



**CELEBRATE OUR HISTORY
INSPIRE OUR FUTURE**

ANNUAL MANAGEMENT REPORT *2025*



A Safe, Secure & Peaceful Society

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2025

Annual Management Report

Waigani
January, 2026

FOREWORD BY THE MINISTER FOR JUSTICE



Hon. Pila Niningi, LLB, CMG, MP

As the Minister for Justice and Attorney General, I am pleased to present this statement connecting my ministerial leadership to the significant milestones achieved by the Department of Justice and Attorney General (DJAG) in 2025. These achievements, detailed in our 2025 Annual Management Report, reflect a department that is actively translating the government's vision for a safe, secure, and peaceful Papua New Guinea (PNG) into reality through dedicated service and strategic reform.

My leadership direction emphasizes that PNG must be a proactive voice in international justice, particularly in addressing modern global threats such as climate change. In 2025, the Department achieved a historic milestone when the International Court of Justice (ICJ) delivered an advisory opinion—initiated in part by PNG and other Pacific nations—ruling that States have binding legal obligations under international law to address the harmful effects of climate change. This milestone was further supported by the Department's technical legal assistance during COP29 and its leadership in marine resource governance through the National Ocean Policy Implementing Plan 2024–2030.

My vision for "legislative housekeeping" is to ensure our legal framework remains relevant and efficient for a modern nation. The Department has successfully operationalized this vision by progressing 43 legislative reforms and securing National Executive Council (NEC) approval to repeal outdated laws such as the Y2K Act and the Customs Recognition Act. Additionally, the gazettal of the Proceeds of Crime Act (POCA) Trust Instrument on February 12, 2025, represents a major achievement in strengthening our financial integrity and anti-money laundering frameworks.

I am committed to protecting the independence of our constitutional institutions to ensure impartial justice for all citizens. Under my leadership as Chairman of the Judicial and Legal Services Commission (JLSC), the Department has facilitated 55 judicial and constitutional appointments by the third quarter of 2025. Furthermore, we have initiated the strategic transition of the JLSC Secretariat toward becoming an autonomous agency, a milestone that will safeguard its ability to function independently of the Executive Branch in the years to come.

My direction for the justice sector is one of restoration and the protection of fundamental human dignity. A significant milestone this year, aligned with the Prime Minister's 50th Anniversary message, was the Parole Board's deliberation on 334 applications, leading to the successful release and reintegration of 128 prisoners. Concurrently, the Department achieved a critical landmark by launching the Human Rights Strategic Plan 2024–2030 and completing the National Human Rights Policy for NEC endorsement, bringing us closer to establishing a National Human Rights Institution.

My leadership focuses on reducing the State's legal liabilities to ensure that public funds are directed toward national development rather than litigation. The Office of the Solicitor General has achieved remarkable success in this area, dismissing 64 matters valued at over K62 million and saving an additional K2.06 million through the stringent vetting of legal bills from brief-outs. These efforts ensure that the Department is not only a provider of justice but also a vigilant steward of the State's financial resources.

I would like to take this opportunity to thank the Secretary for Justice and the entire Department for their tireless work and commitment to excellence. Your efforts have ensured that the milestones of 2025 are not just entries in a report, but real improvements in the lives of our people. As we move forward, I look forward to working even more closely with the law and justice sector and the whole of government to further strengthen the rule of law and ensure a safe and prosperous future for all Papua New Guineans.



Hon. Pila Niningi, LLB, CMG, MP

Attorney General and Minister for Justice

REMARKS BY THE SECRETARY



Dr Eric Kwa, PhD
Secretary for Justice

As the Secretary for Justice, I am pleased to present this message reflecting on the Department's progress in 2025. Under the portfolio direction of the Minister for Justice and Attorney General, Hon. Pila Niningi, LLB, CMG, MP, the Department of Justice and Attorney-General (DJAG) has translated a high-level ministerial vision into concrete departmental milestones. My leadership has focused on ensuring that we provide quality, reliable, timely, and accessible legal and justice services to the State and our people.

The following themes highlight how the Department's work has directly achieved the milestones aligned with the vision and goals of the Marape/Rosso Government.

Enhancing Global Standing and International Law

My vision is for Papua New Guinea to be a proactive and responsible actor on the global stage, particularly in emerging legal areas. Under the direction of the Minister, the Department successfully supported the landmark International Court of Justice (ICJ) advisory opinion delivered on 23rd July, 2025, which confirmed that States have binding obligations to address the harmful effects of climate change. Furthermore, our Oceans Office has advanced the National Ocean Policy Implementing Plan 2024–2030, ensuring our marine resources are managed in line with international standards.

Legislative Reform and Financial Integrity

I have consistently advocated for a modern and relevant legal framework that supports national development and combatting corruption. The Department achieved a major milestone by securing NEC approval to repeal the outdated Y2K Act and the Customs Recognition Act, streamlining our statutory body of law. Additionally, the gazettal of the Proceeds of Crime Act (POCA) Trust Instrument on 12 February, 2025, represents a critical step in strengthening our financial integrity and anti-money laundering systems.

The review, drafting, and submission of various bills and legislative instructions, including proposals to amend section 223 of the Constitution regarding judicial employment and high court restructuring were actively pursued this year.

Institutional Independence and Professional Standards

A core tenet of my leadership is the preservation of the independence of our judicial and legal institutions. We have worked diligently to prepare the Judicial and Legal Services Commission (JLSC) Secretariat for its transition into an autonomous constitutional office. To maintain the highest professional standards, the Department also completed 117 "Fit and Proper" assessments for Legal Training Institute applicants, ensuring that the next generation of lawyers meet our nation's ethical requirements.

Community Justice and Human Rights

The new Law and Justice Sector Policy 2025 emphasize a justice system that is restorative and inclusive for all Papua New Guineans. In response to the Prime Minister's call for the 50th Anniversary of Independence, the Parole Board convened three special hearings, resulting in the successful release and reintegration of 128 prisoners. Concurrently, we have advanced the establishment of a National Human Rights Institution by developing the Human Rights Commission Strategic Plan 2024–2030 and initiating vital provincial consultations.

Protecting State Resources and Fiscal Responsibility

I have prioritized reducing the State's legal liability to ensure public funds are used for their intended development purposes. The Office of the Solicitor General achieved significant savings this year, dismissing 64 matters valued at over K62.2 million. Furthermore, through a stringent vetting process for legal brief-outs, we reduced legal bills by over K2 million, demonstrating our commitment to fiscal discipline and the protection of the public purse.

I want to thank the Senior Management Team and the staff of the Department for their dedication and hard work in achieving these significant milestones. Your commitment is the engine that drives our progress toward a safe, secure, and peaceful society. As we look beyond 2025, I am eager to continue working closely with the Law and Justice Sector agencies and the whole of government to further strengthen the rule of law and deliver justice for every citizen of Papua New Guinea.

God bless Papua New Guinea.

A handwritten signature in blue ink, appearing to read 'Eric Kwa', is positioned above the printed name.

DR. ERIC KWA, Ph.D.
Secretary for Justice

EXECUTIVE SUMMARY

The 2025 Annual Management Report presents the Department of Justice and Attorney General's (DJAG) performance across its State Legal & Legal Policy and Justice Administration service delivery for the period ending 31 December 2025. The report integrates program performance, legislative and policy reform outcomes, institutional achievements, and financial execution in line with the Public Finances (Management) Act 1995 (amended), DJAG's Corporate Plan 2024–2028, and relevant sectoral and national development frameworks.

Key Achievements

Despite fiscal and manpower constraints, DJAG delivered significant results:

❑ State Legal Service Delivery

- Office of the Solicitor General managed over 7,500 active cases, valued at approximately K19.45 billion.
- Successfully dismissed and resolved matters saving the State significant legal liabilities, including over K62 million in dismissed claims.
- Reduced legal expenditure through vetting of brief-outs, saving over K2 million in legal costs.
- Office of the State Solicitor provided legal advisory and clearance services across major national projects, including extractive sector developments.
- Continued representation of PNG in international legal processes and strengthened international legal engagement.

❑ Legislative and Policy Reform

- Progressed 43 legislative reforms across development, consultation, drafting, and endorsement stages.
- Secured NEC approval for repeal of outdated legislation including the *Y2K Act* and *Customs Recognition Act* which were repealed by Parliament.
- Gazetted the *Proceeds of Crime Act* (POCA) Trust Instrument, strengthening anti-money laundering and financial integrity systems.
- Advanced the Human Rights Policy and launched the Human Rights Strategic Plan 2024–2030.
- Supported PNG's accession to international legal frameworks, including UNTOC and global ocean governance agreements.
- Contributed to the landmark International Court of Justice advisory opinion on climate change.
- Facilitated 51 judicial and constitutional appointments, strengthening judicial capacity nationwide.
- Conducted disciplinary processes for judicial and constitutional office holders.
- Progressed structural reforms towards establishing JLSC as an independent constitutional office.

❑ Justice Service Delivery

- Village Courts and Land Mediation services strengthened through training of over 650 officials and rollout of new case management systems.
- Over 12,000 Village Court officials and land mediators maintained on payroll, strengthening grassroots justice delivery.

- Probation Services managed 445 active probation cases, supporting offender supervision and reintegration.
- Parole Board deliberated on 192 applications, granting parole to 112 prisoners.
- Juvenile Justice programs supported rehabilitation and reintegration of vulnerable youth across multiple centers.

Main Challenges

- Significant shortfall in warrant releases (K96.2 million against K163.8 million appropriation), affecting service delivery.
- Over-expenditure of K59.5 million driven by recruitment and incentive costs for State Lawyers.
- Persistent manpower shortages across critical branches, particularly legal and provincial service delivery areas.
- Weak ICT systems and infrastructure affecting case management, data systems, and provincial connectivity.
- Delays in procurement and financial processes impacting implementation timelines.
- Continued reliance on donor funding to sustain key programs, including human rights and community justice initiatives.

Budget Overview

DJAG's financial performance in 2025 reflects both strong utilization of available resources and ongoing structural funding constraints. The Department's revised appropriation for 2025 was K163.8 million; however, only K96.2 million in warrants was released during the year.

Despite these constraints, total expenditure reached approximately K151.5 million, resulting in an over-expenditure of K59.5 million. This over-expenditure was primarily driven by the recruitment and associated incentive costs of new State Lawyers, reflecting the Department's commitment to strengthening core legal capacity.

While the Department demonstrated strong financial execution in maintaining service delivery and advancing key reforms, delayed and reduced warrant releases significantly constrained implementation, particularly in provincial service delivery, infrastructure development, and ICT system upgrades.

Notwithstanding these challenges, DJAG applied prioritization measures and operational efficiencies to sustain delivery of key legal and justice services and progress critical national reforms.

Table of Contents

FOREWORD BY THE MINISTER FOR JUSTICE	iv
REMARKS BY THE SECRETARY	vi
EXECUTIVE SUMMARY	viii
LIST OF ACRONYMS	xi
1 DEPARTMENT OVERVIEW	1
1.1 Core Functions	1
1.2 Strategic Intent	2
1.3 Organization Structure (2024-2028)	3
2 OUR PERFORMANCE	4
2.1 Deliver Timely, Accessible and Quality Legal and Legal Policy Services	4
2.1.1 Office of the State Solicitor	4
2.1.2 Office of the Solicitor General	11
2.1.3 Legal Policy and Governance	15
2.1.4 Judicial and Legal Services Commission	18
2.1.5 Office of the Public Trustee	21
2.1.6 Oceans Affairs Secretariat	31
2.1.7 Human Rights Secretariat	34
2.2 Deliver Timely, Accessible and Quality Community Justice Service	36
2.2.1 Probation and Restorative Justice Services	36
2.2.2 Village Courts and Land Mediation Secretariat	40
2.2.3 Parole Services	48
2.2.4 Juvenile Justice Services	51
2.3 Enhanced Strategic Partnerships for Effective Coordination of National, Sub-National and Sectoral functions	55
2.3.1 Law and Justice Sector Secretariat	55
2.3.2 Crime Prevention Branch	59
2.4 Improved Governance and Accessibility and Organizational Capabilities	63
2.4.1 Library and Records Management	63
2.4.2 Information Communication Technology (ICT)	65
2.4.3 Assets, Logistics and Securities Management	66
2.4.4 Human Resource Management	68
2.4.5 Planning, Monitoring and Evaluation (PME)	71
2.4.6 Finance Management Branch	73
2.5 Innovative Leadership and Sound Corporate Governance for Improved Systems Administration	74
2.5.1 The Executive Management Branch (EMB)	74
2.5.2 Data for Justice Branch	77
2.5.3 Internal Audit Unit	78
2.5.4 Leadership, Equity and Integrity (formerly GEDSI) Branch	80
3 DEPARTMENTS MAIN ISSUES AND CONSTRAINTS	83
4 DEPARTMENT'S MAJOR RISKS	84
5 FINANCIAL REPORT	87
6 SUPPLEMENTARY INFORMATION	111

LIST OF ACRONYMS

ARoB	Autonomous Region of Bougainville
CBC	Community Based Corrections
CJSC	Community Justice Services Centre
CLE	Client Legal Education
CNSP	Child Nutrition and Social Protection Project
DFAT	Department of Foreign Affairs and Trade - Australia
DJAG	Department of Justice and Attorney General
DNPM	Department of National Planning and Monitoring
DoF	Department of Finance
DoT	Department of Treasury
DPM	Department of Personal Management
EU	European Union
FSVAC	Family and Sexual Violence Action Committee
GESI	Gender Equality and Social Inclusion
HRM	Human Resources Management
ICT	Information and Communication Technology
JICA	Japan International Cooperation agency
JJ	Juvenile Justice or Juvenile Justice Services
JJO	Juvenile Justice Officer
JLSC	Judicial and Legal Services Commission
JSS4D	Justice Services and Stability for Development
KPI	Key Performance Indicators
KRA	Key Result Areas
LJSS	Law and Justice Sector Secretariat
LPG	Legal Policy and Governance
LTC	Land Titles Commission
MOU	Memorandum of Understanding
NCCP	National Coordination and Crime Prevention Division
NCC-AML/CTF	National Coordination Committee on Anti-Money Laundering and Counter Terrorist Financing
NCD	National Capital District
NCM	National Coordination Mechanism
NCOBA	National Coordination Office of Bougainville Affairs
NEC	National Executive Council
NLC	National Land Commission
NNB	National Narcotics Bureau
NSP	National Strategic Plan for the NCC-AML/CTF
OPT	Office of Public Trustee
OSG	Office of the Solicitor General
OSS	Office of the State Solicitor
PIP	Public Investment Program
PJJC	Provincial Juvenile Justice Committee
PMNEC	Prime Minister and National Executive Council
PTSD	Post Traumatic Stress Disorder
SARV	Sorcery Accusation Related Violence
SLOS	Social, Law and Order Sector
TFECS	Technical and Financial Evaluation Committees
UNAFEI	United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders
UNICEF	United Nations International Children's Emergency Fund
UNODC	United Nations Office on Drugs and Crime
VCLMs	Village Court and Land Mediation Secretariat

1 DEPARTMENT OVERVIEW

1.1 Core Functions

The Department of Justice and Attorney General (DJAG) is one of the central agencies of the government. It is responsible for the delivery, administration, coordination and oversight of legal and justice services to the State and the People to strengthen and support national stability, rule of law and safe communities. Its work directly enables social and economic development, while safeguarding the rights and freedoms of individuals, communities and the State.

The Department operates under the leadership of the Minister for Justice and Attorney General and serves both Legal and Justice service mandates and supported by a robust sector coordination and corporate support teams. These functions encompass:

1. The State Legal;

- Office of State Solicitor
- Office of Solicitor General
- Office of Public Trustee
- Legal Policy and Governance
- Ocean Affairs Secretariate
- Human Rights Secretariate
- Judicial and Legal Service Commission Secretariate

2. Justice Administration Services;

- Village Courts and Land Mediation Secretariate,
- Probation Services,
- Parole Services,
- Juvenile Justice Services

3. Crime Prevention and Sector Coordination

- Law and Justice Sector Secretariat and the Social Law and Order Sector Secretariat.
- Crime Prevention Coordination
- Data for Justice

4. Corporate Support Services

- Human Resources Management
- Financial Management
- Information Communication and Technology
- Library and Records Management
- Assets Logistics and Securities
- Executive Management
- Planning, Monitoring and Evaluation
- Internal Audits
- Leadership Integrity, and Equity (GEDSI)

1.2 Strategic Intent

The Department seeks to achieve its *Vision of “A Safe, Secure and Peaceful Society.”* This vision is supported by the Department’s mission to deliver excellent legal and justice services to the State and the people of Papua New Guinea, guided by the core values of Discipline, Justice, Equality, Ethics, Honesty and the Rule of Law.

The strategic intent is translated into five Corporate Objectives that focus on the delivery of timely, accessible and quality State Legal and Legal Policy Services and Community Justice Services, strengthened strategic partnerships, improved organizational capability, and innovative leadership and sound corporate governance. Collectively, these objectives provide the strategic direction for DJAG’s programs, activities and performance commitments and guide the Department’s contribution towards an effective, accessible and responsive justice system. Organization Structure (2024-2028 proposed)



Figure 1 Department Vision, Mission Corporate Objectives and Core Values

1.3 Organization Structure (2024-2028)

The diagram presents DJAG's organizational structure, showing the Department's leadership, key divisions, branches and its reporting and coordination relationships across the Law and Justice Sector. It illustrates how DJAG's legal, justice administration, corporate, crime prevention and provincial coordination functions are organized to support effective delivery of justice services throughout Papua New Guinea.

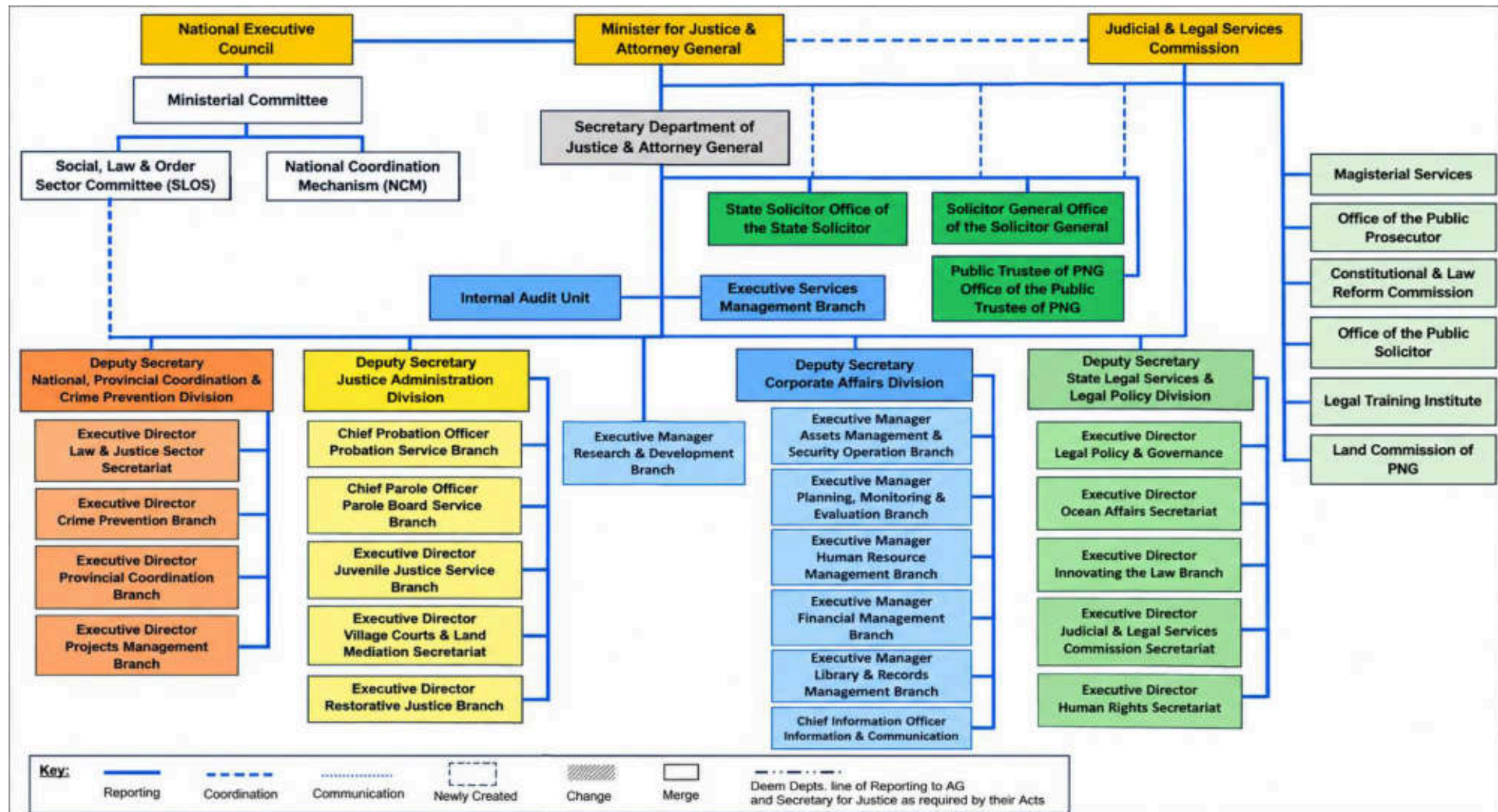


Figure 2. DJAG Organization Structure

2 OUR PERFORMANCE

2.1 Deliver Timely, Accessible and Quality Legal and Legal Policy Services

The Department's Corporate Objective 1 focuses on ensuring that the State delivers high-quality legal representation, sound legal advice, effective legal policy development, and fiduciary services that uphold the rule of law and protect the public interest. This objective supports constitutional governance, institutional integrity, and confidence in the justice system by strengthening legal service delivery across advisory, litigation, policy, trust administration, and international legal obligations. The achievement of this objective depends on coordinated performance across specialised legal and policy entities within the Department, each contributing to timely access to justice, legal certainty, and accountable public administration.

2.1.1 Office of the State Solicitor

The Office of the State Solicitor (OSS) serves as the principal legal advocate and adviser to the State in constitutional and other significant appellate matters. Under Corporate Objective 1, its Key Result Area -Sound State Legal Advising Services contributes to safeguarding constitutional order and ensuring authoritative legal interpretation on matters of national importance.

The OSS is established under the *Attorney General's Act* 1989. It has seven (7) Divisions which are:

- 1.State Solicitor;
- 2.Commercial Law;
- 3.Procurement Law;
- 4.General Advising/Common Law;
- 5.International Law;
- 6.Mining & Petroleum; and
- 7.Practice Management.

The primary functions of the State Solicitor under Section 13B of the *Attorney General's Act* are:

- To provide legal advice and opinions to the State;
- To be the legal representative of the State in all matters affecting the State including negotiations entered into by the State;
- To provide legal clearance on all matters in which the State is a party, in so far as they relate to contracts of employment for appointments made by the Head of State, consultancy agreements, commercial agreements, international treaties, conventions and agreements which are bilateral or multilateral in nature, or any other public international instruments, lease agreements, MOAs, MOUs, and any other documents that seek to legally bind the State;
- To consider and provide legal clearance on the necessity of proposed legislation, proposed amendments to existing regulations, proposed regulations, and proposed amendments to existing pieces of legislation, before submission to NEC for its approval;

- To make appearance on behalf of the State before tribunals outside of the National Judicial System; and
- To perform any other functions consistent with its advisory functions.

ACHIEVEMENTS

❑ Procurement Law Division

- ✓ Non-Tax Revenue Administration Secretariat - Involved in the ongoing consultation for the implementation of the NTRA Act 2022 with the Department of Finance and Department of Treasury as part of the NTRA Secretariat;
- ✓ Department of Finance's Data Centre Hosting Agreement - Work on the review of the Data Centre Hosting Agreement with Digiect ICT Limited. Culminated the Contract being cleared in 5th March 2025.
- ✓ Department of Finance's Dayforce Agreement - Work on the review, negotiations and drafting of the Dayforce Master Services Agreement to pave the way for the upgrade of the Government of PNG Payroll System with Dayforce. Negotiations completed as of 19th March 2025 with the acceptance of the Final Draft in preparation of next step.
- ✓ Department of Finance IFMS Contract - Work on the review, negotiations and drafting of the IFMS Contract to pave the way for the migration to cloud infrastructure with Technology One.
- ✓ Non-tax revenue - Assisting Treasury Department on the Implementation of No-Tax Revenue Act in collecting non-tax revenue (fees/charges) as revenue to support Government budget.
- ✓ Procurement Law Division provided Legal Clearance on Contracts for Q2 of 2025 with the total Contract value of K80,989,407.05 compared to Q1 2025 (total contract value of K1,111,056,354.87). Q2/2025 has seen a decrease by 93% in contract clearance value compared to Q1 2025 of a total clearance value of K1,111,056,354.87.
- ✓ Procurement Law Division provided Legal Clearance on Contracts for Q2 2025 with the total Contract value of K80,989, 407.05 compared to Q3 2025 (total contract value of K280,848,306.25). Q3 2025 has seen an increase by 29% in contract clearance value compared to Q2 2025 of a total clearance value of K280,848,306.25 and the total contract clearance withheld at the value of K1,636,932,645.52 in Q3.2025.
- ✓ Procurement Law Division is also assisting Departments of Finance and Personnel Management on the negotiations and agreement drafting regarding NEC Decision on Alesco payroll transfer from Department of Finance to Department of Personnel Management.

❑ General Advising / Common Law Division

- ✓ General Advising/Common Law Division successfully conducted 2x Client Outreach Programs with the ongoing support from APLJ

❑ The International Law Division

- ✓ Successfully aligning International and *Domestic Arbitration Acts* with the Arbitration Policy and Law.

- ✓ progressing PNG-Australia Mutual Defense Treaty to the ratification stage for the Parliament.

❑ **Commercial Law Division**

The division noted significant progress on the following legislative projects:

- ✓ Parliament endorsement of the Bio-Security Bill.
- ✓ Finalization of both the Financial Consumer Protection Bill and Dispute Resolution Regulation.
- ✓ Certificate of Necessity (CON) were issued for both review of the *Boards (Fees & Allowances) Act 1951* and drafting of the Organic Law on the Development of Fisheries Capital Limited Authorization Bill 2024 with NEC endorsement obtained on the latter.
- ✓ Supporting Bougainville Post-Referendum Regulation
- ✓ Common Law Division provided Legal Clearance on Contract of Employment and Lease Agreement. For Q3.2025 Common Law provided 10 Contract of Employment at the value K1, 083, 206.00 and 10 Lease Agreements at the value of K2, 702, 655.20.

