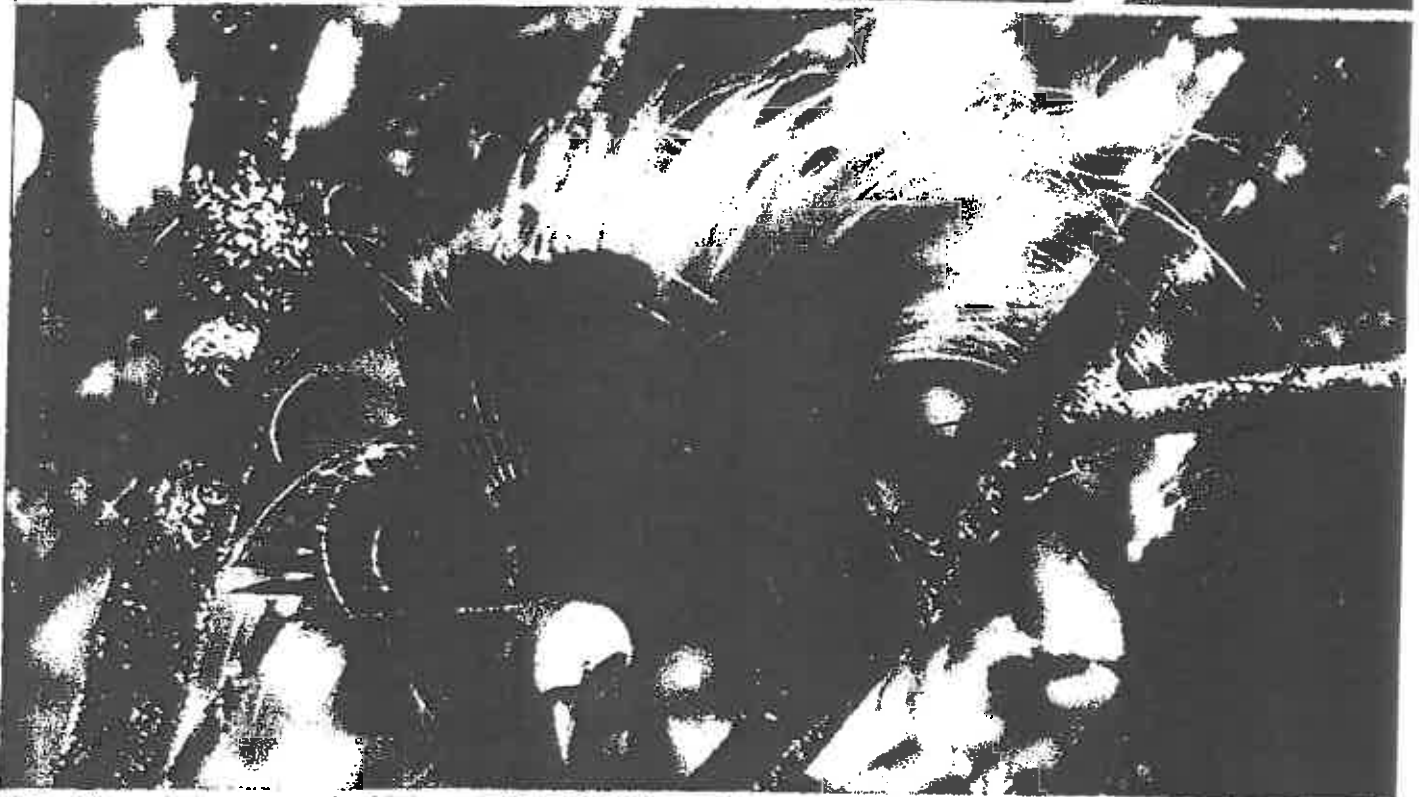


PAPUA NEW GUINEA
DEFENCE WHITE PAPER 2013



'DEFENDING PNG'S PROSPERITY'
'LUKAUTIM OL PIPOLO NA PLES BILONG KUMUL'

'HATAEDAN OARILBONG TAHNIMANNA BAITA NABIDIA NANOUMMO'



CARRIERS PROTECTED BY C COY PIB CROSS THE YUPNA RIVER, MARCH 1944.

REMEMBERING OUR FOREFATHERS



**BRIGADIER GENERAL TED DIRO, THE FIRST
COMMANDER OF THE PNGDF, HQ PNGDF
MURRAY BARRACKS, 1975.**

THE PAPUA NEW GUINEA DEFENCE ORGANISATION



THE DEFENCE WHITE PAPER 2013

'DEFENDING PNG'S PROSPERITY'

'LUKAUTIM OL PIPOL NA PLES BILONG KUMUL'

'ITA EDA GABU BONA TAUNIMANIMA BAITA NARIDIA NAMONAMO'



MAP OF PAPUA NEW GUINEA INDICATING ITS STRATEGIC LOCATION AT THE 'GATEWAY' BETWEEN SOUTH EAST ASIA AND THE SOUTH WEST PACIFIC

EDITED BY: DR. RAY ANERE
PAPUA NEW GUINEA NATIONAL RESEARCH INSTITUTE

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UNIVERSITY OF PAPUA NEW GUINEA

DESIGNED & PRODUCED BY THE PAPUA NEW GUINEA DEFENCE WHITE PAPER OFFICE

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COVER PHOTOS:

FRONT COVER

TOP INSET (L - R): PNGDF CASA; HRH Prince Of Wales inspects the Royal Guard during his visit to PNG, Nov 2012; 2RPIR bandmen during the Trooping of the Colours Parade, Wewak 2013; HMPNGS Rabaul.

MIDDLE: The Bird of Paradise.

BOTTOM INSET (L- R): PNGDF troops on exercise; Engineer Battalion road works on the Madang-Baiyer road construction; PNGDF UH1H helicopter conducting a Nation Building task; PNGDF troops providing assistance during the 2012 National Elections.

BACK COVER

TOP (L-R, Top - Bottom): Insignias of the Ministry of Defence, HQ PNGDF, PNGDF Command, Royal Pacific Islands Regiment, Maritime Element, the Department of Defence, Air Transport Wing, Engineer Battalion, Force Support Battalion, and Signal Squadron.

MIDDLE: Silhouette of a PNGDF soldier standing guard as the sun rises (the PNGDF is prepared to defend PNG's future).

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ADDRESS BY THE PRIME MINISTER

In launching PNG's first Defence White Paper since the start of the new millennium, I wish to honour and acknowledge the efforts of our forefathers and predecessors in establishing and developing our Defence Force. I particularly wish to honour those whom have given their lives in the service of our Nation.

Our country is on the cusp of major economic and social change following a decade of rapid economic growth. The digital age has brought the world to our doorstep and raised new challenges that we need to face. Since Independence, we have tended to focus on Development and have not allocated sufficient resources or attention to emerging Security threats to which we have become vulnerable.



Hon. Peter O'Neill, CMG, MP
Prime Minister

The complex, non-traditional security challenges of the 21st Century could undermine our ability to achieve the economic and social aspirations of the PNG Vision 2050. As Prime Minister, I am eager to ensure that our development aspirations can be achieved in a secure environment in which institutions of state protect the integrity of our territorial borders and our national sovereignty. This requires tying Development and Security together and according the appropriate attention to both. We cannot realise our full development potential without a sound and secure platform. As a Nation, it is our responsibility to develop and strengthen the professionalism and capacity of our Defence Force and their ability to provide a safe and secure environment for all our people.

National Security is a key government task and it is also every citizen's responsibility. We must put aside our tribal and inter-agency differences and support each other in providing security for our Nation. This is particularly important as National Security requires 'whole-of-government' collaboration and cooperation. Our security sector plans must align with our Vision 2050, the Development Strategic Plan, the Medium Term Development Plan and the National Security Policy. We must collaborate and cooperate to protect our resources and unique environment that embodies our core values, our way of life, our Democracy and the principles enshrined in our Constitution.

Since Independence, our approach to developing our Defence Force has been disjointed and poorly resourced. Consequently, our Defence capabilities and effectiveness have deteriorated to the extent where we now have alarming security gaps in our land, air and maritime borders.

We have limited capacity to be the 'first responders' to natural disasters and security contingencies that affect our nation. We cannot continue to endure an undermanned and poorly resourced Defence Force as the challenges that lie ahead are many and the stakes are too high. As Prime Minister, I want to see our

Defence Force transformed into an organisation that is modern, professional and capable of providing a safe and secure environment for our nation and our people.

The last Defence White Paper in 1999 was of an era long gone and it is largely obsolete as a result of significant changes in the domestic and global environment. What is required now is new thinking, modern systems and a revitalisation of the Defence Organisation. In order to effect these changes, the organisation requires fundamental transformation in its outlook and how it conducts its business.

We cannot expect to improve and change by continuing to cling to out-dated thinking, processes and systems. There must be fundamental transformation across the Organisation and this White Paper provides the policy platform for public debate and for careful consideration by my government to plan the path ahead for PNG's Armed Forces.

We live in a relatively benign region among friends with whom we share mutual security interests such that we do not face a distinct conventional external threat. Our external security challenges are predominantly non-traditional such as transnational crime, the cyber threat, health pandemics, the effects of climate change and natural disasters.

These challenges are impacting our economy and the livelihood of our people. We must therefore strengthen our relationship with our traditional partners and seek to develop deeper bilateral and multilateral security arrangements that cooperatively address the security challenges of our region. Furthermore, in today's globalised community, we must play our part as good global citizens through our active participation in UN Peace Keeping operations in order to contribute to peace and good order around the world.

The current and future threats facing our nation are largely complex, non-traditional and development orientated. Our Defence Organisation, while providing the necessary capability to secure our borders, must have a clear focus on Nation Building. We must forge the capacity to underpin national development efforts and to be able to be the 'First Responders' to contingencies that affect our nation. This is particularly important for major international events that our country will be hosting in the coming years such as the Pacific Games in 2015 and APEC in 2018. Defence must commence preparing and building its capability to contribute to providing a secure environment for the staging of these major international events. Furthermore, Defence must also contribute to alleviating the National 'youth bulge' problem by building the Reserve Force, introducing a School Cadet Program and developing a National Service Scheme.

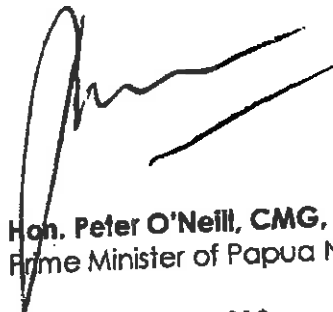
The service conditions and infrastructure that our service men and women have to bear have deteriorated, resulting in low morale and poor discipline. Hence at the heart of developing our Defence Organisation, there must be a heavy emphasis on improving service conditions, basic equipment and training, health support and a complete revitalisation of service infrastructure in keeping with the high professional standards expected of a modern Defence Force.

The PNGDF is expected to build to a manning level of 5,000 personnel by 2017 which will require it to almost double in size over the next four years. This will necessitate an increase of Defence's current 1.45 % share of the GDP to a new level of 3 % by 2017.

As our nation is a 'land of a thousand tribes', the PNGDF must be representative of a truly national organisation. Our people want to hold the PNGDF in the highest of esteem. Hence the conduct and appearance of PNGDF personnel as well as the tidiness and cleanliness of Defence installations will have a profound effect on the morale of the wider public. The PNGDF must re-establish its basic routine and maintain the highest standards of discipline at all times. The tidiness and cleanliness of all Defence establishments must be a showcase for all publicly owned and maintained infrastructure and facilities.

Finally, the key to our success lies with good and ethical leadership and our relationship with God. We must build the mental, physical and spiritual strength of our servicemen and women and reinforce our relationship with God.

May God Bless Papua New Guinea and may He Bless our Defence Organisation.



Hon. Peter O'Neill, CMG, MP
Prime Minister of Papua New Guinea

18th November 2013

FOREWORD BY THE MINISTER FOR DEFENCE



**Hon. Dr. Fabian Pok, MEd, PhD, MP
Minister for Defence**

It has been a privilege to be at the helm of the development of the Defence White Paper 2013 during my tenure as the Minister for Defence. The Defence White Paper is a critically important National Government Policy document that provides strategic guidance for the development of the PNG Defence Organisation in order to meet the National Government's security intent.

PNG is beset with the 21st Century's complex environment of security challenges and is experiencing a critical period of economic and security development. The country is blessed with a wide range of resources which provide tremendous opportunity as well as challenges. Our resources have attracted

keen interest internationally such that many investors from across the world have flocked to our shores in search of business opportunity. This has opened our country to the complex security challenges of the global community which requires us to broaden and modernise our security outlook in order to provide a safe and secure environment for investment. Internally, PNG will continue to face many security challenges especially relating to law and order and environmental issues. These pose a security environment that necessitates vigilance and the building of our capability to deal with these challenges.

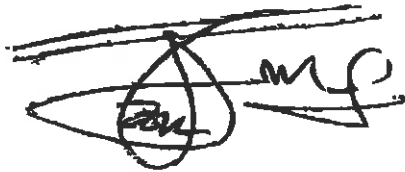
Geographically, PNG has a strategic location as the gateway between Asia and the Pacific. Regional and global security concerns such as climate change, natural disasters, transnational crime, cybercrime, and the illegal smuggling of people and contraband, impinge on PNG's national security.

Given our strategic security environment, we must build and develop our Defence Organisation to protect our people, territory, sovereignty and national interests. In the past the Defence Organisation has not been adequately resourced and as a result, the majority of its assets are either obsolete or run down.

As the Minister for Defence, I am pleased to say that this White Paper addresses these deficiencies and sets forth the path to modernising and revitalising the Defence Organisation. It addresses the development of both the PNGDF and the Department of Defence so that we build complementary capability across the Organisation. Furthermore, Defence is a major component of the government's security sector and we are committed to a whole-of-nation approach to coordinating and implementing National Security.

The O'Neil-Dion led government and its implementation policy for 2013 is keen to start the process of rehabilitating Defence establishments throughout PNG. The increases in the 2013 Defence recurrent and development budgets are an indication of this commitment. As the political head of the Defence Organisation, I emphasize the fact that Defence must build its capability in order to strengthen the security of our Nation. Hence the Defence White Paper 2013 addresses the capability development aspects of the Defence Organisation now and into the future.

May God Bless PNG and may He Bless the development of our Defence Organisation.

A handwritten signature in black ink, appearing to be 'F. Pok', written over a set of horizontal lines. The signature is stylized and somewhat abstract.

Hon. Dr. Fabian Pok, MEd, PhD, MP
Minister for Defence

4th November 2013

INTRODUCTION AND ACKNOWLEDGEMENTS BY THE CHIEF SECRETARY

Our Nation is affected by many complex security challenges today and will face many more in the future. Our people expect the PNGDF to build its capability in order to provide a secure environment for our Nation to develop. The first step in this process is the release of the Defence White Paper 2013 which is owned by the National Government and reflects how our Government expects the Defence Organisation to modernise and revitalise.

In dealing with the complex, non-traditional security challenges of the 21st Century that are affecting our National Security, Defence is a part of the whole-of-nation effort to provide security and fully understands the need for inter-agency collaboration and cooperation.

Of immediate concern is the deteriorated state of Defence service conditions, infrastructure and capability. The Defence White Paper addresses these deficiencies and aims to build Defence into an organisation that is modern, efficient, effective and capable of being defending PNG.

In developing this White Paper, I thank God for His Guidance and I wish to thank the Prime Minister Honourable Peter O'Neill CMG, MP; the Minister for Defence Honourable Dr. Fabian Pok, MEd, PhD, MP; and members of the O'Neill-Dion government for their vision and foresight. I particularly acknowledge the efforts of the Secretary for Defence Mr John Sini Porti; the Commander PNGDF Brigadier General Francis Agwi DMS, CBE; the leader of the Defence White Paper Team Lieutenant Colonel Siale Francis Diro DMS; and members of the Defence White Paper Team namely Ms Doreen Joel, Commander (Navy) Tau Ila DMS, Lieutenant Colonel Emmanuel Todick DMS, Lieutenant Colonel Mark Sipou DMS, Captain Ian Dademo, Lieutenant Barnabas Malken, Mr Alex Nara, Chief Warrant Officer Alois Suang, Warrant Officer Richard Karou, Corporal Rex Nathaniel, Corporal Simeon Abagawa, Mr Andrew Kor and Mr Vuina Gia. I also wish to acknowledge the contributions of the following people and organisations:

- The Director General of OSCA, Mr Ian Jinga;
- Members of the NSAC;
- The Team Leader of the NSPTWG, Brigadier General (Rtd) Ken Noga, DMS, CBE, and members of the NSPTWG;
- The Flag Officers League and the former commanders of the PNGDF;
- The Chairlady of the Senior Defence Committee, Ms Carmel Tamiloeni and members of the Senior Defence Committee;
- Members from across the Defence Organisation and other government departments who provided input;
- Mr Patti 'Potts' Doi for composing the Defence White Paper Song;



Sir Manasupe Zurenuc, K1, OBE
Chief Secretary to Government

- Doctor Ray Anere and Mr Dixon Susub for editing the White Paper;
- Bitagaliplavu Printing for printing the White Paper; and
- The many members of the general public who sent in their contributions via email, Facebook, fax and post.

A tremendous amount of time and effort was devoted to developing this document and I am therefore pleased to present to you the PNG Defence White Paper 2013.



Sir Manasupe Zirenuoc, Kt, OBE
Chief Secretary to Government

4th November 2013

DEVELOPMENT OF THE PNG DEFENCE WHITE PAPER 2013

The Defence White Paper 2013 was developed through wide consultation which was initiated by Strategic Guidance from the National Government through the National Security Policy Technical Working Group (NSPTWG). Based on the strategic guidance from Government, the Defence White Paper Team (DWPT) conducted extensive consultations internally within the Defence Organisation and externally with all the former PNGDF Commanders, key Security Sector Departmental Heads, other government agencies and the wider public. Regional consultations were conducted concurrently with the NSPTWG consultations in Mount Hagen for the Highlands Region, Lae for the Momase Region, Kokopo for the New Guinea Islands Region and Port Moresby for the Southern Region. The general public were also encouraged to provide their input via email, Facebook, facsimile and post.



An historic meeting of the 'Flag Officers League' (consisting of all the former PNGDF Commanders) with the current Commander, providing their advice for the Defence White Paper, Grand Papua Hotel, Monday 15th April 2013. Front row, L-R: BRIG GEN (Rtd) Rokus Lakinap, Commander PNGDF BRIG GEN Francis Agwi, BRIG GEN (Rtd) Ted Diro, and BRIG GEN (Rtd) Bob Dademo. Back row standing L-R: Ambassador CDRE (Rtd) Peter Ilau, BRIG GEN (Rtd) Ken Noga, BRIG GEN (Rtd) Tony Hual, and MAJ GEN (Rtd) Jerry Singlrok.

The purpose of the consultations was to generate public and force-wide input to the development process and consolidate government ownership of the Defence White Paper (DWP). Given the inherent diversity of our nation, an extensive consultation process was critical to establishing support for the White Paper. The response to DWPT consultations was tremendously positive with valuable input received from across the entire spectrum of PNG Government and society.



The Senior Defence Committee pose for a photo with the Commander PNGDF and Brig. Gen. (Rtd) Ken Noga, Team Leader of the NSPTWG, after conducting a retreat to develop the Defence White Paper at the Kokoda Trail Hotel on 16th – 18th May 2013.

The development of the DWP was conducted concurrently with the development of the National Security Policy (NSP). Close liaison between the NSPTWG and the DWPT was effected through Defence representatives on the NSPTWG and this ensured that the DWP aligned closely with the NSP. Whole-of-government input to the DWP was facilitated by the NSPTWG, and both the DWP and the NSP were channelled through the National Government approval process together.



The NSP Technical Working Group receiving the draft Defence White Paper at the Kokoda Trail Hotel on 26th July 2013.

The net effect of the development process is a Defence White Paper 2013 that is owned by the National Government and supported by the people of PNG.

EXECUTIVE SUMMARY

PNG'S Security Environment

A globalised world of increasing connectivity has generated a wide range of complex security challenges that have permeated all levels of PNG society. PNG's security challenges of today and the future are complex, non-traditional and predominantly developmental in nature. Our national approach to security has been largely disjointed and has lacked the level of commitment that has been devoted to national development. Consequently, Defence's capabilities have degenerated significantly causing large gaps along our sovereign borders which have enabled transnational crime and the illegal poaching of our resources to thrive. These security gaps are now affecting national development and given that our country is undergoing major economic and social change, it is now time to tie security and development together and accord both the appropriate attention. Closing the security gaps requires the immediate modernisation and revitalisation of the PNG Defence Organisation (PNGDO).

The PNG Government's Strategic Guidance for Defence

The strategic tasks given by the National Government to Defence are Core Task 1 - Defend Papua New Guinea; Core Task 2 - Civil Emergency Assistance; Core Task 3 - Nation Building; Core Task 4 - International Obligations; Build to 5,000 manning by 2017; Re-build Defence assets and capability; and Build the Reserve Force. The PNGDO operational focus is based on the first four core tasks and the remaining three are the PNGDO's strategic development tasks.

International Defence Relations

Internationally, our Government seeks to strengthen existing partnerships and develop deeper bilateral and multilateral Defence arrangements that aim to cooperatively address the security challenges of our region. Our Government also seeks to increase the PNGDF's participation in UN Peace Keeping in order to contribute to global peace and good order.

Developing our Spiritual Strength

Fundamental to its development, the PNGDO must first address the spiritual welfare of its personnel with the aim of strengthening its relationship with God. Every PNGDO establishment must have a chapel and the Chaplaincy element must be adequately structured and resourced in order to nurture spiritual strength and bring the organisation closer to God.

