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Hutjena Station, Buka Island. Photo Credit: Createk Multimedia

## ACKNOWLEDGEMENTS

The Bougainville Integrated Strategic Development Plan 2023-2027 (MTDP1) is the initiative of the Toroama-Nisira Administration of the Autonomous Bougainville Government (ABG) and represents the first five (5) year iteration of Bougainville's Long Term Vision 2052 that, 'By 2052, Bougainville will be a high income, educated, healthy and peaceful sovereign nation'. In striving to strategically translate President Toroama's 6 Point Strategy and the ABG's Independence Readiness Mission, the Vision 2052 and Bougainville Integrated Strategic Development Plan (BISDP) 2023-2027, have both been developed conjointly to better articulate and expound on the Autonomous Region of Bougainville's (AROB) broader development vision and strategic pathway moving forward.

As the formative iteration of the Vision 2052 and encompassing a very critical period in Bougainville's political journey, the BISDP 2023-2027 under its theme 'Advancing Self-Reliance, Sustainability and Independence-Readiness', endeavours to ensure that the Autonomous Region of Bougainville (AROB) has the necessary foundation to build on it in terms of its development trajectory over both the mid-term and long-term. Under the auspices of a 'One Vision, One Voice and One Plan' or 'One Plan & One Budget' approach to development planning as such, the ABG has embarked on a wide-ranging process of consultation in informing and formulating this Bougainville Integrated Strategic Development Plan (BISDP) 2023-2027, as the first Medium Term Development Plan (MTDP1) for Bougainville over the next five years.

This has been a process that has been very necessary and intentionally driven in ensuring that the ABG has a clear strategic pathway and/or road map moving forward. This has also been a process that has ensured that all necessary partners and stakeholders have been engaged in a meaningful and constructive manner in contributing thoughts, ideas and inspiration towards the BISDP 2023-2027 and that it is essentially a homegrown strategic plan. It is also a development vision and mission, that speaks to the aspirations and desires of the Bougainville people and how development partners and stakeholders, can effectively channel support through the strategic priorities and objectives brought forward.

The Toroama-Nisira Administration to this end would like to greatly acknowledge and recognize the contributions of all Government stakeholders from within the ABG itself, to partners and stakeholder groups such as that for women's, youth, churches and ex-combatants. Also, various experts and professionals, and many other members of the community and friends who have contributed in some way, shape or form.

These contributions are immeasurably valued and are a testimony to this BISDP 2023-2027 not just being a planning document for the ABG, but one that represents the aspirations, hopes and dreams of all Bougainvilleans and what the ABG needs to work towards with vigor, endeavor and enterprise over the next five (5) years, in ensuring a better, freer, more self-reliant and sustainable Bougainville for each and every one, now and into the future.

God bless all and God bless Bougainville!

## ACRONYMS

ABG	Autonomous Bougainville Government
ADB	Asian Development Bank
AI	Artificial Intelligence
AROB	Autonomous Region of Bougainville
AusAID	Australian Agency for International Development
BC	Bougainville Constitution
BEC	Bougainville Executive Council
BISDP	Bougainville Integrated Strategic Development Plan
BPA	Bougainville Peace Agreement
CIDCA	China International Development Cooperation Agency
EC	Economic Sector
EIS/SIA	Environmental Impact Statement/Social Impact Assessment
EU	European Union
GDP	Gross Domestic Product
GNI	Gross National Index
GoPNG	National Government of Papua New Guinea
GPS&I	Government, Public Service & Independence Readiness Sector
HDI	Human Development Index
HIC	High Income Country
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
H&E	Health & Education Sector
IF	Infrastructure Sector
IMF	International Monetary Fund
JICA	Japanese International Cooperation Agency
JSB	Joint Supervisory Body
KPI	Key Performance Indicators
KRA	Key Result Area (s)
LIC	Low Income Country
LMIC	Lower Middle Income Country
L&J	Law & Justice
MELR	ABG Monitoring, Evaluation, Learning & Reporting Framework
MHR	Member of the House of Representatives (ABG)
MP	Member of Parliament (GoPNG)
MSME	Micro, Small, Medium Enterprise

## ACRONYMS

<b>MTDP</b>	<b>Medium Term Development Plan</b>
<b>NZAid</b>	<b>New Zealand Agency for International Development</b>
<b>PNG</b>	<b>Papua New Guinea</b>
<b>R&amp;D</b>	<b>Research &amp; Development</b>
<b>RST&amp;I</b>	<b>Research, Science, Technology &amp; Innovation Sector</b>
<b>SDB</b>	<b>Sectoral Development Budget</b>
<b>SEZ</b>	<b>Special Economic Zone or Special Economic Zones</b>
<b>SO</b>	<b>Social Sector</b>
<b>SWOT</b>	<b>Strengths, Weaknesses, Opportunities &amp; Threats</b>
<b>UMIC</b>	<b>Upper Middle Income Country</b>
<b>UN</b>	<b>United Nations</b>
<b>UNFCCC</b>	<b>United Nations Framework Convention on Climate Change</b>
<b>UN SDG's</b>	<b>The 17 United Nations Sustainable Development Goals</b>
<b>Vision 2052</b>	<b>Bougainville Long Term Vision 2052</b>
<b>WASH</b>	<b>Water, Sanitation and Hygiene</b>

## PREAMBLE TO THE BOUGAINVILLE CONSTITUTION



*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 (Preamble, Bougainville Constitution, pp. 1)*

The Bougainville Integrated Strategic Development Plan 2023-2027 (MTDP1) works to support the realization of Bougainville's aspirations for self-determination, as guided by the Bougainville Peace Agreement (BPA), The Organic Law on Peace-Building in Bougainville-Autonomous Bougainville Government and Bougainville Referendum 2002 (under the PNG Constitution, Part XIV), the Bougainville Constitution, the Referendum Outcome of 97.7% in favor of Independence and the Bougainville Long Term Vision 2052. The 'Vision 2052', articulates the overarching and longer term planning vision that 'By 2052, Bougainville will be a high income, educated, healthy and peaceful sovereign nation', to which the BISDP 2023-2027 serves as the first five (5) year iteration of this. The BISDP 2023-2027, hereby, with its focused theme on 'Advancing Self-Reliance, Sustainability and Independence Readiness', works to galvanize both a 'whole of government' and 'whole of society' approach in contributing towards and realizing Bougainville's political aspirations by or before the end of these five (5) years.

The BISDP 2023-2027 as such encompasses a critical time period during which the Autonomous Bougainville Government (ABG) and the Government of Papua New Guinea (GoPNG), will conjointly work together through the Joint Supervisory Body (JSB), Government to Government, Department to Department or other mutually agreeable mechanisms, in accelerating the full transfer of powers stipulated under the BPA, as well as strengthening the capacity and capability of the ABG and the people of Bougainville to be more self-reliant, socio-economically empowered and politically capable. This is consistent with negotiated ways forward provided under the Era Kone Covenant, Kokopo and Wabag Post Referendum Consultations and in working towards the ratification of the referendum outcome for Independence to be realized no sooner than 2025 and no later than 2027.

The BISDP 2023-2027 as the formative medium term plan, within the larger framework of the Vision 2052 is vitally important in framing a pathway forward and is an articulation of the ABG's concerted efforts towards realizing the Constitutional will, hopes and dreams of the people of Bougainville within the next five (5) years.



## FOREWORD FROM THE PRESIDENT OF ABG

The 2001 Bougainville Peace Agreement marked the end of the 10-year civil conflict on Bougainville. It also marked the beginning of Bougainville's restoration, rehabilitation and development phase and the re-establishment of service delivery across all sectors.

Since the inception of the Autonomous Bougainville Government in 2005, successive governments have operated without a strategic long term vision regarding Bougainville's socio-economic and political development. Upon my inauguration in 2020, I announced my government's Six-Point Strategy, of which Long Term Vision and Planning is a key component.

It is in this sense, that the Government has commissioned its 30-year plan known as the Bougainville Vision 2052, out of which six Medium Term Development Plans (MTDP) will be developed. People throughout Bougainville must understand and pursue the One and the same Vision – that is '*By 2052, Bougainville will be a high income, educated, heathy and peaceful sovereign nation*'.

I am therefore pleased to present my Government's MTDP 1: Bougainville Integrated Strategic Development Plan (BISDP 2023-2027) and it sets the priorities which reflects its theme of "Advancing Self-Reliance, Sustainability and Independence Readiness" through a sectoral approach to development planning.

The Vision 2052 and (this) BISDP 2023-2027, both work to articulate the intent for development as guided by my Government's Six (6) Point Strategy towards;

- 1) Political Control
- 2) Economic Control
- 3) Administrative Control
- 4) Mobilizing private sector and civil society
- 5) Long Term Vision and Planning, and;
- 6) International Relations

Bougainville is on the threshold of taking control of its own politics and governance as an independent nation 'no earlier than 2025 and no later than 2027'. We must therefore make sure that our future is not left to chance and be deliberate in our intents.

As President, I call on all Bougainvilleans, whether you are working in government, or in the Parliament or a farmer in the village or working in the private sector, to commit yourselves to achieving our Long-Term Vision over the next 30 years.

I commend this Bougainville Integrated Strategic Development Plan 2023-2027 (MTDP1) as our roadmap for the next five years and challenge every Bougainvillean citizen and stakeholders to work in partnership with the Toroama-Nisira Government in achieving our Independence-Readiness Plans.

God bless Bougainville.

**Hon. Ishmael Toroama, MHR**  
President





## STATEMENT | REGIONAL MEMBER FOR THE AUTONOMOUS REGION OF BOUGAINVILLE

The Bougainville Integrated Strategic Development Plan 2023-2027 (MTDP1) is the basis on which sectoral alignment between the Government of Papua New Guinea and the Autonomous Bougainville Government will be achieved.

Critical to the success of this plan is a fully integrated planning and budget process that will ensure the delivery of effective services to all our people.

We finally have this one document that speaks one vision, one voice, one plan and it makes it easier for our counterparts in the National Government and the international community to support our priorities.

It is the one document that addresses all the development priorities across all sectors and gives confidence to all stakeholders to participate equally in these different spaces. The Bougainville Integrated Strategic Development Plan 2023-2027 is forward looking, and while I acknowledge all the challenges we have had in achieving our goals, I firmly believe in our ability to overcome these challenges through unity, cooperation and hard work.

I wish to reaffirm my commitment to the Bougainville Peace Agreement (BPA), which is the foundation of our political and social progress. I strongly believe that a peaceful and stable Bougainville is essential for the well-being of our people.

As Regional Member for Bougainville, I call upon other National Bougainville MPs to share in my commitment to use the Bougainville Integrated Strategic Development Plan 2023-2027 as the blueprint for planning and development in Bougainville. I pledge my continued support to work with the Autonomous Bougainville Government to achieve the goals set out in the Bougainville Vision 2052 and the Bougainville Integrated Strategic Development Plan 2023-2027.

By putting in place a ONE PLAN, ONE BUDGET approach, we can collectively drive efficiency and secure Bougainville's future growth and prosperity.

I commend the Bougainville Integrated Strategic Development Plan 2023 – 2027 (MTDP1) as the blueprint for the next five years.

**Hon. Peter Tsiamalili Junior, MP**  
Regional Member for Bougainville



## STATEMENT FROM THE CHIEF SECRETARY, BOUGAINVILLE PUBLIC SERVICE

Strategic Planning is a vital and continuous function of management that ensures the optimal use of resources to drive development.

I am pleased to introduce the Bougainville Integrated Strategic Development Plan 2023-2017 as the first Medium Term Development Plan for Bougainville.

This is the first of the six Medium Term Development Plans underpinned by the Bougainville Vision 2052. The subsequent MTDPs and their themes are as follows:

- o MTDP 1 2023-2027: Advancing Self Reliance, Sustainability and Independence Readiness
- o MTDP 2 2028-2032: Implementing Sovereign Powers and Independence
- o MTDP 3 2033-2037: Implementing Equal Opportunity and broad-based growth
- o MTDP 4 2038-2042: Implementing a Sustainable Future for our nation
- o MTDP 5 2043-2047: Implementing our Competitive Advantage
- o MTDP 6 2048-2052: Implementing long term fiscal stability

The Bougainville Integrated Strategic Development Plan 2023-2027 encompasses the following:

- Theme, Vision & Mission
- ABG Strategy House and this BISDP's 7 priority sectors
- Sector Goals, Sector Objectives, Strategies & Key Result Areas (KRAs)
- BISDP Resourcing and Implementation Plan
- Constituency Independence Ready Mission
- Monitoring, Evaluation, Learning & Reporting Framework

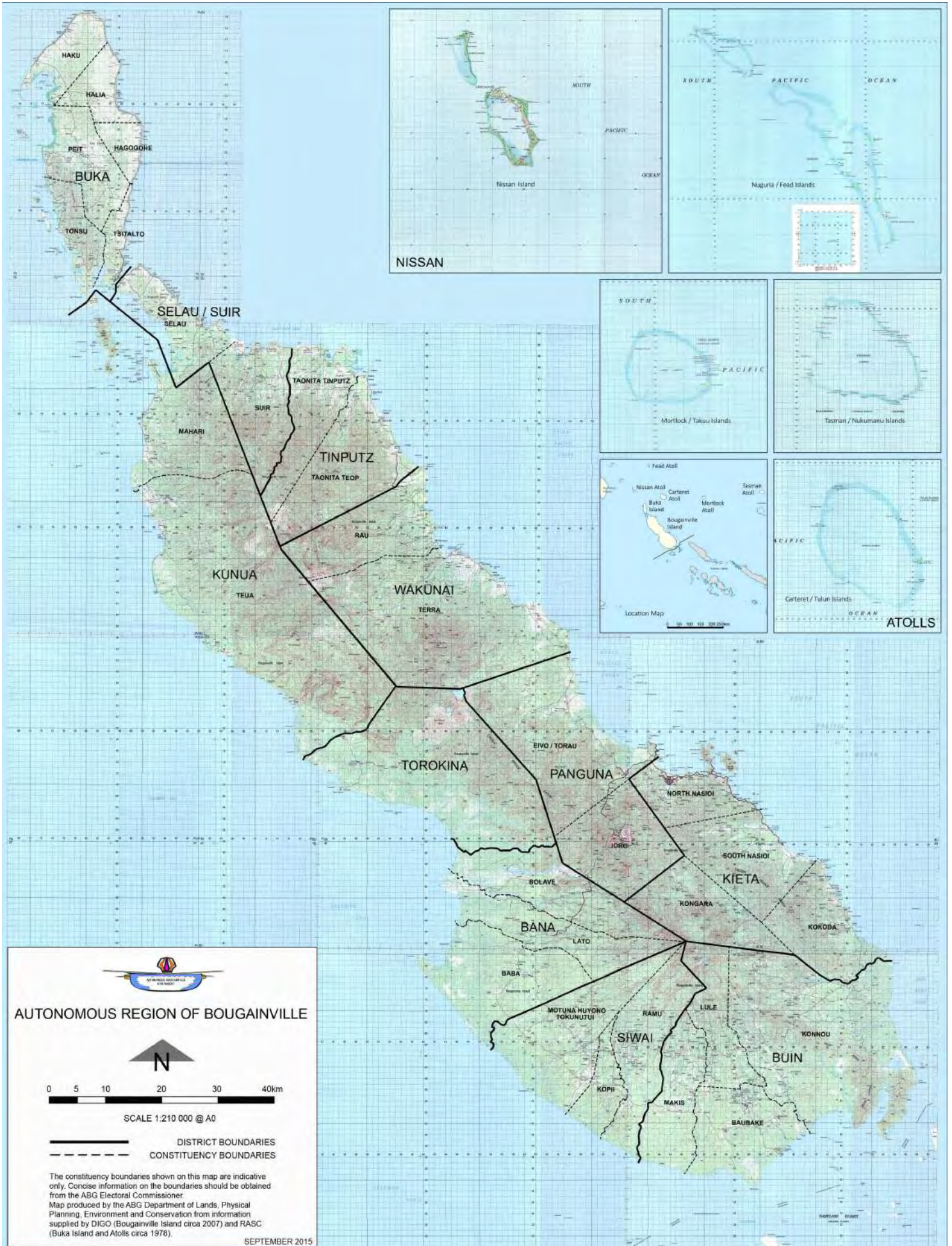
The ONE PLAN, ONE BUDGET approach is focused on aligning planning for all levels of the Government to strengthen collaboration and improve efficiency and effectiveness within the public service machinery.

