

AUTONOMOUS BOUGAINVILLE
GOVERNMENT

DEPARTMENT OF PRESIDENT
& BOUGAINVILLE
EXECUTIVE COUNCIL (DPBEC)

CORPORATE PLAN 2023-2027

Our Vision

*“To lead transformational strategic change,
towards better public service delivery and a better
socio-economic and political future for Bougainville”*





TABLE OF CONTENTS

DEPARTMENT OF PRESIDENT & BOUGAINVILLE EXECUTIVE COUNCIL (DPBEC)
CORPORATE PLAN 2023-2027

1. ABBREVIATIONS & ACRONYMS	05
2. FOREWORD BY THE ABG PRESIDENT	06
3. CHIEF SECRETARY ON IMPLEMENTATION	08
4. EXECUTIVE SUMMARY	10
5. ORGANISATIONAL MANDATE	13
5.1. VISION & MISSION STATEMENT	13
5.2. CORE VALUES & GUIDING PRINCIPLES	15
5.3. PLANNING ALIGNMENT & IMPLEMENTATION MECHANISM	16
5.4. OUR ORGANISATIONAL MANDATE & FUNCTIONS	18
5.4.1. THE DPBEC IN 2 PAGES	20
5.4.2. TAKING A CLOSER LOOK AT THE DPBEC	22
5.5. OUR ORGANISATIONAL STRUCTURE	30
6. STRATEGIC PRIORITIES & STRATEGIC ACTIONS	34
7. FUNDING THE BISDP 2023-2027 & DPBEC CORPORATE PLAN 2023-2027	40
8. DPBEC CORPORATE PLAN IMPLEMENTATION & FUNDING LOG FRAMES	42
9. MANAGING PERFORMANCE	46
10. MELR FRAMEWORK & REPORTING SCHEDULE	48
11. RISK MANAGEMENT	52
12. THE ROLE OF EFFECTIVE COMMUNICATION	54
13. HOW TO CONTACT THE DPBEC	58

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1. ABBREVIATIONS & ACRONYMS

ABG	Autonomous Bougainville Government
ARoB	Autonomous Region of Bougainville
BEC	Bougainville Executive Council
BHOR	Bougainville House of Representatives
BISDP	Bougainville Integrated Strategic Development Plan
BLTV	Bougainville Long Term Vision
BPS	Bougainville Public Service
CACC	Central Agency Coordination Committee
CP	Corporate Plan
CS	ABG Chief Secretary
DCG	ABG Department of Community Government
DCS	Deputy Chief Secretary
DIMI	ABG Department of Independence Mission Implementation
DofF	ABG Department of Finance
DP/DPs	Development Partner(s)
DPBEC	ABG Department of President & Bougainville Executive Council
DPMAS	ABG Department of Personnel Management & Administrative Services
DSIP	District Services Improvement Program
GoPNG	Government of Papua New Guinea
GPS	BISDP Governance, Public Service & Independence Readiness Sector
HQ	Headquarters
IMF	International Monetary Fund
JSB	Joint Supervisory Body
KPI	Key Performance Indicator(s)
KRA/ KRA's	Key Result Area/Key Result Areas

M&E	Monitoring & Evaluation
MELR	Monitoring, Evaluation, Learning & Reporting
MHR	Member of the House of Representatives
MTDP IV	PNG Medium Term Development Plan IV 2023-2027
NCOBA	National Coordination Office for Bougainville Affairs
OBEC	Office of the Bougainville Electoral Commission
OCA	Organisational Capacity Assessment
PAMC	Directorate of Public Affairs, Media & Communication
PIP	Public Investment Policy
PMU	Project Management Unit (High Impact Projects RDG)
PNG	Papua New Guinea
PR	Public Relations
PSIP	Provincial Services Improvement Program
R&D	Research & Development
RDG	Restoration & Development Grants
RSTI	BISDP Research, Science, Technology & Innovation Sector
SDB	BISDP Sectoral Development Budget
SDG	Sustainable Development Goals
Smart ABG	Smart Autonomous Bougainville Government
SOP	Standard Operating Procedure(s)
SP&PC	Strategic Planning & Policy Coordination
SWOT	Strengths, Weaknesses, Opportunities & Threats
TQM	Total Quality Management
UN	United Nations
WB	World Bank

2. FOREWORD BY THE ABG PRESIDENT



From the outset my Government as the legitimate authority acknowledges that the will of my people for independence, has necessitated a deliberate and intentional approach to development planning at all levels of the Autonomous Bougainville Government (ABG). This Department of President & Bougainville Executive Council (DPBEC) Corporate Plan 2023-2027, has been formulated in response to my Government's Bougainville Long Term Vision (BLTV) 2052 and the Bougainville Integrated Strategic Development Plan (BISDP) 2023-2027. With the BISDP's theme on 'Advancing Self-Reliance, Sustainability and Independence Readiness', a direction has been made by my government, to all sectors to align their priorities in galvanising a 'whole of government' and society approach to service delivery and development planning.

The vision of this plan essentially iterates/highlights this Department's mandated functions in driving Bougainville's common development agenda, as a lead agency of the ABG's public service machinery. Absolutely critical for this Department, through this operational plan is to pursue and facilitate support to my Government's call to strengthen good governance, improve our public service delivery mechanisms, strengthen development partnerships and facilitate sound legislations through effective policy development. Pursuant to Independence readiness, in addition to playing a supportive role to the development of the Bougainville Independence Constitution, this department under the leadership of the Chief Secretary plays an important oversight role, towards the final ratification of the overwhelming 97.7% choice for Independence in the 2019 referendum.

Consistent with my Government's directives, I am pleased to note, that this Plan encapsulates all these priorities and endeavours. To this end, I commend and commit the implementation of this Corporate Plan to my Government's Chief Secretary and the staff of the DPBEC to lead transformative change within the Bougainville public service. Under the leadership of the Chief Secretary, the Department will ensure that the whole of government is in synergy, in delivering services to our people and realising their aspirations for a peaceful, prosperous and sovereign Bougainville.

God Bless Bougainville.

A handwritten signature in black ink, appearing to read 'Ishmael Toroama', written over a horizontal line.

Hon. Ishmael Toroama, MHR
President, Autonomous Bougainville Government



3. CHIEF SECRETARY ON IMPLEMENTATION



The Bougainville Public Service continues to be challenged in delivering on its functions and responsibilities, due to contested interpretations and applications of agreements, laws and policies, that govern the inter-governmental relations, between the National Government and our Autonomous Bougainville Government. This as well as other key challenges, such as the slow drawdown of powers, non-timely dispensation of funds, limited capacity building support, a lack of commitment and trust, as well as many other structural and systematic challenges. The low levels of cooperation and unclear demarcations of responsibilities between Government of Papua New Guinea (GoPNG) and ABG agencies, have also contributed to duplication of public service delivery mechanisms, the creation of silos, poor management and ill development outcomes. A typical example of financial discrepancies is the channelling of the DSIP and PSIP funds through the Organic Law on Provincial and Local Level Government, which lawfully, should be dispensed through the Organic Law on Peace Building on Bougainville, consistent with Part XIV of the Papua New Guinea (PNG) Constitution. The consequential effects for us in the Bougainville Public Service, has been limitations in our ability to deliver much needed services to our people and to effectively drive our Government's development priorities. In addition to these governing discrepancies and inconsistencies, the National Government has been an unwilling partner in supporting our efforts towards autonomy implementation and independence results implementation of the 2019 referendum.

This Corporate Plan, as formulated under my direction and oversight works intentionally to address these inconsistencies and constraints through a mechanism for better collaboration, co-operation and coordination across all government sectors. Our mission to *'Deliver an efficient, effective and "whole of government" approach to the implementation of the BISDP and in advancing the BLTV 2052 Framework'* clearly articulates our vision and purposeful intent in driving transformational strategic change, towards a public service as a whole that is smarter, more agile and responsive in a constantly changing and disruptive environment. Critical to all this will be my Department's restructuring and rightsizing exercise, in ensuring that we have the necessary structure, capacity and capabilities to lead from the front. This includes strengthening our policy and planning, optimising strategic partnerships, informed and evidence based decision-making, driving research as a culture, greater performance efficiency and accountabilities in the use of all government resources. This will not be without its challenges, but at the heart of all this are two key critical objectives; our ability to deliver; high quality public services and the referendum outcome of 97.7% for independence, for our people of Bougainville.

God bless Bougainville.

A handwritten signature in black ink, appearing to be 'SH' or similar initials, written in a cursive style.

Mr. Shadrach Himata
ABG Chief Secretary



4. EXECUTIVE SUMMARY

The Department of President and Bougainville Executive Council (DPBEC) headed by the Chief Secretary, plays an encompassing central role across all sectors and departments within the ABG/Bougainville Public Service machinery. It also serves as the key interface agency with the political leadership in decision making processes on core government businesses. Under the leadership of the Chief Secretary, the Bougainville Public Service is responsible for the overall management of the region's administration which includes the following key areas:

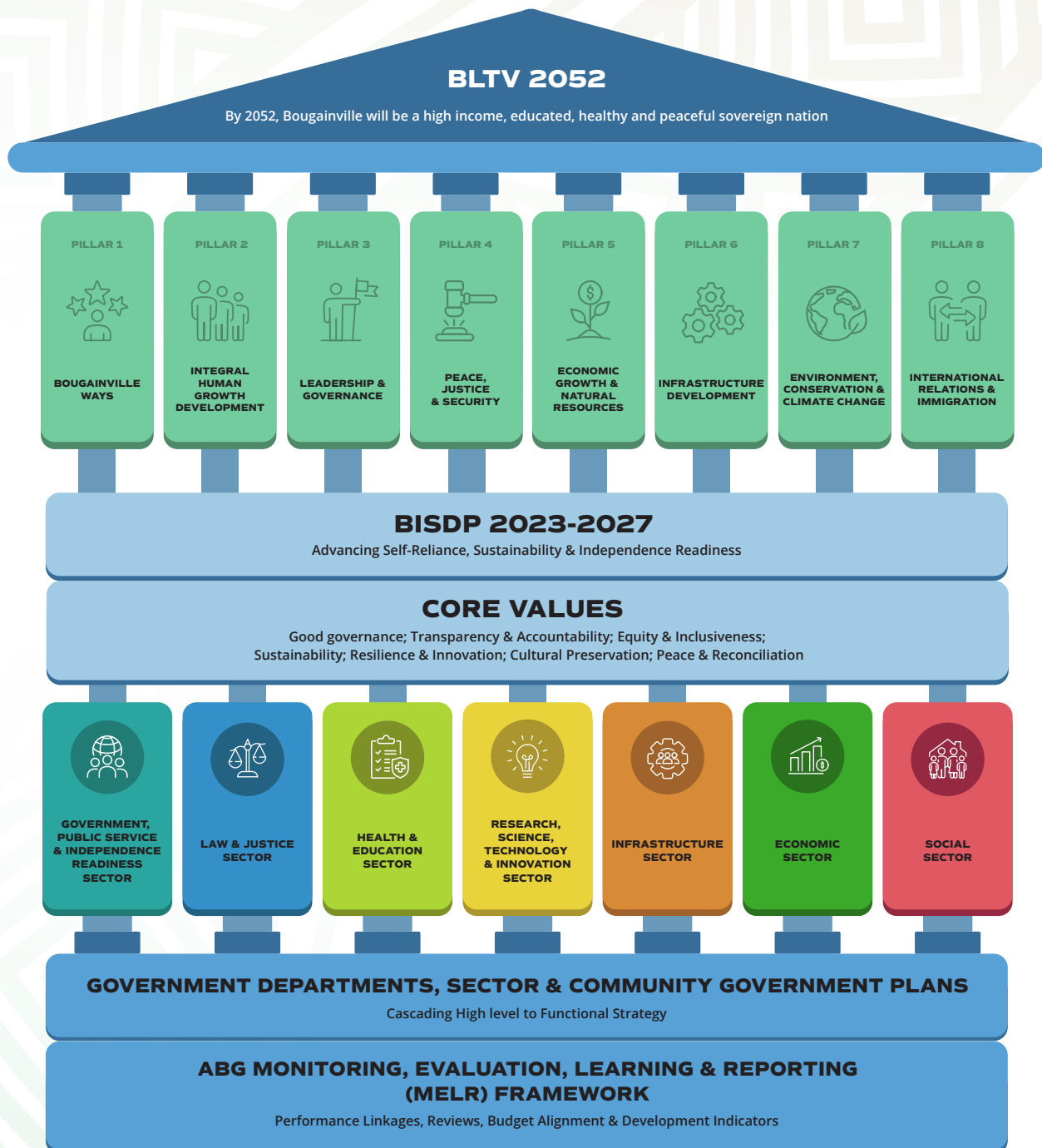
- I. Leading role in managing Inter Governmental Relation with the PNG Government pursuant to various aspects of autonomy implementation, significant aspect being the 2019 referendum results implementation.
- II. Overall leadership in administration of the ABG including the management of the region's public service, budget/finance and assets.
- III. Policies and Programs, which include development and implementation of projects and/or programs that promote the social, economic, and political development.

The underpinning strategy of the BISDP is *One People - One Plan - One Budget*, which is aimed at consolidating all resources both from PNG Government, ABG, Development Partners and private entities to pursue holistic development for Bougainville. An essential component to this approach, is to revitalise the Bougainville Public Service organisational 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 throughout all of Bougainville.

The Department will be leading the whole of government approach that recognises the complex challenges and issues faced by societies today, that cannot be effectively addressed by individual government departments or agencies working in isolation. Instead, it emphasises the need for collaboration, cooperation, and coordination across various governmental entities to achieve desired outcomes. This Corporate Plan as such is aimed at aligning Key Performance Indicators of the Department of President and Bougainville Executive Council with the Bougainville Strategic Integrated Development Plan Key Result Areas (KRA's).



Diagram 1 - ABG's Strategy House



5. ORGANISATIONAL MANDATE

5.1 Vision & Mission Statement

The Vision and Mission Statement of the DPBEC Corporate Plan 2023-2027, as for an implementation agency responsible for the Office of the President and Bougainville Executive Council (BEC), highlights the Department's strategic and planning lead, as well as central administrative and coordinative role across the Bougainville Public Service. This especially so in the manner in which the DPBEC will directly contribute to the implementation and realisation of the strategic focus and priorities of the BISDP 2023-2027, as encapsulated under its theme in *'Advancing Self-Reliance, Sustainability and Independence Readiness'* and as consequently advancing the eight (8) strategic pillars of the Bougainville Long Term Vision (BLTV) 2052 that *'By 2052, Bougainville will be a high income, educated, healthy, and peaceful sovereign nation.'*

The Vision & Mission Statement as such, for the DPBEC Corporate Plan 2023-2027, embraces the cascading of these overarching plans from the lens of its mandated function, roles and responsibilities to do so.

To lead transformational strategic change towards better public service delivery and a better socio-economic and political future for Bougainville.