❑ **Practise Management**

- ✓ The OSS lawyers received three (3) Continuing Legal Education (CLE) trainings on Legal Research, Legal Writing & Statutory Interpretation and Presentation Skills conducted by AGS.
- ✓ Professional development training noted 8 non-lawyers attended degree and diploma training and
- ✓ Three (3) lawyers successfully received Australian Awards Scholarship
- ✓ Recruitment of five (5) experienced lawyers
- ✓ Manpower (Lawyers 44 (male 17/female 27+ Support staff 19 (male 8/female 11))



Figure 3. Conducted by AGS training in August 2025 for Officers to be trained to deliver efficient services to clients: 3 Internal Trainings (Legal Research, Legal Writing & Statutory Interpretation and Presentation Skills)

OPERATIONAL DATA

The OSS operational data reflects the Office's workload and performance in delivering State legal advice and clearance services. It captures matters opened and pending, divisional workload, turnaround times and performance against KPI targets, providing an overall indication of the Office's efficiency and effectiveness during the reporting period.

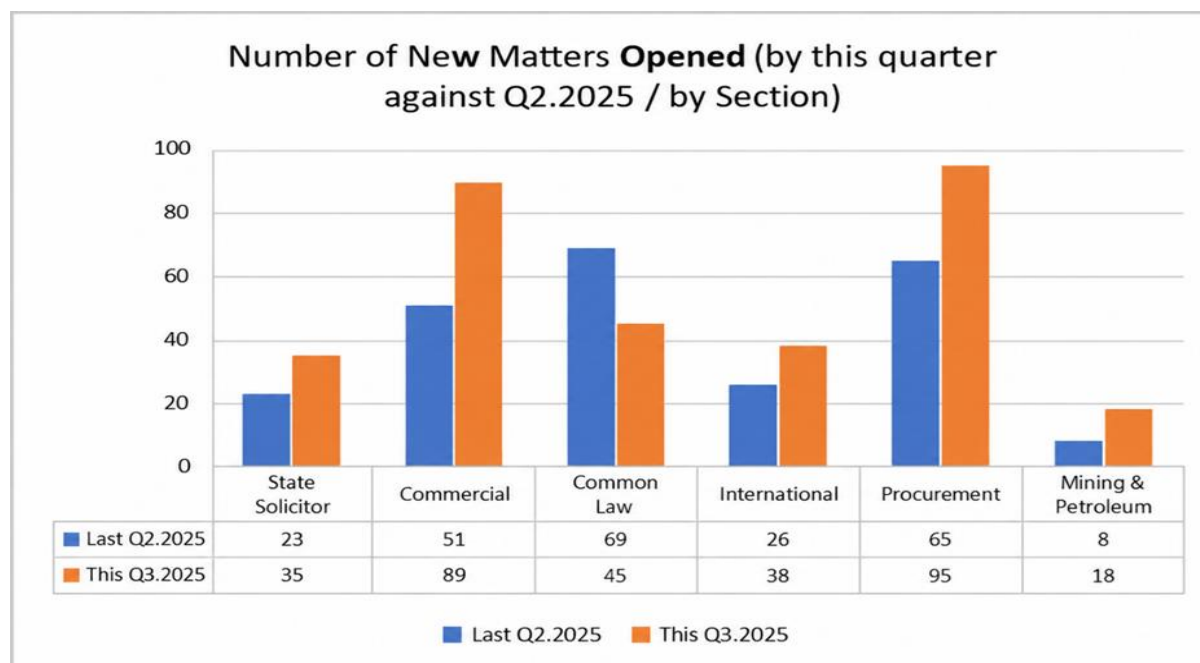


Figure 4 The Graph shows the number of matters opened by Divisions in Q3.2025 compared to Q2.2025. All divisions increased in the number of matters opened except General Advising Division has shown a decrease in Q3.2025.

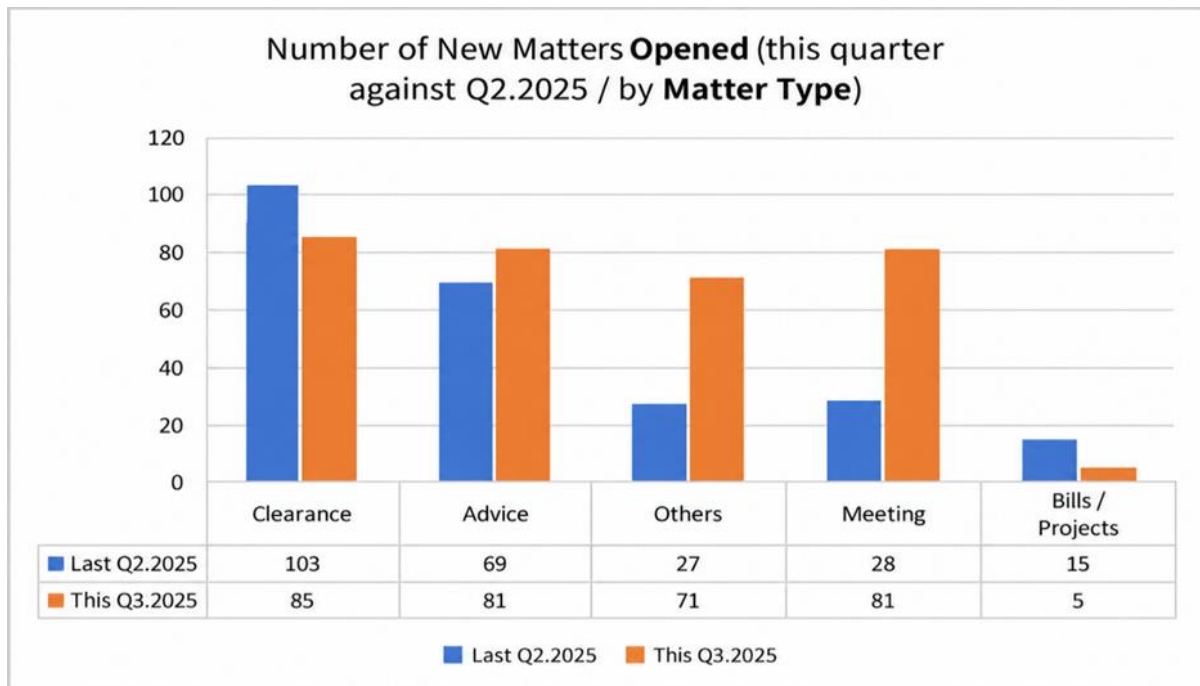


Figure 5. The Graph shows the number of new matters opened by Matter Type. Compared to the end of this Quarter, Advice, Meeting & Other matter type show an increase while Clearance & Bills/Project matter type show a decrease in the matter type in Q3.2025.

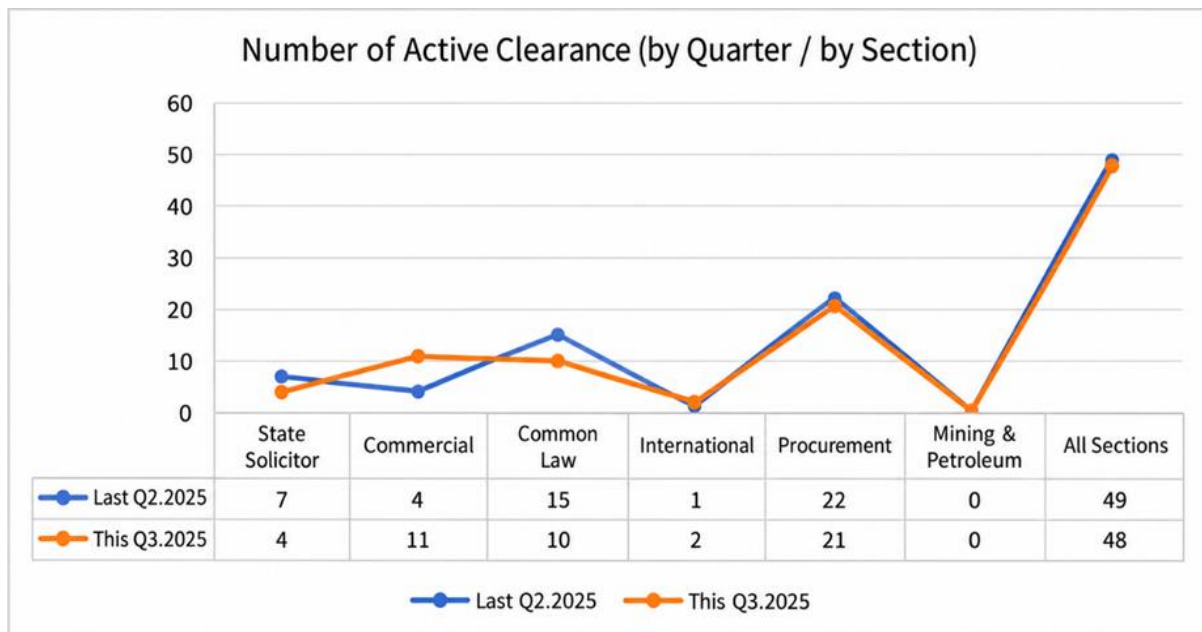


Figure 6 The Graph shows the number of Active Clearance matters pending in Q3.2025 by Divisions. State Solicitor, General Advising & Procurement Law Divisions had decrease in the number of active Clearance matters while Commercial & International Law Divisions shows an increased this quarter. Mining & Petroleum Law Division remain the same from Q2.2025. Overall, the office shows a slight decrease in the number of active Clearance matters in Q3.2025.

Advice Turnaround (by Quarter / by Sections)

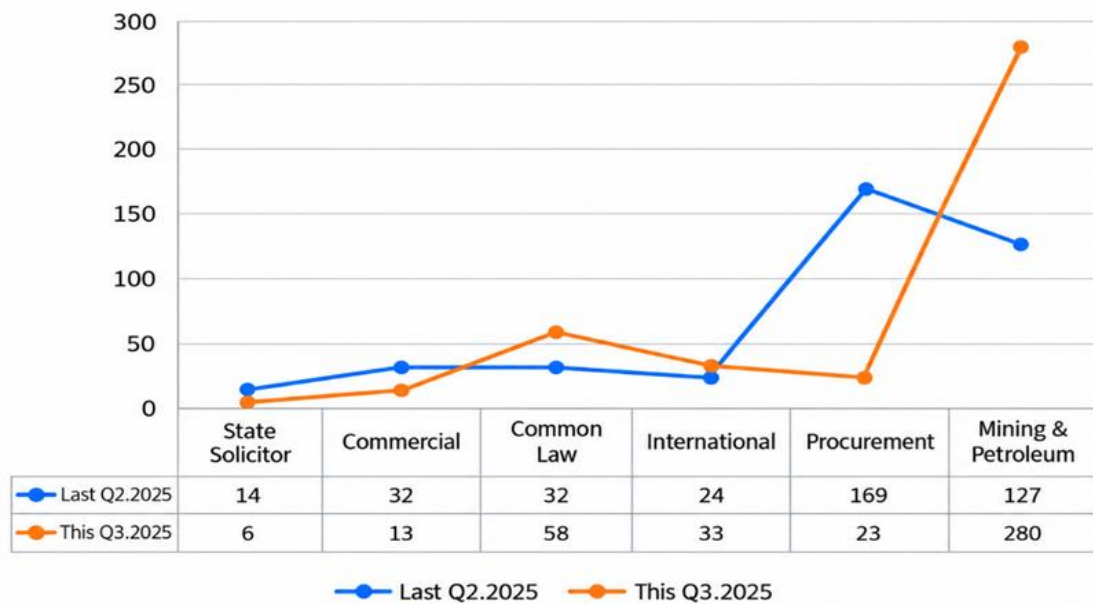


Figure 9 The Graph shows the 28 days Advice turnaround times by Divisions. State Solicitor, Commercial Law, & Procurement Law Divisions achieve the Advice turnaround time while General Advising, International Law & Mining & Petroleum Law Divisions recorded an increase in the turnaround times in Q3.2025.

Clearance Turnaround (by Quarter / by Section)

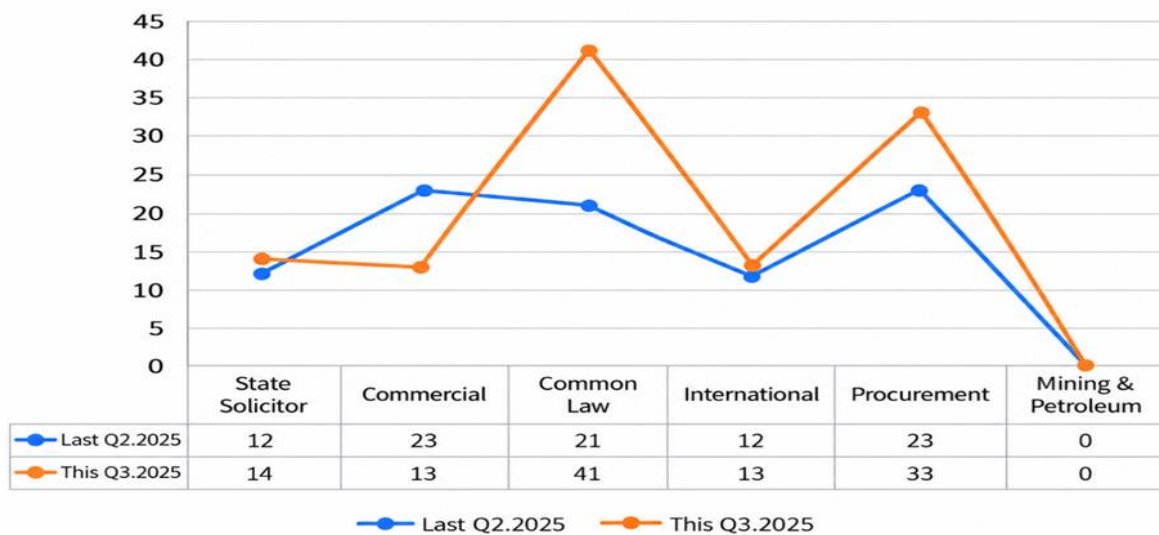


Figure 8 The Graph shows the 10 days Clearance turnaround times by Divisions for this Quarter 2025. All divisions have increased in the Clearance turnaround time this quarter while Mining & Petroleum Law Division remain the same from Q2.2025.

OSS PERFORMANCE-A3 2025

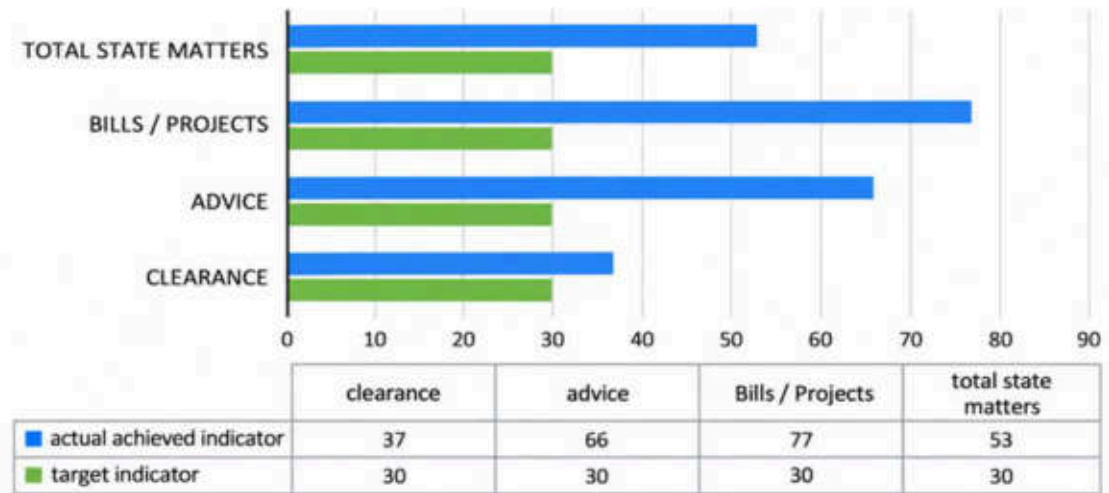


Figure 10 The Graph shows the KPI for the Office Performance for Q3 2025. The KPI target for Advice, Clearance and Bills/Projects is 30%. This quarter shows the following below: OSS performance recorded for Clearance 37%, Advice 66% and Bills/Projects 77%. Overall, the OSS performance recorded 53% and have achieved the target indicator in Q3,2025.

KPI PERFORMANCE FOR Q3 2025 BY DIVISIONS (% within turnaround time)

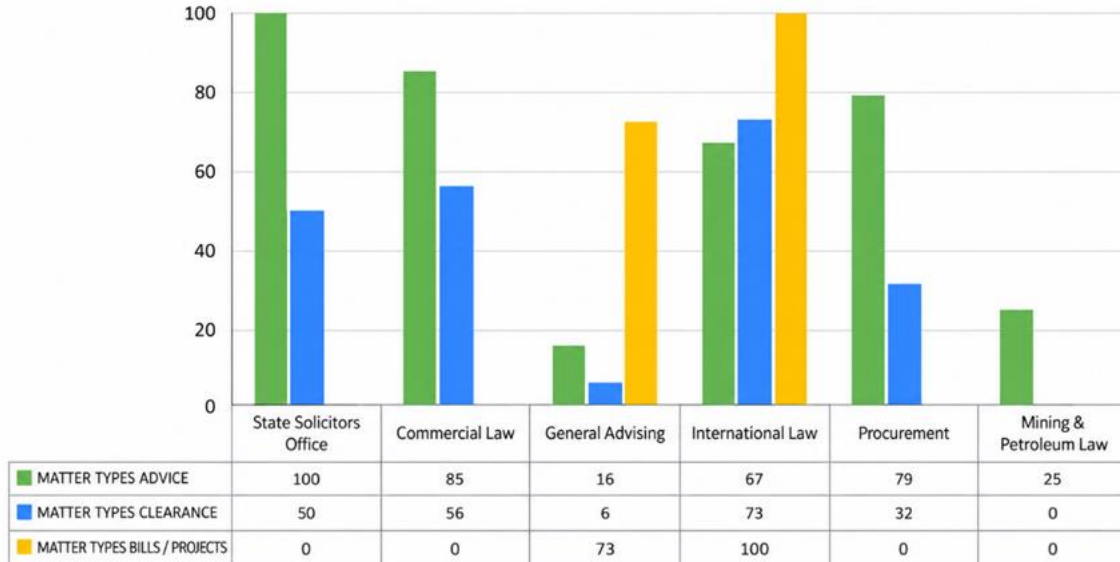


Figure 11The Graph shows the KPI for Divisions Performance for Q3,2025. The KPI target for Advice, Clearance and Bills/Project is 30%. This quarter shows the following; For Clearance; State Solicitor, Commercial Law, International Law & Procurement Law Divisions achieved the KPI target while Mining & Petroleum remains 0%. For Advice; State Solicitor, Commercial Law, International Law, & Procurement Law achieve the KPI target and General Advising & Mining & Petroleum Law Division have not achieve the KPI target. For Bills/Project; Common Law, International achieved the KPI target while State Solicitor, Commercial Law, Procurement Law & Mining & Petroleum recorded 0%. The Divisions show 0% in the KPI targets are no Advice, Clearance & Bills/Projects matters closed.

2.1.2 Office of the Solicitor General

The Office of the Solicitor General is established under section 10 of the *Attorney-General's Act* 1989. Under section 13 of the Attorney General's (Amendment) Act 1989, the primary functions of the Solicitor General are:

- a) to appear as advocate for the State before courts, unless otherwise instructed by the Attorney General;
- b) to provide legal representation as advocate in all court-annexed alternative dispute resolution matter for and on behalf of the State; and
- c) to perform any other functions consistent with his advocacy functions.

The office has five Divisions that support its functions and they are:

1. Judicial Review & Commercial Team;
2. Police & Human Rights Team;
3. Torts & Negligence Team;
4. Regional Operations; and
5. Cost Recovery & Taxation Team.

The OSG defends state agencies in Court and through mediation and arbitration tribunals with the aim of reducing state legal liability. The effectiveness of the OSG impacts has a direct impact on government's risk exposure, financial accountability and the credibility of public administration. By delivering high-quality litigation services, defending State interests before the courts, and issuing authoritative legal opinions, the Office supports lawful decision-making and strengthens confidence in the State's legal posture.

The Office of the Solicitor General strengthened State civil litigation and advocacy during 2025 through increased staffing, improved case-management systems and greater engagement with State client agencies. Twenty-six new officers were recruited, comprising 13 lawyers and 13 support staff, while development-partner support provided 53 computers for the rollout of the OSG Content Management System. At year end, OSG managed 7,518 files with an estimated potential value of K19.448 billion. The OSG also made 588 court appearances, closed 234 matters valued at K637.65 million and successfully dismissed 122 matters valued at K334.86 million. Two major client outreach programs also strengthened collaboration with government agencies, while continued management of brief-outs, judgment debts and legal cost recovery supported protection of the State's financial interests.

ACHIEVEMENTS

- Progressed upgrading and rollout of OSG's Case/Content Management System to improve litigation file management and protect case information.
- Received 53 computers through Australian Government/APLJP support for the CMS rollout.
- Strengthened management of brief-outs, judgment debts, Certificates of Judgment and recovery of legal costs in favour of the State.
- Recruited 26 new officers, comprising 13 lawyers and 13 support staff.

- One lawyer completed a six-week Queensland Bar Readers Course with APLJP support.
- Recruitment initially reduced average lawyer caseload from 246 files in 2024 to 72 during Q3, although continued growth in litigation and staff exits increased the average to around 130.
- Conducted two major Client Outreach Programs, engaging approximately 104 State and in-house lawyers and client representatives.
- Maintained APLJP partnership support for professional training, client outreach and ICT/CMS strengthening.
- Strengthened engagement with State client agencies to improve instructions, litigation preparation and effective State advocacy.
- Managed 7,518 files with an estimated potential value of K19.448 billion at year end.
- In Q4, made 588 appearances, closed 234 matters valued at K637.65 million, dismissed 122 matters valued at K334.86 million, and settled 5 matters out of court.
- Filed K446,424.41 in Bills of Costs in favour of the State and secured additional legal costs.
- Managed 32 brief-outs and continued vetting of external legal bills.
- Department of Finance paid K9.03 million in judgment debts, while outstanding State judgment debt liability remained approximately K493.44 million.



Figure 12 Mr George Akia sworn in as the new Solicitor General.



Figure 13 OSG Leadership handover.



Figure 14 Solicitor General speaking at the 2025 Client Outreach Program

OPERATIONAL DATA

The operational data summarises OSG's caseload, workforce, litigation performance, regional workload, brief-out services and judgment debt management. In 2025, OSG managed 7,518 files valued at approximately K19.45 billion, recorded 588 court, taxation and mediation appearances, closed 234 files, and had 122 matters dismissed, while continuing to manage substantial regional caseloads, brief-out costs and State judgment debt liabilities.

Indicator	Outcome
Total Files Under OSG Management	7,518
Files at Start of Q4	7,356
New Files Opened in Q4	162
Estimated Potential Value of Files	K19,447,668,627.51
Total Staff	106
Lawyers	61
Support Staff	45
New Lawyers Recruited in 2025	13
New Support Staff Recruited in 2025	13
Total New Recruits	26
Average Caseload per Lawyer – 2024	246 files
Average Caseload per Lawyer – Q3 2025	72 files
Average Caseload per Lawyer – Q4 2025	130 files

Table 1 Year-End Caseload and Workforce

Indicator	Outcome
Court, Taxation and Mediation Appearances	588
Files Closed	234
Value of Files Closed	K637,650,416.09
Matters Dismissed	122
Value of Matters Dismissed	K334,856,461.72
Matters Settled Out of Court	5
Bills of Costs Filed in Favour of State	K446,424.41
Legal Costs Awarded to State	K41,455.00
Fixed Legal Costs Paid to State	K4,274.40
Total Reported Paid into DJAG Trust Account/CRF	K84,274.40

Table 2 Litigation and Court Performance

Team	Court Matters
Team 1	1,595
Team 2	1,081
Team 3	1,531
Team 4	888
Total – HQ Teams	5,095

Table 3 Headquarters Team Caseload

Regional Office	Court Matters
Mt Hagen	1,144
Wewak	93
Lae	482
Madang	308
Kokopo	270
Kimbe	205
Goroka	Transferred to Mt Hagen due to no lawyer
Wabag	Transferred to Mt Hagen due to office closure

Table 4 Regional Caseload

Indicator	Outcome
Matters Briefed Out	32
Brief-Out Bills Received	66
Gross Value of Bills	K4.24 million
Value After OSG Vetting	K2.81 million
Reported Reduction Through Vetting	Approx. K1.44 million
Outstanding Brief-Out Fees	K7,045,638.82

Table 5 Brief-Out Legal Services

Indicator	Outcome
Certificates of Judgment Received	33
Combined Value of COJs	Approx. K13.11 million
COJs Endorsed During Q4	Nil
Judgment Debts Paid by Department of Finance in Q4	K9.03 million
Outstanding State Judgment Debt Liability	K493.44 million

2.1.3 Legal Policy and Governance

The Legal Policy and Governance Branch is responsible for the development, review, coordination and oversight of legal and legislative policy across government. In support of Corporate Objective 1, this Key Result Area *Sound Legal Policy Advice and Reform* ensures that laws, policies, and regulatory frameworks are coherent, evidence-based and aligned with national priorities and constitutional principles.

The Branch provides legal policy advice on justice related matters and facilitates legislative reforms and legal policy processes relating to legislation within the mandate of the Ministry of Justice. Through its work, Legal Policy and Governance strengthens legal governance by promoting consistency, transparency and accountability in law-making and policy reform processes. Effective performance under this KRA underpins a responsive and modern legal system capable of addressing emerging social, economic, and governance challenges.

