



LAND COMMISSION OF PAPUA NEW GUINEA

**CORPORATE PLAN
2023 - 2027**

**A SAFE, SECURE AND PEACEFUL SOCIETY THROUGH
EFFECTIVE QUASI-JUDICIAL LAND ADMINISTRATION SERVICES**

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The Parliament House of Papua New Guinea*

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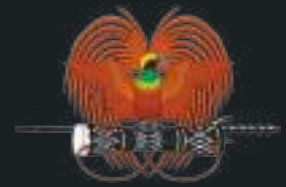
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Abbreviations

AMR	Annual Management Report
CILM	Commission of Inquiry into Land Matters
DIP	Deliberate Intervention Program
DJAG	Department of Justice & Attorney General
DLPP	Department of Lands and Physical Planning
DPM	Department of Personnel Management
GESI	Gender Equity and Social Inclusion
GIS	Geographic Information System
KPI	Key Performance Indicators
KRA	Key Result Area
LC Act	<i>Land Commission Act 2022</i>
LCPNG	Land Commission of Papua New Guinea
LDS Act	<i>Land Dispute Settlement Act 1975</i>
LJS	Law and Justice Sector
L(TC)Act	<i>Land Tenure Conversion Act 1963</i>
LTC Act	<i>Land Titles Commission Act 1962</i>
LTC	Land Title Commission
M&E	Monitoring and Evaluation
MAP	Management Action Plan
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
MTDP IV	Medium Term Development Plan Four
NLR Act	<i>National Land Registration Act 1977</i>
NEC	National Executive Council
NLC	National Lands Commission
SDG	Sustainable Development Goals
SLOS	Social Law and Order Sector
StaR	Strategy for Responsible Sustainable Development
SEZ	Special Economic Zone
SPA	Strategic Priority Area
SWOT	Strengths, Weaknesses, Opportunities and Threats



FOREWORD BY MINISTER FOR JUSTICE & ATTORNEY GENERAL

I am honoured to provide the Foreword to the Corporate Plan 2023-2027 of the Land Commission of Papua New Guinea. This Corporate Plan is an important tool in that it seeks to implement the Marape-Rosso Government's Land Reforms Program, a priority indicated by Prime Minister, Hon. James Marape, MP in his maiden speech in Parliament on 9th August, 2022 as the newly elected Prime Minister to the 11th Parliament of Papua New Guinea.

This Corporate Plan aligns well with the *Constitution of Papua New Guinea*, *Vision 2050*, *Papua New Guinea Development Strategic Plan 2030*, the *Medium-Term Development Plan IV* and the *White Paper on the Law and Justice Sector*.

As the Minister responsible, I am proud to announce that on 2nd September 2022 the Land Commission Act was passed by Parliament, enabling the Land Commission to operate separately and independently as a Quasi-Judicial Tribunal. The Corporate Plan implements the *Land Commission Act 2022* and it is strategically designed to implement the policy directives of the Marape-Rosso Government.

The Corporate Plan has been developed by our very own Papua New Guineans and I believe is the first of any Government Policy Document to be aligned to the *Medium Term Development Plan (MTDP) IV*. There are four Program Areas that complements the implementation of the 12 Strategic Priority Areas (SPA) within the MTDP IV and in particular, I am pleased to note that Strategy 8 of SPA 1, makes direct reference to the Implementation of the *Land Commission Act 2022*.

I acknowledge the support of the Marape-Rosso government and key stakeholders involved in the formulation, drafting and passing of this important legislative reform.

I am therefore satisfied with the development of the first Corporate Plan 2023 2027 of the Land Commission of Papua New Guinea and therefore commend it for approval and implementation.

HON. PILA NININGI, LLB, MP
Minister for Justice and Attorney General



REMARKS BY SECRETARY FOR JUSTICE



I am equally honoured to provide my Remarks on this Corporate Plan 2023-2027 for the Land Commission of Papua New Guinea. I was involved in facilitating the initial workshop to develop a 5-Year Work Plan, which was later renamed the Corporate Plan after noting our National Government's desire to address related land issues under its Land Reforms Program

The need to develop a Corporate Plan is one of two main requirements for the establishment of a new Office, the other is the existence of an enabling law for the establishment of such an office. We already have the *Land Commission Act 2022*, which was passed by Parliament and certified by the Speaker on 2nd September 2022 and recently brought into operation on the date of certification by the Speaker.

This essentially means that the endorsement of this Corporate Plan would now enable arrangements to ensure a smooth transition of the Land Commission Office as an independent entity away from the Department of Justice & Attorney General. I am happy with the desired outcomes, notably the finalization of all colonial land acquisitions and the establishment of a GIS Mapping system another great source of revenue for the Government.

The Corporate Plan also highlights the need to include quasi-judicial land administration as one of the outcomes under the Law and Justice Sector Policy and I am proud to state that under my leadership, this has been addressed. This Corporate Plan will implement the National Government's desire to address relevant land issues by further complementing the administrative roles and responsibilities undertaken by the Department of Lands and Physical Planning (DLPP). There is now a clear demarcation of roles and responsibilities between the Land Commission of PNG and DLPP. This will then provide a good basis to undertake further reforms relating to land, noting the specific quasi-judicial functions as opposed to general land administration functions.

Finally, I note the great collaborative assistance provided by relevant Government Departments and Agencies and wish to acknowledge their support and commitment towards the development of the Corporate Plan

DR. ERIC KWA, PHD

Secretary

Department of Justice & Attorney General



REMARKS BY ACTING CHIEF COMMISSIONER



The Land Commission of Papua New Guinea has undertaken comprehensive consultations with the relevant stakeholders in the formulation of this Corporate Plan 2023-2027.

We appreciate the collaborative assistance provided by government departments, agencies and stakeholders, from the Loloata Workshop to the Lae Validation Workshop on the formulation of this Corporate Plan.

The Corporate Plan identifies four corporate objectives, four strategic priorities, and 11 Key Result Areas (KRAs) that are aligned to *MTDP IV*.

There are number of Key Deliverable Outcomes we endeavor to achieve by the end of the fifth year, some of these include:

- **Separation from DJAG and be fully functional as an independent Quasi-Judicial Tribunal;**
- **Identify, declare and register all colonial land acquisitions as National Land;**
- **Verify and confirm former land ownership over all colonial land acquisitions;**
- **Complete at least three Special NEC Projects and five SEZ land areas;**
- **Develop GIS and Database Management System for National Land and Customary Land Tenure Conversion;**
- **Make recommendations for Vacant and unused National Land;**
- **Declare roads, waterways, powerlines etc. for public purpose;**
- **Becoming a Revenue Generating Entity.**

We are optimistic that funding support will be provided by the Government and other Partners to the Land Commission of Papua New Guinea so that we can achieve our Key Deliverable Outcomes as envisaged under this Corporate Plan.

I wish to thank my staff and all the stakeholders involved in the development of this Corporate Plan.

MR. MOLEAN KILEPAK, LLM

Acting Chief Commissioner
Land Commission of Papua New Guinea



Grand Chief Sir. Michael Thomas Somare
Image courtesy of ABC News

1 Overview

1.1 Background

The need to formally address customary land matters in Papua New Guinea as an emerging independent state goes way back, before we actually achieved independence in 1975. This is evident from the enactment of several land related legislation leading up to Independence Day.

The Native Land Registration Ordination of 1952 established the Native Land Commission with authority to determine ownership of customary land if disputes arose during the registration process. The Native Land Commission was replaced by the Land Titles Commission in 1963. In its early years, the Land Titles Commission had exclusive jurisdiction to hear disputes over customary land and applications for ownership of that land.

However, the traditional system of customary land ownership is affixed to our traditional way of life and it played a big part in our societies. The recognition of customary land ownership through a formal government system even dates back to the periods when we were colonies of both German and the British Empire. Such colonial laws recognized customary land ownership, noting that German colonial laws applied to German New Guinea and British/Australian laws applied to the Territory of Papua. It was not until after the World War II that a concerted effort was made to consolidate all land records, where titles were restored under the Land Restoration Ordinance by the Land Titles Commission.

The need to ensure the indefeasibility of title upon the State was necessary in relation to such colonial land acquisitions. The ownership of native land being transferred to the State, through the colonial administration needed to be protected. As such, pre-Independence State/Government ownership over land was established under the *Evidence (Land Titles) Act* 1969. The existence of a **Purchase Document** met the requirement of this pre-independence legislation where it validated the transfer from customary landowners to the State.

These colonial laws were further reviewed as part of our road towards self-governance and eventual independence. As a result of growing concerns towards independence over land issues, a Commission of Inquiry into Land Matters (CILM) was established by the subsequent House of Assembly (1972–75), which was the first Parliament fully constituted by elected members. The CILM was a participatory and consultative inquiry and its members were all Papua New Guinea citizens. They covered all provinces and most districts and it was described then as the most comprehensive commissioned inquiry ever to deal with the subject of land legislation. A lot of the recommendations in the CILM provided the policy rationale for constructive land reforms where it resulted in various legislative enactments after Independence.

The *National Land Registration Act 1977* and the *Land Disputes Settlement Act 1975* were a direct result of the recommendations from the CILM in 1973. The CILM provided the policy rationale for most of the provisions under the *National Land Registration Act*. For example, the CILM recommended that: **“that government’s title to Lands for public purposes should be clarified and renamed as NATIONAL LANDS and registered in the National Land Register.”** This was captured under Section 15 of the *National Land Registration Act* and the subsequent new law. Furthermore, a number of Land Titles Commission (LTC) provisions were removed and given to the Local Land Courts - a recommendation from the CILM Report.

The CILM also made numerous recommendations, focusing on basic principles of land policy, customary land, rural land, urban land, dispute settlement, land administration, surveying and forestry. CILM’s guiding philosophy was that land policy **‘should be an evolution from a customary base, not a sweeping agrarian revolution.’** This must always be borne in mind when we intend to make changes to our land laws.



The Independence Hill, Waigani, Port Moresby

The CILM recommended an entirely new system for settling land disputes, based on the following principles:

People should settle their own disputes (and not pass that responsibility on to officials);

The process of dispute settlement should be brought much closer to the people;

Hearings should not be confined solely to who owns the land, but should also consider the rights of others to use the land and the needs of the parties in dispute.

As a result of the CILM Report, *the Evidence (Land Titles) Act* was repealed by the *National Land Registration Act 1977* to allow the mere declaration of a portion as national land and to be Validated by a Certificate by the Registrar.

The LTC and the National Land Commission (NLC) were established by the *Land Titles Commission Act 1963* and the *National Land Registration Act 1977*, respectively. The LTC and NLC were established as a result of the CILM in 1973 to act as a mechanism to address indigenous peoples’ concerns on the Land Tenure Conversion and the inadequacy of payments by the colonial administration upon the acquisition of their land for State use and other public purposes.

As part of the *White Paper on the Law and Justice Sector in PNG* 2007 (the *White Paper*), there was a recommendation to merge these two entities as one and just recently this became a reality.

The Department of Justice & Attorney General (DJAG) implemented the *White Paper* by focusing on an internal institutional review with the objective to maximize the limited manpower and resources. An administrative approach was initiated by seeking approval from the Department of Personnel Management (DPM) for an approved structure of the two institutions and to be complemented by legislative enactment.

A draft Bill was developed after various stakeholder consultations and it was approved by Parliament prior to the National General Elections in 2022. It was then certified by the Speaker after the formation of the new Government and now brought into operation, effective 2nd September 2022. Hence the merger of the two institutions under the *Land Commission Act 2022* (LC Act) as the Land Commission of PNG.

1.2 POLICY RATIONALE ON QUASI-JUDICIAL NATURE

As noted earlier, the policy rationale for the establishment of the Land Commission emanates from the *White Paper*, commonly referred to as the Merger Process. The Merger process, through the *White Paper* was endorsed by the National Executive Council (NEC) in 2007. As per the *White Paper*, it was supposed to be parked with the Magisterial Services but having not progressed further, DJAG decided to implement the *White Paper* as an institutional change within the Department, pending further review of the *White Paper*.

