

Funding as the Primary Constraint: A Study of Police Service Delivery in Enga Province, Papua New Guinea

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Abstract: The inadequate funding of policing operations by successive national, provincial, and local-level governments (LLG) in Papua New Guinea has hindered effective service delivery by the Royal Papua New Guinea Constabulary (RPNGC). This research investigates the dynamics of police service delivery in Enga Province, Papua New Guinea. It adopts the Home Rule theory of policing, which views the police as servants of the community, to explore service delivery in the law and justice sector in Papua New Guinea. The researchers conducted a focus group interview (FGI) with seven police personnel selected from Enga Province to generate data, which was analysed using the NRI Qualitative Venn-Diagrammatic Analysis (NRI-QVDA) with a basic Venn diagram. The results indicated that funding is the greatest challenge to effective police service delivery in Enga Province. The research makes a strong case for establishing a Police Service Delivery Fund to transform police service delivery in Papua New Guinea.

Keywords: Service delivery, police, home rule theory, Enga province, Papua New Guinea.

1. Introduction

Enga Province in Papua New Guinea has been a theatre of tribal violence and mass killings over the years. The causes of this tribal violence and other law and order-related problems in Enga Province range from land disputes, elections, and animal ownership to marital relationships and household property (Paul, 2025). In the researchers' opinion, Enga Province is the most dangerous terrain for policing operations in the Pacific Islands. The fighting in Enga Province, which has reshaped policing operations and service delivery, involves 30 tribes. According to the United Nations Population Fund (2025), the Middle Lai Valley has seen some of the worst tribal violence in Papua New Guinea, where homes and livestock were destroyed, and vast areas of green woodland were devastated, leaving many people dead. These incidents of tribal violence have made policing services increasingly demanding for the Royal Papua New Guinea Constabulary (RPNGC), which has struggled with a lack of funding and equipment in recent times.

Currently, Papua New Guinea has one police officer for every 1,845 civilians (Jacobs, 2023). This police-to-civilian ratio has negatively impacted the service delivery of RPNGC personnel throughout the country. The situation in Enga Province has resulted in the establishment of military checkpoints due to a breakdown in police service delivery caused by incessant tribal violence in the Wapenamanda District. According to Ekejiuba and Ibrahim (2024), the act of providing the citizenry with basic amenities, such as water, housing, and other essential services, is known as service delivery. In the context of this research, we align with this definition of service delivery as the ability of the police force to effectively undertake multiple critical tasks and responsibilities, which are not regularly evaluated, such as medical assistance, community engagement, evacuations during environmental hazards, and responses to tribal fighting (see Albrecht & Heyer, 2021). The need to research police service delivery, which is interwoven with their performance, is a multifaceted phenomenon.

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1.1 Theoretical framework

This research is grounded in the Home Rule theory of policing, which views the police as servants of the community. This theoretical lens implies that the police in PNG are primarily primed to serve the PNG citizenry rather than higher authorities. The theory is also applicable to PNG because it operates under a decentralised government structure. The core features of Home Rule theory, such as civility, gentility, humility, urbanity, friendship, democracy, respect, and the policing of society according to the rule of law, were highlighted by Ordu and Nnam (2017). This theory is crucial in this research because police service delivery in Papua New Guinea is for the people of PNG, and activities of the police, such as negotiations of compensation for victims of crime and other formal activities related to conflict mediation and resolution, are core features of police service delivery in Enga province, which has been selected for this research.

According to Bayley (2006) and Neyroud (2022), experiences, observations, research, and case studies are essential in police reform. From the experiences of the researchers, some operations of the police in Papua New Guinea were not primed to serve the citizenry but rather higher authorities. A notable example is the identity theft charges against Act Now campaign manager Eddie Tanago, which were dismissed in the court in PNG (Pacific Beat, 2025). From observations of the activities of the police in relation to the Home Rule theory, the response of the RPNGC to the tribal crises in Enga Province aligns with the concept of the police as servants of the community. The assistance provided by the RPNGC Special Operations Team in the Upper Highlands in Wapenamanda, which supported the Special Operations contingent (Mobile Squad MS2) and PNGDF soldiers based in Wapenamanda in quelling a new round of tribal conflicts from the Irokon tribe, reinforces the position of Home Rule theory. The findings of this study indicate that the difficult geographical terrain in PNG and the paucity of funding, especially in establishing police presence in communities without police stations, have undermined the police as servants of the community in PNG.

