BOUGAINVILLE

STRATEGIC DEVELOPMENT PLAN

2018 - 2022

Autonomous Bougainville Government

Endorsed by the Bougainville Executive Council
19 February 2018
PREAMBLE TO THE

CONSTITUTION

OF THE AUTONOMOUS REGION OF BOUGAINVILLE

WE, THE PEOPLE OF BOUGAINVILLE, under the sovereignty of God conscious of the noble heritage and customs of our Ancestors and of the freedom and autonomy which they enjoyed in time immemorial;

Mindful of the restrictions wrought on our freedom, autonomy and customs by colonial aggression, foreign influences and the devastation of foreign wars;

Proud of our long struggle to free ourselves from adverse colonial and foreign influences and to renew our freedom, autonomy and customs;

Chastened by internal conflict that arose during our struggle for freedom;

Recognizing the sacrifice of Bougainvilleans for the causes of autonomy and self-determination;

Heartened by the process of healing, reconciliation and unity pursued during the years of conflict and thereafter;

WE, THE PEOPLE OF BOUGAINVILLE under the sovereignty of God our Father believing and trusting in HIM do now, with His guidance and blessing, hail the dawn of a new era of government for Bougainville to enable us with His help:

• to uphold Christian and similar moral and spiritual principles; and
• to honour our heritage and ancestral spirits and our worthy customs and traditions; and
• to provide for the self-determination of the People through both autonomy arrangements and the referendum on independence; and
• to recognize the sovereignty of the People; and
• to recognize the autonomy of family and clan lineages and other customary communities; and
• to govern through democracy, accountability, equality and social justice; and
• to protect the land, the sea, our environment and our cultural identity for present and future generations; and
• to strive to eliminate universal problems in Bougainville of poverty, illiteracy, corruption, pollution, unemployment, overpopulation and other ills; and
• to meet the obligations of Bougainvilleans under this Constitution and in particular to uphold this Constitution with dignity and integrity; and
• to provide for the legislative, executive and judicial powers of the People of Bougainville to be vested in the respective arms of an Autonomous Bougainville Government.
<table>
<thead>
<tr>
<th>CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREPARATION OF THIS PLAN</td>
</tr>
<tr>
<td>INTRODUCTION</td>
</tr>
<tr>
<td>STRATEGIC DEVELOPMENT PLAN 2018-2020</td>
</tr>
<tr>
<td>PNG DEVELOPMENT FRAMEWORK</td>
</tr>
<tr>
<td>SUSTAINABLE DEVELOPMENT GOALS</td>
</tr>
<tr>
<td>IMPLEMENTING THE PLAN</td>
</tr>
<tr>
<td>VISION</td>
</tr>
<tr>
<td>THE VISION</td>
</tr>
<tr>
<td>SOCIAL DEVELOPMENT</td>
</tr>
<tr>
<td>1. PEACE AND RECONCILIATION</td>
</tr>
<tr>
<td>2. SAFETY AND SECURITY</td>
</tr>
<tr>
<td>3. EDUCATION</td>
</tr>
<tr>
<td>4. HEALTH</td>
</tr>
<tr>
<td>5. WOMEN AND CHILDREN</td>
</tr>
<tr>
<td>6. YOUTH, RECREATION AND SPORT</td>
</tr>
<tr>
<td>7. LOST GENERATION</td>
</tr>
<tr>
<td>8. VETERANS</td>
</tr>
<tr>
<td>9. SPIRITUALITY</td>
</tr>
<tr>
<td>10. MEDIA, RADIO AND TELEVISION</td>
</tr>
<tr>
<td>11. ENVIRONMENT AND CLIMATE CHANGE</td>
</tr>
<tr>
<td>12. CULTURE, IDENTITY and HERITAGE</td>
</tr>
<tr>
<td>13. URBANISATION</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT</td>
</tr>
<tr>
<td>14. ECONOMIC DEVELOPMENT POLICY</td>
</tr>
<tr>
<td>15. AGRICULTURE</td>
</tr>
<tr>
<td>16. MARINE RESOURCES</td>
</tr>
</tbody>
</table>
Population: 249,358 people (2011 Census). North Bougainville, including Nissan island and the atolls, dominates with 42.1% of population distribution followed by South Bougainville with 32.2% and Central Bougainville with 25.7% (Census 2011:35). The most populated areas are Buka (~47,000), Arawa (~44,000), Buin (~34,000) and Bana (~21,000). Estimated that the population to reach 385,583 by the end of 2020.

Land mass: 9384 square kilometres.
The development of this plan was overseen by an ABG Strategic Development Working Group comprising of:

- Chief Secretary to the ABG (Chair)
- Secretary for Mining
- Secretary for Treasury and Finance
- Secretary for Health
- Secretary for Primary Industries
- Secretary for Justice
- Secretary for Community Government

The working group wishes to acknowledge and thank the following individuals and groups who were consulted and contributed to the development of the plan:

- ABG Ministers
- ABG Heads of Department
- Bougainville Representatives to the National Parliament

- The National Department of Finance
- The National Department of Treasury
- The National Department of National Planning
- The National Coordination Office for Bougainville Affairs
- Local Bougainville Associations throughout PNG
- The UPNG Bougainville Students Association
- Women’s groups, youth groups, ex-combatants, chiefs and village elders, community government workers, church-based organisations, business representatives and NGOs from North, Central and South Bougainville.

The Working Group also acknowledges the support and funding of the Bougainville Program – a development partnership between Bougainville and the governments of Papua New Guinea, Australia and New Zealand.
INTRODUCTION

BOUGAINVILLE STRATEGIC DEVELOPMENT PLAN
INTRODUCTION

This Bougainville Strategic Development Plan 2018-2022 (the Plan) emphasises the government’s priorities for development. Under the vision of, “a united, safe, peaceful, healthy, educated, resilient and prosperous Bougainville that promotes respect, trust, moral, Christian and our cultural values and recognises the identity and rights of our people”, it expands a set of strategies and activities.

The Vision was developed out of a consultative process involving representatives of all sectors of Bougainville communities, political leaders, administrative leaders, students, the national government and other partners.

The Plan focuses on four key areas: social development, economic development, infrastructure development and the government framework.

The Plan was prepared when almost all sectors have current development plans. All government departments have corporate plans.

The Plan has been ‘retrofitted’ into the existing policy and planning framework (See Figure 2). It sits under the Bougainville Peace Agreement, Part XIV of the Papua New Guinea Constitution (Bougainville Autonomous Government) and the Bougainville Constitution. Immediately under the Plan are the sector development plans and departmental corporate plans.

<table>
<thead>
<tr>
<th>Bougainville Peace Agreement</th>
<th>Foundations</th>
</tr>
</thead>
<tbody>
<tr>
<td>PNG Constitution (Part XIV)</td>
<td>Bougainville Constitution</td>
</tr>
<tr>
<td>Bougainville Vision</td>
<td>Vision and Strategy</td>
</tr>
<tr>
<td>Strategic Development Plan 2018-2022</td>
<td></td>
</tr>
<tr>
<td>Sector Development Plans</td>
<td>Implementation Documents</td>
</tr>
<tr>
<td>Departmental Corporate Plans</td>
<td></td>
</tr>
<tr>
<td>Activity Project Plans</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2: High Level Planning Framework
The Strategic Development Plan (the Plan) has a five-year timeframe. This spans the referendum on the future form of constitutional government in the Autonomous Region of Bougainville.

For each of the thematic areas in Figure 3 (above), the Plan includes a brief situational analysis (the challenges). It then expands the major strategies and activities for the next five years. All of the strategies and initiatives listed in the Plan have been drawn from current documentation. This documentation is extensive, although not easily accessed. Some initiatives have been included from the community consultations.

The Annex to the Plan sets out the key initiatives in table format by theme. The performance indicators are not included as they are in the sector development plans and departmental corporate plans.

Where possible key planning documents are listed. When the Plan is launched all these reference documents will be placed on the government’s website. They will be able to be viewed and downloaded via an embedded hyperlink in the electronic copy of the Plan.

After the outcome of the referendum is known this Plan will be renewed. The Plan will be revised based on the chosen form of constitutional government. The content, policies and strategies in that plan will be heavily dependent on the outcome of the referendum. The content of that plan will then influence the content of the various sector plans under it.

### VISION

<table>
<thead>
<tr>
<th>SOCIAL DEVELOPMENT</th>
<th>ECONOMIC DEVELOPMENT</th>
<th>INFRASTRUCTURE DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peace and reconciliation</td>
<td>Economic policy</td>
<td>Trunk (national) roads</td>
</tr>
<tr>
<td>Safety and security</td>
<td>Agriculture and cash crops</td>
<td>Feed roads and walking tracks</td>
</tr>
<tr>
<td>Education</td>
<td>Marine resources</td>
<td>Wharves and ramps/jetties</td>
</tr>
<tr>
<td>Health</td>
<td>Tourism</td>
<td>Airports and rural air strips</td>
</tr>
<tr>
<td>Youth, recreation and sport</td>
<td>Shipping</td>
<td>Electrification</td>
</tr>
<tr>
<td>Women and children</td>
<td>Land</td>
<td>Telecommunications and ICT</td>
</tr>
<tr>
<td>Lost generation</td>
<td>Minerals and energy</td>
<td>Water and sanitation</td>
</tr>
<tr>
<td>Veterans</td>
<td>SMEs and business skills</td>
<td></td>
</tr>
<tr>
<td>Spirituality</td>
<td>Inwards investment</td>
<td></td>
</tr>
<tr>
<td>Media, radio and television</td>
<td>Statutory bodies</td>
<td></td>
</tr>
<tr>
<td>Environment &amp; climate change</td>
<td>Taxation, grants and revenue</td>
<td></td>
</tr>
<tr>
<td>Culture, identity and heritage</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GOVERNMENT FRAMEWORK

| Implement Bougainville Peace Agreement | Community government |
| Corruptioan and transparency | Public sector management |
| Referendum | National government relations and functions |
| Strategic planning | Partner relations |

Figure 3: The Plan's framework
PNG DEVELOPMENT FRAMEWORK

The Plan takes account of, and is consistent with, relevant Papua New Guinea government development policies and strategies. *Papua New Guinea Vision 2050* is intended to transform Papua New Guinea culture, society and the nation by reforming mind sets and attitudes and aligning the people, institutions and systems into a smart, wise, fair, healthy and happy society.

The pillars in the Vision 2050 are:

- Pillar 1: Human capital development, gender, youth and people empowerment
- Pillar 2: Wealth creation
- Pillar 3: Institutional development and service delivery
- Pillar 4: Security and international relations
- Pillar 5: Environmental sustainability and climate change
- Pillar 6: Spiritual, cultural and community development
- Pillar 7: Strategic planning, integration and control.

*Vision 2050* seeks to create opportunities for personal and national advancement through economic growth, smart innovative ideas, quality service and ensuring fair and equitable distribution of benefits in a safe and secure environment for all citizens.

*PNG 2010 - 2030 Development Strategic Plan* translates *Vision 2050* into more specific programs and targets. It set a goal of Papua New Guinea being a ‘middle income’ country by 2030.

*National Strategy for Responsible Sustainable Development for Papua New Guinea (StaRS) 2014* is the platform for Papua New Guinea to revisit and enhance aspects of both *Vision 2050* and the *Development Strategic Plan*.

Under this high-level planning approach the national government is providing more emphasis to responsible development. The national government is seeking to build an economy that is truly sustainable, producing green and clean products. This involves a pragmatic green focus to achieve a mutually supportive interface between environmental protection and economic development. This policy seeks a cohesive approach to managing resources and valuing the environment.

“In the ‘new world’ the greatest value will be placed on those assets that contribute to sustainable food and water security, sustainable energy and mitigate the effects of climate change.”

**The Future We Want - Voices from the people of Papua**

1. Hon Charles Abel MP, Minister for National Planning, January 2014 StaRS

*New Guinea - National Country Report for the Post-2015 Development Agenda* lists key emerging priorities, almost all of which can be mapped to the ABG Plan:

- Cross-cutting priorities
- Public administration
- Population and development planning
- Transformation of human capabilities
- Engagement with non-state actors
- Strengthening local government
- Transparency and accountability in service delivery
- Peace and safety
- Violence in communities
- Effective law and justice
- Responses to dissatisfied youth
- Growth and employment
- Enabling environment for investment, employment and income generation
- Competency based training
- Life skills training, farming, community development, and financial literacy
- Adding value to rural production
- Transport infrastructure and telecommunications.
- Education
- Accessible quality education from primary to tertiary
- Education and literacy for out of school youth
- Increasing girls’ education at all levels.
- Land, water and environment
- Land use management, dispute resolution and resettlement.
- Clean drinking water, good hygiene and proper sanitation
- Environmental management
- Food and social protection and nutrition security
- Ensuring food security and nutrition including enhancing know-how
- Equip caregivers to support people living with HIV, substance abuse and the elderly
- Social assistance to elderly, widows, orphans, homeless etc.

Under this policy framework and direction the national government is currently producing a new *Medium Term Development Strategy*. 

---

13
Introduction
SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals, officially known as “Transforming our world: the 2030 Agenda for Sustainable Development” is a set of 17 “Global Goals” with 169 targets between them.

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts*
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Each of the SDGs are underpinned by a series of proposed actions. A copy of the SDGs is available at: http://www.unpd.org/content/undp/en/home/sustainable-development-goals.html

IMPLEMENTING THE PLAN

Financing and prioritisation

The Papua New Guinea economy is under economic and financial pressure, and is likely to be for a significant period of the Plan.

The ABG will continue to advocate for its funding entitlements under the constitutional arrangements. It is also seeking to increase its own internal revenues.

The ABG will work cooperatively with the members of the national parliament. The Plan provides the strong policy guidance that was requested by the current members as to how they can match their constituency spending to government priorities.

Similarly for development partners. The ABG’s pathway for the next five years is clear. The government, working with the Department of National Planning and Monitoring, will engage closely with development partners to seek funding for mutual development priorities.

Funding the Plan will therefore require careful budgeting and monitoring of spending by the ABG.

Public service capacity

Since autonomy in 2005, many reports and studies have analysed the lack of capacity within the public service.

In the 2018-2022 period the activities in this Plan will be core business for government. Departments will be asked to review the activities in the Plan. The vast majority of those activities are already in sector or corporate plans. The activities will be phased, with some extending beyond the period of this plan.

Part of this review will be to prioritise the competencies (individual skills) and the capabilities (team skills) to provide the capacity that a department needs to implement the activities. Significant work has already been completed in this regard. The recent Organisational Capacity Assessments of eight key departments noted very specific capacities and capabilities that need developing if those departments are to do their mandated tasks. Much of that capacity (i.e. a functioning public finance system, an effective recruitment system and regular reports on implementation of the Plan for the Bougainville Executive Council (BEC) and Bougainville House of Representatives) needs to be in place for the whole of government to work.

Parts of this Plan are about building government capacity, e.g. reforming the Program Management Unit to coordinate the implementation of government projects. This entity is an illustration of whole of government capacity.
A realistic development approach

Working from the corporate plans prepared in 2017, departments will also identify the capacity and resources gaps, specific to the successful implementation of the core activities. The ABG will not have the resources to build all departments to theoretical optimal capacity. However, it can adapt an incremental approach by building capacity around the specific projects and activities.

This approach will require departments to maintain regular and constructive engagement with their minister, the BEC, the Department of the President and Bougainville Executive Council, and the central agencies of the government.
VISION

A UNITED, SAFE, PEACEFUL, HEALTHY, EDUCATED, PROSPEROUS AND RESILIENT BOUGAINVILLE, THAT PROMOTES RESPECT, TRUST, OUR CHRISTIAN AND CULTURAL VALUES, AND RECOGNISES THE IDENTITY AND RIGHTS OF OUR PEOPLE
THE VISION

The Vision reflects the aspirations of the Bougainville people to create a prosperous and strong region. It has been developed from community consultation, and captures the aspirations of people to drive change, to improve prosperity, to support peace and stability and to plan for a better future.

A united, safe, peaceful, healthy, educated, prosperous and resilient Bougainville, that promotes respect, trust, our Christian and cultural values, and recognises the identity and rights of our people.

United

While the ABG will always have diversity and differences among ourselves as individuals, families and communities we are united in our desire for a strong Bougainville. Bougainvillians must unite to implement the Bougainville Peace Agreement and the Referendum peacefully and let it be a process of integrity.

Safe and peaceful

We want Bougainville to be free of weapons and lawlessness. Women, children and men must be able to move around Bougainville without the fear of violence.

Healthy

Good health is essential for a good quality of life. The people of Bougainville deserve access to quality health care, nutritious food, clean drinking water and good sanitation.

Educated

Education and training are the keys to improving the life opportunities of our people and enabling them to reach their full potential. They are also vital to Bougainville’s economic development and growth. Our vision is that all Bougainville children should attend school. Every adult has the right to be given the opportunity to read, write and learn a trade.

Resilient

We want to be self-reliant as families, communities and as a government. We want to be able to use what we have to meet our needs.

Prosperous

We want to see our people advance in all aspects of life through having enough income to participate in our society with dignity. It is our way for privileged persons to voluntarily forego benefits to enable those who are less privileged to have a little more.

Christian and cultural values

We are a Christian people and live by the values of Christianity and our traditional culture which was developed over thousands of years. We will respect and preserve our culture.

Identity

We are Bougainvillians. Our identity must be incorporated into every aspect of the political, economic and religious institutions and how they interact with each other as individuals and communities. Development must take place through Bougainvillean Ways. We will seek to promote our traditional ways such as participation, consultation and seeking consensus in how we go about the business of government.

Rights

Respecting human dignity and life, and living according to our moral, spiritual and cultural values will enable us to be a free people who respect each other’s right to live peacefully in Bougainville.
SOCIAL DEVELOPMENT

A PEACEFUL, HARMONIOUS AND HEALTHY SOCIETY
1. PEACE AND RECONCILIATION

Challenges

Peacebuilding and reconciliation must operate within the paradigm of a strong desire for unity, underpinned with often strong differences in language, culture, length and intensity of colonial contact, and economic status.

Peace in Bougainville, under the Bougainville Peace Agreement - the overarching framework of the relationship between the two governments - cannot be guaranteed unless individuals, leaders, families, communities, partners and the two governments work on it constantly, and in good faith.

There is strong demand from communities for the completion of the reconciliation between the national government (and its agents that were active in Bougainville during the Crisis) and the people of Bougainville.

In Bougainville, reconciliations have not been completed at all levels. Some reconciliations are being re-opened and re-contested: some people are taking opportunities to revisit completed reconciliations which is creating tension in and between communities.

On 30 July 2003, the UN certified the completion of Stage 2 of weapons disposal. This paved the way for the national government to make fully operational the constitutional amendments on elections, the establishment of an autonomous Bougainville government, and the holding of a referendum on the future political status of the autonomous region. In December 2003, the parties agreed to destroy all contained weapons.

In May 2005, it was reported to the UN Security Council that a, “substantial level of compliance by the parties with the implementation of the Weapons Disposal Plan had been achieved,” and that consequently, elections could be held as planned. Subsequently, on 20 May – 2 June 2005 the first Bougainville general elections were held.” However, at the same time, it was acknowledged that not all weapons had been contained. Weapons are being held within sections of the Bougainville community. This, combined with the threat of their use, and their occasionally use in criminal activity contributes to feelings of unease and insecurity.

Peacebuilding

Peacebuilding activities will be directed to ensure that there is change from conflict to peace. All government activities will be seen through this peacebuilding lens.

Peacebuilding will be conducted using traditional means, with appropriate external assistance. Veterans will be encouraged to shift from being agents of violence to agents of peace, now and for the coming generations.

We will collect and document data on cases outstanding from the Crisis to ensure the outstanding cases are resolved.

We need to separate Crisis related cases that must be resolved and post Crisis criminal cases that must be dealt with as normal law and order matters.

We will research and develop post referendum peacebuilding strategies to prepare for those who think that the referendum result will be in their favour and those who think that the referendum outcome will go against their aspirations.

Maintaining peace needs a partnership approach within all Bougainville groups, with the national government stakeholders and with support from the international community.

Through awareness the ABG will work to ensure that the Bougainville conflict legacy is not inherited by the next generation.

We will build peacebuilding capacity in community government, and eventually transfer the responsibility to them for maintaining peace, once the top level Crisis related reconciliations are completed.

Weapons disposal

We will seek to ensure that there is change towards a “weapons free” Bougainville, or at least there is freedom from fear of weapons and confidence that weapons will not be used.

Our overall approach is to ensure safety and security through the removal of all weapons. Processes for amnesties, and handing over guns and weapons will be supported. All veterans, including the Meekamui groups and other factions, will be encouraged to implement weapons disposal.

Policing, especially community policing, must be improved.

