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Contents

Commissioner's Foreword	6
Executive Summary.....	8
The Royal Papua New Guinea Constabulary's (RPNGC) Mandate	9
Strategic Direction	10
<i>Vision</i>	10
<i>Mission</i>	10
<i>Code of Ethics</i>	10
Corporate Values	11
RPNGC Business Model.....	13
Our Success Stories	14
Key Challenges.....	18
Key Focus Areas for 2025.....	21
RPNGC Organizational Structure (Chart 1)	25
RPNGC Corporate Plan 2021-2030 in brief.....	26
<i>Goals (Goal/KRA/Strategies)</i>	26
<i>Key Performance Indicators (KPIs)</i>	27
Corporate Plan 2021 – 2030.....	28
National Crime Statistics	29
Crime Statistics by Divisional Commands.....	31
Financial Management & Expenditures Summary	37
KRA 1 – CRIME PREVENTION & COMMUNITY POLICING	39
NCD/CENTRAL DIVISIONAL COMMAND	40
NCD Metropolitan Police Command	42
Central Provincial Police Command	44
NORTHERN DIVISIONAL COMMAND.....	46
Lae Metropolitan Police Command	48
Morobe Provincial Police Command	50
Madang Provincial Police Command.....	52
Eastern Highlands Provincial (EHP) Police Command	54
SOUTHERN DIVISIONAL COMMAND.....	56
Milne Bay Provincial Police Command	58
Oro Provincial Police Command.....	60
Gulf Provincial Police Command.....	61
HIGHLANDS EASTERN END DIVISIONAL (HEED) COMMAND	62

Western Highlands Provincial Police (WHPP) Command	65
Jiwaka Provincial Police Command	67
Simbu Provincial Police Command	69
HIGHLANDS WESTERN END DIVISIONAL (HWED) COMMAND	71
Hela Provincial Police Command	73
Enga Provincial Police Command	75
Southern Highlands Provincial (SHP) Police Command	77
NEW GUINEA ISLANDS (NGI) DIVISIONAL COMMAND	79
East New Britain (ENB) Provincial Police Command	81
New Ireland Provincial (NIP) Police Command	83
Manus Provincial Police Command	85
West New Britain (WNB) Provincial Police Command	87
BORDER DIVISIONAL COMMAND	89
East Sepik Provincial (ESP) Police Command	91
West Sepik Provincial (WSP) Police Command	93
North-Fly Police Command	95
South Fly Police Command	97
BOUGAINVILLE POLICE SERVICE (BPS)	98
North Bougainville Regional Police Command	100
Central Bougainville Regional Police Command	102
South Bougainville Regional Police Command	104
SPECIALIST OPERATIONS DIVISION	106
Special Services Directorate (SSD)	107
Community Policing Directorate	109
Family Sexual Violence Directorate	111
Canine/Dogs Directorate	114
Water Police Directorate	116
Bands (Music) Directorate	117
KRA 2 –CRIME DETECTION, INVESTIGATIONS & PROSECUTIONS	119
CRIMES DIVISION	120
Prosecutions Directorate	122
Criminal Investigations Directorate (CID)	124
National Forensic Scientific Services	126
National Drug & Anti Vice Squad	127
Police Intelligence Directorate	128
National Crime Records Office	130

National Fraud and Anti-Corruption Directorate	131
TRAFFIC DIVISION	133
KRA 3 – LEADERSHIP, PROFESSIONAL STANDARDS & CORPORATE GOVERNANCE	
.....	135
Legal Services Directorate	136
Internal Audits Office	138
Firearms Registry Office	139
Media Directorate	140
INTERNAL AFFAIRS DIVISION	141
POLICY & PLANNING DIVISION	144
FINANCE & ADMINISTRATION DIVISION	146
LOGISTICS DIVISION	149
Transport Directorate.....	151
Lands & Buildings Directorate	153
Supplies Directorate.....	155
Publications Directorate.....	157
Information, Communication & Technology (ICT) Directorate	159
KRA 5 – HUMAN RESOURCE MANAGEMENT & TRAINING	161
HUMAN RESOURCE DIVISION	162
Human Resource Management (HRM) Directorate	164
Human Resources Development (HRD) Directorate	166
NATIONAL CENTRE OF EXCELLENCE (NCOE) BOMANA	168
KRA 6 – PARTNERSHIPS & GOVERNMENT REFORMS	171
Partnerships	171
Papua New Guinea - Australia Policing Partnership (PNG-APP)	171
Special Police Assistance Program (SPAP)	178
Appendices: Table of Statistics	181

Commissioner's Foreword



The start of the 2024 calendar year was marred by the devastating events of January 10th, 2024. This incident marked a low point in the history of the Royal Papua New Guinea Constabulary (RPNGC), but it also served as an impetus for immediate improvement and a renewed commitment to the service to our community.

Significant increases in the number of arrests and investigations reflects a police force committed to bettering its service, while rising to the challenge of societal shifts that have seen continued upwards trends in crime rates.

While we remain committed to enforcing the laws of our nation, it is essential that all sectors of society join us in reversing troubling crime trends and addressing the underlying causes of crime in our communities. The RPNGC will continue to investigate, arrest and prosecute offenders, with a professional commitment to the service of our nation. We will have zero-tolerance for violent offending, drug offences, and gender based violence. But reversing crime trends requires a broader commitment by all communities, agencies and leaders to addressing underlying causes of crime. Only by uniting our efforts can we ensure the safety and security of our society.

I want to express my appreciation and sincere gratitude to all my officers in the rank and file for your continuing commitment to the service of our communities in the face of adversity. Keeping our communities safe and free from crime has always been challenging. Together, we have delivered more arrests in 2024 than at any other time in our nations history.

I recognize our strategic partners at the National, Sub-national, and international levels, including various business sectors, for their undivided commitment and dedication in supporting the RPNGC in the execution of its mandated duties and responsibilities.

2024 has seen the continued and unprecedented support of Government, with the continuation of the Special Police Assistance Program, which is enabling us to address a history of underinvestment in enabling assets and infrastructure. For the first time in our history, we are improving the tools, working conditions, and living conditions of our members. This renewed focus on improving law and order is being met with relief from all Papua New Guineans.

Innovative solutions to improving the life of our workforce include the development of the RPNGC Housing Scheme, the police vehicle re-fleet program, and professional development opportunities for the leaders of tomorrow, including overseas professional placements.

However, delays in the release of funding continue to present a real challenge to effective policing. While a direct-to-command model of funding ensures that warranted funds are immediately made directly available to activity managers, delays in the release of funding warrants has hampered our effectiveness over the past twelve months.

Our strategic intent in 2024 has been to continue important foundational works to rebuild the Police Force, enhance professionalism, and reinforce our national security as a security partner of choice for regional nations. Despite challenges, we continue to perform well against this strategic intent. While much work remains to be done, we are making forward, sustainable progress.

As we approach our Nation's fiftieth (50th) anniversary, we reflect on our performance, improve on our successes, and work on our failures. We will work towards rebuilding the police force and service delivery through partnership.

Our key priorities in 2025 and the future are to empower the frontline of policing, rebuild trust in the Police Force, and bring the fight to the criminal element. These priorities are aligned with the RPNGC Corporate Plan 2021 – 2030, MTDP IV, and the PNG Vision 2050.

Our 2024 Annual Management Report comprises analysis of our performance, achievements, challenges, and focus areas for improvement. I encourage all our members to study the report carefully and know where we are in terms of progress, what our successes are, and where we must focus our efforts to improve the service we deliver to our communities.

I encourage each member of the Constabulary, irrespective of rank or position, to recommit to improving the force. Let us work together to earn the public's trust and confidence while upholding the principles of good governance in the Constabulary. Policing requires partnership and collaborative effort to improve law and order outcomes for our people. Together, we will move the RPNGC forward with God's grace and in partnership.

A handwritten signature in blue ink, appearing to read 'David Manning', is written over a horizontal dotted line.

David Manning, MBE, Ost.J, DPS, QPM,

Commissioner of Police

Executive Summary

The Royal Papua New Guinea Constabulary's (RPNGC) Annual Management Report (AMR) for 2024 underscores the organization's efforts towards rebuilding and growing the force, with a focus on recruitment and training, infrastructure development, digitization, and strengthening governance systems. The strategic priorities of the Commissioner emphasize a dynamic and cost-effective approach, ensuring long-term operational sustainability as outlined in the Corporate Plan (2021-2030).

Key Focus Areas for 2024

- Rebuilding the Police Force
- Enhancing Professionalism
- Enabling security partner of choice

Key Focus Areas for 2025

- Empowering the frontline
- Rebuilding trust in the RPNGC
- Bringing the fight to the criminal element

Over the past year, crime trends have shown a mix of positive and challenging developments. While there has been a notable decrease in certain violent crimes types, overall crime recorded offending rose by 49%. This upward trend reflects both a higher rate of police engagement with communities (enabling victims to report to police) and enhanced police capabilities in proactively detecting offences. The simultaneous increase in the clearance rate of arrests over the mid-term underscores the impact of proactive investigations, a key outcome area for the Commissioner. Heightened public engagement efforts have also fostered greater community trust, leading to an increased willingness to report crimes.

Increasing recorded crimes have been met with a significant increase in arrests, with arrests continuing to rise year-on-year, from 2,512 arrests in 2019 to 4,102 arrest in 2024. Since 2019, the RPNGC has effected 15,770 arrest nationwide.

The implementation of the Strategic Policing Assistance Program (SPAP) has yielded significant outcomes. Ongoing police vehicle re-fleeting has reduced legacy reliance on unsustainable hire-car arrangements, ICT modernization is leading to quicker

access to more reliable information by police, while infrastructure projects have improved operational capacities. Partnerships with community organizations have strengthened local engagement and trust.

Despite these successes, the delayed release of important funding has posed significant challenges. Key projects have experienced setbacks, and resource constraints have impacted the ability to fully implement some initiatives. Nonetheless, RPNGC remains committed to overcoming these hurdles and delivering on its mandate.

The AMR aims to inform the Government of Papua New Guinea (GoPNG), the people of PNG, and stakeholders about the RPNGC's operational and administrative performance in 2024. As mandated by Section 32 of the Public Service Management Act (PSMA, 2014) and Section 15 of the Police Act 1998, the report details the condition, efficiency, and activities of the Force.

This report is crucial for maintaining public trust and serves as a key reference for decision-making and accountability. It highlights the RPNGC's commitment to securing safer communities through resilience, innovation, and effective management of resources. The AMR also ensures transparency and provides meaningful insights into the policing activities of the RPNGC.

The Royal Papua New Guinea Constabulary's (RPNGC) Mandate

The Commissioner of Police has overall superintendence over the administration and operations of the Royal Papua New Guinea Constabulary (RPNGC). The Commissioner is obligated to ensure the execution of the following constitutional mandates under Section 197 of the National Constitution of PNG:

- Preserve peace and good order, and
- Maintain and, as necessary, enforce the law impartially and objectively.

The RPNGC is one of the Constitutionally established State Services of the Independent State of Papua New Guinea that reports directly to the National Executive Council (NEC). Hence, the Commissioner reports directly to the National Government through consultation and collaboration with the Minister of Police.

The Commissioner is assisted by four Deputy Commissioners of Police (DCP):

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

Seventeen (17) Assistant Commissioners of Police (ACP) report to these DCPs and manage the RPNGC's day-to-day operations. The RPNGC organizational structure provides further detail on the respective activity areas of the seventeen (17) ACPs.

The Chief of BPS manages all administrative and operational functions and responsibilities of the policing service in the Autonomous Region of Bougainville (AROB). It is important to note that although the Chief of BPS exercises some level of autonomy in managing BPS, BPS is still part of the RPNGC. Accordingly, BPS still adheres to the standards of RPNGC through the Police Act 1998.

Strategic Direction

The RPNGC is guided by its Vision and Mission statements, the Code of Ethics and Corporate Values.

Vision

We will 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

We will work to “**Securing a Safer Community in Partnership**” with our key stakeholders and strategic partners.

Code of Ethics

The Code of Ethics guides and directs the conduct of every officer in their professional and personal lives. It is anticipated that the Constabulary's vision and mission can be achieved if each member complies to and upholds the Code of Ethics.

“We have a duty to our country and to our Police Service to serve the community by protecting life and property, preserving the peace, and detecting and apprehending the offenders.”

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

We will enforce the law justly, without fear, favor, malice, or ill will. It is incumbent upon us to keep confidential matters of such a nature that we may learn in our official capacity, unless revelation is necessary for the administration of justice.

By our conduct and performance, we will give high priority to enhancing the reputation of our profession.

We will practice self-discipline and restraint and will strive to improve our knowledge of the law and contemporary police practice applicable to the community.

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

Corporate Values

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

Teamwork

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

Professionalism

We strive to be highly professional and earn the trust and respect of our colleagues, partner organizations, and communities by being honest, disciplined, and accountable.

Customer Focus

We are an organization charged with delivering policing services. We focus on meeting the needs and expectations of all our citizens and stakeholders.

Integrity

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

Commitment

We are loyal to our police service, communities, and country. We are diligent in performing and carrying out our duties. We are resilient and steadfast in facing the challenges of policing in Papua New Guinea.

Fairness

We aim to ensure that all employees, customers, and stakeholders are treated equitably, with impartiality and justice, fostering an environment where decisions are made without favouritism or discrimination. By prioritizing fairness, the RPNGC can build trust, enhance collaboration, and create a positive workplace culture, leading to greater employee satisfaction, loyalty, and overall business success.

Accountability

We aim to establish a culture of responsibility and transparency, where individuals and teams are held answerable for their actions and decisions. This fosters trust, integrity, and a commitment to ethical behaviour, ultimately driving the organization toward greater efficiency, effectiveness, and trustworthiness. By promoting accountability, the RPNGC can ensure that all its members are committed to delivering high-quality work, adhering to corporate standards, and contributing to the overall goals and objectives of the Corporate Plan.

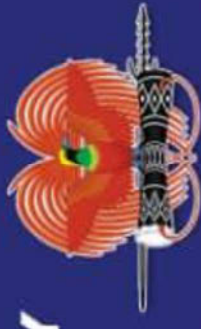
Responsibility

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





ROYAL PAPUA NEW GUINEA CONSTABULARY BUSINESS MODEL



Our Mission: Securing a Safer Community in Partnership.

OUR VALUES

- Accountability
- Commitment
- Customer Focus
- Fairness
- Integrity
- Professionalism
- Responsibility
- Teamwork

Leadership

GOVERNANCE
&
ACCOUNTABILITY

PARTNERSHIPS
&
REFORMS

Core Functions

Prevention of crime and disorder

Investigation, Detection and Prosecution

Enabling Services

Policy, Research
& Finance

People
& Culture

Infrastructure,
Supplies & ICT

OUR CUSTOMERS

- Community
- GoPNG
- Private Sector

OUR OUTCOMES

- Crimes Reduction
- Safer Community
- Restore public confidence

OUR PERFORMANCE

- Monitoring
- Evaluation
- Reporting
- Learning

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

Our Success Stories

Rebuilding the Police Force

During the post-independence years of the Nation, the RPNGC carried the respect and appreciation of Papua New Guineans. Since the late 1980s, a lack of sustained investment in policing saw the decline of the RPNGC, a loss of professional integrity, and the loss of trust by our communities.

Over the past five years the RPNGC has undergone a process of rebuilding and professionalism that is bringing back public confidence as the Police Force focuses on core function and removes members that do not reflect the Commissioner's expectations of the highest standards.

Structures and systems are being remodelled to meet modern policing needs, and a significant recruitment drive is underway to build the force to 10,000 personnel by the year 2030. From an independent recruitment process in 2022, more than 48,000 applications were received, and from these the best and most capable recruits and officer cadets are undertaking training. Training and pass-out capacity continues to grow, year on year, to deliver our graduation benchmark of 700 new members per annum by the end of 2025.

This is a significant break from the past where nepotism dominated recruitment. In 2024 the first recruits to graduate were placed in Police Commands around the country and training will continue with each new intake, delivering a competent and professional police force that meets modern policing needs.

A further pivotal component of these works is to expand Police Force numbers and capability through the reinvigoration of the Reserve Constabulary, ensuring that our communities have ready access to Police officers who live in and understand their communities.

2024 saw unprecedented investments in the future leaders of the force through the Officer Cadet Program, with officer cadets undertaking professional, disciplined and modern training. With the renewed support of our development partners, 63 officer cadets undertake professional placement with Queensland Police Service, learning first-hand what professional service to the community is. This initiative not only

cultivates leadership skills but also to prepare the next generation of officers for the dynamic challenges of modern policing.

Enhancing Professionalism

The empowerment of the Internal Affairs Division (IAD) is playing a central role in raising policing standards to meet and surpass public expectations. Ensuring accountability and integrity are at the forefront of police operations and we are demonstrating a break from the dark past.

The establishment of the Sensitive Investigation Board is a significant step forward in handling complex and delicate cases with utmost professionalism and independence from any real or perceived interference.

Foundational works in 2023-2024 have improved arrest clearance rates across key crime types, as evidenced by the substantial increase in successful apprehensions and arrest rates. This not only reflects operational efficiency in the force but also serves to bolster public confidence in law enforcement and safety.

Enabling security partner of choice

Papua New Guinea is the largest Pacific Islands Nation, and we have a clear leadership role in many areas including law enforcement. While Australia, the United States and New Zealand provide significant security support, our Pacific Brothers and Sisters look to us and we must continue to step-up our efforts.

Establishing the RPNGC as a regional security partner of choice has been an important objective of the National Government since 2019. The forging of new and strengthening of traditional bilateral arrangements in the policing space has seen increased RPNGC contribution to regional security.

2024 saw the deployment of three RPNGC contingents to support the Royal Solomon Islands Police Force in key and high-profile events, the deployment of RPNGC members to Samoa to support the successful delivery of CHOGM, and the deployment of RPNGC members to Vanuatu to afford humanitarian assistance in the aftermath of the 2024 earthquake.

The establishment of the Pacific Policing Initiative, with RPNGC as the leading strategic voice, and its evolution into a regional body to support our regional policing

priorities, further underscores the RPNGC's dedication to regional security and collaborative law enforcement efforts. The RPNGCs role as a leader in this initiative is significantly reinforcing PNGs presence and standing within the international law enforcement community, positioning it as a key player in regional security dynamics.

Strengthening Investigation and Prosecution of Cases

The reactivation and implementation of the Prosecutions Review Committee (PRC) is a strategic measure to enhance the effectiveness of the investigative and prosecutorial processes. The PRC is tasked with reviewing major cases that have been brought to court, analysing lost cases to understand judicial decisions, and verifying the accuracy of successful convictions. By identifying errors and learning from past cases, the PRC aims to significantly improve police conviction rates and overall judicial outcomes.

Additionally, continuous training and capacity-building for investigators and prosecutors are being prioritized to ensure that they are equipped with the latest skills and knowledge. The integration of advanced forensic techniques and modern investigative tools is also being emphasized, further strengthening the capacity to solve complex cases and deliver justice effectively.

Collaborative efforts with international law enforcement agencies are being fostered to share best practices and enhance the overall capability of the police force. The establishment of specialized units focused on cybercrime, financial crimes, and human trafficking is another critical step towards addressing emerging threats and ensuring comprehensive law enforcement.

These combined efforts are expected to not only increase the success rates of prosecutions but also instil greater public confidence in the justice system, reinforcing the commitment to upholding the rule of law and protecting the rights of all citizens.

Strengthening Leadership, Governance and Accountability

The inception and completion of the internal consultation on the *Police Act 1998* Review and the CSO Rollout awareness process have been pivotal in ensuring that all regional and provincial commands, including NCOE, PHQ, and NCD, are well-informed and actively engaged in the modernization efforts.

These initiatives aim to streamline the legislative framework governing the police force, enhance operational efficiency, and ensure that community-oriented policing principles are effectively integrated into everyday practices. Extensive workshops and engagement events in 2024 facilitated a collaborative environment where key stakeholders could discuss and align on the strategic direction for the force.

This comprehensive review process underscores the commitment to transparency, accountability, and the continuous improvement of policing standards across the nation.



Photo courtesy of RPNGC Media Directorate: From left to right:

Deputy Commissioner Chief of Administration

Dr Philip Mitna and ACP for Policy & Planning Division, Rigga Neggi at the Internal Consultation Police Act 1998 Law Review & CSO Rollout workshop, Central Province.

Revenue Generated in 2024

The Traffic Division, through its policing services, generated revenue for the Government totalling K838, 775.00 in 2024.

The National Criminal Records Office (NCRO), through its policing service of conducting criminal checks, has generated revenue for the government totalling K3,000,000.00 in 2024.

The RPNGC Firearms Registry Office generated a total revenue of K1,580,000.00 in 2024.

Key Challenges

Police to population ratio and the prevention of crime and disorder

One of the critical challenges affecting police operations is the challenge of increasing uniform personnel against a growing population. Vision 2050, MTDP IV, and Alotau Accords I and II essentially echoed the same sentiments to increase police numbers (manpower strength) and to reduce crime rates. While official government statements and directives have stated a commitment to increase police numbers and reduce crime, these commitments have historically not been supported by resources or enabling infrastructure.

Recent investment by Government through the Special Police Assistance Program has marked a significant shift in legacy under-investment, and is providing solid foundations that are halting the declining police-to-population ratio and ensuring improved ratios in coming years. Further detail on RPNGC human resources metrics is set out at Figure 26:Workforce breakdown, 2024, Figure 27:Workforce breakdown by gender, 2024,

Figure 29:Workforce breakdown by paygrade, 2024, and Figure 30:Workforce breakdown by age, 2024.

Investigation and Prosecution of Cases

The rate of convictions continues to be significantly lower than the number of cases investigated and prosecuted. The factors that contribute to low conviction rates are complex, and include:

- Substandard briefs of evidence and/or ineffective courtroom advocacy;
- Recanting by witnesses or a refusal by witnesses to give evidence;
- Inconsistent application of law by lower Courts; and
- The non-appearance of Accused persons at Court.

A case management system that tracks court files from arrest to prosecution would help determine the plausible causes of the poor rate of conviction and more importantly, identify the weaknesses in the system, and corrective measures can be

instituted to alleviate such challenges. Prosecution statistics are examined Table 6: Prosecutions Statistics by Province.

Similarly, prosecutors should be given training specifically to improve skills and competencies. Victims of crime want to see their cases go through and fair justice delivered, but often that is not the case. This is an area for improvement to which the RPNGC is committed.

Leadership and Accountability

The RPNGC Corporate Plan guides the administration of the Constabulary. It considers broad government visions and directives, including prudent management of the organizations' finances. Decisions made outside the corporate plan have historically resulted in excessive spending and especially when not complying to and upholding the code of ethics, professional values, and principles of good governance and provision of the Public Finance Management Act.

Logistics

While significant progress in the development and remediation of enabling infrastructure has been made in 2024, accommodation for police officers remains a formidable challenge. The inability to provide adequate housing has contributed to other internal problems, low workforce morale, poor attendance, lack of motivation, and a compromise to police force ethics. The overall performance and success of the Constabulary depends on adequate enabling logistical support.

Information and Communication Technology (ICT)

The Government remains committed to enhancing the RPNGC's operations and technological capabilities to align with international standards. While progress is being made under the ICT Rehabilitation Project, the pace of development has been gradual due to timely financial availability constraints, technical challenges, and the limited availability of a skilled workforce.

Efforts to establish an integrated data management system are ongoing, but the transition from stand-alone computers to a centralized network remains a work in progress. Access to critical information for policy formulation and executive decision-making gradual improving, though gaps remain. Similarly, initiatives to strengthen

communication between national and provincial police headquarters are in progress, but infrastructure limitations and resource constraints have affected full implementation.

Despite these challenges, the RPNGC continues to advance its modernization program. Strategic investments and capacity-building efforts are being explored to accelerate progress, ensuring a more interconnected, efficient, and technology-driven policing environment in the long run.

Discipline Issues

The Constabulary continues to invest significantly in improving professionalism and accountability of its workforce. While significant investment and focus has seen the removal of many compromised members, there remains a need for continued focus on effective leadership to maintain standards, which is currently lacking. These problems contribute to a negative public perception and erode trust and cooperation between the community and the police. To address these issues, comprehensive reforms and commitment to upholding high standards of conduct are essential.

Adequacy of timely funding

The Royal Papua New Guinea Constabulary (RPNGC) faces significant challenges related to adequate funding, including delays in fund release, insufficient budget allocations, inefficient resource allocation, and concerns about transparency and accountability. These issues hinder the timely execution of essential operations and projects, impact the maintenance and improvement of infrastructure, equipment, and training programs, and affect public trust in the force. Addressing these challenges requires improved financial management and strategic planning.

Key Focus Areas for 2025

Below are the key focus areas for 2025 to re-prioritize resources to achieve notable results.

- **Empowering the frontline**

Key among focus outcomes for the RPNGC in 2025 is empowering the front line. Ensuring that frontline police personnel are adequately equipped to deliver effective law enforcement outcomes, able to respond to incidents, capable of engaging with our communities, and confident in performing their duties is critical to effective law and order outcomes.

2025 will see increased delivery of standardised uniform to all police officers, continued procurement and delivery of modern and fit-for-purpose police vehicles, the equipping of accoutrements and tools needed to deliver community policing outcomes, and the remediation and investment in police housing and stations across all divisional commands.

2025 will see the rollout of electronic occurrence books to all Divisional commands (following development and trialling in 2024), ensuring that those on the front-line can effectively record and access critical information needed to secure our communities.

Additionally, direct-to-command funding has been made available to enhance police engagement and preparations for public gatherings, special events, and to meet anticipated security operational requirements in the lead up to our 50th year of Independence.

Targeted funding support is being delivered to ensure police have increased access to fuel, vehicles and maritime assets, while at the same time enforcing improved accountability for the use of state resources and assets. This targeted uplift of enabling support will ensure there is no reason for police not to attend incidents in a timely manner, ensuring that our members are where they need to be, when they need to be there.

Committed and professional police officers are more willing and able to do the hard work that is required of them. For this reason, with the budgetary support of Government, the Special Police Assistance Program will continue its accelerated delivery of police housing, barracks and stations. 2025 will see continuation of new builds in these areas, coupled with significant growth in remediation and renovation of existing assets, ensuring that our people are looked after. Leveraging newly aligned support from strategic partners, support under the PNG-Australia Bilateral Security Agreement will expand in 2025, to deliver office housing to key provinces that complement RPNGC investment under the Special Police Assistance Program.

Working collaboratively with development partners, targeted operational support is prioritised in 2025 to the Prosecutions Directorate, CID, Internal Affairs, and Fraud & Anti-Corruption Directorates. These strategic investments underscore the RPNGCs commitment to combating serious criminal offending and creating an environment that is hostile for the criminal element.

- **Rebuilding trust in the RPNGC**

Rebuilding trust with communities remains a key component of the Commissioner's vision for a professional and trusted policing service. Regaining the trust of our people is central to protecting our communities in the decades to come.

2025 will see unprecedented investment, commitment and outcomes in this priority outcome. Our investment and diligent work on rebuilding the Regular branch of the RPNGC is a critical long-term program. Coupled with this long-term program, the Commissioner has prioritised the development of the Reserve branch of the Constabulary to provide immediate front-line policing presence across the country, with an initial reserve force strength of 4400 by end-2025. This investment in the reserve Constabulary will deliver a functional force strength of 10,000 by end-2025.

In cooperation with Provincial Administrations, the RPNGC has established bilateral arrangements to provide an initial uniform ceiling of 200 reserve members in each and every province. 2025 will see the commencement of recruitment and

training programs across the country, with newly appointed Reserve members to commence in uniform by mid-2025.

These members, training and operating under the supervision of experienced members of the regular branch are supported and overseen by experienced Police Officers from Commonwealth countries who will deliver focused outcomes in community policing, community engagement, and high-visibility presence on our streets. The deployment of experienced Commonwealth police officers to oversee delivery of frontline community policing outcomes, is supported by the already-commenced Commonwealth officer in NFACD, to be joined by officers in the IAD, Traffic, Crimes and Prosecutions Divisions in coming months.

By fostering stronger connections with local communities and demonstrating a commitment to their safety and well-being, the RPNGC is restoring public confidence and building a foundation of mutual respect and co-operation.

- **Bringing the fight to the criminal element**

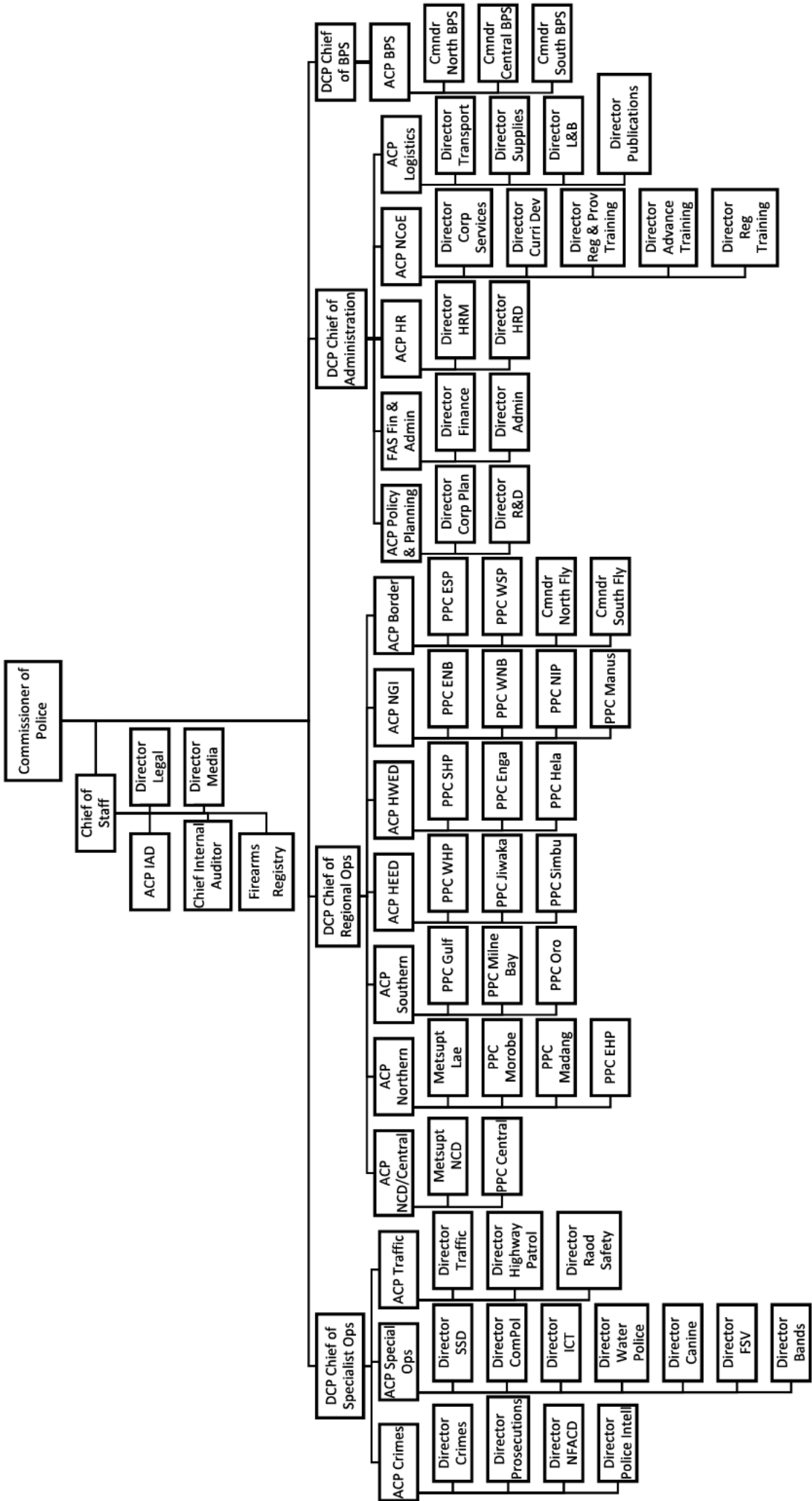
The RPNGC remains unwavering in its commitment to bringing the fight to the criminal element and creating an environment that is hostile to organized and serious crime.

Government's substantial investment in the RPNGC in 2025 marks a pivotal step towards this goal. This targeted funding will facilitate Phase 1 training of Kumul23, a specialist tactical police unit designed to address high-stakes criminal activities with precision and efficacy.

Kumul23's mandate is clear and decisive: to surgically remove criminal threats that contravene the law and to foster an environment that is unconducive and hostile for criminal elements. The establishment of this unit underscores our dedication to operational readiness and strategic enforcement. By employing advanced tactics, specialized training and advanced policing resources, Kumul23 will play a critical role in dismantling organized crime networks and mitigating serious criminal offenses. This initiative represents a significant advancement in our efforts to

protect communities, restore public trust, and uphold the rule of law across the nation.

RPNGC Organizational Structure (Chart 1)



RPNGC Corporate Plan 2021-2030 in brief

Overview

The RPNGC Executive Management through the Office of the Commissioner of Police started developing corporate plans in the late 1980s. The current RPNGC Corporate Plan spans through the years 2021-2030 and consists of the following:

- i. Six (6) Goals with six (6) Key Result Areas (KRAs)
- ii. Twelve (12) Strategies
- iii. Fifty-six (56) Sub-strategies (Activities)
- iv. Nineteen (19) Key Performance Indicators (KPIs)

The RPNGC Corporate Plan 2021- 2030 is a road-map that sets the strategic direction on how RPNGC should manage its overall administrative and operational performance going into the future. It is aligned to the Vision 2050, PNGDSP 2010-2030, MTDP IV and the Law and Justice Sector Strategies. The Corporate Plan also provides a planning framework from which all program and activity managers can integrate into their respective areas, and align for themselves with the strategic direction.

The year 2025 marks the mid-term of RPNGC's ten (10) year Corporate Plan and will be due to review. A mid-term review of the corporate plan will be initiated to ensure that the strategies are relevant to current trends and needs of all program and activity areas, while also bridging our goals through the Key Result Areas (KRA) to key performance indicators (KPI).