In light of the foregoing, this research explores the complexities of police service delivery in Enga province, Papua New Guinea. In this research, we will present the experiences of selected personnel in PNG. Finally, this research paper provides strategies to improve police service delivery in the crisis-ridden Enga province.

1.1.1 Research questions

Law-and-order problems in Papua New Guinea are on the rise, particularly in Enga Province, which has been enmeshed in tribal crises. The escalating tribal crises in Enga Province have created a demanding police service delivery schedule for the limited personnel available. This study aims to answer the following question regarding police service delivery in Enga Province, in Papua New Guinea's Highlands Region: *What are the dynamics of police service delivery in Enga Province?*

2. Methods

The NRI Venn diagrammatic qualitative design developed by Ige (2023) was adopted as the methodological approach for this research. Ferguson and Heinz (2014) posited that the Venn diagrammatic design is useful for researchers who seek a basic participatory visual method that incorporates various items, such as institutions, individuals, and social groups, in relation to other variables—preferably two—that are to be studied. This study is an important piece of security research conducted with the police to improve service delivery in Papua New Guinea's law and justice sector. The NRI Venn diagrammatic design aligns with this research because it enables the analysis to distil the importance, perceived proximity (connections), and prevalence from data generated through qualitative methods such as Focus Group Interviews (FGIs), Focus Group Discussions (FGDs), and Key Informant Interviews (KIIs). The NRI Venn diagrammatic design also allows the researcher to maintain data discipline throughout this research (Ige, 2023).

To use the basic Venn diagram (Refer to Appendix A) to analyse qualitative data using the (NRI-QVDA), the researcher can do the following:

- Step One: Open the Microsoft Word program
- Step Two: Go to Insert, click on SmartArt, and select Relationship
- Step Three: Select the basic Venn
- Step Four: Give a pseudo-code to each of the three Venn diagrams as used in your study
- Step Five: Each pseudo code given to each Venn diagram represents key informant interview 1, key informant interview 2, or key informant interview 3. It can also be allocated to represent Focus Group Interview 1, Focus Group Interview 2, or Focus Group Interview 3
- Step Six: Harmonise all the themes that feature in P[×1], P[×2], and P[×3]
- Step Seven: Identify the theme that recurs or features across the three groups P[×1], P[×2], and P[×3]. You can code the themes, enter them into the Statistical Package for the Social Sciences, and perform frequency counts to identify the most recurring theme. Alternatively, you can enter the themes into Microsoft Excel and rearrange them to identify the most recurring ones. The information provided in this section is predicated on $P[\times 1] \cap P[\times 2] \cap P[\times 3]$.

The NRI-QVDA is suitable for identifying the fundamental theme that, once addressed by stakeholders, will resolve other issues in community-based or organisational research. This powerful aspect of NRI-QVDA makes it preferable for this research over other qualitative analytical tools, such as thematic analysis, narrative analysis, and content analysis.

2.2 Participants and selection of participants

The participants in this study are police personnel located in Enga province. The selected personnel were long-serving officers in the Royal Papua New Guinea Constabulary (RPNGC). These officers were accessed through the provincial police commander, who received signals from the National Capital District. Seven police officers, including lower, mid, and senior personnel, were purposefully selected for the following reasons: *They are permanently employed by the RPNGC, i.e., sworn officers, and not police reserves; they have extensive experience of 33 to 39 years in police service; they are willing to participate in the research.* The participants selected for the research in the law and justice sector are difficult to find and are burdened with regimented policing responsibilities (Omodan, 2020).