DJAG's approach was to prepare the merger process so it can be transferred to Magisterial Services when they are ready, should it take that path. It was also an opportunity for DJAG to conduct its own Diagnostic Review on this justice portfolio responsibility and ascertain whether or not the *White Paper* should be reviewed again. This enabled a SWOT analysis to be conducted as part of our attempt to implement the *White Paper*.





The National & Supreme Court House, Waigani, Port Moresby

In the *White Paper*, two options were urged upon the Government:

- 1** Establish a new court system, within the National Judicial Administration, to replace all the present bodies involved in land disputes. This option has the potential to be expensive and remote from the people.
- 2** Create, within the District Court, a specialist land court division to hear appeals from locally based district mediators and adjudicators. At the time of Independence our founding fathers recognized that land disputes heavily involved matters of family, clan and custom. They were keen to ensure that such matters were not unnecessarily dragged into Western style formal courts. Hence, they supported and modified the then existing system involving quasi-judicial commissions for the few difficult and complex matters, but local courts and mediation for most local matters.

The *White Paper* also called for the establishment within the Magisterial Services, a specialist District Court (Land Division), headed by a Deputy Chief Magistrate and staffed with a small set of specialist magistrates dedicated full time to disposing of land dispute matters; abolish the National Land Commission and Land Titles Commission and transfer their remaining functions and jurisdictions to the District Court (Land Division). Appeals in all matters will be to the National Court. In recent times, senior magistrates have been appointed as special commissioners to hear disputes surrounding projects of national significance, rather than the commissioners of the Lands Titles Commission.

However, having noted the policy rationale for the establishment of these two statutory offices and the recommendations of the *CILM Report 1973*, it is appropriate that the merged entity performs its statutory duties and responsibilities as envisaged. Having formal courts involved in determining customary land issues may be difficult for our people given the strict application of rules of evidence when admitting applications and claims before the court hearings. It is noted with concern that our traditional customary land practices are not formally recorded and as such oral testimonies and evidences may not be admissible before formal courts.

Similarly, the privileges and immunities accorded to Judges also equally apply to Commissioners since Independence Day but this had not been given due consideration until the enactment of the *LC Act 2022*. With the repeal of the *LTC Act* and the *NLR Act*, the enactment of the *LC Act 2022* now gives reason for the Commission to be established as a stand - alone statutory office to administer the quasi-judicial process on land matters. The Commission cannot be part of the formal court system as recommended under the *White Paper* as it would defeat the wishes of our people as envisaged under the *CILM Report* of 1973.

On a brighter note, the *White Paper* is currently being reviewed and it contains the current desire to see a separate statutory institution functioning independently from DJAG within the Law and Justice Sector (LJS).

While land in general is administratively managed by the Department of Lands and Physical Planning (DLPP), it is the quasi-judicial aspect that falls within the ambit of the justice ministerial portfolio responsibility and as such, it must be factored into the law and justice sector priorities.

Such policy development implements the *CILM Report*, in that it is “an evolution from a customary base, not a sweeping agrarian revolution” and the current Government’s Land Reforms Program. It further distinguishes clearly the roles and responsibilities of DLPP as the Department responsible for land administration in the country and that of DJAG, through the Land Commission, as that responsible for quasi-judicial functions relating to land in the country.

The quasi-judicial nature of land dealings and record is a matter specific to the roles and responsibilities of the Land Commission which are distinct from the general land administration performed by DLPP. The policy rationale for the Land Commission will set up the basis for further reforms to be undertaken relating to the quasi-judicial nature of certain land dealings.



Land Commission formal hearing



Land Commission Staff working on Corporate Plan

② Introduction and Planning Context

The development of this Corporate Plan was a result of a wider stakeholder consultation undertaken by the Land Commission at Loloata Island Resort in 2022 followed by a Corporate Plan Validation workshop in Lae in 2023. Having noted that quasi – judicial land administration was not adequately reflected under the LJS priorities, it was necessary to develop a Vision, Mission, Core Values and Guiding Principles to reflect the Minister’s portfolio responsibility as envisaged under the Medium Term Development Plan IV 2023-2027 (MDTP IV).

Vision and Mission

It is important to ensure a Vision and Mission that reflects the current status quo, taking into account the environment in which quasi-judicial land administration services is being administered. As such, the need to align to the law and justice sector priorities as a portfolio responsibility of the Minister for Justice is also paramount in defining our very own Vision and Mission.



Vision

A Safe, Secure and Peaceful Society through Effective Quasi-Judicial Land Administration Services



Mission

To Provide Quality, Reliable, Timely and Accessible Independent Quasi-Judicial Land Administration Services to the State and the People of Papua New Guinea.

Core Values & Guiding Principles

The following Core Values and Guiding Principles were developed from a stakeholder workshop held in 2022 at the Loloata Island Resort to develop the five year Work Plan of the Commission. The five year work plan was later used as the starting point to develop this corporate plan.

Values

- **Professionalism**

The need to possess skill, well-mannered behavior and good judgement during conduct of hearings and at the place of work. We uphold the highest standards of quality and performance in our services and products. We maintain a positive and constructive attitude and demeanor in our interactions with our clients, colleagues and partners. We abide by the rules, regulations and policies of our organization and profession.

- **Integrity**

Having steadfast moral principles and being able to uphold these principles in an honest manner as well as applying them in our line of work. We act with honesty, transparency and accountability in our work. We are consistent and reliable in our words and actions. We honor our commitments and obligations.

- **Innovation**

By being creative in applying the practical implementation of new ideas. We embrace creativity, learning and improvement in our work. We seek to find new and better ways of doing things that add value and enhance efficiency. We encourage experimentation, risk-taking and feedback. We foster a culture of curiosity, openness and collaboration that supports innovation.

- **Sustainability**

The ability to maintain and progress the continuity of policies and projects in line with the Organization's mandated functions. We are committed to creating positive and lasting impacts in our work. We consider the social, economic and environmental implications of our decisions and actions. We strive to use our resources wisely and responsibly.

- **Equity**

Strive to achieve fairness and justice for all through quasi-judicial land administration. We uphold the principles of justice, fairness and equality in our work. We treat all people with dignity, respect and compassion. We recognize and value the diversity of backgrounds, identities and perspectives of our clients, colleagues and partners.

- **Honesty**

Having the decency to do an honest day's work for an honest pay, being sincere in our discharge of duties. We communicate truthfully, clearly and respectfully in our work. We express our opinions, ideas and feedback honestly and constructively. We acknowledge our mistakes, limitations and challenges.

- **Diligence**

Having perseverance, work ethic, commitment, the drive and passion, sense of urgency and being resourceful. We work hard, smart and efficiently in our work. We set clear goals and priorities for ourselves and our teams. We plan, organize and execute our tasks effectively and timely. We monitor, evaluate and report our progress and performance regularly and accurately

Guiding Principles

- **Inclusivity**

This guiding principle is related to the core values of equity and respect. By valuing diversity and inclusion, we ensure that everyone is treated fairly and respectfully, and that everyone has equal opportunities and benefits.

- **Credibility**

This guiding principle is related to the core values of professionalism and integrity. By upholding the highest standards of quality and integrity, we demonstrate our competence and excellence, and we earn the trust and confidence of our stakeholders and customers.

- **Lawfully (Harmonized)**

This guiding principle is related to the core values of integrity and honesty. By complying with all applicable laws, regulations and policies, we act with honesty and accountability, and we avoid any conflicts of interest or violations.

- **Culturally Aware**

This guiding principle is related to the core values of equity and respect. By recognizing and respecting the diversity of cultures, traditions and values, we treat all people with dignity and compassion, and we promote intercultural dialogue and understanding.

- **Complementary**

This guiding principle is related to the core values of innovation and collaboration. By leveraging our strengths and resources to complement the efforts and capacities of others, we create synergies and partnerships that foster creativity, learning and improvement.

- **Practical/Realistic**

This guiding principle is related to the core values of professionalism and diligence. By being pragmatic and solution-oriented, we focus on achieving realistic and measurable outcomes that make a positive difference. By using evidence-based approaches and best practices, we work hard, smart and efficiently.

- **Sustained**

This guiding principle is related to the core values of sustainability and impact. By creating long-lasting and sustainable impacts, we consider the social, economic and environmental implications of our work. By building the capacities and ownership of our beneficiaries and stakeholders, we ensure the continuity and sustainability of our interventions.

- **One Stop Shop**

This guiding principle is related to the core values of professionalism and customer satisfaction. By providing a comprehensive range of services and products, we demonstrate our competence and excellence.

By offering convenient, accessible and user-friendly platforms and channels, we strive to provide a seamless, consistent and satisfying customer experience.

- **Personnel**

This guiding principle is related to the core values of respect and recognition. By recognizing that our personnel are our most valuable asset, we treat them with dignity and respect. By investing in their professional development, well-being and motivation, we acknowledge and appreciate their contributions and achievements.

- **Bottom Up**

This guiding principle is related to the core values of equity and participation. By adopting a participatory and inclusive approach, we ensure that everyone has a voice and a role in our work. By consulting and engaging with our beneficiaries, stakeholders and partners, we respect and value their opinions, inputs and feedback.

- **Ethics**

This guiding principle is related to the core values of integrity and honesty. By adhering to the highest ethical standards and principles, we act with honesty, transparency and accountability. By respecting the dignity, rights and interests of all people, we treat them fairly and equitably.



The Senior Management Team with the Minister for Justice First Secretary Thelma Kavanamur (third from right)

2.3 Commission's Legal Mandate and Core Functions

At the corporate administrative level, the priorities for the Land Commission are to finalize and implement its approved structure, appoint suitably qualified commissioners, improve its relationship with key stakeholders that have a function toward land dispute settlement in both customary and national land, develop and institutionalize relevant business processes, acquire assets and other resources with the objective of developing its corporate services, and undertake appropriate law reforms and accountability.

At the operational functional level, it is tasked to implement its legislative mandates as provided for by the enabling laws. Section 16 of the LC Act 2022 provides for the Jurisdiction and Functions of the Commission.

It states:

- (1) *without limiting the generality of Subsection (1), the functions of the Commission are as follows:*
- (a) *to determine applications made under Section 7 of the **Land (Tenure Conversion) Act 1963**; and*
 - (b) *to determine all claims to national lands before the Commission, under this or any other Act; and*
 - (c) *subject to this Act, to determine claims for settlement payment on national land under this Act; and*
 - (d) *to declare an area to be public roads, public rights of way or water and areas reserved for public purposes in or over customary land within an adjudication area before the Commission;*
 - (e) *to determine a claim that the land subject of the notice under Section 5(4) of the **Land Act 1996**, is customary land referred by the Minister for Lands; and*
 - (f) *to inquire into land that was acquired before or on Independence Day that is undeveloped or is not currently required for public purposes, and make a recommendation to the Minister for Lands under Section 9 of the **Land Act 1996**; and*
 - (g) *to determine customary land ownership pursuant to the direction of the Head of state under the **Land Disputes Settlement Act 1975**.”*

These are essentially the core functions of the Land Commission without limiting the generality of the provision. Other functions are also administered by Land Commission through other related legislation that empower the Commission such as the *Land Act* and MTDP IV.

2.4 Corporate Plan Policy Statement

The Commission, is established by Section 5 of the *LC Act 2022* and is a merger of the two statutory institutions, the LTC and the NLC. It consists of the Chief Commissioner, two Deputy Chief Commissioners and eight other Commissioners. It currently has an approved structure of 44 positions, of which 32 are funded positions. More structural reforms will be done accordingly through this Corporate Plan to effectively implement the *LC Act 2022*. The reform structure will give effect to the separation of the Commission as an independent quasi-judicial entity from the DJAG. The Commission had developed a Human Resource Management (HRM) Implementation Plan to give effect to this Corporate Plan. Most of the milestones in the Commission's HRM Implementation Plan has already been achieved and the launching of this Corporate Plan is one key milestone achievement for the Commission.

LCPNG Corporate Plan (2023-2027) sets the vision, mission, objectives and strategies on how the Commission will effectively administer and manage land for improved livelihoods and sustainable development in Papua New Guinea – an overall objective of Vision 2050. This Corporate Plan will therefore aid in the execution of the mandate of the Commission as outlined under Section 16(1) of the *LC Act 2022*. The Commission, guided by this Corporate Plan, will fast-track implementation of various frameworks aimed at streamlining customary and national land management and administration to effectively deal with colonial land acquisitions, post-independence acquisitions, land tenure conversion and uplifting of restrictions on customary land. The frameworks are expected to assist in the delivery of quality services to the public and the State while promoting better management on land governance.



