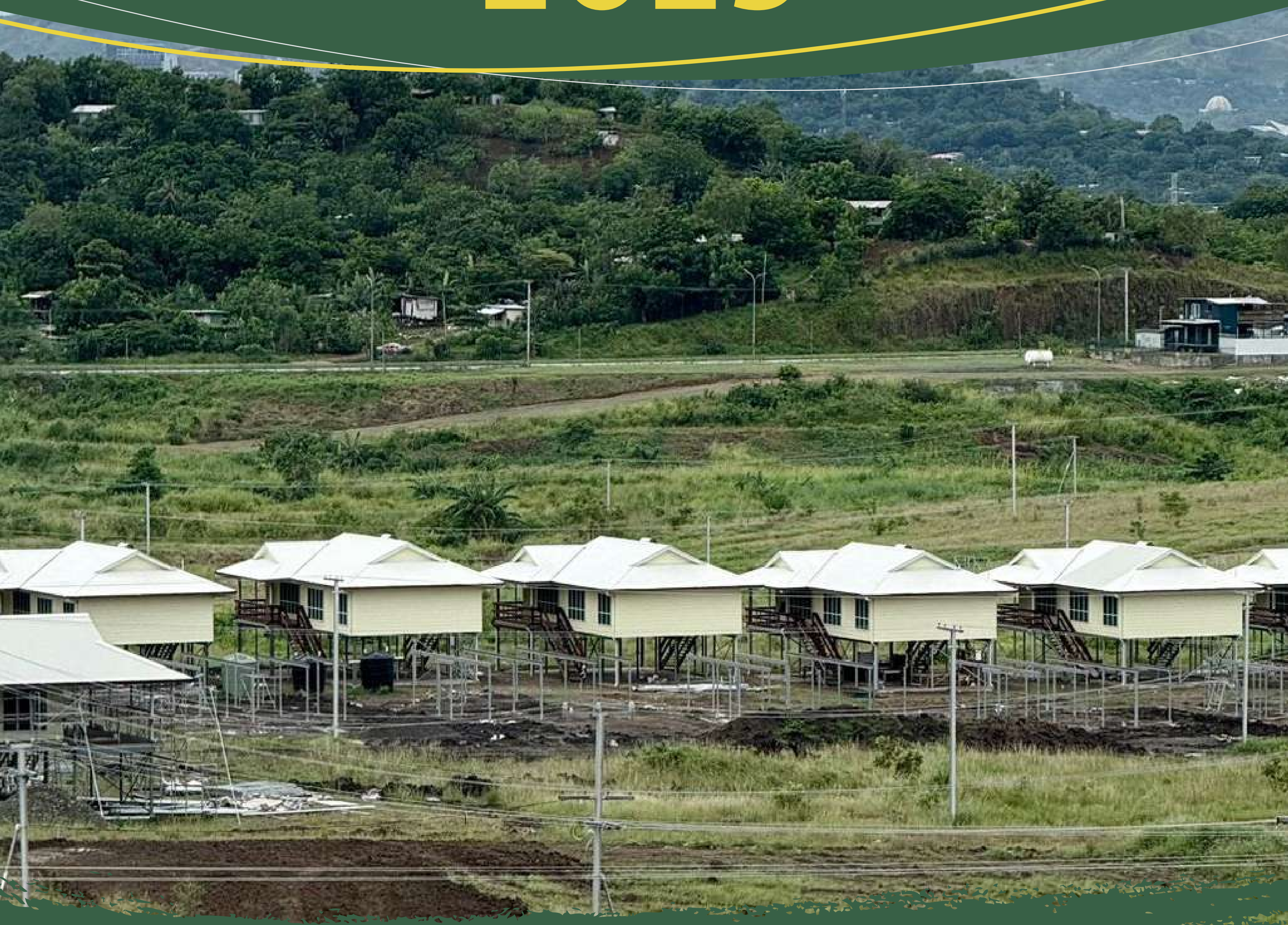
NATIONAL HOUSING CORPORATION

# ANNUAL REPORT 2025



## “Delivering Institutional Reform and Housing Growth Through Strategic Alignment and System Transformation”

# ANNUAL REPORT 2025

*Theme: "Delivering Institutional Reform and Housing Growth Through Strategic Alignment and System Transformation."*

# TABLE OF CONTENTS

# Executive Summary

2025 was a year of transformation for the National Housing Corporation (NHC), with major institutional reforms, infrastructure initiatives, and digital advancements achieved under the leadership of Mr. Abel Tol, LLB, Managing Director. Despite resource constraints, the Corporation made measurable progress across its twelve (12) Key Result Areas (KRAs), advancing policy frameworks, national housing initiatives, and operational efficiency.

