

# ANNUAL MANAGEMENT REPORT 2021

Securing a safer community in partnership



Royal Papua New Guinea Constabulary Annual Management Report 2021  
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## Commissioner's Message



I am honored to present the 2021 Annual Management Report. This report captures our efforts, challenges, and the way forward to keep the country safe.

The year marked a bold step to rebuild, restructure, and reform the Royal Papua New Guinea Constabulary (RPNGC), guided by the Corporate Plan (2021-2030).

However, some of the initiatives were stifled with the continued response and management of the Covid-19 pandemic, and planning for the 2022 National General Elections.

Covid-19 reminded us about the importance of collaborative efforts between government departments and agencies, non-government organisations, business sectors, faith-based organisations, and public-private partnerships to contain and minimise the spread of Covid-19. The Covid-19 operations model demonstrated the strength of collaboration between government departments and agencies, and others in delivering effective responses to our communities. We hope to use a similar model for the Joint Security Task Force for security operations in the upcoming national event – 2022 National General Elections.

However, when I compare internationally the way PNG Police has been able to support the country's response to COVID-19, maintaining the fine balance between enforcing compliance and policing by consent, I am more than proud of RPNGC.

We took on tasks that we have never been asked to do before: Locking down our entire population, and did so in a way that maintained public trust and confidence.

It's clear that we have many challenges still ahead of us, but I am confident of our ability to navigate these well, for the well-being of all Papua New Guineans.

As I reflect on the year 2021, we have ventured into a transitional phase of our 10-year strategic outlook.

Thus, at the operational level I see the following areas that stood out:

The environment we are operating within is constantly changing. The Constabulary responds to new and different threats to the safety of our communities.

This changing environment requires new and different responses and ways of working with our communities requiring our people to continuously innovate and adapt.

The issues we face are more complex, requiring greater collaboration. Through partnership and collaborative efforts we demonstrated the strength of the police operating model and our ability to deliver to our communities.

RPNGC continue to rise to the challenge. I am immensely proud of the work our members do in our communities every day. When I speak with our frontline officers, they tell me that the constantly changing environment is one of their favourite things about the role. This to me speaks volumes about our people – that they thrive on change and on a challenge, that they are resilient. As I look ahead, there is still more for us to do if we are to realize our vision to be the safest country.

We need to strengthen how and who we are as an organization. This means ensuring all of our people are safe and feel safe, are compassionate and reflective, and bring humanity to every interaction.

We need to deliver the services Papua New Guineans expect and deserve. This means ensuring we are getting the basics right – and understanding and providing what the public want from their Police.

We need to work with others to achieve better outcomes and to focus our police prevention efforts. We cannot be all things to all people – we need to focus our energy on the things that we can do to best make a difference, working with those who are able to provide the wrap-around supports many of the people we work with require. I am entirely optimistic about our ability to prevent crime and harm through exceptional policing, while maintaining the trust and confidence of all. I commend this Annual Report to you.



**David MANNING**  
**MBE, Ost.J, DPS, QPM**

Commissioner of Police

## Purpose of the Annual Report

The purpose of the Annual Management Report is to provide to the people of Papua New Guinea, the Government and other stakeholders an account of the performance achievements of the RPNGC in 2021. The report also provides the challenges that were faced in our efforts to deliver an effective police service and going forward, the RPNGC plans to overcome the challenges faced.

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

### Overview of the Royal Papua New Guinea Constabulary

#### The Constabulary's Mandate

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

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

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

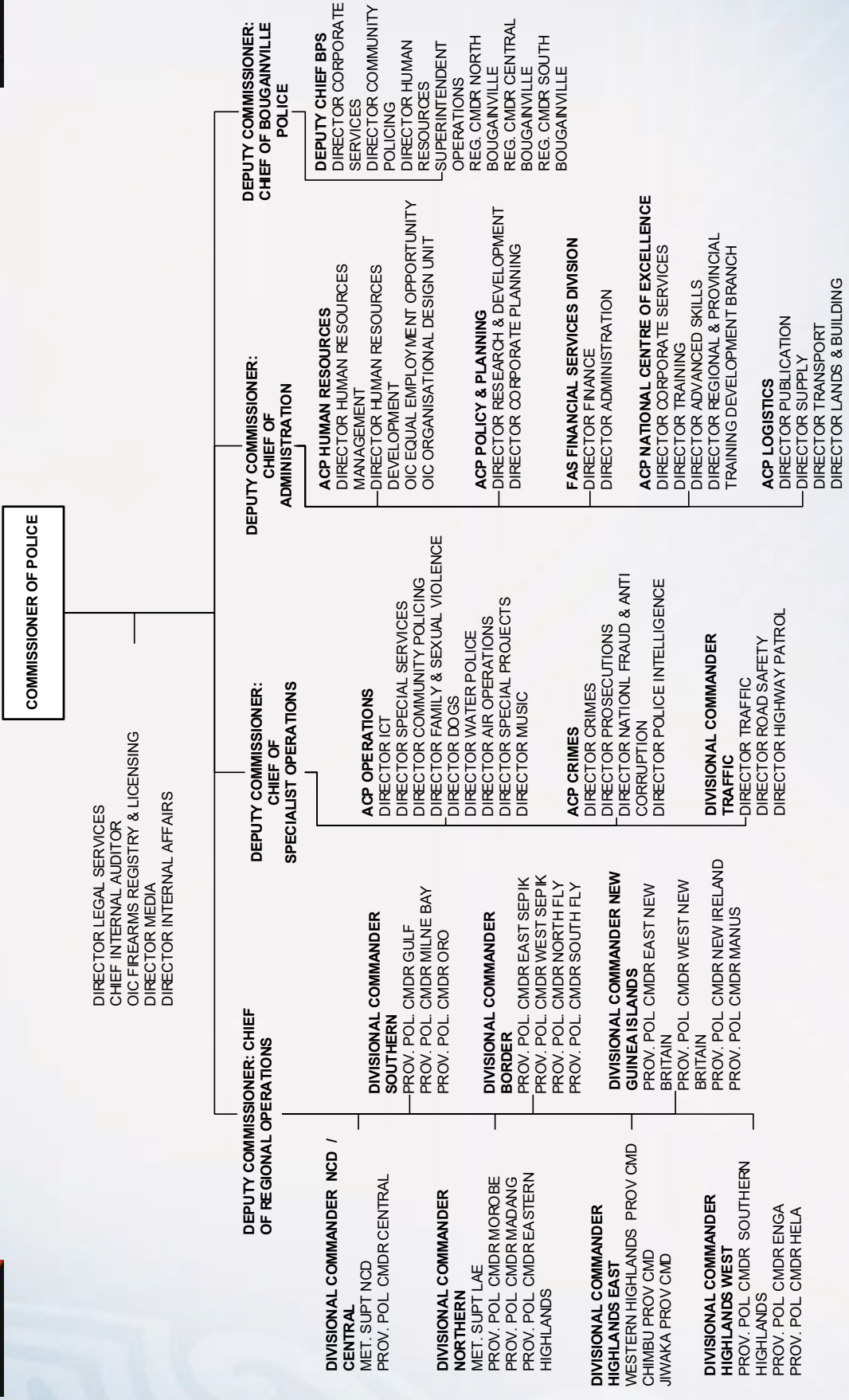
The Commissioner is assisted by four Deputy Commissioners of Police:

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

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



# ROYAL PAPUA NEW GUINEA CONSTABULARY ORGANISATIONAL STRUCTURE



## OUR VISION, MISSION AND VALUES

### ***Vision Statement***

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

### ***Mission Statement***

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

### ***Code of Ethics***

The Code of Ethics outlines what is expected of each member of the Constabulary. It is anticipated that the Constabulary’s vision and mission can be achieved if each member complies with the Code of Ethics (Annexure 1).

### ***Corporate Values***

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

### ***Teamwork***

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

### ***Professionalism***

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

### ***Customer Focus***

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

### ***Integrity***

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

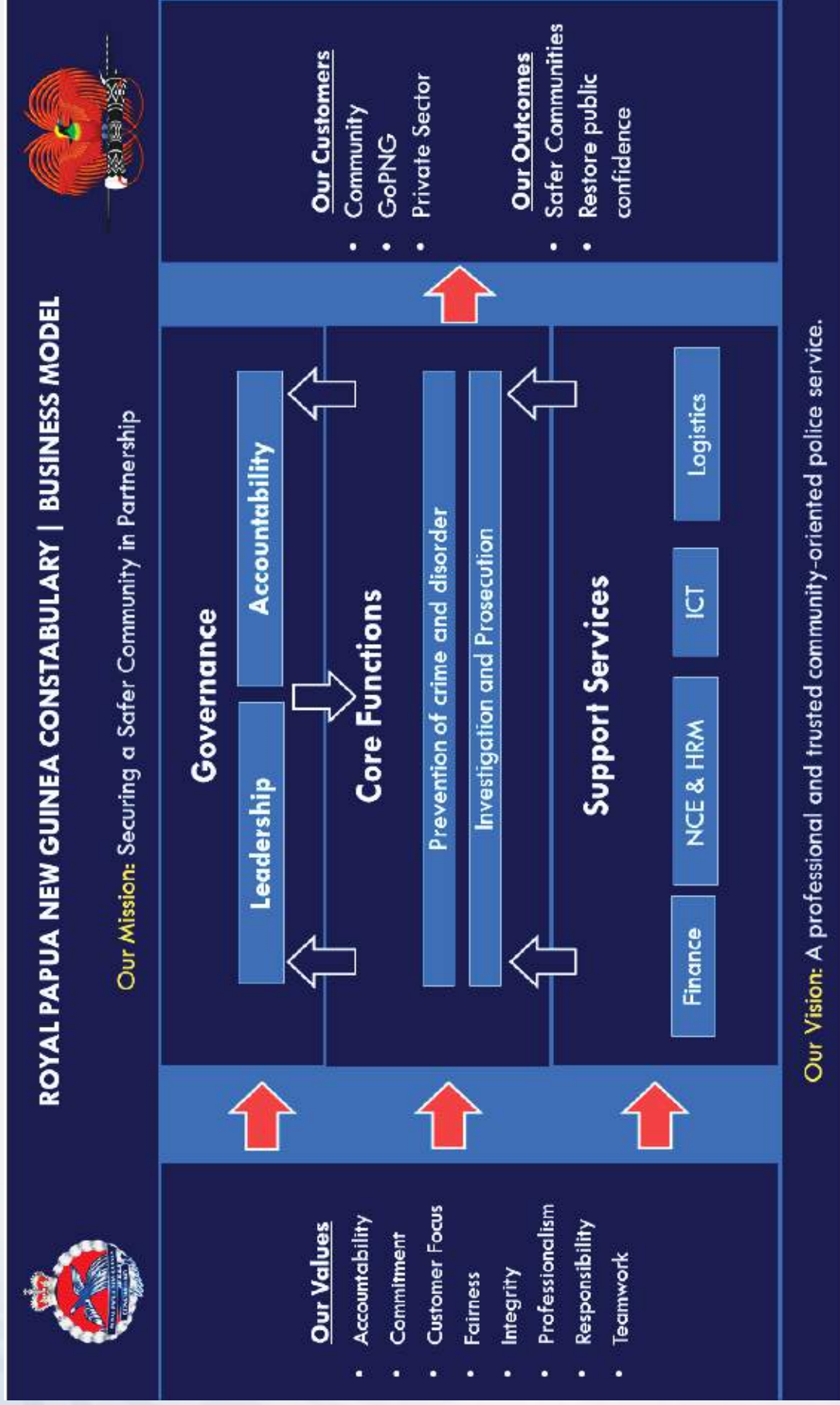
### ***Commitment***

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



## RPNGC BUSINESS MODEL

The new Corporate Plan (2021-2030) was launched in mid-2021. The 2021 Annual Management Report highlights how the organisation has performed in implementing the six goals of this Corporate Plan. Below is the illustration of RPNGC Business Model that envisions its corporate intent.



## KEY RESULT AREA 1: CRIME PREVENTION AND COMMUNITY POLICING

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

The RPNGC is mandated to preserve peace and good order. However, law and order issues in the communities are complex social problems that often militate against the RPNGC's capability and capacity to address alone.

The RPNGC will partner and strengthen existing relationships with relevant stakeholders. Improved safety and security will encourage social and economic activities that contribute to broader growth and development within and across all sectors of the community. It is equally important to identify and manage risks that threaten public safety.

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

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

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

**Figure 1. Shows Crime Summary by Divisional Commands.**

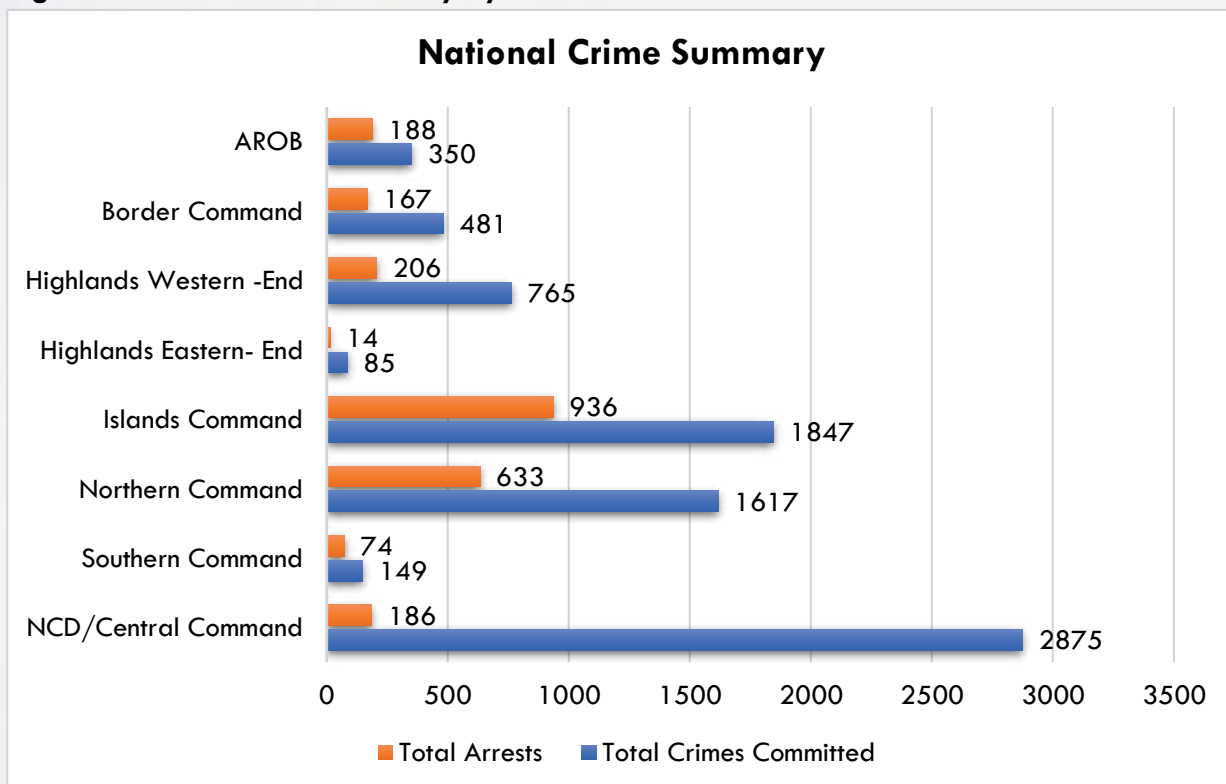


Figure 1. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Figure 2. Shows the number of major crimes given in the year 2021. A total of 2404 arrests were made out of the 8169 total recorded cases.**

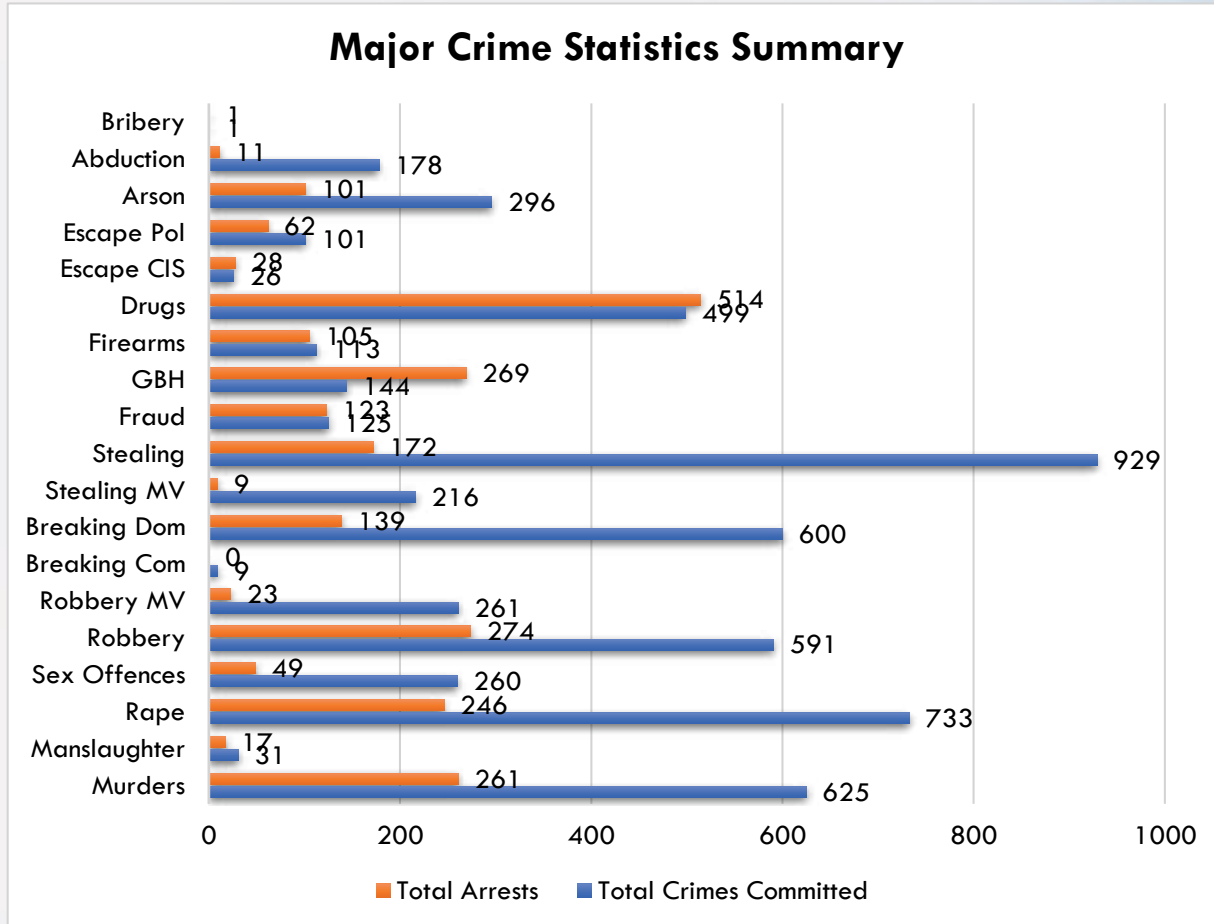


Figure 2. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**NCD/Central Command**

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

**Command Profile**

<b>Activity Area:</b>		<b>NCD/Central Divisional Command</b>
Divisional Commander		ACP Anthony Wagambie (Jr)
Sub-ordinate Commands		NCD Metro and Central Province
Total land mass		30,238 km <sup>2</sup>
Total population		779,000 (McMurray & Lavu, 2020)
Total Police strength		1,091 (EST)
Police: Population Ratio		1:714
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 35,156,000.00
	Good and Services	K 377,500.00
	Total	K 35,533,500
Total Expenditure	Personnel Emoluments	K 39,470,056.47
	Good and Services	K 262,145.04
	Total	K 39,732,201.51

### Achievements

- Created a budget activity for Family Sexual Violence Unit (FSVU).
- Good number of community awareness conducted.
- Covid Pandemic affected normal police policing and criminal investigations.
- FSVU well established within the command.

### Challenges

- Lack of funding.
- Increased settlements and social disorder.

### Focus areas for 2022

- Establish partnership with relevant stakeholders.
- Improving discipline, command and control.

Figure 3. Shows NCD Central Divisional Command Crime Statistics

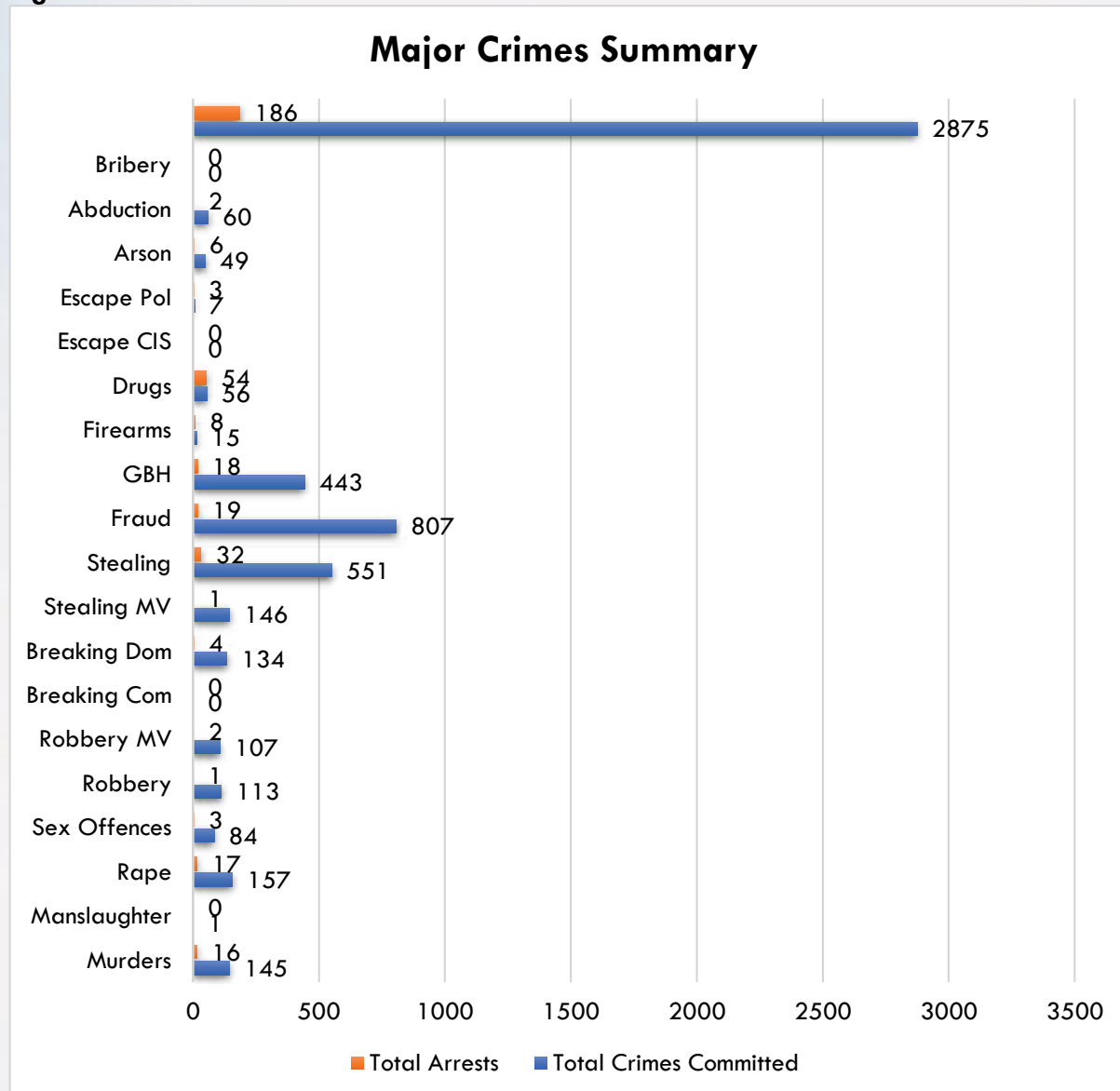


Figure 3. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### **National Capital District (NCD) Metropolitan Command**

The Command is headed by an officer at the rank of Chief Superintendent. The Command has eight police stations. The crime rate in the city command is much higher. The Command is responsible for policing activities within the city.

#### **These activities are delivered through three Zones:**

- Zone 1 covers Moresby South District.
- Zone 2 covers Moresby North West District.
- Zone 3 covers Moresby North East.

#### **Achievements**

- Installation of CCTV cameras with support from private public partnership relationship.

#### **Challenges**

- Lack of manpower.
- Insufficient funding support.
- Increased settlements and social disorder.

#### **Focus Areas for 2022**

- Preparation for the 2022 National General Election operations.
- Secure adequate funding support.
- Improve discipline, command and control.
- Establish data management system.
- Development of Standard Operation Procedure (SOP).
- Reduce police brutality claims.

### **Central Provincial Command**

Central Provincial Police Command is headed by a Provincial Police Commander (PPC) at the rank of Superintendent. The Command is responsible for all policing activities in the Province. Its policing services are delivered through the police stations and rural police posts.

#### **Achievements**

- Quarterly Budget Review report submitted.
- Total cases attended and arrests made as reflected in figure 3.

#### **Challenges**

- Lack of accommodation for police officers in the province.
- Low response time.
- Lack of manpower and logistical resources.

#### **Focus Area for 2022**

- Secure Office space for the Command (CPPHQ).
- Construction of new Office building for the Command.



**Figure 4. Provincial Case Summary in Percentage (%) from Jan – Dec 2021**

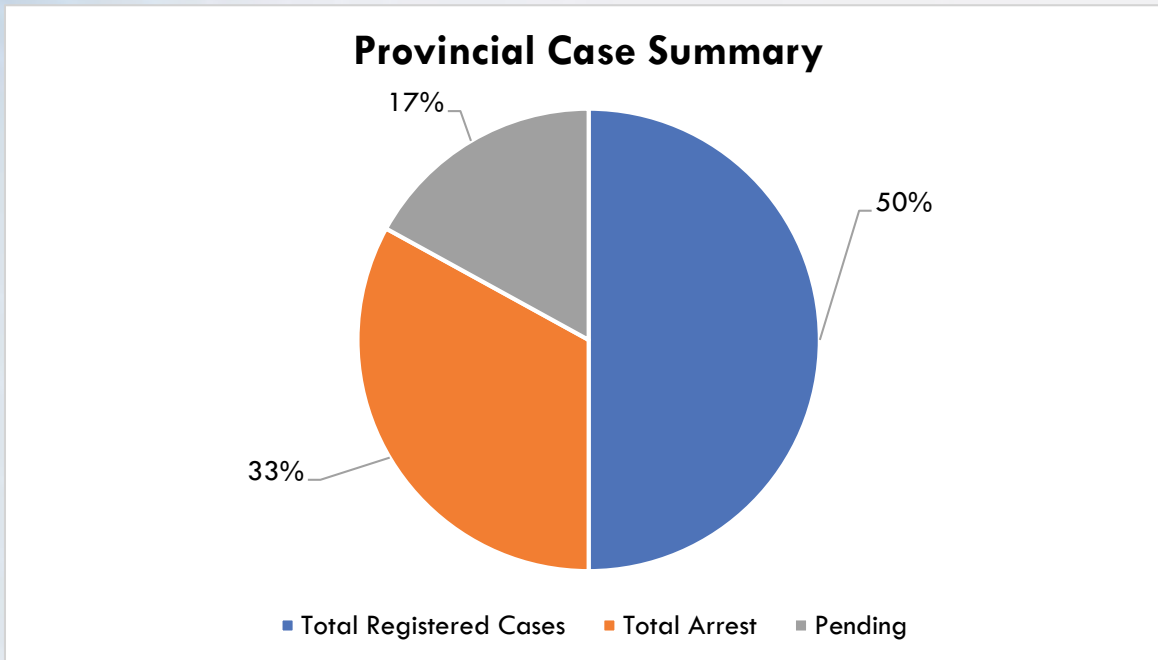


Figure 3. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### Northern Divisional Command

The Command's headquarter is located at Lae, Morobe Province. The command has 3 provincial police commands and one metropolitan command. It is one of the largest commands in terms of land mass and population density. The policing services of this command are delivered through the following provincial police commands; Lae Metropolitan, Morobe, Madang and Eastern Highlands.

### Command Profile

<b>Activity Area:</b>		<b>Northern Divisional Command</b>
Activity Manager		ACP Peter Guinness
Sub-ordinate Commands		Morobe, Madang, EHP, Lae Metropolitan
Total Land Mass		82,748 km <sup>2</sup>
Total Population		2,195,000 (McMurray & Lavu, 2020)
Total Police strength		1261
Police : Population Ratio		1: 1,856
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 39,023,759.00
	Good and Services	K 538,500.00
	Total	K 39,562,259.00
Total Expenditure	Personnel Emoluments	K 38,526,925.11
	Good and Services	K 452,827.74
	Total	K 38,979,752.85

### Achievements

- Total crimes and arrests made as indicated in figure 22.

### Challenges

- Coronavirus restrictions.
- Delay in disbursement of funds.
- Late submission of required reports to Police Headquarters.