Goals (Goal/KRA/Strategies)

The Corporate plan has six (6) goals that target six (6) key result areas which the RPNGC Executive Management through its program and activity managers and members aim to develop. KRA one (1) and two (2) of the Corporate Plan focuses on the operational aspects of the RPNGC.

The first KRA of the Corporate Plan aims to address the RPNGC's core business which is to maximize Public Safety and Strengthen Community Policing. KRA one (1) goes hand in hand with second the KRA which is to improve Crime Detection, Investigation, Intelligence, and Prosecutions. KRA three (3) to KRA six (6) of the Corporate Plan focus on developing administrative aspects of the Constabulary.

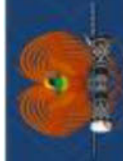
Key Performance Indicators (KPIs)

The RPNGC Corporate Plan outlines nineteen (19) KPIs to measure the Constabulary's performance based on the strategies being implemented. This is to meet the PNG's Minimum Service Delivery Standards.

The presentation and discussion on the profiles and functional responsibilities of the various program and activity areas will be aligned to the six (6) Corporate Goals and KRAs. There will be some cross-cutting issues/factors which should not be seen as being duplicated. For example; Training is cross-cutting against all programs and activity areas. Some individual activity areas conduct training specific to their own needs while some have been conducted through HRD processes.



ROYAL PAPUA NEW GUINEA CONSTABULARY



CORPORATE PLAN | 2021 - 2030

OUR VISION

TO BE A PROFESSIONAL AND TRUSTED COMMUNITY ORIENTED POLICE SERVICE

OUR MISSION

SECURING A SAFER COMMUNITY IN PARTNERSHIP

OUR CODE OF ETHICS

Our core values are the basis of our national police culture and forms the basis of our future aspirations to achieve our vision and mission.

1. We have a duty to our country and to our police force to serve the community by protecting life and property preserving the peace and detecting and apprehending offenders.

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

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

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

5. By our conduct and performance, we will give high priority to enhancing the reputation of our profession.

6. We will practice self-discipline and restraint and will serve to improve our knowledge of the law and contemporary police practices applicable to the community.

7. We accept that ethics is an integral part of our personal and professional life.

OUR MANDATE

1. Preserve peace and good order
2. Maintain and, as necessary, enforce the law in an impartial and objective manner

GOALS

To maximise peace, good order and strengthen the rule of law by employing proactive and preventive community-based policing strategies.

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

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

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

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

KEY RESULT AREAS (KRA)

1. Maximize public safety

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

2. Strengthen responses to issues that undermine legitimate economic development

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

3. Strengthen and improve RPNGC's response to emerging crimes.

- Strengthen and enhance RPNGC's capacity to detect, investigate and prosecute all crimes.
- Continuously train and upskill detectives and prosecutors.
- Improve a modernised ICT to detect, investigate and prosecute all offences.

4. Reduction in the backlog of cases.

- Increase in conviction rates.
- Increase in correction rates.

5. National Crime Summary is produced annually.

- Community crime perception surveys show increased confidence in the police and of other communities.

Key Performance Indicators (KPIs)

1. The number of domestic agreements including Reserve Police (RAU).
2. Numbers of international missions and engagements undertaken by RPNGC officers.
3. Awareness of Police Powers by the Autonomous Bougainville Government

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

1. Number of land surveys and Certificates Authorising Occupancy (CAO).
2. Number of accommodation and office facilities, including rehabilitation of existing facilities.
3. Number of reports accessed via the database system by staff in management positions.
4. Proportion of the Development Budget original appropriation spent.

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STRATEGIES

1. Strengthen and improve RPNGC's response to emerging crimes.
2. Strengthen and enhance RPNGC's capacity to detect, investigate and prosecute all crimes.
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National Crime Statistics

The graph below illustrates the overall crime trend for Papua New Guinea by year in the last five (5) years.

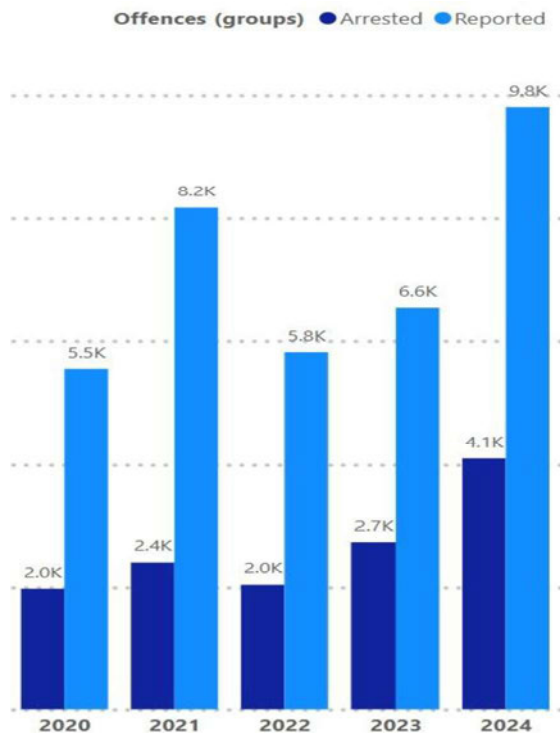


Figure 1: Crimes reported and arrests, 2020 – 2024.

Key Observations from the Crime Trend

In 2024, overall recorded offences rose by 49%, from 6,553 in 2023 to 9,809. This upward trend reflects both a higher rate of police engagement with communities (enabling victims to report to police) and enhanced police capabilities in proactively detecting offences. The simultaneous increase in the clearance rate of arrests underscores the impact of proactive investigations, a key priority area for the Commissioner. Heightened public engagement efforts have also fostered greater community trust, leading to an increased willingness to report crimes.

Notwithstanding enhanced community engagement and the proactive identification of offences, the increase in raw numbers of reported crime does indicate an increase in serious crime types across key areas of the country.

Overall arrests in 2024 saw a 50.26% rise, growing from 2,730 in 2023 to 4,102. The clearance rate for arrests (the percentage of offences resulting in arrest) remained steady at 42%, marking a sustained mid to long term improvement from 35% in 2019.

This consistency signifies the effectiveness of police in apprehending offenders, aligning with the Commissioner's focus on operational effectiveness. While the positive increase in raw arrest figures indicates a more effective police force, it also corroborates a general increase in crime across the country.

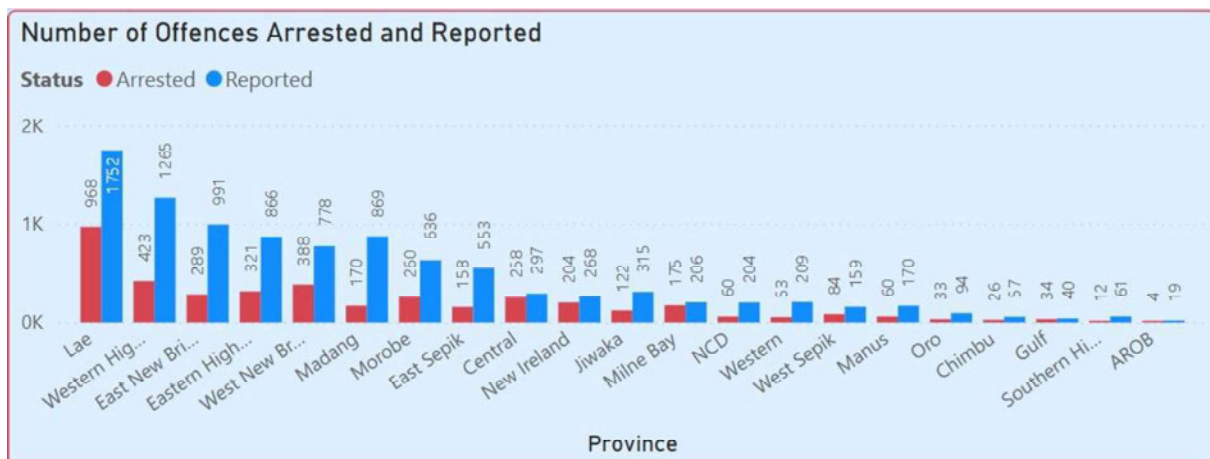


Figure 2: Crimes reported and arrests made in 2024, by province.

Serious assaults (GBH), drugs, robbery, rape and burglary related offences remain the most prevalent offending type, constituting 64% of recorded offences in 2024. Relevantly, these offence types have related contributing factors, with assaults, robbery and burglary offences often predicated by drug offending.

While serious assaults (GBH) remain the most prevalent criminal offence reported in since 2021, the rate of arrest for this crime type continues to improve year-on-year, with 26.6% of reported GBH matters resulting in an arrest (up from 18% in 2021).

Reported instances of rape have increased notably over the short-term, although this increase has been met with a corresponding increase in the number of arrests, meaning the percentage of reported rapes resulting in arrest has remained relatively consistent since 2021.

Concerning, reported instances of murder have increased significantly over the short term, driven by the development of acts of terrorism in sections of the Highlands region which have seen high fatality rates in single incidents. Positively, the number of arrests and arrest clearance rate for this crime type remain high and relatively consistent since 2023 (improving from 41% arrest rate in 2021, to 71% in 2023 and 69% in 2024).

Of note, enhanced investigative outcomes and proactive police investigations have seen a significant increase in the number drug offences and arrests (1021 drug offences recorded in 2024, up from 763 in 2023 and 499 in 2021). The number and rate of arrests for drug matters continues to increase year on year, highlighting that increases in this crime type are attributable to enhanced police investigation capabilities.

Crime Statistics by Divisional Commands

Border Command

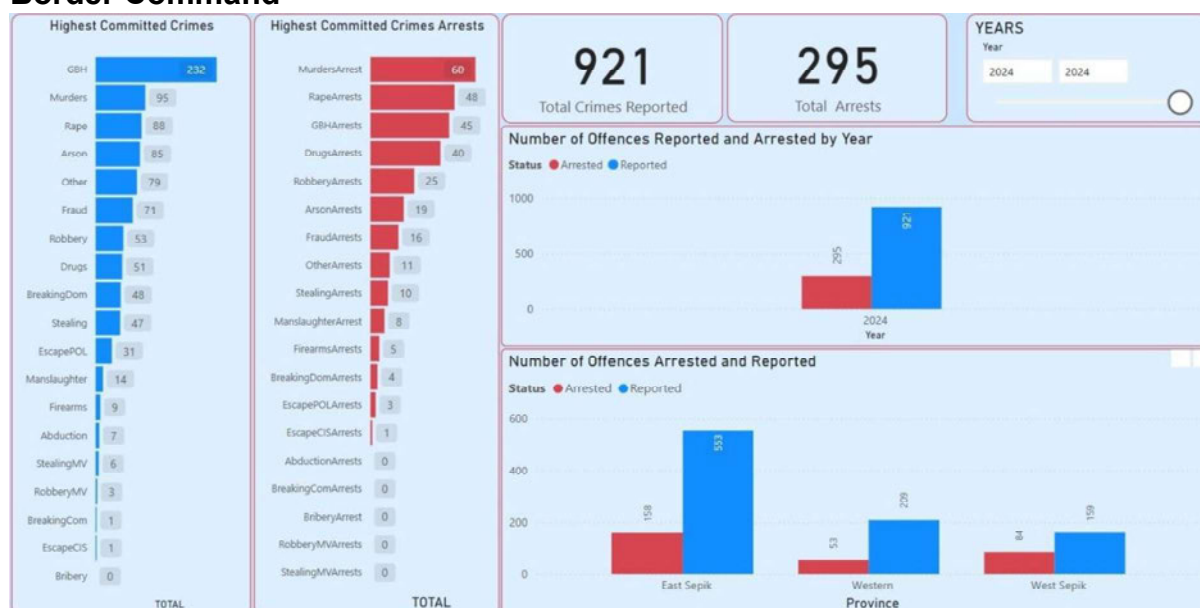


Figure 3: Crimes reported and arrests, Border Command, 2024

Offences against the person were the most prevalent reported offence in Border command in 2024, with 232 reports of grievous bodily harm, 95 reports of murder, and 88 reports of rape. Offences against the person remain the principal offences cleared by arrest, accounting for 58% of arrests in Border Command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

Bougainville Police Service



Figure 4: Crimes reported and arrests, Bougainville Police Service, 2024

Theft, firearm and rape were the most prevalent reported offence to Bougainville Police Service in 2024, with 4 reports of theft, 3 firearms related reports, 3 reports of rape and 2 reports of drug offending. Offences related to theft and rape were the principal offences cleared by arrest, accounting for all of arrests by Bougainville Police Service. Low recorded statistics are likely indicative of administrative incompleteness by this command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

Highlands Eastern End Command

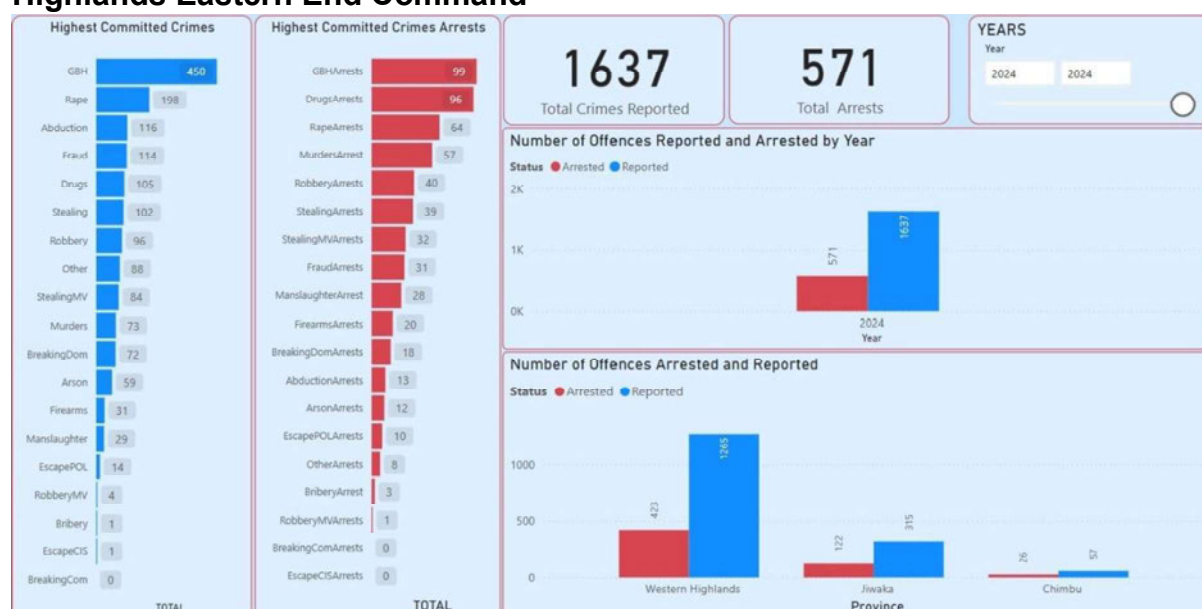


Figure 5: Crimes reported and arrests, Highlands Eastern End Command, 2024

Offences against the person were the most prevalent reported offence in Highlands Eastern End command in 2024, with 450 reports of grievous bodily harm, 198 reports of rape, and 116 reports of abduction. Notably, there were 114 reported offences of fraud in this period. Offences against the person and drug offending remain the principal offences cleared by arrest, accounting for 21% of arrests in Highlands Eastern End command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

Highlands Western End Command

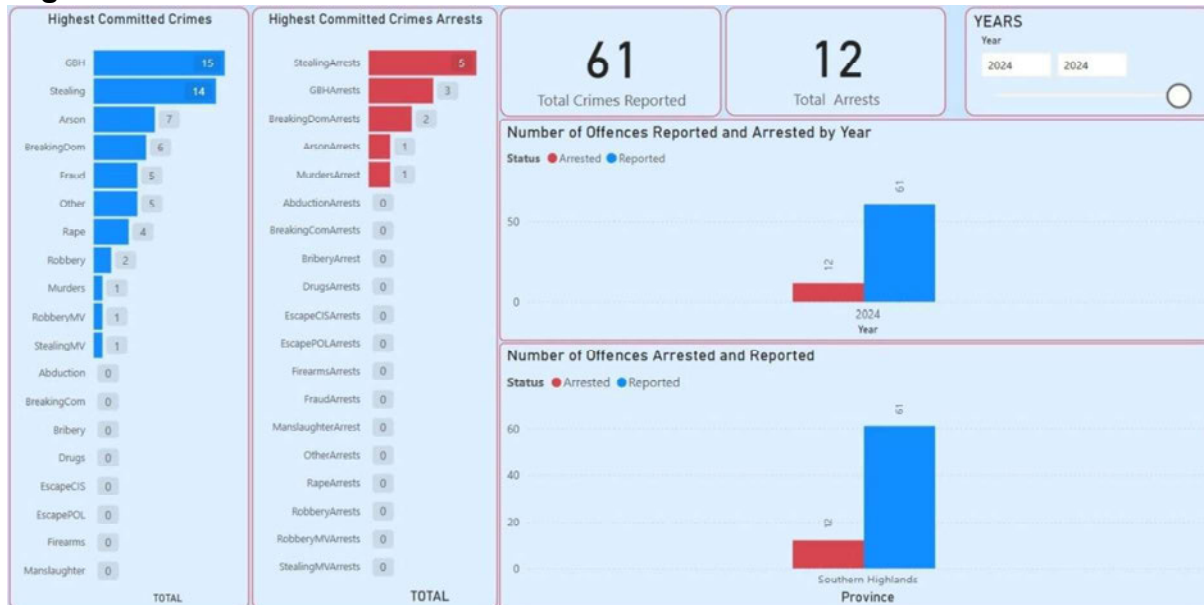


Figure 6: Crimes reported and arrests, Highlands Western End Command, 2024

Property offences were the most prevalent reported offence in Highlands Western End command in 2024, with 14 reports of stealing, 7 reports of arson, and 6 reports of domestic break-in. Property offences and offences against the person (grievous bodily harm and murder) were the principal offences cleared by arrest, accounting for all arrests in Highlands Western End command. Low recorded statistics are likely indicative of administrative incompleteness by this command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

New Guinea Islands Command

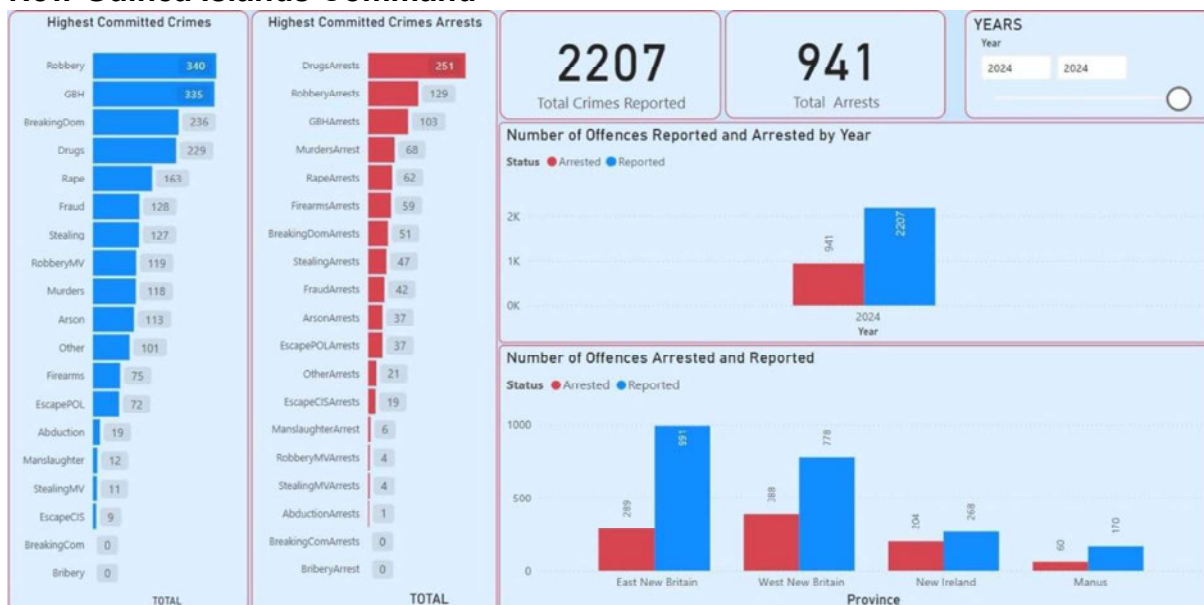


Figure 7: Crimes reported and arrests, Islands Command, 2024

Robbery and acts occasioning grievous bodily harm were the two most recorded offences in New Guinea Islands command in 2024, with 340 reports of robbery, 335 reports of grievous bodily harm, 236 reports of domestic break-in, and 229 reports of drug offending. Drug offences, robbery and acts occasioning grievous bodily harm were the principal offences cleared by arrest, accounting for all arrests in Highlands Eastern End command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

NCD & Central Command

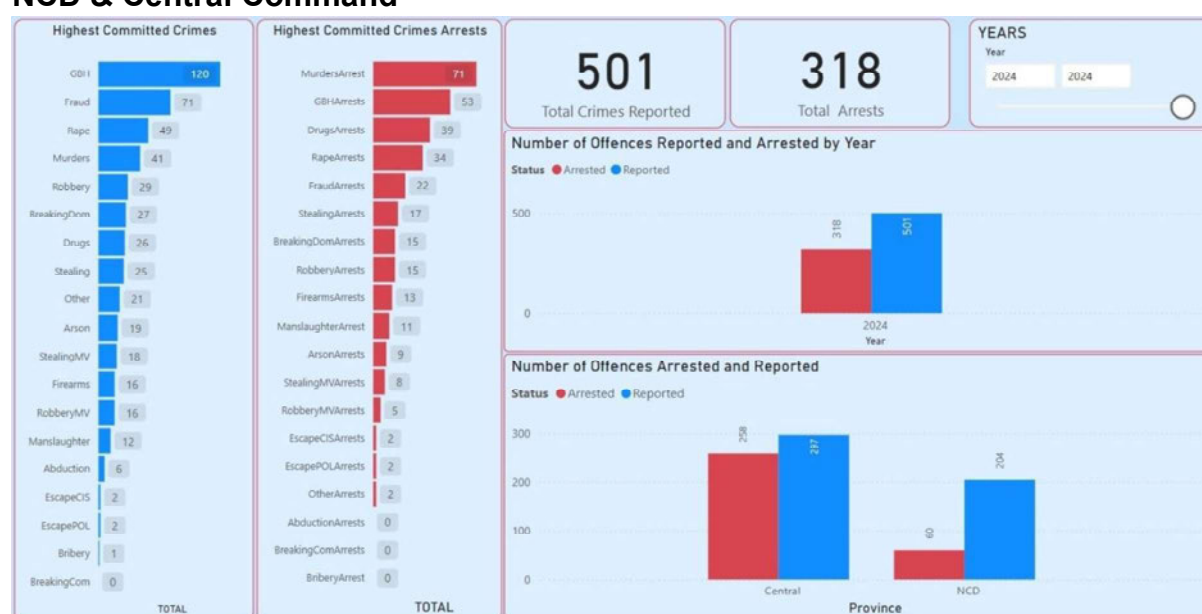


Figure 8: Crimes reported and arrests, NCD & Central Command, 2024

Offences against the person were the most prevalent reported offence in NCD & Central command in 2024, with 120 reports of grievous bodily harm, 49 reports of rape, and 41 reports of murder. Offences against the person (murder, acts occasioning grievous bodily harm and rape) were the principal offences cleared by arrest, accounting for 49% of arrests in NCD & Central command. Low recorded statistics are likely indicative of administrative incompleteness by this command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

Northern Command

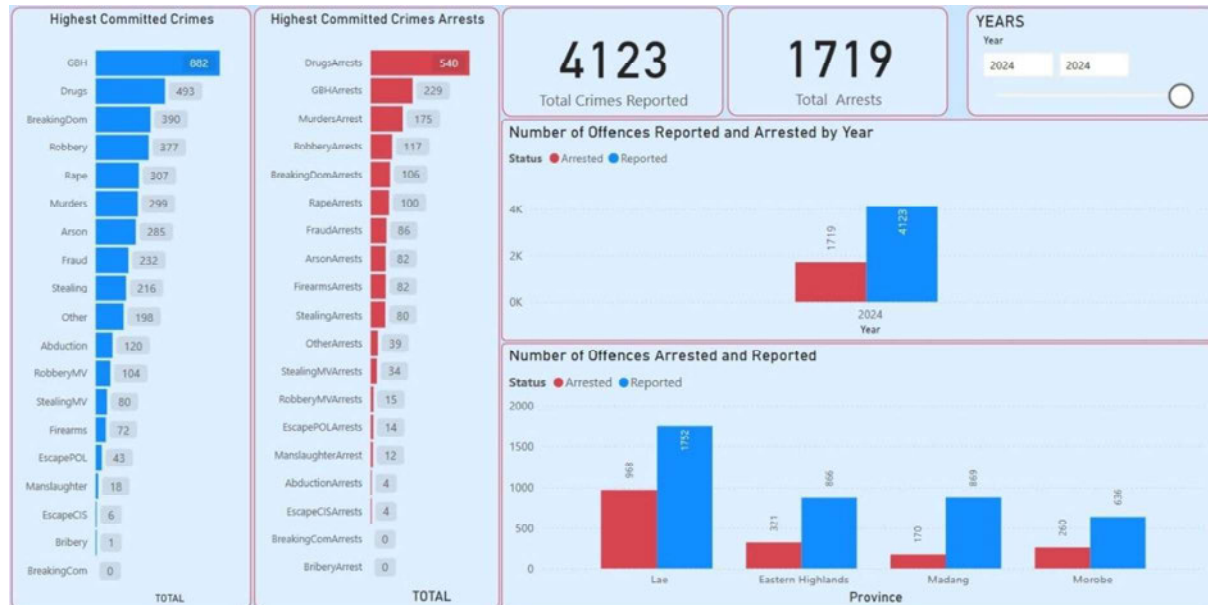


Figure 9: Crimes reported and arrests, Northern Command, 2024

Offences against the person and drug offences were the most prevalent reported offence in Northern command in 2024, with 882 reports of acts occasioning grievous Bodily Harm, 307 reports of rape, 299 reports of murder, and 493 reports of drug offences. Drug offences and offences against the person (acts occasioning grievous bodily harm, murder and rape) were the principal offences cleared by arrest, accounting for 60% in NCD & Central command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

Southern Command

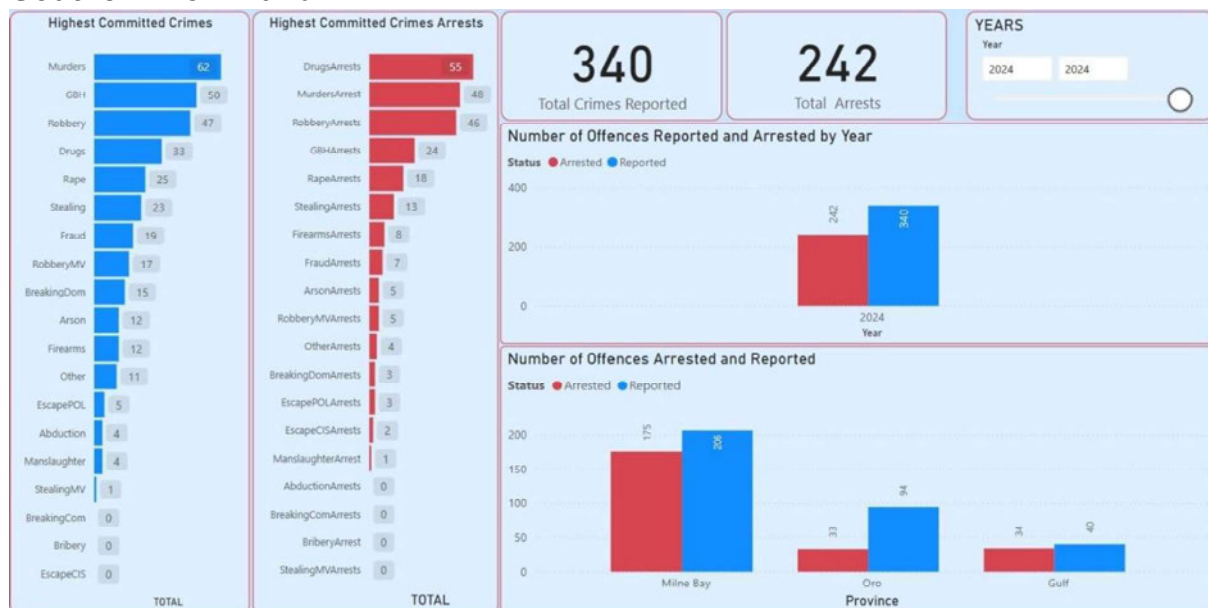


Figure 10: Crimes reported and arrests, Southern Command, 2024

Offences against the person were the most prevalent reported offence in Southern command in 2024, with 62 reports of murder, 50 reports of acts occasioning grievous bodily harm, and 25 reports of rape. Drug, murder and robbery offences were the principal offences cleared by arrest, accounting for 61% of arrests in Southern command.

Offence and arrest breakdowns per province are provided in the table above and in annexures.

Financial Management & Expenditures Summary

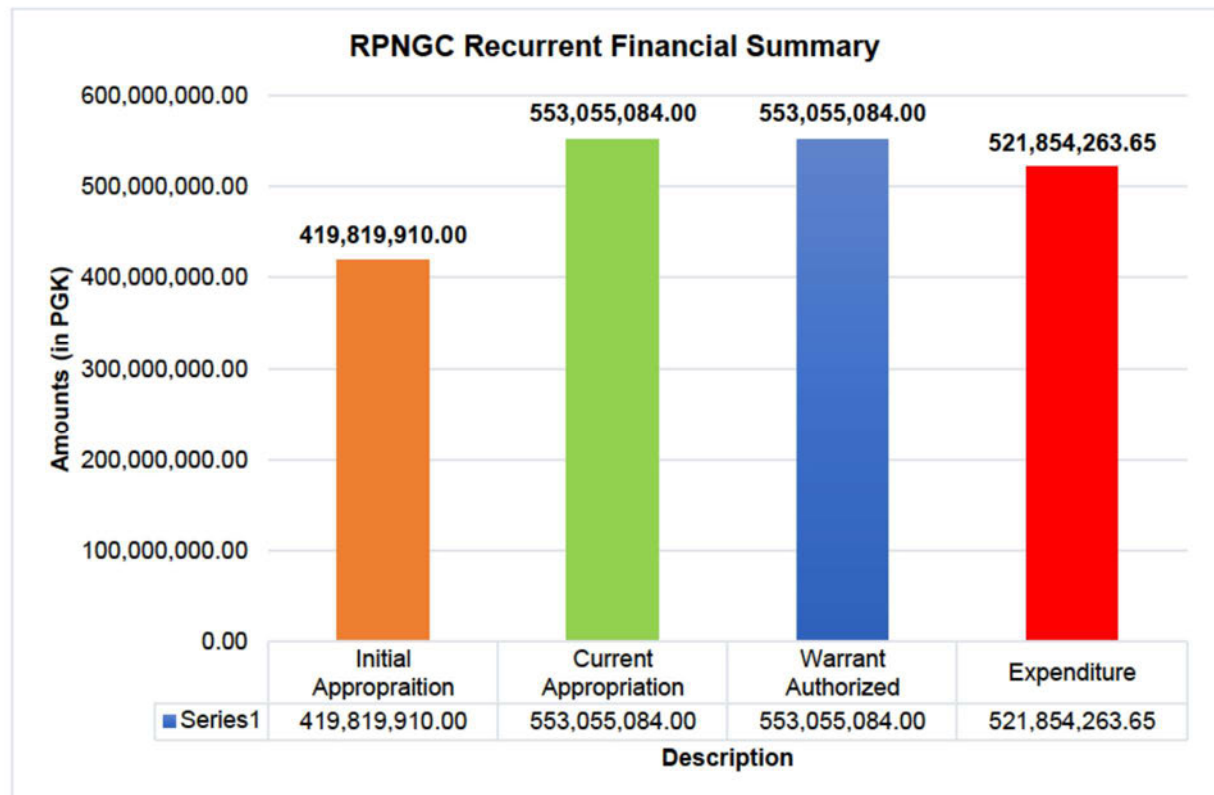


Figure 11: Recurrent expenditure appropriation breakdown, 2024

The total recurrent expenditure for RPNGC in 2024 was K521, 854, 263.65

56% of the total expenditure was Personnel Emoluments (PE) and 44% of Goods & Services (G&S).