2. SAFETY AND SECURITY

Challenges

Law and justice are extending throughout the region. The sector will build on a strong foundation of collaboration with national agencies and development partners, increased service delivery, significant development partner support for capacity development and infrastructure, and the increasing use of traditional law and justice methods. The challenges include:

- family and sexual violence, drug and alcohol abuse;
• lack of understanding of the rule of law and the need for law and order;
• addressing outstanding issues from the reconciliations;
• the need to increase the reach of service delivery of national law and justice agencies; and
• a lack of essential facilities such as rural lock-ups and housing.

Community policing

Efficient and visible policing is essential. We will continuously improve security, safety and crime prevention through community policing and an effective Bougainville Police Service.

Strong government legal services

The government will seek the best possible legal advice. We will develop and maintain appropriate policies and legislative frameworks on law and justice. Building linkages between national government and development partners is vital given capacity issues in Bougainville. Supporting national law and justice agencies to extend their services throughout the region will continue as a high priority policy.

Access to quality legal services

Equitable access to all courts is a right for all Bougainvilleans. Village courts, land mediators, alternative dispute resolution and other courts must be available to conduct hearings, and make timely decisions.

Government expects to receive timely and sound advice on the draw-down of powers and the strengthening of the constitutional arrangements.

Establishing the Bougainville Ombudsman Commission is a priority.

Awareness on legal rights

All people of Bougainville can expect to be fully informed about their legal rights, learn about law and justice services and contribute to holding the sector to account for performance.

Rehabilitation, reconciliation and re-integration

The Bougainville Constitution makes rehabilitation and re-integration an integral part of the law and justice system.

Juvenile justice, community-based corrections, the courts, police and correctional services will, wherever possible, implement:

- rehabilitation activities;
- alternatives to imprisonment;
- community-based reconciliation of offenders and victims; and
- safe, secure and humane management of people in custody.

Infrastructure

Building, facilities and operating procedures will meet the highest level of law and justice standards.

People and learning

People delivering law and justice services will be well trained and accountable for their actions.

3. EDUCATION

Challenges

We are building more elementary and primary schools. Our children are increasingly likely to stay at school. The teacher force is expanding each year.

Currently at elementary level, 10 boys enrol for every nine girls. It has improved the gender balance for enrolment at the higher levels, with secondary schools now reaching close to one for one boys to girls.

The challenges include:

- sufficient permanent classrooms and houses, clean water and sanitation facilities;
- getting more children into school and retaining them;
- educating out of school youth;
- lack of early education opportunities;
- poor adult literacy and numeracy;
- lack of livelihoods and skills training; and
- improved access to higher education.

New Education Plan

Education and training are essential to improving the lives of Bougainvilleans, economic development and growth. All children should attend school and receive a quality education. Every adult has the right to be given the opportunity to read, write and learn a trade.

A new Education Plan will be prepared in 2018.

Awareness and school infrastructure

Awareness of compulsory education will be increased to get more children into school and retain them there.
Figure 4: Location of schools
This will need more classrooms, more housing and more water and sanitation facilities, as well as more accessible facilities for children with disabilities.

**Teachers and training**

Increasing the number of teachers will need a local teachers college at Kihili (Bana). Professional development for teachers (including upskilling elementary and vocational skills teachers), induction for head teachers and career pathways for elementary teachers are priorities.

**Learning**

Curriculum will be updated to include peace education, morals and ethics, sports and healthy living. Bougainville history and culture will be incorporated into the curriculum.

TVET courses must use approved curriculum.

E-learning and improving computer literacy will be funded.

Early childhood education will be enhanced to build the foundations to ensure the transition of young children into school.

A feasibility study will be completed during the life of this Plan, and if viable, funding sought to establish a university.

**Alternate pathways**

Skills development, life skills, literacy and numeracy for out of school youth, adults and the ‘lost generation’ will be enhanced.

Coverage of TVET will be expanded and aligned with the national framework at Konou, Kekesu, Skotlan and Bana vocational centres operating. A Bougainville Polytechnic will be opened in Buka.

Collaboration with the private sector and NGOs will expand employment opportunities. Flexible and Open Distance Education opportunities will be provided to more people.

**Local management**

Locally managed schools and learning centres result in funds being better used, teachers being supported and student learning improved. Through building head teacher and boards of management competencies in financial management and school governance, standards of teaching and learning will improve. Parents and communities must be involved in their children’s education.
Social Development

System strengthening

Coherence and integration within the education system for planning, budgeting and accountability improves outcomes.

Schools will be registered. Information and data management, school monitoring, assessments and reporting will be improved.

Better communication between the department and schools, and information sharing is a priority. The department directory and newsletter will be revived and new radio programs developed.

Effective financial management is vital if schools are to use resources properly. Random audits will be undertaken. A schools’ funding-raising policy will be published.

System financing

The education system will continue to be financed by a matrix of support:

- ABG recurrent budget for headquarters, teacher induction and examinations;
- ABG for teachers and staff;
- National government for tuition fees;
- Churches and NGOs whose role in delivering education is acknowledged;
- Members of the national parliament and the ABG House of Representatives;
- Community and parent contributions, and
- Development partner funding.

4. HEALTH

Challenges

Significant work has been completed to assess the state of the health system, including establishing standards and structures.

However, basic health indicators have not improved as quickly as desired. Under the Plan the focus will be on interventions that are aimed at:

- lowering the incidence of diarrhoeal disease;
- increasing immunisation coverage;
- increasing facility births;
- increasing antenatal coverage;
- increasing access to and uptake of family planning;
- increasing percentage months with adequate medical supplies;
- improving access to health care; and
- funding Arawa Hospital (Level 4) at K3 million per year.

Benchmarking of the region’s rural health services against the health standards concluded that generally there was low levels of compliance in the region. There are examples of good practice at both government and those operated by churches.

There are significant issues and gaps in infrastructure and equipment including incomplete building works, dilapidated buildings, inadequate water and power supply, lack of essential medical equipment, poor waste disposal facility, land dispute and overall lack of compliance of health facilities infrastructure to design standards.

Arawa Hospital is now the highest standard (Level 4).

Health promotion

The government’s focus will be on health promotion leading to a better quality of life. Health promotion activities aim to give people control over their lives and improve their health.

We will strengthen partnerships to promote healthy lifestyles including the Healthy Communities program. We will work with Department of Education to introduce new material into the school curriculum.

Public health and nutrition

Effective public health and nutrition services and medical care are a fundamental right for all citizens and imposes a duty on the government to promote and establish a health system that is universal, generally free of charge and, as far as possible, decentralised and participatory.

Water sanitation and hygiene (WASH)

We will seek to ensure that all communities and health facilities have running water, power supply, waste disposal and sanitation.

Expanding the Healthy Community program and WASH projects are core elements of this strategy. Water quality of major rivers will be tested to prioritise WASH activities to those villages near polluted waterways.
Figure 5: Health service centres
Supervision and training

Increasing foot patrols and supervision at health centres and aid posts saves lives and improves health outcomes. The age of the workforce demands an increase in the training of nurses and community health workers to enable us to staff health facilities.

Establishing a community health workers training college is government policy.

Maternal and child health

Building/upgrading labour wards, delivery and waiting houses/rooms for expectant mothers will reduce mortality rates. As will increasing the competency level of staff for supervised delivery.

We will establish a network of maternal and child health services for better service accessibility, information, communication, feedback, and referrals and transfers.

Hospitals

We will work with the national government to ensure Buka Hospital operates as a Level 5 facility that is properly funded and staffed.

We will further develop and sustain recent infrastructure and facility improvements at Arawa Hospital.

A plan will be developed for a new Level 3 Buin Hospital. In the meantime, the ABG will work with Médecins Sans Frontières, to sustain its support to Buin Hospital.

Service delivery standards enforced

All health services will be delivered against the appropriate standards for the level of service, workforce, equipment and infrastructure requirements.

Implement the Strategic Health Services Development Plan

The assessment of rural health services in terms of facilities and associated workforce informed the Strategic Health Service Development Plan. This details the number of facilities, their classification, and health workforce requirements to meet the region’s needs and disease burden.

System financing

The health system will continue to be financed by a matrix of support:

1. ABG recurrent budget for headquarters, Arawa and Buin hospitals, health centres, aid posts and rural extension.

2. ABG for nurses and community health workers.

3. National government for Buka Hospital.

4. Churches and NGOs whose role in delivering health services.

5. Members of the national parliament and the ABG House of Representatives.

6. Community, family and patient contributions.

7. Development partner funding.

5. WOMEN AND CHILDREN

Challenges

Extensive study and research demonstrates the need for government to be very active to empower women, protect families, and the combating of family and sexual violence. History has shown that empowering women and strengthening their roles in society supports social and economic development.

Safety services for women and children are currently at a low level. Bougainville has an extremely high rate of violence which was highlighted in a recent Crime Incidence Survey and the 2013 Partners for Prevention multi-country study.

Protection measures for children under the Lukautim Pikinini (Child) Act 2009 have not been properly implemented and drawn down and training is yet to occur. Enforcement of this law needs a multi-sectoral approach with law and justice agencies.

There is also a need to protect children in an environment rampant with family and sexual violence, and alcohol abuse through the provision of counselling and other psychosocial services.

In addition, there are other responsibilities to care for vulnerable people within communities, particularly the elderly and those with special needs as well as other mandated services.

Legal framework implemented

Encouraging and implementing the Family Protect Act 2013 and other family laws such as the rights of children (Lukautim Pikinini (Child) Act) is the foundation for transformation of family protection in Bougainville to protect women and children from trauma of multiple issues.

Government will maintain an effective civil registry.

Child and women protection

We will further develop and strengthen child protection systems including:

1. 

2. 

3. 

4. 

5. 

6. 

7. 

8.
• establishing stakeholder groups and training of volunteers;
• strengthening, supporting and coordinating family and sexual violence activities including awareness on child protection and family and sexual violence; and
• establish a Child and Family Council with stakeholders.

Gender equity and social inclusion

Working with the Department of Education the ABG will introduce gender equity and social inclusion into school curriculums and seek to create safe schools environments.

In all government activities the ABG will seek to implement, promote and advocate for improved gender and social inclusion outcomes through partnerships, and provide awareness.

Advocacy and policy

We will strengthen women’s advocacy through support to the Bougainville Women’s Federation and women’s community groups, and encourage and support women leaders.

The influence of pornography on children is a concern to mothers and families. We will research and develop policy with the national government to legislate to screen/control access to pornography by children/youth.

6. YOUTH, RECREATION AND SPORT

Challenges

Youth and children make up 60 per cent of the population. Bougainville youth face major challenges related to the conflict because of disrupted education, patterns of trauma and violence, and institutions that are not strong enough to ensure youths grow up in an environment where they can realise their full potential. These factors then contribute directly to a lack of opportunities to participate in the economy through employment.

Youth organisations and programs

Government will implement programs to strengthen capacity of youth organisations that meet the needs of young people. It will establish at least one youth friendly centre in each major town.

With partners, government will design and deliver youth programs including awareness, life-skills training, sport and economic empowerment. Departments of Community Development and Community Government will establish directorates responsible for youth to deliver at the ward level activities on youth personal development, youth participation in government and community matters, sports, spirituality and economic activities

Sports and sports institutions

Government will support the creation of a Bougainville Institute of Sport to coordinate all sporting activities.

We will, with partners including NGOs, churches and national sporting organisations, seek to strengthen capacity of local sports organisations, networks and improve coordination of sporting events.

Working with schools, churches, town councils and community governments, the ABG will work to improve sports facilities.

7. LOST GENERATION

Challenges

A large youth population lost schooling time during the Crisis, and are today referred to negatively as the ‘lost generation.’

This generation epitomises lack of skills and competencies, poor or unacceptable social behaviour, excessive substance abuse including alcohol and drugs.

Inclusive behaviour

The youth and the ‘lost generation’ need to be given space and access to participate in the governance process and referendum, through a thorough understanding of the Peace Agreement.

Literacy and vocational training

The lost generation will be given priority access to numeracy and literacy training. Similarly access to and participation in vocational training programs.

They need to be able to earn a living for their families. Bougainville needs to tap into the energy of the youth for its future development.

8. VETERANS

Challenges

Veterans have an important place in Bougainville’s history. The veterans, if unified and included in decision-
making, can support Peace Agreement implementation, the growth of the economy, and the maintenance of peace.

**Veterans’ organisation**

We will encourage the creation of a unified veterans body, especially before the rescinding of the veterans representation in the House of Representatives as specified under the Bougainville Constitution.

We will seek to ensure that veterans are recognised for their role in bringing political change to Bougainville.

Veterans will be assisted to reintegrate back into civil society so that they can meaningfully participate in all aspects of society.

**9. SPIRITUALITY**

**Challenges**

Churches play a prominent role in maintaining harmony in communities, providing people with spiritual and moral comfort and guidance. They also are major service providers for education and health.

**Government support for churches**

Government will support an increased role for churches in service delivery recognising current contributions to health and education.

Government support for church programs will increase and include contributions to the rehabilitation of community accessed facilities, e.g. halls, sports ground.

Churches will be supported to develop spiritual enrichment programmes for youth and families.

**10. MEDIA, RADIO AND TELEVISION**

**Challenges**

Bougainvilleans have limited access to the two daily national newspapers imported into the region.

Radio coverage is poor outside of the three main centres. The topography of the region makes it difficult for anything other than SW services. Affordable SW radios are difficult to procure.

Television is only available through subscription services where there are reliable digital networks, but contain no local content.

**Expand radio coverage**

Access to accurate and timely information and news is essential for development, building trust, maintaining peace and harmony and holding government to account.

Government is committed to expanding AM, FM and SW radio coverage throughout Bougainville.

We will encourage, facilitate and support use of internet, digital and wireless technologies for awareness to schools and communities.

**Directorate of Media and Communication**

Maintaining a strong Directorate of Media and Communication within government that can produce and deliver timely and accurate news and other information to people throughout Bougainville is a very high priority.

The Bougainville Bulletin will be published six times a year. We will maintain a regular supply of media releases in multiple formats to mainstream media organisations.

The government website will be maintained at the highest quality with content added promptly and we will strive to develop innovative approaches to delivering information to a wide variety of audiences.

**11. ENVIRONMENT AND CLIMATE CHANGE**

**Challenges**

The environment (land, sea, water, air, flora and fauna) needs to be protected, restored and regulated in a manner that blends with the cultural and social needs of the people of Bougainville.

Bougainville’s environment is a challenge when considering:

- climate change management in the Atolls;
- natural disasters;
- waste management;
- environmental oversight of all current and planned activities, including small and large scale minerals exploration; and
- lack of capability to conduct assessments and research.

Climate change is a global issue that is already impacting Bougainville and will have an increasing impact in the medium and long term.

Within in the next 50 years the impact on Bougainville...
from climate change are likely to be:

• increase in sea level;
• increase in sea temperature;
• changes in seasonal weather patterns; and
• increase in size and frequency of extreme weather events.

Protecting the environment

A high priority is developing and enforcing Bougainville specific environment policies and laws. It will include approaches that support sustainable development for Bougainville that promotes inclusive and innovative green growth strategies in job creation and reducing poverty and inequality.

Working with the national government, the ABG will develop new policies and laws on protection of the oceans, rivers and the marine life within them, especially from all forms of mineral exploration.

The capacity of government to enforce environmental laws especially for small and large scale mining and other activities with potential adverse effects on the environment needs to be strengthened urgently.

Of particular concern is the extensive use of mercury by small-scale miners. Government will introduce measures to control the use of mercury.

Climate change

We will address, in association with the national government, the core climate related challenges through the following actions:

• promotion of economic development through low carbon growth;
• mitigation of carbon emissions through participation in global emission reduction schemes; and
• adaptation to climate related hazards.

We must address the climate change issues affecting people in the Atolls and their livelihoods.

Climate change will be mainstreamed into all government activities as we seek to establish climate change resilient communities.

Protect high biodiversity areas

We will map all high biodiversity priority areas and culturally significant sites within major project areas.

We will seek to establish forestry protected areas for official recognition of proposed protective areas.

Disaster preparedness

We will ensure that disaster preparedness is maintained at appropriate levels.

12. CULTURE, IDENTITY AND HERITAGE

Challenges

Bougainville possesses a unique and rich culture that varies region to region. Bougainville’s culture is deeply spiritual and connected to nature.

With many languages, and dialects, and with considerable cultural diversity both within and between language groups, Bougainville fits the Papua New Guinea pattern of remarkable cultural and linguistic diversity.

Land has a special place in Bougainville society.

Bougainville’s culture is kept alive in the form of traditional rituals surrounding birth, death, marriage, reconciliation and initiation.

Customary social structures - including customary authority - in many ways remain strong and vibrant. In particular, customary authority remains important to decision-making and dispute resolution.

There are concerns within the community that ‘culture and custom’ is either dying or being ignored.

Education, economic activity, increasing mobility, reduced social cohesiveness, the increasing role of government institutions and a large population of unemployed young people who are less willing to accept customary authority pose threats to custom and culture.

The people identified the election of persons other than chiefs as community government members and village court magistrates, and the continuing influx of outsiders as challenges to customary authority.

Involving customary leaders and applying customary norms contributes to strengthening custom. Adapting custom; in some way is not enough. The people wish to see government actively reviving it.

Government will increase support for protecting culture and heritage including arts and crafts, traditional dancing, carving, weaving, musical instruments, weaving of bamboo walling, storytelling, clan systems and much more.

Featured on the Bougainville flag is a tall headdress, known as Upe. The Upe is worn by young men at their initiation and marriage ceremonies of some clan groups and comes in different shapes. It is sacred.
Preserve our history

Government will establish a policy and legislation for the preservation of our history. We will establish a central keeping place for:

- arts, culture and music including archives and a museum to preserve our cultural items and artefacts;
- documents, papers, oral histories, writings and stories from the major historical events in Bougainville.

We will develop programmes to promote our identity and heritage.

Protection of the Upe

We will pass a law to protect the use of the Upe so that it is not disrespected and commercialised.

Introduce the ‘Bougainville Way’ into planning

When funding is available the ABG will commission research to ensure that the Bougainville Way is integrated into all planning.

Preserve and promote music, arts and culture

Arts, music and cultural information will be mapped and recorded. We will also maintain a registry of artists, musicians and cultural groups.

Government will encourage:

- participation in regional and international arts, culture and music festivals;
- improved coordination, management and staging of Bougainville cultural festivals; and
- arts, culture and musical events to create awareness and support ABG peace building, law and justice and referendum initiatives.

Urbanisation policy

Government will develop an urbanisation policy that considers:

- planning arrangements to control urban/town expansion;
- establishing satellite towns in all districts so that services reach all individuals, to stop the rural-urban drift; and
- implementing a law on vagrancy.

Government will continue to seek cooperation with the national government to enforce visa laws and removal of illegal foreigners.

Government will develop a policy and laws for reserved economic activities for Bougainvilleans.

KEY REFERENCES

Peace and reconciliation

Bougainville Peace Agreement

UN Peace and Development Analysis 2013

Department of Bougainville Peace Agreement Implementation Corporate Plan 2017

Education

Bougainville Education Act 2013

Bougainville Education Plan (2007-2016)

Universal Basic Education Plan 2010-2019

Education Sector Strategies Plan 2011-2030: a Roadmap to the Future

National Education Plan 2005-2014

TVET Strategic Management Plan 2011-2020

Department of Education Corporate Plan 2017

Law and justice

Bougainville Law and Justice: Mid Term Development Plan 2016-2019

Department of Police Corrective Services and Justice Corporate Plan 2017-2019

Health

National Health Plan

National Health Service Standards

Report of Rural Health Services: Assessments April 2014

National Health Promotion Plan

Strategic Health Services Development Plan 2014-2020

- Volume 1: Health Service Development Plan for
Bougainville

- Volume 2: District Development Plans for Bougainville

Women and children

Department of Community Development Strategic Development Plan 2017-2020

Youth recreation and sport

Bougainville Youth Policy 2012-2017

Department of Community Development Strategic Development Plan 2017-2020

Environment and climate change

Department of Lands, Physical Planning, Environment and Conservation Corporate Plan 2017-2021

Climate Change Policy

Culture, identity and heritage

ECONOMIC DEVELOPMENT

ECONOMICALLY SELF-RELIANT, AND MANAGING OUR OWN RESOURCES, LAND AND OTHER NATURAL RESOURCES TO DEVELOP BOUGAINVILLE
14. ECONOMIC DEVELOPMENT POLICY

Challenges

Bougainville is a low income region of Papua New Guinea. Currently our economy is dependent on subsistence agriculture and cash sales to wholesalers in copra, cocoa, small-scale mining and some marine products.

Research is virtually non-existent on the size of the Bougainville economy, family income and exports etc.

Improving livelihoods requires us to be able to fast track economic projects and activities. Creating favourable economic conditions could jumpstart economic activities that will transform to economic growth.

Government believes that we need to be realistic and practical this time. We must learn to accept realities and work towards realistic solutions and alternatives, recognising the lessons from the Crisis. We must stop dwelling on problems, but instead come up with solutions. With this in mind, we will work on the premise and framework that at this time we have limited resources.