### Focus Areas for 2022

- Ensure disbursement of allocated funds on time.
- Supplementary operations order/plan for the 2022 National General Election.
- Strengthen stakeholder partnership arrangements.

**Figure 5. Northern Command Crime Summary 2021**

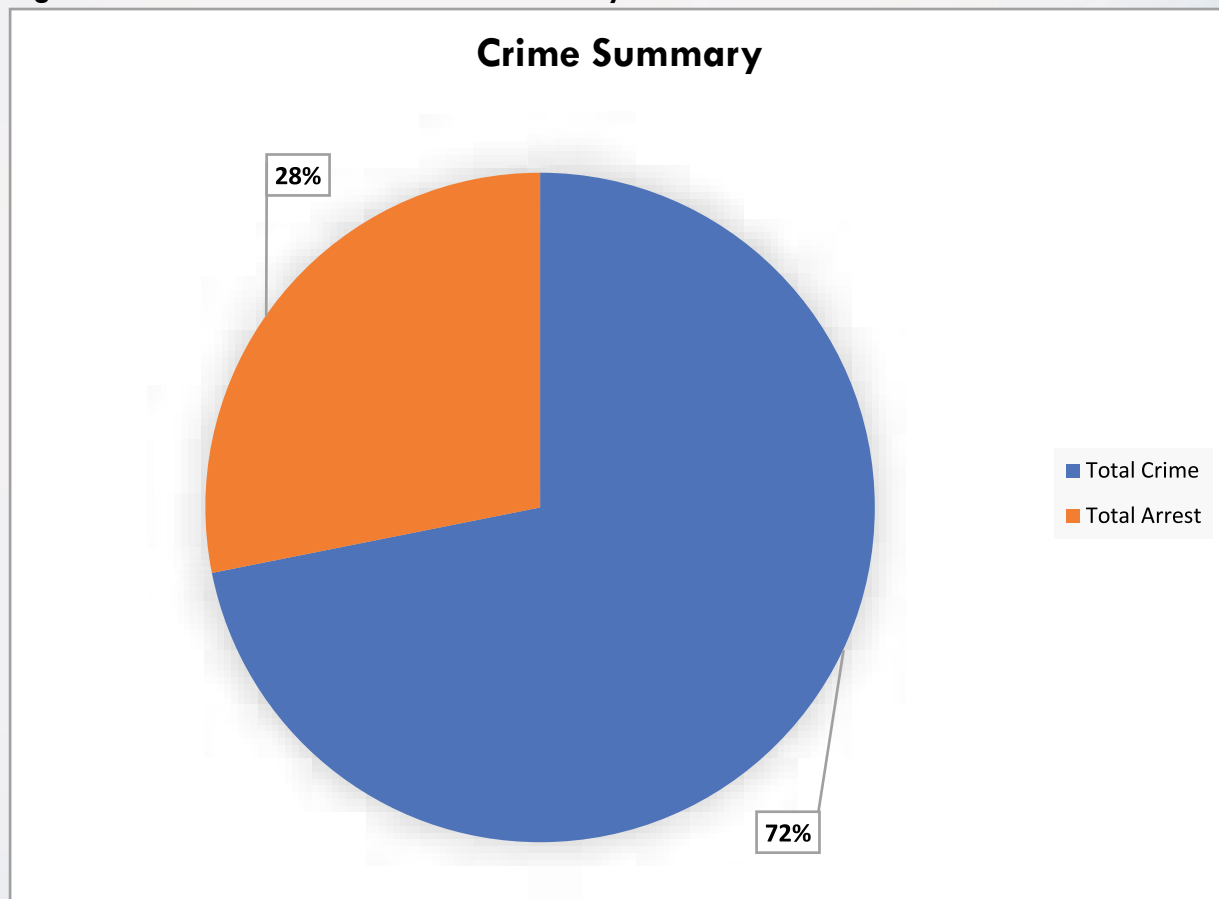


Figure 5. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### Lae Metropolitan Command

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

### Achievements

- Good number of law and order /Covid-19 awareness programs conducted.
- Total crimes and arrests made.

### Challenges

- Lack of funding for training programs.
- Lack of accountability.
- Lack of leadership and commitment.
- Lack of staff audit.

### Focus Areas for 2022

- Supplementary operations order/plan for the 2022 National General Election.
- Ensure effective command and control.
- Training and capacity building.
- Strengthen community policing initiatives partnership arrangements.

**Figure 6. Lae Metropolitan Command Crime Statistics**

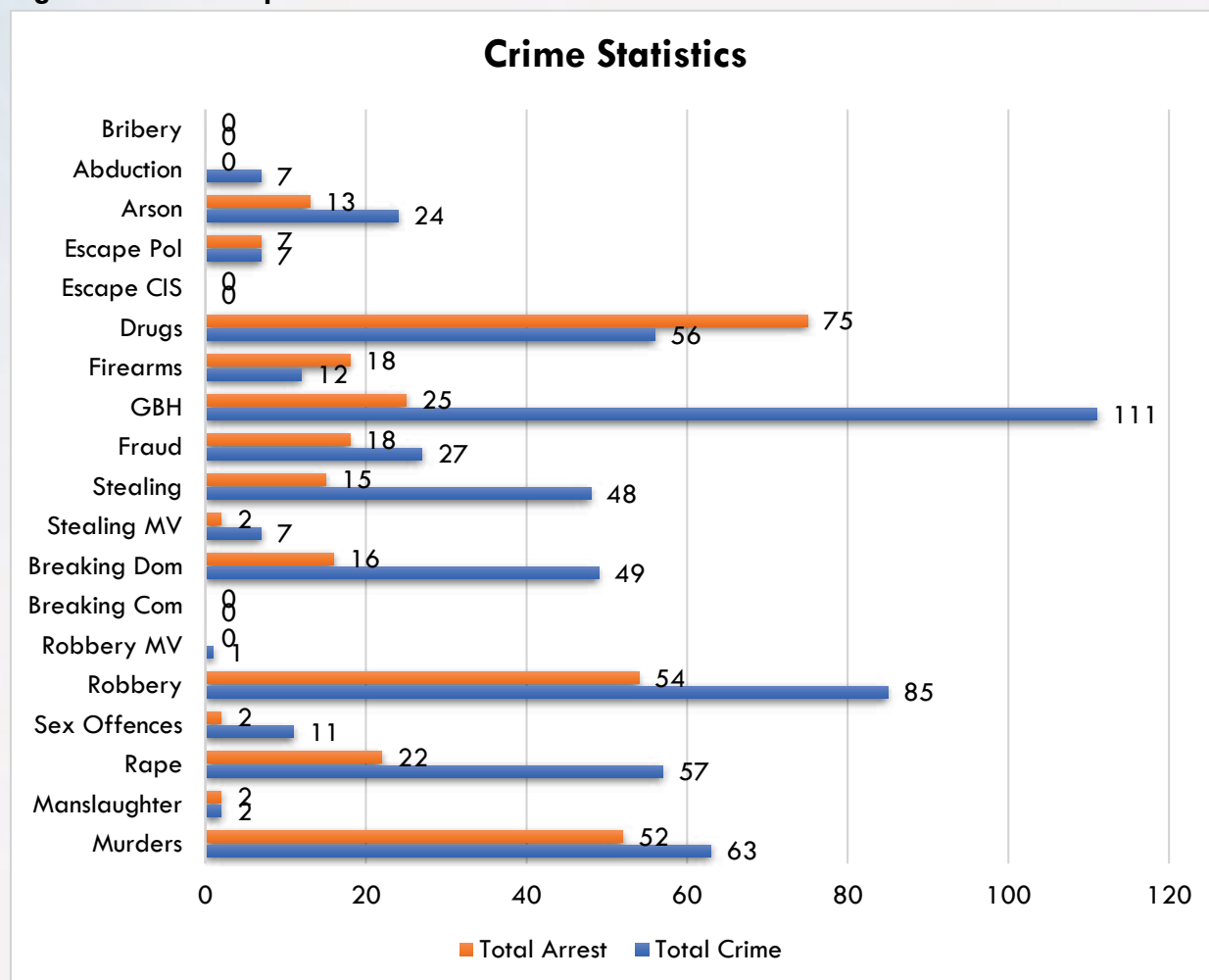


Figure 5. Source: Office of the Deputy Commissioner of Police Operations, Police HQ



### **Morobe Provincial Police Command**

The command headquarter is located within Lae city, the provincial capital of Morobe. An officer at the rank of Chief Superintendent (CSP) heads the Command. The policing services are delivered through its eight (8) Districts (Bulolo/ Wau, Menyamyua, Kabwum, Finschafen, Tewai/ Siasi, Markham, Huon Gulf and Nawae). Morobe is the biggest province in land mass and population in the country. Policing in the command is challenging due to its topography.

#### **Achievements**

- Number of law and order (Covid-19) awareness conducted.
- Number of CID personnel attended National Court Circuits in Finschafen and Bulolo.

#### **Challenges**

- Lack of funding for infrastructure development.
- Police & State witnesses unable to attend the National Court Circuits Sittings in Bulolo & Finschafen due to financial constraints.
- Lack of manpower and logistical support.
- The 2022 National Election preparations.

#### **Focus Areas for 2022**

- Supplementary operations order/plan for the 2022 National General Election.
- Construction of new Provincial Police Headquarters – Morobe, to be funded by the stakeholders that include Morobe Provincial Government.
- Construction of new Reserve Headquarters also to be funded as proposed by Morobe Provincial Government.
- Seek PHQ assistance to support Morobe Provincial Command to ensure its administrative and operational functions.

### **Morobe upskills Police cadets to maintain law and order in Gusap, Morobe Province**



New Police vehicle that will be used to support the program. Photo source: PNG BULLETIN

**Figure 7. Morobe Provincial Crime Statistics**

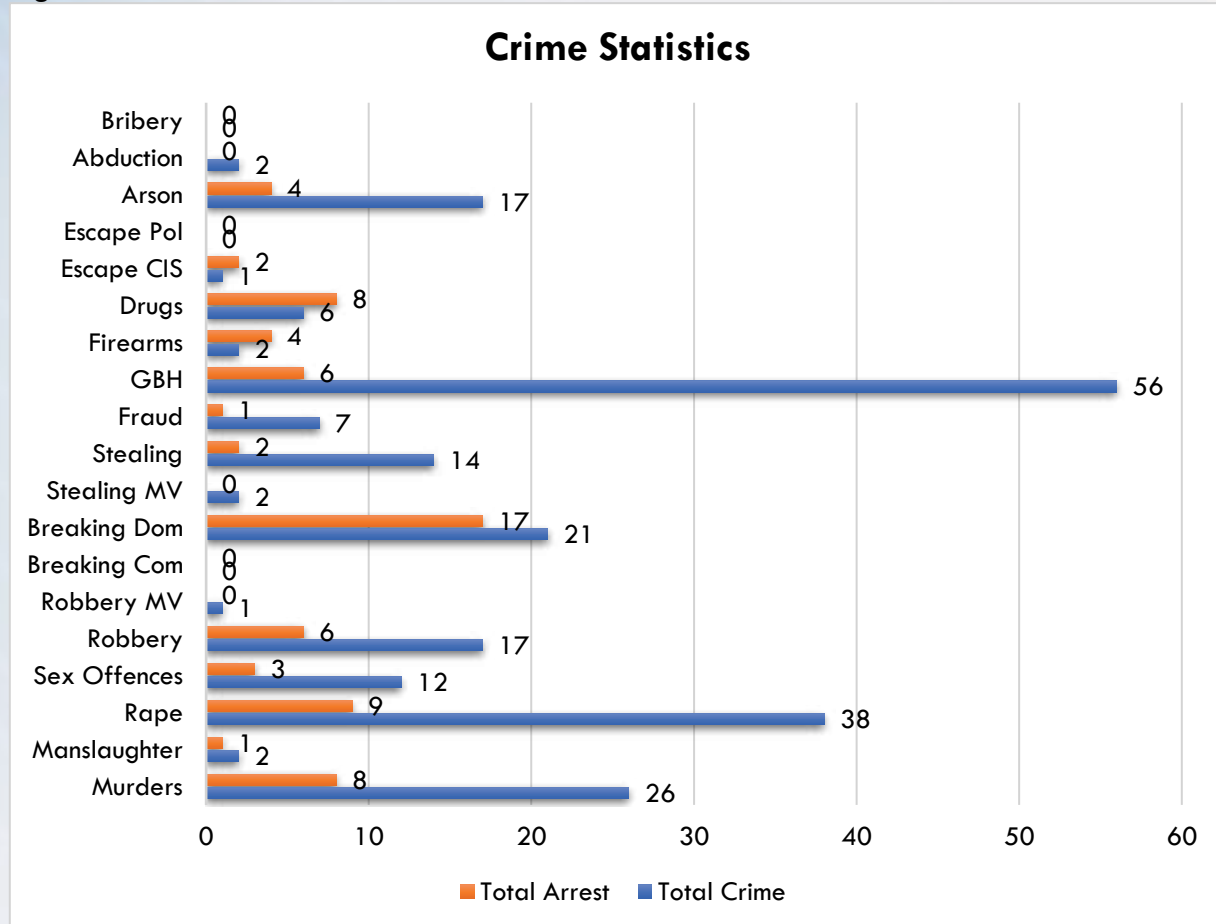


Figure 6. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Madang Provincial Police Command**

The command headquarter of Madang is located within the provincial capital Madang. An officer at the rank of Chief Superintendent (CSP) heads the command. Madang has its share of law-and-order issues as well as cult activities in districts like Raicost and Madang town itself. Its policing services are delivered through the police establishments within the command.

**Achievements**

- Number of community awareness conducted in most public places.
- Total crimes and arrests made.

**Challenges**

- Constant changes in leadership.
- Financial constraints.
- Lack of manpower and logistical support.

**Focus Areas for 2022**

- Supplementary operations order/plan for the 2022 National General Election.
- Secure adequate funding and resource support.
- Training and capacity building.
- Strengthen stakeholder partnership arrangements.

**Figure 8. Provincial Crime Statistics for Madang**

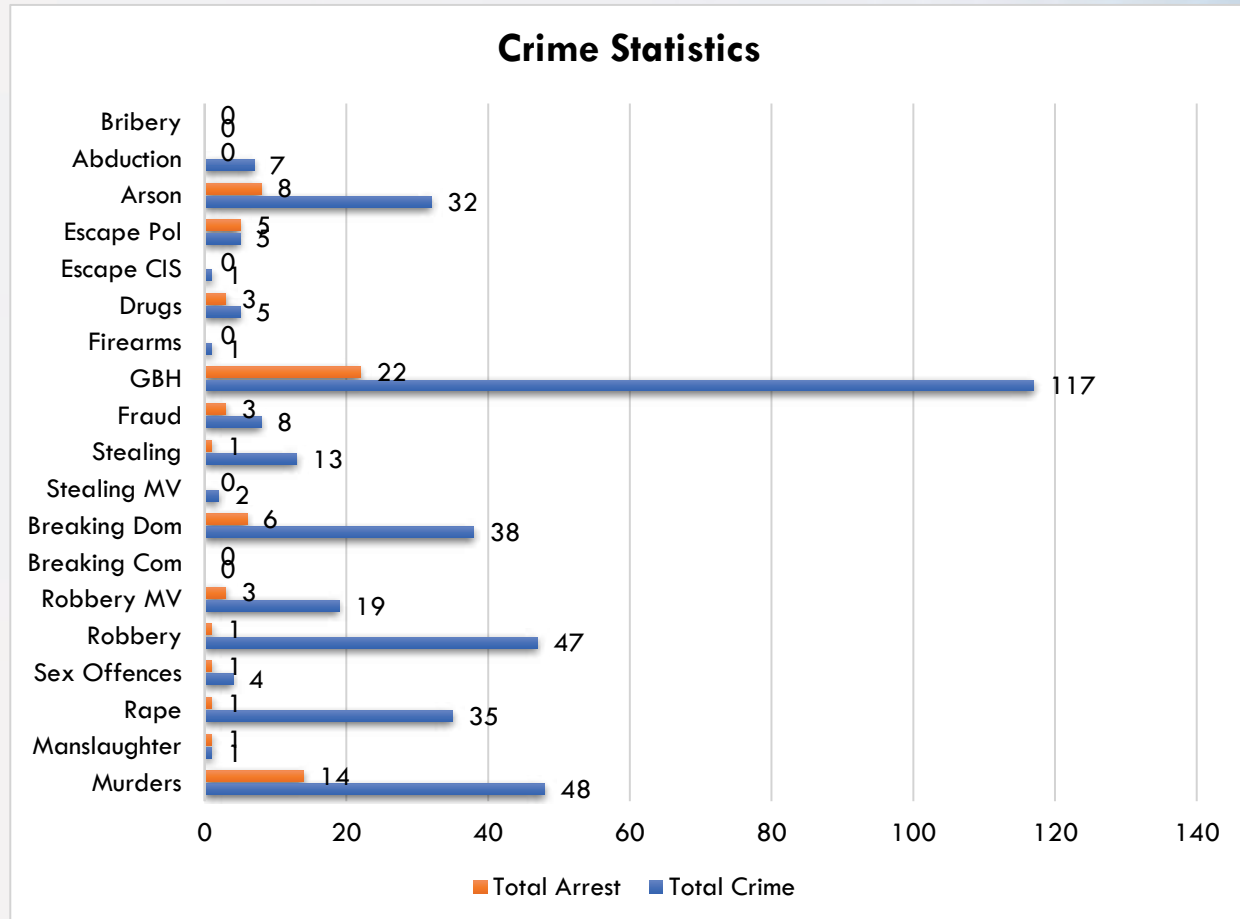


Figure 7. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Eastern Highlands Provincial Command**

The Provincial Police Command headquarter is located in Goroka. An officer at a rank of Chief Superintendent (CSP) heads the Command. Its policing services are delivered through the police establishments in the Command.

**Achievements**

- Attended Covid '19 emergency meetings and troops deployed to support Eastern Highlands Provincial Health Authority.
- Divided the province into Eastern & Western Sectors.
- Total crimes and arrests made.

**Challenges**

- Financial constraints.
- Preparations for the 2022 National General Election operations.
- Lack of resource (logistics) support.
- Lack of manpower and capacity building.

**Focus Areas for 2022**

- Supplementary operations order/plan for the 2022 National General Election.
- Implement community policing initiatives and partnership arrangements.
- Secure adequate funding and resource capabilities.

## Southern Divisional Command

The Command headquarter is located at Konedobu, National Capital District. An Assistant Commissioner of Police (ACP) heads the Command. The Command has twenty-four police establishments. However, due to manpower and logistical issues three rural stations (two in Gulf and one in Oro) have closed.

### Command Profile

Activity Area		Southern Command
Activity Manager		a/ACP Patrick Billy
Sub-ordinate Commands		Gulf, Milne Bay and Oro
Total land mass		276,605 km <sup>2</sup>
Total population		621,018 (as per 2011 census estimates)
Total Police strength		224
Police : Population Ratio		1: 1,181
Total number of Police housing		108
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 7,232,500.00
	Good and Services	K 519,500.00
	Total	K 7,752,000.00
Total Expenditure	Personnel Emoluments	K 12,591,686.79
	Good and Services	K 379,412.10
	Total	K 12,971,098.89

### Achievements

- Total crimes and arrest made.
- Training and capacity assistance provided to members within the divisional headquarters.

### Challenges

- Financial constraints.
- Delay in administration and adjudication of disciplinary matters.
- Lack of resource/logistical support.
- Lack of manpower.

### Focus area for 2022

- Supplementary operations order/plan for the 2022 National General Election.
- Secure adequate funding and resource support.
- Strengthen community policing initiatives and stakeholder partnership arrangements.
- Ensure training and capacity building.

**Figure 9. Southern Command Crime Summary 2021.**

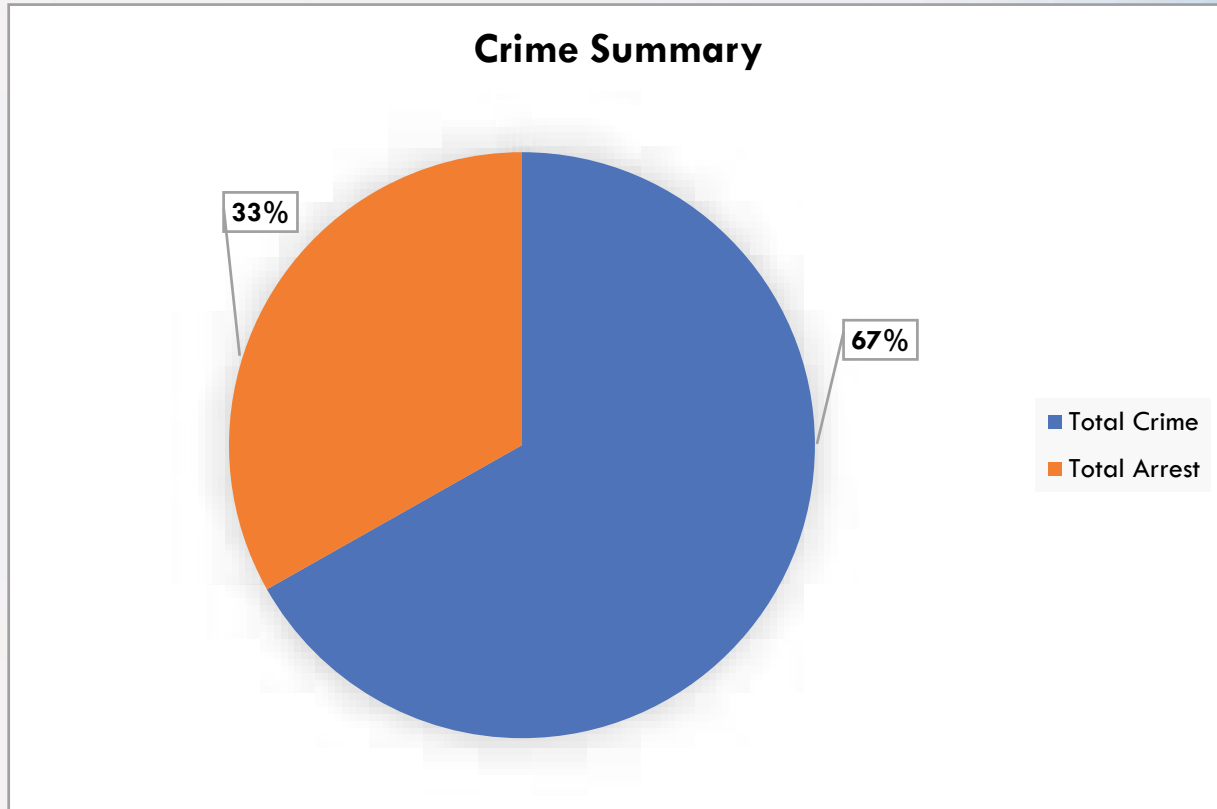


Figure 9. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### **Gulf Provincial Police Command**

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

#### **Achievements**

- Number of station inspections conducted.
- Total crimes and arrests made.

#### **Challenges**

- Lack of manpower.
- Lack of infrastructure development.
- Lack of funding and logistical support.

#### **Focus area for 2022**

- Supplementary operations order/plan for the 2022 National General Election.
- Secure adequate funding and resource support.
- Training and capacity building.
- Infrastructure development.

**Figure 10. Provincial Crime Statistics for Gulf**

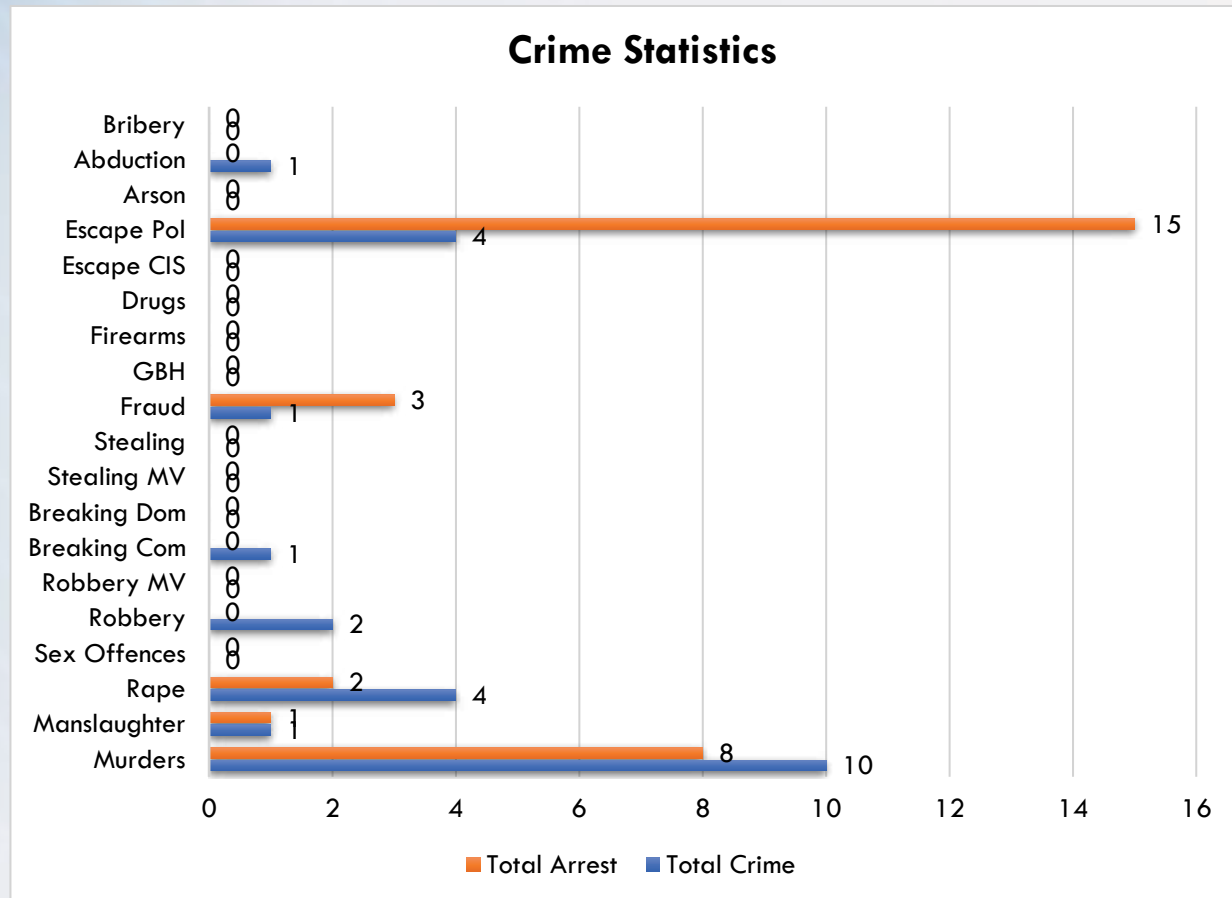


Figure 10. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Oro Provincial Police Command**

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

**Achievements**

- Improved discipline.
- Number of awareness on law-and-order issues conducted in the communities through collaboration and inclusive partnership arrangements.

**Challenges**

- Delay in recruitment and training of the reservists.
- Lack of consultation with the IAD personnel in adjudication of disciplinary processes.
- Pending lengthy police related court matters affecting manpower.

**Focus areas for 2022**

- Strengthen stakeholder partnership.
- A special court circuit to clear off outstanding cases.
- Training and capacity building to boost existing manpower.
- Secure adequate funding and logistical support.
- Supplementary operations order/plan for the 2022 National General Election.