Looking after our Defence People

At the forefront of developing platforms and systems we must look after our Defence People. Our servicemen and women must be properly remunerated, housed and have sufficient resources to feed, clothe and educate their families. Service conditions such as entry and exit packages, pay and service allowances, temporary rental allowances, service entitlements, insurance, operational allowances, and

isolation allowances for postings to isolated locations, must be improved. The Defence Force Retirement Benefit (DFRB) must also be changed to provide members an option of either an Accumulative or Defined package. The Manual of Personnel Administration (MPA) and related Books of Reference (BR) are to be revised in order to reflect these improvements.

Developing the PNGDF's Capability

The PNGDF requires immediate modernisation and revitalisation. It is expected to build to 5,000 manning (4,000 Regular and 1,000 Reserve) by 2017 which will require the recruitment of 355 Regular (15 Officers and 340 Other Ranks) and 250 Reserve (10 Officers and 240 Other Ranks) personnel each year from 2014 to 2017. It is also required to grow to 10,000 manning by 2030 which will involve a transition from its current Brigade level functional structure to a Division level environmental structure.

The PNGDF's current structure which was handed over at Independence by Australia is essentially a Brigade level structure as part of a larger Formation. Hence some of the key Force functions such as Chaplaincy, Health, Recruiting, Public Relations and Ceremonial, were subsumed in SO2 positions. This must be rectified so that key Force functions are given the structural and resource support they need. The revised PNGDF Strategic and Operational Head Quarter (HQ) Structure by 2017 that can accommodate the build up to 5,000 manning and elevate key Force functions, is at Annex B. The PNGDF Transitional Strategic HQ Structure by 2020 and Strategic HQ Structure by 2030 are at Annexes C and D respectively.

The PNGDF must build its Capability across Land, Maritime, Air, Combat and Service Support in order for it to accomplish its Core Tasks. PNGDF Capability Development must be geared toward effecting joint service and combined operations, enhancing short notice 'first responder' capability, and contributing to joint-agency operations in accordance with the National Security Policy design for a whole-of-nation approach to National Security.

Developing the Reserve Force

The PNGDO is required to build the Reserve Force to a manning of 1,000 by 2017. This requires the recruitment of 250 Reserve (10 Officers and 240 Other Ranks) personnel each year from 2014 to 2017. The Reserve concept is to compliment the PNGDO's Nation Building task. It must involve a School Cadet system and the development of a National Service scheme in order to contribute to alleviating the national youth bulge problem. The Reserve Force Structure by 2017 is at Annex E.

Developing the Department of Defence Capability

The Department of Defence (DOD) has an aging workforce and must conduct a recruiting drive aimed at employing young, qualified personnel. In order to improve its delivery of financial management, policy and administrative support to the PNGDF, the DOD must streamline its current structure and incorporate a Capability Development Division, the Defence White Paper Office and a Research and Development Division into its structure by 2017. It must also develop complimentary capability to support the PNGDF's build up to 5,000 manning by 2017, and the

transition from Brigade to Division size by 2030. The DOD structures by 2017, 2020 and 2030 that reflect these changes are at Annexes F, G and H respectively.

Other Strategic Development Tasks

The PNGDO is required to relocate Murray Barracks and HMPNGS Basilisk to government land within the National Capital District or Central Province. The relocations are to be planned and conducted seamlessly without degrading PNGDO operations. The PNGDO must also establish and operate a Defence Commercial Company to manage the commercial affairs of Defence Estate.

Defence Finance and Accountability

The PNGDF is required to almost double in size over the next four years. Hence its current 1.45 % share of GDP is to grow to 1.75 % in 2014, 2 % in 2015, 2.5 % in 2016 and peak at 3 % by 2017. In accordance with the NSP, the PNGDO will be shifted from the financial sector of 'Law and Order' to the 'Security and International Relations' sector. To facilitate 'first responder' capability, a K4 million Operational Contingency Fund will be established with service level agreements under the discretion of the National Security Council (NSC) and the Commander PNGDF (CDF). To increase operational and administrative effectiveness, PNGDF Branch Heads will be granted financial authority to expend their allocated funds in accordance with the DWP Implementation Plan, the Defence Corporate Plan and their Branch Business Plans.

The PNGDO must maintain the highest standard of financial management and accountability, and strictly adhere to government procurement guidelines. A regular schedule of Audits must be maintained by both internal and external auditors, and oversight will be provided by the Defence Council, the National Security Council and the Parliamentary Committee on Foreign Affairs and Defence. The PNGDO must produce and disseminate its Defence Annual Report on time as this will be the prerequisite for the release of future funds.

Implementing the White Paper and Planning for the Future

The Defence White Paper Office will monitor and evaluate the progress of White Paper implementation and will provide quarterly reports to the Defence Council, the National Security Council and the Parliamentary Committee on Foreign Affairs and Defence. White Paper implementation progress will also be included in the Defence Annual Report.

This White Paper will guide the PNGDO's production of the Defence Corporate Plan as well as Branch and Divisional Business Plans. The Defence White Paper cycle will conform to the National Electoral cycle such that the next White Paper will be produced in 2017. The Defence White Paper Office will be responsible for developing the next White Paper for which planning and preparation will commence in 2016.

CHAPTER 1: PNG'S SECURITY ENVIRONMENT

A globalised world of increasing connectivity has generated a wide range of complex security challenges that have permeated all levels of PNG society. Our land, air and maritime borders; our resources and our citizens have become increasingly vulnerable to the security challenges of a globalized world.

GLOBAL SECURITY ENVIRONMENT

The digital age has brought about increasing interdependence and high mobility of people, resources and capital across borders.

The Global Economy. The global financial crisis (GFC) of 2009 severely affected economies across the world particularly those of the US and Europe. Although the US and Europe have largely recovered, the phenomenal rise of China and other Asian economies such as India, South Korea and Indonesia, has underpinned a shift of global economic clout from the West to Asia. This trend is likely to consolidate and with PNG's geo-strategic position at the gateway between Asia and the South West Pacific, it presents tremendous economic opportunity. Even though PNG survived the GFC with remarkable GDP growths of 7.1 % in 2009, 7.5 % in 2010 and 8.9 % in 2011, this came about largely on the back of the mining sector. PNG presently does not have a broad base for growth nor diversified exports and is heavily reliant on global commodity prices. This has rendered PNG vulnerable to external shocks and as highlighted in the NSP, "The biggest risk to PNG is the weakening demand for its exports in the Asian markets". The PNGDO Development Resourcing Plan (DDRP) must therefore be cognisant of global financial fluctuations and contain the ability to absorb a downturn in the economy.

Global Tension. The Middle East is still the most volatile region of the world. The enduring Israeli Palestinian issue continues to generate regional and global tension and the Arab Spring which swept through Tunisia, Egypt, Libya and Syria is still playing out, particularly in Syria where the civil war has the potential to expand into a wider regional conflict. Additionally, Iran's nuclear intention is further complicating the fragile security dynamic of the region. Given that a substantial portion of global oil supply comes from the Middle East, instability in the region has a significant effect on the global economy. It is therefore in PNG's interest to support stability in the Middle East particularly through UN peace initiatives. Africa has shown increasing signs of stability however there are still lingering conflicts and potential flash points across the continent. The PNGDF has UN Military Observers (UNMOs) deployed in Sudan and South Sudan, and it is in PNG's interest to continue to support peace in Africa.

Transnational Crime. The NSP states that "Transnational crimes are currently rated by law enforcement agencies as our single biggest threat to national security and sovereignty". Human smuggling, arms and drugs trafficking, the proliferation of small arms and light weapons, money laundering, illegal export of currency, and the illegal poaching and export of natural resources, are all impacting security. Porous land, maritime and air borders have allowed these activities to thrive and PNG must work with its international partners to cooperatively address transnational crime. The NSP Strategic Action Plan outlines a whole-of-nation approach to addressing

transnational crime within which the PNGDF is required to improve its border surveillance and control capability.

Climate Change. The impact of climate change is being felt all over the world. The melting of the polar ice cap, rising sea levels and the increase in frequency and intensity of natural disasters are causing immense damage to developed and developing nations alike. Rising sea levels are seriously affecting small island nations with the Carteret Islanders in PNG being the world's first environmental refugees. The effect of climate change is also impacting food, water and energy security particularly in developing nations whom have limited access to water and energy and limited capacity to produce food. The PNGDO's development must plan to minimise the effect of climate change on its ability to contribute to national, regional and global security.

Food, Water and Energy Security. In a world of finite resources, the demands of economic growth and an increasing population are applying immense pressure on food, water and energy stocks. As the competition for resources intensifies the potential for conflict will increase. Developing nations are particularly vulnerable for they have the least capacity to secure resources yet have the higher population growth rates. With its core task of nation building, the PNGDO must contribute to food, water and energy security.

Cyber Crime. The explosion of internet access and connectivity with limited regulatory mechanisms has allowed cyber based crime to thrive. It has and continues to pose a serious threat to economies, organisations and individuals across the world. Many cases of cyber-attack have involved minimal expense to the perpetrator with hugely disproportionate damage to the target, increasing its popularity as weapon of choice. From an individual with a laptop to corporate and state sponsored cyber-attack, the instruments of national power are high value targets. The PNGDO must develop its cyber capability and contribute to protecting PNG's ICT systems.

Terrorism. The world continues to suffer acts of terrorism by extremist groups. Recent international counter terrorism successes have forced terrorist networks to change their modus operandi but have not remediated the conditions that cultivate the will to conduct acts of terrorism. As PNG's economy grows and its exposure to the global community increases, the potential for terrorist attacks will also increase. It is therefore in PNG's interest to develop its counter terrorism capability and contribute to regional and global counter terrorism efforts.

REGIONAL SECURITY ENVIRONMENT

Apart from non-traditional threats, PNG exists in a relatively benign regional environment. However, non-traditional contingencies have the potential to escalate hence it is important for PNG to strengthen its relations with its regional partners in order to cooperatively address regional security issues.

The Relationship between the United States and China. How the United States and China manage their relationship has the greatest bearing on stability within the Asia-Pacific region. The United States is still the pre-eminent global economic and military power and will continue to be so for years to come. China's rise to the second

largest economy on earth continues to have an upward trajectory and is matched by its growing influence around the world. Both countries have deep economic ties and are committed to a peaceful relationship. There are however points of tension that have the potential to destabilise. The United States' rebalancing toward Asia has generated a sharper focus on their relationship and territorial disputes between China and close allies of the United States particularly in the East and South China Seas, also have the potential to destabilise. PNG is a friend to both countries, has traditional security links with the United States and developing relations with China. It is in PNG's interest to promote a peaceful relationship between the United States and China.

Asia. Although the region provides great economic opportunity, there are many unresolved issues that continue to simmer. Among the most contentious of these are territorial disputes in the East and South China seas and tension along the Korean Peninsula which are all highly vulnerable to miscalculation. With its increasing engagement with Asia, PNG supports stability in the region and endeavours to do so through bilateral relations and its membership of multi-lateral forums. Its location at the 'gateway' with Asia has meant that much of the traffic bound for the South West Pacific passes through PNG. Furthermore, much of the transnational crime such as illegal fishing, poaching, and smuggling that affects PNG either emanates from or through Asia. In this regard, Indonesia is strategically important to PNG. It sits astride one of the world's busiest trade routes and its rise as a vibrant democracy and an economic powerhouse has propelled it forward as a leader in the region. It is in PNG's interest to strengthen relations with Indonesia, particularly in the areas of cooperation along its land, air and maritime borders.

The South West Pacific. The security environment in the South West Pacific is among the most stable in the world. Multilateral forums such as the Pacific Islands Forum (PIF) and the Melanesian Spearhead Group (MSG), have proven their value in promoting stability in the region. Small Pacific island nations grapple with transnational crime especially illegal fishing due to the challenge of regulating huge maritime territory with limited capability. Australia, New Zealand and the US continue to have a stabilising influence in the region and although other powers from outside the region are making some headway, the shared history, personal links and shared values of democracy and individual rights, are likely to ensure that their influence continues to prevail. Major challenges facing small Pacific island nations are issues of economic sustainability, good governance, law and order, unemployment and high population growth rates. They are also highly vulnerable to the effects of climate change and natural disasters, with limited capacity to deal with catastrophic events. The prospect of rising sea levels causing relocation outside national boundaries, adds the complication of its impact on sovereign space and viability. As the largest of the small Pacific island nations, PNG has a prominent role in the region. This requires the PNGDO to develop capability that can contribute to stability within the region, particularly in the areas of disaster relief and humanitarian assistance.

DOMESTIC SECURITY ENVIRONMENT

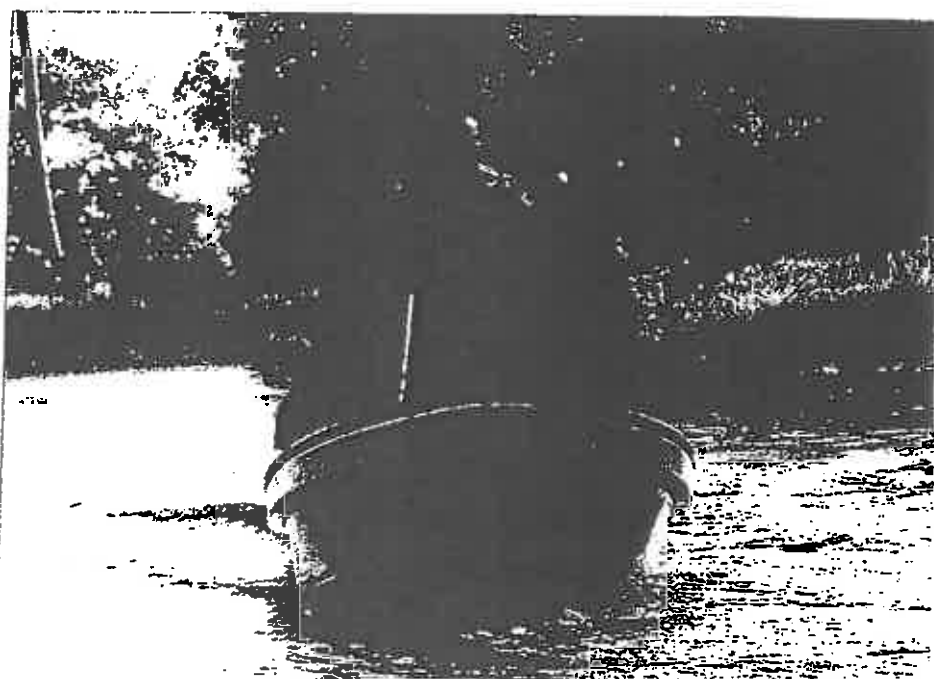
PNG's current and future security challenges are complex, non-traditional and predominantly developmental in nature.

Since Independence, our national approach to security has been disjointed such that the capacity of our security agencies has declined considerably causing significant security gaps along our land, air and maritime borders. Porous and uncontrolled borders have allowed transnational crime such as the illegal smuggling of small arms, light weapons and contraband to continue unabated. This has exacerbated Law and Order problems and affected the security of our people. Lack of border control has also allowed our natural resources, particularly fish stocks and timber, to be plundered at an alarming rate. Closing the security gaps along our borders requires the immediate modernisation and revitalisation of the PNGDO.

Corruption is a serious impediment to PNG's development. It is eating away at the public purse and has degraded the delivery of services. Violence against women and children, a high rate of population growth, unemployment, and an increasing 'youth bulge' are further compounding our security environment.

Health Pandemics such as HIV and AIDS, TB and Malaria, continue to affect the wellbeing of our citizens particularly in rural and remote areas. Climate change and rising sea levels are degrading our environment and affecting the livelihood of our people and our geographical disposition on the 'Pacific Rim of Fire' has rendered the nation highly vulnerable to natural disasters. With the current state of our security agencies, we have limited capacity to be the 'First Responders'.

PNG is on the verge of major socio-economic development with the rollout of the Liquefied Natural Gas (LNG) Project. Protecting the gas pipeline and the sea lanes through which our major international customers will transport their product, present further security challenges.



A PNG Joint Agency Border patrol along the Torasi River, Western Province - 2012

In order to minimise the impact of external shocks and reduce the reliance on non-renewable resources, a key long term economic aspiration of PNG's Vision 2050 is to shift from non-renewable to sustainable industries. This transition requires a safe and secure environment and necessitates the revitalisation of our security sector. The PNGDO's contribution to Nation Building must support this key tenant of the Vision 2050.

Level One Threats. In order to prioritise effort and provide focus for a whole-of-nation approach, the NSP identifies and ranks threats to PNG's National Security "in order of their imminence or likely occurrence and their seriousness when they do occur". Level One Threats are identified in order of priority as untenable Law and Order; graft and corruption; human rights abuses and gender based violence; lack of border control; natural disasters and climate change; small arms and light weapons trafficking and proliferation; illegal poaching of resources; drug, alcohol and substance abuse; microbial attacks on plant, animal and human lives; and medical emergencies including HIV & AIDS, TB and Malaria. The NSP further states that "Level One threats require the highest state of alertness, preparedness and response". The PNGDO must therefore build its response to Level One Threats in accordance with the NSP design for a whole-of-nation approach.

The PNGDF was originally structured to meet the challenges of the Cold War era and has remained relatively the same since Independence. Our current strategic predicament requires us to broaden our outlook and modernise our capability. With the contemporary transition from State Security to Human Security, it is time for us to adopt a revised structure and embrace new concepts that meet PNG's current and future interests.

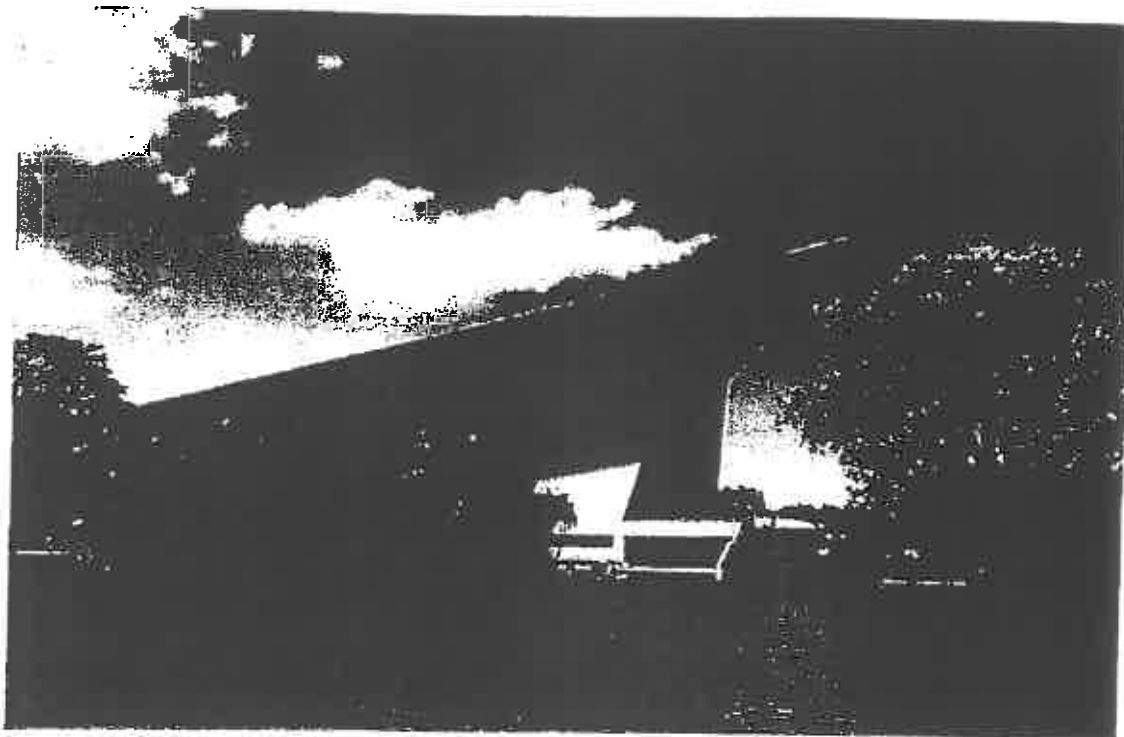
CHAPTER 2: THE PNG GOVERNMENT'S STRATEGIC GUIDANCE FOR DEFENCE

THE PNG VISION 2050

The PNG Vision 2050 aspires to achieve a 'Smart, Wise, Fair, Healthy and Happy Society' by 2050. The Mission Statement highlights the need for 'a safe and secure environment for all citizens'. Pillar 4 on Security and International Relations directly concerns National Security and stipulates an increase in the allocation of funds to security agencies to improve land, air and maritime border control.

The Medium Term Development Plan (MTDP) 2011-2015 provides for growth of the PNGDF to 4,000 regulars and 1,000 reservists by 2015. The implementation of this provision has lagged and based on current estimates, the PNGDF is capable of achieving this growth target by 2017.

The PNG Development Strategic Plan (DSP) 2010 – 2030 specifies its goal for Defence as 'a Defence Force that safeguards PNG's sovereignty and its security, including by contributing to the task of nation building and to disaster relief'. It requires the PNGDF to grow to a strength of 10,000 by 2030.



The Parliament House, Port Moresby

THE LINK BETWEEN DEVELOPMENT AND SECURITY

Many nations have had to go to war to gain independence. They understand the inextricable link between Development and Security. Our Nation on the other hand, did not have to fight for independence as it was granted peacefully. Consequently, our Nation has tended to focus on Development without the required level of attention to Security. This has caused us to reach a juncture where security gaps are seriously affecting our national development. We must tie Development with Security and give both the attention they deserve. Failure to do so will undermine our ability to achieve the Development aspirations of Vision 2050.