Vision Statement

Deliver an efficient, effective and 'whole of government' approach to the implementation of the BISDP 2023-2027 and advancing the BLTV 2052 Framework.



Mission Statement

5.2 Core Values & Guiding Principles

The ‘core values’ and ‘guiding principles’ of the DPBEC directly embraces and promotes those of the BISDP ‘whole of government’ core values, while also embracing guiding principles that are unique to the vestiges of the Department. These core values and guiding principles directly speak to the manner in which the Department will endeavour to conduct all its mandated functions, roles and responsibilities, as well as how it is guided in all its relationships with all partners and stakeholders at all levels. The DPBEC working forward will also continue to play a leading role in ensuring the transparency, accountability and integrity of all aspects of public service delivery. This importantly includes integrating its values based framework and principled approach to the fostering, formulation and implementation of all public policy objectives and intended outcomes.

Table 1 – BISDP 2023-2027 ‘Whole of Government’ Core Values

Good Governance	Ensuring that whole of government business is conducted with integrity and in an ethical, impartial and responsible manner as custodians of the people’s interest and that is free of all forms of corruption, accountable and transparent.
Transparency & Accountability	Foster openness in governance and decision-making, holding all stakeholders accountable for their actions and responsibilities.
Equity & Inclusiveness	Encourage fair and equitable participation from all segments of society in decision-making processes, accessibility to basic services, development opportunities and to an enhanced quality of life.
Sustainability	Promote the responsible and sustainable use of Bougainville’s natural resources, balancing economic development with environmental conservation.
Resilience & Innovation	Encourage a creativity, adaptability and the adoption of new technologies and approaches to address the challenges and opportunities facing Bougainville.
Cultural Preservation	Value and protect the unique cultural heritage of Bougainville promoting its importance for social cohesion and identity.
Peace & Reconciliation	Foster an environment of dialogue, healing and unity, acknowledging the past while working towards a peaceful and prosperous future.

Table 2 - DPBEC Guiding Principles

<p>Leadership</p>	<p>The DPBEC will lead by example in a ‘whole of government’ way in driving the implementation of the Government of the days’ strategic vision, policies and public service delivery mechanisms for the benefit of the region and its peoples.</p>
<p>Transformational Change</p>	<p>The DPBEC will take high-level administrative and coordinative lead in embracing transformational change in ensuring that the evolving status of the ABG through the transfers of powers is embraced, intentionally directed and garnered towards bringing service delivery closer to the people and in contributing to the realisation of their collective aspirations.</p>
<p>Knowledge Driven</p>	<p>That all functions and activities of the Department are knowledgeably informed, data driven, experiential and evidenced based.</p>
<p>Partnerships & Engagement</p>	<p>That as a high-level central coordinating agency and Department responsible to the Office of the President and Bougainville Executive Council (BEC), developing and strengthening partnerships and engagement with all partners and stakeholders on all fronts and at all levels, is critical to the ABG’s endeavours in driving sustainable development and prosperity in the region.</p>
<p>Dedicated Team</p>	<p>The Department is committed and dedicated as a collective team in striving for excellence, professionalism and best practice in the execution of all its functions and to work together in cooperation and collaboration as a larger team within the ABG for the common good of the region and its people.</p>
<p>Recognising Culture</p>	<p>The Department acknowledges that ‘Bougainville ways’ or culture are very important to the people of Bougainville and that where necessary, respect is to be accorded and recognised in the formulation of policy and the delivery of public services.</p>



Guava reconciliation, 2023

5.3 Planning Alignment & Implementation Mechanism

Diagram 2- ABG Planning Alignment

Bougainville Long Term Vision (BLTV) 2052

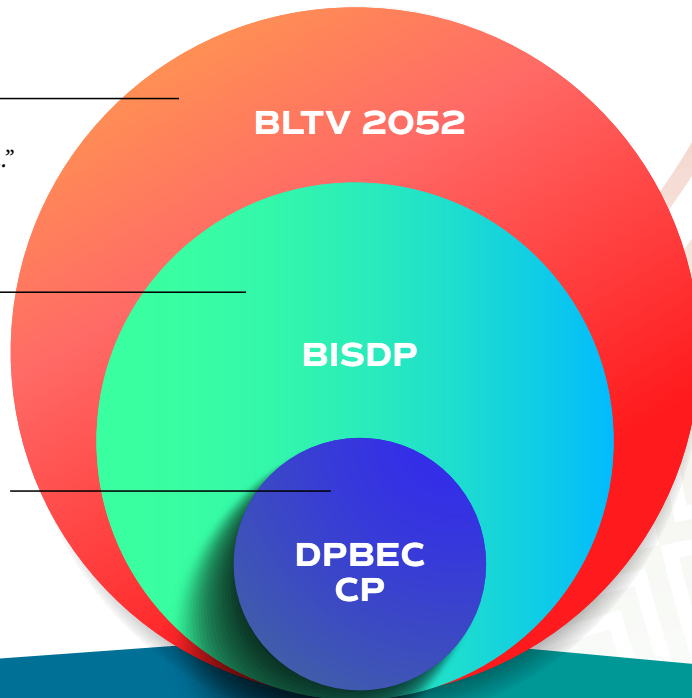
“By 2052, Bougainville will be a high income, educated, healthy and peaceful sovereign nation.”

Bougainville Integrated Strategic Development Plan 2023-2027 (BISDP 2023-2027)

“Advancing self-reliance, sustainability & independence readiness.”

Department of President & Bougainville Executive Council (DPBEC) Corporate Plan 2023-2027

“To lead transformational strategic change, towards better public service delivery and a better socio-economic and political future for Bougainville.”



ABG DIRECTIVES

Part XIV of PNG Constitution

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

Bougainville Peace Agreement (BPA)

Bougainville Constitution (BC)

6 Point Strategy

Trident Strategy

Bougainville Public Service

UN/NATIONAL DIRECTIVES

UN Sustainable Development Goals & 2030 Agenda

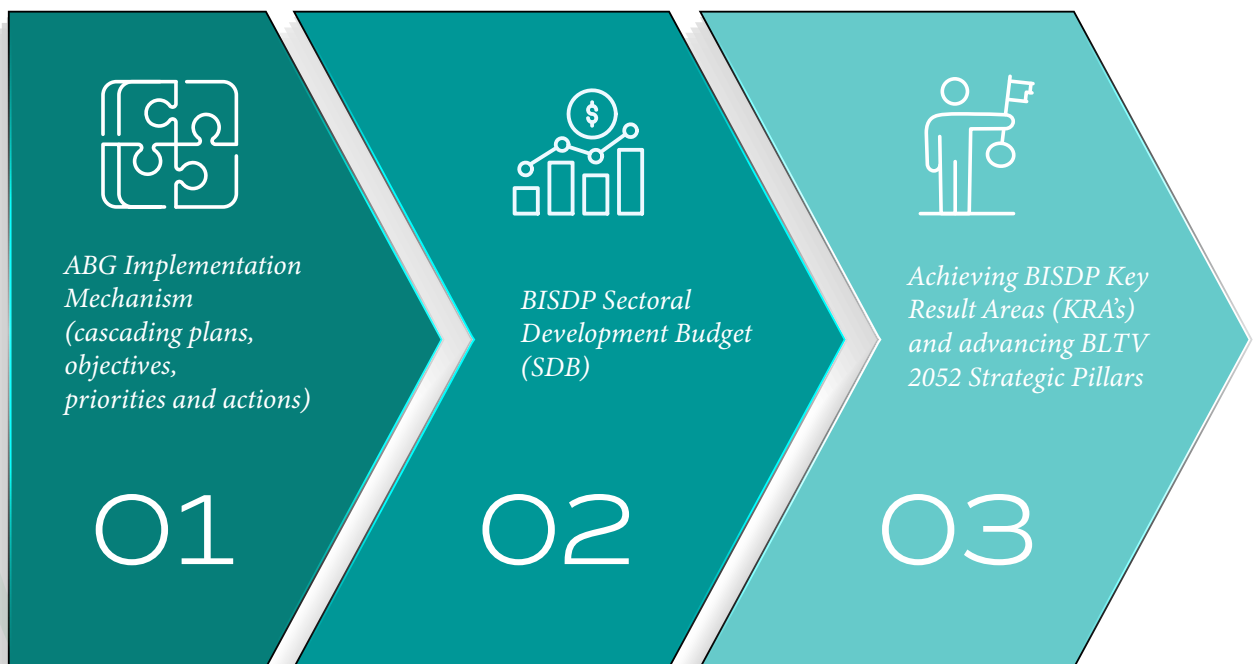
PNG Vision 2050

PNG Medium Term Development Plan IV 2023-2027



Dancers at Chocolate Festival, Hutjena, 2023

Diagram 3 – ABG Planning Implementation Mechanism



5.4 Our Organisational Mandate & Functions

The President and Bougainville Executive Council (BEC), both directly draw their mandate, from section 93 of the Bougainville Constitution. The DPBEC as such consequently derives its function, roles and responsibilities from the high-level executive, strategic, planning, administrative and organisational function of both the Office of the President and the BEC. The BEC comprised of Ministers serves functionally as the executive arm of the Autonomous Bougainville Government (ABG) and is the highest executive decision-making body in the region.

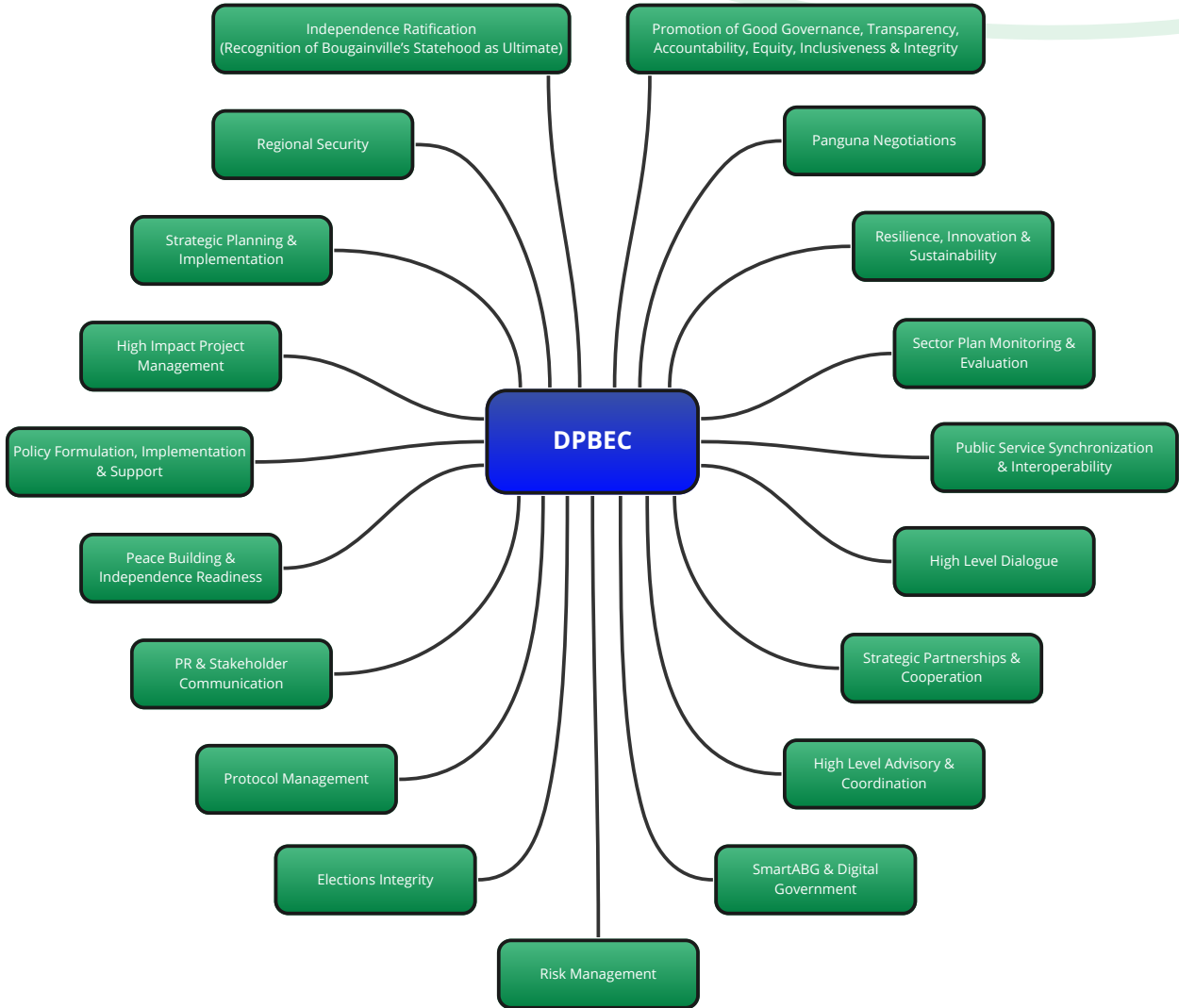
The DPBEC's mandate and functions are also encapsulated by the respective laws, that provide for the establishment and implementation of Bougainville's Autonomy arrangements. Highest among these, is the Part XIV of the PNG Constitution, which constitutionalises the autonomy arrangements and the others being the Bougainville Constitution, the Organic Law on Peace Building, Bougainville Peace Agreement and Bougainville Public Service Management Act. More recently the Era Kone Covenant, Wabag and Kokopo Accords also emphasised a more intentional role by the Department. This in supporting the finalisation and ratification of the referendum outcome, as well as a high-level coordinative role in supporting the continuing transfer of all powers and functions under the Sharp Agreement and the Independence Readiness Mission.

The DPBEC, as such is a critical coordinating agency and lead Department that supports the effective administration and operation of the high-level executive office of the ABG President and the BEC or executive arm of government. This in supporting good governance, transparency and accountability, informed decision making, the financial integrity of public funds and asset management, policy formulation and implementation, strategic planning and implementation, monitoring and evaluation, public relations & communication, election management, impact projects and programs and protocol management amongst other key functions, roles and responsibilities. Importantly, focusing all these efforts and outcomes towards supporting effective public service delivery and the realisation of an enabling environment for the people of Bougainville to thrive and prosper going forward, in close cooperation and collaboration with other Government Departments and agencies as a collective responsibility.

