



BOUGAINVILLE LONG TERM VISION 2052

ONE PEOPLE, ONE NATION, ONE VISION



JUNE 26, 2023

ABG

Autonomous Bougainville Government



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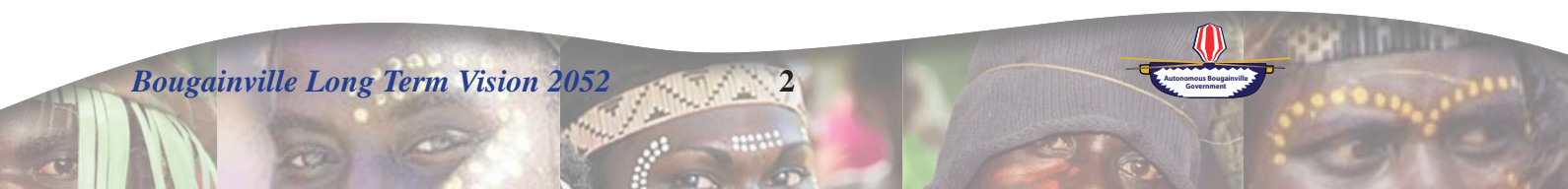
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ACRONYMS/ABBREVIATIONS

ACRONYMS/ABBREVIATIONS		
1.	ABG	Autonomous Bougainville Government
2.	AROB	Autonomous Region of Bougainville
3.	AOG	Assemblies of God
4.	ASEAN	Association of South East Asian Nations
5.	BCL	Bougainville Copper Limited
6.	BPA	Bougainville Peace Agreement
7.	CO2	Carbon dioxide
8.	CPC	Constitutional Planning Committee
9.	CRA	Conzinc Rio Tinto of Australia
10.	FAO	Food and Agriculture Organization
11.	FODE	Flexible Open & Distance Education
12.	GDP	Gross Domestic Product
13.	GNP	Gross National Product
14.	GNI	Gross National Income
15.	GST	Goods and Services Tax
16.	HDI	Human Development Index
17.	IHD	Integral Human Development
18.	HIC	High Income Country
19.	HQ	Head Quarters
20.	ICT	Information and Communication Technology
21.	LIC	Low Income Country
22.	LMIC	Low Middle-Income Country
23.	LTDP	Long-Term Development Plan
24.	MTDP	Medium Term Development Plan
25.	NAC	National Airports Corporation
26.	NRI	National Research Institute
27.	PNGK	Papua New Guinea Kina
28.	PNG	Papua New Guinea
29.	SEZ	Special Economic Zone
30.	SME	Small to Medium Enterprises
31.	SDG	Sustainable Development Goals
32.	TVET	Technical and Vocational Education Training
33.	UMIC	Upper Middle-Income Country
34.	UNICEF	United Nations International Children's Emergency Fund
35.	UNESCO	United Nations Education, Scientific & Cultural Organization
36.	UNDP	United Nations Development Programme
37.	USA	United States of America





The signing of the Bougainville Peace Agreement in 2001 signaled the end of the ten-year Bougainville crisis and began the restoration, rehabilitation and reconstruction phase which paved the way for normal delivery of social economic services and development under the Autonomous Government arrangements.

Two decades later, upon my inauguration as President, I announced a six-point strategy for Bougainville towards independence and beyond. The six-point strategy evolved out of a careful analysis of Bougainville's political and development experience as a specific polity over the last 50 years since PNG gained self-government and under the North Solomons Provincial Government. Of particular significance was our experience under the Autonomous Bougainville Government (ABG) and the clear expression for Bougainville sovereignty through the 2019 Referendum Vote of 97.7% for independence.

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

The administration and the economy are agendas that Bougainville must have full control over. Some slow progress is being made under the Sharp Agreement regarding the transfer of powers and functions, especially in the economic sectors. However more significant changes in the way Bougainville will conduct its affairs, across all spheres of society, will only come about with full political independence and stable governments in the future.

The question that we need to ask ourselves is “What kind of society do we want an independent Bougainville to look like and how should we go about creating the kind of society we envisage?”. This is the question that I had in mind when I stated, under the six-point strategy, a desire for ABG to get into the practice of long-term visioning and planning so that we can start laying the foundations of a future Bougainville society.