Through the Bougainville Integrated Strategic Development Plan 2023-2027 (MTDP1) we will revitalize the Public Service organizational culture to bring a collaborative team approach and ensure strong practical leadership in our management and service delivery towards advancing self-reliance, sustainability and independence- readiness in the Autonomous Region of Bougainville.

God bless you all and Bougainville.

Mr Shadrach Himata  
Chief Secretary  
Autonomous Bougainville Government

# CONSTITUENCY MAP OF THE AUTONOMOUS REGION OF BOUGAINVILLE



# CHAPTER 1: EXECUTIVE SUMMARY

## - THEME & PURPOSE OF BISDP 2023-2027



*Sunrise, Buka Passage. Photo Credit: Createk Multimedia*

### 1.1. Introduction

The Autonomous Bougainville Government (ABG) operates under a parliamentary system, with a President as the head of the government and legislature responsible for enacting laws and policies. The ABG enjoys a high degree of autonomy within Papua New Guinea (PNG) and has the authority to manage its own affairs, including making decisions on local governance, resource management and public services. The Bougainville Peace Agreement (BPA) which led to the creation of the ABG, also provided for a non-binding referendum on independence in 2019, with an overwhelming majority of 97.7% voting in favor of independence. The results of the referendum, has intensified the focus on the ABG's political vision, structure, its capacity and capability to advance the will of the people and lead Bougainville towards self-determination.

The fundamental purpose of this BISDP 2023-2027 as such is to continue to put forward Bougainville's vision of its own future and the pathway through which it envisages to work towards this. While the Bougainville Vision 2052 speaks to longer term vision over a 30-year period, the BISDP 2023-2027 provides an immediate strategic focus on the most pressing development planning and priority objectives over the next five (5) years. The BISDP 2023-2027 as such endeavors to provide strategic clarity and coherence, in terms of a sectoral based approach in highlighting sector goals, strategic objectives and key result areas (KRAs), that will need to be worked towards in advancing its strategic theme of 'Advancing Self-Reliance, Sustainability & Independence Readiness'. It is envisaged that this will require a whole of government and whole of society approach, and crucial to this will be ABG walking hand in hand with all partners and stakeholders.

The next five years remain crucially vital and important, to the ABG and the people of Bougainville on two (2) fronts. Firstly, in negotiating the ratification of a United Nations (UN) recognized referendum and its outcome of 97.7 % in favor of Independence no earlier than 2025 and no later than 2027. Secondly, in ensuring that the Autonomous Region of Bougainville (AROB) is as best placed as possible in terms of being more self-reliant and able capability/capacity wise in better embracing this outcome for self-determination, as a collective human right accorded in the UN Charter and PNG's Constitution, and as catered for as an outcome to be ratified under the BPA.

As very necessary to this critical time period and overarching aspiration of the Vision 2052, the articulation of the BISDP 2023-2027, works to establish 'One Vision, One Voice and One Plan' and a 'One Plan and One Budget' approach in galvanizing all efforts and resources towards its common theme, vision, mission, core values, necessary strategies and key result areas (KRAs) that need to be prioritized and worked towards in advancing the collective interests of the people of Bougainville for a better now and future.

## 1.2 Strategic Theme & Core Values

The BISDP 2023-2027 is a very intentional planning document. The planning theme of 'Advancing Self-Reliance, Sustainability & Independence Readiness', works to provide an overarching strategic focus on what is most important to the ABG and the people of Bougainville over the next five (5) years, but positions this as a collective endeavor and responsibility, in terms of this being a 'whole of Government' and 'whole of society' approach to implementation. This is the ABG and the people of Bougainville working hand in hand, to be more self-reliant and self-directing in all its activities, actions and aspirations. This is Bougainville using its resources sustainably and leveraging development gains for optimum effect, in a transparent, accountable, sustainable and beneficial manner for longer-term benefit. This is the independence readiness mission, which remains a focal point of Bougainville's aspirations for self-determination and that is encapsulated by the ABG's collective will, drive and endeavour.

While the planning theme speaks to all this, the Vision of the BISDP 2023-2027 'To declare Bougainville politically independent no later than 2027' and its Mission 'To ensure that the Sector Plans under the BISDP 2023-2027 and the eight pillars within the Vision 2052 framework are fully established and strengthened in readiness for political independence', provide key strategic directions in terms of what the ABG envisages at the end of this BISDP 2023-2027 and the call to action in terms of how this will be achieved from a values perspective.

**Diagram 1: BISDP 2023 – 2027: Core Values**

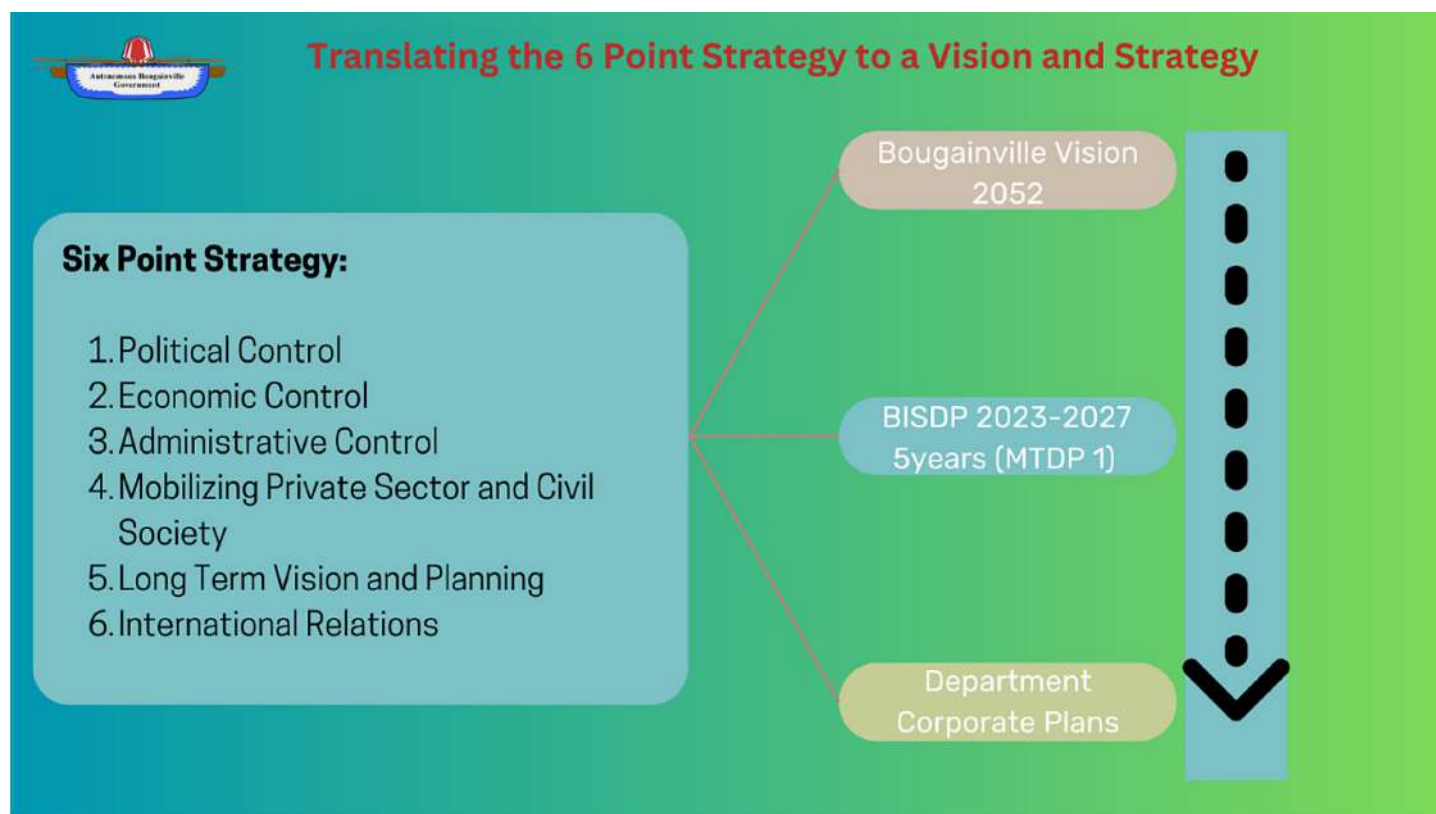


Towards this end, the ABG as such considers itself a values based, principled and responsible government, and places high importance on core values that will guide its approaches to the implementation and realisation of both the Vision 2052 and the BISDP 2023-2027. While the Vision 2052 speaks to the 8 pillars over the longer terms as overarching, the BISDP works to establish and advance these 8 pillars through its sectoral approach and has identified 7 core values as integral to this overall process and enabling the envisaged outcomes or results over the next 5 years. These core values as highlighted in 'Diagram 1: BISD 2023 -2027: Core Values' are, 'Good Governance, Transparency & Accountability, Equity & Inclusiveness, Sustainability, Resilience & Innovation, Cultural Preservation and Peace & Reconciliation'.

### 1.3 Overview of 6 Point Strategy

The '6 Point Strategy' is the signature policy strategy of the Toroama-Nisiria Administration and has provided the conceptual basis and platform on which the Vision 2052 and BISDP 2023-2027 have been formulated and expanded on.

*Diagram 2: Translating the 6 Point Strategy*



As articulated in Diagram 2, the 6 Point Strategy has provided the framework for consultations on the formulation of the longer-term Vision 2052 (30 years) and then subsequently the BISDP 2023-2027 (5 years). The BISDP being the first five (5) year iteration of the Vision 2052 as such, but also being uniquely focused in terms of the emphasis of the Toroama-Nisira Administration itself, as well as how consultations with partners and stakeholders have also contributed to its formulation. This in speaking to and addressing the most pressing and anticipated strategic priorities and needs for the ABG and the Autonomous Region of Bougainville (AROB) over the next five (5) years.

These have been ably identified and captured through seven (7) priority sectors. The BISDP 2023-2027 speaks to these priority sectors, sector goals, strategic objectives, strategies and KRAs that are very necessary in supporting an integrated approach to development. These sector goals, strategic objectives, strategies and KRAs also provide the basis for cascading strategy and the consideration of Government Departments, Sectoral & Community Government Plans to be formulated in alignment and in ensuring that the whole of government is in sync and working together.

## 1.4 Sectoral Approach to Implementation

In conceptualizing the BISDP 2023-2027, off the backdrop of the 6 Point strategy, the Vision 2052 and other necessary legislative, policy and planning considerations, a sectoral approach to implementation has been identified as the most effective means for the ABG in translating vision to strategy and strategy to action. The priority sectors identified provide the strategic frame, for the broadly encompassing, comprehensive and integrated approach that the BISDP endeavors to take, in providing a higher level strategic focus, from which Government Departments, Sectors & Community Governments can align planning priorities, objectives and actions. These seven (7) priority sectors are as highlighted in the table below.

Diagram 3: The BISDP's Sectors and Sector Goals

SECTOR	SECTOR GOALS
Government, Public Service & Independence Readiness	Strengthening good governance, institutional capacity and independence readiness
Law and Justice	A just, safe and secure society for all
Health & Education	To have an educated, healthy and prosperous society
Research, Science, Technology & Innovation	Promoting a smart and innovative Bougainville
Infrastructure	To improve accessibility, connectivity and overall quality of infrastructure
Economic	To encourage a broad-based, diversified and sustainable economy
Social	To encourage happy, engaged and peaceful communities



Mona Festival, Sohano 2022. Photo Credit: ABG Media

These priority sectors and their respective sector goals, speak as one in terms of a whole of government and whole of society approach to the BISDP, and to which the ABG will be working hand in hand, with all partners and stakeholders towards respective sector goals, for the benefit of all Bougainvilleans.

## 1.5 Outlook on Financing & Implementation

The BISDP 2023-2027 will require the collected and concerted effort of the whole of Government to effectively rationalize and optimize the ABG's limited resources and funding. The pathway envisaged by the BISDP 2023-2027 will need to be supported at all levels of Government to realize its endeavor. In support of the implementation of the BISDP 2023-2027, the ABG has apportioned a Sectoral Development Budget (SDB) to support this strategic medium term plan and look at how the cultivation of strategic objectives from year to year can act as further catalysts and accelerants in stimulating further economic participation and activity by all Bougainvilleans, potential investors and other stakeholders.

The ABG notwithstanding is very aware that as there are many challenges, there are also immeasurable opportunities. Indeed, Bougainville is resource rich, a vibrant and cultured society and has significant potential. As such the ABG is very much focused, on how it can bring the everyday Bougainvillean into play, in terms of participating more actively, in all manner of socio-economic activity and political engagement. This requires an educated and healthy Bougainville. This will also require improved accessibility, connectivity and quality infrastructure. As well this requires improved safety, security and rule of law and the fostering of opportunities to enable and empower Bougainvilleans, partners and stakeholders to participate more meaningfully and constructively towards greater self reliance and sustainable development over the longer term.

The ABG Monitoring, Evaluation, Learning and Reporting (MELR) Framework (Chapter 8) will be vital in ensuring that all stakeholders remain focused and committed to the trajectory set out within the BISDP 2023-2027. While the Risk Assessment (Chapter 7) highlights challenges and risks. Restoring Bougainville will be a collective effort and the Toroama-Nisira Administration, the ABG and Public Service is committed through this BISDP 2023-2027.