JSB Meeting in Wabag (Prime Minister, UNDP Representative, President)



Diagram 4 - DPBEC high-level functions, responsibilities & roles



5.4.1 The DPBEC In 2 Pages

<p>Office of the President</p>	<p>The ABG President is directly elected by the people and has wide ranging executive power and legislative authority, as the head of the ABG, the BEC and Bougainville House of Representatives (BHOR). The Chief Secretary and the DPBEC serve under the ministerial portfolio, leadership and direction of the ABG President.</p>
<p>Bougainville Executive Council (BEC) & Secretariat</p>	<p>The Bougainville Executive Council (BEC) is the ‘executive arm’ of the government, as principled under the ‘separation of powers’ and comprises the President, Vice-President and respective portfolio ministers who are responsible for high-level executive decisions at the ministerial level and the administration of legislation and policy through respective Government Departments and agencies. The BEC Secretariat provides high-level administrative and organisational support to the BEC. This includes lead in coordinating BEC meetings and communicating BEC decisions.</p>
<p>Office of the Chief Secretary</p>	<p>The Chief Secretary is the Head of the DPBEC and reports to the ABG President. As the Head of the Bougainville Public Service also, the Chief Secretary works closely with the Office of the President, BEC and all Department Heads in driving the Government of the day's strategic and policy agenda in terms of overall public service delivery outcomes.</p>
<p>Office of the Deputy Chief Secretary – Strategic Planning & Policy Coordination</p>	<p>The Office of the Deputy Chief Secretary – Strategic Planning & Policy Coordination has three core functions, under which a ‘whole of government’ approach is undertaken, in driving the key areas of research, policy coordination, planning and monitoring and evaluation within and across the public service.</p>
<p>Director Strategic Planning & Policy Coordination</p>	<p>Reporting to the Office of the Deputy Chief Secretary – Strategic Planning & Policy Coordination, the Director Strategic Planning & Policy Coordination is directly responsible for driving the formulation and implementation of these two (2) key areas in terms of strategic planning and policy coordination.</p>
<p>Manager, Performance Management & Reporting</p>	<p>Reporting to the Office of the Deputy Chief Secretary – Strategic Planning & Policy Coordination, the Manager Performance Management & Reporting, is responsible for the Monitoring, Evaluation & Reporting function.</p>

Office of the Deputy Chief Secretary – Operations	The Office of the Deputy Chief Secretary – Operations, is responsible for driving and implementing a ‘whole of government’ approach that involves key elements on policy integration, shared responsibility, information sharing, coordination mechanisms, stakeholder engagement, resource mobilisation, monitoring and evaluation.
Director Public Affairs, Media & Communication	The Directorate of Public Affairs Media and Communication is multi-faceted and encompasses a wide range of responsibilities that include public relations, media relations, internal communication, crises communication, branding and marketing communication and stakeholder engagement.
Electoral Commissioner	The Office of the Bougainville Electoral Commissioner and the Bougainville Electoral Commission as a whole is responsible for the conduct of the electioneering process in the Autonomous Region of Bougainville in a free, fair, equitable and transparent manner.
Director, Project Management Unit	The primary function of the Project Management Unit is to provide management expertise and support to project teams. This includes developing project plants, defining project objectives and deliverables, identifying project risks and mitigation strategies, allocating resources, monitoring project progress, and facilitating communication amongst stakeholders.
Manager Corporate Services	The Corporate Services section is responsible for ensuring that the Department has the necessary human resource capacity and capabilities to perform its function, to conduct training needs analysis and staff performance appraisals, staff welfare and staff discipline.
Chief Protocol Officer	The Office of the Chief Protocol is responsible for overseeing all protocol, security, logistics, and etiquette in diplomatic, national and regional functions and events.
Internal Auditor	The Internal Auditor's Office is responsible for providing independent and objective assurance on internal controls, corporate governance and accounting processes at timely and necessary intervals.

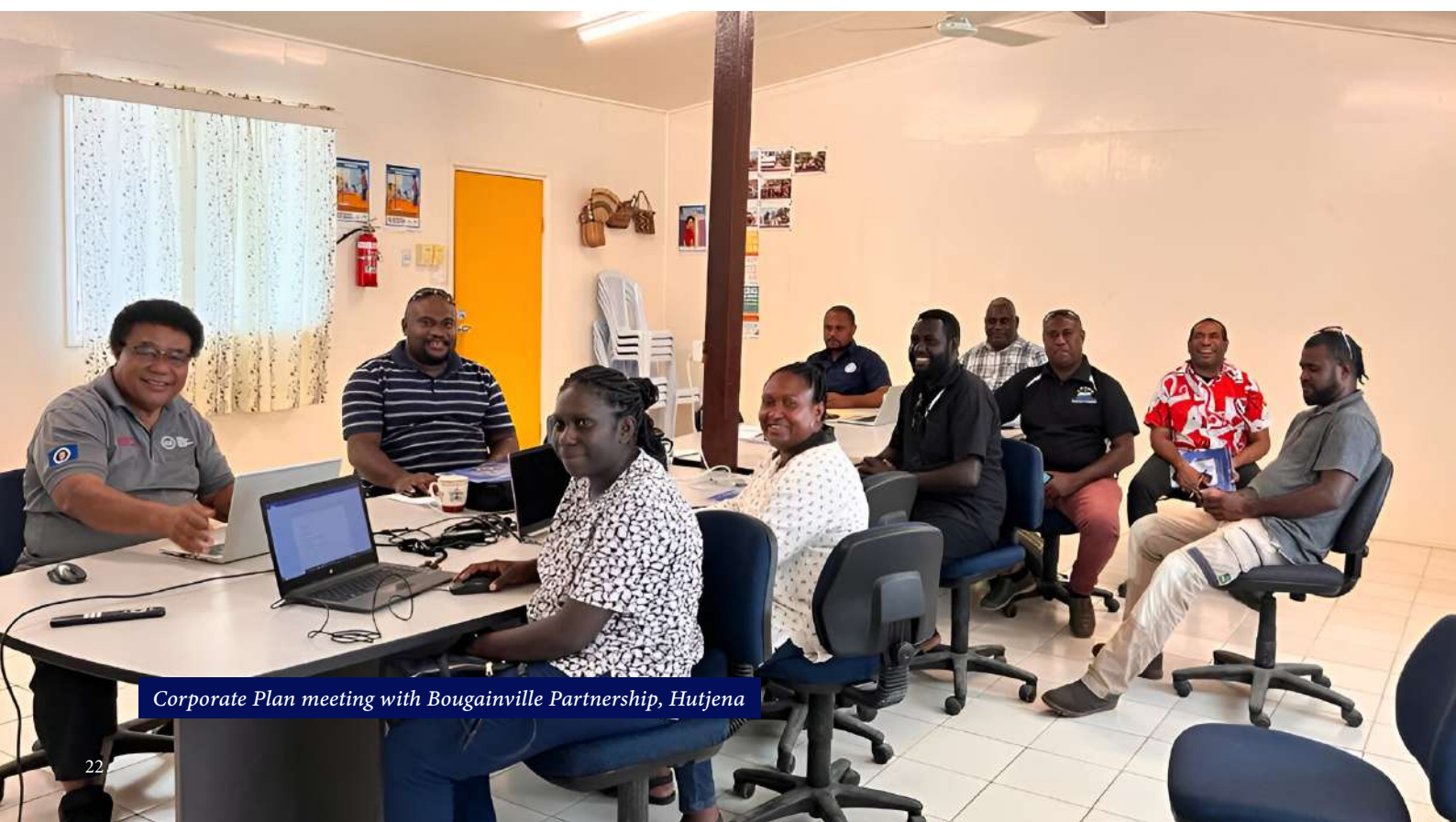
5.4.2 Taking A Closer Look At The DPBEC

Ministerial Portfolio

The ABG President is the Minister responsible for the ministerial and executive oversight of the Department of President and Bougainville Executive Council (DPBEC). Functionally this department is headed by the Chief Secretary, who is also the Head of the Bougainville public service. This ministerial portfolio has executive powers and policy functions pertaining to intergovernmental relations, strategic policy and planning, government operations, election management, public relations and communication, high impact projects, protocol and internal audit amongst other key areas. The DPBEC to this end performs the high-level administrative and coordinative function of the Office of the President and the BEC. This extends to the various powers and functions that fall under this Ministerial portfolio in supporting decision making at the executive level and also effective implementation from the Department and across the public service.

Functions & Responsibilities

Organisationally the Department of President and the Bougainville Executive Council includes; the Office of the Chief Secretary, the Deputy Chief Secretary – Strategic Planning & Policy Coordination and the Deputy Chief Secretary – Operations. There is also the Media Directorate, Office of the Chief Protocol and Internal Auditor's Office. The office of the Bougainville Electoral Commission, is also structurally aligned to the department, though functionally and financially it operates as an independent statutory body. The Bougainville Executive Council Secretariat and Office is tasked with coordinating BEC meetings where critical executive, high-level administrative, budgetary and policy decisions are made, as well as major initiatives and projects that are validated and directed by the President.



Corporate Plan meeting with Bougainville Partnership, Hutjena

1. Office of the President

The ABG President's Office is established by the Bougainville Constitution. By mandate it is the highest authority in whole of ABG and is directly elected by the people. The ABG President has wide ranging executive power and legislative authority, as the head of the ABG, the BEC and BHOR. The ABG President also has an overarching portfolio responsibility for the Department of President and Bougainville Executive Council (BEC). The Presidents specific functions include:

- I. **Leadership:** The President provides leadership to the organisation, setting the tone for its culture and values. The President represents the ABG in important inter-government occasions, public events, meetings & negotiations.
- II. **Strategic Planning:** The President is involved in setting long-term goals and strategies for the ABG. The President works with the Chief Secretary, to develop plans that effectively align, with the Government's vision and mission.
- III. **Decision Making:** The President plays a key role in decision making processes, especially those that have significant implications for the ABG.
- IV. **External Relations:** The President is the face of the elected Government to external stakeholders such as partners, government entities, donors and the general public. The President may engage in advocacy efforts or represent the Government's interests in various forums.
- V. **Management Oversight:** While day-to-day management may be delegated, the President is provided reports from the Chief Secretary from time to time in ensuring that Government directives are operationalised effectively and outcomes achieved.



2. Bougainville Executive Council

The Bougainville Executive Council (BEC) is the 'executive arm' of the government, as principled under the 'separation of powers' and comprises the President, Vice-President and respective portfolio ministers who are responsible for high-level executive decisions. Additional tasks at the ministerial level include; the administration of legislation and policy through respective Government Departments in delivering on the mandate of the Government of the day. The DPBEC is responsible for providing advisory and administrative support to the BEC, as directly through the Office of the President and also through the BEC Secretariat.



Community welcome Bougainville President

3. Office of the Chief Secretary

As the Head of the Bougainville Public Service, the Chief Secretary works closely with the Office of the President, Bougainville Executive Council (BEC) and all Department Heads on the implementation of the Government's core business. This includes driving public service delivery in a 'whole of government' way, as in the pursuit of socio-economic and political development. This also includes high-level strategic advisory, inter-governmental relations and development partnerships, policy and planning coordination, public service performance reporting, high impact programs and projects, and ensuring public service accountabilities and standards in all operations.



Swearing in of the Chief Secretary Shadrach Himata



Aerial view of Hutjena Station, Buka

4. Office of the Deputy Chief Secretary – Strategic Planning & Policy Coordination

The Office of the Deputy Chief Secretary, Strategic Planning and Policy Coordination, has three core functions, which cascades into various deliverable tasks. First is Research, for which key deliverables include; investigating, analysing and/or the Monitoring and Evaluation of problems and matters of concern on current or new projects/programs. The underpinning motive is to identify factors on which informed advice is provided to ABG if and when required. Merit based decisions, policies and laws are necessitated by a highly globalising and modernising world especially with the prevalence of sophisticated technology. Ignorance to this phenomenon would result in ill development outcome and wastage of resource.

Second is policy coordination, which unfolds in various dimensions. Public Policy is one that serves as a guideline to managing issues/affairs of public interest, which in many instances can be time bound. Legislative policy is the initiation stage of developing laws, which in ABG context is absolutely necessary for the Sharp Agreement Implementation in transferring the remaining section 290 powers of the PNG Constitution.

Third is planning, which by nature and purpose has various dimensions. Development of plans includes, identifying and prioritising of projects/programs taking into consideration various factors. Availability of resources provides parameters to scheduling development project/programs annually. Sequencing or prioritising in development planning is critical to ensure the events happen in a logical order so they do not affect each other. Given its prominence in value ABG needs foreign aid-driven development planning.

The coherent functioning of these three-fold mandates would pave a strategic pathway for Bougainville in its context as a post-conflict, post-colonial and small island developing territory aspiring to be a separate political entity from the rest of PNG.

5. Office of the Deputy Chief Secretary – Operations

The Office of Deputy Chief Secretary (DCS)-Operations is within the Department of President and Bougainville Executive Council. The challenges facing the Autonomous Bougainville Government are complex and often deep rooted, requiring collaborative and innovative solutions. The DCS-Operations will be driving and implementing a whole of government approach that would involve the following key elements:

- I. **Policy Integration:** It involves aligning policies, strategies, and actions across different government departments and agencies to ensure coherence and consistency in addressing complex issues. This requires breaking down silos and fostering interdepartmental collaboration to develop integrated solutions.
- II. **Shared Responsibility:** It emphasises the shared responsibility of all government entities in achieving common goals. This means that different departments and agencies work together, pooling their resources, expertise, and capabilities to address complex challenges comprehensively.
- III. **Information Sharing:** It involves sharing relevant information and data across different government entities to enable informed decision-making and effective coordination. This may include sharing intelligence, research findings, best practices, lessons learned, and other relevant information to enhance situational awareness and facilitate evidence-based policymaking.
- IV. **Coordination Mechanisms:** A whole of government approach requires establishing formal and informal mechanisms for coordination among different government entities. This may include inter-agency task forces, working groups, committees, or other structures that facilitate regular communication, collaboration, and coordination.
- V. **Stakeholder Engagement:** It recognises the importance of engaging external stakeholders such as non-governmental organisations (NGOs), civil society organisations (CSOs), private sector entities, academia, and citizens in the decision-making process. This helps ensure that diverse perspectives and expertise are considered, and that policies and actions are responsive to the needs and aspirations of the society as a whole.
- VI. **Resource Mobilisation:** A whole of government approach involves mobilising and leveraging resources from different government entities to address complex challenges effectively. This may include financial resources, human resources, technological capabilities, infrastructure, and other relevant assets.
- VII. **Monitoring and Evaluation:** It emphasises the need for ongoing monitoring and evaluation of the effectiveness and impact of government actions. This helps identify areas for improvement, assess the outcomes achieved, and make necessary adjustments to enhance the overall performance of the whole of government approach.