ACHIEVEMENTS

- Progressed 43 legislative reform matters during 2025, covering matters at policy development, consultation/legal clearance, drafting, Parliament/regulatory endorsement and operationalisation stages. The later consolidated AMR records the year-end position as:
 - 27 at development stage;
 - 7 at consultation/legal clearance;
 - 1 at legislative drafting;
 - 6 at Parliament/regulatory endorsement; and
 - 2 pending operationalisations.
- Secured NEC approval for the tabling of Bills to repeal the outdated *Y2K Fairness in Litigation Act* and *Customs Recognition Act*, progressing the Government's legislative housekeeping agenda.
- Successfully progressed the Juvenile Justice Regulation through NEC, with the Q2 report recording that the Regulation had come into force.
- NEC endorsed PNG's accession to the United Nations Convention against Transnational Organized Crime (UNTOC), advancing PNG's alignment with international frameworks for combating organised and transnational crime.
- Established and gazetted the *Proceeds of Crime Act* Trust Instrument on 12 February 2025, enabling establishment of the POCA Trust Account for the management of proceeds recovered under proceeds-of-crime and money-laundering arrangements.
- Strengthened the Branch's legislative reform management system by prioritising 29 legislative reforms in the 2025 Workplan from a broader portfolio of 43 reform matters, reflecting available staffing and implementation capacity.
- Lifted the moratorium on applications for Commissioners for Oaths and introduced a revised administrative process incorporating vetting and Fit and Proper Interviews;
 - 9 applications had been received; and
 - 5 had been vetted for progression to the Secretary's Office.

- Completed 117 Legal Training Institute Fit and Proper Assessments, supporting professional and ethical screening of prospective legal practitioners. The consolidated AMR identifies this as one of LPG's major 2025 outputs.
- Maintained LPG's Central Authority functions for:
 - Mutual Legal Assistance;
 - extradition;
 - enforcement of foreign judgments; and
 - wider international legal cooperation.
- Supported the AML/CTF National Coordination Committee and Technical Working Group, including high-level coordination associated with PNG's AML/CTF Strategic Implementation Plan. Two LPG legal officers completed the Legal Policy Champions Program with the Australian Attorney-General's Department in Canberra, strengthening legal policy development capability within the Branch.
- One LPG officer received an Australian Government Scholarship in 2025. The newsletter identifies Mr John Laule of the Legal Policy & Governance Branch among DJAG's six Australian Awards recipients.
- During Q2, LPG officers participated in four specialised training programs:
 - Financial Action Task Force Standards Training Course, South Korea;
 - Australian Government Solicitor Legislative Drafting Training;
 - DJAG Leadership Training; and
 - National Security Policy Making Training.
- LPG also facilitated Policy Champions training for officers from the Department of Prime Minister and NEC, demonstrating that the Branch was not only receiving capacity development but also delivering legal-policy capability to other agencies.
- Reactivated the National Anti-Human Trafficking Committee after a prolonged period of inactivity, with more than 30 representatives from member agencies participating.
- Facilitated the SARV National Action Plan Committee, with more than 30 representatives from government agencies and partner organisations attending.
- The newsletters also record LPG's involvement in the National Dialogue on Sorcery Accusation Related Violence held on 17 August 2025, where an LPG officer presented the National Action Plan 2024–2030. This is a strong additional year-end achievement not reflected in your original draft.
- Facilitated an MOU between DJAG and the International Organization for Migration (IOM) to strengthen cooperation on counter-trafficking in persons and Village Court-related activities.
- DJAG also entered into an MOU with Oxfam Pacific supporting SARV prevention, protection, response and coordination, as reflected in the consolidated AMR.
- Supported five high-level AML/CTF meetings with the Minister for Treasury concerning PNG's AML/CTF Strategic Implementation Plan.
- Maintained partnerships with a wide range of institutions, including NEC, Office of Legislative Counsel, Foreign Affairs, FASU-BPNG, IOM, UNFPA, APLJ and other justice-sector agencies.

OPERATIONAL DATA

The operational data summarises LPG's performance in legislative reform, professional accreditation, governance coordination and partnership support. During 2025, LPG progressed 43 legislative reforms, completed 117 Fit and Proper assessments, supported Commissioner for Oaths applications and professional development activities, and facilitated key governance and partnership processes including AML/CTF, SARV, UNTOC and inter-agency coordination.

Indicator	Outcome
Total Legislative Reforms Progressed	43
Development Stage	27
Consultation / Legal Clearance	7
Legislative Drafting	1
Parliament / Regulatory Endorsement	6
Pending Operationalisation	2
Repeal Bills Approved for Tabling	2 – Y2K & Customs Recognition
Juvenile Justice Regulation	Passed / in force
UNTOC Accession	NEC endorsed
POCA Trust Instrument	Gazetted 12 February 2025

Table 7 Legislative Reforms undertaken

Indicator	Outcome
LTI Fit and Proper Assessments	117
Commissioner for Oaths Applications Received – Q2	9
Commissioner for Oaths Applications Vetted – Q2	5
LPG Officers Completing Legal Policy Champions Program	2
LPG Australian Awards Recipient	1
Q2 Specialist Trainings Attended	4
Policy Champions Training Facilitated by LPG	1

Table 8 Professional Accreditation

Indicator	Outcome
NAHTC Meeting Reactivated	1
NAHTC Participants	30+
SARV-NAP Committee Meeting	1
SARV-NAP Participants	30+
High-Level AML/CTF Meetings with Treasury Minister	5
DJAG-IOM MOU	Facilitated
DJAG-Oxfam Pacific SARV MOU	Completed / reflected in consolidated AMR
LPG Internal Partnerships Reported	3
LPG External Partnerships Reported	11
DJAG Branches Receiving LPG Support	18

Table 9 Governance and Partnership

2.1.4 Judicial and Legal Services Commission

The Judicial and Legal Services Commission (JLSC) contributes to Corporate Objective 1 by supporting the integrity, independence, and effectiveness of judicial and legal appointments and administration. Through its mandate, the Commission plays a key role in upholding professional standards within the judiciary and legal services.

Its Key Result Area of Effective Secretariat Support to the Judicial and Legal Services Commission ensures that appointment, discipline, and administrative processes are conducted fairly, transparently, and in accordance with legal requirements. The effective functioning of the Commission is fundamental to maintaining public confidence in the justice system and upholding the rule of law.

The JLSC Secretariat provides administrative and technical support to the Commission, including facilitating appointments and disciplinary processes involving Judicial Officers (Judges and Magistrates), Law Office Holders (State Solicitor and Solicitor General), certain Constitutional Office Holders (Chief Magistrate, Public Solicitor and Public Prosecutor), and senior administrative staff of the Judiciary, including the Registrar and the Secretary of the National Judicial Support Services (NJSS).

The Commission is a constitutional office set up under Section 183 of the *Constitution*. Its functions include the:

1. Review of the jurisdiction, practice and procedure of all courts, except the Supreme and National Courts; and
2. Make recommendations to the Constitutional and Law Reform Commission for legislative changes to jurisdiction, practice and procedures; as well as ensuring adequate staffing for the courts.

The Commission comprises:

1. Minister for Justice and Attorney as the Chairman
2. The Chief Justice
3. The Deputy Chief Justice
4. The Chief Magistrate
5. The Chief Ombudsman
6. Parliamentary Representative

ACHIEVEMENTS

- Progressed review of the legal and administrative framework governing the JLSC in preparation for the Secretariat's eventual transition to an autonomous constitutional office.
- Continued review of appointment and disciplinary procedures for judicial and legal officers.
- Developed a proposed 17-position JLSC Secretariat structure and progressed Job Descriptions for HRM vetting.

- Established a separate JLSC Filing Index and commenced preparatory work for an electronic filing/database system.
- Progressed outstanding statutory reporting, with the 2022 and 2023 Annual Reports submitted to GPO.
- One officer completed DJAG Leadership Training.
- One legal officer's Practising Certificate was processed.
- Secretariat officers also participated in MHPSS/PSEAH capacity building.
- Partnership Engagements
- Convened Regular Meeting No. 2 in Tari, Hela Province, with financial and logistical support from the Hela Provincial Government.
- Worked with NJSS, Magisterial Services, DPM, Government House, HRM, LRMB and ICT on appointments, institutional development and information systems.
- Convened 2 Regular Meetings and 2 Special Meetings during 2025.
- Facilitated 51 appointment and reappointment actions for magistrates, judges and State Law Officers.
- Appointed Mr George Akia as Solicitor-General and Ms Helen Roalakona as Acting Public Prosecutor, the latter becoming the first woman to head that Office in an acting capacity.
- Facilitated appointment and reappointment of national and foreign judges.
- Undertook disciplinary action involving 2 Magistrates, recorded 4 non-renewals, 2 annulments, and received 1 complaint against a Constitutional Office Holder.



Figure 15 Minister for Justice and Attorney General and JLSC Chairman congratulates Ms Helen Vagivaro Roalakona following her appointment as Acting Public Prosecutor in May 2025.

OPERATIONAL DATA

The operational data summarises JLSC's performance in convening Commission meetings, processing judicial and magisterial appointments, and handling disciplinary and related governance matters. During 2025, the Commission convened four meetings, completed 51 appointment and reappointment actions, and dealt with a range of annulments, non-renewals, disciplinary matters, resignations, complaints and resolutions arising from magisterial submissions.

Indicator	Outcome
Planned Regular Meetings	4
Regular Meetings Convened	2
Regular Meetings Not Convened	2
Special Meetings Convened	2
Total Commission Meetings Convened	4
Regular Meeting Achievement	50% of annual target

Table 10 Commission Meetings

Appointment Category	Outcome
Regular Meeting No. 1 – Magisterial Appointments	23
Regular Meeting No. 1 – Judicial Appointments	5
Special Meeting No. 1 – Judicial Reappointment	1
Regular Meeting No. 2 – Magistrate/Judiciary/Law Officers	9
Special Meeting No. 2 – Magisterial Appointments	13
Total Appointment / Reappointment Actions	51

Table 11 Appointment Actions

Decision Type	Outcome
Probationary Magistrate Appointments Annulled	2
Acting Principal Magistrates Not Renewed	4
Magistrates Subject to Decommissioning/Disciplinary Action	2
Judicial Reappointment Extension Refused	1
Voluntary Magistrate Resignations Recorded	2
Constitutional Office Holder Complaints Received	1
Magisterial Services Submissions at Special Meeting No. 2	5
Resolutions Arising from Those Submissions	20

Table 12 Other Commission Decisions



Figure 16 Judicial and Legal Services Commission members during the Commission's Regular Meeting in Tari, Hela Province, where major judicial and State Law Officer appointments were confirmed in 2025.

2.1.5 Office of the Public Trustee

The Office of Public Trustee (OPT) provides the service with the goal to deliver effective and transparent administration and management of all deceased estates, property of minors, insane persons, insolvent persons, and missing persons to ensure justice and fairness.

The Office of the Public Trustee was formally known as the Office of the Public Curator. In 2020, an amendment to the Public Curator Act 1951 under the *Public Curator (Amendment) Act 2020* resulted in the Public Curator being renamed as the Public Trustee.

All functions and powers of the Public Trustee continue unaffected and the amendments added further clarity on the functions and responsibilities.

The highlight would be the establishment of the Public Trustee Investment Advisory Board to provide advice on investment in relation to deceased estates or especially minors' property.

The Public Trustee is also regarded as a State Law Office that provides legal services under the Wills, Probate and Administration jurisdiction.

ARCHIEVEMENTS

- Launched the new Office of the Public Trustee website, providing a digital platform for improved access to information and services relating to deceased estates, wills, minors' trusts and other Public Trustee functions. The initiative supports the Government's Digital PNG agenda and expands access beyond Port Moresby.
- Advanced decentralisation and institutional reform of Public Trustee services, with OPT identified as taking a leading role in extending services to provinces and districts and progressing towards greater institutional autonomy.
- Strengthened public awareness on wills and estate planning through the new website, encouraging citizens to prepare wills and make appropriate arrangements to protect their estates and family legacies.
- Managed a substantial deceased-estate caseload, with 2,513 active deceased-estate files recorded during the July–September reporting period, comprising 2,442 matters carried forward and 71 newly registered estates.
- Closed 22 deceased-estate files during the third quarter, progressing outstanding estate matters and contributing towards the KPI of reducing the deceased-estate backlog.
- Processed 71 new deceased-estate matters during the quarter while continuing administration of the existing caseload.
- Managed 306 minors and insolvency matters, including three newly opened files, with one matter finalised during the reporting period.
- Transferred 17 property titles, with an estimated combined value of K7.84 million, representing a significant achievement in progressing the transfer and disposal of assets held under deceased estates.
- Sold two estate properties during the reporting period, directly contributing to the reduction of property and assets remaining under Public Trustee administration.
- Continued management of approximately 200 property titles held by the Office while progressing title transfer and conveyancing matters.
- Progressed 146 property titles through conveyancing processes, including transmission and transfer of title, title replacement and stamp-duty exemption processes.
- Undertook property management activities, including leasing, property sales, inspections, reporting and valuation assessments as part of the administration of estate assets.
- Progressed Letters of Administration applications, including 30 Letters of Administration granted during the July–September reporting period at the reported office level, helping beneficiaries and estate administrators progress deceased-estate matters.
- Completed six estate-related court matters during the quarter while continuing to manage a substantial portfolio of active legal matters associated with deceased estates.
- Completed four Legal Will and Testament matters, with five new applications received during the quarter.
- Granted one probate matter during the reporting period, with remaining probate applications continuing through administration.

- Continued administration of deceased-estate trust funds, receiving and making payments on behalf of estates across OPT offices and regions, demonstrating continued stewardship of funds held for beneficiaries.
- Administered K5.52 million in minors' trust assets, including approximately K3.91 million held in investment and a closing minors and insolvency trust cashbook balance of approximately K1.85 million at the end of the third quarter.
- Received K222,870.03 into the Minors and Insolvency Trust Account during the quarter while processing K26,341.38 in payments to support the administration of beneficiary funds.
- Continued collection and administration of Public Trustee fees and non-tax revenue, including commission and administration charges and General Report Form fees associated with estate registration and administration.
- Elevated client-service improvement as an institutional priority, with departmental discussions specifically identifying the need for stronger and more accessible client support arrangements within OPT.



Figure 17 Minister Niningi with DJAG Executive Management and OPT managers at the website launch.

OPERATIONAL DATA

The Office of Public Trustee (OPT) Trustee continued to administer a substantial caseload of deceased estates, minors and insolvency matters. A total of 2,513 deceased estate files were active during the quarter, comprising 2,442 matters carried forward and 71 newly opened files. Of these, 22 files were closed, leaving 2,491 matters pending at the end of the reporting period. This indicates that while progress was made in resolving estate matters, the overall backlog remains significant and requires continued attention to improve file clearance and turnaround times.

For minors and insolvency matters, 303 files were carried forward, with three new files opened during the quarter. One matter was closed, leaving 305 active files pending. The relatively low number of closures against the existing caseload similarly demonstrates the need for continued efforts to progress and finalise outstanding matters.

In relation to the reduction of properties and assets under administration, 17 property titles were transferred during the quarter, with an estimated combined value of K7.84 million, while two properties were sold. A total of 200 property titles remained in possession, with a further 146 titles pending conveyancing processes. These transfers and property disposals represent positive progress towards reducing the number of properties and assets held under the Office's management.

Overall, the OPT measurably progress in estate administration and the disposal or transfer of estate assets; however, the high number of pending deceased estate, minors and legal matters indicates that further improvement in case processing and closure rates will be required to achieve the KPIs of reducing backlog, shortening turnaround times and reducing properties/assets under management.



Figure 18 Acting Public Trustee Mr Jacob Popuna and Minister Niningi officiating the launch of the new OPT website.

PART A. - Data/Statistics on Operations

The operational data summarises the Office of Public Trustee's estate administration, trust fund management, property, legal and non-tax revenue activities for the third quarter of 2025. It reflects deceased estate and minors caseloads, property titles and conveyancing, Letters of Administration, court matters, wills and probate, as well as receipts, payments and balances held across the Office's trust accounts. The data shows a substantial continuing workload, particularly in deceased estate and court matters, while also recording ongoing property transfers, estate legal services and management of trust funds. During the quarter, 17 property titles with an estimated value of K7.84 million were transferred, while the Office continued to manage significant balances under deceased estate, minors and corporate trust accounts

Activity No.	Activity	PCOT Location									
		PCOT HQ					PCOT High lands	PCOT Momase	PCOT Islands	PCOT Southern	OPT Expat riate
		PCH	PCM	PCI	PCE	TOT AL					
A1 - 1	DECEASED ESTATE - Record of Deceased Estate File.										
	a. Active Files C/Fwd from 2 nd Qtr 2025'	1283	454	681	24	2442	DiD	312	1067	1,536	
	b. New Files Opened in Jul - Sept 2025	38	20	12	1	71	NOT	25	54	63	
	c. Total Active Files in July – Sept 2025	1321	474	693	25	2513	RECV E	337	1120	1599	
	d. Closed Files in Jul - Sept 2025	8	9	5	0	22	REPO RT	-	18	15	
	e. Total Pending Active Files in Jul - Sept 2025	1313	465	688	25	2491		337	1102	1584	
	NB; Active Files carried forward from last year 2024 only includes Deceased Estate cases that have been Active as of January 2025										
A1 - 2	MINORS & INSOLVENCY - Record of Minors & Insolvency File.										
	a. Active Files C/Fwd from 2 nd Qtr 2025”	303									
	b. New Files Opened in July - September 2025”	3									
	c. Total Active Files as at July - September 2025”	306									

	d. Files Closed in July - September 2025”	1								
	e. Total Pending Active Files July - September 2025”	305								
A1 - 3										
		PTH	PTM	PTI	PTS	PTE	TOTAL	Momase		
	a. Title In Possession– C/Fwd 2 nd Qtr 2025”							17		
	b. Title Received in Jul - Sept 2025	1	NIL		5		14			
	c. Title Transferred Jul - Sept 2025	NIL	3		9	0	17			
	d. Current Title in Possession Jul - Sept 2025	23	19	90	68	0	200	17 – to submit to HQ Properties Section.		
	Note: 17 Property Title transferred with this quarter with estimated total value of Seven Million, Eight Hundred and Forty Thousand Kina (K7. 84 M) as at the date of death.									
	e. Pending Title in Conveyancing									
	1. Transmission & Transfer Title / Title Replacement / Stamp Duty Exemption	31	15	79	21	0	146			
	f. Property Managed / Sold / Valuation / Inspection & Reporting									
	1. Property Managed (Currently under lease)				1		1			
	2. Property Sold	NIL	NIL	NIL	2	NIL	2			
	3. Inspection & Property	NIL	NIL	NIL	NIL		6			
	4. Valuation Assessment conducted in Apr – June 2025	NIL	NIL	NIL	NIL	NIL	4			
A1 - 4	ESTATE LEGAL									
	Record of Letter of Administration & Court Matter.									
	1. Letters of Administration (LA)									
	a. LA Application – C/Fwd from 2 nd Qtr 25’	40					132		Refer to HQ Legal	
	b. New LA Application in Jul - Sept 2025	45								
	c. LA Granted in Jul - Sept 2025	30					3			

	d. Pending LA Applications Jul - Sept 2025	55					
	e. Total LA Pending in Jul - Sept 2025	55		129			
	a. Court Matters C/Fwd from 2 nd Qtr 2025	344					
	b. New Court Matters in Jul - Sept 2025	7				Refer to HQ Legal	
	c. Court Matters in Abeyance in Jul - Sept 2025						
	d. Court Matters Active in Jul - Sept 2025	351				Refer to HQ Legal	
	e. Court Matters for Trial in Jul - Sept 2025						
	f. Court Matters for Decision in Jul - Sept 2025						
	g. Court Matters "Briefed Out" Jul - Sept 2025						
	h. Court Matters completed in Jul - Sept 2025	6					
	i. Outstanding Court Matters in Jul - Sept 2025	345					
	3. Legal Will & Testament						
	a. LWT carried forward from 2 nd Qtr 2025'	9					
	b. New LWT Application Filed in Jul - Sept 2025	5					
	c. LWT Signed/Completed in Jul - Sept 2025	4					
	d. LWT Pending Forms in Jul - Sept 2025	10					
	4.Wills and Probate Administration						
	a. Probate C/Fwd from 2 nd Qtr 2025'	5					
	b. New Probate Application Granted Jul - Sept 2025	1					
	c. Probate Granted in Jul - Sept 2025	1					
	d. Probate Pending in Jul - Sept 2025	4					

A2:	ESTATE & FINANCE TRUST FUND						
A2 – 1	DECEASED ESTATE TRUST ACCOUNT						
	a. Receipt – Bal. C/Fwd. from 2 nd Qtr. 25	1,081,732.63		3,608,121.88	4,074,412.80	7,897,745.30	
	Total Receipts from Jul – Sep 25	1,241,504.20		64,854.03	67,539.70	817,782.76	
	Closing Bal. in 3 rd Qtr. 25	2,323,236.83		3,672,975.91	4,141,952.50	8,715,528.06	
	b. Payment – Bal. C/Fwd. from 2 nd Qtr. 25	913,612.85		8,785,459.83	1,981,885.57	6,842,139.47	
	Total Payments from Jul – Sep 25	1,207,999.02		163,632.29	98,531.60	1,262,571.41	
	Closing Bal. in 3 rd Qtr. 25	1,121,611.87		8,621,827.54	2,080,090.17	8,104,710.88	
	c. Cashbook – A/C Closing Bal. in 30/09/2025			- 5,177,337.95	2,871,633.21	7,314,612.94	
	<i>(Unclaimed Deceased Monies included)</i>						
A2 – 2	MINORS & INSOLVENCY TRUST ACCOUNT/FUNDS						
	Opening Cashbook Bal. C/Fwd from 2 nd Qtr 2025”	1,657,502.45	3,984.96 NGI to be Remitted to HQ Minors Trust				
	a. Receipt – Add: Receipts - Total Receipts from July - September 2025”	222,870.03					
	b. Payment – Less: Payment - Total Payments from July - September 2025”	26,341.38					

	c. Closing Cashbook Bal as @ 3rd Qtr 2025"	1,854,031.10					
	d. Total Minors Funds in Investment (Face Value) as @ 3rd Qtr 2025"	3,912,386.40					
	e. Total Value of Assets – Minors Trust Funds as @ 3 rd Qtr 2025"	5,523,819.47					
A2 – 3	PC CORPORATE TRUST ACCOUNT (HQ)						
	Opening Cashbook Bal. C/Fwd from 2 nd Qtr 2025"	102,655.44					
	a. Receipt – Add: Receipts - Total Receipts from July - September 2025"	7,350.00					
	b. Payment – Less: Payment - Total Payments from July - September 2025"	67,291.60					
	c. Cashbook – A/C Closing Bal. as @ 3 rd Qtr 2025"	42,713.84					
A3:	NON TAX REVENUE (NTR)						
A3 – 1	COMMISSION & ADMIN FEE/CHARGES						
	a. Receipt – Bal. C/Fwd. from 2 nd Qtr. 25	-		1,179,525.69	95,944.72	830,711.67	
	Total Receipts from Jul – Sep 25	0.00		6485.40	73 861.32	71,811.03	
	Closing Bal. in 3 rd Qtr. 25	0.00		1,186,011.09	169,806.04	902,522.70	
	b. Payment – Bal. C/Fwd. from 2 nd Qtr. 25	0.00		2,006,998.25	1,981,126.10	880,398.27	
	Total Payments from Jul – Sep 25	0.00		0	74 982.65	59,232.21	
	Closing Bal. in 3 rd Qtr. 25	0.00		2,006,998.25	2,056,108.75	939,630.48	

	c. Cashbook – A/C Closing Bal. in 3 rd Qtr. 25			- 827,472.5 6	1,886 302.71		
	<i>(Commission & Fees Collected are paid into PC Corporate Trust A/C and expensed against office operational expenditure)</i>						
	d. Total Cashbook – A/C Closing Bal. as at 3 rd Qtr. 2025						
A3 – 2	GENERAL REPORT FORM (GRF) FEE – K20	HQ & SOUTHERN REGION PORTION					
	a. Receipt – Bal. C/Fwd. from 2nd Qtr. 25	780.00		33,280.00	27,320.00	8,300.00	
	Total Receipts from Jul – Sep 25	400.00		250	1,060.00	1,140.00	
	Closing Bal. in 3 rd Qtr. 25	1,180.00		33,530.00	28,380.00	9,440.00	
	<i>(Clients pay K20 direct to Dept. of Finance & provide receipt for deceased estate registration purposes)</i>						

Table 13 Third Quarter 2025 Operational Statistics on Deceased Estates, Minors, Insolvency and Property Administration

2.1.6 Oceans Affairs Secretariat

The Oceans Affairs Secretariat provides legal, scientific, and technical advice on matters relating to the seas and maritime boundaries of Papua New Guinea, guided by national legislation, international conventions including the United Nations Convention on the Law of the Sea (UNCLOS) 1982 and relevant scientific research and technology. Through legal analysis and inter-agency coordination, the Secretariat strengthens compliance with international obligations while supporting sustainable and strategic ocean governance.

ACHIEVEMENTS

- Launched the Revised Marine Scientific Research (MSR) Guidelines and National Oceans Policy Implementation Plan, strengthening the national framework for marine scientific research, ocean governance and sustainable management of PNG's maritime resources.
- Progressed legislative reform of the Maritime Zones Act 2015, including engagement of technical support to assist with proposed amendments.
- Supported PNG's participation at the Third United Nations Ocean Conference (UNOC3) in Nice, France, including facilitation of PNG's signing of the Agreement under UNCLOS on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ Agreement).
- Established the BBNJ Steering Committee to coordinate PNG's work relating to implementation of the BBNJ Agreement and broader international marine biodiversity obligations.
- Strengthened national implementation of the National Ocean Policy through a National Ocean Policy Implementation Plan workshop involving National Ocean Committee members.
- Built national maritime security capability through Maritime Domain Awareness training, delivered in partnership with the United Nations Office on Drugs and Crime. One documented program trained 29 participants from maritime law-enforcement and government agencies from 12–16 May 2025 in Port Moresby.
- Strengthened cooperation with UNODC on maritime security, including support for maritime domain awareness and information-sharing initiatives designed to improve the capacity of national maritime agencies to detect, monitor and respond to maritime threats.
- Participated in regional Maritime Fusion Centre study visits in Singapore and the Philippines, enabling the National Ocean Committee delegation to examine international best practice in maritime surveillance, information sharing and maritime domain awareness.



Figure 19 Prime Minister Hon. James Marape signed on the Agreement on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction (BBNJ Agreement) on June 9th, 2025 in NICE, France.

- Advanced establishment and operationalisation of PNG's national maritime surveillance capability, building on the Government's decision to establish a national Fusion/Surveillance Centre following the regional study visits.
- Supported specialised international maritime security training, including participation of officials from PNG maritime and security agencies in capacity-building programs.
- Strengthened technical capacity in maritime boundaries and the Law of the Sea, including participation by officers in maritime boundary delimitation work, Law of the Sea training and international fellowship programs.
- Supported development of emerging ocean professionals, engaging two Early Career Ocean Professionals as interns to contribute to legal reform work.
- Progressed implementation of the Ship Rider Agreement, supporting strengthened maritime enforcement cooperation and monitoring of foreign maritime security operations in PNG waters.
- Strengthened marine scientific research governance and data return arrangements, including receipt of research publications and scientific data arising from the 2023 research voyage undertaken aboard the German research vessel Sonne.