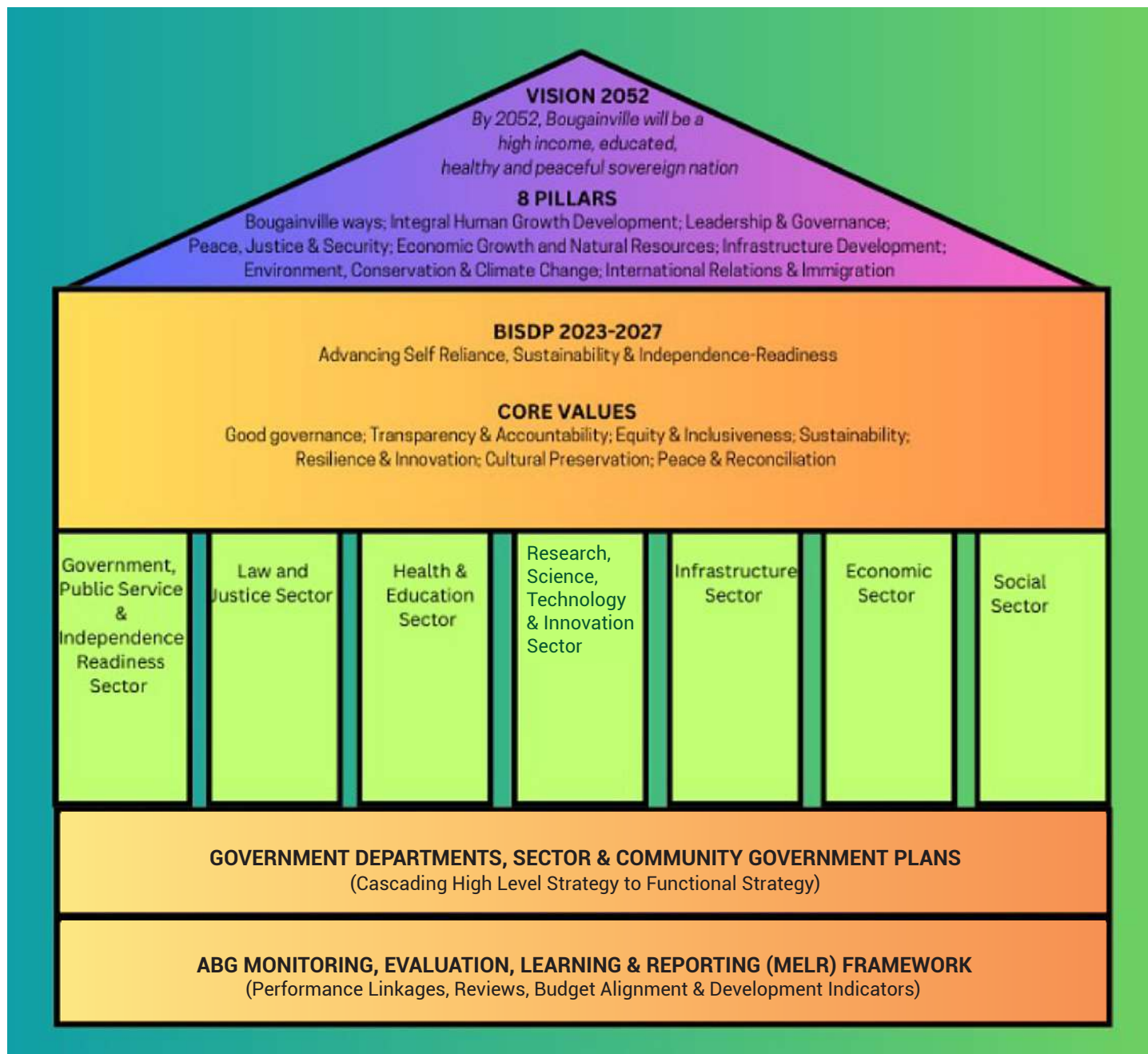
Mona Festival, Sohano 2022. Photo Credit: Createk Multimedia



## CHAPTER 2: ABG STRATEGIC PLANNING FRAMEWORK

### 2.1 Bougainville Vision 2052 and BISDP 2023-2027

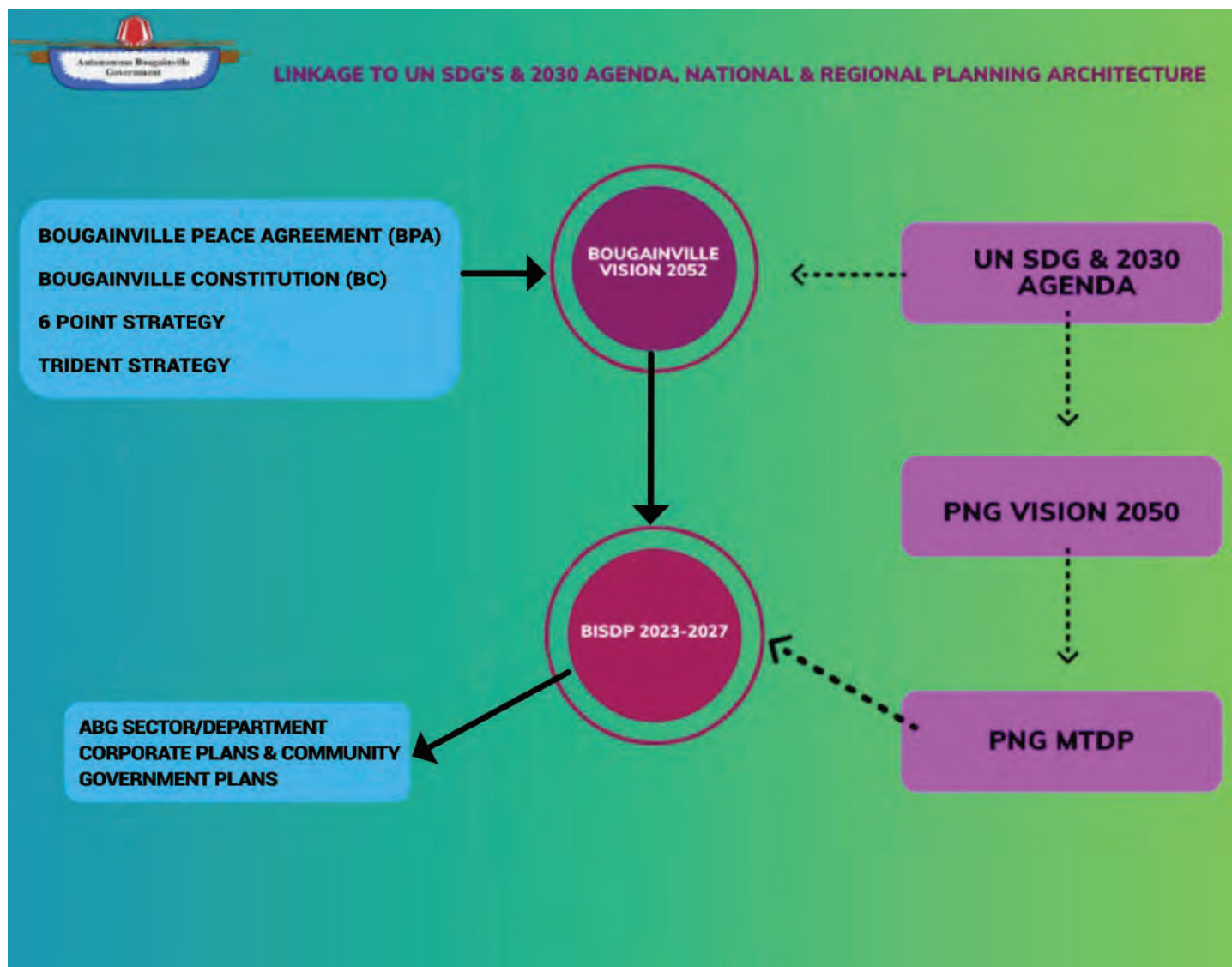
**Diagram 4: ABG's Strategy House**



ABG's Strategy House provides a cascading overview of the translation of the overarching Vision 2052 via the BISDP 2023-2027, to more functional strategy and provides the impetus for alignment of strategic planning at the Government Department/Sector/Community Government level. The BISDP 2023-2027 is crucial in this regard, in establishing the strategic focus and priorities for the ABG over the next five (5) years and the call for alignment for the ABG as a whole of government. The ABG's strategy house is an effective translation of the Toroama-Nisiria's 6 Point Strategy and the adapting of the Independence Readiness Mission and the Trident Strategy also into the Government, Public Sector & Independence Readiness (GPS&I) Sector, within the overall thematic frame of 'Advancing Self Reliance, Sustainability and Independence Readiness' and as consistent with the whole of Government and whole of society call to all and every Bougainvillean.

## 2.2 Linkage to UN SDG's & 2030 Agenda, National & Regional Planning Architecture

Diagram 5: Linkages to International, National & Regional Planning Architecture



The formulation of Bougainville's strategic vision and planning architecture, takes into consideration both national and international policy architecture, as well as the political and socio-economic aspirations and interests of the people of Bougainville as founded in the Bougainville Peace Agreement (BPA) and Bougainville Constitution (BC), and further highlighted in key strategic intentions such as the 6 Point Strategy, Independence Readiness Mission and Trident Strategy. This all-encompassing consideration alongside that of the UN SDG's & 2030 Agenda, PNG Vision 2050, PNG MTDP IV ensures that not only are Bougainville's development needs and aspirations brought to the fore through this BISDP 2023-2027, but that there is also an alignment with the shared values and goals of key partners and stakeholders, both nationally and internationally that Bougainville would like to work with in realizing its vision and aspirations in fundamentally improving service delivery and the quality of life for every Bougainvillean. This as evidenced in the theme of this BISDP 2023-2027 to 'Advance Self Reliance, Sustainability and Independence Readiness' through an integrated sector approach to development in the Autonomous Region of Bougainville.

## CHAPTER 3: BISDP 2023-2027 | SWOT ANALYSIS

**Diagram 6: BISDP Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis**

STRENGTHS	WEAKNESSES
<b>1) Rich natural resources:</b> Bougainville possesses abundant natural resources, including fertile agricultural land, minerals, and marine resources, which can be harnessed for sustainable economic development.	<b>1) Limited infrastructure:</b> Bougainville's infrastructure, including transportation networks, energy supply, and communication systems, is underdeveloped, hindering economic growth and access to basic services.
<b>2) Cultural diversity:</b> The unique cultural heritage and diversity of Bougainville contribute to social cohesion and a strong sense of identity.	<b>2) Capacity constraints:</b> The ABG faces capacity constraints in governance, planning, and implementation, which may impact the effectiveness of development initiatives.
<b>3) Resilient population:</b> The people of Bougainville have demonstrated resilience and adaptability in the face of challenges, which is an asset in pursuing sustainable development and self-determination.	<b>3) Inadequate access to quality education and healthcare:</b> Despite progress in recent years, access to quality education and healthcare remains limited, affecting human capital development.
<b>4) Support for independence:</b> The overwhelming majority of Bougainvilleans have expressed their desire for independence, providing a strong mandate for the Autonomous Bougainville Government to pursue self-determination.	<b>4) Dependency on subsistence agriculture:</b> The majority of the population depends on subsistence agriculture and fishing for their livelihood, leaving them vulnerable to external shocks and limiting economic diversification.
OPPORTUNITIES	THREATS
<b>1) Economic diversification:</b> There is significant potential to diversify Bougainville's economy by developing sectors such as tourism, renewable energy, and sustainable mining.	<b>1) Political instability:</b> The ongoing post-referendum consultations and the path towards independence may create uncertainty and potential political instability, which could impact development efforts.
<b>2) Regional and international partnerships:</b> Engaging with regional and international partners can provide access to resources, expertise, and diplomatic support, which can facilitate Bougainville's development and aspirations for independence.	<b>2) External shocks:</b> Global economic trends, natural disasters, and the impacts of climate change pose threats to Bougainville's economy and environment.
<b>3) Youth population:</b> The young population of Bougainville presents an opportunity for economic growth and innovation if investments are made in education, skills development, and job creation.	<b>3) Social divisions:</b> The legacy of the civil war and unresolved grievances may lead to social divisions and conflict, hindering peacebuilding and development efforts.
<b>4) Sustainable development and environmental conservation:</b> Bougainville can position itself as a leader in sustainable development by adopting environmentally-friendly practices and promoting the sustainable use of its natural resources.	<b>4) Limited international recognition:</b> As Bougainville is not yet an independent state, its ability to engage with international partners and participate in global forums is limited, potentially constraining its development and aspirations for self-determination.

The ABG recognizes that the implementation of the BISDP 2023-2027 will have both its challenges and opportunities. While the BISDP 2023-2027 is a development plan that is formulated to effect positive change in the region, the SWOT analysis in Diagram 6 above provides a necessary overview of what the ABG will have to contend with over the period of its implementation. From acknowledged weaknesses such as limited infrastructure and capacity constraints, to threats such as political instability and external shocks, the ABG and the people of Bougainville will have to be evermore committed and resilient in capitalizing on strengths and realizing the full benefit and opportunity that the BISDP 2023-2027 can serve as a development driver for the region. Strengths such as Bougainville's rich natural resources, cultural diversity and resilient population if leveraged effectively, can be translated to significant opportunities such as further economic diversification, mobilization of the vibrant youth population and sustainable development. While challenges will remain, opportunities also abound and the ABG through the Vision 2052 and the BISDP 2023-2027 as the first iteration of the former, has a wonderful opportunity to capitalize on the innate wealth and potential of the people of Bougainville and make real tangible gains over the next five (5) years.

## CHAPTER 4: SECTOR GOALS, STRATEGIC OBJECTIVES & KEY RESULT AREAS (KRAs)

### 4.1 GOVERNMENT, PUBLIC SERVICE AND INDEPENDENCE READINESS (GPS&I) SECTOR



<b>Sector Goal</b>	Strengthening Good Governance, Institutional Capacity & Independence Readiness.
<b>BISDP Core Values</b>	Good Governance, Transparency & Accountability, Equity & Inclusiveness, Sustainability, Research & Innovation, Peace & Reconciliation.
<b>2052 Pillars</b>	P1 Leadership & Governance, P2 Peace, Justice & Security P3 Economic Growth & Natural Resources, P4 International Relations & Immigration.
<b>Sector Lead</b>	Office of the President & Vice President, Members of the House of Representatives, Bougainville Executive Council, Public Service & Independence Ready Mission, National Bougainville Members of Parliament.

### 4.1.1 GPS&I Sector Outlook

The Government, Public Sector & Independence Readiness (GPS&I) Sector is focused on the sector goal of 'strengthening good governance, institutional capacity and independence readiness'. The work of this sector is guided by the Bougainville Peace Agreement (BPA), The Organic Law on Peace-Building in Bougainville-Autonomous Bougainville Government and Bougainville Referendum 2002 (under the PNG Constitution, Part XIV), the Bougainville Constitution, the results of the Bougainville Referendum itself in favor of Independence at 97.7% and its strategic and long term aspirations towards the realization of the Bougainville Vision 2052. Key legislation and policies such as the Public Service Act 2014, Bougainville Community Government Act 2016 and recent joint consultations between the Government of PNG and the ABG via the Era Kone Covenant, as well as Wabag and Kokopo consultations also provides impetus for the sector goals and strategic objectives that will be driven by this sector.

The GPS&I sector is focused on improving the overall legislative, policy and regulatory framework within AROB to drive an 'integrated whole of government' approach in improving the values and ethics; good governance and decision making; honesty, transparency and accountability; and equity and inclusiveness in all service delivery to the people of Bougainville. An improvement in the quality, efficiency and effectiveness of public service delivery in Bougainville will require a concerted and collaborative effort by all arms and tiers of the ABG and the public service. This will also require closer dialogue and cooperation with the National Government and other stakeholders in ensuring that ABG has the necessary mechanisms, capacity and capability, as well as the institutional platforms, to work forward in the interest of everyday Bougainvilleans in improving access to basic services and overall quality of life. Inherent to all this the ABG also recognizes the voice of the Bougainville people as exercised through the democratic process of a UN observed referendum in favor of Independence. The ABG will continue to work towards the implementation of its Trident Strategy and Independence Readiness Mission through its constituency-based approach to preparedness and will also continue to work in partnership with the PNG National Government to bring a final resolution or ratification to this expression of free will by the people of the Autonomous Region of Bougainville.