The journey is in fact one of Nation Building of a new Bougainville with a new Constitution, a new legislature and new social economic endeavors under the administration geared at forging a new Bougainville culture, identity, and loyalty as a unified people of Bougainville through the effective delivery of social, economic and governance services.

The Bougainville Executive Council then approved the establishment of the Bougainville Strategic Research, Planning and Monitoring Secretariat, as a high-level Think Tank, and to explore this question and present to my Government a Long-Term Vision for Bougainville. After two years of research and consultations, both the Long-Term Vision and the Medium-Term Development Plan are ready. Beyond attaining political independence, Bougainville's Long-Term Vision 2052 is that “By 2052, Bougainville will be a high income, educated, healthy, peaceful” Christian nation. Bougainville as part of PNG is currently a low-income country. It is our goal to be a high-income nation in 30 years' time.

Much work is required in pursuing the Vision through the MTDPs. Both documents are significant as they are truly home ground, we did not seek any outside help and is a testament



of the kind of “thinking” we can do ourselves. Both are by no means 100% perfect as both are living documents that will be refined through systematic analysis of practice.

Through deliberate and consistent planning and implementation, the vision and the pillars will provide every citizen, opportunity to fulfil their potential over the 30-years.

A stable political environment and commitment is fundamental to ensuring that the Long-Term Vision remains the primary high level strategic planning document and is given every support in achieving the desired vision. It is necessary therefore to entrench and protect the Bougainville Long-Term Vision 2052 through legislation. As Bougainville is on the first steps of building a new nation, much policy and legislative work is required in the first five years of implementation in line with both the Sharp Agreement and the Wabag timeline. Some restructuring will naturally be required as Bougainville implements the new Constitution and as the administration reorganizes itself to better implement and deliver on the long-term vision.

The journey towards being a high income, educated, healthy, peaceful nation by 2052 begins this year with the launching of the first Medium Term Development Plan (MTDP 1) 2023-2027 and will be followed by five other MTDPs until 2052. A change in the mindset is required. The Bougainville Public Service must be fundamentally redesigned (not just overhauled and spray-painted) but with new chassis, fittings, and lubrications to ensure that it is aligned with the Presidential system of Government and is “fit for purpose” and be reviewed every five years.

The vision will remain only a dream if Bougainville does not have the fuel needed to drive the vehicle (the Bougainville Public Service). Bougainville will require an estimated budget of about K800m to effectively run an independent nation. The performance of the economic sector needs to improve. The High Impact Projects that have been initiated have struggled as they have not been properly planned and generate negative perceptions to the government. It is critical that the economic sector departments rise to the overdue task of growing the Bougainville economy by creating the enabling environment for private sector and civil society to prosper.

Our creativity was proven during the crisis years when we survived on the land and sea, turned water into electricity, and coconuts into fuel. I urge all citizens of Bougainville to embrace this journey in the same innovative spirit and move in unison as One People, One Nation with One Vision and the One and the same Bougainville Clap!

God Bless Bougainville

Hon Ishmael Toroama, MHR
President



Statement by the Regional Member for Bougainville



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

That is the vision of the Autonomous Bougainville Government’s Bougainville 2052 Long-Term Vision Plan.

It charts the path forward for the next thirty years and represents Bougainville’s aspiration for transformative change. It articulates what we want our future to be.

The people of Bougainville have spoken, with 97.7% expressing a desire for independence over greater autonomy. As Leaders, it is our duty to translate our people’s choice into tangible and sustainable development.

But becoming independent cannot be in name only. And that is why Bougainville needs a long-term plan and vision that maps out the path ahead.

The Bougainville Vision 2052 Plan achieves that goal. It provides a framework and a foundation through which we will build good governance, strong policies, and effective laws.

As a young and emerging nation, Bougainville has enormous potential due to our abundant natural resources. Through the Bougainville Vision 2052 Plan we can harness the benefits from our resources and enhance our socioeconomic development for the benefit of all.

Importantly, the plan also addresses integral human development of our people through education, healthcare, and skill development. These are vital to the successful implementation of our Vision.

The eight pillars of the Bougainville Vision 2052 Plan will provide the directional guidance required for focused planning in the next thirty years.