Figure 20 The photograph shows the official launch of the revised MSR Guidelines and National Oceans Policy Implementation Plan



Figure 21 This directly supports the maritime-security capacity-building achievement and shows participants with their certificates following the one-week Maritime Domain Awareness Foundation training.



Figure 22 This supports the regional cooperation, surveillance and information-sharing achievement arising from PNG's visits to maritime security centres in Singapore and the Philippines.

2.1.7 Human Rights Secretariat

The Human Rights Secretariat main role is the establishment of the National Human Rights Institution (NHRI) and implementation of National Policy Framework.

The establishment of this institution will uphold human rights in Papua New Guinea, foster a culture of respect for human dignity and values among people, families, and communities, encourage development based on rights, and guarantee adherence to human rights obligations and provisions.

ACHIEVEMENTS

- Completed development of the National Human Rights Policy, following regional and national consultations with government agencies, development partners, civil society organisations and churches. A National Consultation Validation Workshop was held on 10 July 2025 to review and validate the draft policy before progressing it through Government processes.
- Advanced the legal framework for establishment of the National Human Rights Commission, including consultations, preparation of legal instruments and progression of the Organic Law for the Human Rights Commission. The newsletter identifies finalisation of the Organic Law as a major project achievement.
- Launched the Human Rights Strategic Plan 2024–2029 on 21 August 2025, following endorsement by the National Executive Council. The Strategic Plan provides the framework for advancing the establishment of an independent National Human Rights Commission in Papua New Guinea.
- Progressed institutional arrangements for the proposed National Human Rights Commission, including development of an initial organisational structure and consultations with key state institutions.
- Advanced the groundwork for an independent national human rights institution, through coordinated policy, legislative and institutional development undertaken by the Human Rights Secretariat and its partners. The newsletter describes this work as laying the foundation for a national policy, robust legal framework and independent human rights institution.
- Strengthened technical capacity through specialist consultant support, increasing the level of expertise available to progress human rights policy, legal and institutional reforms.
- Built staff capacity through specialised human rights training, including training supported by the UN Office of the High Commissioner for Human Rights on national mechanisms for implementation, reporting and follow-up.
- Strengthened regional knowledge and expertise, including staff participation in human rights and climate-resilience training.
- Strengthened the partnership with the European Union under the Good Governance and Law & Order Project, which provided K4 million in support from April 2024 to August 2025 towards establishment of a National Human Rights Institution in PNG.
- Successfully completed the EU-supported Human Rights Project, with key outputs including the Organic Law for the Human Rights Commission, development of the National Human Rights Policy and launch of the Human Rights Strategic Plan 2024–2029.

- Strengthened engagement with diplomatic and development partners, including the European Union, British High Commission, Australian High Commission, New Zealand High Commission and UN agencies. Representatives from these organisations participated in the Strategic Plan launch and related human rights initiatives.
- Conducted broad stakeholder consultations, including regional consultations and national engagement with government agencies, civil society organisations, churches and development partners in the development of the National Human Rights Policy.
- Undertook Tok Stori and stakeholder engagement activities across several provinces and with a wide range of institutions to strengthen participation and awareness in the development of the national human rights framework.
- Hosted a National Consultation Validation Workshop on the Draft National Human Rights Policy, bringing together a broad range of stakeholders to review the policy framework and ensure alignment with national priorities and international human rights standards.
- Supported national awareness and advocacy on gender equality, with the Human Rights Secretariat partnering with PNG Tribal Foundation to commemorate National Women's Day through screening and discussion of the *Senisim Pasin* campaign, promoting action against gender-based violence and the empowerment of women.
- Supported child-rights reporting and dialogue, including work associated with the Convention on the Rights of the Child and collaboration with relevant national agencies.
- Participated in broader human-rights advocacy activities, including activism, awareness programs, stakeholder dialogue and respectful-workplace initiatives.



Figure 32 Shows Secretary Dr Eric Kwa and development partners at the official launch of the Human Rights Strategic Plan 2024–2029. The Human Rights Strategic Plan 2024–2029 was officially launched in August 2025, marking a major milestone towards the establishment of an independent National Human Rights Commission in Papua New Guinea.

2.2 Deliver Timely, Accessible and Quality Community Justice Service

Corporate Objective 2 focuses on strengthening community-based justice services to ensure timely, accessible, and quality justice outcomes at the local level. The objective recognizes that effective community justice mechanisms are essential to reducing reoffending, resolving disputes, protecting vulnerable groups, and promoting social cohesion. Through non-custodial sentencing options, community courts, parole and probation supervision, juvenile justice interventions, and restorative justice approaches, the Department supports safer communities while easing pressure on formal court and custodial systems.

Achievement of this objective relies on coordinated delivery across Probation and Restorative Justice, Parole, Village Courts and Land Mediation and Juvenile Justice Services. Together, these services promote rehabilitation, reintegration, accountability, and access to justice, particularly for rural and remote communities.

2.2.1 Probation and Restorative Justice Services

The Probation Services is administered under the *Probation (Amendment) Act* 2019 which provides for the social rehabilitation of offenders. This responsibility includes the production of Pre-Sentence Reports to Courts, case management and supervision of offenders placed on probation and the enforcement of breaches to the Probation Orders. The Branch also administers the *Criminal Law (Compensation) Act* 1991 to facilitate restorative justice in the form of compensation and restitution for victim reparation and offender integration. The priority areas are to improve assistance to court, enhance stakeholder collaboration, improve record management and capacity building.

ACHIEVEMENTS

- Advanced implementation of the National Offender Rehabilitation and Reintegration Policy 2025–2029 through stakeholder consultations, policy socialisation and development of implementation strategies at national and provincial levels.
- Progressed development of the National ORR Policy Implementation Strategy, informed by provincial consultations and stakeholder workshops. The process was designed to identify practical measures for reducing reoffending, supporting reintegration and improving public safety.
- Progressed provincial implementation arrangements, including establishment of an Interim Provincial Offender Rehabilitation and Reintegration Committee in Madang and identification of interim national committee members.
- Undertook ORR Policy socialisation and implementation planning in Madang, AROB and Morobe, together with a national stakeholder engagement workshop in Port Moresby and included government, law-and-justice, community and development-partner representatives.
- Developed new Management Information System monitoring forms to improve accuracy and consistency of offender case management data.
- Workshopped the new MIS forms across all four regions through WhatsApp video conferencing, enabling provincial officers to participate without costly travel.

- Strengthened provincial Probation Service infrastructure, including progression of relocation arrangements for the Kerema CBC Office and finalisation of the lease agreement between the landlord and Department of Finance.
- Secured K425,000 through APLJ for renovation of the Mt Hagen Regional CBC Office, supporting improved provincial operational capacity.
- Strengthened justice-sector coordination, including participation by the Kavieng Senior Probation Officer in a Court User Forum chaired by Justice Panuel Mogish, where provincial law-and-justice agencies discussed issues associated with outstanding bench warrants.
- Built staff data-management capacity through Microsoft Access training, with an officer completing a two-day introductory course facilitated through HRM at Datec.
- Strengthened the Volunteer Probation Officer system, including an AROB VPO introductory workshop to clarify volunteer roles and responsibilities.
- By the third quarter, 32 active Volunteer Probation Officers were recorded, comprising 24 males and 8 females.
- Secured a combined K725,000 from APLJ for Probation Service reforms:
 - K300,000 for ORR Policy implementation strategy development and provincial socialisation; and
 - K425,000 for renovation of the Mt Hagen Regional CBC Office.
- Strengthened provincial and stakeholder partnerships with Correctional Services, RPNGC, provincial administrations, LLGs, NYDA, NGOs, faith-based organisations, health agencies and APLJ through ORR socialisation and implementation-planning activities.
- Probation Services ended 2025 with 445 active probationers under supervision, comprising 392 males and 53 females.
- Five probationers in AROB successfully completed their five-year probation terms and were discharged, demonstrating successful completion of community-based sentences.
- Probation Officers implemented court-ordered restorative justice and compensation activities across several provinces, including NCD/Central, Kimbe, Vanimo, Madang and AROB.
- In the first quarter, an NCD/Central court-ordered reconciliation resulted in K37,000 worth of compensation in cash and kind being presented to the victim, restoring peace between the offender, victim and their families.
- In the second quarter, Probation Officers reported three restorative justice compensation matters: one in Kimbe and two in Vanimo.
- In the third quarter, another three compensation matters were reported: one in Madang and two in Vanimo.

OPERATIONAL DATA

Probation Services concluded 2025 with 445 active probationers under supervision, comprising 392 males and 53 females. Five probationers successfully completed their probation terms and were discharged during the year. Restorative justice continued to form an important component of offender rehabilitation, with at least nine court-ordered compensation and reconciliation matters documented across NCD/Central, Kimbe, Vanimo, Madang and AROB. The Service also recorded 32 active Volunteer Probation Officers during the year and secured K725,000 in APLJ support for policy implementation and provincial infrastructure improvements. However, reporting compliance remained a significant challenge, with only 136 of 288 required MIS reports received and 152, or 52%, outstanding at year end.

Operational Indicator	Consolidated Result
Active probation caseload at year end	445
Male probationers	392
Female probationers	53
Probationers successfully discharged	5 confirmed in Q4
Active Volunteer Probation Officers reported in Q3	32
Male VPOs	24
Female VPOs	8
Cases supervised by VPOs reported in Q2	31
Good Behaviour Bond cases reported in Q2	28 reported
Restorative justice/compensation cases documented during 2025	At least 9 confirmed
ORR/CBC socialisation and implementation workshops clearly documented	Madang, AROB, Morobe + national stakeholder workshop in POM
APLJ funding secured	K725,000
APLJ funding – policy rollout	K300,000
APLJ funding – Mt Hagen CBC renovation	K425,000
Staffing establishment	136 positions
Staff on strength at year end	57
Funded vacancies at year end	66
Unattached staff	17
Retirees	20
MIS reports required for 2025	288
MIS reports received	136

MIS reports outstanding	152
Percentage MIS outstanding	52%

Table 14 Data and statistics on operations.



Figure 24 Community Based Corrections officers, including Probation Services, delivered law-and-order awareness to more than 200 students and teachers at Tubuserea Junior High School in Central Province during 2025.

2.2.2 Village Courts and Land Mediation Secretariat

The Village Courts and Land Mediation Secretariat, operating in accordance with the *Village Courts Act 1989* and the *Land Dispute Settlement Act 1975*, plays a central role in administering and supporting community justice systems at the district and village level. Under Corporate Objective 2, the Key Result Area -*Revitalised Village Court and Land Mediation System for Quality Service Delivery* strengthen access to justice by supporting the effective operation of Village Courts and Land Mediation Services in partnership with provincial and district administrations and local communities.

Village Courts and Land Mediation provide culturally appropriate, accessible, and timely dispute resolution mechanisms that promote peace, social harmony, and local accountability. Through the revitalisation of these systems, the Secretariat ensures greater consistency, improved service quality, and increased public confidence in community justice institutions.

ACHIEVEMENTS

- Progressed review of the Village Courts Act and Land Dispute Settlement Act, with the legislation referred to the Legal Policy and Governance Branch and consultative discussions undertaken with VCLMS to support the review process.
- Continued implementation of the Crime Prevention Through Revitalized Village Courts System Strategy 2020–2030, particularly through reforms in recruitment, training, digital case management, infrastructure and partnership arrangements.
- Expanded recruitment of Grade 12 school leavers into the Village Court system as Peace Officers and Clerks, supporting the Government’s reform agenda to professionalise Village Courts and create career pathways for young people. The 2025 Annual Report records 55 Grade 12 Clerks and 100 Peace Officers recruited in 2025.
- Launched the first-ever formal Village Court training pathway with SILAG, following an MoU between DJAG and the Somare Institute of Leadership and Governance. The program includes a 10-day *Working in the Community* course and a six-week Certificate IV in Justice Studies.
- Commenced pilot training of newly recruited Grade 12 Village Court Officials at SILAG, creating a pathway from community-level Village Court service into further justice-sector education and employment. The newsletter records the first cohort of 20 Central Province Peace Officers and Clerks, while your AMR draft records a combined pilot participation of 38 from Central and West New Britain. I would retain 38 only if the final VCLMS source confirms the second cohort.
- Implemented the new digital Case Management System, designed to improve Village Court record keeping and reduce delays in Quarterly Returns. The annual report confirms 28 Village Court Officials from 18 Village Court Areas in Central Province received CMS training.
- The system was being used in Babagarubu, Kisere, Bootless Bay and Konebada Village Court Areas, with evaluation planned following the pilot.
- Updated the Village Court Quarterly Returns form to improve capture of IPO matters and case types for the Information Management System.

- Delivered four major Village Court Officials training programs in West New Britain and Hela, training 388 Village Court Officials:
 - 173 in West New Britain;
 - 133 in West New Britain;
 - 37 in West New Britain; and
 - 45 in Hela.
- Trained 88 Land Mediators through two formal training programs:
 - 38 in West New Britain; and
 - 50 in Hela.
- Trained 28 Village Court Officials in the digital Case Management System in Central Province.
- Trained 20 Village Court Magistrates in jurisdictional powers and functions, with an equal gender composition of 10 women and 10 men.
- Provided Basic Sign Language Training to 22 Village Court Officials from 11 Village Court Areas in Central Province, strengthening accessibility of Village Court services for people who are deaf or hard of hearing.
- Supported Community Based Helper training in Tubusereia, where 29 participants completed the program, including Village Court Officials, community leaders, church leaders, women and youth representatives.
- Twenty-four Village Court Officials received *Family Protection Act* training, strengthening their understanding and use of Interim Protection Orders in responding to domestic and family violence matters. The newsletter highlights the practical impact of IPOs in Gaire and Central Province communities.
- Formalised the DJAG–SILAG partnership to establish structured training and professional pathways for Village Court Peace Officers and Clerks.
- Strengthened provincial partnerships through MoUs supporting implementation of the Village Court Revitalisation Strategy.
- Maintained strong development-partner support, particularly through APLJ, UNICEF and the EU-PNG Partnership for Good Governance, which supported training, digital systems and capacity-building initiatives.
- Supported provincial and private-sector collaboration for Village Court infrastructure, including the Hela Provincial Administration and ExxonMobil partnership for Village Court House construction.
- Completed construction of two Village Court Houses in 2025:
 1. Pari Village Court House, NCD; and
 2. Kuga Village Court House, Western Highlands Province.
 Both were completed and awaiting commissioning.
- Progressed additional Village Court House projects, including Balanataman and Bitapaka in East New Britain and proposed/new sites in Morobe, West New Britain, New Ireland, Madang and Central Province.
- Appointed 167 Village Court Officials during 2025, while 150 officials were revoked, enabling replacement of inactive officials and filling of vacant positions.
- Continued expansion of payroll coverage for Village Court Officials and Land Mediators. The annual report records 1,128 Land Mediators on payroll in 2025, while the September report recorded more than 12,000 active Village Court Officials on payroll at that point in the year.

- Processed and analysed Village Court Quarterly Returns, with the annual report recording 70 VCQRs submitted in 2025 and 1,253 Village Court cases reported from the provinces that submitted returns.
- Strengthened monitoring, inspection and compliance work across Village Court Areas. The VCLMS Annual Report specifically records:
 - 82 Village Court Areas inspected;
 - 42 Village Court Areas audited in East New Britain;
 - 64 Village Court Areas reviewed in Southern Highlands; and
 - 17 Land Mediation Divisions audited in East New Britain.

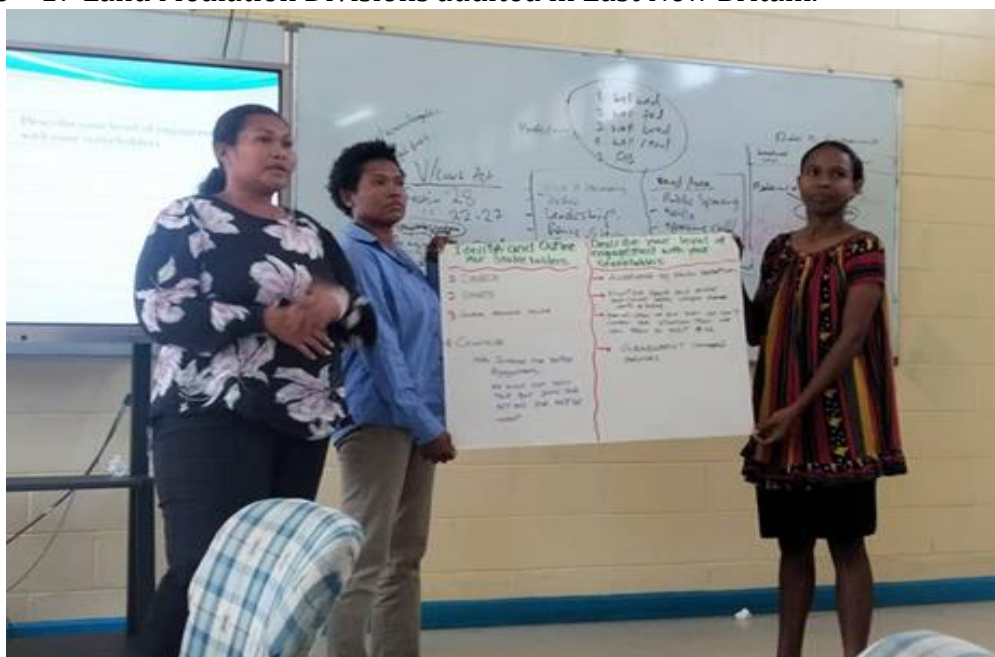


Figure 25 Village Courts Training Success Story.



Figure 26 Village Courts SILAG MoU.



Figure 27 Village Courts First SILAG Training.

OPERATIONAL DATA

The operational data summarises VCLMS performance in Village Court infrastructure, compliance monitoring, appointments and payroll administration, training, quarterly reporting and case management during 2025. It also reflects progress in digital case management and Family Protection/IPO services. Key results included 15 Village Court House projects being tracked, 2,186 additional officials added to payroll, 211 Village Court Quarterly Returns received from five provinces, and 322 cases reported through those returns. The data also shows continued investment in training, professionalisation, compliance reviews and the rollout of improved case-management systems across the Village Court and Land Mediation syst

Activity	2025 Summary
Village Court House Infrastructure	• 15 Village Court House projects/sites were being tracked. • 2 houses completed and ready for commissioning: Pari (NCD) and Kuga (WHP). • 2 projects at 98% completion: Balanataman and Bitapaka, East New Britain. • Ahi, Morobe – 5%. • Ganeboku, WNB – 7%. • Minare, Madang – 10%. • East Kara (NIP), Bunu Biranis (Madang) and Balawaia (Central) were at pre-construction/site/MoU stages. • Timin and Birip in Enga were placed on hold due to tribal conflict. • Three earlier Village Court Houses — Bootless, Gama/Zu and Nadzab — had already been commissioned in 2023–2024.
Village Court Audit / Compliance Review	• Monitoring, inspections, audits and compliance reviews continued across Village Court Areas during 2025. • The previously supplied records identify 82 VC Areas inspected, 42 audited in East New Britain, 64 reviewed in Southern Highlands, and 17 Land Mediation Divisions audited in East New Britain. • These should not be added as unique sites unless VCLMS confirms there is no overlap.
Appointment of Land Mediators	• Use the confirmed annual appointment figure from the final VCLMS personnel records once reconciled. The earlier reports show significant appointment activity, but your newly supplied table does not provide a revised annual Land Mediator appointment total.
Revocation of Land Mediators	• Significant revocation activity continued during the year, but this new data does not provide a full-year total. Keep the annual total subject to confirmation rather than estimating it.
Appointment / Recruitment of Village Court Officials	• Grade 12 recruitment continued as part of the professionalisation of Village Courts. • 16 Grade 12 school leavers were recorded as recruited in 2025 under this particular recruitment table: Milne Bay 3, Central 12 and Madang 1. • Across 2023–2025, the table records 139 Grade 12 recruits: 40 in 2023, 83 in 2024 and 16 in 2025.
Revocation of Village Court Officials	• Revocation and replacement of inactive officials continued in 2025. A full-year figure should be taken from the final appointments/revocations register rather than inferred from quarterly movement.

Payroll – New Additions	• 2,059 Peace Officers were added to payroll across the four regions: Southern 410, Momase 387, Islands 266 and Highlands 996. • 127 Village Court Magistrates were additionally hired and placed on payroll during the reported period pursuant to NEC Decision No. 365/2023: Southern 7, Momase 7, Islands 113 and Highlands 0. • Combined, this represents 2,186 additional officials added to payroll under this dataset.
Training and Capacity Building	• Major training activities included Village Court Officials training, Land Mediation training, Digital Case Management training, Basic Sign Language training, Family Protection Act/IPO training, jurisdictional powers training and the SILAG pilot program for Grade 12 Peace Officers and Clerks. • I would retain these as separate participant figures rather than force them into one total unless the training register confirms there is no double-counting of individuals attending more than one program.
Quarterly Returns	• 211 Village Court Quarterly Returns were received from five provinces: NCD, Western, Madang, Northern and Central. • These returns reported 322 cases heard.
Village Court Cases Reported	• 322 cases were captured through the 211 Quarterly Returns. • The most frequently reported matters were Insult/Threatening – 41 cases; Marriage Problems/Divorce – 39; Disturbing the Peace – 31; Property Damage – 30; Family Conflict/Child Abuse – 28; Debt – 27; Stealing – 17; and Failure to Comply with Summons/Orders – 15.
Digital Case Management System	• The new Case Management System continued to be piloted in selected Village Court Areas in Central Province, supported by end-user training for Village Court Clerks and officials.
Family Protection / IPO Services	• Village Court Officials received Family Protection Act training to strengthen their capacity to issue Interim Protection Orders and respond to family and domestic violence matters.

Table 15. 2025 Village Courts and Land Mediation Operational Data and Statistics

Case Statistics

A total of 322 Village Court cases were reported through 211 Quarterly Returns received from NCD, Western, Madang, Northern and Central provinces. Insulting and threatening behaviour recorded the highest number of cases at 41, followed by marriage and divorce-related matters at 39, disturbing the peace at 31, property damage at 30 and family conflict/child abuse at 28. Debt matters accounted for a further 27 cases. The data demonstrates the broad community justice role performed by Village Courts, with cases covering public order, family disputes, customary obligations, property matters and minor offences.

Type of Case	Cases Heard
Stealing	17
Assault/Fighting	11
Insult/Threatening	41
Property Damage	30
Making False Statement	14
Disturbing the Peace	31
Drunkenness	3
Carrying Weapon	7

Failing Customary Duties	6
Failing Hygiene Orders	12
Sorcery/SARV	11
Failure to Comply with Summons/Orders	15
Disobeying Peace Officer	2
Bride Price	11
Child Custody	0
Marriage Problems/Divorce	39
Land Use	14
Debt (Dinau)	27
Family Conflict/Child Abuse	28
Failure to Comply with LLG Rules	1
HIV/AIDS Stigma	0
Others	2
<i>Total</i>	<i>322</i>

Table 16 Case Statistics.



Figure 28 Village Courts Gaire Officials after IPO training 2025.

Village Court House Project

Village Court infrastructure development continued across 12 active project sites in 2025. Pari Village Court House in NCD and Kuga Village Court House in Western Highlands reached 100% completion and were ready for commissioning, while Balanataman and Bitapaka in East New Britain reached 98%. Other projects remained at various stages of land acquisition, MoU finalisation, procurement and early construction.

Progress in Enga was affected by ongoing tribal conflict, while contractor performance and land-related processes continued to affect several other sites.

Province	VC Area	2025 Status
NCD	Pari	100% – completed and ready for commissioning
WHP	Kuga	100% – completed and ready for commissioning
ENB	Balanataman	98% – finalisation stage
ENB	Bitapaka	98% – finalisation stage
Morobe	Ahi	5% – contractor performance issue/show cause process
WNB	Ganeboku	7% – labour/material payments made; awaiting construction
NIP	East Kara	0% – land identified/site inspection planned
Madang	Bunu Biranis	0% – state land selected/site visit planned
Central	Balawaia	0% – site inspected; awaiting landowner MoU
Madang	Minare	10% – MoU signed; construction yet to progress further
Enga	Timin	On hold – tribal conflict
Enga	Birip	On hold – tribal conflict

Table 17 Village Court House Project Update.



Figure 29 Village Courts Officials Training.



Figure 30 Land Mediation Training.

2.2.3 Parole Services

The Parole Service is responsible for the administration of the *Parole (Amendment) Act* 2018 and related services. Parole also performs additional responsibility to provide support to the License Committee and Power of Mercy- Advisory Committee. Priority areas include effective assistance to the Board and Committees, assist with rehabilitation and reintegration programs, supervise respective Orders, and prosecution of breaches.

ACHIEVEMENTS

- Finalised the Offender Rehabilitation and Reintegration (OR&R) Implementation Strategy 2025–2027 in June 2025, providing the operational framework for implementation of the National Offender Rehabilitation and Reintegration Policy 2025–2029. The Strategy strengthens the Department's focus on rehabilitation, reintegration and coordinated community-based offender management.
- Supported socialisation and implementation of the OR&R Policy and Implementation Strategy across selected provinces, strengthening understanding of the national rehabilitation and reintegration framework among Correctional Services, Community Based Corrections and other justice-sector stakeholders.
- Progressed development of the Parole Database and supporting software, with the system nearing completion during 2025. This is an important improvement towards strengthening records management, offender tracking and reporting within Parole Services.
- Advanced digitisation of historical parole records, engaging two UPNG Social Work practicum students to scan and organise Parole, Release on Licence and Power of Mercy files.
- Strengthened secretariat support to the Parole Board, Release on Licence Committee and Power of Mercy Advisory Committee, consistent with the branch's mandate and Corporate Plan KRA 7.
- Progressed formal reporting and accountability, with Parole Service Annual Reports for 2017–2021 tabled in Parliament during the October 2025 sitting.
- Strengthened international technical capacity, with the Deputy Chief Parole Officer undertaking a six-week Prison Management and Offender Treatment training program in Japan, supported by JICA and UNAFEI.
- Two senior officers continued studies in Japan under JICA scholarship arrangements, supporting longer-term professional and leadership capacity within Parole Services.
- Delivered parole training for Community Based Corrections and Correctional Services officers, including training activities in Lae and Daru.
- Conducted APLJ-supported parole training in Lae for 12 participants, including nine officers from Buimo Correctional Institution and representatives from NIO and Lae CBC.
- Strengthened cooperation with JICA and UNAFEI through specialist international training and professional development for Parole Services officers.
- Maintained strong partnership with the Australia-Papua New Guinea Law and Justice Partnership (APLJ) in supporting OR&R policy implementation, provincial sensitisation and parole capacity-building.