**Performance Overview:**

- **3 KRAs Achieved -** Policy and legislative reforms, ICT transformation, governance compliance.
- **9 KRAs Partially Achieved -** Housing delivery, commercialisation, asset recovery, HR and financial controls

**Key achievements include:**

- Launch of the **PNG National Housing Policy 2023-2033.**
- Completion of the **NHC Corporate Plan 2025-2029.**
- Finalization of the **National Housing Sector Development Plan 2023 - 2030**
- Completion of **NHC Act Review** consultations.
- Implementation of the **NHC/Kumulsoft ICT Suite** (FAMS, LMS, 3V).
- Substantial progress on **Durand Farm Housing Project** and **Tokarara HQ Redevelopment Concept.**

Financially, 2025 was a consolidation year for NHC. While funding releases under the PIP were partial, the Corporation successfully sustained nationwide operations, implemented major ICT and financial control systems, and stabilized its cash position. These reforms are expected to yield stronger revenue performance and expenditure efficiency from 2026 onwards.

# Leadership Statements

## Statement by
## Hon. Dr. Kobby BOMAREO, MP & Minister for Housing

**IT is my pleasure to present the National Housing Corporation's 2025 Annual Report, a reflection of the progress made under this Government's commitment to ensuring that every Papua New Guinean has access to affordable, decent, and secure housing.**

Housing remains a cornerstone of our national development vision. Under the **PNG@50 Reset Agenda,** the Government has placed strong emphasis on creating opportunities for home ownership, expanding housing infrastructure, and ensuring that every citizen has access to a safe place to call home.

The work of the NHC directly supports this priority, and I acknowledge the leadership of the Managing Director, the Board, and the dedicated staff who continue to drive reforms in a challenging operational environment.

During 2025, significant progress was achieved in aligning NHC's operations with the national development agenda. The completion and launch of the **PNG National Housing Policy 2023-2033**, the progress of the **Durand Farm Housing Project,** and the initiation of the **Tokarara Headquarters Redevelopment** demonstrate the Corporation's commitment to building sustainable housing solutions for our people.

Furthermore, **NEC Decision No. 341/2023** reaffirmed NHC as the **central coordinating agency** for all Government-assisted housing programs across the country. This mandate sets a new direction for coordinated, transparent, and equitable housing development nationwide.

As we move into 2026, the Government remains steadfast in its support of NHC's efforts to expand provincial housing rollout, strengthen governance, and enhance the delivery of institutional and affordable housing options.

The Corporation has laid the foundation, and we now expect accelerated implementation consistent with the expectations of the **PNG@50 Reset Agenda** vision.

I commend the National Housing Corporation for the progress made in 2025 and look forward to greater delivery outcomes in the years ahead.

**Hon. Dr. Kobby BOMAREO, MP**
Minister for Housing

Statement by

# Mr. James Anthony WONG - Chairman, NHC Board

**I AM honoured to present the 2025 Annual Report of the National Housing Corporation. This year marks a period of strengthened governance, improved institutional discipline, and enhanced accountability under the direction of the Board**.

The Corporation has made significant strides in aligning its internal controls with the requirements of the **Public Finance Management Act (PFMA),** and other enabling Acts, and the broader standards of good governance expected of State agencies.

The Board held its scheduled meetings and subcommittee sittings, providing oversight and direction on key matters, including procurement compliance, audit reforms, and the operationalization of key national housing policies.

The completion of internal audits covering 2015–2024, the implementation of the **NHC Special Procurement Committee,** and the introduction of improved Board reporting templates have contributed to improved transparency and accountability across operations. The Board acknowledges the Managing Director and Executive Management for the significant work undertaken in these areas.

The Corporation also progressed in implementing **NEC Decision 341/2023,** which mandates NHC as the central coordinating body for all Government housing initiatives.

This is a major responsibility, and the Board is committed to supporting the implementation of this directive in accordance with national policy and the strategic direction set by Government.

While the year presented challenges, particularly in financial constraints and divisional capacity limitations, the Corporation has demonstrated resilience and strong institutional recovery.

The Board will continue to guide and support the Corporation to ensure that the governance foundation strengthened in 2025 becomes the platform for accelerated delivery in 2026 and beyond.

**Mr. James Anthony WONG**
Chairman – NHC Board of Directors

Statement by

# Mr. Abel TOL, LLB - Managing Director

**I AM pleased to present the 2025 Annual Report for the National Housing Corporation (NHC). This Annual Report is also in compliance with Section 76 of the National Housing Corporation Act 1990. This report reflects the work undertaken by the Corporation in a year focused on stabilizing institutional structures, advancing key reforms, and enhancing service delivery under the Government's national housing priorities.**

My performance for 2025 was guided by **twelve (12) Key Result Areas (KRA's)** assigned by the Minister and the NHC Board. I am pleased to report that **three KRAs were fully achieved,** and **nine KRAs were partially achieved,** with no areas recorded as not achieved. These outcomes are directly supported by divisional progress reports and verified operational data.

**Key Achievements under the KRAs**

- Completion and launch of the **PNG National Housing Policy 2023-2033.**
- Finalization of the **NHC Corporate Plan 2025-2029.**
- Finalization of the **National Housing Sector Development Plan 2023 - 2030**
- Completion of national consultations for the **NHC Act Review 2024.**
- Full rollout of the **NHC/Kumulsoft ICT systems (FAMS, LMS, 3V).**
- Advancements in the **Durand Farm Housing Project,** including 10 completed houses, 16 under construction, and 500 serviced allotments.

