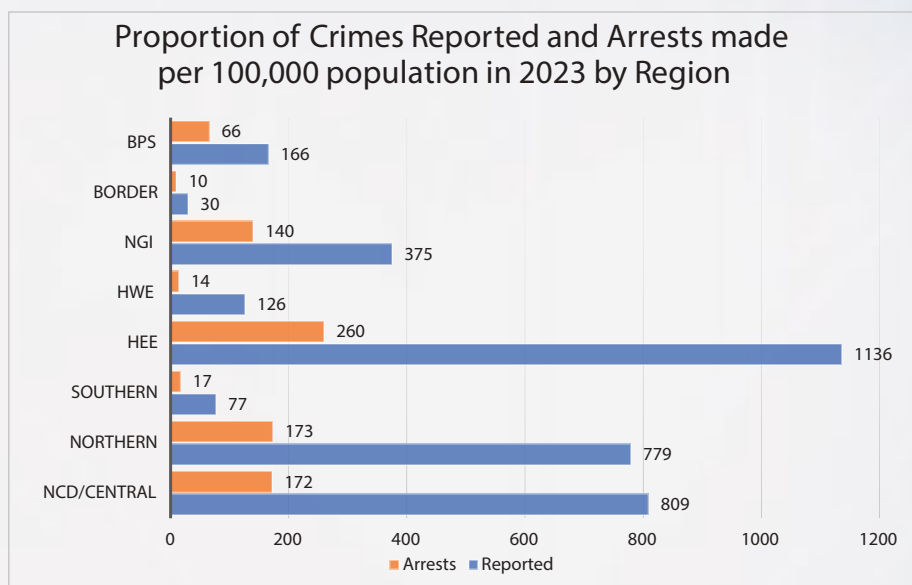


Figure 26. Source: Crimes Directorate, Proportion of Crimes Reported per 100,000 Population.

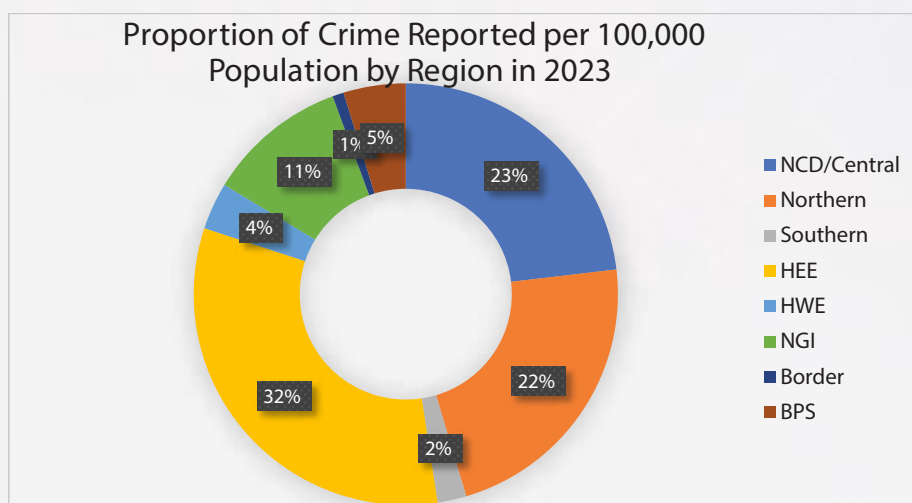


Figure 27. Source: Crimes Directorate, Proportion of Crimes Reported per 100,000 Population.

For all crimes reported in the year 2023; Highlands Eastern End (HEE) has recorded 32 per cent, while NCD/Central recorded 23 per cent and Northern Command recorded a 22 per cent of the proportion of all crimes reported per 100,000 population by region.