5.1 Directorate of Public Affairs, Media and Communication

The role of the Directorate of Public Affairs, Media and Communication is multifaceted and encompasses a wide range of responsibilities that include:

- I. **Public Relations:** developing and implementing public relations strategies to enhance the Government's reputation and maintain positive relationships with the public. This involves managing media inquiries, organising press conferences, issuing press releases, and responding to public concerns or criticisms.
- II. **Media Relations:** Acts as a liaison between the Government and the media. It cultivates relationships with journalists, reporters, and media outlets to ensure accurate and timely coverage of the Government's activities and initiatives. This includes coordinating interviews, providing media briefings, and facilitating access to key personnel or events.
- III. **Internal Communication:** Crucial role in facilitating effective internal communication within the Government. It develops internal communication strategies to disseminate information to employees, ensuring they are well-informed about Governmental goals, policies, changes, and other relevant updates. This may involve producing newsletters, organising town hall meetings or employee forums, maintaining intranet portals, or utilising other communication channels.
- IV. **Crisis Communication:** In times of crisis or emergency situations that may impact the Government's reputation or operations, the Directorate of Public Affairs, Media and Communication takes charge of managing crisis communication efforts. This involves developing crisis communication plans, coordinating messaging across various platforms, addressing public concerns promptly and transparently, and working closely with relevant stakeholders to mitigate potential damage.
- V. **Branding and Marketing Communication:** Managing the Government's branding and marketing communication strategies. This includes developing and maintaining the Government's brand identity, creating marketing campaigns, managing social media presence, and ensuring consistent messaging across all communication channels.
- VI. **Stakeholder Engagement:** Engaging with various stakeholders, including government agencies, community organisations, industry associations, and other relevant groups. It aims to build positive relationships, address concerns or issues raised by stakeholders, and foster collaboration or partnerships that align with the Government's objectives.



5.2 Directorate Project Management Unit (High Impact Projects RDG)

The primary function of the Project Management Unit (PMU) is to provide project management expertise and support to project teams. This includes developing project plans, defining project objectives and deliverables, identifying project risks and mitigation strategies, allocating resources, monitoring project progress, and facilitating communication among stakeholders. The PMU also provides training and guidance to project teams on these methodologies and ensures their adherence throughout the project lifecycle. The PMU also provides regular updates on project status, performance metrics, and key milestones to ensure transparency and accountability. This Unit had been established due to the ABG eradicating the planning department in 2015 and specific PMU roles will be transferred to the current DPP in 2024.

5.3 Corporate Services

The corporate services section headed by the Corporate Services Manager, and including administration officers is the nerve centre for the effective functioning of the department in enabling its pursuance of its core business. First role is to ensure staff, have the necessary knowledge, skills and competencies to perform all core functions. This is achieved by arranging necessary training or workshops determined through training needs analysis and the Staff Performance Appraisals. This area of responsibility also includes staff welfare, especially accommodation and transport arrangement for those living in their own houses. Also, this includes disciplinary measures for staff in breach of public service laws.

Second important role, is to ensure a conducive work place environment, in all office spaces.. This includes the availability of power supply and functioning of air conditioning systems. Corporate Service is also responsible for managing procurements; including accommodation and transport arrangement for all duty travels, purchase of office equipment and stationery, fuel and powers bills. The reporting systems follows the overall organisation structure of the department, where all administration officers under the various sections consult with the Corporate Services manager on all matters of concern.



6. Office of Chief Protocol

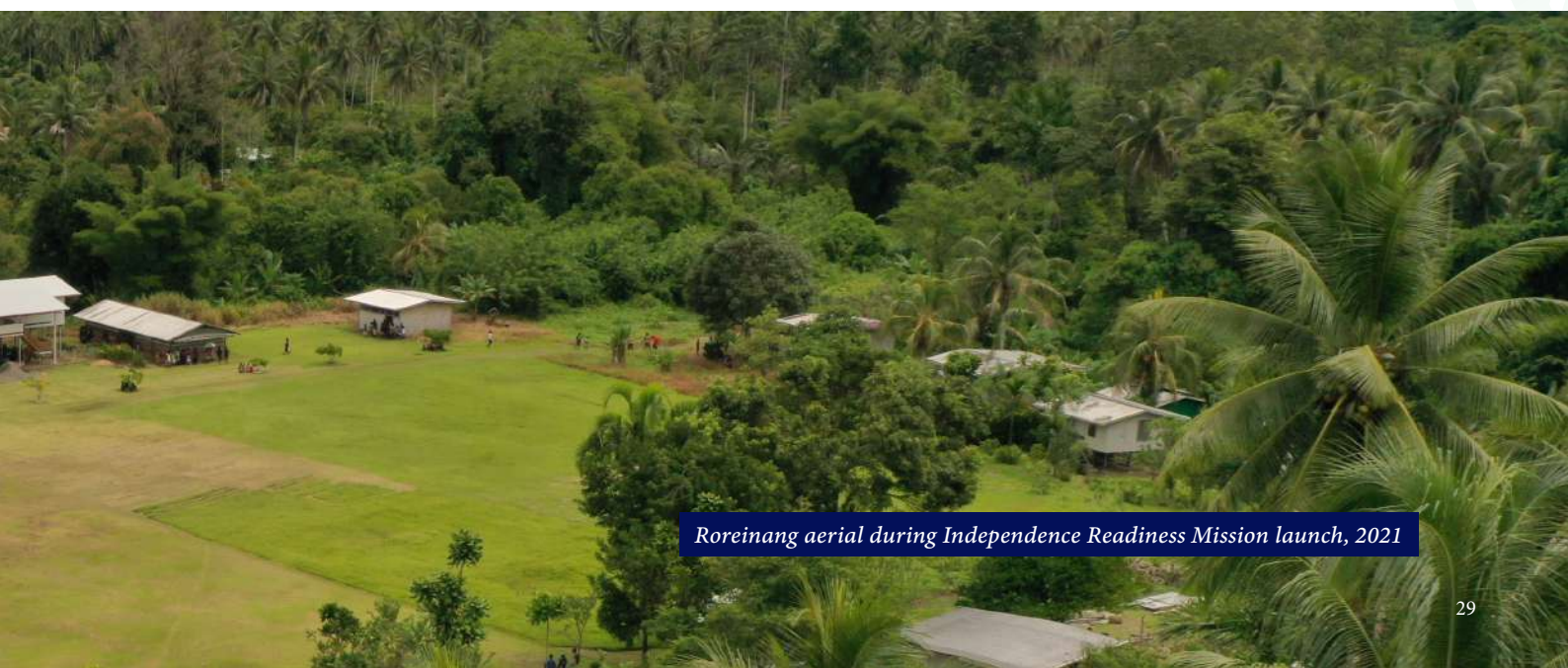
The Office of the Chief Protocol officiates at official ceremonies involving dignitaries at all levels. Protocol matters involve officiating at events that the President and ABG leaders attend internally, as well as at the Inter-Governmental level with PNG leaders, and at the international level with various representatives from different Governments and Development Partners including UN and Diplomatic Missions. The Office of the Chief Protocol in general and as such is responsible for overseeing all protocol, security, logistics, and etiquette in diplomatic, national and regional functions and events.

7. Internal Auditors Office

The Internal Auditor's Office was established in 2015 pursuant to Joint Resolution #7.1. of the first Autonomy Review Report (2013). The intention of this office is to enhance internal management of the ABG's operations, processes and implementation of policies. The Internal Auditor's Office as such is responsible for providing independent and objective assurance on internal controls, corporate governance and accounting processes at timely and necessary intervals.

8. Office of Bougainville Electoral Commission (OBEC)

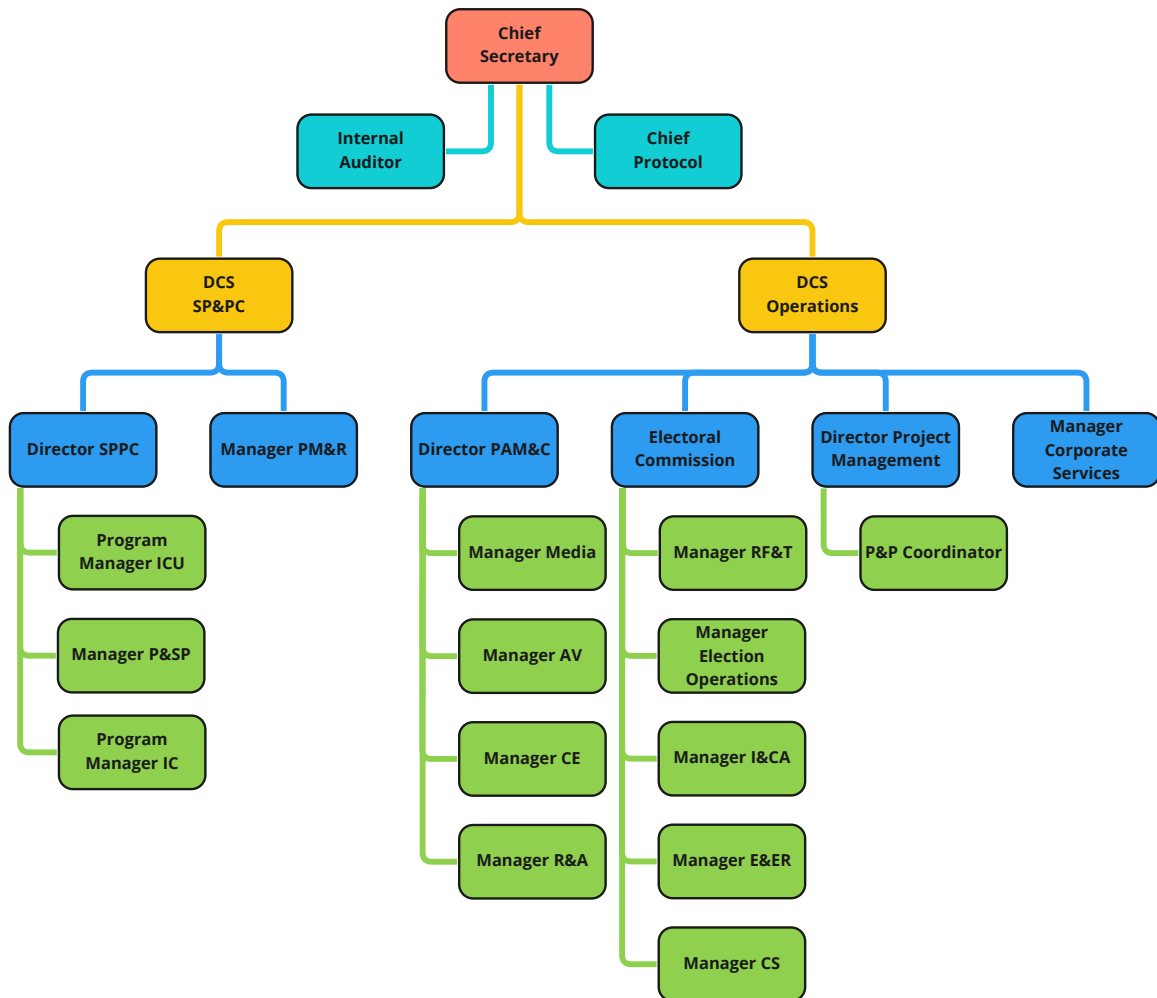
The OBEC is a statutory body headed by the Electoral Commissioner. Functionally and financially OBEC operates independently under a Parliamentary Act (2007), but in terms of reporting this statutory body is currently aligned to the Department of President & BEC. This is the entity responsible for conducting Elections for the ABG President, House of Representatives and the Community Governments. The Office of the Bougainville Electoral Commissioner and Electoral Commission is responsible for the conduct of the electioneering process in the Autonomous Region of Bougainville in a free, fair, equitable and transparent manner.



Roreinang aerial during Independence Readiness Mission launch, 2021

5.5 Our Organisational Structure

Organisational Chart – Department of President & Bougainville Executive Council (DPBEC)

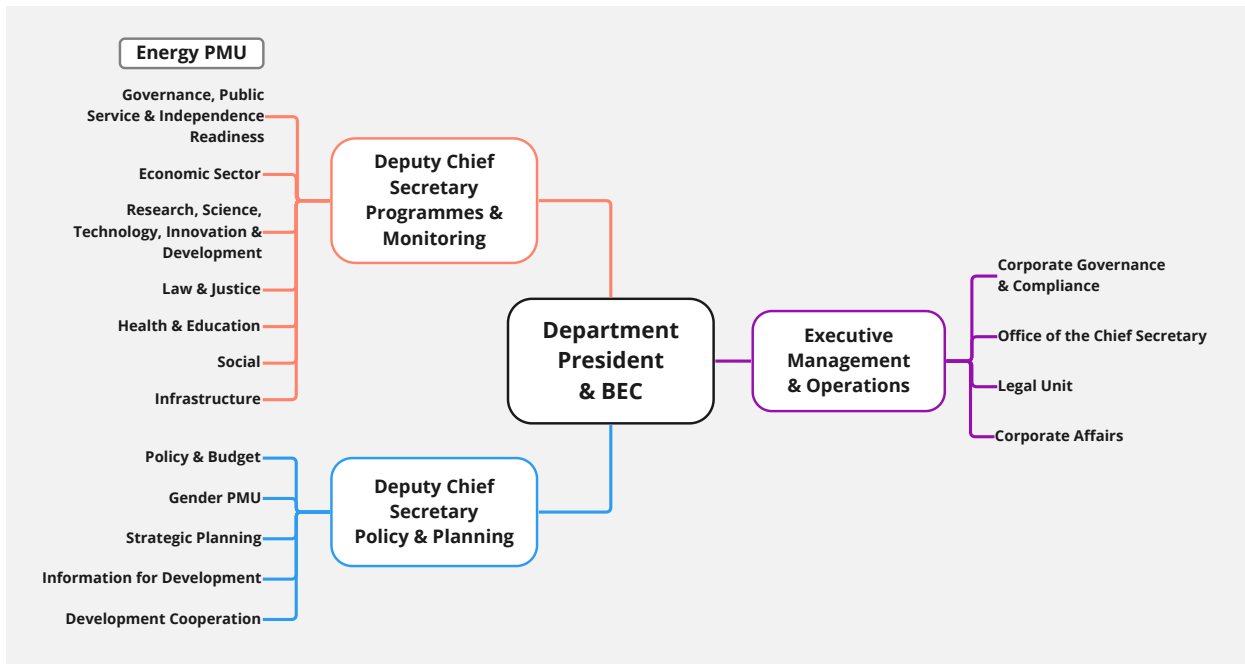


Consistent with the Bougainville Long Term Vision (BLTV) 2052 and its inaugural iteration as the BISDP 2023-2027, the DPBEC Corporate Plan 2023-2027 is a direct response to the cascading implementation of these plans and it's lead role in this regard. The DPBEC in responding to this strategic intent and purpose, as such, will be looking to review its current organisational structure under the auspices of a functional analysis, restructuring and rightsizing exercise. This is with the view, to critically ensure that it is structurally adept and well positioned in contributing to the effective implementation and realisation of envisaged strategic outcomes. These exercises will include key considerations on the effective strengthening and optimisation of these key functions, roles and responsibilities.