### 4.1.2 GPS&I Sector Objectives, Strategies & KRAs

REFERENCE	GPS&I SECTOR OBJECTIVES & STRATEGIES	KEY RESULT AREAS
<b>GPS1</b>	<b>GPS&amp;I Strategic Objective 1 - Ensuring the effective and enabled transfer of all autonomy powers to the Autonomous Region of Bougainville</b>	
GPS1.1	To ensure the effective transfer of all remaining powers to the Autonomous Bougainville Government (ABG) as stipulated by the Bougainville Peace Agreement (PBA) and The Organic Law on Peace-Building in Bougainville - Autonomous Bougainville Government and Bougainville Referendum 2002 (under the PNG Constitution, Part XIV).	That all relevant powers, enabling acts, policy instruments and bodies are enabled and functioning effectively within the ambit of the ABG.
GPS1.2	To strengthen and enhance political autonomy through affective and efficient ABG structures and functions.	Ensure that ABG structures and functions are fit for purpose, effective and efficient and enhance Government function and service delivery.

<b>GPS2</b>		
<b>GPS&amp;I Strategic Objective 2 - Ensuring an effective legislative and policy framework for Good Governance, Transparency &amp; Accountability and Integrity</b>		
GPS2.1	Ensure that Bougainville has the necessary institutional and statutory framework to promote and uphold Good Governance, Integrity & Transparency & Accountability.	That the ABG has a functioning Ombudsman, Leadership Tribunal & Public Service Commission.
GPS2.2	Strengthen good governance, values and ethics-based culture and the quality of public service delivery through an emphasis on core values, integrity, transparency and accountability.	That the ABG has a, Value Based Public Service Framework and Bougainville Public Service General Orders.
<b>GPS3</b>		
<b>GPS&amp;I Strategic Objective 3 - Smart, Agile and Resilient ABG</b>		
GPS3.1	Ensure an 'integrated whole of Government' approach to the alignment and execution of the Government and Public Service Planning and Performance Framework.	Effective synchronization of all Government & Public Service Planning & Performance Framework.
GPS3.2	Support the realization of a SmartABG and Digital Government unique to the AROB in ensuring informed and data driven policy making and service delivery.	Realization of a SmartABG and Digital Government unique to the AROB.
GPS3.3	Ensure that the ABG has the necessary capacity and capability to enable support a smart, agile and high performing Government.	Ensure that ABG has an effective capacity and capability framework to support a Smart ABG.
<b>GPS4</b>		
<b>GPS&amp;I Strategic Objective 4 - Advancing the Trident Strategy to Independence Readiness (see Chapter 5-Independence Readiness Mission)</b>		
GPS4.1	Ensuring independence readiness in all Bougainville Constituencies, Regions, the Public Service, Parliament and the Autonomous Bougainville Government as a whole.	To ensure that Constituencies are independent ready by 2027.
GPS4.2	To continue to work in cooperation and partnership with the National Government, Provincial Governments and the people of Papua New Guinea at large in informing on and advocating for Bougainville's aspirations for self-determination and ratification of the referendum outcome.	To ensure that the Autonomous Region of Bougainville (AROB) as a whole is independent ready by or before 2027.
GPS4.3	To continue to engage with international partners and stakeholders in supporting Bougainville's development priorities and independence ready mission.	To complete international awareness in partnership with the National Government and other stakeholders.

## 4.2 LAW & JUSTICE (L&J) SECTOR



Police parade at Buka Airport, JSB Meeting. Photo Credit: ABG Media

<b>Sector Goal</b>	A just, safe and secure society.
<b>BISDP Core Values</b>	Good Governance, Transparency & Accountability, Equity & Inclusiveness, Sustainability, Research & Innovation, Peace & Reconciliation
<b>2052 Pillars</b>	P1 Bougainville Ways; National & Christian Values; P4 Peace, Justice & Security.
<b>Sector Lead</b>	Law and Justice, Bougainville Judiciary & Courts, Bougainville Police Service and Bougainville Correctional Services.

### 4.2.1 L&J Sector Outlook

The work of the Law & Justice (L&J) sector is guided by the Bougainville Peace Agreement (BPA), The Organic Law on Peacebuilding in Bougainville-Autonomous Bougainville Government and Bougainville Referendum 2002 (under the PNG Constitution, Part XIV) and the Bougainville Constitution. The sector's goals towards 'a just, safe and secure society for all' is principled on the judicial power of Bougainville Courts and Judges, Bougainville Police Service (BPS), Bougainville Correctional Services and the foundational basis of the rule of law and the indivisibility of human rights as expressed in the Bougainville Constitution.

The Law & Justice (L&J) sector is focused on ensuring that unequivocally under Bougainville Law, all Bougainvilleans have access to the same rights and protections. This especially so, as concerning the marginalized and vulnerable in society, from women subject to domestic violence, fear and intimidation, child abuse, violence attributed to sorcery accusations, illegal gun violence, as well

as accessibility issues for the disabled and elderly also. This is all very necessary in ensuring that effective legal protections are in place for the people of Bougainville concerning fundamental human rights, addressing systemized corruption, land and property ownership, intellectual property and copyright, etc. for all and that there is both a very capable and functioning judiciary, police service for community policing and enforcement and correctional services for reform and rehabilitation. This includes advocating for a regional security agenda, with Law & Justice (L&J) at the forefront in effectively coordinating and addressing transnational security challenges, such as drug trafficking, human smuggling, illegal weapons trade, sea-piracy, illegal unreported and unregulated fishing, illegal logging, organized crime and cyber-security threats, within and alongside Bougainville's regional boundaries, which also serve as international borders for larger PNG.

The Law & Justice (L&J) sector is also one that endeavors to work closely with community stakeholders and partners, such as Bougainville veterans, chiefs and clan groups, women and youth groups, as well as national and international stakeholders, in fostering and supporting programs and initiatives that support continued efforts towards reconciliation, peace-building and the rule of law in all Bougainville communities. This includes working to support community programs that are focused on preventative measures, strengthening the role of the Village Court and overall efficiency of the Judiciary, as well as the effective presence of police services as not just law enforcement, but also community builders. Towards this end the L&J Sector is focused on effectively expanding its presence and the rule of law in Bougainville in a very intentional and meaningful manner that benefits the rights and protection of all Bougainvilleans.

#### 4.2.2 L&J Sector Objectives, Strategies and KRAs

REFER- ENCE	L&J SECTOR OBJECTIVES & STRAT- EGIES	KEY RESULT AREAS
LJ1	<b>L&amp;J Strategic Objective 1 - Support effective legislation, policy and function that promotes a more just, safer and secure society</b>	
LJ1.1	Work to ensure a vibrant judicial court and legal system at all levels in Bougainville.	Well-functioning Bougainville Court system and that cases are dealt within a legally sound, fair and timely manner.
LJ1.2	Ensure that effective laws, policies, structures and systems are in place to support all arms of the L&J Sector	Effective coordination and visibility of all arms of the L&J Sector, from Courts, to the Police to Correctional Services.
LJ1.3	Ensure that the ABG has the necessary legal advice to further the aspirations of the people of Bougainville and also that Bougainville is relevant and effectively synchronized.	Ensure that all legal and law enforcement is carried out with integrity and in adherence to Bougainville law.



LJ2		L&J Strategic Objective 2 - Improve visibility of Law Enforcement and the Rule of Law
LJ2.1	Support the greater visibility of Law & Enforcement at all levels of society and that the rule of law is championed. This includes strengthening the function of the village court and community policing.	Increased community trust and effectiveness of law and order at the community level.
LJ2.2	Support the strengthening of capacity and capability within the L&J Sector.	High performing L&J Sector and high quality standards.
LJ2.3	Strengthen (community engagement) programs, initiatives and measures that work to address Law and order issues in a preventative way.	Better relationships, increased reporting, reduction in law and order concerns and safer communities.
LJ3		L&J Sector Objective 3 - Address transnational & organized Crime in Bougainville
LJ3.1	Work to establish a Bougainville Security Council or Regional Security Directorate in coordinating and addressing organized and transnational crime.	An institutionalized and well-functioning Bougainville Security Council or Regional Security Directorate.



ABG Swearing-In Ceremony, Kubu. Photo Credit: ABG Media

## 4.3 HEALTH & EDUCATION (H&E) SECTOR



*Covid-19 Vaccination Awareness, Buka Market. Photo Credit: ABG Media*

<b>Sector Goal</b>	Towards an educated, healthy and prosperous society.
<b>BISDP Core Values</b>	Good Governance, Transparency & Accountability, Equity & Inclusiveness, Sustainability, Research & Innovation, Peace & Reconciliation
<b>2052 Pillars</b>	P1 Bougainville Ways; National & Christian Values; P2 Integral Human Development.
<b>Sector Lead</b>	Health Department, Education Department.

### 4.3.1 H&E Sector Outlook

The Health & Education (H&E) sector goal 'towards an educated, healthy and prosperous society', speaks to how critical and intertwined both health and education are to Bougainville's integral human development, the overall wellbeing of its people and future prosperity. The strategic direction of the H&E sector will be guided by the Bougainville Education Act 2013 and Bougainville Plan for Health 2012-2030 in working to further articulate and implement the sector strategies and achieve key result areas (KRAs).

Health & Education are critical components of Bougainville's continuing revitalization and socio-economic development. In terms of education, the region has made significant progress in recent years, with improved access to primary and secondary education. Over the next five (5) years improving accessibility to both primary and secondary education will continue to remain a priority, with a particular emphasis on ensuring that the number and ratio of students completing secondary education increases over this time and that overall literacy rates in Bougainville continue to improve also. Improving the quality of teaching, infrastructure, standards and curricula are also a key focus in ensuring that the education system in Bougainville is not only working to support integral human development, but also that it is high quality, relevant and fit for purpose, that it is addressing Bougainville's societal and development needs, and that it is ensuring that young Bougainvilleans are 'future ready' and better able to navigate a more interconnected world. The standardization of early

learning platforms, is also an important development in sync with the broader education system, as well as priority emphasis on the emergence of technical and higher education in ensuring that H&E Sector is supporting capacity and capability building for the workforce and also working to promote a smarter, entrepreneurial, innovative and resilient Bougainville.

In terms of public health infrastructure, this remains a critical area of need in Bougainville in terms of accessibility and reachability to health facilities and healthcare. The establishment of a community based health care system continues to be a positive, however there is much more that needs to be done in improving the accessibility and the quality of health care overall. This includes an overall improvement in public health delivery mechanisms, as well as more focused interventions in critical areas such as emergency treatment, maternal health care, disability and special needs. The H&E sector will also be focused on better public healthcare planning, standards and training for medical and health care professionals and also supporting medical research.

#### 4.3.2 H&E Sector Objectives, Strategies and KRAs

REFERENCE	H&E SECTOR OBJECTIVES & STRATEGIES	KEY RESULT AREAS
<b>HE1</b>	<b>H&amp;E Strategic Objective 1 - Improving accessibility and the quality of the Education system</b>	
HE1.1	To ensure that the Education system has relevant policies and a synchronised quality framework from Early Learning to Primary and to Secondary Education.	Standardisation of the Education system with any revised policies and quality framework.
HE1.2	To ensure that there is an improvement in accessibility to education and overall literacy rates.	Improvement in the ratio of students completing Grade 12, multi-modular access and overall literacy rates.
HE1.3	To ensure that there is an improvement in teacher quality and educational infrastructure.	Improved training standards, teacher to teacher ratio, teaching conditions, better teaching & learning materials and overall educational infrastructure.
HE1.4	Ensure that educational institutions in Bougainville continue to be safe, vibrant and inclusive learning spaces for all.	More safer, inclusive and vibrant educational institutions, learning spaces and environment.
<b>HE2</b>	<b>H&amp;E Strategic Objective 2 - Improving accessibility and the quality of Public Health infrastructure and Health Care</b>	
HE2.1	To ensure that the Health system has relevant policies and a quality framework fit for purpose.	Standardisation of Health system, with any revised policies and quality framework.

HE2.2	To ensure that there is an improvement in accessibility to basic healthcare services and key health indicators.	Improvement in accessibility to basic healthcare services, health worker to patient ratio and key health indicators.
HE2.3	To ensure that there is an improvement in healthcare worker quality and health infrastructure.	Improved training, healthy working conditions, medical supply and overall infrastructure.
HE2.4	Ensure that public health institutions in Bougainville continue to be safe, vibrant and inclusive spaces for all.	More safer and inclusive health facilities and institutions for all.
<b>HE3</b>	<b>H&amp;E Strategic Objective 3 - Fostering a multi-modality, technical and higher education framework that supports socio-economic development and a smart Bougainville</b>	
HE3.1	Strengthen current technical and tertiary level institutions in Bougainville.	Increase in space quota to address priority capacity areas.
HE3.2	Establishment of a fully fledged state University in Bougainville.	Established and operating University.
HE3.3	Support multi-modal learning at all levels in improving accessibility to learning, adult literacy and health extension.	Improved adult literacy, health extension and increased access to professional learning.



Hahela Primary School Students, Cultural Day Celebrations. Photo Credit: Createk Multimedia

## 4.4 RESEARCH, SCIENCE, TECHNOLOGY & INNOVATION (RST&I) SECTOR



<b>Sector Goal</b>	Promoting a smart and innovative Bougainville
<b>BISDP Core Values</b>	Sustainability, Resilience & Innovation
<b>2052 Pillars</b>	P1 Bougainville Ways; P2 Integral Human Development, P5 Economic Growth & Natural Resources, P6 Infrastructure & Technology, P7 Environment Conservation & Climate Change
<b>Sector Lead</b>	Department of President & BEC

### 4.4.1 RST&I Sector Outlook

The Research, Science, Technology & Innovation (RST&I) sector goal is to work towards 'promoting a smart and innovative Bougainville'. The soon-to-be created Bougainville Research Council will work to establish a Bougainville Research & Transformation Agenda and work in a multi-sector approach to advance strategic thematic areas that Bougainville will endeavor to drive in terms of Research & Development (R&D), human capital and technology driven development and supporting the realization of an industrialized and knowledge-based economy.