Acting Chief Commissioner Molean Kilepak doing Land Commission awareness at Walume, Imbonggu District, Southern Highlands Province

In the development of this Plan, the Commission adhered to the Constitution of PNG, the Vision 2050, the fourth Medium-Term Development Plan (MTDP IV), the Sustainable Development Goals (SDGs), the Law and Justice Sector Policy, the SLOS Framework, the CILM Report and the relevant National Government priorities. In addition, this Plan seeks to implement the Land Reforms Program as a priority development agenda identified by the Prime Minister, Hon. James Marape, MP, in his maiden speech to Parliament on his election as the Prime Minister for the 11th Parliament.

This Corporate Plan will implement the Government's Land Reforms Program and has many realistic outcomes to be achieved through the deliverables within its five year tenure. For instance, it desires to have an effective and efficient data management system where all colonial land acquisition documents are scanned, registered and stored electronically, making it easily accessible at agreed fees. The application of fees for annual subscription, issuance of relevant orders, verification and certification of orders, etc, as part of revenue generation for the Government will contribute to the Government's objectives under the MTDP IV to grow the GDP by K164 billion and one million jobs by 2027.

With an update in the Data Management System, there is a need to establish partnership arrangements through existing diplomatic relations for the Commission to travel to Australia, England and Germany to have access and obtain colonial land records archived overseas. The Commission intends to have a state-of-the-art Registry System that can manage such important land documents to address any land issues amicably.

The Commission also intends to introduce a Geographic Information System (GIS) mapping satellite system where land boundaries so declared and processed through the Commission have corresponding satellite images indicating the boundaries as well. Again, access to such information will attract applicable fees as part of revenue generation for the Government.

The need to address land ownership issues emanating from special mining, petroleum, oil and gas projects throughout the country is also a key deliverable under the Corporate Plan.

Furthermore, in order to achieve a more holistic reform agenda, the Commission will endeavor to enhance its working relationship with other stakeholders in the land sector (i.e. Government Ministries, Departments and Agencies, Academic and Professional bodies/entities, Faith Based and Community Based Organizations, Development partners and general public). The Commission expects the land reform path it has purposed to pursue during this Strategic Plan period will result in improved livelihoods and sustainable development in PNG.

Since land reform is not a domain of a single institution, it therefore requires the need for meaningful and constructive cooperation between all stakeholders, collaborators and partners for a seamless and transformative land administration and management.



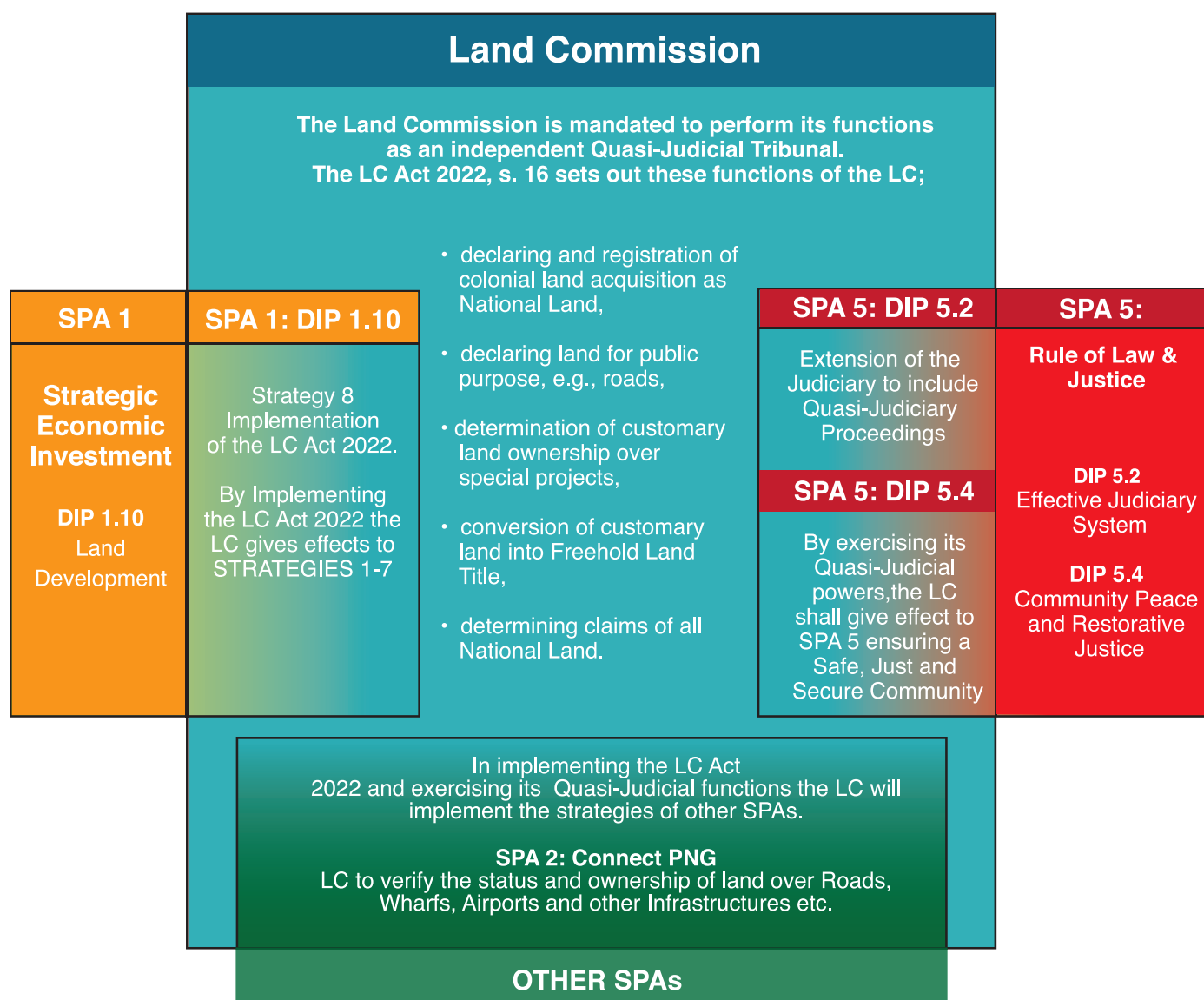
MTDP IV presented to Minister for Justice & Attorney General Hon. Pila Niningi, LLB, MP

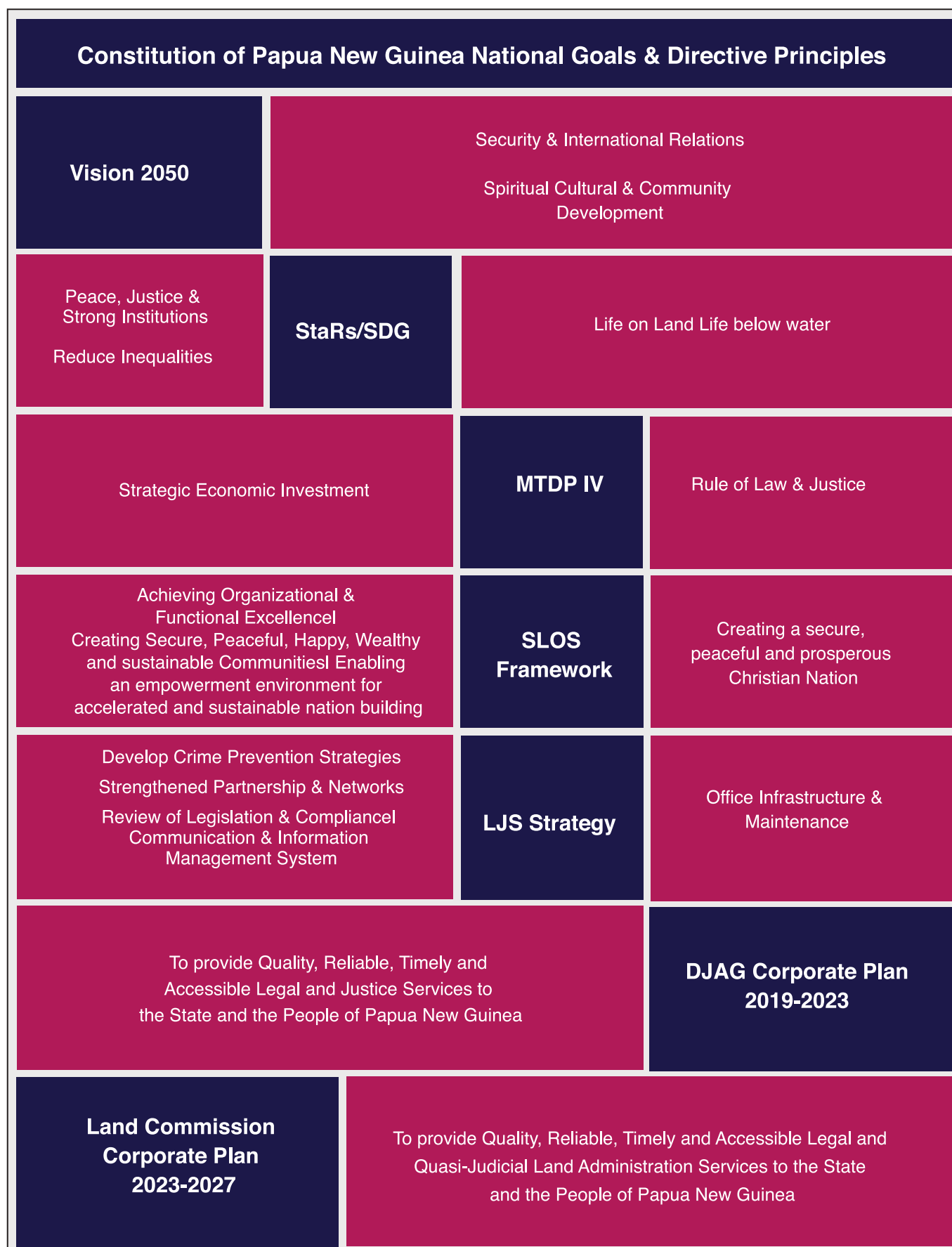
2.5 Alignment to MTDP IV

The Commission's Strategic Priorities are aligned to the MTDP IV, particularly, Strategic Program Area (SPA) one and SPA five. SPA one provides for Strategic Economic Investment approaches with the objective to build a robust and resilient economy. SPA one through its DIP 1.10 on Land Development provides a direct strategic link through its Strategy eight on the implementation of the *LC Act 2022*. SPA 5 provides for the Rule of Law and Justice with the objective to Strengthen the systems and processes of Government and enforcement of rule of law to achieve a safe, just and secure environment for all. SPA five through its DIP 5.2 on effective

Judicial System and DIP 5.4 on Community Peace and Restorative Justice, provides indirect strategic link through its Strategies to the Commission's quasi-judicial nature and to the implementation of the *LC Act 2022*.

This Corporate Plan seeks to extend the definition of effective judiciary system to include quasi-judicial functions and responsibilities under the Justice portfolio responsibility. The Corporate Plan also complements the overall SPAs under the MTDP IV. Annex to this Corporate Plan is a matrix of our complementing roles and responsibilities that are further implemented by the subsequent KRAs. The diagram below illustrates how the Commission can implement the Strategies under SPA 1 and 5 of the MTDP IV.





2.7 Our Key Deliverable Outcomes

In the Five-Year tenure of this Corporate Plan, the Commission will focus on four Corporate Objectives, four Priorities and 11 Key Result Areas. These are further discussed in detail under Chapter four but in summary, there are a number of Key Deliverable Outcomes we envisage to achieve by the end of the fifth year.