Long-serving police officers in Enga Province were chosen for this research because the challenging terrain and long-standing law and order-related issues in PNG necessitate police who are not permanent personnel but rather long-term residents of Enga Province to address the complexities of service delivery. Researchers must exercise caution when generalising the findings of this study due to the potential cultural relationships among the seven police personnel selected for the research.

2.3 Researchers positionality

This research is linked to the Government of Papua New Guinea's Medium Term Development Plan IV for 2023 to 2027. The current roles of the researchers who conducted this study, as Senior Researcher and Research Officer in National Security and International Relations, supported the fieldwork on service delivery in the law and justice sector in Papua New Guinea. The two researchers possess adequate knowledge of the service delivery deficits within the Papua New Guinea Police Force. As insiders, they plan to continue researching national security issues in Papua New Guinea after the completion of this study. Goundar (2025) states that the positionality of the researcher "reflects the slant that a researcher has adopted within a particular research project." Goundar (2025) further affirms that the researcher's relationship with their research participants, the problem selected for study, the methodology used, and the findings of the research project are influenced by their position within the research context.

The senior researcher on the team facilitated access to police facilities in Enga Province through the Police Authorities in Papua New Guinea, conducted the Focus Group Interviews (FGI), and analysed the data. The research officer supported logistics and observed how the senior researcher conducted the FGI, thereby acquiring skills that will enhance his knowledge of research and fieldwork activities. The researchers acknowledged the seven selected officers for the FGI as government employees and stated that the research outcomes will inform the Government of Papua New Guinea's policy on service delivery in the law and justice sector. They assured the chosen police personnel that the information shared about the challenges faced by the police in providing quality service during their operations would not be included in the research report in a way that could endanger their jobs or positions. Instead, it would be utilised to formulate policies that enhance police operations in Papua New Guinea, particularly in remote areas or locations lacking police stations. The potential for perceived victimisation that can accompany this type of data collection was thus mitigated to preserve the professional development and career progression of the selected police personnel.

2.3 Data analysis and ethical consideration

The data generated during the Focus Group Interview (FGI) was transcribed and analysed using the NRI-QVDA. The participants were de-identified using codes from P1 to P7. To determine the intersections among the dynamics or challenges confronting personnel of the RPNGC in Enga Province, the second underlying principle specified by Ige (2023) was applied. According to Ige (2023), the second NRI-QVDA principle, $FGI \cap FGI 2 \cap FGI 3$, was adapted to identify the most significant challenges facing the police, represented as $P[x] \cap P[x] \cap P[x]$. In the equation presented, P is constant, while x varies from 1 to 7, with 1-7 being the codes assigned to identify participants during the FGI session. The primary themes identified in police service delivery were summarised and discussed. The selected police personnel who participated in the study completed informed consent forms. The participants were assured that the information they provided to the researchers would be treated with the utmost confidentiality.

2.4 Data collection instruments

The PNG Law and Justice Sector Research Focus Group Interview Guide (PNGLJSRFGIG) was developed and utilised for the research. The development and validation of the interview guide were documented in Ige (2023). The interview guide consists of eight primary questions, with seven of these questions included in Section B.

Section A comprises general questions about the Royal Papua New Guinean Constabulary (RPNGC), with the entry question being, "Can you tell me when you started your career in the Law and Justice Sector and your experiences on the job?" The interview guide was reviewed by two external reviewers – one in Papua New Guinea and the other in the Republic of South Africa. The feedback from these reviewers was used by the lead researcher to enhance the interview guide.

The second research instrument employed was the 'PNG Law and Justice Sector Research Focus Group Information Sheet'. This instrument enabled the researcher to collect information such as the interview code allocated to participants, the name of the interviewer (Researcher), and the region and province where the research data collection took place. Additional information recorded included the name of the organisation, the start and end times of the interview, the GPS coordinates of the research location, and biographical information about the participants.

3. Presentation of Results

The results of this study are presented using the NRI Qualitative Venn-Diagrammatic Analysis (NRI-QVDA), which allows for the identification of recurring themes in participants' narratives. Hence, by examining the intersections among selected police personnel ($P7 \cap P3 \cap P4$), the analysis highlights the most significant constraint affecting police service delivery in Enga Province.