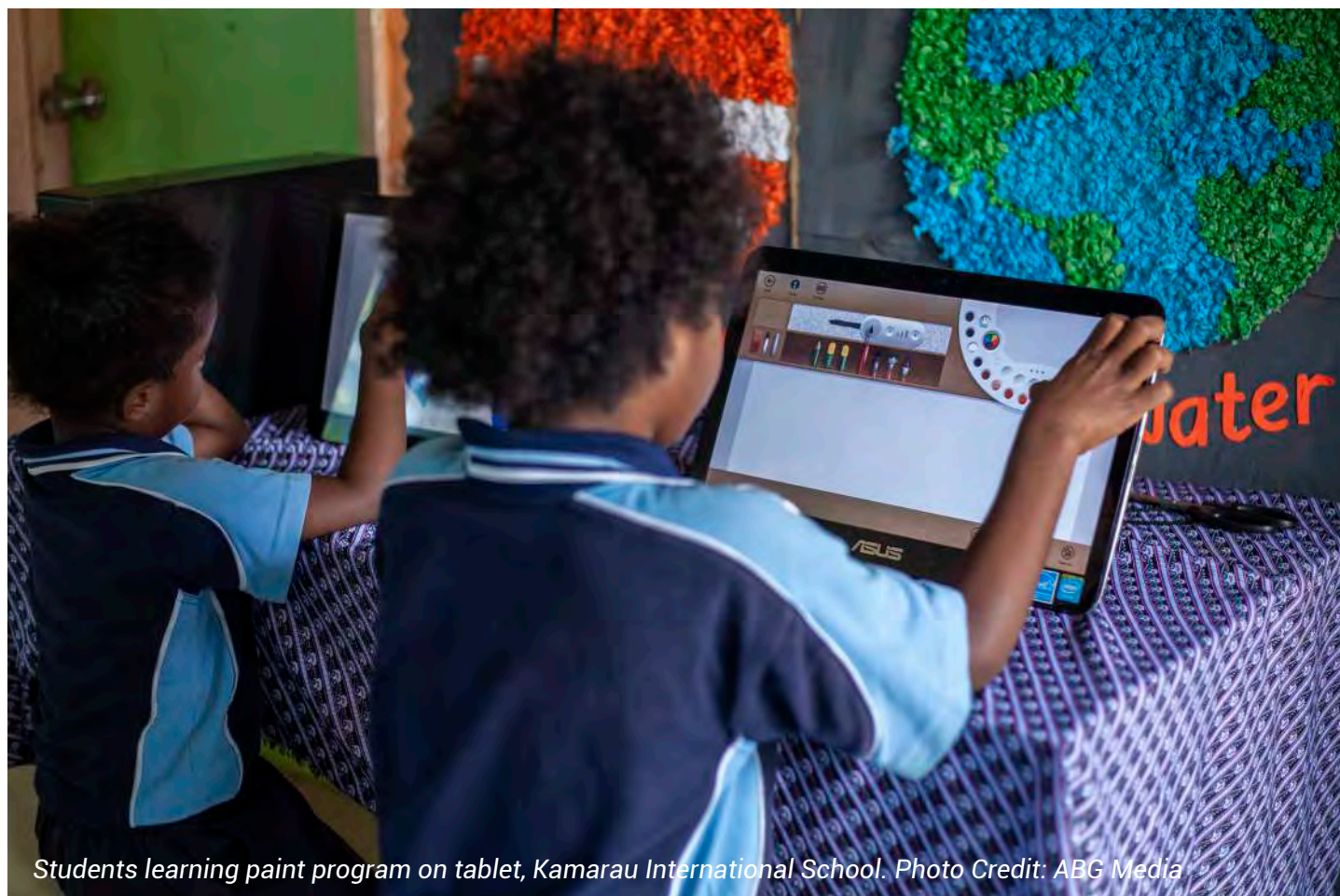
Strategic emphasis and investment in Research & Development (R&D) has been proven to be a vital catalyst and driver for development. This especially so in working to support a governance architecture that promotes ethical R&D, indigenous knowledge, the transfer of high-level knowledge and technological know-how, intellectual property rights, innovation in downstream processing, value adding, manufacturing and enterprise, and sustainable development.

Key interventions, partnerships and cooperation by the RST&I sector, in support of internal and external partners and stakeholders towards energy and food security, climate change, advanced weather and earth observatories and digital technology, will be critical in how Bougainville posits itself in leveraging, both its innate natural wealth, the potential of Bougainvilleans to be resilient and innovative, and optimize external investments from an RST&I lens.

The RST&I sector will work under the agency of the Office of the President and Vice-President to provide high level science and technological advice in setting strategic direction and policies on RST&I, as well as advising on research priorities and funding requirements, and coordination of scientific and technological programs in the region. The RST&I Sector will also work to develop collaboration and cooperation on science and technology, research translation, innovation and the transformation agenda with all partners and stakeholders, both internal and external to the Autonomous Region of Bougainville.

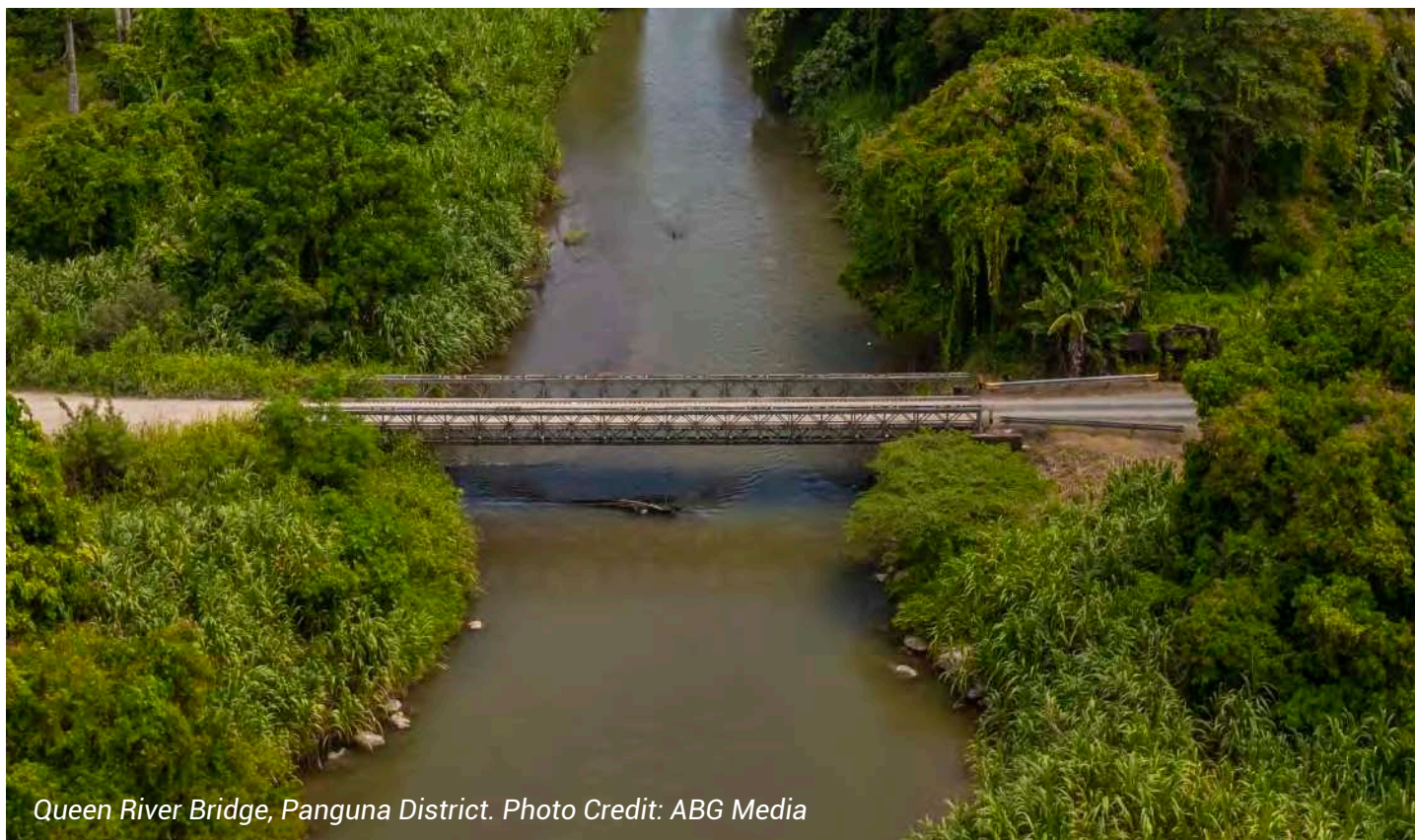
#### 4.4.2 RST&I Sector Objectives, Strategies & KRAs

REFERENCE	RST&I SECTOR OBJECTIVE & STRATEGIES	KEY RESULT AREAS
<b>RSTI 1</b>	<b>RST&amp;I Strategic Objective 1 - Bougainville Research Council</b>	
RSTI1.1	Establish a Bougainville Research Council and set Bougainville Research and Transformation Agenda.	Established and operating Bougainville Research Council.
<b>RSTI 2</b>	<b>RST&amp;I Strategic Objective 2 - Establish effective coordination of Bougainville Research Agenda</b>	
RST 2.1	Establish effective coordination mechanisms for RSTI.	Effective carriage and delivery of Bougainville Research Agenda.



Students learning paint program on tablet, Kamarau International School. Photo Credit: ABG Media

## 4.5 INFRASTRUCTURE (IF) SECTOR



Queen River Bridge, Panguna District. Photo Credit: ABG Media

<b>Sector Goal</b>	To improve accessibility, connectivity and overall quality of Infrastructure.
<b>BISDP Core Values</b>	Good Governance, transparency & accountability, equity & inclusiveness.
<b>Vision 2052 Pillars</b>	P1 Integral Human Development, P4 Peace, Justice & Security, P5 Economic Growth & Natural Resources, P6 Infrastructure Development, P7 Environment, Conservation & Climate Change.
<b>Sector Lead</b>	Department of Technical Services.

### 4.5.1 IF Sector Outlook

The infrastructure (IF) Sector's goal is 'to improve accessibility, connectivity and overall quality of infrastructure'. Bougainville's infrastructure has been affected by the civil war and continues to be in a state of disrepair, with many roads, bridges, schools, and healthcare facilities in need of rehabilitation and reconstruction. This limited infrastructure has hindered the peoples access to basic services, as well their ability to more actively participate and contribute to the regions socio-economic development. Inadequate transportation networks, unreliable power and water supply, and insufficient communication systems are some of the key challenges facing Bougainville in its endeavor to be more self-reliant, sustainable and independence ready.

Under the auspices of the BISDP 2023-2027, the infrastructure (IF) sector places a strong emphasis on infrastructure development with a focus on improving transportation networks, expand access to

reliable and renewable energy sources, clean water and sanitation, solid waste disposal and enhancing information and communication systems. This also includes multi-sector and multi-stakeholder partnership and cooperation in revamping Health and Education Infrastructure, Law & Justice Infrastructure, Disaster & Emergency Response, as well as broader public service infrastructure, urbanization and public housing plans, sports and recreation facilities and other public utilities and services infrastructure. Of critical importance is the Infrastructure sector looking to revamp all roads, shipping and airports in ensuring and maintaining supply chains and movement of goods and services, and vitally also accessibility/connectivity of people to basic services, markets, etc. The further development of better town planning, zoning and accessibility to land or space, will support markets, retail and the emergence of shopping mall complexes, tourism and hospitality and special economic zones (SEZ) integration.

These Infrastructure Sector priorities will be achieved through a combination of public investments, private sector participation, and partnerships with national, regional and international development partners. Improved infrastructure is crucial in connecting all economic corridors, enclaves and corners of Bougainville, as well as unlocking Bougainville's potential as a peoples, society and region and encouraging further investment opportunities and economic growth.

#### 4.5.2 IF Sector Objectives, Strategies & KRAs

REFERENCE	IF STRATEGIC OBJECTIVES & STRATEGIES	KEY RESULT AREAS
IF1	<b>IF Strategic Objective 1 - Develop a Bougainville Transportation &amp; Infrastructure Master Plan</b>	
IF1.1	Establish a Bougainville Transportation & Infrastructure Master Plan.	Better transportation infrastructure, more organised urbanisation and regional development planning for Bougainville.
IF1.2	Improve accessibility, connectivity, affordability and sustainability of public utilities including transportation, energy, water and sanitation, information & communication and solid waste disposal.	Public utilities and services are accessible, reliable, affordable and sustainable.
IF1.3	Support the rehabilitation and development of necessary public infrastructure such as that for roads, schools, health facilities, law & justice facilities, airports, wharves & jetties, etc.	More effective multi-sector partnership in improving all public infrastructure.
IF1.4	Ensure that Bougainville has an effective, transparent and accountable Tenders Board for all public infrastructure projects and works.	Better transparency and accountability in the awarding of all tenders, high quality standards, effective MELR and high quality outcomes for all public works.



IF2	IF Strategic Objective 2 - Ensure good governance and a strong policy and regulatory framework for the Infrastructure Sector	
IF2.1	Strengthen the policy framework, structure and function of all authorities and bodies responsible for transportation, energy, water and sanitation, information & communication, solid waste disposal and emergency and disaster response.	Relevant legislations, policies, structures, function and improved performance.
IF2.2	Ensure that the necessary quality frameworks are in place for all building, construction, and public works.	Quality framework, safety standards and compliance mechanisms in place.
IF2.3	Improved Technology (such as digital twins) in improving sustainable urban design, emergence of low carbon and resilient infrastructure technology, preparedness for natural disasters and resource allocation to be more efficient, transparent and accountable.	Improved resource optimisation, transparency and accountability, and smarter management of public resources. More resilient, low carbon and green infrastructure.



Sealing of road into Buin Town. Photo Credit: ABG Media

## 4.6 ECONOMIC (EC) SECTOR



Buka Wharf and Passage. Photo Credit: Createk Multimedia

<b>Sector Goal</b>	To encourage a broad-based, diversified and sustainable economy.
<b>BISDP Core Values</b>	Equity & Inclusiveness, Sustainability.
<b>Vision 2052 Pillars</b>	P1 Integral Human Development, P5 Economic Growth & Natural Resources, P6 Infrastructure Development, P7 Environment, Conservation & Climate Change.
<b>Sector Lead</b>	Department of Commerce, Trade, Industry and Economic Development, Department of Mineral and Energy Resources, Department of Primary Industries and Marine Resources, Department of Lands, Physical Planning, Department of Treasury and Finance.

### 4.6.1 EC Sector Outlook

The Economic Sector’s goal is ‘to encourage a broad-based, diversified and sustainable economy’. Bougainville’s economy is primarily based on small holder or cooperative society produced commodities such as cocoa, copra, oil palm, fisheries and marine resources and aquaculture, as well as agricultural produce such as fruit and vegetables, tourism and hospitality and cottage industries such as arts and crafts, chocolate and cosmetic oils and herbal health products. Further to this, festivals such as the Chocolate Festival, Mona Festival and the Siwai Cultural Festival provides tourism opportunities to showcase Bougainville and to elevate visibility in the national and international market for local produce.

While the region is also home to the giant Panguna copper mine, any possibility of the mine reopening remains a very sensitive issue and is one of ongoing consultations between the ABG and the Panguna

Landowners. The region however has significant potential in further upscaling and elevating existing economic activity in terms of scale, product and market diversification (empowerment of the domestic market value/supply chain), as well as exploiting further opportunities on a larger or down streamed scale in mining, tourism, fisheries, logging, carbon trading and renewable energy. In terms of primary industries this could also include leveraging of technology in evolving agriculture, livestock, fisheries and marine resources to be more efficient, dynamic and in adding value. Significant work will be required to improve infrastructure, security and access to capital and insurance also.

The Economic Sector aims to both diversify and strengthen the economy by promoting private sector development, support entrepreneurship and innovation, and continue to work forward in attracting investments in key sectors. The economic sector will also be looking to strengthen market, downstream processing and value-adding opportunities for small holders, cooperatives and Micro, Small & Medium Enterprises (MSME's). This will be achieved through the fostering of the necessary enabling environment within AROB to encourage investment at all levels, as well as targeted interventions, including policy reforms, resource benefit sharing, land mobilization, capacity building, the opening of economic corridors and special economic zones (SEZs), green and blue economy considerations and in partnerships with national, regional and international partners and stakeholders.