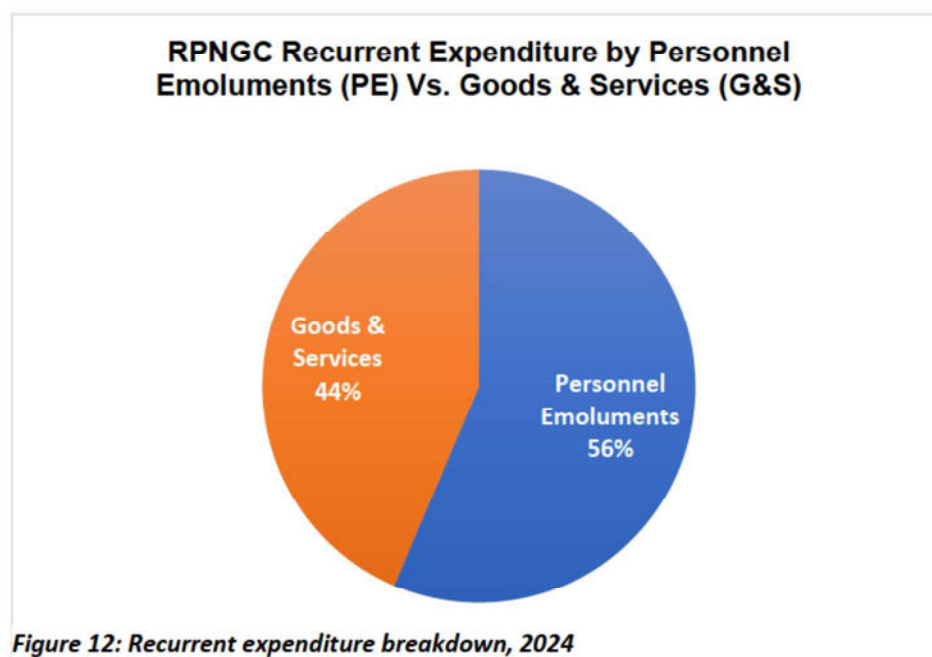


Figure 12: Recurrent expenditure breakdown, 2024

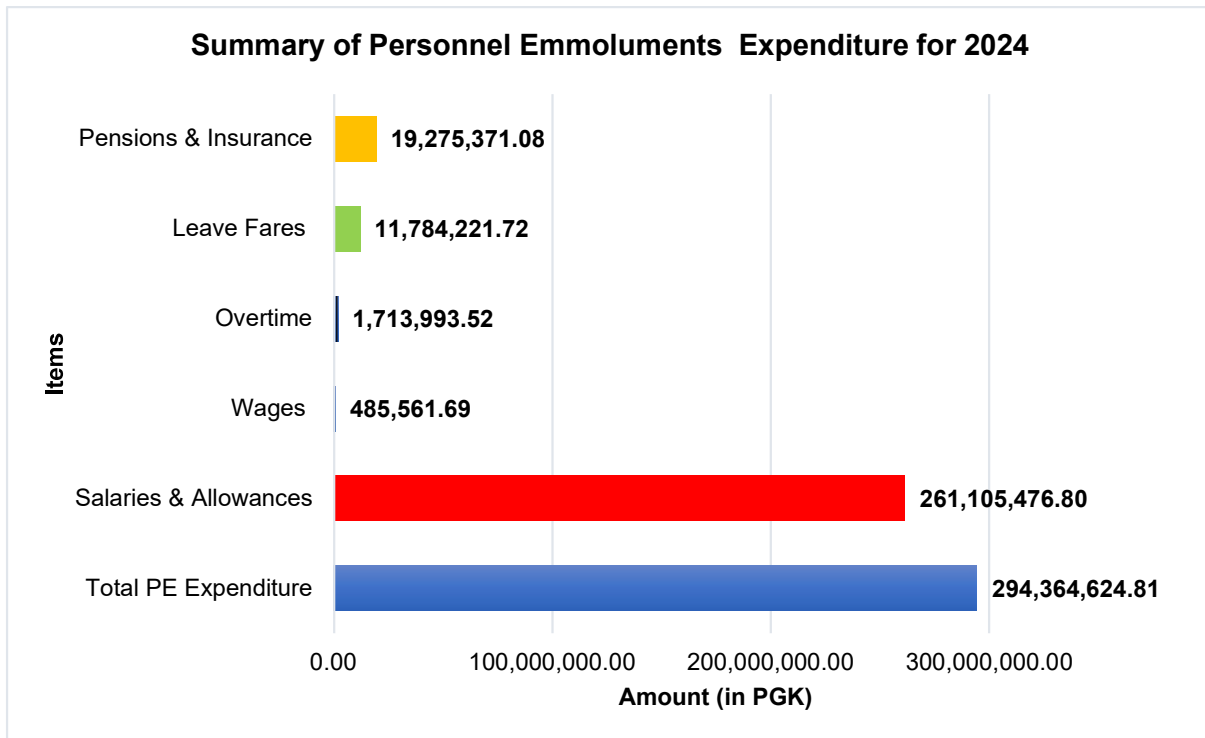


Figure 13: Personnel emoluments expenditure, 2024

Personnel Emoluments is allocated to remunerate 6,344 personnel of RPNGC across the country.

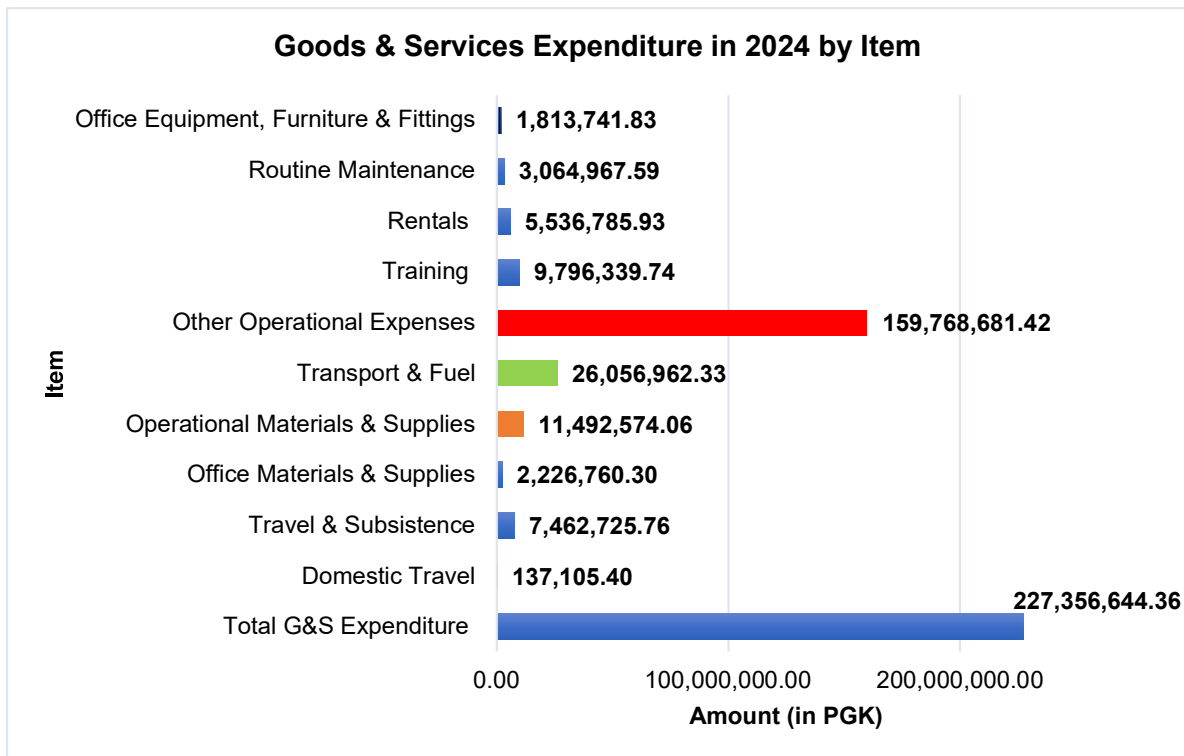


Figure 14: Goods & Services expenditure by item, 2024

Total Goods and services are allocated to over 65 activity areas.

KRA 1 – CRIME PREVENTION & COMMUNITY POLICING

Goal 1: To maximize peace, good order and strengthen the rule of law by employing proactive and preventive community policing strategies.

Outcome Statement

Our success in implementing this goal would be “improved community confidence” in the Police Service.

Overview

The RPNGC is mandated to preserve peace and good order. However, law and order issues are complex and the RPNGC cannot address this alone.

The RPNGC advocates strengthening existing and building new strategic partnerships at national and sub-national levels and with other key stakeholders. They include the Law and Justice Sector (LJS) agencies, civil societies, communities across the country, regional and international law enforcement agencies to address these law-and-order issues.

Having a safe and secure environment will create a conducive environment for social and economic activities to prosper. It is equally important to identify and manage risks that threaten public safety.

The RPNGC is implementing two broader strategies to achieve the above goal by maximizing public safety and strengthening responses to issues that undermine legitimate economic activities.

The DCP Chief of Regional Operations is responsible for the implementation of this key result area and reporting its success and challenges. He is ably assisted by seven (7) ACPs who report directly to his office.

Reporting to these ACPs are twenty-one (21) PPCs, and two (2) Metropolitan Commanders throughout the country.

The BPS implements this KRA under its own DCP Chief of BPS who then reports to the Commissioner of Police.

All DCPs align their respective plans to the RPNGC Corporate Plan 2021-2030 and then report the results of their implementations to the Commissioner of Police.

NCD/CENTRAL DIVISIONAL COMMAND

Overview

The Divisional Command takes carriage of all police administrative and operations in the National Capital District (NCD) Metropolitan and Central Provincial Police Commands. Its divisional headquarters is based in Port Moresby and the division is headed by an ACP. The NCD Metropolitan Superintendent (Met/Supt) and the Central PPC assist the ACP in delivering policing services in the divisional command.

Divisional Profile

Activity Area	NCD/Central Divisional Command
Divisional Commander	a/ACP Benjamin TURI
Sub-ordinate Commands	NCD Metropolitan & Central Commands
Total Police Strength	740
Total Population	726, 893
Total Land Mass	30, 238 km ²
Population Density	24 people per km ²
Total Police to Population Ratio	1:982
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 804, 162.00
Personnel Emoluments	K 682, 700.00
Goods & Services	K 121, 462.00

Achievements (Success stories or what has been achieved during the year)

- Infrastructure Development and Rehabilitation of police accommodation and facilities within the divisional command.
- Community policing through partnership engagements
- Attending a series of Good Governance workshops by several managers.
- Received operational support from NCDC, and Central Provincial Government.

Challenges (What affects the successful implementation of planned activities)

- Personnel shortage
- Deteriorating institutional houses
- Logistical constrains causing delay in Investigations

- Deteriorating road conditions

Focus areas for 2025 (Strategies or Plans to implement)

- Infrastructure rehabilitation
- Strengthen partnerships with key strategic partners and stakeholders

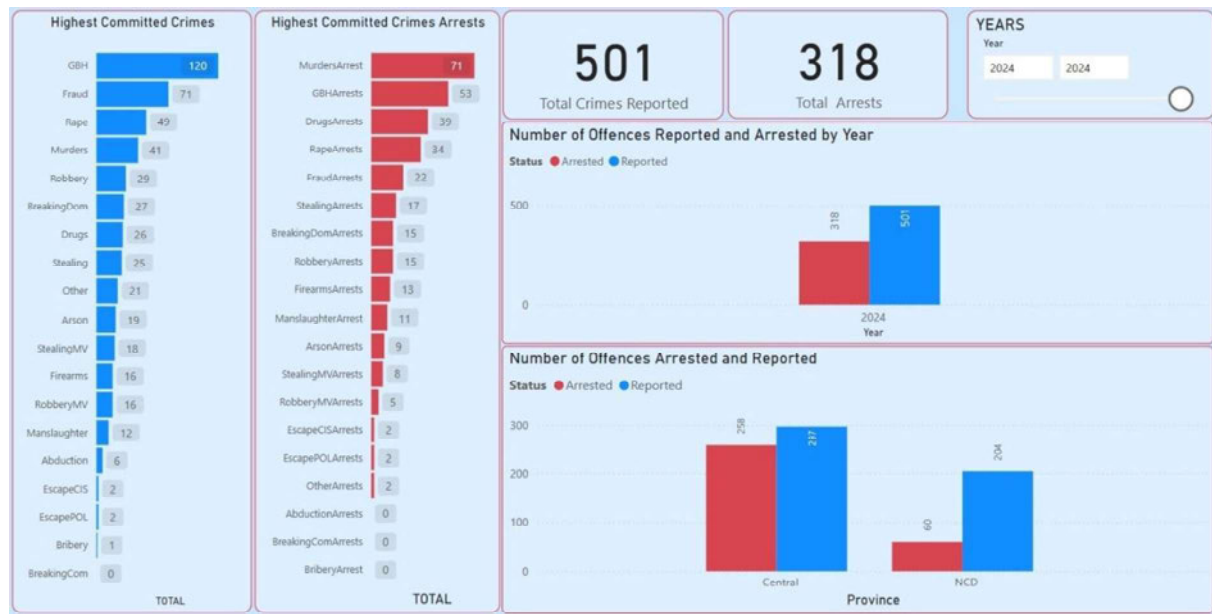


Figure 15: Crimes reported and arrests, NCD & Central Command, 2024

NCD Metropolitan Police Command

Overview

The NCD Metropolitan Command is responsible for policing the capital city of PNG. The Command's headquarter is located at Boroko Police Station which is also the main station. It is headed by a Superintendent (Supt). The Metropolitan Commander is assisted by ten (10) Police Station Commanders of the following stations; Boroko, Waigani, Badili, Port Moresby, Gerehu, Hohola, Gordons, Six (6) Mile, Seven (7) Mile Airport and Nine (9) Mile. Additionally, the Metropolitan Command is divided into three (3) zones according to electoral boundaries. The Metropolitan Commander is supported by three zone commanders who deliver policing services throughout NCD.

Command Profile

Activity Area	NCD Metropolitan Command
Activity Manager	Supt. Silva Sika
Land mass	240 km ²
Population	364,125 (2021 NSO Pop'n Estimates)
Police Strength	Uniform: 576
Police to population ratio	1:632
No. of Police Stations	10
No. of Institutional Housing	753
No. of police barracks	15
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 30, 293, 267.00
Personnel Emoluments	K 30, 157, 700.00
Goods & Services	K 135, 567.00

Achievements (Success stories or what has been achieved during the year)

- Police Stations Infrastructure Development and Rehabilitation of police housing/accommodation.
- Enhancing Road safety and Motor traffic operations.
- Strengthening good governance and accountability.
- Community policing and partnership engagements.
- Facelift of Gordons Police Station (ongoing).
- Construction of Nine (9) Mile Police Station (completed).
- Resource capacity for Investigations and Prosecutions.
- Establishment of MoU for Police Reservists.
- New Police posts and Neighborhood watch programs.

Challenges (What affects the successful implementation of planned activities)

- Personnel shortage – Port Moresby (NCD) is an ever-increasing city in terms of geopolitical and socio-economical aspects. As such, more manpower needs to be stationed here to meet the demands of Law and Order.
- Updated Training – Upskilling and Human Resource Development is an integral component of RPNGC hence more personnel (both commissioned and NCOs) need to be considered for further training.
- Accommodation – When properly accommodated in institutional homes (barracks), the safety and well-being of police personnel is guaranteed. This would in turn motivate police personnel to perform their duties exceptionally well.

Focus Area for 2025 (Strategies or Plans to implement)

- Strengthen partnership with Key Strategic partners to support police operations in the Metropolitan command.
- Increased community engagement to effectively address law and order issues in the Metropolitan Command.
- Improve police response time to reports of crimes and needs for police assistance.
- Improve investigations and prosecutions convictions results.



Pictured are NCD Metro Members providing Guard of Honor for Prime Minister James Marape, at the Opening of the new 9 Mile Police Station, NCD.



Central Provincial Police Command

Overview

Central Provincial Police Command is commanded by a Chief Inspector (CIP) as its Provincial Police Commander (PPC). The PPC is responsible for all policing operations within the jurisdiction of the province. The headquarters is currently situated in Gordons Barracks. Policing services are delivered through the Kupiano, Moreguina, Kwikila, Upulima, Sogeri, 15 Mile, Laloki, Doa and Bereina police stations and rural stations within the province.

Command Profile

Activity Area	Central Provincial Command
Activity Manager	CIP. Joseph SALLE
Land mass	29,998 km ²
Population	362, 768 (2021 PNG NSO Population Est)
Police Strength	187 (Uniform: 164, ASW & Reserve: 23)
Police to population ratio	1:2,212
Number of Police Stations	13
Number of Institutional Housing	50
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 7, 915, 294.00
Personnel Emoluments	K 7, 789, 700.00
Goods & Services	K 125, 594.00

Achievements (Success stories or what has been achieved during the year)

- Ensure a high standard of Policing services throughout all Police Stations and Police Posts making sure strong Public Private Partnership (PPP) is achieved in line with Divisional plan.
- Infrastructure development in Bereina and Sogeri Police Barracks, projects to be completed in 2025 to cater for personnel to operate in the districts.
- Maintenance and renovation work done at 15 Mile Police cells, major problem was the sewerage system which is continuously blocked due to detainees pushing objects such as drinking containers and plastics.
- Buria Police Post was built by ExxonMobil with 2 stand-alone houses.
- CPG also funded major operations when the personnel are deployed on site especially for arson and murder cases.

Training and development of Central Police Personnel.

- Workshop for PSC's and OIC's CSO Update.

- Workshop for Senior NCO's on CSO Update.
- C3 (Command, Control, Co-ordination) workshop for officers and senior NCOs.

Community Policing Awareness captured

- Community awareness program in the Rigo District funded by Central Provincial Government.

Challenges (What affects the successful implementation of planned activities)

- Bad or deteriorated road conditions in the rugged environment.
- Late release of funds.
- Lack of adequate and appropriate resources such as fuel, vehicles, and dinghies.
- Inappropriate use of vehicles by personnel.
- Disproportionate police to population ratio (more population to less police numbers)
- The challenging and rough terrain hinders effective policing service.

Focus Areas for 2025 (Strategies or Plans to implement)

- Upgrading of all existing District Police Stations in Central Province.
- Construction of new Central Police Headquarters.
- Establishment and construction of Maritime Police Bases to cover coastlines within Central Province.
- Construction of new police station in Rigo Coast.
- Construction of 200 personnel Police barracks in Central.
- Rehabilitate 15 Mile Police Station and gazettal as holding cell for Central Province.
- Improve the capacity of Internal Investigation Units (IIU) in Central.
- Establish systems to monitor performance and integrity.
- Strengthen the Family Violence establishments.
- Support the implementation of Gender, Equality, Disability and Social Inclusion (GEDSI)
- Resource capacity for Investigators and Prosecutors
- Strengthen existing Community Policing Posts.

NORTHERN DIVISIONAL COMMAND

Overview

Northern Divisional Command oversees Eastern Highlands, Madang, and Morobe Provincial Police Commands, and Lae Metropolitan Command.

Divisional Profile

Activity Area	Northern Divisional Command
Divisional Commander	ACP Peter Guinness
Sub-ordinate Commands	Lae Metropolitan, Morobe, Madang & EHP
Total Police Strength	1,058
Total Population	2, 722, 131
Total Land Mass	73, 822 km ²
Population Density	36 people per km ²
Total Police to Population Ratio	1:2, 573
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 970,934.00
Personnel Emoluments	K 738,500.00
Goods & Services	K 232,434.00

Achievements (Success stories or what has been achieved during the year)

- The command has been supported by respective Provincial Governments and respective DDAs in the funding of reserve training as well as funding of uniforms, firearms, ammunition, accommodation, and vehicles.
- Partnership support in the command is very vibrant.

Challenges (What affects the successful implementation of planned activities)

- Timely release of sufficient funding and Logistics support.
- Vehicles are another impediment as it is impossible to travel out to do second- and fourth-quarter inspections and any other administrative and operational duties within the command.

Focus Area for 2025 (Strategies or Plans to implement)

- Building a strong and prominent Water Police in Northern Command to address the alarming occurrence of crimes committed on sea.

- Seek funding assistance to construct a new Northern Divisional Headquarters Building within the City.
- Support the Command Chaplain to do his Pastoral work in the command so that all Police officers are spiritually and physically prepared for their policing duties.

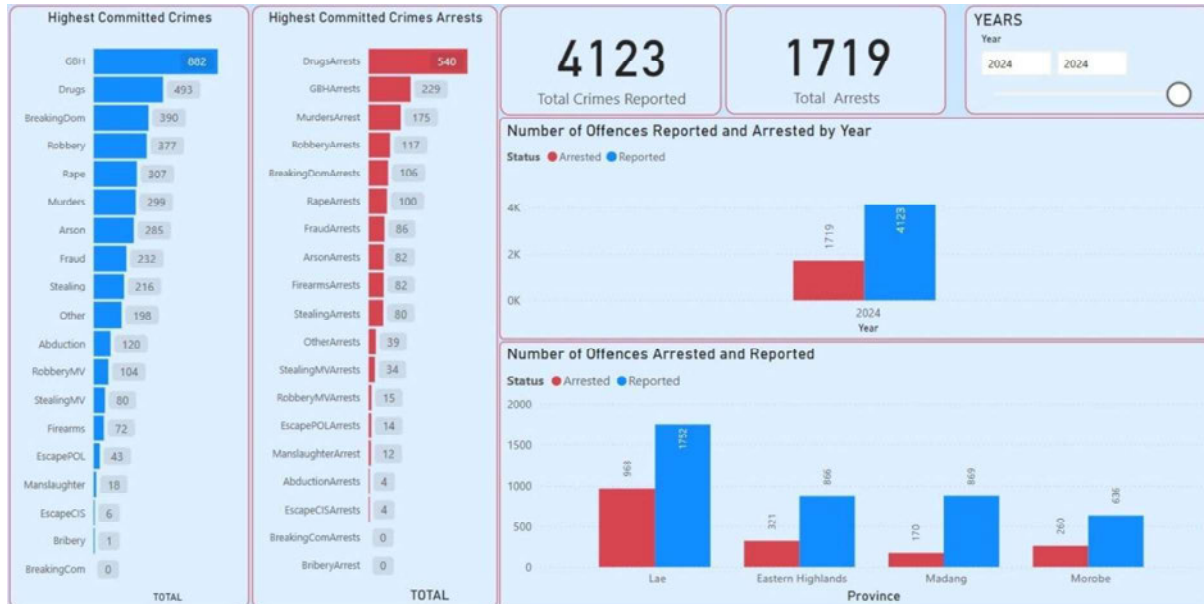


Figure 16: Crimes reported and arrests, Northern Command, 2024

Lae Metropolitan Police Command

Overview

The Command is headed by a Chief Superintendent (CSP) as the Metropolitan Commander. The Command is situated within the boundaries of the Lae City which 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 Papua New Guinea that has industrial and commercial entities, and the city is important for the economic growth of PNG as it generates significant revenue for the Government.

Command Profile

Activity Area	Lae Metropolitan Command
Activity Manager	CSP. Chris KUNYANBAN
Land mass	74 km ²
Population	224, 983 (2021PNG NSO Pop'n Est.)
Police Strength	361 (Uniform: 358, ASW: 2)
Police to population ratio	1:628
Number of Police Stations	11
Number of Institutional Housing	345
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 13, 714, 110.00
Personnel Emoluments	K 13, 631, 900.00
Goods & Services	K 82, 210.00

Achievements (Success stories or what has been achieved during the year)

- Through strategic partnership, the Lae City Authority (LCA) and Morobe Provincial Government (MPG) have greatly assisted with fuel and stationery, due to successful collaboration and meetings with those two stakeholders.
- Eviction of settlers on Bumbu Police barracks land with collaboration from stockholders, the land back-filled and ready for further police development.

- Tent City Police Barracks housing under major renovation.
- Five (5) newly built duplexes are currently being built at Bumbu Barracks.
- Improved response time to reports of crimes and other community requests.

Challenges (What affects the successful implementation of planned activities)

- One of the main challenges is the ethnic violence in the city jurisdiction,
- Rural-urban migrations causing growth of illegal settlements and illegal land grabbing.
- Constant Power blackout causing late submission of reports as required in a timely manner and other police duties.
- Discipline issues, notably AWOL is prevalent in the command
- Delay in adjudication of discipline matters making the defaulters recommitting.
- Lack of email for convenient transmission of information

Focus Area for 2025 (Strategies or Plans to implement)

- To create e-mail addresses and utilize them to cut down on the funds that are used on toners, cartridges, and paper. Also, it will contribute to an eco-friendly environment.
- To ensure prudent adjudication of cases to maintain discipline and discourage unnecessary legal implications and increase positive public perception.
- Rural-urban migrations and ethnic violence within the city must be addressed with collaboration and coordination with strategic partners and relevant authorities.

Morobe Provincial Police Command

Overview

The Command Headquarter is in Lae City, the provincial capital of Morobe. The Command is headed by a 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. Wau, Bulolo, Menyamya, Garaina, Finschhafen, Siassi, Kabwum, Boana, and Mutzing Police Stations in the nine (9) districts.

Command Profile

Activity Area	Morobe Provincial Command
Activity Manager	CSP. Jacob SINGURA
Land mass	33,705 km ²
Population	914,806 (2021 PNG NSO Population Est.)
Police Strength	174
Police to population ratio	1:5259
Number of Police Stations	20
Number of Institutional Housing	114
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 9, 075, 028.00
Personnel Emoluments	K 8, 967, 200.00
Goods & Services	K 107, 828.00

Achievements *(Success stories or what has been achieved during the year)*

- New Menyamya Police Station built by Menyamya DDA.
- Renovation of Aseki Police Station by Menyamya DDA.
- Menyamya (1) and Wau (2) Police received new vehicles from their Districts Development Authorities.
- Morobe Provincial Government bought new vehicle for PPC Morobe.
- RPNGC bought five (5) new Police vehicles for Morobe Provincial Police Command.
- 30 x new Police Houses for Finschhafen Police by Finschhafen DDA.
- 1 x new office for FSVU Wau built by Wau / Waria DDA

Challenges (What affects the successful implementation of planned activities)

- Finance - inadequate release of funds on time.
- Manpower shortage - low manpower throughout the province with an imbalance of police vs population ratio.
- Vehicle/Fuel – shortage of fuel supplies to cover the big province and open seas.
- Geography - rugged and rough terrains with open seas and fast flowing rivers.
- Firearms & Ammo - a smaller number of firearms and ammunition.

Focus Area for 2025 (*Strategies or Plans to implement*)

- To conduct more Community Policing Awareness and Rural Patrols (sea/land) throughout District Police Stations to minimize law and order problems.
- To prioritise and focus on achieving planned activities.
- To advocate and practice principles of good governance and improve discipline.

Madang Provincial Police Command

Overview

The Provincial Police Command Headquarter is in Madang Town, the provincial capital. The Command is headed by a Chief Inspector (CIP). 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.

Command Profile

Activity Area	Madang Provincial Command
Activity Manager	CIP. Robert BAIM
Land mass	28,886 km ²
Population	797,807 (2021PNG NSO Pop'n Est.)
Police Strength	215
Police to population ratio	1:3711
No. of Police Stations	13
No. of Institutional Housing	117
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 9, 044, 896.00
Personnel Emoluments	K 8, 993, 800.00
Goods & Services	K 51, 096.00

Achievements (Success stories or what has been achieved during the year)

- Police initiated strategic partnership with key stakeholders being the Madang Governor, Provincial Administrator, respective MPs, DDAs, Town Mayor, Madang Urban LLG, other government agencies, NGOs, Business Houses, Churches, Media Team and the people of Madang which proved to be a catalyst that enabled positive progress in the Madang Command.
- Through strategic partnership, the Madang Provincial Administration initiated the development of a Permanent PPC House & 45-Men Mobile Barracks at Asuar, re-development of condemned Kusbau Police Barracks, refurbishment of Traffic Office and purchase of 10x New Police Vehicles and 8x Police Patrol Dinghies
- National Fisheries Authority sponsored the re-development of PPHQ Jomba Station, District Police Station (Town Police Station) and others.

Focus Area for 2025 (Strategies or Plans to implement)

- Secure funding to improved logistics and infrastructure are a framework for effective police service delivery.

Eastern Highlands Provincial (EHP) Police Command

Overview

The Command Headquarter in Goroka Town is the provincial capital. The Command is headed by a Chief Superintendent (CSP). The policing services are delivered through the Goroka, Kainantu, Henganofi, Lufa, Asaro, Yonki Police Stations which are spread out in the following districts: Goroka, Daulo, Ungai-Bena, Henganofi, Lufa, Okapa, Kainantu, and Obura-Wonenara. It also polices the highlands national highway that runs through the province.

Provincial Profile

Activity Area	Eastern Highlands Province
Provincial Police Commander	CSP. John Kale
Land mass	11, 157 km ²
Population	784,535 (2021 PNG NSO Pop'n Est.)
Police Strength	311
Police to population ratio	1:2523
No. of Police Stations	10
No. of Institutional Housing	174
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K13,002,004.00
Personnel Emoluments	K10,933,600.00
Goods & Services	K133,678.00

Achievements (Success stories or what has been achieved during the year)

- Funding support through Goroka District Development Authority (DDA)
 - Maintaining toilets in the Police Station.
 - Completed a duplex that is co-funded by RPNGC.
 - Demolished and constructed a quadruplex building at Minogere Barracks, Goroka town.
 - Rectified water problem at Lopi barracks.
 - Engaged lands surveyors to identify boundary at Minogere and Lopi barracks for proper fencing to be erected at the two barracks
 - CCTVs purchased and are awaiting installation in Goroka town.

- Highlands Digicel Branch issued Toll Free numbers to Eastern Highlands Police.
- Secured funding of from EHP Provincial Administration to renovate Goroka Police Station Cell Block.
- Kainantu Mine procured stationery and a printer for station and PPHQ use.0.
- Goroka National Court assisted with funding sourced from Department of Justice and Attorney General (DJAG) for extension of current cell block.

Challenges (What affects the successful implementation of planned activities)

- Discipline issues discourage planning and execution of secure funded projects.
- Lack of better office equipment for efficiency in administration.
- Lack of accommodation at Districts discouraging police strength at the district level.
- Lack of radio communications and vehicles for Rural Police Stations and Sections in Goroka and Kainantu.
- Fuel shortages discourage response to complaints.
- Lack of funding to maintain administration and operational needs.

Focus Area for 2025 (Strategies or Plans to implement)

- To improve Communication system and process in the Command.

SOUTHERN DIVISIONAL COMMAND

Overview

The Southern Divisional Command oversees the following three (3) Provincial Commands: Gulf, Milne Bay, and Oro Provincial Police Commands. The divisional headquarters is located at Police Headquarters at Konedobu, NCD. The core function of the division is to manage the administrative and operational affairs of three provinces.

Divisional Profile

Activity Area	Southern Divisional Command
Divisional Commander	ACP. Joseph PURI
Sub-ordinate Commands	Milne Bay, Gulf, Oro
Total Police Strength	193
Total Population	1,220,777
Total Land Mass	323, 579 km ²
Population Density	3 people per km ²
Police to Population Ratio	1: 6,325
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 054, 507.00
Personnel Emoluments	K 879, 300.00
Goods & Services	K 175, 207.00

Achievements (Success stories or what has been achieved during the year)

- Successful Sohe Open By-Election conducted without any major hurdles.
- Approved establishment of Southern Division Response Unit by the Commissioner of Police.

Challenge (What affects the successful implementation of planned activities)

- Inadequate funding allocation is a major challenge faced by the command for purchase of goods and services such as rations, stationaries and so on in implementing its Activity Plans.
- The geographical location and remoteness of some rural police stations is also an obstacle for policing services to be properly established in these areas.
- Lack of emergency funding to respond to urgent matters without delay.

- Lack of adequate manpower has affected many Rural Police stations. Re-staffing of provincial commands is required to open the rural stations and to have policing service to the rural areas.

Focus Areas for 2025 (Strategies or Plans to implement)

- To strengthen existing partnership and establish new Partnership with various key stakeholders.
- To conduct inspections and parades to improve command and control, and accountability.
- To ensure mandatory reports are submitted on time as and when they are required.
- To seek assistance from other units with specialist skills and for additional manpower to counter any uprising in law and order. For example, Water Police and NCD units.

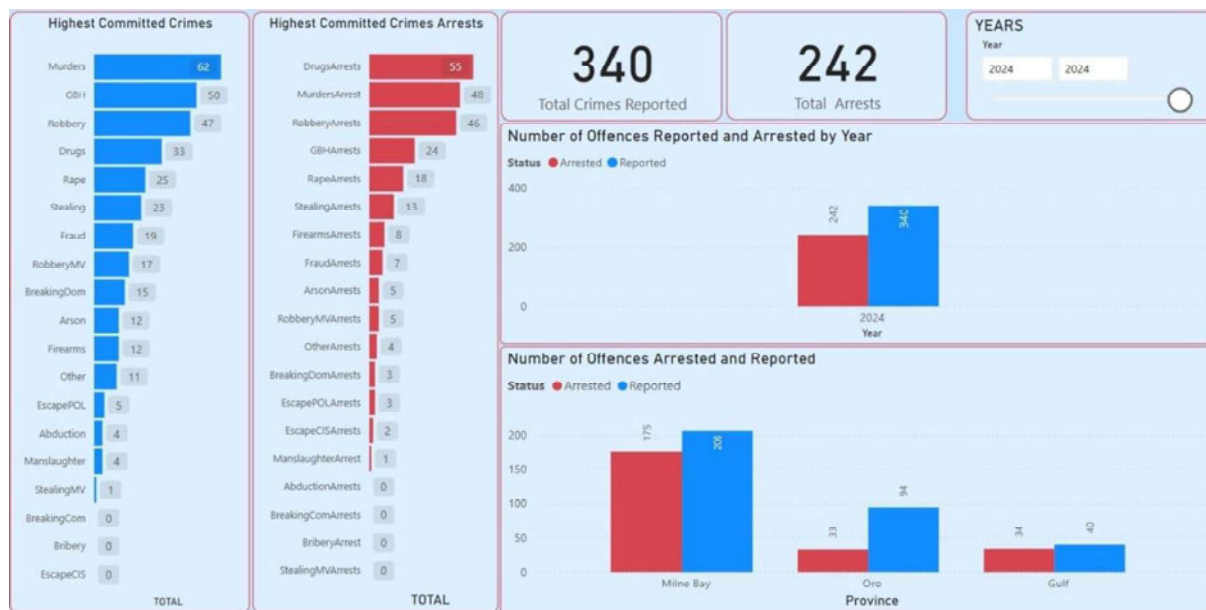


Figure 17: Crimes reported and arrests, Southern Command, 2024

Milne Bay Provincial Police Command

Overview

The Command's Headquarter is in Alotau Town which is the provincial capital. The Command is headed by a Chief Inspector (CIP). The policing services are delivered through its ten (10) Rural Police Station or posts. It also polices the largest maritime area in the Country. The main police stations in this command are; Alotau, Misima, Gurney, Rabaraba, Losuia, and Samarai. The districts are Alotau, Esa'ala, Kiriwina-Goodenough, Samarai-Murua.