I thank the Bougainville Strategic Research and Planning Secretariat for their efforts in ensuring that this plan is a true representation of what Bougainvilleans desire for the future. Through years of extensive research and consultations, we now have a long-term framework that our people can take ownership of, and through which we can deliver results.

I commend the current ABG through the leadership of President the Hon. Ishmael Toroama, MHR for having the foresight to chart the course for development of our nation to be. We finally have a document that seamlessly speaks one voice, one vision and one dream.

As Regional Member, I make this call to my counterparts in the National Government and the international community to support the Bougainville Vision 2052 Plan as the framework on which future support can be provided.

God Bless Bougainville!

Hon. Peter Tsiamalili
Regional Member for Bougainville
Government of Papua New Guinea



Chief Secretary's Statement



This is the first time our government is embarking on long-term planning in both pre and post crisis Bougainville. Bougainville's long-term plan depicts a 30-year vision to be achieved by 2052 and to be known as Bougainville Vision 2052. The vision states that "By 2052, Bougainville will be a high income, educated, healthy and peaceful sovereign nation". This statement describes the destination Bougainville aspires to reach by 2052.

The long-term plan was developed by reflecting on our history, our present situation and where we want to be as a new nation in 30 years' time whilst also being a member of the global community.

The long-term plan comprises of 8 pillars, with each pillar describing a key aspect of contemporary Bougainville and articulating a desired end situation for each pillar. The eight (8) pillars are - Bougainville Ways; Integral Human Development; Sustainable Economic Growth; Peace Justice & Security; Infrastructure & Technology; International Relations; and Environment & Natural, Resources and Climate Change.

Altogether, the Pillars cover all aspects that are collectively labelled as "Nation building" in contemporary international development theory and practice through the triangular realization of authority (parliament), legitimacy (laws & civility) and capacity (administration, private & civil society).

The Pillars will be implemented through six (6) Medium Term Development Plans (MTDPs), each being of five years duration. The first 5-year MTDP will be known as the "Bougainville Integrated Strategic Development Plan 2023 -2027".

Each of these MTDPs will have their own specific mission or goal to be achieved every 5 years thereafter until Vision 2052 is reached in MTDP 6. The long-term plan and subsequent MTDPs contain broader goals, objectives, and targets towards achieving Vision 2052.

Once the Long-Term Vision and MTDP 1 2023-2027 are launched, all subsequent MTDPs and specific for Sectors, Departments, Constituencies, Districts, Community Governments and Wards will be redesigned and realigned to these two plans. The Vision will be rolled-out through a dedicated induction program to all regions of AROB and be monitored through a systematic Monitoring and Evaluation Framework.

It is our intention to anchor these plans in law for successive governments and administrations to progressively implement in order to achieve Vision 2052. The Vision will be jointly implemented by all leaders, the administration, and the private sector and civil society of Bougainville with the objective of unifying the citizens of Bougainville to build our new sovereign nation under the theme of "One People, One Nation, and One Vision.

I urge the Administration, to lead in this noble endeavor and successfully implement the Vision and the MTDPs so that we will be a high income, educated, healthy and peaceful sovereign nation.

