



ANNUAL REPORT 2024

DEPARTMENT OF PRESIDENT & BOUGAINVILLE EXECUTIVE COUNCIL

PROGRESS AND ALIGNMENT WITH THE CORPORATE PLAN 2023-2024



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ISHMAEL TOROAMA

President, Autonomous Region of Bougainville

FOREWORD

As President and Minister responsible for this department, I am honored to present the 2024 Department of the President and Bougainville Executive Council (BEC) Annual Report—a testament to our unwavering commitment to transformation, renewal, and progress.

For far too long, Bougainville has been operating on a restorative mode. As President, I have made my position clear to all leaders to deliver on State building and Nation building to achieve political independence no later than 2027. Guided by the Bougainville Vision 2052 and the Bougainville Integrated Strategic Development Plan, I called on all leaders in 2024 to reshape our governance and service delivery approach going forward to position us better and strategically for political independence.

The Department of the President and BEC serves as the cornerstone of policy leadership and strategic direction, ensuring that governance is not only effective but also dynamic and adaptive to the evolving aspirations of our people. We have taken bold steps to accelerate policy implementation, enhance service delivery, and fortify the very foundations of our governance structures.

In 2024, we have ignited transformative change—strengthening interdepartmental collaboration, advancing socio-economic reforms, and fostering a governance framework that is both innovative and future-ready. Our dedication to revitalizing the public service, stimulating economic growth, and expanding critical infrastructure has set the stage for a self-sustaining Bougainville. Despite challenges, our collective determination has propelled us forward, adapting to adversity with ingenuity and resilience. The milestones captured in this report reflect the tireless efforts of our leaders, public servants, and stakeholders who remain steadfast in their pursuit of a thriving and independent Bougainville.

As we look ahead, we embrace the opportunities that come with change. I extend my deepest gratitude to the people of Bougainville, our government officials, development partners, and all stakeholders for their continued trust and collaboration. Our vision for a renewed Bougainville is within reach—one built on unity, innovation, and an unwavering commitment to progress. The path forward demands bold action, and together, we will shape a future of prosperity and independence.

Hon. Ishmael Toroama, MHR
President, Autonomous Region of Bougainville



KEARNNETH NANEI

ABG Chief Secretary



WELCOME TO OUR DEPARTMENT

As Chief Secretary and Head of the Public Service to the Autonomous Bougainville Government, it is my pleasure to present the 2024 Department of the President and Bougainville Executive Council (DPBEC) Annual Report. This month marks one year of my tenure as the Chief Secretary and Head of ABG Public Service and it is only fitting that I present the 2024 Annual Report that outlines the comprehensive work program we've led through a whole of government approach and repurpose engagement with our development partners to align with priorities of the ABG. This report reflects a year of transformation, recalibration, and progress as we continue to strengthen governance, enhance policy implementation, and drive sustainable development for the people of Bougainville.

The year 2024 has been a defining period of revitalization, where we have taken bold steps to reshape our purpose in laying the foundation for Bougainville's economic landscape, improve service delivery, and foster a governance framework that is dynamic, transparent, and resilient. Our unwavering commitment to efficiency, accountability, and innovation has ensured that the strategic priorities of the Autonomous Bougainville Government (ABG) are not only realized but advanced with renewed energy and purpose.

Amid financial and logistical challenges, we have forged ahead, implementing key initiatives that strengthen inter-agency coordination, accelerate public sector reforms, and propel major infrastructure projects. These milestones reflect the collective determination of our dedicated staff, stakeholders, and development partners who share our vision of a thriving, self-sustaining Bougainville.

Looking forward, we remain steadfast in our mission to drive transformative change, cultivate economic growth, and fortify the foundations of self-governance. The road ahead demands bold leadership, innovation, and unity, and I have no doubt that together, we will build a resilient and prosperous Bougainville.

I extend my deepest gratitude to all DPBEC personnel for their dedication and perseverance. Let us continue to embrace this journey of renewal and progress with determination and purpose.

I also extend our thank you to Deputy Secretary – Operations, Ms. Esther Usurup Harou, who has left the Department this month, for her immense contributions and tireless effort in serving the Department and the ABG in the last three years.

I look forward to another robust and vibrant 2025.

Thank you.

Kearnneth Nanei, LLB

Chief Secretary & Head of the Bougainville Public Service
Autonomous Bougainville Government



VISION

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

MISSION

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



OUR 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.



GUIDING PRINCIPLES

Leadership	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.
Transformational Change	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.
Knowledge Driven	That all functions and activities of the Department are knowledgeably informed, data driven, experiential and evidenced based.
Partnerships & Engagement	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.
Dedicated Team	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.
Recognising Culture	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.



ACKNOWLEDGEMENT

Department of President and BEC acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Ancestors and Elders past and present. We recognize and learn from the strengths of the Bougainvillean people and their continuing connection to, and unique cultural and spiritual relationship with, Country. We are dedicated to building and sustaining relationships with people and communities across the Autonomous Region of Bougainville .

We advise this resource may contain images or names of deceased persons in photographs or historical content.



EXECUTIVE SUMMARY

The Department of President and Bougainville Executive Council (DPBEC) serves as the central coordinating body for all sectors and departments within the Bougainville Public Service. It acts as the primary interface between the political leadership and the public service, facilitating decision-making on core government functions. The Department plays a critical role in overseeing governance, policy coordination, and the implementation of key government programs within the Autonomous Bougainville Government. This annual report provides an overview of DPBEC's achievements, challenges, and financial performance in 2024, as well as strategic priorities going forward.

Key Achievements

- **Governance & Public Service Strengthening:** DPBEC effectively coordinated governance mechanisms, ensuring improved inter-departmental collaboration and policy alignment with the Bougainville Integrated Strategic Development Plan (BISDP) 2023-2027.
- **Economic Growth & Sustainability:** Implementation of projects such as the ABG Digitalization Program and Anchoring Bougainville Economy initiative advanced economic self-reliance and administrative efficiency.
- **Strategic Infrastructure Development:** Key projects, including the ABG HQ Arawa Relocation and BISDP Implementation Support, laid the groundwork for long-term government infrastructure and planning stability.
- **Public Relations & Media Engagement:** The Media Directorate enhanced government visibility and communication by producing key publications and digital engagement campaigns.
- **Monitoring & Evaluation:** Multiple evaluations conducted throughout the year ensured effective program implementation and accountability across all DPBEC-supported initiatives.



EXECUTIVE SUMMARY

Financial Performance Overview

- Recurrent Budget Utilization: Out of K5,824,000 allocated for operational costs, K3,934,506 was expended, achieving 68% budget utilization.
- Development Budget Implementation: K6,950,000 was appropriated for development projects, with K3,757,162 utilized (54%), with the balance rolled over into 2025.
- Challenges in Funding Disbursement: Delayed releases from the National Government impacted timely project execution, requiring strategic adjustments to implementation timelines.

Challenges and Lessons Learned

- Delayed Funding and Project Execution: The late disbursement of funds necessitated project rollovers, highlighting the need for improved financial planning and lobbying for timely fund releases.
- Staffing and Capacity Gaps: Only 37% of positions in DPBEC were filled, requiring urgent recruitment to enhance operational capacity.
- Coordination with Other Departments: Strengthening inter-agency collaboration remains a priority to ensure efficient service delivery.

Strategic Focus for 2025

- Enhancing government efficiency through digital transformation and automation of public services.
- Strengthening economic sustainability by expanding revenue-generation initiatives.
- Driving independence readiness through strategic planning and stakeholder engagement.
- Improving monitoring, evaluation, and learning (MEL) frameworks to enhance performance tracking across ABG departments.

DPBEC remains committed to delivering efficient, transparent, and accountable governance, ensuring that Bougainville is on a progressive path towards self-determination and sustainable development.

A SNAPSHOT OF 2024

Diplomatic Events Coordination



ABG Leadership Symposium (Annually)



ABG Strategic Planning Reviews (Bi annual)



ABG Monitoring and Evaluation Program (Quarterly)



ABG Internal Audit Risk Mapping & Mitigation Program



Rollout of Smartsheet Training

Policy Development



Donor Aid Coordination Policy

Local Content Policy

Project Management Policy

Advisory



Increasing Presence in Arawa

Budget Preparations

Foreign Relations Development Support : Australia, India, China

Foreign Investment in Mining

Moderator managed post referendum consultation process

Evaluation of Infrastructure Projects and the Buin Growth Centre

Anchoring Bougainville Economy

Panguna Mine Legacy Impact Oversight Committee (Member)

2025 Policy Pipeline

Protocol Policy

Public Private Partnership Policy

Communication Framework

ICT Governance Framework

ICT Strategy

Bougainville University Concept Note & Education Review Paper

Public Service Transformation Policy



WHO WE ARE

1. Introduction

The Department of President and Bougainville Executive Council (DPBEC) is the lead agency of the Bougainville Public Service, providing strategic oversight and coordination for governance and policy implementation. As a central coordinating body for all sectors and departments within the Bougainville Public Service, its primary objectives include strengthening policy development, enhancing interagency coordination, and ensuring effective service delivery to support Bougainville's long-term development goals. This report provides an overview of the Department's activities, achievements, challenges, and recommendations for improvement.

2. Organizational Structure and Functions

DPBEC oversees key directorates and statutory agencies, each playing a distinct role in governance. These agencies report to the Chief Secretary, who ensures interdepartmental coordination and alignment with government priorities.

Office of the Chief Secretary:

Provides strategic leadership and coordination.

Office of Deputy Secretary Operations:

Manages infrastructure projects, media and communications, and internal audit functions.

Office of Deputy Secretary Planning and Policy:

Focuses on strategic planning, policy formulation, and performance monitoring.



WHO WE ARE

Office of the Chief Protocol:

Facilitates diplomatic and official engagements.
and manages Bougainville's external partnerships.

The Office of the Bougainville Electoral Commission:

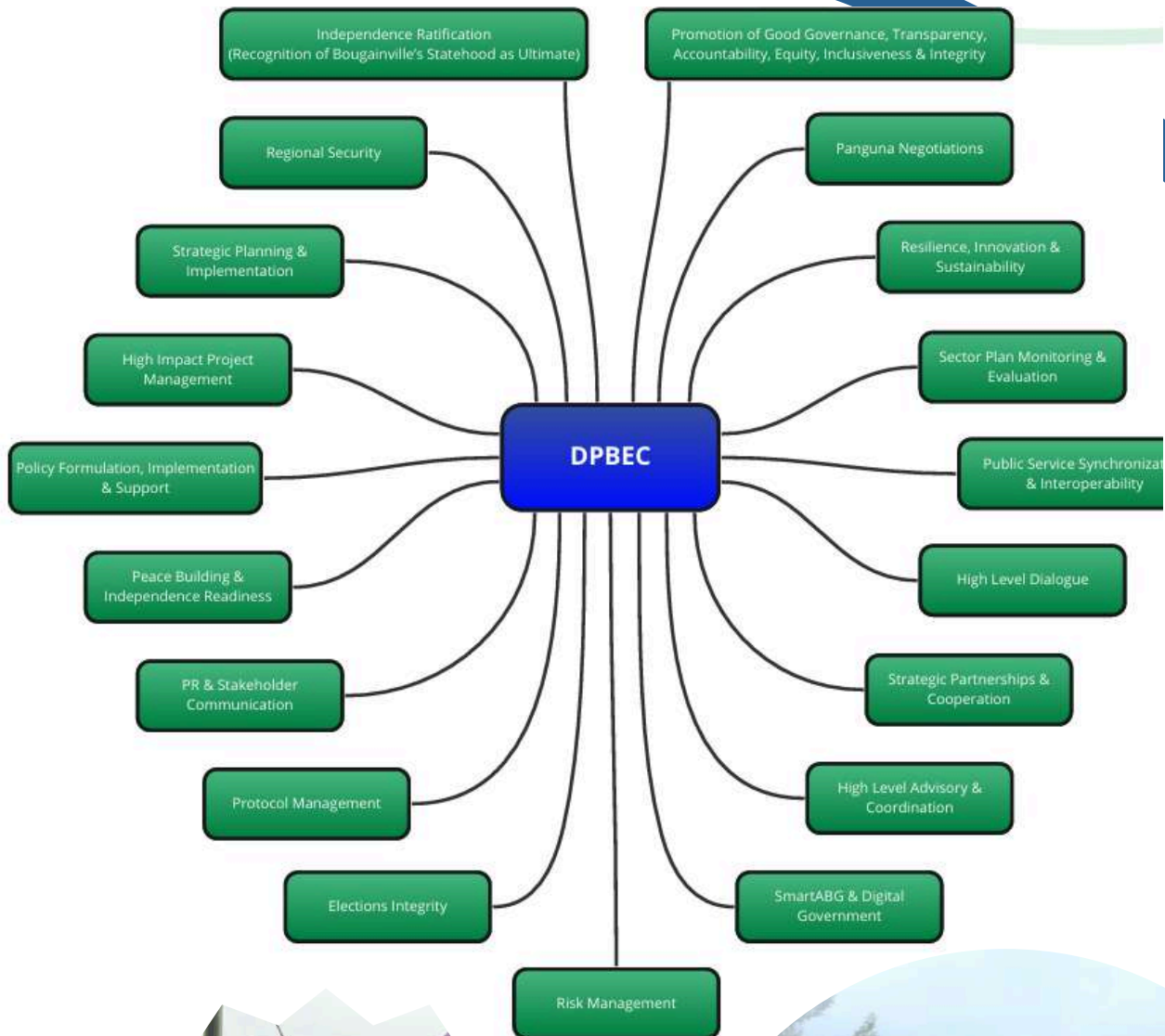
is structurally under the DPBEC, although Commissioner who is vested with management powers is the head of this statutory body of the ABC. The mandates of this sub-agencies are quite unique to those of others.

Directorate of BSRSP Apart from the agencies under Bougainville Public Service there is BSRSP and entity created by BEC Decision. This comprised of consultants lead by a Director and focuses on research and long term planning.



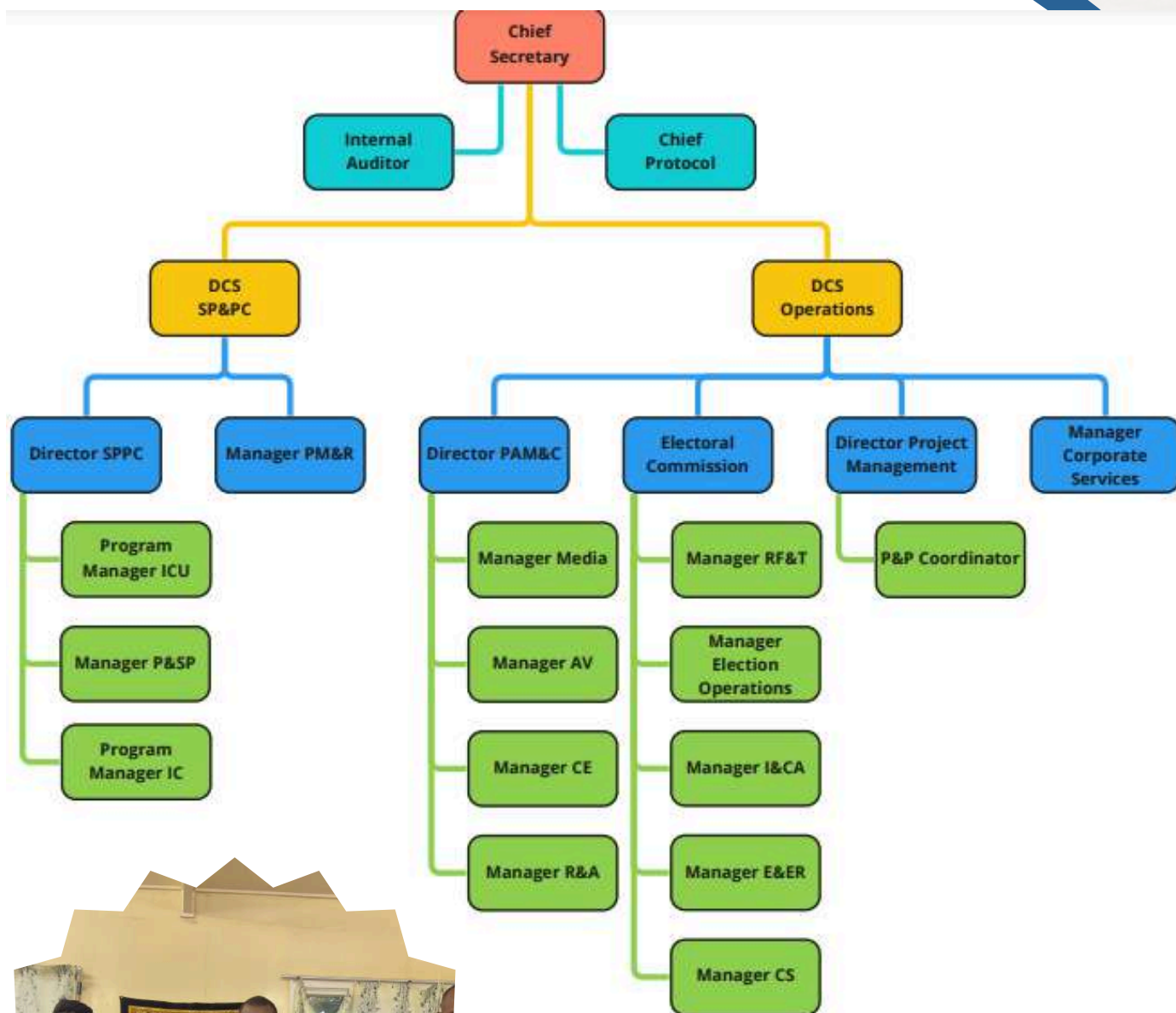
WHO WE ARE

DPBEC high level functions, responsibilities & roles



WHO WE ARE

Diagram 2 DPBEC Organizational Structure



WHO WE ARE

3. Our Groups

The following Groups are Chaired by the Chief Secretary or delegates within the DPBEC with the view to strengthen the Central Agency Coordinating Committee in collating all decisions and updated reports before submission to BEC. Further work is to be made to ensure that visibility in f the year via reports on ie. number of meetings and number actions completed in the year to CACC will provide view of ABCs operational efficiency.

ABG Increased Presence in Arawa Working Group

The Working Group is established to develop, oversee, and implement a coordinated approach for increasing ABG's administrative, economic, and social presence in Arawa. It will serve as a platform for inter-departmental collaboration, resource mobilization, and stakeholder engagement in facilitating the re-establishment of Arawa as a key government and economic hub.

Bougainville Disaster Committee and Technical Working Group

The BDC and TWG provide leadership, coordination, and technical support for disaster management in Bougainville. Their roles include policy development, emergency preparedness, response coordination, resource mobilization, and stakeholder engagement to ensure an effective disaster risk reduction and management (DRRM) framework.

Bougainville Electoral Steering Committee

The BESC is responsible for overseeing the planning, implementation, and evaluation of electoral activities to ensure credible and transparent elections in Bougainville. It provides strategic direction, ensures coordination between stakeholders, mobilizes resources, and addresses challenges affecting the electoral process.

Bougainville Supply & Tenders Board

The BSTB is responsible for overseeing public procurement and tendering processes, ensuring that all government purchases and contract awards are fair, competitive, cost-effective, and aligned with Bougainville's development priorities.

Budget Steering Committee

The BBSC is responsible for guiding the overall budget process, ensuring fiscal discipline, policy alignment, and effective resource utilization to support Bougainville's economic development, governance, and service delivery.

WHO WE ARE



3. Our Groups

Central Agency Coordinating Committee

The purpose of the CACC is to provide strategic oversight and coordination of government policies, programs, and reforms to ensure alignment, efficiency, and effective service delivery across all ABG agencies.

Digital Transformation Working Group

The purpose of the DTWG is to drive digital transformation initiatives by coordinating policies, strategies, and implementation frameworks that:

- Improve government efficiency and service delivery through digital and e-Government platforms.
- Promote interoperability and integration of ICT systems across government agencies.
- Enhance cybersecurity, data governance, and digital inclusion.
- Strengthen capacity-building efforts for digital literacy and skills development

Donor Coordination Committee

The primary purpose of the DCC is to enhance coordination, alignment, and accountability of donor-funded initiatives by:

- Ensuring that development assistance aligns with Bougainville's strategic priorities.
- Strengthening government ownership, leadership, and oversight of donor-funded programs.
- Enhancing harmonization, transparency, and effectiveness of donor coordination.
- Facilitating regular dialogue between the ABG, donor agencies, development partners, and civil society organizations.

Good Governance Working Group

The Good Governance Working Group (GGWG) is established to:

- Promote transparency, accountability, and integrity in the governance of Bougainville.
- Strengthen public sector performance, ethical leadership, and citizen participation.
- Oversee the implementation of governance reforms and anti-corruption frameworks.
- Foster collaboration between government, civil society, and development partners to improve service delivery and governance standards.