Command Profile

Activity Area	Milne Bay Provincial Command
Activity Manager	CIP. Benjamin KUA
Land mass	266,385 km ²
Population	748,196 (2021 PNG NSO Pop'n Est.)
Police Strength	70
Police to population ratio	1:10689
No. of Police Stations	10
No. of Institutional Housing	41
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 3, 069, 692.00
Personnel Emoluments	K 2, 970, 600.00
Goods & Services	K 99, 092.00

Achievements (Success stories or what has been achieved during the year)

- Strengthened existing and establish new partnership with key stakeholders.
- Greater reduction in reports of crimes following destabilization and removal of criminal gangs.
- Positive outcomes of surrender of gang groups with their homemade guns, steam producing gas bottles, marijuana, and others.

Challenges (What affects the successful implementation of planned activities)

- Delay in funding allocation affects supply of fuel for effective policing and emergency situations.
- The geographical isolation and rough terrains are an obstacle for effective policing services to be properly deployed to police those areas.
- Rural Police stations have less manpower.

Focus Areas for 2025 (Strategies or Plans to implement)

- To strengthen existing and establish new Strategic Partnerships for capacity building initiatives in terms of training, and front-line policing with additional logistical/infrastructural support.
- To ensure mandatory reports are submitted to DHQ on a timely manner.
- To establish Water Police Bases to police outer islands.

Oro Provincial Police Command

Overview

The Command's Headquarter is in Popondetta Town which is the provincial capital. The Command is headed by a Chief Inspector (CIP). The two main police stations in the command are Popondetta and Kokoda, while the others are rural police stations to deliver policing services.

Command Profile

Activity Area	Oro Provincial Command
Activity Manager	CIP. Ewai SEGI
Land mass	22, 722 km ²
Population	271,193 (2021 PNG NSO Population Est.)
Police Strength	90
Police to population ratio	1:3013
No. of Police Stations	11
No. of Institutional Housing	58
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 3, 248, 370.00
Personnel Emoluments	K 3, 184, 600.00
Goods & Services	K 63, 770.00

Achievements (Success stories or what has been achieved during the year)

- Secured a standby 9KVA Generator set donated by Oro Provincial Government.
- A communication office was built through sponsorship of Oro Provincial Government which will house all police operations in the province.
- Donation of a building by Ijivitari DDA to be used as a police station in its District.
- Conducted law and order awareness has resulted in youths surrendering home-made firearms

Challenge (What affects the successful implementation of planned activities)

- Delay in funding allocation delaying implementation of activities such as shortage of fuel restricts effective policing.
- The geographical remoteness caused by rugged mountain terrains is an obstacle for policing services to be properly deployed to police those areas.
- Rural Police stations have less manpower, due to not enough police housing.

Focus Areas for 2025 (Strategies or Plans to implement)

- To strengthen existing and establishing new strategic partnerships.
- Capacity building and development for police personnel.

Gulf Provincial Police Command

Overview

The Command Headquarter is in Kerema the provincial capital. The Command is headed by a Chief Inspector (CIP). The policing services are delivered through the main Kerema, Malalaua, Kikiori and other rural stations.

Command Profile

Activity Area	Gulf Provincial Command
Activity Manager	CIP. Jeffrey LEMB
Land mass	34, 472 km ²
Population	201,388 (2021 PNG NSO Pop'n Est.)
Police Strength	33
Police to population ratio	1:6103
No. of Police Stations	6
No. of Institutional Housing	11
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 506, 013.00
Personnel Emoluments	K 1, 366, 300.00
Goods & Services	K 139, 713.00

Achievements (Success stories or what has been achieved during the year)

- OICs and PSCs attended CSO and Police Act (1998) review workshop.

Challenge (What affects the successful implementation of planned activities)

- Rural urban migration of upper highlands moving into the province.
- Vast geographical swampy wetlands are an obstacle for policing.
- Not enough manpower to man rural stations.

Focus Areas for 2025 (Strategies or Plans to implement)

- To strengthen existing and establish new strategic partnerships with key stakeholders to seek logistics and funding assistance.

HIGHLANDS EASTERN END DIVISIONAL (HEED) COMMAND

Overview

The Highlands Region has been divided into two Divisional Commands which are the Highlands Eastern End Division (HEED) and Highlands Western End Division (HWED). The HEED Command HQ is based in Mount Hagen, and commands Western Highlands, Jiwaka and Simbu Provinces. It 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).

Divisional Profile

Activity Area	Highlands Eastern End Command
Divisional Commander	a/ACP. Clement DALLA
Sub-ordinate Commands	WHP, Jiwaka, Simbu
Total Police Strength	584
Total Population	1, 518, 355
Total Land Mass	15, 209 km ²
Population Density	100 people per km ²
Police to Population Ratio	1:2,600
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 500, 371.00
Personnel Emoluments	K 1, 408, 000.00
Goods & Services	K 185, 088.00

Achievements (Success stories or what has been achieved during the year)

- Strategic Partnership at Work as evidenced by several provincial and district administrations are now supporting police to address various law-and-order and other issues including special operations with variety of resources.
- Installation of new PPC Jiwaka has won confidence of the business community, community leaders and the provincial administration.
- WHP had the highest number of officers been promoted in 2024 in the middle management level.
- Community Awareness and engagements continues to be our strength and is strongly advocated in various public forum in the schools, public venues and public gatherings which helps police in maintaining law and order in the communities.

- A dramatic reduction in petty crimes and other street offences in Mt Hagen City due to police collaboration with Mt Hagen City Authority and other key stakeholders in conducting activities such as regular awareness and foot beat patrol throughout the town vicinity. Including the installation of Mobile Police Stations to provide police presence at Rainbow China Town and Pope's Oval.
- Installation of new PPC Simbu has restored community confidence in police with his slogan "Take Back Kundiawa" – which attracted assistance from Kundiawa/ Gembogl DDA, and Kundiawa town communities with positive outlook.

Challenges (What affects the successful implementation of planned activities)

- Manpower shortage & logistical support is a major hurdle in the command.
- Despite receiving three new vehicles each by the three provinces recently, most of the existing vehicles have gone beyond their expiry dates. With the return of the hire cars Simbu and Jiwaka are handicapped.
- Proliferation of Illegal Firearms continues to be a serious threat in the command as there are rampant use of firearms in various criminal offences including tribal fights.
- Lack of Training for in-service officers in various fields such as investigation, prosecution, traffic duties, report writing and so on to improve on their levels of skills and knowledge and competencies.
- Rural - Urban Migration into Hagen city and other towns from people seeking refuge from tribal fights in their areas or seeking opportunities for better government services and economic developments. They come with their tribal mentality and create more law-and-order problems in the urban areas.
- 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 is progressing at a slower rate.
- Information and Communications Technologies needed to be improved at the stations to have up to speed internet connectivity and communications systems and facilities to enhance police operations and administrations.

Focus Area for 2025 (Strategies or Plans to implement)

- Strengthen existing and establish new strategic partnerships to assist policing efforts and ensure community safety and security for smooth flow of essential services and economic development and prosperity

- To lead and involve the communities and partners in this strategy to bring more information and awareness to the communities.
- To improve command and control through regular parades, meetings, enforcement of discipline processes, inspections and audits and monitoring and evaluation of the Action Plans / Activity Management Plans.
- To allocate appropriate resources and conduct trainings to all police units and ensure all reported crimes are properly and thoroughly investigated. Resources includes vehicles, fuel, stationeries, rations and so on.
- To use the Information and Communications technologies (ICT) already on the market to improve police services. These are such as the GPS to monitor all movement of vehicles, radio communications system, internet connectivity and accessories.
- To liaise with PHQ to develop or improve the living and working conditions of the police personnel.

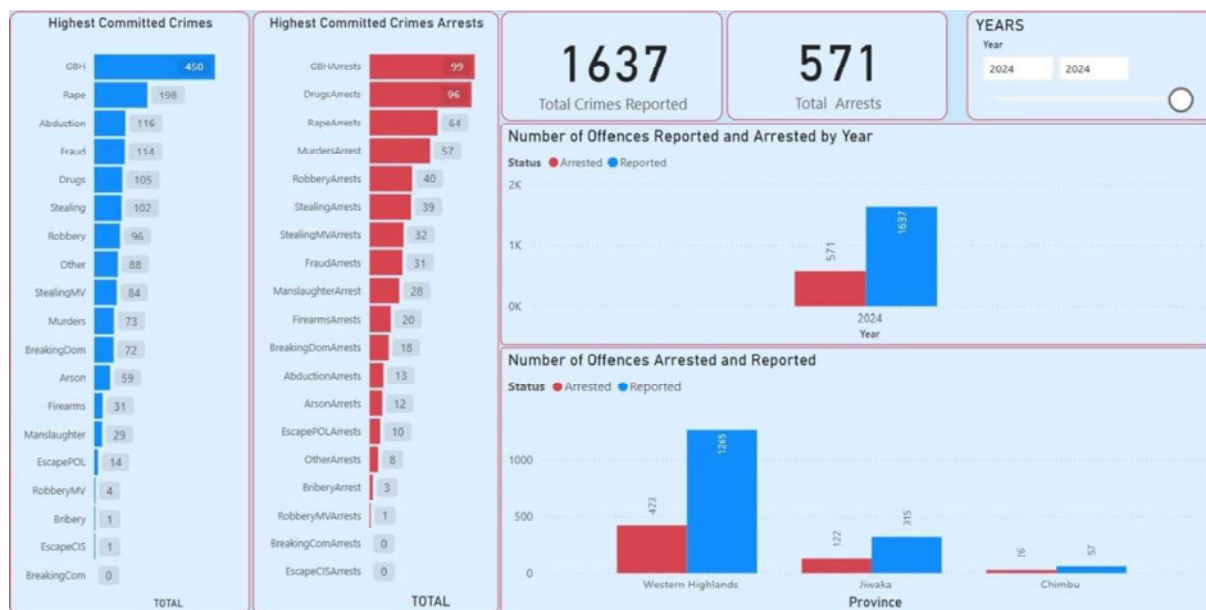


Figure 18: Crimes reported and arrests, Highlands Eastern End Command, 2024

Western Highlands Provincial Police (WHPP) Command

Overview

The Command HQ is in the provincial capital Mt Hagen and is headed by a Chief Superintendent (CSP). The policing services of this command are delivered through the main Mt. Hagen, Kagamuga, Tambul and Baiyer Police Stations and the several rural police posts throughout the province.

Command Profile

Activity Area	Western Highland Provincial Police
Activity Manager	CSP. John SAGOM
Land mass	4, 299 km ²
Population	531, 402 (2021 PNG NSO Pop'n Est.)
Police Strength	372 (Uniform: 323 , ASW: 49)
Police to population ratio	1:1,645
Number of Police Stations	9
Number of Institutional Housing	282
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 15, 676, 148.00
Personnel Emoluments	K 15, 559, 800.00
Goods & Services	K 116, 348.00

Achievements (Success stories or what has been achieved during the year)

- Establishment of Sector Patrol Units to police the city.
- Successful Peace Mediations at Baiyer and Tambul to prevent tribal fight.
- AFP donated 4x Computer sets to Prosecution, Training and Airport Police.
- Tininga Ltd assisted in rations for Christmas/New Year Operation.
- Replacement of hire cars in WHP Police Command due to vehicles support from City Authority and Provincial Administrations and District Administrations.
- Installation of Repeater Station.
- ICT Building Refurbishment.
- Establishment of ICT Computer Training at Kimininga Barracks ICT Building.
- Donation of 3x new vehicle by Provincial Government.
- St. John Ambulance conducted First Aid Training for Emergency purposes for staff at Kimininga Training Cell.

Challenges (What affects the successful implementation of planned activities)

- The booming growth of local economy in the province requires more police station to be built in the city to provide security for all.

- Lack of cooperation from communities who deal with major crimes through compensation and not reporting to police.
- Police resources stretched to the limit when tribal fights occur which leads to more death, displacement of people, and damages to properties.
- Lack of adequate accommodation for all police officers which affects morale, performance, and attendance to duties.
- Lack of continuous interactions with the community and strategic partnerships to build relationships and trust.
- Absence of Assets Inventory and Management System in place to avoid poor tracking, and negligence of usage.
- Lack of updated Information Management system to manage information, data, and knowledge in a structured way.
- Need to reduce and clear outstanding cases, and convict and prosecute offenders
- Lack of computer literacy among many officers and members causing delay in transmission of information in their administration and operations.
- Lack of reliable vehicles for effective police service delivery.
- Rural Urban Migration, with people escaping from tribal fighting, in search for services, security, business opportunities and transit to other provinces has increased crime rates in WHP.

Focus Areas for 2025 (Strategies or Plans to implement)

- To strengthen existing and establish new Stakeholder Partnership to increase public trust and stakeholders' confidence.
- To develop strategies to ensure delivery of effective and efficient Policing Services in the province
- To improve information and communications systems in all Police Stations in the Province.
- To improve performance management by assessing work Performance and conducting monthly Parades.
- To conduct monthly inspections to all Police Stations within the province.
- To organize compulsory medical checks for all members biannually to make sure they are in good health and physically fit for Policing duties.
- To conduct target training for all members of the constabulary.

Jiwaka Provincial Police Command

Overview

The Provincial HQ is based in Minj Town, South Waghi District, and the command is headed by a Chief Inspector (CIP). Policing areas include North Waghi, Jimi and Anglimp/South Waghi Districts. Policing services are delivered through the Minj, Banz, Nondugll, Jimi and Kudjip police stations.

Command Profile

Activity Area	Jiwaka Command
Activity Manager	CIP. Laimo ASI
Land mass	4,798 km ²
Population	451,496 (2021 PNG NSO Pop'n Est.)
Police Strength	93 (Uniform: 84, ASW & Reserve: 9)
Police to population ratio	1:5375
Number of Police Stations	7
Number of Institutional Housing	60
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 4,337,948.00
Personnel Emoluments	K 4, 191, 600.00
Goods & Services	K 146,348.00

Achievements (Success stories or what has been achieved during the year)

- Improved manpower strength with additional 23 recruit pass- outs posted to Jiwaka Province.
- Building of 35 new police accommodations and maintenance of run-down police accommodations by Jiwaka Provincial Government.
- Restoration of public trust and community confidence in the police.
- Increasing strategic partners supporting police policing initiatives such as infrastructure development, information sharing and community base policing strategies.
- A major improvement in policing outcomes with an increase in arrest rates, increase in court convictions, major crimes have decreased, the follow-up mechanism put in place for outstanding matters are working effectively.

Challenges (What affects the successful implementation of planned activities)

- Inadequate and qualified manpower

- Aging Police Force
- Frontline supervisors lack ability to enforce discipline process on their subordinates
- Inadequate funding support
- Lack of Command and control

Focus Area for 2025 (Strategies or Plans to implement)

- Building of Kindeng police station with support from Anglimp /South Waghi DDA and the Hon Member for Anglip South Waghi and Minister for CS Hon Joe KULI
- To progress the Jiwaka Police Command structure and award position numbers.
- To increase and improve infrastructure development to accommodate staff and improve work performance.
- Establishment of Forensic Section in the province for effective and timely attendance to crime scenes.

Simbu Provincial Police Command

Overview

The Command Headquarter is in the provincial capital Kundiawa and is headed by a Superintendent (Supt) The policing services are delivered through the police stations: Kundiawa, Gumine, Chuave and Kerowagi. and posts in the Kundiawa/Gembogl, SSY, Chuave, Karamui, Kerowagi and Gumine Districts.

Command Profile

Activity Area	SIMBU COMMAND
Activity Manager	Supt. Rubiang M MAZUC
Land mass	6,112 km ²
Population	535,457 (2021 PNG NSO Pop'n Est.)
Police Strength	221 (Uniform: 177 ASW & Rescon: 44)
Police to population ratio	1:3025
No. of Police Stations	13
No. of Institutional Housing	110
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 10, 729, 753.00
Personnel Emoluments	K 8, 967, 200.00
Goods & Services	K 107, 828.00

Achievements (Success stories or what has been achieved during the year)

- Reduction of crimes in the last quarter of 2024 because of regular patrols and community engagement
- Restoring order in the province after imposing of liquor ban by the Simbu Provincial Executive Council (PEC) with police enforcement.
- Launching of new construction of 20x housing for police officers and refurbishment for Commissioned Officers official residences.
- Promotion of 42x policemen and women to various ranks in the 2024 promotions.
- Twenty (20) Personnel attended Good Governance and Supervision training for a month in Mt Hagen.
- Signing of a Memorandum of Understanding (MoU) between the RPNGC and the Simbu Provincial Government for the funding of the recruitment, training, and resourcing of 200 Police Reservists.
- Allocation of five new police-marked vehicles with four from the RPNGC, and one from the Chuave DDA.
-

- Challenges (What affects the successful implementation of planned activities)
- Insufficient funding of police operations and so police in the Simbu Province operate on a credit basis.
- Inadequate supply of resources. Some sections/units do not have vehicles to conduct daily police operations.
- Manpower shortages.

Focus Area for 2025 (Strategies or Plans to implement)

- To maintain public order and safety, enforcing the law and preventing, detecting, investigating criminal activities and prosecute.
- To strengthen Community Policing initiatives to foster stronger relationships with communities and enhance crime prevention.
- To improve infrastructure and resources to enhance operational effectiveness within the command.
- To improve discipline and work ethics.
- To conduct training and capacity building (More members need to attend workshops and courses to boost capabilities and competency levels).
- To strengthen existing and establish new partnerships with Law and Justice Sector, Provincial Government, DDAs, NGOs, Churches, and relevant stakeholders.

HIGHLANDS WESTERN END DIVISIONAL (HWED) COMMAND

Overview

The Highlands Western-End Divisional Command is based in Mendi, SHP. The Division is headed by an Assistant Commissioner of Police (ACP). The command comprises of Southern Highlands, Enga, and Hela Provinces. It hosts the country's leading oil and gas fields, commonly referred to as the PNG Liquefied Natural Gas (LNG) Project in Hela/SHP and Porgera Mine in Enga Province.

Divisional Profile

Activity Area	Highlands Western-End Command
Divisional Commander	ACP. Joseph TONDOP
Sub-ordinate Commands	SHP, Enga, and Hela
Total Police Strength	571
Total Population	2, 263, 508
Total Land Mass	60, 059 km ²
Population Density	37 people per km ²
Police to Population Ratio	1:3,964
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 616, 563.00
Personnel Emoluments	K 504, 300.00
Goods & Services	K 112, 263.00

Achievements (Success stories or what has been achieved during the year)

- Construction of seventeen (17) H100 police houses at North Kagua Ambane Police Barracks under the Tax Credit Scheme of Oil Search.
- Construction of two (2) by twenty (24) men single quarters at North Kagua Ambane Police Barracks.
- Construction of new Walum Police Station by Imbongu DDA.
- Donation of brand-new vehicle by CIVPAC Engineering Company to the Southern Highlands Provincial Task Force Unit.
- Construction of a thirty (30) men Police houses in Lama by Ialibu/Pangia DDA completed.
- Training of 350 Police Reservist funded by Southern Highlands Provincial Government.

Challenges (What affects the successful implementation of planned activities)

- Tribal fights, abductions & terrorism.

- Natural geographical terrain, harsh, and unpredictable weather conditions.
- Power blackouts disrupt administrative initiatives, communications, and timely reporting.

Focus Area for 2025 (Strategies or Plans to implement)

- To liaise with key strategic partners to address law and order issues.
- To liaise with Police Headquarters to ensure sufficient funding is available for normal and emergency police operations.



Figure 19: Crimes reported and arrests, Highlands Western End Command, 2024

Hela Provincial Police Command

Overview

The command headquarter is in Tari town the provincial capital of Hela. The command is headed by a Senior Inspector (SIP). Hela province hosts the PNG LNG Gas plant as well as oil and gas well heads and the security issues in the area are very volatile. Its policing services are delivered through Tari, Koroba, Komo, Magarima and Lake Kopiago Police Stations and posts in the provinces. Hela comprises of the following districts: Tari-Pori, Koroba- Lake Kopiago and Hulia-Komo/Magarima.

Command Profile

Activity Area	Hela Command
Activity Manager	SIP. Robin Bore.
Land mass	10, 498 km ²
Population	765,142 (2021 PNG NSO Pop'n Est.)
Police Strength	249 (Uniform: 67, ASW & Reserve: 182)
Police to population ratio	1:11,420
No. of Police Stations	19
No. of Institutional Housing	107
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 3, 917, 125.00
Personnel Emoluments	K 3, 817, 200.00
Goods & Services	K 99, 925.00

Achievements (Success stories or what has been achieved during the year)

- Completion of five (5) new police houses have already been built (under previous PPCs) in Koroba, Komo (destroyed by earthquake) and Magarima districts.

Challenges (What affects the successful implementation of planned activities)

- Inadequate and inconsistent allocation of funds to implement the AMP.
- Insufficient police manpower even with the inclusion of the additional forty-seven (47) new pass outs posted to Hela.
- Inadequate supply of basic office equipment like computers and furniture in all stations.
- Funding for maintenance of police houses in dilapidated conditions.
- Lack of provision of new/reliable vehicles and irregular servicing of existing vehicles.

- Tribal fighting and related payback killings.

Focus Area for 2025 (Strategies or Plans to implement)

- Follow up with Police Headquarters for funding and logistical support.
- Capacity building initiatives for Reservist Training to be implemented through Strategic Partnerships.
- Liaise and negotiate for Special Promotion Sitting to be held for Hela Province.
- Ensure accountability and transparency in engaging private workshops for servicing police vehicles before payments are made.
- Follow up on the building of a new provincial police headquarters by Hela Provincial Government.
- Follow up with PHQ and negotiate with Hela Provincial Administration for funding commitment to train 200 new recruits at the NCoE Bomana.
- Follow up with PHQ on the proposal by the Hela Provincial Government to use the multi-purpose-built Juni Training Centre as the Highlands Regional Police Training Centre.

Enga Provincial Police Command

Overview

The Provincial Police Headquarter is based in Wabag, Enga Province. The Command is headed by a Chief Superintendent (CSP). The Command also hosts the Porgera Gold Mine. The criminal environment in the province is also very volatile. Its policing services are delivered through the Wabag, Wapenamanda, Kompam, Laigam, Kandep and Piam Police Stations.

Command Profile

Activity Area	Enga Provincial Police Command
Activity Manager	CSP. Fred YAKASA
Land mass	34,472 km ²
Population	571,060 (2021 PNG NSO Pop'n Est.)
Police Strength	345
Police to population ratio	1:1,655
Number of Police Stations	6
Number of Institutional Housing	7
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2023	
Budget Appropriation	K 11, 555, 724.00
Personnel Emoluments	K 10, 622, 722.00
Goods & Services	K 121, 640.00

Achievements (Success stories or what has been achieved during the year)

- De-escalation of tribal fight in Wapenamanda District.

Challenges (What affects the successful implementation of planned activities)

- Landslide at Mulitaka.
- Persistent tribal fights in the province (Dialogue to maintain peace, arrest instigators and offenders).
- Shortage in manpower.
- Insufficient logistical support.
- Inadequate funding.

Focus areas for 2025 (Strategies or Plans to implement)

- Improve police command and control thus improve efficiency of police service.
- Stop tribal fights.
- Police community empowerment.

- Improve working relationship with village courts.
- Establishment of various law & order committees.
- Securing Enga-Highlands Highway.
- Secure major economic projects.

Southern Highlands Provincial (SHP) Police Command

Overview

The command headquarter is located within its provincial capital Mendi town. The command is headed by a Superintendent (Supt). 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 the Mendi, Kaupena, Imbonggu, Ialibu, Pangia, Nipa, and Moro police stations and posts throughout the province in the following districts; Mendi/Munihu, Kagua-Erave, Ialibu-Pangia, Nipa-Kutubu and Imbongu.

Command Profile

Activity Area	Southern Highlands Command
Activity Manager	Supt. Epenes NILI
Land mass	15,089 km ²
Population	927,306 (2021 PNG NSO Population Est.)
Police Strength	159
Police to population ratio	1:5,832
Number of Police Stations	17
Number of Institutional Housing	349
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2024	
Budget Appropriation	K 11, 067, 278.00
Personnel Emoluments	K 10, 933, 600.00
Goods & Services	K 133, 678.00

Achievements (Success stories or what has been achieved during the year)

- Completion of seventeen (17) new houses at North Kagua Ambane Barracks with funding from SHPG and Oil Search Tax Credit Scheme.
- Completion of 25 x new kit houses with funding from Ialibu/Pangia DDA.
- Completion of five (5) houses for Ialibu Police with funding from by SHPG.
- Purchase of two (2) new police vehicle by Kagua/Erave DDA for Highway Patrol 21 and Public Safety Division.
- Purchase of a new vehicle for SHP Police Task Force by CivPac Company, Kagua Road Sealing Project.
- Construction of new police houses for Imbongu Police Barracks, funded by Imbongu DDA.
- A commitment of K2 million was allocated to the HWEC Trust Account, to support Police Reservist Training.

- The Kagua-Erave DDA purchased two (2) new police vehicles at the sum of K850,000.00 and renovation of the Kagua Police Station.

Challenges (What affects the successful implementation of planned activities)

- Inadequate budget allocation to implement all planned annual policing activities.
- The command faces a severe shortage of manpower, with only 159 officers serving a population of 927,306 resulting in the police-to-population ratio of 1:5,832.
- The current structure cannot accommodate additional manpower.
- Lack of vehicle maintenance has severely hindered the delivery of policing services, limiting mobility and response capabilities.
- Lack of essential office equipment, impacting operational effectiveness.
- Deteriorating Police Stations and houses in the province require major maintenance.

Focus area for 2025 (Strategies or Plans to implement)

- Follow up with PHQ to address timely and sufficient budget allocation needs for the command.
- To conduct review into the current police establishment structure of SHP to ensure it meets operational demands.
- Improving the welfare and living conditions of police officers within the command, ensuring their wellbeing is guaranteed.

NEW GUINEA ISLANDS (NGI) DIVISIONAL COMMAND

Overview

The NGI Divisional Command HQ is in Kokopo, East New Britain Province, (ENBP) and it is headed by an Assistant Commissioner of Police (ACP). The command comprises of the four (4) maritime provincial police commands; East New Britain (ENB), West New Britain (WNB), New Ireland Province (NIP) and Manus. The division is responsible for all administrative policing activities of the provincial commands. This ensures that provincial commands maintain law and order, ensure public safety, and uphold the rule of law throughout the division.

Divisional Profile

Activity Area	NGI Divisional Command
Divisional Commander	ACP. Naua VANUAVARU
Sub-ordinate Commands	Manus, ENB, WNB and NIP
Total Police Strength	577
Total Population	1,131,094
Total Land Mass	60, 059 km ²
Population Density	18 people per km ²
Police to Population Ratio	1:1,960
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2023	
Budget Appropriation	K 674, 161.00
Personnel Emoluments	K 573, 900.00
Goods & Services	K 100, 261.00

Achievements (Success stories or what has been achieved during the year)

- Key infrastructure development of police facilities in Manus and New Ireland provincial Police Commands.
- Increased support from strategic partners and stakeholders has strengthened policing services within the divisional command.
- Successfully completed and handed over ENB's five-year Development Plan to the Provincial Police Commander (PPC) ENB. The plan will be presented to the East New Britain Provincial Administration for inclusion in their budget formulation.

Challenges (What affects the successful implementation of planned activities)

- Securing funding remains a critical challenge in implementing the drafted development plan, requiring additional financial support.
- Sustaining the five key activities outlined in the 2024 NGI Annual Management Plan (AMP) is essential for improving law and order. Given the high travel costs

associated with the maritime region, continued financial assistance from PHQ is necessary to ensure effective service delivery.

Focus Areas for 2025 (Strategies or Plans to implement)

- To develop and submit five-year development plans for all provinces to their respective provincial governments for inclusion in annual budgets.
- To restructure the New Guinea Islands (NGI) Divisional Office with support from Police Headquarters (PHQ) to enhance administrative and operational efficiency.
- To upgrade and modernize ICT infrastructure to support crime-fighting efforts, including the installation of two-way radios, internet devices, and CCTV servers.
- To improve and install HF radio communications across the region, linking it back to the Regional Office for better coordination. Equip all police vehicles with radio communication systems to enhance response times.
- To phase out hired vehicles to ensure cost-effective fleet management.

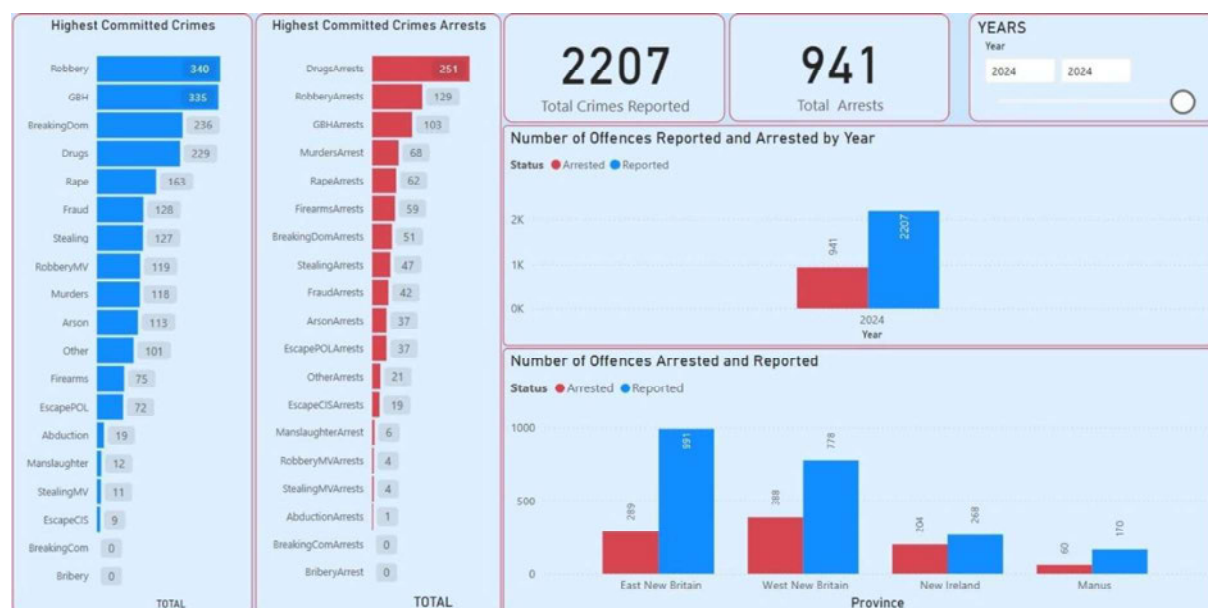


Figure 20: Crimes reported and arrests, New Guinea Islands Command, 2024

East New Britain (ENB) Provincial Police Command

Overview

The ENB Provincial Police Command headquarter is in Kokopo and is led by a Chief Inspector (CIP).

The PPC ENB oversees policing operations across the province, through four (4) main Police Stations namely Kokopo, Rabaul, Kerevat, Warangoi and Palmalmal, which serve the districts of Kokopo, Rabaul, Gazelle and Pomio respectively.

Command Profile

Activity Area	East New Britain Command
Activity Manager	CIP. Felix NEBANAT
Land mass	15, 724 km ²
Population	457,169 (2021 PNG NSO Pop' Est.)
Police Strength	341 (Uniform: 327 , ASW & Rescon: 14)
Police to population ratio	1:1398
Number of Police Stations	14
Number of Institutional Housing	102
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 15, 921, 468.00
Personnel Emoluments	K 15, 792, 000.00
Goods & Services	K 129, 468.00

Achievements (Success stories or what has been achieved during the year)

- Kokopo DDA donated two (2) brand new Mahindra vehicles for Kokopo Police.
- Rabaul DDA donated one (1) new Toyota Land Cruiser for Rabaul Police.
- Kokopo DDA renovated and donated a stand-alone house for Kenabot Police Post.
- The East New Britain Provincial Government (ENBPG) approved an Expression of Interest for the rebuilding of the old Rabaul Police Station and Barracks.
- Kokopo DDA support to Kokopo District Police operations.
- ENBPG support to ENB Police Christmas operations.
- Gazelle DDA donated K52,800 for Gazelle District Police Christmas operations.
- Successfully completed the Five-Year Development Plan for ENB Police, which will be presented to the East New Britain Provincial Government.

Challenges (What affects the successful implementation of planned activities)

- Internal migration through the East-West New Britain highway.
- The spread of fake news on social media.
- The vast and scattered island geography poses a huge challenge in maritime policing which requires more resources for effective policing.
- Deteriorating police houses coupled with on-going water supply issues.

Focus Areas for 2024 (Strategies or Plans to implement)

- To secure funding to acquire boats to improve policing operations.
- To establish water police base at strategic locations.
- Improve and expand the police radio communications network.
- Phase out the use of hired vehicles to reduce costs.
- Reinforce and establish Public-Private Partnerships (PPP) to support policing initiatives within the provincial command.
- Implement the Police Provincial/District Development Plan to align policing operations with the needs of the command.
- Continue promoting accountability and workforce discipline to uphold professionalism and restore public trust.

New Ireland Provincial (NIP) Police Command

Overview

The New Ireland Provincial Police Command Headquarter is in the provincial capital Kavieng. The province comprises two (2) main Districts being Kavieng and Namatanai. The command is headed by a Superintendent (Supt) and is responsible for overseeing all the provincial policing activities.

NIP has seven (7) established police station including Kavieng, Lakurumau, Taskul and Panapai in the Kavieng District, while Konos, Namatanai and Lihir are in the Namatanai District.

Its key strategic partners are Newmont Mining Limited, St. Barbara (Simberi) Mining Limited, New Britain Palm Oil, the District Development Authority, the New Ireland Provincial Government (NIPG), the Chinese Business Community, the Chamber of Commerce, and many others.