**Figure 11. Provincial Crime Statistics for Oro**

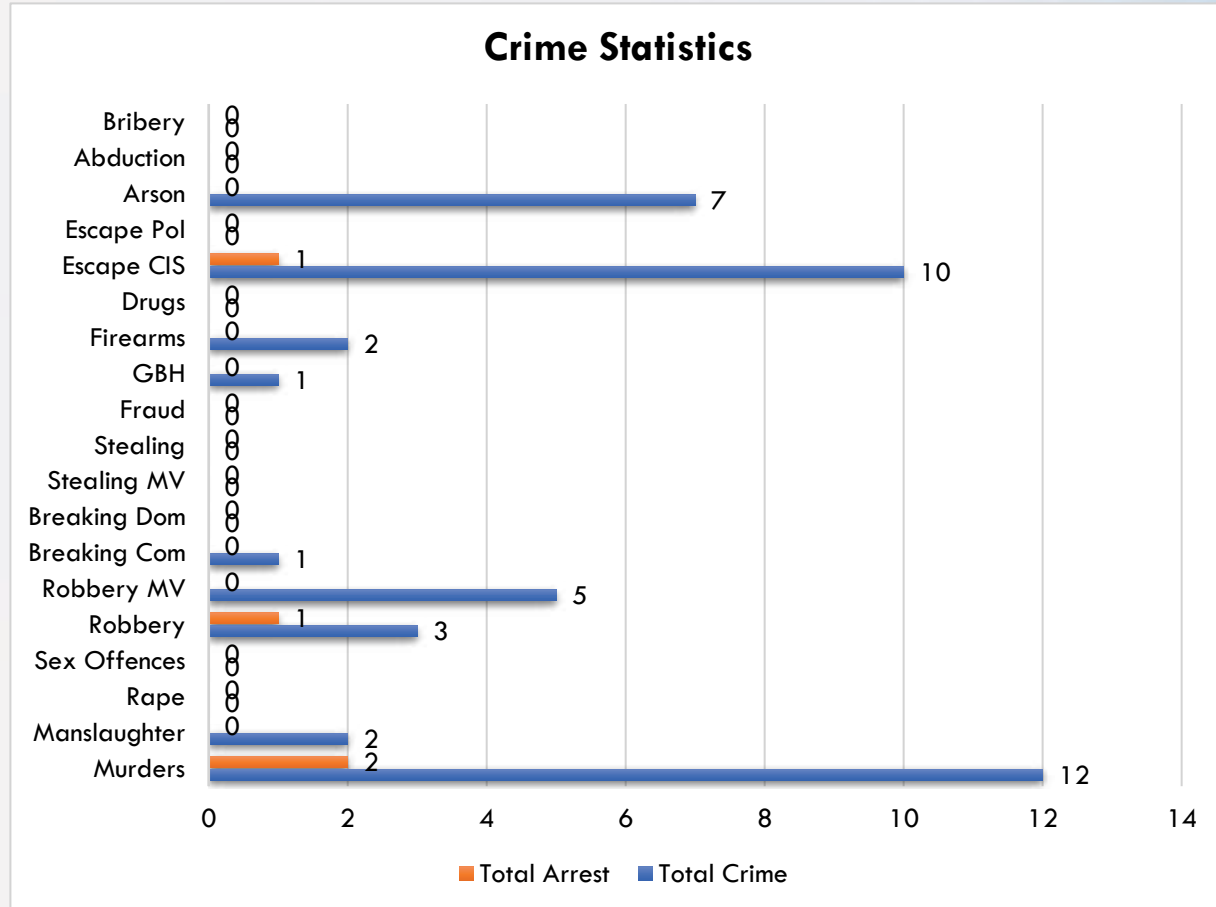


Figure 11. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Milne Bay Provincial Police Command**

Milne Bay Province has a large maritime space that makes policing duties more difficult. An officer at the rank of Chief Inspector (CIP) heads it. The Command’s headquartered is located in Alotau. The policing services of this Command are delivered through the police establishments within the command.

**Achievements**

- Purchased number of vehicles (7) and motor cycles (2).
- Number of dinghies (4) operational.
- Total crimes and arrests made.

**Challenges**

- Increase in armed holdups, robberies and sea piracies.
- Lack of manpower and logistical support.

**Focus areas for 2022**

- Adequate supply of resources/logistical support to enable effective police operations.
- Supplementary operations order/plan for the 2022 National General Election.
- Training and capacity building.
- Maintenance of PPHQ Milne Bay, Police Barracks and other out stations.

**Figure 12. Provincial Crime Statistics for Milne Bay**

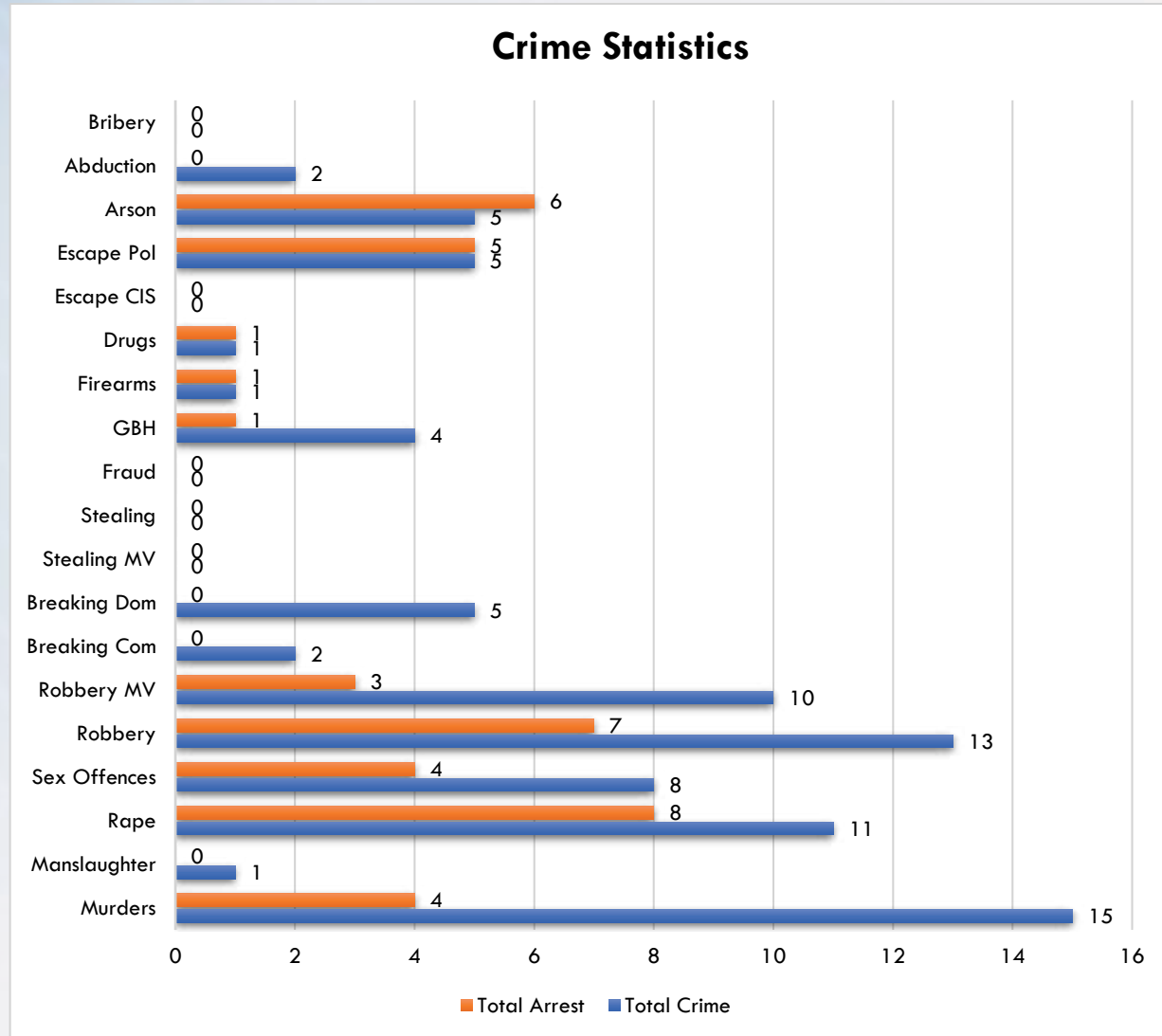


Figure 12. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Highlands Eastern-End Command**

The Highlands Command has been divided into two parts: Highlands Western-End and Highlands Eastern-End. The Divisional Commander for Highlands Eastern-End is based in Mount Hagen, Western Highlands Province. An Assistant Commissioner Police (ACP) also known as Divisional Commander heads the Command. The policing activities of this command are delivered through the Provincial Commands of Western Highlands, Jiwaka and Simbu.

**Command Profile**

Activity Area:	Highlands Eastern-End
Divisional Commander	ACP Rigga Neggi
Sub-ordinate Commands	WHP, Jiwaka, & Chimbu
Total Land Mass	15,209 km <sup>2</sup>
Total Population (2020 estimates)	1,199,000 (McMurray & Lavu, 2020)
Total Police strength	280
Police: Population Ratio	1:4,282



Total number of Police housing		(Data not available)
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 20,627,500.00
	Good and Services	K473,500.00
	Total	K 21,101,000.00
Total Expenditure	Personnel Emoluments	K 30,925,170.73
	Good and Services	K454,085.46
	Total	K 31,379,256.19

**Achievements**

- Crimes reported and arrest made.
- Community policing activities conducted.

**Challenges**

- Insufficient funds for training purposes.
- Cut in budget allocations and late release of funds.
- Lack of adequate funding for travels and subsistence.

**Focus Areas for 2022**

- Liaise with HRD to ensure that the regional trainings are conducted.
- Improve leadership, command and control.
- Secure funding for implementation of corporate governance and performances strategies.

**Figure 13. Highlands Eastern-End Crime Summary 2021**

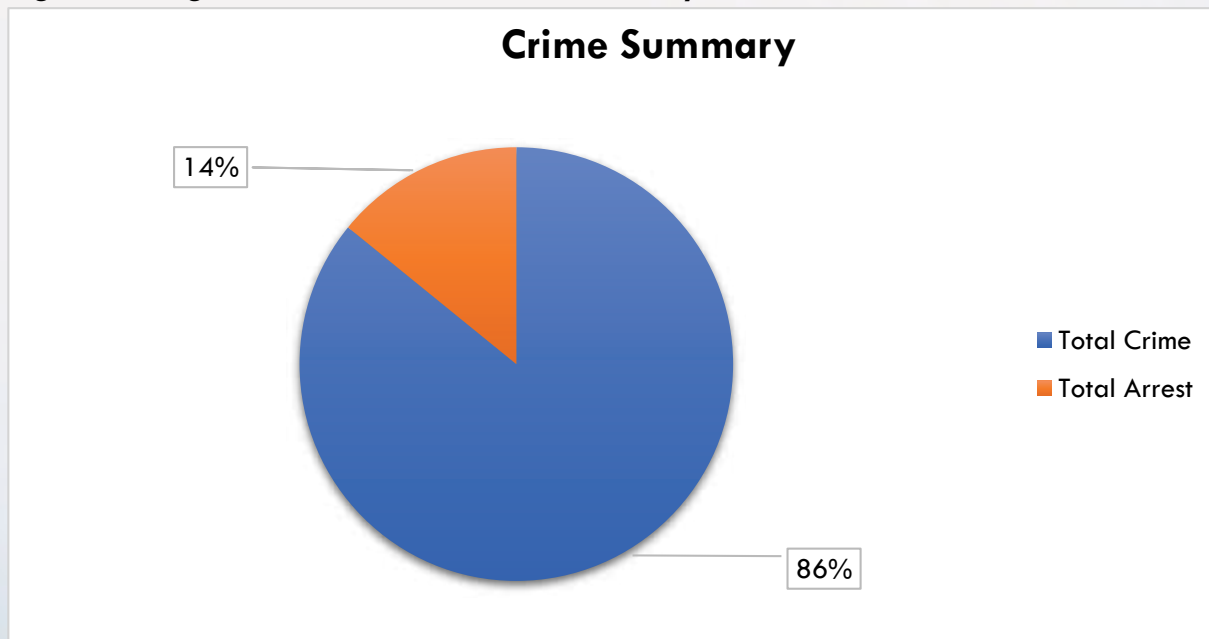


Figure 13. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### **Western Highlands Provincial Police Command**

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

#### **Achievements**

- Decline in petty crimes in public places.
- Number of drug awareness conducted through “Gutpela sidaun long Komuniti” or peace in the communities programs.

#### **Challenges**

- Lack of manpower and inadequate logistical support.
- Lack of leadership, command and control.
- Lack of partnership arrangements.

#### **Focus Areas for 2022**

- Strengthen stakeholder partnership arrangements.
- Maintain ongoing awareness on drug & illicit product abuses, encourage good health & healthy living, strengthen police presence at public places.
- Implement community-policing strategies.
- Capacity building.
- Secure logistical support.

### **Jiwaka Provincial Police Command**

Jiwaka is one of the newly established provinces in the country. An officer at the rank of Chief Inspector (CIP) heads it. The Command headquarter is located in Minj Station. Its new provincial capital Kurumul is still at development stage. The policing services of this command are delivered through the three (3) main police stations of Banz, Minj and its highway patrol unit.

#### **Achievements**

- Training of number (320) of reservists to boost manpower constraints.
- Community policing initiatives.

#### **Challenges**

- Lack of support from District authorities.
- Preparations for the 2022 National General Election operations.
- Lack of manpower.
- Lack of ICT services.
- Infrastructure developments.

#### **Focus Areas for 2022**

- Strengthen partnership with relevant stakeholders.
- Training and capacity building.
- Supplementary operations order/plan for the 2022 National General Election.
- Developing and rehabilitating infrastructure.

**Figure 14. Provincial Crime Statistics for Jiwaka**

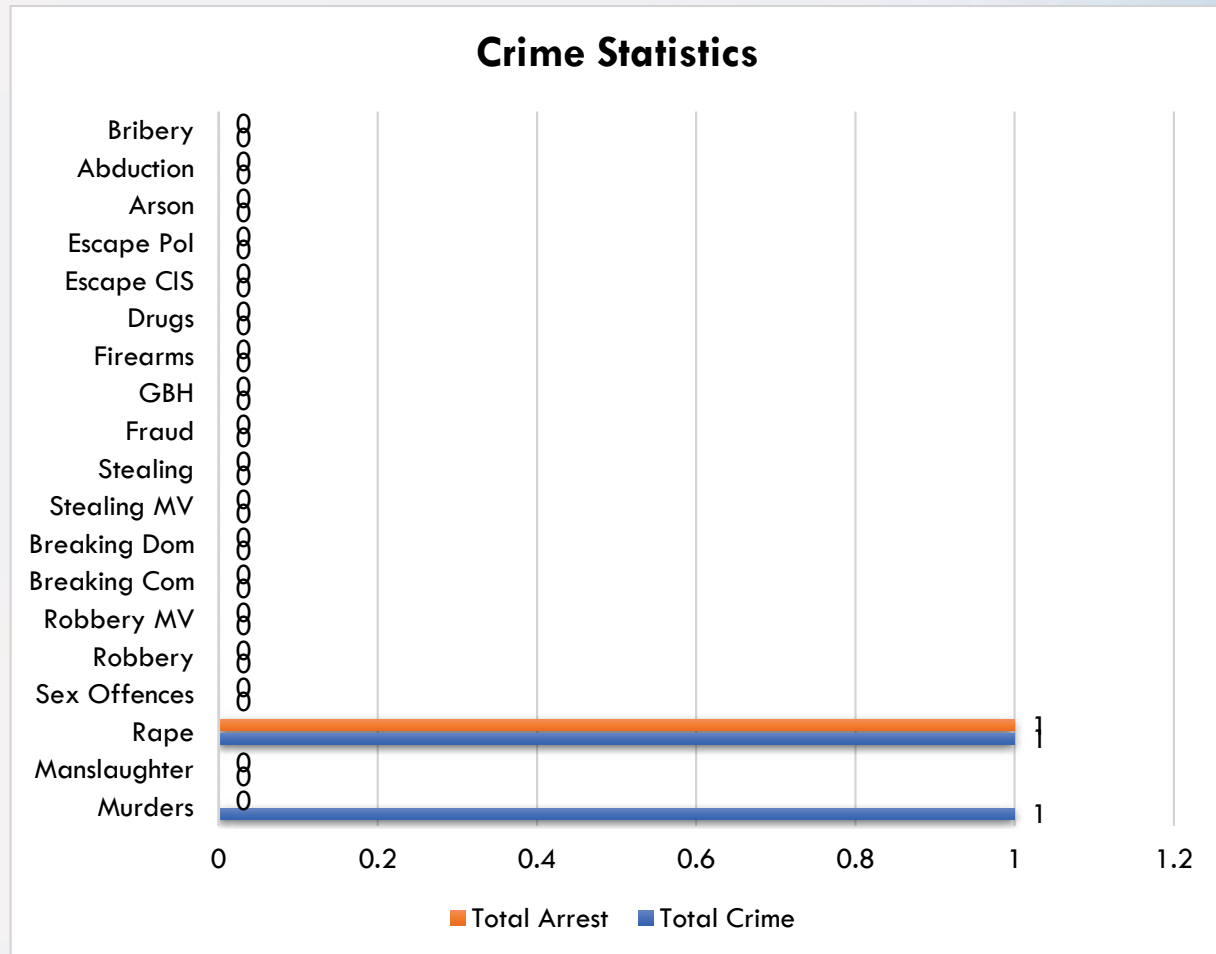


Figure 14. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### **Simbu Provincial Police Command**

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

### ***No Command Profile***

#### **Achievements**

- Good number of parade inspections conducted.
- Number of drug and homebrew raids conducted.
- Number of offenders arrested and charged.
- Conducting COVID-19 awareness.
- Public awareness on the 2022 National General Election.

#### **Challenges**

- Covid-19 restrictions
- Lack of funding and resource constraints.
- Not able to send QBR for 2021 to PHQ on time as required.

**Focus Areas for 2022**

- Secure adequate funding/resource support.
- Strengthen stakeholder partnership arrangements.
- Supplementary operations order/plan for the 2022 National General Election.
- Ensure timely submission of required report to PHQ.

**Figure 15. Provincial Crime Summary for Simbu**

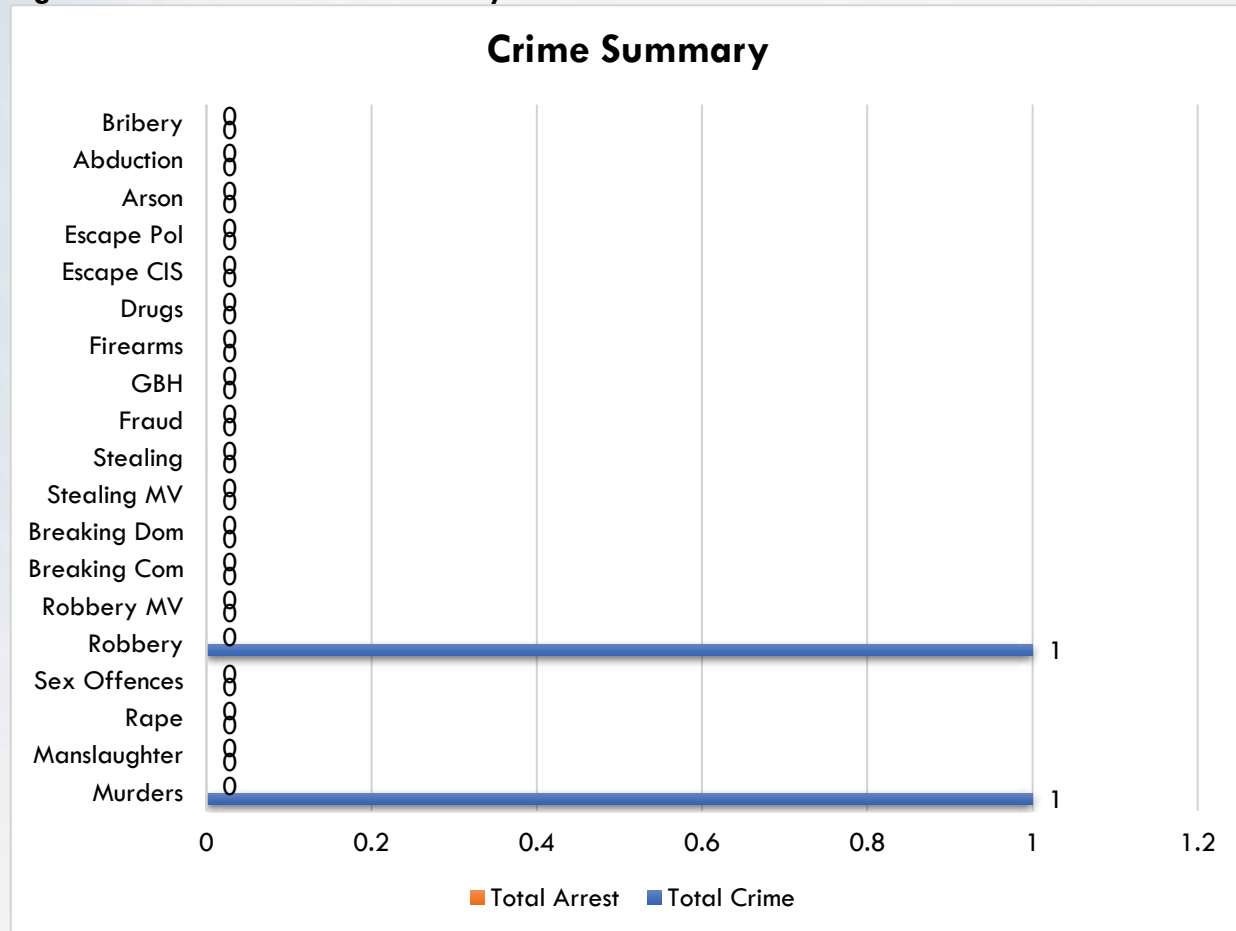


Figure 15. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## Highlands Western-End Command

The Highlands Western-End Divisional Command is based in Mendi. The command is headed by an officer at the rank of Assistant Commissioner of Police (ACP). The Command hosts the country's leading oil and gas fields, commonly referred to as the PNG Liquefied Natural Gas (LNG) Project. This commodity is essential for the economic survival of PNG in terms of revenues generation of the country.

### Command Profile

Activity Area		Highlands Western-End Div/Command
Name of Activity Manager		A/ACP John Kale
Sub-ordinate Commands		Enga, SHP and Hela
Total Land mass		37,290 sq. km
Total Population		1,481,000 (McMurray & Lavu, 2020)
Total Police Strength		578
Police : Population Ratio		1:2,481
Total Number of Police Housing		394
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 16, 836, 000.00
	Good and Services	K 489, 500.00
	Total	K 17, 325, 500.00
Total Expenditure	Personnel Emoluments	K 24, 096, 032.84
	Good and Services	K 342, 843.92
	Total	K 24, 438, 876.76

### Achievements

- Conducted leadership and management workshop at the regional training center.

### Challenges

- Lack of funding.
- Lack of Command inspections.

### Focus Areas for 2022

- Supplementary operations order/plan for the 2022 National General Elections.
- Secure adequate funding and resource support.
- Strengthen stakeholder partnerships and implement community-policing strategies.
- Ensure inspections throughout police establishments.

Figure 16. Highlands Western-End Crime Summary 2021

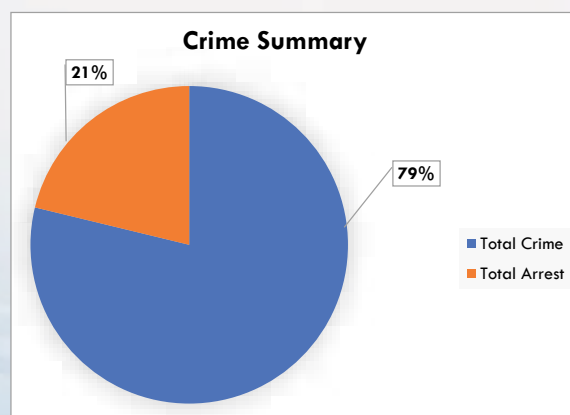


Figure 16. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### Hela Provincial Police Command

The Command headquarter is located in Tari town, the provincial capital of Hela. An officer at the rank of Chief Inspector heads the command. Hela Province is one of the two newly established provinces in the country. Hela province host the PNG LNG Gas plant as well as oil & gas wellheads and the security issues in the area is very volatile.

#### Achievements

- Number of regular consultative meetings held with key stakeholders to strategize measures to address tribal fights.
- Number of ongoing meetings held with Provincial Peace and Good Order Committee.

#### Challenges

- Lack of manpower and resource constraints.
- Ineffective implementation of community policing strategies.
- Ongoing tribal fights within the province disrupting peace and good order.

#### Focus Areas for 2022

- Supplementary operations order/plan for the 2022 National General Election.
- Engage more consultative meetings with stakeholder partners.
- Promote law and order community awareness programs.

Figure 17. Provincial Crime Statistics for Hela

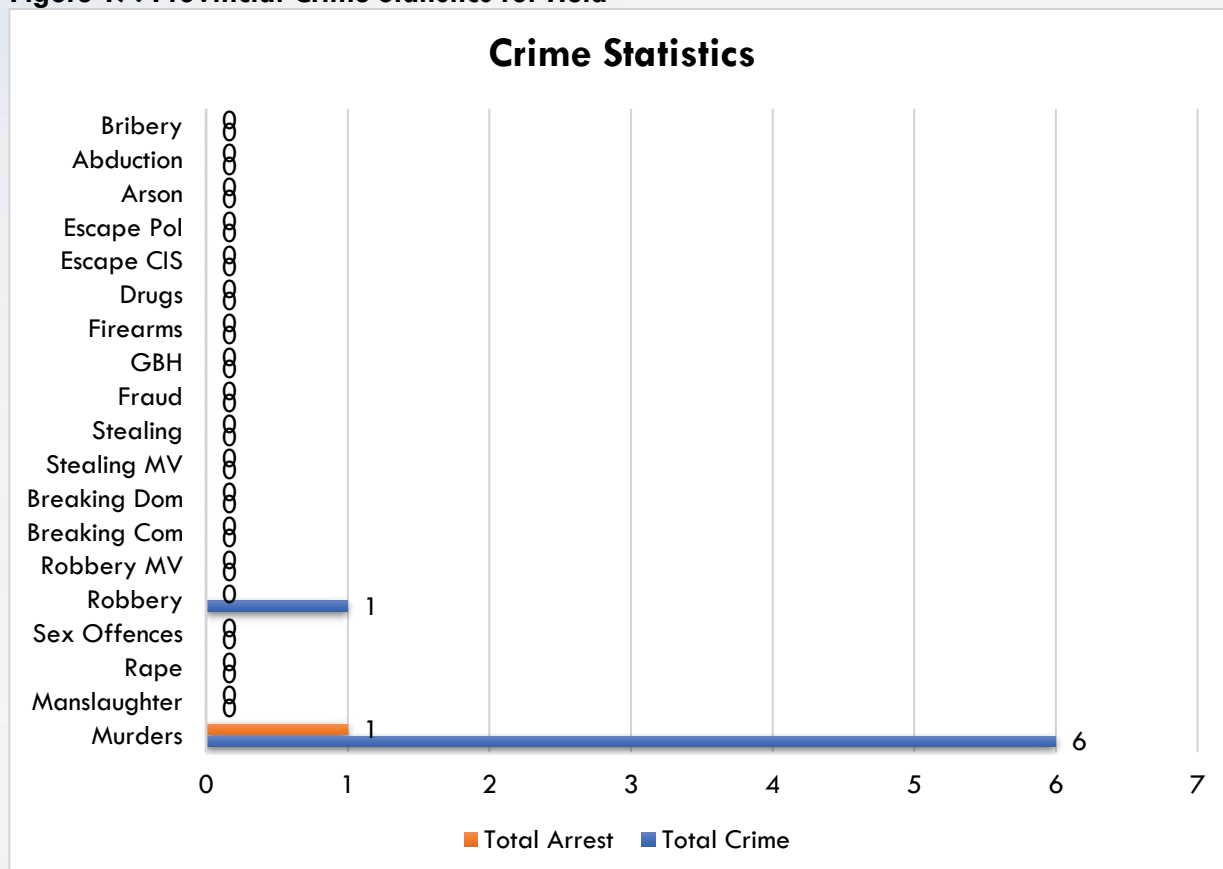


Figure 17. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### Enga Provincial Police Command

The Command is based in Wabag town, the provincial capital of Enga Province. An officer at the rank of Superintendent heads the Command. Like Hela, Enga province also hosts gold mine in the Porgera. The criminal environment in the province is also very volatile. Its policing services are delivered through the main police stations of Wabag, Wapenamanda, Kompam, Laiagam, Kandep and Paiam.

### No Command Profile

#### Achievements

- Number of law and order awareness and mediations held.
- Number of motorized patrols conducted.
- Conducted number of station inspections.

#### Challenges

- Lack of funding and resource support.
- Tribal law and order problems despite police efforts.
- Preparations for the 2022 National General Election operations.

#### Focus area for 2022

- Secure adequate funding and resource support.
- Strengthen community policing strategies and stakeholder partnerships.
- Supplementary operations order/plan for the 2022 National General Election.