While significant progress was achieved, some KRAs remained partially completed due to Treasury funding delays, project sequencing requirements, and whole-of-government regulatory approvals beyond NHC's direct control. These activities have appropriately rolled forward into the 2026 work program and have been incorporated into the Corporate Plan implementation schedule.

**Strengthening Governance and Operational Systems**

2025 also marked critical improvements across governance, legal, audit, and administrative functions. The Board Secretariat improved the quality and timeliness of Board submissions. Internal Audit cleared historic audit backlogs, and the Legal Division advanced major cases involving NHC land, titles, and assets. These institutional improvements form the backbone of our future delivery capacity.

Although capital funding was constrained by delayed Treasury releases, the Corporation deliberately prioritized governance, financial discipline, and systems reform, ensuring that all expenditures in 2025 were controlled, justified, and aligned to the approved Corporate Plan.

**Looking Forward to 2026**

In 2026, the Corporation will shift its focus from policy completion to operational delivery, with priority on:

- Durand Farm sewer reticulation and housing expansion.
- Tokarara Headquarters Redevelopment through PPP engagement.
- ICT Phase 2 integration.
- Revenue strengthening through CID restructuring.
- Expansion of housing rollout under MTDP IV.
- Start of the Rollout of the National Housing Sector Development Plan 2023 - 2030

Under the motto "**Building Dreams & Transforming Lives,**" the National Housing Corporation remains committed to providing affordable and sustainable housing for all Papua New Guineans.

**Mr. Abel TOL, LLB**
**Managing Director**

# NHC FINANCIAL PERFORMANCE - 2025

One-Page Summary (Preliminary/ Unaudited)

## Funding & Grants

- Public Investment Programme (PIP): K25.0m approved
- Treasury release received: K17.0m (68%)
- Operational Grants fully released
- Shortfall deferred some capital works

## Revenue Performance

- Internally generated revenue approx. K6.0m
- Sources: rentals, arrears recovery, sales schemes
- Below potential due to legacy arrears & data gaps
- Improvement expected from system reforms

## Expenditure & Controls

- Conservative expenditure management applied
- Priority to payroll, utilities and statutory costs
- Capital expenditure phased due to cash constraints
- Audit are currently on foot

## ICT & Systems Investment

- Kumulsoft systems rolled out (FAMS, LMS, Mortgage, 3V)
- Improved asset visibility and financial discipline
- Foundation established for better billing & reporting
- Full benefits expected in 2026

## Overall Financial Assessment

- 2025 was a consolidation and reform year
- Liquidity pressures managed without service disruption
- Strong focus on governance and financial discipline
- Corporation positioned for growth in 2026

***Note:*** *Final figures subject to audit and Board approval*

# 3. Corporate Profile

## Vision

To be the lead pathway to sustainable urbanized homes and wealth creation for all Papua New Guineans.

## Mission

To deliver affordable and inclusive housing solutions through effective management, innovation and partnerships.

## Motto

Building Dreams & Transforming Lives.

## Mandate

The National Housing Corporation (NHC), established under the National Housing Corporation Act 1990 as amended, is mandated to provide affordable, decent, and sustainable housing for all Papua New Guineans. Its core functions include planning, construction, financing, management, and facilitation of home ownership, institutional accommodation, and public housing development.

## NEC Decision No. 341/2023

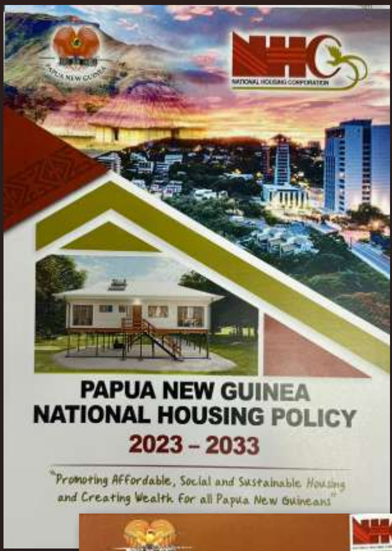
Under **NEC Decision No. 341/2023,** NHC is designated as the central coordinating agency for all Government housing programs, including institutional housing, public service home ownership schemes, and provincial rollout programs under MTDP IV.

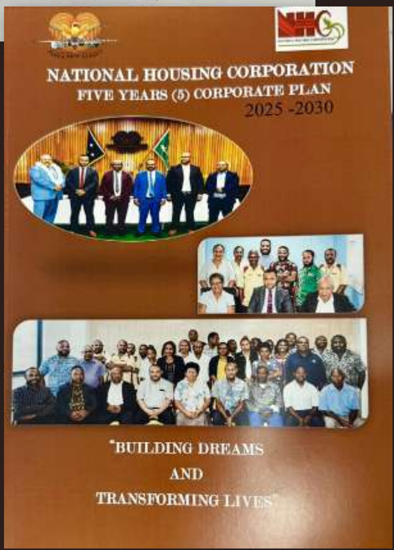
# 4. Governance Framework

NHC operates under the **Minister for Housing** and is governed by a seven-member Board chaired by **Mr. James Wong.** The Corporation aligns with the **PFMA, Income Tax Act, NTRA Act 2022 and other related and enabling Acts, and NEC Decision 341/2023.**

**Board Highlights 2025:**

- Conducted 8 full Board meetings and 10 subcommittee sessions.
- Oversight of audit compliance, project approvals, and procurement controls.
- Strengthened the NHC Special Procurement Committee (SPC) under NPC guidelines.