THE NATIONAL SECURITY POLICY

The NSP reinforces the link between Development and Security and seeks to implement and coordinate National Security on a whole-of-nation basis. The PNGDO must engage in the NSP's whole-of-nation approach and achieve the NSP objectives for Defence. It must also ensure that its command, communications and intelligence systems are compatible with and are linked into the NSP mechanism for National Security.

PNG'S STRATEGIC DEFENCE INTERESTS

PNG's Defence Policy is based on the following strategic imperatives:

- **Defending Papua New Guinea.** The Defence of Papua New Guinea's sovereignty and the integrity of its land, air and maritime borders, is the primary focus of Defence Policy. It also aims to strengthen National Security

by contributing to and cooperating with the 'whole-of-nation' security mechanism prescribed by the NSP;

- **Civil Emergency Assistance.** The provision of assistance to the civilian authorities in meeting civil disasters, the restoration of public order and security, and meeting national emergencies is a key driver of Defence Policy. It endeavours to build capability that contributes to PNG being the 'First Responders' to man-made or natural security contingencies that affect the prosperity of the Nation. The PNGDO will develop an Incident Response capability that can effect Security, Disaster Relief and Humanitarian Assistance at short notice;
- **Nation Building.** Without degrading its primary role of Defending Papua New Guinea, Defence Policy aims to contribute to the 'whole-of-government' effort in nation building. The PNGDO will develop PNGDF capabilities in Engineering, Health, Signals, the ability to provide government patrols into 'in-accessible' terrain as well as Land, Maritime and Air mobility platforms, to contribute to nation building. The PNGDO will also assist with relieving the national 'Youth Bulge' problem by building the Reserve Force, introducing the school cadet system and developing a National Service scheme; and
- **International Obligations.** As an extension of Foreign Policy, the PNGDO seeks to meet its International Obligations through participating in the security components of multilateral forums such as the UN, ASEAN, PIF, MSG and the SPDMM, and developing PNGDF capability that can contribute to regional stability particularly with Disaster Relief and Humanitarian Assistance. To enhance PNG's contribution to global peace and good order, Defence Policy seeks to increase PNGDO participation in UN Peace Keeping.

PNG DEFENCE STRATEGIC TASKS

The National Government has directed the following strategic tasks for the PNGDO:

1. **Core Task 1 - Defend Papua New Guinea** against attack, and maintain the integrity of its sovereign land, air and maritime borders;
2. **Core Task 2 - Civil Emergency Assistance** in Security, Humanitarian and Disaster Relief;
3. **Core Task 3 - Nation Building;**
4. **Core Task 4 - International Obligations;**
5. Build to 5,000 manning by 2017;
6. Re-build Defence assets and capability; and
7. Build the Reserve Force.

The PNGDO operational focus is based on the first four core tasks mentioned above. Tasks 5 to 7 are the PNGDO's strategic development tasks.

CHAPTER 3: THE PNG DEFENCE ORGANISATION



The 'PNG Defence Organisation' is a term used to refer to the combined Defence institutions of the Ministry for Defence, the PNGDF and the Department of Defence. The 'PNG Defence Organisation' term is formalized in order to present a unified Defence front, bridge gaps in functional duties, and promote cooperation and a closer working relationship between the Ministry of Defence, the PNGDF and the DOD. The 'Defence Organisation' marries each institution's values, ethos, vision and mission to set the organisational foundation for the delivery of national government tasks. The PNGDO Structure is attached at Annex A.

As the political head of the organisation, the Minister for Defence chairs the Defence Council while the Diarchy arrangement between the Commander PNGDF and the Secretary for Defence, further consolidates the primacy of civil power.

The PNGDF is responsible for operations while the DOD provides financial, policy and administrative support to ensure PNGDF operations and activities are realized. The DOD also provides the vital link for Defence with civilian counterparts in other government agencies. A close working relationship between the Commander PNGDF and the Secretary for Defence is fundamental to the effectiveness of the organisation.

The PNG Defence Organisation Values

The following are the values of the PNGDO that shape its ethos, vision and mission:

- Service to God, Queen and Country;
- Courage;
- Integrity;
- Honesty;
- Commitment;
- Compassion; and
- Respect.

The PNG Defence Organisation Ethos

The PNGDO's Ethos fundamentally binds the spirit of the Organisation together. It is written in *Tok Pisin* and translated into English as follows:

- **Papa God Igo pas** - Put God first;
- **Bungwantaim** – Mateship;
- **Painlm rot** – Initiative;
- **Go Tasol** - Courage, determination; and
- **Kumul karlm** - We belong to PNG.

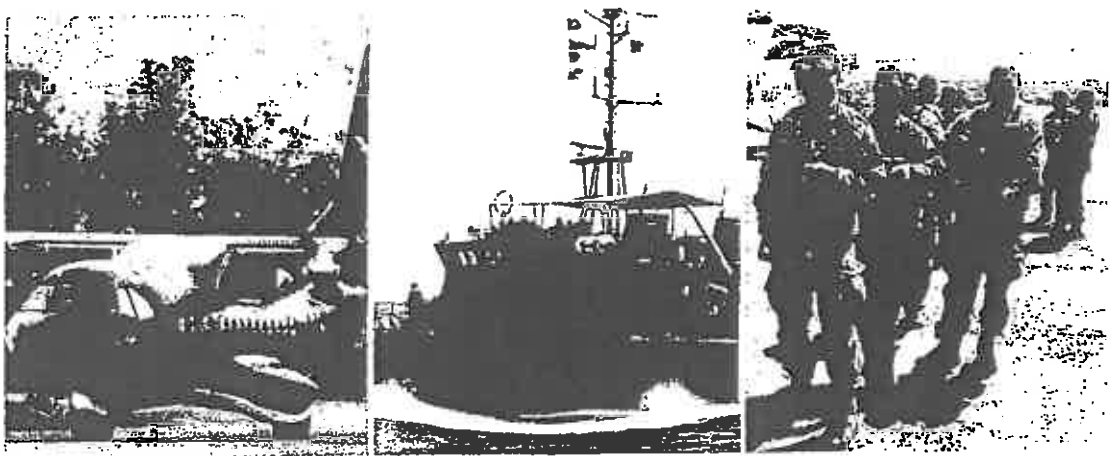
The PNG Defence Organisation Vision

'To develop a modern, affordable, efficient and effective Defence Organisation that is capable of defending PNG's prosperity'.

The PNG Defence Organisation Mission

'To defend Papua New Guinea, its people and its interests'.

CHAPTER 4: CORE TASK 1 – DEFENDING PAPUA NEW GUINEA

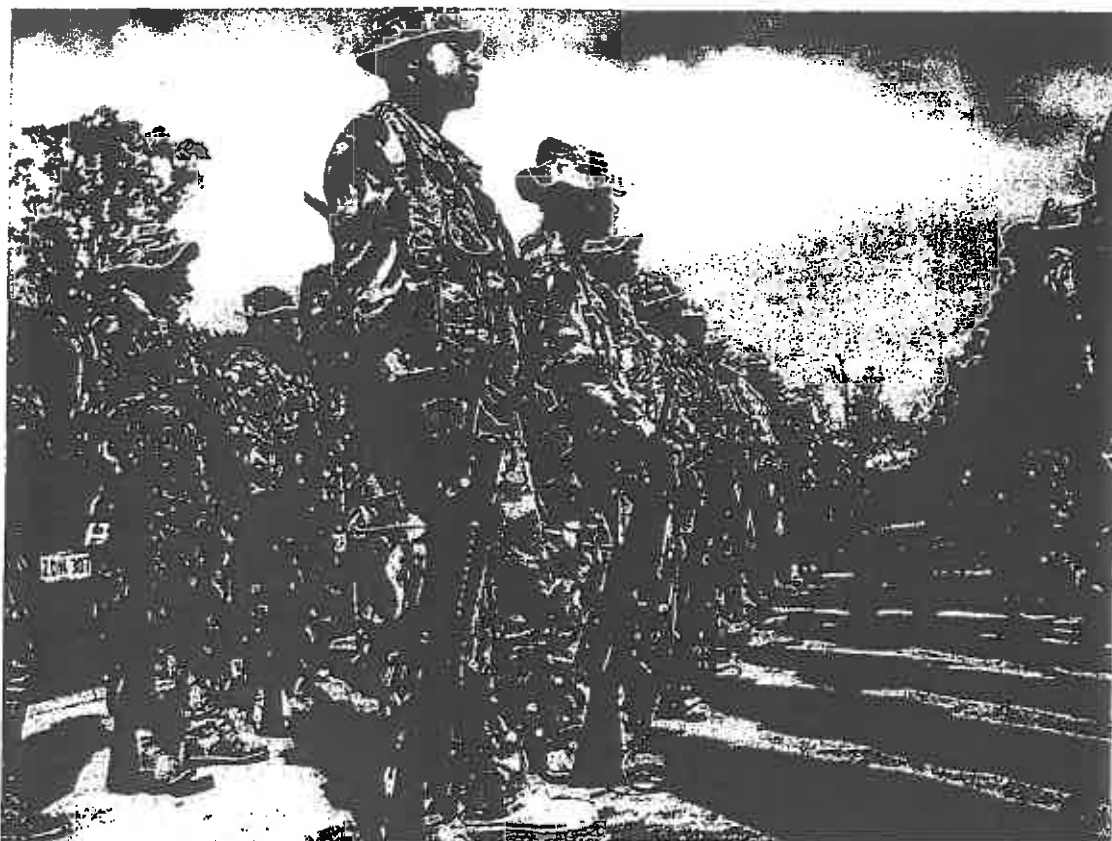


Defending the nation's air, maritime and land borders.

The PNGDO's primary role is to Defend Papua New Guinea. It must be able to defend our nation against attack and secure our land, air and maritime borders. This requires the following:

- Acquisition of Land, Air, Maritime, and Joint Agency systems that enhance the Defence of PNG;
- The Primary Focus of training must be geared toward the Defence of PNG;
- The PNGDF Structure and Preparedness must be primarily geared toward the Defence of PNG;
- The PNGDF must seek to develop a capability edge over the limitations of size, resource and space; and
- The PNGDF must develop Forward Operational Bases (FOB) to provide staging points for the Defence of PNG.

The PNGDO must ensure that its joint land, air and maritime platforms and systems are coordinated and synchronised to provide effective detection, response and protection capability in the Defence of Papua New Guinea. It must also ensure that its systems are compatible with and linked into the NSP design for a 'whole-of-nation' approach to National Security.



PNGDF troops parade in front of military vehicles during the National Elections 2012 in the Southern Highlands Province.

BEING THE 'FIRST RESPONDER'

The complex security challenges of the future require the PNGDF to have a balanced force that can respond to a variety of contingencies simultaneously and at short notice. Examples of the types of civil emergency contingencies that will require an immediate response are:

- Disaster relief;
- Humanitarian assistance;
- An immediate threat to national security such as an act of terrorism, piracy, sabotage, hostage and hijack; and
- A Nuclear, Biological or Chemical (NBC) contingency.

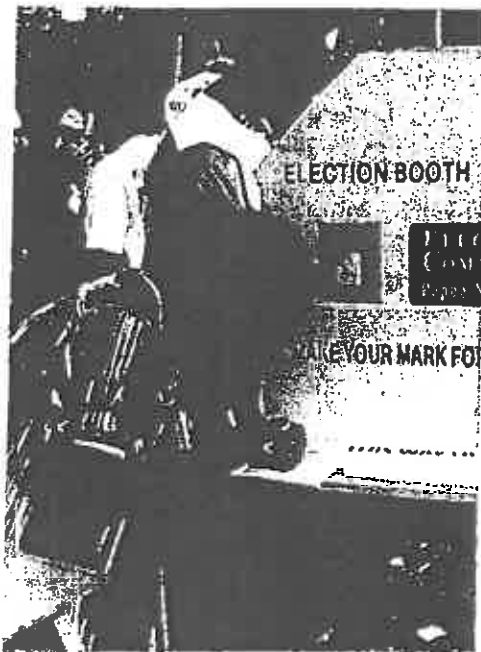
The PNGDF is to structure an Incident Response element that can deploy at short notice and it must have the following capability:

- Command and control element with a clear line of joint and inter-agency communication;
- Security Element with LRR, strike, CT, demolition, hostage rescue and anti-hijack capability;

- Information and communications technology (ICT) that can effect secure strategic, operational and tactical communications;
- Health capability;
- Preventive Med capability;
- Engineer mobility, survivability and stabilisation capability;
- EOD and Engineer high and low risk search;
- Search and rescue;
- Aero medical;
- NBC protection; and
- Land, air and maritime manoeuvre systems.

In accordance with the NSP, call out for the PNGDF will be restricted to assisting the RPNGC for the maintenance of law and order and international contingencies. PNGDF response to all other emergencies will be authorised by the NSC.

The process for call out and the mechanism for inter-agency coordination must conform to NSP guidance and the PNGDF Joint Operations Centre (JOC) is the lead element in effecting and maintaining inter-agency coordination.



A woman casts her vote as military personnel maintain security in the Highlands during the National Elections 2012.

To build its 'First Responder' capability, the PNGDO is to enhance its requisitioning component of response, establish service level agreements, upgrade its state of readiness, and effect the requisite adjustments to its Concept of Operations (CONOPS) and Standard Operating Procedures (SOP). Operational Contingency funds of will be established under the discretion of the NSC and the Commander PNGDF, on the basis of two contingencies a year, each having 21 days sustainment for a Company strength deployment.



A PNGDF helicopter providing nation building assistance in 2004.

In the context of Defence, Nation Building is the PNGDO's contribution to national development. It is a constitutional function for the PNGDF mandated by Section 202 of the Constitution, and is a key outcome that the Government is keen to deliver to the people of Papua New Guinea.

The Government seeks to achieve this outcome through the increased engagement of Defence assets in Nation Building tasks. PNGDF Engineering, Health, Signals, the ability to provide government patrols into 'in-accessible' terrain as well as Land, Maritime and Air mobility platforms are capabilities that the PNGDO can bring to bear for Nation Building. The great work done by PNGDF Engineers on bridges and roads in the Southern Highlands Province and the Baiyer to Madang road link that they are currently working on, are examples of the infrastructural and economic value that the PNGDO can contribute to Nation Building.

The PNGDO must work together with Community Development and partner with existing agencies to implement Nation Building tasks. Agreements with Provincial and local authorities must also be established to facilitate and compliment the PNGDO's contribution to Nation Building.

Engagement of the PNGDO in Nation Building tasks enhances National Security. The PNGDO civic action program guarantees military presence in rural areas and in so doing contributes significantly to containing law and order problems. For the PNGDO to effectively implement Nation Building tasks, it must procure and mobilize equipment and build up capability to effectively engage in civic action programs throughout the country. The establishment of Regional Engineering Bases is an important component of the PNGDO's contribution to Nation Building.

The PNGDO is to conduct one major impact project of no longer than six months, every year. The coordination of civic action is to conform to NSP guidance on joint agency coordination and the principle criteria for Defence's contribution is to

compliment the opening up of inaccessible areas without competing with the business sector.

Key international events will be held in PNG over the coming years in particular the SPDMM in 2014, the Pacific Games in 2015 and APEC in 2018. The PNGDO is to prepare and contribute to ensuring that these major events are staged in a safe and secure environment.

The PNGDO must contribute to addressing the national 'youth bulge' problem by building the Reserve Force, establishing a School Cadet system and developing a National Service scheme that mentors and promotes discipline and a sense of purpose among our youth. The PNGDO must also contribute to the Nation's food, water and energy security.

CHAPTER 7: CORE TASK 4 – INTERNATIONAL OBLIGATIONS

Papua New Guinea has extensive economic, trade and diplomatic relations with many countries throughout the international community and is therefore obliged to contribute to regional and global peace efforts.

The PNGDF has successfully contributed to assisting the Vanuatu Government with the restoration of peace in 1980, and participated in the restoration of peace in the Solomon Islands through the Regional Assistance Mission to Solomon Islands (RAMSI) from 2003 to 2013. The PNGDF currently has personnel deployed as UN Observers in Sudan and South Sudan.



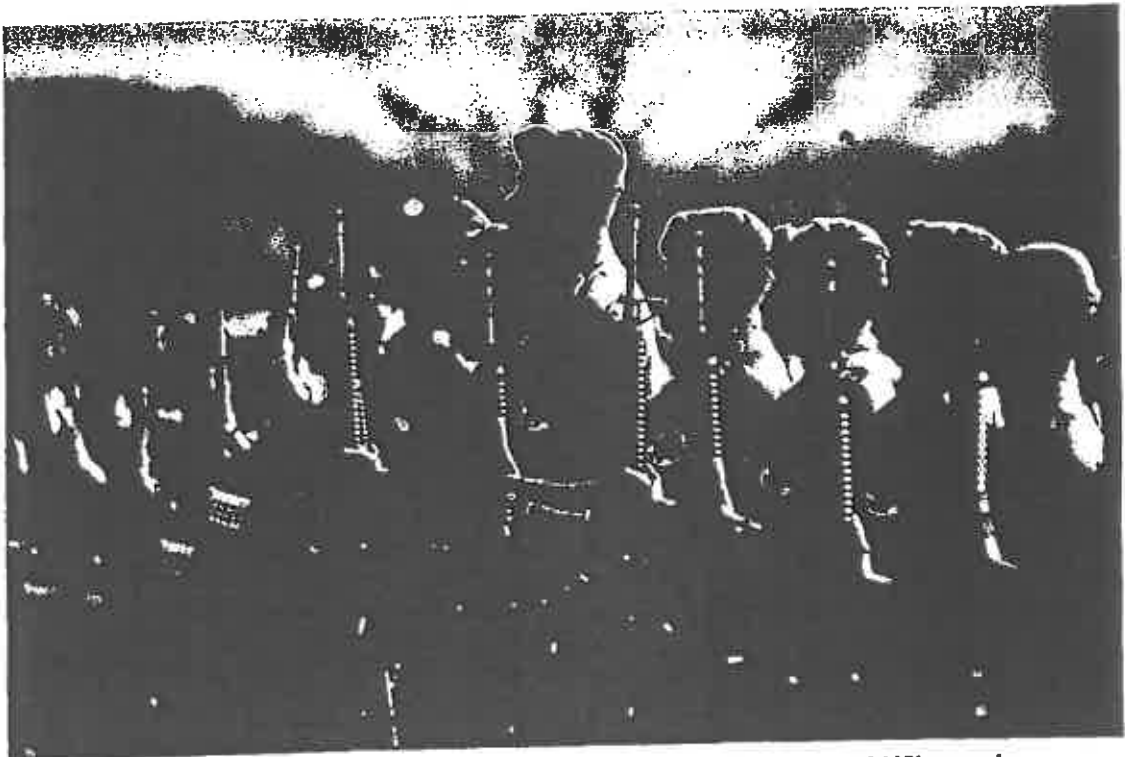
Major Nicholas Henry talking with children in South Sudan, whilst serving as a United Nations Military Observer in 2012.

In support of regional stability, the PNGDO will participate in the security components of multilateral forums such as the PIF, MSG, SPDMM, and ASEAN, and develop PNGDF capability that can contribute to regional stability particularly in the areas of Disaster Relief and Humanitarian Assistance.

To enhance PNG's contribution to global peace and good order, our Government seeks to increase PNGDO participation in UN Peace Keeping. The PNGDO must prepare to expand its current UN Military Observer contribution through developing and offering Force Elements for UN duties. The attachment and resourcing of the PNGDO's UN Defence Attaché (DA) and the development of a UN Peace Keeping Operations (UNPKO) training facility to prepare our personnel for UN deployments, are important requirements. The PNGDO is to ensure that it designs its contribution to UN deployments with sufficient redundancy in sustainment and rotation of personnel.

CHAPTER 8: INTERNATIONAL DEFENCE RELATIONS

Our Government seeks to strengthen existing international partnerships and develop deeper bilateral and multilateral Defence arrangements that aim to cooperatively address the security challenges of our region.



PNGDF troops alongside troops from other Pacific nations, in a RAMSI parade.

Our security intent must be compatible with that of our friends as we contribute to regional and global peace. The Government's intent with strengthening international Defence relations is as follows:

- **Australia.** Due to our historical, geographic and personal ties, Defence Cooperation with Australia remains the most important and most enduring partnership. There is a need to modernize the Defence Cooperation Program (DCP) and Status of Forces Agreement (SOFA) in keeping with the key principles contained in the Defence Cooperation Arrangement (DCA) of 10th May 2013. The opportunity to expand our relationship in areas such as Maritime Surveillance must be explored;
- **New Zealand.** Our Defence relationship with New Zealand is strong and continues to grow. Their structure, capability model and strategic approach provide good examples for our own development and we must seek to further promote the Mutual Assistance Program (MAP);
- **The United States of America.** The resurgence of their presence in the region presents the opportunity to strengthen our Defence relationship with the United States. The International Military Education Training (IMET) program has proven to be highly valuable and we should seek to expand our engagement with the US, especially with capability development options and Maritime Surveillance;
- **Indonesia.** Due to shared borders, its geo-strategic location astride globally significant trade routes and its rise as a vibrant democracy with an increasingly strong economy, Indonesia is strategically important to PNG. Our Defence relationship has grown stronger over the years and our Government intends to deepen relations with Indonesia particularly in the area of border cooperation;
- **Other Pacific partnerships.** Our Government seeks to strengthen its relations with Fiji and support its progress toward democracy. Closer relations with the Solomon Islands, Vanuatu and Tonga will also be pursued;
- **Other Asian partnerships.** With increasing economic and trade links in Asia, our Government intends to promote closer relations with Japan, China, India, Singapore, Malaysia, the Philippines and Thailand; and
- **Israel.** Building on the Memorandum of Understanding in 1994 and the Joint Declaration of Cooperation signed on the 15th of October 2013, our Government seeks to expand Defence relations with Israel. Their capability development options and concept of National Service provide valuable paths for our development.