Internal Audit Committee

The Internal Audit Committee's primary objective is to provide independent assurance and oversight of the organization's internal control systems, risk management processes, and governance practices.

OFFICE OF CHIEF SECRETARY

1. POST REFERENDUM CONSULTATIONS

Independent Moderator

In September 2024, Sir Jerry Mateparae, a former Governor-General of New Zealand, was appointed as a Moderator to facilitate discussions between Papua New Guinea and Bougainville regarding Bougainville's political independence.

This appointment aims to revive and advance negotiations following an impasse related to Bougainville's 2019 referendum, where 97.7% of voters favored independence. Under the Era Kone covenant, arrangements for Bougainville's independence are to be implemented between 2025 and 2027, pending ratification by the PNG parliament—a step that has yet to occur.

Sir Jerry has progressed with consultative meetings both in PNG and in Bougainville in the last quarter of 2024, with intense work to continue in the first quarter of 2025.

2. INTER-GOVERNMENT RELATIONS & AGENCIES

The Whole-of-Government Approach (WGA) for the Autonomous Bougainville Government (ABG) means a coordinated, integrated, and collaborative way of governance where all government departments, agencies, and stakeholders work together towards common goals. DPBEC played a vital role in Bougainville's engagement with the PNG National Government, international agencies, and development partners. Key achievements in 2024 include:

- Implementation of Sharp Agreement (2021) to accelerate power transfers.
- Strengthened diplomatic engagements through bilateral and multilateral discussions.
- Effective coordination between ABG and donor partners to mobilize resources.
- Increased legislative dialogues with PNG regarding the full transfer of powers.

3. ENERGY POLICY IMPLEMENTATION

The Bougainville Energy Office (BEO), operating under DPBEC, oversaw key developments in the energy sector, including:

- Legal and Regulatory Framework: Completion of the Bougainville Energy Policy and Strategic Plan.
- Infrastructure Development: Assessment of energy infrastructure, including power plants in Buka and Arawa.
- Petroleum Supply Strategy: Establishment of Bougainville Petroleum Company (BPC) and negotiations for fuel storage facilities.
- Exploration of renewable energy solutions, including hydro, solar, and geothermal power.

Next Steps & Action Items

- Investment & Public-Private Partnerships (PPP) for Energy Development
- Monitoring & Evaluation (M&E) of Energy Projects

OFFICE OF CHIEF SECRETARY

4. PANGUNA MINE OVERSIGHT AND ARAWA RELOCATION

The ABG has taken significant steps toward the reopening of the Panguna Mine, focusing on strategic governance, stakeholder engagement, and environmental accountability. Key achievements include:

1. Panguna Mine Dialogue Committee (Disbanded)

- February 2022: Resolution to establish a Jointly Owned Local Entity between the ABG and landowners to ensure shared benefits and collaborative management.
- Granting of Exploration License EL01 to Bougainville Copper Limited (BCL), marking a crucial step in initiating the mine redevelopment process.

2. Panguna Mine Legacy Impact Oversight Committee

- December 2024: Completion of Phase One of the Panguna Mine Legacy Impact Assessment (PMLIA), a milestone in addressing environmental and social concerns.
- November 2024: Signing of a Memorandum of Understanding (MoU) between Rio Tinto, BCL, and ABG to establish a Roundtable for remediation efforts based on the PMLIA findings.

3. EL01 Administrative Oversight Committee (Established March 22, 2024)

- March 26, 2024: Approval of Terms of Reference (TOR) for both the EL01 ABG Oversight Committee and its Technical Working Group.
- April 15-19, 2024: Successful implementation of the EL01 Community Engagement Program to ensure inclusive decision-making.
- August 13, 2024: Signing of the EL01 Land Access & Compensation Agreement, securing essential land rights for exploration activities.

Increasing Government Presence in Arawa

The increasing presence of government in Arawa refers to the ABG and other stakeholders expanding their operations, services, and development efforts in Arawa, which is a key economic and administrative hub of Central Bougainville. In 2024, Arawa experienced significant developments across various sectors, reflecting the concerted efforts of the Autonomous Bougainville Government (ABG) and its partners. Here are some of the key completed activities:

- Launch of the Five-Year Development Plan for Central Bougainville in June 2024
- Completion of renewable energy enhancements with the introduction of solar plants in Arawa
- Island Passage Development Canada Ltd., in partnership with Isina Resource Holdings Ltd., launched Bougainville's first large-scale mineral exploration since the 2001 Peace Accord in May 2024
- Arawa School of Nursing fully operational

These accomplishments underscore Arawa's progress in 2024, highlighting the collaborative efforts to enhance governance, infrastructure, economic development, and social services in the region.

OFFICE OF CHIEF SECRETARY

5. ANCHORING BOUGAINVILLE ECONOMY

The Anchoring Bougainville Economy Program (ABEP) is a strategic initiative by the Autonomous Bougainville Government (ABG) aimed at laying a strong economic foundation for Bougainville's self-sufficiency and future independence. The program focuses on strengthening key economic sectors, enhancing revenue generation, and fostering a conducive environment for investment and private sector growth.

Key Achievements:

1. Taxation and Revenue Collection:

- Establishment of the Bougainville Taxation Office (BTO): Strengthening tax administration and compliance.
- Progress in Revenue Collection: Increased internal revenue through improved compliance mechanisms to be focused on in 2025
- Review of Revenue Laws: Ongoing efforts to align tax policies with Bougainville's economic priorities to be focused on in 2025

2. Investment Promotion and Business Development:

- Establishment of Investment Promotion Authority (IPA) in Bougainville: Facilitating business registration and investment attraction completed January 25th 2025
- Business Policy and Regulation: Development of business-friendly policies to encourage local and foreign investment within the Economic Roadmap launched December 2nd 2024
- Support for SMEs and Cooperatives: Capacity-building initiatives for local businesses currently progressed through the SME Directorate with MoU signing November 13th 2024 between SMEC and ABG



OFFICE OF CHIEF SECRETARY

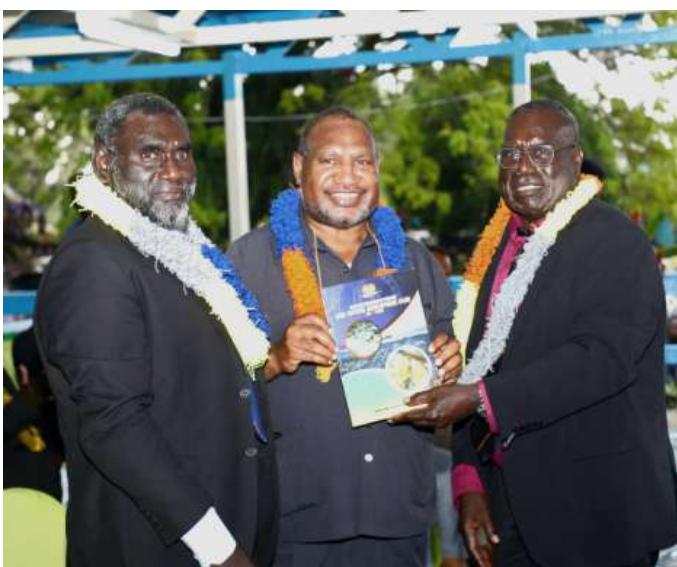
3. Sectoral Economic Development:

- Agriculture & Fisheries Growth Strategy: Strengthening cocoa, copra, vanilla, and fisheries industries.
- Tourism Development: Promoting Bougainville as an investment and tourism destination.
- Infrastructure Investment: Road, port, and energy development to support economic activities focus on ABC Infrastructure Master Plan

4. Strengthening Financial Management and Governance:

- Improvement in Public Financial Management (PFM): Enhancing transparency and accountability.
- Development of Economic and Trade Policies: Laying the foundation for sustainable economic governance Economic Roadmap launched December 2nd 2024

Refer to Annexure for detailed report on One Year Progress against the Department Corporate Plan.



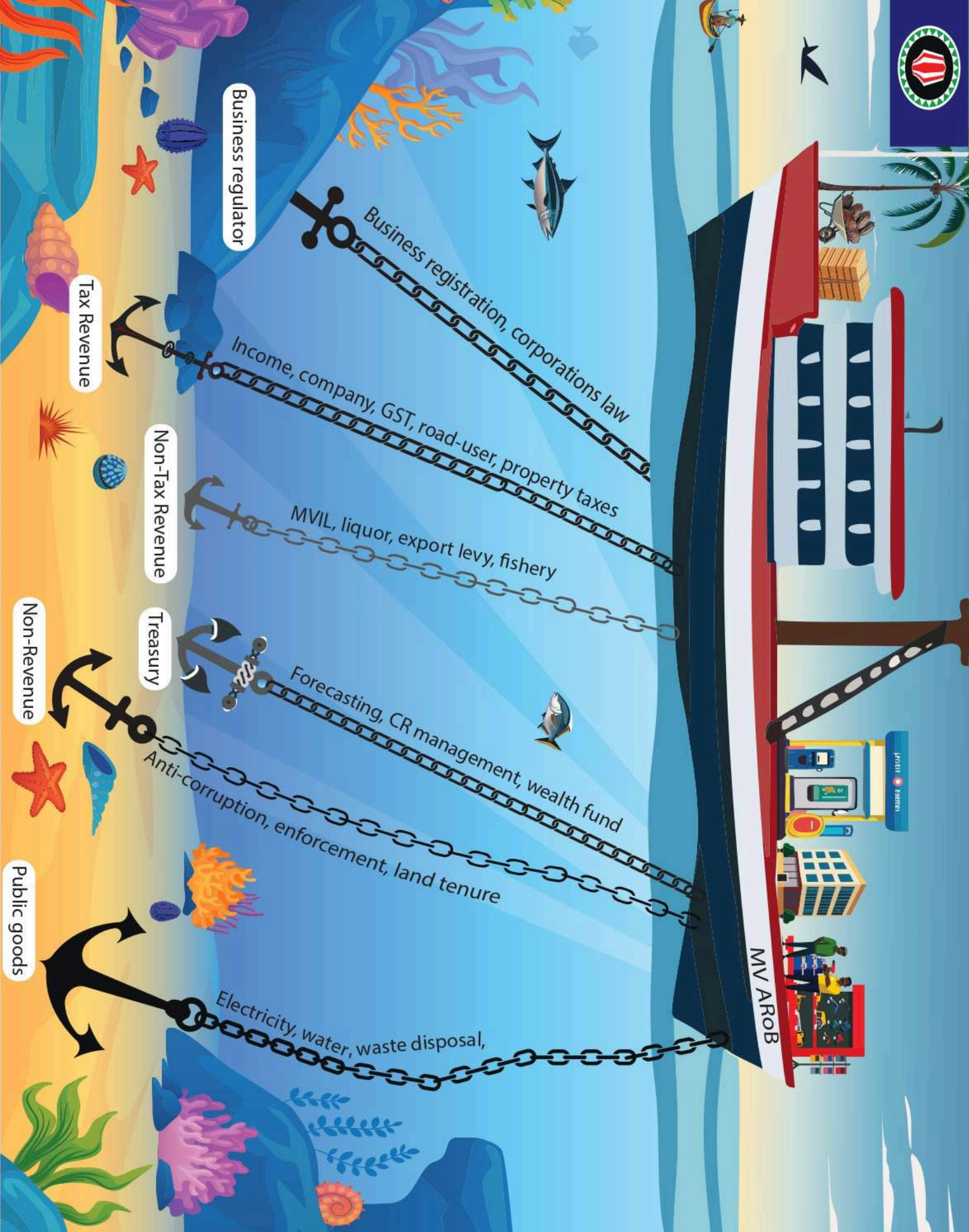


ILLUSTRATION OF THE ANCHORING BOUGAINVILLE ECONOMY CONCEPT

OFFICE OF DEPUTY SECRETARY STRATEGIC PLANNING & POLICY COORDINATION

Autonomy Implementation & Drawdown of Powers & Legislative Framework

Overview of Section 290 Powers Transfer Under Autonomy Arrangements

- Bougainville Autonomy is governed under Section 290 of Part 14 of the PNG National Constitution, which outlines 58 powers available for transfer from GoPNG to ABG.
- Current Progress: 15 out of 58 powers have been transferred.
- Partial Transfers: Health and Education remain partly transferred and require legislative amendments for full transition.
- Methods of Transfer Adopted by ABG:
 - a) 4-Step Legislative Approach:
 - i. Legislative Policy Development
 - ii. Drafting Instructions
 - iii. Bill Drafting and Parliamentary Readings
 - iv. Parliamentary Debates and Voting
 - b) Tweaking Approach
 - c) Editing existing PNG laws or incorporating laws from other Pacific states to create Bougainville-specific legislation.



OFFICE OF DEPUTY SECRETARY STRATEGIC PLANNING & POLICY COORDINATION

- Approach 1 is used for laws unique to Bougainville's context (e.g., culture, post-conflict status, geographical setting).
- Approach 2 is used for universal laws (e.g., Fire Service regulations).
- Sharp Agreement (2021) & Acceleration of Power Transfers
- Signed between GoPNG and ABG to fast-track the transfer process.

Key Changes Under Sharp Agreement:

- Elimination of 12-Month Notification Requirement: ABG no longer needs to provide advance notice to GoPNG
- Capacity Requirement Exemption (Section 295): ABG is now responsible for implementing transferred powers without meeting prior GoPNG-set capacity requirements.
- Joint-Creation, Joint-Responsibility, Joint-Implementation Retained: Ensures continued cooperation between GoPNG and ABG.

Strategic Approaches from Sharp Agreement Planning Workshop (2023)

- Merging of Related Powers; Example: Arts, Culture, and Tourism were merged into BACTA (2022) under the Department of Commerce
- Amendment of Existing Laws; Example: The Bougainville Education Act (2013) to be amended to incorporate Archives and Library functions.
- Current Status of Remaining Powers for Transfer. No official update since 2024.
- Responsibility for transfer progress has been with the Department of Independence Mission Implementation (DIMI).

Refer to Annexure for detailed matrix on the Sharp Agreement arrangements



OFFICE OF DEPUTY SECRETARY STRATEGIC PLANNING & POLICY COORDINATION

Donor Coordination

The ABG's donor coordination efforts in 2024 focus on aligning donor support with Bougainville's development priorities while ensuring aid effectiveness and sustainable impact. The key strategies include:

- Strengthening Government-Donor Partnerships: Enhancing dialogue with development partners to align funding with Vision 2052 and the Bougainville Integrated Strategic Development Plan (BISDP 2023-2027).
- Whole-of-Government Coordination: Led by the ABG's Department of Strategic Planning & Policy Coordination, ensuring donor interventions complement government programs.
- Sectoral Alignment: Directing donor support to priority sectors such as governance, economic development, infrastructure, health, education, law & justice, and community development.
- Transparency & Reporting: Strengthening accountability mechanisms, including monitoring donor-funded projects and their impact.

The Donor Coordination Policy will be launched Q1 2025



OFFICE OF DEPUTY SECRETARY OPERATIONS

1. PUBLIC AFFAIRS, MEDIA & COMMUNICATION (PAMC)

The Directorate of Public Affairs, Media & 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.

Key Achievements:

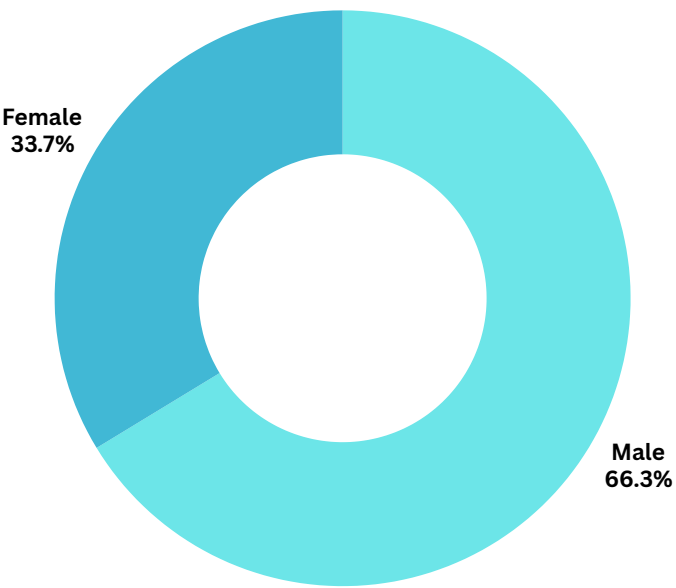
- Bougainville Bulletin – two editions produced and distributed (total of 100,000 copies distributed across Bougainville in hard copies and online);
- Total of 177 news releases published on ABG website and shared externally to mainstream media and other ABG online platforms;
- ABG Branding Guidelines endorsed by Bougainville Executive Council;
- Developed the Digital Democracy project in partnership with the BHOR, to enhance civic engagement, transparency, and government accessibility through digital media, set for launch in the first quarter of 2025;
- Successfully established the ABG's presence on LinkedIn, achieving a significant digital outreach of over 4,000 followers in 12 months;
- Successfully secured project funding for the ABG Re-branding Exercise to strengthen Bougainville's identity, enhance its economic prospects and build up a strong support base locally, nationally and internationally for its political aspirations; to be implemented in 2025.



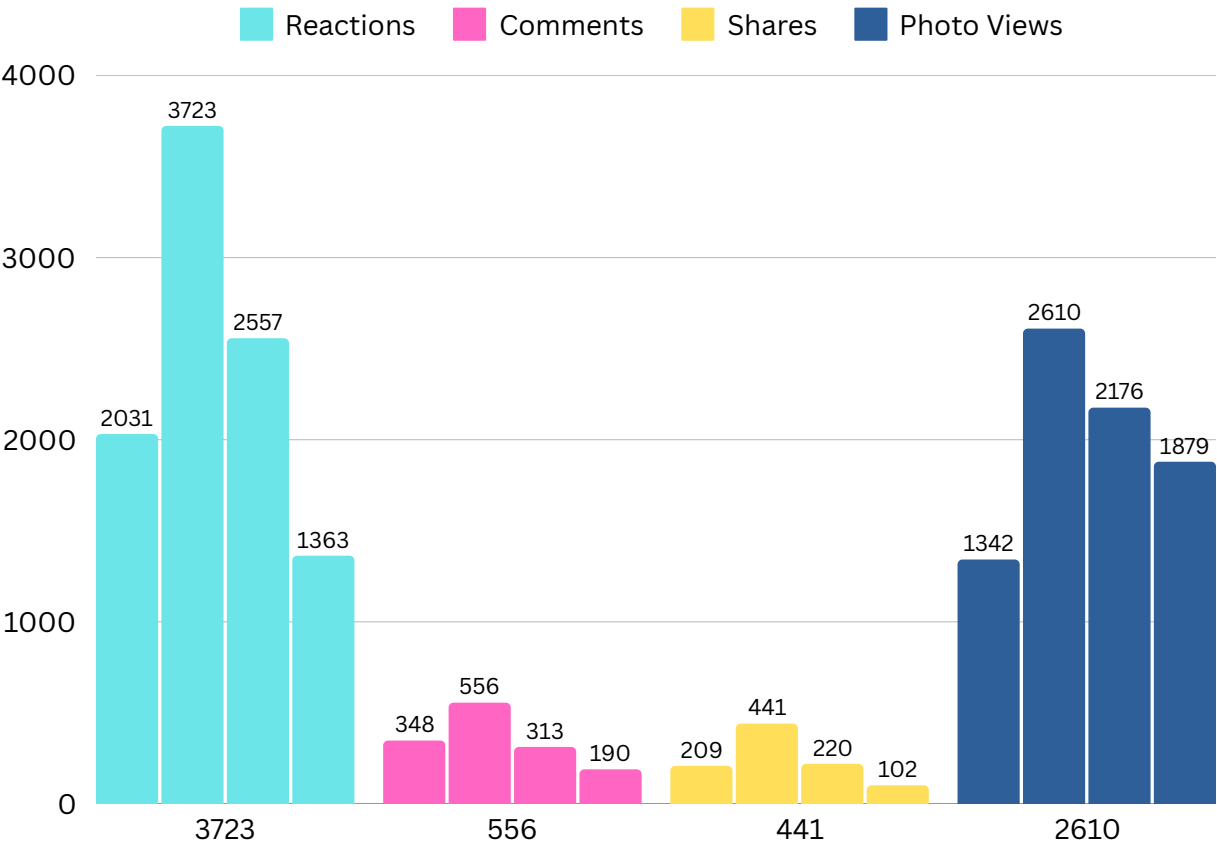
A SNAPSHOT OF 2024

ABG Social Media Analysis June -December 2024

Audience Distribution



Reach and Engagement Overview



OFFICE OF DEPUTY SECRETARY OPERATIONS

PROJECT MANAGEMENT UNIT (PMU)

In 2024, the Project Management Unit (PMU) played a pivotal role in overseeing and coordinating various infrastructure and socio-economic development projects across the Autonomous Region of Bougainville. The PMU's efforts were instrumental in ensuring that projects aligned with the region's strategic objectives and were executed efficiently.