Command Profile

Activity Area	New Ireland Provincial Command
Activity Manager	SIP Gabriel Ndrihin
Land mass	230,000 km ² (9,557 km ² EEZ)
Population	243,035 (2021 PNG NSO Pop'n Est.)
Police Strength	87
Police to population ratio	1:2793
Number of Police Stations	7
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 4, 567, 764.00
Personnel Emoluments	K 4, 463, 100.00
Goods & Services	K 104, 540.00

Achievements (Success stories or what has been achieved during the year)

- There is a significant improvement in the submission of mandatory reports such as the daily, weekly, monthly, and quarterly reports.
- Installation of CCTV within the Kavieng Central Business Centre through support of strategic partner Provincial Security Development.
- Improved Networking between Police and the Newmont Mining Ltd, Lihir and the St Babara Mining Ltd, Simberi for escort of valuables.

- Conducting of daily police station parades and fortnightly work parades.
- Community support to police when conducting awareness programs.
- The Command has received a Fibre Optic Cable from the Police Headquarters.
- Namatanai DDA purchased and donated a Hino truck for Namatanai to transport prisoners between Namatanai and Kavieng.
- Kavieng DDA purchased and donated two vehicles and two Out Board Motors with 60 horsepower engines for Taskul Police and Epo Police Detachment.
- The Konos Police Station Office Building and Police Houses received Solar Lights and Panels from a Non-Government Organization namely Kokoda Track Foundation through a partnership with Newmont Mining Limited.

Challenges (What affects the successful implementation of planned activities)

- Welfare issues for members continues to be a pressing issue.
- In-adequate funding and lack of logistical support contributes to ineffective policing.
- Lack of skilled personnel with our CID and Prosecution Sections
- Court Disruptions
- Lack of adequate and appropriate office equipment including computers and accessories.

Focus Areas for 2025 (Strategies or Plans to implement)

- To improve police welfare
- To upskill and increasing competencies.
- To establish strategic partnerships.
- To improve investigations and prosecutions.



Picture Courtesy of NIP Police Command:
Pictured (Left) MS-18 members assisted the
(below) Lihir Police during Christmas operations.

Manus Provincial Police Command

Overview

The provincial police command HQ is in the provincial capital Lorengau and is headed by a Senior Inspector (SIP). It is a maritime province with many island communities scattered in the vast Pacific Ocean. The commander is responsible for overseeing all administration and policing activities throughout the province. Manus has only one District with 12 Local Government (LLGs) and 127 wards.

Manus has experienced slight increase in both major and minor crimes reported but are manageable within the resources allocated. Police have a good relationship with the Provincial Government and administration, who assist with funding and logistical support, and help from the PNGDF at Lombrum Naval Base is sought when needed.

Command Profile

Activity Area	Manus Command
Activity Manager	SIP. Maureen UNDABA
Land mass	2,100 km ² (220,00km ² EEZ)
Population	74, 757 (2021 PNG NSO Population Est.)
Police Strength	46
Police to population ratio	1:1,625
Number of Police Stations	1 (Lorengau)
Number of Institutional Housing	19
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 798, 566.00
Personnel Emoluments	K 1, 704, 600.00
Goods & Services	K 93, 966.00

Achievements (Success stories or what has been achieved during the year)

- Advocated and utilized proactive measures such as foot beats and awareness in reducing social disorders in the community.
- Strengthening partnership with key stakeholders and the community at large. Security Alert WhatsApp group was created and added civilians, stakeholders, business partners, friends that help report crimes.

- The Manus Provincial Government is assisting with fuel and rations of Prisoners, at time of need.
- Partnership with the juvenile justice provincial team addressing the juvenile offenders.
- Completed 2 x 10-bedroom single barracks with PSC's house completed.
- Ground work commenced in preparation for the building of 5 houses and married quarters.
- Increased competencies by conducting Performance Assessment measure productivity in the Provincial Command.

Challenges (What affects the successful implementation of planned activities)

- Land issue with local landowners
- The command has limited manpower and still beyond less as required in the province. Policing in Manus is challenging with its growing population and the high cost of living. Police to population ratio is imbalance.
- Pending matters is 1,100. Most outstanding cases are due to remoteness (distant and isolated locations of crime).
- Most of the barracks houses in the province are old and run down.

Focus Areas for 2025 (Strategies or Plans to implement)

- To negotiate for Forensic Section to be set-up and resourced in Manus.
- Draft proposals for Manus Training facility & other structures.
- Negotiate for more manpower to boost the current Police manpower.

West New Britain (WNB) Provincial Police Command

Overview

The WNB Provincial Police Command is based in Kimbe, WNB, and is headed by a Chief Inspector (CIP).

The Provincial Police Commander (PPC) is responsible for overseeing all the administration and operational policing activities to maintain law and order and uphold the rule of law. Main police stations in WNB include Kimbe, Biala, Talasea, Buvusi, Kandrian-Gloucester and several police posts.

The Command continues to partner and strengthen existing relationship with key stakeholders and the community at large.

Command Profile

Activity Area	West New Britain Command
Activity Manager	CIP. Fred KAIWA
Land mass	20,387 km ²
Population	356,343 (2021PNG NSO Population Est.)
Police Strength	117 (U)
Police to population ratio	1: 3,045
Number of Police Stations	22 (5 non-operational)
Number of Institutional Housing	44 (40 houses, 4 duplex)
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 6, 045, 942.00
Personnel Emoluments	K 5, 985, 422.00
Goods & Services	K 60, 520.00

Achievements (Success stories or what has been achieved during the year)

- Renovation of Kimbe Police station cell with partitions for Juveniles, females, minor and major crime offenders.
- Commenced construction of the new Provincial Police Headquarters.
- Construction of 20 x new Police housing project at portion 638 nearing completion.
- Construction of new Talasea Rural Police Station building with 20 x houses for Police Accommodation, funded by Talasea DDA nearing completion.

- Construction of 20 x Police houses at Bialla in partnership with Hargy Oil Palm Limited has commenced.
- Renovation of Mamota Rural Police Station funded by Nakanai DDA.
- Full yearly police motor vehicles mechanical service and maintenance.
- Successful engagement of Police Reservists, Auxiliaries, and Volunteers.
- Successful engagement of the SSD MS 03 Unit, in partnership with the New Britain Palm Oil Limited.
- Received eight (8) new police vehicles from RPNGC.
- Successful year ending in reduction rate of criminal activities in the province.
- Conducted a successful and peaceful Christmas and New Year festive period operation 2024-2025.

Challenges (What affects the successful implementation of planned activities)

- Inadequate re-current funding allocation to maintain deteriorating infrastructure and funding for goods and services.
- Members disciplinary issues remain a main challenge.
- Non-availability of proper accommodation facilities/infrastructure.
- Lack of appropriate and relevant refresher courses and specialist training.

Focus Areas for 2025 (*Strategies or Plans to implement*)

- To realign the Provincial command's Policing objectives and priorities with that of RPNGC and West New Britain Provincial Government.
- Review and update action plans for the year 2025.
- Allocate resources to priority activities for the year 2025.
- Develop risk strategy for the command.
- Strengthen existing and establish new partnerships with key stakeholders.

BORDER DIVISIONAL COMMAND

Overview

The Border Divisional HQ is at Police Headquarters, Konedobu and is headed by an Assistant Commissioner of Police (ACP). The Divisional Command manages the provincial police commands that police the land and sea borders between Indonesia and Australia, through the West Sepik, East Sepik, North Fly and South Fly commands.

Divisional Profile

Activity Area	Border Command
Divisional Commander	Commander Steven FRANCIS
Sub-ordinate Commands	ESP, WSP, North-Fly, South-Fly
Total Police Strength	385
Total Population	1, 295, 682
Total Land Mass	133, 056 km ²
Population Density	3 people per km ²
Police to Population Ratio	1:1,386
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 246, 369.00
Personnel Emoluments	K 1, 065, 700.00
Goods & Services	K 177, 696.00

Achievements (Success stories or what has been achieved during the year)

- The establishment of Sembo Satellite Police Station at Numbo LLG Yangoru Sausia Electorate.
- Opened new modern 8-men self-contained units for married and 10 single men/women police barracks with all white and brown goods provided under Tax Credit Scheme funding (K2million) OTML & National Planning for Tabubil Police.
- Secured two Toyota land cruisers for Yambi & Wosera Police Stations through Wosera-Gawi DDA and the local Member for National Parliament.
- Police Name Tags printed and issued to every policemen & women in Border Command provinces including approved and active Reservists & Auxiliary.

Challenges (What affects the successful implementation of planned activities)

- Lack of staff at Border Divisional command HQ.
- Creation of new Fly Delta District in South Fly Police Command affected police strength when staff were deployed out.

- Establishment of new District Police Headquarters for Middle Fly District, Balimo being District Headquarters has now displaced by the new Fly Delta District.
- Command and Control lacking at the provincial command level.
- Discipline issues against police personnel in the province.
- Police Infrastructure including housing and police stations maintenance and refurbishment.

Focus Area for 2025 (Strategies or Plans to implement)

- Strengthen existing and establish new Strategic Partnership with various key stakeholders including Provincial Administrations, District Development Authorities, Resource Development Sectors and Business Communities, Aid Partners, National Functions Agency, and other law enforcement agencies to ensure law and order.
- Improve accountability for management and use of all resources at both Divisional and Provincial Commands.
- Develop strategic plan to improve police service delivery and accountability.
- Ensure prudent management of funding allocated as per the annual management plan sourced through RPNGC recurrent budget, provincial administration and DDAs.

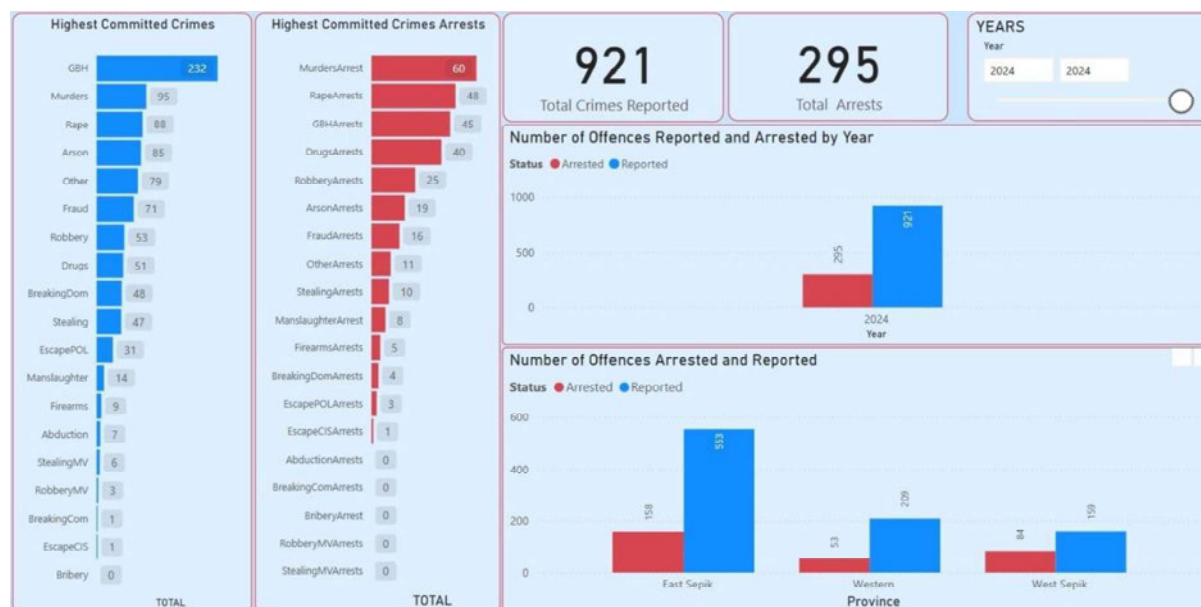


Figure 21: Crimes reported and arrests, Border Command, 2024

East Sepik Provincial (ESP) Police Command

Overview

The Provincial Police Command Headquarters is in Wewak, ESP and is headed by a Superintendent (Supt). The command shares its provincial boundaries with WSP, Enga and Madang provinces. Its policing activities are delivered through these five (5) main police stations being Wewak, Angoram, Maprik, Tangori, Wosera, and Yangoru that police Wewak, Angoram, Yangoru Saussia, Maprik, Ambunti Drekiekier and Wosera Gawi Districts.

Command Profile

Activity Area	East Sepik Command
Provincial Police Commander	Supt. Christopher TAMARI
Land mass	43,426 km ²
Population	681, 518 (2021 PNG NSO Population Est.)
Police strength:	176 Uniform: 170 ASW: 6
Police to population ratio	1:4009
Number of Police Stations	16
Number of Institutional Houses	138
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 7, 094, 522.00
Personnel Emoluments	K 7, 016, 500.00
Goods & Services	K 78, 022.00

Achievements (Success stories or what has been achieved during the year)

- Wewak DDA donated 2 x vehicles for Dagua Police Station.
- Wewak DDA donated 5 x Police Houses for Dagua Police Station.
- Commencement of New (Tamari) Police Barracks at Nuigo, funded by ESPG.
- New Maprik Police Barracks (Airfield) awaiting funds to commence work.
- DDA Amunti/Drekikier donated 1 x Police dinghy for Ambunti Police Station and 1x Police vehicle for Drekikier Police Station.
- Maprik DDA donated 1 x vehicle for Maprik Police Station.

Challenge (What affects the successful implementation of planned activities)

- Lack of logistics and Resources:
 - Lack of mobility – Vehicles
 - Lack of Police Housing/married accommodation

- Lack of Office space
- Insufficient Manpower
- Constant Power Blackouts
- Lack of office equipment
- Lack of Police Radio Systems/General Communication Systems

Focus Area for 2025 (Strategies or Plans to implement)

- To strengthen command and control through parades, meetings, and inspections
- To promote police visibility in public area
- To improve investigations and prosecutions for all cases
- Ensure all outstanding administrative and operational queries are dealt with.



Photo courtesy of CSO & Police Act Review Rollout Team:
Pictured are members from the Highlands Eastern and Western End Divisions
at the Strengthening Governance Rollout hosted in Hagen, WHP.

West Sepik Provincial (WSP) Police Command

Overview

The West Sepik Provincial Police Command is in Vanimo town, the capital of the province and is headed by a Chief Inspector (CIP). Policing services are delivered through Vanimo, Bewani and Aitape police stations and several police posts throughout Vanimo-Green, Aitape-Lumi, Nuku and Telefomin Districts.

Command Profile

Activity Area	West Sepik Command
Provincial Police Commander	CIP. Patrick BILLY
Land mass	35,920 km ²
Population	421,470 (2021 PNG NSO Pop'n Est.)
Police strength	80 Uniform: 76 ASW: 4
Police to population ratio	1:5546
Number of Police Stations	9
Number of Institutional Houses	66
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 3, 679, 451.00
Personnel Emoluments	K 3, 551, 300.00
Goods & Services	K 128, 151.00

Achievements (Success stories or what has been achieved during the year)

- Redevelopment of the police barracks buildings.
- Donation and installation of four (4) stand-alone solar lights by WSP government.
- Donation of a generator for the police station PPHQ by WSP government.

Challenges (What affects the successful implementation of planned activities)

- Inadequate funding to support police administration and operations.
- Deteriorating police infrastructure.
- Limited police visibility along the borders and around the outstations.

Focus Area for 2025 (Strategies or Plans to implement)

- Establish a reliable network for communication
- Coordinate with PHQ Finance Directorate for timely allocation of recurrent funds.
- Prioritize re-fleeting.

- Increase manpower.
- Build more police accommodation.
- Conduct reservist training under MOUs with companies and provincial government to support regular policing.
- Renovation and maintenance of sewerage systems in police stations including Vaimo Police cells.

North-Fly Police Command

Overview

The North Fly Police command headquarter is in Kiunga, Western Province, and is headed by a Chief Inspector (CIP). The policing services are delivered through Kiunga, Tabubil and Ningerum police stations.

Command Profile

Activity Area	North Fly Command
Provincial Police Commander	CIP. Anjap MINATA
Land mass	21,846 km ²
Population	108,259 (2021 PNG NSO Pop'n Est.)
Police strength:	91 Uniform: 51 ASW & Reserve: 40
Police to population ratio	1:1189
Number of Police Stations	8
Number of Institutional Houses	11
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 4, 292, 252.00
Personnel Emoluments	K 4, 191, 700.00
Goods & Services	K 100, 552.00

Achievements (Success stories or what has been achieved during the year)

- Kiunga NFDDA funded the maintenance of 5 x houses and construction of 14 x single quarters.
- Construction of Tabubil FSVU Office funded through OTML Tax Credit Scheme.
- Commenced land acquisition process to build accommodation for Tabubil police.
- Successfully conducted fourth quarter provincial management (PMT) meeting with key stakeholders.

Challenges (What affects the successful implementation of planned activities)

- Lack of sufficient logistics and resources for operational requirements.
- Lack of accommodation requirements
- Inadequate office space and office supplies
- Insufficient number of manpower being disproportionate to the growing population.
- Lack of appropriate and effective communication equipment.
- Harsh weather conditions and rough terrain.
- Emerging issues like tribal fights and terrorism.

Focus Area for 2025 (Strategies or Plans to implement)

- To advocate and deploy community policing and awareness programs.
- To improve command and control through regular parades and meetings
- To improve on investigations and prosecutions of criminal cases.
- To promote police visibility in the province.
- To ensure outstanding queries and disciplinary matters are addressed.
- To improve reporting systems to ensure mandatory reports are submitted to PHQ on time.

South Fly Police Command

Overview

The South Fly Police command headquarter is in Daru, Western Province, and is headed by a Superintendent (Supt). Policing services in the province are delivered through Daru and Balimo police stations. The Command shares an international maritime border with Australia and land border with Indonesia.

Command 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:	51 Uniform: 48 ASW: 3
Police to population ratio	1:1759
Number of Police Stations	11
Number of Institutional Houses	34
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 494, 841.00
Personnel Emoluments	K 1, 380, 700.00
Goods & Services	K 114, 141.00

Achievements (Success stories or what has been achieved during the year)

- South Fly DDA donated one (1) vehicle for Daru Police.
- Police HQ supplied a vehicle through re-fleeting program for public safety.

Challenges (What affects the successful implementation of planned activities)

- Funding constraints leading to shortage of prisoners' rations and office stationery.
- Insufficient supply of logistical resources such as fuel and vehicles hindering major investigations.

Focus Area for 2025 (Strategies or Plans to implement)

- Strengthen existing and establish new partnerships with provincial and district administrations and various key stakeholders.

BOUGAINVILLE POLICE SERVICE (BPS)

Overview

The Bougainville Police Service is headed by a Deputy Commissioner of Police (DCP) Chief of BPS, and is supported by the Deputy Commander, Assistant Commissioner of Police (ACP) BPS. Policing activities are coordinated through the three Sub-regional Commands being North, Central and South Bougainville in Buka, Arawa, and Buin respectively.

Divisional Profile

Activity Area	Bougainville Police Service
Chief of Bougainville Police Service	DCP Francis TOKURA
Sub-ordinate Commands	North, Central and South Commands
Total Police Strength	315
Total Population	482,051
Total Land Mass	8,385 km ²
Population Density	57 people per km ²
Police to Population Ratio	1:1,530
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 8, 536, 818.00
Personnel Emoluments	K 8, 404, 818.00
Goods & Services	K 132, 000.00

Achievements (Success stories or what has been achieved during the year)

- Re-fleeting of 6 x vehicle Toyota Land-cruisers to the Regional Commands.
- Deployment of recruits from Bomana has improved the police strength in BPS.
- Delivery of a safe and successful Christmas/New Year Special Operations.
- Acquired and installed 3 x Wireless Satellite Connectivity (VSAT) equipment received through PNG-APP program. This has improved internet connectivity and ensured efficient and effective communication throughout the autonomous region.

Challenges (What affects the successful implementation of planned activities)

- Budgetary support from recurrent sources is insufficient to meet growing operational requirements.
- Welfare issues of members.

Focus Area For 2025(Strategies or Plans to implement)

- To support core policing areas - CID, Prosecution, Traffic and Front-line Policing.
- To increase support for Administration Division
- To focus on training and staff development.
- To ensure support to logistical areas in transport, fuel, and infrastructure.
- To strengthen existing and establish new partnership programs with the ABG, National Government, Local Level Governments, and other Partners.
- To improve police and community relationships
- To embark on increasing manpower through recruitment and appointments.
- To address members' welfare issues
- To improve internal coordination and collaboration.

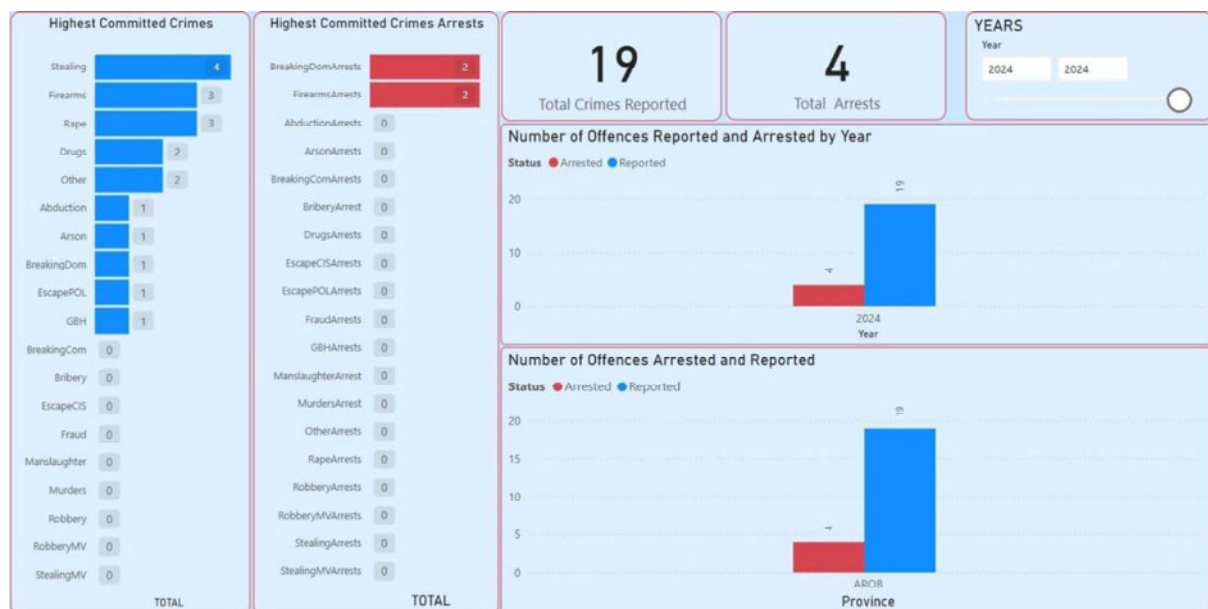


Figure 22: Crimes reported and arrests, Bougainville Police Service, 2024

North Bougainville Regional Police Command

Overview

The Northern Bougainville Regional Command is responsible for implementing policing services in Buka, Selau, Suir, Kunua, Tinputz, Nissan and Atolls Districts. The command is headed by a Chief Inspector (CIP). The policing services are delivered through the Buka and Tinputz Police Stations, and Nissan and Selaur Rural Police Stations.

Command Profile

Activity Area	North Regional Command
Activity Manager	CIP. Januarius VOSIVAI
Land mass	2793 km ²
Population	203,158 (2021PNG NSO Population Est.)
Police Strength	264 (Uniform: 98 ASW & Reserve: 146)
Police to population ratio	1:2,073
Number of Police Stations	7
Number of Institutional Housing	31

Achievements (Success stories or what has been achieved during the year)

- Conducted regular meetings to address disciplinary issues.
- Increased police presence has restored public order in Buka and Kokopau town.
- Increased police presence along roads and highways has increased road safety.
- Improvement in the preparation of court files has resulted in a good number of cases successfully prosecuted.

Challenges (What affects the successful implementation of planned activities)

- Lack of qualified trainers to deliver annual training programs.
- Lack of adequate funding for leadership training.
- Insufficient capacity to improve prosecution and investigation best standards.
- Lack of adequate office space to establish Professional Standards office.
- Lack of adequate accommodation affected members' morale and performance.
- Lack of adequate and reliable transport affected effective policing.

Focus Area for 2025 (Strategies or Plans to implement)

- To improve command and control through leadership and supervision trainings.
- To improve discipline through Ethics and Accountability training.
- To secure adequate funding for infrastructure development.
- To improve SARV and gender-based violence investigations and advocacy.

- To improve staff performance through effective quarterly performance reviews.
- To improve prosecution case management through the establishment of Prosecution Review Committee.

Central Bougainville Regional Police Command

Overview

The Central Bougainville Regional Command is headed by an Inspector (Insp).-The policing services are delivered through the Arawa and Wakunai Police Station, and several Police posts throughout the command.

Command Profile

Activity Area	Central 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 (Success stories or what has been achieved during the year)

- Formulated and launched the Central Bougainville Five Year Development Plan.
- Successfully conducted Christmas/New Year Operations.
- Strengthened existing and established new partnerships with various stakeholders which ensured effective policing.
- Successful rollout of community law and order awareness programs.

Challenges (What affects the successful implementation of planned activities)

- Funding constraints hamper procurement of operational materials.
- Outdated BPS Structure.
- Limited resources (Manpower, accommodation, vehicle, fuel, firearms/ammunitions, uniforms etc.)
- Lack of training and capacity building.
- Disciplinary issues.
- Minimum support from National, ABG, LLGs and Ward administrations.
- High rate of youth illiteracy promulgates breaches of rule of law.
- Cases being settled through mediation and other means outside of court hinders police prosecutions and conviction rates.
- SARV beliefs.

- Mining and land issues.
- Rugged terrains and geographical remoteness.

Focus Area for 2025 (Strategies or Plans to implement)

- To strengthen existing and establish new strategic partnerships with various stakeholders.
- To advocate for community policing and awareness programs.
- To prioritize infrastructure development and rehabilitation.
- To maximize training and capacity building.
- To strengthen reporting systems.

South Bougainville Regional Police Command

Overview

The South Bougainville Regional Command is headed by a Chief Inspector (CIP). The command is responsible for implementing policing services in Buin, Siwai, Bana and Torokina. The policing services are delivered through the Buin Police Station, Rural Police Stations, and Police posts throughout the command.

Command Profile

Activity Area	South Regional Command
Activity Manager	CIP. Pritchard HUKAMBARI
Land mass	3,000 km ²
Population	216,893 (2021 PNG NSO Population Est.)
Police Strength	170
Police to population ratio	1:1,276
Number of Police Stations	4
Number of Institutional Housing	17

Achievements (Success stories or what has been achieved during the year)

- Construction of 2 x new Police Stations in Bana and Siwai Districts, and completion of 2 x police duplex houses for married police officers in Bana District.
- Conducted successful Christmas and New Year Police operations.
- Promotion of seven (7) NCOs and one (1) Commissioned Officer in 2024 Police Promotions.

Challenges (What affects the successful implementation of planned activities)

- Build-up of arms and ammunition by criminal factions presents an on-going threat to lives and property.
- High rate of disengaged youth continues to cause and pose a serious social disorder in the region.
- Employing qualified and competent police officers to existing senior police positions to provide effective leadership, command, and control.
- Limited and dilapidated living and working conditions affect welfare and wellbeing of the policemen and women and their families.

Focus Area for 2025 (Strategies or Plans to implement)

- Renovation of existing police accommodation and construction of new police houses for those police officers that live in the villages.

- To procure and distribute new office equipment for the existing police stations in Buin, Siwai, Bana and Torokina.
- To procure new full sets of uniforms and issue to all BPS officers.
- To liaise and follow-up on the request for new supply of firearms and ammunitions.

SPECIALIST OPERATIONS DIVISION

Overview

The Specialist Operations Division is based at Police Headquarters and is headed by an 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.

Divisional Profile

Activity Area	Public Safety
Activity Manager	ACP. Julius TASON
Directorates	SSD, Dog, Water Police, Community Policing, ICT, Air Wing, Police Band, FSVU, and Special Projects.
Total Police Strength	1,677
Budget Appropriation	K 18, 298, 390.00
Personnel Emoluments	K 18, 080, 501.00
Goods & Services	K 217, 889.00

Achievements (Success stories or what has been achieved during the year)

- Initiation and implementation of reservist training and recruitment program with provincial administrations.
- Maintaining policing communications facilities.

Challenges (What affects the successful implementation of planned activities)

- Aging skilled and experienced specialist personnel.

Focus Area for 2025 (Strategies or Plans to implement)

- Specialist Recruitment and Training
- Review and update of policies and procedures
- To enhance capabilities
- To modernize ICT capabilities

Special Services Directorate (SSD)

Overview

The SSD is located at the McGregor Police Barracks, NCD. It is a paramilitary arm of the Constabulary. The directorate is headed by a Chief Superintendent (CSP). The two key functions of the SSD included attending to incidences that threaten internal security and supporting general policing. The Directorate policing activities are delivered through the nineteen (19) Mobile Squads, National Security Unit (NSU) and Air Tactical Unit (ATU).

Directorate Profile

Activity Area	Special Services Directorate
Director	CSP. Michael TILAE
Police strength	1,280
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 18, 298, 390.00
Personnel Emoluments	K 18, 080, 501.00
Goods & Services	K 217, 889.00

Achievements (Success stories or what has been achieved during the year)

- Non-lethal training conducted by SSD Trainers and CPP training for NSU
- co-funded by PNG-APP.
- Support all group commands with office stationary.
- Installation of solar panels and fencing of SSD HQ sponsored by Santos PNG Limited.
- Construction of new storeroom for SSD Headquarters and Southern Mobile Group.

Challenges (What affects the successful implementation of planned activities)

- Resource Limitations – inadequate training equipment and ammunition.
- Operational commitment affecting attendance for scheduled training
- Logistical constraints – transportation and accommodation issues for regional training.

Focus Areas for 2025 (Strategies or Plans to implement)

- Training

- Expand less- lethal training to additional mobile squads.
- Conduct advanced firearms and tactical Firearms training for SSD personnel.
- Improve Airborne Tactical Operation training.
- To strengthen Governance systems and procedures.
- Infrastructure refurbishment in all SSD barracks nationwide.



Picture Courtesy of Online Social Media:
Pictured is are Members from the Highlands Mobile Group,
Mobile Squad – 11 (MS-11) attending to an incident in Wabag Town, Enga Province.



Community Policing Directorate

Overview

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

Directorate Profile

Activity Area	Community Policing Directorate
Director	CSP. Sibron PAPOTO
Number of Sections	2
Police strength	6
Number of Provincial Units	24
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 470, 515.00
Personnel Emoluments	K 335, 900.00
Goods & Services	K 82, 210.00

Achievements (Success stories or what has been achieved during the year)

- Preparation and documentation of MOU/MOA between Provincial Governments and District Development Authorities, and RPNGC for establishment of Reserve Police units in the provinces.
- Review and update of Reserve Training syllabus for both Reserve and CAP Programs completed by the Directorate awaiting conveyance of syllabus to the Training Advisory Board for approval.
- Successfully conducted Reserve Police Training for the Department for Community Development and Religion (DfCDR) with twenty-four (24) successful pass-outs as Reservists.
- Successfully conducted CAP, Reserve and Corporate Reserve Training for a total of three hundred and fifty-one (351) Reserve Police Trainees for SHP under MOU/MOA arrangement.

- Successfully conducted recruitment drive with the assistance of HR Division for Reserve Police enlistment in Telefomin District, SHP, Simbu Province, Oro Province and Morobe Province funded through respective Provincial Governments.
- Funding for the Recruitment and Training of Reservists has been committed by the respective Provincial Governments, DDAs and Government Departments.

Challenges (What affects the successful implementation of planned activities)

- Unaccounted number of Police Reservists and Auxiliaries throughout the country not covered under the MOU and database at PHQ.
- Lack of adequate logistics support to conduct Community and School Awareness.
- Manpower constraints

Focus Areas for 2025 (Strategies or Plans to implement)

- RPNGC Reserve Revitalisation program, with a unified provincial ceiling of 200 reserve members per province.
- Continuation of payments of outstanding 2002-2008 allowances for Reservists and Auxiliaries throughout the country.
- Conduct community policing awareness programs.
- Audit of manpower list for Reservists covered under MOU and processing of individual identification cards.
- Training of Reservists under MOU.
- Increase number of Community Policing Officers.

Family Sexual Violence Directorate

Overview

The FSVU is situated at Boroko, NCD, and it is headed by a Superintendent (Supt). The directorate coordinates policies, procedures, training, and maintains partnership engagements for FSV personnel. It coordinates and implements its policing activities through its Family Sexual Violence Units (FSVU) throughout the country in all metropolitan and provincial commands.

Directorate Profile

Activity Area	Family Sexual Violence Directorate
Name of Activity Manager	Supt. Delilah SANDEKA
Police Strength	114
Number of Provincial Units	21
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 245, 178.00
Personnel Emoluments	K 151, 700.00
Goods & Services	K 93, 478.00

Achievements (Success stories or what has been achieved during the year)

- A good number of awareness programs were carried out by the Units.
- Awareness conducted regarding online safety especially Cyber Bullying in various communities and with organizations.
- FSV/GBV sensitization training conducted for thirty (30) youths at 8-mile settlement.
- FSV/GBV Awareness conducted for thirty (30) immigration officers at Waigani Government House.
- FSV/GBV Awareness conducted to Catholic Church congregation at Sabama.
- FSV/GBV Awareness conducted at AES Company site near Napanapa.
- FSV/GBV Awareness conducted at Bush-Wara.
- FSV, GBV, SARV, Human Trafficking and Substance Abuse awareness conducted at Hula in Central Province.
- New FSV office established at Airport Police Station, 7-Mile.

Challenges (What affects the successful implementation of planned activities)

- Manpower decreases due to reshuffle and promotions leaving the Directorate.
- No structure establishment to retain trained personnel.

- Data collection of FSV statistics in all twenty-two (22) provinces.