To enhance the facilitation of our international Defence relations, the PNGDO must adequately staff and resource its DA posts. It must seek the establishment of DA posts or accreditations to Vanuatu, Fiji and Tonga, and work closely with our international partners to ensure the protection of our diplomatic posts and citizens abroad.

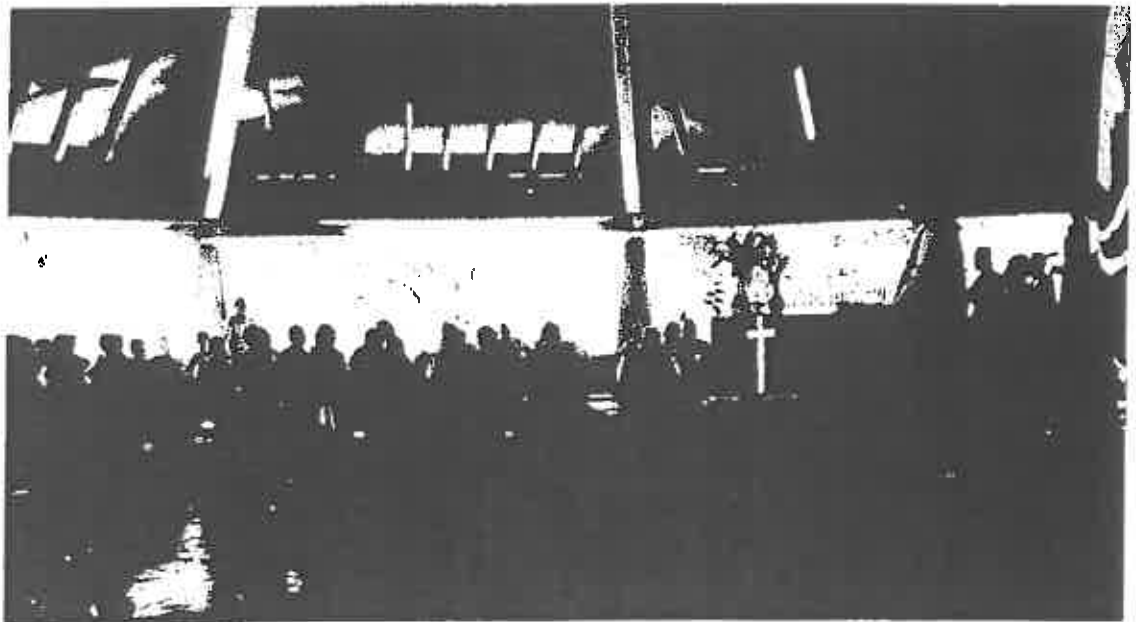
The PIF has been a key player in managing stability in the Pacific and our Government continues to support its role. RAMSI has been an outstanding success and exemplifies the utility of the PIF. We are proud of our Kumul Force troops who alongside troops from other contributing nations did an excellent job in restoring peace and stability in the Solomon Islands.

Our Government continues to support the role and utility of the MSG in promoting stability among the Melanesian countries of the Pacific. An MSG Humanitarian and Emergency Response concept is currently being developed and awaits ratification by the MSG.

With the ending of our troop commitment to RAMSI, our Government seeks to increase the PNGDF's participation in UN Peace Keeping in order to enhance our contribution to global peace and good order.

CHAPTER 9: DEVELOPING OUR SPIRITUAL STRENGTH

At the heart of the PNGDO's existence is the spiritual welfare of its personnel and their families. In an ever changing world of complex challenges that affect the family unit, the PNGDO must strengthen its relationship with God.



National Covenant Day Service at the St Paul's Chapel Murray Barracks, 26th August 2013.

The PNG Constitution fundamentally upholds our Christian values and on the 26th of August 2007, our nation signed a Covenant to remain true to God. We must bring the PNGDO close to God, remain true to the Covenant, and apply the Leadership example of Service that our Saviour Jesus Christ has bequeathed to us.

The PNGDO is to promote the development of its spiritual strength through the following:

- The Directorate of Chaplaincy is to be created under the Personnel Branch;
- The Directorate of Chaplaincy is to be allocated its own funding vote;
- The PNGDO is to increase the recruitment of Chaplains and ensure that there is a full complement of Chaplains in all Units. Each of them is to be allocated the resources they need to effectively conduct their pastoral duties; and
- PNGDF Chaplains must be able to provide pastoral services to all servicemen and women, regardless of their denomination or religious background.

Chapels are to be built or allocated space in all current Defence establishments that do not have a Chapel (Kiki Barracks, HMPNGS Basilisk, FOB Kiunga, FOB Vanimo and FOB Kerowil) as well as in all future Defence establishments.

CHAPTER 10: LOOKING AFTER OUR DEFENCE PEOPLE

Our personnel are the most important asset in the PNGDO.



Corporal Simeon Abagawa with his family at Murray Barracks, 26th August 2013.

Looking after the wellbeing of our personnel and their families is of paramount importance as it contributes to the overall effectiveness of the organisation. Our single personnel must be provided with good living conditions and our married personnel must have the ability to feed, clothe, house and educate their families. In order to provide them with the resources to do this, attractive and competitive remuneration packages must be developed; accommodation and Married Quarter facilities need to be renovated and made available; Messing facilities and the quality of food needs to be upgraded, and health support must be improved. Better management of our service personnel requires the manual management processes and procedures to be changed to an automated system by 2015.

Updating the Manual of Personnel Administration and related Books of Reference

The PNGDO must conduct an immediate review of the Manual of Personnel Administration (MPA) and other relevant Books of Reference (BR) with the aim of updating them in accordance with current personnel issues that affect service personnel and their families. Adjustments must also include the Recovery of Remains and Insurance for operations. A Director of Personnel Policy is to be established in Personnel Branch and is responsible for reviewing the MPA and BRs.

The procedure for discharge is slow, cumbersome and inefficient. It places an unnecessary burden on the retiree and clogs up much needed married quarters while retirees wait for their discharge administration. The process must be streamlined so that retirees are administered in a timely manner and married quarters are freed up for current serving members.

The situation with our retired servicemen whom are still awaiting their entitlements is both sad and deplorable. Many of them have passed away while waiting and their families continue to suffer. Although their settlement is mired in litigation, all parties concerned must resolve the issue immediately in order to relieve the suffering. Never again must our retiring servicemen and women suffer in this manner.

In order to attract, retain and better manage our personnel, the PNGDO must improve the following:

- Entry and Exit packages;
- Remuneration, Pay and Service Allowances;
- Service Entitlements;
- Operational Allowances;
- Temporary Rental Allowances;
- Isolation Allowances for postings to Northern Units, outstations and FOBs;
- Insurance and Health Cover;
- Family Amenities;
- The DFRB must be changed to provide members the option of an 'Accumulative' or a 'Defined' package with improved benefits; and
- The management of the transition from Military to Civilian life.

The current DOD workforce is aging and under trained. Human Resource issues over the last 10 years have forced a gap to be created with no consistent recruitment of younger staff until 2009 when 10 new graduates were recruited under the Public Service Graduate Program. The DOD must close this gap and develop a young, professional workforce that is capable of meeting the needs of the PNGDF and the NSP's whole-of-nation approach to National Security.

The DOD is to improve the welfare of its staff by upgrading the recruitment process and effecting the write-up and implementation of related Human Resource (HR) Policies such as the Training and Retrenchment Policies. The DOD is also to commence its Retrenchment exercise with the aim of recruiting young, qualified staff.

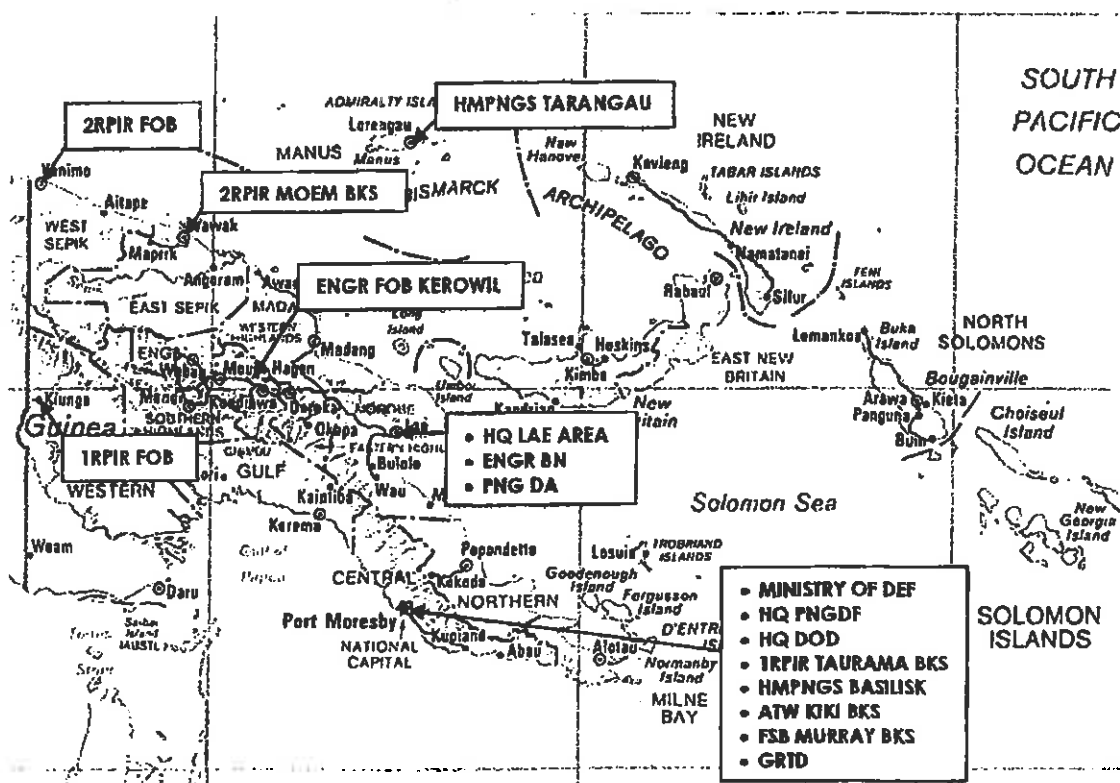
Recovering PNGDF Personnel

The remains of PNGDF personnel on Bougainville are to be recovered and returned to their families immediately. The PNGDO must ensure the recovery of captured personnel or remains either internally or internationally, taking into consideration customary sensitivities and obligations. 'We must never leave any of our people behind'.

Medals and Awards

Our personnel have deployed on many operations both internally and internationally, have experienced combat, and many have been wounded in action. The overwhelming majority of them have never been recognised for their effort which has impacted their morale. Defence must develop Medals and Awards to recognize operational deployments, valour, combat experience and being wounded in action in order to recognise and thank the efforts of our personnel. The Medals and Awards are to cover all PNGDF operations since Independence, issued to all eligible current and former members of the Defence Organisation, and the requisite adjustments to the MPA and associated BRs are to be effected.

CHAPTER 11: DEVELOPING THE PNGDF'S CAPABILITY



Map of PNG showing all PNGDO locations.

PNGDF TASKS

The PNGDF is tasked by the National Government to do the following:

1. **Core Task 1 - Defend Papua New Guinea** against attack and maintain the integrity of its sovereign land, air and maritime borders;
2. **Core Task 2 - Civil Emergency Assistance** in Security, Humanitarian and Disaster Relief;
3. **Core Task 3 - Nation Building;**
4. **Core Task 4 - International Obligations;**
5. Strategic Development Task (SDT) - Build to 5,000 manning by 2017;
6. SDT - Re-build Defence assets and capability; and
7. SDT - Build the Reserve Force.

The PNGDF operational focus is based on the first four core tasks. The remaining three are the PNGDF's strategic development tasks.

PNGDF STRUCTURE

The downsizing objective of the PNGDF Reform Program of 2002 was achieved in 2009 when manpower was reduced from 5000 to a ceiling of 2000 personnel. This placed an enormous strain on manpower to tasks and a loss of skills and experience emerged with the mass retrenchment of highly skilled and experienced personnel.

With the recommencement of general recruiting in 2009, the PNGDF has since been upsized to a current manning level of 2600. However given the type and complexity of core tasks expected of the PNGDF, its current manning level is highly inadequate.

As directed by the MTDP, the PNGDF must increase from its current manning back to 5000 by 2017. The 2017 manning will consist of 4000 Regular and 1000 Reserve. Positions that were restricted by the Reform Program will be re-instated to accommodate the 2017 strength ceiling of 5000.

The PNGDF's current structure which was handed over at Independence from Australia is essentially a Brigade level structure as part of a larger Formation. However, some of the key Force functions such as Chaplaincy, Recruiting, Public Relations, Records, were subsumed in SO2 positions. This must be rectified so that key Force functions are given the structural and resource support they need. The PNGDF Strategic and Operational HQ Structure is attached as Annex B and contains the following changes:

- To distinguish between Raise, Train and Sustain (RTS) and operations, COMD's name is changed to Chief of Force Preparation (CFP), and the name is changed to Chief of Joint Operations (CJOPS). DLAND, DMAROPS and DAIROPS names in the Force Preparation Branch will be changed to Director Land Preparation (DLAND PREP), Director Marine Preparation (DMAR PREP) and Director Air Preparation (DAIR PREP);
- The Plans Branch to be re-instated;
- A Reserve Force Branch to be established;
- A Health Services Branch to be established;
- An SO1 Foreign Liaison to be established under the Chief of Staff;

- SO1 Protocol is expanded to SO1 Protocol and Ceremonial under the Chief of Staff and will take over ceremonial responsibilities from DPA;
- A platoon sized PNGDF Band to be established under SO1 Protocol and Ceremonial;
- A company sized Ceremonial Guard to be established under SO1 Protocol and Ceremonial;
- An SO1 PR to be established under the Chief of Staff;
- A Directorate of Peace Keeping to be established under FPC with a Peace Keeping J3 stood up in the JOC;
- A Directorate of IT to be consolidated under FPC and is to contain a Cyber Protection cell;
- An Incident Response Group (IRG) to be established under FPC for RTS and OPCON CJOPS;
- A Search and Rescue Unit (SARU) to be established under FPC for RTS and OPCON CJOPS;
- The EOD to be placed under FPC for RTS and OPCON CJOPS;
- A Directorate of Research and Development to be established in Plans Branch;
- A Directorate of Force PT to be established in Training Command. The DFPT is both the Force PTI and Force Sports Officer;
- A Directorate of Tech Trg to be established in Training Command;
- A Directorate of Doctrine to be established in Training Command;
- A Directorate of Chaplaincy to be established in Personnel Branch.
- A Directorate of Records to be established in Personnel Branch;
- A Directorate of Force Recruiting to be established in Personnel Branch; and
- A Directorate of Personnel Policy to be established in Personnel Branch.

The DSP directs the PNGDF to grow to a Division size Force of 10,000 by 2030. Achieving this objective will require structural reform involving a transition from Brigade to Division setting and Functional to Environment Command. The PNGDF is expected to reach the optimal mass for the transition by 2025. Hence to prepare for the change, the PNGDF Transitional Strategic HQ Structure by 2020 is attached as Annex C and contains the following changes;

- CDF's rank to be elevated to Major General or equivalent;
- Establish the Deputy CDF's Office of Chief of Staff with the rank of Brigadier General or equivalent;
- Establish the Operations and Support Deputy CDFs with the rank of Brigadier General or equivalent;
- Group CJOPS, CFP, CDI and CRF under Deputy CDF Operations; and
- Group CLOG, CPERS, CTRG, CPLANS and CHS under Deputy CDF Support.

The transition from Brigade to Division between 2020 and 2030, will be extrapolated in more detail in the next Defence White Paper.

By 2030 when the PNGDF strength has reached the 10000 ceiling, it will adopt the full Environment Command Structure of the tri-service; Army, Navy and Air Force. The PNGDF Strategic HQ structure by 2030 is attached as Annex D and contains the following changes;

- Establish the Office of Chief of Army with the rank of Brigadier General;
- Establish the Office of Chief of Navy with the rank of Commodore;
- Establish the Office of Chief of Air Force with the rank of Air Commodore;
- Raise the Office of Chief of Joint Operations to the rank of Brigadier General or equivalent;
- Raise the Office of Chief of Defence Intelligence to the rank of Brigadier General or equivalent;
- Establish the Office of Chief of Defence Information and Communications Technology with the rank of Brigadier General or equivalent; and
- Raise the Office of the Chief of Reserve Force to the rank of Brigadier General or equivalent.

FORCE RECRUITMENT

To meet the manning objectives set out in Vision 2050 and the MTDP, the PNGDF is to recruit and train 355 personnel for service in the Regular Force and 250 personnel for service in the Reserve Force every year from 2014 to 2020.

The Recruiting Office is the 'front door' to the PNGDF. Getting good quality through the front door is a force multiplier and saves the organisation an enormous amount of time, effort and resources. Hence a Directorate of Force Recruiting (DFR) is to be established in Personnel Branch and is to be given the structural and resource support it requires to recruit good quality. The recruitment process must be revitalised with the aim of improving the quality of recruit and minimizing fraud. Balanced recruitment from all 21 provinces with a 25% quota per region is to be applied.

PNGDF CONCEPT OF OPERATIONS

The PNGDF is to formulate a Concept of Operations (CONOPS) that articulates the PNGDF's Preparedness and how it will effect its core tasks in a joint and whole of government setting. The CONOPS is to be forwarded to the National Security Council for approval, within six months of the release of this White Paper.

The CONOPS must outline the PNGDF's concept of border control and how it can complement and support the NSP's mechanism for border control, particularly in the areas of Maritime and Land border surveillance. The CONOPS must include the PNGDF's design for 'first responder' capability to civil emergencies; what types of Nation Building capability the PNGDF can provide and how it will merge with and support the National Government's development plans; and the PNGDF's design to support International Obligations, particularly an increased participation in UNPKO.

PNGDF Neutrality. The PNGDF is viewed by our people as the last line in the defence of our national interests. In this light, it is critically important that the PNGDF remain neutral and do not engage in the political affairs of the nation. Furthermore, linkages with multi-national corporations whom are exploiting PNG resources, degrades the ability to engage from a neutral platform. Even the perception of collusion in politics or with multi-national corporations, undermines the neutrality of the PNGDF in the eyes of the general public. Hence the PNGDF must ensure that its personnel do not engage in politics, and for call outs in support of the RPNGC for law and order

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contingencies, PNGDF deployments must be controlled by the RPNGC or other National Government agencies.

REVITALISING PNGDF INFRASTRUCTURE

Most of the PNGDF's infrastructure is run down or in a state of disrepair. The PNGDF is to renovate or re-place run down or damaged infrastructure that are essential to the operational and administrative effectiveness of the organisation. Revitalising infrastructure is to occur in the following priority order:

- Single Quarters, Married Quarters and Messing facilities;
- Operations and Training facilities;
- HQ and Administrative facilities; and
- Roads.

The general condition, water supply, electricity and sewage disposal in all PNGDF Single Quarters, Married Quarters and Messing facilities, particularly in HMPNGS Tarangau and Kiki Barracks, must be improved as a matter of priority.

The cleanliness, tidiness and general appearance of PNGDF establishments has deteriorated significantly. Given the effect this has on our personnel and the impact on public opinion, the tidiness and cleanliness of all PNGDF installations must be maintained at a high standard. The PNGDF is to plan and effect a rolling program of cleaning and maintenance for all its facilities.

The increase in urban drift and the expansion of housing development in urban centres has placed an enormous strain on the supply of water, electricity, sewage and waste disposal services. This has affected PNGDF establishments particularly in the main urban centres of Port Moresby and Lae. These effects are most keenly felt in Taurama Barracks where the expansion of housing development outside the barracks, has severely affected the supply of water to the barracks. The increased flow of traffic through the centre of the barracks which is the only road access to civilian housing beyond the barracks, has become a significant security risk.

The PNGDO must work with the relevant national and local authorities particularly Eda Ranu, PNG Power and the Department of Works, to remediate the impacts of urbanisation with the aim of ensuring that civilian housing development and PNGDF Establishments are not adversely affected. In the case of Taurama Barracks, the supply of water to the Taurama area must be increased and an alternate civilian road route that runs outside the boundary of the barracks must be developed.

Due to rising sea levels, the main supply route to Moem Barracks has degraded considerably. The PNGDO must work with the relevant national and local East Sepik Provincial authorities to develop an alternate supply route or relocate Moem Barracks to government land within the Wewak area.

PNGDF TRAINING DEVELOPMENT

The PNGDF must design and deliver training that produces personnel whom are fit and robust; have the right attitude; are able to think through and solve complex

issues; are armed with the right knowledge and skills for their job; are able to work in a joint agency or combined environment; and are prepared to deploy at short notice.

Structural Changes. In order to improve the development and delivery of PNGDF doctrine, physical and technical training, Directorates of Doctrine, Force Physical Training and Technical Training are to be established in the Training Branch.

Recurrent / Baseline Training. The recurrent components that form the fundamental baseline for PNGDF training programs are leadership, attitude, knowledge and skills. PNGDF training must be focussed on its four core tasks and the Preparedness requirements therein. The PNGDF must also develop a Reserve Force and School Cadet training package to support the development of the Reserve Force.