The enactment of the Bougainville Inward Investment Act provides the impetus for the ABG to drive investment-driven economic development, hand in hand with local entrepreneurship and innovation. With much needed capital support from investors the Economic Sector can continue to drive the economy in the manner that it works to create jobs and wealth, supports knowledge and technology transfer, the diversification of growth of the region's tax/levy base, and most importantly further opportunity for increased productivity, revenue generation, service delivery and quality of life for all Bougainvilleans.

**4.6.2 EC Sector Objectives, Strategies and KRAs**

REFERENCE	EC STRATEGIC OBJECTIVES & STRATEGIES	KEY RESULT AREAS
EC1	<b>EC Strategic Objective 1 - Strengthen the strategic policy direction and purpose of all economic sector lead agencies</b>	
EC1.1	Conduct a structural and functional review of all economic sector lead agencies, i.e. Commerce & Trade, Mineral & Energy, Primary Industries and Marine Resources, Lands and Planning and Treasury & Finance.	Relevant legislations, policies, structures and functional reforms, leading to increased production efficiencies.



Buin Market. Photo Credit: ABG Media

EC1.2	Ensure that flagship economic sector policies such as that concerning Sovereign Wealth Fund, Special Economic Zones (SEZs), Micro, Small & Medium Enterprises (MSME's), Agricultural Commodities, Land Management, Climate Change, Carbon Trading & Clean Energy and the Tax Administration Act are drafted or revised.	Ensure that all key economic sector policies are formulated and implemented.
<b>EC2</b>	<b>EC Strategic Objective 2 - Support a data driven and knowledge based Economy</b>	
EC2.1	Ensure that all Economic sector data is collected, maintained and reported on in supporting informed economic policy direction, investment priorities and supporting further growth.	Periodical and updated ABG data and statistical reporting.
EC2.2	Support the integration of Artificial Intelligence (AI) and smart technology in reducing costs, improving efficiency and increasing returns across the economic sector.	Increase production efficiencies for both domestic and international trade, as well as improved overall economic indicators.
<b>EC3</b>	<b>EC Strategic Objective 3 - Increase engagement with Blue and Green Economy Initiatives</b>	
EC3.1	Ensure that all development initiatives, programs and projects are compliant with environmental impact statement (EIS) and social impact assessments (SIA).	Standardisation of policy and regulatory requirements for EIS/ SIA.
EC3.2	Support climate resilience, carbon reduction mechanisms, adaptation, and sustainability within the economic sector.	Align with UNFCCC Framework and 2050 Strategy for the Blue Pacific Continent.
<b>EC4</b>	<b>EC Strategic Objective 4 - Foster MSME's and Special Economic Zones (SEZ) as drivers for socio-economic development</b>	
EC4.1	Ensure that MSME's have greater opportunities to participate and access to sources of funding to sustainably grow their businesses.	Increasing number of MSME's.
EC4.2	Develop and implement the concept of SEZs as a strategic economic driver.	Successfully operating SEZ (s).

## 4.7 SOCIAL (SO) SECTOR



Tonu Secondary School Students, 2021 Inter School Carnival, Hutjena. Photo credit: ABG Media

<b>Sector Goal</b>	Encouraging happy, engaged and peaceful communities.
<b>BISDP Core Values</b>	Equity & Inclusiveness, Sustainability, Cultural Preservation, Peace & Reconciliation.
<b>Vision 2052 Pillars</b>	P1 Bougainville Ways, P2 Integral Human Development, P4 Peace, Justice & Security, P8 Environment & Climate Change.
<b>Sector Lead</b>	Department of Community Development, Law & Justice, Department of Health, Department of Education.

### 4.7.1 SO Sector Outlook

The Social (SO) Sector’s strategic goal is focused on nurturing and ‘encouraging happy, engaged & peaceful communities’ in Bougainville. Guided by both national and regional policies towards gender equity and social inclusiveness, addressing marginalized and disadvantaged groups in society, domestic and sorcery related violence, child protection, regional identification and social data, the preservation and protection of culture, arts and craft and stronger communities. The Social Sector will be working closely with all partners and stakeholders within the community from veterans, chiefs, clans, women, youth, sports, disability and special needs and religious groups, as well as across the ABG, national and international partners in promoting more safer, more vibrant and more resilient communities.

As a post conflict region and in fostering a society shaped and molded in the manner of the Bougainville Way and its Vision for itself, the priorities of the Social Sector have also been actively geared towards engaging with partners and stakeholders towards supporting peace and reconciliation, youth programs, adult literacy and healthier communities, more climate resilience communities, emergency and disaster preparedness, as well as providing key government services such as that for welfare, counselling and social education. Community based programs such as the Water, Sanitation & Hygiene (WASH), Women’s empowerment through financial literacy and business skills, labour mobility and the United Nations continuing peace building in Bougainville, are partner and stakeholder sponsored

community programs and initiatives, the Social Sector would be looking to continue and expand further, as complementary to Bougainville's development priorities.

Ensuring that all voices are heard from across the spectrum of Bougainville society is vital in encouraging happy, engaged and peaceful communities. The Social Sector will be working to encourage and support the rights of all Bougainvilleans in a free and fair society. This is one in which individually and collectively all can engage in a wholesome and productive way, and that every Bougainvillean can be so enabled and empowered to be active members of society, to realize their potential, as well as work towards and contribute to Bougainville's vision and aspiration for itself.

#### 4.7.2 Social Sector Objectives, Strategies and KRAs

REFERENCE	SO STRATEGIC OBJECTIVES & STRATEGIES	KEY RESULT AREAS
<b>SO1</b>	<b>SO Strategic Objective 1 - Support effective legislation, policy and function that is encouraging happy, engaged and peaceful communities</b>	
SO1.1	Conduct a structural and functional review of the Department of Community Development and the role of the social sector.	More focused, efficient and effective community development services.
<b>SO2</b>	<b>SO Strategic Objective 2 - Strong community partnerships and engagement</b>	
SO2.1	Continue to support and promote key social sector initiatives, interventions and programs that support peace and reconciliation, health and wellbeing, labour mobility, youth engagement, women, sports and recreation, disability and special needs, Bougainville culture and identity, and human rights.	Safer, healthier and engaged communities.
SO2.2	Continue to engage with and support community stakeholder plans from veterans, chiefs & elders, clans, women, youth, sports, disability and special needs and religious groups in better enabling and empowering their initiatives, interventions and programs.	Better stakeholder partnerships and community engagement.



<b>SO3</b>	<b>SO Strategic Objective 3 - Improved Regional Identification System, Civil Registry, Social Data and greater access to social services</b>	
SO3.1	Support the digital integration of a SmartABG through the integration of all social data, statistics and metrics in improving community development policies and action.	Digitilisation of all social data, statistics and metrics in improving reliability and responsiveness of social services delivery.
SO3.2	Support a national/regional identification system and civil registry to improve identification and accessibility to social welfare systems for all Bougainvilleans.	Completion of national/regional identification and improved access to social services.
<b>SO4</b>	<b>SO Strategic Objective 4 - Better disaster preparedness and climate resilient communities</b>	
SO4.1	Foster and support programs and initiatives that contribute to better disaster preparedness at the local community level.	Preparedness & Response Plans.
SO4.2	Support and encourage climate change adaptation and climate resilience at the community level.	Better climate awareness, understanding, risk and mitigation.
<b>SO5</b>	<b>SO Strategic Objective 5 - Protection of Bougainville values and culture, equity and inclusiveness</b>	
SO5.1	Ensure that Christian values, Bougainville ways and culture, and basic human rights are protected.	Value based society. Work with partners and stakeholders to promote Bougainville Ways.
SO5.2	Ensure that the needs of the disadvantaged, marginalized and vulnerable in society are heard and addressed in supporting greater equity and inclusiveness.	Increased participation.



## CHAPTER 5: CONSTITUENCY INDEPENDENCE READINESS

### 5.1 Independence Readiness

A key underlying driver of the BISDP 2023-2027 and its theme to 'Advance self-reliance, sustainability and independence readiness' is the ABG's 'Independence Readiness Mission'. As highlighted in the preceding 'Chapter 4-Sector Goals, Strategic Objectives and Key Result Areas (KRAs)' and as under the BISDP's integrated sector approach to implementation, the Government, Public Services & Independence Readiness (GPS&I) Sector will take focal lead in the ongoing implementation of this critical mission.

The focus of this Chapter 5: Constituency Independence Readiness Mission, as such, is to highlight the importance of this endeavour over the next five (5) years as crucial to the aspirations of the people of Bougainville and to ensure that the ABG as a whole of government, as well as all partners and stakeholders, have a clear understanding of the 'Independence Readiness Mission' as a central and core component of the BISDP 2023-2027.

### 5.2 ABG Trident Strategy

On 18th November 2020, the Bougainville House of Representatives adopted a motion for the Bougainville Independence Mission, which is encapsulated by the ABG's Trident Strategy or three-pronged approach to preparing the Autonomous Region of Bougainville (AROB) for independence. This three-pronged approach, includes domestic, national, and international preparations that are meant to happen concurrently.

*Diagram 7: ABG Trident Strategy*





As illustrated in 'Diagram 7: ABG Trident Strategy' and as captured under GPS&I Strategic Objective 4, the ABG will work in an overarching manner towards the following under the ABG Trident Strategy;

### **Domestic Prong (GPS4.1)**

Ensuring independence readiness in all Bougainville Constituencies, Regions, the Public Service, Parliament and the Autonomous Region of Bougainville as a whole.

### **National Prong (GPS4.2)**

To continue to work in cooperation and partnership with the National Government, Provincial Governments and the people of Papua New Guinea at large in informing on and advocating for Bougainville's aspirations for self-determination and ratification of the referendum outcome.

### **International Prong (GPS4.3)**

To continue to engage with international partners and stakeholders in supporting Bougainville's development priorities and independence ready mission

## **5.3 Regional Independence Ready Preparations**

As in accordance with the Independence mission and Trident Strategy, the ABG has effectively formulated a guiding framework for advancing independence readiness. This guiding framework revolves around ongoing preparedness and subsequently declarations of independence readiness by all Constituencies and Regions, the Public Service and the Parliament. This is a collective and collaborative effort, that will be steered by the 'whole of Government', as a key sector strategy of the BISDP 2023-2027, under the Government, Public Service and Independence Readiness (GPS&I) sector as necessary lead.

As consistent with this, every Member of the House of Representatives (MHR), Department Secretaries and Parliamentary Service will take lead responsibility in encouraging and supporting necessary preparations at the three levels identified as, constituencies and regions, the public service and the parliament. Declarations of independence readiness will be based on improved development indicators and six (6) benchmarks as highlighted below, but not limited to;

- 1) Governance
- 2) Social Service
- 3) Rule of Law or Law and Order
- 4) Standard of Living
- 5) Economic Development
- 6) Human Resource development

## **5.4 Internal Bougainville Readiness Declarations**

In terms of Bougainville's overall preparations for declaring independence, this will come off the backdrop of constituency declarations, regional declarations, public service declarations, and parliamentary services declarations and as consistent with the realisation of necessary thresholds or priority targets, to be achieved under the 6 benchmarks.

As represented in '*Diagram 8 – The Levels of Independence Readiness*' the following steps are to be followed over the working frame of the BISDP 2023-2027;

- Step 1** - Constituency declarations by 2024
- Step 2** - Regional declarations by 4th quarter of 2024.
- Step 3** - Bougainville Public Service declaration by 1st quarter of 2025
- Step 4** - ABG Parliament declaration by 2nd quarter of 2025.
- Step 5** - Bougainville Independence ready declaration by President.

**Diagram 8:** The Levels of independence ready declarations



These declarations of independence readiness, are aligned to the agreed consultation process framework timeline, as agreed to by the ABG and the National Government. For the ABG, the timeline for making these declarations as highlighted is between 2024 and 2025.

### 5.5 Indicators for Declaration

As highlighted under the Independence Readiness Mission, the ABG Trident Strategy and the benchmarks put forward, the ABG collectively and in concert, will continue to work closely together in ensuring that the benchmarks and criteria are met, and that declarations for independence readiness are made in a timely and well-coordinated manner as set out within the Independence Readiness Mission itself.

Overall the ABG will continue to monitor and evaluate improvements in the benchmarks and indicators highlighted, as well as necessary development indicators overall. Effective communication and coordination of all efforts will be very necessary for both the carriage of the Independence mission and overall implementation and realisation of the BISDP 2023-2027 in terms of 'Advancing Self-Reliance, Sustainability and Independence Readiness'.

# CONSTITUENCY INDEPENDENCE READY STRATEGIC DEVELOPMENT PRIORITIES



## KEY:

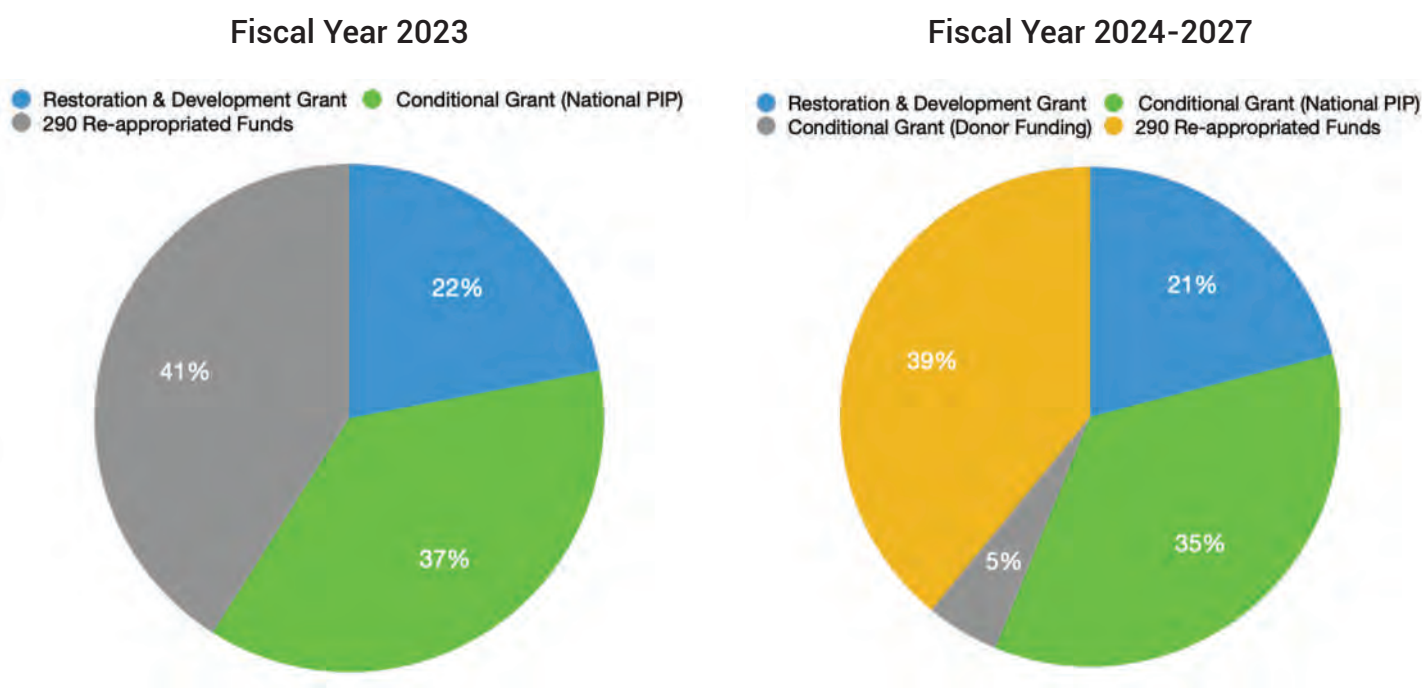
-  GOVERNANCE
-  LAW & ORDER
-  ECONOMIC DEVELOPMENT
-  SOCIAL SERVICES
-  HUMAN RESOURCE DEVELOPMENT
-  STANDARD OF LIVING

# CHAPTER 6: FINANCING AND IMPLEMENTING THE BISDP 2023-2027

## 6.1. Financing Implementation

The Budget appropriation and allocation for financing implementation of the BISDP 2023-2027 will be accorded in alignment with the sector-based approach to implementation. In accordance with this, a BISDP Sectoral Development Budget (SDB) has been appropriated with a baseline budget of K448million in the 2023 ABG Budget for the base year of the BISDP 2023-2027. The sources of funding in the 2023 SDB will come from a combination of funds drawn from Restoration & Development Grants (22%), Conditional Grant (National PIP) (37%) and 290 Re-appropriated Funds (41%). In the succeeding years of the BISDP from 2024-2027, however, the ABG would be looking to also secure Conditional Grant (Donor Funding) as a key component in terms of funding sources and that a mean threshold of 5% would be targeted over the remaining duration of the BISDP 2023-2027 for this funding source, with the projected percentage break-up highlighted in Diagram 9 below.