This alongside the considered integration of further functions integral to the enhancing of the Departments capabilities and competencies in performing its core mandate and functions in an efficient, effective and whole of government way as follows;

- I. That the Department is better organised to lead and drive the implementation and realisation of the BISDP 2023-2027 and advancing the Bougainville Long Term Vision (BLTV) 2052. This includes strengthening the high-level responsibility of the Department's planning, monitoring & evaluation and reporting function under the Office of the Deputy Chief Secretary – Strategic Planning and Policy Coordination.
- II. That under the Office of the Deputy Chief Secretary – Strategic Planning and Policy Coordination the Department is also better positioned structurally to be able to take lead in driving research as an enabler in supporting informed and data-based decision making, and policy formulation, as well as supporting the realisation of a knowledge driven SmartABG and digital Government. This includes the promotion and advancement of a Bougainville Research & Transformation Agenda as a broader application of research & development (R&D) within all sectors and at all levels of society.
- III. The Office of the Deputy Chief Secretary – Strategic Planning and Policy Coordination would also be looking to take greater responsibility and oversight over the promotion of international relations, inter-government relations, partnerships and engagement with all partners and stakeholders on all fronts and at all levels in ensuring that strategic partnerships, development aid and cooperation is strategically channelled and coordinated.
- IV. The Department would also be looking to integrate key functions or rather capabilities and competencies, such as legal and compliance, total quality management, information technology and budget and finance, that would greatly enhance its high-level function, role and responsibilities, as under the Office of the Deputy Chief Secretary-Operations.
- V. Under the Office of the Deputy Chief Secretary-Operations the Department would also be looking to develop functions focused on improving the transparency and accountability of public service assets, fleet management, facilities and infrastructure, as the key custodians of public goods.
- VI. The Department would also be looking at strengthening policy lead and coordination on key cross cutting sectoral priorities, such Bougainville's Regional Security architecture, Climate Change response and High Impact Blue & Green development initiatives.
- VII. Under the overall leadership and oversight of the Chief Secretary the Department would also be looking to improve mechanisms for good governance, transparency and accountability, as well as in key functions such as internal audit, protocol and the integrity of elections through the full institutionalisation of the Bougainville Electoral Commission, as also strategic actions for the Department. The Department would also be looking to be a key driver towards the promotion of a smart, agile and responsive Government, better public policy framework and coverage, greater interoperability and synchronisation of public service delivery mechanisms, greater accountabilities and better implementation outcomes across the board.

Diagram 5 - DPBEC structural frame working forward



Consistent with *Diagram No 5 – 'DPBEC structural frame working forward'*, necessary considerations will be made in ensuring that the Department has the necessary like organisational structure, functional capabilities and core competencies to fulfil its role and responsibilities. The structural frame provided highlights the direction that the Department will be undertaking in looking to accommodate the key considerations mentioned above and wherein the mentioned functional analysis, restructure and rightsizing exercise will further inform the structural frame highlighted.

The Department in making these considerations to position itself more effectively, will also be looking to ensure that it is organised in a manner wherein it is agile and responsive to a rapidly changing and disruptive public service landscape in Bougainville. This is alluding to the continuing drawdown of all autonomy powers and the evolving shape of the Bougainville Public Service. This also includes driving transformational change in public service delivery for the better and the Department's key role in supporting the implementation of all government policy, as well as key policies such as the independence readiness mission, strengthening community governments and building partnerships with development partners and stakeholders. The Department would also be looking at streamlining all its functions to ensure greater efficiency and effectiveness across the board.



All Churches Combine Reconciliation at Panguna (left to right: Rev Toroi, Ps. Magoi & Ps. Kenneth)

6. STRATEGIC PRIORITIES & STRATEGIC ACTIONS

In responding to the BISDP 2023-2027, the strategic priorities and strategic actions of the DPBEC Corporate Plan 2023-2027, have been formulated in cascading alignment to relevant key results areas (KRA's) put forward. Through the articulation of its strategic priorities and strategic actions, the Department works to critically contribute to the implementation and realisation of the BISDP 2023-2027 sector goals and objectives, for which it has a critical role and responsibility towards, as well as advance the strategic pillars of the BLTV 2052 over the longer term.

GPS1.1 KRA: That all relevant powers, enabling acts, policy instruments and bodies are enabled and functioning effectively within the ambit of the ABG			
<i>DPBEC Strategic Priority 1: Address the DPBEC's enabling act in ensuring that it has the necessary powers and functions to implement a 'whole of Government' approach to the BLTV 2052 and BISDP 2023-2027</i>			
Ref	Deliberate Strategic Actions	Department Lead	Completion
1.1	Review the ABG Public Service Act in strengthening the DPBEC's strategic lead on the BLTV 2052 and BISDP 2023-2027.	CS/DCS-SP&PC	Q1-2024
1.2	Align ABG's Planning, Financing, Management, Operations and Asset Management Mechanisms	DCS-Operations / DCS-SP&PC	Q1-2024
1.3	Consolidation on Section 50 of the Organic Law on Peace Building	CS	Q1-2024
1.4	Working Group on strengthening Inter-Government Partnership between GoPNG and ABG on the implementation of autonomy and the 2019 referendum results.	CS	Q1-2025
1.5	Autonomy to Independence Transitional Plan	CS/DCS	Q4-2026
<i>DPBEC Strategy Priority 2: Strengthen the oversight and coordinative mechanisms to support the timely and effective transfer of all remaining autonomy powers to the ABG</i>			
Ref	Deliberate Strategic Actions	Department Lead	Completion
2.1	Sharp Agreement Implementation in transferring remaining section 290 power of the PNG Constitution	CS/DCS-SP&PC	Q3-2024
2.2	ABG Coordinating Mechanism & Priority Transfer Schedule of Powers to be established in partnership with NCOBA and National Departments	CS/DCS-SP&PC	Q1-2024
2.3	Lead in the effective and completed transfer of all autonomy powers	CS	Q1-2025
2.4	Ensure that the ABG is fully exercising all autonomy powers and capabilities.	CS	Q4-2027

DPBEC Strategic Priority 3: Ensure that the Office of the President and the BEC is accorded the necessary high-level strategic advisory, coordinative, executive and administrative support to strengthen policy formulation and decision making outcomes

Ref	Deliberate Strategic Actions	Department Lead	Completion
3.1	Strengthen high-level coordination and organisational function of BEC Secretariat	DCS– Operations	Q2–2024
3.2	Re-alignment of all high-level strategic advisory teams, functions and reporting to the DPBEC	DCS– Operations	Q4–2024
3.3	Establishment of a high-level advisory, policy and cross cutting coordinative mechanism on the ABG’s response to the climate change agenda, clean energy transition, environmental protection and conservation.	CS/DCS– SP&PC & DCS– Operations	Q2–2024
3.4	Establishment of a high-level advisory, policy and coordinative function and mechanism on high impact projects and programs concerning Blue & Green Development Initiatives.	CS/DCS– SP&PC & DCS– Operations	Q2–2024
3.5	Support the realisation of climate resilient communities and a climate resilient Bougainville.	CS/DCS– SP&PC & DCS– Operations	Q4–2027

GPS1.2 KRA: Ensure that ABG structures and functions are fit for purpose, effective and efficient and enhance Government function and service delivery

DPBEC Strategic Priority 4: Ensure that the DPBEC has the necessary organisational structure to perform all its mandated functions, role and responsibilities

Ref	Deliberate Strategic Actions	Department Lead	Completion
4.1	Functional Analysis, Restructuring & Rightsizing Exercise	DCS– Operations	Q1–2024
4.2	Workforce Planning Strategy & Policy	DCS– Operations / DCS–SP&PC	Q1–2024
4.3	DPBEC Reorganised and Repositioned to fully implement BISDP 2023-2027	DCS– Operations	Q2–2024

GPS2.1 KRA: That the ABG has a functioning Ombudsman, Leadership Tribunal & Public Service Commission

DPBEC Strategic Priority 5: Support the realisation of institutions and initiatives critical to the promotion of good governance, integrity, transparency and accountability and respect

Ref	Deliberate Strategic Actions	Department Lead	Completion
5.1	Good Governance Sector Working Group	CS	Q2–2024

5.2	Full institutionalisation of the Office of the Bougainville Electoral Commission (OBEC)	CS/DCS– Operations/ OBEC	Q4–2024
5.3	Established Internal Audit Mechanisms and Standard Operating Procedures (SOP's)	CS/DCS– Operations/ Chief Internal Auditor	Q1–2024
5.4	Annual Internal Audits	CS/Chief Internal Auditor	Q4–2024 (Annual)
5.5	External Audit	CS/Chief Internal Auditor	Q4–2025 (Biennial)
5.6	Protocol Policy and Standard Operating Procedures (SOP) Handbook	CS/Chief Protocol Officer	Q2–2024

GPS2.2 KRA: That the ABG has a value based public service framework and Bougainville Public Service General Orders

DPBEC Strategic Priority 6: Ensure that the DPBEC is a champion of the public service ethos, values and principles

Ref	Deliberate Strategic Actions	Department Lead	Completion
6.1	Integration of BISDP 2023-2027, public service and DPBEC Corporate Plan 2023-2027 Values & Principles into all planning and operations	DCS–SP&PC/ DCS– Operations	Q4–2024
6.2	“Gutpla Citizenship Program”	DCS– Operations	Q3–2024

GPS 3.1 KRA: Effective synchronisation of all Government & Public Service Planning & Performance Framework

DPBEC Strategic Priority 7: To take lead in an integrated and ‘Whole of Government’ approach to the formulation and implementation of public service policy, planning, development and service delivery

Ref	Deliberate Strategic Actions	Department Lead	Completion
7.1	Consolidate strategic lead, policy and planning coordination and M&E function on the implementation of the BISDP 2023-2027	CS/DCS– SP&PC	Q1–2024
7.2	Integrate research, data driven, evidenced and knowledge based, policy and decision making within the DPBEC and ABG	CS/DCS– SP&PC	Q4–2024
7.3	Reposition the Department as a lead agent for ‘Transformational Change’	CS/DCS– Operations	Q1–2024
7.4	Community & Stakeholder Engagement Policy	DPBEC	Q2–2024
7.5	Strategic Partnerships, Development Cooperation & Aid Coordination Policy	CS/DCS– SP&PC	Q2–2024

7.6	Formulate and implement the 'One Beat, One Rhythm, Standing Together' Policy	DCS-Operations	Q3-2024
7.7	Presidents Excellence and Distinguished Service Awards	CS	Q4-2024 (annual)
7.8	Mid-BISDP 2023-2027 Progressive Review	CS/DCS SP&PC/DCS-Operations/ Planning Directorate	Q2-2025
7.9	Mid-DPBEC Corporate Plan 2023-2027 Review	CS/DCS SP&PC/DCS-Operations/ Planning Directorate	Q3-2025
7.10	Working group to frame and launch BISDP 2023-2027 2028-2032	CS/DCS SP&PC/DCS-Operations/ Planning Directorate	Q3-2027
7.11	DPBEC Corporate Plan 2028-2032	CS/DCS SP&PC/DCS-Operations/ Planning Directorate	Q4-2027
<i>DPBEC Strategic Priority 8: To effectively manage and ensure high-level communication, information dissemination, awareness, crises management, reputation and public perceptions</i>			
Ref	Deliberate Strategic Actions	Department Lead	Completion
8.1	Government Communications Framework	DCS-Operations/ PAMC	Q2-2024
8.2	Enhanced branding, reputation and certified public service employer of choice.	DCS-Operations/ PAMC	Q4-2027
8.3	Community Outreach and Resilience Program	DCS-Operations/ DCS-SP&PC	Q4-2024
GPS 3.2 KRA: Realisation of a SmartABG and Digital Government unique to the ARoB			
<i>DPBEC Strategic Priority 9: To implement smarter, more informed, more cost effective and efficient public service decision making and delivery mechanisms</i>			
Ref	Deliberate Strategic Actions	Department Lead	Completion
9.1	Working Group to establish Digital Transformation Roadmap	CS/DCS-Operations/ DCS-SP&PC	Q2-2024

9.2	Fully Digitised DPBEC and ABG	CS/DCS– Operations	Q4–2026
GPS 3.3 KRA: Ensure that the ABG has an effective capacity and capability framework to support a SmartABG			
<i>DPBEC Strategic Priority 10: Strengthen DPBEC Capacity and Capability</i>			
Ref	Deliberate Strategic Actions	Department Lead	Completion
10.1	DPBEC Human Resource Capacity & Capability Framework	DCS– Operations/ Manager Corporate Services	Q1–2024
10.2	Training, Learning & Development Plans for DPBEC Staff	DCS– Operations/ Manager Corporate Services	Q2–2024
10.3	ABG Secondment Policy	DCS– Operations	Q4–2024
10.4	Sustainability Policy	CS/DCS– SP&PC	Q1–2025
GPS4.1 KRA To ensure that constituencies are independent ready by or before 2027			
<i>DPBEC Strategic Priority 11 - To encourage and foster development planning and the advancement of independence readiness goals, targets and indicators that will contribute to and support the independence readiness mission of constituencies in an responsible, transformational and globally recognised way by the end of 2024</i>			
Ref	Deliberate Strategic Actions	Department Lead	Completion
11.1	Adopt/adapt relevant UN SDG 16 goals, targets and indicators that nurtures and ensures ‘...justice for all and build effective, accountable and inclusive institutions’ at all levels of community building and independence readiness at the constituency level.	CS/DCS– Operations/ DCS–SP&PC	Q4–2024
11.2	Adopt/adapt relevant UN SDG 17 goals, targets and indicators to ‘Strengthen the means... for Sustainable Development’ and the independence readiness mission at all levels.	CS/DCS– Operations/ DCS–SP&PC	Q2–2025



Arawa Health Facility aerial view

GPS4.2 KRA To ensure that the ARoB as a whole is independent ready by or before 2027

DPBEC Strategic Priority 12 - Strengthen whole of government oversight, coordination, implementation and transformation in support of the public service, parliament and the regions independence preparedness and declaration as a whole by or before 2027

Ref	Deliberate Strategic Actions	Department Lead	Completion
12.1	Take lead in fostering a ‘whole of government’ approach to adopting, adapting and integrating relevant and necessary UN SDG Goals, targets and relevant indicators, in development planning, formulation & implementation and as integral measures of progress and preparedness for the regions independence ready declaration overall by or before 2027.	CS/DCS– Operations/ DCS–SP&PC	Q4–2027

GPS4.3 To complete international awareness in partnership with the National Government and other stakeholders

DPBEC Strategic Priority 13 - Foster greater partnerships and engagement with international partners, bodies, institutions and multi-lateral agencies and organisations on Bougainville’s aspirations for ‘advancing self-reliance, sustainability and independence readiness’

Ref	Deliberate Strategic Actions	Department Lead	Completion
13.1	Promote Bougainville as a ‘Partner of Choice’	DPBEC	04–2027
13.2	Greater awareness and understanding of Bougainville’s political status in the regional and international community	DPBEC	04–2027
13.2	Integration of Independence Readiness Mission into all partnerships and engagement.	DPBEC	04–2024

LJ3.1 KRA: An institutionalised and well-functioning Bougainville Security Council or regional Security Directorate

DPBEC Strategic Priority 14 - To effectively foster and promote high level inter-Department and inter-agency coordination in addressing regional security issues and concerns