Key Achievements:

Quarterly Field Inspections: The PMU conducted three comprehensive field visits throughout the year, assessing the progress and quality of ongoing projects. These inspections facilitated direct engagement with local communities and stakeholders, ensuring that projects met the needs of the populace and adhered to established standards.

Infrastructure Development: Aropa Airport Upgrade: Preparations were finalized for the Aropa Airport upgrade, set to commence in 2025. The project includes aircraft pavement repair, bituminous resurfacing, and the construction of new facilities to enhance aviation services in the region.

Peit Constituency Electrification Project: The PMU oversaw the launch of the electrification project in Peit Constituency, North Bougainville, aiming to provide reliable power supply to boost local economic activities and improve living standards.

Socio-Economic Initiatives: Feasibility Study for Bougainville Tuna Industry Development Project: Under the Public Investment Program (PIP), K1 million was allocated to commence the study, with an additional K2.5 million in funding anticipated. The feasibility study will assess the economic viability and infrastructure requirements, paving the way for Bougainville to unlock its fisheries potential and strengthen its economic self-reliance.

Stakeholder Engagement and Capacity Building: The PMU organized training sessions on financial management, roles and responsibilities, and monitoring and evaluation for community groups involved in various projects. This capacity-building effort ensured that local entities could effectively manage and sustain their initiatives.

Constituency Economic Investment Program: The PMU is supporting Department of Commerce Trade & Economic Development monitor the rollout of this program, which allocated grants of K200,000 to each of the 33 constituencies. The initiative supported small-scale enterprises, including cocoa and copra processing, poultry farming, and other ventures aimed at enhancing economic self-reliance.

OFFICE OF DEPUTY SECRETARY OPERATIONS

Through the Office of the Chief Secretary the Department of Technical Service was taken under its wing to ensure the following was established within a 6 months period:

1. Visibility in Reporting
2. Implement Reporting System
3. Develop Transport Division and Workplans
4. Finalize and Approve Transport Master Plan
5. Finalize Ways of Working Principles Transport Sector Support Program & Support Sector Agencies

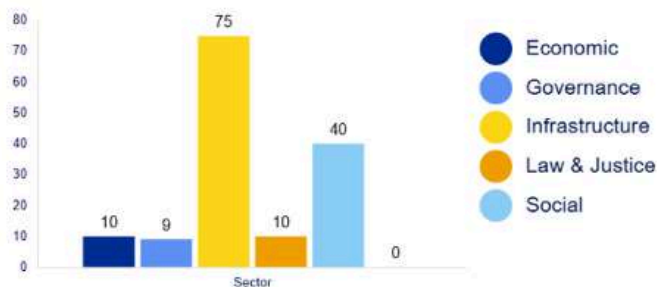
The graphs showcase the Sector Infrastructure Projects and it is the first time that ABG has full visibility on its analytics by using SMARTSHEET. The progression of sector projects must be supported by consistent monitoring and weekly reporting which is not consistent and is an area that will be prioritized in 2025. The team will specifically look at ensuring Regional teams are trained in the use of SMARTSHEET to provide weekly updates on all projects thus maintaining an updated and current data on the reporting system (SMARTSHEET). The Infrastructure dominate the projects fundamentally as we continue to rebuild the island after the Bougainville Crisis. What is necessary is to ensure a strategic pivot in the manner of executing infrastructure projects to ensure international standards and best practice is prioritized moving forward in 2025. In future the due diligence when choosing preferred Contractors is key critical to ensure we have service level agreements with these strategic partners of choice over an annual or 2 year contract.

The pie chart is reflecting North Region and constitutes to several key factors:

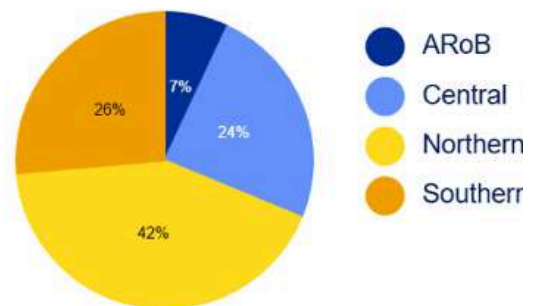
- 1) Head Quarters of DTS and proximity to supervise projects is highly accessible
- 2) The Technical Teams and Lead for each Directorate are in Buka
- 3) Expertise in writing project development plans are centralized in Buka

OFFICE OF DEPUTY SECRETARY OPERATIONS

Overall Ongoing Projects by Sector



Overall Ongoing Projects by Region



What does the bar chart tell us?

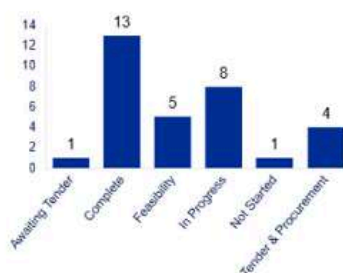
These are all Infrastructure Projects targeted to supporting the other sectors, mainly Economic, Governance, Law & Justice, Social & general Infrastructure Sectors. For Economic Sector we have 10 projects progressing, Governance 9 projects progressing, Law & Justice 10 projects, Social 40 and Infrastructure has 75 projects which is the highest total.

What does the Pie Chart tell us?

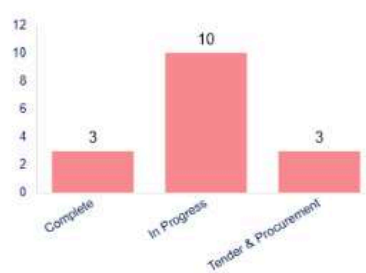
These are the Infrastructure projects in progressing at different rates, with 7% being executed in all regions. The Central Region has 24% in execution, the Northern Region leads with 42%, and the Southern Region reports 27% in progress, reflecting varied development across the region.

Progress Numbers by Sectors

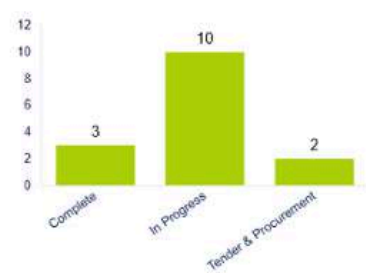
Governance



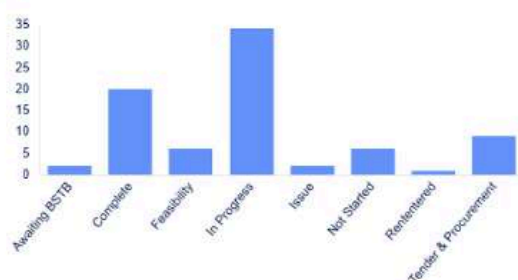
Law & Justice



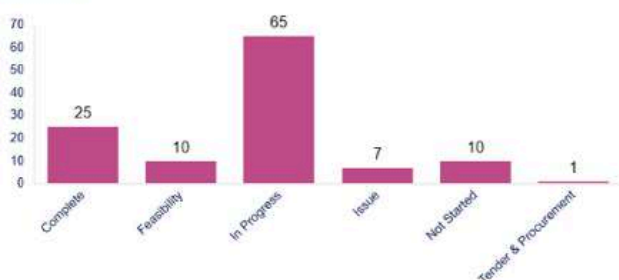
Economic



Social



Infrastructure



OFFICE OF CHIEF PROTOCOL

The Office of the Chief Protocol in Bougainville is responsible for managing protocol through which VIPs are accorded due respect. This includes organizing and overseeing events, ensuring proper etiquette are followed and facilitating diplomatic engagement.

Following are key events that ABC Office of the Protocol has played a pivotal role in 2024:

- Bougainville Foundation Day (June 15, 2024): Celebrating the establishment of the Bougainville Autonomous Government.
- Peace Agreement Commemoration Day (August 30 2024): Marking the anniversary of the signing of the Bougainville Peace Agreement.
- Bougainville Chocolate Festival (September 24-26, 2024): Major event showcasing Bougainville Cocoa Industry and promoting local products.
- World Food Day (October 16-17, 2024): Celebrating Food Security and promoting healthy diets.
- Bougainville Independence Day September 1st, 2024): Celebrating the region's independence and cultural heritage.

Chief Protocol office has also facilitated significant diplomatic events as follows;

- 1.Meeting between Prime Minister and President (January 2024)
- 2.Visit by moderator (former New Zealand High Commissioner) Sir Jerry Mataparae for the JSB meeting (March, 2024)- accompanying the President
- 3.BCPC in Solomon (June, 2024)
- 4.Invitation from Vanuatu Government for the Independence celebration (July, 2024)- Accompanying the President
- 5.BCPC (May ,2024) at Popondeta
- 6.BCPC Wabag and Alotau (October, 2024)-Accompanying the President.
- 7.BCPC (November, 2024) at Goroka
- 8.Special JSB for Moderator (November, 2024)-Accompanying the President
- 9.Sydney visit for Mining, Leadership Symposium at Arawa and Prime Minister's visit to Bougainville (December,2024)



CORPORATE SERVICES MANAGEMENT

Current organizational structure of DPBEC

DPBEC consists of:

1. Office of the Chief Secretary
2. Deputy Chief Secretary – Strategic Planning & Policy Coordination
3. Deputy Chief Secretary – Operations
4. Media Directorate
5. Chief Protocol Office
6. Internal Audit Office
7. Office of the Bougainville Electoral Commission (OBEC)
8. Bougainville Energy Office

DPBEC currently has 51 staff members with 59 vacant positions due to budgetary constraints.

Organizational Structure and future plans

Functional Analysis & Proposed Restructuring

An initial 2024 Functional Analysis Report identified several inefficiencies, including:

- Overlapping functions,
- Gaps in policy execution, and
- Limited inter-departmental coordination

Training & Development

The table shows professional and upskilling trainings undertaken by the staff in 2024:

Training	Type	Institution provider	No. of Dept staff
Leadership and Governance	Professional Certificate	SILAG	6
Public Administration	Professional Certificate	SILAG	1
Procurement	Upskill	Expert Procurement	5

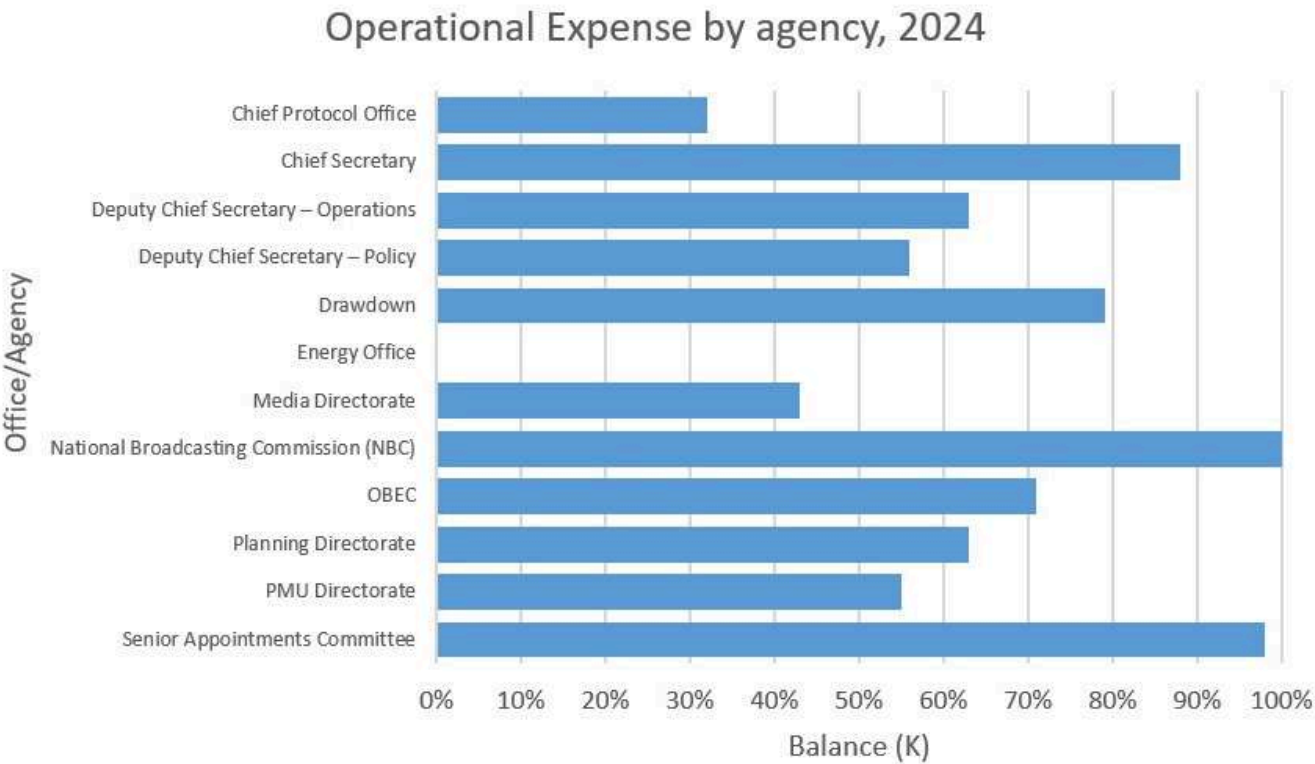
CORPORATE SERVICES MANAGEMENT

Overview of financial allocations and expenditures in 2024

The Department of President and Bougainville Executive Council (DPBEC) managed a total operational budget of K5,824,000 in 2024, covering both recurrent and development expenditures across its various agencies.

Despite receiving only 49% of its estimated recurrent funding from the National Government, DPBEC effectively allocated resources to maintain essential government operations. The total recurrent expenditure in 2024 was K3,934,506, leaving an unspent balance of K1,889,494.

3.6. 2024 Recurrent Operational Budget. Graph 1: Recurrent operational summary.



CORPORATE SERVICES MANAGEMENT

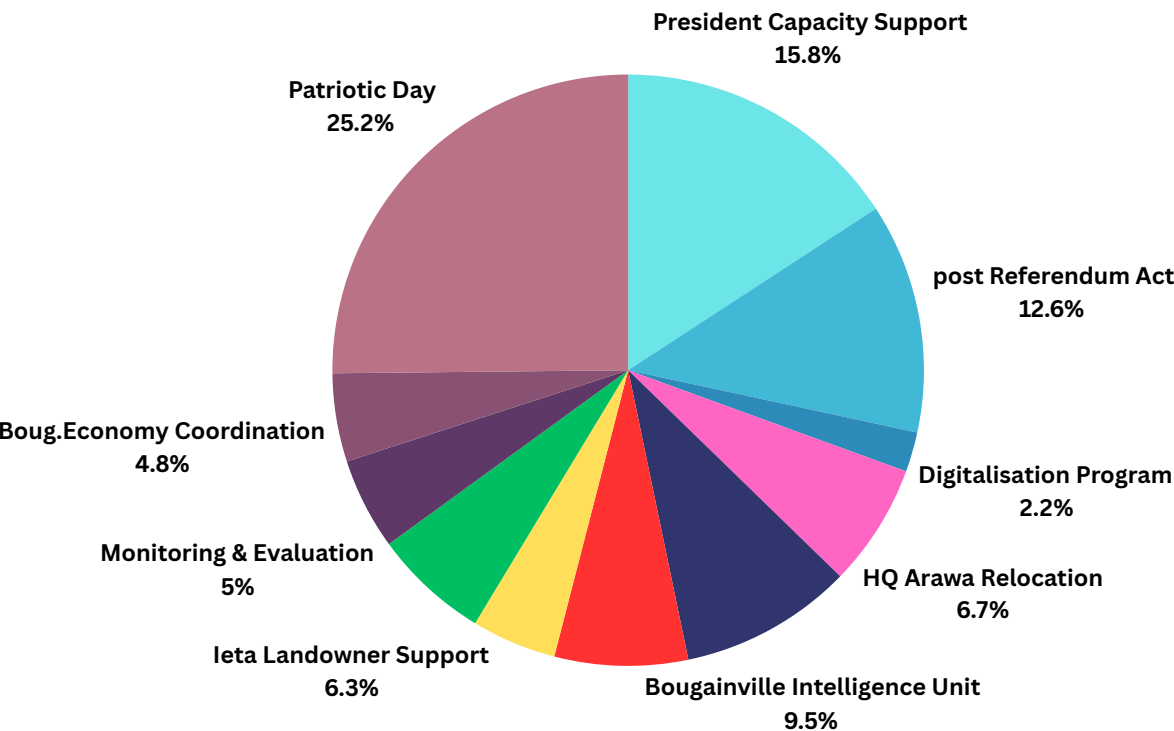
2024 Development Budget & Supplementary Allocations

DPBEC also managed a Development Budget of K6,950,000 for 13 projects aimed at strategic government initiatives such as:

- ABG Post-Referendum Act,
- ABG Digitalization Program,
- Arawa HQ Relocation,
- Bougainville Intelligence & Bureau Secretariat,
- BISDP Implementation Support, and
- ABG Monitoring & Evaluation Support Program.

By year-end, K3,757,162 was expended, leaving K3,192,838 carried over to 2025 due to funding delays.

Pie graph: Development Budget Summary



The Corporate Services Section of DPBEC successfully managed finances in 2024, but faced challenges in fund release and restructuring delays.

To improve in 2025, organizational restructuring, faster fund release, and improved financial tracking will be critical.

REPORTING FROM OTHER AGENCIES UNDER DPBEC

1.OFFICE OF THE BOUGAINVILLE ELECTORAL COMMISSION

OBEC is a constitutional office established by Section 100 of the Bougainville Constitution. It is a government entity that facilitates ABG elections, that includes HOR and CG members and By-elections. National Elections are still conducted by PNGEC.

Currently OBEC operates under the Chief Secretary's office but intends to be a standalone agency in the near future.

Key Achievements:

1. Information Communications Technology and Voter Enrolment

- Procurement of Essential Equipment and software to improve voter roll management
- Database Migration Planning: Engaged local experts to explore migrating voter database from Indonesia to a locally managed server to enhance security and compliance.
- Roll Verification Process: Developed a ward recorders listing for voter roll verification in preparation for the 2025 ABG General Elections.

2. Information Communication and Awareness

- Electoral Support Project (ESP): Procured essential supplies for voter education programs.
- Inclusive Messaging Committee: Established a diverse committee to ensure electoral materials are accessible to all groups, including women, youth, and persons with disabilities.
- Independent Election Observers & Media Handbook: Developed a comprehensive handbook for election observers and journalists.

Policy Development:

- OBEC Social Media Guidelines for employees.
- 2025 Bougainville General Elections Awareness Strategy.
- OBEC Communications Strategy (2024-2027) finalized.

REPORTING FROM OTHER AGENCIES UNDER DPBEC

3. Corporate Services

- Debt Servicing: Allocated K1M for outstanding election-related debts.
- Preparation for 2025 ABG General Elections: Secured K3M in funding for procurement and consultations.
- Operational Reorganization: Strategic adjustments to address funding shortfalls.

4. Election Operations

- Risk Management Plan: Developed a comprehensive plan to minimize election-related risks and ensure smooth operations for the 2025 ABG General Elections.
- Regional Office Procurement: Purchased critical office equipment, appliances, and stationery to support regional election operations.

5. Legal Frameworks and Training

- GVRs System Development: Advocated for building Bougainville's voter registration system (GVRs) locally.
- International Training & Exposure:
 - Participation in the Pacific Rolls Integrity Workshop in Samoa.
 - Secondment job experience with the Solomon Islands Electoral Commission.
 - BRIDGE Training in Vanuatu for staff in media, electoral rolls, and operations.
- General Election Planning & Budgeting Workshop: Successfully organized a key workshop for the 2025 ABG General Elections.



REPORTING FROM OTHER AGENCIES UNDER DPBEC

2. INTERNAL AUDITOR

Among others achievements of Internal Audit Office include conduct of six (6) audits out of the total of eight (8) that were requested to be conducted. Those accomplished are;

- Establishment of the ABG Audit Committee which has not been in existence since 2015 as required under the Bougainville Public Finance Management Act 2014. The first Audit Committee meeting was successfully held in Port Moresby on the 13th of December 2024 in which a number of issues were raised to the Committee and improvements on these areas are expected. This will enhance ABG in terms of governance, accountability and transparency.
- Audit investigation into the unlawful re-scoping of K2 million RDG funds to settle debt servicing claims. Outcome of Audit report resulted in the ABG saving K1.3 million and funds allocated back to respective project votes. Report also assisted with the reprimanding of a number of Officers involved in facilitating these claims.
- Financial Audit aimed at ensuring budget allocations and adherence to financial reporting as per the BPFMA and Budget Appropriation Act 2024.
- Operational Audit; Assessing process efficiency and alignment with ABG's strategic goals.
- Governance and Compliance Audit ; Reviewing adherence to ABG laws, regulations and internal policies.
- Procurements/Projects Pre-Audit: Conducting special pre-audit reviews for awarded minor and major projects –ABG
- Risk Management and Internal Controls: reviewing the implementation and effectiveness of risk management framework to test internal controls for safeguarding assets and preventing fraud and mismanagement
- Ad Hoc or Special Audits; conducting special audit requested by senior management, governance agencies or as mandated by law.