**Diagram 9: Sources of SDB Funding 2023 & 2024-2027**



While all seven (7) sectors are considered of equal importance, cross cutting and key drivers of development, in terms of sector allocation of funding, this has been determined by an emphasis scale (1-High Emphasis (15% or more of SDB allocation) and 2-Medium Emphasis (14% or less of SDB allocation)) in accordance with the emphasized priorities of the Toroama-Nisira Administration from year to year.

While budget percentages have been determined and applied, over the period of the BISDP 2023-2027, the ABG in accordance with MELR considerations may adjust the scale of emphasis and percentages on a needs basis, as per budget determinations from year to year.

Given the fixed percentage of the SDB allocated to each sector, the correlation in budget value appropriated will increase as the overall value of the SDB increases and enabling each sector to do more with what is envisaged would be a growing regional economy during this period.

**Table 1: BISDP 2023-2027 Toroama-Nisira Government Budget emphasis by sector**

SECTOR	2023		2024		2025		2026		2027	
	ES	%	ES	%	ES	%	ES	%	ES	%
GPS&I	1	20	1	20	1	18	1	17.5	1	17.5
L&J	1	24	1	20	1	20	1	17.5	1	17.5
H&E	2	10	2	10	2	12.5	1	15	1	17.5
RST&I	2	1	2	2	2	2	2	2.5	2	2.5
IF	1	15	1	20	1	20	1	20	1	20
EC	1	20	1	18	1	17.5	1	15	2	12.5
SO	2	10	2	10	2	10	2	12.5	2	12.5
		100		100		100		100		100

With the current Toroama-Nisira Government's strategic focus on the Government, Public Service & Independence Readiness (GPS&I), Law & Justice (L&J) and Economic (EC) Sectors, the SDB has accorded necessary budget emphasis in these sectoral areas in the first half of the BISDP 2023-2027. In terms of budget emphasis in the second half of the BISDP 2023-2027 the Toroama-Nisira Government will be looking to increase emphasis towards Health & Education (H&E), Infrastructure (IF) and the Social Sector (SO), as budgetary emphasis and allocations are redistributed into these sectoral areas.

Budget considerations will also take into account ABG projections of a 2% to 2.5% increase in regional economic growth and/or year-to-year budget funding over the initial 2-3 years. This is consistent with lower end projections by the IMF and World Bank in terms of a global economic downturn or limited growth over this same period, and as will be influenced by concerns attributed to high inflation, tighter monetary policy and more restrictive economic conditions in the 2023 to 2024 fiscal year. As an underdeveloped economy a 2% increase year to year in economic growth is a safe margin, with a more optimistic projection of 3-4% from 2025 to 2027.



L-R: ABG Vice President Hon. Patrick Nisira, Prime Minister James Marape and ABG President Hon. Ishmael Toroama. Photo Credit: ABG Media

**Table 2: BISDP 2023-2027 Toroama-Nisira Government Budget by Kina Value (Y2Y projections)**

SECTOR	2023		2024		2025		2026		2027	
	%	Value (K)	%	Value (K)	%	Value (K)	%	Value (K)	%	Value (K)
GPS&I	20	89.6	20	91.39	18	84.31	17.5	84.43	17.5	86.96
L&J	24	107.52	20	91.39	20	93.676	17.5	84.43	17.5	86.96
H&E	10	44.8	10	45.696	12.5	58.548	15	72.36	17.5	86.96
RST&I	1	4.48	1.5	6.85	2	9.37	2.5	12.06	2.5	12.4
IF	15	67.2	20	91.39	20	93.676	20	96.47	20	99.38
EC	20	89.6	18.5	84.54	17.5	81.97	15	72.36	12.5	62.11
SO	10	44.8	10	45.696	10	46.84	12.5	60.30	12.5	62.11
Total	100	448	100	456.96		468.38		482.43		496.9
Projected Growth		2%^		2.5%^		3%^		4%^		4%^

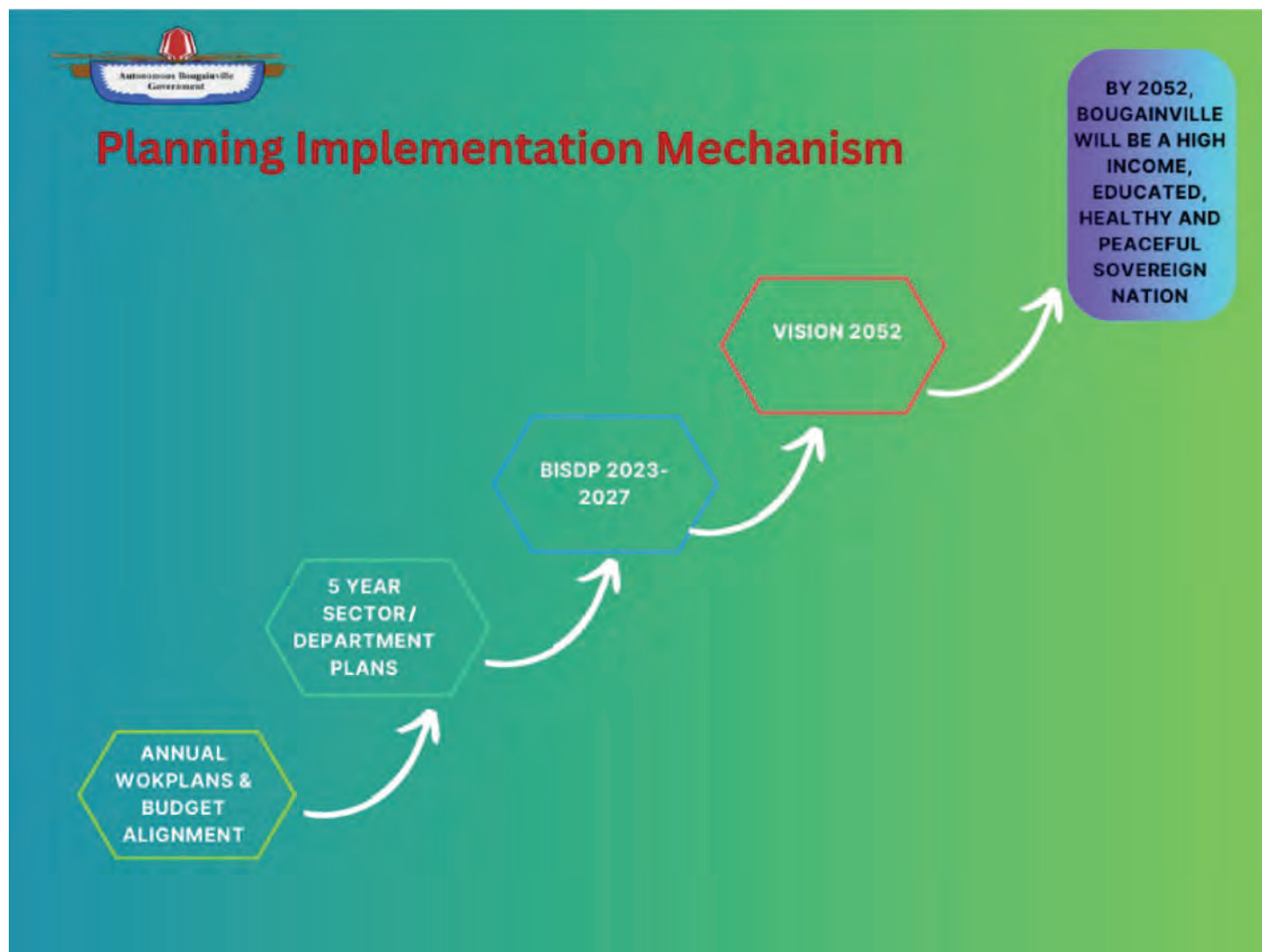
The projected growth of the regional economy is a lower end projection, however the ABG will be working to achieve and if not exceeded these projections. In terms of revenue generation, budgetary support and fully implementing the BISDP 2023-2027, the ABG will be working in partnership with GoPNG and all partners and stakeholders towards this end. This includes engaging with the PNG Vision 2050 and PNG MTDP IV to identify partnerships and cooperation in planning and policy for BISDP 2023-2027 sector priorities, such as the Connect PNG for transport infrastructure and National Health Plan 2011-2030, for elevating critical health infrastructure as case's in point over the next five (5) years. The ABG would also be working in partnership with key regional and international partners, such as AusAID, EU, CIDCA, JICA, NZAid and UN agencies, as well as international financial institutions such as ADB, IMF and the World Bank etc, also in direct funding or project based support for other critical areas.

The ABG has seen how programs such as WASH and GESI have benefited our communities and would be looking to continue such partnerships and support at all levels of community building. This includes capacity and capability building, law and order and other specific projects that promote peace and reconciliation, the rule of law, Bougainville's economic growth and broader development. All these avenues for support and partnership will be sought in support of the advancement and achievement of stated strategic sector goals, strategic objectives, strategies and KRAs over the course of the BISDP 2023-2027 and it's theme to 'Advance Self-Reliance, Sustainability and Independence Readiness'.

## 6.2 Planning Implementation

As earlier highlighted under Chapter 1-Executive Summary and Chapter 2 -Vision 2052 & BISDP 2023-2027, the BISDP 2023-2027 serves as a vital interphase between the Vision 2052 and Sectoral/Department/Community Government Plans in terms of cascading vision to strategy and strategy to action. This cascading of strategic priorities to more specific actions and day to day service delivery, ensures that there is alignment in planning and that there is effective translation towards real benefits and tangible outcomes for the community at large and the people of AROB.

*Diagram 10: Planning Implementation Mechanism*



As illustrated in Diagram 10 - *Planning Implementation Mechanism* the alignment and implementation of the region's long-term vision and medium term BISDP 2023-2027 will require a whole-of-government and whole-of-society approach. Whole-of-government in the sense that this is the direction of the government and whole-of-society in the sense that the people of Bougainville themselves are critical and integral partners and stakeholders in contributing to and realizing the intention and aspirations of this planning architecture and planning implementation mechanism. While the BISDP 2023-2027 through its theme '*Advancing Self-Reliance, Sustainability & Independence Readiness*' speaks to the first five (5) year iteration and emphasis of the Vision 2052, critical to its implementation and realization, will be the alignment of planning and execution through five year sectoral/department plans and also annual work plans and budget alignment. The harmonization of this cascading planning architecture will set the tone for its implementation.

### 6.3. Resourcing the BISDP 2023-2027

The BISDP 2023-2027 has been formulated as a development plan unique to the aspirations and needs of the Autonomous Region of Bougainville (AROB) and the powers and functions that have been vested with the ABG. While the ABG has allocated a Sectoral Development Budget (SDB) towards the implementation of sector priorities and strategies, the ABG will also be looking towards further collaborative partnerships with the National Government of PNG and also other partners and stakeholders, in further resourcing the BISDP 2023-2027.

This also includes working more closely with National Parliamentarians from the Autonomous Region of Bougainville in directing much needed resources and support towards the BISDP 2023-2027. This includes the prioritization of resources and support that can be directed from the MTDP IV and channeled to priorities identified and articulated under the BISDP 2023-2027 as an integrated development plan for AROB in terms of its 'one vision, one voice and one plan' or 'one plan and one budget' approach to Bougainville's development planning.

The ABG as such will be looking to pool resources and support from all partners and stakeholders, and integral to this is working collaboratively and cooperatively with GoPNG in not just realizing the theme, vision and mission of the BISDP, but also contributing to national development plans and indicators such as that expounded under the MTDP IV over the next five (5) years.



*A Cultural group from Siwai, Mona Festival, Sohano, 2022. Photo Credit: ABG Media*



## CHAPTER 7: RISK MANAGEMENT



**Table 3: BISDP 2023-2027 Risk Assessment**

CATEGORY	A. IDENTIFICATION OF POTENTIAL RISKS	B. ASSESSMENT OF RISKS	C. RISK MITIGATION STRATEGIES
Political	Political instability and conflict	High – Uncertainty in the path to independence may lead to instability and unrest.	Enhance dialogue and stakeholder engagement, promote peace-building and reconciliation initiatives, monitor political developments closely.
Economic	Limited economic growth and diversification	Moderate – Dependence on subsistence agriculture and limited diversification may hinder development.	Diversify the economy, attract investments and promote entrepreneurship, engage with regional and international partners for technical and financial support.
Social	Social divisions and unrest	Moderate – Unresolved grievances and social divisions may lead to unrest.	Foster social cohesion through inclusive policies and programs, support community-based peace-building and reconciliation initiatives.

Environmental	Environmental degradation and climate change impacts	High – Unsustainable resource exploitation and climate change may lead to environmental degradation and disasters.	Implement sustainable resource management plans, promote environmentally-friendly practices, invest in climate change adaptation and mitigation measures.
Infrastructure	Inadequate infrastructure development	High – Limited infrastructure development may hinder economic growth and access to basic services.	Prioritize investments in infrastructure, engage with development partners and the private sector for resource mobilization and technical assistance.
Capacity and Governance	Capacity constraints in governance and implementation	Moderate – Limited capacity within the ABG may affect the effectiveness of development initiatives	Invest in capacity-building programs for government officials and institutions, strengthen partnerships with regional and international organizations for technical assistance.
Technology	Inadequate IT systems within ABG	High – Limited capacity within ABG would affect drive for efficiency and effectiveness in its communication and reporting and ability for new innovations and protection from cybercrimes.	Invest in high tech IT systems and R&D and training of personnel.