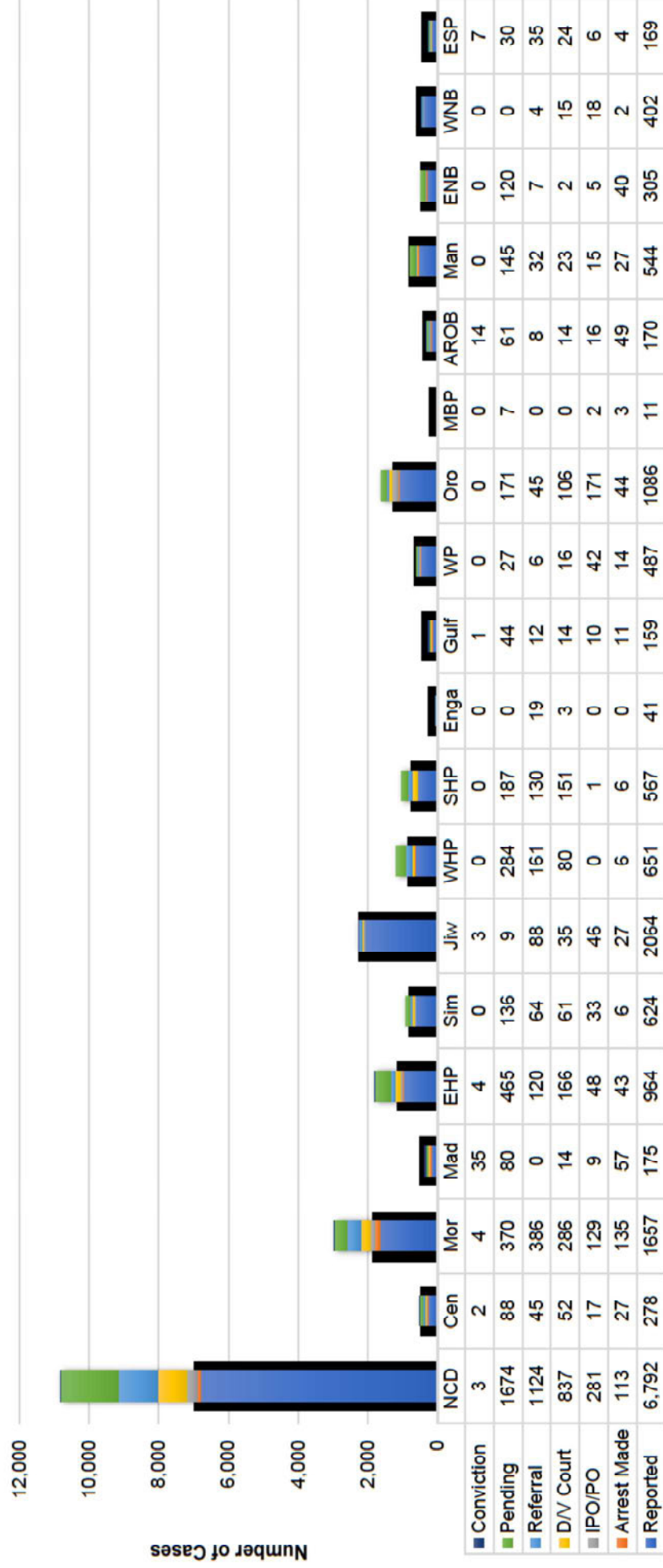
Focus Areas for 2025 (Strategies or Plans to implement)

- To follow-up and collaborate with the ORR (HRD) to advance development on the FSVU directorate organizational structure.
- Rollout the installation of the Information Management system (IMS) for the FSVUs throughout the country (22 provinces) to enhance monthly reporting and data management effectively and efficiently.



Picture Courtesy of
RPNGC FSVU NCD:
Pictured is Director FSV Delilah Sendeka
and Sgt Alice Ariko
at FSV Campaign Against Violence
in NCD.

Family Sexual Violences Cases in 2024 by Provincial Commands



Cases per Provincial and Metropolitan Police Commands

Figure 23: FSVU statistics by province, 2024

Canine/Dogs Directorate

Overview

The Directorate is located at Bomana, NCD and is headed by a Chief Inspector (CIP). The Directorate coordinates training and administrative support to canine operations in the country. Police canines are used 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 Provincial Units	1 of 9 units operational
Number of Institutional Housing	25
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 193, 874.00
Personnel Emoluments	K 1, 086, 000.00
Goods & Services	K 207, 874.00

Achievements (Success stories or what has been achieved during the year)

- Conducted training and retraining of dogs and dog handlers.
- Regular patrolling in Airports, customs areas, and major transit hubs, resulted in detecting 100 ammunitions at Jacksons International Airport.
- New vehicle donated to the directorate by Port Moresby North East DDA.
- Directorate Armory under construction.

Challenges (What affects the successful implementation of planned activities)

- Insufficient training resources and trainers impacting quality of training programs
- Limited manpower
- Accommodation issues for personnel

Focus Areas for 2025 (Strategies or Plans to implement)

- To conduct site visit and inspections to revive canine units in eight (8) provinces.
- To enhance canine unit capabilities in Kokopo Dog Unit.
- To conduct awareness campaigns and workshops to educate Dog Handlers.

- Renovate and expand existing kennels to provide a safe, healthy, and comfortable environment for the dogs including the eight (8) targeted provinces.



Picture Courtesy of PNG Haus Bung: Pictured is a Member from the NCD Dog Unit with his canine during a routine training at Bomana, NCD.

Water Police Directorate

Overview

The Water Police Directorate is the maritime policing arm of the Constabulary and its headquarter is located at Konedobu, Port Moresby. It is headed by an Inspector (Insp). The water policing services are delivered through the following bases in NCD/Central, Northern, Southern, Border, NGI and BPS.

Directorate Profile

Activity Area	Water Police
Director (acting)	Insp. Bruce INGUBA
Police Strength	114
Number of Provincial Units	15
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2023	
Budget Appropriation	K 1, 343, 984.00
Personnel Emoluments	K 1, 271, 200.00
Goods & Services	K 27, 784.00

Achievements (Success stories or what has been achieved during the year)

- Development of Water Police 5 year Strategic Management Plan 2024 -2030.
- Training re-certification of coxswains, SAR Drift modeling upgrade from coxswain to Master 5 (Training ongoing).
- Engaged in initial meetings with stakeholders to develop MOUs and Service Level Agreements (SLA) in partnership and collaboration.
- Received an Automatic Identification System (AIS) donated by UN and NMSA.
- As part of the PNG-APP initiative, the directorate received a 23-meter police patrol vessel, PPV Minigulai. This addition to our maritime fleet strengthens operational capacity.

Challenges (What affects the successful implementation of planned activities)

- Manpower Shortage
- Inadequate fuel supply
- Implementation of the Proposed 5 year Strategic Plan

Focus Area for 2025 (Strategies or Plans to implement)

- To conduct specialist training and NCO development courses.
- To strengthen existing and establish new partnership with key stakeholders.
- Progress establishment of Alotau, Madang, Rabaul and Kimbe Water Police bases.
- Restructure of Water Police Directorate.

Bands (Music) Directorate

Overview

The Bands Directorate is located at Kila Police Barracks, NCD and is headed by an Inspector (Insp). The Directorate is responsible for performing musicals at police ceremonies and other occasions. Members of the directorate are also engaged in regular policing duties throughout the country as support units.

Directorate Profile

Activity Area	Music Directorate
Director	Insp. Lucas NEGE
Police strength	92
Number of institutional houses (Units)	70
Annual Recurrent Budget Appropriation & Expenditure for year Ending 202	
Budget Appropriation	K 3, 264, 299.00
Personnel Emoluments	K 3, 227, 500.00
Goods & Service	K 36, 799.00

Achievements (Success stories or what has been achieved during the year)

- Donation of new Quadruplex building by Dataco (PNG) constructed at Kila Barracks.
- Support awareness on the law-and-order issues in the communities.
- Maintain musical equipment and uniforms to the expected standard.
- Conduct in-house training in financial literacy, work place harassment, and customer service.
- Purchase of new uniforms and sandals for national dress.
- Purchase of cleaning and maintenance kits for all instruments.
- Procurement of new, fit-for-purpose, instruments.
- Attended all events scheduled at Government House.

Challenges (What affects the successful implementation of planned activities)

- Funding delays.
- Aging and outdated music instruments and equipment.
- Inadequate transport for band personnel and equipment.
- As a Reserve Mobile Unit (Squad 16), the team is frequently deployed to assist front-line police in high-risk operations. Firearms requirements need to be met.

Focus Areas for 2025 (Strategies or Plans to implement)

- Realign annual plan and budget to cater for key priority activities.
- To strengthen existing and establish new stakeholder partnerships.

KRA 2 –CRIME DETECTION, INVESTIGATIONS & PROSECUTIONS

Goal 2: To investigate and prosecute all offenders according to the law and through the use of professional and timely investigation methods.

Outcome Statement

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

Overview

Investigation and prosecution of offences are the two core businesses of the RPNGC. The number of offenders convicted are often lower than the number of offenders prosecuted. This phenomenon emanates from various challenges as disclosed under the provincial and metropolitan commands.

There are various reasons for low success rates in securing convictions. This points to the need to improve investigation processes and systems, improve forensic capabilities, up-skill staff in 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 two following broad strategies to address these challenges and fulfil the above goal:

1. Strengthen the first response to reports of crime, including arrests and prosecutions.
2. Strengthen responses to crimes that threaten national security.

CRIMES DIVISION

Overview

The Crimes Division is based at Police Headquarters and is headed by an Assistant Commissioner of Police (ACP). The ACP Crimes reports to the Deputy Commissioner of Police (DCP) Chief of Specialist Operations. The division's policing activities are administered through its various crimes and prosecutions directorates.

Divisional Profile

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

Achievements (Success stories or what has been achieved during the year)

- Conducting specialist training for investigators.
- Audit of Prosecutions conducted.
- Prosecutions Review Committee launched in Provinces.
- Successful execution of outstanding National Court Warrants.
- Funding of witness travel and accommodation.

Challenges (What affects the successful implementation of planned activities)

- Lack of increased funding despite a rise in crime rates across the country, impacting the directorate's ability to effectively respond accordingly to crimes.
- Absence of centralized data base to record, store, analyze, and access crime related data across the country.
- Lack of proper case management systems from investigations to prosecutions.

Focus Areas for 2025 (Strategies or Plans to implement)

- To ensure Prosecutions success rate is improved by monitoring of performance through the Prosecutions Review Committee.
- To procure and install a proper case management system from recipient of complaints, investigations and to prosecution.
- Establishing an anti-counterfeit unit to counter organized crimes.
- To develop a centralized criminal intelligence database for seamless information sharing.

- Partner with international law enforcement agencies to enhance skill sets and knowledge transfer.

Prosecutions Directorate

Overview

The Prosecutions Directorate is located at Police Headquarters and is headed by a Chief Inspector (CIP). It is responsible to coordinate training and provide administrative support to prosecution units nationwide.

Directorate Profile

Activity Area	Prosecutions Directorate
Activity Manager	CIP. Pare KUIAP
Prosecutions Units Province	22
Total Police strength	213
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2024	
Budget Appropriation	K 504, 213.00
Personnel Emoluments	K 192, 800.00
Goods & Services	K 311, 413.00

Achievements (Success stories or what has been achieved during the year)

- Facilitated travel for Prosecutors to attend court.
- Conducted three (3) audits of Prosecutions in Vanimo, Manus, and Kerema.
- Successful completion of studies by 93 Police Prosecutors with support from PNG-APP, with 65 graduating with certificates and 28 with diplomas in Police Prosecutions.
- Successful Prosecution conference conducted with focus on the importance of compliance to processes in case management.
- Prosecutions Review Committee launched in Manus, Kimbe, Kavieng, and AROB.

Challenges (What affects the successful implementation of planned activities)

- Non-execution of warrants of arrest, leading to cases being struck out.
- Incomplete investigation files leading to cases being struck out.
- Lack of proper case management from investigations to prosecutions.

Focus areas for 2025 (Strategies or Plans to implement)

- To advocate for the installation of proper case management system to monitor from investigations to prosecutions of all cases.

- To ensure Prosecutions success rate is improved by monitoring performances of the Prosecutions Review Committee.
- Constant inspection and dialogue with prosecutions sections in the provinces.
- Continue to launch Prosecutions Review committee to provinces not yet covered.

National Police Prosecutions Statistic

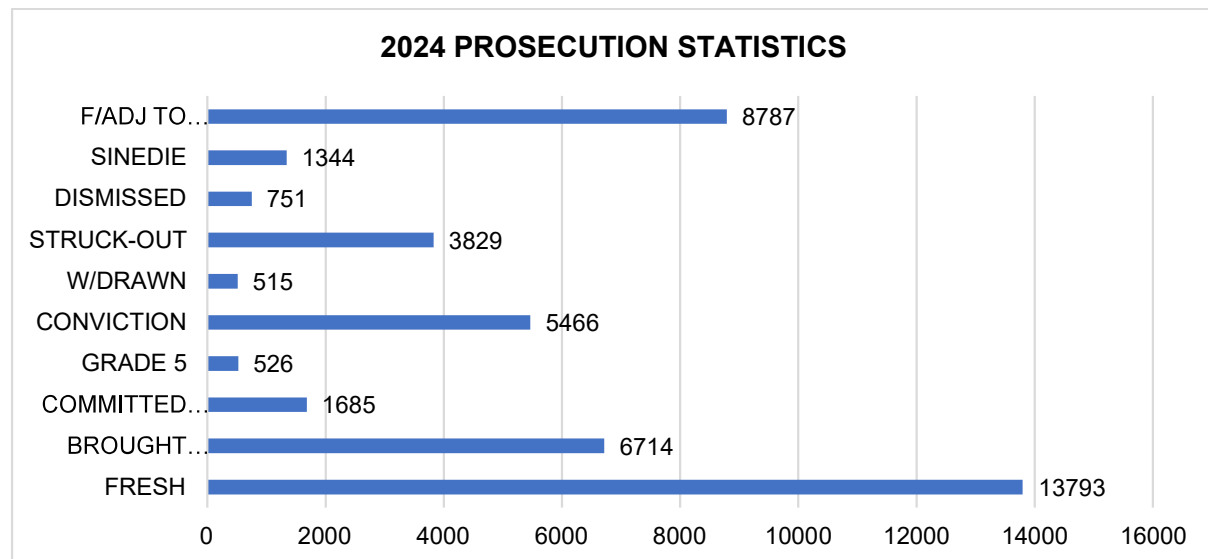


Figure 24: Prosecution statistics, 2024

Criminal Investigations Directorate (CID)

Overview

The Criminal Investigation Directorate is located at Police Headquarter, Konedobu and is headed by a Chief Superintendent (CSP). Its core function is to investigate serious crimes and is also responsible for coordinating training and logistical support to police investigators. Its policing services are delivered through major or serious crime investigations units within the commands throughout the country.

Directorate Profile

Activity Area	Criminal Investigations Directorate
Activity Manager	CSP. Joel SIMATAB
Prosecutions Units by Province	22
Total strength	27
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 5, 084, 749.00
Personnel Emoluments	K 4, 094, 200.00
Goods & Services	K 990, 549.00

Achievements (Success stories or what has been achieved during the year)

- Addressed operational needs of the directorate with adequate funding.
- Collaborated with private industry to investigate and prosecute crimes associated with counterfeit products.
- Assisted National Courts by executing outstanding National Court Warrants.
- Funding of witness travel and accommodation to attend court cases.
- Provided support to operational needs in the provincial and divisional commands.

Challenges (What affects the successful implementation of planned activities)

Rising Law and Order concerns in 2024 attributed to the following factors including;

- Population growth and increased rural-urban migration.
- The escalation of drug and firearm trafficking, which has been a major driver behind many serious crimes investigated by the Crimes Directorate.
- Lack of increased funding despite a rise in crime rates across the country, impacting the directorate's ability to effectively respond.

- Unreliable internet connectivity and radio communication systems hindered police reporting and communication network including submission of mandatory reports.
- Proliferation of firearms and ammunition into the Upper Highlands provinces resulted in the escalation of law-and-order problems in the highlands. Police investigation teams could not effectively investigate due to high threat levels, lack of witness cooperation and insufficient logistical support to the team.

Focus Areas for 2025 (Strategies or Plans to implement)

- Address operational needs with adequate funding.
- Tackle organized crimes that are crippling our economic industries by setting up of the Anti-Counterfeit Unit.
- The drafting of Crimes Directorate Strategic Plan 2026 to 2030 in support of the Specialist Operations Wing Strategic Plan.
- Adequately support investigations into backlog of outstanding serious criminal cases in the provinces.

National Forensic Scientific Services

Overview

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

Activity Profile

Activity Area	National Forensic Scientific Services
Activity Manager	Supt. Jacob IVAROA
Number Sections	5
Total strength	15
Annual Recurrent Budget Appropriation and Expenditure for year Ending 2024	
Budget Appropriation	K 1, 949, 798.00
Personnel Emoluments	K 1, 798, 700.00
Goods & Services	K 151, 098.00

Achievements (Success stories or what has been achieved during the year)

- Received modern equipment for biological sample analysis donated by Chinese Embassy.
- Construction of new NFSS modernized national lab in NCD funded by PNG-APP.

Challenges (What affects the successful implementation of planned activities)

- Most provincial units lack proper laboratory facilities, equipment, and personnel due to lack of funding and support and other associated resources.
- Low manpower with skills and competencies due to various attrition rates including deaths, dismissal, resignation, and retirement.

Focus areas for 2024 (Strategies or Plans to implement)

- Ensure completion of the major lab in Port Moresby.
- Recruit and train new officers.
- Ensure adequate supply of appropriate resources.

National Drug & Anti Vice Squad

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.

Activity Profile

Activity Area	National Drug & Anti Vice Squad
Activity Manager	Insp. Terry GUAMBELEK
Total strength	10
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 142, 849.00
Personnel Emoluments	K 77, 566.00
Goods & Services	K 208, 132.00

Achievements (Success stories or what has been achieved during the year)

- Accomplished minor maintenance and repairs of the NDVS base located at Badili.
- Carrying out operations with other state security agencies.
- Received 1 operational vehicle (Toyota Hilux 2x4 LWB) from the Constabulary.

Challenges (What affects the successful implementation of planned activities)

- Funding availability
- Mobility (availability of vehicles for members to conduct surveillances and carry out investigations).

Focus Areas for 2025 (Strategies or Plans to implement)

- Specialist Training, capacity and capability enhancement programmes for Drug and Vice members in country and overseas.
- To conduct awareness programmes nationwide.
- To conduct major drugs and vice investigations and operations.
- Continue progressive minor maintenance to the drug squad office.

Police Intelligence Directorate

Overview

The Intelligence Directorate is located at Police Headquarters and is headed by an Inspector (Insp), who oversees the following six critical units; National Intelligence Unit, National Criminal Records Office (NCRO), Transnational Crimes Unit, Interpol, Cybercrime unit and Organized Crime Unit. The Directorate functions to collect, analyse, and disseminate actionable intelligence reports to support law enforcement strategies and to address emerging threats, combat transnational and organized crime, and enhance national security.

Activity Profile

Activity Area	Police Intelligence Directorate
Activity Manager	Insp. Kasa WUMBER
Number Sections	6
Total Police strength	8
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 5, 084, 749.00
Personnel Emoluments	K 4, 094, 200.00
Goods & Services	K 990, 549.00

Achievements (Success stories or what has been achieved during the year)

Conducted high-risk assessments, including for;

- State Visits by Foreign leaders; Australia PM in March 2024, China Vice Premier in June 2024, and New Zealand PM in July of 2024.
- State visit by Pope in August 2024. The visit required extensive security measures, which NCIU played a major role in providing operational intelligence.
- Tribal conflicts in Highlands region throughout 2024 were assessed in a preliminary report of the threat escalation.

Challenges (What affects the successful implementation of planned activities)

- Lack of advanced technological tools and software for data collection and analysis.
- Insufficient funding for field operations and officer training.
- No centralized database system to store, analyse, and access crime related data across the country.

- Lack of data analysis and dissemination – absence of analytical tools to process raw data into actionable intelligence.

Focus areas for 2025 (Strategies or Plans to implement)

- Finalize and implement the NCIU's organizational structure to address staffing and resource gaps.
- Acquire advanced intelligence software for data mining, threat analysis and predictive modelling.
- Develop a centralized criminal intelligence database for seamless information storage, processing and sharing.
- Partner with international law enforcement agencies to enhance skill sets and knowledge transfer.
- Re-establish NCIU offices throughout the country.

National Crime Records Office

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.

Activity Profile

Activity Area	National Crime Records Office
Activity Manager	S/Sgt. P. ABIAM
Total Police strength	7
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 5, 084, 749.00
Personnel Emoluments	K 4, 094, 200.00
Goods & Services	K 990, 549.00

Achievements (Success stories or what has been achieved during the year)

- Successfully launched the e-police clearance system with the assistance of RPNGC ICT Directorate.
- Generated approximately K1 million for the RPNGC through police clearance.

Challenges (What affects the successful implementation of planned activities)

- Delay in application process due to lack of manpower to process application.
- Limited office space hindering effectiveness of the police clearance system.

Focus areas for 2025 (Strategies or Plans to implement)

- Increase office space to cater for more staff.
- Increase manpower by recruiting more NCRO Staff.

National Fraud and Anti-Corruption Directorate

Overview

The NFAC office is based at Konedobu NCD and was established to investigate reports of major fraud and corruption cases in the country. The office headed by a Superintendent (Supt). The Financial Investigation Unit (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 FIU).

Activity Profile

Activity Area	National Fraud and Anti-Corruption
Activity Manager	Supt. Robert VOLO
Sections	4
Total Police strength	42 (Est. PHQ)
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 3, 677, 452.00
Personnel Emoluments	K 3, 254, 900.00
Goods & Services	K 422, 552.00

Types of Fraud & Corruption Cases in 2024

Types of Cases	No. Cases Reported
Abuse of Office	0
Conspiracy to Defraud	2
Extortion	1
False Pretense	77
Forgery and Uttering	12
Land Fraud	0
Misappropriation	43
Money Laundering	0
Official Corruption	17
Payroll Fraud	3
Perjury	1
Property Fraud	35
Stealing in General	9
Total	200

Achievements (Success stories or what has been achieved during the year)

- The Digitalized Crime Report Book has been officially implemented to systematically register all reported cases.
- Arrests made on outstanding Full Case Reviews (FCRs) from 2019 to 2023, with officers preparing and serving the necessary court files.

- Several officers participated in the Detective Training Program conducted by the NCOE – Detective Training School.
- Officers also attended Financial Intelligence training facilitated by PNG-APP and the Detective Training School which saw four members successfully complete Intelligence training/workshops to strengthen investigative skills.

Challenges (What affects the successful implementation of planned activities)

- Lack of skills and competencies of frontline managers (Squad OICs and Team Leaders) to effectively lead their squads, oversee investigations, and contribute to the efficient operation of the directorate.
- Lack of proper recording system in place for fraud crimes reported at the directorate office, affecting data management and case tracking.
- Directorate structure/establishment needs to be formalized as position discrepancies have been identified.

Focus areas for 2025 (Strategies or Plans to implement)

- Establish a proper case management system to monitor and manage the progress of cases.
- Coordinate with Human Resource Division to develop and update Job Descriptions for positions within the Directorate.
- Coordinate with PNG-APP and Staff Development Unit to facilitate Supervisory and Management training for OICs and Team Leaders at SILAG.

TRAFFIC DIVISION

Overview

The Traffic Divisional HQ is based at Police Headquarters and is headed by an Assistant Commissioner of Police (ACP). The division's policing activities are administered through its Traffic and Highway Patrol Units which are spread throughout the country.

Divisional Profile

Activity Area	Traffic Operations
Activity Manager	ACP John KOLOPEN
Directorates	Traffic, Highway Patrol and Road Safety
Total Police strength	10 (PHQ)
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 173, 491.00
Personnel Emoluments	K 973, 100.00
Goods & Services	K 200, 391.00

Achievements (Success stories or what has been achieved during the year)

- Conducted induction and awareness on the application of the Road Traffic Act (RTA) 2014 regarding Traffic Infringement Notice (TIN) and the roles of Police.
- Commenced work on the new structure, positions, and job descriptions for the Traffic Division.
- Completed renovations of the Traffic School in Bomana.

Challenges (What affects the successful implementation of planned activities)

- Funding constraints a major challenge.
- Providing essential logistical support such as computers to improve operational efficiency.
- Facilitating joint training opportunities for officers from regional centres.
- Conducting provincial visits to collect data and engage with officers on the ground.

Focus Areas for 2025 (Strategies or Plans to implement)

- Conduct training on Traffic Policing, Management, Investigation and Public Safety for all NCD, Central, Gulf, Milne Bay, Western and Oro Traffic Officers.
- To conduct basic and advanced training for Traffic members.
- To complete new divisional structure and present to Establishment Control Committee (ECC) for endorsement and progress of the same.
- To introduce Basic and Advanced Police Traffic Training in 2025. This initiative aims to enhance officers' capabilities in policing major roads and highways, with a focus on reducing fatalities and serious accidents.

Total No. of Motor Traffic Accidents by Provincial Commands in 2024

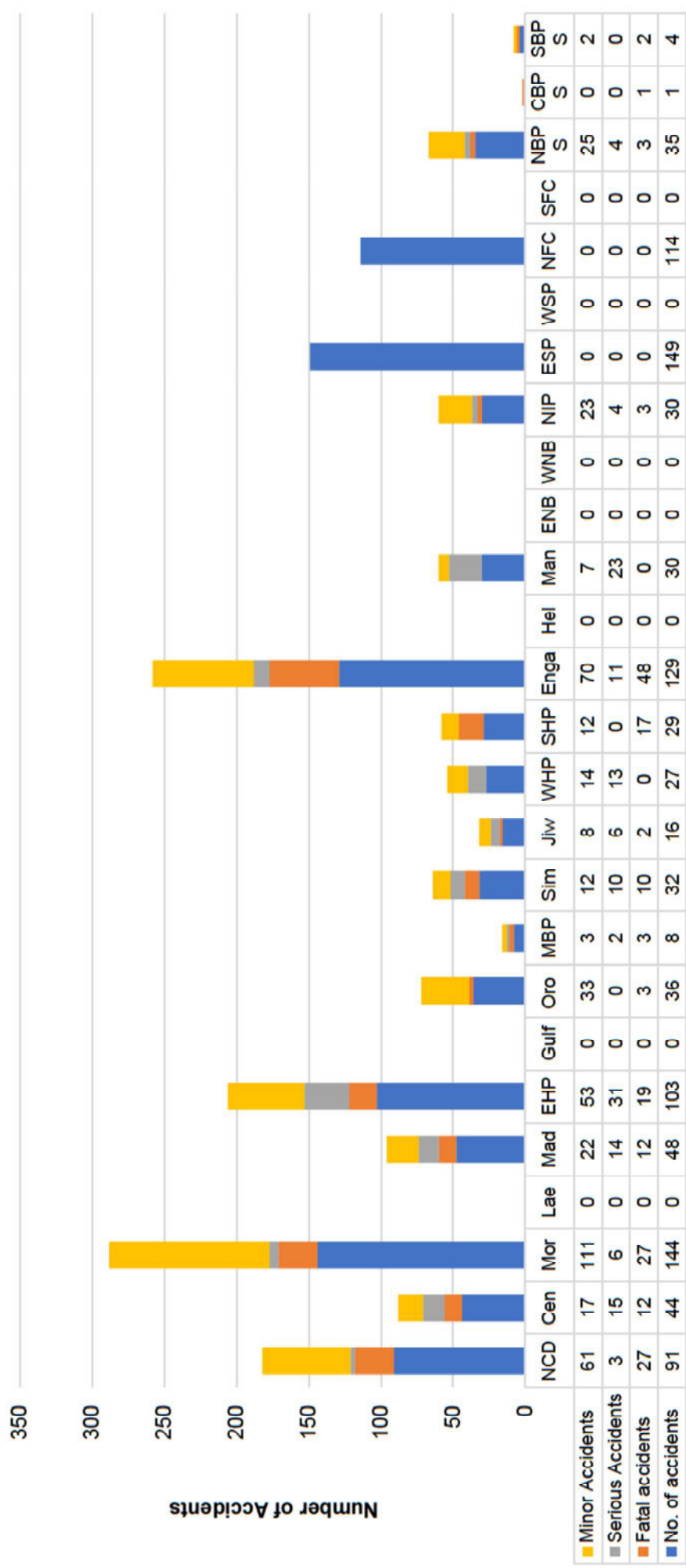


Figure 25: Motor traffic accidents by provincial command, 2024

KRA 3 – LEADERSHIP, PROFESSIONAL STANDARDS & CORPORATE GOVERNANCE

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

Outcome Statement

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

Overview

The year 2024 has been very challenging in both leadership and the rise of disciplinary issues within the Constabulary. Though, much effort has been exerted to earn the trust of the community at large yet it continues to be a major challenge.

This year 2024 is marked with a milestone as the inception of the Strengthening Good Governance Rollout Workshops which embarked strongly on restoring command and control within the Constabulary.

The Administrative Wing established the following programs to mitigate and manage the challenges within the Constabulary:

- Constabulary Standing Orders Rollout Workshop
- Police Act 1998 Review (internal consultations completed)
- Governance Framework on re-establishment of committee systems.
- Monitoring and Evaluation Framework.
- Leadership Performance Assessment and Review.
- Improve Discipline and Professionalism.

The Administration Wing of the RPNGC is managed by the Office of the DCP, Chief of Administration who provides leadership on all matters relating to the administrative or corporate affairs of the Constabulary in areas of budgeting and finance, logistics, human resource management and development of policies and plans.

In summary, the wing plays a crucial role in providing the necessary support services to ensure that the RPNGC operates effectively and efficiently.

Legal Services Directorate

Overview

The Police Legal Services (PLS) provides legal services to the RPNGC and is headed by a Chief Superintendent (CSP) as the Principal Legal Officer.

Its primary responsibility is to provide legal services in terms of legal advice and opinions, prosecuting cases for and on behalf of the RPNGC and defending civil suits in collaboration with the Office of the Solicitor General. The Police Legal Services reports directly to the Commissioner of Police 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 support staff.

Activity area Profile

Activity Area	Legal Services Directorate
Director	CSP. Francis AIGILO
Sections	Northern, Southern, Highlands & NGL
Police strength	10
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 469, 131.00
Personnel Emoluments	K 323, 400.00
Goods & Services	K 145, 731.00

Achievements (Success stories or what has been achieved during the year)

- Successful defending of civil claims which closed thirteen (13) cases with collaboration and cooperation of the Office of the Solicitor General.
- Drafting & Review of MoUs between RPNGC and its various key stakeholders regarding many important programs and initiatives.
- Registered and issued Practicing Certificates for all Lawyers RPCs and PLOs UPC.

Challenges (What affects the successful implementation of planned activities)

- Lack of resources both at HQ and Divisional Commands had hindered efforts to perform their duties efficiently because of the lack of mobility.
- Lack of a case management system to keep an up-to-date record for all cases filed against RPNGC recorded and their status tracked and used.
- Lack of cooperation by policemen and women named in civil suits to give instructions to the Office of the Solicitor General to defend cases which causes the courts to make default judgements.
- Lack of Cooperation from the Office of the Solicitor General in getting statistics regarding civil suits against RPNGC and the State. Most of the data pertaining to the cases against the Police and the State captured in this report were obtained through liaison with the provincial registry clerks of the National Court Registries.

Focus Areas for 2025 (Strategies or Plans to implement)

- Continue to support the Police Act Review project.
- Continue to support the CSO Review in collaboration with Policy and Planning Division.
- Support the Commission of Inquiry which is still in progress
- Review of Laws with CLRC is still progressing.

Internal Audits Office

Overview

The Internal Audits Office located at Police HQ, Konedobu is headed by the Chief Internal Auditor. Its main purpose is to review financial records, systems and controls to ensure accuracy, compliance with accounting principles, and financial policies including the systems and process of the Constabulary.

It is also to assess the reliability of financial reporting, identifying potential frauds or errors, and providing recommendations to the RPNGC management for improvement. Internal audit helps maintain the integrity of Constabulary's financial information systems and processes.

Directorate Profile

Activity Area	Internal Audit
Activity manager	Chief Auditor Mr. Frank BALOILOI
Police strength	4
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 189, 461.00
Personnel Emoluments	K 86, 100.00
Goods & Services	K 103, 361.00

Achievements (Success stories or what has been achieved during the year)

- Successful completion and submission of Buka Police Station Audit Report.
- Complied with quarterly budget review reporting requirements and submission of budget estimates 2024.
- Compiled responses to Auditor Generals Annual Audit Reports for financial year endings 2023 and 2024.

Challenges (What affects the successful implementation of planned activities)

- Manpower shortage hinders work progress and thus increase in work load.
- Non-completion of Three (3) Regional Audit Inspections for 2024
- 2024 - Quarterly, Audit Committee Meetings not been conducted. No schedule was received from Finance Department.

Focus area for 2025 (Strategies or Plans to implement)

- Increase manpower in the Audit Unit so that it can improve production efficiency.

Firearms Registry Office

Overview

The Office is located at Police HQ and is led by a Senior Inspector (SIP), whose core function is to ensure all activities are done in compliance with the directive from the Registrar of Firearms and by virtue of Section 3, Firearms Act 1978.

Office Profile

Activity Area	Firearms Registry Office
Officer in Charge (OIC)	SIP Sinze SESSIE
Office Strength	5 (Uniform: 2, ASW: 3)
Provincial Offices	22

Achievements (Success stories or what has been achieved during the year)

- Generated a total revenue of K1,580,000.00.