Following are some factors that affects accuracy of Internal Auditors work:

- Lack of documentation for financial transactions
- Travel expenses and excessive use of hire cars which lacks sufficient supporting documentations
- Delayed acquittals and misaligned expenditures in certain
- Weaknesses in monitoring and reporting mechanisms for projects implementation
- Gaps in coordination between departments, leading to inefficiency in projects implementations
- Irregularities in projects; scooping, procurements, management, implementation hence results in unwarranted project variations.

Internal Audit remains steadfast in its commitment to enhancing governance, accountability and internal control frameworks of the ABG.

REPORTING FROM OTHER AGENCIES UNDER DPBEC

Consultancy Support

3. Bougainville Research Strategic Planning Secretariat activities in 2024

- Survey on Immigration to Bougainville
- Conducted field work for four research projects (Independence Readiness of Constituencies; Comparative Analysis of Community Government Chairpersons; Public Understanding of the Six Point Strategy)
- Public Opinion Survey on Leadership Performance.
- Social Research -- participated in the November 2024 Symposium in Arawa.
- A pilot Household Survey was conducted in Morokaimoro Village in South Bougainville to understand social, demographic, economic, cultural and environmental trends.
- Survey of International and Local NGOs in Bougainville – this research is currently in progress
- The Economic research-- plays a leading role in the roll out of the Bougainville Vision 2052. It has formulated a methodology for Aligning Vision 2052 to Sectoral Plans. The team has also conducted field survey of Business Houses on “the Policy and Collection of Internal Revenue” for ABG.
- Conducted field survey of Mangrove Harvesting in Buka and is finalization the report. The team also takes part in the roll out of the Bougainville Long-term Vision 2052. The researcher has publishing skills and takes lead in the design of the Pillar Guidelines for distribution during the roll out workshops.
- Designing the Bougainville Biodiversity Survey, The researcher is currently conducting an “annotated bibliography” of what is known so far about the environment in Bougainville.
- Foreign Direct Investment much focus has been on cultivating links with investors in Singapore, Malaysia and China and other current geopolitics in the region.
- Facilitate a number of other investment opportunities such as the Solomon based South Pacific Oil; the WR Carpenters Investment; Carbon Trade; Canadian Business group; Bougainville Aqua Culture Research Laboratory in Malaysia; Bougainville Tourism. A Historical Analysis of ABG Budget Expenditure is in progress
- Institutional development of a future independent Research Body for Bougainville
- Basic Research Skills Training Manual is being drafted to address the lack of basic research skills across whole of ABG.

REPORTING FROM OTHER AGENCIES UNDER DPBEC

Consultancy Support

a. Bougainville Research Strategic Planning Secretariat

. Challenges Faced

- Despite progress, the Secretariat encountered challenges such as:
- Limited funding and resource constraints.
- Need for enhanced coordination across government departments and external partners.
- Data accessibility and quality issues affecting research outcomes.

Recommendations for 2025

- To enhance the effectiveness of the Secretariat, the following actions are recommended:
- Increased investment in research funding and human resources.
- Strengthening partnerships with regional and international research institutions.
- Establishing a central research repository for improved data management and accessibility.

b. Directorate of External Relations

In July 2024, the ABG established the Directorate of External Relations under the Office of the President. This move aimed to enhance Bougainville's international engagement and prepare for potential independence. The Papua New Guinea (PNG) government's Chief Secretary, Ivan Pomaleu, acknowledged this development as an "important step," emphasizing the need for close collaboration between the Directorate and PNG's Department of Foreign Affairs to ensure policy alignment.

One of the Directorate's priorities has been to establish formal ties with the Melanesian Spearhead Group (MSG), a sub-regional organization comprising Fiji, PNG, Solomon Islands, Vanuatu, and the pro-independence Kanak and Socialist National Liberation Front (FLNKS) of New Caledonia. Engaging with the MSG is viewed as a strategic move to strengthen Bougainville's regional relationships and support its aspirations for independence.



REPORTING FROM OTHER AGENCIES UNDER DPBEC

The Directorate has been proactive in seeking international economic partnerships. Efforts have been made to attract foreign direct investment from countries such as the United States, Japan, Australia, New Zealand, and China. This initiative aims to bolster Bougainville's economic foundation in anticipation of potential statehood.

In May 2024, the ABG released the first draft of its proposed independence constitution. This document is intended to serve as the foundational legal framework for an autonomous Bougainville. The Directorate of External Relations has been instrumental in this process, facilitating consultations and ensuring that the draft aligns with international standards and practices.

Through these concerted efforts, the Directorate of External Relations has significantly advanced Bougainville's journey toward independence, focusing on building robust international relationships and establishing a solid foundation for future statehood.





CHALLENGES AND RECOMMENDATIONS

Key Challenges

1. Institutional Capacity

Challenge:

- Limited technical and administrative capacity within the department
- Insufficient staffing levels and expertise in key areas
- Gaps in policy development and implementation capabilities
- Challenges in coordination between different government branches

Mitigation Strategies:

- Implement a comprehensive capacity building program focusing on policy development, administration, and leadership
- Establish partnerships with international development organizations for technical assistance
- Develop a structured mentoring program pairing experienced staff with new recruits
- Create specialized units for critical functions like policy analysis and strategic planning

2. Resource Management

Challenge:

- Limited financial resources and heavy dependence on external funding
- Inefficient allocation and utilization of available resources
- Weak revenue generation capabilities
- Challenges in budget execution and financial management

Mitigation Strategies:

- Develop a comprehensive resource mobilization strategy
- Strengthen internal revenue generation mechanisms
- Implement robust financial management systems and controls
- Establish clear protocols for resource allocation and prioritization
- Build partnerships with development partners for sustainable funding



CHALLENGES AND RECOMMENDATIONS

3. Governance and Coordination

Challenge:

- Complex stakeholder landscape requiring extensive coordination
- Challenges in implementing effective decision-making processes
- Limited mechanisms for inter-departmental collaboration
- Difficulties in maintaining consistent communication channels

Mitigation Strategies:

- Establish a formal coordination mechanism between departments
- Implement regular stakeholder engagement forums
- Develop clear protocols for decision-making and approval processes
- Create dedicated liaison offices for key stakeholder groups

4. Independence Transition Management

Challenge:

- Complexity of managing potential independence transition processes
- Need for extensive consultation and negotiation
- Requirements for new governance frameworks
- International relations management

Mitigation Strategies:

- Establish a dedicated transition management office
- Develop comprehensive transition roadmap and implementation plan
- Build diplomatic capacity and international relations capabilities
- Create specialized working groups for key transition areas

Recommendations

- Prioritize capacity building initiatives
- Focus on strengthening institutional frameworks
- Develop sustainable resource management systems
- Build strong stakeholder relationships
- Implement robust monitoring and evaluation systems



LESSONS LEARNT

The Department of President and Bougainville Executive Council (BEC) of the Autonomous Bougainville Government (ABG) in 2024 has likely drawn several key lessons from its governance, policy-making, and leadership experiences. Here are some lessons learned:

1. Strengthening Whole-of-Government Coordination

- The need for better interdepartmental collaboration to ensure that policies, projects, and reforms are effectively implemented.
- Improved Central Agency Coordination Committee (CACC) processes to facilitate smoother policy approvals and budget execution.
- The importance of aligning Presidential and Ministerial priorities with sectoral and regional plans.
-

2. Policy and Legislative Prioritization

- The necessity of strategic prioritization of key legislative reforms, particularly in governance, economic independence, and public service transformation.
- Timely policy submissions and legislative drafting have been a challenge, emphasizing the need for stronger policy coordination and legal review processes.
- Lessons in streamlining BEC processes to avoid policy bottlenecks.

3. Economic and Fiscal Sustainability

- The need for stronger fiscal discipline to ensure that government revenue generation aligns with expenditure.
- Anchoring Bougainville Economy Program (ABEP) requires more aggressive implementation, particularly in taxation and investment promotion.
- Greater focus on Public-Private Partnerships (PPPs) to drive economic development and lessen dependency on national government grants.



LESSONS LEARNT

4. Public Service Transformation

- The "One Beat, One Rhythm" campaign highlighted the importance of leadership development, talent cultivation, and creating a high-performance public service culture.
- The need for capacity-building initiatives for middle and senior management to improve leadership and decision-making.
- Strengthening merit-based recruitment and performance management to enhance public service efficiency.

5. Infrastructure and Service Delivery Gaps

- Major delays in infrastructure projects due to funding constraints, procurement challenges, and contractor capacity issues.
- Lessons from the Contractor Capacity Building Workplan indicate the need for better compliance, quality assurance, and local contractor empowerment.
- The importance of improving project monitoring and reporting to track implementation progress.

6. Disaster Preparedness and Response

- The need for a fully operational Bougainville Disaster Risks Reduction Management Plan to address natural disasters and emergencies.
- More investment in community-level disaster resilience and early warning systems.
- Improved coordination between ABG, development partners, and local communities in disaster response efforts.



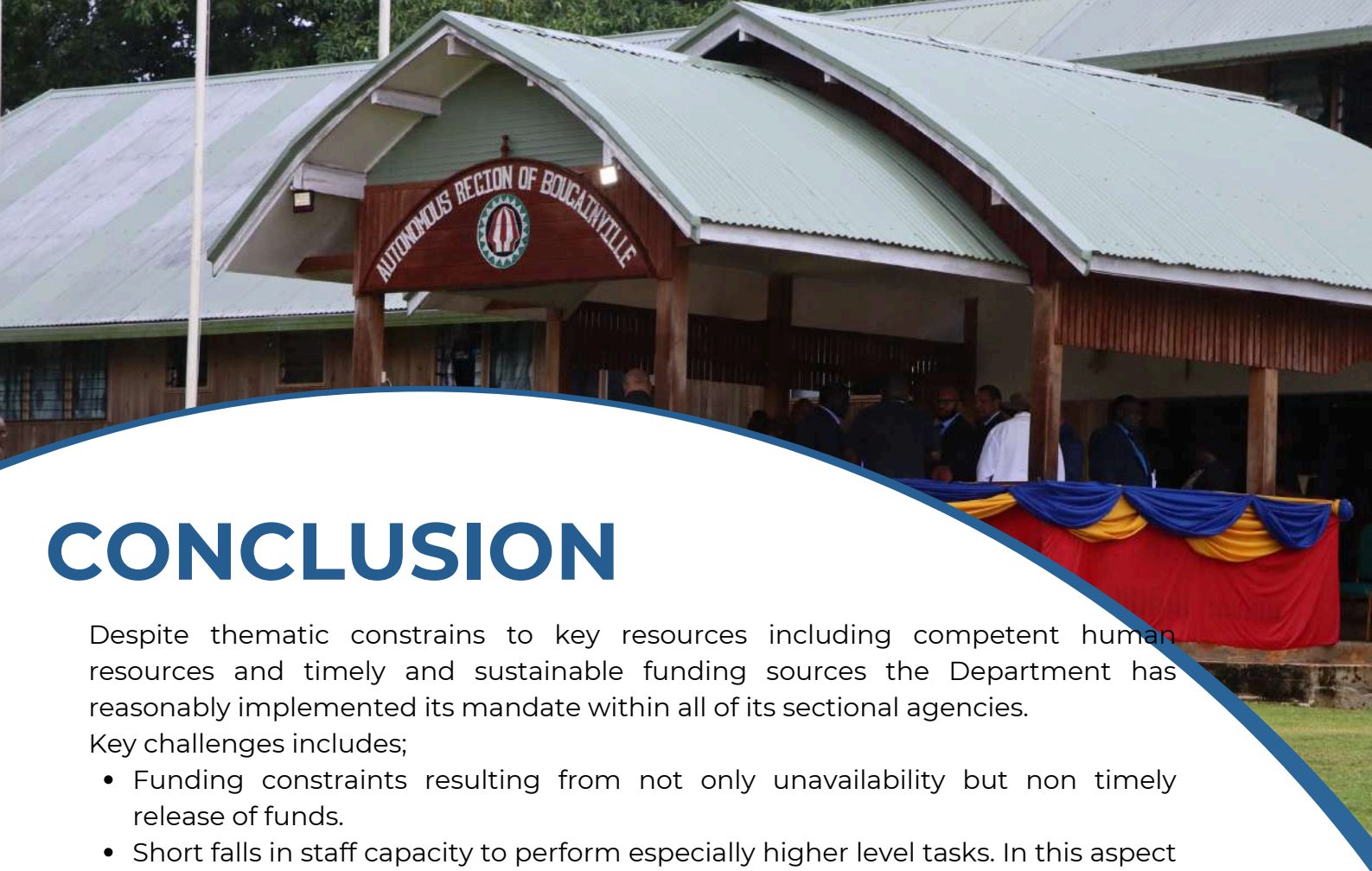
LESSONS LEARNT

7. Strengthening Governance and Institutional Integrity

- The need for enhanced transparency and accountability mechanisms within the BEC and government institutions.
- Lessons from BEC decision-making processes indicate the need for stronger evidence-based policy formulation and structured policy briefings.
- The importance of citizen engagement in governance to build trust and public confidence in ABG leadership.

8. Independence and Political Readiness

- Lessons from 2024 emphasize the importance of clear strategic direction for post-referendum governance and transition planning.
- Greater diplomatic engagement with national and international stakeholders is necessary to build recognition and support for Bougainville's political aspirations.
- Strengthening internal unity among Bougainville leaders to ensure a common approach towards self-determination.



CONCLUSION

Despite thematic constraints to key resources including competent human resources and timely and sustainable funding sources the Department has reasonably implemented its mandate within all of its sectional agencies.

Key challenges include;

- Funding constraints resulting from not only unavailability but non timely release of funds.
- Short falls in staff capacity to perform especially higher level tasks. In this aspect there is critical need to instill writing skills to most of our staff.
- Lack of coherent planning in task performance. This reflects need for job design and increase motivation, which are the key impetus to effective tasks performance.
- Lack of inter-department cooperation in dealing with cross-cutting issues. This reflects need for increase coordination in performing tasks which are cross-cutting in nature.

Interventions focus on attempting to rectify the above perennial challenges include;

- Implementation of EU expert recommendation on re-structure; an outcome of a functional analysis of DPBEC.
- In-house skills training for staff especially essential for instilling of writing skills
- External Recruitment of high caliber officer especially for research and policy development.
- Boost financial management by establishing network with DOFT officers to fast track release of funds when necessary.

The inter-department disputes arising from implementation of cross-functional mandate needs to be better managed. The involvement of experts in the form of advisers or even consultants is necessary to mitigate a risk of issues been ill-handled due to knowledge/skills gap. This issue also includes managing political expectations. The worse scenario is making a decision or policy in compliance with leaders directives knowing that it may not work.

Despite the challenges DPBEC will continue to strive to implementing its mandates




ANNEXURE


REPORTING AGAINST THE BISDP 2023-2027


The DPBEC Corporate Plan is strategically aligned with the Bougainville Integrated Strategic Development Plan (BISDP) 2023-2027 and the Bougainville Long-Term Vision (BLTV) 2050. It ensures that key objectives across governance, economic growth, social development, security, and environmental sustainability directly support the BISDP's short-term goals and BLTV's long-term aspirations.


Key areas of alignment include:

 **Governance & Institutional Strengthening:** Enhances transparency, efficiency, and governance structures in line with BISDP and BLTV.

 **Economic Growth & Infrastructure:** Supports BISDP's economic strategies and BLTV's vision for a self-sustaining economy.

 **Social Development:** Implements BISDP's health and education goals while advancing BLTV's objective of an empowered population.

 **Peace & Security:** Strengthens law enforcement and peacebuilding initiatives as outlined in BISDP and BLTV.

 **Environmental Sustainability & Climate Resilience:** Aligns with BISDP's environmental strategies and BLTV's commitment to sustainability.

The DPBEC Corporate Plan acts as an operational guide, translating BISDP 2023-2027 strategies into actionable programs, ensuring resource allocation and policy implementation contribute effectively to Bougainville's development. The Annual Review for 2024 will be looking at the Deliberate Strategic Actions cascaded from the Key Strategic Areas within our Corporate Plan

ONE YEAR REVIEW

GPS1.1 KRA: That all relevant powers, enabling acts, policy instruments and bodies are enabled and functioning effectively within the ambit of the ABG

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

● 1.1 For the ABG, a Whole-of-Government Approach is essential to achieving effective governance, sustainable development, and a smooth transition in its political journey. The DPBEC took the lead in ensuring that the 14 Department Corporate Plans were furnished and launched in Q4 2024.

● 1.2 Alignment for ABG means ensuring that all government efforts—policies, institutions, resources, and stakeholders—work in a unified direction toward Bougainville's development and political aspirations. Q4 2023 launch of both BLTV2052 and BISDP 2023-2027 commenced this journey and commenced the utilization of the SMARTSHEET Analytical tool Q1 2024. Implement the Anchoring Bougainville Economy Program, focusing on tax reforms and investment promotion launched Q2 2024 with successful implementation of PILLAR 1 Memorandum of Understanding (MOU) to collaborate on transferring investment promotion and business registration powers to AROB implemented Q1 2025.

● 1.3/1.4 Prime Minister James Marape and ABG President Ishmael Toroama officially announced the appointment of Sir Jerry Mateparae as the Moderator to be the "negotiator" to resolve an impasse on Bougainville independence between PNG and Bougainville Q4 2024



ONE YEAR REVIEW

GPS1.1 KRA: That all relevant powers, enabling acts, policy instruments and bodies are enabled and functioning effectively within the ambit of the ABG

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

● 2.1/2.2/2.3 Sharp Agreement Implementation of the Sharp Agreement, particularly in relation to the transfer of the remaining powers under Section 290 of the PNG Constitution, has faced several challenges. There is a need for a clearer framework aligning the Sharp Agreement with Bougainville's transition to full independence. Q1 2025 DSPP will lead and address these issues, ABG and the PNG Government must:

- Establish a binding timeline for the transfer of remaining powers.
- Strengthen institutional capacity in Bougainville to manage new responsibilities.
- Ensure financial commitments are met by PNG for autonomy implementation.
- Improve political dialogue through more frequent and results-driven JSB meetings.
- Develop legal clarity on how power transfer aligns with the post-referendum political settlement.



ONE YEAR REVIEW

GPS1.1 KRA: That all relevant powers, enabling acts, policy instruments and bodies are enabled and functioning effectively within the ambit of the ABG

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

● 3.1/3.2 Functional Analysis for DPBEC completed by Juris Stinker EU Consultant Q4 2024. DPBEC can be classified as “Centre of Government” further work on the functional analysis will resume Q2 2025

● 3.3/3.4 Cross cutting theme working on strengthening Inter-departmental coordination with the DLPPCC who are the lead to furnish ABGs Blue Green Policy which was launched Q3 2024



The Autonomous Bougainville Government has commenced advancing its Blue-Green Economy policy development aimed at increased sustainable development in Bougainville. This is the first of its kind at both the national and provincial level which the ABG team is a pioneer in this area.

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

● 4.1 Q4 2024 DoPBEC Functional Analysis completed

● 4.3 Q2 2025 EU Consultant Juris Stinker returns to do action plan for process improvement and restructuring for DoPBEC

Functional Analysis of DoPBEC

VALIDATION WORKSHOP
13.11.2024
BUKA, BOUGAINVILLE



**INTPA/POM/2023/EA-RP/0059: Technical Assistance to the Strengthening
Transparent and Accountable Governance in Papua New Guinea
Programme (STAG)**

SERVICE CONTRACT: ACA/2018/399-319.

**TERMS OF REFERENCE: #2/2024
FOR**

One (1) Organisation Functional Analyst - *Extension – second mission, 45 input days*
Senior Non-Key Expert

ONE YEAR REVIEW

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

● 5.1 Q4 2023 launch of BISDP 2023-2027 focus on Sector Working groups with establishment of Sector Champions in the initial write up phase of the document. Further cohesion to be made in 2025 however current work activities have ensured that the group has come under the interim program coordinated through Law and Justice with EU the Technical Assistance to the Strengthening Transparent and Accountable Governance in Papua New Guinea Programme (STAG).