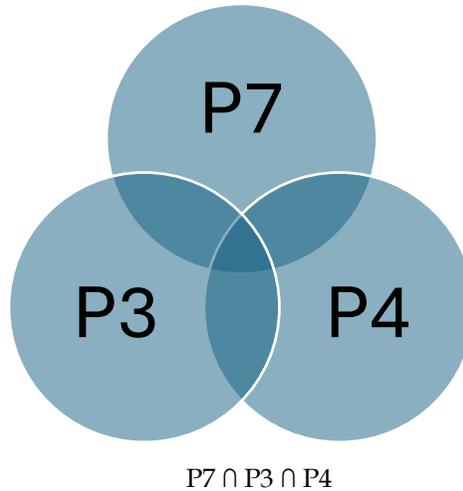


Figure 1: The NRI qualitative Venn-diagrammatic analysis (NRI-QVDA)

According to Ige (2023), the second NRI-QVDA principle $FGI \cap FGI 2 \cap FGI 3$ is applied as $P7 \cap P3 \cap P4$. The emerging recurring theme from the snippets of participants P7, P3, and P4 presented in Table 1 is "Funding."

Table 1: Transcripts of the focus group interviews with police personnel

Interview Code	Snippets	Interview Code	Snippets
P7	<p>P7: I joined the organisation in 1990. My number is P7.</p> <p>Interviewer: Thank you, P7, for speaking now.</p> <p>P7: Yes, P7. I joined the organisation in 1990 on the 13th of January, and I've been in the organisation for almost 33 years. While in the organisation, I experienced that we have difficulties in transportation, such as fuel issues, uniforms, and the challenges we face regarding accommodation and transportation vehicles to attend to complaints. We need at least some recognition for the length of service that we provide for the organisation. Some of us are recognised, while others are not, although they are doing all they can to serve the organisation. I suggest that all members of the organisation be recognised for the</p>	P3	<p>Dr. Ige: Thank you. P</p> <p>P3: P3, yes, thank you. I joined the organisation RPNGC on the 3rd of September 1985, and I have been serving for about 39 years as of now. During my service within the RPNGC, I have served mainly in investigations: Criminal Investigation Division, and during that period, it seems to be an obstacle to our duties and policing; the funding, the funding from the department. The funding seems to be so low that it cannot cater for every resource or the running of the seven sections and stations. This has been a hindrance through my experience within these 39 years. Especially the resources that were supposed to have been funded to equip us have never been provided. Then all the resources seem to be getting to the main centres, for</p>

	<p>services they render and awarded some form of recognition. That's all I can say. Thank you.</p>	<p>example, Port Moresby, Lae, and Mount Hagen. Stations in provinces like Enga seem to be left out. We seem to be left out regarding resources to equip us. Training is also important to our career, but in small provinces like Enga, we are overlooked. This training basically goes to main centres. We have not been given any opportunity to attend training; defence training or specialist training and all this. This has been overlooked. This is due to funding. The government is not providing enough money to the Police Department. That's why all these areas are overlooked. I don't know, maybe if the government were funding enough money, then along the line, there might be some misuse by the hierarchies. Distribution of funding and resources is not coming down well to small stations like Enga and other small provinces. So that's the main area we need to improve; the government needs to improve. Get the funding distributed fairly to the provinces, which may be controlled by the provincial treasuries and the PBCs. I think that would be better. Here, I see that everything is controlled at police headquarters. But sometimes it hinders our duty. Investigations and other duties. For example, if an incident happens, we do not attend to it immediately due to a shortage of fuel. Because we're not, you know, capacity building is not proper. All these things are not available for us to attend to matters immediately. Fuel shortages, vehicle shortages, or even stationery. All these things contribute to delays in our</p>
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			attendance, so these are the main obstacles to our investigative duties and other policing duties. Thank you.
Interview Code	Snippets		Emerging Themes
P4	<p>P4: Thank you. I joined the Royal PNG Constabulary on the 5th of January in 1993 after taking up the task as a policeman doing police duties in Enga Province. First, I came here as a recruit and have experienced work difficulties that have challenged my career. As my colleagues have mentioned, we face challenges through the investigation and training. There are no police recruits coming in here due to accommodation problems or a shortage of accommodation. There are no recruits coming into the province to take up responsibilities as policemen and policewomen in higher units. I've experienced many challenges when policemen and policewomen confront the public and the government. The Ombudsman Commission is there to take care of the policemen. On that matter, some of the cases that are reported involve policemen and their challenges against those doing lawful duties within the province, who are looking to ensure public safety. Where there is the public, there is a police force. If there is no public, then I think there won't be any police force. So, the government has a mechanism in place to care for the public and for the police force to work together, and I need assistance from the policemen, officers,</p>		<p>P7: Difficulties in transportation</p> <p>Challenges on Accommodation</p> <p>Recognition for services rendered in official capacity</p> <p>P3: Funding</p> <p>Training</p> <p>P4: Training</p> <p>Non recruitment of Police Recruits or Constables.</p> <p>Prosecution of erring Police Personnel</p> <p>Non-availability of Funding</p> <p>Non-provision of operational vehicle</p>