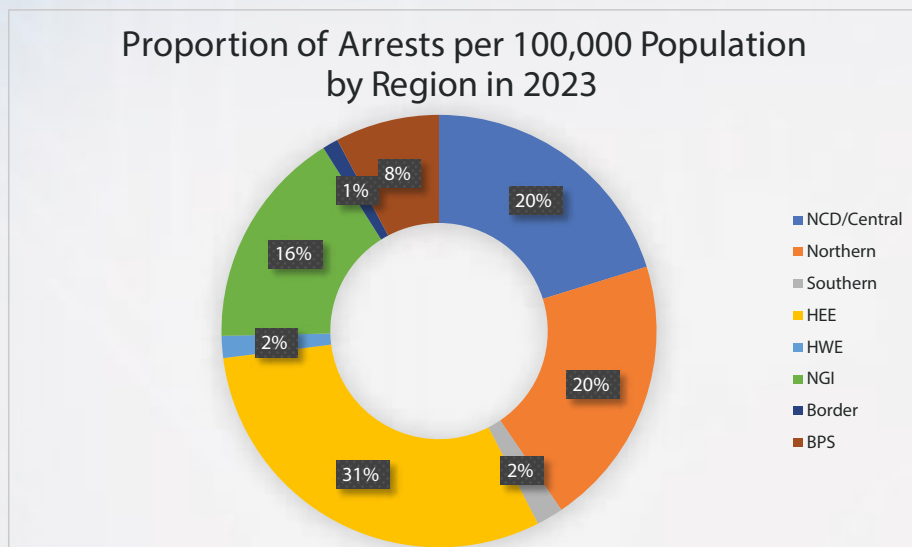


Figure 28. Source: Crimes Directorate, Proportion of Crimes Reported per 100,000 Population

For all arrests made in the year 2023; Highlands Eastern End (HEE) has recorded 31 per cent, while NCD/Central and Northern Command recorded 20 per cent respectively. Compared to New Guinea Islands (NGI) Command which has recorded 16 per cent of all arrests made per 100,000 population by region in the year 2023.

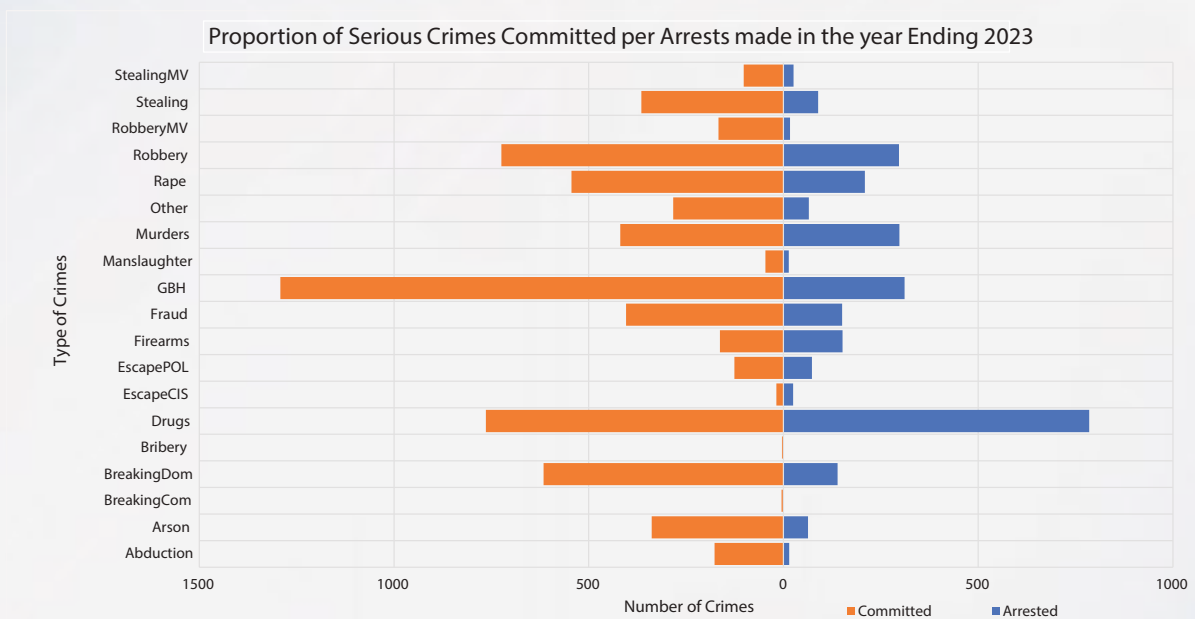


Figure 30. Source: Crimes Directorate, Proportion of Crimes Reported and Arrests made in 2023