- Supported OR&R policy engagement across multiple provinces, including Morobe, West New Britain, AROB, Madang, Manus, Milne Bay, Western and Southern Highlands.
- Strengthened collaboration between Parole Services, Correctional Services and Community Based Corrections, particularly through training, offender rehabilitation planning and provincial implementation of the OR&R framework.
- Participated in community law-and-order awareness, with officers from the Parole Board Secretariat joining Probation, Juvenile Justice and VCLMS in a community awareness program at Tubuserea Junior High School involving more than 200 students and teachers.
- The Parole Board convened four regular meetings and one Special Sitting during 2025, deliberating on a total of 192 parole applications.
- Of the 192 applications considered, 112 were granted parole, 46 were refused, 18 were deferred, 5 were withdrawn, and 11 were identified as error applications.
- The Special Parole Sitting, held in conjunction with Papua New Guinea's 50th Independence Anniversary celebrations, considered 68 applications, resulting in 34 grants, 19 refusals, 6 deferrals and 9 error applications.
- The Release on Licence Committee convened three meetings during the year and deliberated on 58 ROL applications.
- Of the 58 ROL applications considered, 26 were granted, 30 were refused, and 2 were deferred.
- Five parolees supervised through the NCD CBC Office successfully completed their parole terms during the fourth quarter and were discharged from supervision.
- The Parole Service Annual Reports for 2017–2021 were tabled in Parliament on 19 November 2025, strengthening accountability and statutory reporting.

OPERATIONAL DATA

Parole Services continued to support offender rehabilitation and reintegration through the administration of parole and Release on Licence processes. During 2025, the Parole Board convened four regular meetings and one Special Sitting and deliberated on 192 applications. A total of 112 applications were granted, 46 refused, 18 deferred, five withdrawn and 11 identified as error applications. The Special Sitting, held in conjunction with PNG's 50th Independence Anniversary celebrations, considered 68 applications and resulted in 34 parole grants. The Release on Licence Committee also convened three meetings, deliberating on 58 applications, of which 26 were granted, 30 refused and two deferred.

Activity	Outcome
Regular Parole Board Meetings	4
Special Parole Sitting	1
Total Parole Applications Deliberated	192
Parole Applications Granted	112
Parole Applications Refused	46
Parole Applications Deferred	18
Parole Applications Withdrawn	5
Error Applications	11
ROL Meetings	3
Total ROL Applications Deliberated	58
ROL Applications Granted	26

ROL Applications Refused	30
ROL Applications Deferred	2
Parolees Successfully Discharged in Q4	5
Parole/ROL Applications Received in Q4	30
Parole Applications Received in Q4	17
ROL Applications Received in Q4	13
Prisoners Identified as Parole Eligible in Q4	15

Table 18 Data and Statistics on Operations



Figure 31 Parole Training Workshop for prison officers in Daru and Ningrum CS.

2.2.4 Juvenile Justice Services

Juvenile Justice Service is governed by the *Juvenile Justice Act* 2014. This Act established a separate, restorative system for juveniles, emphasizing on protection, rehabilitation, and reintegration. Our restorative approach blends principles of restorative justice with traditional Melanesian practices, aimed at improving the wellbeing of both juveniles and their community.

Key administrative duties include supporting the National Juvenile Justice Committee and Juvenile Rehabilitation Institutions, and providing strategic and administrative leadership for all juvenile matters in collaborative partnerships.

Current strategic priorities center on implementing the National Juvenile Justice Plan 2018 - 2022, enhancing and streamlining rehabilitation facilities, formalizing necessary Juvenile Justice Regulations, and strengthening legal representation for young individuals

ACHIEVEMENTS

- Gazetted the Juvenile Justice Regulation, strengthening the legal and procedural framework supporting implementation of the Juvenile Justice Act 2014.
- Refurbished the Juvenile Wing at Kavieng Correctional Service Institution, improving the physical environment for juveniles in custody and supporting more appropriate rehabilitation arrangements.
- Reviewed the existing Memoranda of Understanding with the Seventh-day Adventist Mission and Salvation Army, strengthening partnership arrangements for the delivery of juvenile justice, rehabilitation and reintegration services. The newsletter confirms that the review involved 22 participants representing DJAG, partner organisations and provincial stakeholders.
- Established a central communication platform for the National Juvenile Justice Committee through a new webpage, improving coordination, information sharing and access to juvenile justice information.
- Strengthened case-management and file-management processes through targeted training for officers responsible for juvenile, probation and parole matters.
- Conducted File Management Training for NCD and Central Province officers, strengthening record keeping and case administration.
- Conducted two-day Case File Inspection Training for newly recruited Probation and Parole Officers, helping improve the quality and consistency of case supervision and documentation.
- Supported professional development of senior staff, including commencement of a Master of Business Administration program and participation in the Diploma in Executive Leadership at SILAG.
- Two Juvenile Justice Officers from NCD attended the Criminal Justice Forum in Japan, strengthening international exposure and professional knowledge in juvenile and criminal justice administration.
- Secured K600,000 in APLJ support for the establishment of expandable clinic facilities at Mabiri Juvenile Rehabilitation Centre in AROB and Erap Boys Town in Morobe Province.
- Secured K95,505 from UNICEF to support implementation of the NCD Model on Access to Justice for Children.

- Signed a tripartite MoU between DJAG, the Autonomous Bougainville Government and the Catholic Diocese of Bougainville to strengthen management and support of the Mabiri Juvenile Rehabilitation Centre.
- Secured a K1 million commitment from the Eastern Highlands Provincial Administration towards construction of the Bihute Juvenile Centre at Bihute Correctional Service Institution.
- Strengthened collaboration with faith-based and non-government service providers, including the SDA Mission, Salvation Army, Link for Hope and City Mission, in the delivery of rehabilitation, education and reintegration services.
- Supported 38 juveniles through supervision, rehabilitation and reintegration programs involving Erap Boys Town, Link for Hope, City Mission and Probation Services.
- Ten juveniles at Erap Boys Town participated in multi-grade primary education, with two completing Grade 8 during the year.
- One juvenile from Erap Boys Town was selected to represent Papua New Guinea at the Oceania Age Grade Rugby 7s Tournament in Fiji, highlighting the role of sport in rehabilitation, discipline and reintegration. The newsletter specifically profiles this achievement and links it to the Juvenile Rehabilitation and Reintegration Policy.
- Eleven juveniles in East New Britain were supervised under probation arrangements, supporting community-based rehabilitation rather than institutional detention.
- Two juveniles received support through Link for Hope, while five juveniles participated in City Mission programs, including one in Lae and four at Mirigeda Farm in Central Province.
- Documented and referred two cases involving alleged violations of juvenile rights, demonstrating the Branch's role in protecting the rights and welfare of children in conflict with the law.
- Maintained support to the three operational juvenile facilities/programs — Erap Boys Town, Mabiri Rehabilitation Centre and Hohola Remand facility.
- Participated in law-and-order awareness at Tubuserea Junior High School, together with Probation, Parole and Village Courts officers, reaching more than 200 students and teachers.

OPERATIONAL DATA

Juvenile Justice Services supported 38 juveniles through a range of supervision, rehabilitation, education and reintegration programs during 2025. Ten juveniles at Erap Boys Town participated in multi-grade primary education, including two who completed Grade 8, while one juvenile was selected to participate in an international rugby competition in Fiji. Eleven juveniles in East New Britain were supervised under probation arrangements, with additional support provided through Link for Hope and City Mission. The Branch also strengthened institutional services through significant partner support, including K600,000 from APLJ, K95,505 from UNICEF and a K1 million commitment from the Eastern Highlands Provincial Administration.

Activity	2025 Summary
Juveniles Supported Through Rehabilitation/Supervision	• 38 juveniles supported through rehabilitation, supervision, education and reintegration programs.
Erap Boys Town – Education	• 10 juveniles enrolled in multi-grade primary education. • 2 completed Grade 8.
Erap Boys Town – Sport/Reintegration	• 1 juvenile selected for the Oceania Age Grade Rugby 7s Tournament in Fiji.
Probation Supervision – ENB	• 11 juveniles supervised under probation arrangements.
Link for Hope Support	• 2 juveniles supported.
City Mission Programs	• 5 juveniles supported — 1 in Lae and 4 at Mirigeda Farm, Central Province.
Juvenile Rights Matters	• 2 rights-violation cases documented and referred.
Operational Juvenile Facilities/Programs Supported	• 3 key facilities/programs continuously supported: Erap Boys Town, Mabiri Rehabilitation Centre and Hohola Remand.
APLJ Funding	• K600,000 committed for expandable clinics at Mabiri and Erap Boys Town.
UNICEF Funding	• K95,505 provided for the NCD Model on Access to Justice for Children.
Eastern Highlands Provincial Support	• K1 million committed for the Bihute Juvenile Centre.
MoU Review Workshop	• 22 participants took part in the review of the MoU with the SDA Mission and Salvation Army.
Community Awareness	• More than 200 students and teachers reached through the Tubuserea law-and-order awareness program.

Table 19 Data and Statistics on Operations



Figure 32 Juvenile Justice Erap Rugby Selection.



Figure 33 MoU Review Workshop between Juvenile Justice Services, Salvation Army and the New Britain-New Island Mission.

2.3 Enhanced Strategic Partnerships for Effective Coordination of National, Sub-National and Sectoral functions

Corporate Objective 3 focuses on strengthening strategic partnerships and coordination mechanisms across the law and justice sector to ensure coherent, effective, and results-driven delivery of sectoral functions at national and sub-national levels. The objective recognises that improved coordination, collaboration, and information-sharing among sector institutions and partners is critical to achieving sustainable justice, security, and crime prevention outcomes.

Through strengthened sector governance, coordinated planning and monitoring, and multi-stakeholder partnerships, this objective supports integrated service delivery, reduces duplication, and enhances alignment between national priorities and provincial and community-level implementation.

2.3.1 Law and Justice Sector Secretariat

The Law & Justice Sector Secretariat (LJSS) provides secretariat services to the National Coordinating Mechanism of the Law & Justice Sector and facilitates the Law & Justice Sector Working Group, coordinating cross-sectoral programs, development partner activities in the Sector and provincial governments.

It ensures law and justice sector programs and budget alignment with the national planning framework and other whole of government policies and plans.

It is now also the Administrative Sector (SLOS) Secretariat, responsible for the facilitation of the NEC business process from the SLOS Deputies Committee, to the SLOS Heads Committee and to the Administrative Sector Committee. It also coordinates the implementation of the implementation of the SLOS Strategic Framework.

ACHIEVEMENTS

- Launched the National Law and Justice Sector Policy 2025–2035, providing the overarching policy framework for the Law and Justice Sector for the next decade.
- Promoted the new National Law and Justice Sector Policy through live radio talkback programs, supporting wider public awareness and understanding of the new policy direction.
- Progressed development of the Sector Strategic Framework and Sector Performance Monitoring Framework, with preparatory work undertaken in the fourth quarter for endorsement and operationalisation in early 2026.
- Progressed the Sector Provincial Engagement Strategy and Crime Prevention Strategy, which were identified alongside the Strategic Framework and Performance Monitoring Framework for finalisation through the Law and Justice Sector Working Group process.
- Strengthened national sector coordination through 41 meetings and 3 workshops during the third quarter, covering NCM, SLOS, LJS Working Group, donor coordination and Activity Management Team engagements.
- Coordinated six SLOS meetings during Q3 — two SLOS Deputies meetings, two SLOS Heads meetings and two Ministerial meetings — which facilitated and endorsed approximately 20 NEC submissions.

- Supported the National Coordinating Mechanism to endorse in principle four key research projects:
 - Drivers of Remand;
 - Climate Change Impacts on Law and Order;
 - Technology-Facilitated Gender-Based Violence; and
 - Rapid Assessment and proposal for improving MERL.
- Coordinated 22 Activity Management Team meetings and 10 donor coordination meetings with APLJ and EU-P4GG during Q3, strengthening program governance and implementation oversight.
- Established and continued work towards a central sector data repository to support compilation of Annual Performance Reports and improve sector-wide monitoring and reporting.
- Conducted four provincial M&E visits during 2025, covering:
 - Madang; Morobe;
 - West New Britain; and
 - Western Province (Daru).
- LJSS strengthened sector monitoring and evaluation through four provincial missions covering Madang, Morobe, West New Britain and Western Province. The visits assessed implementation of sector and donor-supported programs, inspected justice-sector facilities and provided direct engagement with provincial agencies to identify service-delivery and coordination issues.
- The M&E missions included engagement with sector agencies, inspections of police cell blocks, correctional facilities and sector office premises, and observation of justice-service delivery at the sub-national level. In Daru, the team also observed a Village Court hearing, while in West New Britain it observed a National Court proceeding.
- Monitored APLJ-supported and other donor-funded programs in the provinces, reinforcing sub-national oversight and the Secretariat's role in assessing sector implementation outside Port Moresby.
- Facilitated four major sector training programs in the fourth quarter:
 - 2 Leadership Refresher Training cohorts;
 - 1 Leadership Foundations Training; and
 - 1 PRINCE2 Project Management Training.
- Twelve senior sector officers attended PRINCE2 Project Management Training, including eight DJAG senior officers, strengthening project management and leadership capability across the Department and Sector.
- The PRINCE2 course was facilitated by ILX and required participants to sit formal examinations for certification. The report notes an estimated pass rate of around 80%.
- Maintained active coordination with APLJ, EU-P4GG and other development partners, including regular donor coordination meetings and joint support to sector activities.
- Coordinated 10 donor meetings with APLJ and P4GG during Q3 and continued donor-supported coordination activities during Q4.
- Coordinated and supported the 44th Pacific Islands Law Officers Network (PILON) Meeting in Port Moresby from 27–31 October 2025, with financial and logistical support from GoPNG and DFAT through APLJ. The Q4 report describes it as the largest and most successful PILON meeting in the network's history.

- Supported the 2025 SLOS/CNSP National Summit, as well as coordination with agencies such as ABG DJLS, RPNGC and DFCDR on sector priorities.
- Coordinated 41 critical meetings and 3 workshops in Q3, demonstrating strong sector coordination and governance activity.
- Coordinated and facilitated 35 meetings and 4 training sessions during October and November, before December activity slowed due to funding constraints.
- Facilitated around 20 NEC submissions through SLOS processes, including the Information Paper on the Law and Justice Sector/Provincial Administrators Consultative Dialogue.
- Coordinated the 44th PILON Meeting, one of the highest-profile sector events of the year.
- Supported correctional planning and policy alignment, including presentation of the National Law and Justice Sector Policy at the Correctional Services Senior Managers Conference in Lae to assist alignment of the CS Corporate Plan 2025–2030 with the



Figure 34 Prime Minister Hon. James Marape officially launches the National Law and Justice Sector Policy 2025–2035 in Port Moresby in 2025



Figure 35 DJAG and Law and Justice Sector officials promote the National Law and Justice Sector Policy 2025–2035 through live radio talkback programs on NBC and FM100.



Figure 36 Law and Justice Sector agency leaders during the Prime Minister’s performance and priorities briefing at the Hilton Hotel, Port Moresby, in February 2025.

2.3.2 Crime Prevention Branch

The Crime Prevention Branch contributes to Corporate Objective 3 by leading and coordinating crime prevention efforts through strategic guidance, partnerships, and multi-sectoral collaboration. The Branch plays a central role in preventing, managing, and reducing crime by supporting targeted interventions that address the underlying drivers of criminal behaviour.

Under the Key Result Area *Improved Coordination of Crime Prevention Interventions and Partnerships*, the Branch works with government agencies, civil society organisations, communities, and development partners to design, monitor, and support crime prevention initiatives at national and sub-national levels. Through strengthened partnerships and coordinated approaches, the Branch promotes prevention-focused responses that complement enforcement and justice system interventions.

ACHIEVEMENTS

- Advanced development of the Law and Justice Crime Prevention Strategy, which progressed from working drafts during the second and third quarters to approximately 90% completion by the fourth quarter. The final draft was prepared for submission to the Secretary for endorsement and printing.
- Secured in-principle endorsement of the draft Law and Justice Crime Prevention Strategy by the National Coordinating Mechanism in June 2025, following presentation of the draft in Madang.
- Progressed development of the District Justice Services Strategy, with the draft substantially prepared but awaiting completion of the Law and Justice Crime Prevention Strategy before further progression.
- Maintained the national Community Justice Services Centre network, with 24 CJSCs recorded nationally during 2025.
- At year end, four CJSCs were operational with Coordinators, while further completed centres were awaiting commissioning or staffing. The Branch reported preparations to commission Ijivitari, Wosera, Ambunti, Imbongu and Wasu CJSCs.
- Five new CJSC Coordinators were recruited for commencement in 2026, strengthening the capacity to operationalise additional completed centres.
- Maintained and updated the Crime Prevention Service Providers Directory, which contained 138 registered service providers across the provinces, with 14 updates recorded.
- Strengthened monitoring and reporting systems, including review of M&E plans and development/refinement of data-collection forms for crime-prevention poultry projects and the UNRE-Kairak partnership.
- Supported long-term professional development, with one officer completing a two-year Master's program during 2025.
- Supported specialised short-course training, with the Acting Executive Assistant undertaking training in *Mastering the Art of Effective Business Report Writing* in Kokopo.
- A planned CJSC Coordinator refresher training was developed for the fourth quarter but had to be deferred due to delays in processing payments.
- Maintained three formal crime-prevention partnerships under MoUs with:

- Zenag Chicken Ltd. in Morobe;
 - University of Natural Resources and Environment – Kairak IATP in East New Britain; and
 - Lutheran Development Services in Morobe.
- Conducted monitoring, assessment and review of the DJAG–UNRE Kairak crime-prevention partnership, including site inspections in East New Britain and assessment of the existing MoU and project reports.
- Progressed a revised UNRE-Kairak MoU and Plan of Action, designed to strengthen future implementation, budgeting and monitoring of crime-prevention programs. The draft was progressing through legal and management clearance at year end.
- Explored new partnership opportunities, including engagement with Femili PNG and assessment of a potential poultry crime-prevention initiative at 14 Mile with capacity for approximately 400 day-old chicks.
- Continued the Safe School Crime Prevention Program, using education materials and reading resources as a preventative intervention for children and communities.
- Distributed 60 cartons of reading books to six schools in Gumine District, Chimbu Province under the Safe School Crime Prevention Program. Each school received 10 cartons, together with solar lights and lap desks.
- The 60 cartons comprised:
 - 40 cartons of primary-level books;
 - 9 cartons of elementary-level books; and
 - 11 cartons of secondary-level books.
- Supported crime-prevention awareness and advocacy through extensive distribution of IEC materials. In the fourth quarter alone, CPCB distributed:
 - 124 CPCB brochures and 213 CJSC posters during PILON;
 - 185 Community Engagement Program brochures;
 - 178 CPCB brochures;
 - 173 Crime Prevention Program brochures;
 - 180 CJSC brochures; and
 - 100 CJSC posters to VCLMS for further distribution.
- A further 500 copies each of CPCB, Crime Prevention Program, Community Engagement Program and CJSC brochures/posters were prepared to support Village Courts training and awareness activities.
- Angoram CJSC recorded 180 crime and community-justice matters during October, demonstrating the value of CJSCs as local access and referral points. Homebrew production/consumption was the most common category, followed by fighting.
- Of the 180 matters reported at Angoram:
 - 75 were referred to Village Courts;
 - 56 were referred to Police; and
 - 24 remained pending at the CJSC.



Figure 37 UNRE-Kairak Crime Prevention Partnership / Field Visit.



Figure 38 Crime Prevention Livelihood Training in Rabaul, ENBP.



Figure 39 Crime Prevention Safe School Book Distribution to Caritas Primary School in Port Moresby.



Figure 40 Crime Prevention CJSIC Field Inspection.

2.4 Improved Governance and Accessibility and Organizational Capabilities

Corporate Objective 4 focuses on strengthening internal governance systems, organisational capabilities, and enabling services that support the effective delivery of law and justice functions. The objective recognises that strong institutional foundations including information management, digital systems, infrastructure, human resources, planning, and financial management are critical to ensuring accessible, accountable, and high-quality justice services.

Through improved governance, modernised systems, and strengthened organisational capacity, this objective supports a professional, well-resourced, and performance-driven Department capable of delivering its mandate efficiently at national and sub-national levels.

The Corporate support Branches supporting delivery of this objective are Library and Records Management, Information Communication Technology, Assets, Logistics and Securities Management, Human Resource Management, Planning, Monitoring and Evaluation, and Finance Management Branch.

2.4.1 Library and Records Management

Library and Records Management Branch is responsible for controlling the acquisition, organization, retrieval, circulation and of published information resources and records management is responsible for controlling the creation, storage, retrieval, dissemination and disposal of the records created or received by the department in the course of its operations. Library and Records management ultimately aims to digitalized most of its functions to assist and ease the access of information by both its internal and external users.

ACHIEVEMENTS

- Advanced development of filing indexes and the phased e-filing structure across departmental branches, supporting more consistent classification, storage and retrieval of departmental records.
- Developed a new MS Access database for Library User Statistics, which was placed into trial use to improve circulation-desk management and the recording of library user activity.
- Uploaded the Library Newspaper Database onto the Department's intranet, improving internal access to reference information.
- Progressed digitisation of legal library resources and departmental records throughout the year, strengthening preservation, retrieval and the Department's transition towards paperless information services.
- Acquired a new records scanner, strengthening the Branch's capacity to digitise files and legal information resources.
- Completed archival processing of 89 AFMB closed files during the second quarter.

- One officer commenced studies in Information and Communication Science at UPNG, strengthening longer-term professional capability within Library and Records Management.
- Two staff commenced short-term professional training at UPNG during November–December 2025, according to the Q4 report. This is stronger than wording them merely as “scheduled for 2026.”
- Conducted a provincial records management visit to Lae, where Records Officers undertook records inspection, records-management training and filing-index development.
- Further short-term training and professional development remained planned for staff into 2026.
- Strengthened records-management coordination with provincial offices, including the Lae office, through direct inspections, training and filing-index development.
- Established a WhatsApp coordination group for provincial offices, supporting communication and practical records-management guidance across geographically dispersed offices.
- Maintained collaboration with ICT on development and upgrading of records and library database systems, including continuing work towards a more suitable Library Management System.
- Served 4,245 users through Library and Records information services exceeding the annual target of 3,600 and achieving 118% of the target.
- Digitised a total of 14,164 files and information resources, exceeding the annual target of 10,000 and achieving 142%.
- Cleansed and completed data entry for 12,230 files and records, against a target of 10,000, achieving 122%.
- Updated 13,539 information sources/resources for users.
- Relabelled and reorganised significant portions of the Library collection, including 2,543 items in Q4 alone.
- Maintained a substantial records and library information base, with the Q4 report recording approximately 29,775 library resources and 42,458 records/files in Branch systems.



Figure 41 Hardworking LRMB Staff.

2.4.2 Information Communication Technology (ICT)

The Information and Communication Technology Branch ICT is the bearer of the Department's strategic priority on strengthening Communication & Information Management Systems.

Its functional responsibility is the provision of ICT services which includes the establishment and maintenance of reliable and secured Network Infrastructure; establishment and maintenance of Server Infrastructure Systems; and development and maintenance of Solution Applications.

The primary focus is improving connectivity and communication, database development and management, cyber-security software, ICT training and advanced research capabilities and software applications

ACHIEVEMENTS

The ICT Branch continued to strengthen DJAG's digital infrastructure, cybersecurity, information systems and connectivity in the year. ICT support remained a major operational function, with 390 service requests recorded and 370 successfully resolved. System development also progressed across several priority projects, including migration of the Library Database to KOHA, development of the OSS Document Tracking System and upgrading of the DJAG website. Cybersecurity protection was strengthened through antivirus and firewall subscription renewals, regular backups and threat monitoring, while collaboration with DICT and PNG DataCo enabled onboarding of DJAG's domain and web-hosting services to the Government Cloud environment. The Branch also supported provincial connectivity, OSG content-management rollout and development of the Office of Public Trustee Information System.



Figure 42 Ms Taumpson, Deputy Secretary Corporate, DJAG speaking at one of the NCM Leadership Lecture Series.

2.4.3 Assets, Logistics and Securities Management

The Assets, Logistics and Securities (ALS) Branch is responsible for the design and facilitation of infrastructure buildings for the Department to make accessible, law and justice services at the National, Provincial and District levels. These include construction of provincial office facilities, staff accommodation, community justice service centers and village court houses. This is done with the Management oversight and leadership of the Project Monitoring & Implementation Committee. Its primary role includes conducting routine maintenance on institutional property for general upkeep, maintaining an asset registry and providing general security for assets and facilities.

ACHIEVEMENTS

ALS continued to strengthen physical access to justice services through infrastructure development, facilities management, fleet oversight and security support during 2025. The Branch managed a national portfolio of 24 Community Justice Service Centres, comprising six commissioned centres, five completed centres awaiting commissioning, five under construction, five under maintenance and three at early development stage. It also managed a portfolio of 16 priority Village Court House projects and progressed several major infrastructure projects, including Pari, Kuga, Bitapaka and Balanataman. APLJ approved K7 million for development of the Lae Provincial Office, while the Madang seawall and institutional housing projects were completed. Fleet monitoring was strengthened, with 39 of 40 departmental vehicles connected to the tracking system, alongside progress on internal policy frameworks for housing, assets, fleet and security management.

Activity	Status
Total CJSC Portfolio	24
CJSCs Commissioned	6
CJSCs Pending Commissioning	5
CJSCs Under Construction	5
CJSCs Under Maintenance	5
New / Early Development CJSCs	3
CJSCs with Coordinators	6
CJSCs with Crime Prevention Partnerships	6
Priority Village Court House Portfolio	16 projects
Village Court Houses completed/operational under portfolio reporting	3
Village Court Houses under construction/progression	6
VCHs awaiting site preparation/start	7
Lae Provincial Office Funding	K7 million – APLJ approved
Lae Provincial Office	Design and planning phase
Madang Seawall	Completed
Madang Institutional Housing	Completed and occupied

Table 20 DJAG Infrastructure Facilities Status.