# 5. Office of the Managing Director

### Highlights:

- Launched **National Housing Policy 2023-2033** and **Corporate Plan 2025-2029.**
- Concluded nationwide consultations for the **NHC Act Review.**
- Coordinate the successful rollout of the **NHC/Kumulsoft Platform.**
- Formulation of the **National Housing Sector Development Plan 2023 - 2030.**

### Legal Section:

Managed over 400 active cases including **Niu Sky/NAC** and **Direct Grant of Lease** matters. Completed draft of the **NHC Bill 2025** and supported NHEL asset transfer documentation.

### Board Secretariat:

Ensured timely preparation of Board papers, resolution tracking, and compliance with PFMA and other enabling Acts. Transitioned to electronic records management.

### Internal Audit Unit:

Cleared audit backlog (2015 - 2024), implemented risk-based audits, and coordinated with the Auditor General's Office. The 2026 workplan includes the introduction of quarterly audits for all divisions.

# 6. Operations Directorate

### Property Management Division (PMD):

- Verified NCD property listings; regional rollout initiated.
- Collected **K3,669,155.20** from property settlements inclusive of all the **9 schemes.**
- Prepared data for integration with **NHC/Kumulsoft FAMS, LMS & 3V System.**

### Technical Services & Urbanization (TSU):

- **Durand Farm Project:** 10 houses completed; 16 under construction; 500 serviced allotments prepared.
- **Infrastructure Works**: 90% completion of sewer, water and power reticulation; CEPA permit secured.
- **Tokarara HQ Redevelopment:** Concept for five-storey commercial complex completed.

### Commercial Investment Division (CID):

- Completed NHEL property transfer to NHC.
- Quarterly revenue target (K300,000) partially achieved due to limited enforcement.
- Developed CID restructuring plan for 2026 revenue recovery.

*This is the Triple V (3V) Exercise that is being carried out by NHC Staff Nationwide*

# 7. Corporate Services Directorate

**Human Resource & Administration (HRA):**

- Implemented SCMC-approved 2016 structure (322 positions).
- Completed staff placement and initiated HR policy reform.
- WIP for Internal Policies and Standard Operating Procedures (SOPs).
- Pending: appointment confirmations and completion of Job Descriptions and Staff performance Appraisals to include individual KPI's.

**Finance & ICT Division:**

The Finance & ICT Division focused on restoring financial controls, strengthening reporting integrity, and implementing digital systems to support transparency and accountability.

Despite partial PIP releases, the Division ensured continuity of operations, timely statutory payments, and rollout of enterprise systems. Revenue collection remained below optimal levels, largely due to legacy arrears, incomplete property data, and enforcement limitations, all of which are being addressed through system integration and policy reforms in 2026.

- **Funding:** K25m PIP allocation (K17m received; K8m pending).
- **Revenue:** Total revenue of K23,320,810.88 recorded for FY2025, driven primarily by property sale proceeds and rental income recovery.
- **ICT Systems:** Deployed FAMS, LMS, 3V and Mortgage modules.

# 8. Financial Insights

The National Housing Corporation's financial performance for the year ended 31 December 2025 reflects a year of revenue recovery, capital activity, and continued expenditure discipline under constrained funding conditions.

All figures presented remain preliminary and subject to audit confirmation and Board approval.

**Key Financial Highlights - FY2025 (Preliminary / Unaudited)**

- **Total Revenue: K23,320,810.88,** representing a significant recovery from 2024 **(K13.39m),** largely driven by property sales proceeds and improved rental collections.
- **PIP Allocation: K25.0 million** approved; **K17.0 million** released (68%), resulting in an **K8.0 million** shortfall that deferred sewer reticulation works at the Durand Farm Housing Project.
- **Revenue Composition:** Property sale proceeds accounted for **K15.14 million** (approximately 65% of total revenue), while rental, mortgage and arrears recovery contributed steady but below-potential recurring income.
- **Recurrent Grants: K3,911,847** received and applied to recurrent operational costs.
- **Expenditure Control:** Total expenditure reduced to **K24,346,009.63**, reflecting conservative spending controls, phased capital commitments, and prioritisation of payroll, statutory obligations, utilities, ICT rollout, and essential project supervision.
- **Operating Result:** A modest operating deficit of K1,025,198.75, attributable primarily to funding timing differences and legacy liabilities.
- **ICT Investment:** Continued investment in the NHC/Kumulsoft digital suite (FAMS, LMS, 3V and Mortgage systems) strengthened revenue governance, asset visibility, and audit compliance, positioning the Corporation for improved financial performance in 2026.