	<p>NGOs, and PSCs to come forward. If there is any policeman that is wrong, then we have to bring them to justice, and the judge will take it from there. When judges serve, whether they are found guilty or not guilty, the judge will make a ruling. I have found there is a problem with running the office, which my colleague Senior Inspector John has mentioned. There is no stationery, A4 paper, or computers sitting on the table. There is no funding from the headquarters and no vehicles to move around to do police duties. There are so many issues from my perspective as a recruit coming up here. We are living beyond 2000. The mindset of the people is changing, and criminal activities are increasing everywhere. In the old times, there were no major cases reported. Nowadays, major criminal cases are reported, and crime is breaking out rapidly. So, obviously, there are challenges we face. We need the government to take care of our policemen and women in uniform, which improves everything we need to do police duties. Thank you.</p>		
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3.1 Discussion of findings

This research explores police service delivery in Enga Province. A qualitative approach was employed, using Focus Group Interviews (FGIs) rather than Focus Group Discussions (FGDs). FGDs were deemed unsuitable for data collection in this study due to the regimented nature of the Police Force from which the sample was drawn. During the pilot study, it was observed that lower-ranking personnel in the RPNGC ceased answering questions once higher-ranking personnel had responded. This observation prompted the switch to FGIs for the research reported in this manuscript. The findings are presented and discussed under the following subheading: *Funding*.

The approach adopted to analyse the data generated by the seven selected police personnel in this research identified “Funding” as the primary theme that will unlock solutions to other problems or

challenges confronting police service delivery in Enga province. A case in point during the Focus Group Interviews was the response of a long-serving police officer:

P6: I joined the organisation in 1989; that's about 33 years now within the RPNGC. Yes, it was my intention to join the organisation. During my time serving the country and its people, Papua New Guinea, I realised that the challenges within the RPNGC are quite significant. The organisation is not taking care of us properly compared to other developing countries. Papua New Guinea, as a developing country, needs support from the government and organisations to ensure that each public service division can provide necessary services to its people. From my point of view, the government and the organisation are not taking proper care of the welfare of each public servant. As my colleagues have mentioned, the main factor is the structure, and we as individuals have families to look after. Salaries are low. We should at least have a minimum level of salary that enables us to take care of our families as well as our personal welfare. The structure within the organisation means that promotion equates to a pay increase, which we have been overlooked for, as my colleagues have mentioned, and I fully support their views. Compared with developed nations, the police force and other security organisations, even the ... sectors, are paid well and are looked after properly, which allows them to provide better services to their people. Compared to Papua New Guinea, from my point of view, it is not like that. So I will stop there. Thank you.