Ref	Deliberate Strategic Actions	Department Lead	Completion
14.1	Take lead in the formulation and implementation of a working Bougainville Security Council	CS/DCS– SP&PC & DCS– Operations	02–2024
14.2	Highly functioning Regional Security Architecture	CS/DCS– SP&PC & DCS– Operations	Q4–2026

RSTI1.1 KRA: Established and Operating Bougainville Research Council

DPBEC Strategic Priority 15: To ensure that research and development is developed as a strategic enabler

Ref	Deliberate Strategic Actions	Department Lead	Completion
15.1	Working Group on the establishment of the Bougainville Research Council or Research Agenda	CS/DCS– SP&PC	Q2–2024

7. FUNDING THE BISDP 2023-2027 & DPBEC CORPORATE PLAN 2023-2027

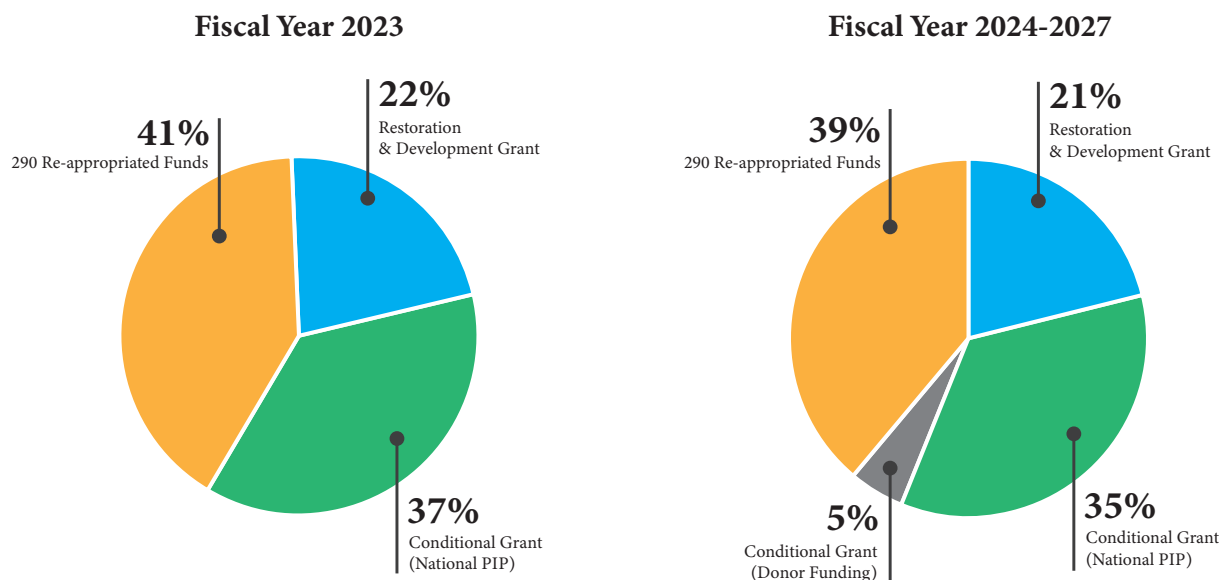
Table 4 – BISDP 2023-2027 Toroama-Nisira Government Budget Emphasis by sector

SECTOR	2023		2024		2025		2026		2027	
	%	Value (K'mil)	%	Value (K'mil)	%	Value (K'mil)	%	Value (K'mil)	%	Value (K'mil)
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%

As highlighted in the BISDP (see above Table 4 - BISDP 2023-2027 Toroama-Nisira Government Budget Emphasis by sector), under its financing and implementation, the budget appropriation and allocation of funding will be accorded in alignment with the sector-based approach to implementation from year to year. This will be driven under the auspices of the BISDP Sectoral Development Budget (SDB) with the baseline budget of K448 million, as allocated for the baseline year of 2023. As also highlighted in terms of projected growth in the regional economy and total budget value, a 2% to 2.5% increase is anticipated over the first half of this planning period from 2023-2024, while a more optimistic projected growth percentage of 3% to 4% is forecasted over the mid to latter half from 2025 to 2027. This is consistent with current projections by the IMF and World bank in terms of the global economic downturn or limited growth over this first half period, and a more optimistic outlook heading into the latter half period as indicated.

Within this planning and financing arrangement the DPBEC and the ABG Department of Finance & Treasury, as well as the GoPNG Department of National Planning & Monitoring and The Department of Finance, will be working in close consultation to source the necessary funding from a combination of sources including Restoration & Development Grants (22%), Conditional Grant (National PIP) (37%) and 290 Re-appropriated Funds (41%) for the 2023 fiscal year (see Diagram 6 - Sources of SDB Funding 2023 & 2024-2027).

Diagram 6 – Sources of SDB Funding 2023 & 2024-2027



It is anticipated, however, that in succeeding years of the BISDP from 2024-2027, the ABG would be looking to also secure Conditional Grant (Donor Funding) as a key component in terms of funding sources. In terms of projection, a mean threshold of 5% would be targeted over the remaining duration of the BISDP 2023-2027 for this funding source, with the anticipated percentage break-up highlighted in *Diagram 6* above. Ensuring this funding will be crucial in implementing the BISDP 2023-2027 and the DPBEC Corporate Plan 2023-2027.

The DPBEC in working to ensure that the BISDP is effectively resourced, will also be working closely with the National Government to ensure that all funding is directed accordingly through the ABG as consistent with PART XIV of the PNG Constitution and Organic Law of Peace Building. This includes District Services Improvement Program (DSIP)/Provincial Services Improvement Program (PSIP) funds, which are being channelled outside of this legal ambit. The DPBEC will also be working to support the ABG’s policy framework and capabilities in improving tax/levy collection within the region from all revenue generating activities, key commodities, economic sectors and the regional economy as a whole.

Supporting the strengthening of the banking and finance sector, and other Government priorities such as the Panguna negotiations, delimitation survey, land policy and special economic zones (SEZ), may well provide the impetus for greater investment, economic growth in the region and the broadening of the regional tax base in the medium term. Effective channelling of aid partner and donor support will also critical in supporting the resourcing and implementation of the DPBEC Corporate Plan and BISDP overall.

8. DPBEC CORPORATE PLAN IMPLEMENTATION & FUNDING LOG FRAMES

The implementation of the DPBEC Corporate Plan, will require that this plan is effectively resourced and supported on various fronts. Critical enablers will be: the political will to do so, the Departments legislative and policy framework, structural alignment, effective planning and policy coordination, operational oversight, the Departments capacity and capability, as well as necessary funding. In focusing on funding, the Department will be working closely in a ‘whole of government’ way with the elected Government of the day and all Departments in ensuring that all Sector and Department Plans are effectively resourced and supported in achieving the sector goals, strategic objectives and key result areas (KRA's) outlined in the BISDP 2023-2027. This essentially involves the approach and manner in which the Sectoral Development Budget (SDB), will be disbursed on the basis of priority across lead Departments in each sector.

The foundational premise for the ABG's planning architecture as such, has been to ensure that priorities are clearly identified and articulated from sector to sector and Department to Department, and that these priorities are aligned to the Government's planning frame and its policy objectives. This is essential in the synchronising of all planning priorities and ensuring that they must be either cascading or complementary across all public service decision making and service delivery mechanisms, and not at all overlapping or duplicating in a manner that leads to unproductive outcomes in anyway.

Effective planning as such for the ABG as a ‘whole of government’ is fundamental in ensuring that public funds are utilised in the most effective and efficient ways, in terms of determined priorities and anticipated outcomes. In working to improve transparency and accountability in budget formulation and expenditure, the Department has developed funding log frames (year to year) for key strategic priorities and actions that it will be undertaking over the course of the implementation of this Corporate Plan. This also in recognising that much of the ABG's funding comes from the National Government and that a degree of alignment or equivalence across in terms of respective planning frames may well be necessary. Particularly as concerning ‘funding log frames’ and ‘minimum standards’ as alluded to in the PNG National Government's (GoPNG) Medium Term Development Plan IV 2023-2027, in improving transparency, accountability, planning alignment and the effectiveness of implementation overall. This notwithstanding that the MTDP IV 2023-2027 has not necessarily spoken to the ABG as an autonomous entity, but the following funding log frames speak to the Departments key strategic priorities and actions as articulated under ‘Chapter 5’ of this Corporate Plan, the visibility of funding allocated and the intended outcomes as alluded to.

Table 5 – DPBEC Funding Log Frame – Investment

INVESTMENT												
MTDP IV SPA	DIP No	BISDP Ref	ABG Programs/ Projects	Region	Annual Allocation (K'mil)					Total estimated costs (K'mil)	Source(s) Funding	
					2023	2024	2025	2026	2027			
12	12.2	GPS 1.1	Drawdown of Powers	HQ	0	0.5	0.5	0.5	0.5	2	PSIP, RDG, DPs	
8	8.8	GPS 3.1	ABG Central Agency Coordination	HQ	1	1	1	1	1	4	RDG	
8	8.1	GPS 3.2	BISDP Program Implementation - Research, Policy & Planning - Programming & Monitoring	HQ	1	1	1	1	1	4	RDG/ DPs	
8	8.6	GPS 1.2	ABG Public Administration & Governance	HQ	1	1	1	1	1	4	RDG/ DPs	
9	9.5	RSTI 1.1	Establishment of the Bougainville Research Council	HQ	1	2	3	4	5	15	RDG	

Table 6 – DPBEC Funding Log Frame - Minimum Service Standards

MINIMUM SERVICE STANDARDS										
MTDP IV SPA	DIP No	BISDP Ref	Key Deliverables	Region	Annual Deliverables					Responsible Agencies
					2023	2024	2025	2026	2027	
12	12.2	GPS 1.1	<ol style="list-style-type: none"> Number of JSB meetings Number of Powers drawn down from PNG (290) Number of relevant enabling acts enacted 	HQ	2	2	2	2	2	CS/ DCS- SP&PC/ DIMI
8	8.8	GPS 3.1	<ol style="list-style-type: none"> Number of CACC Meetings conducted per year Number of CACC approved programs per sector Number of Leadership Symposiums 	HQ	4	4	4	4	4	CS/ DCS- SP&PC/ DIMI
8	8.1	GPS 3.2	<ol style="list-style-type: none"> Number of Policy developed & aligned to BISDP Number of BISDP programmes developed and aligned to the BISDP Number of Mid-Term evaluation undertaken 	HQ	0	14	20	30	40	CS/ DCS- SP&PC/ DIMI

Table 7 - DPBEC Funding Log Frame - Indicators

Current indicators are not exhaustive as the department is still looking at more indicators to measure performance.

No	Indicators	Source	Baseline	Annual Targets				
				2023	2024	2025	2026	2027
1	Capacity at Autonomy level (%)	Evaluation Report (OCA)	-	10%	15%	20%	25%	30%
2	Accelerated progress in IR awareness & campaigns (Programs developed)	Evaluation Report, Annual Reports	1	1	2	2	3	4
3	Proportion of voting population registered for elections	OBEC Reports	-	50%	60%	70%	80%	90%
4	Proportion of Population with Birth Certificate	Annual Reports, DCG Statistics	-	30%	40%	50%	60%	70%
5	Proportion of Boundaries completed	OBEC, Evaluation Report, Lands Report	0%	0%	3%	5%	6%	10%
6	Number of Regional/ International meetings with PNG and other Partner countries	DPBEC Reports	2	2	5	6	6	6
7	Implementation of Minimum Service Standards (operating environment)	DPBEC Reports, DIMI	Bare	Bare	Bare	Minimum	Minimum	Ideal
8	Research Programs	DPBEC	1	2	3	3	4	5
9	Annual Management Performance Report Submitted to Cabinet	DPBEC	1	1	1	1	1	1
10	Ease of access to Socio-Economic Data & Public information	PNG Ranking/ WB, DPBEC, DCG	Low	Low	Limited	Medium	Medium-High	High



Awareness on BISDP 2023-2027 during the 2023 Chocolate Festival

Table 7 continued - DPBEC Funding Log Frame - Indicators

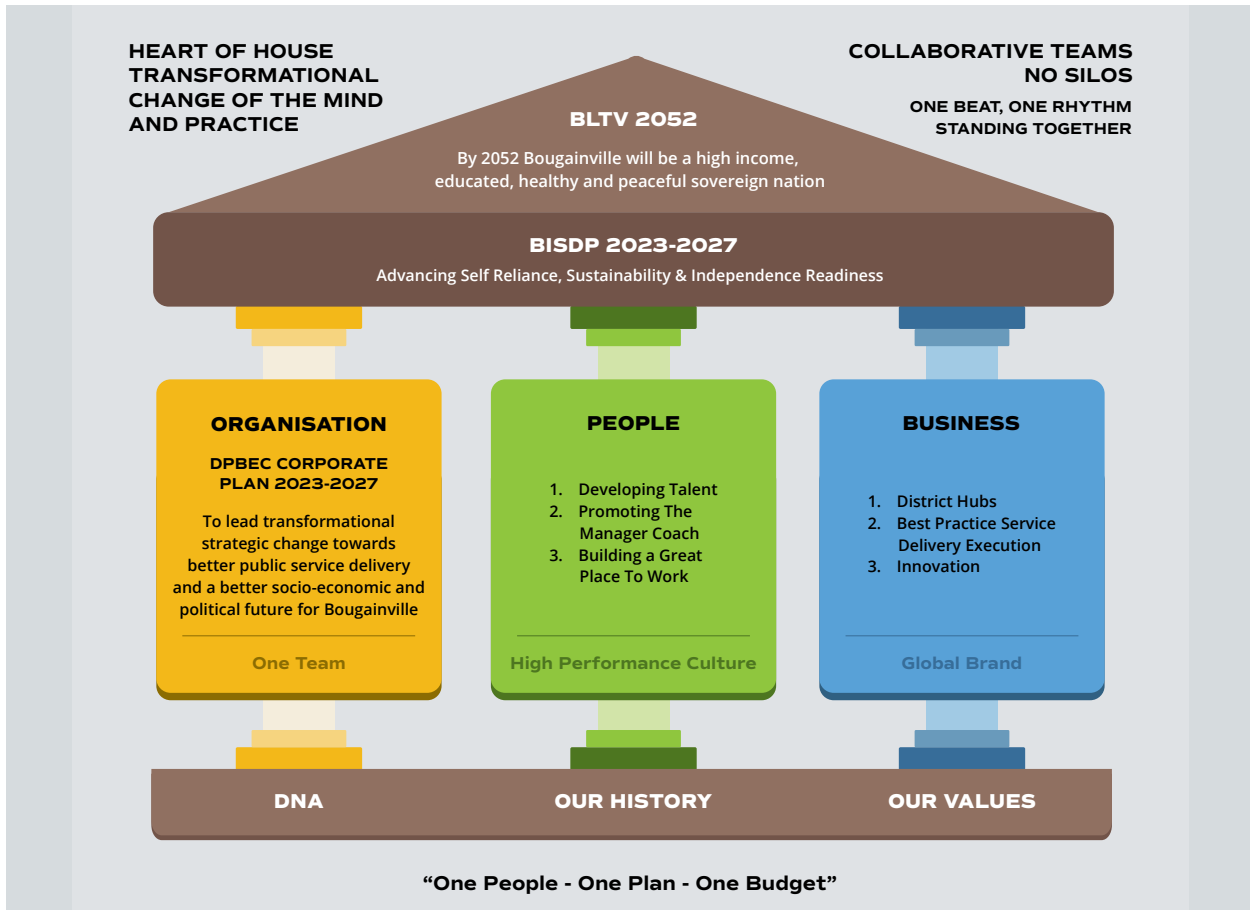
No	Indicators	Source	Baseline	Annual Targets				
				2023	2024	2025	2026	2027
11	Percentage of dashboard in promoting good governance, public service integrity and addressing corruption	PNG Ranking, Transparency International	0%	-	0%	30%	50%	70%
12	Government Agencies & Public Bodies Audited	DPBEC, Auditors Report	-	-	30	50	80	100
13	Primary Government expenditure, as a proportion of planned expenditure	DPBEC, DoF	-	60%	65%	70%	75%	80%
14	Public satisfaction with their last experience of public service	DPBEC & All Departments	-	70%	75%	80%	85%	90%
15	Percentage of Dashboard to support and enhance systematic policy coherence on sustainable development	DPBEC	0%	-	0%	30%	50%	70%
16	Percentage of necessary Government services digitised	DPBEC & All Departments	-	50%	55%	60%	65%	70%
17	Integration of Climate Change agenda and resilience initiatives at all levels	DPBEC	-	-	20%	30%	50%	70%
18	Fostering of high impact blue, green and sustainable development initiatives	DPBEC & All Departments	-	-	Low	Limited	Medium-High	High
19	Bougainville Security Council meetings	DPBEC, All Departments & Agencies	0	2	4	4	4	5
20	Quarterly reporting on overall progress on BISDP KRA's & Strategic Pillars	DPBEC & All Departments	0	4	4	4	4	4