Physical Training. The general physical fitness across the PNGDF has declined leading to health problems and degrading individual readiness for operations. The PNGDF is to consolidate and re-enforce physical fitness standards across the organisation in order to improve health and operational readiness. Physical training tests are to be designed for the Land, Maritime and Air elements in the categories of Combat, Combat Support and Combat Service Support. These tests are to be a pre-requisite for re-engagement, operational readiness and career prospects.

Sports. PNGDO sporting teams in local community sports are a valuable means of interacting and networking with the civil community. The PNGDO is to ensure that it enters sporting teams in local male and female competitions throughout all centres where PNGDO establishments are located. Apart from physical and health benefits, sports are an important component of PNGDO public relations.

Training Development: The PNGDF is to effect the following:

- Renovate or upgrade all training infrastructure beginning with Goldie River Training Depot (GRTD) then operational units. All PNGDF establishments including FOBs, must have improved training facilities;
- Develop and implement Recruit training for 355 regular recruits (15 Officers and 340 Other Ranks) each year commencing 2014 and extending out to 2020;
- Develop and implement Recruit training for 250 reserve recruits (10 Officers and 240 Other Ranks) each year commencing 2014 and extending out to 2020;
- Establish a UNPKO Training Cell in 2014;
- Re-establish Technical Training schools and commence courses in 2014;
- Establish a School of Military Engineering;
- Improve Maritime and Air Schools in HMPNGS Tarangau and Kiki Barracks respectively;
- Provide training support to the PNGDO capability build;
- Consolidate and enforce PNGDF physical training standards and readiness requirements;
- Develop and implement Joint Agency training on knowledge, skills and systems;
- Develop and implement training support for the PNGDF's contribution to security for the Pacific Games in 2015; and

- Develop and implement training support for the PNGDF's contribution to security for the APEC Summit in 2018.

PNGDF DOCTRINE DEVELOPMENT

Most of the lessons learnt from PNGDF operations dating back to Independence, were not properly captured and stored. Many of the PNGDF's training manuals are out-dated and major papers of our personnel on course either in country or overseas, have not been properly collated. Hence we have missed the opportunity to convert lessons learnt from operations and the major papers of our personnel, into doctrine that could have enhanced PNGDF operational effectiveness and built the Intellectual Property (IP) of our organisation.

The PNGDF is to upgrade its Doctrine cell, revise out-dated training manuals, and design an effective system of capturing and storing lessons learnt. Formal debrief procedures for all PNGDF operations and major training activities are to be implemented, and the major papers of PNGDF personnel on course in country or overseas are to be collated.

PNGDF PREPAREDNESS

Readiness. The PNGDF is to ensure that all its operational units have an element on short notice to move and the IRG must be ready to deploy immediately. An individual Readiness Test is to be conducted for all PNGDF personnel and is to consist of an annual medical and psych test as well as twice a year basic fitness and weapon handling tests. To test force readiness, the PNGDF is to conduct a 'Kumul Force' Exercise every two years commencing in 2014.

Sustainment. The PNGDO is to provide the administrative and logistic support required to sustain PNGDF Readiness across all four of its core tasks. Service level agreements must be established to support 'first responder' capability.

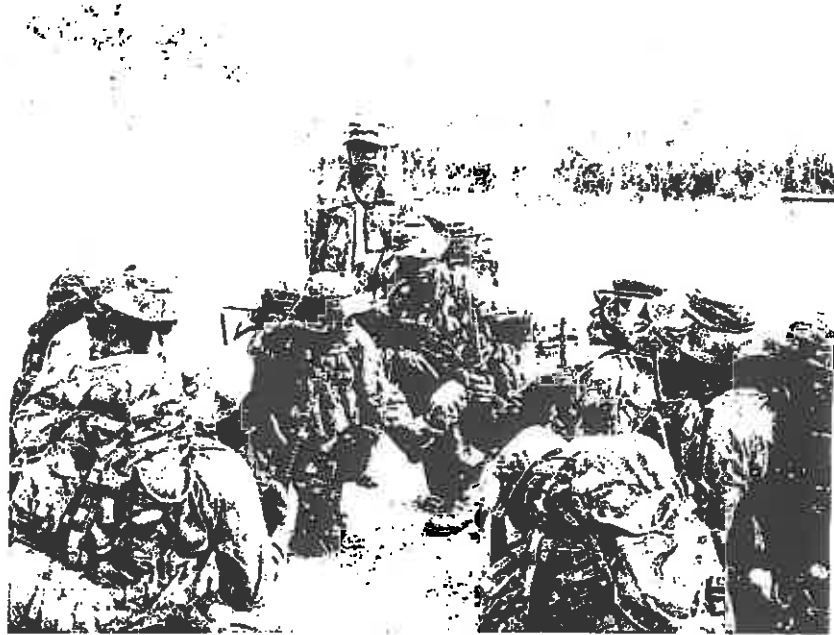
PNGDF INTELLIGENCE CAPABILITY DEVELOPMENT

The PNGDF is to build its Intelligence capability particularly in the areas of collection and analysis. The following are priority areas for the development of PNGDF intelligence capability:

- Tactical and operational collection and fusion;
- Strategic collection and fusion; and
- Joint-agency linkages in accordance with the NSP guidance on inter-agency intelligence cooperation.

To mitigate the security gaps along PNG's maritime and land borders, the PNGDF must cultivate and expand its inter-agency intelligence cooperation in line with the NSP guidance and expand its DSLO network throughout all regions and border provinces. It must also seek to strengthen intelligence cooperation with international defence partners.

LAND ELEMENT CAPABILITY DEVELOPMENT – THE “AGEVAIRU SOLDIER” CONCEPT



Soldiers receiving orders from their Section Commander during an exercise in 2010.

In 2009, senior officers of the PNGDF Land Element gathered at Agevairu Station in Central Province and developed the 'Agevairu Soldier' concept of Land Element capability development. The PNGDF is to implement the 'Agevairu Soldier' concept to improve Land Element operational effectiveness.

Structure

The land element positions that were restricted during the Reform Program are to be re-raised in order to meet force manning requirements by 2017. The PNGDF is to establish FOBs in Amanab and Wearn, and is to align border operations with the NSP design for joint agency border control and coordination.

To facilitate the build up from Brigade to Division and the transition from Functional to Environmental Command, the PNGDF is to design Regional Commands in the form of a Northern and Southern Command for land forces. The raising of three more Infantry Battalions in Western Province, the Highlands and New Guinea Islands regions will be a component of the transitional structure between 2020 and 2030.

Operations

The PNGDF must ensure that the Land Element operational and training focus is centred on achieving its four core tasks. It must develop a balanced Land force that is capable of dealing with several different contingencies simultaneously; operating day and night in all terrain; and operating in a joint, combined or joint agency setting.

The PNGDF must train and prepare land force elements for UNPKO duties. Initial deployments of Platoon sized elements must be prepared by 2015 with a build up to

Company strength deployments by 2020. The deployment and rotation of UNMOs must continue unimpeded.

Systems

The PNGDF must ensure that its Land Element acquires and develops modern systems that will enable it to effect simultaneous operations across the entire spectrum of security contingencies. It must acquire all environment uniforms, field equipment and night vision capability. Land mobility assets must be developed to provide at least a company lift per unit with supporting elements, and ICT must be immediately upgraded in order to effect secure tactical, operational and strategic communications. All land element orderly rooms and procedures are to be fully automated.

The PNGDF is to conduct a total overhaul of its firepower systems. The current antiquated direct and indirect weapons are to be replaced with systems that have night fighting capability and enhanced accuracy.

To reduce collateral damage in civil emergencies, the PNGDF is to acquire riot control equipment with a range of non-lethal weapons. Furthermore, force protection is to be enhanced with the acquisition of anti-armoured weapons and armoured vehicles, particularly for personnel deploying on UNPKO.

The PNGDF must effect the following Land Element Capability Build:

- New small arms (new generation pistols, assault rifles with telescopic sight and night aiming device);
- All weather DPU;
- All terrain field kit (field webbing, chest webbing, field pack, gloves, goggles, elbow and knee pads);
- Night Vision;
- Riot control equipment (Helmet with visor, arm and leg pads, shields, batons, water cannon and non-lethal weapons);
- New Heavy weapons;
- Anti-armoured weapons;
- New Indirect weapons;
- New sniper weapons;
- All terrain and joint ICT that is compatible with joint agency systems; and
- Armoured vehicles.

MARITIME ELEMENT CAPABILITY DEVELOPMENT

The PNGDF Maritime Area of Operation

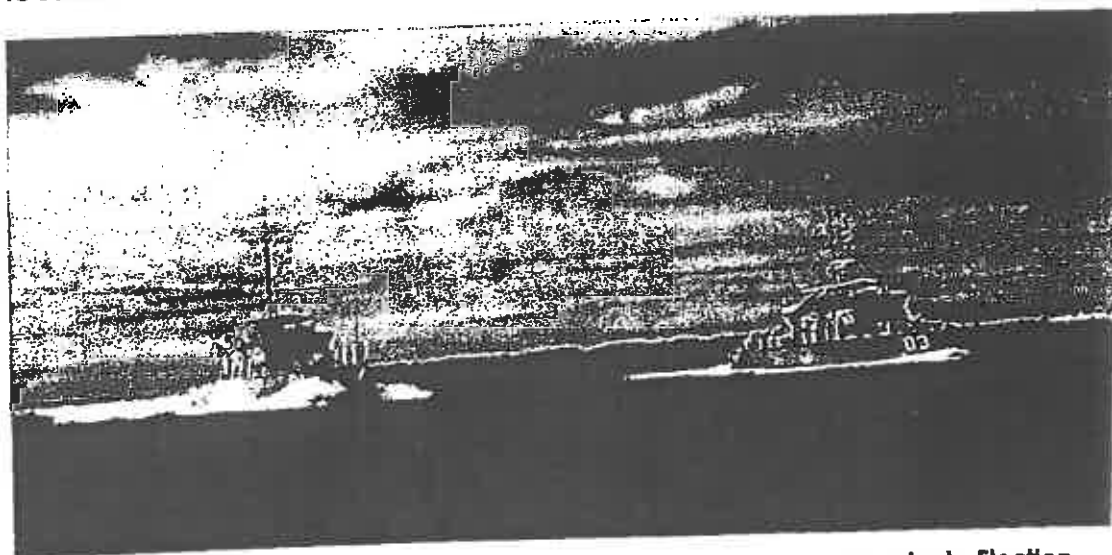
The PNGDF Maritime Area of Operation (AO) covers an area of 2.4 million square kilometres of national sea area excluding the major river systems. The AO is divided into 3 geographical Maritime Patrol Areas (MPTLA) as tabulated below for ease of civil military coordination:

Civil Military Area Designation - MPA	Area Covered
Northern Area.	Morobe, Madang, East Sepik and Sandaun.
Southern Area.	Oro, Milne Bay, Central, Gulf and Western.
Islands Area.	Manus, New Ireland, East New Britain, West New Britain and the Autonomous Region of Bougainville including Atolls,

Maritime Security Gaps

There is currently a critical lack of PNGDF ships and maritime surveillance capability. The existing maritime capability of four patrol boats and two Landing Craft Heavy (LCH) ships are insufficient to maintain effective surveillance and control of PNG's 2.4 million square kilometres of Economic Exclusive Zone (EEZ). The patrol boats are too small to be effective for prolonged patrols and the LCH vessels of 1948 vintage, are obsolete.

The lack of maritime capability has created significant security gaps along PNG's maritime border resulting in illegal border violations; illegal fishing; trafficking of drugs, small arms and light weapons, poaching and piracy. This has caused the loss of millions of Kina in illegal fishing and poaching of resources, and has severely affected National Security. The PNGDF must close these gaps and improve its ability to secure PNG's EEZ.



HMPNGS Rabaul and HMPNGS Seeadler practice naval manoeuvres prior to Election Operations at Tarangau Naval Base, Manus 2012.

Structure

The Maritime Element (ME) positions that were restricted during the Reform Program are to be re-raised. Preparations for the transition from functional to environmental command between 2020 and 2030 are to include the establishment of Northern, Southern and Islands Commands and the development of new bases in Sandaun, Milne Bay and East New Britain Provinces. Surveillance, Patrol, Landing Craft and Small Boat capability must be spread appropriately to create balance across all three commands.

Operations

The PNGDF is to ensure that its Maritime Element is capable of effective support for all of its four core tasks. It must be able to operate for prolonged periods at sea, provide surveillance and secure PNG's EEZ. This will require effective liaison, cooperation and coordination with other government agencies such as the National Fisheries Authority (NFA), Customs and NAQIA; regional fisheries and maritime surveillance organisations; and international Defence partners. The PNGDF must ensure that its ME is capable of operating in a joint, combined and joint agency environment.

Capability Development

Infrastructure. The existing shore facilities are run down and require maintenance. The base facilities in HMPNGS Tarangau are to be renovated with particular attention given to the supply of water and the sewage reticulation system. HMPNGS Basilisk is to be relocated to a new location within the National Capital District or Central Province and while awaiting relocation, essential base facilities are to be renovated with priority given to maintenance of the wharf.

Technical Training. With the bulk of technical personnel approaching retirement, a technical gap has developed as there are insufficient numbers of trained replacements. This gap must be closed by upgrading the Maritime School in HMPNGS Tarangau and sourcing technical training with other national and international Defence partners.

Manning. The Reform Program severely affected ME manning of ship's crew and technical staff. To relieve the shortage and enable new ships and systems to be brought into service, the ME manning must be increased to 700 by 2017 and 1000 by 2020.

Maritime Surveillance. The PNGDF must ensure that its Maritime Surveillance capability is upgraded and capable of liaison and cooperation with other government agencies, regional maritime surveillance organisations, and international Defence partners.

Patrol Boats, LCH, Ships and Support Craft. The PNGDF ME must transform with the rehabilitation and replacement of its Patrol Boats and LCH, and the acquisition of a new ship and support craft. The PNGDF must ensure that its ME develops a program that will facilitate the introduction of three 85m offshore patrol vessels, six 55 to 80m multi-mission patrol boats, one Multi-purpose ship, and three 45 to 80m landing

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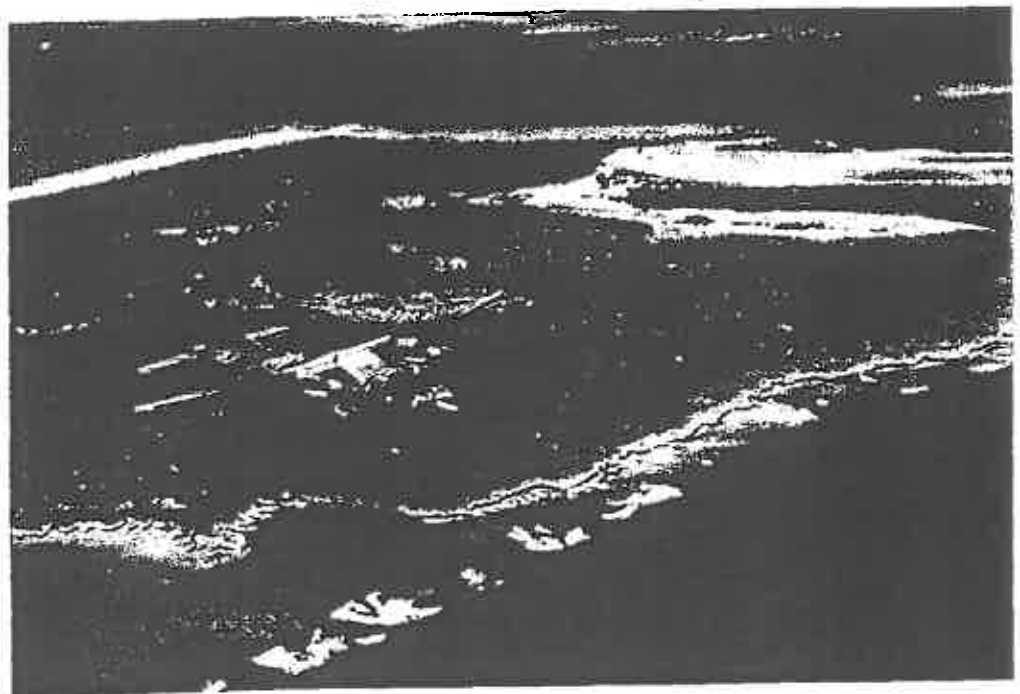
crafts. In addition to the major platforms, an EOD dive boat and Riverina Crafts are also to be introduced. The first of the 85m off-shore patrol vessels, four fast assault crafts and one Landing Craft are to be brought into service by 2015. The ships rehabilitation program for the Patrol Boats and LCH is to continue until the commencement of their retirement in 2018.

The PNGDF is to ensure that its ME, capability development has the following components:

- Human Resource Development;
- Upgrading the Maritime School;
- Logistics and Supply Systems Development;
- Command, Control and ICT Systems Development;
- Capital Infrastructure Development & Rehabilitation;
- Relocation of HMPNGS Basilisk;
- Development of Maritime Surveillance Capability;
- Patrol Boats and Landing Crafts rehabilitation and replacement; and
- New ships and support craft acquisition.

AIR ELEMENT CAPABILITY DEVELOPMENT

Due to a lack of road networks, transnational movement in PNG is predominantly by air. This underscores the critical importance of Air capability to the PNGDF for transport, surveillance, operational manoeuvre and effecting its core tasks. Given the current state of the Air Element, the PNGDO must build and revitalise its Air capability as a matter of priority.



The PNGDF Casa during Exercise Southern Cross in New Caledonia, 2012.

Structure

The Air Element positions that were restricted during the Reform Program are to be re-raised, and the Air Transport Wing (ATW) must re-constitute or develop the following sub-units:

- Air Transport Squadron;
- Surveillance Squadron;
- VIP Squadron;
- Training Squadron;
- Maintenance Squadron;
- Base support Squadron;
- Airfield Defence Squadron;
- SAR Unit;
- Aeromedical unit;
- Air Traffic Controllers Flight;
- Air Movement Flight;
- Field Training Centre; and
- Fire Tenders Flight.

To support the transition from Brigade to Division strength and functional to environmental command between 2020 and 2030, the ATW will evolve into an Air Force Group consisting of Operations, Training and Support Wings.

Operations

The PNGDF must ensure that its Air Element is capable of supporting its four core tasks. The ability to deploy quickly by air is a critical capability across all of the core tasks and adds value to the PNGDO's contribution to National Security. The PNGDF is to ensure that its ATW is able to operate in a joint, combined and joint agency environment.

Capability Development

Air capability development must encapsulate the four key components of human resource, aerial systems, aircraft maintenance facilities and base support facilities. To progress the immediate re-vitalisation of the Air Element, the PNGDO must effect the following capability build:

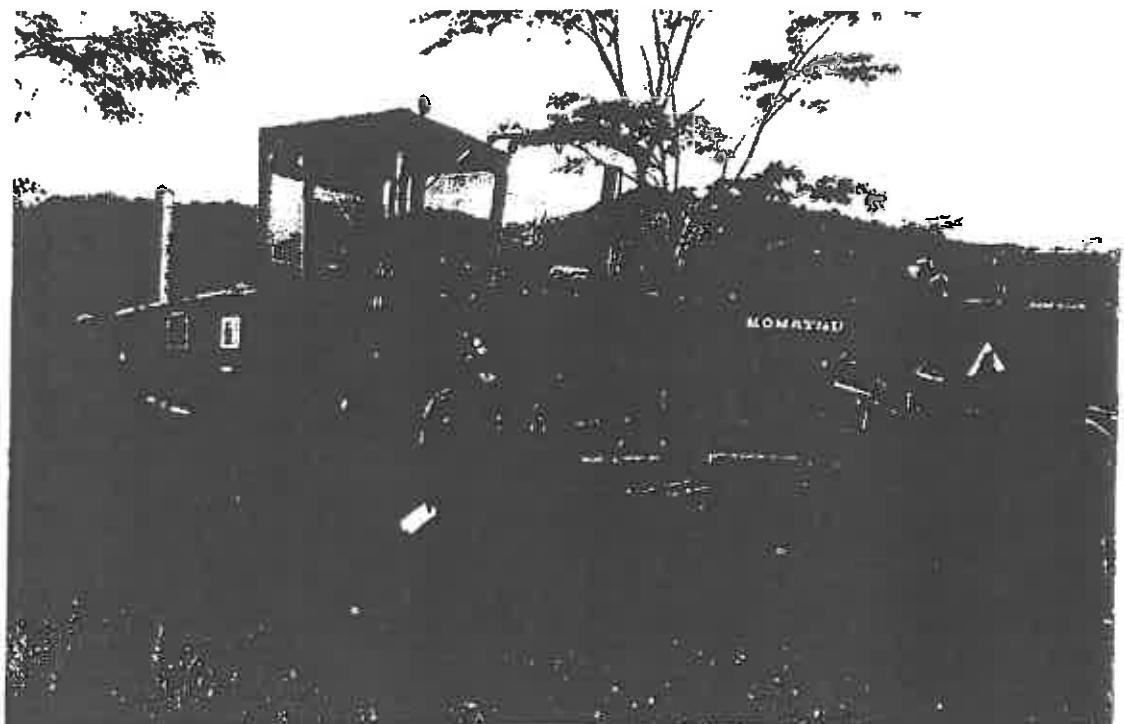
- Rewrite and revalidate air Publications / documentation by March 2014;
- Restore to flying status two units of Casa CN235 by June 2014;
- Restore to flying status two units of Arava RV201 by December 2014;
- Rehabilitate Kiki barracks by Dec 2014;
- Acquire PAC 750 STOL single engine aircraft for SAR & SURV by December 2014;
- Acquire ground support equipment; 2 units Fuel Tanker, 1 unit Fire Truck, 2 units Tow Motor, 3 units Tarmac Transport, 1 unit Safety Vehicle, 1 unit Rescue Boat, 1 unit 150 KVA standby generator set. Acquire by February 2015;
- Restore to flying status one unit of Casa C212-200 by June 2015;
- Train to qualify 18 pilots and 18 loadmasters by December 2015;
- Train to qualify 30 aircraft technicians by December 2015;

- Train to qualify 2 aircraft engineers by December 2015;
- Train to qualify 10 Fire fighting and 10 SAR personnel by December 2015;
- Train to qualify 5 air movement / dispatchers by December 2015;
- Acquire 6 units of multi-mission helicopter EC145, (UH-1H replacement). 2 units by Dec 2015 and 4 units by 2018; and
- Acquire 4 units of fixed-wing aircraft C212-400, (Arava RV201 replacement); 2 units by December 2016 and 2 units by 2018.