Status	Number
Commissioned	6
Pending Commissioning	5
Under Construction	5
Under Maintenance	5
New / Early Development	3
Total	24

Table 21 CJSC Operational Summary.



Figure 43 Paril Village Court House in NCD (Motu Koita).



Figure 44 Bitapaka Village Court House in ENB.



Figure 45 Kuga (Paikone) Village Court House in WHP.



Figure 46 Meeting and Discussions on Birip and Kamas VCH Projects with Mr. John Tondop Wabag District Administrator, Mr. Nelson Liea Law and Oder Director, Enga and Hon. President-Roy Kipalan Wabag Urban LLG.

2.4.4 Human Resource Management

The Human Resource Branch is responsible for developing and managing organizational capabilities, talent management, personnel matters and providing advice to the Deputy Secretary for Corporate Affairs on all HR matters.

Its focus areas include: the re-organization of the Department; recruiting the right people; facilitating performance-based employment contracts; coordinating the performance management process through the team leaders; developing and implementing internal HR policies; implement Human Resources Strategic Plan; adopting a modern human resource management practice; managing learning and development programs; conduct capability need analysis; promoting DJAG's core values; managing unattached and retiring staff; implementing Whole of Government Human Resource reforms at agency level and administering staff welfare in compliance with the best human resource practice.

The Human Resource Management strengthened DJAG's organisational capability through workforce planning, recruitment, learning and development, payroll administration and HR reform. Staff on strength increased to 610, representing 61% of the approved staff ceiling of 1,002, while unattached officers reduced from 86 to 76. The Branch completed the organisational restructure submission proposing 1,857 positions, reviewed five internal HR policies and three procedural guidelines, and supported at least 59 officers undertaking formal qualifications. Six officers secured Australian Awards Scholarships, while payroll expenditure remained within the approved cash ceiling. HRM also progressed automation of payroll and payslip services, reviewed 19 overdue senior contracts and actioned approximately 70% of outstanding disciplinary matters by year end

ACHIEVEMENTS

- Reviewed and progressed five internal HR policies and three procedural guidelines covering key areas of human resource management, including leave, SDMA, deceased staff repatriation, disciplinary procedures, exit management, staff retention, recruitment and selection, learning and development, and staff health and wellbeing. These documents were at various stages of drafting, review and endorsement by year end.
- Completed and finalised the DJAG organisational restructure submission, proposing an establishment of 1,857 positions, including 801 newly created positions, with a strong emphasis on strengthening district-level service delivery.
- Progressed structural reform of the Office of the Public Trustee, increasing the proposed establishment from 92 to 170 positions and upgrading the Public Trustee position to Executive Level 4.
- Increased staff on strength to 610 against the approved staff ceiling of 1,002, representing approximately 61% of the approved ceiling filled at year end.
- Reduced unattached officers from 86 to 76, improving placement and workforce management.
- Automated fortnightly payroll and payslip extraction to support reconciliation, reporting and IRC salaries and wages tax returns.

- Progressed development of the online payslip application, which reached its final development stage by Q4.
- Completed the 2026 Personnel Emoluments budget submission, estimated at approximately K63 million, and submitted it on time.
- Maintained Personnel Emoluments expenditure within the approved cash ceiling, with expenditure of approximately K55.34 million as at Pay 24 and projected savings of about K4.28 million.
- Approved a fixed recreational leave fare of K2,500 for eligible officers based in their home province and district.
- Digitised incoming HR correspondence, with 370 incoming documents received, scanned and filed electronically.
- Supported at least 59 officers undertaking formal qualifications during 2025, comprising:
 - 17 Masters;
 - 10 Degree;
 - 24 Diploma; and
 - 8 Certificate programs.
- Six DJAG officers secured Australian Awards Scholarships, supported by HRM's nomination and application process. The 2025 newsletter also records an Australian Awards Information Session hosted by DJAG and recognises the Department's strong scholarship success.
- Completed the 2025 Annual Learning and Development Plan and progressed Capability Needs Assessments and learning pathways for departmental offices and branches.
- Submitted the outstanding 2023 and 2024 Annual Training Reports to the Department of Personnel Management, strengthening compliance with Public Service requirements.
- Maintained strong engagement with the Australian Awards Scholarship Program, resulting in six successful DJAG scholarship recipients and continuing professional-development opportunities for staff.
- Continued engagement with the Department of Personnel Management on organisational restructuring, recruitment, establishment management, contracts, retirements and workforce reform.
- Supported provincial and statutory office reform processes, including organisational development work for the Office of the Public Trustee and the proposed Human Rights Commission structure.
- Staff on Strength reached 610, equivalent to 61% of the approved staff ceiling of 1,002.
- Unattached officers reduced from 86 to 76, representing a reduction of 10 officers.
- Approximately 70% of outstanding disciplinary matters had been actioned reflecting substantial progress in clearing disciplinary cases.
- Reviewed 19 overdue senior officer employment contracts, with contract documentation progressing toward execution.
- Processed 103 contract gratuity requests, with payments totalling approximately K1.997 million by Pay 24.

- Submitted final entitlement requests for 11 retirees to the Department of Finance. Processed recreational leave and eligible leave-fare applications, with approximately K1.416 million utilised and K595,115 remaining at the reporting stage.



Figure 47 Senior officers of the Department namely (Top Left: Mr Robert Tarube, Top Right: Mr Terry Lui. Bottom Left: Mr Jackson Yuave, Bottom Right: Dr Peter Maima) recognized for completing higher qualifications Peter Maima is the first PhD in our Department apart from the Secretary.

2.4.5 Planning, Monitoring and Evaluation (PME)

The Planning, Monitoring and Evaluation Branch is responsible for providing technical support in policy planning, monitoring and evaluation to the Management and Core business areas of the department. The primary objective of the branch is to support the development, coordination, and implementation of policies, strategies, and plans for improved Law & Justice Service delivery. Its goal is to ensure that these policies, strategies and plans are well-conceived, evidence-based, and in line with the government's overall vision for the sector. It plays a crucial role in ensuring that the department's activities align with the broader goals and objectives of the government.

By promoting evidence-based decision-making, accountability, and results-focused reporting, PME enhances organisational performance, supports continuous improvement, and strengthens oversight of departmental service delivery.

ACHIEVEMENTS

PME strengthened departmental planning, monitoring and reporting systems during 2025 through the introduction of three standard performance-reporting tools covering fortnightly, monthly and quarterly reporting. The templates were rolled out across almost all DJAG branches to improve consistency and the collection of performance data and statistics. The Branch also developed and circulated the 2025 Annual Plan and Year Planner and participated in joint M&E missions to Kiunga, Madang and Lae. PME continued work on the outstanding 2023 and 2024 Annual Management Reports while supporting regular departmental performance review and reporting processes.

- Reviewed and standardised DJAG's reporting framework through the development and rollout of new Fortnightly, Monthly and Quarterly Reporting Templates across departmental branches.
- Strengthened the capture of performance data, statistics, financial information and Corporate Plan KPI results through the revised reporting system.
- Developed and circulated the 2025 DJAG Annual Plan and Year Planner in February, providing an early framework for departmental implementation and monitoring.
- One PME officer secured an Australian Government Scholarship and commenced postgraduate studies.
- Participated in joint M&E missions with the Law and Justice Sector M&E team to Kiunga, Madang and Lae, supported by APLJ.
- Progressed preparation of the outstanding 2023 and 2024 Annual Management Reports.
- Coordinated regular departmental performance reporting and quarterly review processes.
- Strengthened evidence-based reporting by requiring branches to report performance through measurable data and statistics linked to their Corporate Plan KPIs.



Figure 48 PME-led Quarterly Review supporting improved performance reporting, data quality and accountability across DJAG.



Figure 29 Six DJAG officers awarded Australian Government Scholarships for 2025, including a Planning, Monitoring & Evaluation Branch officer.

2.4.6 Finance Management Branch

The Financial Management Branch provides technical program support to the Office of the Secretary's, the core business areas and secretariat support to the Budget Steering Committee (BSMC) to ensure continued budgeting and funding support is available and managed as per the *Public Finance Management Act, 1995*. This means taking leadership of the BSMC working to ensure that warrants and financial reports are delivered on time whilst working closely with the four Deputy Secretaries, the 24 Office/ branch heads, working with the Executive Support Services.

Through sound financial governance and responsible stewardship of public resources, the Branch strengthens fiscal discipline, transparency, and value-for-money, enabling the Department to deliver law and justice services sustainably and efficiently.

ACHIEVEMENTS

The Finance Management Branch maintained sound financial control through out the year despite significant delays in Government warrant releases. By the end of June, FMB had managed K55.97 million in recurrent and development warrants, while three BSMC meetings vetted 260 requisitions valued at K1.535 million and approved 228 requisitions valued at K1.368 million. The Branch also processed 557 cheques worth K3.079 million and strengthened bank reconciliation through the use of electronic bank statements. Unpresented cheques were reduced from approximately K10 million to K138,675.70, while all trust-account reconciliations for January to June were completed. The following highlights were noted:

- Improved the timeliness and accuracy of bank reconciliation reporting through the use of electronic bank statements issued by the Department of Finance.
- Updated IFMS reconciliation to June 2025 and corrected previously identified posting errors.
- Reduced unpresented cheques from approximately K10 million to K138,675.70.
- Completed all trust-account bank reconciliations for January–June 2025.
- Supported completion of the CNSP audit and submitted required financial information and documentation to donor partners.
- Continued coordination with Department of Finance, Treasury and DJAG Branch Heads on warrants, cash flow and budget management.
- Managed K55.97 million in recurrent and development warrants by 30 June 2025.
- Conducted 3 BSMC meetings, vetting 260 requisitions worth K1.535 million, of which 228 worth K1.368 million were approved.
- Processed 557 cheques valued at K3.079 million during Q2.
- Managed 142 staff advances valued at K178,303.60, with 54 acquitted and 88 outstanding at the reporting point.
- Maintained comprehensive supporting documentation for departmental expenditure, strengthening transparency and accountability.

2.5 Innovative Leadership and Sound Corporate Governance for Improved Systems Administration

Corporate Objective 5 focuses on strengthening leadership, governance, accountability, and innovation to support effective systems administration across the Department. The objective recognises that strong executive leadership, evidence-driven decision-making, robust internal controls, inclusive leadership practices, and transparent procurement and communication systems are essential to sustaining institutional integrity and organisational performance.

Through improved corporate governance frameworks, data-informed management, assurance mechanisms, and ethical leadership practices, this objective supports a responsive, accountable, and forward-looking organisation capable of adapting to change while maintaining public trust.

The Corporate Branches that supports the delivery of this objective are the Executive Management Branch, Data for Justice Branch, Internal Audit Branch, Equity and Leadership Branch, Procurement and Public Relations.

2.5.1 The Executive Management Branch (EMB)

The Executive Management Branch (EMB) provides strategic leadership at all levels of the organisation through a values-based corporate governance system. Under the Key Result Area *Executive Leadership and Total Quality Management*, the Branch provides executive direction, oversight, and coordination to ensure alignment between organisational values, strategic priorities, and systems administration.

Executive Management provided strategic leadership and oversight across DJAG and the wider Law and Justice Sector during 2025. Major achievements included executive leadership of the National Law and Justice Sector Policy 2025–2035, progression of significant legal and policy reforms, support to the Building Peace and Boosting Resilience in PNG initiative, and successful hosting of the 44th Pacific Islands Law Officers' Network Meeting. The Secretary and four Deputy Secretaries maintained extensive national, sector and international engagement, while Executive Support, Procurement & Logistics and Media & PR strengthened internal governance, travel and logistical support, public communication and digital systems. In Q2 alone, executive leaders chaired or facilitated 214 internal and external engagements. Three DJAG newsletters were published during the year and redevelopment of the official DJAG website progressed towards completion, strengthening institutional visibility and public communication.

Achievements

- Provided executive leadership to the launch of the National Law and Justice Sector Policy 2025–2035, under the National Coordinating Mechanism chaired by the Secretary for Justice. The Policy establishes the strategic direction for the Law and Justice Sector for the next decade.

- Progressed major legal reforms under the Deputy Secretary – Legal & Policy, including proposed amendments relating to section 223 of the Constitution on the employment of judges and legislative proposals associated with restructuring of the higher courts, which were progressed through Government processes.
- Provided executive leadership to the Building Peace and Boosting Resilience in PNG strategic initiative, identified by EMB as a major departmental milestone involving the Secretary and the four Deputy Secretaries.
- Supported progression of the national Human Rights policy and strategic framework, with the August–September report identifying NEC approval as a major achievement under the leadership of the Secretary and Deputy Secretary responsible for Legal & Policy.
- Reviewed internal executive-support business processes and progressed improvements to workflows supporting the Secretary, Deputy Secretaries and Branch Heads.
- Established a formal process for requesting and issuing NEC decisions, addressing previous inconsistencies, delays and security risks associated with high-level Government documentation.
- Established an EMB asset register following an internal assessment, improving accountability for assets held by the Branch.
- Strengthened Media & Public Relations systems, including improved internal business processes and user-friendly templates for capturing branch information, events and website content.
- Progressed redevelopment of the official DJAG website throughout 2025. The project was around 50% complete in Q2, progressed through intensive consultations during Q3, and was subsequently reported as nearing completion.
- Strengthened management of DJAG centralised credit accounts and the Air Niugini UATP account, including branch ledgers and proposed fortnightly balance reporting to improve transparency and financial oversight.
- Developed an International Travel Logistics Checklist to standardise preparation for overseas duty travel and improve advance planning across DJAG.
- The Secretary represented Papua New Guinea in five major international engagements during Q2, including:
 - chairing the Immigration and Citizenship Board meeting in Honiara;
 - co-chairing an AML/CTF meeting in South Korea;
 - attending the signing of the convention establishing the international mediation organisation in Hong Kong;
 - leading the Ocean Affairs delegation to France; and
 - leading the Anti-Corruption delegation to Austria.
- Successfully hosted the 44th Pacific Islands Law Officers' Network Annual Meeting in Port Moresby from 27–31 October 2025, with the Secretary serving as PILON Chair and EMB, Justice Administration, Procurement & Logistics and Media & PR supporting organisation, logistics and communications.
- Media & PR maintained strong engagement with mainstream media, securing coverage of departmental programs across newspapers, radio, television and social media.
- Provided continuous executive support to the Secretary and the four Deputy Secretaries, covering the Department's four principal operational divisions: Legal & Policy/State Legal Services, Justice Administration, NPCCP and Corporate Services.

- Facilitated 214 high-level meetings in Q2 alone, comprising 142 internal and 72 external meetings chaired or facilitated by the Secretary and four Deputy Secretaries. This is the correct interpretation of the 142/72 figures in your draft. They are Q2 figures, not annual totals.
- The Media & PR Unit published three DJAG newsletters, providing a departmental platform for communicating achievements, reforms, partnerships and staff stories. All three editions are represented in the 2025 newsletter series. They also facilitated:
 - 3 press conferences;
 - 4 press statements;
 - radio/talkback engagement on the National Law & Justice Sector Policy; and
 - coverage of major departmental and sector events.
- The table below shows key leadership summary of outcomes.

Executive Portfolio	Outcomes
SECRETARY	Led launch of NLJS Policy 2025–2035; chaired NCM; represented PNG at five major international engagements in Q2; chaired PILON 2025; provided overall departmental and sector leadership.
DEPUTY SECRETARY – LEGAL & POLICY	Progressed constitutional and legal reforms; AML/CTF coordination; represented Secretary at CACC and high-level donor/foreign-government engagements; supported Human Rights policy reforms.
DEPUTY SECRETARY – JUSTICE ADMINISTRATION	Led/assisted coordination of 44th PILON; oversight of justice-administration agencies and programs; participated in regional anti-corruption engagements.
DEPUTY SECRETARY – NPCCP	Coordinated CNSP, SLOS, Shaping Bougainville Justice, provincial monitoring and donor engagement; chaired selected PMIC/CNSP/SLOS meetings.
DEPUTY SECRETARY – CORPORATE SERVICES	Led the new DJAG website development; coordinated Corporate Branch Heads and budget-management processes; supported strengthening of corporate systems.

Table 22 The table shows key leadership summary of outcomes

2.5.2 Data for Justice Branch

The Data for Justice Branch supports is responsible for strengthening the use of quality, authentic, and reliable research to inform sound policy development and evidence-based decision-making across the Department. The Branch plays a foundational role in establishing research systems, data capabilities, and analytical frameworks that support effective governance and improved systems administration.

As an emerging function, the Branch is focused on building institutional research capacity, forming strategic research partnerships, and developing a centralised justice data and research hub to support policy formulation, planning, and innovation.

The Data for Justice strengthened DJAG's research and evidence base during 2025 through commissioned research, analytical reporting and institutional partnerships. The PTSD study completed its data-collection phase and progressed to analysis and reporting, while a second study on Government Response to Trauma in PNG reached approximately 95% completion. More than 400 research instruments were prepared and distributed across PNGDF, RPNGC and Correctional Services. The Branch also completed an analytical Village Court Audit report, progressed analysis of ten years of Village Court Quarterly Returns to 80%, formalised research arrangements with UPNG and justice-sector agencies, and advanced development of the DJAG Data Governance Policy Framework to 40% completion with support from EU-PNG P4GG and DNPM.

ACHIEVEMENTS

- Progressed development of the DJAG Data Strategy and Data Governance Policy Framework, with the initiative approved for support by EU-PNG P4GG. The policy-development process had reached approximately 40% completion, following interviews for a Short-Term Non-Key Expert and submission of the evaluation report to EU.
- Progressed a formal Research Memorandum of Understanding between DJAG and the Royal Papua New Guinea Constabulary, with the draft submitted to management and subsequently awaiting legal clearance by the Office of the State Solicitor.
- Strengthened DJAG's research and evidence base through the development of research instruments and structured data-collection systems. More than 400 survey instruments had been prepared and distributed to PNGDF, RPNGC and Correctional Services.
- Established the operational foundation for a department-wide research and data-governance system, including Terms of Reference, technical expert recruitment processes and engagement with EU and DNPM.
- Strengthened research reporting and analytical capability, with major research outputs being prepared for use by DJAG management and operational branches.
- Formalised a research arrangement with the School of Humanities and Social Sciences at UPNG, strengthening academic support and research collaboration.
- Formalised research participation with the RPNGC, PNGDF and Correctional Services, following the necessary administrative clearances.

- Maintained collaboration with EU-PNG P4GG and DNPM on development of the DJAG Data Strategy and Governance Framework, including the process for recruiting a technical specialist.
- The Data for Justice facilitated or chaired 18 external meetings with PNGDF, RPNGC, Correctional Services, UPNG and Unitech, demonstrating a substantial level of research and institutional engagement.
- Advanced the Post-Traumatic Stress Disorder research project involving PNGDF and RPNGC personnel. A total of 350 plus survey instruments had been prepared and 150 samples collected.
- Progressed a second commissioned research study on “Government Response to Trauma in PNG” to approximately 95%.
- Completed analysis of the Village Court Audit report and submitted the analytical report to the Management and key stakeholders, including VCLMS, Crime Prevention and LJS/SLOS, to support evidence-based decision-making.
- Progressed analysis of ten years of Village Court Quarterly Returns covering 2013–2023 to 80% completion, providing a substantial historical dataset for policy and program analysis.

2.5.3 Internal Audit Unit

The Internal Audit Unit (IAU) supports Corporate Objective 5 by providing independent assurance on the effectiveness of corporate governance, risk management, and internal control processes across the Department. The Unit plays a critical role in strengthening accountability, compliance, and integrity by assessing whether systems, processes, and controls are operating effectively and in accordance with public sector standards.

Through objective audit and review functions, the Internal Audit Unit supports management in identifying risks, improving controls, and enhancing organisational performance, thereby strengthening sound corporate governance and systems administration.

ACHIEVEMENTS

- Progressed development of the DJAG Risk Management Framework and associated policy arrangements, addressing the absence of an updated departmental risk-management framework since 2016. Development commenced with external technical assistance during the third quarter, although submission of the first draft was delayed to the end of December due to administrative issues involving the consultant and development partner.
- Progressed development of a new departmental Risk Management Framework, supported through the EU partnership and specialist technical assistance. Two Risk-Based Approach training sessions were conducted following commencement of the technical engagement in September.
- Reviewed two key departmental governance committees, the Project Management Implementation Committee (PMIC) and Disciplinary Committee with reports at finalisation stage.
- Strengthened follow-up on audit recommendations, with all 12 outstanding 2023–2024 internal audit reports formally endorsed by EMT and issued to the relevant auditee branches for implementation and reporting.

- Completed requirements for reactivating the Audit Committee, submitting the necessary documentation to the Department of Finance on 5 December 2025. The meeting was subsequently deferred by Finance to the first quarter of 2026.
- Strengthened management of long-outstanding travel and project acquittals, including issuance of a 14-day compliance notice and preparation of recommendations for the treatment of very old outstanding acquittals.
- The IAU Annual Training Plan 2025 was formally endorsed by the DJAG Training Committee, providing a structured professional-development pathway for audit officers.
- Six staff participated in three specialised capacity-building activities during Q1, comprising:
 - 3 officers in Forensic Accounting training;
 - 2 officers in MS Access training at Datec; and
 - 1 officer in Mental Health training.
- Three officers undertook CPA professional modules and sat their annual CPA examinations in October 2025.
- One officer was approved to commence a two-year Master's program at UPNG in 2026.
- IAU participated in two major professional conferences, through the Institute of Internal Auditors PNG and CPA PNG.
- One officer participated in an international Anti-Corruption Risk Assessment engagement in Suva, Fiji, supported through UNDP/UNODC.
- Engaged EU-supported technical assistance to develop the DJAG Risk Management Framework, including preparation of the TOR, specialist-selection process and commencement of technical work in September.
- Worked with the Department of Finance to progress reactivation of the Audit Committee, including submission of internal audit reports and meeting requirements for Finance assessment.
- Maintained professional engagement with the Institute of Internal Auditors PNG and CPA PNG, supporting audit capability and continuing professional development.
- Participated in UNDP/UNODC-supported anti-corruption risk assessment engagement, contributing to broader governance and integrity initiatives.
- EMT formally endorsed all 12 outstanding internal audit reports from the 2023–2024 period, clearing a significant audit-report backlog and enabling implementation monitoring to commence.
- Completed the financial audit review of the Public Trustee Regional Office in Lae, with the final report submitted to EMT for noting and deliberation.
- Conducted a regional administrative audit review in the New Guinea Islands Region, covering Kokopo and inspections associated with CJSC and Village Court projects in Kokopo and Rabaul.
- Undertook a series of special investigations at the direction of senior management. Four investigation reports completed, while subsequent reports record management decisions arising from investigations. Because the quarterly totals are not completely consistent, I recommend reporting the achievement without presenting a final annual total.
- Completed an OSG Brief-Out Payment Review and submitted the report for Management consideration.

- Conducted reviews of recurrent, trust and Public Trustee bank reconciliations, strengthening financial-control oversight across the Department.
- Continued Board of Survey work on departmental assets, with cash proceeds from BOS activities increasing from K360 K560 by year end, to be carried forward into 2026.
- EMT endorsed three regional Board of Survey reports covering Lae, Kokopo and Mt Hagen, including the disposal/accountability review of six departmental vehicles.

2.5.4 Leadership, Equity and Integrity (formerly GEDSI) Branch

The Leadership, Integrity and Equity Unit supports is responsible for promoting values-based ethical leadership and strengthening good governance practices across the organisation. The Branch plays a key role in embedding equity, integrity, and ethical standards into institutional processes, leadership practices, and organisational culture.

Through leadership development, equity initiatives, and governance support, the Branch contributes to strengthened business processes, inclusive leadership, and improved organisational resilience, reinforcing public trust and accountability in systems administration.

ACHIEVEMENTS

- Completed a review of the Cross-Cutting Issues Policy and drafted five major policy instruments to strengthen DJAG's GESI and safeguarding framework:
 - Gender Equity & Women Empowerment Policy;
 - Child Protection Policy;
 - Disability Inclusion Policy;
 - Workplace Safeguarding Policy; and
 - PSEAH Policy.
- These five drafts are major institutional policy reform package, with the documents progressing toward final clearance by the Management and consultation with branches and partners.
- Completed the GESI Stocktake Report documenting implementation of GESI policy across DJAG and identifying areas for further policy and systems reform. The report was endorsed internally and positioned for publication.
- Completed a Gender Gap Analysis and Gender Disaggregated Data Report, establishing a stronger evidence base for policy and planning and supporting integration of gender findings into the SLOS framework.
- Developed and maintained a gender disaggregated database, enabling systematic recording and analysis of staff data by sex, position and organisational structure. This provides a stronger basis for monitoring representation, promotion, leadership and equity trends.
- Designed tools for collecting sex-disaggregated data and baseline information, strengthening evidence-based planning and monitoring of GESI reforms.
- Progressed installation and operationalisation of a GESI database system for case management and gender analysis. The Q1 report records system installation, user setup and initial data entry, while functionality review remained subject to approval.

- Completed a Gender Gap Analysis Report, identifying disparities across key areas and informing the SLOS 2024–2028 Framework.
- Developed a GESI Provincial Implementation Framework, establishing a structured model for provincial-level GESI coordination, monitoring, reporting and focal-point arrangements.
- Established and strengthened GESI governance mechanisms, including focal point arrangements, branch-level committees, technical working group documentation and the LIE Technical Advisory Committee framework.
- Mobilised trainers for the DJAG Female Leadership Program, a flagship initiative designed to strengthen women’s leadership, mentoring and coaching opportunities across the Department.
- Rolled out GESI Inception Workshops across 10 DJAG branches, strengthening understanding of GESI principles, branch responsibilities and mainstreaming requirements.
- Consulted HRM on integrating gender-responsive job descriptions and equity indicators into HR processes, linking GESI reform directly to recruitment, performance and workforce-management systems.
- Delivered Mental Health and Psychosocial Support training to:
 - 12 Branch Heads;
 - 11 lawyers; and
 - 5 project staff.
- This represents 28 participants in total.
- Prepared further PSEAH and mental health integration training for early 2026, including planned participation from OSG, Public Trustee, Police and DJAG officers.
- Initiated formal engagement with DPM and the Office for Development of Women under DFCDR to advocate for the establishment of GESI units across Law and Justice Sector agencies.
- Supported sector-wide coordination through the GESI Technical Working Group and Community of Practice, helping align GESI approaches across SLOS agencies.
- Engaged development partners, including EU-supported programs, to support leadership development, safeguarding, PSEAH and mental-health initiatives.
- Strengthened subnational engagement with NCDC and Central Province, including consultations with provincial administrators and justice branch officers to support provincial GESI focal points and future rollout.
- Completed the GESI Provincial Implementation Framework, with NCDC and Central Province identified for initial trial and rollout.
- Finalised a survey questionnaire on the experiences of female DJAG staff, scheduled for administration in January 2026. The survey is intended to capture workplace culture, career progression, barriers to promotion and staff experiences.
- Completed the gender disaggregated database, providing a continuing mechanism for gender representation analysis and future monitoring.
- Completed the GESI Stocktake Report, Gender Disaggregated Data Report and Gender Gap Analysis, creating a stronger body of evidence to guide future policy, planning and organisational reform.