Domestic investors in Bougainville are already doing a lot. We have significant local investment in large and small stores, in guest houses, in PMVs, in construction of buildings and roads and many other sectors. These local investors have taken many risks since the conflict ended, and need greater support and encouragement for developing plans and mechanisms. Developing the incentives they need must be a major focus of our new Department of Economic Development. For the most part, foreign investors will be encouraged to operate in sectors where domestic investors do not have the capacity.

New policy framework

In this context the government will:

• start an inventory of what we have;
• determine the gap between what we have and what we want to achieve;
• encourage investment in sectors where there is a realistic potential to generate income for families;
• seek to build on what resources we have to fund what we need;
• formulate policies and laws to raise investment and flow on revenue to government; and
• define guarantees for our domestic and international investors.

Agriculture is an important food source, employer and a potential key revenue earner. The government’s economic policy on broad based economic development and natural resource ownership emphasises agriculture, forestry, minerals and marine resource exploitation within a simple commodity mode of production.

The government will ensure the following policies and legislation to support them are in place, with special emphasis on promoting participation, incomes and resilience for families and small to medium businesses:

- Food security and nutrition policy
- Small to medium enterprises (SME) policy
- Reserved businesses policy
- Cooperatives policy

Other policies have been completed and are referenced at the end of this Plan.

We will ensure that the Department of Economic Development is resourced to implement and enforce all economic development policies.

15. AGRICULTURE

Challenges

Agriculture in Bougainville faces many challenges:

• few producers are value adding to their product – tending to be price takers. [For example, according to the National Statistics Office 2011 census 71 per cent of households are engaged in coconut growing with 51.3 per cent engaged in growing coconuts as a cash crop];
• value chain analysis has repeatedly shown that poor quality is costing households income. For example, with cocoa high moisture content above the standard of 7.5 per cent. This causes mould and requires additional drying before shipment; beans have high acidity, smoky aroma and flavour, and are small. Foreign matter contamination is also an issue;
• feeder roads, wharves and jetties need to be in good order;
• the voice of women and youth farmers is not well represented;
• getting the rural sector organised in cooperatives with government’s help, emerges as an opportunity;
• social constraints on how much land families are prepared to cultivate - around two hectare seems to be a norm;
• integration of commodity, food crops and livestock production offers opportunity to improve livelihoods and food security – suitable models need to be developed;
Figure 6: Major plantation and cultivation areas
• participatory bottom up planning and information sharing – to effectively engage with communities up to the district level is needed (giving communities a voice) and district and government plans need to be linked;
• a lack of market understanding, international market forces and limited capital inhibit the development of downstream processing.

Agriculture strategy

Consultations in 2016 on the agriculture plan concluded the key priority strategies are to:
• increase and diversify quality and quantity of cash crop exports;
• build resilience in food security amongst communities
• stimulate sustainable economic activity in livestock and poultry;
• facilitate (and where possible regulate) sustainable economic activity in marine resources;
• stimulate sustainable economic activity in the forestry value chains; and
• address cross-cutting issues of climate change, inequality, child protection and actively promote the advancement of women and youth in all programming.

Agriculture Commodities Board

Government will establish an Agriculture Commodity Board to control marketing and quality of all agriculture export products.

Initiatives to build capacity

Specific proposed initiatives to build capacity include:
• promote and empower the livestock sector;
• support the establishment of poultry farms, hatcheries and incubator options, and regulate small holder cattle farms;
• establish a Women in Agriculture Desk, and expand extension activities;
• promote drought tolerant food crops;
• improve current linkages between donor partner programs and projects through improved value chain analysis and markets;
• develop key partnerships with business houses, lead farmers and model farmers by funding seed capital to incubate and empower poultry industry;
• Investigate opportunities for downstream processing for copra and cocoa.

Large scale activities

• Development of the large plantations in cooperation with local landowner cooperatives, lease small blocks (2 ha) for families to manage and include skills training in cocoa and coconut value chain management.
• Develop Tonolei Integrated Forestry and Agriculture Project.
• Develop Manetai Forestry TRP Project.
• Develop Tinputz Forestry TRP Project.
• Develop Torokina Oil Palm Project.
• Encourage large scale oil palm plantation development.
• Forest nursery establishment and production purchase nursery equipment’s and materials.
• Promote forest extension and woodlots development.
• At the markets at Buka, Arawa and Buin encourage the establishment of a wholesale buying place.

Climate change

From an agricultural perspective the key climate change issues are likely to be changes in seasonal weather and more extreme weather related events. These changes will increase the magnitude and frequency of flooding events particularly in coastal areas and in time may lead to salt water inundation of low-lying areas and increased coastal erosion.

Adaptation to climate change for agriculture means: development of new soil conservation and fertility maintenance practices; flood mitigation, irrigation in some situations, diversification of crops and changes to cropping practices such as intercropping, mulching and composting.

16. MARINE RESOURCES

Challenges

A recent analysis identified development options for the fisheries sector. Positive aspects of the sector, its stakeholders and the institutions are considered as the building blocks for future strategies. These strengths provide the opportunity for improvement in the development of the fishery industry, including resource owner benefits in equity sharing. The abundance of fish stock in coastal fisheries for tuna and reef fish offers potential for increased fisheries through joint ventures.

Benefits that are not currently being used include niche market opportunities, as well as increasing fish supplies
from improved methods of harvesting through purse seiners, long line and trap nets.

A major weakness is a lack of cooperation between the National Fisheries Authority (NFA) and the government on issues surrounding powers and functions to be drawdown under the Peace Agreement. Revenue sharing arrangements for international tuna fishing within international territorial waters also under the Agreement are yet to be finalised.

This lack of action by the NFA in addressing Bougainville’s constitutionally guaranteed interests in revenue sharing is a threat to the industry as a whole and to the even wider policy environment and autonomy.

**Coastal fisheries**

The coastal fishery can be managed to support local fisheries within the powers the ABG already has under the Constitution. Government can make laws on fishing, fisheries and renewable natural resources matters. Opportunities exist for government to go into joint venture partnership arrangements, but again, NFA support in allocating fishing licenses is needed.

Within the three mile fishing zone government will seek to:

- promote the development of knowledgeable and willing fisheries communities participants;
- develop upscale fisheries cooperatives and small scale artisanal fishing ventures;
- develop a long term policy and plan towards sustainable development of marine resources; and
- seek National Fisheries Authority assistance to implement that policy and plan.

**Revenues from international waters**

Government will continue to seek to implement the constitutional provisions for revenue sharing for that portion of the Papua New Guinea exclusive economic zone that Bougainville is entitled to revenue from, and further seek representation at all fisheries talks. If resolution cannot be reached then the government will seek to use the mediation and dispute resolution provisions of the Peace Agreement to secure the revenues due to it.

**Specific projects**

National Fisheries Authority and government will establish fisheries infrastructure, utilities and capacity building funded from fisheries revenues due to Bougainville. Specific projects will include:

- complete and implement the Bougainville Beche de Mer Management Plan; and
- build Buka Fish Market with ice-making facilities.

We will establish the Bougainville Fisheries Marine Resources Authority

### 17. TOURISM

**Challenges**

Bougainville can develop a small and boutique tourism industry. The attractions are significant across a wide range of specific audiences.

Tourist numbers will not be high. However in cooperation with the private sector specific locations and attractions can be promoted.

Inward travel from Port Moresby and Rabaul is generally reliable. The standard of accommodation is improving. Road access around the region is being enhanced.

**Projects**

Liaise with PNG Tourist Promotion Authority and international tour agencies to create networks and increase market accessibility for Bougainville tourism products.

Establish a Tourism Bureau to promote Bougainville as a desirable South Pacific tourist destination.

Coordinate and liaise with communities, increasing community engagement and awareness on tourism in Bougainville.

Conduct research and case studies into new product development and partnerships with the private sector including:

- Numanuma Trek
- other trekking
- Yamamoto Site
- Nissan, surfing
- craft markets
- World War 2 relics preservation.
- Crisis memorial
- homestays in villages and eco-tourism.

### 18. SHIPPING SERVICES

**Challenges**

Bougainville needs reliable shipping services with consistent schedules to the Atolls and targeting Torokina, west coast.
Many attempts have been made to establish such services but most have failed. Government will review the lessons learned from previous ventures in planning new shipping services.

**Shipping service to atolls and west coast**

The key objectives for any domestic shipping service should be:

- sufficient capacity to take both passengers and freight;
- to meet appropriate safety standards;
- to provide a regular and reliable service, so that the communities are aware of the day in which the boat will arrive. This will allow communities to properly prepare their agricultural goods and their access to the nearest regional centre.
- a single boat could provide a regular service across a number of the routes, and therefore would be ranked very highly.
- to reduce the exposure to government to financial risk while ensuring that a commercial operator makes a commercial return and the service is sustainable.

The single boat will not be able to cope with medical emergencies and this should be addressed separately.

**19. LAND**

**Challenges**

Land is central to all development. However given the size of the issues, and the limited resources, government’s responses to these needs will be prioritised around maintaining peace in communities. Effecting sound long term arrangements for economic development and protecting the environment needs:

- A local land policy for both alienated and customary land
- Developing an efficient and credible system of land administration, land rental collection and record keeping.
- A legislative framework that can be enforced allowing the utilisation of land in such a way as to meet the development and environmental needs of present and future generations, while taking all possible measures to prevent or minimise damage and destruction of land, sea, and water resources.

**Policy and laws**

A new Bougainville land law needs to be enacted.

An urgent priority is a policy and legislative framework that promotes a balanced use of land for sustainable economic, social and environmental development while guaranteeing land rights including:

- Providing for the management of land and protect the environment.
- Protecting customary rights in relation to land.
- Promoting sustainable development and public awareness of the need to conserve and manage land, air, sea and water resources in a balanced manner.
- Instituting effective machinery for dealing with any emergency, hazard or disaster arising out of natural calamities, or any situation resulting in general displacement of people; and
- A physical planning framework that promotes the best use of land and manages the process of urbanisation and land use conversion.

Urban plans will be prepared for Buka, Kokopau, Arawa, Buin, Tinputz, Wakunai, Kieta and Kangu Border Post.

**Land administration**

The empowerment of customary landowners to own their customary land and to allow them to meaningfully participate in economic development initiatives is a priority. This includes land reform within the clan system including registering boundaries.

Efficient and effective administration of government land and state leases is essential for a credible land registry system with awareness of roles, rights and responsibilities.

**Physical planning and building**

Government will ensure that it has expert technical advice and services for land investigation, land transactions and physical planning.

Building Boards need to be functioning properly and controlling town expansion.

**20. MINERALS AND ENERGY**

**Challenges**

The mineral and energy sector has the potential to stimulate economic development and growth in Bougainville. Bougainville is blessed with abundant resources. These can be developed for the benefit of all stakeholders: landowners, communities, the government and investors.

Developing our mineral and energy resources is
expected to realise substantial economic development and growth. Community and household incomes will increase. It will increase the revenues of the government so that the ABG can deliver infrastructure and social services to the people.

All mineral and energy exploration and exploitation in Bougainville is conducted against the background of the Bougainville conflict. Uneven economic participation was a major factor in the conflict and contributes to remaining tensions within and between communities.

Government is conscious that mining (large scale and small-scale) has the potential to create tensions, violence and conflicts.

We will ensure that any future mining operations are respectful to our people, protect our environment and that the benefits flow through to Bougainvilleans.

All laws, regulations and policies will be implemented in a manner that eliminates the potential to generate another Bougainville conflict.

**Bougainville law governs mining**

The Bougainville Mining Act 2015 and regulations completed the transfer of mining powers and functions from the national to the ABG under the autonomy arrangements.

**The landowners own the resources**

Bougainville is among a unique group of countries and regions where the law empowers landowners to have the rights over the minerals in their lands and seas.

Any development of our mineral and energy resources must be based upon the initiative of the landowners who own the resources.

The ABG is the custodian of the resources through an equitable, transparent and community-based system of law, regulation, management and revenue-sharing.

**Large-scale mining**

Under the Bougainville Mining Act 2015 Bougainville Copper Limited’s (BCL) previous licences were cancelled. The company was given an exploration licence for the former mining licence.

Securing certainty about the ownership and governance structure of BCL is a high priority.

The government will work with the landowners and BCL to restart mining in the Panguna area. Rehabilitation of previous environmental damage is a critical factor in any decision to reopening mining near Panguna.

Opening the Panguna mine is a priority for the government. The mine holds the potential of tremendous benefits for landowners and the people of Bougainville. Significant efforts and resources will be made available to removing the impediments that impact on the re-opening and development of a successful mine.

On 31 March 2017 the Bougainville Executive Council, acting on requests from landowners, partially lifted the moratorium on mining in Bougainville. Applications can be made for exploration licences for tenements in Isina, Toremanu and Jaba.

**Small-scale mining**

Small-scale mining occurs at more than 50 distinct sites, some in close clusters, and most in Central Bougainville. The extent of activity at individual sites at specific points in time can vary significantly depending on climatic conditions, exhaustion or discovery of gold bearing ore, site accessibility and family, economic, social and cultural factors that influence miners’ behaviour. Miners range from individuals to ‘industrial’ scale mining.

Small-scale mining is integral to local economic development and income generation in many parts of Bougainville. A recent study estimates that revenue from such mining could exceed K100 million per annum making it second only to cocoa as an income generator.

Government will undertake awareness to optimise safe mining processes and methods. The use of mercury poses significant risk to people and the environment. Government will increase awareness about mercury and introduce controls on its use. It will conduct standards monitoring and auditing, research and provide technical services

Working with miners, communities, local level governments small-scale mining will be regulated under the community mining provisions of the law.

**Oil and gas**

During the next five years the government will have all oil and gas resource powers and functions transferred from Papua New Guinea. Policies, laws and regulations will be drafted and enacted.

**Environment and hazards**

Government is committed to regulate, monitor and mitigate all environmental and geological hazards. People will be consulted and made aware of environment issues and all hazards so that:

- affected communities live safely with geological hazards;
- risks to lives and assets are mitigated;
- there is timely dissemination of information; and
• communities in affected areas are better prepared.

21. SMEs AND BUSINESS SKILLS

Challenges
Small to medium enterprises (SMEs) capture the majority economic activities in Bougainville.

Government, through an all-inclusive, participatory approach, wishes to try to meet the constant demands and interactions with Bougainvillean entrepreneurs who seek assistance in growing their businesses.

Skills development
Develop programs to facilitate entrepreneur development through supportive and mentoring programs, geared towards changing mind sets, building skills and improving capacity for SMEs.

Financial support
Seek government support and encourage other financial resources to help build the SME sector.

Pilot projects
Develop catalytic projects in each district to stimulate SME (infrastructure development)

Reserved businesses
Pass laws to establish reserved businesses for Bougainvilleans and enforce those laws.

Ensure that all major new projects have significant and enforceable local content requirements for land owners and others to participate in the projects benefits.

22. INWARDS INVESTMENT

Challenges
Inwards investment is a new area for any sub-national government in Papua New Guinea. It requires very close cooperation with the Investment Promotion Authority (required under the constitutional arrangements), the national Department of Commerce, the national Department of Labour and Industrial Relations and also the PNG Immigration and Citizenship Service Authority.

It is a very specialist and resource intensive area of government. While the policy and legislative frameworks are in place the department has not been resourced to establish the Inwards Investment Bureau as a functioning entity.

A major challenge is the post conflict situation and specifically:

• a negative post-conflict picture that may deter genuine investors from investing in Bougainville;
• a general lack of confidence to invest in Bougainville;
• the uncertainty in the political future of Bougainville;
• inability to obtain insurance cover;
• lack of critical infrastructure such a reliable power and water supplies.

Promotion and awareness
We will continue to promote foreign direct investment and joint ventures as key drivers for investment, trade, growth and prosperity. Part of the challenge is to build a good image of Bougainville as the investment destination for foreign investments to attract investment.

We will also make investors aware of the regulatory requirements.

Collaboratively, the ABG will empower economic sector departments to develop programs that will stimulate economic growth.

Research and advice
Functions to be supported include:

• undertaking research on potential commercial opportunities for investment purposes;
• providing advisory support for development joint ventures as approaches in economic development in the region; and
• networking with other organisations in PNG and overseas in promoting business development in the region.

Inwards Investments Bureau
We will establish the systems and operating procedures for the Inwards Investment Bureau, and train staff and recruit new officers to manage the inwards investment laws and policies.
23. GOVERNMENT BUSINESSES

Challenges

Government has entered into a number of business arrangements including establishing its own business and entering into joint ventures.

Unlike in Papua New Guinea these arrangements are covered by the Public Finance (Management) Act 2014 in term of financial arrangements and oversight.

There is significant uncertainty about the governance and government financial exposure in the many ad hoc business and joint venture arrangements that are in place with shares held in various trustee arrangements.

There is an urgent need to put into place an overarching government company to hold all these ventures and manage government’s commercial exposure.

Government business institutional framework

We will:

• Develop policy and laws to ensure proper corporate governance, increase transparency and accountability in the management of government owned enterprises and government participation in joint ventures in Bougainville.

• Establish an over-arching holding company to manage government owned enterprises and joint ventures.

• Conduct research and analysis and provide advice from time to time as to the viability of government owned enterprises, and the appropriate modality, in core areas including shipping, energy, telecommunications, water and port services.

KEY REFERENCES

Economic policy

Economic Development Strategic Plan (2016-2020)

Agriculture

Sustainability of Agriculture in Bougainville Province, PNG, 2003

Department of Primary Industries Agriculture and Livestock Development Plan 2010-15

Department of Primary Industries Agriculture and Livestock Development Plan 2016-2020

National Agricultural Development Plan – implementation plan 2007-16

ABG District Infrastructure Profiles (2016)

Cocoa Development Plan: Value Chain Diagnostic by David Anderson (2015/16)

Cocoa Board Strategic Plan (2016-2020)

Coconut Value Chain Diagnosis, David Anderson (May 2016)

Economic Development strategic plan (2016-2020)

Marine resources

Department of Primary Industry and marine Resources Corporate Plan 2017-2020

Fisheries Five year Development Plan for the Autonomous Region of Bougainville 2016-2020

Land

Department of lands, Physical Planning, Environment and Conservation Corporate Plan 2017-2020

Minerals and energy

Mining Act 2016

Department of Mineral Resources and Energy Corporate Plan 2017-2020

SMEs and Business Skills

Department of Economic Development Corporate Plan 2017-2020

Inwards Investment

Bougainville Inward Investment Act

Bougainville Economic Development and Investment Policy
INFRASTRUCTURE DEVELOPMENT

BUILDING THE PHYSICAL FOUNDATIONS FOR DEVELOPMENT AND PEACE
Table 5: Travel time to nearest centre
24. TRUNK (NATIONAL) ROADS

Challenges

Trunk and feeder road rehabilitation and maintenance contributes significantly to the social and economic development in Bougainville.

Research in 2008 demonstrated the significant benefits from people being able to access services and transport their produce to the markets more efficiently. It also highlighted the then disparity in the economy between the South and the North due to the poor state of infrastructure in the South.

Government is largely responsible for technical services and infrastructure in Bougainville with the exception of the 620 kms of National roads. These are both sealed and unsealed pavements including numerous bridges and drainage structures, with 327 sections on mainland Bougainville. There are three main sections:

- Bougainville Coastal trunk road – Kokopau to Buin
- Buka Ring road inclusive of Lonahan to Kesa road
- Siarra to Korokovi road (Kunua)

Contractor capacity is a major issue to undertake major work as is the supply of quality crushed and graded gravel and sealing material. This results in roads being constructed from locally sourced materials which are often of a poorer quality (such as uncrushed river gravel).

There are three national government functions that need to be handed over to the ABG: building boards; responsibilities to maintain national roads; and land, staff, plant and transport of the Department of Works which has a presence in Bougainville at three locations.

Roading strategies

Principal strategies include:

- Funding shared equitably across the three regions.
- All trunk roads maintained to a good quality of gravel surface as the minimum standard.
- Construct proper drainage systems to avoid further deterioration of roads
- Priority sections of trunk roads will be sealed as funds are available.
- Maintenance can be undertaken by local contractors for the majority of works, particularly on the feeder roads.
- Gravel roads require more frequent maintenance in short term, but cheaper maintenance in long term.

25. FEEDER ROADS AND WALKING TRACKS

Challenges

There are at least 900 km of significant feeder roads on Bougainville. Distribution of feeder roads favours areas comprising clustered cocoa small holder communities. Feeder road rehabilitation is one of the major concerns by the communities throughout Bougainville.

Feeder roads give access to bigger centres (social services), farmers to markets and economic services. Feeder roads provide the chance for social and other services to come back to communities, and they reduce urban drift and contribute to peacebuilding.

Women’s groups see safety and health issues for women walking long distances and children doing dangerous river crossings (Central, Kieta inland, South Bougainville, and Torokina). Feeder roads, secure walking tracks and bridges reduce these risks.

Works and roads to ABG

In 2018 the ABG will assume responsibility for national highways, Department of Works staff, plant and depots.
Feeder roads maintained

All feeder roads are to be gravelled, maintained and open. Eight have been completed. Remaining roads in the North (7), Central (12) and South (10) to be rehabilitated.