## 8.1 Revenue Performance (2023-2025 Comparative Trend)

Total revenue over the past three years demonstrates the volatility of funding flows and the structural reforms undertaken to stabilise income generation.

| Year | Total Revenue (K) |
|---|---|
| 2023 | 25,025,051.43 |
| 2024 | 13,392,788.72 |
| 2025 | 23,320,810.88 |

**Trend Analysis**

**2023:** Revenue peaked at K25.0 million, largely driven by recurrent grants and capital activity.

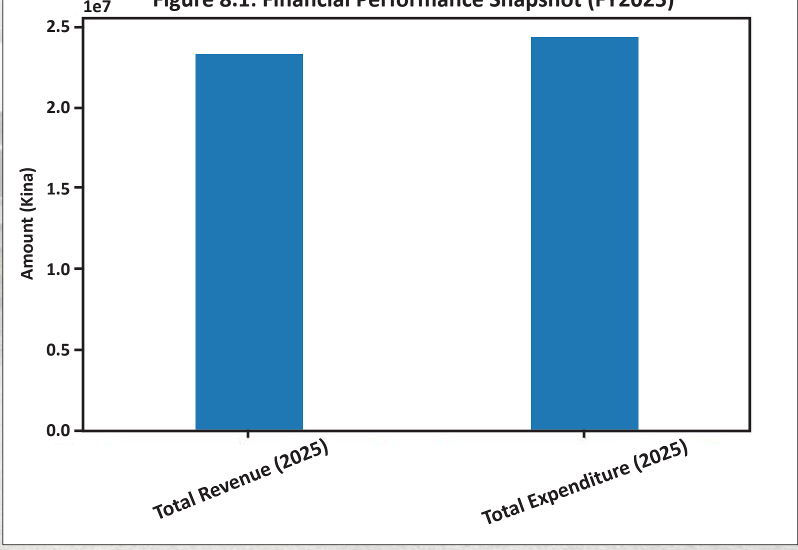
**2024:** Revenue declined significantly to K13.39 million due to reduced recurrent grants and lower capital inflows.

**2025:** Revenue recovered to K23.32 million, primarily driven by:

- Property sale proceeds (K15.14 million)
- Rental income recovery
- Arrears collection improvements
- Continued recurrent grant support (K3.91 million)

The recovery in 2025 reflects improved billing controls, digital system rollout, and targeted asset disposal.

Figure 8.1: Financial Performance Snapshot (FY2025)



## 8.2 Revenue Composition – FY2025

**Revenue for 2025 comprised:**

| Revenue Category | 2025 (K) |
|---|---|
| Arrears Mortgage | 132,272.75 |
| Arrears Rental | 1,116,695.37 |
| Normal Mortgage | 47,504.76 |
| Normal Rental | 2,372,682.32 |
| Sale Proceeds | 15,140,967.13 |
| Other Income | 598,841.55 |
| Recurrent Grants | 3,911,847.00 |
| **Total Revenue** | **23,320,810.88** |

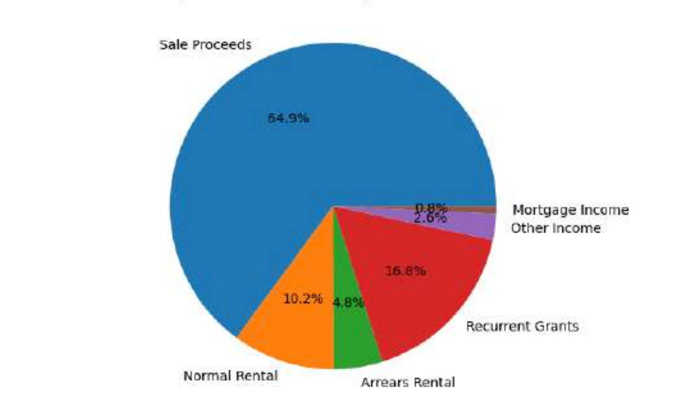


Figure 8.2: Revenue Composition (FY2025)

**Important Observation**
While overall revenue increased in 2025, it is important to note that:
- Approximately 65% of total revenue was driven by property sales.
- Core rental and mortgage income (excluding grants and sales) remains below full potential.

This underscores the importance of continued revenue strengthening measures through:
- Lease Management System (LMS) enforcement
- Arrears recovery
- CID restructuring
- Improved asset tracking

## 8.3 Expenditure Performance (2023-2025 Comparative Trend)

| Year | Total Expenditure (K) |
|---|---|
| 2023 | 36,355,610.01 |
| 2024 | 36,355,610.01 |
| 2025 | 24,346,009.63 |

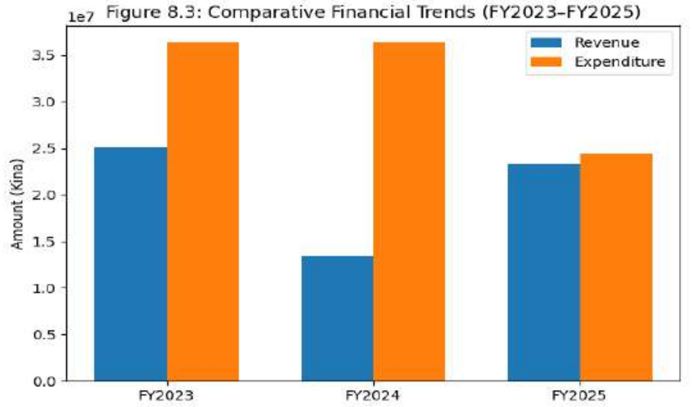


Figure 8.3: Comparative Financial Trends (FY2023–FY2025)

**Trend Analysis**
Expenditure in 2025 declined significantly compared to prior years, reflecting:
- Conservative spending controls
- Phased capital commitments
- Reduced project activity due to delayed PIP releases
- Active management of legacy obligations

**Major expenditure categories in 2025 included:**
- Salaries & Wages
- Debt servicing and miscellaneous obligations
- Repairs and maintenance
- Travel and operational support
- Project-related expenses

Management applied tighter expenditure ceilings and prioritised statutory obligations and essential operational costs.