Figure 18. Provincial Crime Statistics for Enga

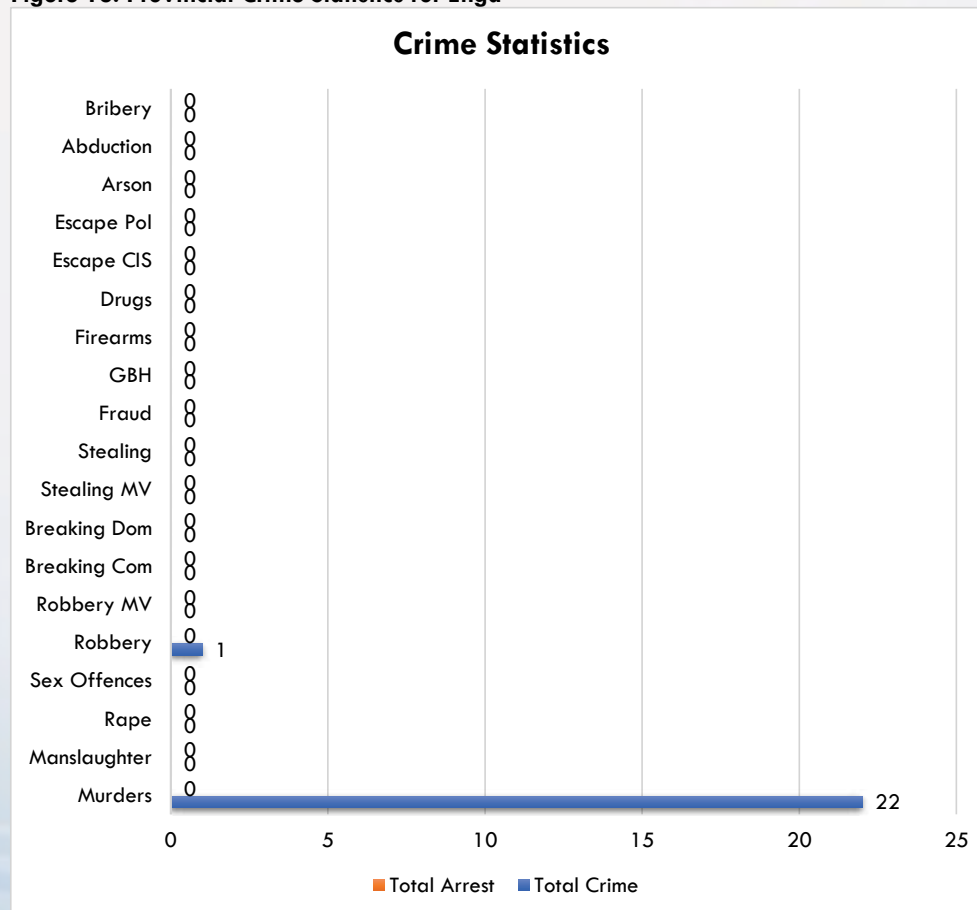


Figure 18. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## Southern Highlands Provincial Police Command

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

### No Command Profile\_

#### Achievements

- Total crimes received and arrests made.
- Improvement in major crimes investigated and prosecution.

#### Challenges

- Lack of funding and resource support.
- Lack of manpower.
- Tribal fights disrupting police efforts.
- Preparations for the 2022 National General Election operations.

#### Focus areas for 2022

- Avoid/discourage political interferences or influences.
- Strengthen stakeholder partnership arrangements.
- Supplementary operations order/plan for the 2022 Natel operations.
- Enforce community-policing strategies.

Figure 19. Provincial Crime Statistics for Southern Highlands Province

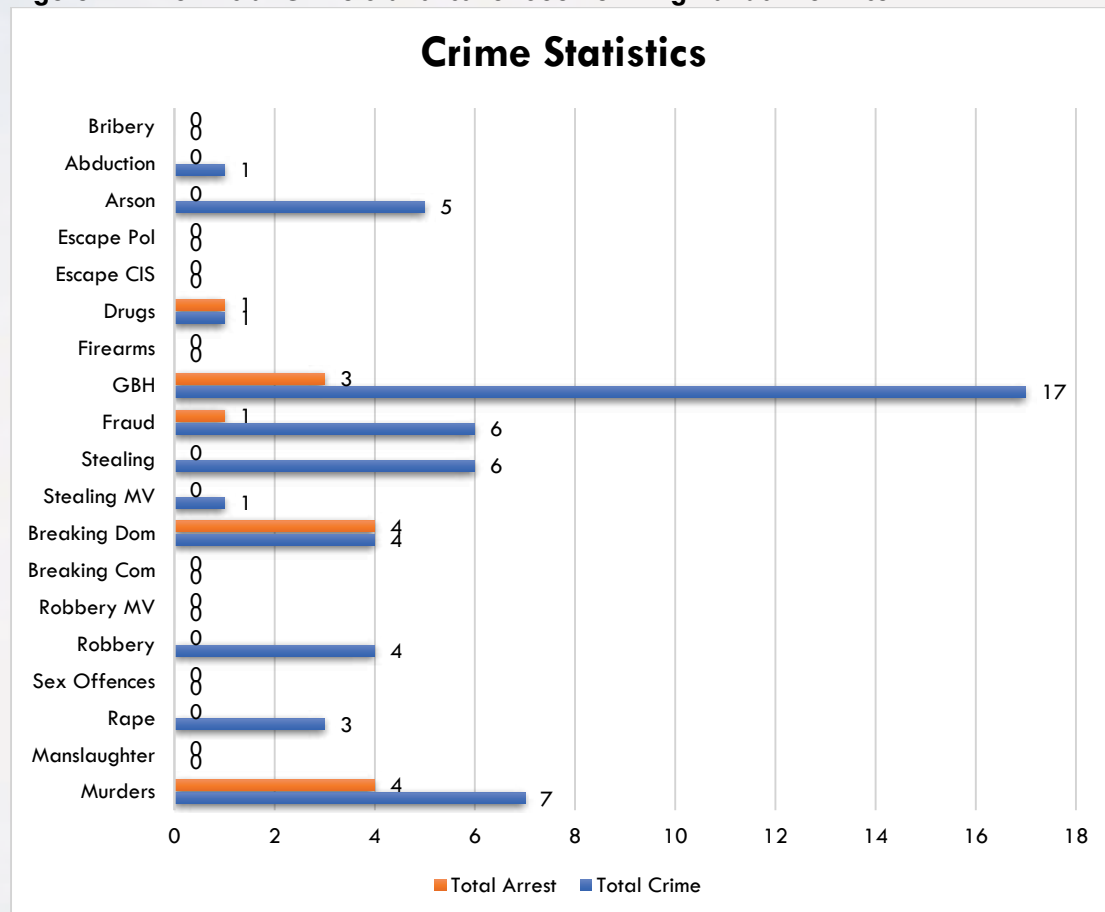


Figure 19. Source: Office of the Deputy Commissioner of Police Operations, Police HQ



### Border Divisional Command

Border is created to specifically attend to illegal border crossings and issues happening along the 85 kilometers land border between Indonesia and PNG. An officer at a rank of Assistant Police Commissioner (ACP) heads the Command. The Command is located within the National Police Headquarter, Konedobu.

### Command Profile

Activity Area		Border Command
Activity Manager		ACP Peter Philips
Sub-ordinate Commands		East Sepik, West Sepik, North-Fly, South-Fly
Total Land Mass		17,8546 km <sup>2</sup>
Total Population (2020 estimate)		1,190,000 (McMurray & Lavu, 2020)
Total Police strength		(Data not provided)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K14, 645, 000.00
	Good and Services	K 7, 463,000.00
	Total	K22, 108, 000.00
Total Expenditure	Personnel Emoluments	K 16, 514, 948.59
	Good and Services	K 8, 875, 595.93
	Total	K 25, 390, 544.52

### Achievements

- Number of provincial inspections conducted.
- Successful hosting of farewell parades for 59 Police retirees of both first and second batches in Daru, Vanimo, Kiunga and Wewak.

### Challenges

- Financial constraints.
- Lack of manpower and logistical support.
- Deteriorating infrastructure developments along the borders.

### Focus Areas for 2022

- 2022 National General Election Awareness.
- Secure adequate funding and resource capabilities.
- Training and capacity building.
- Upgrading of police infrastructure.

**Figure 20.**  
**Border Command**  
**Crime Summary 2021**

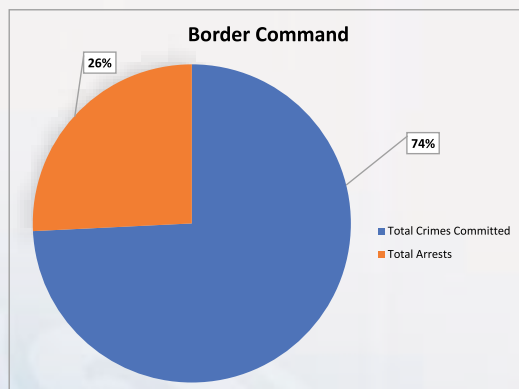


Figure 20. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## North-Fly Police Command

The North Fly Command is one of the two Commands of Western Province. An officer at the rank of Chief Inspector (CIP) heads the North Fly Command.

### Achievements

- Number of LLGs covered in the provincial police command.
- Number of station inspections conducted.

### Challenges

- Run-down police infrastructure.
- Inadequate manpower and logistical support.
- Only three police stations in the main centres of the Command are operational and the rest are non-operational.

### Focus Areas for 2022

- Improve Community Policing and Police visibility.
- Secure adequate funding.
- Training and capacity building.

Figure 21. North-Fly Command Crime Statistics.

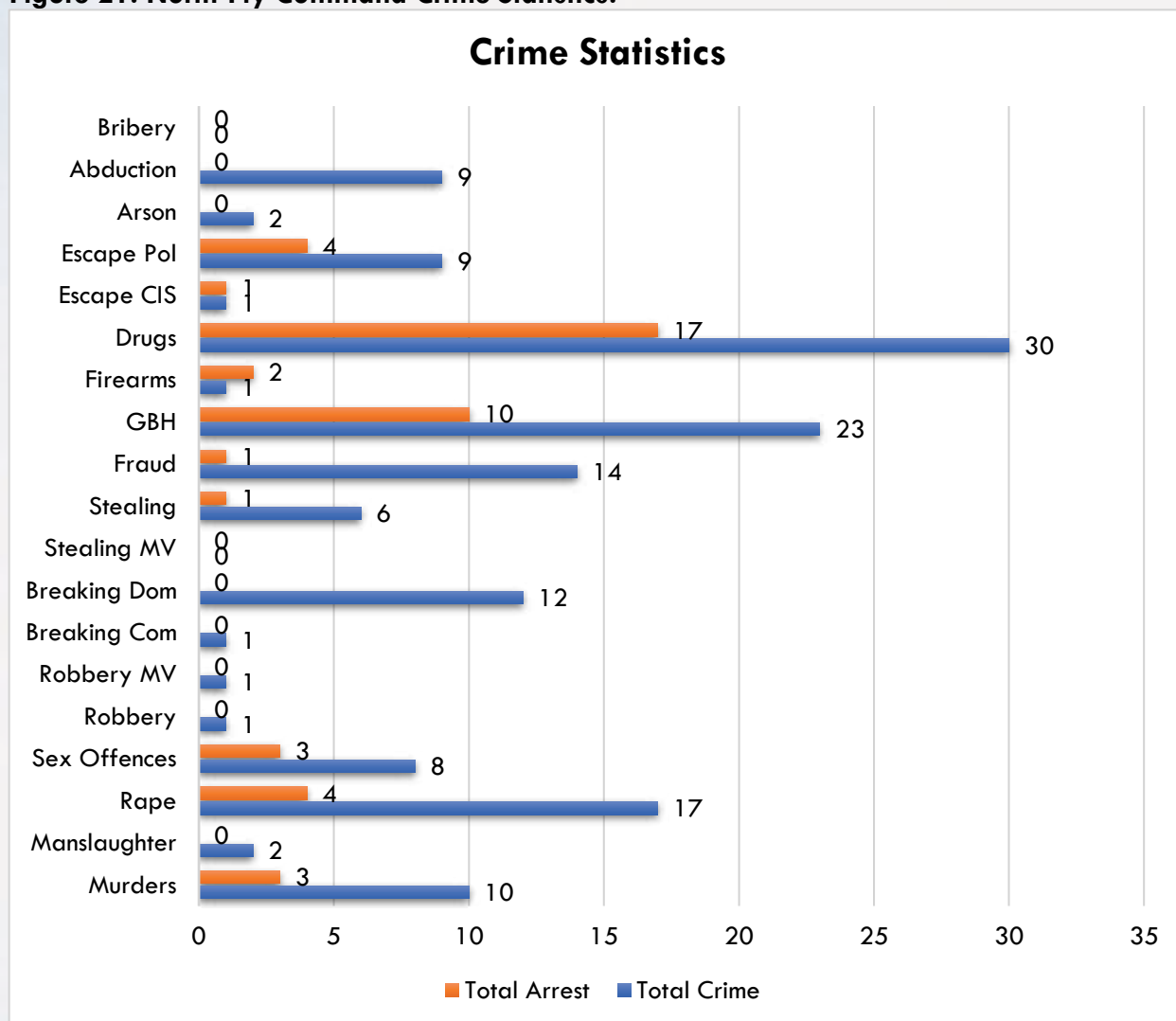


Figure 21. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### South-Fly Provincial Police Command

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

#### Achievements

- Refurbishment of police stations in main district headquarters with funding support from the Western Provincial Government.
- Procured 50Kva generator as backup power supply during times of blackout.
- Secured funding from South-Fly District Development Authority for our Police Station maintenance works and Christmas and New Year Operations.

#### Challenges

- Inadequate resources.
- Run down infrastructure establishments.
- Strengthen stakeholder partnership.

#### Focus Areas for 2022

- Supplementary operations order/plan for the 2022 National General Election.
- Secure adequate funding and resource support.
- Implement community policing strategies/initiatives.

Figure 22. South-Fly Command Crime Statistics

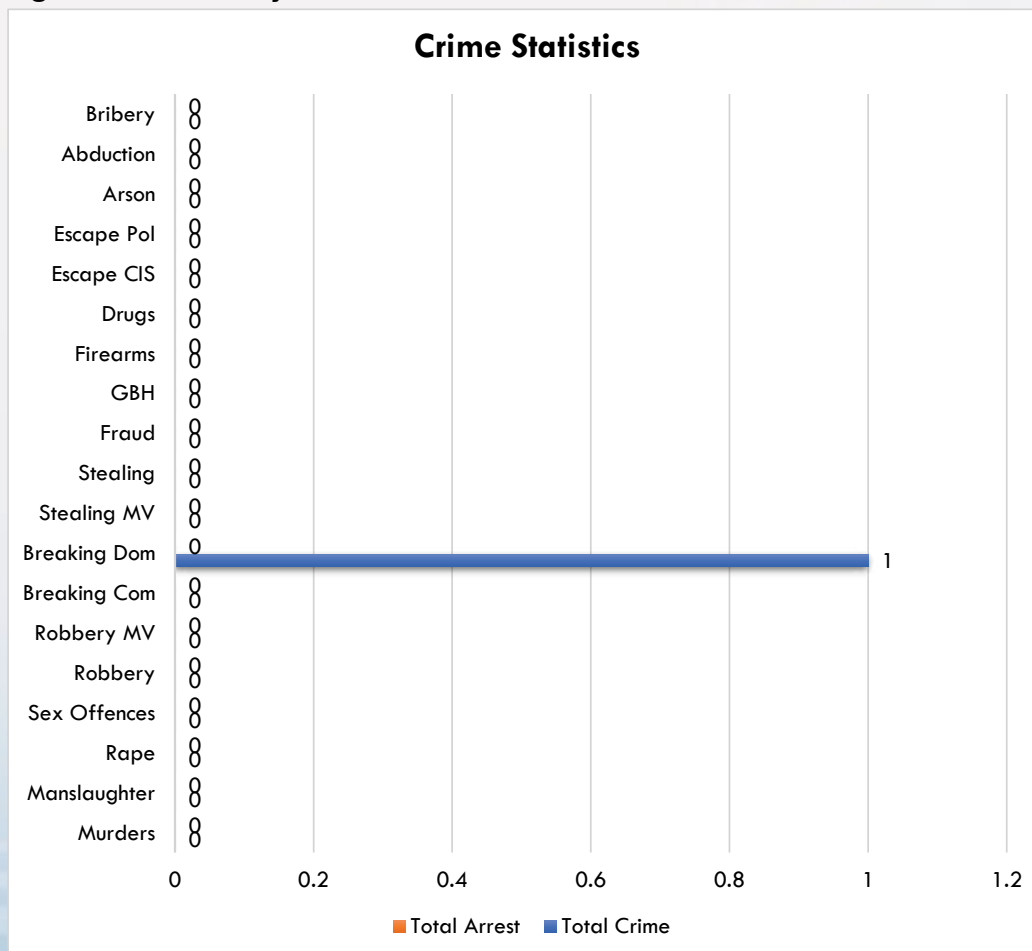


Figure 22. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## West Sepik Provincial Police Command

The Command's headquarter is located at its provincial capital, Vanimo. An officer at the rank of Chief Inspector (CIP) heads the Command. The Command has the important responsibility to police the international land border with Indonesia and at the same time maintaining peace and good order within the province.

### Achievements

- Improved presence of police personnel at the border.
- Total crimes and arrests made.

### Challenges

- Lack of manpower.
- Inadequate funding to deploy more personnel to main PNG/Indo border.
- Run-down police infrastructure.
- Preparations for the 2022 National General Election operations.

### Focus Areas for 2022

- Strengthen stakeholder partnership with provincial government and other stakeholders.
- Secure adequate funding and logistical support.
- Training and capacity building.
- Refurbish police establishments

Figure 23. Provincial Crime Statistics for West Sepik Province (Sandaun)

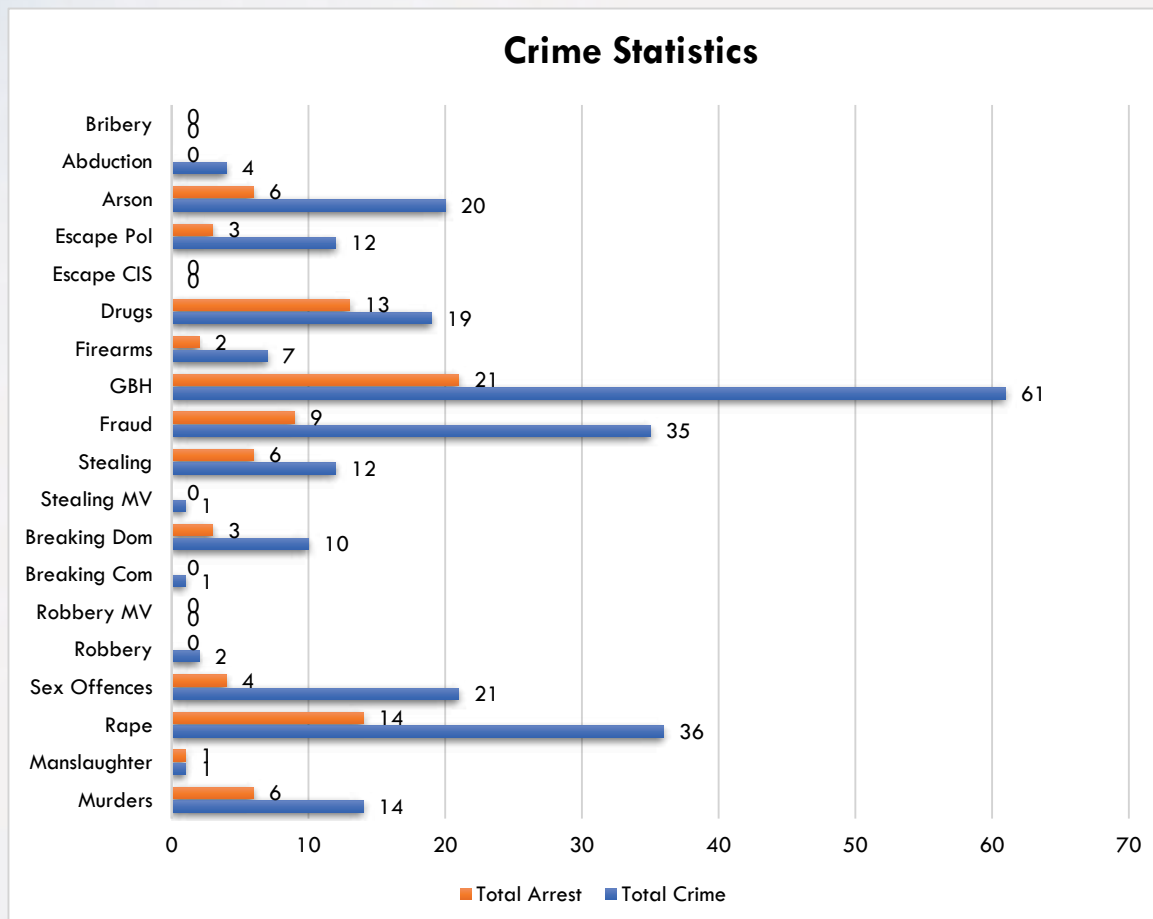


Figure 23. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### East Sepik Provincial Police Command

The Command's headquarter is located at Wewak, the provincial capital. An officer at the rank of Chief Superintendent (CSP) heads the Command. The Command's policing services are provided through the police establishments within its five districts.

#### Achievements

- Improved CID investigations, prosecution and attendance at court sittings with well over 50 detainees arrested and processed in courts.
- Number of station inspections conducted.
- Total crimes and arrests made.

#### Challenges

- Lack of partnership arrangements.
- State Witnesses not taken care off due to financial constraints.

#### Focus Areas for 2022

- Secure funding to drive implementation of planned activities.
- Establish and strengthen partnership arrangements with all relevant stakeholders.
- Ensure all police fleets operational.
- Strengthen community-policing initiatives.

Figure 24. Provincial Crime Statistics for East Sepik Province

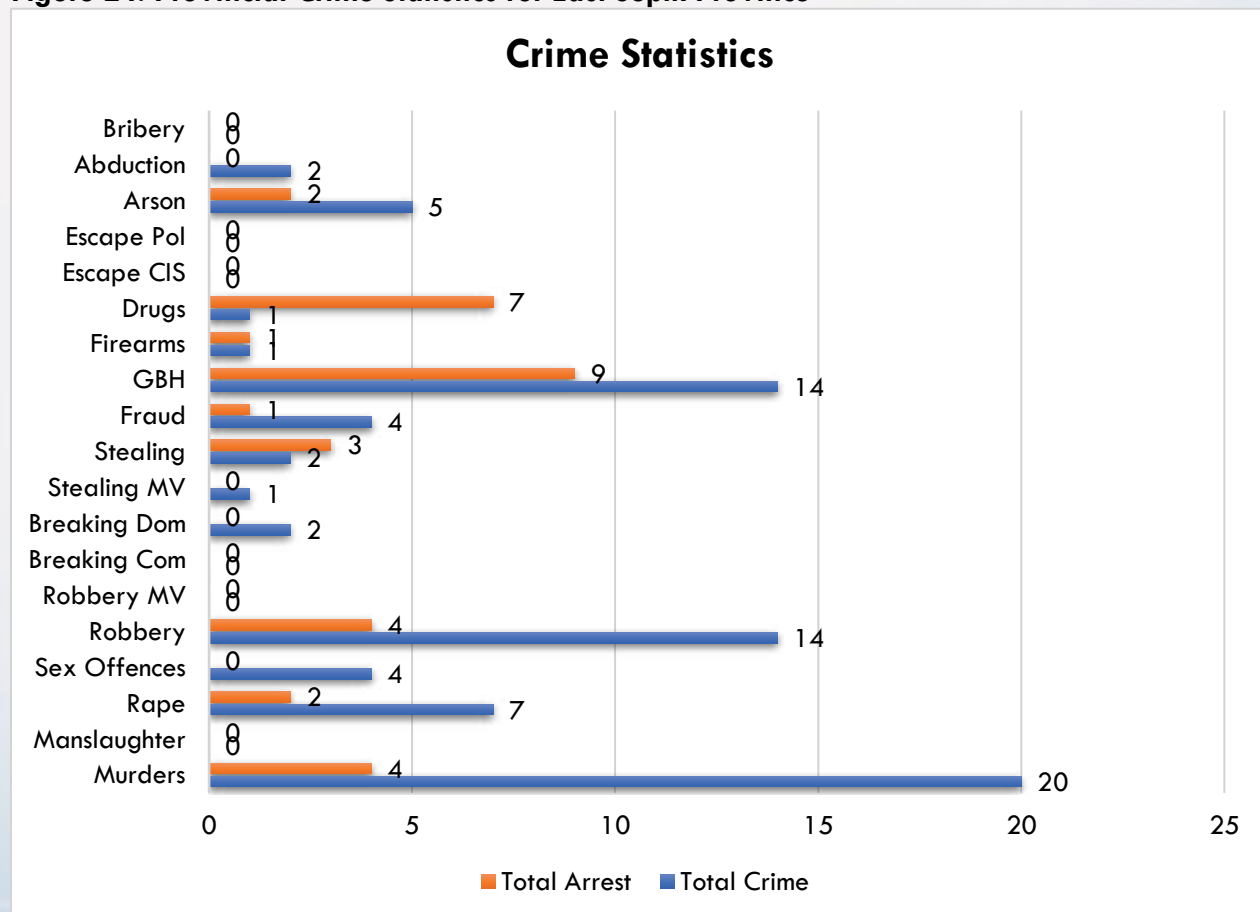


Figure 24. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## New Guinea Islands Command

The Divisional Commander NGI is responsible for the effective and efficient supervision and management of the criminal environment of the four provincial commands of East & West New Britain, New Ireland and Manus. The command is headed by an Officer at the rank of Assistant Commissioner of Police (ACP). NGI is generally a maritime command.

### Command Profile

Activity Area:		New Guinea Islands Divisional Command
Divisional Commander		ACP Perou N'Dranou
Sub-ordinate Commands		Manus, ENB, WNB and NIP
Total land mass		47,218 km <sup>2</sup>
Total population (as per 2011 census estimates)		1,007,000 (McMurray & Lavu, 2020)
Total Police strength		630
Police : Population Ratio		1:1,598
Total number of Police housing		(Data not available)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 27,299,500.00
	Good and Services	K 603,500.00
	Total	K 27,903,000.00
Total Expenditure	Personnel Emoluments	K 25,176,196.36
	Good and Services	K 489,925.71
	Total	K 25,666,122.07

### Achievements

- Number of inspections conducted.
- Four (4) sets of budget review done.
- Secured a 5.9-hectare state land in Open Bay area (yet to be develop).
- Constructed 1x community base accommodation in partnership with the Catholic Arch Diocese of Rabaul.

### Challenges

- Lack of funding to develop the portion of land at Kinabot.
- Lack of manpower and logistical resources.

### Focus Area for 2022

- Secure adequate funding support for infrastructure development.
- Effective policing and prosecution of offenders.
- Preparations for the 2022 National General Election operations.
- Training and Capacity building.

**Figure 25. Shows Divisional Crime Summary for Islands Command 2021**

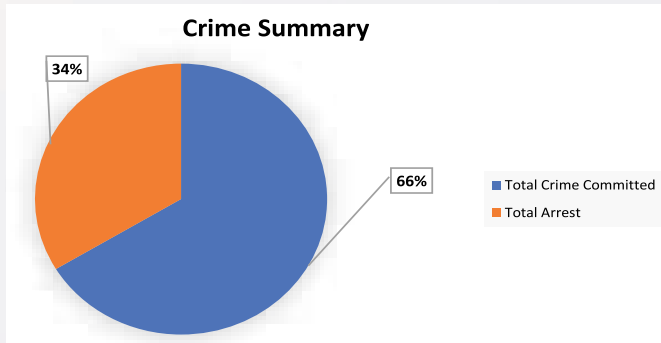


Figure 25. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**East New Britain Provincial Police Command**

The Provincial Command’s headquarter is located in Kokopo. The ENB Provincial Police Command is responsible for the delivery of policing services within the province. An officer at the rank of Chief Superintendent (CSP) heads the Command.

**Achievements**

- Conducted number of law and order awareness.
- Conducted number of traffic road blocks per quarter.
- Secured five (05) land allotments in Kokopo and constructed 2x staff houses.
- Police post established in Kinabot area with support from the ENB Provincial Administration

**Challenges**

- Lack of funding for infrastructure development.
- Lack of manpower and logistical resources.

**Focus Areas for 2022**

- More community awareness programs.
- More traffic road awareness.
- Preparation for the 2022 National General Election operations.

**Figure 26. Shows Provincial Crime Statistics for ENBP**

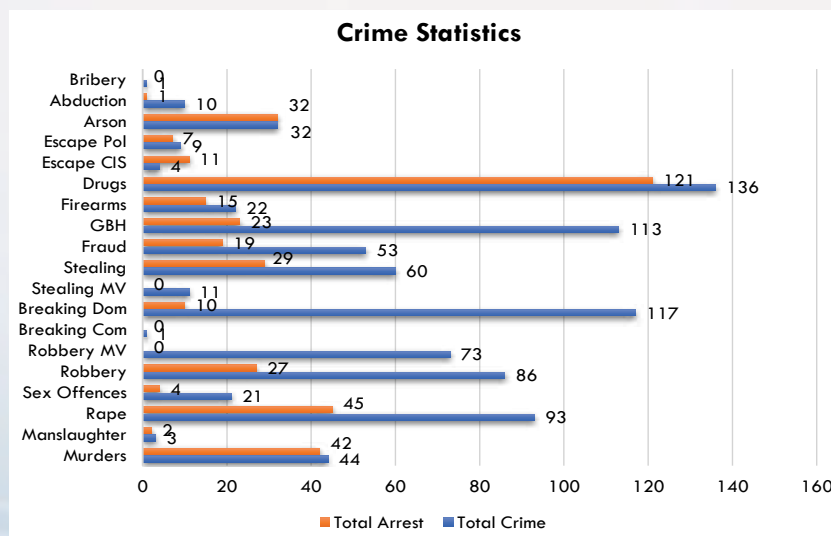


Figure 26. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## New Ireland Provincial Police Command

The Provincial Command is based in Kavieng, which is the provincial capital for the province. An officer at the rank of Chief Inspector (CIP) heads the Command. New Ireland Province hosts two gold mine projects located in two outer islands of Lihir and Simberi. It is the responsibility of the PPC to manage policing activities within the Command.