These are:

- a** *The independence of the LC Act 2022 is clearly articulated in the new law and it is envisaged that by 2027, the Commission should be already separate and fully functional as an independent regulatory statutory entity to give effect to the Government's Land Reforms Program.*
- b** *The Corporate Plan 2023-2027 would be finalized and launched in 2023, paving way for a revised structure to be developed and approved for implementation purposes. This would be complemented by the HRM Implementation Plan and any subsequent Implementation framework.*
- c** *The Commission should be able to identify all colonial land acquisitions and have them declared and registered as National Land by end of 2027. This should allow titles to be formally vested on the State and recognized by the Courts.*
- d** *Constructive awareness and training will be conducted throughout the country on the purpose of the LC Act , ensuring that Local Land Court magistrates, government officers, lawyers, judges etc will need to be trained on the processes and procedures under the LC Act.*
- e** *Field visits, consultations and formal hearings will be conducted throughout the country to enable colonial land acquisitions to be identified, inspected, surveyed and declared as national land and customary land to be inspected, surveyed, registered and converted to freehold land, where applicable.*
- f** *The Commission will have developed a Database Management System by 2027 and will ensure the Register of National Land and Customary Land is kept and updated regularly. This will enable revenue to be generated through subscription, search, filing and other necessary fees. The database would also contain verified and confirmed names of all former customary land owners and current landowners. It will also enable a certification process enabling State's right to ownership as the new title owner. Such electronic records can then be accessed for a prescribed fee, which is then payable to the Consolidated Revenue Fund as part of the revenue generating stream. The issuance of a Certificate by the Registrar for National Land is recognized by courts, making it valid for all purposes and intent.*
- g** *The Commission will assist at least a minimum of five land areas declared as Special Economic Zone, including land areas subject of the Connect PNG Programs.*

h

By the end of the 2027, the Commission hopes to complete a project that has a GIS linkage to the land area subject of a declaration or a decision of the Commission. This also includes the need to reconfirm the surveyed land area using latest technology such as drones etc. The ability to pin-point with accuracy to land boundaries will also greatly assist in the hearings.

i

The Commission also envisaged that by end of 2027, we would have completed our Legislative Reforms Program, enabling amendments and consequential amendments to be done to ensure that quasi-judicial processes should be in place to help validate any administrative decisions to be made by government officials.

j

By the end of 2027, the Commission would have completed at least three major NEC Special Projects, namely K92 Gold Mine Project, Wafi-Golpu and Gobe.

k

By the end of 2027, the Commission would be fully functional as an independent quasi-judicial tribunal.

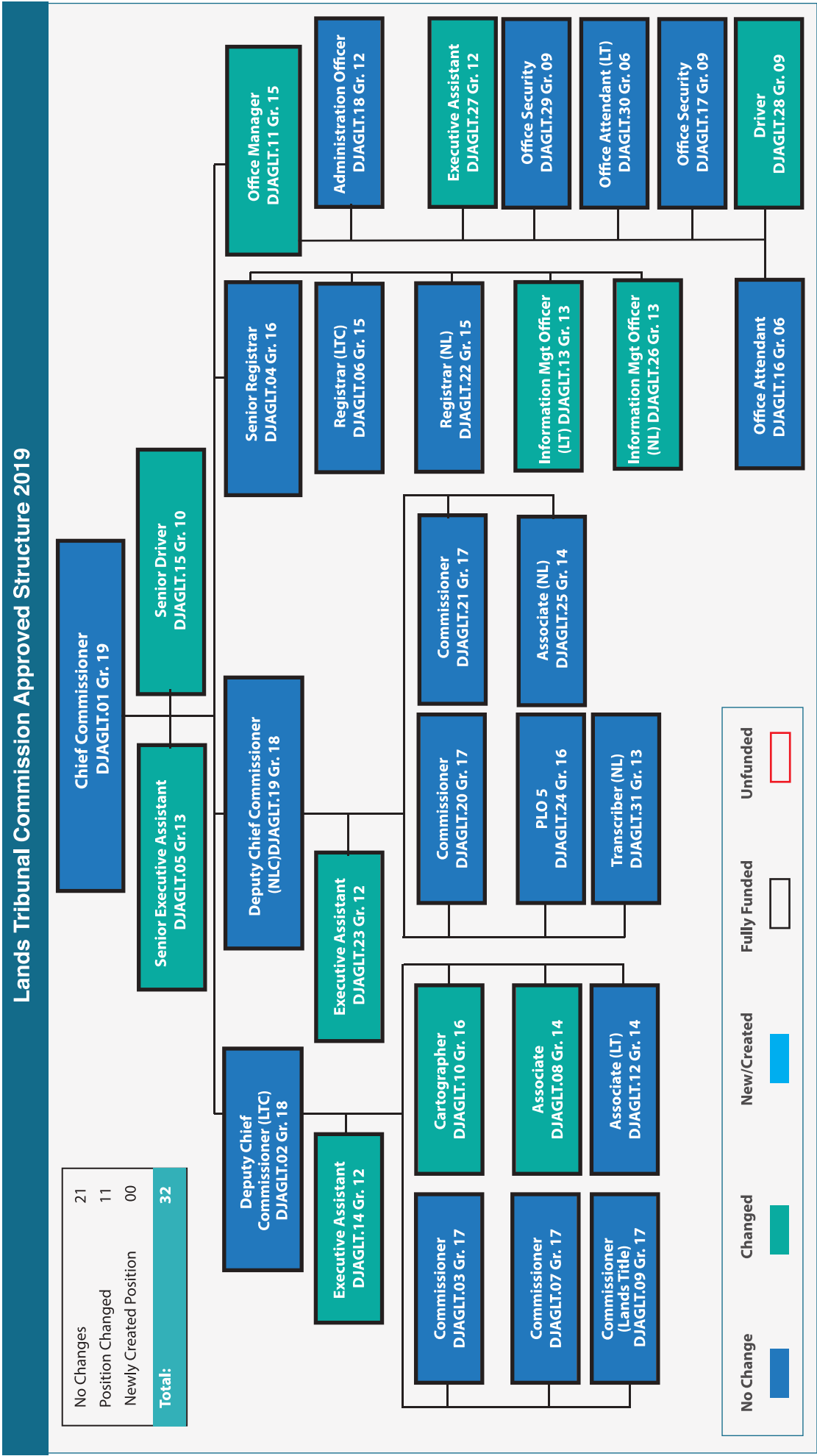


Land Commission Staff meeting

3 Organizational Chart and Functional Grid

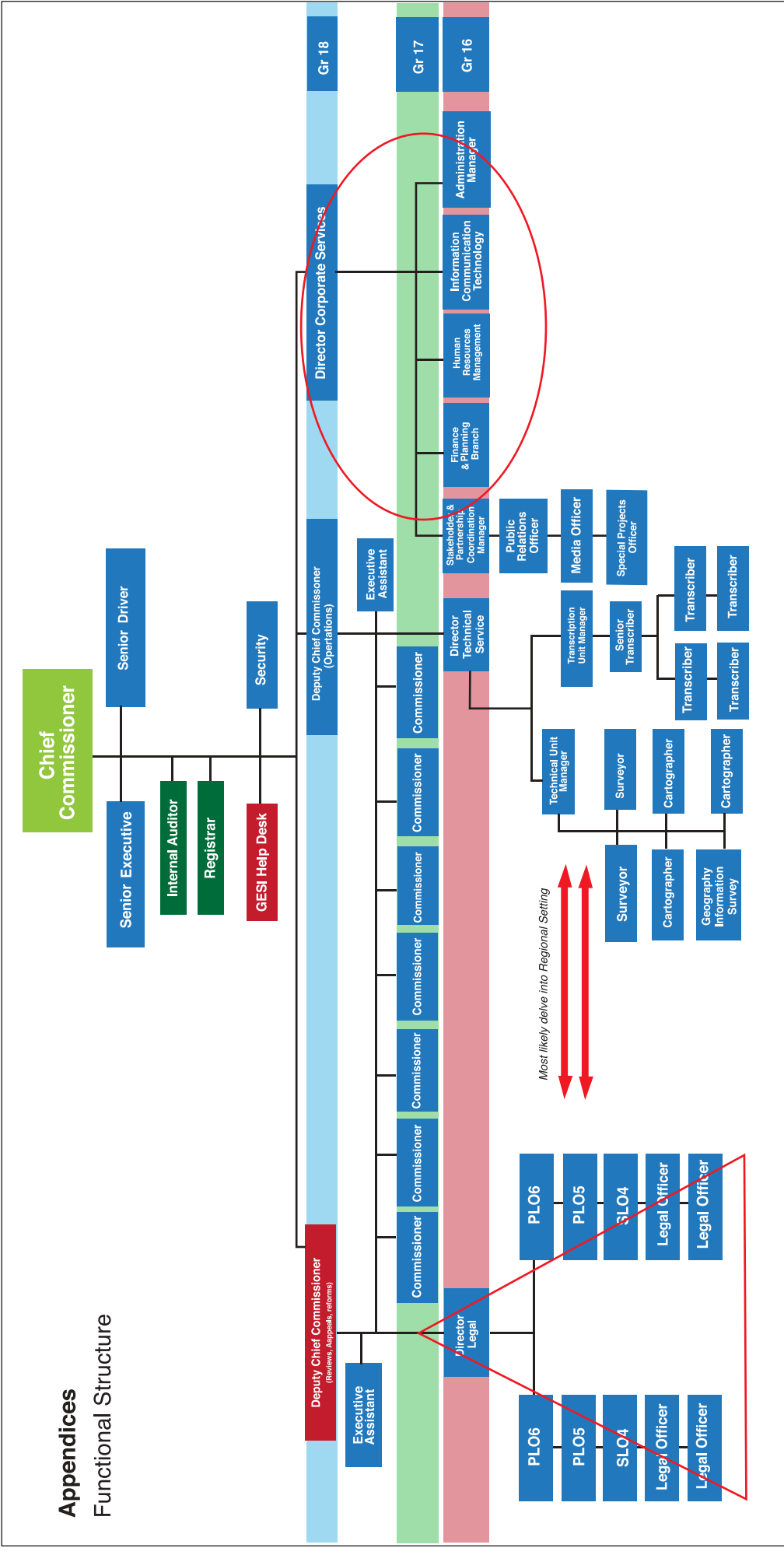
3.1 Existing Organizational Chart

The LTC and NLC functioned as separate Offices under DJAG until its merger in 2020. The merger of the two entities was approved by the DPM and initially renamed as the Lands Tribunal Commission in anticipation of the enactment of the LC Act 2022. The initial Lands Tribunal Commission structure comprised of 44 fully funded positions comprising nine Commissioners (inclusive of the Chief Commissioner and two Deputy Chief Commissioners), a Senior Registrar, two registrars, two associates, two transcribers and other support positions as illustrated below:








3.2 Proposed Organizational Chart

Since the merger of the LTC and NLC as the Lands Tribunal Commission, it was noted that there were numerous duplicate positions, thus a refinement of the structure was undertaken as part of the HRM Implementation Plan that was developed resulting in a creation of 11 additional positions utilizing the current funding. The HRM Implementation Plan also involved the reviewing and completion of all existing and new Job Descriptions. In implementing the five-year Corporate Plan, the current merge structure was reviewed against the Corporate Objectives of this plan and the proposed functional structure was drawn. The proposed structure creates 55 more new positions to effectively operationalize the functions of the Commission.



3.3 Functional Grid

The functional grid is a tabular representation of the functions to be performed by the Commission under the respective wings, divisions and branches. The functions are derived from the Corporate Objectives and outlined in the proposed Organizational Chart. It sets the basis for the functional structure for the Commission.