No.	Item Description	Qty	Unit Cost (K)	Total Amount (K)
1	New Firearms Licence	89	500.00	44,500.00
2	Renewal of Firearm Licence	3,545	300.00	1,063,500.00
3	Transfer of Firearms	20	400.00	8,000.00
4	New Licence to Carry	0	100.00	0.00
5	Licence to Carry Renewal	4,333	100.00	433,300.00
6	Replacement of Firearms	3	400.00	1,200.00
7	Gun Dealers New Licence	0	5,000.00	0.00
8	Gun Dealer Licence Renewal	2	5,000.00	10,000.00
9	Ammunition Dealer New Licence	0	4,000.00	0.00
10	Ammunition Dealer Licence Renewal	3	4,000.00	12,000.00
11	Visitor's Permit	0	200.00	0.00
12	Firing Range New	0	2,500.00	0.00
13	Firing Range Renewal	3	2,500.00	7,500.00
	Total Revenue Collected			1,580,000.00

Challenges (What affects the successful implementation of planned activities)

- Lack of a centralized database system.
- Outdated establishment structure.
- Insufficient manpower hindering customer service.
- Limited office space.

Focus Areas for 2025 (Strategies or Plans to implement)

- To establish a centralized and digitalized database.
- To review and update establishment structure.
- To increase manpower.
- To upgrade the payment system.
- To acquire suitable office space.

Media Directorate

Overview

The Media Directorate is led by a Chief Superintendent (CSP) who reports directly to the Office of the Commissioner. It functions as a bridge between the Constabulary and the people of Papua New Guinea by providing facts and figures on all police activities across the nation to the stakeholders and the public through media platforms.

Directorate Profile

Activity Area	Media Directorate
Director	CSP Mark KARAMBI
Police strength	5
Budget Appropriation	K 710, 869.00
Personnel Emoluments	K 540, 315.00
Goods & Services	K 165, 554.00

Achievements (Success stories or what has been achieved during the year)

- Production of RPNGC Recruitment and Legacy documentary films respectively.
- Successfully updated the RPNGC Website. Over 20, 000 followers in 2024.
- NCD/Central Commands official Facebook page: Up and running and the page has 113,000 followers, and over four million viewers within the country and abroad.
- Officers trained on camera setting, picture framing, video shooting and shots.
- Drone training conducted for 1x media officer can now be able to operate drone and taking Ariel videos and pictures.

Challenges (What affects the successful implementation of planned activities)

- Limited Media staff hinders productivity of efficient and effective media coverage.
- Lack of cooperation from PPCs and Divisional Commanders to media for timely police news releases.

Focus Areas for 2025 (Strategies or Plans to implement)

- Crime Stoppers TV & Radio
- RPNGC Magazine for monthly publication
- RPNGC Official Facebook page
- Launching of the two TV Documentaries.
- Restructure Media Directorate
- Establish a proficient and effective communication channel with all activity areas.
- Producing short informative audio & videos (media awareness).

INTERNAL AFFAIRS DIVISION

Overview

The Internal Affairs Division is located Konedobu and is headed by an Assistant Commissioner of Police (ACP). The Division is responsible for investigating and addressing allegations of misconduct and disciplinary problems caused by police personnel. Its purpose is to maintain the 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. Its policing activities are implemented by 22 provincial Internal Investigations Units (IIU) throughout the country.

Divisional Profile

Activity Area	Internal Affairs Division
Activity Manager	ACP. Alpha EMIL
Directorates	1
Police strength	30
Number of Provincial Units	22
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 361, 572.00
Personnel Emoluments	K 1, 035, 500.00
Goods & Services	K 326, 072.00

Table 1:IAD 1 – Main Offences

Main Offences	2024 Tally
AWOL & Absent from place of duty	64
Unlawful Killings and related offences	4
Los of Firearms and related offences	10
Traffic accidents and related offences	10
Extortion, Stealing, and related criminal offences	22
Prejudicial & Conduct that reflect Discredit on the Force	74
Rape & Sexual offences in general	9
In possession of contravene items and Drugs	8
Other offences	57

Table 2:IAD 2.a – Actions Taken

Actions Taken	Status
Court Convictions	Are all dismissals matters unless civil

Administrative Charges	Penalties accorded depending on the seriousness of the offence
SDOR Registered	Received from all provincial commands
MDOR Registered	Penalty advice received from provincial commands
NOPs Sent	Penalty advice sent out to provincial commands
NOP Proof of Service Received	Penalties served and proof of service returned for action

Table 3:IAD 2.b – Actions Taken

Actions Taken	2022	2023	2024	Total
Court Convictions	25	21	21	67
SDOR	126	138	155	419
MDOR	4	72	52	128
NOPs Sent	37	62	213	312
NOP Proof of Service Received	25	23	101	149
Court Convictions	13	12	28	53

Table 4:IAD 3 – Administrative Penalties

Decisions/Penalties	2022	2023	2024	Total
Dismissals	10	27	62	99
Demotions	4	3	25	32
Transfers	1	0	13	14
Forfeitures of pay	2	4	35	41
Fines	5	15	101	121
Not Guilty	4	12	28	44

A total of 264 administrative disciplinary actions were taken against members in 2024. Of which 62 were dismissals, 25 demotions, 35 forfeitures of pay, and 101 fines were imposed as penalties, while 28 were found not guilty.

Achievements (Success stories or what has been achieved during the year)

- Conducted training and awareness in Divisional and Provincial Commands.
- Conducted investigations with support from strategic partners to manage discipline and address human rights abuses by members of the Constabulary.
- Commenced work on the construction of Initial Action Team front office and the reception area at Internal Affairs office, Konedobu.
- Commenced construction of overhead roof covering the two IAD containers that stores exhibits and other essential equipment and files for archiving.

Challenges (What affects the successful implementation of planned activities)

- Lack of effective communication systems in place for efficient and effective communication with key stakeholders and partners including police establishments.
- Lack of skilled and competent officers to manage the three (3) proposed directorates being the Internal Investigation, Discipline and IAD Corporate Services.
- Backlog of administrative charges yet to be adjudicated and cleared.
- Lack of criminal investigators to investigate alleged police related crimes.
- Lack of reporting from Provincial Police IIU offices on various data to ACP IAD.

Focus area for 2025 (Strategies or Plans to implement)

- To ensure ICT Directorate completes work on Land Line Connectivity for effective communication between PHQ and the provinces.
- To ensure work started for the establishment of Information Management System (Database) for Professional Standards is completed.
- Install tracking system to monitor the administration of discipline charges and adjudication between the provinces and PHQ.
- To liaise and draft the divisional structure to cater for additional manpower.
- To seek funding support from strategic partners to support some of the IAD programs and activities.

POLICY & PLANNING DIVISION

Overview

The Policy and Planning Division is located at the Police Headquarters and is headed by an Assistant Commissioner of Police (ACP). The ACP reports to the DCP Chief of Administration. The division is responsible for researching and developing new and revising existing policies, planning, monitoring, evaluation, 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 of key government reforms.

Activity Area Profile

Activity Area	Policy & Planning Division
Activity Manager	ACP. Rigga NEGGI
Directorates	Corporate Planning and Research & Development
Total strength	20 (Uniform: 3 ASW: 17)
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 3, 095, 081.00
Personnel Emoluments	K 2, 774, 052.00
Goods & Services	K 320, 966.00

Achievements (Success stories or what has been achieved during the year)

- Strengthening Good Governance Project
 - Police Act 1998 Review national internal consultation completed. External consultation pending NEC approval.
 - CSO Rollout to Divisional commands, including distribution of electronic CSOs soft copies and Corporate plan hard copies.
- Capacity development within the Policy & Planning Division to fulfil its mandated responsibilities with seven (7) personnel being selected and attended advanced research methods training.
- Coordinated and developed the following plans:
 - Strategic Plan for Specialist Operations Wing.
 - Water Police Development Plan.
 - Air Wing Development Plan.

Challenges (What affects the successful implementation of planned activities)

- Delays to funding allocation resulting in delayed implementation of activities.
- Lack of experienced and competent leaders to lead and guide young team.
- Staff need upskilling and more exposure/experience to improve competencies.
- Inconsistencies in Provincial and Divisional AMR submissions creating data gaps for RPNGC AMR formulation.

Focus areas for 2025 (Strategies or Plans to implement)

- Strengthening Good Governance
- Update of Divisional Structure
- Training & capacity development
- Rollout of M&E and Governance Framework
- Conduct mid-term review of the Corporate Plan



Photo Courtesy of RPNGC Media Directorate:

(Left) Pictured is Chief Ila Geno at the first CSO Rollout for NCD/Central Command OICs and NCOs held at Gate Hotel, NCD.

(Below) Pictured are HEED & HWED ACPs, PPCs, PSCs and OICs who participated in the Police Act Review and CSO Rollout Workshop held at Islander Hotel, Mt Hagen, WHP.



FINANCE & ADMINISTRATION DIVISION

Overview

The Finance and Administration Division is responsible for budgeting and facilitating all financial transactions in compliance with the Public Financial Management Act. The division is headed by a First Assistant Secretary (FAS), a civilian, and reports to the DCP Chief of Administration.

Divisional Profile

Activity Area	Finance & Administration Division
Activity Manager	FAS. Jerry PAIS
Directorates	Finance & Administration
Manpower strength	27
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 388, 835.00
Personnel Emoluments	K 949, 316.00
Goods & Services	K 439, 519.00

Achievements (Success stories or what has been achieved during the year)

- Successfully conducted quarterly budget reviews and established support in non-compliance areas to all the 8 Divisional Heads.
- Successfully submitted 2025 Budget estimates to Treasury & National Planning.
- Successfully coordinated and completed 2025 AMP Workshop.
- Successful completion and implementation of ASW Staff Salary Review.
- Developed the 2025 AMPs.

Challenge (What affects the successful implementation of planned activities)

- Delay in approval of external warrants delays internal allocation of AMP funds.

Focus Areas for 2025 (Strategies or Plans to implement)

- To continue to promote teamwork and positive attitude towards work.
- To support and provide sound advice to FAS to make informed decisions.
- To develop and maintain internal controls on use of funds.
- To implement Financial Policies and procedure to uphold compliance.
- To continue with the setup of portal system in all the RPNGC non-tax revenue collection sections in collaboration with both Department of Finance and BSP Capital.

KRA 4 – INFRASTRUCTURE, SUPPLIES & ICT

Goal 4: To Build and Rehabilitate Police Infrastructure, Acquire and Maintain Physical Assets, and Modernise Information and Communications Technology.

Outcome Statement

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

Overview

Most of the infrastructure and assets owned by RPNGC are aged and in need of remediation. To address all these deficiencies of the police service, K3.9 billion is needed, and K3.2 billion of the amounts should be allocated for police infrastructure as reported in the True Cost of Policing report (Deloitte Touche Tohmatsu, 2020). However, the cost of rehabilitating these assets exceeds the national government's financial capability, which means RPNGC must find other ways to address these issues.

RPNGC must maintain and care for its assets, such as buildings, vehicles, boats, and other equipment, while using cost-effective measures to reduce utility bills. RPNGC must continue to invest in and adopt state-of-the-art information and communication technologies to perform its Constitutional functions effectively and efficiently.

The current ICT audit report highlighted the areas that require attention. To achieve Goal Four of the Corporate Plan, RPNGC must implement the following two broad strategies:

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

Corporate goal four (4) encompasses all the corporate functions of RPNGC, led by the Deputy Commissioner of Administration.

The division and directorates within the support services area are led by Assistant Commissioner of Police (ACP) Logistics. The Directorates include, Supplies, Transport, Publications, and Lands & Buildings.

LOGISTICS DIVISION

Overview

The Logistics Divisional Office is located at Police Headquarters, Konedobu and is led by an Assistant Commissioner of Police (ACP). The division is responsible for overseeing the organization's functions and reports to the DCP Chief of Administration. It plays a critical role in managing the organization's resources and logistics.

Divisional Profile

Activity Manager	a/ACP Christopher SMITH
Directorates	Transport, Publications, Supplies & L&B
Total Police strength	N/A
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 35, 337, 912.00
PE	K 3, 251, 806.00
GS	K 32, 286, 112.00

Achievements (Success stories or what has been achieved during the year)

- Achieved significant cost savings by implementing bulk procurement of spare parts and securing better service agreements.
- Renovations conducted on one-hundred and thirty (130) RPNGC properties (minor & major).
- Sixty (60) minor contracts (less than K60,000) for minor maintenance work were awarded to barracks throughout NCD.
- Procurement of No.1 Police Uniforms for distribution in 2025 – 3 pairs per officer.
- Civilian staff were issued with first batch of uniforms and the second batch is scheduled for 2025.

Challenges (What affects the successful implementation of planned activities)

- Funding constraints have hindered the implementation of key projects, including the automated fuel management system and fleet management software.
- Logistical challenges have caused significant delays in delivering essential supplies and equipment to various regions. These setbacks have prolonged vehicle downtime and disrupted maintenance schedules, ultimately affecting the efficiency of police operations.
- The high number of police houses and stations has created a significant demand for maintenance and rehabilitation, surpassing the available budget and straining resources.

Focus Area for 2025 (Strategies or Plans to implement)

- To enhance efficiency and sustainability, the division aims to introduce a digital vehicle registration system for streamlined processes and improved record-keeping.
- Advanced security measures such as GPS tracking, anti-theft systems, and secure parking facilities will be introduced to prevent vehicle theft and misuse.
- Ensuring the timely provision of essential equipment and materials.
- To address the growing demands of aging infrastructure, a budget review is necessary to secure increased funding for routine maintenance.
- Developing a structured housing and rental policy to improve expense management for police personnel accommodation.

Transport Directorate

Overview

The Transport Directorate is located at Police Headquarters in Konedobu, NCD and is led by a Chief Inspector (CIP) who reports to the Assistant Commissioner of Police (ACP) Logistics. It is responsible for the efficient management of RPNGC's fleet, including vehicles, vessels, and fuel nationwide. The directorate oversees the procurement of new assets and ensures the maintenance and operational readiness of all transport resources. Its policing activities are implemented by 22 Provincial Transport Units throughout the country.

Directorate Profile

Activity Manager	Transport Directorate
Total Police strength	19 (Uniform: 7 ASW: 12)
Number of Provincial Units	22
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 24, 441, 390.00
Personnel Emoluments	K 1, 292, 200.00
Goods & Services	K 23, 149, 190.00

Achievements (Success stories or what has been achieved during the year)

- Procurement of 20 new police vehicles.
- Achieved significant cost savings in vehicle maintenance through bulk procurement of spare parts and better negotiation with service providers, allowing for efficient use of the budget allocated for vehicle upkeep.
- Commenced work on acquiring data management system to improve data entry for effective fleet management.
- Partially achieved training for personnel to improve skills and competency levels.

Challenges (What affects the successful implementation of planned activities)

- Limited funding hindered the implementation of planned activities.
- Very costly to distribute vehicles and vessels throughout the country, especially to remote police stations.
- Outdated technology, systems and processes hindered the ability to achieve real-time tracking, monitoring, and efficient management of the vehicle fleet.
- Lack of skilled and experienced personnel hindering productivity and operational effectiveness.
- Cumbersome legislative and regulatory requirements affected the timely registration of vehicles and other mandatory requirements.

Focus Areas for 2025 (Strategies or Plans to implement)

- To implement the automated fuel management system to enhance efficiency and accuracy in fuel usage tracking.
- To establish regional maintenance workshops to reduce vehicle downtime and improve maintenance efficiency.
- To implement appropriate training programs to enhance staff skills in vehicle maintenance, fuel management and logistics.
- To introduce advanced security measures for police vehicles, including GPS tracking, anti-theft systems, and secure parking facilities to prevent theft and misuse.
- To liaise with ICT Directorate for installation of police communication systems such as modern radio and digital communication tools.
- To conduct regular performance audits of the Transport Directorate's operations to identify areas for improvement, optimize resource allocation and ensure compliance to RPNGC goals and objectives.



Picture Courtesy of RPNGC Logistics Division:
Pictured are RPNGC Police Vehicles procured through the SPAP Re-fleeting program.

Lands & Buildings Directorate

Overview

The Lands and Buildings Directorate is located at the Police Headquarters in Konedobu, NCD and is responsible for the management of the RPNGC's land and infrastructure throughout the country. It oversees and coordinates Rental Lease Properties, Rental Police Institutional Houses, Routine Maintenance, Infrastructure Projects (Major), Utilities, Land Matters and Building Assets Maintenance Systems.

Directorate Profile

Activity Area	Lands & Buildings Directorate
Director	a/Dir. Elvis KOLIP
Number Sections	1
Police strength	6
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 7, 863, 222.00
Personnel Emoluments	K 724, 700.00
Goods & Services	K 7, 138, 522.00

Achievements (Success stories or what has been achieved during the year)

- Information collection and collaboration with the Department of Lands & Physical Planning.
- Establishment of designated offices for the Lands documents within the Lands & Buildings Directorate.
- Renovations conducted on one-hundred and thirty (130) RPNGC properties (minor & major)
- Sixty (60) minor contracts (less than K60,000) for minor maintenance work were awarded to barracks roughout NCD.
- Seventy (70) emergency minor works (less than K20, 000) for electrical/maintenance works were awarded for Police Stations in NCD and Central.

Challenges (What affects the successful implementation of planned activities)

- Funding constraints hindered implementation of planned activities including paying rentals and maintaining aging infrastructure.
- Issues with the maintenance workshop functions to address relevant works requests.
- The huge number of police houses and stations creates a substantial demand for maintenance and rehabilitation, exceeding the allocated budget.

Focus Area for 2025 (Strategies or Plans to implement)

- To advocate for an increase in the routine maintenance budget to address the growing needs of the aging infrastructure.
- To develop a housing/rental policy to better manage and allocate expenses for police personnel housing.
- To enhance the functions of the maintenance workshop to handle small work requests more effectively and efficiently.
- To secure targeted funding for critical infrastructure projects, such as the sewerage system plant at Bomana Red Sea (Tokura Barrack) and other emergency works.
- To continue close collaboration with the Department of Lands & Physical Planning to streamline processes and achieve property development goals.

Supplies Directorate

Overview

The Supplies Directorate is located at Police Headquarters. The directorate is responsible for supplying and replenishing essential supplies, resources, and materials, ensuring officers have the necessary equipment and consumables to support daily operations. It also oversees the procurement, maintenance, secure storage, and controlled issuance of firearms and ammunition to maintain operational preparedness.

Directorate profile

Activity Area	Supplies Directorate
Director	Raka-Edea TAMARUA
Number Sections	3
Police strength	12
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 2, 038, 211.00
Personnel Emoluments	K 900, 600.00
Goods & Services	K 1, 137, 611.00

Achievements (Success stories or what has been achieved during the year)

- No.1 Police uniforms procured for supply in 2025 – 3 pairs per officer.
- Successfully supplied 1st batch of ASW uniforms, 2nd batch to be supplied 2025.
- Ammunition stocks were replenished for all provincial and metropolitan commands
- Receipt of new firearms and ammunition orders.
- Key staff are trained by external service providers to enhance process and administrative competencies.
- Best practice exposure visits conducted in high-standard warehouse operations to improve team efficiency.
- Regional HQ visits (Highlands & Islands) to assess logistical challenges and operational conditions.
- New racking installed at Bomana Main Armoury, improving security and operational efficiency.
- Complied with the organization's budget review requirements.

Challenges (What affects the successful implementation of planned activities)

- Aging staff, limited industry-specific trained resources, and many vacant positions.
- Geographical challenges, ineffective communication due to unreliable network connectivity, and underfunded regional facilities.
- Limited funding affecting procurement and modernization efforts.

Focus Areas for 2025 (Strategies or Plans to implement)

- To enhance operational efficiency and strengthening governance.
- To ensure the timely provision of essential equipment and materials.
- To drive strategic reforms, foster workforce development, and advance modernization initiatives.
- These commitments will contribute to improved resource management, increased accountability, enhanced service delivery, and greater operational readiness.

Publications Directorate

Overview

The Publications Office is based at the Police Headquarters in Konedobu. Meanwhile, the Materials Production Unit (MPU) operates from the National Center of Excellence (NCoE), formerly Bomana College. Although located at the NCoE, the MPU reports administratively and directly to the ACP Training College. The primary function of the Directorate is to provide the necessary materials to support the RPNGC.

Directorate Profile

Activity Area	Publications Directorate
Director	S/Sgt. Augusta GAWI
Number Sections	2
Police strength:	6
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 195, 089.00
Personnel Emoluments	K 334, 300.00
Goods & Services	K 860, 789.00

Achievements (Success stories or what has been achieved during the year)

- Necessary papers were approved with funds available, and materials and accessories were purchased on time.
- All printing machines were serviced on time.
- ID card processing for NGI Divisional Command completed as planned.
- Police Station Books purchased.
- Processing of ID cards for the Highlands Divisional Commands.

Challenges (What affects the successful implementation of planned activities)

- The directorate faces critical staffing challenges, including personnel shortages to complete tasks within tight deadlines.

Focus Areas for 2025 (Strategies or Plans to implement)

- To advertise, recruit, and fill vacant positions within the MPU to strengthen workforce capacity.
- To provide Occupational Health and Safety (OHS) training, along with basic IT and graphic design skills, to enhance staff competency.
- To prioritize funding to adequately support all activity areas, including the MPU, and ensure resource availability.

- To allocate an additional vehicle to facilitate administrative mobility, as the office is located outside town, requiring frequent travel for operational needs.

Information, Communication & Technology (ICT) Directorate

Overview

The ICT Directorate is located at Police Headquarters and is commanded by a Chief Inspector, who reports to the ACP Public Safety Division. 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 the administration and operations of RPNGC.

Directorate Profile

Activity Area	Information & Communications Technologies (ICT)
Director	CIP. John TARUR
Number Sections	3
Total Strength	15
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 2, 127, 362.00
Personnel Emoluments	K 1, 439, 200.00
Goods & Services	K 688, 162.00

Achievements (Success stories or what has been achieved during the year)

- Conducted nationwide ICT Audit – (Audit completed, Data analysis in progress)
- PHQ Network Infrastructure revamped
- Expansion of NCD Network and internet
- RPNGC Website was developed and launched with continuous updates
- Electronic Occurrence Book (Completed and deployment and training is being carried out in NCD before rollout to other provinces)
- Development of Police Information System (eOB, Investigation, Cells, Prosecutions Database) still in progress
- Internal Affairs Directorate – Case Management System completed
- Online Police Clearance
- Pay-slip Management System development is still in progress
- ICT Rehabilitation Plan developed
- Developed Digital and ICT Roadmap
- Project Governance Framework (review in progress)
- Developed ICT Policies (review in progress)
- ICT Directorate restructure is in progress
- ICT Standard Operating Procedures development in progress
- Digital Transformation Office established
- Initiated collaboration with RPNGC and PNG Department of ICT DataCo
- The PNG-APP refurbishment of the Boroko Operations Center was completed, and the Police Operations Center (POC) was moved back to Boroko in February 2025.

- Partnerships with Provincial Government started with NCD Governor on Safe City Concept-CCTV project and Oro Provincial Government on Radio systems and networks and Command center setup project.
- Radio Network in Highlands Western and Eastern End restored.

Challenges (What affects the successful implementation of planned activities)

- Funding Constraints are one of the major challenges that impede the directorate from delivering pending projects on time.
- Inadequate logistical support has caused delays and setbacks in achieving some of the projects and activities from 2023 to 2024

Focus Area for 2025 (Strategies or Plans to implement)

- To secure sufficient funds to develop and invest in the vital projects and activities identified in the ICT Rehabilitation plan.
- To strengthen existing and establish new partnerships with DICT, PNG Dataco, Provincial Governments, PNG-APP, and service providers such as Digicel PNG, Datec PNG, Telikom PNG, and others.
- To conduct thorough logistical needs assessments.
- To Identify specialist training needs for members attached to the ICT Directorate.
- To restructure the ICT Organizational structure to increase capacity.

KRA 5 – HUMAN RESOURCE MANAGEMENT & TRAINING

Goal 5: To Develop and Manage a Competent Workforce and Provide Professional Police Service.

Outcome Statement

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

Overview

This KRA of the RPNGC's current Corporate Plan covers the Human Resource Division and the National Centre of Excellence. Successive National Government Strategic Plans – Vision 2050, Alotau Accord II, and MTDP IV – focused on expanding the number of uniform-staff, as well as gender balance in the workforce. The latest target was to increase police to population ratio to 1:900 by 2022 (GoPNG, 2018). The RPNGC is striving to reach this goal, and the National Government's ambitions to increase police numbers has been backed by political will and support.

RPNGC manpower is set out at Figure 26:Workforce breakdown, 2024, Figure 27:Workforce breakdown by gender, 2024, Figure 28:Distribution of uniform positions, female officers, 2024, Figure 29:Workforce breakdown by paygrade, 2024, and Figure 30:Workforce breakdown by age, 2024.

While increasing personnel numbers is often emphasized, equal attention must be given to improving the quality of training and logistical support to ensure a competent, dedicated police force to enhance law enforcement effectiveness.

The level from recruit to in-service training faces many challenges in ensuring those who conduct training are suitably qualified, and those being trained are better skilled and adequately and appropriately resourced once they have completed their respective training.

HUMAN RESOURCE DIVISION

Overview

The Human Resource (HR) Division is located at Police Headquarters and is headed by an ACP who reports to the DCP Chief of Administration.

The Division plays a vital role in managing employee welfare including overseeing workforce planning, human resource management, insurance, recruitment and staffing to ensure effective organizational operations. The division supports RPNGC personnel and clients through the Human Resource Management (HRM) and Human Resource Development (HRD) Directorates.

Divisional Profile

Activity Area:	Human Resource Division
Activity Manager	a/ACP Gaiwary TINGA (2025) (Cmdr Steven FRANCIS – 2024)
Directorates	HRM & HRD
Personnel strength	61
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 8, 009, 810.00
Personnel Emoluments	K 4, 034, 230.00
Goods & Services	K 3, 973, 580.00

Achievements (Success stories or what has been achieved during the year)

- Digitalization of HR Business systems and processes
- Establishment of an Online Recruitment Portal
- Recruitment drive conducted for ASW vacancies
- Successful onboarding of two-hundred and thirty-two (232) second batch recruits into NCOE, Bomana, from 20th – 22nd September 2024.
- Review of existing MOUs MOAs with institutions for staff development training

Challenges (What affects the successful implementation of planned activities)

- Delay in the availability of funding to process the bulk of claims

Focus Areas for 2025 (Strategies or Plans to implement)

- Strengthen the implementation of the RPNGC Unified Structure.
- Conduct a review of GEDSI Policy 2019
- To revive and enforce Committees within the HRD in compliance to Principles of Good Governance.
- To establish a Training Database system for proper record keeping and data management of training conducted.

- Develop strategies to implement the GEDSI Policy for fairness and equity in the recruitment, training, and promotions.
- To develop a succession plan to address attrition rates by training younger personnel to take over critical roles.
- To recruit and strengthen the non-uniform workforce to improve administrative efficiency and reduce pressure on uniformed officers.

Human Resource Management (HRM) Directorate

Overview

The Human Resource Management Directorate is responsible for overseeing various aspects of human resources within the RPNGC. Its functions include recruitment, employee relations, training and development, and benefits administration for the members. It also ensures that the Constabulary has a skilled and motivated workforce, adheres to employment and Constabulary laws and regulations, and fosters a positive work environment.

Directorate Profile

Activity Area	Human Resource Management
Activity manager	Supt. Paul UNUPITE
Number Sections	Salaries, Movements, Records, Insurance, Welfare, Recruitment
Total strength in the Directorate	47 (Uniform: 15 ASW: 32)
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 6, 527, 019.00
Personnel Emoluments	K 3, 227, 330.00
Goods & Services	K 3, 299, 689.00

Achievements (Success stories or what has been achieved during the year)

- Successful onboarding of 232 second (2nd) batch of recruits into NCOE, Bomana, from 20 – 22 September 2024.
- 228 current regular recruits' strength now at NCOE comprising of 222 from the 2023 recruitment drive and six (6) trained reservist.
- Recruitment drive of 31 Admin Support Wing Position Vacancies in 2024.
- Establishment of the RPNGC Online Recruitment Portal.
- Compulsory Retirement Exercise; a total of 418 retirees identified and files collected.
- Scanning and digitalization of all General records.
- Conducted manpower audit as part of its organizational review.
- Five (5) New regional Chaplains have been successfully recruited and sworn in on February 2024.
- Successfully conducted an annual breast cancer awareness program (Pinktober) in which a total of K94,000.00 was raised and donated to Port Moresby General Hospital Cancer Ward and PNG Cancer Foundation.

Challenges (What affects the successful implementation of planned activities)

- Delay in the timely availability of funding to procure goods and services.
- Lack of progress in Pension audits.
- Lack of coordination in logistics and resources

Focus Areas for 2025 (Strategies or Plans to implement)

- Revive and enforce Committees within the Human Resource Division for Good Governance.
- Engage relevant sections and directorates to actively support the recruitment and onboarding process for new hires.
- Continuous monitoring and update of the Online Recruitment Portal to ensure it is user friendly.
- Digitalization of the Payroll System
- Increase manpower to improve efficiency.

Human Resources Development (HRD) Directorate

Overview

The directorate is head by a Superintendent (Supt). The HRD's primary 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 needs indicated on the performance appraisal by supervisors. The directorate typically focuses on enhancing the skills, knowledge, and capabilities of the Constabulary. Its purpose includes members' 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.

Directorate Profile

Activity Area	Human Resource Development
Activity Manager	Supt. Jackson AMBO
Number Sections	Staff Development Unit, Appraisal,
Total strength in the Directorate	17 (Uniform: 15 ASW: 2)
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 1, 482, 791.00
Personnel Emoluments	K 806, 900.00
Goods & Services	K 673, 891.00

Achievements (Success stories or what has been achieved during the year)

- Training Advisory Board (TAB) received a total of 53 applications, 33 were shortlisted, and 22 were approved to undertake studies at various institutions.
- Total of six continuing TAB approved members successfully completed their studies this year and will be graduating next year 2025.
- Total of 10 Directors attended this program at the National Institute of Directors
- Review of existing MOUs and MOAs with institutions (Institutional Site Visitation)

Challenges (What affects the successful implementation of planned activities)

- Lack of manpower and insufficient funds to carry out site visitations.
- Managers /Supervisors not submitting subordinates' annual performance appraisals on time.
- Lack of proper Monitoring and Evaluation of subordinates' Performance levels at Section, Station, Province, and Divisional levels.

Focus Areas for 2025 (Strategies or Plans to implement)

- The directorate to plan and carry out awareness sessions in provinces with institutional site visits simultaneously.

- Source logistical support (transport) to effectively carry out training.
- Establish a Training Database system for proper record keeping and data management of training conducted.
- Conduct a review of the Performance Appraisal Forms and develop a Performance Appraisal standard course package for awareness purposes.
- Organize training and capacity building for staff to keep up to date with best practices.



Picture courtesy of RPNGC HR Division: Pictured is RPNGC donates funds to PNG Cancer foundation after the Pinktober Breast cancer awareness.



NATIONAL CENTRE OF EXCELLENCE (NCOE) BOMANA

Overview

The NCoE is located at Bomana, NCD, and is headed by an Assistant Commissioner of Police (ACP) who reports to DCP Chief of Administration.

The NCoE has five (5) Directorates which are Corporate Services, Training, Advanced Skills, Regional and Provincial Training, and Curriculum Development. With structural changes in place, the NCoE now oversees all training within the RPNGC.

Divisional Profile

Activity Area	National Centre of Excellence
Activity Manager	ACP N'Dranou PEROU
Directorates	5
Police strength:	710
Number of Institutional Houses	167
Number of Classrooms	8
Annual Recurrent Budget Appropriation & Expenditure for year Ending 2024	
Budget Appropriation	K 13, 964, 414.00
Personnel Emoluments	K 7, 908, 400.00
Goods & Services	K 6, 056, 014.00

Achievements (Success stories or what has been achieved during the year)

- Construction of Recruit School Staff Room.
- Furniture and tables purchased and supplied to Barracks 17 training instructor's office, Barracks 18 and 21, 3x male barracks.
- Extension of the Clinic completed.
- Installation of solar streetlights and ICT equipment's and systems.
- Establishing the NCoE Website.
- Curriculum review completed and signed off by the Police Commissioner.
- Change of Recruit Training Syllabus from nine (9) months to six (6) months training
- Cadets successfully completed a training program for the last 12 months.
- Placement of three weeks Overseas Placement in Townsville and Cairns of the Officer Cadets.
- Cadet Officers underwent a week's leadership training at the Australian Institute of Management (AIPM), Manly Australia.
- 217 Recruits of Intake 1/2023 passed out on 24th May 2024.
- Second recruit intake of 2023 commenced training in 2024 and are currently undergoing training.
- 40 CID personnel trained in Detective Skills.
- 107 personnel trained in Pacific Investigation Interview Programs.

- 50 personnel trained in Financial Crime.
- 52 personnel completed Prosecution Residential Studies and graduated with a Diploma.
- 150 personnel continuing Distance Learning in Prosecution.
- 80 personnel trained with Command-and-Control Coordination (3C) skills.
- 75 personnel trained with NCO Leadership and Supervision Skills.
- 40 personnel trained with driving skills and blue permit-issued.
- 20 personnel trained with Crash Investigation Skills.
- Competency Acquisition Program (CAP) Induction conducted with Regional Training Officers and Provincial Training Officers (PTOs).
- CAP Program reviewed and endorsed.
- Successful completion of two Methods of Instructional Training (MIT) conducted at NCoE Bomana and in Lae, Morobe Province.

Challenges (What affects the successful implementation of planned activities)

- Insufficient funding limits the ability to address critical needs, including the recruitment of adequate training staff and the replacement of aging fleet vehicles.
- Essential infrastructure, such as staff housing, training facilities, and equipment, requires urgent maintenance and upgrades to meet operational demands.
- Deteriorating water pipes pose health hazards, frequent power outages disrupt activities, and the need for improved perimeter security and sewerage system upgrades requires remediation investment

Focus Areas for 2025 (Strategies or Plans to implement)

- Submission through SPAP for additional funding to support routine maintenance.
- Upholding the highest standards of training, research, and development in its pursuit of excellence through delivery of successful regular recruits and officer cadet training and in-service training.
- Implementing a proactive approach to continuously review and adapt training programs to stay abreast of industry trends and emergent skill requirements.
- 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.
- Pursue the need to recruit experienced curriculum designers, allocate additional resources for professional development, and secure financial support for upgrading training infrastructure and materials. This will ensure the sustainability and success of the PRNG's training programs in the long term.
- To advocate for the recruitment of qualified experts, increased funding, and the expansion of professional development opportunities for all personnel involved in the training process.