DPBEC staff preparing for 2022 Leadership Symposium

9. MANAGING PERFORMANCE

Diagram 7: Collaborative Working Ethos - People Driven Adventure



In terms of managing performance the Department of President and BEC will be focused on developing an organisational foundation on Total Quality Management (TQM) principles and to ensure financial discipline by being cost effective on the organisations general services which left unmonitored can contribute to major cost leakages. Creating a customer centric focus for both internal and external customers embeds a work stream that provides a point of difference for the ABG and sets it on par with best practice companies. Training & Development using communication on multiple channels will heighten and align all stakeholders and partners’ perception of ABG's reputational capital providing an increasing brand allure. Targeted recruitment is essential as we develop a Workforce Plan that defines clearly succession plans, key recruitment needs and agility to merge departments or make redundant based on the current focus and objectives of the organisation.

To ensure retention of good staff we wish to employ best practice by Employers of Choice hence a deliberate emphasis on participation to salary survey, salary sacrifice, medical insurance and staff recognition programs. Creating experiences in the workplace for our employees and it’s crucial that they develop a savings acumen and workplace balance as a testament of their service with ABG. Implementation of mandatory online compliance trainings is essential to building governance and an ethical attitude within all tiers of government. The President and BEC Department aspires to be at the cutting edge of technology and to drive innovation.

The Department would also be looking at working closely with the ABG Department of Personal Management and Administrative Services (DPMAS), in ensuring that the staff performance framework for all public service staff at the individual work plan level is also aligned or considerate of ABG’s planning frame. This includes the incorporation of the BISDP ‘whole of government’ values, as well as that individual work tasks and KPI’s are directly derived from Department Corporate Plans that are formulated in alignment with the BISDP. It would also be envisaged that Staff Performance Appraisals are conducted at key intervals, be they quarterly or bi-annually and that these appraisals are also held proximate to the monitoring, evaluation and reporting on Departmental progress, as consistent with the MELR Framework and Reporting Schedule. This includes progress on key priorities and actions as highlighted under respective sector and corporate plans and to which the DPBEC will be closely monitoring, in supporting the implementation of the BISDP, in close cooperation and collaboration with all Government agencies and departments.

In another key area of performance management and accountability, the Department will also be looking at working closely with the ABG Department of Finance & Treasury in ensuring that funding allocated for the BISDP Sectoral Development Budget (SDB) is allocated appropriately and expended on the planning priorities as identified under respective sectoral and corporate plans. This is consistent with the focus on a ‘One people, One plan, One budget’ approach to the alignment of planning and its implementation, in ensuring that the ABG’s collective efforts and resources, are directed in the best possible way and for the best possible outcomes.

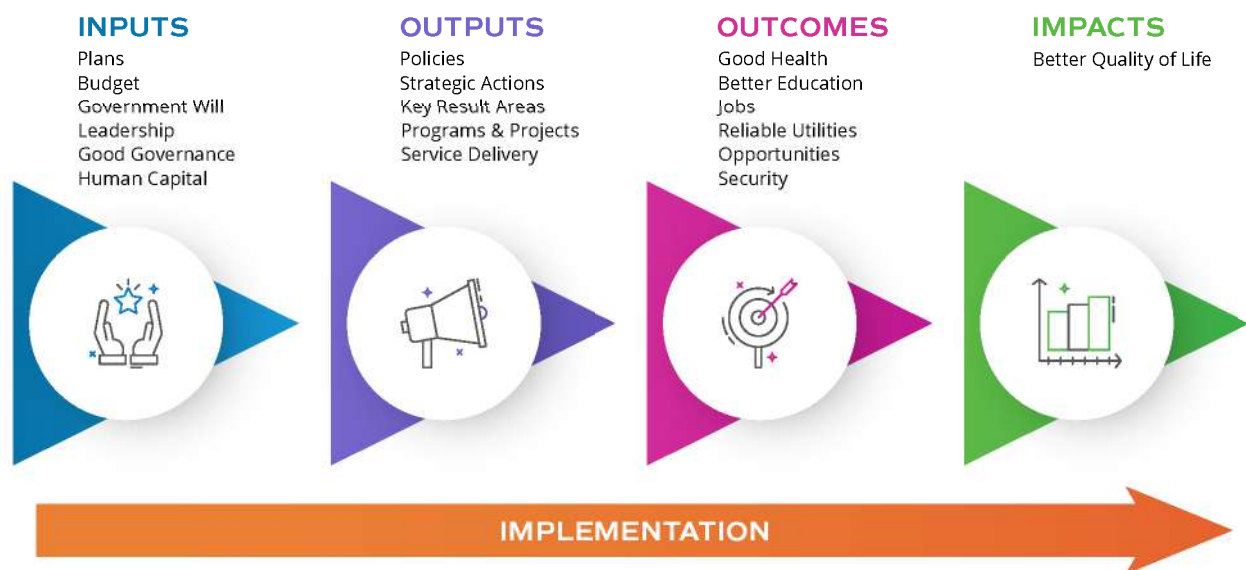
The Departments planning lead on the implementation of the BISDP 2023-2027, requires that it should work in support of the ABG Department of Finance & Treasury in ensuring that the BISDP Sectoral Development Budget (SDB) as such is effectively resourced and allocated from a funding perspective. The DPBEC would also be looking to support audit mechanisms, greater financial integrity and fiscal responsibility on all public service expenditure. It is very necessary and imperative that the public service as a ‘whole of government’ remains mindful of its responsibility at all times, in terms of the use of public funds in delivery services to the people of Bougainville in an efficient and effective way.



10. MELR FRAMEWORK & REPORTING SCHEDULE

The *Monitoring, Evaluation, Learning & Reporting (MELR) Framework (Diagram 8)* as articulated in the BISDP, represents the theoretical construct under which the DPBEC will be driving its monitoring & evaluation (M&E) function and approach, as one that also has a critical emphasis on ‘learning’ and ‘reporting’ throughout this process. This is especially important in ensuring that M&E is not just focused on the rigour of monitoring compliance, but it is a process as put forward that supports continuous improvement, learning and development, quality assurance, synergies at all levels of partnership and cooperation, good governance, transparency and accountability, and the very purposeful intention towards achieving determined results. These are all essential considerations in ensuring that the ABG is orientated effectively to deliver services in the most agile, dynamic and responsible way, optimising ‘whole of government’ efforts and resources, amidst a continually challenging and changing operating environment.

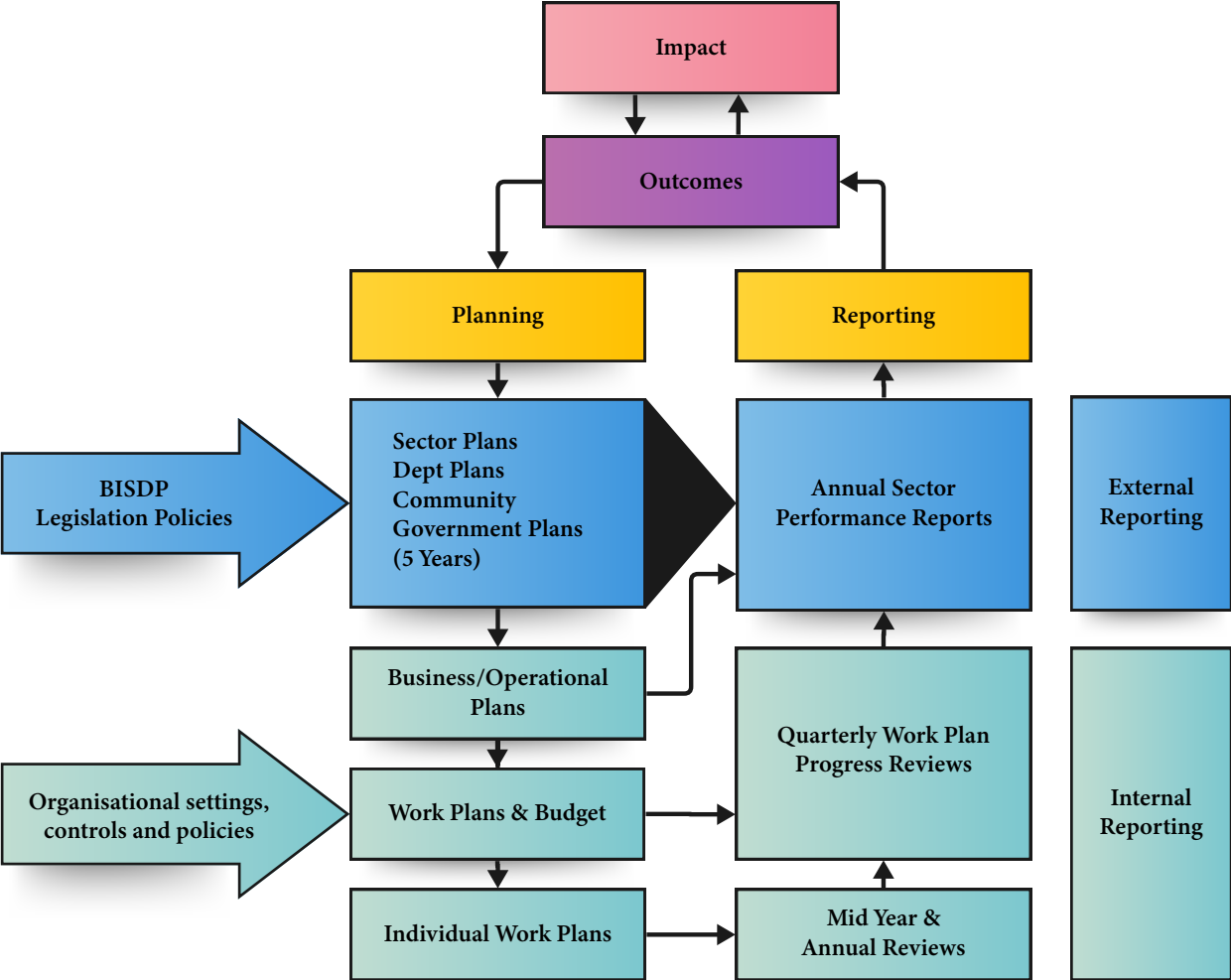
Diagram 8 - Monitoring, Evaluation, Learning & Reporting (MELR) Framework



As a theoretical construct or base, the MELR Framework essentially highlights the importance of the ABG having a logical understanding and application of its monitoring and evaluation framework and that the quality and measure of ‘inputs’, have a direct consequence to the quality and measure of ‘impacts’. Equally so the translation in between in terms of ‘outputs’ and ‘outcomes’ (implementation) must also have the same level of consideration and application in terms of their respective merits. The DPBEC as such will be working closely with all Sectors and Departments, in ensuring that there is effective alignment in the cascading of the ‘ABG Strategy House’ and ‘ABG Planning Implementation Mechanism’ across the ‘whole of government’.

It being critically important from the outset that ‘inputs’, such as Sector/Department Plans identify and articulate clear priorities and actions for implementation in alignment with the BISDP 2023-2027, but that were also necessary the MELR framework and *ABG Planning & Reporting Framework (Diagram 9)* as formulated, also has the agility as a mechanism to identify and correct the ABG’s planning and development trajectory. This includes responding effectively to both internal and external disruptions, policy inconsistencies, limited resources and capability/capacity issues as identified over the course of the implementation of Sector/Department Corporate Plans and as critical to implementing and realising the BISDP 2023-2027.