<div>  Chief Commissioner </div>	
<ul style="list-style-type: none"> • Overall oversight and administration of Land Commission • Conducts Reviews and Appeals • Deemed Departmental Head • Chief Accountable Officer 	
<div>  Internal Audits </div>	<ul style="list-style-type: none"> • Work with audit teams to plan priorities and perform audit works to ensure timely completions. • Prepare audit reports as per departmental standards • Document audit results and recommendations and deliver to management. • Evaluate the department's risk management and governance processes and recommend improvements. • Provide job assistant to other Auditors when required. • Coordinate with Manager Audits in receiving and revising audit programs. • Develop audit plans and prepare audit presentations for assigned projects. • Discuss with management about audit findings and recommendations. • Ensure that management clearly understands and implements audit recommendations. • Assist in development and revision of audit policies and procedures. • Other duties as instructed by Manager Audits.
<div>  GESI Help Desk </div>	<ul style="list-style-type: none"> • Implementation of GESI Policy and tool kit • Coordination and mainstreaming of GESI within the Agency • Women in Leadership • Male Advocacy Network • GESI Awareness
<div>  Registrar </div>	<ul style="list-style-type: none"> • Ensure an effective case management system for all pre-independence land acquisitions; • Ensure an effective case management system for all post-Independence land acquisitions; • Ensure an efficient Registry, Records, Filing and Database Management system. • Ensure an effective document tracking system; • Ensure an effective compliance reporting system. • Ensure an effective and efficient satellite image system for all required land declarations and descriptions etc. • Interlinking GIS Mapping to Database
<div>  Support Staff </div>	<ul style="list-style-type: none"> • Provide administrative support to Chief Commissioner's Office • Clerical support

Commissioners

- Conduct hearings to determine Land Tenure Conversion Applications
- Conduct hearings for determine National Land and Settlement Payment Claims
- Conduct hearings to determine whether land is State or Customary
- Arbitration and Mediation
- Determine Claims over declaration of state land under Section 5 of the *Land Act*.
- Determine customary land ownership as directed by HOS under Section 4 of the *LDS Act*.
- Any other responsibilities as directed by the Chief Commissioner and Deputy Chief Commissioners in relation to the functions of the Commission.

Legal & Policy Wing:

Deputy Chief Commissioner

Appeals, Reviews, Referrals



Policy Coordination

- Review and development of Legislations & Policies
- Draft regulations
- Research and Development of new Policies, systems and processes
- Review of existing Legislations with regard to Land Administration
- Development of new Policies
- Conduct Administrative Reviews



Legal

- Prepare Commissioner's Land Court circuit programs and itineraries.
- Conduct research on claims/applications and precedents
- Prepare case briefs for Commissioners
- Assist Commissioners in Land Court proceedings
- Attend to applicants' enquiries
- Write-up reports/briefs of completed cases
- Liaise with landowners and provide briefs to Commissioners
- Perform other duties as directed



Stakeholder & Partnership

- Ensure cross-sectoral coordination and partnership approaches (MOA, MOU, Guidelines, Partnerships Arrangements, Referral Process, Working Committees, Awareness, Business Process, etc.)
- Develop Partnership Arrangements with all stakeholders.
- Secure alternate financial assistance.

Operations Wing: Deputy Chief Commissioner

Operations



Technical Services

- Review and development of Legislations & Policies
- Conduct and Draft plans, maps and land blueprints.
- Inspection of land
- Maintaining accurate compilation of maps
- Assist to accurately define boundaries on maps



Transcribing Unit

- Transferring audible dialogues into written dialogues
- Type written dialogues during special hearings from audible dialogues with accuracy
- Attend to other duties as directed



Awareness workshop with Imbonggu District public servants



Director Corporate Services

Providing Internal Strategic Support in Planning and Management, Accounts and Budgets, ICT Solutions and Office Administration



Human Resource Management

- Human Resource Management
- Learning and Development
- Payroll Management



Finance and Planning

- Providing Internal Strategic Support in Planning & Management,
- Financial Management (Accounts & Budgets)



Information and Communication Technology

- Digitalization and Automation of Land Database Systems
- ICT Infrastructure and Management of IT Systems and Services



Administrative Services

- Administrative Support
- Transport Management
- Clerical Support
- Building and Properties



Housing

- Management of Housing for Staff
- Home Ownership Scheme
- Develop Housing Policy
- Implement Housing Policy



Kutubu, Southern Highlands Province

4 Corporate Objectives, Priorities and Key Result Areas

4.1 Corporate Objectives

This Corporate Objectives comprises the legislative objectives provided for under Section 4 of the *LC Act 2022*. This also includes the overall objective to establish the Commission as an independent quasi-judicial tribunal through the implementation of the *LC Act 2022* under the MTDP IV (SPA 1, DIP 1.10, Strategy 8) .

- 1 To establish internal business process, professional capacity and capability building, systems and accountability through sound corporate governance and ethical leadership
- 2 Provide an independent quasi-judicial process for the expeditious determination of land tenure conversion applications, regarding customary land under the *Land (Tenure Conversion) Act 1962*;
- 3 To align the functions and jurisdiction of the Commission, as an independent quasi-judicial tribunal to other legislation and bodies responsible for dealing with land matters;
- 4 To have an independent quasi-judicial process that protects national land as being acquired for public purposes by determining national land and to ensure settlement claims are properly assessed."

The above Corporate Objective give effect to the MTDP IV and its relevance has been discussed under Chapter 2. It is a continuation of MTDP III that is given effect to by DJAG's Corporate Plan in particular Objective No. 2 which is to "Deliver Timely, Accessible and Quality Legal Policy and Quasi- Judicial Services." This was the first time Quasi- Judicial services was included as part of DJAG's priorities. In order to implement these corporate objectives, strategic priorities had to be identified



Leaders at the opening of the Western End Ombudsman Commission Office in Wabag, Enga Province

4.2 Strategic Priorities

Following on from the Corporate Objectives, we have identified four (4) Strategic Priorities as follows:

1. *Governance and Accountability*
2. *Hearings, Reviews and Appeals*
3. *Land Registry and Digitalization*
4. *Land and Policy Reforms*

These four Strategic Priorities embrace the core functions and responsibilities of the Commission as an independent quasi-judicial tribunal within the law and justice sector and stream-lines the other core land activities within the social and economic sectors. It builds on the previous strategic priorities under the DJAG Corporate Plan 2019-2023 and further enhances Land Development and Rule of Law and Justice under MTDP IV. It clarifies the roles and responsibilities of the Commission under both the Law and Justice Sector and Economic Sector. It therefore embraces relevant government policies and strategies by enabling the specific key result areas and strategies to be developed.

4.3. Key Result Areas and Strategies

Under this Corporate Plan, there are 11 Key Result Areas (KRAs) identified as part of our key deliverables by which our performances and contributions can be monitored, evaluated, and measured. These are basically our core functions and responsibilities as mandated by law and as part of the corporate governance for an independent quasi-judicial entity.

These 11 KRAs are an improvement to the current KRA No 15 of DJAG's Corporate Plan 2019-2023. It is a great improvement as it now distinguishes, clarifies and enhances the required quality lead and lag indicators to indicate efficiency and effectiveness. Information collated from the 2023 Work Plan will be used as the Baseline to develop detailed Work Plans for 2024 onwards.

The following are our Key Result Areas and Strategies:

Key Results	Strategies
Organizational Capability Development	<ul style="list-style-type: none"> a) Review the organizational structure to ensure compliance with the legislative mandate as a quasi-judicial entity. b) Ensure relevant technical resources and expertise are identified to perform the statutory responsibilities. c) Identify and develop a professional development training program.
Governance and Business Processes	<ul style="list-style-type: none"> a) Ensure appropriate processes are developed and implemented accordingly b) Ensure appropriate funding, fees and expenses are allocated. c) Compliance and Annual Report reporting. d) Ensure relevant Practice Directions, Manuals, Handbook, Information Brochures, etc. are developed and disseminated.
Conduct of Hearings	<ul style="list-style-type: none"> a) Ensure Commissioners are formally appointed to conduct quasi-judicial hearings; b) Ensure an effective and efficient adjudication, mediation and appeals process; c) Ensure appropriate wear is purchased for the conduct of hearings; d) Ensure appropriate transcribing equipment and assets are purchased to ensure hearings are conducted and transcribed accordingly.

Appeals, Remittals, Referrals and Directions.	<ul style="list-style-type: none"> (a) Ensure all referrals, remittals and directions from the Minister for Lands, the higher Courts and or the Governor General are registered and actioned accordingly. (b) Ensure all outstanding referrals, remittals and directions are followed up. (c) Ensure an effective networking arrangement is in place with appropriate reporting being provided regularly.
Updating and Maintaining Land Register	<ul style="list-style-type: none"> (a) Ensure the Register of National Land and Land Tenure Conversion are updated and maintained on a regular basis; (b) Ensure a Register is kept and maintained for all declarations for public purposes. (c) Ensure appropriate Certificates are issued as and when required. (d) Ensure the Register is user-friendly. (e) Obtain colonial land records archived overseas and include in the Register.
Case Management System	<ul style="list-style-type: none"> a) Ensure an effective case management system for all pre-independence land acquisitions; b) Ensure an effective case management system for all post-Independence land acquisitions; c) Ensure an efficient Registry, Records, Filing and Database Management system. d) Ensure an effective document tracking system; e) Ensure an effective compliance reporting system.
GIS Mapping	<ul style="list-style-type: none"> a) Ensure an effective and efficient satellite image (GIS Mapping) system for all required land declarations and descriptions etc. b) Ensure the GIS Mapping System complements the case management system c) Purchase of relevant GIS Mapping assets and equipment. d) Ensure the GIS Mapping system complements the E-Commerce Platform.

E-Commerce Platform	<ul style="list-style-type: none"> a) Ensure an effective E-Commerce Platform is developed and established. b) Ensure a website is created and managed efficiently; c) Ensure an effective revenue generating mechanism is established and managed; d) Ensure relevant documents are uploaded and managed efficiently.
Policy and Legislative Reforms	<ul style="list-style-type: none"> a) Identify, formulate and implement appropriate legislative reforms to implement the <i>LC Act 2022</i>. b) Assist in any reviews, coordination and implementation of other land related reforms. c) Develop, finalize and implement the Regulation.
Enforcement	<ul style="list-style-type: none"> a) Enforcement of <i>LC Act 2022</i> and related Legislation b) Review enforcement provisions and propose appropriate amendments c) Develop, finalize and implement the Regulation.
Partnership and Resourcing	<ul style="list-style-type: none"> a) Ensure cross-sectoral coordination and partnership approaches (MOA, MOU, Guidelines, Partnerships Arrangements, Referral Process, Working Committees, Awareness, Business Process, etc.) with relevant stakeholders. b) Develop appropriate Partnership Arrangements with stakeholders. c) Enhance diplomatic relations to obtain necessary colonial land records. d) Secure alternate financial assistance.

Corporate Objectives Logical Framework

Objectives

- 1 To establish Internal Business Process, Professional Capacity and Capability Building, Systems and Accountability through Sound Corporate Governance and Ethical Leadership.
- 2 To Provide an Independent Quasi-Judicial Process for the expeditious determination of land tenure conversion applications, regarding customary land under the *Land (Tenure Conversion) Act 1962*.
- 3 To have an independent quasi-judicial process that protects national land as being acquired for public purposes by determining national land and to ensure settlement claims are properly assessed.
- 4 To align the functions and jurisdiction of the Commission, as an independent quasi-judicial tribunal to other legislation and bodies responsible for dealing with land matters.

Strategic Priorities

- 1 Governance and Accountability
- 2 Hearings, Reviews and Appeals
- 3 Land Registry and Digitalization
- 4 Land and Policy Reforms

Key Result Areas

- 1 Organizational Capability Development.
- 2 Governance and Business Processes.
- 3 Conduct of Hearings
- 4 Appeals, Referrals, Remittals and Directions.
- 5 Updating and Maintaining Land Register.
- 6 Case Management System.
- 7 GIS Mapping
- 8 E- Commerce Platform
- 9 Policy and Legislative Reforms
- 10 Enforcement
- 11 Partnerships and Resourcing.