Maintenance can be undertaken by local contractors for the majority of works, particularly on the feeder roads.

Proper drainage systems will be constructed to avoid further deterioration of roads.

Maintenance of feeder roads is more critical than sealing of trunk roads and has a higher economic return.

Walking tracks

We will undertake a review of the major walking tracks through Bougainville, particularly those providing access to remote communities. The review will identify potential improvements to these walking tracks, such as foot bridges, stairs and erosion control. We will undertake works on selected high priority tracks first e.g. Arawa - Karato - Torokina

Community contracting

The involvement of local community groups in these projects is considered a success in providing employment opportunity and pecuniary benefit. These activities can focus upon opportunities for women’s groups and youth who may have been participants in the Crisis.

26. WHARVES, RAMPS AND JETTIES

Challenges

There has been no recent rehabilitation of wharves, jetties and barge ramps (e.g. Tinputz, Torokina and Nissan).

Buka, Kieta (owned by PNG Ports) and Kangu wharves are operational but need rehabilitation. Most other jetties and ramps are not operational.

Transfer from PNG Ports

Government will seek to localise ownership and management of Buka and Kieta ports in the next five years if financially viable.

Wharf maintenance

Buka and Kieta Wharves will be rehabilitated and maintained by PNG Ports. Kangu wharf to be maintained by ABG.

Jetties, ramps and navigation

Government will seek funding for the construction of:

- a new wharf or barge ramp for Torokina;
- south of Kunua, such as Korai, a barge ramp;
- north of Torokina, such as Atsinima, a barge ramp; and
- a wharf or barge ramp at Nissan to replace existing jetty.

National Maritime Safety Authority will be asked to upgrade the 17 navigational markers in Bougainville waters.

27. AIRPORTS AND AIRSTRIPS

Challenges

Aropa Airport has re-opened. It needs an upgraded air navigation system.

Buka airport facilities upgrade is underway.

All other airstrips are not operational. Rehabilitation and maintenance is needed for airstrips for emergency flights and access.

Management and ownership of airports

Management of Buka and Aropa airports will be localised and in the medium term ABG will assume responsibility for these airports (when economically sensible to do so).

Buka and Aropa airports will remain operational for regular public and freight transport flights.

Buka Airport terminal and facilities upgrade will be completed. Enhanced navigation facilities will be installed at Aropa in consultation with the National Airports Corporation and the National Government.

Airstrips at Karato, Torokina, Nissan, Kapikave and Buin will be re-opened.

28. ELECTRIFICATION

Challenges

Electricity supply is haphazard and unreliable in the
major towns. The systems in the three main centres are in need of maintenance. Government is working closely with PNG Power to implement its projects.

Revenue generated from the sale of electricity is insufficient to fund investment barely covering maintenance and operating costs.

A significant proportion of the population do not have access to reliable electricity for more than six hours a day.

Opportunities exist to pilot other forms of energy generation.

**The Projects**

Reliable, affordable electricity supply is vital for Bougainville to modernise its economy.

Current projects include:

- the Ramazon Hydro project;
- Togerou Hydro and smaller schemes and
- The Bougainville power upgrade projects to be completed, Gogohe completion and Gogohe-Halia-Haku.

New sources of rural electrification will be explored and trialled including solar, wind, water turbine (Buka Passage) and hydro and private sector contributions back into the local grid

Draw down of energy generation powers will take place when revenue generated is sufficient to fund the systems maintenance and operations.

**29. TELECOMMUNICATIONS AND ICT**

**Challenges**

Maintaining regular, stable telecommunication services is a challenge. One provider has the most reliable network and coverage across the region.

Significant issues constraining the networks include land ownership for towers, destruction of towers, facilities and power supplies.

**Services improvements**

We will work with telecommunications service providers to ensure competitive reliable services including facilitating access to land and resolving disputes.

Government has partnered with BMobile to develop its transmission network including owning the towers under a lease-back arrangements to BMobile.

We will explore options for Bougainville to have a gateway link direct into the region.

**Institutional arrangements**

Policy and legislative arrangements will be completed for the government to regulate ICT providers consistent with the legislated responsibilities of the national government for managing the spectrum.

Government will establish its own domain name within the WWW system.

**30. WATER AND SANITATION**

**Challenges**

Water and sanitation services are haphazard.

Town water supplies are very limited in Buka and Arawa. All other water comes from tanks relying on rainwater or commercial deliveries.

Village water systems need upgrading from a clean reliable source.

Almost all water sources relied on by people are untreated which can lead to sickness and death.

Sanitation services in the towns are inadequate. Effluent runs into streams and the sea. Septic tank effluent flows into drains and waterways.

**Town projects**

Specific town projects will include:

- Arawa water and sanitation upgrade
- Buka water and sanitation upgrade
- Buin water and sanitation upgrade.

**Village projects**

Healthy communities need quality water supplies: We will seek to:

- Ensure water supply to community government (wards) including the supply of tanks.
- Implement WASH programs through Department of Health with development partner support.
- Government to work with the people to improve sanitation and human waste disposal so that rivers and streams are not polluted.
KEY REFERENCES

*Bougainville Transport Plan 2012 to 2017*

*Corporate Plan for the Department of Technical Services*


*Feeder roads and walking tracks*

*Bougainville Transport Plan 2012 to 2017*

*Corporate Plan for the Department of Technical Services*

*Wharves, ramps and jetties*

*Bougainville Transport Plan 2012 to 2017*

*Corporate Plan for the Department of Technical Services*

*Electrification*

*Bougainville Electrification Policy*
GOVERNMENT FRAMEWORK

A SOUND, TRANSPARENT AND EFFECTIVE GOVERNANCE FRAMEWORK TO DELIVER SERVICES
31. IMPLEMENTING THE PEACE AGREEMENT

Challenges

The Bougainville Peace Agreement (BPA) (2001) was the political settlement within Papua New Guinea to the destructive and divisive Bougainville conflict of 1988 to 1997.

The BPA provides for the removal of weapons from Bougainville, special autonomy for Bougainville, and a non-binding referendum on Bougainville independence no earlier than 2015 and no later than 2020.

The agreement provides for an autonomous Bougainville Government operating under a home-grown Bougainville Constitution with a right to assume increasing control over a wide range of powers, functions, personnel, and resources on the basis of guarantees contained in the National Constitution. As part of the implementation of the autonomy arrangements of the BPA, a total of 34 powers and functions were originally requested for gradual transfer from the national government to the ABG. Significant powers have been drawn down including public service, public finance, mining and education.

The autonomy arrangements were reviewed in 2013 and a second review is scheduled for late 2017.

The referendum is to be held to determine the constitutional future of Bougainville (see section below)

Challenges to the implementation of the BPA have included: continuing conflict related tensions in Bougainville, presence of many hundreds of weapons; slow progress in developing autonomy and drawing down functions and powers, with supporting funds; disagreements with the national government on the calculations and spending priorities for grants revenues; limited capacity in the Bougainville Administration; limited economic development, and low government revenues; major choices on the future of mining; and now the rapid approach of the target date set by both governments for the referendum.

Implementing autonomy

Autonomy is being implemented through the delivery of the actions of government and its departments in this plan. We seek to ensure that Bougainville changes from weak capacity to empowered capacity through effective laws, streamlined drawdown of powers, training and internal Bougainville initiatives.

We need to ensure that there is increased understanding about the structural, legal, and political changes that Bougainville experiences by implementing the BPA.

Critical to success is building fiscal self-reliance to ensure that we move Bougainville from that of weak financial capacity to strong financial capacity.

32. CORRUPTION AND TRANSPARENCY

Challenges

Corruption in Bougainville is of major concern to the people in the community and the leadership of government. Many see corruption as out of control.

Endemic corruption has broader implications for the region. Autonomy arrangements provide a unique opportunity that can not be wasted.

Bougainville, and in particular the ABG, must demonstrate to the people, the national government and the international community that we are capable of harnessing the opportunities that autonomy affords.

In managing our affairs eliminating corruption and bad practice is a high priority.

Contract management is very weak. Too many contracts are being awarded in the absence of available funds, and too many are being executed without due diligence and compliance checks.

Investors are reluctant to invest in our economy – they see substantial sovereign risk – and the only way that we can overcome this is to demonstrate that we are a fair, transparent and honest government, and that investments will be safeguarded and protected.

All leaders and public servants must resist the temptation to engage in corruption. We must put the people of Bougainville first.

Leadership training

Above all, the ABG will implement its own leadership training: leadership qualities/values/knowledge should be taught to all people in leadership positions (political and public service and community), business, Council of Elders, ward etc.

Stronger systems

We will strengthen core departments of government including Departments of the President and BEC, Finance and Treasury, Personnel Management and Administrative Services, Technical Services and the Bougainville Tenders Board. These departments have the primary duty to ensure resources are spent wisely, efficiently and honestly.

Government systems and processes will comply with the public finance, and public service laws will be
strengthened and staff trained in how they operate. The ABG Public Service Regulations and General Orders and Code of Conduct will be enforced. Disciplinary procedures will be activated when offences occur. A strong internal audit function will be maintained and its findings and recommendations acted upon.

Government will support the Ombudsman Commission office in Bougainville to investigate leadership and other administrative complaints. At the same time the ABG will develop a policy to establish the Bougainville Ombudsman Commission.

**Contracting and project management**

There is significant corruption in contracting arrangements. We must ensure technical assessment of all tenders is independent and professional; make project managers accountable; limit variations to genuine transactions and eliminate the “10% culture”.

The Department of Technical Services Program Management Unit will be funded to: (a) undertake coordination of all Bougainville projects, no matter the source of funding, (b) ensure that contracting and procurement guidelines are met; and (c) in stocktaking and managing projects to ensure better visibility across government and more effective management of projects and payments.

### 33. REFERENDUM

**Challenges**

The BPA provides for the right, guaranteed in the National Constitution, for a referendum among Bougainvilleans on Bougainville’s future political status. Article 310 of the BPA stipulates that “the choices available in the referendum will include a separate independence for Bougainville”.

Article 312(a) of the BPA stipulates that the referendum will be held no sooner than ten years (2015), and in any case no later than fifteen years (2020), after the election of the first autonomous Bougainville Government (2005). In accordance with Article 312(b), the actual date of the referendum will be set taking account of “standards of good governance” and the implementation of the weapons disposal plan.

The BPA stipulates at Article 317 that the referendum shall be “free and fair”, for which a safe and secure environment is generally considered an important enabling condition.

The two governments agreed in 2016 that the ‘target’ date for the referendum is 15 June 2019. The actual date for the referendum is yet to be agreed by the two governments.

The outcome of the referendum will be subject to ratification (final decision-making authority) by the National Parliament.

**Second autonomy review**

A second review of the autonomy arrangements will be completed in late 2017, for the two governments to consider in early 2018.

**Decisions that need to be made**

In order to facilitate the holding of the referendum, a series of political decisions need to be made by the national government and ABG as quickly as possible, including:

- Decision on the structure and membership of the Bougainville Referendum Commission (the Governor General has signed the charter document establishing the Commission)
- The options to be offered on the referendum ballot paper
- The question of who is eligible to vote, especially non-resident Bougainvilleans
- Reaching a common understanding of “weapons disposal” and “good governance”, bearing in mind that there are no universally applicable measurements in these areas
- Budgetary support to the conduct of the referendum
- Appropriate requests for international assistance
- Agreement of the actual date as opposed to the target date for the referendum
- Agreement on processes and roles after the referendum other than the extensive provisions in the Organic law.

**The Bougainville Referendum Commission**

Government will ensure that ABG contribution to resource the Bougainville Referendum Commission is made available by the Administration.

**Scenario planning**

The ABG will work with the national government to prepare scenarios in the broader political economy aspects of pre and post-referendum Bougainville. What are the broader implications for Bougainville’s development, stability, economy, institutions etc depending on the various possible outcomes of the referendum? For example many people believe that the BPA ‘expires’ after the referendum is completed.
**Awareness pre-Commission**

Government will:

- ensure that referendum awareness is designed and disseminated;
- monitor the effectiveness of referendum awareness activities;
- research and document Bougainville internal experiences and those around the world and plan post-Referendum transition;
- provide technical support to the Bougainville Referendum Commission through the Bougainville Referendum Commission Secretariat on a secondment basis; and
- enable the Department of Community Government to participate in delivery of consistent, reliable referendum messaging down to ward level.

### 34. PUBLIC SERVICE

**Challenges**

A recent Organisation Capacity Assessment of the public service was carried out using five criteria:

1. Institutional arrangements and planning processes
2. Governance and leadership
3. Management systems
4. Human resources
5. Communications and strategic relationships.

The assessment found:

- Public servants have little understanding of what ‘autonomy’ means in practical terms for the work of their department.
- There is a lack of clarity of the meanings of ‘policy’, ‘law’, and ‘regulations’.
- Although the ABG has produced plenty of plans over the years, a basic confusion remains as to how departments can plan effectively, and plan within a budget.
- The level of engagement between Department of the President and BEC and other departments is reasonable, but could be improved with greater clarity around role specifics and reporting obligations.
- Many of ABG’s senior staff are in positions of management and leadership responsibility that previous experience has not adequately prepared them for. It should be possible to leverage observations from the current round of leadership training to develop effective support for such staff.
- Information and records is a huge problem across the ABG. The deplorable state of the ABG’s ICT network and the absence of an overarching Management Information System (MIS) exacerbate the situation.
- ABG public servants have been neither introduced to the ABG itself nor the department they are working within.
- Training is an obvious need within the ABG but it needs to be relevant to the particular tasks that staff are engaged on. There are a myriad of human resource and accountability issues, but some changes could have a big impact.
- Some of the larger tasks that the ABG have taken on (e.g. recruitment, payroll, ICT) are simply beyond them and perhaps should be out-sourced
- Few records are being kept; how inter-departmental communications is captured needs to be prioritised. The effectiveness of the ABG’s engagements within the public are stymied by a lack of information and knowledge of the subject matter. Communication between the ABG and national government tends to be distant and un-dynamic.

### Core departments supported and a priority

The needs of the public service are significant. As a consequence, during the period of this plan key strategies and activities have to be prioritised.

The key activities include:

- Building the capacity of the Department of the President and BEC to monitor and report on the implementation of the Plan; provide advice on major public policy initiatives; and support the President and Department of the President and the BEC in coordinating, managing and delivering on government’s agenda;
- Building the capacity of all departments with a particular focus on:
  - Department of Community Government
  - Department of Economic Development
  - Department of Lands, Physical Planning, Environment and Conservation
  - Department of Personnel Management and Administrative Services
  - Department of Primary Industries
  - Bougainville Tax Office
• Complete the recruitment of all senior managers below departmental secretaries
• Provide training and skills development for secretaries and their managers that is practically focused with an emphasis on the tools required to be an effective manager. These include areas such as decision making, delegation, organisational management and priority setting, institutional reporting, communication and negotiation skills and the reinforcement of ministerial-departmental roles and responsibilities.
• Establish an ABG wide information management system. Including a robust whole-of-ABG IT network.
• Complete a right-sizing exercise for all departments, review all proposed structures and undertake retirement and/or retrenchment of public servants who have reached mandatory retirement
• Investigate feasibility and if approved and funded contract out the recruitment of all ABG staff and payroll functions.
• Implement the agreed recommendations of the Organisational Capacity Assessments across eight department and offices.
• Deliver to BEC a policy paper on decentralisation of services including relocating three or four departments to Arawa and increasing service delivery capacity of community government.
• Departmental heads regularly reporting against key measures contained in Departmental Corporate Plans.
• Actively seek to improve coordination and communications with the national government at all levels and in particular with the Department of PM and NEC and National Coordinating Office of Bougainville Affairs.
• Actively work with the four Bougainville MPs to integrate the Plan and their own strategic development plan and to coordinate the implementation of projects.
• Strengthen development partner coordination and cooperation.
• Maintain and enhance the Directorate of Media and Communication so that government may communicate to the people in a professional, innovative and timely manner.

35. TAXATION, GRANTS AND REVENUE

Challenges

Historically very little effort has been spent within the public service seeking to understand and implement the constitutional provisions for revenue sharing and funding government for powers and functions that were drawn down.

The constitutional law provisions are often not easy to follow. However, not enough time was spent pre- and immediately post autonomy working with national government to establish the processes for the various grants provisions to work.

The ABG is not a provincial government. Its funding arrangements are different and unique. ABG arrangements are not part of the functional grants arrangements that apply to provinces. Its financing is unique to the need to restore and rebuild the region post-Crisis.

The constitutional arrangements are not well understood. As a consequence Bougainville has not received all the funding from the national government by way of grants, or payments from bodies such as the Internal Revenue Commission and the national Fisheries Authority.

Until the last four years, very little was done to work with the national government to firstly calculate and then seek payment of funding that was constitutionally payable following the legal framework.

Collection of grants

The government recurrent budget request to the national government will be prepared and submitted on the basis of the cost of providing the functions assumed by the Bougainville Government.

The government will collect all constitutionally mandated revenues and grants from the national government. It will use all available means, including mediation and references to the Supreme Court to implement the provisions of the Peace Agreement.

Restoration and development grant

This grant was offered by the national government during the peace talks as a mechanism to fund the rebuilding of Bougainville. Then the national government could not commit a lump sum payment due to the state of the economy. The basic principle of the grant was that Bougainville would receive from the national government the same proportion of the national investment program as it received in 2001.
The ABG will continue to explore appropriate legal avenues to reach a definitive interpretation of the provisions for the payment of the Restoration and Development Grant.

**Tax sharing**

Government will seek to continue and maintain excellent relations with the Internal Revenue Commission to ensure prompt and efficient payment of all taxation revenues to the government.

Working with national agencies the ABG will seek to improve collection of:

- Inland Revenue Commission administered tax (company tax, PIT, GST)
- MVIL administered land transport.

In the medium term, the ABG will seek to draw down all taxation powers including personal and company income tax.

**Fishing revenues**

We will continue to bring to the attention of the national government the failure of the National Fisheries Authority to meet the obligations to share international fishing revenues.

The share of the levies due to the Bougainville government are significant, estimated by some to be over K100 million per annum. If agreement cannot be reached about the sharing of current levies and the payment of arrears, the government will seek to implement the mediation and dispute resolution provisions of the Peace Agreement.

In 2018 the ABG will commission a study, in cooperation with the Department of Justice and Attorney General and the Surveyor general, to legally define the boundaries of the PNG Exclusive Economic Zone from which the government is entitled to receive fishing levies less derivation costs.

**Enhanced local tax collection**

Government will strengthen the Bougainville Tax Office so that all local taxes, levies and revenues are collected promptly.

The ABG will improve compliance with current laws including Bougainville laws and regulations for:

- Bougainville sales tax (beer and cigarettes);
- Liquor licensing;
- ABG contractors compliance with income tax obligations.

New ABG revenue initiatives will include:

- Sales tax (beer and cigarettes) reform
- Liquor licensing reform
- Developed property tax
- Road users taxes.

With the national government the ABG will explore and if practical:

- State leasehold land rents
- Small business income tax
- Withholding tax on agricultural commodities
- Withholding tax on small scale/alluvial mining.

### 36. PROJECT MANAGEMENT

**Challenges**

Resources are limited for all aspects of government service provision. Consequently projects need to be coordinated and well managed. Government capacity to contract and manage projects is weak.

A whole of government approach is required to contracting and compliance with the public finance and contracting laws.

The Program Management Unit (PMU) was established by ABG to better manage the development budget and coordinate and implement donor programs on Bougainville. The PMU lost significant capacity in recent times, however there is a desire to revitalise it.

The PMU contributed to the joint coordination, management of projects funded by government, the national government, members of the national Parliament and development partners. It provided oversight to contracting arrangements and the monitoring and completion of projects. It included in its team representatives of other government departments.

**Government contracting**

Greater education, awareness and discipline for non-compliance is required across government in contracting. This requires the Department of Treasury and Finance to issue clear Finance Instructions to guide the procurement process, enhanced procurement guidelines and regulations, training and support to ABG officers and contractors on all aspects of procurement and regular evaluation of contract management arrangements.

Failure to comply with the legal procedures should result in sanctions being applied to ABG officers and contractors.
PMU strengthened

We will revitalise a small PMU to provide:
- program planning and budgeting;
- project appraisal and approval;
- contract management and procurement;
- funds disbursement and acquittals, and
- monitoring, reporting and evaluation.

Working within the available resources, and with development partners, it is anticipated that a small core team will comprise government officers and contracted expertise.

The ABG policy is for it to engage the services of a company to advise on the management and operations of the PMU. This model worked previously in Bougainville but funding is a severe constraint in the immediate future.

The role of the contracted advisor will be to ensure that the project cycle management activities conducted by the PMU is in accordance with government, national government and development partner requirements. The Advisor role within PMU is to provide mentoring, training, guidance and direct assistance in all aspects of the project cycle management.

The PMU is expected to be a flat, streamlined organization with responsibility for day to day activities at the program manager level.