## 8.4 Operating Result – FY2025

| Description | Amount (K) |
|---|---|
| Total Revenue | 23,320,810.88 |
| Total Expenditure | 24,346,009.63 |
| Operating Deficit | (1,025,198.75) |

The modest operating deficit of approximately K1.03 million reflects:
- Timing differences in funding releases
- Capital commitments
- Legacy debt settlements
- Operational adjustments during reform implementation

Compared to prior years, the deficit position has narrowed significantly, indicating improving fiscal discipline.

## 8.5 Public Investment Programme (PIP) Position

**For 2025:**
- Approved PIP Allocation: K25.0 million
- Released: K17.0 million
- Shortfall: K8.0 million

The non-release of the final K8.0 million directly impacted:
- Durand Farm sewer reticulation commencement
- Certain downstream construction activities

The delay was funding-related, not project readiness-related.

# 9. Key Result Area (KRA) summary

| No | KRA Category | Performance | Remarks |
|---|---|---|---|
| 1 | Policy, Reform & Legislation | Achieved | Policy & Corporate Plan launched |
| 2 | Governance & Compliance | Achieved | Audit & SPC reforms completed |
| 3 | Infrastructure Delivery | Partially Achieved | Durand Farm progressing |
| 4 | Financial Management | Partially Achieved | Improved controls and systems implemented; performance constrained by delayed PIP releases and legacy arrears |
| 5 | ICT Transformation | Achieved | Systems operational |
| 6 | HR & Capacity Development | Partially Achieved | Implementation ongoing |
| 7 | Revenue & Commercialization | Partially Achieved | CID restructuring planned |
| 8 | Legal & Asset Protection | Partially Achieved | Litigation ongoing |

# 10. Institutional Reform & Delivery Impact – 2025

**THE 2025 financial year marked a decisive consolidation phase for the National Housing Corporation (NHC).**

Following several years of structural, governance, and audit challenges, Management focused on stabilising operations, strengthening internal controls, and restoring institutional credibility. While housing construction remains central to NHC's mandate, 2025 was equally defined by institutional reform. The Corporation transitioned from fragmented administrative processes toward structured governance, compliance discipline, and digitally enabled management systems.

The site inspections, stakeholder engagements, infrastructure supervision, and asset rehabilitation works reflected throughout this Annual Report demonstrate:

- Reassertion of NHC's statutory mandate under NEC Decision 341/2023
- Strengthened asset management and rental enforcement
- Active oversight of national housing infrastructure
- Improved coordination with partner departments

These actions signify a shift from passive administration to proactive institutional leadership in the housing sector. NHC's reform trajectory in 2025 laid the groundwork for scalable housing delivery from 2026 onwards.

# 11. Digital transformation & Systems Modernisation

**Fixed Asset & Lease Management System (FAMS/LMS)**

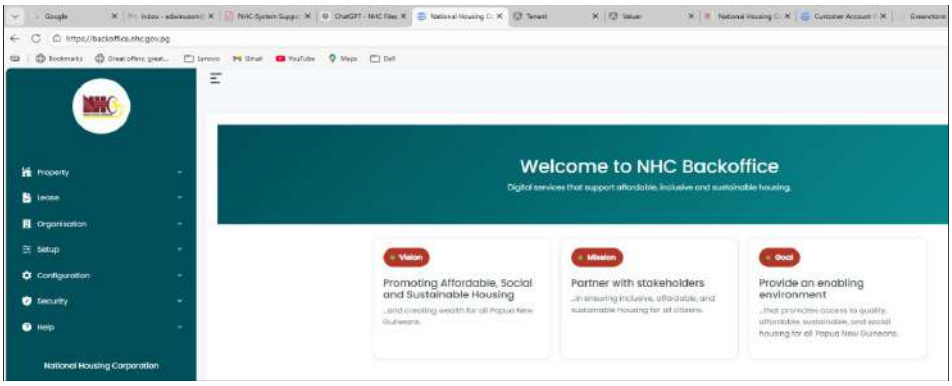
IN 2025, the National Housing Corporation advanced its digital transformation agenda through the implementation of an integrated Fixed Asset Management System (FAMS) and Lease Management System (LMS), delivered in partnership with Kumulsoft Limited.

This initiative represents one of the most significant institutional reforms undertaken by the Corporation in recent years. It fundamentally transforms how NHC manages its property portfolio, leases, revenue collection, maintenance oversight, and asset records.