ANNEXURE B. FINANCIAL SUMMARY FOR YEAR 2023

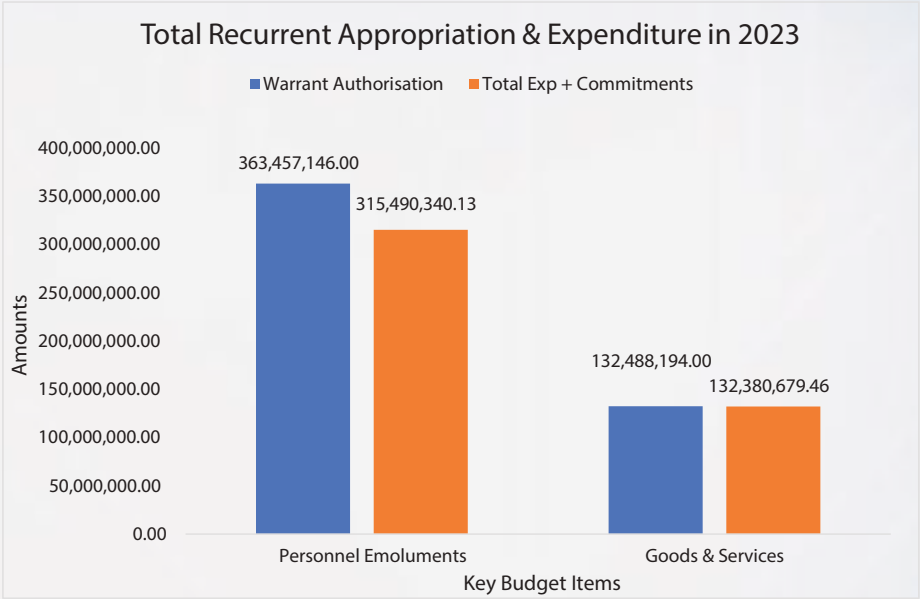


Figure 31. Source: Finance Directorate, Total Recurrent Appropriation & Expenditure in 2023.

Although warrants were authorized for more than K363.4 million worth of PE. Less than K315.4 million worth of personnel emoluments was paid to RPNGC personnel. Compared to the warrants for goods and services, a total of K132.4 million of warrants were authorized. From the authorized warrants for goods and services, a sum of K132.3 million was the total expenditure for goods and services in 2023.

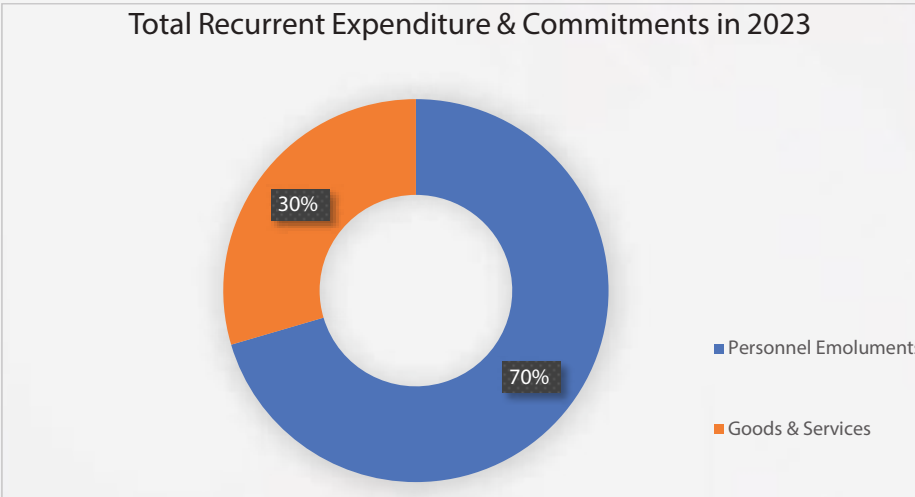


Figure 32. Source: Finance Directorate, Total Recurrent Expenditure & Commitments in 2023.

As depicted above, 70 per cent of the recurrent expenditure was PE. While 30 per cent of expenditures were goods and services.