● 5.2/5.3/5.4/5.5 The Validation Workshop attended by members of the Group Q1 2024 initiated the activity plan for Component 2 of the STAG programme (integrity, transparency and accountability) and have been developed during the STAG inception phase through extensive consultations with long list of stakeholders in the ABC departments, parliament and other institutions. The strategic deliberate actions are captured within the workplan and require the governance sector working group to meet consistently in 2025 to ensure further focus on the momentum achieved.

● 5.6 Development of the Protocol Policy and SOP Handbook will be focused on in 2025



ONE YEAR REVIEW

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

● 6.1 Successful Launch of the key strategic plans have commenced the transformation of embedding them into the cyclic workflows of the establishment. This is seen through incremental change with the review of structures the functional analysis to best fit the implementation of the plans. Focus on the Digital Transformation to becoming a SMART ABG has been the key deliverable and in Q1 2025 the ICT Audit Findings and ICT Strategy were handed to Minister DTS and Chief Secretary will clear workplans established to 2027 to get ABG to the "Defined ICT Maturity"

● 6.2 To establish a Gutpla Citizenship Program that will foster a sense of identity, unity, and engagement among all Bougainvilleans, whether they reside within the Autonomous Region of Bougainville (AROB) or abroad a component of the Communication Strategy for the DPBEC. Communication Framework passed by Legal Team Q1 2025.



DTWG (Digitalization Technical Working Group) hosted the Presentation of the ABG ICT Audit. This Audit included an IT strategy. A comprehensive plan as to how we can transform ABG using digital technology. A whole of government ICT plan aligned with Vision 2052 goals. As part of DTWG's ongoing coordination work, DTWG ensures proper central and continuous reporting to our ABG authorities.

7.4.4.4

ONE YEAR REVIEW

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

- 7.1 Four (4) Successful M&E field trips have been conducted with a multi sectoral approach using the MERL Framework which is aiding in incremental changes in the ways of working in ABC
- 7.2 The Directorate of Strategic Planning & Policy has the mandate to give that quality assurance validation of all documentation to be presented to the Central Agency Coordinating Committee. Further reinforcing in Q1 2025 to be instructed to Departments from the Office of the Chief Secretary.
- 7.3 The DoPBEC has through its implementation of the strategic plans/corporate plans has repositioned itself as the lead agent for Transformational Change. With the functional analysis the Digital Transformation Working Group and ICT could see a potential move to DoPBEC in Q4 2025
- 7.4 The purpose of a Community and Stakeholder Engagement Policy is to provide a structured approach for engaging with individuals, groups, and organizations that are affected by or have an interest in a project, initiative, or decision-making process. The policy aims to ensure transparency, inclusivity, and collaboration in governance and development. It is imperative that in Q1 2025 all department programs/activities for 2025 are to be shared with the Department of Community Government. This change management is necessary to ensure increased coordination through the correct chain of command in the Community Government. Currently the Secretary of Community Government has no visibility and Departments are going straight to Regions without that due courtesy.



ONE YEAR REVIEW

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

● 7.6 Q3 2024 Submission of Business Case and One Beat One Rhythm Standing Together (Transformation of Public Service) submitted to Chief Secretary, Secretary DPMAS and Minister Public Service. Draft BEC Submission was formulated by Chief Secretary and Minister Public Service still to be tabled in CACC.

● 7.7 The Concept paper for the Presidents Excellence and Distinguished Service Awards to be executed in Q1 2025

● 7.8/7.9 The Progressive Review Mid BISDP 2023-2027 and Corporate Plan 2023-2027 Q1 2025 discussions on potential external partners to do this piece of work to be finalized.

● 7.4 The purpose of a Community and Stakeholder Engagement Policy is to provide a structured approach for engaging with individuals, groups, and organizations that are affected by or have an interest in a project, initiative, or decision-making process. The policy aims to ensure transparency, inclusivity, and collaboration in governance and development. It is imperative that in Q1 2025 all department programs/activities for 2025 are to be shared with the Department of Community Government. This change management is necessary to ensure increased coordination through the correct chain of command in the Community Government. Currently the Secretary of Community Government has no visibility and Departments are going straight to Regions without that due courtesy.

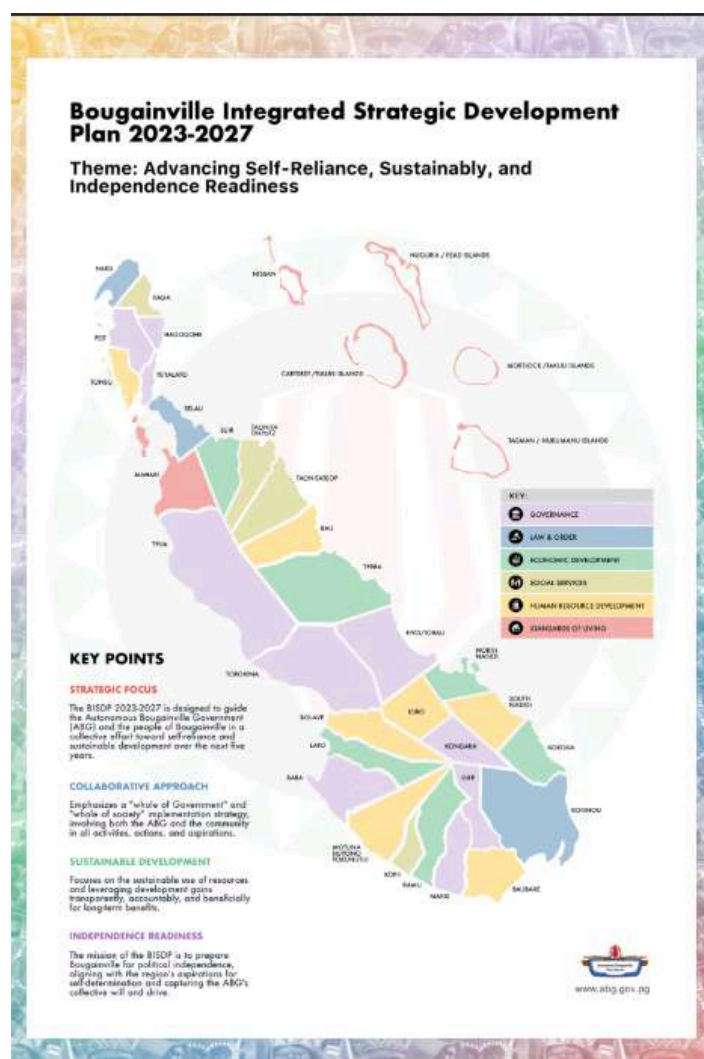


ONE YEAR REVIEW

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

DPBEC Strategic Priority 8: To effectively manage and ensure high-level communication, information dissemination, awareness, crises management, reputation and public perceptions

- 8.1 Government Communication Framework validated by Legal Team Q1 2025 after 12 months stakeholder engagement workshops and inception report from Q2 to Q3 2024. Framework to be formally submitted to Central Agency Coordinating Committee Q1 2025
- 8.2 ABG Branding Guideline completed and approved Q2 2024
- 8.3 Link Community Outreach and Resilience Program with (6.2) Gutpla Citizenship Program that will foster a sense of identity, unity, and engagement among all Bougainvilleans, whether they reside within the Autonomous Region of Bougainville (AROB) or abroad a component of the Communication Strategy for the DPBEC. Communication Framework passed by Legal Team Q1 2025.



ONE YEAR REVIEW

GPS 3.2 KRA: Realisation of a SmartABG and Digital Government unique to the ARoB

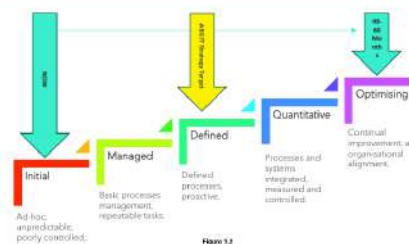
DPBEC Strategic Priority 9: To implement smarter, more informed, more cost effective and efficient public service decision making and delivery mechanisms

- 9.1/9.2 The Digitalization Technical Working Group Established and the work is linked to deliberate strategic action 6.1. The Road map for the next 3 years is stipulated in the ICT Strategy and the digital maturity pathway we will take. By Q1 2025 the MOU with PNG DICT will be signed for implementation going forward.



ABG IT MATURITY MODEL TARGET

The maturity of ABG IT environment was assessed and compared against management expectations, good practice and similar PNG IT functions utilising the ITIL Maturity Model. Figure 1.2 below provides the current IT maturity assessment based on the results of our IT maturity assessment. ABC currently has an IT maturity level of 1 out of 5 (Initial). This rating indicates that ABG's IT processes are ad-hoc, unstructured, and reactive, where an organization might only address IT issues as they arise, without planning for long-term needs or growth. The 3-year ABG IT strategy aims to build the foundation to bring ABG to the Defined level where it has developed clear policies and practices around IT management. The ensuing strategy will then be targeted towards achieving an Optimising level.



ONE YEAR REVIEW

GPS 3.3 KRA: Ensure that the ABG has an effective capacity and capability framework to support a SmartABG

DPBEC Strategic Priority 10: Strengthen DPBEC Capacity and Capability

- 10.1 The DPBEC Human Resource Capacity and Capability Framework will be prioritized in 2025 as will need coordination and collaboration with DPMAS. ABG is on the path to mature within the HR field and database quality assurance with staff details linked to T&D, Performance Management are all at infancy. Specific analysis that have been conducted by PNG Government DPM have not been released to ABG DPMAS.
- 10.2 Training Learning & Development Plans for DPBEC Staff will be prioritized in 2025 as will need coordination and collaboration with DPMAS.
- 10.3 ABG Secondment Policy will be prioritized in 2025 as will need coordination and collaboration with DPMAS. ABG Strategic HR is still at infancy and developing and hence quite important for staff to have opportunity to experience best practice through focused secondment.
- 10.4 The purpose of a Sustainability Policy is to establish a framework for responsible decision-making and actions that promote environmental, social, and economic sustainability. It guides an organization or government in reducing negative impacts, enhancing resilience, and ensuring long-term benefits for present and future generations. Again a cross cutting policy requiring further inter department collaboration in 2025



ONE YEAR REVIEW

GPS4.1 KRA To ensure that constituencies are independent ready by or before 2027

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

● 11.1 This deliberate strategic action to adopt/adapt relevant UN SDG 16 goals, 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. This is linked to DSA 1.1 For the ABG, a Whole-of-Government Approach is essential to achieving effective governance, sustainable development, and a smooth transition in its political journey. Through the Anchoring Bougainville Economy Program initiatives are vetted through the CACC which is Chaired by our Chief Secretary are enabled.



ABG Vice President and Minister for Commerce, Hon. Patrick Nisira, in his remarks said that Constituency Economic Investment program was a first of its kind initiative under the Toroama-Nisira government, and aimed to provide the support and space for the third tier of government to participate in economic activities.

"Let me remind you once again that the objective of constituency economic investment program is to revive the economy at the grassroots level and community government level. I encourage all of us to work with our community governments and make sure unity and greater success of the projects at community level."

The Constituency Economic Investment Program is a business opportunity to generate revenue at constituency level and sustain livelihoods of the communities, and it is part of the ABG's independence readiness plan.

ONE YEAR REVIEW

GPS4.1 KRA To ensure that constituencies are independent ready by or before 2027

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

● 11.2 This deliberate strategic action to adopt/adapt relevant UN SDG 16 goals to "Strengthen the means for sustainable development" and the independence readiness mission at all levels. This is linked to DSA 1.1. For the ABC, a Whole-of-Government Approach is essential to achieving effective governance, sustainable development, and a smooth transition in its political journey. Through the Anchoring Bougainville Economy Program initiatives and the move to deliberately work with Bougainville National Government Ministers and formulate in collaboration has been a major achievement in 2024. Both the North and Central Plans were worked through with the respective DDAs and completed Q4 2024 currently DSPP is working with them to unpack their respective work plans Q1 and Q2 2025.



ONE YEAR REVIEW

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

● 12.1 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 have progressed by ensuring that they are linkages to UN SDG and 2030 Agenda. The monitoring and evaluation and reviews of the BISDP 2023-2027 with the Corporate plan in 2025 will provide a gap analysis to ensure continuous improvement. ABCs planning architecture and MERL Framework assures us that we have ensured a good foundation for our strategic plans as catalyst for movement in ensuring we drive international standard practice.



ONE YEAR REVIEW

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'

13.1 Bougainville welcomes partnerships that are mutually beneficial, transparent, and aligned with its long-term development goals. Whether in business, governance, infrastructure, or social development, Bougainville is ready to engage with investors, governments, and organizations looking for a responsible and forward-thinking partner. DSSP have drafted the Donor Policy however this action is about also ensuring a specific communication strategy is established to market and position ABG. It is imperative that all communication relating to Bougainville is validated through the Directorate of Communication to ensure that the key messaging moving forward are aligned. Q2 2025 will look at the branding and messaging alignments for all departments through a whole of government approach.



ONE YEAR REVIEW

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'

● 13.2 Greater Awareness and understanding of Bougainville's political status in the regional and international community is linked to 8.1 and 8.2 deliberate strategic actions and the applied actions to deliver on the Trident Strategy. There has been further development of use social media with LINKEDIN account established in Q3 2023 and has shown over 4000+ followers in one year. Further marketing and reporting from Departments to the respective media outlets and tools is key critical in building interest on Bougainville and the ABC. Key attendance to regional and international events have also increased our presence in 2024 and the Strategic Plans allow for this clarity and focus for our Leadership Team in DoPBEC to showcase at these events.

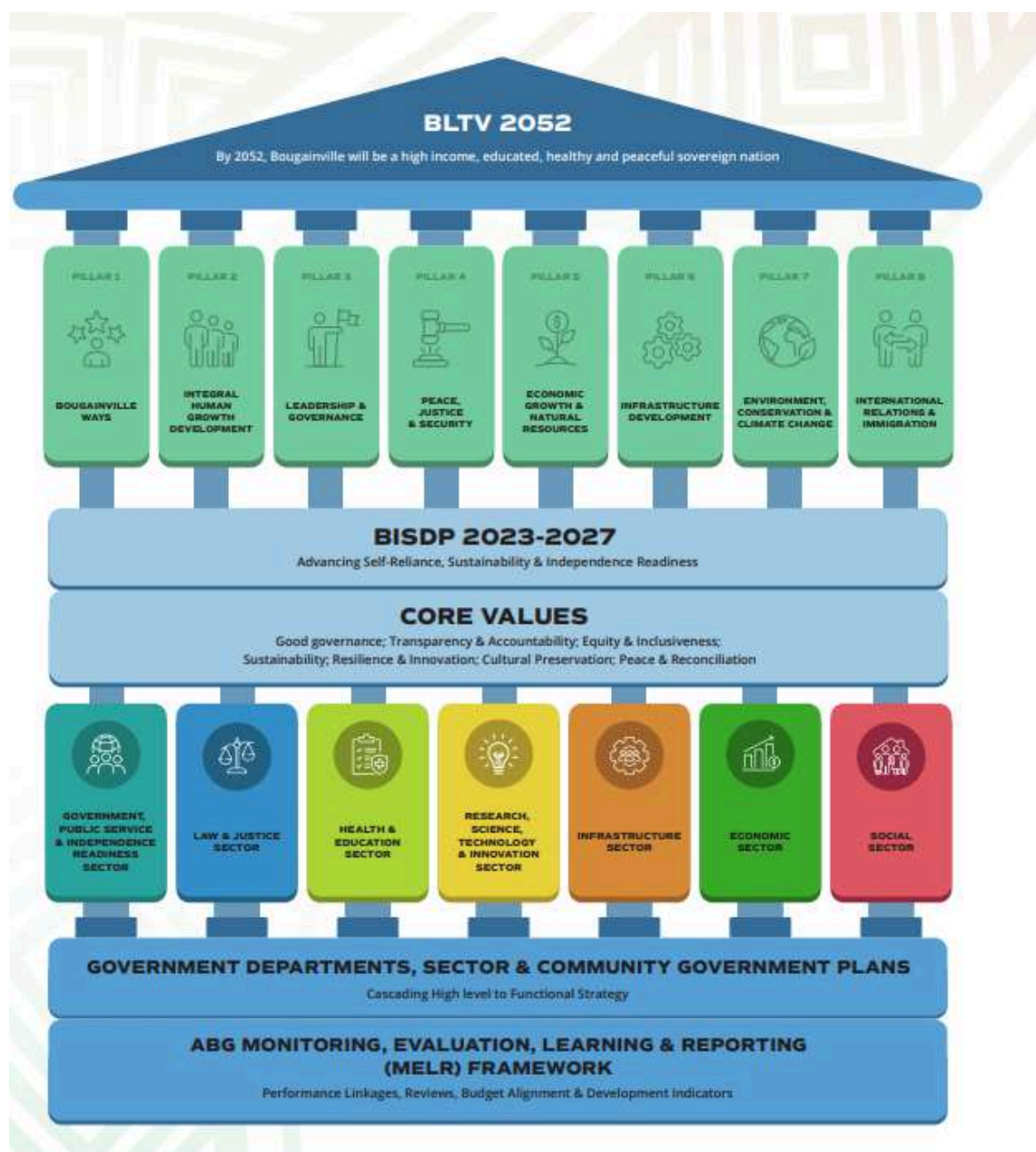


ONE YEAR REVIEW

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'

13.3 This deliberate strategic action is linked to 1.1 and at the core of all work in the ABG the BISDP 2023-2027 theme is a call to action that we are "Advancing Self Reliance, Sustainability & Independence Readiness". The key deliverables by all Departments and DoPBEC in 2024 was to initiate practically through the corporate plans.



ONE YEAR REVIEW

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

● 14.1 Formulation and implementation of a working Bougainville Security Council this is a focus in 2025. Quite a specific and specialized area and a possible consultant in the field has been identified to set up a Security Framework Mr. James Grayson March a Security Operations and Risk Management Specialist with over a decade experience working in PNG as Phase 1 . Further contact with asset to be made in 2025.

● 14.2 A highly functioning Regional Security Architecture is linked to 14.1 deliberate Strategic Actions. In the interim in Q4 of 2024 a MOU was established with Sea Shepherd Global

Source: <https://lnkd.in/gWmDar8j>



ONE YEAR REVIEW

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

● 15.1 Focus Q1 and Q2 2025 on establishing the working group on the establishment of the Bougainville Research Council or Research Agenda



SHARP AGREEMENT MATRIX

Department of Primary Industry						
POWERS	LEAD DEPARTMENT	RECOMMENDED DEPARTMENTS	GOPNG LEGISLATIVE	ABG LAWS	PRIORITIES	APPROACH/ LEGISLATIVE PROCESS (Merge/Tweak/ Adopt & Enact new)
1. Agriculture (1) Merged with #35 Livestock	ABG DPI & PNG NDAL	ABG Department of Primary Industry (DPI)	National Agriculture Quarantine and Inspection Authority Act National Agriculture Research Institute Act 1996 KIK Act Cocoa Act Animals Act Animal Disease and Controls Act Slaughtering Act	BACRA Act and Commodity Regulations.	KIK Act Livestock National Agriculture Research	Enact New Laws
2. Forestry and Agro-Forestry (17)	ABG DPI & PNG NDAL	ABG DP	Forestry Act 1991		Forestry Act	Enact New Law
<div>1. Research and analysis (Identify administrative issues-what has worked and what has not worked from PNG. Worked out how best we can enact new laws to suit Bougainville).</div> <div>2. Assess departments capacity (develop transitional plan including staff & resources)</div> <div>3. Develop a work plan with timeframe and consultation with stakeholders (Based on 1 & 2 above)</div> <div>4. Draft Policy basis (Continue with consultations and Validation-Lawyers Involvement/involve National Agency)</div> <div>5. BEC Submission-Policy draft</div> <div>6. Drafting instructions (Consultation Continues-Stakeholders with lawyers.</div> <div>7. Actual drafting (Stakeholders with Lawyers/involve National Agency).</div> <div>8. Consultations (Depending on the subject matter).</div> <div>9. BEC Submission-Draft bill.</div>						

SHARP AGREEMENT MATRIX

Department of Commerce, Trade, Industry and Economic Development							
3.	Corporation Law(11)	ABG Economic Development & PNG	DCTI	Associations Incorporations Act Business Groups Incorporations Act. Business Names Act Companies Act 1997 Small and Medium Enterprises Corporation Act 2014	1. Business Registration (IPA)	Enact new law	1. Research and analysis (Identify administrative issues-what has worked and what has not worked from PNG. Worked out how best we can enact new laws to suit Bougainville) 2. Assess departments capacity (develop transitional plan including staff & resources) 3. Develop a work plan with timeframe and consultation with stakeholders (Based on 1 & 2 above) 4. Draft Policy basis (Continue with consultations and Validation-Lawyers Involvement/National Agency) 5. BEC Submission-Policy draft 6. Drafting instructions (Consultation Continues-Stakeholders with lawyers. 7. Actual drafting (Stakeholders with Lawyers. 8. Consultations (Depending on the subject matter). 9. BEC Submission-Draft bill.
4	Insurance(27)	ABG Commerce, Trade, Industry and Economic Development, and PNG	Department of Economics Commerce and Trade Industry (DECTI)	Insurance Act 1995 Life Insurance Act 2000 Life Policies Protection Act Merged.	2. Insurance	Enact New Law	1. Research and analysis (Identify administrative issues-what has worked and what has not worked from PNG. Worked out how best we can enact new laws to suit Bougainville) 2. Assess departments capacity (develop transitional plan including staff & resources) 3. Develop a work plan with timeframe and consultation with stakeholders (Based on 1 & 2 above) 4. Draft Policy basis (Continue with consultations and Validation-Lawyers Involvement/National Agency) 5. BEC Submission-Policy draft 6. Drafting instructions (Consultation Continues-Stakeholders with lawyers. 7. Actual drafting (Stakeholders with Lawyers. 8. Consultations (Depending on the subject matter). 9. BEC Submission-Draft bill.