In the same vein, another long-serving official reiterated that the lack of funding is a significant barrier to effective service delivery by police personnel in Enga province:

P3: P3 yes, thank you. I joined the organisation RPNGC on the 3rd of September 1985 and I have been serving for about 39 years as of now. During my service within the RPNGC, I have served mainly in investigation: Criminal Investigation Division, and during that period, it seems to be an obstacle to our duties and policing; the funding, the funding from the department. The funding seems to be so low that it cannot cater for every resource or the running of the seven sections, stations. This has been a hindrance through my experience within these 39 years. Especially the resources that were supposed to have been funded and equipped us have never been. Then all the resources seem to be getting to the main centres, for example, Port Moresby, Lae, and Mount Hagen. Stations in provinces like Enga seem to be left out. We seem to be left out regarding resources equipping us. Training-wise as well. Training is also important to our career, but for small provinces like Enga, we are overlooked. This training basically goes to the main centres. We have not been given any opportunity to go for training; defence training or specialist training, and all this has been overlooked. This is due to funding. The government is not providing enough money to the Police Department. That's why all these areas are overlooked. I don't know, maybe if the government were funding enough money, then along the line there should be some misuse by the hierarchy. The distribution of funding and resources is not coming down well to small stations like Enga and other small provinces. So that's the main area we need to improve; the government needs to improve. Get the funding distributed fairly to the provinces that may be controlled by the provincial treasuries and the PBCs. I think that will be better. Here, I see that everything is controlled at police headquarters. But sometimes it hinders our duty, investigation, and other duties. For example, if an incident happens, we do not attend to it immediately due to a shortage of fuel. Because we're not, you know, capacity building is not proper. All these things are not available for us to attend to things immediately. Fuel shortages, vehicle shortages, or even stationery. All these things contribute to delays in our attendance, so these are the main obstacles to our investigation duties and other policing duties. Thank you.

These statements from participants P6 and P3 confirm that the primary challenge giving rise to other obstacles to effective police service delivery in Papua New Guinea is funding. The additional

challenges mentioned by participants in the study, such as the non-promotion of personnel, fuel shortages, vehicle shortages, and even stationery shortages, as well as the police's inability to train their personnel, stem from the inadequate funding provided by the Government of Papua New Guinea to the police force. Based on the data generated for this research, it is evident that the police in Papua New Guinea must seek alternative funding sources for their activities. The myriad challenges confronting effective police service delivery cannot be addressed solely by appropriating funds for police activities from the Government of Papua New Guinea.

A salient dimension of the problems highlighted by participants selected for this research is the possibility of underlying factors responsible for low morale and poor career commitment within the police force, not only in Papua New Guinea but also in many developing countries. For instance, Saleem (2011) affirms that financial incentives significantly affect employees' commitment to their organisations. Problems such as inadequate funding from the headquarters and a lack of vehicles to perform police duties have a grave impact on police commitment to effective service delivery in Papua New Guinea. The recurring themes that emerged in this research, such as P7: difficulties in transportation, challenges in accommodation, recognition for services rendered in an official capacity; P3: training; P4: training; non-recruitment of police recruits or constables; prosecution of erring police personnel; non-availability of funding; and non-provision of operational vehicles, all indicate that funding is the primary driver.

Previous research by Dinnen and Walton (2021) and Deloitte (2020) affirms that the police in Papua New Guinea face an average annual funding gap of K126 million (A\$50.8m) and would require a one-time injection of approximately K3.9 billion (A\$1.6bn) to fulfil their service mandate. The dimensions not addressed by these previous reports include the secondary problems created by the lack of funding, which manifested as recurring themes in this research: P7: difficulties in transportation; challenges in accommodation; recognition for services rendered in an official capacity; P3: training; P4: training; non-recruitment of police recruits or constables; prosecution of erring police personnel; non-availability of funding; and non-provision of operational vehicles. The findings of this research indicate that adequate funding for the police force is key to addressing the myriad challenges underpinning police service delivery in Papua New Guinea.