Summary Expenditures for Personnel Emoluments (PE)

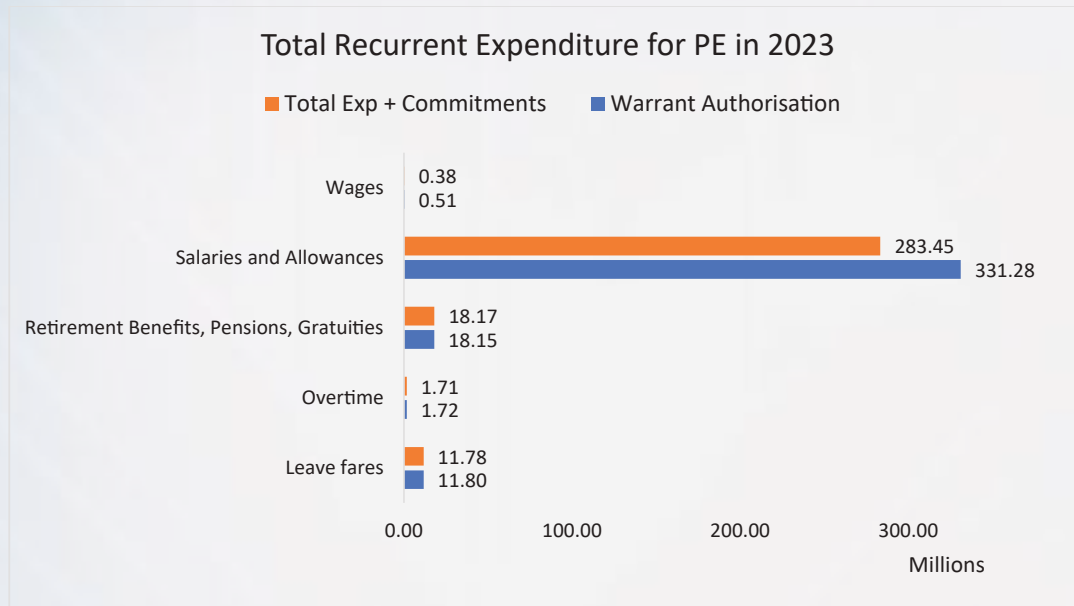


Figure 33. Source: Finance Directorate, Total Recurrent Expenditure for PE in 2023

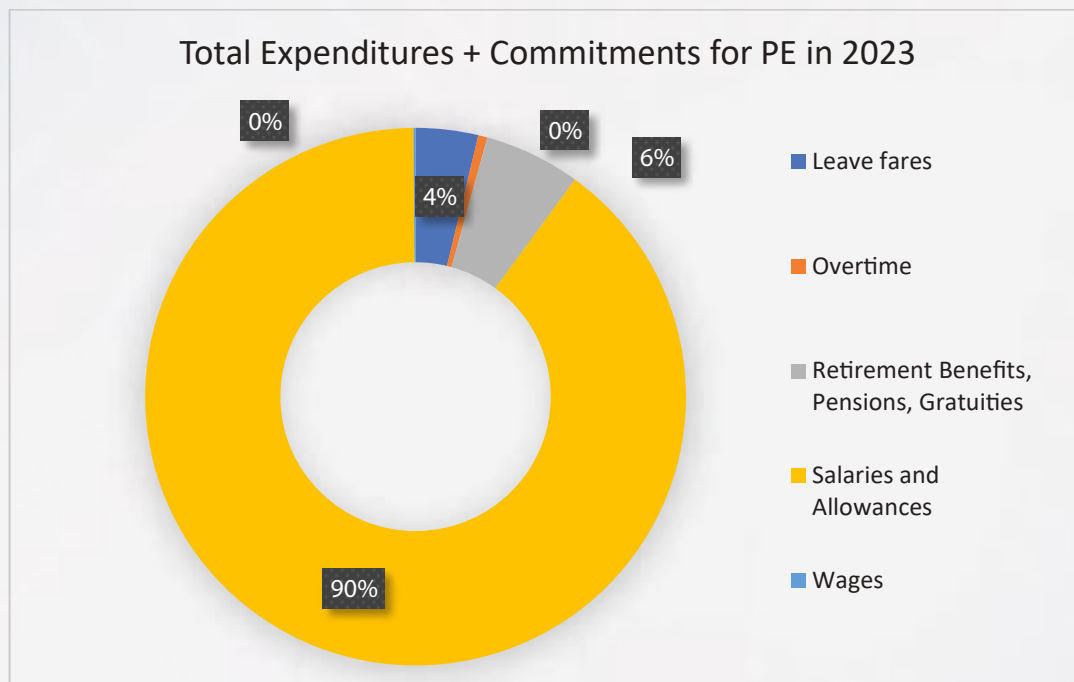


Figure 34. Source: Finance Directorate, Proportion of Total Recurrent Expenditure for PE in 2023.