SHARP AGREEMENT MATRIX

8	Environment #15	ABG Land Physical Planning Dept & PNG Conservation Environment Protection Authority	Department of Land, Physical Planning and Environment	Environment Act 2000 CEPA Act	Draft Environmental Policy developed Awaiting MOU signed with CEPA	2.Environmentment	Enact New Law	1. Research and analysis (Identify administrative issues-what has worked and what has not worked from PNG. Worked out how best we can enact new laws to suit Bougainville) 2. Assess departments capacity (develop transitional plan including staff & resources) 3. Develop a work plan with timeframe and consultation with stakeholders (Based on 1 & 2 above) 4. Draft Policy basis (Continue with consultations and Validation-involved lawyer, national agencies/external experts) 5. BEC Submission-Policy draft 6. Drafting instructions (Consultation Continues-Stakeholders with lawyers. 7. Actual drafting (Stakeholders with Lawyers. 8. Consultations (Depending on the subject matter). 9. BEC Submission-Draft bill.
9	Land and Natural Resources#26 Merged Water Resources#55	ABG Land Department	Department of Lands, Physical Planning & Environment	Land Act 1996 Land Disputes Settlement Act Other land related legislation	1. Bougainville Government Land Act 2024 Bougainville Customary Land Act 2024 Bougainville Land Registers Act 2024 Bougainville Planning and Development Act 2024	1.Regulations (GOV, T Land and Land Registry)		1. Assess departments capacity (develop transitional plan including staff & resources) 2. Develop implementation plan for the four legislation by 1 st Qtr of 2025 including awareness for the implementation of the legislations 3. Transition consultation with National Agency. 4. Asset transfer.
10	Wild life preservation#56 Merged with Parks and Reserves#41	ABG Land Dept PNG CEPA	DLPE	National Parks Act Conservation Areas Act Fauna (Protection and Control) Act	National Parks and Reserves	Review and Tweak	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues-what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/ lawyers & national agency involvement)	

SHARP AGREEMENT MATRIX

5	Intellectual Property 28	ABG Department of Commerce, Trade and Industry	Department of Economics Commerce & Trade Industry (DECTI)	Patents and Industrial Design Act. Trademarks Act. Trademark Regulation. Copyright and Neighbouring Rights Act 2000.		4. Intellectual Property	Enact New Law	1. Research and analysis (Identify administrative issues-what has worked and what has not worked from PNG. Worked out how best we can enact new laws to suit Bougainville). 2. Assess departments capacity (develop transitional plan including staff & resources) 3. Develop a work plan with timeframe and consultation with stakeholders (Based on 1 & 2 above). 4. BEC Submission-Policy draft 5. Drafting instructions (Consultation Continues- Stakeholders with lawyers/National Agency and External Consultations. 6. Actual drafting (Stakeholders with Lawyers. 7. Consultations (Depending on the subject matter). 8. BEC Submission-Draft bill.
6	Manufacturing (37)	ABG Department of Commerce, Trade & Industry. PNG Dept of Commerce & Industry	Department of Economic, Commerce, Trade & Industry.	Industry Policy National Institute of Standards and Industry Technology Act 1993		5. Manufacturing	Tweak PNG Legislation	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/ lawyers & national agency involvement) 3. Extract drafting instruction & BEC submission 4. Actual drafting (Stakeholders with Lawyers. 5. Consultations (Depending on the subject matter). 6. BEC Submission-Draft bill.
7	Trade, Commerce and Industry(52)	ABG Department of Economic Commerce, Trade & Industry. PNG Dept of Commerce Office of Cooperative Societies	Special Economic Zones Act 2019 National Trade Act 2023 Cooperative Societies Act 1985 SME Act			3. Industry	Tweak PNG Legislation	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/ lawyers & national agency involvement External Consultations). 3. Extract drafting instruction and BEC submission 4. Actual drafting (Stakeholders with Lawyers. 5. Consultations (Depending on the subject matter). 6. BEC Submission-Draft bill.

Department of Land, Physical Planning and Environment

Department of Land, Physical Planning and Environment

SHARP AGREEMENT MATRIX

							laws to suit Bougainville/Lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill
Department of Mining							
Mining	ABG: DMP PNG: MRA, DMPGM	DOMER Mine Safety Laws are standard globally and have consistent industry and international standards and best practice. No Mine safety legislation for Bougainville.	PNG Mining Act 1992 PNG Mining Regulations. Mining Powers partially drawn down. Bougainville Mining Policy 2014 Bougainville Mining Act 2015. Bougainville Mining Regulations 2016			Adopt/Tweak of 2021 updated version of PNG Mining Safety Act & Regulations.	1. Review existing legislation 2. Develop work plan with timeframe 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers (Depending on the subject matter). 5. BEC Submission for the draft bill.
Mining(Safety) Act & Regulations							
13	33. Oil and gas	PNG: ICC, DPE, NEA ABG: DTS, Commerce, DMP	Oil and Gas Act 1998		1. Establish Bougainville Energy Office(BEO)- to coordinate cross-cutting energy developments 2. Energy projects (ie: to reduce unit cost of energy.	Review and Tweak	1. Policy Submission BEC/Memo to Chief Secretary. (Policy brief on where these departments are coming (DOM&P/DCTI & BPWC/DTS) 2. Review existing legislation (involve National Agency and External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
Department of Technical Services							
14	Building Regulations (Urban areas only) merged with Housing #25(But not	ABG Technical Service PNG DOW Urban Town Councils (Buka,	DTS Building Act 1971 Building Amendment Act 1994 Building Regulation		1. Bougainville Building Regulations	Tweak PNG Legislation	1. Assess departments capacity (develop transitional plan including staff & resources/ Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt

SHARP AGREEMENT MATRIX

								3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders & Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
	Department of Finance and Treasury							
	Liquor#34	ABG Department of Finance & PNG?	DCTI-Remain with Finance-main functions are to act as the purse and budget managers for expenditure of public money in Boug.	Liquor (licensing) Act 1963 Liquor (Miscellaneous Provisions) Act 1973	ABG Liquor Control Act(Amended)2013.	Finance, Commerce and Community Government to meet with legal team.	Review and Amend	1. Memo explaining where each department (Finance and DCG) sees itself implementing the Act (side note: Chief Sec views is to have all the fees and fines collection direct to ABG account irrespective of who charge and collects- there is policy consideration on this which will be discussed during consultations) 2. Review existing legislation. Assess departments capacity (develop transitional plan including staff & resources/ Relevant resources)/Relevant Departments develop a work plan with timeframe. 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
11	Non-banking financial institutions	ABG DOTF & PNG Dept of Finance, Dept of Treasury	DOFT	Financial Institutions Act 2000 Savings Loans Societies Act 2015. Superannuation (General Provisions) Act 2000			Review and Tweak	1. Assess departments capacity (develop transitional plan including staff & resources/ Relevant Departments develop a work plan with timeframe) 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/ Lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
12	Auditor General	ABG DOFT	President & BEC				Tweak PNG Legislation	1. Assess departments capacity (develop transitional plan including staff & resources/ Relevant Departments develop a work plan with timeframe) 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt

SHARP AGREEMENT MATRIX

17	Road Traffic Authority merged with Land (split from # 28)	ABG Department of Commerce, Trade and Industry. PNG Dept of Commerce	DTS	Road Traffic Act 2014		3. Bougainville Transport Regulation	Tweak PNG Legislation	1. Relevant Department (DTS as per legal advice) develop a work plan ((side note: Chief Sec views is to have all the fees and fines collection direct to ABG account irrespective of who charge and collects- there is policy consideration on this which will be discussed during consultations) 2. Assess departments capacity (develop transitional plan including staff & resources/Relevant Departments develop a work plan with timeframe 3. Review and analysis Identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/lawyers & national agency involvement External Consultations). 4. Extract drafting instruction and BEC submission 5. Actual drafting (Stakeholders with Lawyers. 6. Consultations (Depending on the subject matter). 7. BEC Submission-Draft bill.
18	Public Works (#45) Sea Transport Air transport; Small Craft#31 Merged with Harbours (Split from Marine) #21	ABG Technical Services PNG Department of Transport	Power to regulate the use of small craft in AROB, for compliance with safety standards where a regulator issue licences to operators of compliant small craft. (Currently operated by NMSA in PNG). Preliminary discussions with DTS about the transfer. (since DTS has all other transport powers like land, sea and air assigned to it)	National Maritime and Safety Authority Act Harbors Act Additional legislation for SOE's to operate powers in PNG Civil Aviation Act Additional legislation for SOE's to operate powers in PNG		4. Bougainville Public Works,	Review and Tweak	1. Research into Public Works Operation in PNG. 2. Consultation with DTS. Assess departments capacity (develop transitional plan including staff & resources/Relevant Departments develop a work plan with timeframe 3. Review and analysis Identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/lawyers & national agency involvement External Consultations). 4. Drafting instructions from the review and BEC submission. 5. Actual drafting (Consultation with Stakeholders/Lawyers/ national agencies/external consultation (depending on the subject matter). 6. BEC Submission for the draft bill.
Department of President & BEC								

SHARP AGREEMENT MATRIX

state owned housing)	Kokopau, Arawa, Buin)					laws to suit Bougainville/ lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
15	Communication and Information Services within Bougainville (9) Merged with Information Technology#26	ABG Technical Services PNG DICT	DTS Powers to build & maintain communication infrastructure, regulate communication operators in AROB.	<i>NICTA Act 2009</i> Review PNG legislation to combine powers for infrastructure management & maintenance for greater efficiency. ICT Policy Draft in progress.	6. ITTC	Tweak 1. Assess departments capacity (develop transitional plan including staff & resources/Relevant Departments develop a work plan with timeframe 2. Review and analysis Identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/ lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
16	Energy(Including electricity, power generation and distribution) #13	ABG Technical Services & DOMER & DCTIED PNG Dept of Petroleum & Energy PNG National Energy Authority PNG CEPA	DOMER –Energy Sources (links with extraction of natural resources) DCTI -Energy supply DTS -Energy infrastructure Establish Bougainville Energy Office(BEO)-to coordinate cross-cutting energy developments.	<i>Electricity Supply (Government Power Stations) Act 1970</i> <i>Electricity Industry Act 2000</i> <i>ICCC Act 2022</i> <i>National Energy Authority Act 2021</i>	1. Energy (hydro, solar & Bougainville power Review and Tweak	1. Assess departments capacity (develop transitional plan including staff & resources/Relevant Departments develop a work plan with timeframe 2. Review and analysis Identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/ lawyers & national agency involvement/ External Consultations) 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.

SHARP AGREEMENT MATRIX

19	Language#32	ABG Department of Pres & BEC PNG	DPBEC						Tweak	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
20	Professionals (Potential to have 1 central register or separate registers for different professionals). # 43	ABG Department of Pres & BEC PNG /Individual professional associations which set /maintain standards	DPBEC	NG Lawyer Society Act Accountants Act Medical Registration Act: Professional (Engineers) Registration Act 1986 Architects (Registration)Act					Tweak	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement /External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
21	Science and Technology#46	ABG DPBEC BSRDS DHERST PNG STC Secretariat	DPBEC	PNG Science and Technology Council Act 1992					Tweak	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
22	Statistics (other than National Census#48	ABG BEC PNG NSO	DPBEC	Statistical Services Act 1980						1. Confirm progress with Community Development?? 2. Develop Work Plan with timeframe

SHARP AGREEMENT MATRIX

Department Of Community Government						
23	Cemeteries #4	ABG Community Gov't PNG DPLGL, NCDC, Kokopo City Authority, Lae City Authority	Community Government	Cemeteries Act 1955		Tweak PNG legislation.
						<p>1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe</p> <p>2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement.</p> <p>3. Drafting instructions from the review and BEC submission.</p> <p>4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter).</p> <p>5. BEC Submission for the draft bill.</p>
24	Fire Services#16	ABG Community Gov't PNG Fire Service	Community Government	National Fire Service Act	1.Fire	Tweak
						<p>1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe</p> <p>2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement).</p> <p>3. Drafting instructions from the review and BEC submission.</p> <p>4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter).</p> <p>5. BEC Submission for the draft bill.</p>
25	Gambling, Lotteries and Games of Change #20 Merged with Licensing Of Public Entertainment#33	ABG Community Gov't & PNG Gambling Authority	Community Government	Gaming Control Act 2007 Peace and Good Order Act 1991		Tweak PNG Legislation
						<p>1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe</p> <p>2. Review and analysis identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement</p> <p>3. Drafting instructions from the review and BEC submission.</p> <p>4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter).</p> <p>5. BEC Submission for the draft bill.</p>

SHARP AGREEMENT MATRIX

							(Side note: Chief Sec views is to have all the fees and fines collection direct to ABG account irrespective of who charge and collects- there is policy consideration on this which will be discussed during consultations)
26	Waste management#53 Water and Sewerage#54	ABG Technical Services PNG Works Dept	Community Government	National Water Supply and Sanitation Act 2016 Water Resources Act	5. Water Supply and Sanitation	Review and Tweak	1. Assess departments capacity (develop transitional plan including staff & resources)/Relevant Departments develop a work plan with timeframe 2. Review and analysis Identify administrative issues- what has worked and what has not worked from PNG. Worked out how best we can tweak & adopt laws to suit Bougainville/Lawyers & national agency involvement External Consultations). 3. Drafting instructions from the review and BEC submission. 4. Actual drafting (Consultation with Stakeholders and Lawyers. (Depending on the subject matter). 5. BEC Submission for the draft bill.
Department of Personnel, Management and Administrative Services							
27	Labour & employment Labour & Industrial relations (Private Sector)#29	ABG Dept of Personnel Man't and PNG Labour Dept?	DPMAS	Public Service Act Labour and Industrial Relation Act Employment Act		Review and Amend	1. Completion of Amendment Bill (still in drafting process) 2. Consultation (expected to start consultation in April 2025) 3. Completion of General Orders. 4. BEC Submission/Enactment 1. Make Policy brief with recommendation on which department that should exercise this power. (Side note- DPMAS is responsible for public services as per the PSMASA- who then would perform power under labour & industrial relations (labour policy regulation, employment rights, unions etc., especially for private sector?)
Department of Community Development							
28	Censorship#5	PNG Ministry for Youth, Religion & Community Development PNG Office of Censorship	Community Development	Classification of Publication (Censorship) Act 1989 National Censorship Policy 2021-25	1. Censorship	Tweak	1. Get updates on the progress of the legislation. 2. Provide Work Plan on progressing the development of the legislation.

SHARP AGREEMENT MATRIX

29	Children#6 Merged with Family Law#16	ABG Dept Community Development PNG National Office of Child and Family Services		Adoption of Children Act Lukautim Pikinini Act 2015 Child Protection Policy Family Protection Act 2013		3. Family	Tweak	1. Get updates on the progress of the legislation. 2. Provide Work Plan on progressing the development of the legislation.
30	Community Development merged with (Churches and Religion#7 Home, Affairs including Youth and Social welfare#24 Sports & Recreation#47)	ABG Dept Community Development PNG Ministry for Youth, Religion & Community Development		Authority Act 2014. National Council of Women Act 2013. Disabilities Bill 2022. National Youth Development Authority Act 14. Individual Acts which incorporate Churches in PNG: Evangelical Lutheran Church of PNG Act 1991. United Church in PNG Incorporation Act 20. Juvenile Justice Act14. National Narcotics Control Board 1992 Papua New Guinea Sports Commission Act 1992		4. Bougainville Integrated Social Services	Tweak/Adopt	1. Get updates on the progress of the legislation. 2. Provide Work Plan on progressing the development of the legislation.
31	Civil Registration#8	ABG Community Development and PNG	Community Development	Civil Registration Act (Ch 304)		2. Civil Registry	Tweak PNG Legislative	1. Get updates on the progress of the legislation. 2. Provide Work Plan on progressing the development of the legislation.
Department of Law and Justice								
32	Wills and Succession	ABG Law & Justice & PNG DJAG Office of Probate	DL&J	Wills Probate and Administration Act			Tweak PNG legislation	1. Get update from Legal Officer in charge (Micaiah Forukave) 2. MOU to facilitate transfer of power including enactment of enabling Legislation.
Department of Health								
	Health	ABG Dept Health PNG Dept Health	DOH	Provincial Health Authorities Act 2007 Medicines & Cosmetics Act Medical Registration Act 1980 Public Hospitals Act Quarantine Act			Review and Amendment.	1. Develop Review Work Plan with time framework 2. Assess departments capacity (develop transitional plan including staff & resources. 3. Continue consultation for Review and Amendment. (Involve National Agency & lawyers) 4. Complete Review and Extract Drafting instruction. 5. BEC Submission/Enactment

SHARP AGREEMENT MATRIX

	Department of Education						
Education Act 2013	ABG BDOE PNG NDOE PNG TSC DHERST Office of Library & Archives		Education Act 1983 Higher Education (General Provisions) Act 2014 Teaching Services Act National Library & Archives ACT 93				1.Send a copy of the draft MOA to ABG Legal Team. Develop Review Work Plan with time framework 2.Assess departments capacity (develop transitional plan including staff & resources. 3.Continue consultation for Review and Amendment. (Involve National Agency & lawyers) 4.Complete Review and Extract Drafting instruction. 5.BEC Submission/Enactment

SHARP AGREEMENT PROPOSED NAMES

Below are the names of officers proposed by respective Secretaries. These officers are to be allocated work to each polices in collaboration with the ABG legal team.

NO#:	NAME OF OFFICER	DEPARTMENT	SECTOR
1.	Dennis Kikira	President & BEC	Governance
2	John Watmelik	President & BEC	Governance
3	John Kemaroy	President & BEC	Governance
4	Daphney Toke	President & BEC	Governance
5	Milton Enoch	President & BEC	Governance
6	Jillian Peniai	President & BEC	Governance
7	Elsie Holley	President & BEC	Governance
8	Tony Moera (Central Kieta)	Community Government	Governance
9	Vincent Matuku (Terra/Central)	Community Government	Governance
10	Moses Tekuau	Community Government	Governance
11	Justin Bisia (North)	Community Government	Governance
12	Jeffry Buia (Buin/South)	Community Government	Governance
13	Noreen Korikai	Personnel Management & Administrative Services	Governance
14	Douglas Pisi	Independence Readiness Mission	Governance
15	Alex Mona	Independence Readiness Mission	Governance
16	Ephrain Sawa	Independence Readiness Mission	Governance
17	Thomas Lugabai	Independence Readiness Mission	Governance
18	Pais Otima/Dempstar Kiasaka (Policy & Legal)	Law and Justice	Policy & Legal

SHARP AGREEMENT MATRIX

19	Ronnie Soli (Lands)	Physical Planning, Environment Conservation and Climate Change	Economic Sector
20	Cathy Toroi	Commerce Trade and Industry	Economic Sector
21	Esther Wabi	Commerce Trade and Industry	Economic Sector
22	Greg Samo	Commerce Trade and Industry	Economic Sector
23	Sueline Kulupia	Commerce Trade and Industry	Economic Sector
24	Petrina Hasunn	Finance and Treasury	Economic Sector
25	Gloria Suekaku	Primary Industry	Economic Sector
26	Alice Tsiroats	Primary Industry	Economic Sector
27	Cyril Gerio	Mining and Petroleum	Economic Sector
28	Siva Karaho	Community Development	Social
29	Michael Omepe	Community Development	Social
30	Alex Nava	Education	Health & Education
31	Lenga Ringin	Education	Health & Education
32	Merilyne Poli	Health	Health & Education

COMPARATIVE ANALYSIS OF BIMAT AGENDA & ANCHOR ECONOMY ACTIVITY

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BIMAT AGENDA	RELEVANT ANCHOR ECONOMY ACTIVITY	OTHER RELEVANT ACTING CHIEF SECRETARY WORK
2. Admin Control		
a. One overall long-term vision & Strategic Plan	<ul style="list-style-type: none"> Underlying premise of Anchor Economy project is to provide the necessary building blocks for a stable economy in which the Long-Term Vision will be possible 	<ul style="list-style-type: none"> OCS – Dep Chief Secretary Policy & Planning developing a Monitoring & Evaluation system to record and analyse progress of Public Service against Key Results Indicators in BiSDP
b. Review & re-structure of Public Service	<ul style="list-style-type: none"> Anchor workstreams ALL include activities to assess and design re-structure of existing ABG Departments to right-size to take on new powers & functions 	
c. Design Public Service Capacity Building program		<ul style="list-style-type: none"> Development of new Public Service laws & General Orders will provide appropriate legal framework to attract and retain skilled public servants, and will establish training Committee
d. Efficiency in Finance Dept	<ul style="list-style-type: none"> Anchor workstream for Treasury Function will better delineate the revenue forecasting & planning functions of budget, from the physical control of payments and audits. This will greatly improve efficiency. 	<ul style="list-style-type: none"> Donor coordination in OCS - Shaping Bougainville Justice project is currently supported EU development partner program in Transparency & Accountability – assisting to shape Audit General for Bougainville.
3. Governance		
a. Appraise & align roles & performance of Regional Coordinators, District Coordinators, Comm Govt Managers		<ul style="list-style-type: none"> Donor coordination in OCS - Discussion with DFAT Bougainville Partnership to support mapping existing powers within Comm Governments
b. Audit District Administrations		<ul style="list-style-type: none"> Donor coordination in OCS - DFAT Bougainville Partnership Financial Adviser assisting to map existing flows of revenue for Community Governments & to develop a Financial Manual for greater accountability.