Diagram 9 - ABG Planning & Reporting Framework

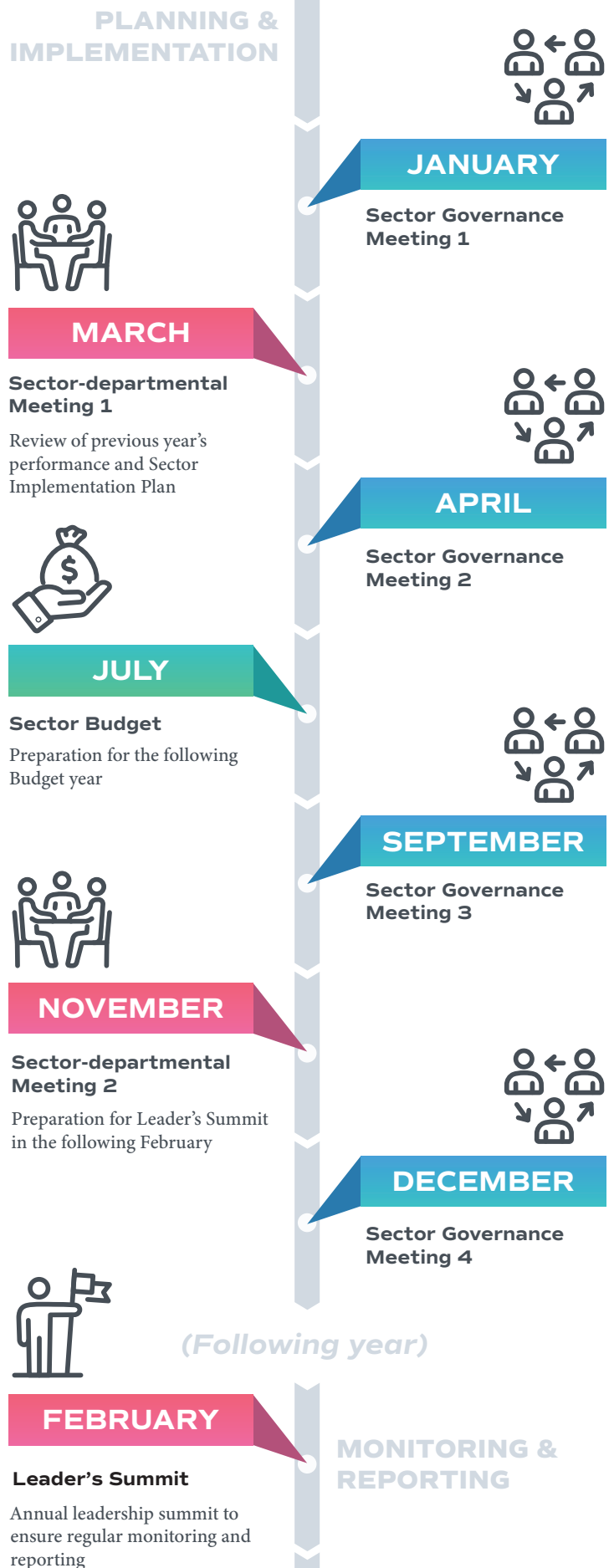


The *ABG Planning & Reporting Framework (Diagram 9)* as such, is a further articulation of the MELR Frameworks logic and expands on this logical frame in terms of both external reporting at the inter-Department or whole of government level under the lead of the Office of the Chief Secretary and the DPBEC, and also internal reporting at the intra-Department level, as under the lead of respective Department Heads. The *ABG Planning & Reporting Framework* also highlights the touch points between external and internal reporting and this effectively synchronises and harmonises the DPBEC’s MELR approach going forward in ensuring that the public service machinery stays on course, is in sync and is working effectively together.

Diagram 10 – BISDP Implementation and Reporting Schedule

In ensuring that there is a pragmatic and overarching MELR schedule as such, the DPBEC has developed the *BISDP Implementation and Reporting Schedule (Diagram 10)* on the right, to foster and encourage reporting on a calendar year basis for the ABG public service. This calendar will ensure that there are necessary intervals within the working year, to report on the progress of Sector/Departments plans against the BISDP. Also to look at the Sectoral Development Budget (SDB) in terms of budget tracking, gauging the overall performance of public service delivery, and as a collective continuing to drive implementation going forward. The Leadership Summit ensures that the public service leadership drives this as a collective and through the scheduling of technical working groups or sector coordinating committees that there is a regularity of quarterly reporting that is systematically embedded.

The DPBEC as such will play a significant role in ensuring that this MELR and ABG Planning & Reporting Framework is working effectively and that buy-in from all sectors and Departments is essential in ensuring that not only are respective Corporate Plans being implemented, but that the sector goals, strategic objectives and key result areas (KRA's) of the BISDP are also consequently being achieved. The period going forward for the ABG and the people of Bougainville is critical in terms of socio-economic development and independence readiness at the political level, it is essential that such a critical endeavour is not left to chance and that all sectors and all Departments are working effectively towards this end.

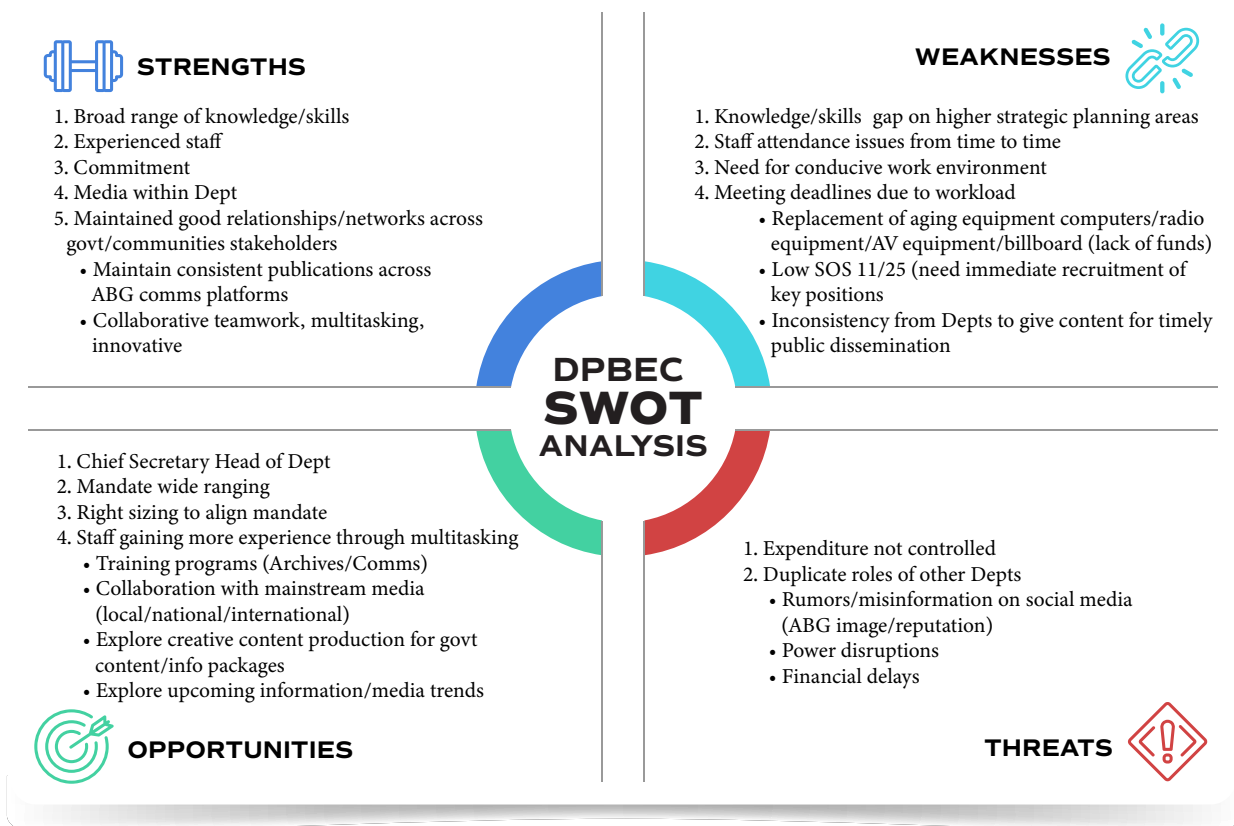




11. RISK MANAGEMENT

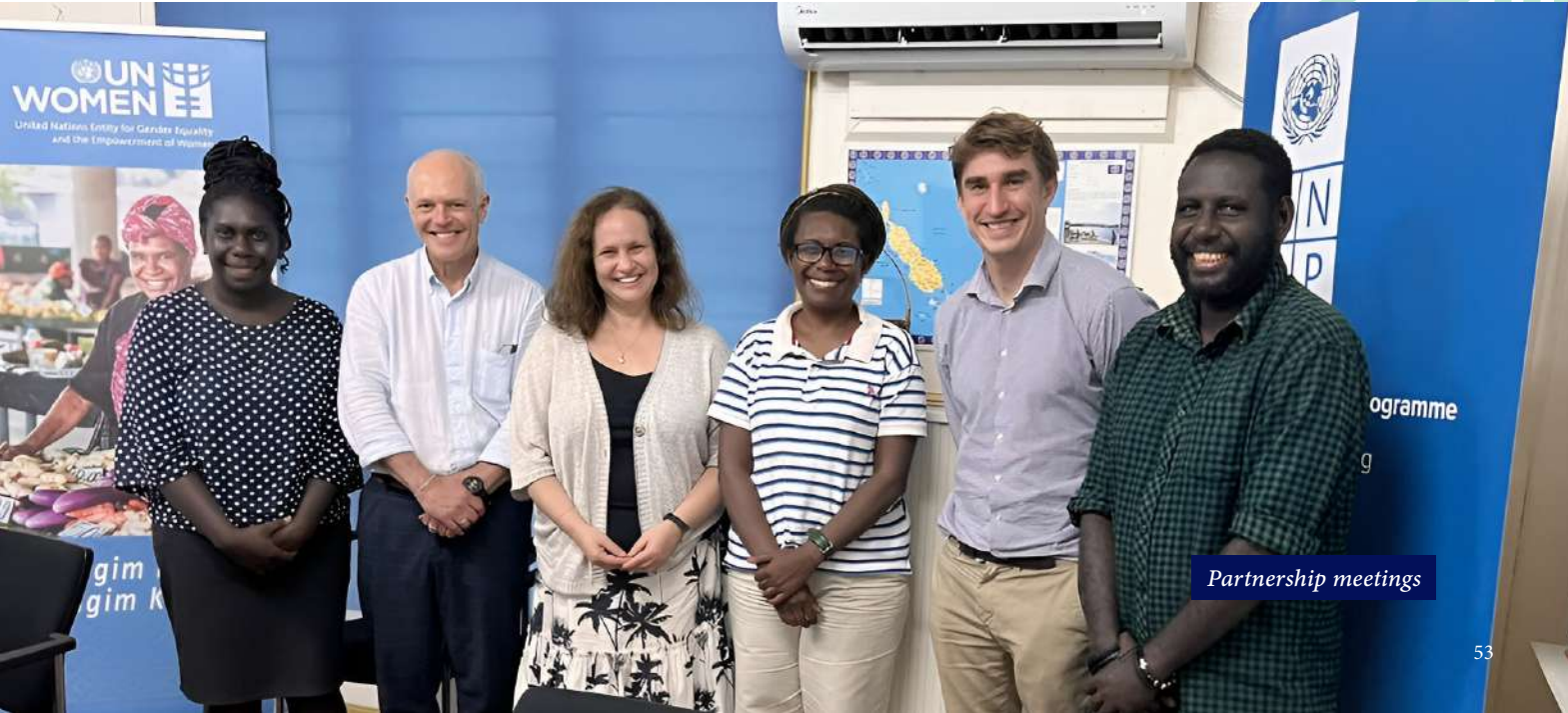
The Department recognises that identifying and managing key risks are crucial in ensuring that it is better placed to counter or mitigate such risks and to more effectively deliver on its functions, roles and responsibilities. The SWOT Analysis below highlights the Departments reflections on key strengths and opportunities that it can work to strengthen, as well as key weaknesses or threats that could become of concern if effective controls are not in place, both within the Department and across the public service. The DPBEC's Corporate Plan vision 'To lead transformational strategic change, towards better public service delivery and a better socio-economic and political future for Bougainville' and its mission to 'Deliver an efficient, effective and 'whole of government' approach to the implementation of the BISDP and in advancing the BLTV 2052 Framework' are very intentional statements in this regards as a flagship agency and Department within the ABG.

Diagram 11 – DPBEC SWOT Analysis



As part of its clear commitment to countering and managing risks more effectively working forward, the Department will be guided by the BISDP ‘whole of government’ core values and its guiding principles in terms of ensuring that plans, policies, priorities and actions undertaken or supported by the Department are done so within the parameters of these values and principles. As a central agency and Department, the DPBEC would also be looking to support policies and initiatives that promote good governance, greater transparency, accountability and integrity, within the public service machinery as a whole and all its decision making mechanisms, structures and systems.

As a Department the DPBEC would also be looking at policies, initiatives and interventions around improving planning coordination and oversight in terms of the application of strategic intent, prioritisation and optimisation in the use of public resources and the realisation of intended outcomes. This includes a focus on an agile, responsive, rightsized and smarter DPBEC and public service, with better capabilities and competencies. Also better performance accountabilities, improved internal audit mechanisms, much improved accountabilities on government finance, assets, equipment and infrastructure. As well vastly improved inter-operability and synchronisation between government agencies and Departments, as well as policy initiatives and outcomes towards a common purpose and objective in serving the people of Bougainville. It is envisaged that a better risk management framework for the public service overall will contribute to the public service being more impactful in terms of the use of public resources and public service delivery outcomes.



12. THE ROLE OF EFFECTIVE COMMUNICATION

The DPBEC through its Directorate of Public Affairs, Media, and Communication plays a crucial role in managing various aspects of the Autonomous Bougainville Government's communication efforts. This multifaceted role includes public relations, where strategies are developed to enhance the Government's reputation and maintain positive relationships with the public through media management, press conferences, and addressing public concerns. Additionally, it serves as a liaison between the Government and the media, ensuring accurate and timely coverage of activities and initiatives. This involves building relationships with journalists, coordinating interviews, and providing media briefings. Internal communication is another vital function of the Directorate, focused on disseminating information to employees and keeping them informed about the present Government's strategic goals, enabling policies, priorities and actions towards effective change.

In times of crisis, the Directorate plays a critical for managing crisis communication efforts, including developing crisis communication plans and addressing public concerns transparently. It also manages branding and marketing communication strategies, maintaining the Government's brand identity and ensuring consistent messaging across various communication channels. Lastly, stakeholder engagement involves fostering positive relationships with government agencies, development partners, community organisations, and industry associations, aiming to address concerns and build partnerships that align with the Government's priorities. The Directorate of Public Affairs, Media, and Communication oversees a range of functions, including public relations, media relations, internal communication, crisis communication, branding and marketing, and stakeholder engagement. These functions collectively contribute to enhancing the Autonomous Bougainville Government's reputation, managing its communications, and maintaining positive relationships with various stakeholders.



Bougainville Bulletin distribution

Diagram 12 – ABG Communication & Advocacy Strategic Framework



Moreover, the ABG Communications and Advocacy Strategic framework provides the fundamental guidelines, under which the further articulation of a Government Communications Framework and Communications & Public Relation Policy will be formulated and implemented as a strategic action. At the heart of this frame is the need to effectively ensure that the people of Bougainville, partners and stakeholders understand clearly what their Government is doing, that this is communicated through platforms and mediums that are accessible and understandable, and that they are also accorded the opportunity to also contribute to the formulation of policy itself and also able to provide constructive feedback to the Government of the day. Overall, effectively communicating the Government's strategic intent, planning frame and policies to the people of Bougainville and to all partners and stakeholders through the communication protocols and platforms highlighted above would be vital in ensuring greater awareness, ownership and participation in a 'whole of government' and 'whole of society' approach to development planning, implementation and realisation. The DPBEC will be working to ensure that the people of Bougainville, all partners and stakeholders remained well informed and can be willing and meaningful contributors overall to a more prosperous future for Bougainville.

NOTES

13. HOW TO CONTACT THE DPBEC



WEBSITE

<https://abg.gov.pg>



FACEBOOK

<https://www.facebook.com/AutonomousBougainvilleGovernment>



LINKEDIN

<https://www.linkedin.com/company/autonomous-bougainville-government>