Contractor capacity building

It is important for Bougainville to expand the capacity of its own locally based contractors. This will ensure that the future costs of construction and maintenance and minimised as much as possible, and result in direct economic benefit to Bougainville.

Government will seek advice from development partners as to how it can increase the contracting capacity in the region.

37. COMMUNITY GOVERNMENT

Challenges

The Constitution provides for local level government to be established under the Council of Elders Act 1996. In December 2014, the government resolved to transform the Council of Elders into community governments. The Department of Community Government is responsible for managing this progression to a community-based service delivery model.

The department is charged with being a well-functioning department promoting and supporting good governance and effective service delivery for the people of Bougainville” with the mission being “to strengthen and support effective community government systems and district services”.

The new Community Government Act 2016 establishes 43 rural community governments and four urban community governments. Rural community government elections were held in April 2017. Forty-three rural community governments are now in place. Elections for the four urban community governments are scheduled for 2017.

Establish community government

Government is committed to manage the transition to and establishment of community governments in all districts. This includes:
- providing administration systems;
- delivering capacity building programs;
- developing and implementing internal revenue strategies and powers: ensuring that the governments are adequately resourced;
- establishing and strengthening linkages and coordination between governments, districts and other stakeholders; and
- developing and implementing peace and good order strategies.

Improved delivery of government services at district level

Enhanced service delivery by community governments is a priority:
- provide training in management;
- strengthen communication links;
- provide logistics support;
- coordinate service delivery through District Management Committees;
- provide, improve and maintain staff accommodation;
- strengthen and improve budget processes and the accessing of funds to support district service delivery; and
- support the transition from Councils of Elders to community government.

Strengthened management of community governments

We will develop policy guidelines and operating
procedures for the Department of Community Government. Develop top-down, bottom-up planning structure and monitoring and evaluation framework for community governments.

We will enforce legal compliance and review the Community Government Act as the need arises.

Develop policy guidelines for internal revenue collection for community government and wards.

38. NATIONAL GOVERNMENT RELATIONS

Challenges

The BPA is an agreement between Bougainville and the Government of Papua New Guinea. It needs the two governments to work together to implement it.

Bougainville values the significant support it has received from the national government and its service provider departments. The personal commitment of leaders and senior public servants is valued.

The BPA was signed over 16 years ago. Many of those who negotiated it are no longer with us. Many of those responsible for implementing it, especially in the national government, have no personal experience of the context of the crisis or its settlement.

On the Bougainville side some of those who participated in the negotiation of the BPA are available and in leadership positions.

The lack of institutional memory, and records, is inhibiting the effective implementation of the BPA.

The lack of Joint Supervisory Body meetings, and the associated joint officer technical meetings has resulted in a lack of forums for the two governments to get into detail and substance, and then sustain that engagement on subject matters critical to the drawdown of powers and building autonomy. Examples include the prolonged debate over the calculation of the Restoration and Development Grant, negligible progress on sharing fisheries revenues, no progress on Bougainville participation in immigration oversight for entry into Bougainville and a slow pace in the drawdown of functions.

Professional and cordial relationships

Government will maintain cordial and professional relations with the public service. It will welcome visits by national government departments and agencies to Bougainville.

Government will maintain an open and transparent communications approach and seek to ensure that there are ‘no surprises’.

Primary engagement strategies

We will work with national government to ensure:

- the development of relations between Ministers and departments heads in both governments;
- support to national government departments/agencies to provide services;
- an orderly draw down of powers;
- broader and improved coordination with national government;
- provide awareness for senior national government officers on the peace agreement and autonomy;
- maintain open and transparent communications; and
- facilitate and participate in two Joint Supervisory Body meetings a year.

39. PARTNER RELATIONS

The government values its relations with international and other partners.

The contribution by international partners to the maintenance of peace in Bougainville is significant, and appreciated.

Partnership approach

We look forward to maintaining open access and dialogue with our international partners.

Our approach is to join our priorities needs to the available partner support in a cooperative partnership approach to implementation and development.

A development partner coordination function will be established and working within the Department of the President and BEC to ensure that they remain relevant and aligned with ABG expectations. We will seek to have three joint GoPNG/ABG development partner meetings a year.

Development partners will promptly respond to ABG requests for information and meetings. They will regularly report to the ABG on activities, outcomes, costings and impact.

KEY REFERENCES

Implementing the Peace Agreement and referendum

Bougainville Peace Agreement 2001

Organic Law on Peace -Building in Bougainville- Autonomous Bougainville Government and Bougainville
Referendum 2002

First Joint Review of Bougainville’s Autonomy Arrangements

Corporate Plan of the Department of BPA Implementation 2017-2020

Public service

Departmental corporate plans

Organisation Capacity Assessments (2017 for eight departments)

First Joint Review of the Autonomy Arrangements

Capacity Development Strategy 2012

Community governments

Community Government Strategic Plan 2017-2021

Bougainville Community Government Act 2016

National Small Craft Act

National Disaster Management Act
The final results framework, together with performance indicators, will be developed under a separate program of work with the departments.
**VISON**

*A united, safe, peaceful, healthy, educated, prosperous and resilient Bougainville, that promotes respect, trust, our Christian and cultural values, and recognises the identity and rights of our people.*

**SOCIAL DEVELOPMENT**

1. **Peace and reconciliation**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities - summary</th>
</tr>
</thead>
</table>
| The vast majority of Crisis reconciliation cases are resolved and communities and individuals living in harmony. There is change throughout Bougainville from conflict to the maintenance of peace. | • Database on cases  
• Papua New Guinea (including PNGDF and RPNGC) reconciliations with Bougainville  
• Separate crisis related cases and law and order issues  
• Research and develop post-referendum peacebuilding strategies developed  
• Community governments and traditional authority responsible for reconciliations  
• Awareness programs contributing to peace and weapons free Bougainville  
• Full involvement and participation of women and churches in reconciliation activities. |

2. **Safety and security**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities - summary</th>
</tr>
</thead>
</table>
| Quality legal services and advice to government  
Law and justice institutions functioning effectively  
Community based law and justice services expanding and contributing to peace  
Rehabilitation services in place and functioning  
Victims of crime safe and receiving support | • Security, safety and crime prevention through effective policing  
• Criminal justice system supported and working  
• Address the issue of Mekamui and UV’Stract.  
• Establish Border and Maritime Security/ Border agencies.  
• Strengthen national law and justice institutions in Bougainville  
• Awareness program on rights, and law and justice services  
• Start initiatives to establish Bougainville law and justice institutions.  
• A well-managed Village Court and Land Mediation System  
• Rehabilitation activities and alternatives to imprisonment  
• Community based reconciliation of offenders and victims;  
• Safe, secure and humane management of people in custody.  
• Building, facilities and operating procedures will meet the highest standards.  
• Establish and maintain rural lockups in North, Central and South Bougainville  
• Churches and NGOs to provide safe houses for women and children  
• Increase support for victims support initiatives  
• Effective juvenile justice services focusing on rehabilitation |

3. **Education**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities - summary</th>
</tr>
</thead>
</table>
| Increased pupils at schools with boys and girls participating equally  
Increased and/or rehabilitated infrastructure for safe and inclusive learning  
More and higher quality teachers | • New Bougainville Education Plan completed  
• Retention of children in school and increase gender parity activities  
• Systems to monitor and report on school performance  
• Increased recurrent budget funding for DOE from National Grant  
• Enforce compulsory education |
Bougainville relevant curriculum being used
Increased opportunities for literacy skills, TVET and other learning options
Enhanced sports, GESI and life skills programs in place
Well managed schools accessing TT Fees
System strengthening through effective planning

• Ensure Tuition Free Fees being used properly
• Functioning Boards of Management with community engagement
• Revise curriculum and include Bougainville content
• Include gender equity, Gender equity and social inclusion (GESI), family and sexual violence in school curriculum and seek to create safe environments at schools.
• Expand Literacy programs
• Enhanced e-learning and ICT skills
• Increased emphasis on sport and healthy living in curriculum
• Expand early childhood education programs
• New focus on preparatory and elementary grades to transition to formal learning
• Konnou, Kekesu, Skotlan and Bana Vocational centres operating and TVET expanded
• Construct and open Bougainville Polytechnic (Buka).
• Construct and open teachers college at Kihili (Bana)
• Complete feasibility study and if viable seek funding to start university.
• Rehabilitate build facilities.
• Increased scholarships

4. Health

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities - summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower the incidence of diarrhoeal disease</td>
<td>• Through Health Promotion, Public Health and Water Sanitation and Hygiene (WASH) programs in place:</td>
</tr>
<tr>
<td>Increase immunisation coverage</td>
<td>• Communities and health facilities have running water, power supply, waste disposal and sanitation.</td>
</tr>
<tr>
<td>Increase facility births</td>
<td>• Increase foot patrols and supervision at outreach clinics</td>
</tr>
<tr>
<td>Increase antenatal coverage</td>
<td>• Build/upgrade infrastructure.</td>
</tr>
<tr>
<td>Increase access to and uptake of family planning</td>
<td>• Establish a CHW training college.</td>
</tr>
<tr>
<td>Increase % months with adequate medical supplies</td>
<td>• Increase training of nurses and CHWs to staff health facilities</td>
</tr>
<tr>
<td>Improve access to health care</td>
<td>• Establish network of Maternal and Child Health (MCH) services</td>
</tr>
<tr>
<td>Increased and/or rehabilitated infrastructure for safe and inclusive learning</td>
<td>• Increase competency level of staff for supervised delivery</td>
</tr>
<tr>
<td>System strengthening through effective planning</td>
<td>• Further develop and sustain recent improvements at Arawa Hospital</td>
</tr>
<tr>
<td></td>
<td>• Develop new Buin Hospital as Level 3 regional hospital for the South. Strengthen partnerships with stakeholders to promote healthy lifestyle.</td>
</tr>
<tr>
<td></td>
<td>• Implement a Health Communities program through Bougainville</td>
</tr>
</tbody>
</table>

5. Women and Children

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities - summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased safety and protection for women and children from violence</td>
<td>• Drawdown Lukautim Pikinini Act 2014 powers</td>
</tr>
<tr>
<td>Increased participation by women in government</td>
<td>• Establish and maintain and effective civil registry</td>
</tr>
<tr>
<td>New women leaders emerging</td>
<td>• Strengthen child protection systems</td>
</tr>
<tr>
<td></td>
<td>• Strengthen Family and Sexual Violence Action Committee activities</td>
</tr>
<tr>
<td></td>
<td>• Strengthen laws that protect women and children from trauma</td>
</tr>
<tr>
<td></td>
<td>• Establish a Child and Family Council with stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Implement, promote and advocate improved gender, equity and social inclusion</td>
</tr>
<tr>
<td></td>
<td>• Women’s advocacy through support to BWF and women’s community groups</td>
</tr>
<tr>
<td></td>
<td>• Develop and support women leaders.</td>
</tr>
<tr>
<td></td>
<td>• Address pornography</td>
</tr>
</tbody>
</table>
### 6. Youth, recreation and sport

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Youth participation increased in all aspects of Bougainville life | • Strengthen capacity of youth organizations to meet the needs of young people  
• Establish at least one youth friendly centre in each major town.  
• Deliver youth programs for youth personal development, youth participation in government and community matters, sports, spirituality and economic activities  
• Create the Bougainville Institute of Sport to coordinate all sporting activities.  
• Strengthen capacity of local sports organisations, networks and improve coordination of sporting events.  
• Improve access to sports facilities. |
| Sports well-organised | |

### 7. Lost generation

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Enhanced literacy and participation in society by the ‘Lost Generation’ | • The ‘lost generation’ supported to participate in the governance process  
• Access to literacy and numeracy classes across the region  
• Priority access and participation in vocational training |

### 8. Veterans

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Veterans are respected and supported to participate in all aspects of Bougainville’s development and peace building | • Define veterans/ ex-Combatants  
• Awareness amongst veterans that the Bougainville conflict ended  
• Encourage the establishment of a unified Veterans body is established.  
• Veterans are recognised for their role in bringing political change  
• Veterans are reintegrated back into civil society. |

### 9. Spirituality

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Churches delivering increase services in health, education, sport and life skills | • Increase the role of churches in service delivery  
• Rehabilitation of community accessed church facilities  
• Develop a spiritual enrichment programmes for youth and families |

### 10. Media, radio and television

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Timely and accurate news, opinions and information available throughout Bougainville across a variety of media | • Expanded AM, FM and SW radio coverage throughout Bougainville.  
• Increased internet, digital and wireless services in schools and communities.  
• A strong Bureau of Media and Communications within government.  
• The Bougainville Bulletin will be published four times a year.  
• Media releases in multiple formats to mainstream media organisations  
• The government website will be maintained at the highest quality |

### 11. Environment and climate change

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bougainville promoting inclusive</td>
<td>• Develop and endorse a sustainable environmental development</td>
</tr>
</tbody>
</table>
and innovative green growth strategies in job creation, reducing poverty and inequality, energy production, agriculture, protection of the environment, management of fisheries resources, eco-tourism Environmental laws in place and enforced Disaster responses well-managed

**12. Culture, identity and heritage**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection of Upe enforced</td>
<td>• Pass a law to protect the use of the UPE</td>
</tr>
<tr>
<td>Research on culture, identity, contribution to government activities</td>
<td>• Develop programmes to promote identity, heritage</td>
</tr>
<tr>
<td>Enhanced promotion and management of art, culture and music events</td>
<td>• Commission research on culture and heritage</td>
</tr>
<tr>
<td>Functioning museum/archives</td>
<td>• Conduct mapping of arts music and cultural information</td>
</tr>
<tr>
<td></td>
<td>• Establish a registry of artists, musicians and cultural groups;</td>
</tr>
<tr>
<td></td>
<td>• Participate in Regional and International arts culture and music festivals</td>
</tr>
<tr>
<td></td>
<td>• Improve coordination, management and staging of Bougainville cultural festivals</td>
</tr>
<tr>
<td></td>
<td>• Establish a central keeping place for arts, culture and music and repository for historical materials and archives</td>
</tr>
</tbody>
</table>

**13. Urbanisation**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urbanisation issues addressed in town planning and effective working arrangements with PNG immigration</td>
<td>• Government to develop an urbanisation policy that can control urbanisation drift.</td>
</tr>
<tr>
<td></td>
<td>• Pass a law on vagrancy.</td>
</tr>
<tr>
<td></td>
<td>• Work with PNG government, Immigration to enforce visa laws and removal illegal foreigners.</td>
</tr>
<tr>
<td></td>
<td>• Establish satellite towns in all districts so that services reach all individuals to stop the rural-urban drift.</td>
</tr>
</tbody>
</table>

**ECONOMIC DEVELOPMENT**

**14. Economic development policy**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic sector policy documents and associated laws in place and being applied</td>
<td>• Key sector policies and laws completed with special emphasis on promoting participation, incomes and resilience for families and small to medium business:</td>
</tr>
<tr>
<td></td>
<td>• Department of Economic Development is resourced to implement laws</td>
</tr>
</tbody>
</table>

**15. Agriculture**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased agriculture production (quantity and quality) contributing to increased household incomes</td>
<td>• Establish an Agriculture Commodity Board to control marketing and quality.</td>
</tr>
<tr>
<td>Viable down-streaming processing initiatives in cocoa and copra started and sustained.</td>
<td>• Promote and develop the livestock and poultry sector.</td>
</tr>
<tr>
<td></td>
<td>• Setup women in Agriculture Desk with the department.</td>
</tr>
<tr>
<td></td>
<td>• Promote drought tolerant food crops.</td>
</tr>
<tr>
<td></td>
<td>• Develop large plantations in cooperation with local landowner cooperatives</td>
</tr>
<tr>
<td></td>
<td>• Downstream processing.</td>
</tr>
<tr>
<td></td>
<td>• Forest Nursery Establishment and extension and woodlots development.</td>
</tr>
</tbody>
</table>
• Develop Tonolei, Manetai, Tinputz Integrated Forestry and Agriculture Projects
• Develop Torokina Oil Palm Project
• Markets at Buka, Arawa and Buin to have a wholesale buying place.
• Improve value chain analysis and markets.

16. Marine resources

Increased family income from enhanced small scale fishing activities with export and local markets functioning
PNG sharing tuna revenues with ABG as per the constitutional laws

• Long Term Plan Towards Sustainable Development of Marine Resources.
• National Fisheries Authority assists implementation of the Plan.
• Establish the Bougainville Fisheries Marine Resources Authority.
• Bougainville Beeche de Mer (BDM) Management Plan.
• Knowledgeable and willing fisheries communities and participants.
• Develop upscale fisheries cooperatives and Small Scale Artisanal Fishing ventures into Commercial Scale Operations.
• Complete the drawdown of marine and fisheries powers.
• Advocate revenue sharing of level for all tuna in PNG EEZ
• Definitively map the applicable portion of the EEZ.
• NFA and ABG establish fisheries infrastructure, utilities and capacity building.
• Build Buka fish market with ice-making facilities.
• Investigate the potential for inland fish farming.

17. Tourism

Bougainville recognised as a desirable tourism destination with visitor numbers increasing and the number of attractions expanding

• Create network and increase market accessibility for Bougainville Tourism
• Tourism Bureau established to promote Bougainville
• Increase community engagement and awareness on tourism in Bougainville.
• Conduct Research and Case studies into new product development.
• Feature Numanuma Trek, other trekking; Yamamoto Site, Nissan, surfing, Craft markets; World War 2 relics preservation; Crisis Memorial, cruise shipping.
• Promote homestays in villages: eco tourism.

18. Shipping services

Reliable, regular and affordable shipping service to the Atolls, west coast and other places.

• A regular boat service to the Atolls and the west coast
• Policy developed on shipping joint ventures.
• Investigate shipping costs for direct to Asia from Buka and Kieta.

19. Land

An effective and respect system of administration in place for customary and state land.
Physical planning and building laws controlling development and being enforced

• New Bougainville Land Act.
• A policy and legislative framework that promotes a balanced use of land for sustainable economic, social and environmental development while guaranteeing land rights.
• A Physical Planning framework that promotes the best use of land and manages the process of urbanisation and land use conversion: urban plans for Buka, Kokopau, Arawa, Buin, Tinputz, Wakunai, Kieta and Kangu Border Post,
• The empowerment of customary landowners to own their
customary land and allow them to meaningfully participate in the economic development initiatives is a priority. This includes land reform within the clan system including registering boundaries
- Efficient and effective administration of Government land and state leases. Awareness of roles, rights and responsibilities.
- Expert technical advice and services are provided for land investigation, land transactions and Physical Planning.
- Building Boards functioning properly and controlling town expansion.

20. Minerals and energy

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Mining and exploration conducted in Bougainville under a world class set of laws and policies that recognise land owners as the resource owners, protects the environment, distributes returns and seeks to maintain peace and harmony Department of Minerals and Energy functioning effectively and efficiently and respected by the community and licence holders | • Geotech data bases established and shared
• Awareness to optimise safe mining processes and methods.
• Implement awareness and controls on use of mercury.
• Opening a mine at Panguna is a priority for the government.
• Exploration licences for tenements in Isina, Toremanu and Jaba. Licences will be issued and exploration managed
• Environmental damage from the Panguna Mine will be remedied by BCL
• Social mapping will be completed in mining areas
• Small scale mining will be regulated
• Illegal foreign miners will be removed from Bougainville and PNG.
• Oil and gas resource powers and functions transferred from PNG.
• Strong laws enforced to manage environmental and geological hazards
• Laws and policies will be introduced to protect child labour and mitigate other risks |

21. SMEs and business skills

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Number of SMEs increasing with enhanced sustainability of locally owned businesses Reserved businesses law in place and enforced | • Develop enabling policy to facilitate entrepreneur
• Capacity and skill development for SME owners.
• Development bank operating in Bougainville
• Seek government support -financial resources to SME sector.
• Develop catalytic projects in each districts to stimulate SMEs
• Pass and enforce a reserved businesses law. |

22. Inwards investment

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| A functioning Inwards Investment Bureau promoting and regulating investment. New foreign investor and JV activities operating under local laws | • Promote foreign direct investment and joint ventures.
• Build a good image of Bougainville as the investment destination
• Facilitate draw down of powers that promote business development
• Develop programs that would stimulate economic growth.
• Undertake research on potential commercial opportunities for investment
• Provide advisory support for development joint ventures
• Network with to promote business development in the region.
• Establish systems/ procedures for the Inwards Investment Bureau |
### 23. Government businesses

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Government Owned Enterprises (GOEs) operated to standards of proper corporate governance, transparency and accountability seeking to as a minimum break-even financially | • Develop policy/laws for management of government businesses and joint ventures.  
• Establish over-arching holding company to manage GOEs and joint ventures.  
• Conduct research and analysis as to the feasibility and viability of GOEs |

**INFRASTRUCTURE DEVELOPMENT**

### Works Department Handover

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>• National highways, with Works staff, plant etc, handed over to ABG June 2018.</td>
<td></td>
</tr>
</tbody>
</table>

### 24. Trunk (National) Roads

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Trunk (National) roads maintained to the agreed standard with increased length of sealed roads | • Three main truck road sections maintained with increased sealing as funds available  
• Principle roading strategies followed and monitored  
• Priority specific projects funded including:  
  • Buka Ring Road  
  • Siara Koropovi bridges (Vavanue and Nagam)  
  • East Coast Trunk Road sealing: Kieta - Toimanapu; Toimanapu - Buin; Tortei-Siara; Siara - Ramazon)  
  • South West Rd alignment (Bakoram-Dominino; Piano-Konga)  
• Arawa Town Road - Phase 2 |

### 25. Feeder roads and walking tracks

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Complete upgrade to all feeder roads  
Complete a significant set of upgrades to priority walking tracks | • All Feeder Roads are gravelled, maintained and open.  
• Maintenance of feeder roads undertaken by local  
• Review of major walking tracks through Bougainville  
• Identify a prioritised program of improvements to these walking tracks, such as bridges, stairs and erosion control.  
• Undertake works on selected high priority tracks first, e.g. Karako to Torokina. |

### 26. Wharves, ramps and jetties

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Buka, Kieta and Kangu wharves well maintained and functional  
Four priority ramps/jetties completed and functional  
Navigational aids functioning in Bougainville waters | • Localising ownership and management of the ports.  
• Buka and Kieta Wharves rehabilitated and maintained by PNG Ports.  
• Kangu wharf to be maintained by ABG.  
• New wharf or barge ramp for Torokina.  
• South of Kunua, such as Kuraio, construction of a barge ramp.  
• North of Torokina, such as Atsilima, barge ramp.  
• Construction of a wharf or barge at Nissan to replace existing jetty.  
• National Maritime Safety Authority upgrade navigational markers in Bougainville waters. |

### 27. Airports and airstrips

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

Strategic Development Plan 2018-2022
Buka and Aropa airports maintained and functioning to the required standards
Five rural airstrips redeveloped and maintained to required standards

- Management of parts of Buka and Aroma airports will be localised
- Buka Airport terminal and facilities upgrade completed.
- Enhanced navigation facilities at Aroma.
- Airstrips at Karatu, Torokina, Nissan, Kapikavi and Buin re-opened.