Funding has emerged as the fundamental theme triggering the secondary challenges faced by the Police in Papua New Guinea, with a strong relationship to tribal violence and the geography of Enga Province. According to the DFAT Country Information Report Papua New Guinea (25 July 2025), fighting between different tribes is a cultural norm in the provinces of Enga, Hela, and the Southern Highlands. The DFAT's 2025 report further affirmed that 16,000 people were displaced in Enga, a province with a population of over 570,000, from 2012 to 2024. According to Swanston and Gunga (12 September 2023), in their report on the crises in Enga Province, the Royal Papua New Guinea Constabulary has stretched its manpower to the limit. The implication of the incessant tribal fighting is that police service delivery in Enga Province will require much more funding than in Port Moresby and Lae, the capital and industrial cities of Papua New Guinea. Police service delivery in Enga Province necessitates additional funding due to the rugged mountains and high-altitude valleys. According to the Global Green Institute (2020), Enga's challenging terrain complicates access, hindering the delivery of goods and services to the rural population. The difficult geographical terrain in Enga Province renders the funding allocated to police service delivery insufficient for qualitative operations.

Reflecting on the Home Rule theory of policing, which views the police as servants of the community, along with the findings of this research, identifies funding as the primary constraint to police service delivery in Papua New Guinea. The challenging terrain and limited funding available to police personnel in Enga Province make it difficult to validate the theoretical assumptions of the Home Rule theory. However, the findings of the current study have prompted the researchers to ask: Will police

personnel in Enga Province perform their roles as servants of the community if adequate funding is allocated and released for their policing operations? The second question is: Will the police personnel in Enga Province fail in their duties as servants of the community if adequate funding is budgeted and released for their policing operations? Future research on police service delivery can unpack these questions if the Government of Papua New Guinea changes its current poor funding of the Royal Papua New Guinea Constabulary (RPNGC).

4. Conclusions and Recommendations

In many countries around the world, police services are essential for the survival and safety of the citizenry. This research has established the multi-faceted challenges hindering effective police service delivery in Enga Province, Papua New Guinea. One primary contribution of this research to the field of service delivery is that the problems attributed to police service delivery in Papua New Guinea's outer provinces stem from a lack of funding as the fundamental factor. This discovery by the research team at the National Research Institute suggests that adequate funding for the police in Papua New Guinea would enable them to address other secondary issues they face. This research has demonstrated the role of funding in the survival of public institutions in Papua New Guinea and other Pacific Island countries. Based on the insights from this research, it is strongly recommended that relevant stakeholders in Papua New Guinea establish a "Police Service Delivery Fund."

The "Police Service Delivery Fund" will operate as a non-governmental initiative with a primary focus on supporting police activities in remote provinces of Papua New Guinea. The findings indicate that the Government of Papua New Guinea cannot solely fund police activities due to competing financial responsibilities in critical sectors such as health, education, elections, and infrastructure development. By establishing the "Police Service Delivery Fund," stakeholders supporting police service delivery can have an alternative means of addressing the challenges confronting the police in Papua New Guinea. It should be noted that the arguments presented in this research are limited to data from seven selected police personnel collected during Focus Group Interviews (FGIs) conducted in Enga Province. Therefore, caution should be exercised in generalising the findings reported in this research to other provinces in Papua New Guinea. The operational modalities blueprint for the Police Service Delivery Fund initiative is available upon reasonable request from the researchers at PNGNRI who completed this study.

5. Declarations

Author Contributions: Conceptualisation (O.A.I.); literature review (O.A.I. & T.A.); methodology (O.A.I.); software (N/A.); validation (O.A.I.); formal analysis (O.A.I.); investigation (O.A.I. & T.A.); data curation (O.A.I. & T.A.); drafting and preparation (O.A.I.); review and editing (O.A.I. & T.A.); supervision (O.A.I.); project administration (O.A.I.); funding acquisition (O.A.I.). All authors have read and approved the published version of the article.

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Conflicts of Interest: The authors declare no conflict of interest.

Data Availability Statement: The data supporting the findings of this study are available from the corresponding author upon reasonable request. Access will be granted to researchers who meet the criteria for data sharing established by the institutional review board or ethics committee.

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