4.4 Linking Strategic Priorities to Key Result Areas

Strategic Priority 1: Governance and Accountability							
Key Result Areas	Strategies	Output	2023	2024	2025	2026	2027
1.1 Organizational Capability Development	1.1.1 Development of Corporate Plan	Corporate Plan Launching					
	1.1.2 Joint submission by the Commission and DPM to NEC	NEC Submission compiled by the Commission and DPM					
	1.1.3 Refinement and alignment of Land Commission Structure	Creation of positions					
	1.1.4 Establishment of the budgetary process	Obtain Agency, GL codes and respective vote codes					
1.2 Governance and Business Processes.	1.2.1 Review and facilitate Corporate Plan	Monitoring and reporting of the Corporate Plan Implementation					
		Reporting of the Management Action Plan Implementation					

Key Result Areas	Strategies	Output	2023	2024	2025	2026	2027
	1.2.2 Review and facilitate Management Action Plan (MAP) and Annual Management Reports (AMR)	Reporting of the Management Action Plan Implementation					
	1.2.3 Accounting procedures and internal controls in place and budgets maintained	Promote and maintain good governance					
	1.2.4 Manpower and Payroll records are updated and maintained within the budgetary fiscal year	Efficient management of PE budget					
	1.2.5 Professional development	Capacity development					
	1.2.6 Set – up of regional Offices	Responsive to the populace					
	1.3.1 Conduct awareness on the roles and responsibilities of the Commission	Well informed populace on the functions of the Commission					
1.3 Partnership and Resourcing	1.3.2 Liaise with relevant agencies dealing with land matters	Effectively address Land issues within the Country					

Strategic Priority 2: Hearings Reviews and Appeals							
Key Result Areas	Strategies	Output	2023	2024	2025	2026	2027
2.1 Conduct of Hearings	2.1.1 Verification of Land Tenure conversion made on applications.	Conduct Hearings					
		Issuance of Conversion Orders					
		Issuance of Titles by Registrar of Titles					
		Uplifting of Restrictions					
	2.1.2 Verification of claims made under Section 5 of the Land Act and Customary ownership as directed by HOS under LDSA and other claims	Declaration by Minister for Lands on State Land Directions by Head of State					
2.2 Hearings for appeals, referrals, remittance and directions	2.1.3 Verification undertaken to determine whether land is State or Customary through mediation, arbitration and reconciliation	Number of Mediation and Referral					
	2.2.1 Verification of Land Owners and Settlement Claims	Number of verifications of Land Owners and Settlement Claims					

Strategic Priority 3: Land Registry and Digitalization							
Key Result Areas	Strategies	Output	2023	2024	2025	2026	2027
3.1 Updating and maintaining of Land Register	3.1.1 Establish National Land Registry	Update National Land Registry					
	3.1.2 Establish Customary Land Registry	Creation and progressive update of Customary Registry Database					
3.2 Case Management System	3.2.1 Interlinking GIS Mapping to Database	Effective Records Management System					
3.3 GIS Mapping	3.3.1 Set – up of GIS Mapping System	Ensuring an effective and efficient satellite image system for all required land declarations and descriptions					
3.4 E – Commerce Platform	3.4.1 Subscription fees for land registration files	Revenue generation					
	3.4.2 Online Registration fees Online Appeal fees						

Strategic Priority 4: Land Reforms							
Key Result Areas	Strategies	Output	2023	2024	2025	2026	2027
4.1 Legislative and Policy Reforms	4.1.1 Review Legislations	Drafting of Regulations					
		Reviewing of existing Legislations					
	4.1.2 Review and develop Policy Program	Develop Policy Guidelines					
		Administrative Review					
4.2 Enforcement	4.2.1 Exercise of coercive powers 4.2.2 Administration of disciplinary actions	Compliance with the Legislation					



Unai Island, East Sepik Province

5 Monitoring and Evaluation Framework

5.1. Planning, Management and Monitoring Framework

The Planning component of the Commission was drafted at the Loloata Resort from the 9th-11th November, 2022, as a result of a Consultative Workshop on the 18th- 22nd August 2022. These consultations further resulted in the development of a Monitoring and Evaluation (M&E) Framework to plan, monitor, measure and evaluate progress on the implementation of this Corporate Plan under its respective functional areas.

The M&E Framework contains organizational performance indicators to track the performance of the organization through periodic reviews. The reviews will be presented through the templates appended.

A separate strategy detailing the progress for the next five years will also be detailed for the purposes of firming up on the linkage between the corporate plan objectives and the strategic priorities (from high to low).

5.2. Program Theory, Program Logic

The Commission is expected to help State and the people unlock land for future social and economic development. The Commission's Corporate Plan has three main service level areas that focus on *unlocking customary land, working with partners & stakeholders to further other related land legislation and requirements and the confirmation of National Land* for benefits to the State and the people.

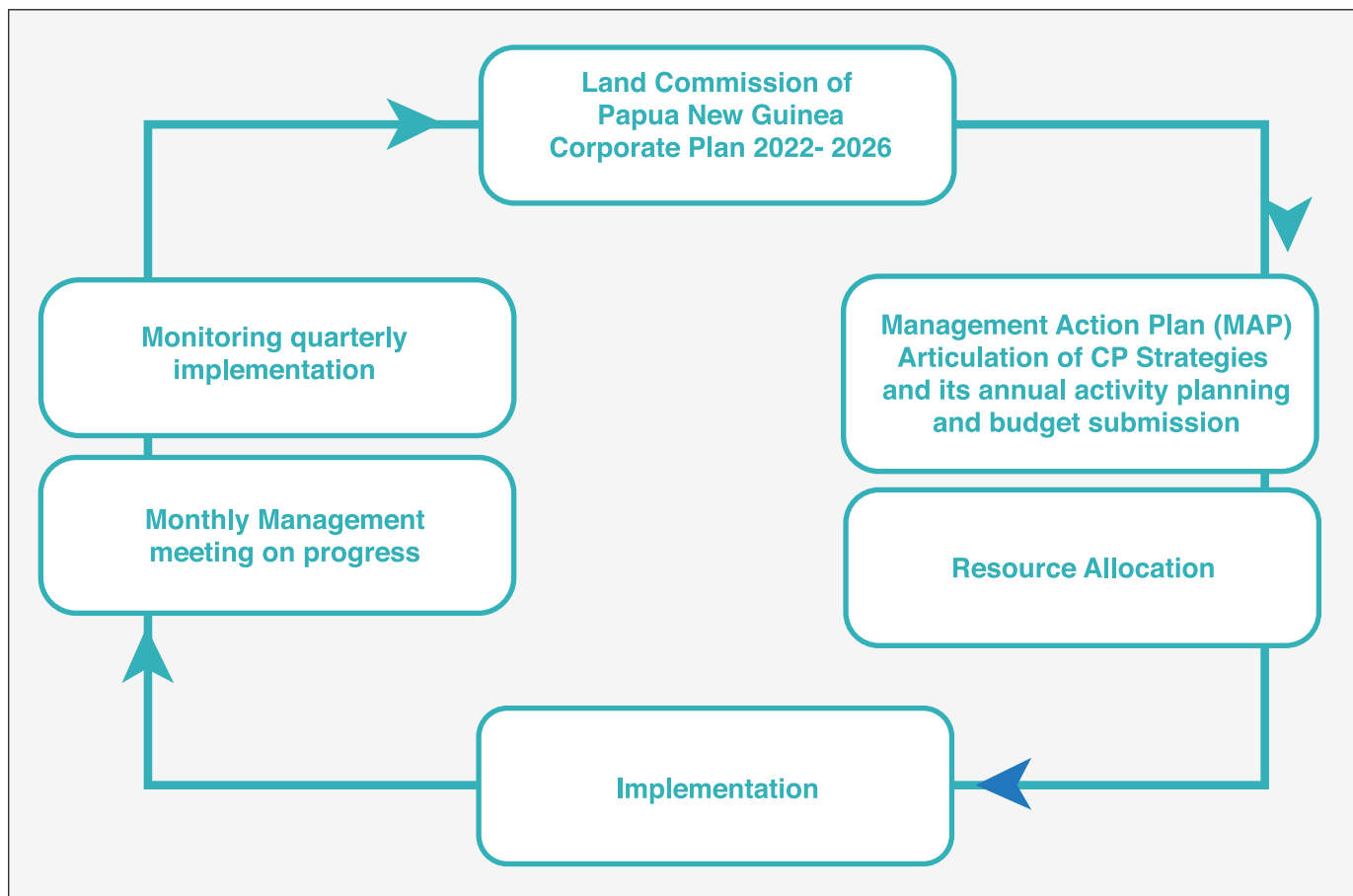
The details of this theory can also be further demonstrated with the use of the Logical Framework tool as appended to this Corporate Plan.

The Commission has already developed a HRM Implementation Plan that will provide for the overarching governance mechanism for planning, monitoring, evaluation and reporting. The HRM Implementation Plan also provides for the Corporate Service components under its proposed structure aligned to the objectives of this Corporate Plan.

5.3. Monitoring

The monitoring of the Corporate Plan will focus on its service delivery areas. It will also cater for additional requirements that would need to be fulfilled as per our international commitments to the SDG Goals. It will also cater for additional alignment to the whole of Government planning platform.

The Framework aims to identify each of the processes involved in the implementation of the Corporate Plan. The Corporate Plan will articulate the implementation of the *LC Act 2022* as a strategy of the MTDP IV. Implementation issues will be addressed quarterly as we move forward with implantation.



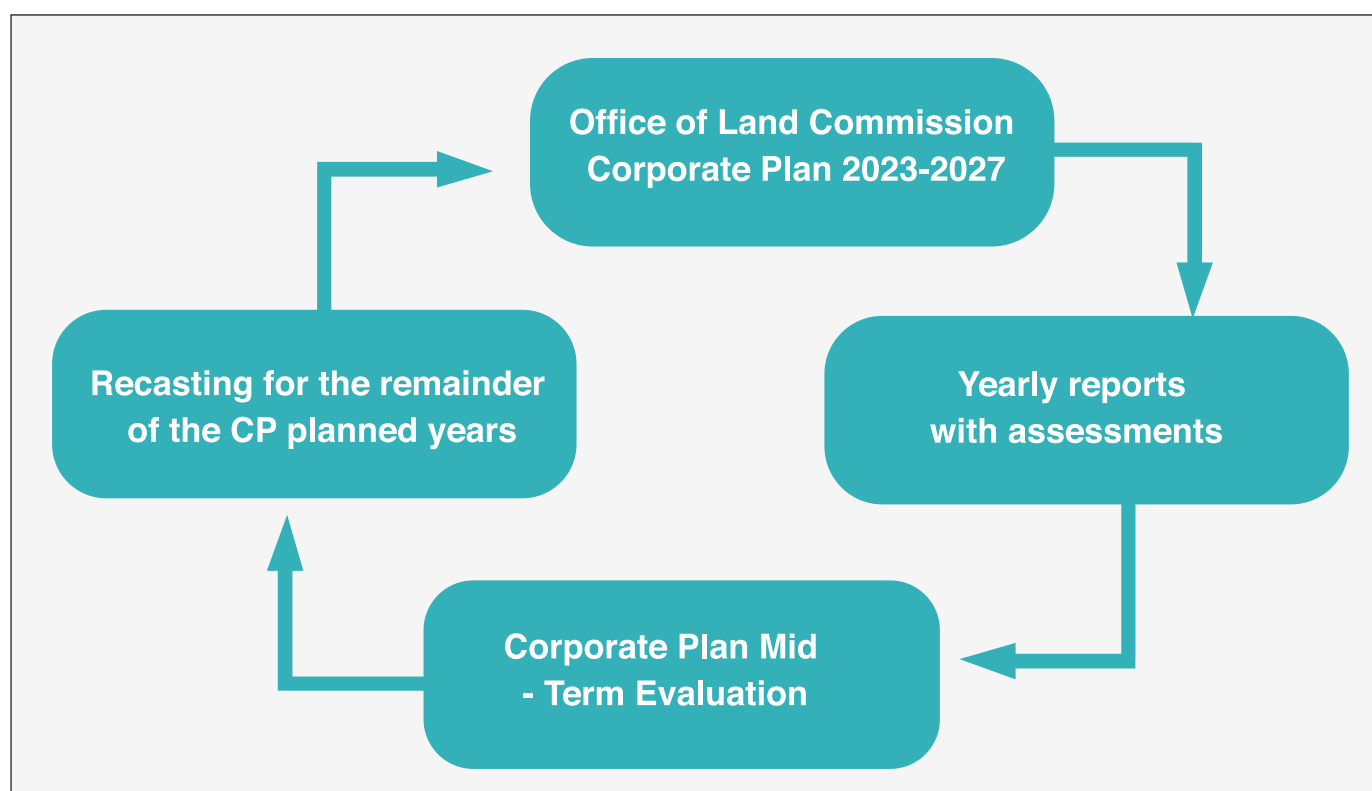
Land Commission Validation Workshop at the Lae International Hotel in Lae, Morobe Province

5.4. Reporting and Evaluation Framework

The M&E methods used will vary depending on the lead and lag indicators as reflected by this Corporate Plan. Information collected from the 2023 work plan will be used as a baseline for 2024 onwards. This will contain both quantitative and qualitative data.