28. Electrification

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Increased number of households with reliable and regular electricity supply | • Ramazon and Togeru hydro projects to be completed.  
• Other smaller electrification to be supported if feasible.  
• Bougainville power upgrade completed Gogohe and Gogohe-  
Halia-Haku  
• New sources of rural electrification will be explored and trialled  
• Draw down of energy generation powers |

29. Telecommunication and ICT

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Competitive and reliable services telecommunications services available to a significantly increased proportion of the people | • Work with telecommunications service providers to ensure services  
• ABG partnership with B Mobile developed  
• Policy and legislative arrangements to regulated ICT providers.  
• ABG will establish its own domain name within the world wide web.  
• Explore options for Bougainville to have a Gateway link |

30. Water and sanitation

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Increased number of urban and rural households with reliable and regular water supply  
Increased reliable sanitation systems being used across the community | • Arawa water and sanitation upgrade.  
• Buka water and sanitation upgrade.  
• Buin water and sanitation upgrade.  
• Water supply to be built in each Community Government (wards).  
• On-going WASH programs through Dept of Health with partners  
• Water tanks for villages without close access to water  
• Government to work with the people and provide funds for toilets |

GOVERNMENT FRAMEWORK

31. Implementing the Peace Agreement

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
</table>
| Systems, procedures and processes for implementing the BPA followed and completed in a timely and effective manner | • Complete the Second Review of the Autonomy Arrangements  
• Undertake drawdown of powers following the Organic Law  
• Improved services provided by national departments  
• Work with the four Bougainville members of the national parliament seeking leadership, political and development cooperation and coordination.  
• Jointly reform the Joint Supervisory Body (political leaders) and associated Joint Technical Team (senior government officials) working arrangements  
• Hold at least two JSB meetings a year |

32. Corruption and transparency

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government oversight systems in place and working ensuring</td>
<td>• Leadership training: leadership qualities/values/knowledge at all levels</td>
</tr>
<tr>
<td>Compliance with laws and policies for transparent contracting and ethical work practices</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Disciplinary action taken when non-compliance taken and sanctions imposed enforced</td>
<td></td>
</tr>
<tr>
<td>• Strengthen core oversight central</td>
<td></td>
</tr>
<tr>
<td>• Tenders Board to provide monitoring and oversight of contracts and finances.</td>
<td></td>
</tr>
<tr>
<td>• Strengthen ABG systems/processes on public finance and public service laws.</td>
<td></td>
</tr>
<tr>
<td>• Implement Public Service Regulations, General Orders and Code of Conduct</td>
<td></td>
</tr>
<tr>
<td>• Implement disciplinary procedures within the ABG public service.</td>
<td></td>
</tr>
<tr>
<td>• Maintain and support a strong internal audit function</td>
<td></td>
</tr>
<tr>
<td>• Support the Ombudsman Commission office in Bougainville</td>
<td></td>
</tr>
<tr>
<td>• Develop a policy to establish the Bougainville Ombudsman Commission.</td>
<td></td>
</tr>
<tr>
<td>• Professional assessment of contracts and tenders</td>
<td></td>
</tr>
</tbody>
</table>

**33. Referendum**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>High levels of support provided by the ABG to the Referendum Commission in a timely manner</td>
<td></td>
</tr>
<tr>
<td>Credible referendum conducted</td>
<td></td>
</tr>
<tr>
<td>• Establish the independent Bougainville Referendum Commission</td>
<td></td>
</tr>
<tr>
<td>• Resolve the outstanding referendum key issues</td>
<td></td>
</tr>
<tr>
<td>• Provide the ABG contribution to resource the Commission</td>
<td></td>
</tr>
<tr>
<td>• Provide technical support to the Commission.</td>
<td></td>
</tr>
<tr>
<td>• Appropriate awareness material is designed, disseminated and reviewed</td>
<td></td>
</tr>
<tr>
<td>• Dept of Community Government to participate in delivery of consistent, reliable referendum messaging down to ward level.</td>
<td></td>
</tr>
<tr>
<td>• Research and document Bougainville internal experiences and those around the world and plan post Referendum Transition.</td>
<td></td>
</tr>
<tr>
<td>• Commence planning for post-referendum ABG irrespective of the outcome</td>
<td></td>
</tr>
</tbody>
</table>

**34. Public service**

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of The President and BEC pro-actively coordinated and monitored the delivery of policy, the implementation of programs and the reporting of government to the BEC and the House</td>
<td></td>
</tr>
<tr>
<td>Core departments demonstrated increased capacity to carry out their statutory functions and deliver outputs as agreed in corporate plans.</td>
<td></td>
</tr>
<tr>
<td>A new ABG structure is in place, full staffed with retrenchments completed.</td>
<td></td>
</tr>
<tr>
<td>Enhanced service delivery taking place through the decentralisation of functions and staff from Buka to Arawa and community governments</td>
<td></td>
</tr>
<tr>
<td>High degree of coordination with development activities of the national members demonstrated in completed projects integrated into government service delivery</td>
<td></td>
</tr>
<tr>
<td>• Build the capacity of the Department of the President and BEC</td>
<td></td>
</tr>
<tr>
<td>• Support the President as the head of the government and the BEC.</td>
<td></td>
</tr>
<tr>
<td>• Provide advice on major public policy initiatives</td>
<td></td>
</tr>
<tr>
<td>• Department of PandBEC coordinating, managing and delivering on programs</td>
<td></td>
</tr>
<tr>
<td>• Building the capacity of all departments with a particular focus on eight core departments by implement the recommendations of the Organisational Capacity Assessments</td>
<td></td>
</tr>
<tr>
<td>• Complete the recruitment of the senior managers below departmental secretaries.</td>
<td></td>
</tr>
<tr>
<td>• Training and skills development for secretaries and their managers that is practically focused with an emphasis on the tools required to be an effective manager.</td>
<td></td>
</tr>
<tr>
<td>• Establish an ABG wide information management system</td>
<td></td>
</tr>
<tr>
<td>• Complete a right-sizing exercise for all departments.</td>
<td></td>
</tr>
<tr>
<td>• Investigate feasibility and if approved and funded contract out the recruitment of all ABG staff and payroll functions.</td>
<td></td>
</tr>
<tr>
<td>• Deliver to BEC a policy paper on decentralisation of services including relocating three or four departments to Arawa and increasing service delivery capacity of community governments.</td>
<td></td>
</tr>
<tr>
<td>• Departmental heads regularly reporting against key measures</td>
<td></td>
</tr>
<tr>
<td>• Actively work with the four Bougainville MPs to integrate this Plan and their strategic development plans and to coordinate the implementation of projects.</td>
<td></td>
</tr>
</tbody>
</table>
35. Taxation grants and revenue

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constitutional guaranteed revenues and grants are being received and if not dispute resolution mechanisms have been activated. Collection of locally based revenues significantly enhanced with increased compliance and revenue New revenues sources generating income for the ABG</td>
<td>• The annual recurrent budget request to the national government will be prepared and submitted on the basis of the cost of providing the functions. • National Economic Fiscal Commission updates costs of services calculations. • All constitutionally mandated revenues and grants collected. • Definitive interpretation of the provisions for the payment of the Restoration and Development Grant. • Improve collection efficiency of taxes and fees. • National Fisheries Authority meets the obligations to share fishing revenues. • The ‘Bougainville’ portion of the EEZ will be defined. • Government will strengthen the Bougainville Tax Office so that all local taxes, levies and revenues are collected promptly • New ABG revenue initiatives will be implemented • With the national government explore new revenue initiative</td>
</tr>
</tbody>
</table>

36. Project management

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functioning PMU managing government’s investment program effectively, efficiently with projects properly costed, risks managed and delivered on time and within budget</td>
<td>• The interdepartmental Program Management Unit will be re-established • A professional engineering firm will be engaged to ensure that the PMU has the resources, support and skills • The capacity of local contractors will be enhanced so that they can access contracts and comply with conditions</td>
</tr>
</tbody>
</table>

37. Community government

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government is committed to manage transition to and establishment of Community Governments in all Districts Enhanced service delivery by community governments is a priority We will develop policy guidelines and operating procedures for the Department of Community Government.</td>
<td>.Support for community governments includes: providing administration systems; delivering capacity building programs; developing policy guidelines for internal revenue collection for community government and wards. developing and implementing internal revenue; strengthening linkages and coordination developing and implementing peace and good order strategies. provide training in management etc strengthening communication links; providing logistics support coordinate service delivery through District Management Committees; providing and maintaining and improved staff accommodation. strengthen and improve budget processes and the accessing of funds to support district service delivery. support the transition from Councils of Elders to Community Government. Review the Community Government Act within five years. Disaster management services will be available at district level.</td>
</tr>
</tbody>
</table>
### 38. National Government relations

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABG and PNG Government engagement is open and transparent.</td>
<td>• Cordial and professional relations with PNG leadership and the public service.</td>
</tr>
<tr>
<td>Joint mechanisms and bilateral arrangements functioning effectively, powers and functions drawn down according to law. National government agencies meeting service delivery obligations</td>
<td>• Open and transparent communications approach with ‘no surprises’.</td>
</tr>
<tr>
<td></td>
<td>• We will work with national government to ensure:</td>
</tr>
<tr>
<td></td>
<td>• the development of effective relations between Ministers and Departments Heads in both governments;</td>
</tr>
<tr>
<td></td>
<td>• support to national government departments/ agencies to provide services;</td>
</tr>
<tr>
<td></td>
<td>• an orderly draw down of powers;</td>
</tr>
<tr>
<td></td>
<td>• broader and improved coordination with National Government;</td>
</tr>
<tr>
<td></td>
<td>• provide awareness for senior national government officers on the peace agreement and autonomy; and</td>
</tr>
<tr>
<td></td>
<td>• Facilitate and participate in two Joint Supervisory Body meetings a year.</td>
</tr>
</tbody>
</table>

### 39. Partner relations

<table>
<thead>
<tr>
<th>High Level Outcomes 2022</th>
<th>Key Outputs/Activities – summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement with development partners maintained high levels of communication achieving strong linkages in respective development priorities</td>
<td>• Development partner coordination function established and working</td>
</tr>
<tr>
<td></td>
<td>• Three joint GoPNG/ABG development partner meetings a year.</td>
</tr>
<tr>
<td></td>
<td>• Open access and dialogue with our international partners</td>
</tr>
<tr>
<td></td>
<td>• Development partners promptly respond to ABG requests for information</td>
</tr>
<tr>
<td></td>
<td>• Partners will regularly report on activities, outcomes, costings and impact.</td>
</tr>
</tbody>
</table>
The Draft Implementation Plan describes in more detail the projects, initiatives and activities that are in the Bougainville Strategic Development Plan 2018-2022.

The content was developed from community and other consultations, sector development plans and the departmental corporate plans.

The plan contains priority rankings based on a range of factors, including immediate need and funding and capacity constraints.
## 1. PEACE AND RECONCILIATION

<table>
<thead>
<tr>
<th>#</th>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Reconciliation Database</td>
<td>Collect and document in a database cases outstanding from the Conflict to ensure the identified cases are resolved to restore unity, and that resolved cases are not resurrected.</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>Intra-government reconciliations</td>
<td>Complete Papua New Guinea (including PNGDF and RPNGC) reconciliations with Bougainville.</td>
<td>1</td>
</tr>
<tr>
<td>1.3</td>
<td>Focus Crisis related reconciliations</td>
<td>Separate crisis related cases that must be resolved and post crisis law and order issues that must be dealt with as normal law and order issues.</td>
<td>1</td>
</tr>
<tr>
<td>1.4</td>
<td>Research to guide process</td>
<td>Research and develop post-referendum peacebuilding strategies to unite Bougainville, recognising those who think that Referendum result is in their favour and those who think that the Referendum outcome has gone against their aspiration.</td>
<td>2</td>
</tr>
</tbody>
</table>
| 1.5| Community government role         | • Empower Community Governments and reconnect with traditional government with clear demarcation of roles and responsibilities towards peace and reconciliation programs;  
• Develop a grants program that caters for the traditional chief system and streamlines use and management of funds. | 2        |
| 1.6| Maintenance of peace              | Promote a peaceful and harmonious society across Bougainville.                                 | 1        |
| 1.7| Weapons disposed of               | Make sure all weapons are disposed for safety of women/children/people.                       | 2        |
| 1.8| Awareness to drive activities     | Undertake awareness programs that seek to ensure that there is change from conflict to peace: that there is change from weapons infested Bougainville to weapons free Bougainville or at least there is freedom of fear from weapons. | 2        |
| 1.9| Women, veterans and churches leading role | Ensure the full involvement and participation of women and veterans.  
Greater involvement of Faith Based Organizations in peace and reconciliation programs. | 2        |
### 2. SAFETY AND SECURITY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Legal Services</td>
<td>The government will seek the best possible legal advice. We will develop and maintain appropriate policies and legislative frameworks on law and justice.</td>
<td>2</td>
</tr>
</tbody>
</table>
| 2.2 Bougainville Police Service | • Continuously improve security, safety and crime prevention through community policing and an effective Bougainville Police Service.  
• Ensure Bougainville Police Service is properly staffed and managed supported by the whole law and justice system including courts, correctional service, probation and juvenile justice, community police and highway patrols. | 1 |
| 2.3 Border services | • Establish Border and Maritime Security/ Border agencies.  
• Establish Police/Border Customs Office.  
• Conduct regular border patrols to prevent unlawful movement of people and goods. | 3 |
| 2.4 National Law and justice (LandJ) functions | Strengthen existing national law and justice institutions in Bougainville providing support for Public Solicitor, Public prosecutor, Magisterial Services, National and Supreme Court, Ombudsman Commission to provide services. | 2 |
| 2.5 Awareness of rights | Create an awareness program to inform the people about their legal rights. | 3 |
| 2.6 Develop Bougainville LandJ | Start initiatives to establish Bougainville law and justice institutions. | 3 |
| 2.7 Functioning village courts and land mediation | Ensure well-managed Village Court and Land Mediation. | 3 |
| 2.8 Rehabilitation and Detention | Juvenile justice, community-based corrections, the courts, police and correctional services will, wherever possible, implement:  
• rehabilitation activities;  
• alternatives to imprisonment;  
• community based reconciliation of offenders and victims; and  
• safe, secure and humane management of people in custody. | 3 |
| 2.9 Facilities | Building, facilities and operating procedures will meet the highest level of law and justice standards. | 3 |
| 2.10 Rural lockups | Establish and maintain rural lockups in North, Central and South Bougainville | 4 |
| 2.11 Safe houses for women | Strengthen support to churches and NGOs to provide safe houses for women and children | 2 |
| 2.12 Victim Support | Ensure support for victim support initiatives | 2 |
### 3. EDUCATION

<table>
<thead>
<tr>
<th>#</th>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Education Plan</td>
<td>New Bougainville Education Plan completed</td>
<td>1</td>
</tr>
<tr>
<td>3.2</td>
<td>Retention of Students</td>
<td>Continue activities that ensure ARoB children are increasingly likely to stay in school.</td>
<td>2</td>
</tr>
<tr>
<td>3.3</td>
<td>Gender parity</td>
<td>At the elementary level, 10 boys enrol for every 9 girls, but gender parity continues to improve at a higher level, until it reaches 1 male student for every 1 female student at the secondary level</td>
<td>3</td>
</tr>
<tr>
<td>3.4</td>
<td>School Performance</td>
<td>Monitor and report on school performance</td>
<td>2</td>
</tr>
<tr>
<td>3.5</td>
<td>Increased budget</td>
<td>Seek increased recurrent budget funding for DOE from National Grant</td>
<td>2</td>
</tr>
<tr>
<td>3.6</td>
<td>Compulsory Education</td>
<td>Enforce compulsory education</td>
<td>3</td>
</tr>
<tr>
<td>3.7</td>
<td>Fees spent</td>
<td>Ensure Tuition Free Fees being used properly</td>
<td>1</td>
</tr>
<tr>
<td>3.8</td>
<td>Boards of Management</td>
<td>Ensure functioning Boards of Management with community engagement.</td>
<td>2</td>
</tr>
<tr>
<td>3.8</td>
<td>Revise curriculum and Bougainville content</td>
<td>Revise curriculum to include Bougainville content, including character, values and spiritual content.</td>
<td>3</td>
</tr>
<tr>
<td>3.10</td>
<td>GESI in curriculum</td>
<td>Include gender equity and social inclusion (GESI), family and sexual violence in school curriculum.</td>
<td>2</td>
</tr>
<tr>
<td>3.11</td>
<td>Literacy</td>
<td>Expand Literacy programs from 2013/14 pilots to achieve minimum literacy and numeracy for all Bougainvilleans.</td>
<td>3</td>
</tr>
<tr>
<td>3.12</td>
<td>E-Learning and facilities</td>
<td>Enhanced e-learning and ICT skills. Establishment of Computer labs, science labs and Libraries for all levels of education. (provision of updated resources for school libraries)</td>
<td>4</td>
</tr>
<tr>
<td>3.13</td>
<td>Sport</td>
<td>Increase emphasis on sport and healthy living in curriculum</td>
<td>2</td>
</tr>
<tr>
<td>3.14</td>
<td>Early Childhood</td>
<td>Expand early childhood education programs</td>
<td>3</td>
</tr>
<tr>
<td>3.15</td>
<td>Priority preparatory and elementary</td>
<td>Develop focus on preparatory and elementary grades to transition to formal learning</td>
<td>2</td>
</tr>
<tr>
<td>3.16</td>
<td>Vocational centres</td>
<td>Konnou, Kekesu, Skotlan and Bana Vocational centres operating and TVET expanded including partnership with private sector</td>
<td>4</td>
</tr>
<tr>
<td>3.17</td>
<td>Polytechnic</td>
<td>Construct and open Bougainville Polytechnic (Buka).</td>
<td>4</td>
</tr>
<tr>
<td>3.18</td>
<td>Teachers College</td>
<td>Construct and open teachers college at Kihili (Bana)</td>
<td>4</td>
</tr>
<tr>
<td>3.19</td>
<td>University</td>
<td>Complete feasibility study and, if viable, establish a University of Bougainville.</td>
<td>4</td>
</tr>
</tbody>
</table>
## 4. HEALTH