Although warrants were authorized for more than K363.4 million worth of PE. Less than K315.4 million worth of personnel emoluments was paid to RPNGC personnel. Compared to the warrants for goods and services, a total of K132.4 million of warrants were authorized. From the authorized warrants for goods and services, a sum of K132.3 million was the total expenditure for goods and services in 2023.

Summary Expenditure for Goods and Services (G&S)

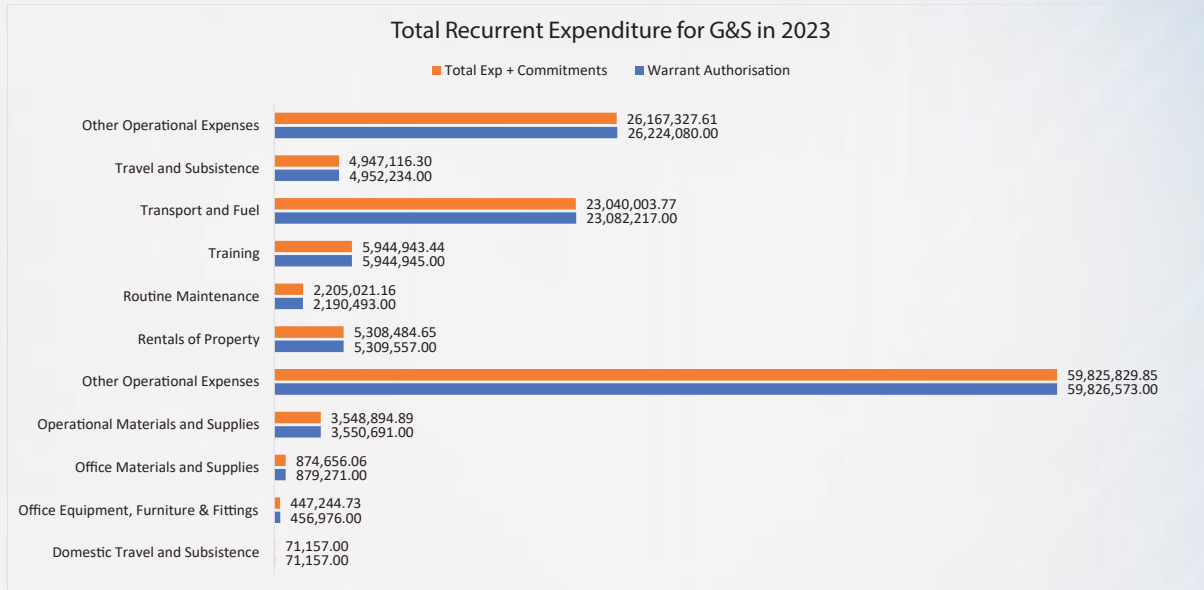


Figure 35. Source: Finance Directorate, Total Recurrent Expenditure for G&S PE in 2023.

An additional sum of K26.224 was warranted and authorized for other operational expenses for FIPIC and the creation of the creation of the FIPIC. This also included an internal transfer of K20m from the SPAP Budget and other internal transfers.



Figure 36. Source: Finance Directorate, Expenditure + Commitments for G&S in 2023