- Advanced GESI mainstreaming across 10 branches, while preparing to extend training and consultation to the remaining branches in 2026.



Figure 50 DJAG senior officers participating in Mental Health and Psychosocial Support and Prevention of Sexual Exploitation, Abuse and Harassment training in February 2025, supporting safer, more inclusive and responsive workplace practices.

3 DEPARTMENTS MAIN ISSUES AND CONSTRAINTS

The Department of Justice and Attorney General continued to deliver its core legal, justice, community justice and corporate services despite a number of recurring institutional and operational constraints. Across the Department, the most frequently reported challenges related to manpower shortages, delays in recruitment and personnel processing, funding and warrant constraints, inadequate logistics, weaknesses in internal compliance and reporting, and delays affecting infrastructure and service delivery.

Human Resource and Manpower Constraints – Manpower shortages remained one of the most significant constraints affecting the Department in 2025. A number of offices and branches reported insufficient staffing, high workloads and difficulty filling funded vacancies. Legal Policy and Governance, Village Courts and Land Mediation, Probation, Parole, Juvenile Justice, Planning Monitoring and Evaluation, ICT, Data for Justice and other branches identified staffing shortages as directly affecting the timely implementation of activities and service delivery. The Office of the Solicitor General also continued to manage high caseloads, including senior lawyers carrying more than 200 files.

Delays in Recruitment and Human Resource Processing – Delays associated with Department of Personnel Management compliance checks, approvals and other recruitment processes continued to affect the timely filling of vacancies and administration of employment matters. HRM specifically reported poor turnaround times in DPM compliance and approval processes, while other branches similarly identified prolonged recruitment processes as contributing to continued manpower shortages.

Funding and Warrant Delays – Delays in the release of monthly warrants and insufficient operational funding affected implementation across several branches. Finance Management reported that monthly warrants were not issued on a timely basis, creating cash-flow difficulties and affecting planned activities. Similar funding constraints were reported by the Office of the State Solicitor, Office of the Solicitor General, JLSC, Village Courts and Land Mediation, Parole, Internal Audit, Data for Justice, Oceans Affairs and other operational areas.

Public Investment Program and Infrastructure Implementation Delays – Infrastructure delivery continued to be affected by funding and administrative delays. Assets and Facilities reported that claims against the PIP development budget were temporarily halted following a DNPM rescoping directive, further delaying construction works. Several Community Justice Service Centres and Village Court Houses remained pending commissioning or at various stages of construction, with some projects also affected by land issues, contractor performance and funding availability.

ICT, Information Management and Procurement Constraints – The Department continued to face challenges in strengthening ICT systems and information management. ICT reported manpower shortages within its support team and delays in emergency procurement payments, creating risks of data loss and system downtime. Library and Records Management also identified obsolete systems and inadequate secondary records

storage, while some operational branches continued to experience database, case-management and information-management limitations.

Internal Compliance, Reporting and Data Submission Weaknesses – Weaknesses in internal compliance and timely submission of information continued to affect management and reporting. PME reported slow submission of data for Annual Management Reports and Quarterly Business Reports, while Assets and Facilities noted difficulties enforcing FAMS compliance because end-users were not submitting required information. Probation and Juvenile Justice similarly reported delays in statistical reporting from provincial officers. Internal Audit also reported delays in the submission of audit requests from auditee branches.

Coordination and Administrative Bottlenecks – Coordination between headquarters, provincial administrations and other stakeholders affected the implementation of some programs. Village Courts and Land Mediation reported challenges in provincial compliance, working relationships and implementation of grants and reforms, while Data for Justice experienced delays associated with ethics clearance and approval processes. These administrative bottlenecks contributed to slower implementation of planned activities

4 DEPARTMENT'S MAJOR RISKS

The Internal Audit Unit commenced development of a Department-wide Risk Management Framework, supported by technical engagement with the EU-PNG Partnership for Good Governance and risk assessment training undertaken in partnership with UNDP. The framework is intended to strengthen the Department's management of uncertainty and protect its assets and organisational objectives.

The Department's major risks are summarized as follows:

Risk Category	Risk Description	Potential Impact	Risk Level*	Existing Controls / Mitigation
Financial and Funding Risk	Delayed release of monthly warrants, insufficient recurrent funding and interruptions to development funding	Delayed activities; cash-flow constraints; deferred travel, training and service delivery; slowed infrastructure implementation	High	Budget Steering Management Committee oversight; prioritisation of limited resources; financial reporting and supporting documentation; engagement with Treasury/DNPM and development partners
Human Resource and Capacity Risk	Persistent manpower shortages, funded	Excessive workloads; slower service	High	Recruitment against vacancies; use of devolved

Risk Category	Risk Description	Potential Impact	Risk Level*	Existing Controls / Mitigation
	vacancies and slow DPM recruitment and approval processes	delivery; reduced implementation capacity; dependence on limited specialist staff		recruitment authority where available; training and mentoring; workforce planning; organisational restructure and staff development
Operational and Service Delivery Risk	High caseloads, inadequate staffing, limited transport/logistics and delays in provincial operations	Slower legal, court, probation, parole, village court and other justice services; reduced provincial coverage	High	Prioritisation of critical work; recruitment; mentoring; donor-supported logistics and activities; strengthening provincial partnerships
ICT and Information Management Risk	Inadequate ICT manpower and hardware, obsolete databases, procurement delays and insufficient records-storage capacity	Data loss; system downtime; slower client support; incomplete or inaccessible records and management information	High	Antivirus updates and backups; Government Cloud integration; database upgrades; case-management systems; proposed local cloud storage; records digitisation and e-filing initiatives
Infrastructure and PIP Delivery Risk	Funding delays, DNPM rescoping, contractor performance, land issues and delays in commissioning completed facilities	Delayed access to justice infrastructure and inability to fully operationalise completed or planned facilities	Medium-High	Project Monitoring and Implementation oversight; inspections; fast-tracking DNPM approvals; engagement with provincial administrations and development partners
Governance and Internal Compliance Risk	Weak compliance with internal processes, incomplete asset registers, poor data submission and delays in audit requests	Weak accountability; unreliable management information; delayed reporting; reduced effectiveness of internal controls	Medium-High	Internal Audit reviews and special investigations; development of the Risk Management Framework; FAMS compliance initiatives; standardised reporting

Risk Category	Risk Description	Potential Impact	Risk Level*	Existing Controls / Mitigation
				templates; formalisation of internal processes
Data and Reporting Risk	Late, incomplete or inconsistent statistical and performance information from branches and provincial offices	Weak evidence-based planning; delays in AMR/QBR preparation; inability to accurately measure performance	Medium-High	PME standardised reporting templates; improved reporting schedules; database development; monitoring and follow-up with branches
Strategic and Coordination Risk	Inadequate internal capacity and coordination to implement major departmental and sector reforms	Slower implementation of Corporate Plan objectives and newly approved sector policies; increased reliance on development-partner support	Medium-High	Alignment of work programs to Corporate Plan KRAs; executive oversight; sector coordination through LJSS/SLOS; development-partner partnerships and targeted recruitment

Table 23 Risk Matrix

5 FINANCIAL REPORT

THE SECRETARY FOR JUSTICE AND ATTORNEY GENERAL'S FINANCIAL REPORT

FOR THE YEAR ENDED 31 DECEMBER 2025

1. Principal Activities of the Department of Justice and Attorney General

The Principal Activities of the Department is to ensure the efficient, effective and expeditious settlement of disputes through the Justice System. The maintenance of social order according to the rule of law; to promote a social order according to the rule of law, to promote a just and caring society consistent with human rights and dignity and to support economic development.

2. The Approach

The Approach I have taken in the preparation and presentation of these reports and statements is with the specific intention to inject greater accountability and transparency into the Department's financial operation and management under my leadership. Hence, these financial report and financial statements present a full, fair and complete disclosure of all financial transactions for the year ended 31 December 2025. With the intention to account for every kina that was given to the Department for the period, as our budget for our custodianship and our expenditure, to achieve our functional roles and responsibilities and ultimately the mission and vision for which we stand – **TO ACHIEVE A JUST, SAFE AND SECURE SOCIETY.**

3. The Results

The operational result of my Department; unlike that of a trading enterprise, measured by a profit and loss statement and statement of assets and liabilities, on the accrual basis of accounting. Whereas, my Department is like any other government department. The result of our operation, our ability and capability to effectively implement and manage our resources and affairs according to our national budget; is measured by the outcome of our budget execution. Our results are reported and presented in the financial reports or accountability statements, as legally required under the provisions of the Public Finance Management Act. The main purpose of preparing and presenting these statements is to promote public accountability. These reports are given hereafter, providing for the basis of measuring the results of our operation for the period.

I therefore, have the pleasure to present the Department of Justice and Attorney General's Financial Report for the year ended 31 December 2025.



DR ERIC KWA, PhD
Secretary for Justice

**TOTAL APPROPRIATION
STATEMENT OF CASH RECEIPTS AND PAYMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025 (in Kina)**

	Notes	2025 K
RECEIPTS		
Government total appropriation warrant authority		96,168,159
Total grants		-
Other total operating recurrent revenue		-
Total Receipts	2, 2C.3	96,168,159
PAYMENTS		
Salaries & Allowances		(126,633,995)
Wages		-
Leave Fares		(2,037,708)
Retirement benefits, pensions, gratuities		(1,766,811)
Personal Emoluments		(130,438,514)
Domestic Travel & Subsistence		(7,000)
Travel & Subsistence		(1,252,736)
Office Materials & Supplies		(627,460)
Operational Materials & Supplies		(205,440)
Fuel & Transport		(395,467)
Administrative Consultancy Fees		(70,999)
Other Operational Expenses		(11,606,468)
Training		(700,834)
Goods and Services		(14,866,404)
Rentals of Property		(157,995)
Routine Maintenance		(286,009)
Utilities, Rentals and Property Costs		(444,004)
Membership Fees, Subscription & Contribution		(204,996)
Grants/Transfers to Public Authorities		-
Grants/Transfers to Individuals & Non-profit Organisations		(56,000)
Grants Subsidies and Transfers		(260,996)
Office Equipment, Furniture & Fittings		(182,487)
Information & Communication Technology (ICT)		(3,070,050)
Construction, Renovation & Improvements (CRI)		(2,365,392)
Capital Formation		(5,617,929)
Total operating expenses	2, 2D.3	(151,627,847)
INCREASE /(DECREASE) IN CASH	2, 2E.3	(55,459,688)
RECURRENT APPROPRIATION		
STATEMENT OF CASH RECEIPTS AND PAYMENTS		
FOR THE YEAR ENDED 31 DECEMBER 2025 (in Kina)		

	Notes	2025 K
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RECEIPTS

Government recurrent appropriation warrant authority		85,168,159
Recurrent grants		-
Other operating recurrent revenue		-
Total Receipts	2, 2C.1	85,168,159

PAYMENTS

Salaries & Allowances		(126,633,995)
Wages		-
Leave Fares		(2,037,708)
Retirement benefits, pensions, gratuities		(1,766,811)
Personal Emoluments		(130,438,514)

Domestic Travel & Subsistence		(7,000)
Travel & Subsistence		(1,252,736)
Office Materials & Supplies		(627,460)
Operational Materials & Supplies		(205,440)
Fuel & Transport		(395,467)
Administrative Consultancy Fees		(70,999)
Other Operational Expenses		(8,434,966)
Training		(300,727)
Goods and Services		(11,294,795)

Rentals of Property		(157,995)
Routine Maintenance		(286,009)
Utilities, Rentals and Property Costs		444,004

Membership Fees, Subscription & Contribution		(204,996)
Grants/Transfers to Public Authorities		-
Grants/Transfers to Individuals & Non-profit Organisations		(56,000)
Grants Subsidies and Transfers		(260,996)

Office Equipment, Furniture & Fittings		(182,487)
Information & Communication Technology (ICT)		-
Construction, Renovation & Improvements (CRI)		(8,999)
Capital Formation		(191,486)

Total Operating Expenses	2, 2D.1	(142,629,795)
INCREASE/(DECREASE) IN CASH	2, 2E.1	(57,461,636)

**DEVELOPMENT (PIP) APPROPRIATION
STATEMENT OF CASH RECEIPTS AND PAYMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025 (in Kina)**

	Notes	2025 K
<u>RECEIPTS</u>		
Government development appropriation warrant authority		11,000,000
Developments grants		-
Other operating development revenue		-
Total Receipts	2, 2C.2	11,000,000
<u>PAYMENTS</u>		
Salaries & Allowances		-
Wages		-
Leave Fares		-
Retirement benefits, pensions, gratuities		-
Personal Emoluments		
Domestic Travel & Subsistence		-
Travel & Subsistence		-
Office Materials & Supplies		-
Operational Materials & Supplies		-
Fuel & Transport		-
Administrative Consultancy Fees		-
Other Operational Expenses		(3,171,502)
Training		(400,107)
Goods and Services		(3,571,609)
Rentals of Property		-
Routine Maintenance		-
Utilities, Rentals and Property Costs		
Membership Fees, Subscription & Contribution		-
Grants/Transfers to Public Authorities		-
Grants/Transfers to Individuals & Non-profit Organisations		-
Grants Subsidies and Transfers		
Office Equipment, Furniture & Fittings		-
Information & Communication Technology (ICT)		(3,070,050)
Construction, Renovation & Improvements (CRI)		(2,356,393)
Capital Formation		(5,426,443)
Total Operating Expenses	2, 2D.2	(8,998,052)
INCREASE/(DECREASE) IN CASH	2, 2E.2	2,001,948
RE-CURRENT BUDGET		
STATEMENT OF EXPENDITURE FOR PROGRAMS BY VOTE		
FOR THE YEAR ENDED 31 DECEMBER 2025 (IN KINA)		

Code	Appropriation Description	Notes	2025 K	2025 K
Administration & Improvement of Laws and the Legal System				
10248	Office of State Solicitor		10,447,769	
10250	Office of Solicitor General		13,224,757	
12002	Commercial Law		95,998	
13223	Law & Justice Sector Secretariat		1,556,385	25,324,909
Top Management and General Administration				
10242	Executive Management Branch		13,674,943	
10243	Planning, Monitoring & Evaluation		1,165,681	
10244	Financial Management Branch		2,362,796	
10245	Human Resource Management		4,547,164	
10246	Information Management Systems		3,249,465	
10247	Office of Public Trustee		5,534,335	
11643	Legal Policy & Governance		3,161,481	
11644	Brief Outs		299,991	
11755	Internal Audit Branch		109,952	
11932	Assets, Logistics & Security Branch		3,741,452	
11933	Judicial & Legal Services Commission (JLSC) Secretariat		171,000	38,018,260
Community Justice				
10253	Probation Services Branch		4,747,007	
10254	Village Court & Land Mediation Secretariat		3,143,740	
10256	Land Mediation		102,536	
11902	Office of Ocean Affairs		266,998	
11935	Humans Rights Secretariat		64,999	
11936	Parole Board Secretariat		988,495	
11937	Juvenile Justice Services		2,912,938	
11938	Crime Prevention Branch		1,722,107	
13447	Data For Justice Branch		168,303	14,117,123
Land Mediators Allowances				
10758	Bougainville Land Mediators Allowances		445,504	
10759	Central Province Land Mediators Allowances		134,981	
10760	Enga Province Land Mediators Allowances		-	
10761	East New Britain Province Land Mediators Allowances		197,679	
10762	Eastern Highlands Province Land Mediators Allowances		274,658	
10763	East Sepik Province Land Mediators Allowances		269,855	
10764	Gulf Province Land Mediators Allowances		122,983	
10765	Hela Province Land Mediators Allowances		174,585	
10766	Jiwaka Province Land Mediators Allowances		74,783	
10767	Madang Province Land Mediators Allowances		229,534	
10768	Manus Province Land Mediators Allowances		154,099	
10769	Milne Bay Province Land Mediators Allowances		168,564	
10770	Morobe Province Land Mediators Allowances		440,156	
10771	New Ireland Province Land Mediators Allowances		106,735	
10772	Northern Province Land Mediators Allowances		93,248	

10773	NCD Land Mediators Allowances	31,952
10774	Simbu Province Land Mediators	195,104
10775	Southern Highlands Province Land Mediators Allowances	237,294

RE-CURRENT BUDGET

**STATEMENT OF EXPENDITURE FOR PROGRAMS BY VOTE
FOR THE YEAR ENDED 31 DECEMBER 2025 (IN KINA)**

Code	Appropriation Description	Notes	2025 K	2025 K
10777	West New Britain Province Land Mediators Allowances		159,617	
10778	Sandaun Province Land Mediators Allowances		181,801	
10779	Western Province Land Mediators Allowances		149,404	
13096	Western Highlands Province Land Mediators Allowances		89,357	3,931,893

Village Court Officials Allowance

13018	Bougainville Village Court Allowance		2,313,552	
13019	Central Province Village Court Allowance		2,669,410	
13020	Enga Province Village Court Allowance		6,079,784	
13021	East New Britain Province Village Court Allowance		1,792,907	
13022	Eastern Highlands Province Village Court Allowance		3,285,614	
13023	East Sepik Province Village Court Allowance		3,341,266	
13024	Gulf Province Village Court Allowance		2,059,230	
13025	Hela Province Village Court Allowance		2,824,285	
13026	Jiwaka Province Village Court Allowance		1,714,605	
13027	Madang Province Village Court Allowance		3,344,029	
13028	Manus Province Village Court Allowance		2,532,927	
13029	Milne Bay Province Village Court Allowance		4,042,290	
13030	Morobe Province Village Court Allowance		2,872,554	
13031	New Ireland Province Village Court Allowance		1,354,278	
13032	Northern Province Village Court Allowance		1,413,946	
13033	NCD Village Court Allowance		1,633,410	
13034	Simbu Province Village Court Allowance		4,099,961	
13035	Southern Highlands Province Village Court Allowance		5,262,754	
13036	West New Britain Province Village Court Allowance		1,952,845	
13037	Western Highlands Province Village Court Allowance		3,353,656	
13038	Sandaun Province Village Court Allowance		1,445,194	
13039	Western Province Village Court Allowance		1,489,135	60,877,632

Ministerial Services

10257	Ministerial Support Services		359,978	359,978
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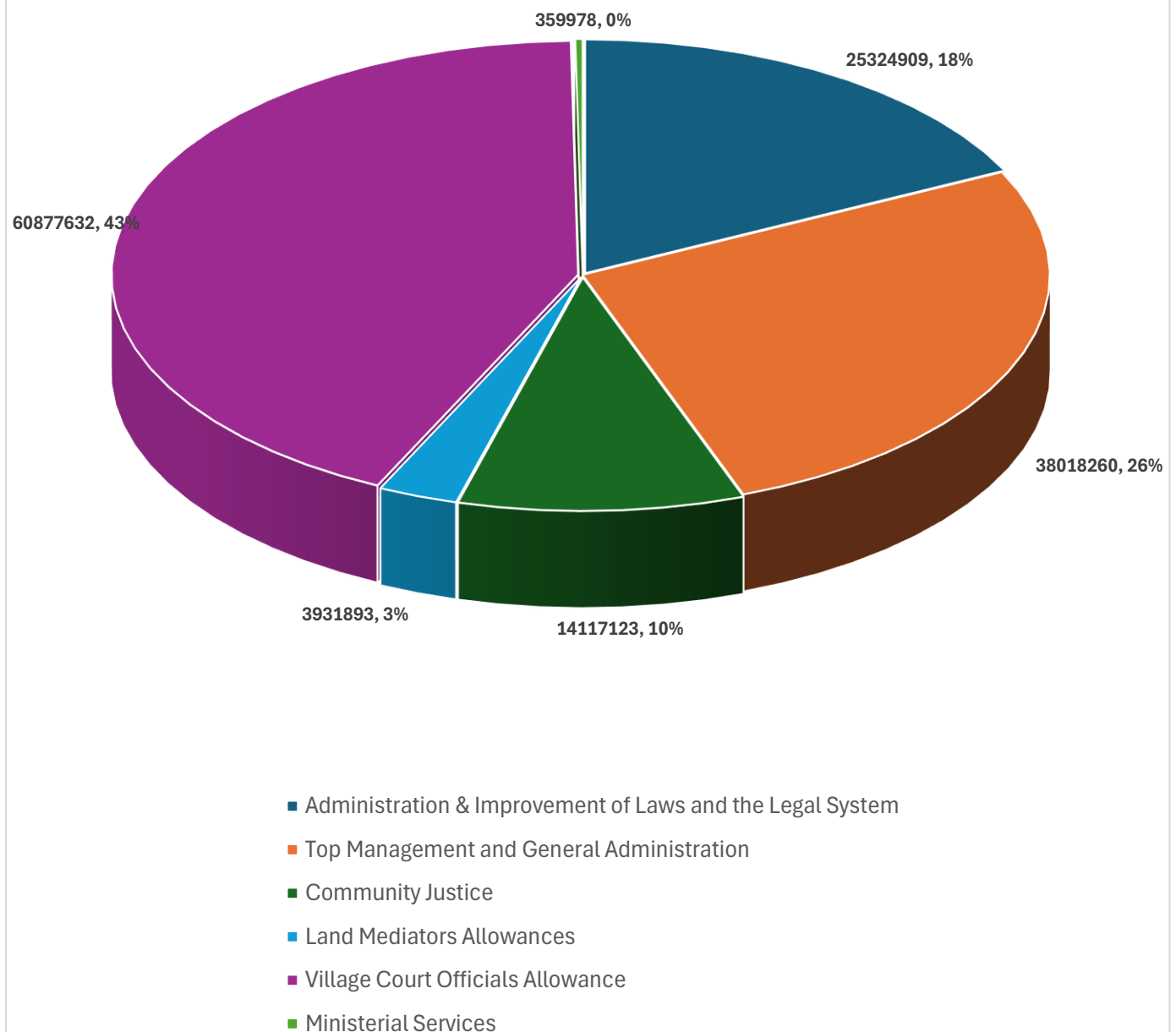
Grand Total

3A

142,629,795

THE RECURRENT BUDGET PIE GRAPH OF EXPENDITURE BY PROGRAM

FOR THE YEAR ENDED 31 DECEMBER 2025

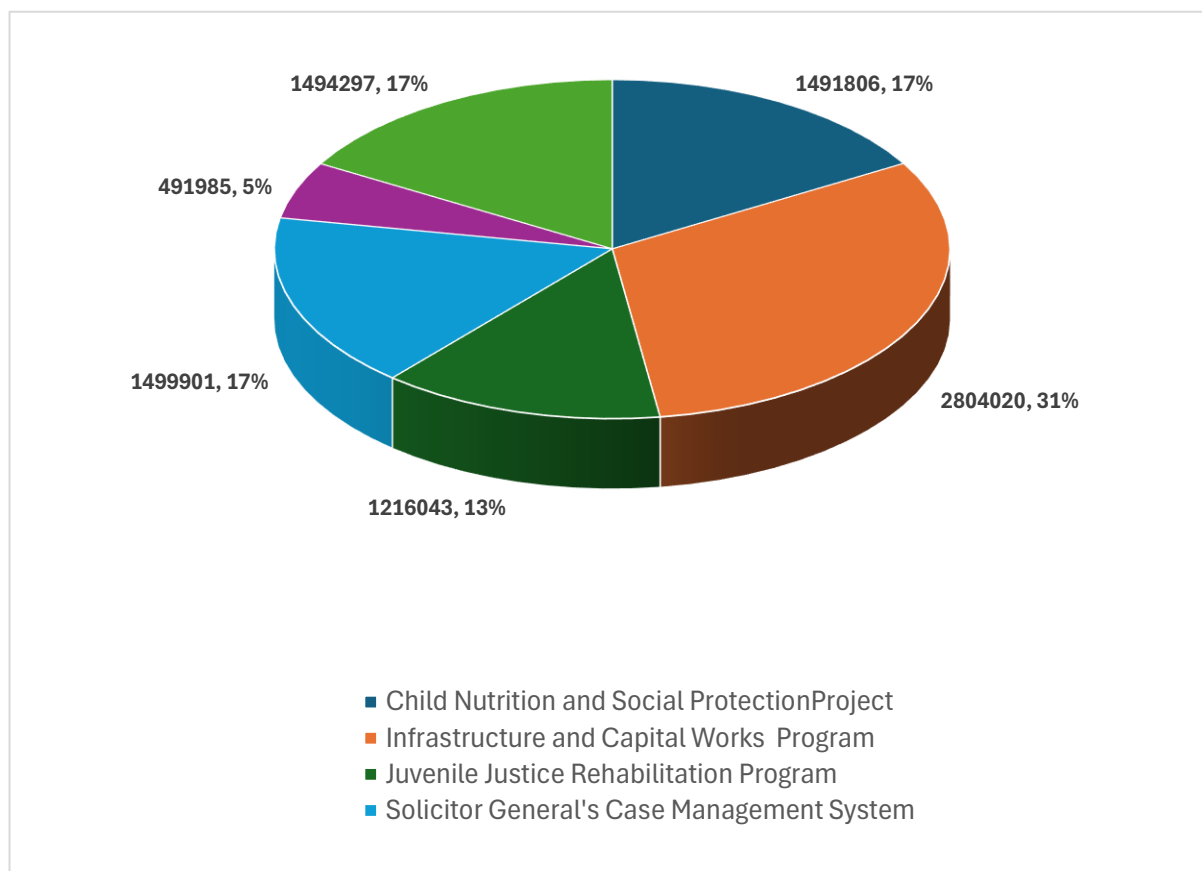


DEVELOPMENT BUDGET (PIP)
STATEMENT OF EXPENDITURE FOR PROGRAMS BY VOTE
FOR THE YEAR ENDED 31 DECEMBER 2025 (IN KINA)

Code	Appropriation Description	Notes	2025 K	2025 K
CAPACITY BUILDING				
24182	Child Nutrition and Social Protection Project		<u>1,491,806</u>	1,491,806
CAPITAL INVESTMENT				
21761	Infrastructure and Capital Works Program		2,804,020	
23954	Juvenile Justice Rehabilitation Program		1,216,043	
24228	Solicitor General's Case Management System		1,499,901	
24458	Parole Database Project		491,985	
24459	Public Curator Database System		<u>1,494,297</u>	<u>7,506,246</u>
Grand Total		3B		<u>8,998,052</u>