Client outreach programs and feedback will be organized as part of the lead and lag indicators. This will also capture the evaluation of the Commission's Business process to improve systems and processes. Commissioned Evaluations will be outsourced to external evaluators/consultants to ensure an independent assessment of the Commission's organizational Systems and processes.

The mid-term Corporate Plan evaluation is compulsory and will be done in order to ascertain whether the implementation of the Corporate Plan is on target. The Corporate Plan will be re-casted to accommodate any reforms that may occur during implementation.



5.5 Monitoring and Evaluation Reporting Template

The M&E Reporting Templates have been developed to monitor the implementation of the Corporate Plan.

5.6 Risk Management

As part of the M&E Framework a Risk Management Plan has been developed to mitigate any risk that may arise during the implementation of this Corporate Plan. It is part of the Management Action Plan and will provide guidance on the implementation of the *LC Act 2022*

Risk Management Table

- 1 Consider every aspect of the Commission's core function areas. List of all the Major Risk below in column 1.
- 2 What would be the consequence/s of the risk? List the consequence/s in column 2.
- 3 How serious would the consequences be if this risk occurred? Give a rating in column 3.
- 4 How likely or probable is this risk? Give a rating in column 4.
- 5 Multiply the numbers in columns 3 & 4. The higher the number the more serious the risk. Give your Risk Rating in column 5.
- 6 What strategies will you use to manage the risk? List them in column six (6).

Risks	Consequences	Consequences	Probability	Risk Rating	Risk Management Strategy
List of all major risk in your LC's core functional areas.	(List of consequences here)	4. Extreme 3. High 2. Medium 1. Low	4. Almost certain 3. Likely 2. Possible 1. Unlikely	(Multiplication of Columns 3 & 4)	(Risk Treatment Action Plan) (If Risk is medium to high, how the LC would manage it: & if the risk is low explaining why this is so)
Inability to function as an independent Quasi-Judicial Tribunal	<ul style="list-style-type: none"> Breach of the LC Act 2022. Unable to exercise Quasi-Judicial powers. Open to interference from third parties. (Commission not Impartial) Non completion of NEC Priority Projects such as K92 Gold Mine, Gobe, Wafi-Golpu and Ramu Nickel. Inability to issue Conversion Orders over Customary Land results in non-issuance of Certificate of Title Inability to Certify formal vesting of Title on the State in relation to colonial land acquisitions. Inability to register and verify former land ownership over colonial land acquisitions. Inability to identify and declare roads, waterways, etc for public purposes. Inability to make appropriate recommendations to the Minister for Lands on vacant and wasted colonial land acquisitions. Inability to make settlement awards to former customary land owners over colonial land acquisitions Inability to maintain and keep a Register of National Land and Customary Land Tenure Conversions 	4	3	12	<ul style="list-style-type: none"> Ensure Corporate Plan 2023-2027 is launched. Ensure the Commission is established as a separate independent entity. Ensure Commissioners are formally appointed to exercise Quasi-Judicial Powers. Conduct constructive Awareness for all stake-holders Develop inter- agency arrangements with relevant stake-holders.

Risks	Consequences	Consequences	Probability	Risk Rating	Risk Management Strategy
List of all major risk in your LC's core functional areas.	(List of consequences here)	4. Extreme 3. High 2. Medium 1. Low	4. Almost certain 3. Likely 2. Possible 1. Unlikely	(Multiplication of Columns 3 & 4)	(If Risk is medium to high, how the LC would manage it: & if the risk is low explaining why this is so)
Insufficient funding	<ul style="list-style-type: none"> Partial execution of the HRM Implementation Plan. Inability to operate as an independent Quasi-Judicial Tribunal. Ineffective Service Delivery, both Administrative and Operational matters. Inability to conduct Hearings for OVER 3000 outstanding matters Inability to conduct Hearings for NEW matters (approx. 500 matters per year). NEC Special Projects not completed. Key Deliverable Outcomes delayed. Inability to complete Legislative Reforms Program 	4	3	12	<ul style="list-style-type: none"> Develop appropriate budget with justifications and submit through the budget process. Seek additional funding from all relevant Stake-holders for counterpart funding. Identify and seek additional funding and technical assistance from all donors (traditional and non-traditional).
Non-formal appointment of Chief Commissioners, Commissioner, and Special Commissioner	<ul style="list-style-type: none"> Delay in selection and formal appointment of the Chief Commissioner and the Commissioners recently advertised. Non-formal Hearings Conducted. Backlog of Cases Quasi-Judicial powers cannot be exercised and enforced. Delay in completion of NEC Priority Projects. 	4	4	16	<ul style="list-style-type: none"> Ensure positions already advertised are considered and appointments made. Ensure execution of the HRM Implementation Plan in relation to Terms and Conditions of Employment. Ensure Merit based appointment process is followed. Enable regular dialogue with other relevant Government agencies on the recruitment and appointment processes.
Required Professional and Technical Training competency skills.	<ul style="list-style-type: none"> Lack of professional and technical competency skills affects the functions of the commission as a Quasi-Judicial body. 	3	3	9	<ul style="list-style-type: none"> Identify and develop training needs assessment. Allocate and appropriate funds for training programs.
Lack of Legal Representation	<ul style="list-style-type: none"> State interest not being presented. Claimants/Applicants unable to comply with legislative requirements. Prolonged adjournments. 	3	3	9	<ul style="list-style-type: none"> Ensure State is represented (DLPP, OSG, OS). Conduct constructive awareness for applicant/claimants and Government Officials on legislative and procedural requirements.

I

Logical Framework

II

Alignment to the MTDP IV

III

Mid-Year Management Team
Reporting Template

IV

Annual Reporting Template

V

Corporate Plan Mid-Term Review
Template



Land Commission Staff working on Corporate Plan

Logical Framework

CORPORATE PLAN 2023 - 2027



Vision

A Safe, Secure and Peaceful Society Through Effective Quasi-Judicial
Land Administration Services



Mission

To Provide Quality, Reliable, Timely and Accessible
Independent Quasi-Judicial Land Administration
Services to the State and the People of Papua New Guinea

DJAG Corporate Objectives	<div>1</div> <div>Deliver Timely, Accessible and Quality Legal Services to the State.</div>	<div>2</div> <div>Deliver Timely, Accessible and Quality Legal Policy and Quasi-Judicial Services.</div>	<div>3</div> <div>Prevent, Reduce and Manage Crime through Appropriate and Strategic Partnerships and Developments in Research, Legal, Policy and Program Interventions.</div>	<div>4</div> <div>Timely, Accessible & Quality Justice Services to the State and People of Papua New Guinea. Policy and Program Interventions.</div>	<div>5</div> <div>Improved Governance & Accessibility, Professional Capability, Business Systems and Accountability through Sound Corporate Governance and Ethical Leadership.</div>	<div>6</div> <div>Improved Overall Coordination of National, Provincial and Social, Law and Order Sector Service Delivery Outcomes.</div>
Inter-Relationshipship	<div>Corporate Governance</div> <div>(DJAG Corporate Objective 5)</div>		<div>Legal and Justice Service</div> <div>(DJAG Corporate Objective 5)</div>		<div>Partnership & Resourcing</div> <div>(DJAG Corporate Objective 3&6)</div>	
Land Commission Corporate Objectives	<div>1</div> <div>To Establish Internal Business Process, Professional Capacity and Capability Building, Systems and Accountability through Sound Corporate Governance and Ethical Leadership</div>	<div>2</div> <div>To Provide an Independent Quasi-Judicial Process for the expeditious determination of land tenure conversion applications.</div>	<div>3</div> <div>To have an independent quasi-judicial process that protects national land as being acquired for public purposes by determining national land and to ensure settlement claims are properly assessed.</div>	<div>4</div> <div>To align the functions and jurisdiction of the Commission, as an independent quasi-judicial tribunal to other legislation and bodies responsible for dealing with land matters.</div>		

Land Comission Strategic Priorities	<div>1</div> Governance and Accountability	<div>2</div> Land Registry & Digitalization	<div>3</div> Hearing, Reviews and Appeals	<div>4</div> Land and Policy Reform
Key Result Areas (Goals)	<div>1.1</div> Organizational Capability Development. <div>1.2</div> Governance and Business Processes.	<div>2.1</div> Updating and maintaining land register <div>2.2</div> Case Management System <div>2.3</div> GIS Mapping <div>2.4</div> E-Commerce platform	<div>3.1</div> Conduct of Hearings <div>3.2</div> Appeals, Referrals remittals and Directions	<div>4.1</div> Policy & Legislative Reforms <div>4.2</div> Enforcement. <div>4.3</div> Partnership and resourcing



Aerial View of the National & Supreme Court House, Waigani, Port Moresby

1

Launching of the Corporate Plan

2

NEC Submission compiled by Land Commission and DPM

3

Creation of positions

4

Obtain Agency, GL codes and respective vote codes

5

Monitoring and reporting of the Corporate Plan Implementation

6

Reporting of the Management Action Plan Implementation.

7

Promote and maintain good governance.

8

Efficient management of PE budget

9

Capacity development

10

Update National Land Registry

11

Creation and progressive update of Customary Registry Database

12

System

13

Effective Records Management

14

Conduct hearings

15

Issuance of conversion Orders

16

Issuance of Titles by Registrar of Titles

17

Uplifting of restrictions

18

Declaration by Minister for Lands on State Land

19

Directions by Head of State

20

Number of hearings conducted.

21

Number of Confirmation of former landowners

22

Number of a warding of settlement payments

23

Vesting of formal title to the State.

24

Number of Mediation and referral

25

Drafting of Regulations

26

Reviewing of existing Legislations

27

Develop Policy Guidelines

28

Administrative Review

29

Well informed populace on the functions of the Commission

30

Effectively address Land issues within the Country

31

Responsive to the populace

Outputs (KPDs, Lead Indicators, Efficiencies)	<p>As clustered under the Strategic Priorities/Performance Agreement, and captured in the various Fortnightly KRA Reporting Template.</p>
Inputs & Processes	<ul style="list-style-type: none"> i. Time ii. Share expertise and personnel with LJS/SLOS partners and stakeholders iii. Funding iv. Governance Committees, team work v. EMT leadership vi. Effective PME role in central coordination of PIP implementation monitoring and evaluation and reporting with the added impetus to improving performance management vii. Centralized Section 32 authority and BSMC/PMIC processes, connectivity of JSS4D and EU Funding of K100m for LJS and World Bank CNSP Funding viii. OCD Recommendations effectively implemented ix. Continuously building PME and Corporate Services capacity and capability to enable them to deliver on this mandate x. Develop M&E and Reporting Framework to track Progress towards the attainment of the above KRAs and KPIs.
Risks	<ul style="list-style-type: none"> > Lack of Commitment by B/Heads > Change of leadership > No PIP funding/Funding Shortfalls > Organizational and Functional Restructures > Branch Engagement/Disengagement/Collaboration > Operational silos

Alignment to MTDP IV

STRATEGIC PRIORITY AREA (SPA) 1:

Deliberate Intervention Program

1.1	Commercial Agricultural & Livestock Development
1.2	Mining & Petroleum Development
1.3	Fisheries & Marine Resources
1.4	Forestry
1.6	Micro, Small & Medium Enterprises
1.7	National Tourism, Arts & Cultural Development
1.8	Trade & Investment
1.9	Manufacturing
1.10	Land Development
1.11	Downstream Processing

STRATEGIC ECONOMIC INVESTMENT

Land Commission's Relevance

The Objective of SPA 1 is to Build a Robust and Resilient Economy.

Strategy 8 of MTDP IV, DIP 1.10 provides for the *“Implementation of the Land Commission Act 2022”* and is the basis for LC’s intervention on all SPA’s under the MTDP IV.