COMPARATIVE ANALYSIS OF BIMAT AGENDA & ANCHOR ECONOMY ACTIVITY

28

BIMAT AGENDA	RELEVANT ANCHOR ECONOMY ACTIVITY	OTHER RELEVANT ACTING CHIEF SECRETARY WORK
1. Political Control		
a. Independence – signing Era Kone Covenant through Constitutional Reg		<ul style="list-style-type: none"> Discussions with CS Pomaleu to convene JSB & identification of key agendas
b. Implementation of Sharp Agreement & Wabag Roadmap	<ul style="list-style-type: none"> Anchor workstream for Sharp Implementation with emphasis on those powers necessary for economic growth: <ul style="list-style-type: none"> Land Environment protection Public utilities – power, water, waste Building standards regulation Roads powers – RTA & MVIL Civil registration Anchor workstream Constitutional Office to establish necessary Bvile institutions in readiness for Constituent Assembly to pass new Constitution under Wabag Roadmap 	
c. Begin design of ABG & Presidents Office in Arawa		<ul style="list-style-type: none"> Discussions with Development Partners for support to rejuvenate Arawa government infrastructure
d. Strategy for relocation to Arawa	<ul style="list-style-type: none"> Anchor for implementation of existing revenue raising laws <ul style="list-style-type: none"> BCRA & BFMA – DPI focus on extension of services throughout Bvile DLPEEC – office in Arawa for implementation of new laws 	

COMPARATIVE ANALYSIS OF BIMAT AGENDA & ANCHOR ECONOMY ACTIVITY

BIMAT AGENDA		RELEVANT ANCHOR ECONOMY ACTIVITY	OTHER RELEVANT ACTING CHIEF SECRETARY WORK
c.	Improve performance of Community Governments		<ul style="list-style-type: none"> Donor coordination in OCS - Discussion with DFAT Bougainville Partnership to support more wholistic intervention package to improve Comm Govt performance
d.	Establish comprehensive population data	<ul style="list-style-type: none"> Anchor workstream for Sharp includes civil registration powers. This will collect and record births, deaths and marriages data for all of Bville. Censorship powers are also intended to be transitioned to update this data periodically. 	<ul style="list-style-type: none"> OCS – Dep Chief Sec Policy & Planning collecting data through their Monitoring & Evaluation work in communities. Will centrally record and analyse data collected.
4. Law & Order			
a.	Institutional Strengthening & draw-down of powers	<ul style="list-style-type: none"> Anchor Economy is entirely focused on delivering exactly this. The activities when completed will draw down more than 20 separate powers, and transition more than 50 GoPNG legislations to bespoke ABG laws. 	
b.	Awareness program targeting hotspots	<ul style="list-style-type: none"> Anchor Economy workstream for establishment of Constitutional Offices includes a police service for Bville. The design of this work includes a more culturally in-tune force, which takes action before tensions erupt. 	<ul style="list-style-type: none"> OCS program to improve communications between ABG & communities will ensure constituents understand what actions their government is taking to improve their day-to-day lives.
c.	Homeland security project design		
Economic Control			
a.	Develop overall Bville Economic Development Strategy	<ul style="list-style-type: none"> Anchor Economy work will deliver on many of the objective outcomes of DCTI's Economic Roadmap. Anchor Economy provides practical and immediately implementable actions to ensure actual implementation of the high-level plan. 	

BIMAT AGENDA	RELEVANT ANCHOR ECONOMY ACTIVITY	OTHER RELEVANT ACTING CHIEF SECRETARY WORK
<p>b. Formulate & implement revenue raising strategy – IPA & IRC</p>	<ul style="list-style-type: none"> Anchor Economy workstream for Bougainville Revenue Service is to levy and directly collect tax and non-tax revenues. Anchor Economy workstream for treasury function will strengthen forecasting of available revenue which will assist with budgeting appropriately. Anchor Economy workstream for business registration will bring all commercial enterprise in AROB into formal economy for data collection purposes, promotion, and to assist with tax compliance. 	<ul style="list-style-type: none"> Agreement from Commissioner IRC to revisit the Organic Law tax arrangements
<p>c. Assess & revamp 20 failed ABG Enterprises</p>	<ul style="list-style-type: none"> Anchor Economy for revenue includes a review of existing SOE structures for purposes of Wealth Fund management. It should be noted however that Anchor Economy is premised on ABG providing the anchors for a stable economy, not involving itself as a market player in the economy beyond the provision of some public services (eg. Energy) 	<ul style="list-style-type: none"> Discussions with MD IPA to execute an MOU for transfer of assets, data, personnel, and to build capacity within new Bougainville business registry.

Progressive Action as at 25th March 2024

Task	Status	Assigned to	Officer Responsible	Support Agency	Support Agency Staff	National Government Agency	Budget	Source of Funds	Start Date	End Date	At Risk
1	<div>Anchoring Bougainville Economy</div>								18/03/24	31/05/25	<input type="checkbox"/>
2		Establishment of Fiscal Independence Economic Committee (FIEC)									<input type="checkbox"/>
3		1st Meeting of the Fiscal Independence Economic Committee	Kenneth Nanel						18/03/24	18/03/24	<input type="checkbox"/>
4		TOR Draft FIEC and its Technical Working Group	Steven Kolova						18/03/24	22/03/24	<input type="checkbox"/>
5		Technical Working Group Identified	Connely Kekun	OCS	Esther Usurup Harou, Steven				18/03/24	26/03/24	<input type="checkbox"/>
6		Implement Meeting Schedule for Fiscal Independence Economic Committee and the FIEC Technical Working Group	Maybel Sail	OCS					25/03/24	27/03/24	<input type="checkbox"/>
7		FIEC Committee Meeting Minutes	Maybel Sail						25/03/24	27/03/24	<input type="checkbox"/>
8		FIEC Technical Working Group Meeting Minutes	Maybel Sail	OCS					25/03/24	27/03/24	<input type="checkbox"/>
9	Revenue Specific										
10	Stream 1: Business Registration										
11		Policy development to categorise AROB organisations entities into fewer categories	Alex Kerenguna	DCTI	DLS	Julienne Sapak	IPA		18/03/24	30/04/24	<input type="checkbox"/>
12		BEC Submission to approve policy decisions	Alex Kerenguna	DCTI	BEC	Kenneth Nanel			18/03/24	30/04/24	<input type="checkbox"/>
13		Draft enabling legislation to establish new institution & regulate register of information & licence fee collection	Alex Kerenguna	DCTI	DLS	Julienne Sapak	IPA		18/03/24	30/04/24	<input type="checkbox"/>
14		Undertake analysis of functions of new institution & design required structure & JD's	Connely Kekun	DCTI		Alex Kerenguna	IPA		18/03/24	03/06/24	<input type="checkbox"/>
15		Identify IPA system assets for transfer	Alex Kerenguna	DCTI			IPA		18/03/24	31/05/24	<input type="checkbox"/>
16		Identify IPA AROB personnel for transfer	Alex Kerenguna	DCTI	DPMAS	Connely Kekun	IPA		18/03/24	31/05/24	<input type="checkbox"/>
17		Identify cost of provision of IPA service in AROB	Alex Kerenguna	DCTI	DOF	Joelua Taiko	IPA, HEFC		18/03/24	30/06/24	<input type="checkbox"/>
18		Recruit for new roles	Connely Kekun	DCTI	DCTI	Alex Kerenguna			18/03/24	31/07/24	<input type="checkbox"/>
19		Procure new IT system for registration recording & to link with revenue services	Alex Kerenguna	DCTI	OCS	Esther Usurup Harou, Steven Kolova, Tony Kott			18/03/24	31/07/24	<input type="checkbox"/>
20		Secure office space in Buka town for new institution	Alex Kerenguna	DCTI	OCS, DTS	Esther Usurup Harou, Steven Kolova, Tony Kott			18/03/24	31/07/24	<input type="checkbox"/>
21		Execute MOU with IPA for transition planning of assets & personnel	Alex Kerenguna	DCTI			IPA		18/03/24	30/06/24	<input type="checkbox"/>
22		Finalise legislation, submit to CAOC & BEC & Bick	Alex Kerenguna	DCTI	DLS, BHOR	Julienne Sapak, Kenneth Nanel			18/03/24	30/06/24	<input type="checkbox"/>
23	Stream 2: Bougainville Revenue Service										
24		JSB Paper for Organic Law	Kenneth Nanel	OCS	DIPI, DLS, BTO	Alois Daton, Julienne Sapak	IFG, State Solicitors		18/03/24	30/04/24	<input type="checkbox"/>
25		Policy development to design on entire, bespoke, staged, revenue regime for AROB (tax & non-tax)	Kenneth Nanel	OCS	DLS, DCTI, BTO	Alex Kerenguna, Alois Daton, Julienne Sapak	IFG		18/03/24	30/06/24	<input type="checkbox"/>
26		Seek advice from financial services firm in PCM (e.g. PWC / KPMG) to design revenue regime	Kenneth Nanel	OCS					18/03/24	30/04/24	<input type="checkbox"/>
27		BEC Submission to approve policy decisions	Kenneth Nanel	OCS	DLS, DCTI, BTO	Alex Kerenguna, Alois Daton, Julienne Sapak			18/03/24	30/06/24	<input type="checkbox"/>
28		Draft enabling legislation to establish	Julienne Sapak	DLS	DLS, DCTI, BTO, DIPI	Alex Kerenguna, Alois Daton,			18/03/24	31/08/24	<input type="checkbox"/>
29		Underake analysis of functions of new institution & design required structure & JD's	Connely Kekun	DPMAS	BTO, DLS	Alois Daton, Julienne Sapak	IFG		18/03/24	31/08/24	<input type="checkbox"/>
30		Identify IRC system assets for transfer	Kenneth Nanel	OCS	DLS, DCTI, BTO	Alex Kerenguna, Alois Daton,	IFG		18/03/24	31/08/24	<input type="checkbox"/>

Task	Status	Assigned to	Officer Responsible	Support Agency	Support Agency Staff	National Government Agency	Budget	Source of Funds	Start Date	End Date	96 sk
31	●	OCS	Kenneth Nanel	DFMAS	Connelly Kekun	IRC			18/03/24	31/08/24	<input type="checkbox"/>
32	●	OCS	Kenneth Nanel	DOF	Joshua Taiko	IRC, NEFC			18/03/24	30/06/24	<input type="checkbox"/>
33	●	DFMAS	Connelly Kekun	OCS	Esther Usauup Harou, Steven				18/03/24	30/09/24	<input type="checkbox"/>
34	●	DTS	Tony Koi	OCS, DOF	Esther Usauup Harou, Joshua Taiko, Steven Kolova				18/03/24	31/08/24	<input type="checkbox"/>
35	●	DTS	Tony Koi	OCS	Esther Usauup Harou, Steven Kolova				18/03/24	31/08/24	<input type="checkbox"/>
36	●	OCS	Kenneth Nanel			IRC			18/03/24	30/09/24	<input type="checkbox"/>
37	●	DLS	Julienne Sapak	OCS	Kenneth Nanel				18/03/24	30/09/24	<input type="checkbox"/>
38											<input type="checkbox"/>
39	●	DOF	Joshua Taiko	OCS, DIMI	Stephanie Elzah, Steven Kolova	DOT			18/03/24	30/04/24	<input type="checkbox"/>
40	●	DFMAS	Connelly Kekun	DOF, OCS	Esther Usauup Harou, Joshua				18/03/24	31/05/24	<input type="checkbox"/>
41	●	DOF	Joshua Taiko	OCS	Kenneth Nanel				18/03/24	31/05/24	<input type="checkbox"/>
42	●	DFMAS	Connelly Kekun	DOF	Joshua Taiko	DOF			18/03/24	31/05/24	<input type="checkbox"/>
43	●	DFMAS	Connelly Kekun	DOF	Joshua Taiko				18/03/24	30/06/24	<input type="checkbox"/>
44	●	DOF	Joshua Taiko			DOT			18/03/24	30/06/24	<input type="checkbox"/>
45	●	DOF	Joshua Taiko						18/03/24	30/06/24	<input type="checkbox"/>
46	●	DOF	Joshua Taiko	OCS, DIMI, DCTI	Alex Kereyupuna, Stephanie				18/03/24	30/09/24	<input type="checkbox"/>
47	●	DOF	Joshua Taiko	OCS	Steven Kolova				18/03/24	31/05/24	<input type="checkbox"/>
48	●	DOF	Joshua Taiko						18/03/24	30/06/24	<input type="checkbox"/>
49											<input type="checkbox"/>
50	●	DPI	Kenneth Dovaro	PIA		Cocoa Board State Solicitors			18/03/24	30/04/24	<input type="checkbox"/>
51	●	DPI	Kenneth Dovaro						18/03/24	30/04/24	<input type="checkbox"/>
52	●	DPI	Kenneth Dovaro						18/03/24	31/05/24	<input type="checkbox"/>
53	●	DPI	Kenneth Dovaro						18/03/24	31/05/24	<input type="checkbox"/>
54	●	DPI	Kenneth Dovaro	DOF					18/03/24	31/05/24	<input type="checkbox"/>
55	●	DPI	Kenneth Dovaro	DLS	Joshua Taiko				18/03/24	30/04/24	<input type="checkbox"/>
56	●	DPI	Kenneth Dovaro		Julienne Sapak				18/03/24	30/04/24	<input type="checkbox"/>
57	●	DPI	Kenneth Dovaro						18/03/24	31/05/24	<input type="checkbox"/>
58	●	DPI	Kenneth Dovaro	DLS					18/03/24	31/05/24	<input type="checkbox"/>
59	●	DPI	Kenneth Dovaro		Julienne Sapak				18/03/24	30/06/24	<input type="checkbox"/>
60	●	DPI	Kenneth Dovaro						18/03/24	30/06/24	<input type="checkbox"/>
61											<input type="checkbox"/>
62											<input type="checkbox"/>
63	●	DOMER	Peter Koiolen	DCI, DIMI, DTS, DLS, DUPREC, OC	Alex Kereyupuna, Julienne Sapak, Lynette Baratal-Pokas,	PPL			18/03/24	30/04/24	<input type="checkbox"/>

Task	Status	Assigned to	Officer Responsible	Support Agency	Support Agency Staff	National Government Agency	Budget	Source of Funds	Start Date	End Date	Risk
98	Identify GdPNG personnel in ARGB for transition	DTS	Tony Kori		Alex Kerenguna, Cornelly Kekun, Tony Kori	DOW, NFA, DOT, RTA, MML			18/03/24	30/06/24	<div><div></div></div>
99	Identify cost of service delivery of GdPNG agencies in ARGB	DoF	Joshua Tauko			MEFC			18/03/24	30/06/24	<div><div></div></div>
100	Draft enabling legislation	DLLS	Julienne Sapak	DTS, DCTI	Alex Kerenguna, Tony Kori				18/03/24	30/09/24	<div><div></div></div>
101	Design restructured ABG agency & potential new institutions necessary	DPMAS	Cornelly Kekun	DTS, DCTI	Alex Kerenguna, Tony Kori				18/03/24	30/09/24	<div><div></div></div>
102	Review MOU with RTA and MML to enable capacity building and transition of revenue collection	DLLS	Julienne Sapak	DTS, DOF, DCTI	Alex Kerenguna, Joshua Tauko, Tony Kori	RTA, MML			18/03/24	31/10/24	<div><div></div></div>
103	Procure necessary infrastructure	DTS	Tony Kori						18/03/24	31/10/24	<div><div></div></div>
104	Finalise legislation, submit to CACC & BEC & BHCR	DLLS	Julienne Sapak	DTS, DCTI	Alex Kerenguna, Tony Kori				18/03/24	31/10/24	<div><div></div></div>
105	Stream 9: Public Utility Buildings										<div><div></div></div>
106	Develop policy to set and manage building standards within urban centres of ARGB – linked with Physical Planning Bill	DTS	Tony Kori	DLLS, DML, DLPEEC, OCS	Julienne Sapak, Lynette Baratai-Pokas, Stephanie Elziah, Steven Kiova				18/03/24	31/05/24	<div><div></div></div>
107	BEC Submission to approve policy to establish building Boards	DTS	Tony Kori	DLPEEC	Lynette Baratai-Pokas				18/03/24	30/06/24	<div><div></div></div>
108	Identify GdPNG assets in ARGB for transition	DTS	Tony Kori						18/03/24	30/06/24	<div><div></div></div>
109	Identify GdPNG personnel in ARGB for transition	DTS	Tony Kori	DPMAS	Cornelly Kekun				18/03/24	30/06/24	<div><div></div></div>
110	Identify cost of service delivery of GdPNG agencies in ARGB	DOF	Joshua Tauko	DOF	Joshua Tauko	MEFC			18/03/24	30/06/24	<div><div></div></div>
111	Draft enabling legislation	DLLS	Julienne Sapak	DML, DTS, OCS	Stephanie Elziah, Steven				18/03/24	31/07/24	<div><div></div></div>
112	Design restructured ABG agency & potential new institutions necessary	DPMAS	Cornelly Kekun	DTS	Tony Kori				18/03/24	31/07/24	<div><div></div></div>
113	Procure necessary infrastructure	DTS	Tony Kori						18/03/24	31/08/24	<div><div></div></div>
114	Finalise legislation, submit CACC & BEC & BHCR	DLLS	Julienne Sapak	DTS	Tony Kori				18/03/24	30/09/24	<div><div></div></div>
115	Stream 10: Insurance										<div><div></div></div>
116	Develop policy to regulate insurance providers in ARGB – mitigate risk to business activity & allow for improved financial institution lending	DCTI	Alex Kerenguna	DLLS, DML, DCTI, OCS	Alex Kerenguna, Julienne Sapak, Stephanie Elziah, Steven Kiova				18/03/24	30/06/24	<div><div></div></div>
117	Draft enabling legislation for insurance regulation	DLLS	Julienne Sapak						18/03/24	30/09/24	<div><div></div></div>
118	Develop business processes to issue licences to operate & manage compliance standards	DCTI	Alex Kerenguna						18/03/24	31/08/24	<div><div></div></div>
119	Finalise legislation, submit to CACC & BEC & BHCR	DLLS	Julienne Sapak	DCTI	Alex Kerenguna				18/03/24	31/12/24	<div><div></div></div>
120	Stream 11: Land										<div><div></div></div>
121	Finalise Land Bills x 4	DLLS	Julienne Sapak	DLPEEC	Lynette Baratai-Pokas				18/03/24	31/05/24	<div><div></div></div>
122	Identify cost of service delivery of GdPNG agencies in ARGB	DLPEEC	Lynette Baratai-Pokas	DOF	Joshua Tauko	MEFC			18/03/24	30/06/24	<div><div></div></div>
123	Identify GdPNG assets in ARGB for transition	DPPEEC	Lynette Baratai-Pokas						18/03/24	30/06/24	<div><div></div></div>
124	Submit Bills to CACC, BEC & BHCR for passage into law	DLPEEC	Lynette Baratai-Pokas	DLLS	Julienne Sapak				18/03/24	30/06/24	<div><div></div></div>
125	Procure IT system of land title registration	DTS	Tony Kori	OCS, DLPEEC	Esther Leung, Harou, Lynette Baratai-Pokas, Steven Kiova				18/03/24	31/05/24	<div><div></div></div>
126	Design new structure of DLPEEC to administer new expanded powers – BEC approval	DPMAS	Cornelly Kekun	DLPEEC	Lynette Baratai-Pokas				18/03/24	31/05/24	<div><div></div></div>
127	Recruit new roles to fill approved structure	DPMAS	Cornelly Kekun	DLPEEC	Lynette Baratai-Pokas				18/03/24	30/06/24	<div><div></div></div>
128	Gazette, empower & Indict Land Advisory Councils – Customary and Government Land	DLPEEC	Lynette Baratai-Pokas	DLLS	Julienne Sapak				18/03/24	31/07/24	<div><div></div></div>
129	Develop systems and processes for administration of land to implement new laws	DLPEEC	Lynette Baratai-Pokas						18/03/24	30/06/24	<div><div></div></div>