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ENGINEERING

PNGDF Engineers are highly valuable for Nation Building. Over the years, they have made substantial contributions to national development through the Civic Action Program. They provide significant capability across all of the PNGDF's Core Tasks.



An engineer inspecting the machinery on deployment for the construction of the Madang – Baiyer road works, 2012.

Establishment of the School of Military Engineering

In order to enhance engineering skills and knowledge, the PNGDO is to establish a School of Military Engineering. It is to be developed to level 3 Chief Instructor and be capable of offering courses to other Government agencies such as the Department of Works.

Establishment of Regional Engineer Bases

To project the capability into the regions, the PNGDO is to establish Regional Engineer Bases (REB) in all four regions. An REB has already been established in the

Highlands at Kerowil, and three more are to be established in Port Moresby for Southern, Madang for Momase and Kimbe for the Islands region. The REBs will provide the platform from which the PNGDF can launch its Nation Building tasks. The REBs are to partner with provincial governments and compliment National and Provincial Works programs.

JOINT OPERATIONS CAPABILITY DEVELOPMENT

PNGDF capability development must aim to build joint systems. The fundamental drivers for joint operations capability development are the following:

- Secure Joint ICT;
- The systems for effective coordination of Joint effects; and
- Joint Agency linkages.

LOGISTICS CAPABILITY DEVELOPMENT

The PNGDF Logistics systems have degraded considerably. In order to improve logistic support for its core tasks, the PNGDF must revitalise its logistics capability in the following key areas:

- An efficient and effective procurement system;
- An efficient and effective storage system that will be accountable for all inventories;
- An efficient and effective tracking system to enable timely order and replacement of parts;
- Improve the Management and delivery of land, air and maritime equipment plan maintenance;
- Improve the delivery of data base reports and information to assist decision making; and
- An efficient and effective asset management system.

Service level agreements are to be established to support short notice deployments and the Field catering capability is to be re-introduced.

HEALTH CAPABILITY DEVELOPMENT



A combat medic from 2RPIR treats a young child in rural Angoram, East Sepik, 2013.

Health is central to operational effectiveness. The PNGDF Health system has degenerated considerably resulting in poor health support for our troops and fatalities from preventable diseases. The PNGDF must re-build and re-vitalise its Health capability in order to improve the quality of life and operational effectiveness of its personnel. The Taurama Military Hospital including all other PNGDF Health facilities throughout the country must be upgraded with the appropriate equipment and qualified personnel.

In order to provide the structural and resourcing support it requires, the Directorate of Health Services is to be upgraded to a Health Services Branch. A Deployable Field Hospital (DFH) with a Field Surgical Unit and Preventative Medical Teams must be acquired.

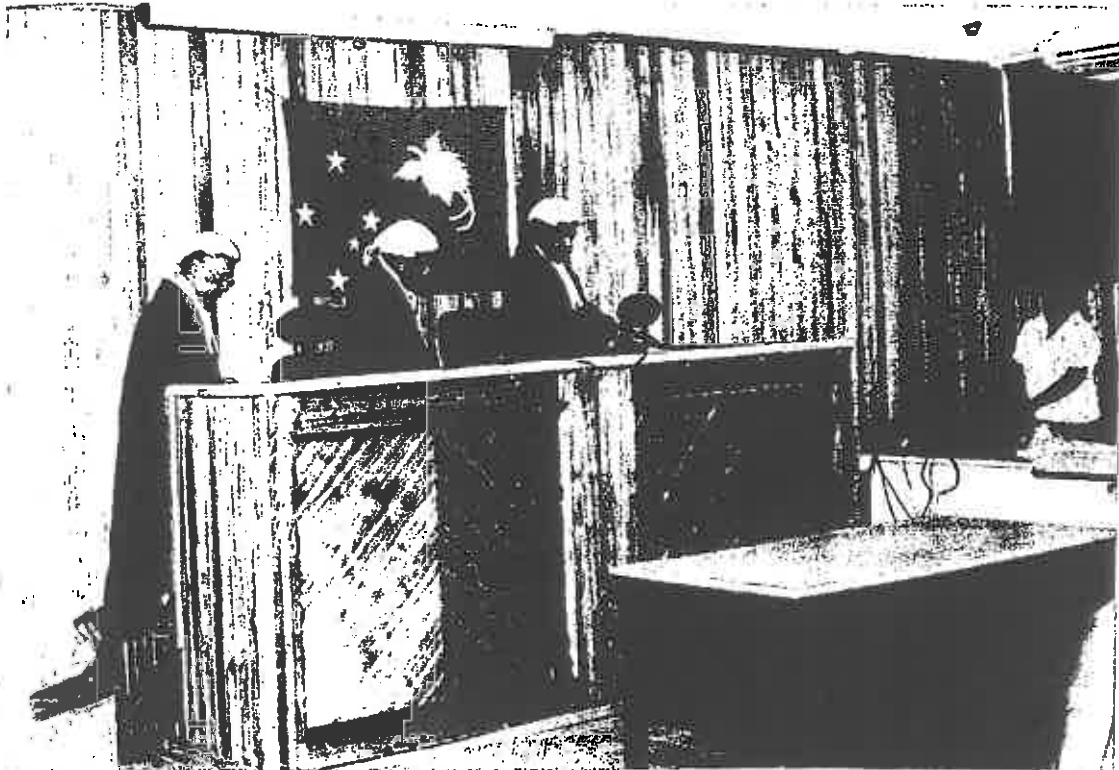
The PNGDO is to partner with the Department of Health for training and health support.

PSYCHIATRIC AND COUNSELLING SERVICES

Experience from operations over the years has shown that the lack of Psychiatric and Counselling Services for soldiers deploying into or out of active operations resulted in both short and long term mental issues.

To avoid the mistakes of the past and to provide our personnel with the appropriate support, psychiatric and counselling services are to be established under the Health Services Branch.

LEGAL SERVICES



Defence Force Judges prepare for military court proceedings at Command Headquarters, Murray Barracks, 2013.

In the current and future operational and administrative environments, Legal services are a critical capability. The PNGDF must ensure that its legal services are provided with the training and equipment they need to effect timely and competent legal counsel. A review of the Defence Act is to be conducted and legal support must be provided for the review of the MPA and associated BRs.

THE EXPLOSIVE ORDINANCE DETACHMENT

The PNGDF's Explosive Ordinance Detachment (EOD) provides significant capability across all of the Core Tasks. The PNGDF must build its EOD capability and modernise its training, equipment and logistic support.

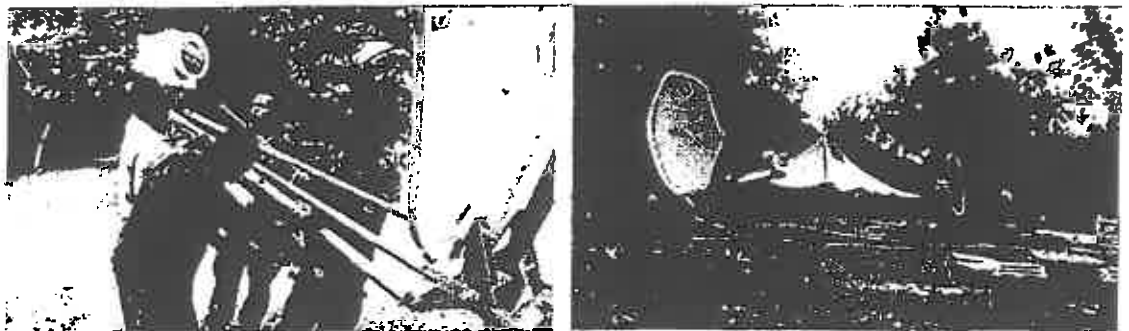
SEARCH AND RESCUE CAPABILITY DEVELOPMENT

Search and Rescue capability has tremendous military and civilian utility. The PNGDF is to establish a Search and Rescue Unit (SARU) that has joint air, maritime and land capability. Force Preparation Branch will be responsible for its upkeep and Joint Operations Branch will control its operations. The SARU must be able to support civilian search and rescue arrangements.

AERO MEDICAL CAPABILITY DEVELOPMENT

PNG's lack of road networks necessitates the ability to conduct medical evacuation by air. The PNGDF is to establish and develop Aero Medical capability that can service both military and civilian requirements.

INFORMATION COMMUNICATION TECHNOLOGY



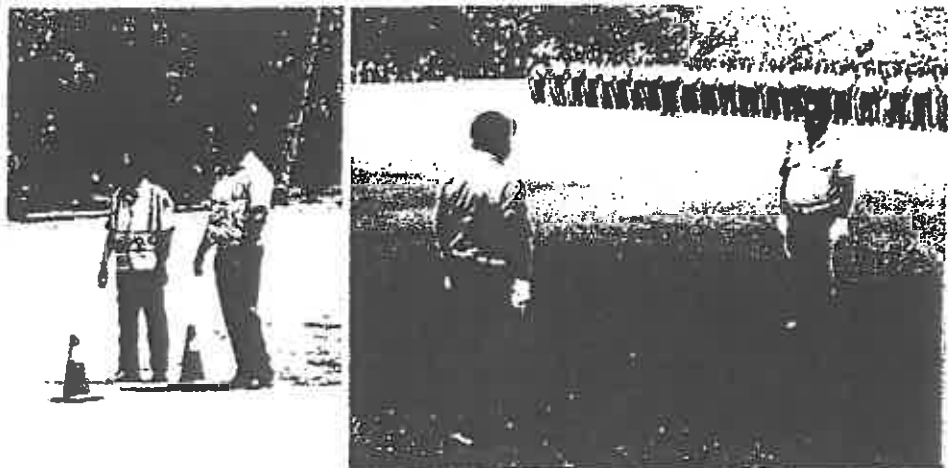
- **IT/Tactical Communications personnel assemble the mobile VSAT communications system for testing prior to deployment on RAMSI in 2003.**

PNGDF Information Communication Technology (ICT) must be upgraded. The PNGDO is to develop an Integrated ICT Network (ICTN) that can provide secure strategic, operational and tactical communications. All PNGDO establishments are to be linked to the ICTN and it must have the ability to effect joint agency communications in accordance with NSP guidelines.

CYBER PROTECTION

The PNGDF must develop its Cyber Protection capability to protect its ICTN. A Cyber Cell is to be established in the Directorate of IT and must be allocated the structural and resource support it requires to develop effective cyber protection.

MILITARY POLICE CAPABILITY DEVELOPMENT



Military Police personnel conducting their duties during the 38th Independence Day Flag Lowering Ceremony, Murray Barracks 2013.

The Military Police (MP) is an essential component of PNGDF capability through its primary roles of enforcing discipline, provision of security and control, VIP escorts and ceremonial duties. The PNGDF is to develop its MP capability by upgrading its infrastructure and equipment; revamping detention facilities to accommodate male and female detainees; and increasing its strength to a ceiling of 350 by 2020. MP capability is to be utilised in the control of the Northern and Southern land border entry and exit points in Sandaun and Western Provinces.

A PNGDF Detention Centre must be built to cater for servicemen and women who are sentenced to detention for extended periods of time. Other areas of MP capability that must also be developed are the MP Dog Unit, ID production, VIP Escort and Ceremonial Units.

PNGDF BAND AND CEREMONIAL GUARD

In order to improve ceremonial performances, the PNGDF is to establish a platoon sized Brass Band along with a company sized Ceremonial Guard. Both will be controlled by the Staff Officer responsible for Protocol and Ceremonial in the Chief of Staff's Office.

The PNGDF must revitalise the Pacific Islands Regiment Pipes and Drums of both 1RPIR and 2RPIR. The skills gap is to be addressed so that retired bandsmen are no longer required to support ceremonial duties.

DEFENCE EQUITY AND DIVERSITY POLICY



PNGDF female soldiers on parade with their male counterparts, 2013.

The recruitment of women into the PNGDF has been steadily growing. By the year 2030, it is likely that women will comprise up to 20% of PNGDF personnel will be women. In order to ensure a working environment free of abuse, the PNGDF must develop and implement an Equity and Diversity Policy that will accommodate the needs and requirements of servicewomen in the Regular and Reserve Forces.

RESEARCH AND DEVELOPMENT

In order to support capability development, planning and decision making, the PNGDF must establish a Directorate of Research and Development within its Plans Branch. Many research and development activities can be found in PNG tertiary and research institutions and the PNGDF must seek to develop partnerships with these institutions such as the University of PNG, the University of Technology and the national Research Institute, in order to access their capability.

MEDIA CAPABILITY

The PNGDF must build its media capability in order to improve public relations and maintain its credibility. A Staff Officer Grade One in charge of Public Relations is to be established in the Chief of Staff's Office and the media unit must be allocated the structural and resource support it requires to build multimedia capability. The general public are not adequately informed hence the delivery of strategic messaging must be improved through PNGDO publications, social network sites, and regular print, radio and TV programming.

STORAGE OF PNGDF HISTORY

The PNGDF has a rich history dating back to World War 2. It is a source of national pride, identity and can inspire future generations. A PNGDF Museum is to be established in HQ PNGDF, and Unit Museums are to be created in all PNGDF establishments.

CHAPTER 12: DEVELOPING THE RESERVE FORCE

The PNGDO is required to build the Reserve Force to a manning of 1,000 by 2017. The Reserve concept is to compliment the PNGDO's Nation Building Core Task. It must involve a School Cadet system and the development of a National Service scheme in order to contribute to alleviating the national youth bulge problem. ?

The PNGDF is to establish a Reserve Force Command HQ and effect the following objectives;

- Establish five Reserve Battalions with engineer capabilities in the four regions;
- Establish an Air Reserve Squadron;
- Establish a Maritime Reserve Squadron;
- Establish Reserve Force Support Services;
- Establish a School Cadet Scheme; and
- Develop a National Service Scheme.

The PNG Defence Reserve Force Structure by 2017 is attached as Annex E. When fully established it will significantly contribute to nation building and National Security.

RETIRED SERVICEMEN AND WOMEN

Defence must support the 'Flag Officers League' for former PNGDF commanders and encourage the establishment of a 'Kumul Association of Retired Servicemen and women' (KARS). Serving as an association for PNG members, KARS should seek affiliation with the Australian RSL.

Our retired servicemen and women must have an organisation to which they can gravitate and gather. The Flag Officers League and KARS provide the avenue for them to do this and must be supported by Defence.



Retired servicemen being farewelled on parade at Murray Barracks in 2005.

CHAPTER 13: DEVELOPING THE DEPARTMENT OF DEFENCE CAPABILITY

DOD TASKS

In addition to their routine functions, the DOD priority tasks are:

- Provide policy, finance and administrative support to the PNGDF in achieving its four Core Tasks;
- Assist the PNGDF build to 5,000 manning by 2017;
- Re-build Defence assets and capability;
- Assist the PNGDF in building the Reserve Force;
- Develop the PNGDO Corporate Plan 2014 - 2017; and
- Supervise and collate PNGDF Branch and DOD Divisional Business Plans.

The DOD tasks include providing the following administrative and implementation guidelines:

- Management Action Plan 2012-2015;
- Mandated roles and function (Defence Act & PSMA);
- Defence Corporate Plans; and
- Budget Expenditure Plans.

DOD STRUCTURE

- 2017 – Structure to support PNGDF Brigade strength is attached as Annex F;
- 2020 – Structure to support PNGDF transition from Functional to Environmental Command is attached as Annex G; and
- 2030 – Structure to support PNGDF Division strength is attached as Annex H.

The capability of the Department of Defence is to be developed and strengthened to provide policy and administrative support for the PNGDF.

POLICY AND BUDGET PROGRAMMING DIVISION

The DOD must build its capability within the Policy and Budget Programming Division in order to enhance its policy and budget formulation and its management of international Defence relations. A review of Defence Policy is to be conducted and supporting legislation for international procurement must be developed.

DEFENCE INTELLIGENCE BRANCH

The DOD is to develop its strategic, operational and tactical intelligence assessment and information gathering capabilities in order to provide timely and accurate assessments to both the DOD and the PNGDF.



The Secretary for Defence and his senior staff, Murray Barracks, 2013.

CORPORATE AFFAIRS DIVISION

The DOD is to build its capability within the Corporate Affairs Division in order to improve the outsourcing of Defence non-core functions; and the management of cataloguing services, utilities, Commercial Support Program (CSP), Catering contracts and Area Managers.

FINANCE AND ADMINISTRATION DIVISION

The DOD is to ensure that the Finance and Administration Division improves its management of Defence Financial programs and advice on the effects of Force proposals with respect to resource allocation and utilization. It must strive to provide timely and accurate advice to the Government on Defence Budget and Estimates including revenue, commitment and expenditure figures.

The Division is also to build its provision of professional accounting, contractual, and compliance services to the PNGDF. The DOD must recruit appropriately qualified professionals to manage the financial resources of the PNGDF and DOD.

MANAGEMENT SERVICES DIVISION

Management Services Division is to improve its provision of office services to the DOD and the PNGDF. This must include recruitment, training and sustainment. It must develop its capability to provide effective management of civil manpower within the PNGDO.

CAPABILITY DEVELOPMENT DIVISION

The DOD must ensure that the Capability Development Division is adequately resourced and structured to lead the planning and acquisition of capability for the PNGDO. Force Development and the management of the Public Investment Program must be transferred into Capability Development.

ACCOUNTS

The DOD must develop effective accounting capability to administer and manage all accounting systems and processes for the PNGDO.

INTERNAL AUDIT BRANCH

The Auditing function is to remain under the auspices of a Public Service Head, responsible directly to the Secretary for Defence. It must remain independent of other functional responsibilities to maintain its integrity and to provide impartiality on its audit findings.

LEGAL SERVICES BRANCH

The Principal Legal Services Officers position is to be upgraded to attract suitable applicants and be marketable at Grade 17 level from Grade 15. The Legal Officer position is to be upgraded to Grade 15 level.

INFORMATION TECHNOLOGY BRANCH

Information Technology Branch is to be transferred from the Corporate Affairs Division and placed under the Office of the Secretary. Its positional ceiling of three is increased to five.

PUBLIC RELATIONS UNIT

The Public Relations Unit is to be transferred from Strategic Policy and Force Development Division and attached to the Office of the Secretary.

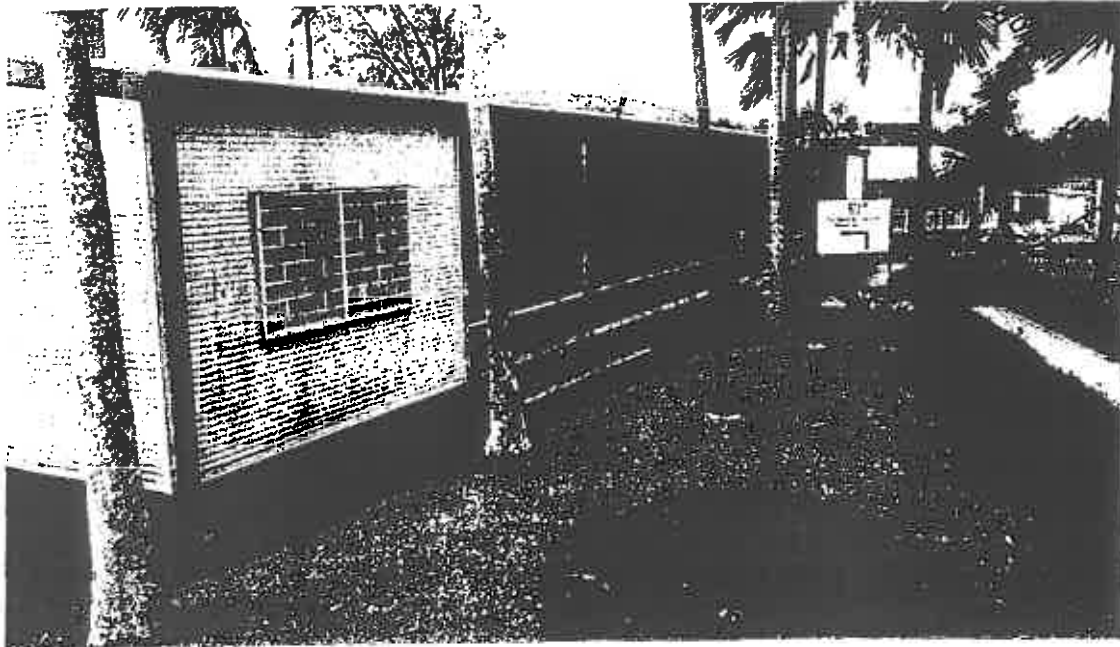
THE DEFENCE WHITE PAPER OFFICE



The Defence White Paper Team outside the White Paper office, Murray Barracks, 2013. Front Row (L-R) – WO2 Richard Karou, Ms Doreen Joel, LTCOL Siale Diro, CMDR Tau Ila, and CWO Alois Suang. Back Row (L-R) – Mr Vuina Gia, CPL Rex Nathaniel, CAPT Ian Dademo, LTCOL Emmanuel Todick, LT Barnabas Malken, CPL Simeon Abagawa, LTCOL Mark Sipou, Mr Alex Nara and PTE Lihon Lube.