Expenditure Budget Summary for PE and G&S for years 2019 – 2023

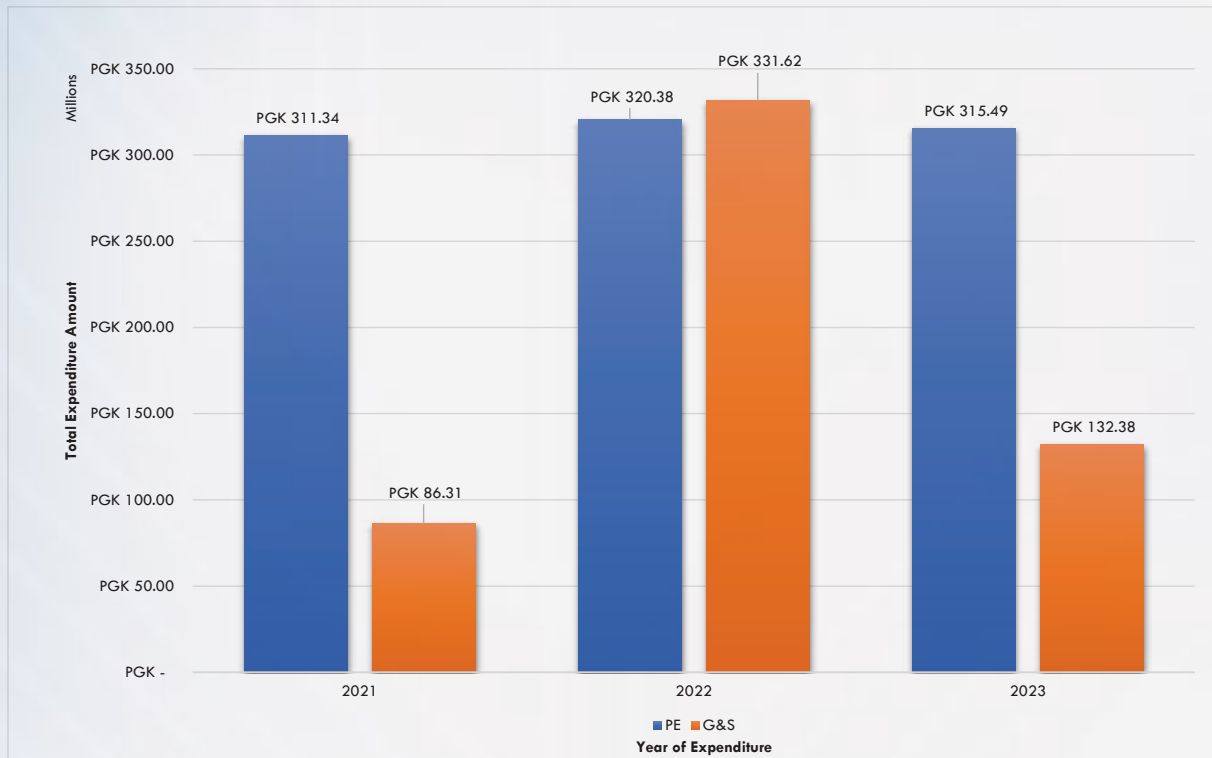


Figure 35. Source: Finance Directorate, Total Recurrent Expenditure for G&S PE in 2023.

Expenditure for PE per year from 2019 – 2022

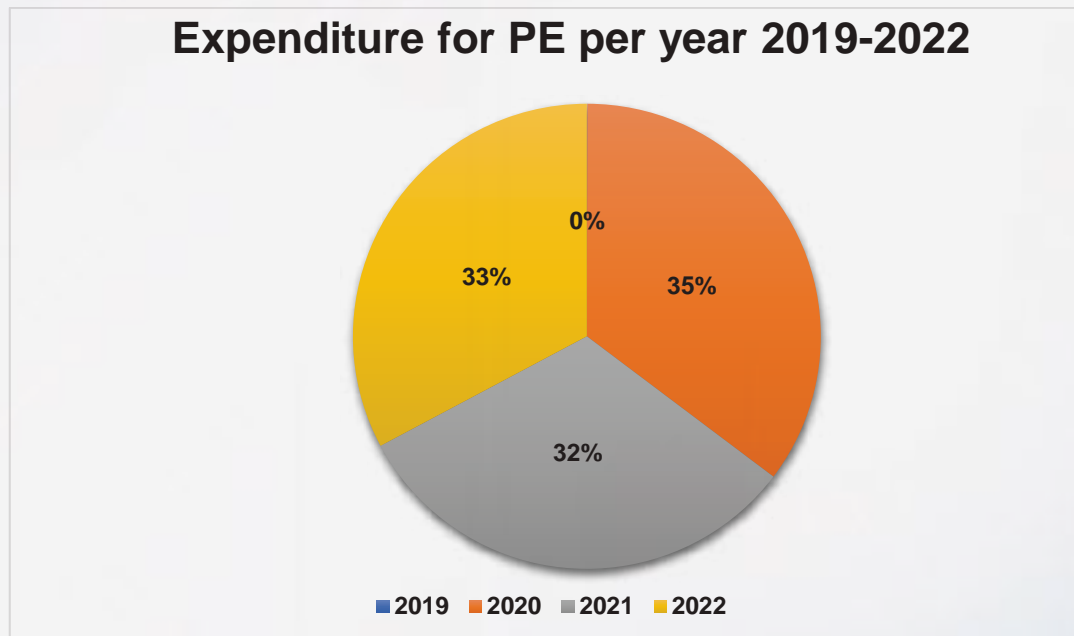


Figure 38. Source: Finance Directorate, Expenditure Summary for PE by years 2019 – 2022.