**Strengthening Governance and Asset Visibility**

The new platform consolidates property, land, building, and unit records into a centralized digital registry. For the first time, NHC is able to manage through a unified system:

- Land and building inventories
- Building unit allocations
- Lease records and tenant data




- Valuation documentation
- Maintenance histories
- Disposal records

This creates a single source of truth across the Corporation and significantly improves:

- Internal control discipline
- Reporting accuracy
- Audit traceability
- Compliance with public financial management requirements

The digitisation of asset records addresses historical data fragmentation and reduces risks associated with manual documentation and spreadsheet-based systems.

**Digital Lease Lifecycle Management**

The Lease Management System now supports end-to-end lease administration, including:

- Lease application processing
- Digital documentation and approval

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workflows
- Automated invoice generation
- Rental and payment tracking
- Instant receipt issuance
- Payment status monitoring

This reduces manual processing delays, eliminates duplication of records, and strengthens revenue governance. Lease onboarding is now structured, transparent, and traceable, supporting faster service delivery and improved tenant management.

Revenue Assurance and Financial Controls
A core reform outcome of the FAMS/LMS rollout is improved revenue governance.
The system:
- Records full and partial payments
- Tracks arrears and overdue accounts
- Generates automated receipts
- Maintains complete transaction audit trails

This directly strengthens accountability and enhances compliance with the PFMA and internal financial control frameworks.
Integration with IFMS has improved reconciliation accuracy and reduced the risk of revenue leakage.

**Maintenance Oversight and Operational Efficiency**

The integrated maintenance dashboard enables real-time monitoring of:
- Maintenance requests by zone
- Work-in-progress status
- Overdue cases
- Maintenance expenditure trends

This improves operational visibility and enables data-driven decision-making across regions. Maintenance tracking has shifted from reactive reporting to structured performance monitoring.

**Digital Valuation Workflow**

The system includes a structured valuation module enabling:
- Digital valuation requests
- Upload of documentation and site photographs
- Structured approval routing
- Transparent audit tracking

This reduces turnaround time and strengthens the integrity of valuation records and lease pricing processes.

**Measurable Operational Improvements (2025 Initial Analytics)**

Initial system analytics indicate measurable performance gains following rollout:
- 40–60% reduction in average lease processing time
- 70–80% improvement in real-time revenue visibility and reconciliation accuracy
- 60–65% reduction in manual and spreadsheet-dependent processes
- 30–45% reduction in overdue maintenance cases
- 100% digital logging of lease and payment transactions

These indicators demonstrate that the transformation is not merely technological – it is structural and governance-driven.

Institutional Impact

The FAMS/LMS platform is more than an ICT upgrade. It is a governance reform instrument that:
- Enhances transparency and account ability
- Improves asset and revenue visibility
- Reduces data fragmentation
- Strengthens internal controls
- Supports audit compliance
- Lays the foundation for future digital integrations

The 3V (Verification, Validation & Valuation) exercise undertaken in parallel with system deployment further reinforced asset integrity and lease record accuracy.

**Strategic Positioning for 2026**

Although revenue performance in 2025 remained below full potential due to legacy arrears and incomplete historical records, the structural enablers for enforcement and optimisation are now firmly in place.

The 2025 rollout marks a critical milestone in NHC's modernization program and positions the Corporation to deliver housing services more efficiently, transparently, and sustainably in alignment with:
- NEC Decision 341/2023
- MTDP IV
- Vision 2050
- Public sector reform priorities

The full financial and operational benefits of the digital ecosystem are expected to materialise progressively from 2026 onwards.

# 12. Strategic Housing Delivery & Capital Projects

## 12.1 Durand Farm Housing Project

The Durand Farm Housing Project remains NHC's flagship development under the Technical Services and Urbanisation Division.

**Infrastructure Status (2025)**
- Power reticulation: 100% completed and energised
- Water reticulation: 95% completed
- Housing construction progress: 68%
- 783 titles registered
- 68% lease registration completion

The partial release of K17.0 million out of the approved K25.0 million PIP allocation resulted in the deferment of sewer reticulation works. However, the delay was funding-related rather than a project readiness issue, as design, procurement planning, and preliminary works had been completed. The project remains implementation-ready for scale in 2026, subject to funding release or alternative financing arrangements.

Durand Farm represents more than housing construction; it reflects structured urban planning, coordinated departmental allocation under NEC Decision 341/2023, and strengthened land administration processes.

## 12.2 Tokarara Headquarters Redevelopment

In September 2025, the conceptual design for a five-storey mixed-use office and commercial complex at the former Tokarara HQ site was unveiled.

This redevelopment is strategically aligned with NHC's financial sustainability agenda and is intended to:
- Diversify revenue streams
- Reduce reliance on Public Investment Programme funding
- Generate long-term commercial rental income
- Modernise NHC's corporate infrastructure

Detailed architectural designs and Bills of Quantities are scheduled for completion in 2026, with potential progression under a Public-Private Partnership (PPP) framework.