### Achievements

- Improvement in criminal investigations and court file preparations.
- Support Village Court Officials and land mediations.
- Overwhelming funding support received from reliable stakeholders.
- Secured funding from Kavieng District Development Authority (KDDA for infrastructure development.

### Challenges

- 2022 National General Election preparations.
- Lack of manpower & logistical resources.

### Focus Areas for 2023

- Secure adequate funding and resource support for coming 2022 Natel Operations.
- Refresher training programs.
- Training and building capacity.

Figure 27. Shows Provincial Crime Statistics for New Ireland

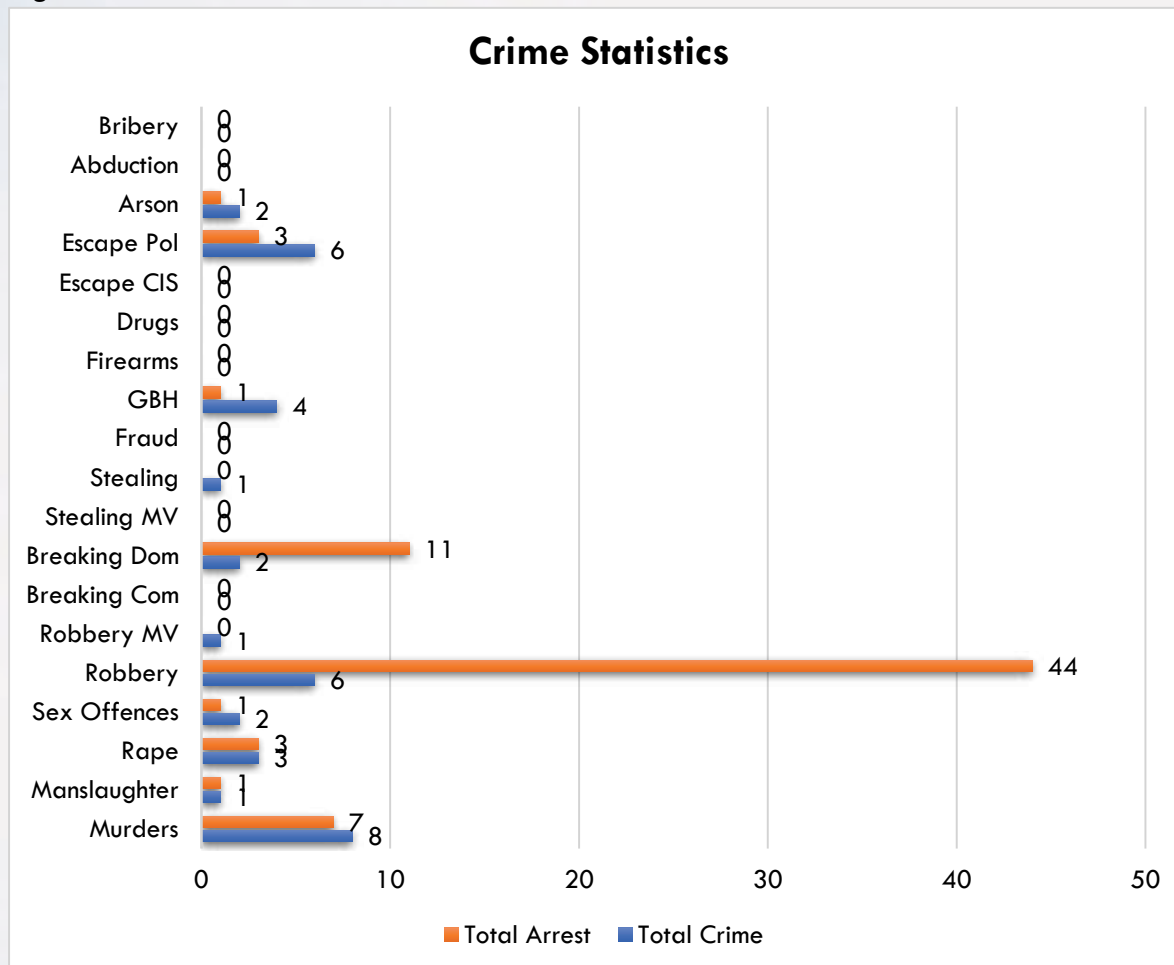


Figure 27. Source: Office of the Deputy Commissioner of Police Operations, Police HQ



## Manus Provincial Police Command

The Provincial Command is based in Lorengau, which is the provincial capital for the province. An officer at the rank of Chief Inspector heads the command. It is a maritime province with its island communities scattered in the vast Pacific Ocean. This makes policing activities more difficult and costly.

### Achievements

- Good number of community awareness conducted in selected LLGs.
- Reduction in number of discipline cases.
- Good number of major cases investigated and prosecuted.

### Challenges

- Number of Bench Warrants and escapes still remain outstanding.
- Lack of funding and logistics.
- Lack of manpower.

### Focus Areas for 2022

- Secure adequate funding.
- Training and capacity building.

Figure 28. Provincial Crime Statistics for Manus

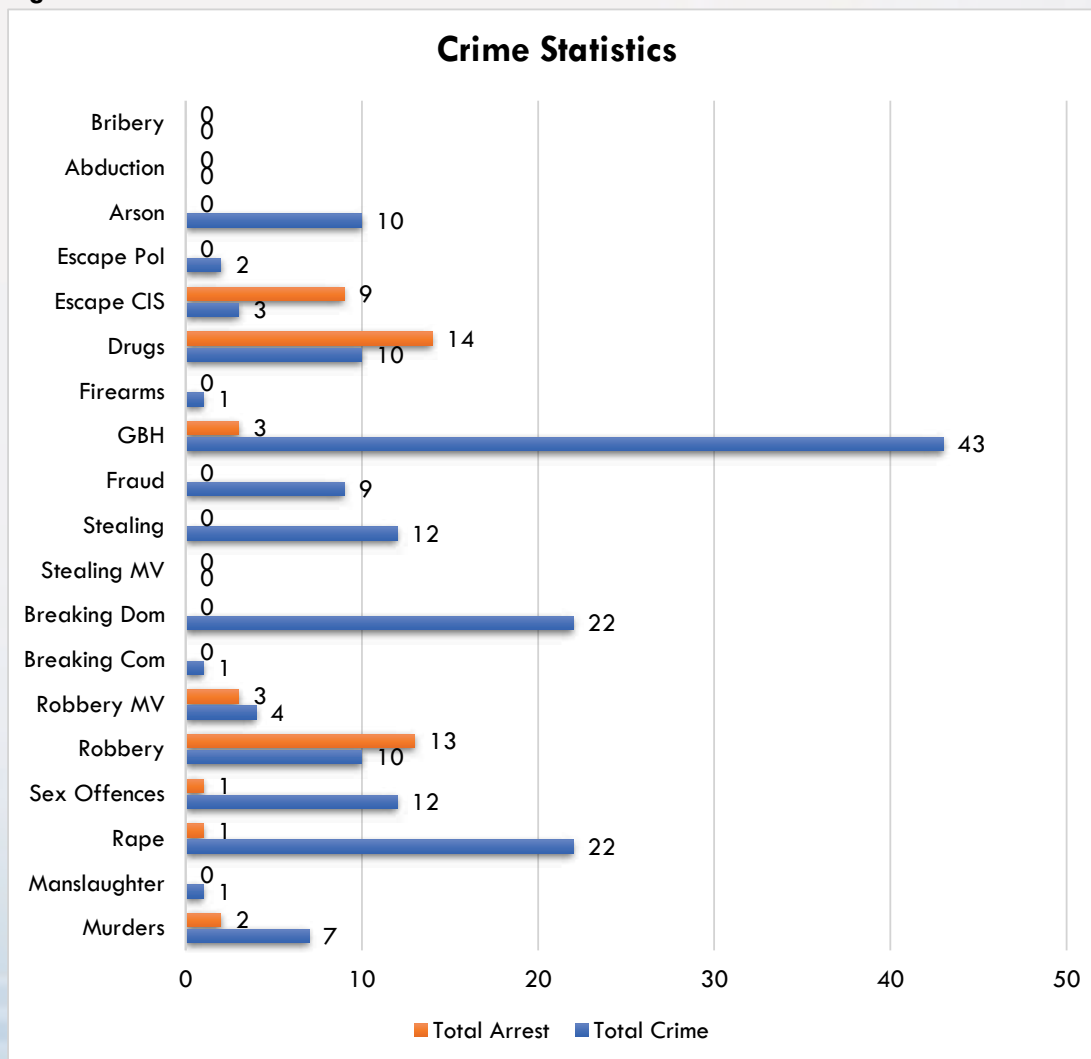


Figure 28. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## West New Britain Provincial Police Command

The Provincial Command is based in Kimbe, which is the provincial capital for the province. An officer at the rank of Superintendent heads the Command. The province is well known for its oil palm plantation. With it comes the population boom which lead to rise in criminal activities.

### Achievements

- The establishment of Reservist Units for New Britain Palm Oil and Hargy Oil Palms.
- Number of community policing awareness conducted.
- Number of crimes and arrests made.

### Challenges

- Lack of effective communication pose a threat for the 2022 National Election operations.
- Shortage of manpower and logistical resources.

### Focus Areas for 2022

- Secure adequate funding and resource support.
- Strengthen stakeholder partnerships.
- Training and capacity building.
- Preparations for 2022 National General Election (NGE).

Figure 29. Provincial Crime Statistics for West New Britain Province

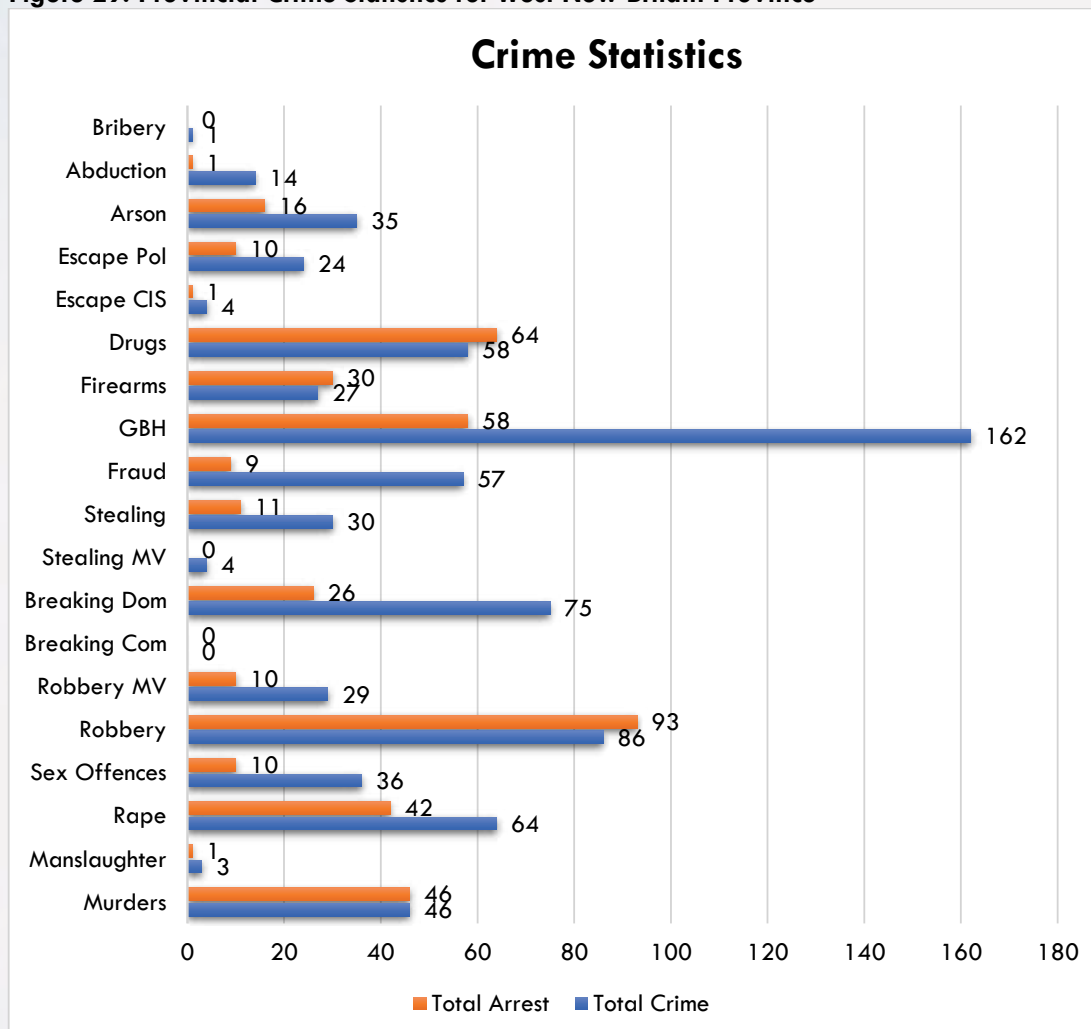


Figure 29. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## Autonomous Region of Bougainville (AROB)

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

### Command Profile

Activity Area:		Autonomous Region of Bougainville (AROB)
Chief of Bougainville Police		DCP Francis Tokura OBE, QPM, DPS
Sub-ordinate Commands		North, Central and South Regional Commands
Total Land Mass		9,384 km <sup>2</sup>
Total Population (2020 estimates)		302,000 (McMurray & Lavu, 2020)
Total Police strength		233
Police: Population Ratio		1:1,296
Total number of Police housing		(Data not available)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 7,114,500.00
	Good and Services	K 92,000.00
	Total	K 7,206,500.00
Total Expenditure	Personnel Emoluments	K 7,567,764.58
	Good and Services	K 92,000.00
	Total	K 7,659,764.58

### Achievements

- Designing of new Organizational Structure and filling of vacancies.
- Engagement of ACP Vanuaru to strengthen leadership and management.
- Conducted good number (197) of awareness programs in the communities, churches and schools across the 3 regions.
- Number of successful radio programs.
- Conducted number of beat patrol in shopping centers.

### Challenges

- Late release of funds affects policing activities in the Region.
- Lack of manpower and logistical resources.

### Focus Areas for 2022

- Close consultation with RPNGC for proper planning, Goods and Services, utilities rentals and property costs, capital formulation and logistical costs outlined clearly.
- Strengthen stakeholder partnerships.
- Training and capacity building.
- Preparation for the National General Election 2022.

**Figure 30. shows Bougainville Police Service Crime Summary for 2021**

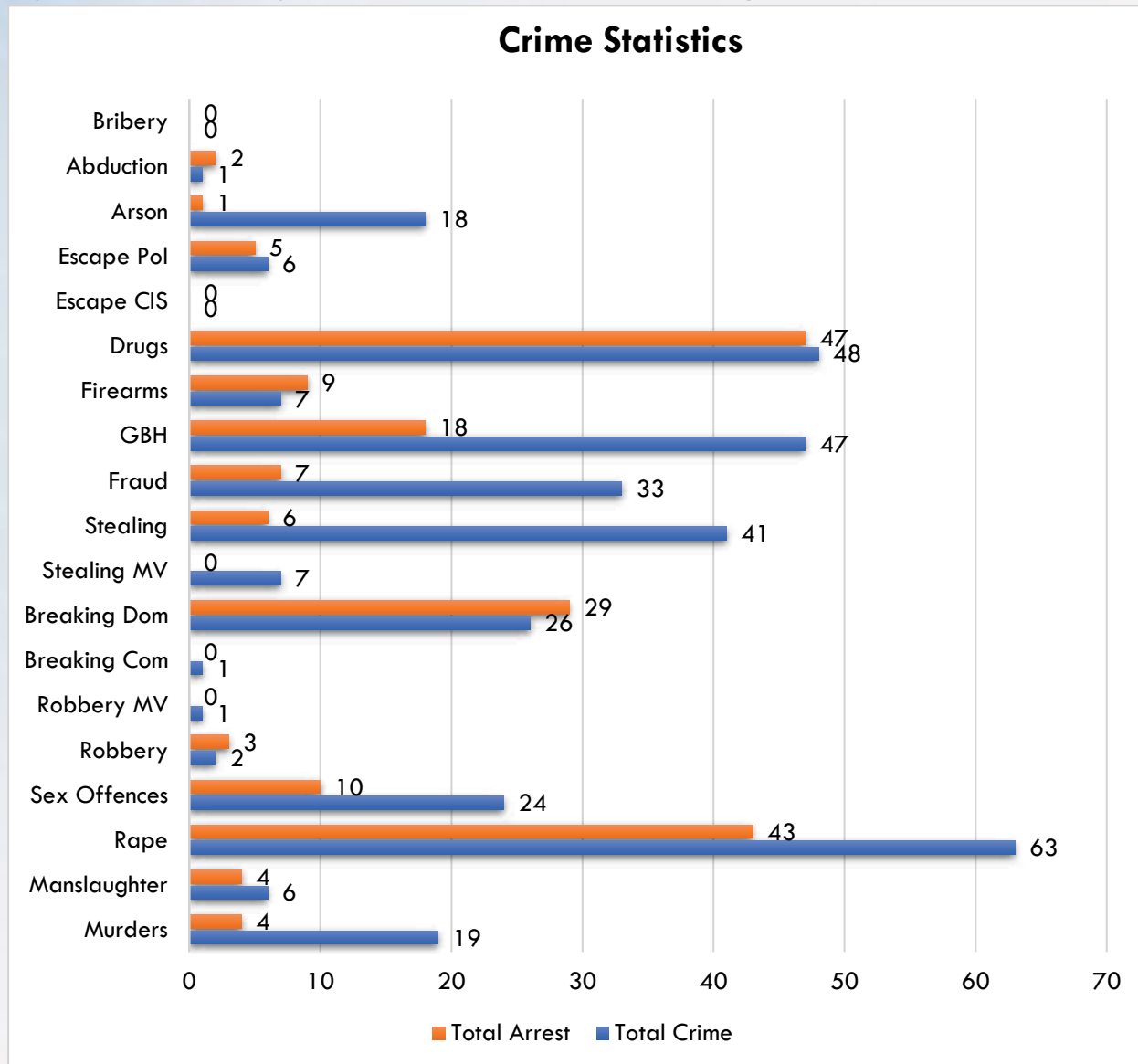


Figure 30. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**North Bougainville Sub – Regional Police Command**

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

**Achievements**

- Formulation of plan and preparation for the 2022 National General Election operations, including training of reservists.

**Challenges**

- Funding constraints.
- Geographical locations.
- Manpower and resources constraints.
- Run-down Police Infrastructures.

### **Focus Area for 2023**

- Secure adequate finance and logistical support for planned activities.
- Supplementary Operations Order/Plan for 2022 National General Elections.
- Establishment of new Rural Police Posts in remote constituencies.

### **Central Bougainville Sub - Regional Police Command**

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

#### **Achievements**

- Refurbishment of the Cell through DSIP from Kieta District Administration.
- Formulation of plan and preparation for the 2022 National General Election operations, including training of reservists.

#### **Challenges**

- Lack of manpower and resource constraints.
- Funding constraints.
- Geographical locations.

### **Focus Area for 2022**

- Strengthening Partnership with relevant stakeholders.
- More Community awareness engagements.
- Supplementary Operations Order/Plan for 2022 National General Elections.

### **South Bougainville Sub - Regional Police Command**

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

#### **Achievements**

- Preparations for the 2022 National General Election.
- Successful Christmas and New Year operations.

#### **Challenges**

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

### **Focus Areas for 2023**

- Planning and identification of needed infrastructure developments.
- Secure adequate finance and logistical support for planned activities.
- Supplementary Operations Order/Plan for 2022 National General Election



## Operations Division

An officer at the rank of Assistant Commissioner of Police (ACP) is in charge of Public Safety Division and reports to Deputy Commissioner Specialist Operations. Nine (9) respective directorates' report to the office of ACP Public Safety. The policing services of the division are delivered through these directorates.

### Divisional Profile

<b>Activity Area:</b>	<b>Public Safety</b>	
Activity Managers	ACP Samson Kua	
Directorates	Special Services (SSD), Dog, Water Police, Community Policing, ICT, Air Wing, Police Band, FSVU, and Special Projects.	
Total Police strength	(Data not provided)	
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget	Personnel Emoluments	K 6,936,976.00
Appropriation	Good and Services	K 3,192,000.00
	Total	K 10,128,976
Total Expenditure	Personnel Emoluments	K 10,173,151.32
	Good and Services	K 1,496,210.44
	Total	K 11,669,361.76

### Special Services Directorate

The SSD Directorate is located at the McGregor Police Barrack at 9 Mile, NCD. An officer at the rank of Chief Superintendent heads the directorate. The Directorate has two major units:

- Mobile Squads and National Security Unit (NSU).
- The NSU provides bodyguards for VIPs in the country.

Mobile Squads are operational, and they attend to civil unrest and safeguarding impact projects around the country. They are based in several provinces and report to the Director SSD for their tasking.

### Achievements

- Draft SOP Manual completed and pending endorsement.
- Number of training workshops conducted for personnel in Appraisal and leadership (NCO's) with the funding support from PNG-APP.

### Challenges

- Lack of command and control.
- Lack of refresher training in weapon handling, security and supervisory roles and responsibilities.
- Lack of adequate logistical support.
- Preparations for the 2022 National General Election operations.

### Focus Areas for 2022

- Review of SSD SOPs and Administrative Manual
- Strengthen support to Frontline Policing & respond to urgent deployment orders
- Complete training of officers in Regional Centres.
- Supplementary operations order/plan for the 2022 National General Election.

## Water Police

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

Their roles include:

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

## Achievements

- Increased funding to directorate from recurrent budget.
- Successful deployment of personnel to Maritime Provinces of Milne Bay and Oro.
- Continued assistance from PNG – APP with respect to berthage, service and maintenance of Vessels and craft.
- Installation of CCTV within Water Police HQ.

## Challenges

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

## Focus Areas for 2022

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

*Police Patrol Vessel (PPV) Manning conducts coastal patrol along NCD coastline.*



## **Dog Directorate**

The role of this Directorate is the provision of public safety and general policing with canine assistance. The Directorate is located at Bomana, NCD and commanded by an officer at the rank of chief inspector. This Directorate has units in NCD, Lae, Mt. Hagen, Goroka, Madang and Rabaul. The provincial units report to the Metropolitan Superintendents and PPCs for operational tasking but administratively to the Director Dog Unit. The Dog Unit Directorate also runs Dog Training School.

### ***No Command Profile\_***

#### **Achievements**

- Purchasing freight, training and re-trainings of the Dogs made possible through assistance from the Australian Federal Police (AFP).

#### **Challenges**

- Lack of training for Local Dog and Handlers due to funding constraints.
- Lack of infrastructure maintenance to all provincial, due to funding limitations routine maintenance was not done to all provincial and NCD kennels including procurement of Kennel equipment's for kennel husbandry throughout the Country.

#### **Focus Areas for 2022**

- Liaise with RPNGC finance in relation to budget allocations.
- Conduct trainings -retraining of Dogs & Dog handlers.
- Procurement of Dog Feeds and routine maintenance of Dog kennels/equipment.

## **Air Wing**

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

### ***No Command Profile\_***

#### **Achievements**

- Land secured - 40-year Lease agreement (FOC) at Part Portion 2965-PMIA, Lease No.JAX 2020/140, Jacksons Airport, 7 Mile in NCD Signed. Copies of the agreement are with ACP Operations.
- Dept. of Works and Supplies Design Division are already doing the draft of our Concept plan according to our requirements. Overall costing is at PGK30million inclusive of consultancy, design and construction of the aerodrome facility.
- Certification process underway upon presentation of CASA-PNG Manuals and aircraft hangar installation.
- 4xRPNGC CASA-PNG Regulated manuals for air operating certification successfully completed by Air Wing staff and supporting partners.
- Application of K22, 000.00 approved and paid to CASA-PNG.
- All outstanding claims with HELIX have been sorted by August 2021.

#### **Challenges**

- Lack of training and capacity building.
- Lack of logistical support.



### **Focus Areas for 2022**

- An increase of funds to Air Wing is a way forward to achieve the targeted goal of the RPNGC having an independent air response capability.

### **Police Band**

The RPNGC Band is located at Kila Barracks. The RPNGC Police band's primary role is to play music at prominent public events and portray a proud and positive image of the Royal PNG Constabulary. The directorate also supports the community awareness activities and assist in training youths in music. An officer at the rank of Superintendent (SUPT) heads it.

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

### **Achievements**

- Played at the Opening of the Legal Year at end Jan; ANZAC Day at the ROYAL Papua Yacht club.
- Played at Remembrance Day in July; Played at Parliament Haus on Independence Day, Police Remembrance Day on 29 Sept.
- Performed at the Official Opening of the National Parliament and Election of the Prime Minister.
- Deployment of forty (40) members of the band to support Dog unit and Water police as support unit.
- Conducted in-service training for the band members on discipline issues.

### **Challenges**

- Allocation of recurrent funds insufficient to achieve targeted plans.
- Funding delay.
- No official handover/takeover of leaders.

### **Focus Areas for 2022**

- Training and capacity building.
- Liaise with Human Resource Development and Training and identify training needs for capacity building.
- Preparations for call-out duties for the 2022 National General Election operations.

### **Community Policing**

The Community Policing Directorate is located at Police Headquarter Konedobu, NCD. The Directorate reports to ACP Public Safety. Its core function is to work in partnership with the government organizations and communities to maintain law and order issues to a manageable level. They work closely with other government agencies, international partners, church groups, and NGOs to conduct training and advocacy on matters concerning law and order.

### **Achievements**

- Completed write-up (Draft) of the reserve policy guideline and ready for review and critiques.
- Training target has been achieved with the funding support from partners, UNICEF PNG and JSS4D.

### **Challenges**

- Outdated ICT capabilities.
- Lack of training and capacity building.
- Outstanding payments for reservists.



### **Focus Areas for 2022**

- Establish consultation with provincial authorities and stakeholders through PPCs.
- Develop new dimension of message to juvenile justice for public consumption.
- Implement and carry out training for field officers.

### **Family Sexual Violence Directorate**

The FSVU provides counselling services to victims of family and sexual violence. They also advise victims to seek support from Welfare Services that deal with family issues and welfare.

The Family Protection Act 2013 (FPA) strengthens their functional responsibilities. This legislation criminalises domestic violence and gives legislative backing for interim protection orders, allows neighbours, relatives and children to report domestic violence, and give the police powers to remove perpetrators from their homes to protect the victims. The FPA also protects and ensures that women and children are vulnerable to violence and other human rights abuses family may experience at home.

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

### ***No Command Profile***

#### **Achievements**

- Number of consultative meetings held with the HR Structure Consultant in phase 1 of the Structure Review.
- Design and development of Information Management System (IMS) with the support from UNDP.
- IMS training conducted for FSVU members for NCD and Central province.
- FSV cases received and processed.

#### **Challenges**

- Insufficient funding to cater for planned activities.
- Existence of Family Sexual Violence Unit (FSVU) for almost 12 years since 2009 and yet no proper structure and funding/resource capabilities.
- Inconsistency in collecting of data statistics of FSV cases throughout the country.

### **Focus Areas for 2022**

- Work closely with the ORR Team to ensure that a proper and an appropriate structure for the FSVU directorate.
- Support the roll-out and the installation of the Data File Management system for the FSVUs throughout the country (22 provinces).