In the years 2020 there is been a relevant increase in the expenditure of Personnel Emoluments. That is 60 per cent of the total recurrent funding for Personnel Emoluments was allocated to Retirement Benefits, Pensions, Gratuities & Retrenchments.

Expenditure of Goods and Services Per Year 2019 - 2022

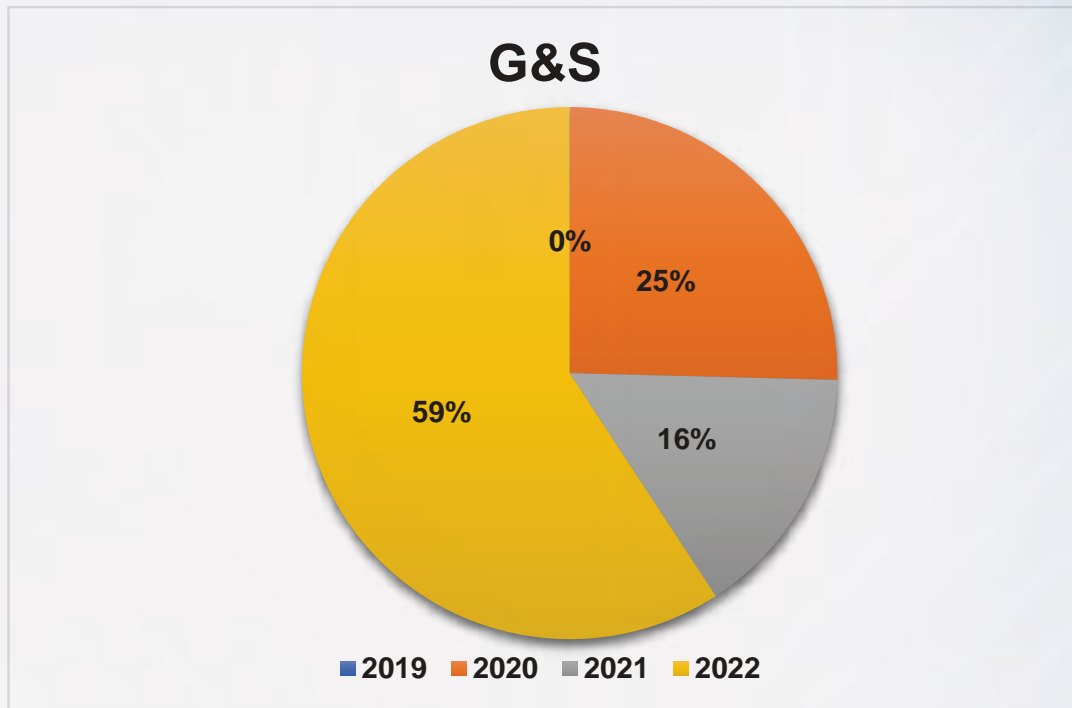


Figure 39. Source: Finance Directorate, Expenditure Summary for G&S by years 2019 – 2022

The increase in the cost of goods and services in the country in 2022 has resulted in increased expenditure for goods and services compared to previous years.