## 12.3 Internal Corporate Infrastructure Projects

**During 2025, NHC completed:**
- HQ Perimeter Fencing Project
- Archives Storage Facility
- Staff Meeting Hall

**These projects strengthen:**
- Asset security
- Records management compliance
- Internal governance and administrative efficiency

They reflect an emphasis on institutional stability and operational discipline.


# Celebrating PNG's 50th Golden Jubilee

The Management and Staff of the National Housing Corporation extend warm wishes to everyone on the occasion of Papua New Guinea's 50th Independence Anniversary Celebrations - our Golden Jubilee

As we celebrate, we're also stepping into a new era in housing development with some major initiatives, including:

- Launch of the PNG National Housing Policy 2023-2033 & Corporate Plan
- Unveiling of the Conceptual Design for our 5-Storey Modern HQ Building
- Go-Live of the FAMS, LMS & 3V System in partnership with Kumulsoft
- Presentation of Durand Farm House Keys to new homeowners

# 13. 2026 Forward Priorities

1. Commence Durand Farm Sewer Reticulation upon release of K8m.
2. Launch Tokarara HQ Redevelopment Project (PPP model).
3. Expand Provincial Housing Rollout under MTDP IV.
4. Implementation of the National Housing Sector Development Plan 2023 - 2030.
5. Complete ICT Phase 2 Integration (Finance, HRM, Procurement).
6. Strengthen Performance & Compliance Frameworks through quarterly reviews.
7. Enhance Revenue Recovery and CID enforcement measures.
8. Finalize FY2025 audited financial statements and leverage NHC/Kumulsoft systems to strengthen revenue f orecasting, arrears enforcement, and cash-flow planning.

# 14. Conclusion

The National Housing Corporation concludes 2025 as a stabilised and reform-driven institution positioned for scaled delivery.

**The year was characterised by:**

- Completion of key policy and legislative frameworks
- Strengthened governance compliance and audit recovery
- Institutional digitisation through FAMS, LMS and 3V systems
- Structured advancement of the Durand Farm Housing Project
- Strategic positioning of the Tokarara Redevelopment initiative

Despite funding constraints and legacy liabilities, the Corporation demonstrated disciplined financial management, improved reporting integrity, and enhanced operational oversight.

Under the renewed motto – Building Dreams & Transforming Lives – the National Housing Corporation enters 2026 positioned to transition from reform consolidation to accelerated housing delivery. Management remains committed to providing affordable, sustainable, and inclusive housing outcomes for all Papua New Guineans in alignment with NEC Decision 341/2023, MTDP IV, and Vision 2050.

*NHC Managing Director Abel Tol inspects prime properties being rehabilitated as part of reforms to strengthen housing and rental regulation. –NBC News*

# Marape sets 90-day deadline for New National Housing Policy

By NBC NEWS

**NHC Managing Director Abel Tol inspects prime properties being rehabilitated as part of reforms to strengthen housing and rental regulation.**

Prime Minister James Marape has issued a strict three-month ultimatum to the reappointed Housing and Urbanization Minister, Dr Kobby Bomareo, to deliver a comprehensive National Housing Policy and an actionable work program.

The directive, announced following the Minister's swearing-in, mandates that a clear roadmap for land and housing accessibility be presented to the public by April 2026. The move is part of a final push by the Marape-Rosso administration to fulfill its 2019 "Take Back PNG" housing promises before the 2027 General Elections.

The Prime Minister said the upcoming policy must prioritize formal-sector employees in both the public and private sectors.

"Minister Kobby Bomareo receives his own portfolio with specific instructions: he must deliver a clear housing policy and program within the first three months," Marape said.

"Since 2019, it has been our intention to make land and housing programs available and accessible for every Papua New Guinean. This work program must show our people exactly how they can secure a home."

The policy is expected to align with the 2026 National Budget, which recently introduced significant relief measures for first-time homebuyers.

Dr Bomareo returns to a ministry currently undergoing a massive structural shift. The National Housing Corporation [NHC] is presently reviewing the 30-year-old NHC Act of 1990.

Under the proposed reforms, the NHC aims to transition from a mere developer into a regulatory authority capable of controlling the volatile rental market and managing the informal real estate industry.

Managing Director of the NHC, Abel Tol, recently said the corporation is targeting the rehabilitation of prime properties in Port Moresby and other centres, alongside the ongoing Durand Farm housing project, which aims to deliver 500 units.

The reappointment of Dr Bomareo, the Member for Tewae-Siassi, marks his return to the Cabinet following a brief hiatus.

Bomareo had previously resigned to contest the Morobe Governor's seat, left vacant by the late Luther Wenge, but was unsuccessful in that bid.

His return to the Housing portfolio is seen as a strategic move to provide continuity to a department that has faced criticism for slow implementation.

With the 90-day clock ticking, the Minister faces the dual challenge of fixing a chronic housing shortage and stabilizing a real estate market where prices in Port Moresby and Lae continue to outpace average wages.

*The cleaning and fencing of Henao Drive apartments by the NHC staff in December 2025*

"PROMOTING INCLUSIVE SOCIAL HOUSING AND SUSTAINABLE URBANIZED HOMES AND CREATING WEALTH FOR THE INCLUSIVE BENEFIT OF ALL PAPUA NEW GUINEANS"

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