<table>
<thead>
<tr>
<th>#</th>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Health Promotion, Public Health and WASH</td>
<td>Through Health Promotion, Public Health and Water Sanitation and Hygiene (WASH) programs:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• lower the incidence of diarrhoeal disease</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• increase immunisation coverage</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• increase facility births</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• increase antenatal coverage</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase access to and uptake of family planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• increase % months with adequate medical supplies</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• improve access to health care</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Water, power and sanitation</td>
<td>Ensure all communities and health facilities have running water, power supply, waste disposal and sanitation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct water quality tests on all major rivers in Bougainville to be used in prioritising WASH activities</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Outreach</td>
<td>Increase foot patrols and supervision at outreach clinics</td>
<td></td>
</tr>
<tr>
<td>4.4</td>
<td>Infrastructure</td>
<td>Build/upgrade infrastructure including labour wards, delivery and waiting rooms.</td>
<td></td>
</tr>
<tr>
<td>4.5</td>
<td>Community Health Workers</td>
<td>Establish a Community Health Worker training college.</td>
<td></td>
</tr>
<tr>
<td>4.7</td>
<td>Nurses training</td>
<td>Increase training of nurses and Community Health Workers to staff health facilities</td>
<td></td>
</tr>
<tr>
<td>4.8</td>
<td>MCH services</td>
<td>Establish network of Maternal and Child Health (MCH) services for better service accessibility, information, communication, feedback and referrals and transfers.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase competency level of staff for supervised delivery for mothers</td>
<td></td>
</tr>
<tr>
<td>4.9</td>
<td>Arawa hospital</td>
<td>Further develop and sustain recent improvements at Arawa Hospital</td>
<td></td>
</tr>
<tr>
<td>4.10</td>
<td>Buin hospital</td>
<td>Develop new Buin Hospital as Level 3 regional hospital for the South.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure capacity building and handover plan is integral to MSF’s support to Buin Hospital</td>
<td></td>
</tr>
<tr>
<td>4.11</td>
<td>Healthy Lifestyles and Communities</td>
<td>Strengthen partnerships with stakeholders to promote healthy lifestyle.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement a Health Communities program through Bougainville</td>
<td></td>
</tr>
</tbody>
</table>
## 5. WOMEN AND CHILDREN

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Lukautim Pikinini</td>
<td>Drawdown Lukautim Pikinini Act 2014 powers and develop/provide staff training.</td>
<td>1</td>
</tr>
<tr>
<td>5.2 Civil Registry</td>
<td>Establish and maintain an effective civil registry.</td>
<td>4</td>
</tr>
<tr>
<td>5.3 Child protection</td>
<td>Further develop and strengthen child protection systems including establishing stakeholders and training of volunteers.</td>
<td>1</td>
</tr>
<tr>
<td>5.4 Family and Sexual Violence</td>
<td>Strengthen, support and coordinate Family and Sexual Violence Action Committee activities and develop and implement awareness on child protection.</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Strengthen implementation of current laws, and promote new laws that protect women and children from trauma of multiple issues.</td>
<td></td>
</tr>
<tr>
<td>5.5 Child and Family Council</td>
<td>Establish a Child and Family Council with stakeholders</td>
<td>3</td>
</tr>
<tr>
<td>5.6 GESI partnership</td>
<td>Implement, promote and advocate improved gender, equity and social inclusion (GESI) outcomes through partnerships and provide awareness.</td>
<td>2</td>
</tr>
<tr>
<td>5.7 Women’s advocacy</td>
<td>Strengthen women’s advocacy through support to BWF and women’s community groups and encourage and support women leaders.</td>
<td>1</td>
</tr>
<tr>
<td>5.8 Pornography</td>
<td>Research and develop Bougainville policy to legislate and establish a Bougainville censorship board screen/control access to pornography by children/youth.</td>
<td>3</td>
</tr>
</tbody>
</table>

## 6. YOUTH, RECREATION AND SPORT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Youth Organisations</td>
<td>Government will implement programs to strengthen capacity of youth organizations to meet the needs of young people. Establish at least one youth friendly centres in each major town.</td>
<td>3</td>
</tr>
<tr>
<td>6.2 Life Skills and development at ward level</td>
<td>With partners, government will design and deliver youth programs including awareness, life-skills training, sport and economic empowerment. At the ward level activities on youth personal development, youth participation in government and community matters, sports, spirituality and economic activities</td>
<td>2</td>
</tr>
<tr>
<td>6.3 Institute of Sport</td>
<td>Government will support the creation of the Bougainville Institute of Sport.</td>
<td>4</td>
</tr>
<tr>
<td>6.4 Sports organisations</td>
<td>We will, with partners including NGOs, churches and national sporting organisations, seek to strengthen capacity of local sports organisations, networks and improve coordination of sporting events.</td>
<td>3</td>
</tr>
<tr>
<td>6.5 Facilities</td>
<td>Improve sports facilities.</td>
<td>3</td>
</tr>
</tbody>
</table>
### 7. LOST GENERATION

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Participation</td>
<td>The ‘lost generation’ will be given access to participate in the governance process, and the referendum, through a thorough understanding of the Peace Agreement.</td>
<td>1</td>
</tr>
<tr>
<td>7.2 Literacy and Numeracy</td>
<td>Access to literacy and numeracy classes across the region</td>
<td>2</td>
</tr>
<tr>
<td>7.3 Vocational Training</td>
<td>Priority access and participation in vocational training.</td>
<td>2</td>
</tr>
</tbody>
</table>

### 8. VETERANS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 “Veteran”</td>
<td>Agree on an official government endorsed proper definition of the terms Veterans/Ex-Combatants and selection of which term to fit into the current situation.</td>
<td>2</td>
</tr>
<tr>
<td>8.2 Awareness on end of Crisis</td>
<td>Conduct awareness amongst veterans that the Bougainville conflict ended with the signing of the BPA.</td>
<td>1</td>
</tr>
<tr>
<td>8.3 Veterans’ organisation</td>
<td>Encourage the establishment of a unified Veterans body.</td>
<td>2</td>
</tr>
<tr>
<td>8.4 Recognition for veterans</td>
<td>Ensure Veterans are recognised for their role in bringing political change to Bougainville.</td>
<td>1</td>
</tr>
<tr>
<td>8.5 Inclusion of veterans</td>
<td>Ensure that Veterans are reintegrated back into civil society and are able to meaningfully participate in economic development, promoting rule of law.</td>
<td>1</td>
</tr>
</tbody>
</table>

### 9. SPIRITUALITY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Service delivery increased role</td>
<td>Increase the role of churches in service delivery.</td>
<td>2</td>
</tr>
<tr>
<td>9.2 Rehabilitation of facilities</td>
<td>Work to rehabilitate community accessed church facilities e.g. halls, sports fields, schools.</td>
<td>3</td>
</tr>
<tr>
<td>9.3 Spiritual enrichment</td>
<td>Continue Government support for church programs. Develop a spiritual enrichment programmes for youth and families</td>
<td>3</td>
</tr>
</tbody>
</table>
### 10. MEDIA, RADIO AND TELEVISION

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Radio coverage</td>
<td>Expand AM, FM and SW radio coverage throughout Bougainville.</td>
<td>2</td>
</tr>
<tr>
<td>10.2 Digital technology</td>
<td>Encourage, facilitate and support use of internet, digital and wireless technologies for awareness to schools and communities.</td>
<td>1</td>
</tr>
<tr>
<td>10.3 Government communications</td>
<td>Maintain a strong Directorate of Media and Communications within government.</td>
<td>1</td>
</tr>
</tbody>
</table>

### 11. ENVIRONMENT AND CLIMATE CHANGE

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.1 Sustainable Development Plan</td>
<td>Develop and endorse a sustainable environmental development plan for Bougainville that promotes inclusive and innovative green growth strategies in job creation, reducing poverty and inequality, energy production, agriculture, protection of the environment, management of fisheries resources and eco-tourism.</td>
<td>3</td>
</tr>
<tr>
<td>11.2 Enforce laws</td>
<td>Strengthen the capacity of ABG to enforce environmental laws especially for small and large scale mining.</td>
<td>1</td>
</tr>
<tr>
<td>11.3 Climate change and the Atolls.</td>
<td>Ensure climate change resilient communities through adopting new policies and then mainstreaming them across government. Address the climate change issues affecting people and their livelihoods in the Atolls.</td>
<td>2</td>
</tr>
<tr>
<td>11.4 Map biodiversity</td>
<td>Map all high biodiversity priority areas and cultural significant sites within concession areas.</td>
<td>3</td>
</tr>
<tr>
<td>11.5 Protected forests</td>
<td>Establish forestry protected areas.</td>
<td>3</td>
</tr>
<tr>
<td>11.6 Protect rivers and oceans</td>
<td>Develop new policies and laws for the protection of the oceans, rivers and the marine life within them.</td>
<td>3</td>
</tr>
<tr>
<td>11.7 Disasters</td>
<td>Enhance Government, district and community government disaster preparedness and response strategies.</td>
<td>2</td>
</tr>
<tr>
<td>11.8 Office of Climate Change</td>
<td>Establish Office of Climate Change</td>
<td>1</td>
</tr>
<tr>
<td>11.9 Mainstream Climate Change</td>
<td>Establish climate change and reliance projects across Government</td>
<td>1</td>
</tr>
</tbody>
</table>
### 12. CULTURE, IDENTITY AND HERITAGE

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.1 UPE</td>
<td>Legislate to protect the use of the UPE so that it is not disrespected and commercialised.</td>
<td>2</td>
</tr>
<tr>
<td>12.2 Protection of heritage</td>
<td>Develop programmes to promote identity and heritage.</td>
<td>2</td>
</tr>
<tr>
<td>12.3 Research</td>
<td>Commission research and establish research institutions (e.g. think tank) to contribute the ‘Bougainville Way’ to major planning activities.</td>
<td>4</td>
</tr>
<tr>
<td>12.4 Map the arts</td>
<td>Mobilize resources and conduct mapping of arts music and cultural information in Bougainville, including registry of artists, musicians and cultural groups; Provide awareness and training throughout Bougainville on arts, music and culture.</td>
<td>4</td>
</tr>
<tr>
<td>12.5 Participation in arts</td>
<td>Participate in Regional and International arts culture and music festivals; improve coordination, management and staging of Bougainville cultural festivals; conduct arts culture and musical events to create awareness and support ABG peace building, law and justice and referendum initiatives.</td>
<td>4</td>
</tr>
<tr>
<td>12.6 Museum</td>
<td>Establish a central registry for arts, culture and music including investigating establishing an archives facility and museum to preserve our history/ cultural items/artefacts with their legends.</td>
<td>4</td>
</tr>
</tbody>
</table>

### 13. URBANISATION

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.1 Policy</td>
<td>Develop an urbanisation policy that can control urbanisation drift.</td>
<td>1</td>
</tr>
<tr>
<td>13.2 Vagrancy</td>
<td>Pass a law on vagrancy.</td>
<td>2</td>
</tr>
<tr>
<td>13.3 Immigration</td>
<td>Work with the National Government to enforce visa laws and removal illegal foreigners.</td>
<td>2</td>
</tr>
<tr>
<td>13.4 Satellite towns</td>
<td>Establish satellite towns in all districts so that services reach all individuals to stop the rural-urban drift.</td>
<td>4</td>
</tr>
</tbody>
</table>
### 14. ECONOMIC POLICY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
</table>
| 14.1 Key Policies | Ensure the following policies and legislation to support them are in place, with special emphasis on promoting participation, incomes and resilience for families and small to medium business:  
  - Bougainville Economic Development Policy,  
  - Agriculture Policy  
  - Food Security and Nutrition Policy  
  - Marine Resources Policy  
  - SME Policy  
  - Reserved Businesses Policy  
  - Cooperatives Policy  
  - Inwards Investment Policy  
  - Access to banking and development bank financing.                                                                                          | 2        |
| 14.2 Enforcement | Ensure that the Department of Economic Development is resourced to implement and enforce all economic development policies.                                                                                   | 1        |

### 15. AGRICULTURE

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.1 Commodity Board</td>
<td>Establish an Agriculture Commodity Board to control marketing and quality.</td>
<td>1</td>
</tr>
</tbody>
</table>
| 15.2 Livestock | Promote and empower the livestock sector, poultry breeder farms, hatcheries and incubator options.  
   Regulate small holder cattle farms.                                                                                                          | 2        |
| 15.3 Poultry | Develop key partnerships with business houses, lead farmers and model farmers through funding seed capital to incubate and empower poultry industry.                                                          | 2        |
| 15.4 Women in Agriculture | Establish a Women in Agriculture Desk within the Department of Lands.                                                                            | 1        |
| 15.5 Drought resistance | Promote drought tolerant food crops.                                                                                                              | 3        |
| 15.6 Plantations | Develop large plantations in cooperation with local landowner cooperatives.  
   Promote downstream processing.                                                                                                                | 2        |
| 15.7 Forestry | Forest Nursery Establishment and Production purchases Nursery Equipment’s and Materials.  
   Promote Forest Extension and woodlots development.                                                                                           | 3        |
| 15.8 Tonolei | Develop Tonolei Integrated Forestry and Agriculture Project                                                                                     | 3        |
| 15.9 Manatai | Develop Manatai Forestry TRP Project                                                                                                               | 3        |
### 15. AGRICULTURE (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.10</td>
<td>Tinputs</td>
<td>4</td>
</tr>
<tr>
<td>15.11</td>
<td>Torokina Oil Palm</td>
<td>3</td>
</tr>
<tr>
<td>15.12</td>
<td>Markets</td>
<td>2</td>
</tr>
<tr>
<td>15.13</td>
<td>Market analysis</td>
<td>2</td>
</tr>
<tr>
<td>15.14</td>
<td>Fresh Produce sector</td>
<td>3</td>
</tr>
</tbody>
</table>

### 16. MARINE RESOURCES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1</td>
<td>Marine Sustainability Plan</td>
<td>2</td>
</tr>
<tr>
<td>16.2</td>
<td>Resources Authority</td>
<td>2</td>
</tr>
<tr>
<td>16.3</td>
<td>Beeche de Mer</td>
<td>2</td>
</tr>
<tr>
<td>16.4</td>
<td>Educated fishermen</td>
<td>3</td>
</tr>
<tr>
<td>16.5</td>
<td>Cooperatives</td>
<td>3</td>
</tr>
<tr>
<td>16.6</td>
<td>Drawdown and revenue sharing</td>
<td>1</td>
</tr>
<tr>
<td>16.7</td>
<td>Infrastructure</td>
<td>2</td>
</tr>
<tr>
<td>16.8</td>
<td>Buka Fish Market</td>
<td>3</td>
</tr>
<tr>
<td>16.9</td>
<td>Inland Fish Farming</td>
<td>2</td>
</tr>
</tbody>
</table>
### 17. TOURISM

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Accessibility and networks</td>
<td>Liaise with PNG Tourism Promotion Authority and international tour agencies in creating network and increase market accessibility for Bougainville Tourism products.</td>
<td>2</td>
</tr>
<tr>
<td>17.2 Promotion</td>
<td>Establish a Tourism Bureau to promote Bougainville as a desirable tourist destination in the South Pacific.</td>
<td>3</td>
</tr>
<tr>
<td>17.3 Communities engaged</td>
<td>Coordinate and liaise with communities, increasing community engagement and awareness on tourism in Bougainville.</td>
<td>1</td>
</tr>
<tr>
<td>17.4 Specific projects</td>
<td>Conduct Research and Case studies into new product development and partnerships with the private sector.</td>
<td>3</td>
</tr>
<tr>
<td>17.5 Homestay and Eco</td>
<td>Promote eco-tourism and homestays in villages.</td>
<td>2</td>
</tr>
</tbody>
</table>

### 18. SHIPPING SERVICES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
</table>
| 18.1 Atolls and West Coast | Establish a regular and reliable boat service to the Atolls and the west coast to provide a greater connection for the communities in these areas. The key objectives for this service should be:  
- Sufficient capacity to take both passengers and freight;  
- Meet appropriate safety standards;  
- A regular and reliable service, so that the communities are aware of the day in which the boat will arrive. This will allow communities to properly prepare their agricultural goods and their access to the nearest regional centre. | 2 |
| 18.2 Joint ventures | Develop policy on shipping joint ventures. | 2 |
| 18.3 Export costs | Investigate shipping costs and explore with companies options to reduce costs including exports direct to Asia from Buka and Kieta. | 3 |

### 19. LAND

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.1 New Land Act</td>
<td>Enact a New Bougainville Land Act.</td>
<td>2</td>
</tr>
<tr>
<td>19.2 Sustainable Land Use Policy</td>
<td>Establish a policy and legislative framework that promotes a balanced use of land for sustainable economic, social and environmental development while guaranteeing land rights.</td>
<td>2</td>
</tr>
</tbody>
</table>
| 19.3 Physical Planning | Develop a Physical Planning framework that promotes the best use of land and manages the process of urbanisation and land use conversion.  
Urban plans for Buka, Kokopau, Arawa, Buin, Tinputz, Wakunai, Kieta and Kangu Border Post. | 2 |
### 19. LAND (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.4 Customary Land</td>
<td>Ensure the empowerment of customary landowners to own their customary land and allow them to meaningfully participate in the economic development, including land reform within the clan system.</td>
<td>3</td>
</tr>
<tr>
<td>19.5 Administration</td>
<td>Ensure efficient and effective administration of Government land and state leases. Enhance awareness of roles, rights and responsibilities.</td>
<td>2</td>
</tr>
<tr>
<td>19.6 Technical expertise</td>
<td>Provision of technical advice and services on land investigation, land transactions and Physical Planning.</td>
<td>3</td>
</tr>
<tr>
<td>19.7 Building Boards</td>
<td>Ensure Building Boards function properly and contribute to sustainable town expansion.</td>
<td>2</td>
</tr>
</tbody>
</table>

### 20. MINERALS AND ENERGY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.1 Geotech Data</td>
<td>Geotech data bases will be established so that exploration data is widely available to all potential investors.</td>
<td>3</td>
</tr>
<tr>
<td>20.2 Safety, Standards</td>
<td>Government will undertake awareness to optimise safe mining processes and methods. It will conduct standards monitoring and auditing, research and provide technical services. Implement awareness and controls on use of mercury.</td>
<td>1</td>
</tr>
<tr>
<td>20.3 Panguna</td>
<td>Opening a mine at Panguna is a priority for the government. The mine holds the potential of tremendous benefits for landowners and the people of Bougainville. Significant efforts and resources will be made available to removing the impediments that impact on the re-opening and development of a successful mine.</td>
<td>1</td>
</tr>
<tr>
<td>20.4 Exploration Licences</td>
<td>Continued acceptance of applications for exploration licences for tenements in Isina, Toremanu and Jaba. Ensure licences will be issued through an open and transparent process.</td>
<td>1</td>
</tr>
<tr>
<td>20.5 Panguna Remediation</td>
<td>Ensure than environmental damage from the Panguna Mine is remedied by BCL in consultation with landowners.</td>
<td>2</td>
</tr>
<tr>
<td>20.6 Royalties and payments</td>
<td>Government will consult with land owners on how social mapping will be completed in mining areas; how royalties/levies will be collected and paid; the management of trust accounts to ensure open and transparent management and oversight systems are in place.</td>
<td>2</td>
</tr>
<tr>
<td>20.7 Small-scale mining</td>
<td>Working with miners, communities, local level governments small scale mining will be regulated under the community mining provisions of the law. Increased regulation. Priority will be given to regulating the use of mercury.</td>
<td>1</td>
</tr>
<tr>
<td>20.8 Illegal miners</td>
<td>Illegal foreign miners will be removed from Bougainville and PNG.</td>
<td>1</td>
</tr>
</tbody>
</table>
### 20. MINERALS AND ENERGY (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>20.9</strong> Oil and gas</td>
<td>During the next five years the government will have all oil and gas resource powers and functions transferred from Papua New Guinea. Policies, laws and regulations will be drafted and enacted.</td>
<td>4</td>
</tr>
</tbody>
</table>
| **20.10** Environmental hazards | Regulate, monitor and mitigate all environmental and geological hazards, including those arising from use of mercury. People will be consulted and made aware of environmental issues and all hazards so that:  
  - Affected communities live safely with geological hazards  
  - Risk to life is mitigated, especially use of child labour.  
  - There is timely dissemination of information. | 1 |

### 21. SMEs AND BUSINESS SKILLS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>21.1</strong> SME Policy</td>
<td>Develop enabling policy to facilitate entrepreneur development through a mentoring program, geared towards changing mind sets, building skills and improving capacity for small and medium enterprises (SMEs).</td>
<td>1</td>
</tr>
<tr>
<td><strong>21.2</strong> Skills</td>
<td>Enhance capacity and skill development for SME owners.</td>
<td>2</td>
</tr>
</tbody>
</table>
| **21.3** Financial Support | Development bank operating in Bougainville  
Provide government support and financial resources to SME sector. | 3 |
| **21.4** Pilot projects | Develop catalytic projects in each districts to stimulate SME (Infrastructure development). | 3 |
| **21.5** Reserved businesses | Pass and enforce a law reserving certain businesses for Bougainvilleans. | 3 |