- Increase the specialized programs conducted in the Advance Skilled Branch to enhance officer's expertise as well as to build leadership capabilities.



Photo courtesy of NCD Metro Command Media Unit: Pictured are the 2024 recruits (left) during training and, (below) graduating from Bomana National Centre of Excellence (NCoE).



KRA 6 – PARTNERSHIPS & GOVERNMENT REFORMS

Goal 6: To enhance and foster partnerships with existing and emerging, key stakeholders to advance the RPNGC's strategic priorities and respond to Government Reforms.

Outcome Statement

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

Partnerships

The RPNGC sees that it cannot secure safer communities alone given the current rapidly changing environment when it does not have all the necessary resources and skills. The general population is fast growing and there is high rate of rural – urban migrations of citizens while essential services are lacking in the districts and provinces. Furthermore, crime rates continue to rise with high complexities and at a rate and magnitude never experienced before.

The RPNGC therefore embarks on strategic partnerships to capture opportunities available within the country and abroad to help manage these crimes.

The RPNGC has current strategic partnership agreements with the following key stakeholders through MOU / MOA:

- PNG – APP (Australian Federal Police)
- Australia PNG Law & Justice Partnership
- EU-PNG Partnership for Good Governance
- Provincial & District Development Administrations
- Resource Developers and partners' support

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

In 2024, the Australian Federal Police (AFP), through PNG-APP, worked closely with RPNGC to complement its policing efforts by actively participating in building and enhancing capabilities and capacity of the RPNGC.

In December 2023, Australia and PNG reiterated their commitment to security collaboration through the signing of the Bilateral Security Agreement (BSA). The BSA identifies policing as a priority activity for cooperation and a basis for expanded support to bolster regional security.

The expansion of the partnership includes:

- Provincial policing – targeted leadership support to provincial police in line with RPNGC priorities, providing targeted support to Mr. Hagen and Kokopo.

- Barracks and accommodation – Phase 1 barracks accommodation ground-breaking ceremonies completed in Mt Hagen on 6 May 2024 and Port Moresby on 9 May 2024. The Construction of police barracks in Port Moresby, Mt Hagen and Kokopo commenced in 2024.
- Prosecutions and crime uplift – targeted support for RPNGC by providing supplementary funding to recruit expatriate experts to targeted RPNGC middle-management positions.
- Less Lethal Use of Force training – provision of less lethal training and supply of less lethal munitions and platforms to select units. Training had been provided in Port Moresby, Lae, and Mt Hagen throughout 2024.

In addition to the advisory support outlined in the program plan and the BSA, the key deliverables from 2024 for RPNGC and PNG-APP include the following:

- Re-signing of the Memorandum of Understanding between the RPNGC and the AFP relating to the advisory deployment of the AFP to PNG.
- Deployment of a dedicated Senior Forensics Officer to PNG-APP to advise RPNGC Forensics teams.
- Deployment of a dedicated Intelligence Advisor to PNG-APP to provide advisory support to RPNGC intelligence officers.
- At the request of RPNGC, PNG-APP undertook a review of the Internal Affairs Division and provided a report to RPNGC Executive for consideration.
- Gifting of the Police Patrol Vessel Minigulai to the RPNGC.
- Placements of RPNGC Police Cadets who undertook work placements alongside Queensland Police in Far North Queensland and leadership component at the Australian Institute of Police Management in Sydney.
- Commencement of Construction of police housing in key provinces identified by RPNGC.
- Planning commenced for the Construction of a forensics building in Gordons, Port Moresby.
- Completion of the firing range at McGregor Barracks.
- Upgrade of police headquarters in Mt Hagen and Kokopo.

Strategic Partnership

The tables below show support from various key strategic partners including Provincial Governments/Administrations, District Development Authorities, and others. Information as provided by respective PPCs, Metropolitan Commanders, and Directors. The onus is on the respective commanders and managers to provide correct information on assistance that has been given by various key stakeholders and partners.

NCD/CENTRAL DIVISION		
Commands	Stakeholder	Initiative
NCD	NCDC	Received operational support from NCDC.
Central	CPG	- Funded major operations to restore peace in communities. - Funded festive season operations within the provincial command. - Funded community awareness program in the Rigo District.
	Exxon Mobil	Construction of Buria Police Post funded by Exxon-Mobil.

NORTHERN COMMAND		
Commands	Stakeholder	Initiative
Lae	MPG & Lae City Authority	Provided operational and administrative support.
Morobe	MPG	Donated a new vehicle for PPC Morobe.
	Menyamya DDA	- Funded the construction of new Menyamya Police Station built. - Renovation of Aseki Police Station. - Donation of a new vehicle to Menyamya Police Station.
	Wau/Waria DDA	- Funded building of new office for FSVU built. - Donation of new vehicles to Wau Police received.
	Finschhafen DDA	Donation of 30 new Police Houses for Finschhafen Police.
Madang	Madang Provincial Government	- Funded the development and construction of PPC's House - Funded the development and construction of a 45-Men Mobile Barracks at Asuar, - Re-development of Kusbau Police Barracks. - Refurbishment of the Traffic Office - Purchased 10 x New Police Vehicles and 8 Police Patrol Dinghies.
	National Fisheries Authority	Sponsored the re-development of PPHQ Jomba Station, District Police Station (Town Police Station) and others
	Goroka DDA	Maintaining toilets in the Police Station.

EHP		• Completion a duplex that is co-funded by RPNGC. • Demolished and constructed a 4 in 1 building at Minogere Barracks, Goroka town. • Rectified water problem at Lopi barracks. • Engaged lands surveyors to identify boundary at Minogere and Lopi barracks for proper fencing to be erected at the two barracks • Purchase of CCTVs for Goroka Town • Secured funding from the Provincial Government to renovate Goroka Police Station Cell Block.
	Digicel PNG	• Highlands Digicel Branch issued Toll Free numbers to Eastern Highlands Police.
	DJAG	• Goroka National Court assisted with funding sourced from Department of Justice and Attorney General (DJAG) for the extension of current cell block.
	K92 Mining Ltd	• Procured stationery and a printer for station and PPHQ use.

SOUTHERN DIVISIONAL COMMAND		
Commands	Stakeholder	Initiative
Oro	Oro Provincial Government	• Donated a standby 9KVA Generator set. • Sponsored the construction of a communication office was house all police operations in the province.
	Ijivitari DDA	• Donation of a building to be used as a Police Station in the Ijivitari electorate.

HIGHLANDS EASTERN END COMMAND		
Commands	Stakeholder	Initiative
WHP	PNG-APP	• Donated 4x Computer sets to Prosecution, Training and Airport Police. • Funded the installation of Repeater Station. • Refurbishment of ICT Building. • Funded ICT Computer Training at Kimininga Barracks ICT Building. • Funded First Aid Training facilitated by St. John Ambulance for staff at Kiminiga Training Cell.
	Tininga Ltd	• Assisted with rations for Christmas/New Year Operations.
	Mt. Hagen City Authority and DDA &	• Replacement of hire cars in WHP Police Command with support from City Authority and Provincial Administrations and District Administrations.

	WHP Provincial Government	• Donation of 3x new vehicle.
Jiwaka	Jiwaka Provincial Government	• Funded the construction of 35 new police accommodations. • Maintenance of run-down police accommodations.
	Anglimp/South Waghi DDA	• Building of Kindeng police station.
Simbu	SPG	• Signing of a Memorandum of Understanding (MoU) between the RPNGC and the Simbu Provincial Government to funding the recruitment and training of 200 Police Reservists.
	Chuave DDA	• Allocation of a new police vehicle.

HIGHLANDS WESTERN END DIVISIONAL COMMAND		
Commands	Stakeholder	Initiative
Hela	Hela Provincial Government	• Commitment to fund the building of a new PPHQ. • Funding commitment to train 200 new recruits at the NCOE Bomana. • Proposal by the Hela Provincial Government to use the purpose-built Juni Training Centre as the Highlands Regional Police Training Centre. • Commitment to fund new police vehicles for all police stations. • Commitment to fund the building of 100 new houses in all districts in Hela in cooperation with resource project developers in the province. • 50 containers donated to Paii Hope institute and the construction of other 47 has started at Paii and Enopi barracks. • Commitment to funding the establishment of a new Mobile Squad barracks in Koroba. Construction of accommodation in progress.

NEW GUINEA ISLANDS DIVISIONAL COMMAND		
Commands	Stakeholder	Initiative
ENB	Kokopo DDA	- Donated 2 brand new vehicles for Kokopo Police. - Renovated and donated a stand-alone house for Kenabot Police Post. - Kokopo DDA support to Kokopo District Police operations.
	Rabaul DDA	Donated one (1) new Toyota Land Cruiser for Rabaul Police.
	Gazelle DDA	Gazelle District Police Christmas operations.
	ENB Provincial Government	- ENB Police Christmas operations. - Approved an Expression of Interest for the rebuilding of the old Rabaul Police Station and Barracks.
WNB	Talasea DDA	Construction of new Talasea Rural Police Station building with 20 x Police Accommodation, nearing completion.
	Nakanai DDA	Funded the renovation of Mamota Rural Police Station.
	Hargy Oil Palm Ltd	Funded the construction of 20 x Police houses at Bialla.
	NBPOL	Supported the successful engagement of the SSD MS 03 Unit.
	Niugini Helicopters	MoU for full year police vehicles mechanical service and maintenance.
NIP	Kavieng DDA	Donated 2 vehicles and two outboard motors for Taskul Police and Epo Police Detachment.
	Namatanai DDA	The NDDA purchased and donated a Hino truck for Namatanai to transport prisoners.
	Provincial Security Development	Installation of CCTV within the Kavieng Central Business Centre.
	Newmont Mining Ltd Kokoda Track Foundation (NGO)	The Konos Police Station and Police Houses received solar lights and panels.

Manus	Manus Provincial Government	- Supported police awareness as far as the Western Islands of Manus. - Provided fuel and rations for prisoners. - Funded the construction of three stand-alone barracks houses, including a PSC house and 2 single dormitory buildings with 10 rooms each. - Procured 5 new married quarters for police officers. and construction is set to commence soon at Wamundu Barracks,
	PNG-APP	- Procured laptop, work bags, and external hard drives. - Purchased spare parts and serviced outboard motors.
	Juvenile Justice Provincial Team	Partnership with the Juvenile Justice Provincial team in addressing juvenile offenders.
	PNGDF	Engaged PNGDF to restore peace and good order in Manus due to recent murder by Police.

BORDER COMMAND		
Commands	Stakeholder	Initiative
ESP	Wewak DDA	- Donated 2 new vehicles for Dagua Police Station. - Donated 5 Police Houses for Dagua Police Station.
	Ambunti-Drekikier DDA	Donated 1 x dinghy to Ambunti Police Station and 1 x vehicle to Drekikier Police Station.
	Maprik DDA	Donated 1 vehicle to Maprik Police Station
	ESPG	Funded the construction of New Police Barracks at Nuigo.
WSP	WSPG	- Donation and installation of 4 stand-alone solar lights. - Donation of a generator for the police station PPHQ.

Special Police Assistance Program (SPAP)

Overview

Since its inception in 2023, the SPAP, funded entirely by the GoPNG, is enhancing the progress of the RPNGC.

2024 saw Government's continued support to enabling infrastructure and services within the RPNGC through the Special Police Assistance Program (SPAP). The initial 2024 budget appropriation was revised down to K142m, with significant delays in the release of warrant authorisation severely hampering the effective delivery of outcomes under associated expenditure line-items.

A four (4) year (2023-2026) targeted uplift program, the SPAP program supports the RPNGC in achieving its Police Reform and Enhancement Program (PREP) through the improvement of the following thematic areas:

- Recruitment,
- Governance and Systems,
- Training,
- Infrastructure and equipment,
- ICT reform, and
- GEDSI implementation.

In 2023, through the SPAP funding, SPAP funding enabled the establishment of foundational reform initiatives including the conduct of a nation-wide ICT audit, development of a digital and ICT Road map, launch of the RPNGC website, renovation of police stations and police houses, construction of new barracks, renovation of existing barracks infrastructure, and the implementation of phase 1 of the RPNGC re-fleet program with the procurement and delivery of 130 modern police vehicles.

2024 saw the continuation and extension of the SPAP program, with key outcomes including: Development and rollout commencement of Electronic Occurrence Books (case management), design of electronic case management systems for Internal Affairs Division, Establishment of the Online Police Clearance Management System, continuation of the vehicle re-fleet program targeting frontline outcomes in 8 Divisional Commands, and the standardisation of uniforms for recruits and officer cadets.

SPAP Budget

In 2024, the initial budget appropriation for SPAP was K200m. However, the revised budget and total warrants issued was K142m.

2024 SPAP Total Expenditure Break-up	
Item	Amount (PGK)
Original Budget Appropriation	200,000,000.00
Revised Budget	142,000,000.00
Actual Issued Warrant	142,000,000.00

Achievements (Success stories or what has been achieved during the year)

- The development of Digital and ICT Road Map.
- The Digital Transformation Office was Established.
- Rehabilitation of Tomaringa Mobile Barracks, Kerevat Barracks, and Warangoi Barracks
- 10 duplex houses at Mirane Barracks, to accommodate 20 police personnel.
- 5 Duplex houses in Alotau, to accommodate 10 police personnel.
- Enhance security fencing and rehabilitation of Geno Barracks
- Site preparations for the Police Airwing Hanger.
- Project approval and commencement of 5 duplex houses in Bereina and Sogeri, to accommodate 20 police personnel.
- Project approval and commencement of 5 duplex houses in Lae to accommodate 20 police personnel.
- Continuation of RPNGC vehicle re-fleeting program, with a focus on Mobile Squad and CID.

Focus Area for 2025 (Strategies or Plans to implement)

- Extension of the RPNGC vehicle re-fleeting program, including procurement of a further 130 modern police vehicles to support CID and the frontline.
- Enhancement of recruitment, enhancing the intake and through-put of police recruits and officer cadets.
- Uplift of revitalisation of the Reserve Constabulary, with prioritised intake (200 reserve members per province) and training across all provinces.
- Highlands Western-end Command: Infrastructure investment (barracks, stations and officers quarters)
- Highlands Eastern-end Command: Infrastructure investment (barracks, stations and officers quarters)
- NGI Command: Infrastructure investment (barracks, stations and officers quarters)
- Border Command: Infrastructure investment (barracks, stations and officers quarters)

- NCD/Central Command: Infrastructure investment (barracks, stations and officers quarters)
- Northern Command: Infrastructure investment (barracks, stations and officers quarters)
- Southern Command: Infrastructure investment (barracks, stations and officers quarters)
- Special operations: Kumul23 infrastructure investment and specialist operational area enabling support

Appendices: Table of Statistics

Table 5: Crime statistics by province, 2004-2025

Province	2004	2005	2006	2007	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
AROB	33	195	188	14			1			1	59	218	199	350	19	0	19
Central	11	71	65	5	14	3		15	12	20	45	29	7		108	159	297
Chimbu	96	32	108	11	44	52	30	42	36	7	24	5	10	1	24	23	57
East New Britain	381	745	793	26	154	151	185	155	108	14	207	517	549	888	817	548	991
East Sepik	40	83	24	0	16	59	16	104	11	12	45	147	25	77	53	386	553
Eastern Highlands	306	889	1107	22	70	52	42	62	76	11	307	709	337	443	470	526	866
Enga	126	405	106	0	29	31	11	41	11	410	512	204	228	23	214		0
Gulf	58	81	33	0	3	14	6	5	13	21	19	11	11	23	29	62	40
Hela					2	4	19	8	2		5	37	10	7			
Jiwaka	0				4	21	10	50	45	44	58	15	8	2		14	315
Lae	547	1488	1263	38	322	365	69	257	134	5	4	175	387	567	1171	1792	1752
Madang	122	436	454	19	100	153	44	171	86	25	114	642	299	383	358	550	869
Manus	82	190	205	9	25	28	55	48	62	95	95	288	165	169	131	41	170
Milne Bay	16	72	44	1	29	97	57	18	52	44	58	57	44	83	167	180	206
Morobe	28	37	71	14	49	86	5	105	64	20	153	945	242	224	221	124	636
NCD	1677	3671	2982	63	725	1412	1584	1366	1710	1451	1455	1883	1952	2875	426	2	204
New Ireland	77	118	124	1	17	27	18	3	13	1	76	169	109	35	146	186	268
Oro	25	67	29	2	17	89	52	72	85	92	108	228	168	43	214	202	94
Southern Highlands	317	371	431	10	38	16	13	22	63	1	300	260	139	55	88	13	61
West New Britain	189	285	237	8	80	82	41	103	53	2	173	487	487	755	685	488	778
West Sepik	8	27	62	3	2	7	2	12	10	5	172	4	8	256	232	88	159
Total	4657	10462	9540	277	1823	2847	2292	2778	2733	2371	4417	7271	5549	8169	5816	6553	9809

Table 6: Prosecutions Statistics by Province

Province	Fresh	Brought Forward	Committed For Trial	Grade 5	Conviction	With drawn	Struck out	Dismissed	Sinedie	F/Adjourned to 2025
AROB	412	160	27	18	294	8	35	10	0	198
Central	235	102	39	5	120	8	53	10	90	12
Simbu	831	439	146	31	402	39	139	82	90	372
EHP	868	147	160	15	402	54	187	31	0	309
ENB	429	645	20	1	197	4	57	13	0	782
Enga	59	431	12	0	4	5	36	0	0	453
ESP	517	95	83	1	167	34	96	11	0	220
Gulf	142	0	0	0	87	11	21	9	0	14
Hela	110	4	0	0	59	1	1	0	0	73
Jiwaka	636	425	13	15	278	26	103	44	71	592
Madang	883	623	114	5	233	64	246	11	16	735
Manus	376	145	14	0	33	8	30	13	0	419
Morobe	4,185	281	397	370	1,886	78	1,029	296	0	410
Milne Bay	175	163	51	8	99	10	88	0	0	82
NCD	2,413	225	227	26	251	76	948	75	802	233
NIP	305	92	24	3	161	13	64	1	18	113
Oro	215	523	21	0	135	8	49	6	12	366
SHP	294	494	56	3	101	7	158	2	20	450
WHP	724	951	115	22	326	37	178	17	141	804
WNB	790	774	165	10	256	21	318	75	0	719
Western	345	32	17	10	163	9	22	11	0	145
WSP	108	123	11	1	106	2	6	44	84	61
Total	13,793	6,714	1,685	526	5,466	515	3,829	751	1,344	8,787

Table 7: National FSV Statistics by Province

Province	Reported	Arrest Made	IPO/PO	D/V Court	Referral	Pending	Conviction
NCD	6,792	113	281	837	1124	1674	3
Central	278	27	17	52	45	88	2
Morobe	1,657	135	129	286	386	370	4
Madang	175	57	9	14	0	80	35
EHP	964	43	48	166	120	465	4
Simbu	624	6	33	61	64	136	0
Jiwaka	2,064	27	46	35	88	9	3
WHP	651	6	0	80	161	284	0
SHP	567	6	1	151	130	187	0
Enga	41	0	0	3	19	0	0
Gulf	159	11	10	14	12	44	1
Western	487	14	42	16	6	27	0
Oro	1,086	44	171	106	45	171	0
Milne Bay	11	3	2	0	0	7	0
AROB	170	49	16	14	8	61	14
Manus	544	27	15	23	32	145	0
ENB	305	40	5	2	7	120	0
WNB	402	2	18	15	4	0	0
ESP	169	4	6	24	35	30	7
Total	17,146	614	849	1,899	2,286	3,898	73

Table 8: National Motor Traffic Offences Statistics by Province

Provinces	Total no. of accidents	Fatal accidents	Serious Accidents	Minor Accidents
NCD	91	27	3	61
Central	44	12	15	17
Morobe	144	27	6	111
Lae	0	0	0	0
Madang	48	12	14	22
EHP	103	19	31	53
Gulf	0	0	0	0
Oro	36	3	0	33
Milne Bay	8	3	2	3
Simbu	32	10	10	12
Jiwaka	16	2	6	8
WHP	27	0	13	14
SHP	29	17	0	12
Enga	129	48	11	70
Hela	0	0	0	0
Manus	30	0	23	7
ENB	0	0	0	0
WNB	0	0	0	0
NIP	30	3	4	23
ESP	149	0	0	0
WSP	0	0	0	0
North Fly	114	0	0	0
South Fly	0	0	0	0
North BPS	35	3	4	25
Central BPS	1	1	0	0
South BPS	4	2	0	2
Total	1,070	189	142	473

Figure 26: Workforce breakdown, 2024

Positions Total Number of Positions 15791	Positions Occupied Total Number of Positions Occupied 6344	Vacancies Total Number of Positions Vacant 9447
Uniform Position - Positions Total Number of Uniform Positions 14706	Uniform Positions Occupied Total Number of Uniform Positions Occupied 6004	Uniform Positions Vacant Total Number of Uniform Positions Vacant 8702
Non-Uniform Positions Total Number of Non-Uniform 1085	Non-Uniform Positions Occupied Total Number of Non-Uniform Occupied 340	Non-Uniform Position - Positions Vacant Total Number of Non-Uniform Positions Vacant 745
Personnel Total Number of all current Employees 6344	Uniform Personnel Total Number of Uniform Personnel 6004	Non-Uniform Personnel Total Number of Non-Uniform Personnel 340
Male Personnel Total Number of all Male Personnel 5326	Male Uniform Personnel Total Number of Male Uniform Personnel 5154	Male Uniform Personnel Total Number of Male Non-Uniform Personnel 172
Female Personnel Total Number of all Female Personnel 1018	Male Uniform Personnel Total Number of Female Uniform Personnel 850	Male Uniform Personnel Total Number of Female Non-Uniform Personnel 168

Figure 27: Workforce breakdown by gender, 2024

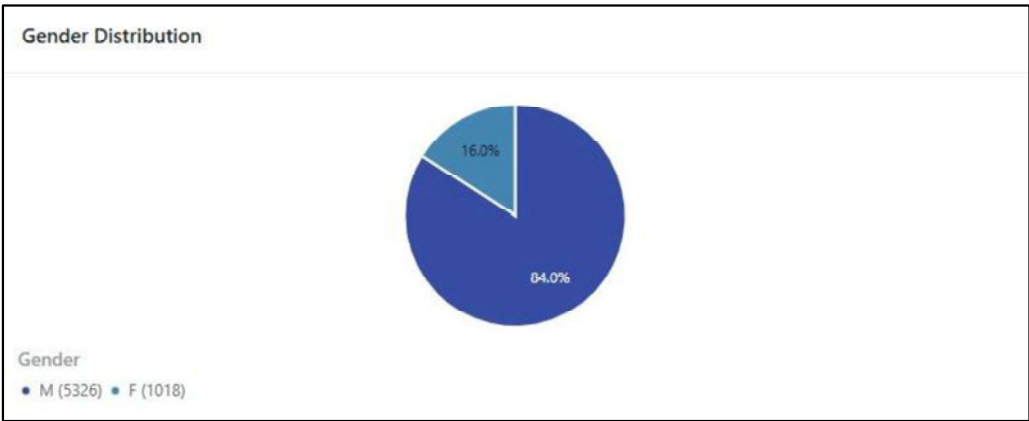


Figure 28: Distribution of uniform positions, female officers, 2024

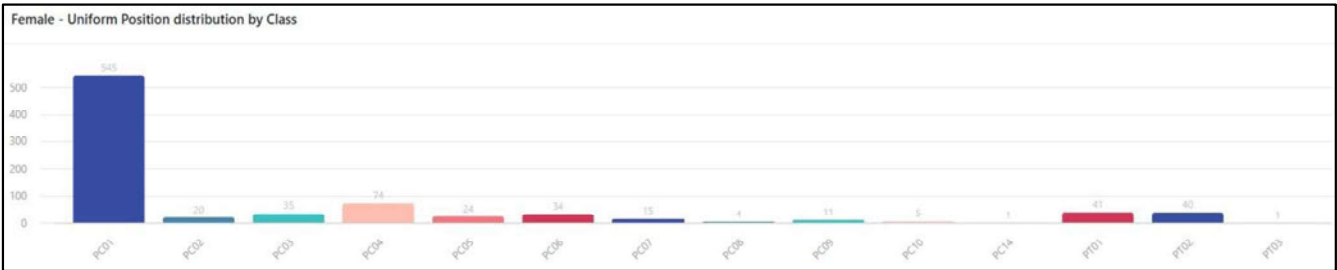


Figure 29: Workforce breakdown by paygrade, 2024

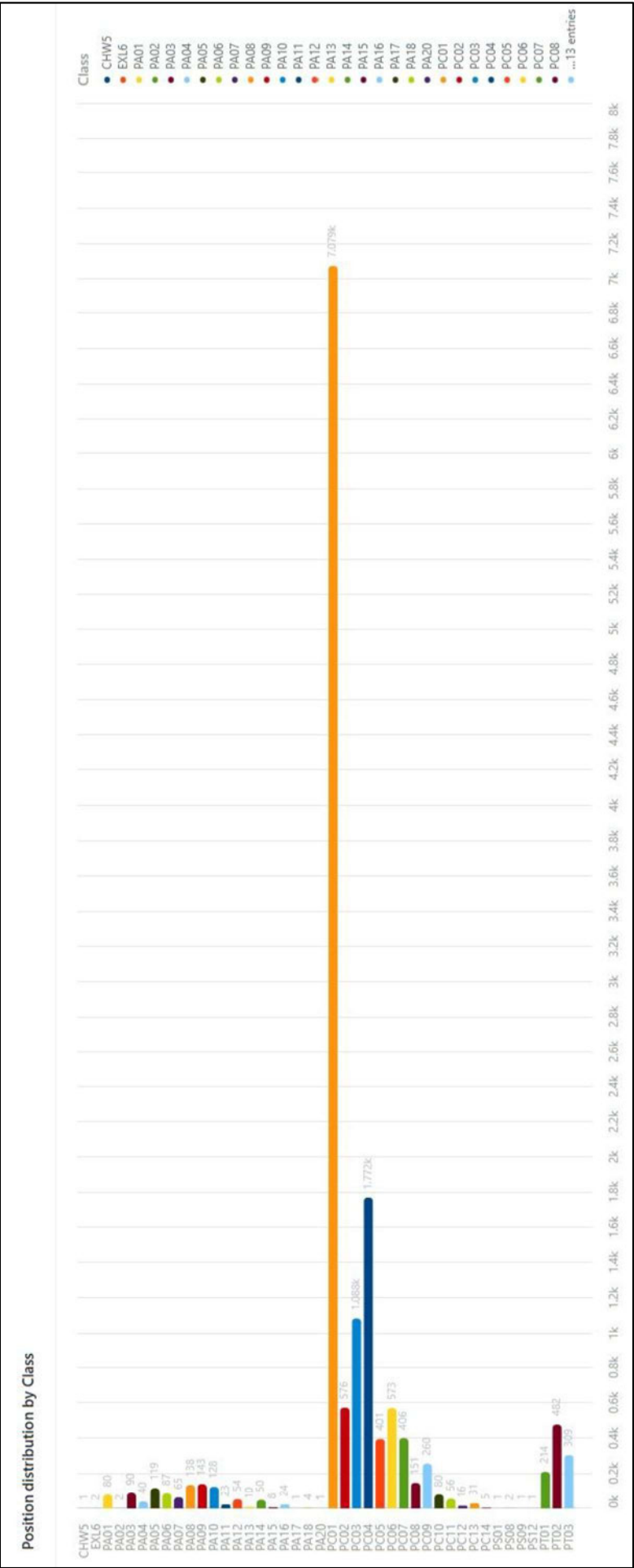


Figure 30: Workforce breakdown by age, 2024

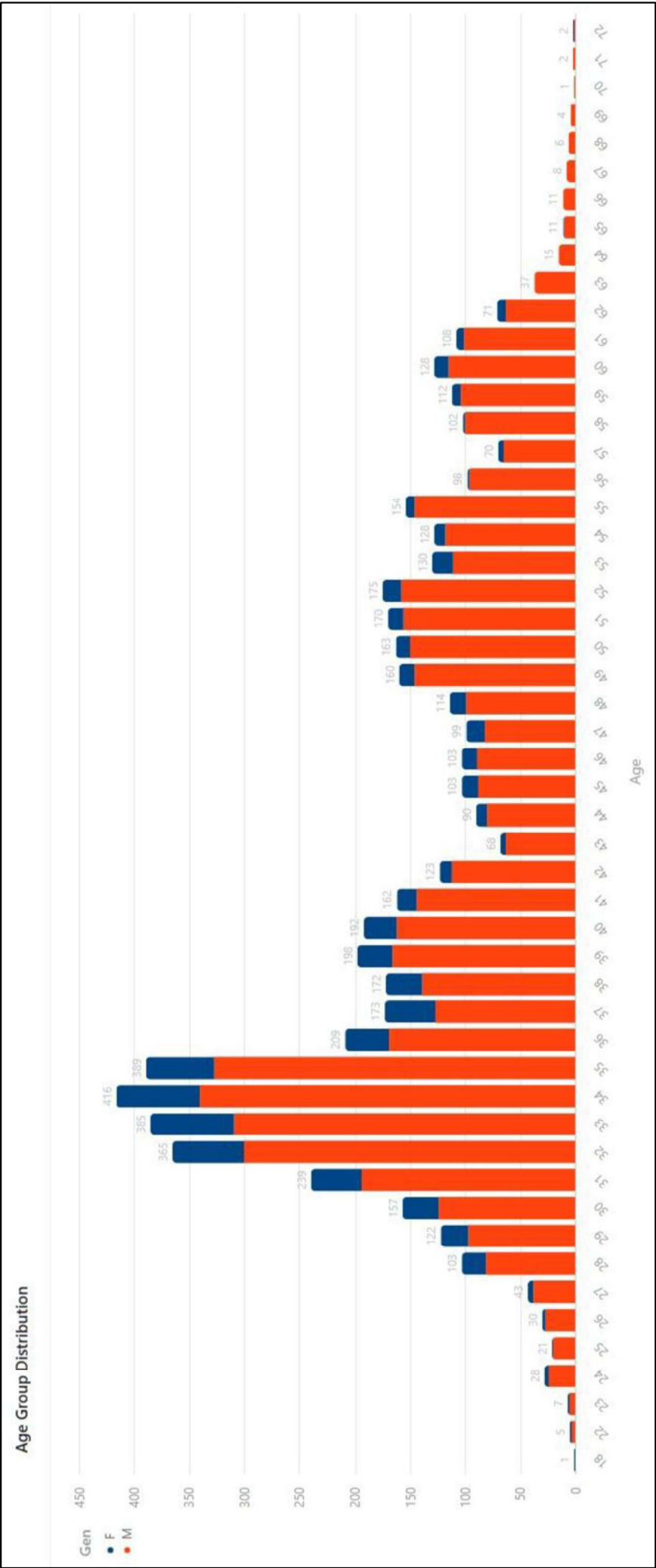


Table 9: Recurrent Expenditure Summary

RPNGC 2024 Recurrent Expenditure Summary Report				
Economic Item	Initial Appropriation	Revised Appropriation	Warrant Authorization	Total Expense (PGK)
Personnel Emoluments	324,719,916.00	324,955,090.00	324,955,090.00	294,364,624.81
Salaries & Allowances	291,730,571.00	291,965,745.00	291,965,745.00	261,105,476.80
Wages	508,560.00	508,560.00	508,560.00	485,561.69
Overtime	1,715,000.00	1,715,000.00	1,715,000.00	1,713,993.52
Leave Fares	11,800,000.00	11,800,000.00	11,800,000.00	11,784,221.72
Retirement benefits, pensions & gratuities	18,965,785.00	18,965,785.00	18,965,785.00	19,275,371.08
Goods & Services	95,099,994.00	161,099,994.00	228,099,994.00	227,356,644.36
Domestic Travel	139,587.00	139,587.00	139,587.00	137,105.40
Travel & Subsistence	7,608,294.00	7,608,294.00	7,608,294.00	7,462,725.76
Office Materials & Supplies	2,285,071.00	2,285,071.00	2,285,071.00	2,226,760.30
Operational Materials & Supplies	11,550,254.00	11,550,254.00	11,550,254.00	11,492,574.06
Transport & Fuel	26,057,099.00	26,057,099.00	26,057,099.00	26,056,962.33
Other Operational Expenses	27,112,825.00	93,112,825.00	160,112,825.00	159,768,681.42
Training	9,798,126.00	9,798,126.00	9,798,126.00	9,796,339.74
Rentals	5,538,627.00	5,538,627.00	5,538,627.00	5,536,785.93
Routine Maintenance	3,133,694.00	3,133,694.00	3,133,694.00	3,064,967.59
Office Equipment, Furniture & Fittings	1,876,417.00	1,876,417.00	1,876,417.00	1,813,741.83
Grand Total (PGK)	419,819,910.00	486,055,084.00	553,055,084.00	521,843,917.47

Table 10: Development Expenditure Summary

RPNGC 2024 Development Expenditure Summary Report				
Economic Item	Initial Appropriation	Current Appropriation	Warrant Authorization	Total Expense
227	-	10,000,000.00	10,000,000.00	10,000,000.00
228	13,000,000.00	13,000,000.00	10,000,000.00	10,000,000.00
272	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
273	25,000,000.00	22,000,000.00	22,000,000.00	22,000,000.00
274	3,700,000.00	3,700,000.00	3,700,000.00	3,700,000.00
275	7,000,000.00	7,000,000.00	-	-
276	151,300,000.00	86,300,000.00	86,300,000.00	86,300,000.00
Grand Total	203,000,000.00	152,000,000.00	142,000,000.00	142,000,000.00



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