The Defence White Paper Office is to monitor the progress of the Defence White Paper implementation and prepare the next White Paper. It will be located in the Executive Division of the Department of Defence and can be led by either a PNGDF or DOD officer who has a minimum qualification of Strategic Studies training. The team must consist of both PNGDF and DOD members.

CHAPTER 14: DEFENCE FINANCE AND ACCOUNTABILITY



The Defence Cash Office & Accounts building, Murray Barracks, 2013

The PNGDO will enhance and strengthen its financial management processes for transparency and accountability. The Committee system; audits and finance claims processes; acquittals and reporting processes; PNGDO annual reports; budget and expenditure reports and reviews; adherence to PFMA and PSMA guidelines and processes; must all be strictly adhered to. The PNGDO must also undergo an Audit by an external entity in order to consolidate the credibility of its financial management systems and it must align its Chart of Accounts with its organisational structure. The Parliamentary Committee on Foreign Affairs and Defence will also provide oversight for accountability and transparency. The PNGDO must furnish its Defence Annual Report on time as it will be a prerequisite for the release of future funds.

In accordance with Vision 2050 Pillar 4, the SDP, the MTDP and the NSP, Defence will be shifted from the 'Law and Order' sector to the new 'Security and International Relations' sector. To increase operational and administrative effectiveness, PNGDF Branch Heads will be granted financial authority to expend their allocated funds in accordance with the DWP, the Defence Corporate Plan and their Branch Business Plans.

In 2013, Defence was allocated a 1.45% share of the Nation's GDP to cater for current manning of 2,557 personnel. In accordance with the SDP, MTDP and the NSP, Defence is required to double in size and grow to 5,000 manning by 2017, and 10,000 manning by 2030. To cater for this growth, Defence will be granted a corresponding increase in its share of the GDP as follows:

- 1.75 % in 2014;

- 2 % in 2015;
- 2.5 % in 2016; and
- 3 % by 2017.

To enable 'First Responder' capability, the Defence Budget will contain 'Operational Contingency Funds' for four deployments of Company strength for 21 days sustainment, with service level agreements in place for deployment within 24 hours. The Operational Contingency Funds will be placed under the discretion of the NSC and the Commander PNGDF.

CHAPTER 15: IMPLEMENTING THE WHITE PAPER AND PLANNING FOR THE FUTURE

The implementation of the directives laid out in this White Paper is the responsibility of the Defence Council and the Senior Defence Committee. The Defence White Paper Office will monitor and evaluate the progress of White Paper implementation and will provide quarterly reports to the Defence Council, the National Security Council and the Parliamentary Committee on Foreign Affairs and Defence. White Paper implementation progress will also be included in the Defence Annual Report.

This White Paper will guide the PNGDO's production of the Defence Corporate Plan as well as Branch and Divisional Business Plans.



**Defence White Paper consultation with key departmental heads
Grand Papua Hotel, 17th April 2013.**

The Defence White Paper cycle will conform to the National Electoral cycle such that the next White Paper will be produced in 2017.

SUPPORTING STATEMENT BY THE COMMANDER PNGDF

The development of this White Paper has been long overdue and it has been a privilege to have driven its development during my tenure as Commander.

I am particularly proud of the fact that this White Paper has been ~~solely produced by Papua New Guineans~~ for PNG's interests. It is a milestone in our history and I have great confidence in our future.

The development of our Defence Force has declined considerably over the years to an extent where we currently have significant deficiencies in personnel remuneration and management, debilitated infrastructure and obsolete equipment and systems. This has led to alarming gaps along our sovereign borders which has allowed criminal activity to thrive and has adversely affected National Security. Furthermore, we have limited capacity to be the 'first responders' to National Security contingencies that affect our Nation. Given that our country is experiencing a period of great economic and social change, we must address the deficiencies in our Defence Force immediately. We need to transform our organisation into a Defence Force that is capable of securing our sovereign borders, providing a 'first responder' capability for civil emergencies, effective participation in nation building, and contributing to regional and global peace.

I am pleased to say that this White Paper is transformational in nature. The National Government has made its intention very clear in that it expects us to revitalise and transform, and has clearly defined our Core Tasks and development priorities. I therefore call on all servicemen and women to take ownership of the directives in this White Paper and carry forward the transformation that is required.

I wish to thank Prime Minister O'Neill and his government for their support in developing this White Paper, and I assure the people of our Nation that the PNGDF will transform into an organisation that is capable of defending Papua New Guinea.

God Bless Papua New Guinea, and may He Bless our Defence White Paper 2013.



Brig. Gen. Francis W AGWI, DMS, CBE
Commander PNGDF



Brig. Gen. Francis W AGWI, DMS, CBE
Commander PNGDF

4th November 2013

CLOSING STATEMENT BY THE SECRETARY FOR DEFENCE

I am proud and pleased that the Defence White Paper 2013 is ready to be implemented. It clearly articulates what the National Government of PNG's strategic intent and guidelines for Defence are and how it wants the Defence Organisation to develop in order to meet the national security challenges faced by PNG now and in the future.

My intent as the Secretary for Defence has always been to empower the DOD to efficiently serve and compliment the PNGDF in executing their mandated roles and functions. The DOD is progressing well in this direction and I am confident of further improvement in the future.



Mr John Sini Porli
Secretary for Defence

The development of the Defence White Paper has been at the top of my priority list from which other plans and implementation guidelines will fall out such as the Defence Corporate Plan, Branch and Division Business Plans, Debt Servicing Plan, Capability Development Plan, Management Action Plan, Expenditure Plan, Debt Servicing Plan and Revenue Plan. These are all progressive plans that are driven by the White Paper and compliment the strategic objectives outlined in the Vision 2050 Pillar 4, the DSP, the MTDP and the NSP.

Acquiring and maintaining the right Defence capabilities to meet the national government's requirement is a complex task and there are many challenges that lie ahead in implementing this White Paper. We must get the 'capability mix' right and transform our organisation into one that is capable of delivering the Government's National Security outcomes. In this regard, the DOD is committed to supporting the development of the PNGDF into a modern, affordable, efficient and effective organisation that is capable of defending PNG's prosperity.

In conclusion, I would like to thank the Prime Minister, Peter O'Neil and his government for their support in producing this White Paper. Appreciation is also extended to the Defence Minister, Honourable Dr. Fabian Pok; Chief Secretary to Government, Sir Manasupe Zurenuoc; Director General of OSCA Mr. Ian Jinga; Team Leader for the National Security Policy Technical Working Group, retired Brigadier General Ken Noga; Heads of government bodies; defence personnel and the general public whom have provided valuable input and guidance for the development of this White Paper. I also take this opportunity to congratulate our Defence White Paper Team and their Team Leader Lt. Colonel Siale Diro for committing their time and effort into successfully developing this White Paper. I can proudly say that this is a truly home grown product.

God bless our Defence White Paper 2013 and may He bless Papua New Guinea.

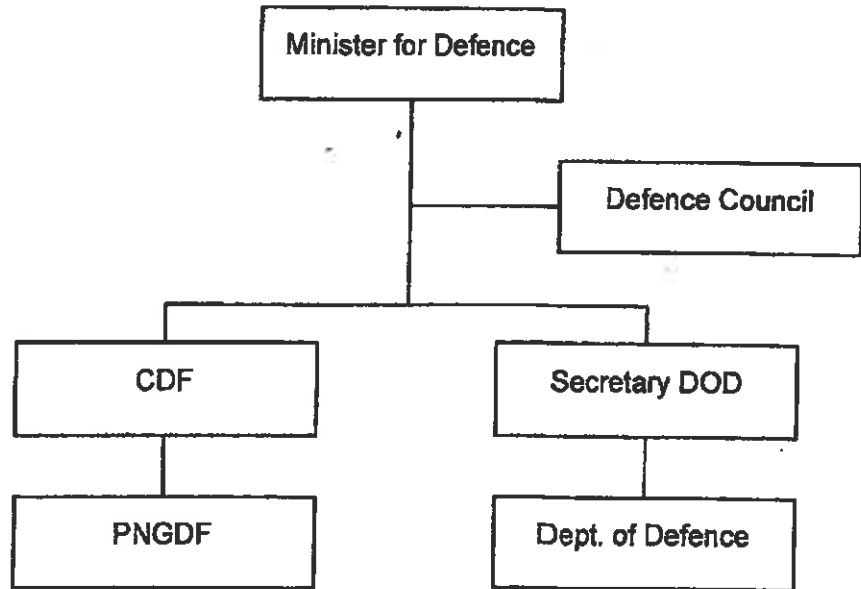


Mr John Sini Porti
Secretary for Defence

4th November 2013

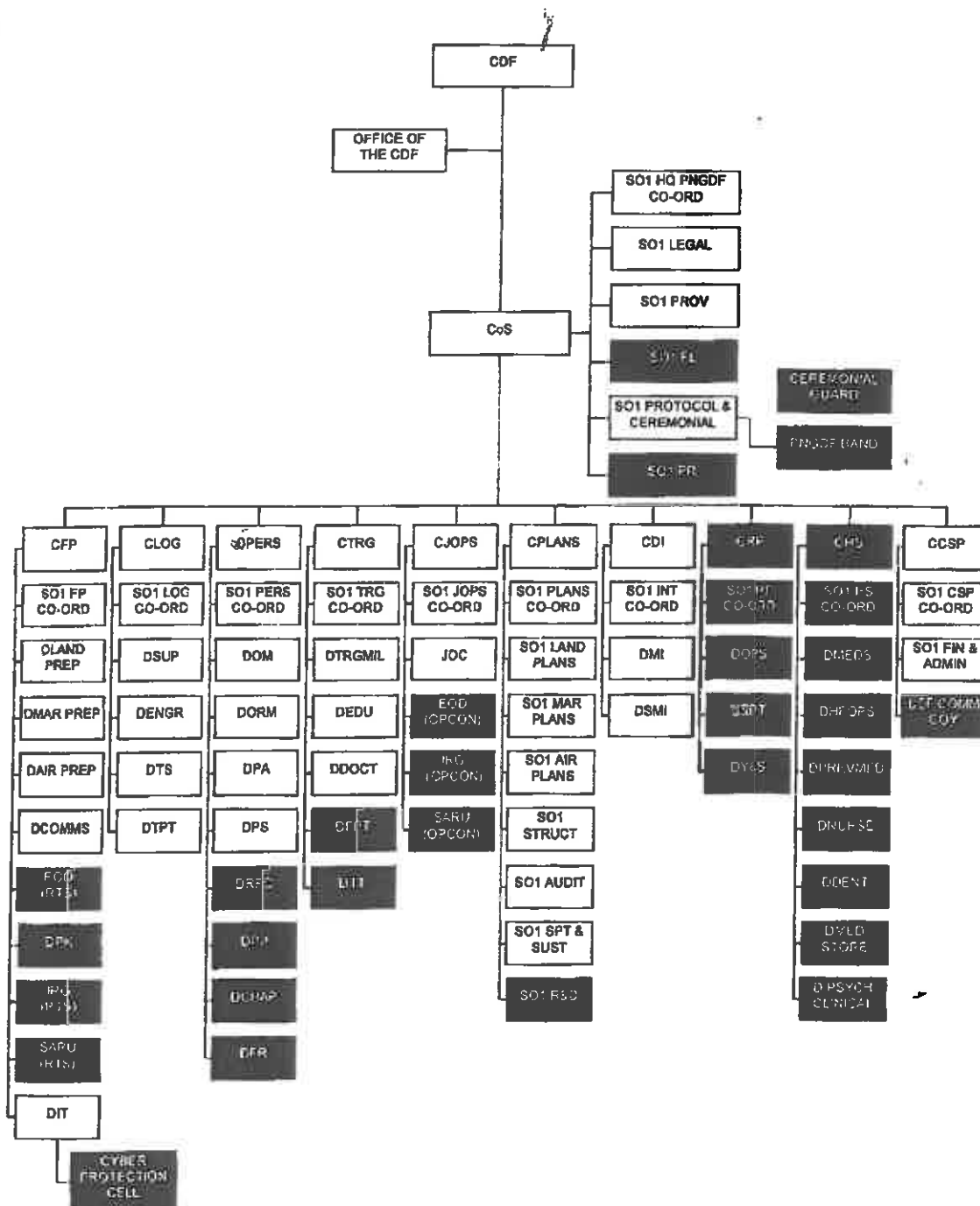
ANNEX A: THE PNG DEFENCE ORGANISATION STRUCTURE

Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.



ANNEX B: PNGDF STRATEGIC AND OPERATIONAL HQ STRUCTURE BY 2017

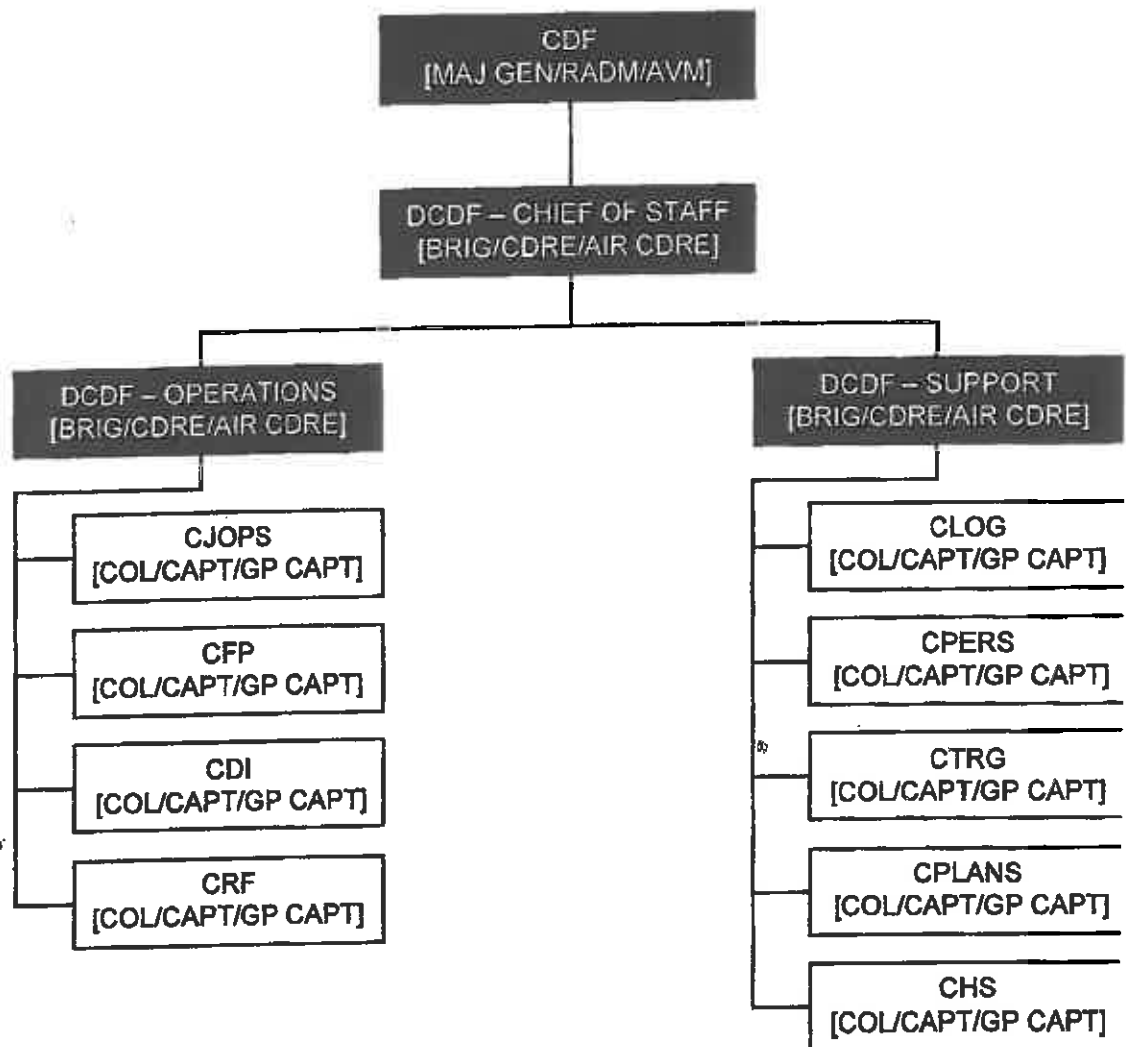
Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.



Note: Existing Branches and Directorates are in grey colour whilst the new ones that must be developed by 2017 are in maroon colour.

ANNEX C: PNGDF TRANSITIONAL STRATEGIC HQ STRUCTURE BY 2020

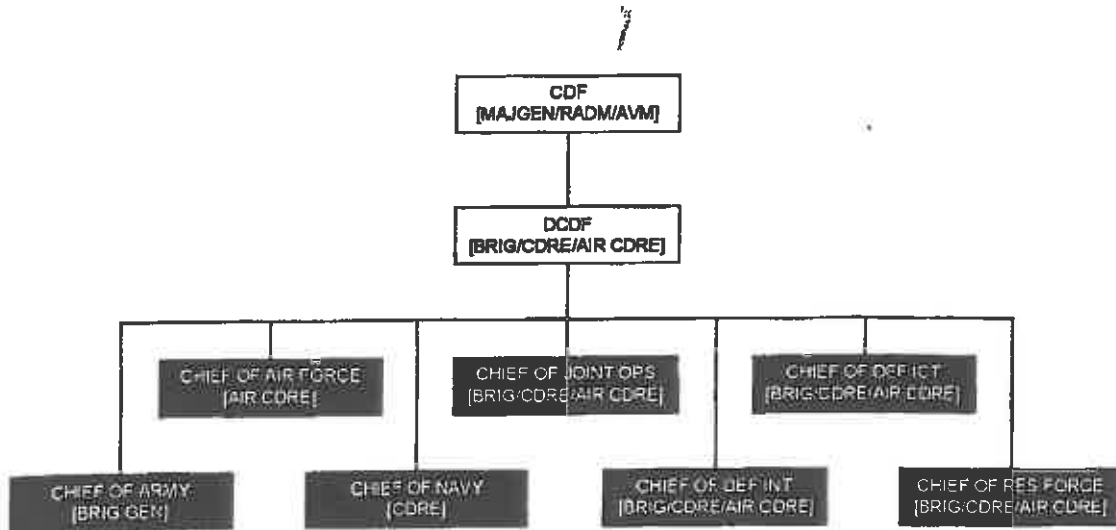
Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.



Note: Strategic HQ elements to be developed by 2020 are in maroon.

ANNEX D: PNGDF STRATEGIC HEADQUATER STRUCTURE BY 2030

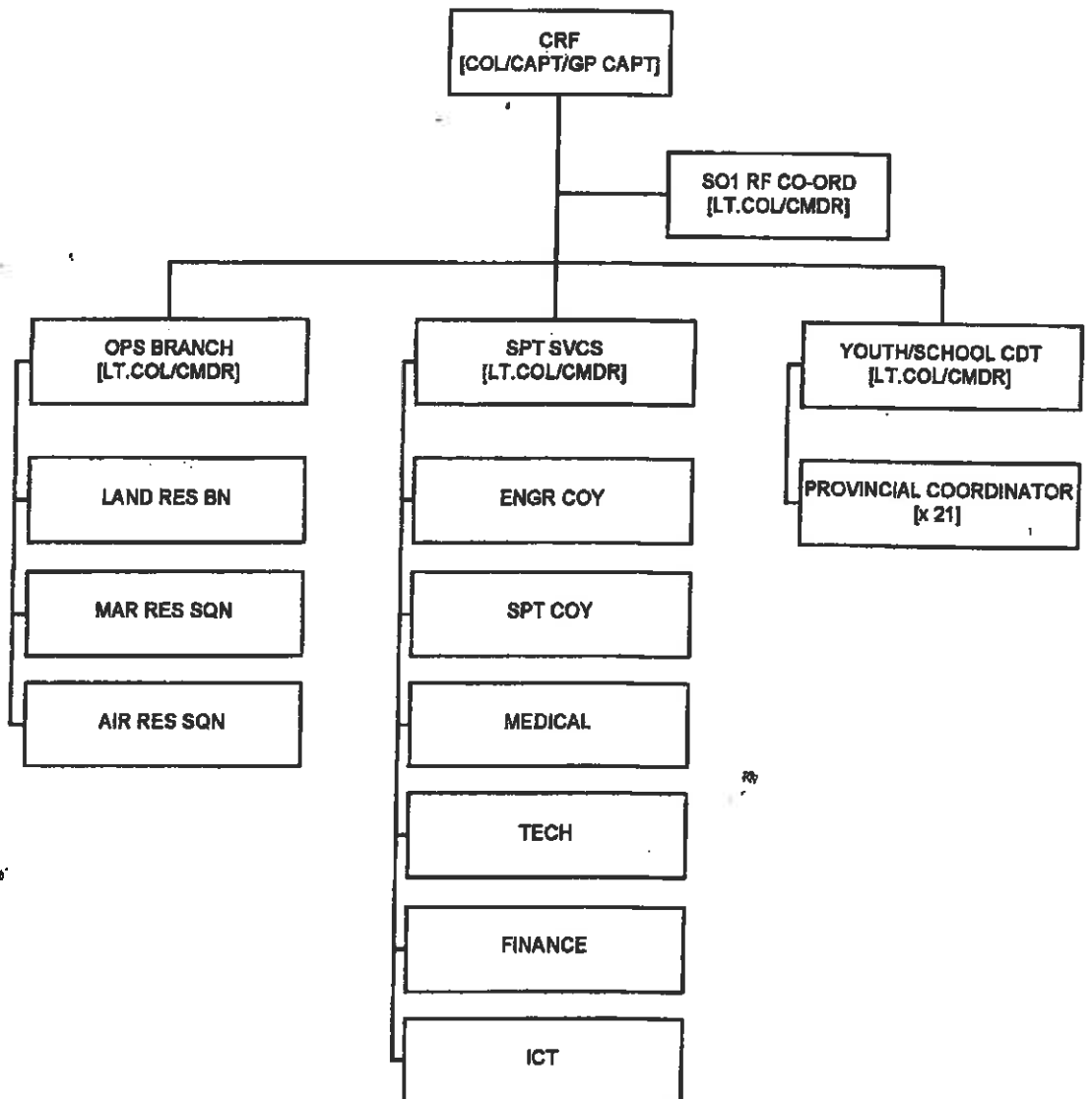
Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.