**Figure 31.** Annual FSVU Case Summary from January – December 2021

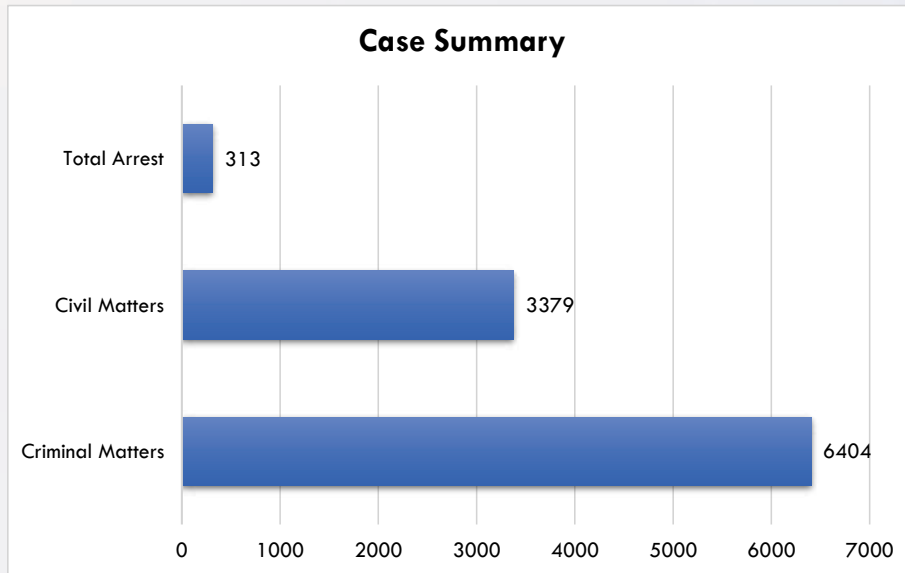


Figure 31. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

**Figure 32.** Segregation of Perpetrators and Complainants from January – December 2021

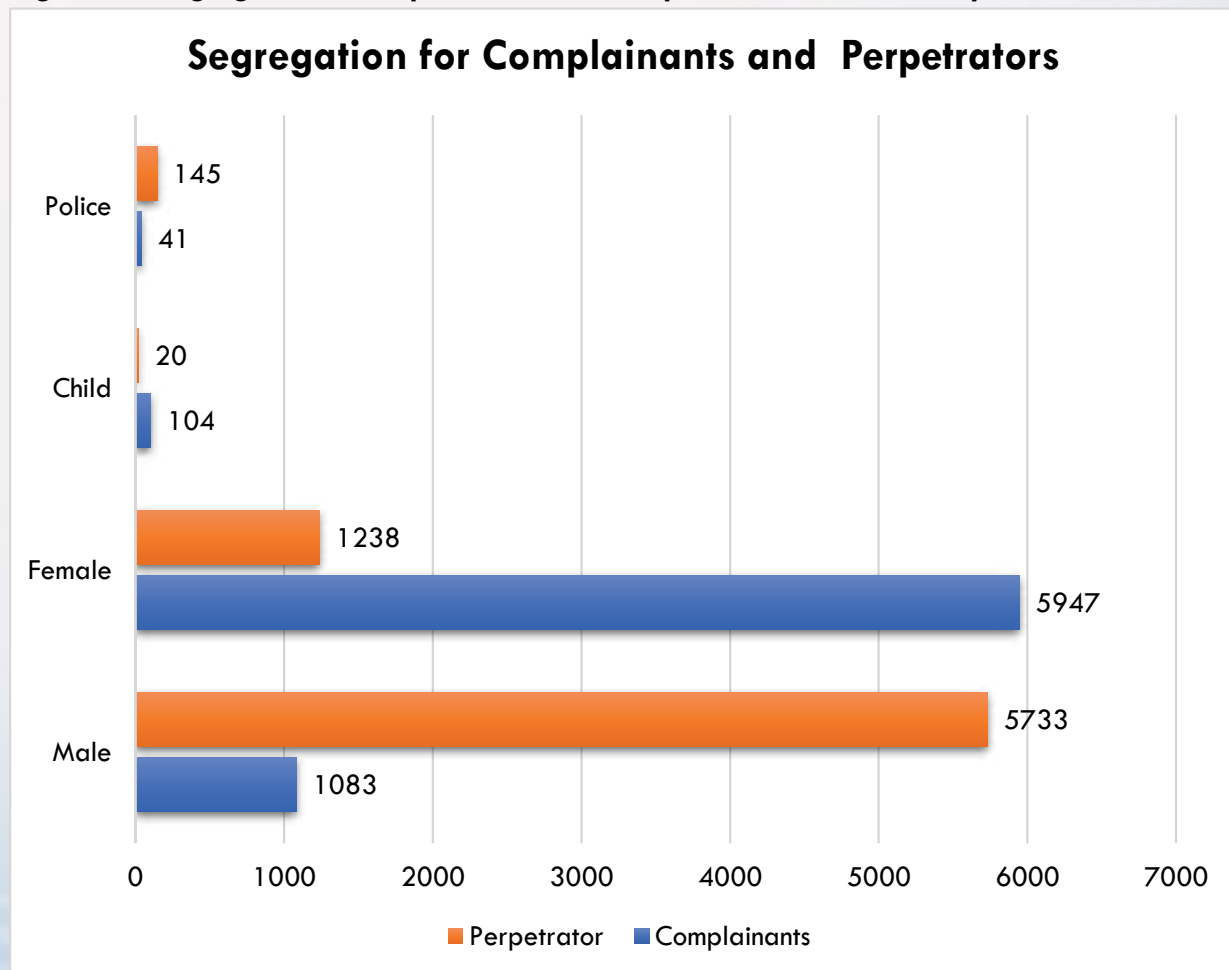


Figure 32. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

## Special Projects

Special Projects is a Directorate under the Operations Division reporting to ACP Public Safety. An officer at the rank of Chief Superintendent (CSP) heads it. The function of the directorate is to organize, prepare and pull resources together in readiness to mount security operations for major events like the National General Election.

In 2021, the Directorate was tasked to work with the ACP Operations team to take a leading role in the coordination of NGE. Unfortunately, the Directorate could not deliver due to lack of capacity and direction.

### ***No Command Profile***

#### **Achievements**

- Facilitate payment of service providers.
- Assist Senior Management and operational divisions with any administration and logistics requirement.

#### **Challenges**

- Lack of capacity.

#### **Focus areas for 2022**

- Planning preparations for the 2022 NGE.

## Traffic Division

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

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

### **Divisional Profile**

Activity Manager	ACP Joe Poma	
Directorates	Traffic, Highway Patrol and Road Safety	
Total Police strength	10 (PHQ)	
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 1,094,000.00
	Good and Services	K 351,000.00
	Total	K 1,445,000.00
Total Expenditure	Personnel Emoluments	K 533,452.93
	Good and Services	K 128,572.19
	Total	K 662,025.12

- Achievements (Nil Report)
- Challenges (Nil Report)
- Focus Areas for 2022 (Nil Report)

### **Achievements**

- Successful payment of outstanding Traffic Allowances to Traffic personnel.
- Formal establishment of funded positions for Commander Traffic, Deputy Commander Traffic, Director Highway Patrol and Director Road Safety.

### **Challenges**

- Inconsistency in submission of reports to PHQ as required.
- Lack of funding support to deliver training and other planned activities.
- Lack of proper data management system.

### **Focus areas for 2022**

- Promote road safety and training of provincial Traffic Road Safety officers.
- Secure adequate funding support for the Division.
- Training and capacity building.



Traffic Officers on route. *Photo source: Radio New Zealand*

## KEY RESULT AREA 2: INVESTIGATIONS AND PROSECUTION

*Goal 2: To Investigate and Prosecute all Offences according to the Laws and through the Use of Professional and timely Investigation Methods.*

### Overview

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

Deputy Commissioner of Police Specialist Operations is responsible for the implementation, monitoring and reporting of this key result area. He is assisted by three Assistant Commissioners of Police (ACP) who report directly to his office. Under the Assistant Commissioners are Directors of various Directorates who reports to the three ACPs.

### Crimes Division

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

### Divisional Profile

Activity Areas:		Crimes Division
Activity Manager		ACP Hodges Ette
Directorates		Criminal Investigation, Prosecution, National Fraud and Anti-Corruption, Police Intelligence
Total Police strength		420 (Est. PHQ)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 4,303,763
	Good and Services	K 3,267,000
	Total	K 7,570,763
Total Expenditure	Personnel Emoluments	K 7,307,065.06
	Good and Services	K 1,250,977.10
	Total	K 8,558,042.16

### **Achievements**

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

### **Challenges**

- Funding constrains to investigate major cases by Special investigation task force.
- Lack of monitoring outcomes of these major cases to substantiate their results.

### **Focus areas for 2022**

- Formulation and driving of Divisional Annual Management Plans in responsible activity areas towards implementation of the corporate plan goals and strategies.
- Secure adequate funding and resource support.
- Training and capacity building.

### **Prosecutions**

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

### **Achievements**

- Managed to get prosecutors from Lae to Kokopo to conduct prosecutions training and recorded high number of successful results.
- 30 Police Officers attended Prosecution Qualifying Program this year and will continue into following year (2022).
- Total cases prosecuted and convictions.

### **Challenges**

- Lack of funding.
- Standard database management was not developed and put in place.
- Audit on Prosecution Sections throughout the seven Highlands Provinces including Lae and Madang was not carried out due to funding constraints.

### **Focus Areas for 2022**

- Secure adequate funding support to allow officers perform their duties swiftly as planned.
- Create Database for prosecution Directorate.
- Refresher prosecution training and capacity building.



**Figure 33. Shows Annual Prosecution Case Statistics Report**

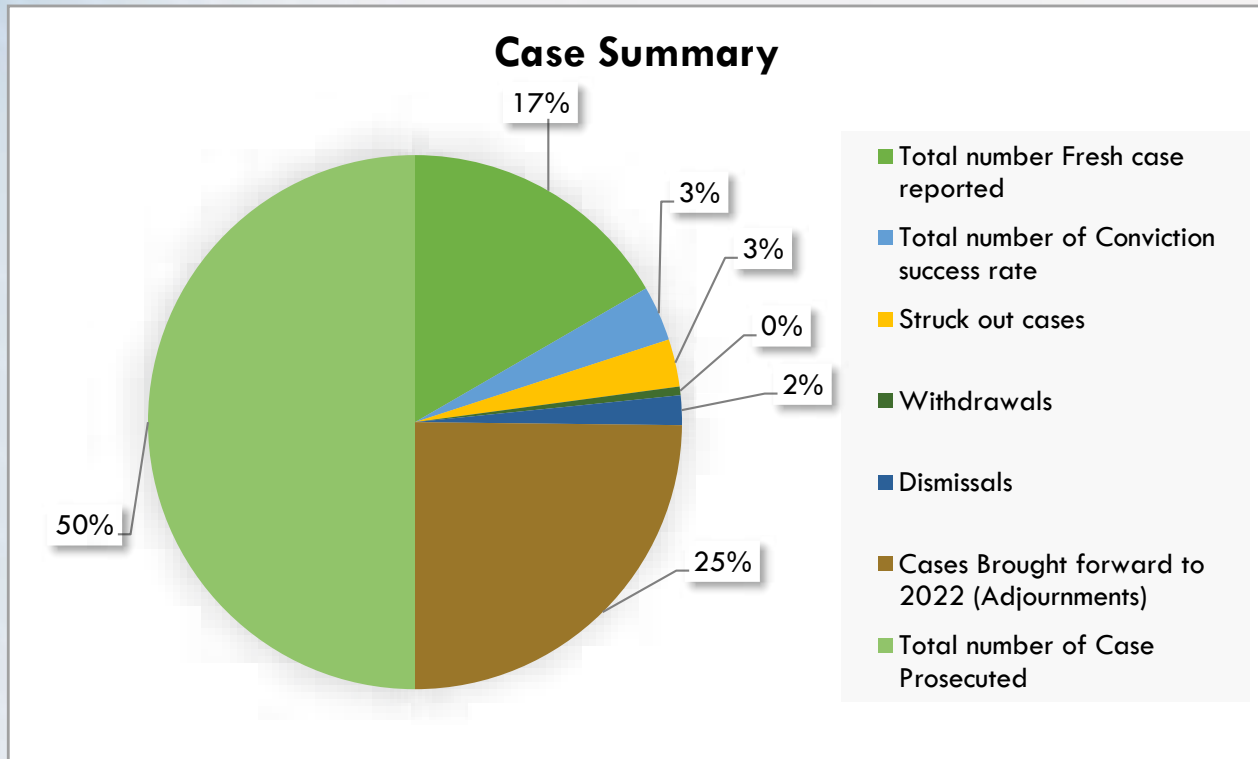


Figure 33. Source: Office of the Deputy Commissioner of Police Operations, Police HQ

### Investigations

The Criminal Investigation Directorate is located at the Police Headquarter, Konedobu. The Directorate administers the major criminal investigations in the country. The main function of Crimes Directorate is the investigation of serious crimes as prescribed under Schedule 1 and 2 of the Criminal Code Act, Chapter 262.

As a core business of the RPNGC, Criminal Investigation is guided by our operating environment where the Goal: To investigate and prosecute all offenders to the laws and through the use of professional and timely methods consistent with the Constabulary's Corporate Plan 2021 to 2030.

### Activities as per 2021 AMPs

Five (5) key activities to improve Investigations and detection of offences.

1. Introduction of criminal investigations case management system.
2. Address the capacity needs for the Crimes Directorate personnel.
3. Adequately resource Crimes Directorate to effectively attend to Major Crimes reported.
4. Nationwide inspection of Crimes Directorate.
5. Establishment of Crimes Directorate Project Team.

### Achievements

- Detective Training workshop (Course 1/2021) conducted at Bomana Police College with assistance from Australian Federal Police (AFP).
- Staging of the CID, Prosecution and IAD Conference in February at Stanley Hotel and strengthened networking funded under the PNG- APP Program.



### **Challenges/Issues**

- Lack of support and coordination between line managers into the operations.
- Lack of management and direction within the Directorate.
- Lack of operational and monetary plans between responsible officers (Budget officer & Directors).
- Roll out of a standard case management system and other planned activities did not eventuate due to funding constraints.
- Nationwide inspection was not conducted due to reasons similar to above.

### **Focus Areas for 2022**

- Liaise with OIC CIDs in provinces for their work requirements particularly consumables and work equipment's to keep activities in the provinces functioning.
- Liaise with Finance Directorate to discuss ways to capture work requirements to be included in the AMP for efficiency of CID work in the provinces.
- Ensure CID requirements captured under the current arrangement in Provincial AMPs as CID being a core function of the Constabulary.

### **National Fraud and Anti-Corruption**

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

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

The FIU is responsible for investigating suspicious transactions of K10, 000.00 or more. They also deal with proceeds of crime and money laundering. The NFAC is supported by the PNG Law and Justice Partnership cross-sector arrangement and the AusAID Development Fund.

### **Activities as per 2021 AMPs**

NFACD highlighted five activities that will help to investigate fraud and corruption allegations to ensure successful conviction thereby providing strong and effective deterrence message to minimise level of corruption in PNG.

- Purchase a new heavy duty photocopying machine, with white goods and brown goods.
- Rehabilitation of NFACD Office building structure and the perimeter.
- Training and capacity building.
- Improve case management system.

### **Achievements**

- Good number of criminal cases prosecuted.

### **Challenges**

- Lack of maintenance to office building.
- Require logistical support (new motor vehicles to carry out duties).
- Lack of adequate funding to carry out investigations and prosecution of cases.
- Lack of adequate funding to conduct fraud workshop (trainings) in the regions.
- Lack of training and capacity building.

### **Focus Areas for 2022.**

- Ensure activity areas are prioritized as per AMPs.
- Secure adequate funding and resource support.
- Training and capacity building.

### **Transnational Crime**

The Transnational Crime Unit has been established to address trans-border crimes. Through the PNG-APP program, the Australia Federal Police (AFP) have developed the RPNGC Transnational Crime capabilities to partner with other inter-agencies within Pacific regions and national agencies. The units also formalised regular engagement with the Bank of PNG – Financial Analysis and Supervision Unit (FIU) and other law enforcement agencies.

### **Activities as per 2021 AMPs**

Five key targeted activities to improve investigation and detection of offences include:

- Visit Divisional Headquarters and strategic locations around country to set up the NCRO Desk a public service drive.
- Audit on NCIU resources and man power around the country, and provide needed resources.
- Implement the annual budget planning cycle.

### **Achievements**

- The cocaine drug bust destined for Queensland, Australia.
- Passing of the new drug Act involving cocaine.

### **Challenges/Issues**

- Lack of funding to achieve planned activities.
- Covid-19 pandemic.
- Lack of funding and logistical support.

### **Focus Areas for 2022**

- Ensure proper management of the limited funding allocations to most relevant activities.
- Secure adequate funding and resources.
- Training and capacity building.

### **Intelligence Unit**

The Intelligence Unit has been established to address trans-border crimes. Through the PNG-APP program, the Australia Federal Police (AFP) have developed the RPNGC Intelligence capabilities to partner with other inter-agencies within Pacific regions and national agencies. The units also formalised regular engagement with the Bank of PNG – Financial Analysis and Supervision Unit (FIU) and other law enforcement agencies.

### **Activities as per 2021 AMPs**

- Address the capacity needs of Intelligence personnel.
- Combat crime by intelligence gathering and analysis, visit Provinces for threat assessments.
- Implement the annual budget planning cycle.

### **Achievements**

- Recruitment of new members into the Unit.
- Restructure of the daily duties of its sub-Unit.
- Rebuilding of police criminal database system.
- Country station inspection to rebuild its unit.

- Started a new training program for intelligence operations.
- Partnering with Dataco PNG to roll out the RPNGC criminal database network throughout the whole nation, which is in line with the Government's centralized database system.

### **Challenges/Issues**

- Management oversight is still a missing link to assist progress local initiatives that are initiated.
- Lack of training and capacity building.
- Lack of office space to accommodate the National Criminal Record Office (NCRO) currently spread out and being housed at three different locations in NCD.

### **Focus Areas for 2022.**

- Strengthen partnership with government and private sector agencies.
- Secure adequate funding and resource support.
- Establishment of office space for NCRO personnel.
- Effective management and direction.

### **National Forensic and Scientific Services**

The National Forensic and Scientific Services (NFSS) has been established under the Criminal Investigation Division (CID) to carry out scientific investigation in major criminal cases. It is located at Varere St Gordon's Industrial Centre. Services at NFSS include photography, fingerprint, ballistics, document examination, biological and crime scene assessments. Forensic Officers attend in-house and overseas training to up skill crime scene preservation and sampling and analysing evidence.

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

### **Achievements**

- Attended to all crime scene throughout the country.

### **Challenges**

- Lack of leadership, command and control.
- Incomplete Biology building since 2019.
- Ineffective forensic services due to incapacity of the 6-discipline area of Forensics Science Services centres.
- Run-down building infrastructure and other facilities including logistical resources.

### **Focus Areas for 2022**

- Ensure leadership, command and control.
- Training and capacity building.
- Infrastructure development.
- Secure adequate funding and resource support.



### **National Crime Records Office**

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

#### **Achievements**

- Establishment of a new Police Clearance Management System.
- New Police Clearance certificate with security features on it to avoid fake one.
- New Police Clearance fees generated almost K 800,000.00 for the state.

#### **Challenges**

- Lack of manpower and resource support.
- Lack of office space infrastructure.
- Require new server for data storage and management.

#### **Focus Areas for 2022**

- Training and capacity building.
- Secure allocation of new office spacing.
- Secure adequate funding and resource support.

### **Interpol Office**

The Interpol Office is located at Police Headquarters, Konedobu. It carries out investigations involving Papua New Guinea and the international police community.

The National Centre of Bureau (NCB) plays a central role in preventing the country and surrounding region from serving international organized crime. By providing globally-sourced intelligence about crime trends, the NCB shares information on emerging crime threats affecting the region and ways to tackle them.

In particular, the NCB helps police officers across Papua New Guinea detect and investigate the flow of illicit goods along land and maritime trafficking routes in and around its national territory and waters. It also assist the national police and line agencies carry out criminal history checks against INTERPOL databases and member countries databases for expatriates seeking jobs, visa, dual citizenship and other purposes.

#### **Achievements**

- The expansions of INTERPOL I-247 Global Police Communications Network system (INSYST) to PNG Immigration and FASU Bank PNG.
- Managed to assist our member countries, national police, and line agencies with their enquiries and timely intelligence information.

#### **Challenges**

- The Structure of the INTERPOL Section yet to be approved.
- The changing crime trends over the years, thus much to do.
- Lack of manpower and logistical support.
- Lack of funding to carry out planned activities.
- Normal operations had been disturbed by COVID-19 pandemic.
- The INTERPOL I-247 Global Police Network System needs to be expanded to all our international ports and airports.

### **Focus Areas for 2022**

- Have the structure in place.
- Training and capacity building.
- Separate Budget or funding allocation for the INTERPOL Section.
- Improve working environment (office space).
- Endeavor to establish good working relation between Police and all Line Agencies.
- Improve and share real time intelligence nationally, regionally and internationally.

### **National Drug Task Force**

The National Drug Task Force office is located at Badili, Port Moresby. It carries out following tasks:

- Investigations.
- Awareness on drug and drug abuse.
- Firearm (illegal weapons).
- Conduct and gather of intelligence relating to drug.

### **Achievements**

- Number of drug awareness conducted in several areas.
- Deployment of personnel into strategic locations for information gathering and tasks with National Fishery Authority (NFA).
- The new amended Drug Act.
- Arrest and confiscation of cocaine originating from US.
- Arrest and confiscation of hard drugs (cocaine) from 2 x Aussie citizens.
- Confiscation of large quantities of drugs (methamphetamine).

### **Challenges**

- Lack of funding and logistical support.
- Lack of manpower, training and capacity building.
- Run-down office building infrastructure – require urgent maintenance work.

### **Focus Areas for 2022**

- Personnel (CID) training and capacity building.
- Secure adequate funding and resource support.
- Improve investigation and prosecution of cases.
- Improve intelligence gathering and establish stakeholder partnership networking.



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

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

### Overview

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

The RPNGC must establish governance framework and internal controls to minimise illicit behaviors and corruption by members. The RPNGC will employ the following two strategies to fulfil the above goal:

- Strengthen accountability and integrity, and minimise corruption.
- Improve discipline, uphold principles of good governance and strengthen internal management.

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

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

Some of the activity areas are listed herewith:

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

## Policy and Planning Division

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

### Divisional Profile

<b>Activity Manager</b>		<b>ACP Dr. Philip Mitna</b>
Directorates		Corporate Planning and Research & Development
Total Police strength		24 (Est. PHQ)
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 476,000.00
	Good and Services	K 318,500.00
	Total	K 794,500.00
Total Expenditure	Personnel Emoluments	K 1,154,466.13
	Good and Services	K 164,683.19
	Total	K 1,319,149.32

### Achievements

- Successful launching of the RPNGC Corporate Plan 2021 -2030.
- Conducted NCD/Central Police Strategic Management Planning training Workshop.
- Engagement in Covid-19 Operations (NCC).
- Number of Policy Drafts completed and awaiting endorsement.
- Directors Training workshop held at Bankers College, Konedobu.

### Challenges/Issues

- Lack of expertise staffs in key strategic positions within the Division.
- Lack of capacity to coordinate and monitor reforms and reviews.
- Lack of funding to conduct awareness and in province training for ACPs & PPCs on the development of strategic development plans (AMPs) align to Corporate Plan strategies.
- Preparations for the 2022 National General Election operations.

### Focus Areas for 2022

- Review of Constabulary Standing Orders (CSOs)
- Implement RPNGC reviews and reforms within priority areas such as assets & infrastructure development and rehabilitation, HR management & development and ICT investment.
- Coordinate internal and other stakeholders' budgets on priority development needs within RPNGC.
- Capacity building and staff development within the division.
- M&E of RPNGC Corporate Plan (2021 -2030) to ensure effective implementation.

## **Corporate Planning Directorate**

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

### **Achievements**

The Corporate Planning Directorate falls under the Policy & Planning Division. Hence, all achievements/non-achievements on implementation of the planned activities for 2021 have been noted under the Policy & Planning Division.

### **Challenges/Issues**

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

### **Focus areas for 2022**

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

## **Research & Development Directorate**

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

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

### **Achievements**

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

### **Challenges/Issues**

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

### **Focus areas for 2022**

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

## **Internal Affairs Directorate**

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

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

The Internal Affairs Directorate is headed by an officer at the rank of Chief Superintendent and



reports directly to Deputy Commissioner Administration. Its main role is to ensure that members of the Constabulary (includes the Reserve Branch) uphold the values and standards of the Police Force and also to deal with those policemen/policewomen who breaks the rules and laws of the country. It enforces the internal disciplinary processes of the Constabulary.

**Achievements**

- Construction of the new Internal Affairs Directorate (IAD) building structure –PHQ.
- Number of discipline workshops conducted in Goroka and Kokopo.
- Number of members completed MIT Course at Bomana Police Training College and PILAG, graduated with Diploma in HR and UPNG Law Prosecutions.

**Challenges**

- Increased workload (more complaints) against less number of staff.
- Commands reluctant to facilitate criminal process leading delays in adjudication of cases and lose of vital evidences.
- The targeted activities not fully achieved due to Technical Experts from ICT engaged in other RPNGC establishments.
- Due to removal of IAD from Grand Ocean Office Building, the Toll-Free Number communication ceased up until now.
- A massive 241 IAD cases received and recorded at the Internal Investigation Unit PHQ registry.

**Focus Areas for 2022**

- Improve work performance through consultative meetings with members and others.
- Work within the planned budget to achieve a maximum outcome in maintaining the Discipline Standards in RPNGC.
- Establish Internal Affairs Call Centre and Toll-Free Number.
- Introduce IMS integration into every day work of the IAD.

**Figure 34. Shows Internal Affairs Directorate Case Summary number for 2021**

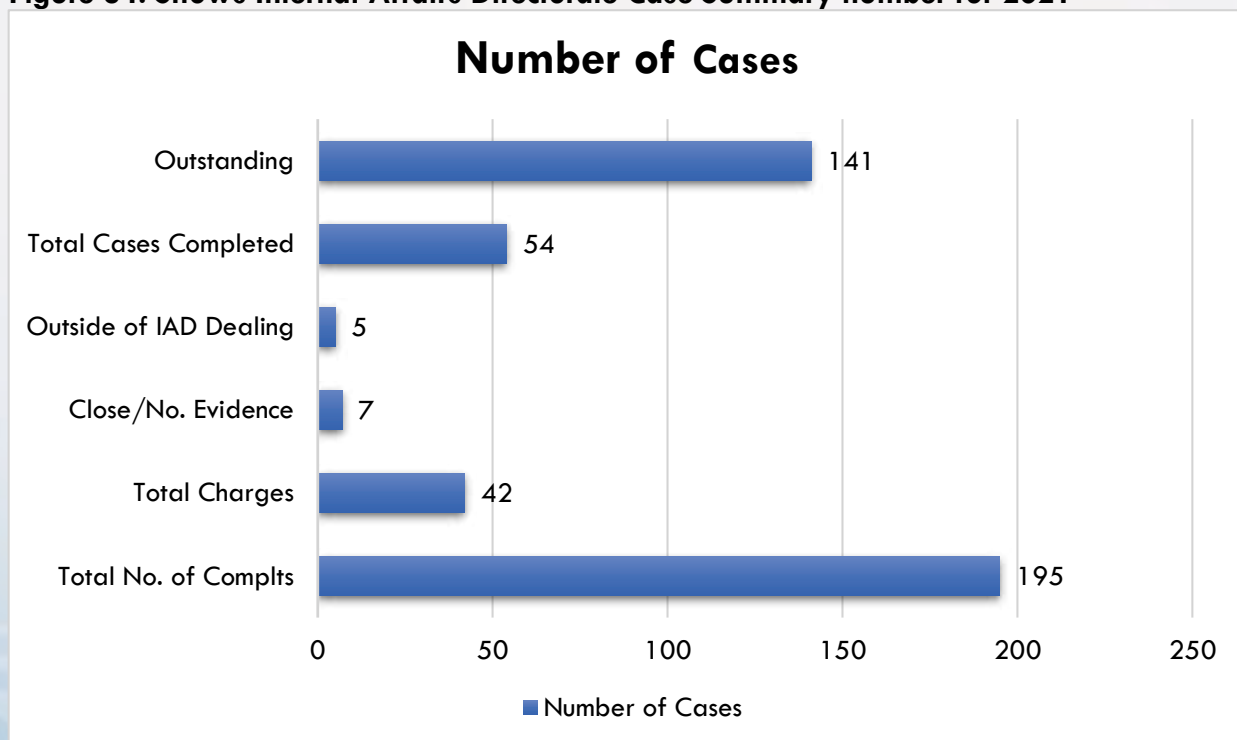


Figure 34. Source: Internal Affairs Directorate, Police HQ

**Figure 35. Shows the total number of Criminal and Administrative Charges.**

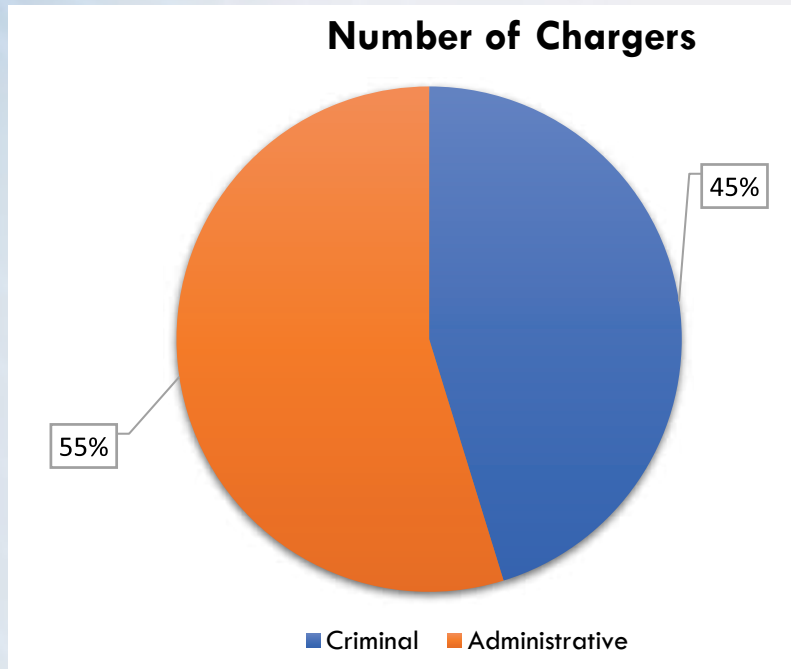


Figure 35. Source; Internal Affairs Directorate, Police HQ

### **Legal Services Directorate**

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

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

#### **Achievements**

- A total of 120 law suit cases filed against RPNGC and State dealt with and closed out of the total 550 law suits.