### 22. INWARDS INVESTMENT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
</table>
| **22.1** Promotion | Promote foreign direct investment and joint ventures as key driver for investment, trade, growth and prosperity under strict laws that are enforced.  
Build a good image of Bougainville as the investment destination for foreign investments to attract investment. | 1 |
| **22.2** Drawdown of powers | Facilitate draw down of powers and functions to promote business development | 2 |
| **22.3** Stimulatory activities | Collaboratively work with economic sector departments to develop programs that would stimulate economic growth.  
Undertake research on potential commercial opportunities for investment purposes. | 2 |
| **22.4** Joint Ventures | Provide advisory support for development joint ventures as approaches in economic development in the region. | 2 |
| **22.5** Network in region | Network with other organizations in PNG and overseas in promoting business development in the region. | 2 |
### 22. INWARDS INVESTMENT (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>22.6 The Bureau</td>
<td>Establish systems and operating procedures for the Inwards Investment Bureau, Engage and train staff to manage the inwards investment laws and policies.</td>
<td>2</td>
</tr>
</tbody>
</table>

### 23. GOVERNMENT BUSINESS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.1 Policy</td>
<td>Develop policy and laws to ensure proper corporate governance, increase transparency and accountability in the management of Government Owned Enterprises (GOEs) and government participation in joint ventures in Bougainville.</td>
<td>2</td>
</tr>
<tr>
<td>23.2 Holding Company</td>
<td>Establish an over-arching holding company to manage GOEs and joint ventures.</td>
<td>2</td>
</tr>
<tr>
<td>23.3 Feasibility Analysis</td>
<td>Conduct research and analysis as to the feasibility and viability of GOEs in core areas including shipping, energy, telecommunications, water and port services.</td>
<td>2</td>
</tr>
</tbody>
</table>
## 24. TRUNK (NATIONAL) ROADS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.1 National Works Handover</td>
<td>Ensure that National Highways, with Works staff, plant equipment etc are handed over to the ABG.</td>
<td>2</td>
</tr>
</tbody>
</table>
| 24.2 Trunk roads sealed, gravelled and maintained | There are three main truck road sections:  
- Bougainville Coastal trunk road – Kokopau to Buin  
- Buka Ring road inclusive of Lonahan to Kesa road  
- Siarra to Korokovi road (Kunua)  
Principle roading strategies:  
- Funding shared equally across the three regions.  
- All trunk roads maintained to a good quality of gravel surface as the minimum standard.  
- Construct proper drainage systems to avoid further deterioration of roads  
Priority sections of trunk roads will be sealed as funds are available.  
- Maintenance can be undertaken by local contractors for the majority of works, particularly on the feeder roads.  
- Gravel roads require more frequent maintenance in short term, but cheaper maintenance in long term.  
Specific Projects include:  
- Buka Ring Road  
- Siara Koropovi bridges (Vavanue and Nagam)  
- East Coast Trunk Road sealing: Kieta - Toimanapu; Toimanapu - Buin; Tortei-Siara; Siara - Ramazon)  
- South West Rd alignment (Bakoram-Dominino; Piano-Konga)  
- Arawa Town Road - Phase 2 | 4        |

## 25. FEEDER ROADS AND WALKING TRACKS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.1 Feeder Roads</td>
<td>Ensure that feeder roads are gravelled, maintained and open.</td>
<td>4</td>
</tr>
<tr>
<td>25.2 Maintained locally</td>
<td>Ensure that maintenance can be undertaken by local contractors for the majority of works, particularly on the feeder roads.</td>
<td>3</td>
</tr>
</tbody>
</table>
| 25.3 Walking Tracks | Undertake a review of the major walking tracks through Bougainville, particularly those providing access to remote communities.  
Identify potential improvements to walking tracks, such as bridges, stairs and erosion control.  
Undertake works on selected high priority tracks. | 3        |
### 26. WHARVES, RAMPS AND JETTIES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.1 Port Ownership</td>
<td>Localise ownership and management of ports.</td>
<td>4</td>
</tr>
<tr>
<td>26.2 Buka and Kieta Wharves</td>
<td>Ensure that Buka and Kieta Wharves are rehabilitated and maintained by PNG Ports.</td>
<td>3</td>
</tr>
<tr>
<td>26.3 Kangu wharf</td>
<td>Ensure that Kangu wharf is maintained by ABG.</td>
<td>3</td>
</tr>
<tr>
<td>26.5 Torokina</td>
<td>Develop a new wharf or barge ramp for Torokina.</td>
<td>4</td>
</tr>
<tr>
<td>26.6 Kuraio</td>
<td>Enable the construction of a barge ramp in Kuraio.</td>
<td>4</td>
</tr>
<tr>
<td>26.7 Atsilima</td>
<td>Enable the construction of a barge ramp in Atsilima.</td>
<td>4</td>
</tr>
<tr>
<td>26.8 Nissan Island</td>
<td>Construction of a wharf or barge at Nissan to replace existing jetty.</td>
<td>3</td>
</tr>
<tr>
<td>26.9 Navigation</td>
<td>Upgrade of navigation marker in Bougainville waters by National Maritime Safety Authority.</td>
<td>3</td>
</tr>
</tbody>
</table>

### 27. AIRPORTS AND AIRSTRIPS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>27.1 Airport Management</td>
<td>Management of parts of Buka and Aropa airports will be localised and in the medium term ABG will assume responsibility for these airports (when economically sensible to do so).</td>
<td>4</td>
</tr>
<tr>
<td>27.2 Buka and Arawa</td>
<td>Buka and Arawa airports operational for public transport flights.</td>
<td>1</td>
</tr>
<tr>
<td>27.3 Buka Upgrade</td>
<td>Buka Airport terminal and facilities upgrade completed.</td>
<td>3</td>
</tr>
<tr>
<td>27.4 Arawa Air navigation</td>
<td>Enhanced navigation facilities at Aropa.</td>
<td>1</td>
</tr>
<tr>
<td>27.5 Airstrips</td>
<td>Airstrips at Karatu, Torokina, Nissan, Kapikavi and Buin re-opened.</td>
<td>4</td>
</tr>
</tbody>
</table>

### 28. ELECTRIFICATION

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>28.1 Ramazon and Togerou</td>
<td>Ramazon and Togerou hydro projects to be completed. Other smaller electrification to be supported if feasible.</td>
<td>4</td>
</tr>
<tr>
<td>28.2 Upgrades</td>
<td>Upgrade critical power facilities</td>
<td>4</td>
</tr>
<tr>
<td>28.3 New energy projects</td>
<td>Explore new sources of rural electrification including solar, wind, water turbine (Buka Passage) and hydro and private sector contributions back into the local grid.</td>
<td>4</td>
</tr>
<tr>
<td>28.4 Drawdown of functions</td>
<td>Draw down of energy generation powers when revenue generated in Bougainville is sufficient to fund the systems maintenance and operations.</td>
<td>4</td>
</tr>
</tbody>
</table>
## 29. TELECOMMUNICATIONS AND ICT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>29.1 Competitive</td>
<td>Work with telecommunications service providers to ensure competitive reliable services, including facilitating access to land, resolving disputes.</td>
<td>1</td>
</tr>
<tr>
<td>29.2 B Mobile</td>
<td>ABG has partnered with B Mobile to develop its transmission network including owning the towers under a lease-back arrangements to B Mobile.</td>
<td>1</td>
</tr>
<tr>
<td>29.3 Legislation and</td>
<td>Policy and legislative arrangements will be completed for the ABG to regulate ICT providers in Bougainville.</td>
<td>4</td>
</tr>
<tr>
<td>29.4 Domain name</td>
<td>Establish a dedicated ARoB domain name within the world wide web.</td>
<td>2</td>
</tr>
<tr>
<td>29.5 Gateway link</td>
<td>Explore options for Bougainville to have a Gateway link.</td>
<td>3</td>
</tr>
</tbody>
</table>

## 30. WATER AND SANITATION

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.1 Arawa</td>
<td>Arawa water and sanitation upgrade completed.</td>
<td>3</td>
</tr>
<tr>
<td>30.2 Buka</td>
<td>Buka water and sanitation upgrade completed.</td>
<td>3</td>
</tr>
<tr>
<td>30.3 Buin</td>
<td>Buin water and sanitation upgrade completed.</td>
<td>3</td>
</tr>
<tr>
<td>30.4 Community water</td>
<td>Water supply to be built in each Community Government (wards).</td>
<td>4</td>
</tr>
<tr>
<td>30.5 WASH programs</td>
<td>On-going WASH programs through Department of Health with partners.</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Provision of water tanks for villages without close access to water.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Government to work with the people and provide funds for toilets.</td>
<td></td>
</tr>
</tbody>
</table>
## GOVERNMENT FRAMEWORK

### 31. IMPLEMENTING THE PEACE AGREEMENT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.1 2nd Autonomy Review</td>
<td>Complete the Second Joint Review of Autonomy Arrangements.</td>
<td>1</td>
</tr>
<tr>
<td>31.2 Drawdown of Powers</td>
<td>Undertake the drawdown of further powers according to the procedure in the Organic Law based on priority areas, affordability and sustainability.</td>
<td>2</td>
</tr>
<tr>
<td>31.3 National Govt Service Delivery</td>
<td>Work with the national government, its departments and NCOBA to improve services provided by those departments until functions can be established within the ABG.</td>
<td>1</td>
</tr>
<tr>
<td>31.4 Cooperation with National MPs</td>
<td>Work closely with the four National Bougainville members of Parliament seeking leadership, political and development cooperation and coordination.</td>
<td>1</td>
</tr>
<tr>
<td>31.5 Review JSB and meet regularly</td>
<td>Implement the agreement with the national government to jointly reform the Joint Supervisory Body (political leaders) and associated Joint Technical Team (senior government officials) working arrangements and hold at least two JSB meetings a year.</td>
<td>1</td>
</tr>
</tbody>
</table>

### 32. CORRUPTION AND TRANSPARENCY

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>32.1 Leadership Training</td>
<td>Leadership qualities/values/knowledge should be taught to all people in leadership positions (political and public service and community), business, COE, ward etc.</td>
<td>2</td>
</tr>
<tr>
<td>32.2 Departmental oversight</td>
<td>Strengthen core central departments including President/BEC, Finance and Treasury, Personnel Management and Administrative Services. Justice, Technical Services and Bougainville Tenders Board to provide monitoring and oversight of contracts and finances.</td>
<td>1</td>
</tr>
<tr>
<td>32.3 Systems strengthened</td>
<td>Strengthen ABG systems and processes to comply with public finance and public service laws.</td>
<td>1</td>
</tr>
<tr>
<td>32.4 Public Service practice and Discipline</td>
<td>Implement the ABG Public Service Regulations and General Orders and Code of Conduct and implement disciplinary procedures within the ABG public service.</td>
<td>1</td>
</tr>
<tr>
<td>32.5 Internal Audit</td>
<td>Maintain and support a strong internal audit function.</td>
<td>1</td>
</tr>
<tr>
<td>32.6 Ombudsman</td>
<td>Support the Ombudsman Commission office in Bougainville to investigate leadership and other administrative complaints. Develop a policy to establish the Bougainville Ombudsman Commission.</td>
<td>2</td>
</tr>
<tr>
<td>32.7 Contract management</td>
<td>Ensure professional assessment of contracts and tenders.</td>
<td>1</td>
</tr>
</tbody>
</table>
## 33. REFERENDUM

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.1 Referendum Commission</td>
<td>Ensure that the ABG Office of the Electoral Commissioner (OBEC) and National Electoral Commission (NEC) establish the independent Bougainville Referendum Commission that will conduct the Bougainville Independence Referendum.</td>
<td>1</td>
</tr>
<tr>
<td>33.2 Outstanding Questions</td>
<td>Resolve outstanding key issues including criteria for non-resident Bougainvilleans to participate and the question for consideration at the referendum.</td>
<td>1</td>
</tr>
<tr>
<td>33.3 ABG contribution</td>
<td>Ensure that ABG contribution to resource the Bougainville Referendum Commission is made available by the Administration. Provide technical support to the Bougainville Referendum Commission through the Bougainville Referendum Commission Secretariat on a secondment basis.</td>
<td>1</td>
</tr>
<tr>
<td>33.4 Awareness</td>
<td>Ensure that Referendum Awareness is designed, disseminated and reviewed periodically including intra departmental and inter departmental communication.</td>
<td>1</td>
</tr>
<tr>
<td>33.5 Community Government</td>
<td>Enable Department of Community Government to participate in delivery of consistent, reliable referendum messaging down to ward level.</td>
<td>1</td>
</tr>
<tr>
<td>33.6 Research</td>
<td>Research and document Bougainville internal experiences and those around the world and plan post Referendum Transition.</td>
<td>3</td>
</tr>
<tr>
<td>33.7 Post referendum planning</td>
<td>Commence planning for post-referendum ABG irrespective of the outcome (people believe that the BPA ‘expires’ after the referendum is completed.</td>
<td>2</td>
</tr>
</tbody>
</table>

## 34. PUBLIC SERVICE

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.1 Strengthen Dept President and BEC</td>
<td>Build the capacity of the Department of the President and BEC to monitor and report on the implementation of the Plan Provide advice on major public policy initiatives.</td>
<td>1</td>
</tr>
<tr>
<td>34.2 Support President</td>
<td>Support the President as the head of the Bougainville Government and the BEC. Provide advice on major public policy initiatives and support the President and the BEC in coordinating, managing and delivering on programme expectations</td>
<td>1</td>
</tr>
</tbody>
</table>
### 34. PUBLIC SERVICE (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>34.3</td>
<td>Core departments strengthened Building the capacity of all departments with a particular focus on:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Community Government</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Economic Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Lands, Physical Planning, Environment and Conservation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Personnel Management and Administrative Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Primary Industry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Bougainville Tax Office;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Treasury and Finance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- The Department of Technical Services.</td>
<td>2</td>
</tr>
<tr>
<td>34.4</td>
<td>Manager recruitment Complete recruitment of the senior managers below departmental secretaries.</td>
<td>2</td>
</tr>
<tr>
<td>32.5</td>
<td>Skills Development Provide Training and skills development for secretaries and their managers that is practically focused with an emphasis on the tools required to be an effective manager. These include areas such as decision making, delegation, organisational management and priority setting, institutional reporting, communication and negotiation skills and the reinforcement of ministerial-departmental roles and responsibilities.</td>
<td>2</td>
</tr>
<tr>
<td>34.6</td>
<td>ICT Establish an ABG wide information management system. Including a robust whole-of-ABG IT network.</td>
<td>3</td>
</tr>
<tr>
<td>34.7</td>
<td>Right-sizing Complete a right-sizing exercise for all departments, review all proposed structures and undertake retirement and/or retrenchment of public servants who have reached mandatory retirement.</td>
<td>1</td>
</tr>
<tr>
<td>34.8</td>
<td>Contract HR Investigate feasibility and if approved and funded contract out the recruitment of all ABG staff and payroll functions.</td>
<td>2</td>
</tr>
<tr>
<td>34.9</td>
<td>OCA Implementation Implement the agreed recommendations of the Organisational Capacity Assessments across eight department and offices.</td>
<td>1</td>
</tr>
<tr>
<td>34.10</td>
<td>Decentralisation and Arawa and Buin Deliver to BEC a policy paper on decentralisation of services including relocating three or four departments to Arawa and/or Buin increasing service delivery capacity of community governments.</td>
<td>2</td>
</tr>
</tbody>
</table>

### 35. TAXATION, GRANTS AND REVENUE

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>35.1</td>
<td>Recurrent grant The annual recurrent budget request to the national government will be prepared and submitted on the basis of the cost of providing functions. National Economic Fiscal Commission will be invited to update its costs of services calculations.</td>
<td>1</td>
</tr>
<tr>
<td>35.2</td>
<td>Collect revenues All constitutionally mandated revenues and grants from the national government will be collected.</td>
<td>1</td>
</tr>
</tbody>
</table>
### 35. TAXATION, GRANTS AND REVENUE (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>35.3 Restoration and Development Grant</td>
<td>The ABG will continue to explore appropriate legal avenues to reach a definitive interpretation of the provisions for the payment of the Restoration and Development Grant.</td>
<td>1</td>
</tr>
</tbody>
</table>
| 35.4 IRC and MVIL | Working with PNG agencies the ABG will seek to improve collection of:  
- IRC administered tax (company tax, PIT, GST)  
- MVIL administered land transport. | 1 |
| 35.5 Fisheries Revenue | Ensure that the National Fisheries Authority meets the obligations to share international fishing revenues.  
Clearly define the ‘Bougainville’ portion of the EEZ. | 1 |
| 35.6 Local taxes collected | Government will strengthen the Bougainville Tax Office so that all local taxes, levies and revenues are collected promptly with improved compliance with current laws:  
- Bougainville sales tax (beer and cigarettes);  
- Liquor licensing;  
- ABG contractor’s compliance with income tax obligations. | 1 |
| 35.7 New local taxes | New ABG revenue initiatives to be developed:  
- Sales tax (beer and cigarettes) reform.  
- Liquor licensing reform.  
- Developed property tax.  
- Road users taxes. | 2 |
| 35.8 New revenue | With the national government the ABG will explore and if practical implement:  
- State leasehold land rents.  
- Small business income tax.  
- Withholding tax on agricultural commodities.  
- Withholding tax on small scale/alluvial mining. | 2 |

### 36. PROJECT MANAGEMENT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>36.1 PMU re-established</td>
<td>The interdepartmental Program Management Unit will be re-established within the Department of Technical Services to manage, review and advise on projects, contracts and project implementation.</td>
<td>1</td>
</tr>
<tr>
<td>36.2 Contracted Adviser</td>
<td>A contractor adviser (professional engineering firm) will be engaged to ensure that the PMU has the resources, support and skills to ensure all aspects of the project management cycle best practice, laws and guidelines are followed.</td>
<td>1</td>
</tr>
<tr>
<td>36.3 Contractor Capacity</td>
<td>The capacity of local contractors will be enhanced so that they can access contracts and comply with conditions</td>
<td>1</td>
</tr>
</tbody>
</table>
### 37. COMMUNITY GOVERNMENT

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
</table>
| 37.1 Community Governments Established | Government is committed to manage transition to and establishment of Community Governments in all Districts. This includes:  
  • providing administration systems;  
  • delivering capacity building programs;  
  • developing and implementing internal revenue strategies and powers: ensuring that the governments are adequately resourced;  
  • establishing and strengthening linkages and coordination between governments, districts and other stakeholders; and  
  • developing and implementing peace and good order strategies. | 2        |
| 37.2 Delivery of services at district level | Enhanced service delivery by community governments is a priority:  
  • provide training in management etc  
  • strengthening communication links;  
  • providing logistics support  
  • coordinate service delivery through District Management Committees;  
  • providing and maintaining and improved staff accommodation.  
  • strengthen and improve budget processes and the accessing of funds to support district service delivery.  
  support the transition from Councils of Elders to Community Government. | 3        |
| 37.3 Strengthened management | Develop policy guidelines and operating procedures for the Department of Community Government.  
Develop top-down, bottom-up planning structure and monitoring and evaluation frameworks will be put into place.  
We will enforce legal compliance and review the Community Government Act as the need arises.  
Develop policy guidelines for internal revenue collection for community government and wards. | 3        |
| 37.4 Disasters | Disaster management services will be available at district level. | 3        |

### 38. NATIONAL GOVERNMENT RELATIONS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>38.1 Welcome engagement</td>
<td>Government will maintain cordial and professional relations with PNG leadership and the public service. It will welcome visits by national government departments and agencies to Bougainville.</td>
<td>1</td>
</tr>
<tr>
<td>38.2 Open and transparent</td>
<td>Government will maintain an open and transparent communications approach and seek to ensure that there are ‘no surprises’.</td>
<td>1</td>
</tr>
</tbody>
</table>
### 38. NATIONAL GOVERNMENT RELATIONS (continued)

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>38.3</td>
<td><strong>Strategies</strong>&lt;br&gt;We will work with national government to ensure:&lt;br&gt;- the development of effective relations between Ministers and Departments Heads in both governments;&lt;br&gt;- support to national government departments/agencies to provide services;&lt;br&gt;- an orderly draw down of powers;&lt;br&gt;- broader and improved coordination with National Government;&lt;br&gt;- provide awareness for senior national government officers on the peace agreement and autonomy; and&lt;br&gt;- facilitate and participate in two Joint Supervisory Body meetings a year.</td>
<td>1</td>
</tr>
</tbody>
</table>

### 39. PARTNER RELATIONS

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Key Action</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.1 Donor Coordination</td>
<td>Development partner coordination function established and working within the Department of President and BEC to ensure that they remain relevant and align with ABG expectations.</td>
<td>2</td>
</tr>
<tr>
<td>39.2 Three meetings</td>
<td>Three joint GoPNG/ABG development partner meetings a year.</td>
<td>1</td>
</tr>
<tr>
<td>39.3 Joint priorities</td>
<td>Open access and dialogue with our international partners: join our priority needs to the available partner support in a cooperative partnership approach to implementation and development.</td>
<td>1</td>
</tr>
<tr>
<td>39.4 Reporting</td>
<td>Development partners will promptly respond to ABG requests for information and meetings. They will regularly report to the ABG on activities, outcomes, costings and impact.</td>
<td>1</td>
</tr>
<tr>
<td>39.5 International Engagement</td>
<td>Maintain strong and effective relations with key regional partners, in consultation with the National Government</td>
<td>1</td>
</tr>
</tbody>
</table>