In formulating the BISDP 2023-2027, the ABG continues to be very mindful of risks and uncertainties. The Risk Assessment Matrix in Table 3 above highlights key overarching risks that the ABG has identified and respective mitigation measures for each. Part of the key considerations in the implementation of the BISDP, will be in how effectively the ABG navigates these risks, as well as how well mitigation measures are applied. Also important is how the ABG will work to identify, articulate and address new risks and uncertainties working forward in a dynamic and constantly changing political and socio-economic environment.

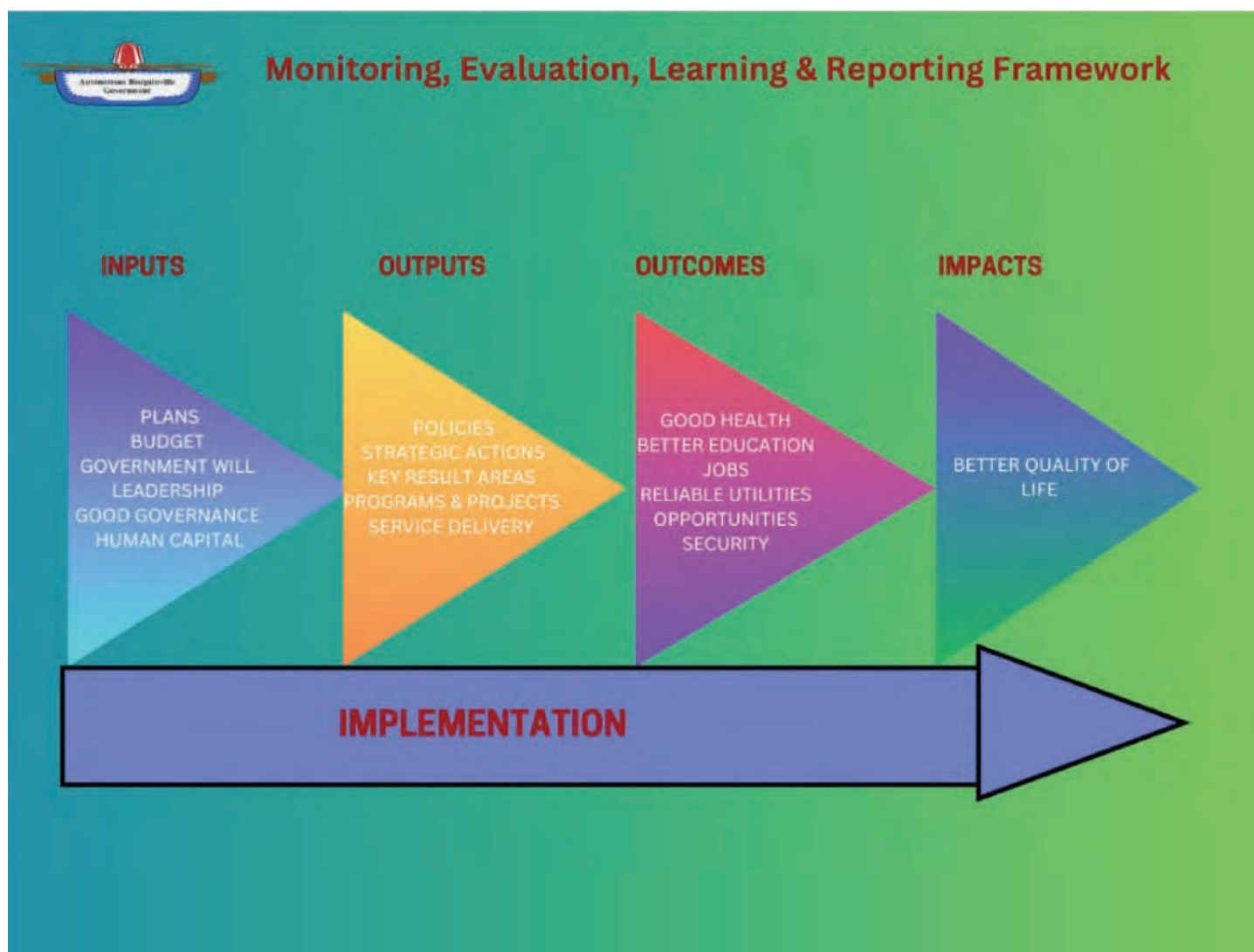
A key part of this process as such going forward, will be the integration of 'risk assessment' as a very necessary consideration for MELR by Sector Lead Coordinating Committees and the respective Government Departments or agencies themselves. The ABG appreciates and understands that the implementation of the BISDP 2023-2027 will encompass both a very opportune and challenging period of time, and that it is very necessary that Sectors, Departments and agencies maintain an evolving risk assessment framework and matrixes working forward as integral to good governance, transparency and accountability and monitoring, evaluation, learning & reporting. This of course is fundamental in countering and mitigating risks, for the strategic intent and purpose of enabling each strategic objective and respective KRAs to be better or more fully realized.

## CHAPTER 8: MONITORING, EVALUATION, LEARNING AND REPORTING

### 8.1 Monitoring, Evaluation, Learning & Reporting (MELR) Framework

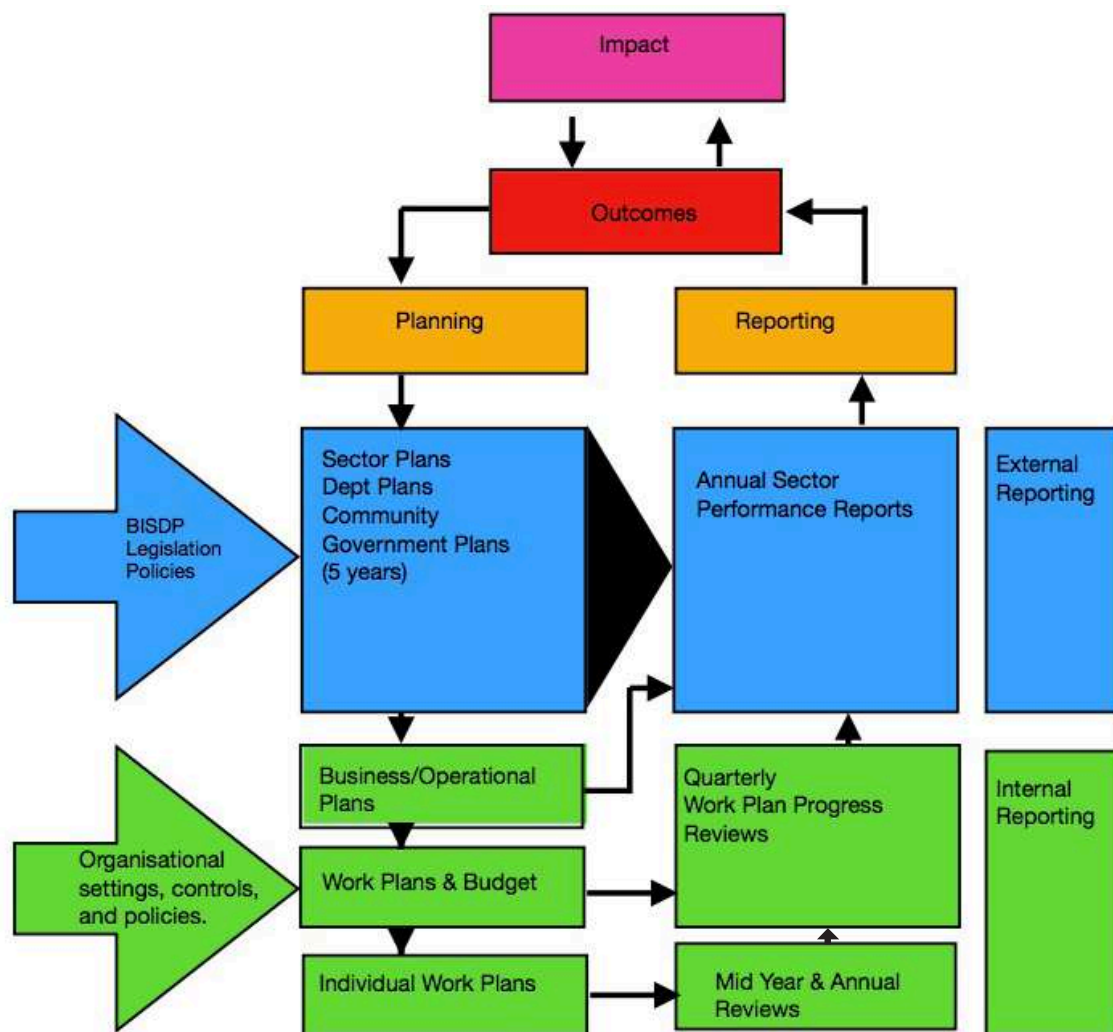
In terms of monitoring, evaluation, learning and reporting 'Diagram 11 - ABG Monitoring, Evaluation, Learning & Reporting Framework' provides the theoretical construct and logical framework for ABG's approach to this. As highlighted quality of 'Inputs', will directly correlate to the quality of 'Outputs' and conversely quality of 'Outcomes' and 'Impact' in AROB, which as stated under 'Impact' is a 'better quality of life'.

**Diagram 11:** ABG Planning, Monitoring, Evaluation, Learning & Reporting Framework



### 8.2 ABG Planning & Reporting Framework

As consistent with the need to ensure that strategic planning priorities and actions are in sync and effectively progressing in real time, Diagram 12 - ABG Planning & Reporting Framework, provides necessary articulation on the implementation of ABG's Planning, Monitoring, Evaluation, Learning & Reporting Framework. The application of this is driven through a planning and reporting feedback loop, that supports both external and internal reporting and continuous learning and improvement.

**Diagram 12: ABG Planning & Reporting Framework**

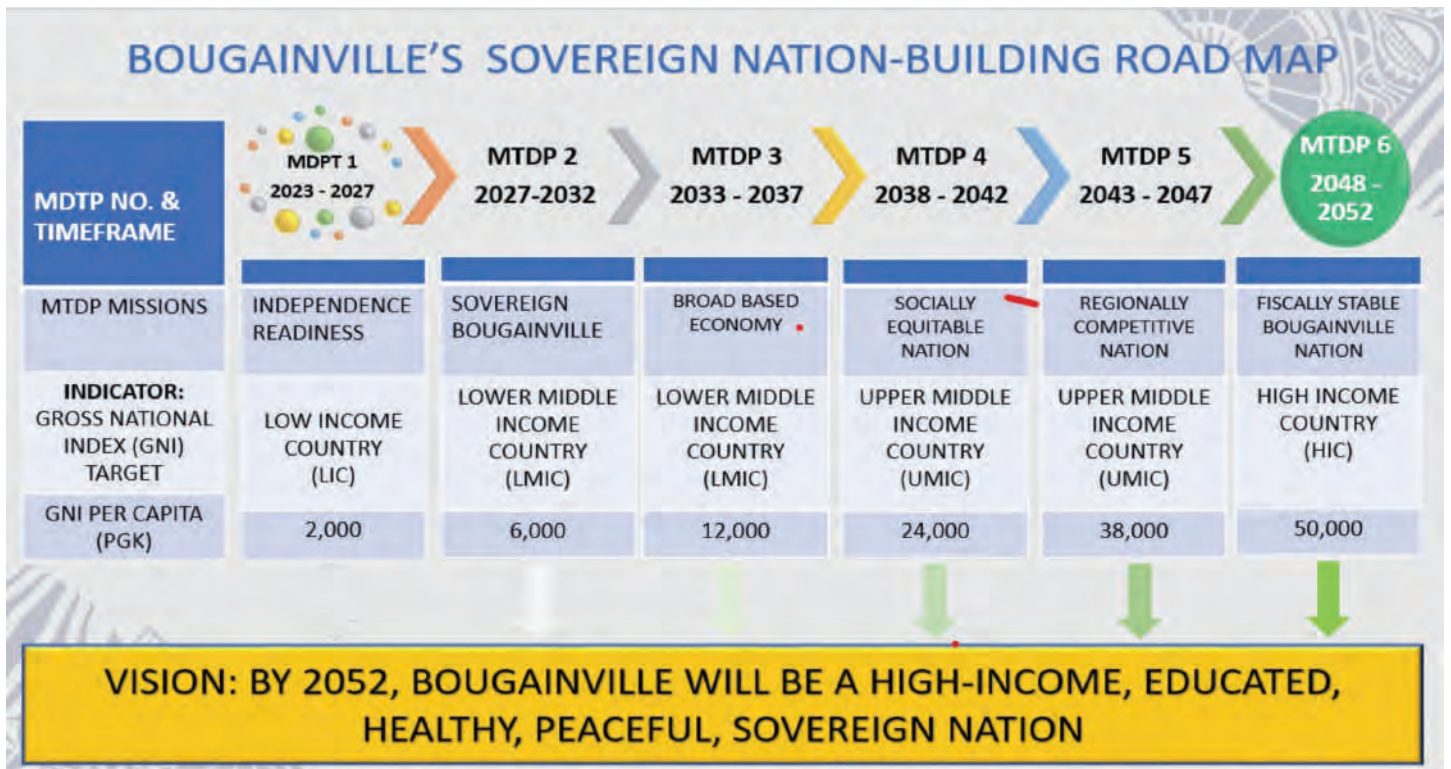
In terms of external reporting this supports the trajectory of strategic direction, policy, planning and performance alignment, transparency and accountability in the utilization of resources, external reporting to sector coordinating committee, as well as overall improvement in planning and reporting from year to year. In terms of internal reporting this supports the further strategic alignment, cascading planning and performance priorities and resource allocation at the organizational level to ensure 'a whole of government approach' to the implementation and realization of the BISDP 2023-2027 over its five (5) year timeframe.

### 8.3 Globally recognized Key Performance Indicators (KPI's)

As part of the ABG's approach to MELR, globally recognized key performance indicators (KPI's) will also provide an important benchmarking point in terms of how the AROB is tracking comparatively on such internationally recognized development KPI's or measures of quality. While progressive improvements on specific indicators will be the responsibility of respective sectors, it is expected that necessary statistics will be maintained and reported on in terms of the following KPI's (but also not limited to);

- Human Development Index (HDI)
- Gross Domestic Product (GDP)
- Population Statistics
- Poverty Index
- Crime & Corruption Index
- Police to Population Ratio
- HIV/AIDS Prevalence

### 8.4 Long term Planning – Bougainville’s sovereign nation-building roadmap



The BISDP 2023-2027 (MTDP1) remains the first five (5) iteration of Bougainville's Vision 2052 and sovereign nation-building roadmap to be a 'High income, educated, healthy and peaceful sovereign Bougainville'. The BISDP 2023-2027 theme to 'Advance Self-Reliance, Sustainability and Independence Readiness' speaks to the thematic frame of Bougainville's MTDP1 in 'Implementing Independence Readiness' and its Vision 'To declare Bougainville politically independent no later than 2027', as well as Mission 'To ensure that the sector plans under the BISDP 2023-2027 and the eight pillars within the Vision 2052 framework are fully established and strengthened in readiness for political independence'. The BISDP 2023-2027 as such encompasses a very crucial period in Bougainville's political aspirations, rehabilitation and restoration, and establishing the course for its long-term development trajectory.



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A cultural group from Topinang Village, Kieta. Photo Credit: Createk Multimedia