#### **Challenges**

- Limited funding prevented lawyers from travelling to each province within their respective commands to receive instructions and defend suits filed against RPNGC.
- Lack of proper case management system to keep track of cases.

#### **Focus Areas for 2022**

- Establish a case management system.
- Secure adequate funding support to carry out planned activities.
- Create a case management system and a legal library.
- Capacity building of lawyers within the directorate.

**Figure 36. Shows the summary of Case filed against RPNGC and the State. A total of 550 case in 2021.**

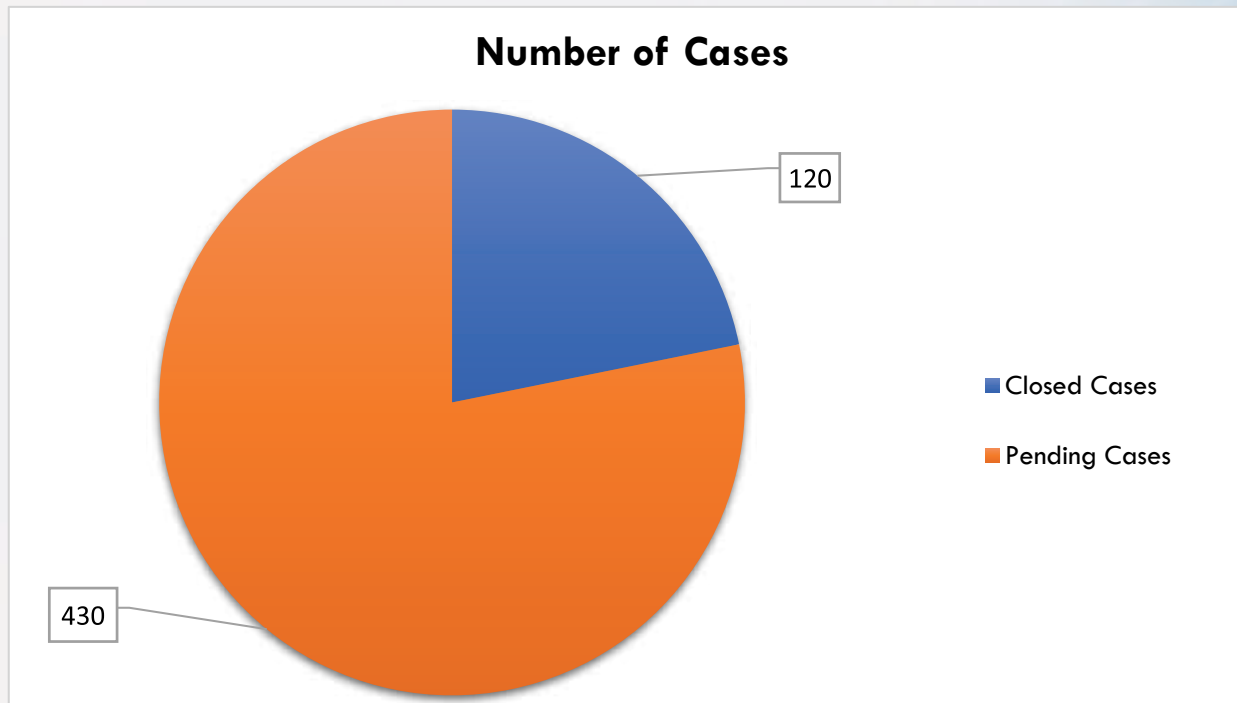


Figure 36. Source: Legal Directorate, Police HQ

### Internal Audits

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

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

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

### Achievements

- Completed three ad-hoc audit reports and uncovered 2x a Payroll fraud.
- Conducted one provincial station audit of Alotau.
- Assisted external auditors from AG's office conducted.
- Training and awareness conducted into selected provinces.
- Finalization of outstanding disciplinary cases and issuing of notice of penalties.



### **Challenges**

- The RPNGC has been plagued by corruption.
- Break-down in discipline.
- Lack of management and accountability.
- Lack of training and capacity building.
- Lack of stakeholder partnerships.

### **Focus Areas for 2022**

- Ensure maintain discipline and professionalism at all times.
- Training and capacity building.
- Secure adequate funding and resource support.
- Strengthen stakeholder partnerships.

### **Finance and Administration**

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

It has always been the case that personnel emoluments took a larger share of the budget, whilst less is expended on the goods and services and it's worth noting that personnel emoluments have increased annually.

### **Achievements**

- Budget workshops conducted on Annual Management Plans for activity managers, PPCS/Met.Supts and PAOs throughout all provinces.
- The general financial presented in annex.
- Cost-effective measures taken to ensure good governance and accountability (eg. Performance- based contracts for senior police officers).
- Regular monthly expenditure reports were prepared for the senior management.
- Personnel auditing continuing.

### **Challenges**

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

### **Focus Areas 2022**

- Delivery Plan to secure maximum service improvements with efficiencies.
- Enhance corporate governance and maintain robust financial management and reporting systems.
- Budget workshops for PPCS and activity Managers to be reminded of the prudent Financial Management and Reporting systems that needs feedback on the expansion of public funds.

## **Media and Public Relations Directorate**

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

The Media Directorate can improve its performance through the following strategies:

- Develop and implement a comprehensive media strategy with clear defined goals, objectives, target audience, key message and tactics. Ensure the strategy outline how the directorate plans to measure the effectiveness of its media activities.
- Build stronger partnership through regular briefings, press conference, and other engagement activities with media outlets that includes print, broadcast, and online media.
- Increase social media presence by regular posting updates, news, and other content on social media platforms such as Facebook, Twitter, and Instagram.
- Improve media training for police personnel to help effective communication with the media and public. That should include media interview techniques, message development, and crisis communication.
- Develop stronger partnerships with other organizations such as NGOs, community groups, and other government agencies to help promote the RPNGC's message and enhance its credibility.
- Monitor and evaluate media performance through regular monitor and evaluate its media activities to determine effectiveness and make adjustments as necessary towards overall success of the RPNGC.

### **Achievements**

- Released over 60 media statements on the activities of the Constabulary.
- Continue to assist the Police Commissioner in his role as the COVID-19 Pandemic Response Controller during this COVID-19 pandemic.
- For the Commissioner as the Controller a total of 200 plus media statement and COVID-19 measures were written and disseminated via email and uploaded on Facebook pages and on the COVID-19 website. Also, a total 60 speeches and condolences messages were drafted for members who had passed on.
- Massive increase in followers in the RPNGC pages from 2020 to 2021.
- Daily interactions with the public through the RPNGC Facebook page and NCD/Central Command page has seen positive improvements and feedback from the public.
- Police image has greatly improved in the NCD/Central Command due to the active media updates on Facebook pages and media briefings.

### **Challenges**

- Lack training and capacity building.
- Lack monitoring of postings on social media platforms.
- Lack of media coverage in other areas.

### **Focus Areas for 2022**

- Training and capacity building.
- Strengthen stakeholder partnership with media outlets and other organizations.
- Ensure monitoring and evaluation of media performance.

## KEY RESULT AREA 4: INFRASTRUCTURE, SUPPLIES AND ICT

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

### Overview

Most of RPNGC's infrastructures and assets are aged and largely dilapidated. A total of K3.2 billion is required for police infrastructure, and this figure represented 81.3 % of the K3.9 billion required to remediate all police service deficiencies (Deloitte Touché Tohmatsu, 2020).

The cost of rehabilitation is beyond the national government's fiscal capability. That indicates that the RPNGC must find other alternatives to accommodate its workforce. It is equally important to care for and maintain all assets and reduce utility bills as the organisation is responsible for containing these costs.

The RPNGC to carry out its Constitutional functions more effectively and efficiently, it requires investment and the usage of better information and communications technologies (ICT). Current ICT systems have not corresponded to changes in technology. Subsequently, the organisation has lagged in almost all facets of ICT. The RPNGC will implement the following strategies to achieve Goal 4.

1. Rehabilitate and develop infrastructure, and manage existing assets.
2. Improve and develop information and communications technology.

The Goal four covers all the corporate functions of the RPNGC under the leadership of Deputy Commissioner, Administration. The respective divisions within the support services area are headed by Assistant Commissioners and a civilian equivalent. These divisions are:

- Logistics.
- Transport.
- Lands & Buildings.
- Publications.
- Information & Communications Technology (ICT).
- Finance & Administration.

### Logistics Division

This Division is headed and administered by an officer at the rank of Assistant Commissioner of Police (ACP). ACP Logistics reports to DCP Administration. This division has four directorates:

- Transport Directorate.
- Lands & Buildings Directorate.
- Supplies Directorate.
- Publication Directorate.

## Divisional Profile

<b>Activity Manager</b>		<b>ACP Tony Duwang</b>
Directorates		Transport, Publications, Supplies and Lands Buildings
Total Police strength		(Data not provided)
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 2,514,500.00
	Good and Services	K 24,479,000.00
	Total	K 26,993,500.00
Total Expenditure	Personnel Emoluments	K 2,364,670.66
	Good and Services	K 24,663,299.69
	Total	K 27,027,970.35

## Transport Directorate

The Directorate is headed by an officer at the rank of Superintendent (SUPT). The job holder reports to ACP Logistics. The core business of this Directorate is to effectively manage the Constabulary's fleet of vehicles, vessels, lubricants, fuel, purchase of new vehicles & boats and maintenance of the fleet throughout the country.

### Achievements

- A successful audit of fuel usage in the NCD was conducted that enables the executive to reform fuel supply logistics in NCD.
- Puma Energy Limited was selected to provide the product (RIFID) for tracking fuel usage (as trail) in NCD.
- Total of 317 police vehicles were tagged (RFID) with the device, every liter of fuel pumped into these vehicles were recorded and costed on timely manner.
- The first year of partnership with PUMA ENRGY LIMITED in the area of fuel and other lubricant. The reviewed of the year are as followed:
- Massive saving on fuel cost.
- Reduced out-standing to Zero.
- Under the new arrangement the RPNGC accesses a lower fuel price than retail price.
- Doing away with twenty or more suppliers of fuel. Puma is the sole supplier of fuel.

### Challenges

- Covid-19 pandemic restrictions.
- Puma Team have yet to understand the nature of police operations at this early stages of partnership.
- Preparations for the 2022 National General Election operations.

### Focus Areas for 2022

- Maintaining a single fuel supplier answerable to RPNGC.
- Audit of fuel dispensing in NCD.
- Reform of fuel supply arrangements in RPNGC.
- Improve Fleet Management arrangements.

**Figure 37. Shows Fuel Usage in litres by Divisional Commands for 2021.**

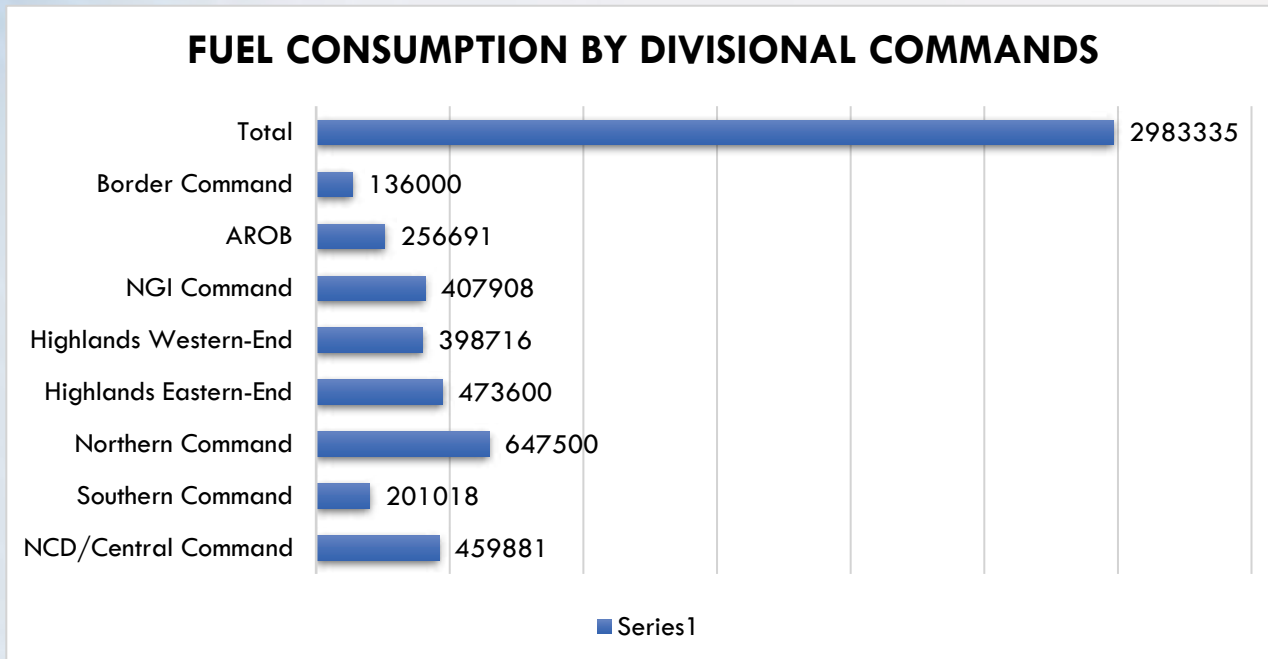


Figure 37. Source: Transport Directorate, Police HQ

### Lands and Buildings Directorate

The Directorate is headed by an officer at the rank of Chief Superintendent (CSP). The job holder of this position is responsible for the management of the Constabulary’s land, institutional houses, offices and police stations throughout the country. The officer is also responsible to manage and supervise projects, award contracts to contractors, payment of rentals for contract officers and control of costs for utility services.

#### Achievements

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

#### Challenges

- COVID-19 Pandemic and restrictions.
- Rapid aging of RPNGC infrastructure throughout PNG.
- Insufficient funding for the overall maintenance and rehabilitation.

#### Focus Areas for 2022

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



## **Publications Directorate**

The Directorate is headed by an officer at the rank of Superintendent (SUPT) and reports to ACP Logistics. The job holder is responsible for the timely production of official police documents and materials and maintenance of office equipment.

### **Achievements**

- Only 5% of budget was spend in quarter 4.

### **Challenges**

- Inadequate supply of materials due to funding constraints.
- Lack of manpower.
- Covid-19 pandemic and other related health issues.

### **Focus Areas for 2022**

- Secure adequate funding and material support to support RPNGC goals administratively.
- Improve consultation and working relations with the activity manager.
- Working closely with the finance team in achieving all MPU Indicators and targets.
- Preparation for National General Election.

## **Information & Communications Directorate**

The Directorate is headed by an officer at the rank of Chief Superintendent (CSP) and reports to ACP Public Safety. The job holder is responsible for the rolling of Information & Communication Technology (ICT) products such as communications and internet services throughout the country.

### **Achievements**

- De-installation of one (1) x Hytera DMR site at Paga Hill, due to technical issues and stored at Gordon.
- All 21 main Provincial Police stations across the country have been migrated to MPLS with three (3) more yet to be done and work still processing with Telikom Ltd PNG.

### **Challenges**

- Lack of funding and needed materials and equipment.

### **Focus Areas for 2022**

- Ensure adequate funding within the first three (3) quarters to carry out planned activities.
- Technical Workshop to be installed in Lae Metropolitan.
- Strengthen stakeholder partnership arrangements for necessary support.



## KEY RESULT AREA 5: HUMAN RESOURCE MANAGEMENT AND TRAINING

### *Goal 5: To Develop and Manage a Competent Workforce and Provide Professional Service*

#### **Overview**

Successive National Government Strategic Plans – Vision 2050, Alotau Accord II, and MTDP III – focused on expanding the number of uniform staff including the gender balance of the workforce. The target is to increase police to population ratio to 1:900 by 2022 (GoPNG, 2018). This goal has not been reached and the National Government's ambitions to increase police numbers has not been backed by political will and support.

There are currently 5600 police personnel in PNG. The low number of uniform police prevents the RPNGC from carrying out its constitutionally mandated functions. More often, the focus on numbers tend to lose focus on the quality of trained competent police personnel who are dedicated to their duties.

However, there is still a greater need to ensure those who conduct training are aptly qualified and those being trained are better skilled once they complete their respective training.

Thus, the goal 4 of the RPNGC's current Corporate Plan covers the Human Resources Division and the National Centre of Excellence.

#### **Human Resource Division**

The Human Resource Division is headed by an officer at the rank of Assistant Commissioner of Police (ACP). The position holder reports to the Deputy Commissioner Administration. The Human Resource Division plays an essential role in managing the welfare of the organization's employees through planning of the Division, controlling of resources, directing and organizing its workforce, recruitment and staffing for the RPNGC and its Directorates.

The Division provides its services to all members of the Royal Papua New Guinea Constabulary through the following directorates:

- Human Resource Management.
- Human Resource Development.

### Divisional Profile

<b>Activity Area:</b>		<b>Human Resource Division</b>
Activity Manager		a/ACP Samson Siguyaru
Directorates		Human Resource Management and Human Resource Development
Total Police strength		61
<b>Command Recurrent Budget Appropriation and Expenditure 2022</b>		
Budget Appropriation	Personnel Emoluments	K 2,578,000.00
	Good and Services	K 1,992,000.00
	Total	K 4,570,000.00
Total Expenditure	Personnel Emoluments	K 3,202,762.09
	Good and Services	K 2,820,288.62
	Total	K 6,023,050.71

### Human Resource Management Directorate

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

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

### Achievement

- Successful execution of Government directive to retire total number of 570 police personnel for 2020 and 2021.
- National Executive Council abolished the secretary position within the Police Department and approved Police Commissioner as overseer of the RPNGC.
- Arrange service allowance for all unsworn staff.
- Renewed Life Cover Insurance for all RPNGC workforces.

### Challenges

- Funding constraints to execute number of planned activities.
- Covid-19 pandemic and restrictions.

### Focus Areas for 2022

- Prepare and re-prioritize HRM AMP objectives according to recurrent budget.
- Establish partnership arrangements with relevant stakeholders and agencies.
- Training and capacity building.
- The Recruitment of Constables.
- HR awareness exercise.
- Installation of HRIS.
- Organization Restructure Review.



Figure 38. Shows the percentage of Civilians and Uniforms

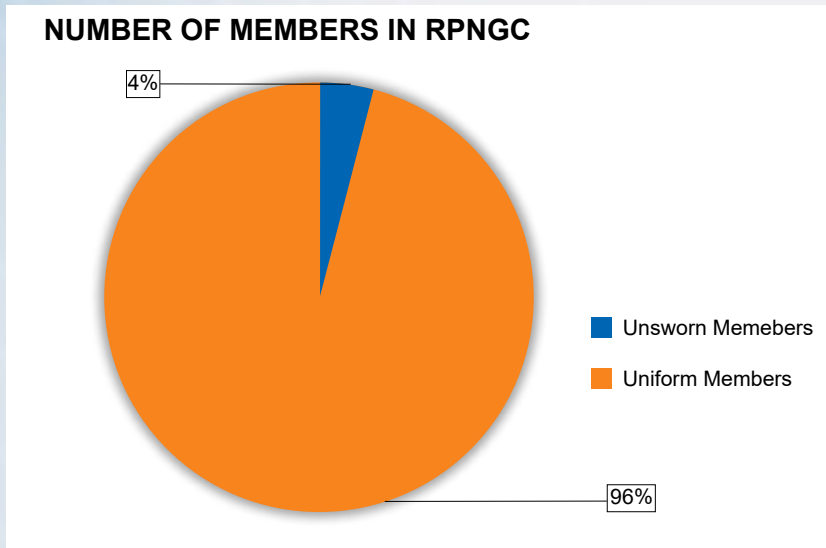


Figure 38. Source: Human Resource Management Directorate, Police HQ

Figure 39. Shows the number of male and female in RPNGC

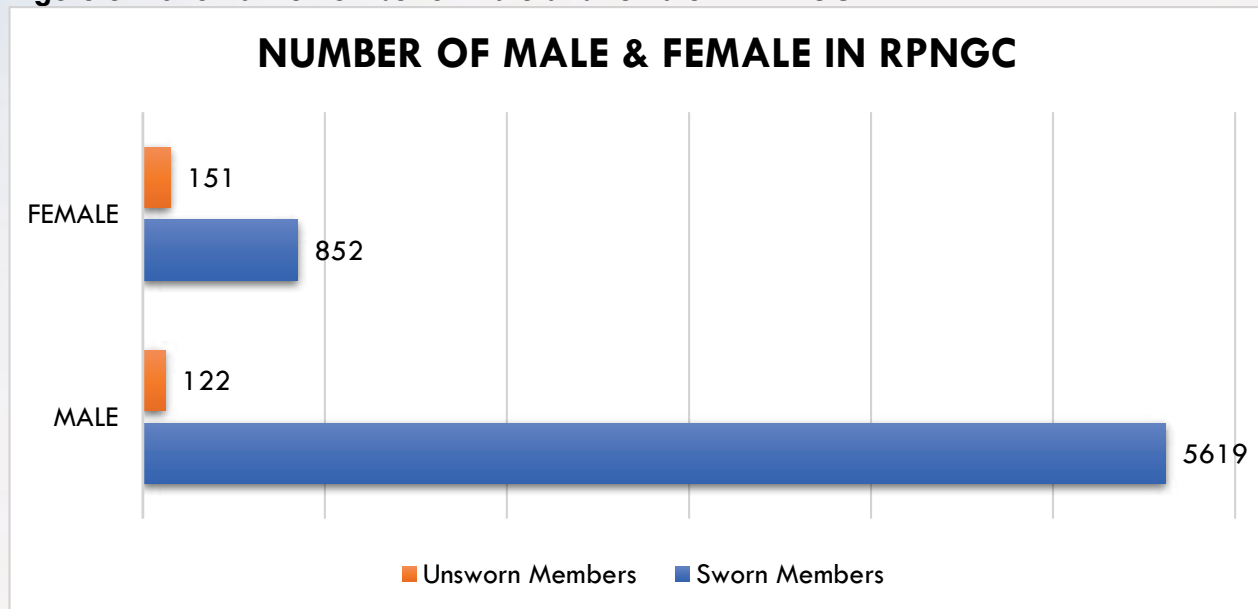


Figure 39. Source: Human Resource Management Directorate, Police HQ

**Figure 40. The Ratio of Policemen, Retired and Unsworn members for RPNGC 2021**

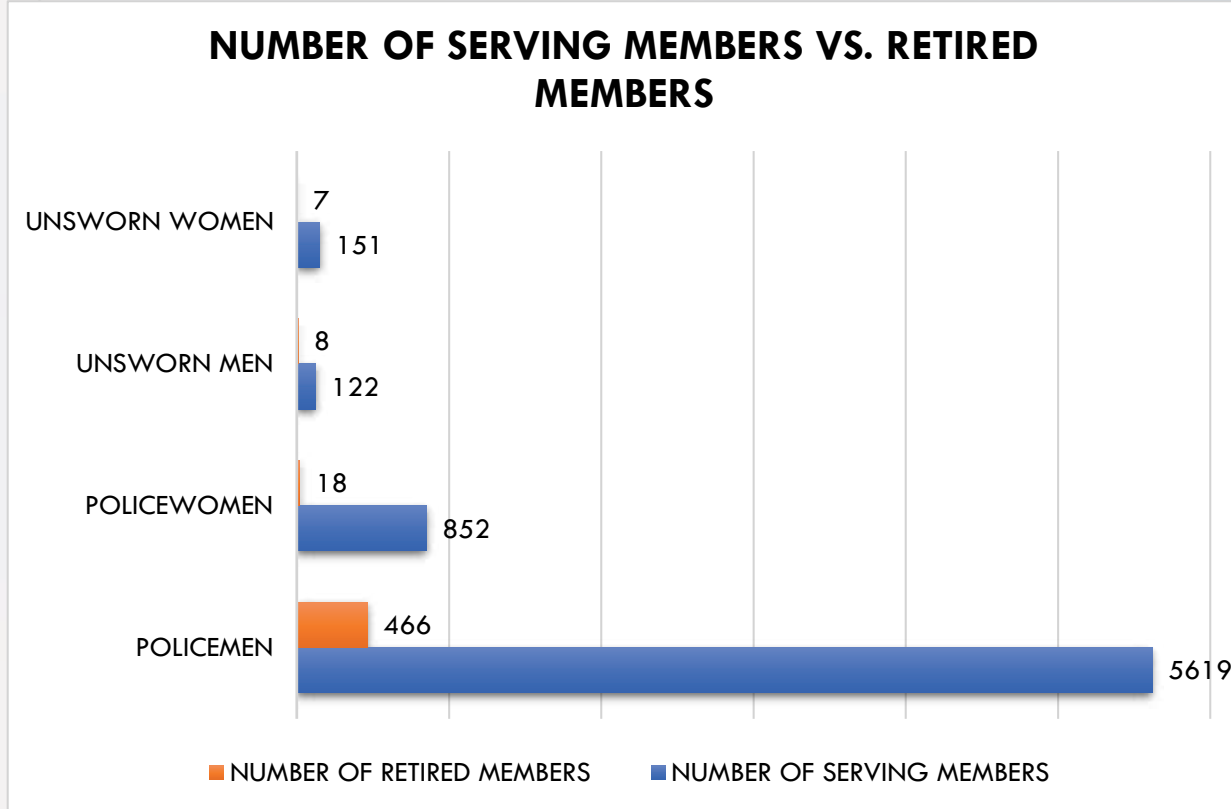


Figure 40. Source: Human Resource Management Directorate, Police HQ

The current RPNGC workforce level is declining due to retirement exercise and no recruitment to replace and maintain manpower strength. The RPNGC has retained some retirees to balance the manpower strength but it is still not adequate.

The above graph (Fig. 40) specifies RPNGC serving members (sworn and unsworn) yet this does not reflect the proposed targets:

- To reach 10,000 uniform personals by 2022 (Alotau Accord II, 2017).
- One police officer to 900 populations by 2022 (Medium Term Development Plan III, 2017).
- One police officer for every 400 population Development Strategic Plan 2010-30.
- Vision 2050 ratio of police to population 1: 450.

### **Human Resource Development Directorate (HRDD)**

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

#### **Achievement**

- Signing of MOU with PILAG.
- Sponsored number of members to various courses and programs at various higher learning institutions in the country.
- In-house trainings and awareness workshops conducted for members.

## Challenges

- Lack of leadership, command, control and directions.
- Lack of in-depth trainings (basic, advance & refresher) for CID and Prosecutions.
- Courts have thrown out many cases and justice have been denied many times due to incompetency in preparation of court files.

## Focus Areas for 2022

- Constant dialogue within the training space to rectify challenges and issues currently faced.
- Expand and maintain relations with training institutions.
- Focus more on coordinating traditional courses and strengthen partnership arrangements.

## National Centre of Excellence (NCE), Bomana

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

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

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

The above five Directorates are headed by officers at the rank of Chief Superintendent. They report to the ACP National Centre of Excellence (NCE). The National Centre of excellence is under preliminary stage of progress to reach the primary objectives. The ACP in charge of NCE work overtime to secure available funds to improve vital infrastructure required for the NEC and deliver vital services.

## Divisional Profile

Activity Area:		National Centre of Excellence
Activity Manager		ACP J. Kolopen
Directorates		Training, Advance Training, Regional & Provincial Training, Training & Development, and Corporate Services
Total Police strength		(Data not provided)
Command Recurrent Budget Appropriation and Expenditure 2022		
Budget Appropriation	Personnel Emoluments	K 57,269,500.00
	Good and Services	K 1,145,000.00
	Total	K 58,414,500.00
Total Expenditure	Personnel Emoluments	K 55,250,993.62
	Good and Services	K 1,082,812.54
	Total	K 56,333,806.16

**Achievements**

- Securing of funds.
- Undergo Infrastructure development.
- Recruitment of staff (unsworn)
- Competent personnel/professionals to become instructors
- Review of the training curriculum.

**Challenges**

- Not enough classrooms.
- Lack of competent professionals.
- Lack of projects development committee.

**Focus Area for 2022**

- Seeking funding for more classrooms.
- Search for subject expertise
- Establish and widen partnership arrangements with relevant stakeholders and agencies.

## KEY RESULT AREA 6: PARTNERSHIPS AND GOVERNMENT REFORMS

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

Policing in PNG is challenging, given the country's geographical features, cultural diversity with over eight hundred different languages, the high ratio of police to population, and the complex socio-economic problems that contribute to law and order issues. Transnational crimes add to these challenges. These security challenges have militated against the RPNGC's capabilities and capacity to deal alone.

Subsequently, the RPNGC is compelled to enhance and foster relationships to address its security issues. Bilateral and multilateral diplomacy, intergovernmental relations where technical assistance can be sought from, collaborative cross-sectoral and cross-border intelligence operations and resource sharing are crucial. Peacekeeping missions and other international deployments prescribed by the government can widen police officers' experience in policing.