THE DEVELOPMENT BUDGET
PIE GRAPH OF EXPENDITURE BY PROGRAM

FOR THE YEAR ENDED 31 DECEMBER 2025



THE DRAWING ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE

FOR THE YEAR ENDED 31 DECEMBER 2025

	2024 K	2024 K	2025 K	Notes	2025 K
Opening balance as at 1 January 2025		(12,762,713)		4, 4A	(13,909,656)
<u>RECEIPTS</u>					
Reimbursements	42,326,715		30,192,815		
Cancelled Cheques	6,913,023		2,583,183		
Other	1,992,602		-		
Stale Cheques	-	<u>51,232,339</u>	<u>576,871</u>	4, 4A	<u>33,352,869</u>
		38,469,626		4, 4A	19,443,213
<u>PAYMENTS</u>					
January	-		-		
February	305,574		1,193,087		
March	1,276,746		1,034,019		
April	1,133,212		731,214		
May	19,930,145		1,312,168		
June	952,406		1,912,451		
July	1,510,157		1,376,959		
August	2,376,580		3,309,108		
September	1,478,754		1,302,523		
October	2,544,688		2,976,637		
November	9,472,140		2,161,666		
December	<u>11,398,880</u>	<u>(52,379,282)</u>	<u>6,589,799</u>	4, 4B	<u>23,899,631</u>
Operating Surplus / (Deficit)		(13,909,656)		4,4C	<u>4,456,418</u>

THE DRAWING ACCOUNT
STATEMENT OF BANK RECONCILIATION

FOR THE YEAR ENDED 31 DECEMBER 2025

	2024 K	2024 K	2025 K	Notes	2025 K
CASH BOOK					
Opening balance as at 1 January 2025				4,4A	(13,909,656)
RECEIPTS					
Reimbursements	42,326,715		30,192,815		
Cancelled Cheques	6,913,023		2,583,183		
Other	1,992,602		-		
Stale Cheques	-	51,232,339	576,871	4, 4A	33,352,869
		38,469,626		4,4A	19,443,213
PAYMENTS					
January	-		-		
February	305,574		1,193,087		
March	1,276,746		1,034,019		
April	1,133,212		731,214		
May	19,930,145		1,312,168		
June	952,406		1,912,451		
July	1,510,157		1,376,959		
August	2,376,580		3,309,108		
September	1,478,754		1,302,523		
October	2,544,688		2,976,637		
November	9,472,140		2,161,666		
December	11,398,880	(52,379,282)	6,589,799	4, 4B	(23,899,631)
Operating Surplus / (Deficit)		(13,909,656)		4,4C	<u>(4,456,418)</u>
BANK ACCOUNT					
Bank Statement balance as at 31 December 2025		-			-
Bank fees and Charges		-			-
		-			-
Less					
Unpresented Cheques		13,909,656			(4,456,418)
Bank Statement Balance as per Cash Book		<u>(13,909,656)</u>		4, 4C	<u>(4,456,418)</u>

THE LIBRARY TRUST ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 K	Notes	2025 K
Opening balance as at 1 January 2025		5.1A	818,278
<u>RECEIPTS</u>			
Institutional Housing Rental	265,740		
Reimbursements	18,788		
Other	127,377	5.1A	411,905
		5.1A	1,230,183
<u>PAYMENTS</u>			
Goods and Services	258,091		
Advance Salary	381,117		
Withholding tax expense	274		
Bank Charges	172	5.1B	(639,654)
Operating Surplus / (Deficit)		1, 5.1C	590,529

THE LIBRARY TRUST ACCOUNT
STATEMENT OF BANK RECONCILIATION

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 K	Notes	2025 K
CASHBOOK			
Opening balance as at 1 January 2025		5.1A	818,278
<u>RECEIPTS</u>			
Institutional Housing Rental	265,740		
Reimbursements	18,788		
Other	127,377	5.1A	411,905
		5.1A	1,230,183
<u>PAYMENTS</u>			
Goods and Services	258,091		
Advance Salary	381,117		
Withholding tax expense	274		
Bank Charges	172	5.1B	(639,654)
Cash Book Balance		5.1C	590,529

BANK ACCOUNT

Bank Statement balance as at 31 December 2025	-		590,529
Debits in Bank not in Cash Book	-		590,529
<i>Less</i>			
Unpresented Cheque	-		-
Bank Statement Balance as per Cash Book		1, 5.1D	590,529

**THE LEGAL FEES TRUST ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE**

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 K	Notes	2025 K
Opening balance as at 1 January 2025		5.2A	673,935
<u>RECEIPTS</u>			
Reimbursements	-		
Legal Fess	34,850		
Interest Received	1,892		
Cancel Cheque	27,005		
Other	50	5.2A	63,797
		5.2A	737,732
<u>PAYMENTS</u>			
Goods & Services	27,005		
Withholding Tax	257	5.2B	(27,262)
Operating Surplus / (Deficit)		1, 5.2C	710,470

**THE LEGAL FEES TRUST ACCOUNT
STATEMENT OF BANK RECONCILIATION**

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 K	Notes	2025 K
Opening balance as at 1 January 2025		5.2A	673,935
<u>RECEIPTS</u>			
Reimbursements	-		
Legal Fess	34,850		
Interest Received	1,892		
Cancel Cheque	27,005		
Other	50	5.2A	63,797
		5.2A	737,732
<u>PAYMENTS</u>			
Goods & Services	27,005		
Withholding Tax	257	5.2B	(27,262)
Cash Book Balance		5.2C	710,470
BANK ACCOUNT			
Bank Statement balance as at 31 December 2025	-		710,470
Debits in Bank not in Cash Book	-		-
			710,470
Less			
Credits in Bank not in Cash Book	-		-
Bank Statement Balance as per Cash Book		1, 5.2D	710,470

TRUST ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 K	Notes	2025 K
Opening balance as at 1 January 2025		5.3A	4,759,304
<u>RECEIPTS</u>			
Cancelled Cheques	165,301		
Reimbursements	2,106,354		
Interest income	11,076		
Other	958,321	5.3A	3,241,052
		5.3A	8,000,356
<u>PAYMENTS</u>			
Advance Salary Expense	883,211		
Goods & Services Expense	938,548		
Training & Tuition Fees Expense	124,347		
Membership fees, subscriptions & contribution	26,088		
Travel & Subsistence	4,750		
Manual Journal Entry Reversal	145,013		
Withholding Tax Expense	1,490		
Bank Fees & Charges	114		
Other Payments	1,485,126	5.3B	(3,608,687)
Operating Surplus / (Deficit)		1, 5.3C	4,391,669

TRUST ACCOUNT
STATEMENT OF BANK RECONCILIATION

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 K	Notes	2025 K
CASH BOOK			
Opening balance as at 1 January 2025		5.3A	4,759,304
<u>RECEIPTS</u>			
Cancelled Cheques	165,301		
Reimbursements	2,106,354		
Interest income	11,076		
Other	958,321	5.3A	3,241,052
		5.3A	8,000,356
<u>PAYMENTS</u>			
Advance Salary Expense	883,211		
Goods & Services Expense	938,548		
Training & Tuition Fees Expense	124,347		
Membership fees, subscriptions & contribution	26,088		
Travel & Subsistence	4,750		
Manual Journal Entry Reversal	145,013		
Withholding Tax Expense	1,490		
Bank Fees & Charges	114		
Other Payments	1,485,126	5.3D	(3,608,687)
Cash Book Balance		5.3C	4,391,669
BANK ACCOUNT			
Bank Statement balance as at 31 December 2025	-		4,676,274
Debits in Bank not in Cash Book	-		4,676,274
<i>Less</i>			
Stale Cheques	4,194	5.3E	
Unpresented Cheques	280,411	5.3E	(284,605)
Bank Statement Balance as per Cash Book		1, 5.3D	4,391,669

OFFICE EQUIPMENTS, FURNITURES AND FITTINGS EXPENDITURE (IFMS ITEM 271)
STATEMENT OF RECURRENT BUDGET EXPENDITURE

FOR THE YEAR ENDED 31 DECEMBER 2025

Vote Code	Vote	Notes	2025 K
10242	Executive Management Branch		12,999
10243	Planning, Monitoring & Evaluation		10,000
10244	Financial Management Branch		13,000
10245	Human Resource Management		8,000
10246	Information Management Systems		30,000
10247	Office of Public Trustee		12,000
10248	Office of State Solicitor		12,999
10250	Office of Solicitor General		11,500
10253	Probation Services Branch		17,997
10254	Village Court & Land Mediation Secretariat		5,000
10256	Land Mediation		3,000
10257	Ministerial Support Services		8,993
11643	Legal Policy & Governance		4,000
11755	Internal Audit Branch		2,999
11902	Office of Ocean Affairs		2,000
11932	Assets, Logistics & Security Branch		6,000
11933	Judicial & Legal Services Commission (JLSC) Secretariat		9,000
11936	Parole Board Secretariat		4,000
11937	Juvenile Justice Services		7,000
11938	Crime Prevention Branch		2,000
		6B	182,487

BOARD OF SURVEY (BOS) EXPENDITURE REPORT
FOR THE YEAR 2025

Cash Book	Date	Payee	Particulars	Notes	Debits (K)	Credits (K)	Balance (K)
39297	8/24/21	DJAG	1ST BOS Collection		6,730		6,730
39297	9/2/21	DJAG	2nd BOS Collection		20,752		27,482
39297	9/14/21	DJAG	3rd BOS Collection		9,055		36,537
39297	10/19/21	DJAG	4th BOS Collection		4,545		41,082
39297	11/11/21	DJAG	5th BOS Collection		1,155		42,237
39297	12/6/21	DJAG	6th BOS Collection		5,500		47,737
39297	3/10/22	DJAG	Purchase of Disposal Container 172		1,000		48,737
39297	5/18/22	DJAG	BOS Proceeding		5,650		54,387
39297	11/18/22	DJAG	PCOT BOS Cash Collection Container		1,428		55,815
39297	11/22/22	DJAG	BOS Container Purchase		1,000		56,815
39297	12/16/22	DJAG	OPT BOS Cash Collection		240		57,055
39297	12/16/22	DJAG	BOS Container Purchase		2,000		59,055
39297	8/31/23		BOS – Container Purchase		1,000		60,055
39297	8/8/24		BOS Collection cash deposit		700		60,755
39297	4/9/25	Finance Head Office	Payment of Public funds to Consolidated Revenue Account - DOF	6C	60,755	60,755	-
					60,755	60,755	-

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

1: Accounting Policies

Basis of the preparation of the Financial Statements

The Financial Statements have been prepared by Section 19, Section 62 and Section 63 of the Public Finances (management) Act 1995 (as amended), Finance Department Financial Instructions 02/2004 and General-Purpose Financial Statements.

The Financial Statements and notes have been prepared in accordance with Cash Basis IPSAS Financial Reporting Under the Cash Basis of Accounting and in accordance with the Department of Finance Financial Instructions 02/2004.

The Financial Statements are presented in Papua New Guinea Kina (K) and values are rounded to the nearest one kina unless otherwise specified.

Reporting Entity

The Financial Statements are for the Department of Justice and Attorney General, a non-trading public body, is controlled by the National Government of PNG. The Financial Statements encompass the reporting entity as specified in the Public Finance (Management) Act.

The department's principal activity is to ensure the efficient, effective, and expeditious settlement of disputes through the justice system to constituents. The department controls its own drawing bank account. Appropriation and other cash receipts are deposited into its bank account.

Reporting Currency

The reporting currency is Papua New Guinea Kina (K) and values are rounded to the nearest one kina unless otherwise specified.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

2: The Appropriation

The department's appropriation covers the initial funds approved for the department by the National Parliament of Papua New Guinea, the revised appropriation funds approved by the Department of Treasury during the year and the approved funds released to the department, by the Department of Finance.

	Initial Budget	Revised Budget	Warrant YTD	Actual Expenditure	Balance as at 31 December 2025
Recurrent Expenditure	141,767,659	144,767,659	85,168,159	142,629,795	(57,461,636)
Development (PIP) Expenditure	20,000,000	19,000,000	11,000,000	8,998,052	2,001,948
Total (K)	161,767,659	163,767,659	96,168,159	151,627,847	(55,459,688)

2A Initial Budget

2A.1 Initial Recurrent Budget

The initial **recurrent budget** appropriation for 2025 by the National Parliament of PNG was K141,767,659.

2A.2 Initial Development (PIP) Budget

The initial **development budget** appropriation by the National Parliament of PNG was K20,000,000.

2A.3 Initial Total Budget

The initial total budget for 2025 by the National Parliament of PNG was K161,767,659.

2B Revised Budget

2B.1 Revised Recurrent Budget

The final revised recurrent budget appropriation of K144,767,659 was allocated to the department.

2B.2 Revised Development Budget

The final revised development budget appropriation of K19,000,000 was allocated to the department.

2B.3 Revised Total Budget

The final revised total budget of K163,767,659 was allocated to the department.

2C Warrant Year To Date (YTD)**2C.1 Recurrent Warrant YTD**

The available funds released for the year ended 31st December 2025 by the Department of Finance was K85,168,159

2C.2 Development Warrant YTD

The available funds released for the year ended 31st December 2025 by the Department of Finance was K11,000,000.

2C.3 Total Warrant YTD

The total available funds released for the year ended 31st December by the Department of Finance was K96,168,159.

2D Actual Expenditure**2D.1 Recurrent Actual Expenditure**

The department's actual recurrent expenditure of K142,629,795.

2D.2 Development Actual Expenditure

The department's actual development expenditure of K8,998,052.

2D.3 Total Actual Expenditure

The department total expenditure was K151,627,847.

2E Balance at year end 2025**2E.1 Recurrent – Balance at year end 2025**

Therefore, there is a variance in the department's actual recurrent budget expenditure totalling of K (57,461,636).

2E.2 Development (PIP) – Balance at year end 2025

Therefore, there is a variance in the department's actual development budget expenditure totalling of K 2,001,948.

2E.3 Total - Balance at year end 2025

The total variance for the departments' actual expenditure was (K55,459,688).

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

3: The Actual Expenditure by Program

The summary of the actual expenditures in program for year ended 31 December 2025.

**3A RECURRENT BUDGET ACTUAL EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 2025**

Program	2025 <u>K</u>
Administration & Improvement of Laws and the Legal System	25,324,909
Top Management & General Administration	38,018,260
Community Justice	14,117,123
Land Mediators Allowances	3,931,893
Village Court Allowances	60,877,632
Ministerial Services	359,978
	<u>142,629,795</u>

**3B DEVELOPMENT (PIP) BUDGET ACTUAL EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 2025**

Program	2025 <u>K</u>
Administration & Improvement of Laws and the Legal System	-
Top Management & General Administration	-
Community Justice	-
Capacity Building	1,491,805
Capital Investment	7,506,245
	<u>8,998,052</u>

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

4 The Drawing Account

Because the Account is defined as a drawing account, by definition the cash reimbursement must equal the total value of cheques drawn for a time, therefore in theory, when all cheques drawn are presented, the balance in the bank must be zero.

In practice, it may not be the case, due to the outstanding cash reimbursements, cheques drawn are not presented, direct debits and credits are yet to be cleared in the bank or vice versa in the cash book at end of balance date.

	Notes	2024 PG K	2025 PGK
DRAWING ACCOUNT			
Opening balance		(12,762,713)	(13,909,656)

Total Receipts	<u>51,232,339</u>	33,352,869
	38,469,626	19,443,213
Total Payments	<u>(52,379,282)</u>	<u>(23,899,631)</u>
Bank Statement balance as per Cash Book Balance as at 31 December, 2025	<u>13,909,656</u>	<u>(4,456,418)</u>

4A: Receipts

The total net receipt for the drawing account for the year ended is K19,443,213, consisting of an opening debit balance of K13,909,656 and total receipts of K33,352,869.

4B: Payments

The total payment for the drawing account for the year ended is K23,899,631.

4C: Results

The net receipts matched against the payments gives a debit balance of K4,456,418.

The deficit represents the accounts unpresented cheques, which are yet to be presented to the bank for the year ending 31 December 2025.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

5 Trust Accounts

The Trust Accounts are established as directed by the Minister responsible for Finance or in other cases prescribed by any other law –

- a) to receive moneys held by the State as trustee; or
- b) to receive the proceeds of commercial or trading activities carried on by any arm, agents or instrumentality of the state; or
- c) for such other purpose as may be approved by the Minister.

All monies appropriated, received from dealing with any articles purchased or produced, paid by any person for the purpose of the trust account must be paid to the credit of the Trust Account.

Moneys paid out of the Trust Account are, neither for the purpose of the Trust Account nor as authorized by law and if a sufficient credit is available in the account.

The Department Head of a Department responsible for the Trust Account shall ensure the management and operation of that account.

The Department manages and operates the trust accounts listed below:

- Library Trust Account,
- Legal Fees and Brief Out's Trust Account, and

- The DJAG General Trust Account.

The current status and the operational results of the trust accounts for the year ended 31st December 2025, giving details of income and expenditure are provided for in the report on pages 21 to 31.

The details of the Trust accounts for the year ended 31 December 2025 are represented below:

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

5.1 The Library Trust Account

	Notes	2025 PGK
Opening balance		818,278
Total Receipts		<u>411,905</u> 1,230,183
Total Payments		<u>(639,654)</u>
Bank Statement balance as per Cash Book Balance as at 31 December, 2025		<u>590,529</u>

5.1A Receipts

The total net receipt for the year ending is K1,230,183, consisting of an opening credit balance of K818,278 and total receipt of K411,905.

5.1B Payments

The total payment for the account for the year ending is K639,654.

5.1C Results

The net revenue matched against the net payments gives a credit balance of K590,529.

5.1D Bank Reconciliation

A perfect match in the bank reconciliation of the trust account at K590,529 as per cash book and bank balance, shows an excellent indicator of diligent financial management.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

5.2 Legal Fees & Brief Outs Trust Account

	Notes	2025 PGK
Opening balance		673,935
Total Receipts		<u>63,797</u> 737,732

Total Payments	(27,262)
Bank Statement balance as per Cash Book Balance as at 31 December, 2025	<u>710,470</u>

5.2A Receipts

The total net receipt for the year ending is K737,732, consisting of an opening credit balance of K673,935 and total receipt of K63,797.

5.2B Payments

The total payment for the account for the year ending is K27,262.

5.2C Results

The net revenue matched against the net payments gives a credit balance of K710,470.

5.2D Bank Reconciliation

A perfect match in the bank reconciliation of the trust account at K710,470 as per cash book and bank balance, shows an excellent indicator of diligent financial management.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

5.3 DJAG General Trust Account

	Notes	2025 PGK
Opening balance		4,759,304
Total Receipts		<u>3,241,052</u> 8,000,356
Total Payments		<u>(3,608,687)</u>
Bank Statement balance as per Cash Book Balance as at 31 December, 2025		<u>4,391,669</u>

5.3A Receipts

The total net receipt for the year ending is K8,000,356, consisting of an opening credit balance of K4,759,304 and total receipt of K3,241,052.

5.3B Payments

The total payment for the account for the year ending is K3,608,687.

5.3C Results

The net revenue matched against the net payments gives a credit balance of K4,391,669.

5.3D Bank Reconciliation

A perfect match in the bank reconciliation of the trust account at K4,391,669, as per cash book and bank balance, shows an excellent indicator of diligent financial management.

5.3E Unpresented and Stale Cheques

Furthermore, there is a total of K280,411 in unpresented cheques and a Stale Cheque of K4,194, for the year ending 2025.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

6: Fixed Assets

6A Fixed Assets Register

The Department Fixed Asset Register to date, has not been updated.

6B Office Equipment, Furniture and Fittings

A register for Office Equipment, Furniture and Fittings, purchased through the recurrent budget expenditure for the year was formulated at the time of producing this report. A total of **K182.487** was expended for office equipment, furniture and fittings for the year ended 31 December 2025.

6C Board of Survey (BOS) Assets

Furthermore, a register for Board of Survey (BOS) sold assets for the department was also formulated. The report shows the BOS assets sold since 2023 to 2025, generated a total revenue of **K60,755** through the departments' trust account hence it was successfully direct transferred to Consolidated Revenue Account, Department of Finance in September 2025.

7: Other Disclosures

The Department of Justice and Attorney General operates as a function of the National Government and is required to comply with the requirements and other disclosures requirements under Section 3 (3) of the Public Finance Management Act 2006 (as amended).

6 SUPPLEMENTARY INFORMATION

The Minister for Justice and Attorney General is responsible for the following 100 Acts of Parliament:

1. *Admiralty Act* 1987
2. *Adultery and Enticement Act* 1988
3. *Anti-Money Laundering and Counter Terrorist Financing Act* 2015
4. *Arbitration Act* (Chapter 46)
5. *Arrest Act* (Chapter 339)
6. *Attorney General Act* 1989
7. *Bail Act* (Chapter 34)
8. *Bodies Corporate (Joint Tenancy) Act* (Chapter 143)
9. *Civil Aviation (Crimes) Act* (Chapter 266)
10. *Claims By and Against the State Act* 1996
11. *Compensation (Prohibition of Foreign Legal Proceedings) Act* 1995
12. *Constitutional and Law Reform Commission Act* 2004 (all provisions except Part IV)
13. *Constitutional Documents (Manner of Proof) Act* (Chapter 5)
14. *Constitutional Office Holders Retirement Benefit Act* 1986
15. *Control Substance Act* 2021
16. *Coroners Act* (Chapter 32)
17. *Creditors Remedies (Papua) Act* (Chapter 47)
18. *Criminal Code Act* (Chapter 262)
19. *Criminal Code (Costs) Act* 1986
20. *Criminal Code (Sexual Offences and Crime Against Children) Act* 2002
21. *Criminal Justice (Sentences) Act* 1986
22. *Criminal Law (Bail) Act* 1986
23. *Criminal Law (Compensation) Act* 1991
24. *Criminal Law (Miscellaneous Provisions) Act* (Chapter 263)
25. *Cybercrime Code Act* 2016
26. *Defamation Act* (Chapter 293)
27. *Defence (Visiting Forces) Act* (Chapter 77) (ss. 13, 16 (4) (b) and 27 only)
28. *Discriminatory Practices Act* (Chapter 269)
29. *District Courts Act* (Chapter 40)
30. *Enclosed Land Protection Act* (Chapter 294)
31. *Evidence Act* (Chapter 48)
32. *Extradition Act* 2005
33. *Fairness of Transaction Act* 1993
34. *Frauds and Limitations Act* 1988
35. *Goods Act* (Chapter 251)
36. *Hire-Purchase Act* (Chapter 252)
37. *Insolvency Act* (Chapter 253)
38. *Instruments Act* (Chapter 254)
39. *Inter-Group Fighting Act* (Chapter 344)
40. *Judges' Pension Act* 1997
41. *Judgment Enforcement (Reciprocal Arrangements) Act* 1976
42. *Judicial Proceedings (Regulation of Reports) Act* (Chapter 51)
43. *Juvenile Justice Act* 2014

44. *Land (Corrected Titles) Act 1986 (s.5 only)*
45. *Land Disputes Settlement Act (Chapter 45)*
46. *Land (Tenure Conversion) Act 1963*
47. *Land Titles Commission Act 1962*
48. *Law of Property (Execution of Powers) Act (Chapter 45)*
49. *Lawyers Act 1986*
50. *Leadership Code (Alternative Penalties) Act (Chapter 1A)*
51. *Magisterial Service Act (Chapter 43)*
52. *Maintenance Orders Enforcement Act (Chapter 279)*
53. *Marketable Securities Act (Chapter 259)*
54. *Married Women's Property Act (Chapter 281)*
55. *Matrimonial Causes Act (Chapter 282)*
56. *Mercantile Act (Chapter 260)*
57. *Mutual Assistance in Criminal Matters Act 2005*
58. *National Court Act (Chapter 38)*
59. *National Court Assessors (T.N.G) Act (Chapter 42)*
60. *National Court (Number of Judges) Act (Chapter 404)*
61. *National Judicial Service Act 1987*
62. *National Land Registration Act (Chapter 357)*
63. *National Narcotics Control Board Act 1992*
64. *Native Regulation (Papua) Act (Chapter 316)*
65. *Oaths, Affirmations and Statutory Declarations Act (Chapter 317)*
66. *Offences (Overseas) Act 1984*
67. *Organic Law on Certain Constitutional Office-Holders (Parts II and III only)*
68. *Organic Law on the Advisory Committee on the Power of Mercy*
69. *Organic Law on Certain Constitutional Office-Holders (Parts II and III only)*
70. *Organic Law on the Internment Tribunal*
71. *Organic Law on the Judicial and Legal Services Commission*
72. *Organic Law on the Terms and Conditions of Employment of Judges*
73. *Parole Act 1991*
74. *Partnership Act (Chapter 148)*
75. *Pawnbrokers Act (Chapter 93)*
76. *Peace and Goods Order Act 1991*
77. *Post-Graduate Legal Training Act (Chapter 168) (except s.10)*
78. *Probation Act (Chapter 381)*
79. *Proceeds of Crime Act 2005*
80. *Property Dealings (Validation) Act (Chapter 356)*
81. *Public Curator Act (Chapter 81)*
82. *Public Prosecutor (Office and Functions) Act (Chapter 338)*
83. *Public Solicitor (Changes) Act (Chapter 337)*
84. *Reciprocal Enforcement of Custody Orders Act (Chapter 336)*
85. *Sale of Stolen Cattle Prevention Act (Chapter 223)*
86. *Search Act (Chapter 341)*
87. *Sheriff Act (Chapter 55)*
88. *Simultaneous Deaths Act (Chapter 332)*
89. *Summary Ejectment Act (Chapter 202)*
90. *Summary Offences Act 1977*
91. *Supreme Court Act (Chapter 37)*
92. *Trust Accounts Act (Chapter 287)*

93. *Trustee Companies Act* (Chapter 288)
94. *Trustees and Executors Act* (Chapter 289)
95. *Unclaimed Goods Act* (Chapter 325)
96. *Underlying Law Act* 2000
97. *United Nations Financial Sanctions Act* 2015
98. *Vagrancy Act* (Chapter 268)
99. *Village Courts Act* 1989
100. *Wills, Probate and Administration Act* (Chapter 291)
101. *Wrongs (Miscellaneous Provisions) Act* (Chapter 297)