Note: Strategic HQ elements to be developed by 2030 are in maroon.

ANNEX E: PNGDF RESERVE FORCE STRUCTURE BY 2017

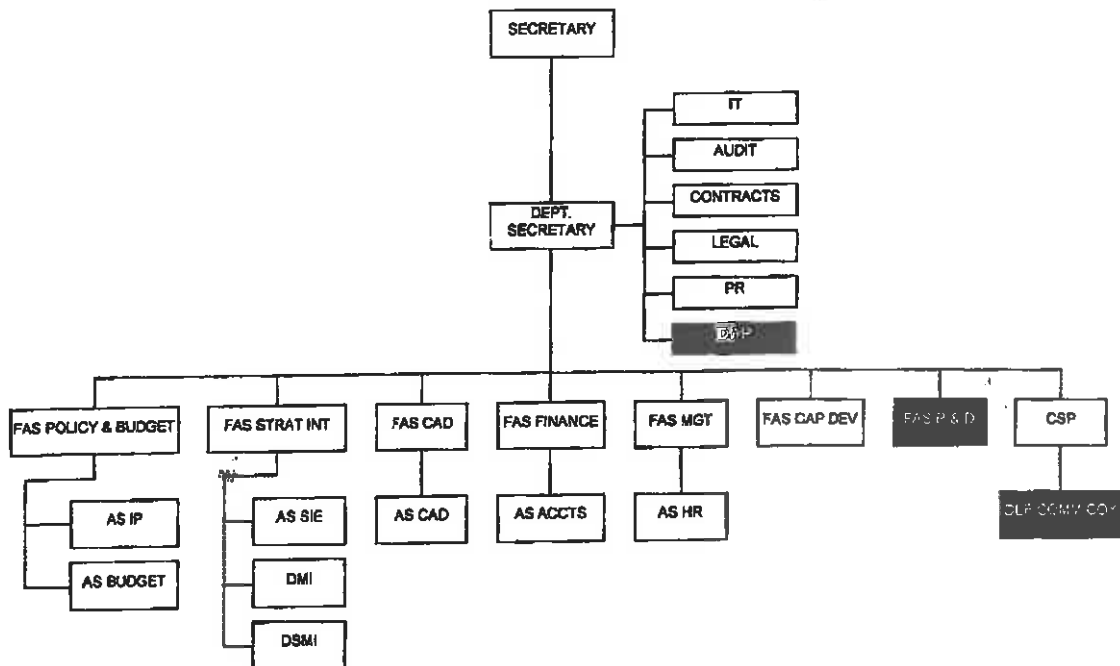
Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.



ANNEX F: PNG DOD STRUCTURE BY 2017

Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.

PNGDF: 5000 Personnel
 DOD: 380 Staff

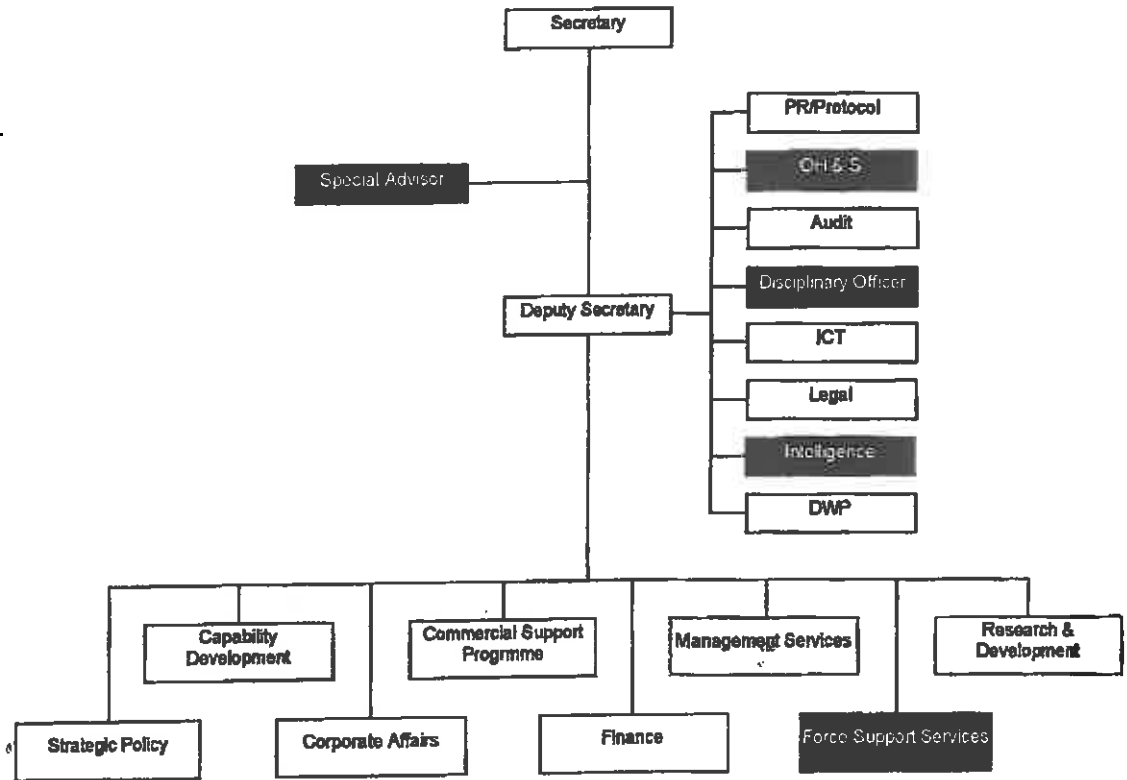


Note: Existing elements are in grey colour whilst the new ones that must be developed by 2017 are in maroon colour.

ANNEX G: PNG DOD STRUCTURE BY 2020

Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.

PNGDF: 7000 Personnel
DOD: 500 Staff

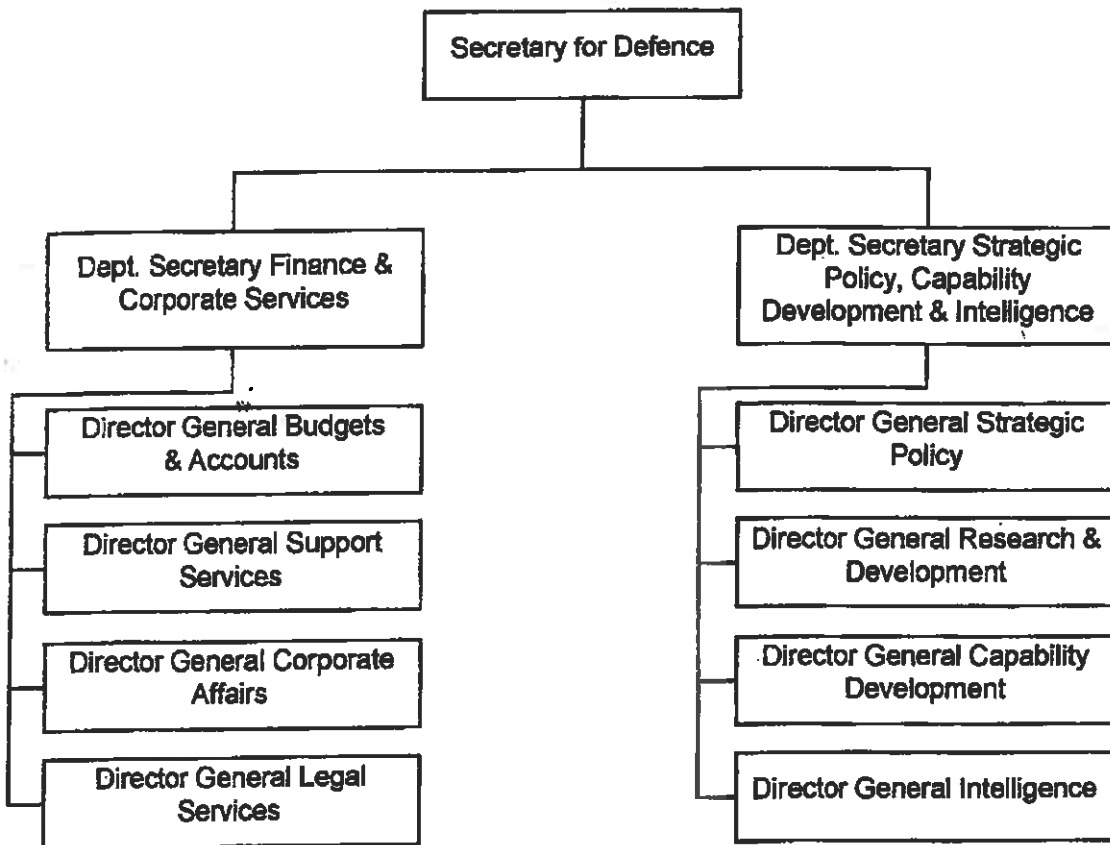


Note: Maroon shade denotes new establishments.

ANNEX H: PNG DOD STRUCTURE BY 2030

Note: Refer to the Glossary of Abbreviations and Acronyms for full wording.

PNGDF: 10,000 Personnel
DOD: 700 Staff



GLOSSARY OF ABBREVIATIONS AND ACRONYMS

1RPIR	1 st Battalion, Royal Pacific Islands Regiment
2RPIR	2 nd Battalion, Royal Pacific Islands Regiment
ADF	Australian Defence Force
ADMIN	Administration
AIR CDRE	Air Commodore
AIR RES SQN	Air Reserve Squadron
AO	Area of Operation
APEC	Asia Pacific Economic Community
ARAVA	Arava RV 201 Aircraft
ARF	Asian Regional Forum
AS ACCTS	Assistant Secretary Accounts
AS BUDGET	Assistant Secretary Budget
AS CAD	Assistant Secretary Corporate Affairs Division
ASEAN	Association of South East Asian Nations
AS HR	Assistant Secretary Human Resources
AS IP	Assistant Secretary International Policy
AS SIE	Assistant Secretary Strategic Intelligence Estimates
ATW	Air Transport Wing
AUDIT, SPT & SUST	Audit, Support & Sustainment
AVM	Air Vice Marshall
BN	Battalion
BKS	Barracks
BR	Book of Reference
BRIG GEN	Brigadier General
CAP DEV	Capability Development
CAPT	Captain
CASA	CASA CN 235 Aircraft
CCSP	Chief of Commercial Support Program
CDF	Chief of the Defence Force
CDI	Chief of Defence Intelligence
CDRE	Commodore
CDT	Cadet
CFP	Chief of Force Preparation
CHS	Chief of health Services
CJOPS	Chief of Joint Operations
CLOG	Chief of Logistics
CMDR	Navy rank Commander, equivalent to Lieutenant Colonel
COL	Colonel
CONOPS	Concept of Operations
CO-ORD	Co-ordination
CoS	Chief of Staff
COY	Company
CPERS	Chief of Personnel
CPL	Corporal
CPLANS	Chief of Plans
CRF	Chief of Reserve Force
CS	Correctional Services
CSP	Commercial Support Program

CT	Counter Terrorism
CTRG	Chief of Training
CWO	Chief Warrant Officer
DA	Defence Attaché or Defence Academy
DAIR OPS	Director Air Operations
DAIR PREP	Director Air Preparation
DCA	Defence Cooperation Agreement
DCDF	Deputy Chief of Defence Force
DCHAP	Director Chaplaincy
DCOMMS	Director Communications
DCP	Defence Cooperation Program
DDENT	Director Dental
DDOCT	Director Doctrine
DEDU	Director Education
DEF	Defence
DEF COMM COY	Defence Commercial Company
DENGR	Director Engineers
DEPT	Deputy
DFH	Deployable Field Hospital
DFPT	Director Force Physical Training
DFRB	Defence Force Retirement Benefit
DHFOPS	Director Health Field Operations
DIT	Director Information Technology
DLAND OPS	Director Land Operations
DLAND PREP	Director Land Preparation
D MAR OPS	Director Maritime Operations
DMAR PREP	Director Maritime Preparation
D MEDS	Director Medical Supplies
D MED STORE	Director Medical Store
DMI	Director Military Intelligence
DMS	Distinguished Military Service
D NURSE	Director Nursing
DO	Defence Organisation
DOD	Department of Defence
DOD IT	Department of Defence Information Technology
DOM	Director Officer Management
DOPS	Director Operations
DORM	Director Other Ranks Management
DPA	Director Personnel Administration
DPK	Director Peace Keeping
DPM	Department of Personnel Management
DPP	Director Personnel Policy
D PREV MED	Director Preventative Medicine
D PSYCH	Director Psychiatry
DPU	Disruptive Pattern Uniform
DREC	Director Records
DSMI	Director Strategic Military Intelligence
DSP	Development Strategic Plan
DSPT	Director Support
DSUP	Director Supply
DTPT	Director Transport

DTRG MIL	Director Training Military
DTS	Director Technical Services
DTT	Director Technical Training
DWP	Defence White Paper
DWPT	Defence White Paper Team
DY&S	Director Youth and School Cadets
EEZ	Economic Exclusive Zone
ENGR	Engineer
ENGR COY	Engineer Company
EOD	Explosive Ordnance Detachment
EOD/CD	Explosive Ordnance Detachment/Clearance Diver
FAS	First Assistant Secretary
FAS CAD	First Assistant Secretary Corporate Affairs Division
EAS CAP DEV	First Assistant Secretary Capability Development
FAS MGT	First Assistant Secretary Management
FAS STRAT INT	First Assistant Secretary Strategic Intelligence
FOB	Forward Operational Base
FOC	Force Operations Centre
FP	Force Preparation
FP CO-ORD	Force Preparation Co-ordination
FSB	Force Support Battalion
FSM	Force Sergeant Major
GDP	Gross Domestic Product
GEN	General
GP CAPT	Group Captain
GRTD	Goldie River Training Depot
HF	High Frequency
HMPNGS	Her Majesty's Papua New Guinea Ship
HQ	Head Quarters
HQPNGDF	Head Quarters Papua New Guinea Defence Force
HR	Human Resource
HRH	His Royal Highness
HS	Health Services
ICT	Information and Communications Technology
ICTN	Integrated Information and Communications Technology Network
IED	Improvised Explosive Device
INT	Intelligence
IP	Intellectual Property
IRG	Incident Response Group
IT	Information Technology
ITA EDA GABU BONA TAUNIMANIMA BAITA NARIDIA NAMONAMO	An expression in 'Motu' (one of the national languages of PNG) that says 'let us look after our land and our people properly'
J3	Operations cell within a Joint Headquarters
J6	ICT cell within a Joint Headquarters
J9	Civil-Military Cooperation cell within a Joint Headquarters
JFC	Joint Force Commander
JOC	Joint Operations Centre
JOPS	Joint Operations
KARS	Kumul Association of Retired Service Men and Women
LAN	Local Area Network

LAND RES BN	Land Reserve Battalion
L&S	Logistics & Supply
LCH	Landing Craft Heavy
LNG	Liquefied Natural Gas
LOG CO-ORD	Logistics Co-ordination
LRR	Long Range Reconnaissance
LRRU	Long Range Reconnaissance Unit
LT	Lieutenant
LTCOL	Lieutenant Colonel
LUKAUTIM OL PIPOL NA PLES BILONG KUMUL	An expression in 'Tok Pisin' (one of the national languages of PNG) that says 'looking after the people and land of the Kumul (PNG Bird of Paradise)'
MAJGEN	Major General
MAP	Mutual Assistance Program
MAR	Maritime
MAR RES SQN	Maritime Reserve Squadron
ME	Maritime Element
MEc	Master of Economics
MED	Medical
MGT	Management
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MP	Member of Parliament or Military Police
MPA	Manual of Personnel Administration
MPTLA	Maritime Patrol Area
MSG	Melanesian Spearhead Group
MTDP	Medium Term Development Plan
NAQIA	National Agriculture and Quarantine Inspection Authority
NBC	Nuclear Biological Chemical
NCD	National Capital District
NEC	National Executive Council
NICTA	National Information and Communications Technology Authority
NM	Nautical Mile
NSAC	National Security Advisory Committee
NSC	National Security Council
NSP	National Security Policy
NSPTWG	National Security Policy Technical Working Group
NZ	New Zealand
OH&S	Occupational Health & Safety
OPCON	Operational Control
OPS	Operations
OPS BR	Operations Branch
OPS COMD	Operations Command
ORBAT	Order of Battle
OSCA	Office of Security Coordination and Assessment
PABX	Private Automatic Branch Exchange
PERS CO-ORD	Personnel Co-ordination
PhD	Doctorate of Philosophy
PIB	Papuan Infantry Battalion
PIF	Pacific Islands Forum
PM	Prime Minister

PNGDF	Papua New Guinea Defence Force
PNGDO	Papua New Guinea Defence Organisation
PR	Public Relations
PSMA	Public Services Management Act
PT	Physical Training
RADM	Rear Admiral
RAMSI	Regional Assistance Mission to Solomon Islands
R&D	Research and Development
RAP	Regimental Aid Post,
RCC	Rescue Coordination Centre
REB	Regional Engineer Base
RES	Reserve
RF	Reserve Force
RPIR	Royal Pacific Islands Regiment
RPNGC	Royal Papua New Guinea Constabulary
R&R	Retrenchment and Redundancy
RSL	Retired Servicemen's League
RSP	Rendering Safe Procedures
RTD	Retired
RTS	Raise, Train and Sustain
SAR	Search and Rescue
SARU	Search and Rescue Unit
SDC	Senior Defence Committee
SDT	Strategic Development Task
SIG SQN	Signals Squadron
SO1	Staff Officer Grade 1
SO1 AIR PLANS	Staff Officer Grade 1 Air Plans
SO1 AUDIT	Staff Officer Grade 1 Audit Plans
SO1 CSP CO-ORD	Staff Officer Grade 1 Commercial Spt Program Coordination
SO1 FL	Staff Officer Grade 1 Foreign Liaison
SO1 FP CO-ORD	Staff Officer Grade 1 Force Preparation Coordination
SO1 HS CO-ORD	Staff Officer Grade 1 Health Services Coordination
SO1 INT CO-ORD	Staff Officer Grade 1 Intelligence Coordination
SO1 JOPS CO-ORD	Staff Officer Grade 1 Joint Operations Coordination
SO1 LAND PLANS	Staff Officer Grade 1 Land Plans
SO1 LEGAL	Staff Officer Grade 1 Legal
SO1 LOG CO-ORD	Staff Officer Grade 1 Logistics Coordination
SO1 MAR PLANS	Staff Officer Grade 1 Maritime Plans
SO1 PERS CO-ORD	Staff Officer Grade 1 Personnel Coordination
SO1 PLANS CO-ORD	Staff Officer Grade 1 Plans Coordination
SO1 PR	Staff Officer Grade 1 Public Relations
SO1 PROV	Staff Officer Grade 1 Provost
SO1 R&D	Staff Officer Grade 1 Research and Development
SO1 RF CO-ORD	Staff Officer Grade 1 Reserve Force Coordination
SO1 SPT&SUST	Staff Officer Grade 1 Support & Sustainment Plans
SO1 STRUCTURE	Staff Officer Grade 1 Structure Plans
SO1 TRG CO-ORD	Staff Officer Grade 1 Training Coordination
SOFA	Status of Forces Agreement
SOP	Standard Operational Procedure
SPDMM	South Pacific Defence Ministers Meeting
SPT	Support

SPT COY	Support Company
SPT SVCS	Support Services
SQN	Squadron
SSBA	Surface Supplied Breathing Apparatus
STRAT INT	Strategic Intelligence
STRUCT	Structure
SURV	Surveillance
SVCS	Services
TECH	Technical
TECH TRG	Technical Training
TOK PISIN	A national language of Papua New Guinea
TPT	Transport
TRG	Training
TRG COMD	Training Commander
TTU	Trade Training Unit
UAV	Un-manned Aerial Vehicle
UH1H	Iroquois Helicopter
UN	United Nations
UNMO	United Nations Military Observer
UNPKO	United Nations Peace Keeping Operations
US	The United States of America
VIP	Very Important Person
VSAT	Very Small Aperture Terminal
WO2	Warrant Officer Class 2
WTSS	Weapons Training Simulation System
YOUTH BULGE	The growing number of unemployed school leavers



**'DEFENDING PNG'S PROSPERITY'
'LUKAUTIM OL PIPOL NA PLES BILONG KUMUL'
'ITA EDA GABU BONA TAUNIMANIMA BAITA NARIDIA NAMONAMO'**