Section 16 of the LC Act provides the Legislative mandate for LC’s intervention on:

- **Customary Land:** To assist and support the economic diversification program by facilitating the conversion of customary land to freehold or leasehold land. In addition, the LC can assist in the declaration of public roads, rights of way or water, and areas reserved for public purposes in or over customary land adjudicated areas.
- **Special Projects:** LC to assist with the Special Commission Hearings to determine any customary land ownership issues arising out from resource impact projects, for example K92 Gold Mine. (DIP 1.2)
- **National Land:** LC to conduct hearings in relation to land acquired by colonial administration for public purposes, verification and confirmation of former customary land owners, keep a registry of all National Lands, award of settlement payments and make appropriate recommendations to Minister for Lands on Waste and Vacant Land acquired by colonial administration.
- LC will, where applicable, ensure **formal title to land is vested on the State and recognized by the Courts.**
- LC to Coordinate with Ocean Affairs and PNG’s Maritime regarding territorial waters and contiguous zones where applicable.

STRATEGIC PRIORITY AREA (SPA) 2:

CONNECT PNG INFRASTRUCTURE

Deliberate Intervention Program

Land Commission's Relevance

2.1	Connect PNG: Road Transport
2.2	Connect PNG – Air Transport
2.3	Connect PNG: Water Transport
2.4	Connect PNG: Telecommunications & ICT Connectivity
2.5	Connect PNG: Electricity Roll-Out
2.6	Connect PNG: Water, Sanitation & Hygiene
2.7	Connect PNG: Housing
2.8	Connect PNG: Urban Towns & District Growth Centres

The Objective of SPA 2 is for Building a Country-wide Enabling Infrastructure for the socio-economic connectivity in improving, rehabilitating, maintaining, constructing and upgrading Connect PNG's DIPs 2.1- 2.8.

This is to ensure that the governments strategic economic investments, such as industrial hubs, growth centers, special economic zones, provision of goods and services are dependent on the quality and accessibility of basic infrastructure.

The LC will complement SPA 2 Objective by performing its mandate and functions mentioned in SPA 1. This includes declaration of roads, airports, airstrips, wharves, communication towers, pipelines, water ways, power-lines, etc.

The LC will also assist on customary land tenure conversion where applicable. This also includes the determination of customary land ownership over special project areas that these infrastructures relate too. LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.

STRATEGIC PRIORITY AREA (SPA) 3:

QUALITY AND AFFORDABLE HEALTH CARE

Deliberate Intervention Program

Land Commission's Relevance

3.1

Primary Health Care

3.2

Specialized Health Care

3.3

Health Infrastructure

3.4

Specialized Training

3.5

HIV-AIDS

The Objective of SPA 3 is to Achieve Quality, Affordable and Easily Accessible Health Care.

The LC will assist on any land infrastructure issues where applicable. This includes assisting on customary land tenure conversion and the determination of customary land ownership over special project areas that these infrastructures relate to.

LC will also conduct hearings in relation to land acquired by colonial administration for public purposes, verification and confirmation of former customary land owners, award of settlement payments and make appropriate recommendations to Minister for Lands on Waste and Vacant Land acquired by colonial administration that can be used for Health Infrastructure.

LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.

STRATEGIC PRIORITY AREA (SPA) 4:

QUALITY EDUCATION AND SKILLED HUMAN CAPITAL

Deliberate Intervention Program

Land Commission's Relevance

4.1

Early Childhood Education (ECE)

4.2

Primary & Secondary Education

4.3

Tertiary Education

4.4

Technical Vocational Education & Training (TVET)

4.5

Quality Training and Accreditation

The Objective of SPA 4 is to Achieving an Educated, Skilled, and Productive Human Capital that provides the enabling environment for resilient economic growth, starting education from early childhood to primary & secondary, tertiary, and to vocational, poly-techs and TVETs.

The LC will assist on any land infrastructure issues where applicable. This includes assisting on customary land tenure conversion and the determination of customary land ownership over special project areas that these infrastructures relate to.

LC will also conduct hearings in relation to land acquired by colonial administration for public purposes, verification and confirmation of former customary land owners, award of settlement payments and make appropriate recommendations to Minister for Lands on Waste and Vacant Land acquired by colonial administration that can be used for Educational Purposes.

LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.

STRATEGIC PRIORITY AREA (SPA) 5:

RULE OF LAW AND JUSTICE

Deliberate Intervention Program	
5.1	National Policy & Crime Prevention
5.2	Effective Judiciary System
5.3	Correctional Services Rehabilitation & Reintegration
5.4	Community Peace & Restorative Justice

Land Commission's Relevance

The Objective of SPA 5 is to Strengthen the Systems and Processes of Government and Enforcement of the Rule of Law to Achieve a Safe, Just and Secure Environment for All.

As a Quasi-Judicial Tribunal, the LC is a part of the Judiciary System. It will complement SPA 5 Objective by performing its mandate and functions in the implementing of these DIPs.

The LC will use the existing infrastructures (court houses, community justice service centres, village court houses, etc.).

LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.

STRATEGIC PRIORITY AREA (SPA) 6:

NATIONAL SECURITY

Deliberate Intervention Program	
6.1	National Defence & Cooperation
6.2	Immigration
6.4	Biosecurity

Land Commission's Relevance

The Objective of SPA 6 is to Strengthen National Security Through Capacity Enhancement of Security Agencies. In performing its mandate, the LC shall provide relevant data and statistics to assist in the implementation of the Objective

The LC will assist to address land issues, where applicable, that are of national security interests. LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.

STRATEGIC PRIORITY AREA (SPA) 7:		NATIONAL REVENUE AND PUBLIC FINANCE MANAGEMENT	
Deliberate Intervention Program		Land Commission's Relevance	
7.4	Public Finance Management	<p>The Objective of SPA 8 Strengthen Tax and Non-Tax Revenue and Expenditure Management</p> <p>The LC will support Tax and Non-Tax Revenue mechanisms as a revenue generating entity through improved compliance and expenditure management. This is important for effective delivery of Strategy 8 of SPA 1.</p> <p>LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.</p>	

STRATEGIC PRIORITY AREA (SPA) 8:		DIGITAL GOVERNMENT, NATIONAL STATISTICS AND PUBLIC SERVICE GOVERNANCE	
Deliberate Intervention Program		Land Commission's Relevance	
8.1	Integrated Digital Government System	<p>The Objective of SPA 8 Strengthen Good Governance, Efficient Public Service Through Digital Government Transformation and Anchored on a Digital Driven Robust Data Collection, Classification and Statistical System.</p> <p>The LC will introduce Government Information System (GIS) that will complement the DIP 8.1 and enhance DIP 8.6 and 8.7 endeavors to contribute as a Revenue Generating Entity under SPA 7.</p> <p>LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.</p>	
8.6	Public Service Administration		
8.7	Public Service Governance		

STRATEGIC PRIORITY AREA (SPA) 9:		RESEARCH, SCIENCE AND TECHNOLOGY
Deliberate Intervention Program		Land Commission's Relevance
9.5	Socio-Economic Policy Research Support Program.	<p>The Objective for SPA 9 is for Informed Decision Making Through Innovative Research, Science and Technology. The target areas are its programs, peer Review and Registered Patented Intellectual Properties. One of its strategies is to build high quality research facilities and infrastructure</p> <p>The LC will complement SPA 9 Objective by assisting with any innovative research and application of technological advances in relation to land administration.</p> <p>LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.</p>

STRATEGIC PRIORITY AREA (SPA) 10:		CLIMATE CHANGE AND ENVIRONMENT PROTECTION
Deliberate Intervention Program		Land Commission's Relevance
10.1	Climate Change Mitigation & Adaptation	<p>The Objective of SPA 10 is Building Resilient Economy from the Advance Effect of Climate Change, Environment Degradation and Natural Disasters.</p> <p>The LC will complement SPA 10 Objective by assisting with any relevant data and statistics to assist in implementation of these DIPs. This may include identification of Waste and Vacant undeveloped National Land for resettlement, rezoning, etc. for the purposes of these DIPs. LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.</p>
10.2	Environment Protection	
10.3	Natural Disaster Management	

STRATEGIC PRIORITY AREA (SPA) 11:

POPULATION, YOUTH AND WOMEN EMPOWERMENT

Deliberate Intervention Program

Land Commission's Relevance

11.1

Sustainable Population

11.2

Youth Development and Labour Mobility

11.3

National Sports Development

11.4

Women Empowerment

11.5

Family and Social Inclusion

The Objective of SPA 11 Is Sustainable, Inclusive and Productive Population for development.

The LC will assist on any land infrastructure issues where applicable. This includes assisting on customary land tenure conversion and the determination of customary land ownership. LC will also conduct hearings in relation to land acquired by colonial administration for public purposes, verification and confirmation of former customary land owners, award of settlement payments and make appropriate recommendations to Minister for Lands on Waste and Vacant Land acquired by colonial administration that can be used for these purposes.

LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.

STRATEGIC PRIORITY AREA (SPA) 12:

STRATEGIC PARTNERSHIP

Deliberate Intervention Program

Land Commission's Relevance

12.1

Foreign Relations

12.2

Development and Economic Cooperation

12.3

Private Sector

12.4

Civil Society and Faith Based Organization

12.5

National Volunteer Services

The Objective of SPA 10 is Building Resilient Economy from the Advance Effect of Climate Change, Environment Degradation and Natural Disasters.

The LC will complement SPA 10 Objective by assisting with any relevant data and statistics to assist in implementation of these DIPs.

This may include identification of Waste and Vacant undeveloped National Land for resettlement, rezoning, etc. for the purposes of these DIPs. LC will, where applicable, ensure formal title to land is vested on the State and recognized by the Courts.



Corporate Plan Mid-Year Reporting Template

Summary Report for each Branch

Branch

(Enter the name of the Branch. Office or Unit)

Corporate Objectives

(Enter the corporate plan objectives of the KRAs)

Key Result Areas

(Enter the KRA's that the Branch is responsible for)

Activities as per MAP Implementation and budget expenditure Reports abstracts from 1st & 2nd quarter budget review report.

Summary of 1/2 yearly implementation and issues of concerns

Planning officers will sit in as observers in the 1/4ly budget review meetings of all the branch, office and units to take note of the progress in the implementation of the KRA's. The planning officers will provide a mid-year report to the Executive Management Team on the implementation of the KRAs as articulated in the Management Action Plan (MAP) for appropriate noting and decisions where necessary.



Corporate Plan

Annual Report Template

Division

(Enter the name of the Branch. Office or Unit)

Corporate Objectives

(Enter the name of the Branch. Office or Unit)

Key Result Areas (KRA)

(enter the KRA that you are reporting on)

Strategies

(list the strategies that you have worked on in the year)

Annual Activities

Report Against KPI/Strategies

Summary Report with Recommendations

The Executive Manager of the Division is expected to complete this template and provide this report to the Policy and Reforms Wing for the compilation of the annual report to Minister and Chief Secretary.



Corporate Plan

Mid-Term Review Template

Wing

(Enter the name of the wing)

Corporate Objectives

(Enter the Corporate Plan Objectives that the Wing is responsible for)

Key Result Areas (KRA)

(Enter the KRAs the Wing is responsible for, Note: Corporate Objectives and KRA must Correlate)

Summary of Reports and Recommendations from yearly reports

Report on actions taken on Recommendations

Critical Management Decisions and the Way forward

Summary

1

Commission of Inquiry into Land Matters Report 1973

2

DJAG Corporate Plan 2020-2023

3

Land Act 1996

4

Land Commission Act 2022

5

Land Dispute Settlement Act 1975

6

Land Title Commission Act 1962

7

Medium Term Development Plan III

8

Medium Term Development Plan IV

9

National Land Registration Act 1977

10

Papua New Guinea Constitution

11

White Paper on Law & Justice in Papua New Guinea

12

Vision 2050

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 Department of Prime Minister and NEC
 Department of Personnel Management
 Department of National Planning and Monitoring
 Department of Lands and Physical Planning
 Department of Mineral Policy and Geohazards
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 Office of the Solicitor General
 Magisterial Services
 Mineral Resource Authority
 National Narcotics Bureau
 National Capital District Commission
 Central Provincial Administration
 Chimbu Provincial Administration
 Jiwaka Provincial Administration
 Milne Bay Provincial Administration
 Morobe Provincial Administration
 Southern Highlands Provincial Administration
 West New Britain Provincial Administration
 Western Highlands Provincial Administration

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Land Commission team inspecting a Customary Land outside Port Moresby





Land Commission of Papua New Guinea

A Safe, Secure and Peaceful Society through
Effective Quasi-Judicial Land Administration Services