Task	Status	Assigned to	Officer Responsible	Support Agency	Support Agency Staff	National Government Agency	Budget	Source of Funds	Start Date	End Date	<div> <div></div> <div>8</div> <div>ok</div> </div>
64	BEC Submission to approve policy	DOMER	Peter Koloin	DCTI, DTS, DLPEEC	Alex Kerengpuna, Lynette				18/03/24	31/05/24	<input type="checkbox"/>
65	Identify GoPNG assets in ARoB for transition	DOMER	Peter Koloin	DOMER, DCTI, DTS, DLPEEC	Alex Kerengpuna, Lynette Baratal Pokas, Peter Koloin,	PPL			18/03/24	30/06/24	<input type="checkbox"/>
66	Identify GoPNG personnel in ARoB for transition	DOMER	Peter Koloin	DOMER, DCTI, DTS, DLPEEC	Alex Kerengpuna, Lynette Baratal Pokas, Peter Koloin,	PPL			18/03/24	30/06/24	<input type="checkbox"/>
67	Identify cost of service delivery of GoPNG agencies in ARoB	DoF	Joshua Taiko			PPL, NEFC			18/03/24	30/06/24	<input type="checkbox"/>
68	Draft enabling legislation to regulate each respect of electricity in ARoB	DLS	Julienne Sapak	DOMER, DCTI, DTS, DLPEEC	Alex Kerengpuna, Lynette Baratal Pokas, Peter Koloin,				18/03/24	30/09/24	<input type="checkbox"/>
69	Design restructured ABG agency & potential new institutions necessary	DPMAS	Cornelly Kekun	DOMER, DCTI, DTS, DLPEEC	Alex Kerengpuna, Lynette Baratal Pokas, Peter Koloin,				18/03/24	31/08/24	<input type="checkbox"/>
70	Procure necessary Infrastructure	DTS	Tony Kori	DOMER, DCTI, DTS,	Alex Kerengpuna, Lynette				18/03/24	30/09/24	<input type="checkbox"/>
71	Execute MOU with GoPNG agencies for transition	DOMER	Peter Koloin	DOMER, DCTI, DTS, DLPEEC	Alex Kerengpuna, Lynette Baratal Pokas, Peter Koloin,	PPL			18/03/24	30/09/24	<input type="checkbox"/>
72	Finalise legislation, submit to CACC & BEC & BhCR	DLS	Julienne Sapak	OCS	Kenneth Nani				18/03/24	31/12/24	<input type="checkbox"/>
73	Stream 6: Public Utility Water Supply										<input type="checkbox"/>
74	Develop policy to manage water sanitation and supply to urban centres	DTS	Tony Kori	DLS, DIML, DLPEEC, DoH, OCS	Clement Tororun, Julienne Sapak, Lynette Baratal Pokas,	EDA RANU			18/03/24	30/06/24	<input type="checkbox"/>
75	BEC Submission to approve policy	DTS	Tony Kori	DoH	Clement Tororun				18/03/24	30/06/24	<input type="checkbox"/>
76	Identify GoPNG assets in ARoB for transition	DTS	Tony Kori						18/03/24	30/06/24	<input type="checkbox"/>
77	Identify GoPNG personnel in ARoB for transition	DTS	Tony Kori						18/03/24	30/06/24	<input type="checkbox"/>
78	Identify cost of service delivery of GoPNG agencies in ARoB	DoF	Joshua Taiko			NEFC			18/03/24	30/06/24	<input type="checkbox"/>
79	Draft enabling legislation	DLS	Julienne Sapak	DIML, DTS, OCS	Stephane Elizah, Steven				18/03/24	30/09/24	<input type="checkbox"/>
80	Design restructured ABG agency & potential new institutions necessary	DPMAS	Cornelly Kekun						18/03/24	30/09/24	<input type="checkbox"/>
81	Procure necessary Infrastructure	DTS	Tony Kori						18/03/24	31/10/24	<input type="checkbox"/>
82	Finalise legislation, submit to CACC & BEC & BhCR	DLS	Julienne Sapak	DTS	Tony Kori				18/03/24	31/12/24	<input type="checkbox"/>
83	Stream 7: Public Utility Waste Disposal & Sewerage										<input type="checkbox"/>
84	Develop policy to safely manage waste disposal (including medical waste) in ARoB	DTS	Tony Kori	DLS, DIML, DoH, OCS	Clement Tororun, Julienne Sapak, Stephanie Elizah, Steven Kolova				18/03/24	30/06/24	<input type="checkbox"/>
85	BEC Submission to approve policy	DTS	Tony Kori	DoH	Clement Tororun				18/03/24	30/06/24	<input type="checkbox"/>
86	Identify GoPNG assets in ARoB for transition	DTS	Tony Kori						18/03/24	30/06/24	<input type="checkbox"/>
87	Identify GoPNG personnel in ARoB for transition	DTS	Tony Kori	DPMAS	Cornelly Kekun				18/03/24	30/06/24	<input type="checkbox"/>
88	Identify cost of service delivery of GoPNG agencies in ARoB	DoF	Joshua Taiko			NEFC			18/03/24	30/06/24	<input type="checkbox"/>
89	Draft enabling legislation	DLS	Julienne Sapak	DIML, DTS, OCS	Stephane Elizah, Steven				18/03/24	30/09/24	<input type="checkbox"/>
90	Design restructured ABG agency & potential new institutions necessary	DPMAS	Cornelly Kekun	DTS	Tony Kori				18/03/24	30/09/24	<input type="checkbox"/>
91	Procure necessary Infrastructure	DTS	Tony Kori						18/03/24	31/10/24	<input type="checkbox"/>
92	Finalise legislation, submit to CACC & BEC & BhCR	DLS	Julienne Sapak	DTS	Tony Kori				18/03/24	31/12/24	<input type="checkbox"/>
93	Stream 8: Public Utility Roads										<input type="checkbox"/>
94	Convene TWG of road user agencies	DTS	Tony Kori	DLS, DIML, DCTI	Alex Kerengpuna, Julienne	DOW, NRA, DoT, RTA, MYL			18/03/24	30/04/24	<input type="checkbox"/>
95	Develop policy to regulate road use, including road users in ARoB - linked with potential revenue collection from road users	DTS	Tony Kori	DLS, DIML, DCTI, OCS	Alex Kerengpuna, Julienne Sapak, Stephanie Elizah, Steven Kolova	DOW, NRA, DoT, RTA, MYL			18/03/24	30/06/24	<input type="checkbox"/>
96	BEC Submission to approve policy	DTS	Tony Kori						18/03/24	30/06/24	<input type="checkbox"/>
97	Identify GoPNG assets in ARoB for transition	DTS	Tony Kori			DOW, NRA, DoT, RTA, MYL			18/03/24	30/06/24	<input type="checkbox"/>

Task	Status	Assigned to	Officer Responsible	Support Agency	Support Agency Staff	National Government Agency	Budget	Source of Funds	Start Date	End Date	
Stream 15: Public Service Commission											
165											<input type="checkbox"/>
166	●	DPMAS	Cornelly Kekun	PSC		PSC			18/03/24	31/01/25	<input type="checkbox"/>
167	●	DPMAS	Cornelly Kekun	DLS, DMI, OCS	Julienne Sapak, Stephanie				18/03/24	31/01/25	<input type="checkbox"/>
168	●	DPMAS	Cornelly Kekun	DLS	Julienne Sapak	PSC			18/03/24	31/01/25	<input type="checkbox"/>
169	●	DPMAS	Cornelly Kekun	DLS	Julienne Sapak	PSC			18/03/24	31/01/25	<input type="checkbox"/>
170	●	DOF	Joshua Tauko	DLS	Julienne Sapak	MEFC			18/03/24	31/01/25	<input type="checkbox"/>
171	●	DLS	Julienne Sapak						18/03/24	31/01/25	<input type="checkbox"/>
172	●	DPMAS	Cornelly Kekun	DPMAS	Cornelly Kekun				18/03/24	31/01/25	<input type="checkbox"/>
173	●	DPMAS	Cornelly Kekun	DPMAS	Cornelly Kekun				18/03/24	31/01/25	<input type="checkbox"/>
174	●	DTS	Tony Kofi						18/03/24	31/01/25	<input type="checkbox"/>
175	●	DLS	Julienne Sapak						18/03/24	31/12/24	<input type="checkbox"/>
176	Stream 16: Auditor General										
177	●	OCS	Steven Kolova	DLS, DMI, DOF	Joshua Tauko, Julienne Sapak, Stephanie Elzani	Auditor General			18/03/24	30/06/24	<input type="checkbox"/>
178	●	OCS	Steven Kolova						18/03/24	31/07/24	<input type="checkbox"/>
179	●	OCS	Steven Kolova	DOF	Joshua Tauko	Auditor General			18/03/24	30/06/24	<input type="checkbox"/>
180	●	OCS	Steven Kolova	DPMAS, DOF	Cornelly Kekun, Joshua Tauko	Auditor General			18/03/24	30/06/24	<input type="checkbox"/>
181	●	DOF	Joshua Tauko	OCS	Steven Kolova	MEFC			18/03/24	30/06/24	<input type="checkbox"/>
182	●	DLS	Julienne Sapak	OCS	Steven Kolova				18/03/24	30/09/24	<input type="checkbox"/>
183	●	DPMAS	Cornelly Kekun	OCS	Steven Kolova				18/03/24	31/10/24	<input type="checkbox"/>
184	●	DPMAS	Cornelly Kekun	OCS	Steven Kolova				18/03/24	30/11/24	<input type="checkbox"/>
185	●	DPMAS	Cornelly Kekun						18/03/24	30/11/24	<input type="checkbox"/>
186	●	DTS	Tony Kofi	OCS	Steven Kolova	Auditor General			18/03/24	30/11/24	<input type="checkbox"/>
187	●	DLS	Julienne Sapak						18/03/24	31/12/24	<input type="checkbox"/>
188	Stream 17: Ombudsman										
189	●	DLS	Julienne Sapak			Ombudsman Commission			18/03/24	30/06/24	<input type="checkbox"/>
190	●	DLS	Julienne Sapak			Ombudsman Commission			18/03/24	31/07/24	<input type="checkbox"/>
191	●	DLS	Julienne Sapak			Ombudsman Commission			18/03/24	30/06/24	<input type="checkbox"/>
192	●	DLS	Julienne Sapak	DPMAS	Cornelly Kekun	MEFC			18/03/24	30/06/24	<input type="checkbox"/>
193	●	DOF	Joshua Tauko						18/03/24	30/06/24	<input type="checkbox"/>
194	●	DLS	Julienne Sapak						18/03/24	30/09/24	<input type="checkbox"/>
195	●	DPMAS	Cornelly Kekun	DLS	Julienne Sapak				18/03/24	31/10/24	<input type="checkbox"/>
196	●	DPMAS	Cornelly Kekun						18/03/24	30/11/24	<input type="checkbox"/>
197	●	DTS	Tony Kofi						18/03/24	30/11/24	<input type="checkbox"/>
198	●	DLS	Julienne Sapak						18/03/24	31/12/24	<input type="checkbox"/>

Task	Status	Assigned to	Officer Responsible	Support Agency	Support Agency Staff	National Government Agency	Budget	Source of Funds	Start Date	End Date	UPsk
Constitutional Offices											
Stream 12: Courts											
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Stream 13: Police											
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Stream 14: Public Prosecutor & Public Solicitors											
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Anchoring Bougainvilles Economy

Acting Chief Secretary, Mr. Kearnneth Nanei
18 March 2024



INFO PAPER CONTENTS

- BACKGROUND
- FACTS & CONSIDERATIONS – Why anchor the ship?
- WAY FORWARD – The anchors
 - Business Regulation
 - Revenue collection regulation
 - Revenue currently available
 - Revenue potentially available
 - Other non-revenue anchors
- NEXT STEPS – *Interagency Economic Intervention Committee (IEIC)*

BACKGROUND

- Bougainville economy primarily subsistence level
 - Agriculture & cash crops
 - Alluvial mining
 - Fishing beche de mer
 - Craft
- ABG interventions thus far not produced economic growth
 - Growth not secured by Govt entering as market competitor
- OCS will coordinate new all-of-government approach to ensure economic growth is achieved

FACTS & CONSIDERATIONS

Bougainville economy is currently unanchored

1. Income primarily earned in informal economy
 - Businesses not registered – ABG has no visibility of economic activity
 - Limited company & income tax paid (narrow tax base)
 - No regulations of safety precautions in unregulated industries
2. Some existing regulations send wrong signals
 - E.g. restricted fishing season for beche de mer causes overfishing for short-term income, risking long-term sustainability

FACTS & CONSIDERATIONS

Government to provide the anchors

- ABG will drop many anchors, in different places, at different times, at different lengths to maintain stability
- Anchors will be the elements of new regulatory framework
- Structured, phased & well communicated interventions for certainty
- Stable economy will create environment conducive to more business activity in private sector to grow employment, incomes, and Govt revenue

FACTS & CONSIDERATIONS

Why anchor the ship?

- Untethered ship:
 - Drifts at whim of waves & tides
 - Liable to end up in unintended destinations – no control
 - Ship risks being damaged as it thrashes about
- Well anchored ship:
 - Minimal movement creates certainty – certain environments are productive
 - Allows direction to be maintained – new exciting horizons

WAY FORWARD – Business regulation

- Registration of businesses transitioned from IPA to ABG
 - ABG collects and maintains data about economic activity in ARoB
 - Data assists to make evidence-based policy for strategic planning
- Business registration linked to tax collection
 - To register business in ARoB, one must also be registered to pay tax
 - To re-register business in ARoB one must show zero tax owing

WAY FORWARD - Anchored economy

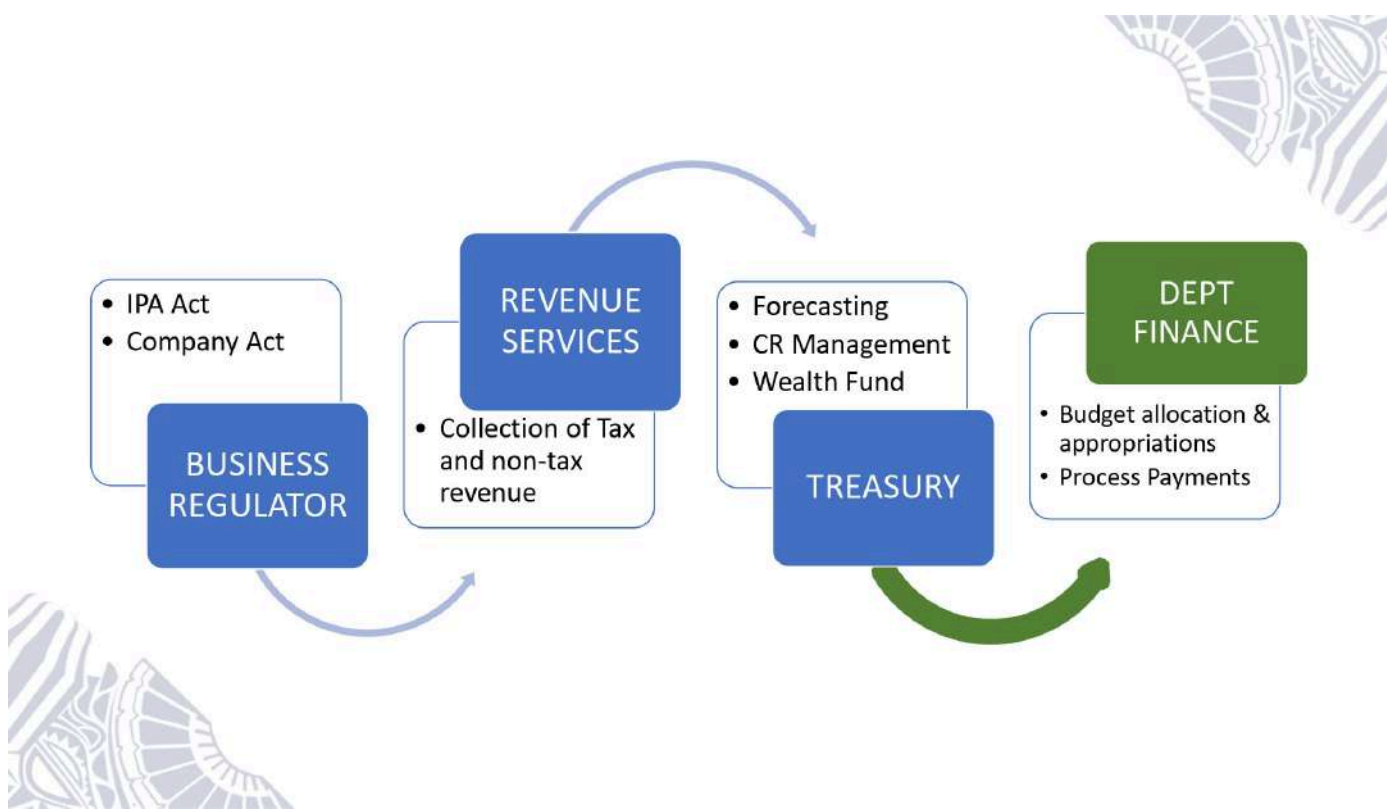


WAY FORWARD – Revenue collection regulation

- Draw down powers to collect revenue currently available:
 - Motor vehicle registration & road-user / petroleum tax – RTA & MVIL powers
 - Property tax – land registers bill
 - Export levy – cocoa & copra
 - Fishery revenue – special project
 - Labour mobility scheme
- Negotiate amendment to s44 Organic law
 - Income tax
 - Company tax
 - GST
 - Other – for a full tax regime for ARoB

WAY FORWARD – Revenue collection regulation

- Institutional reform – Bougainville Revenue Service
 - Register businesses operating in Bougainville
 - Regulate inward investment
 - All tax and non-tax revenue – income tax, company tax, consumption tax, export tax, liquor licencing, road transport tax
- Personnel - Recruit Chief Tax Collector & fill vacancies in BTO
- IT – procure computer system for recording & processing
- Treasury function – forecasting, liquidity management, wealth fund
- State Owned Entity structure review



WAY FORWARD – Non-revenue anchors

- Anti-corruption to stops leaks – ombudsman & auditor general
- Enforcement – courts Bills & Bills for BPS and CS
- Insurance – regulate industry players to lower risk to business
- Land tenure – land critical input into all business - registers Bill
- Public goods – necessary inputs to business: electricity, water, waste disposal, sewerage – draw down powers
- Public Service –pass new Bills to attract & retain necessary skills
- Education – all business activity requires skilled workforce

NEXT STEPS

- OCS will coordinate – establish *Interagency Economic Intervention Committee* (IEIC) & meet before end Q1 2024 to draft ToR
 - Bougainville Revenue Service – business registration, investment regulation & tax and non-tax revenue collection functions
- Treasury Division in DoTF
- Amend ta arrangements in Organic Law
- Fishery Revenue
- Cocoa Levy

Legislation required

Revenue-related anchor legislation

- Bougainville revenue institution establishment
- Company tax
- Income tax
- Consumption tax
- Liquor licencing
- Gaming and lottery licencing
- Road transport
- Land
- Copra regulation – export levy
- Forestry

Other anchor legislation

- Company regulation
- Insurance
- Ombudsman
- Auditor General
- Courts
- Police & Correctional Service
- Wealth Fund
- Public Service
- Electricity
- Water supply
- Sewerage and waste disposal
- Higher Education & TVET



DEPARTMENT OF PRESIDENT & BEC

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



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