The RPNGC is also challenged to respond to reforms in the government system, including the various autonomous arrangements by certain provincial governments. The RPNGC will deploy two strategies to enhance cooperation in policing: domestic and international partnerships.

### **Achievements**

- Initiative to establish the strategic partnership unit, PHQ.
- Partnership support provided in relation to Covid-19 pandemic and other significant events.
- Continue to provide support to key strategic areas of development within the Constabulary.

### **Challenges**

- Shortage of competent personnel.
- Require monitoring and evaluation of activities.

### **Focus areas for 2022**

- Strengthen strategic partnership arrangements.
- Strengthen monitoring and evaluation.
- Performance review of activity managers.
- Recruitment of competent personnel.

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

The PNG-APP has been a longstanding joint development partnership program between the RPNGC and Australian Federal Police (AFP). The partnership has worked towards supporting improvements in RPNGC as evident in many areas of the Constabulary, especially in key focus areas such as Operations, Training, and Corporate and Enabling Services. As the program transitioned and continue to retain presence for ongoing support RPNGC expects significant improvements in the key areas within the Constabulary.

One of the ongoing policing empowerment program being the PNG–Australian Policing Partnership (PNG-APP). A commitment made by the Australian Government to PNG Government that has seen increased ongoing support to RPNGC. It is a significant longstanding event that transitioned through, aimed at expanding policing partnership to improve the law enforcement capabilities of RPNGC across key areas including; public safety, station management and supervision, community liaison



and engagement, traffic operations, criminal investigations, sexual offences, training and support services.



Evidently, some of the RPNGC long term needs and agreed activities within the PNG-APP focus areas have been realized, and satisfying of the developments initiated from the direct financial assistance provided by AFP over the past financial years.

In reality, RPNGC is massively under staffed, poorly resourced, ill-disciplined and heavily factionalised. Thus, the PNG-APP program is significantly important for RPNGC to ensure core areas of policing. PNG-APP is the positive outcome relationships developed between the AFP and RPNGC over the years have proven invaluable in maintaining momentum within the policing partnership throughout the transition years.

### **Significant Events in 2021**

Following are some of the ongoing significant events:

#### **Covid -19 Pandemic**

Although, the onset on Covid-19 outbreak was hard hit way two years back (2019 & 2020), the impacts were so drastic to normal policing operations, including public and private sector mechanisms of service nationwide. An unprecedented Global health issue/mankind threat that GoPNG and globally elsewhere has been and continues to be under duress.

A nationwide joint operations were conducted with the support of all governmental arms and stakeholder to counter contain Covid-19 and implement stringent control measures. Subsequently, the 2021 calendar year has seen a stalled progress with minimum improvements. Yet RPNGC remained focused pre and post covid-19 epidemic.



RPNGC continues to align itself to its core functions for policing services, all the while providing quality support to GoPNG and the National Department of Health (NDOH) to manage public response to Covid-19 Pandemic.

### **Creation of Deputy Commissioner of Police Specialist Operations**

The formal establishment of the Specialist Operations Wing, headed by the Deputy Commissioner of Police: Chief of Specialist Operations. This is a significant achievement for the Constabulary as the creation of the Specialist Operations Wing saw the three (3) Police Headquarter based specialist divisions of Crimes, Traffic and Operations along with the Police Intelligence Directorate transferred from their former reporting line under the Operations Wing into the new Specialist Operations Wing.

With this new arrangement, what was referred to as the Operations Wing is now the Regional Operations Wing and is headed by Deputy Commissioner of Police: Chief of Regional Operations. The Regional Operations Wing has seven (7) subordinate Divisional Police Commands reporting to it. These Divisional Commands cover the 7 geographic policing regions in PNG.

### **Radio Frequency Transmission Identification ID Strategy**

The Radio Frequency Transmission Identification (RFID) system was introduced as a pilot project in NCD since 2020 and continues. The system has seen significant developments to RPNGC for control and efficiency at daily basis, enforcing accountability and communications. The RPNGC Transport Division with the Support of Puma Energy Limited has engaged in a Private Public Partnership Program, with RFID systems. With an MOU designed to strategically manage and monitor RPNGC vehicle fleets. With real time RFID monitor system of fuel usage and compliance therewith. All police registered vehicles are allocated certain fuel limits at daily operations. The RFID Systems has stamped out over consumptions, reduced costs and ensure accountability. Any abuse or interference in the system will be automatically recorded with officer disciplined.

The strategy has already making positive impact since its introduction and it's anticipated to roll-out to other major Centres in the RPNGC's effort to take on cost-effective measures in cost of policing operations. The transport Division as the leading directorate in spearheading this RFID policy initiative need to ensure effective implementation and compliance.

### **Key Challenges affecting the Constabulary**

Police to population ratio and the prevention of crime and disorder

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

### **Investigation and Prosecution of Cases**

The rate of convictions has been significantly lower than the number of cases investigated and prosecuted. There is no accurate data to verify the causes. The habit of arresting suspects without first collecting the evidence is one such reasons why cases are thrown out of the system. The practice of “arrest first, evidence later” has resulted in many high-profile cases being thrown out by the Committal Courts. A case management system that tracks court files from arrest to prosecution would help determine the plausible causes of the poor rate of conviction and, more importantly, pinpoint the weaknesses in the system.

An alternative to improve the conviction rate is to hold arresting officers and their supervisors accountable. Poor quality of court files has been the primary reason. Similarly, prosecutors should be held accountable. Victims of crime want to see their cases go through and fair justice delivered, but often that is not the case.

### **Leadership and Accountability**

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

### **Logistics**

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

### **Information and Communication Technology (ICT)**

The government's ambition to build and strengthen the RPNGC operations and technological capacity to International Standards remains a formidable challenge. Data management is notably lacking. Some Divisions and Directorates maintain stand-alone computers that are not connected to the local or wide area network. Subsequently, data for policy and executive decision-making is not readily available. Further, there is a breakdown in communication between national and provincial police headquarters. For example, some provincial police headquarters cannot send their



monthly briefs to national police headquarters. Building and maintaining communications between the national police headquarters and provincial headquarters and improving infrastructure support to enhance inter-agency communication is problematic.

### **Focus Areas for 2022**

The key priority will be the 2022 National General Election Security Operations. Other focus areas in 2022 and going forward will include:

- Human Resource Management and Development.
- National Centre of Excellence – Bomana.
- Assets and Infrastructure Management- Logistics.
- Information and Communication Technology Investment and.
- Corporate Governance and Compliance.
- Investigations and Prosecutions.
- Community Safety and Partnership.

These priorities are also aligned with the RPNGC Corporate Plan 2021 – 2030.

The above areas are aligned with the RPNGC Corporate Plan 2021 -2030. It will provide the strategic outlook on key reforms aimed at improving performance management and accountability. Implementing the corporate plan goals improves corporate governance practices and strengthens the internal processes and systems. Implementing these reforms rests with the executive management and divisional heads, who are accountable and responsible for the implementation process.

## **Annexure One: Royal Papua New Guinea Constabulary Code of Ethics**

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

Annexure Two: Financial Summary Table  
228 – Department of Police

All Expenditure by Agency at Vote Level as at 31 December 2021

Economic Item	Description	2019 BUDGET ESTIMATE		2020 BUDGET ESTIMATE		2021 BUDGET ESTIMATE	
		APPROPRIATIONS	EXPENDITURES	APPROPRIATIONS	EXPENDITURES	APPROPRIATIONS	EXPENDITURES
211	Salaries and Allowances	286,900,600.00	263,074,600.00	263,074,600.00	263,074,600.00	266,761,400.00	286,022,665.36
213	Overtime	675,000.00	618,500.00	618,500.00	618,500.00	500,000.00	497,723.32
214	Leave fares	9,512,000.00	9,039,100.00	9,039,100.00	9,039,100.00	9,000,000.00	8,825,165.96
215	Retirement Benefits, Pensions, Gratuities	18,678,100.00	18,497,800.00	18,497,800.00	18,497,800.00	16,418,648.00	16,837,142.07
	<b>PERSONNEL EMOLUMENTS</b>	<b>315,565,700.00</b>	<b>291,230,000.00</b>	<b>291,230,000.00</b>	<b>291,230,000.00</b>	<b>285,662,692.00</b>	<b>311,182,696.71</b>
221	Domestic Travel and Subsistence	43,500.00	95,100.00	95,100.00	95,100.00	101,700.00	45,505.40
222	Travel and Subsistence	1,777,300.00	5,217,900.00	5,217,900.00	5,217,900.00	3,000,300.00	1,888,437.16
223	Office Materials and Supplies	650,800.00	1,365,400.00	1,365,400.00	1,365,400.00	1,044,362.00	732,728.64
224	Office Materials and Supplies	1,230,400.00	9,186,600.00	9,186,600.00	9,186,600.00	6,491,712.00	4,094,237.00
225	Transport and Fuel	31,394,100.00	23,077,300.00	23,077,300.00	23,077,300.00	15,234,202.00	16,500,567.26
226	Administration Consulting Fees	62,100.00	-	-	-	0.00	0.00
227	Other Operational Expenses	33,707,300.00	25,011.80	25,011.80	25,011.80	11,525,964.00	57,018,280.23
228	Training	4,069,900.00	3,337,800.00	3,337,800.00	3,337,800.00	1,357,700.00	1,206,530.24
	<b>GOODS &amp; SERVICES</b>	<b>72,556,400.00</b>	<b>42,305,111.80</b>	<b>42,305,111.80</b>	<b>42,305,111.80</b>	<b>38,755,840.00</b>	<b>82,319,110.18</b>
232	Rentals of Property	3,421,400.00	1,299,700.00	1,299,700.00	1,299,700.00	2,099,747.00	2,097,727.01
233	Routine Maintenance	1,777,800.00	7,466,300.00	7,466,300.00	7,466,300.00	1,868,500.00	1,652,705.92
	<b>UTILITIES, RENTAL &amp; PROPERTY COSTS</b>	<b>5,199,200.00</b>	<b>8,766,000.00</b>	<b>8,766,000.00</b>	<b>8,766,000.00</b>	<b>4,866,444.00</b>	<b>5,391,500.63</b>
271	Office Equipment, Furniture & Fixings	712,800.00	1,583,300.00	1,583,300.00	1,583,300.00	869,760.00	921,555.89
276	Construction, Renovation and Improvement	2,839,100.00	11,829,500.00	11,829,500.00	11,829,500.00	7,000,000.00	4,940,390.00
	<b>CAPITAL INFRASTRUCTURE</b>	<b>3,651,900.00</b>	<b>13,412,800.00</b>	<b>13,412,800.00</b>	<b>13,412,800.00</b>	<b>7,869,760.00</b>	<b>5,261,945.89</b>
	<b>SUB TOTAL RECURRENT</b>	<b>397,373,200.00</b>	<b>355,713,911.80</b>	<b>355,713,911.80</b>	<b>355,713,911.80</b>	<b>337,184,692.00</b>	<b>404,155,253.41</b>

Financial Summary, Department of Treasury, 2021.

### Annex Three: Financial Summary Graphs

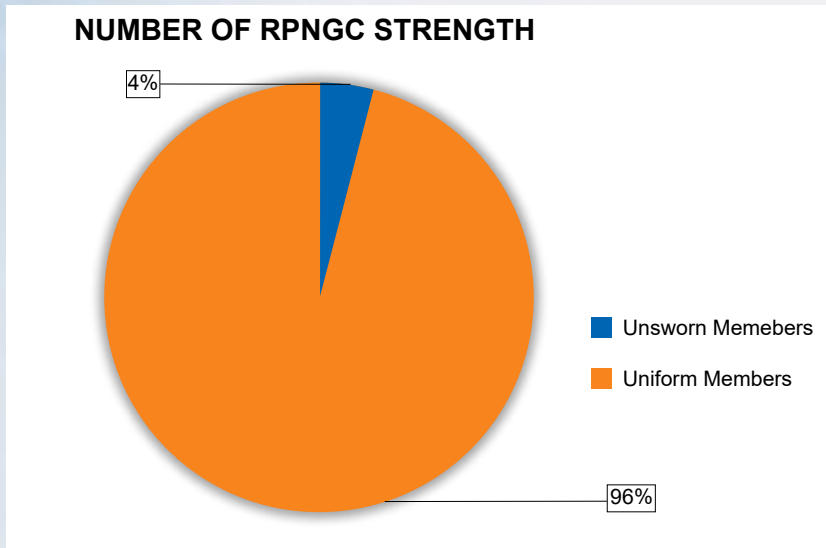


Figure 39. Source: Finance Division, Police HQ

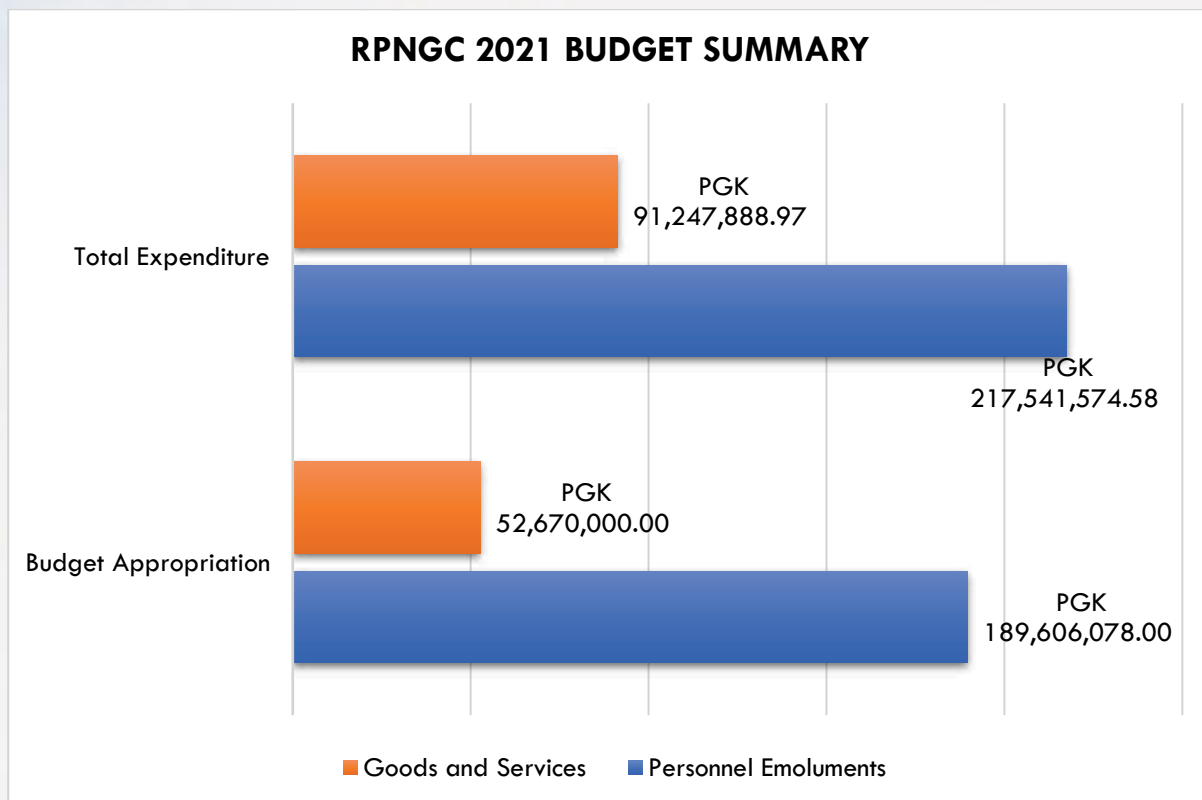


Figure 40. Source: Finance Division, Police HQ

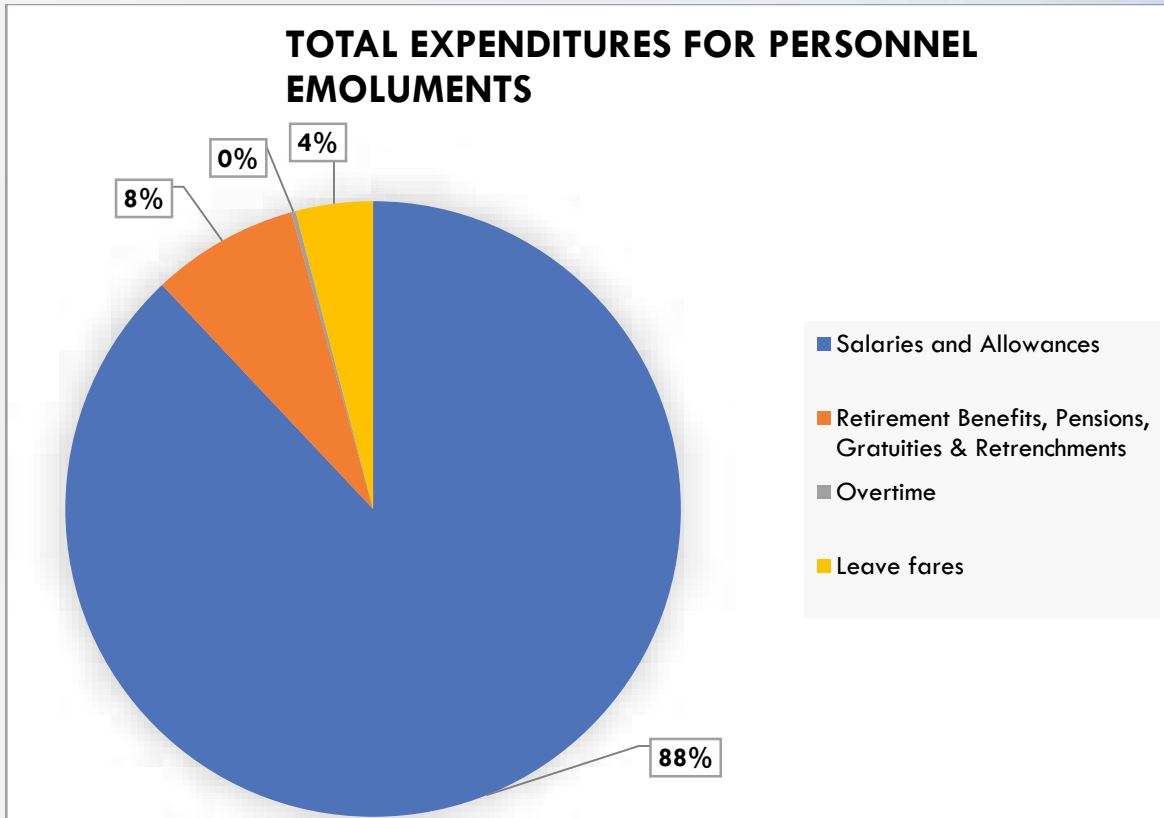


Figure 41. Source: Finance Division, Police HQ

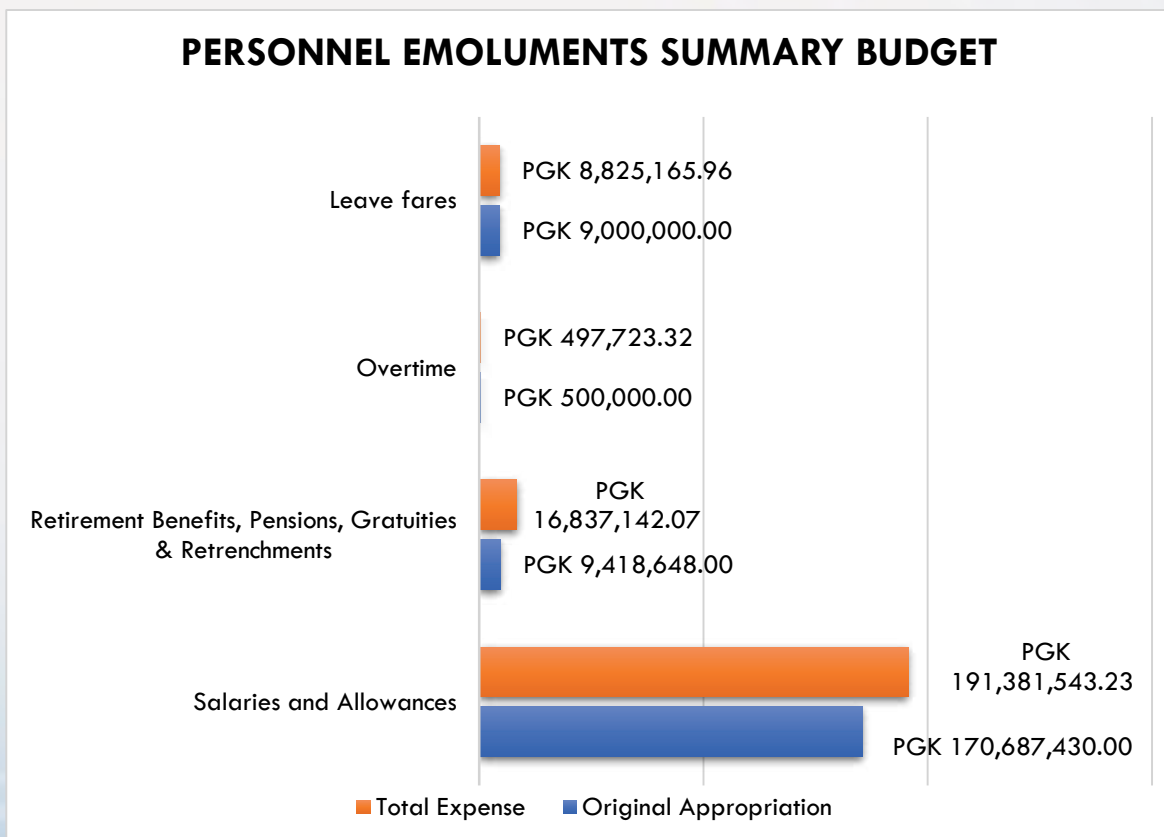


Figure 42. Source: Finance Division, Police HQ

## TOTAL GOODS & SERVICES EXPENDITURE SUMMARY

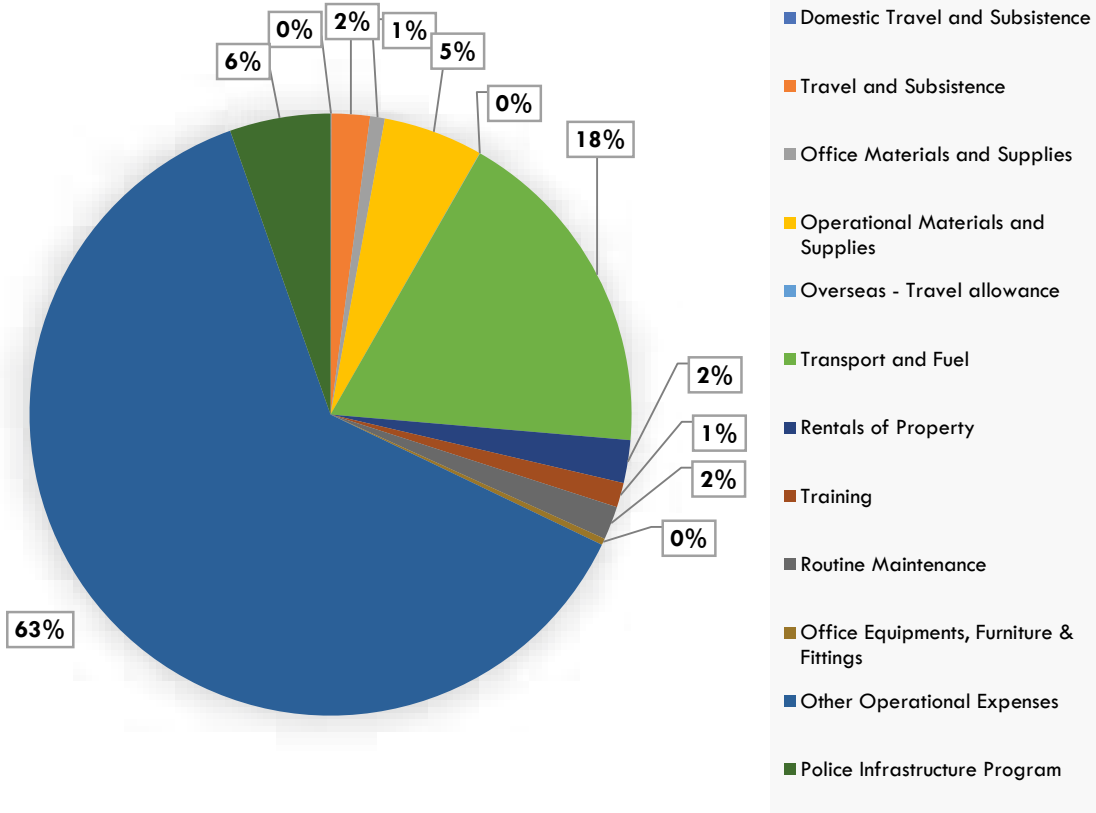


Figure 43. Source: Finance Division, Police HQ



## GOODS & SERVICES BUDGET

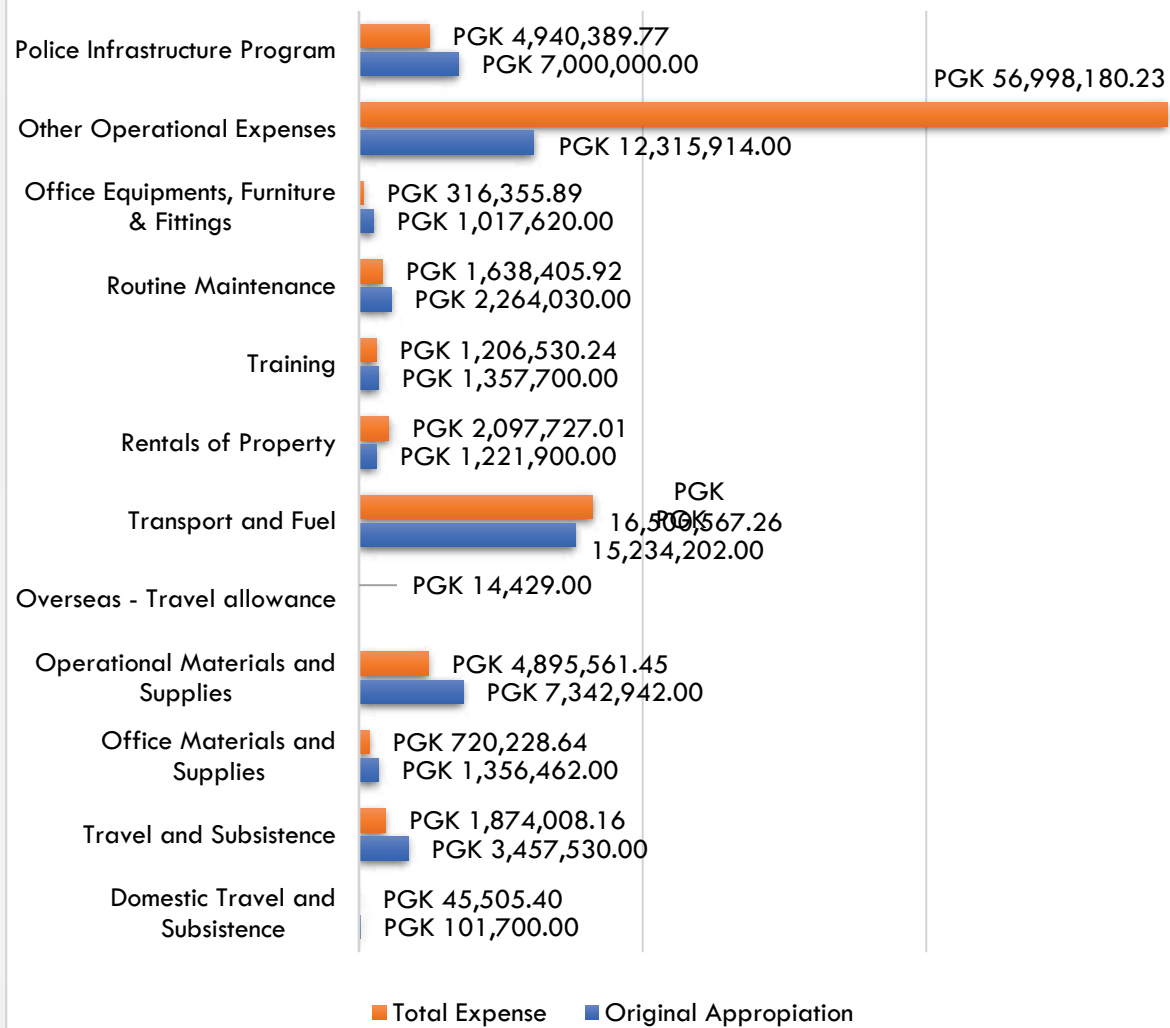


Figure 43. Source: Finance Division, Police HQ



## **ROYAL PAPUA NEW GUINEA CONSTABULARY CODE OF ETHICS**

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

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

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

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

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

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Worldometer, Papua New Guinea population. Worldometer information page. Retrieved 13 June 2020, from <https://www.worldometers.info/world-population/papua-new-guinea-population/>