Total Expenditure for Capital Investment 2020 - 2023

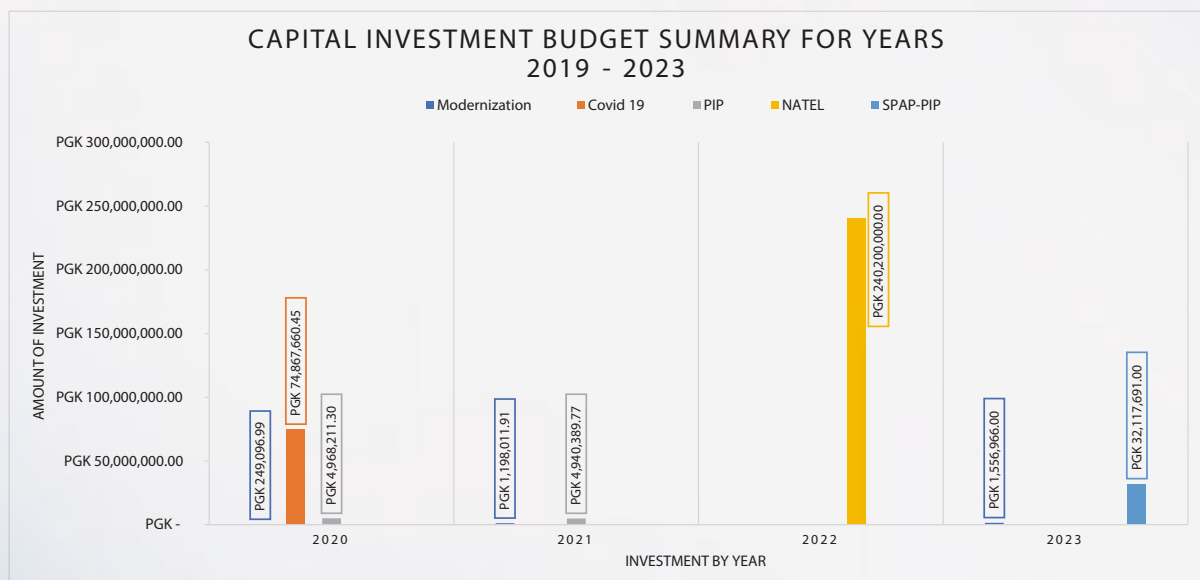


Figure 40. Source: Finance Directorate, Capital Investment Expenditures for each year 2019 – 2022.

Proportion of Capital Investment by years 2020 - 2023

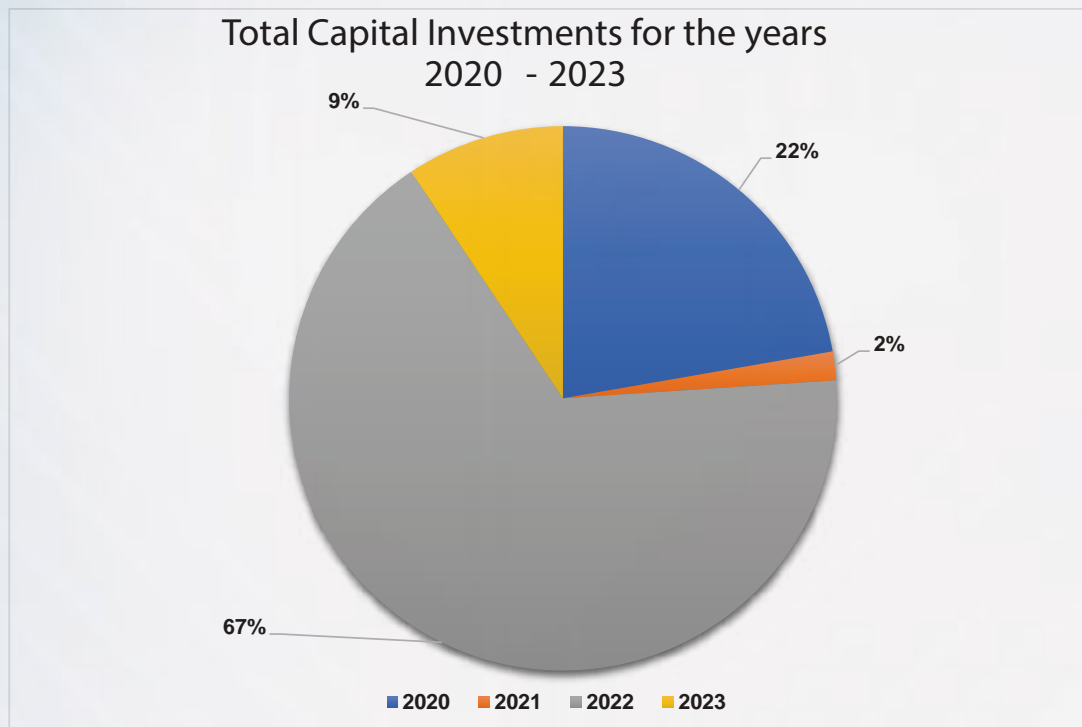


Figure 41. Source: Finance Directorate, Proportion of Capital Investment Expenditures for each year 2019 – 2022.

The year 2022 has seen an increase in expenditure funds compared to previous years (2020 & 2021). Funding was only allocated for the implementation of the National General Elections. That is 60 per cent of the total funding was spent on Logistical support (Transportation; land, air and sea, and fuel).





This image shows a full page of white paper with horizontal dotted lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

REFERENCES

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