Shadrach Himata
Chief Secretary, ABG



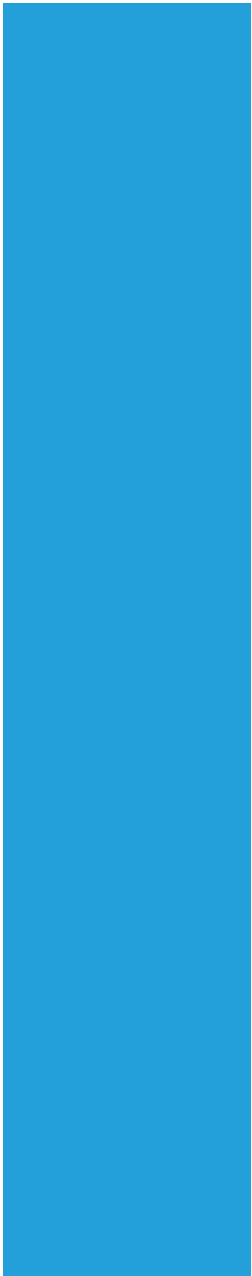
EXECUTIVE SUMMARY


The formulation of Bougainville Long-term Vision 2052 complements the Bougainville Government's effort to carve out the strategic direction for Bougainville's journey forward into independence. Bougainville's journey to independence has progressed significantly after 97.7 percent of the people of Bougainville voted in favor of independence. The referendum was a requirement under the Bougainville Peace Agreement signed between the National Government and the people of Bougainville that specifically included the provisions for (1) good governance, (2) weapons disposal and (3) referendum. The pathway to independence which is constitutionally guaranteed under Part 14 of the National Constitution has laid the ground work for further negotiations leading to the Wabag Agreement where a date has been set for Bougainville independence between 2025 and 2027. The Toroama-Nisira Government's overarching development and governing stance is contained in the three Goals of (1) political independence, (2) law and order and (3) good governance. The six strategies of the Toroama-Nisira Government give emphasis to political and administrative control, economic growth and singled out the development of Bougainville's long-term planning as key to take Bougainville forward to independence.

The Bougainville Long-term Vision 2052 brings to the fore the third and long-term dimension into the existing Bougainville Planning Framework that will provide the conduit and means by which the political will and aspirations can be readily expressed and reflected in the development plans. The three-tier planning framework starting with long-term, medium-term, and short-term budgetary planning must provide the avenue for the people of Bougainville to express their aspirations and wishes. The Bougainville Long-term Vision 2052 provides the avenue, particularly at the consultative phase by which the visions and aspirations of the Bougainville people are expressed. A democratically elected Bougainville Government will seek to re-assert itself in the development life of Bougainville by using the planning process to drive and push and insert its development agenda through the long-term, medium-term plans and actualization through the annual budgetary process. The articulation of a higher-level vision for the people of Bougainville will serve to provide the discipline and parameters upon which any Government will manoeuvre to implement their political agenda and strategy. The long-term plan provides the perfect medium for the Government to set its long-term development goals and strategies to promote economic growth, poverty reduction and raise the living standards of its people.

Bougainville Long-term Vision 2052 is the outcome of the wider consultations amongst the Bougainvilleans resulted in the formulation of the vision for the next thirty years which depict the kind of society Bougainvilleans aspire to live in the future. Bougainvilleans inside and outside of the region, through the various meetings, endorsed the vision that "By 2052 Bougainville will be a high income, educated, healthy and peaceful sovereign nation". The World Bank classification for high income countries are those with per capita gross national product (GNI) of \$12,095 (K44,432) and above. PNG and Bougainville's GNI is currently about US\$2,470 per annum (K8,654). In 30 years' time, the average income of every citizen should be about K50,000 per annum. Bougainvilleans will need to have to work harder and grow the economy and reach this level of increase of the GNG per annum.

An educated society is one where all Bougainvilleans would have achieved at least 13 years of basic education (Grade 12) with one hundred percent literacy. An educated society reveals its' character not only in terms of a technically competent human resources pool needed to drive a fully grown economy but also in the behaviours and norms exhibited through everyday life. An educated society is better able to understand and cope with changes in society





and participate fully through both formal and informal societal systems and processes. A healthy society is also an essential element of a productive society contributing to economic growth and development. A healthy society does not become a burden to the nations' health systems. A peaceful Bougainville society is important for national cohesiveness, sense of national identity and nation building. A peaceful society upholds law and order which itself is a precondition for economic growth.

The Vision will be implemented through eight (8) Strategic Pillars namely:

- Pillar 1- Bougainville Ways
- Pillar 2 - Integral Human Development
- Pillar 3 - Leadership and Governance
- Pillar 4 - Peace, Justice, and Security
- Pillar 5 - Economic Growth
- Pillar 6 – Infrastructure and Technology
- Pillar 7 - International Relations
- Pillar 8 - Environment and Climate Change

Pillar 1 “Bougainville Ways” underscores the importance of (1) cultivating unique ways to conduct community, business, and government business and, (2) art and symbols that are uniquely Bougainvillean. Pillar 2 “Integral Human Development” reinforces the centrality of a well-balanced human being as an end itself (product) and as the key ingredient (resource) in social economic development. A balanced cultivation of the human being restores dignity, self-esteem, and freedom from servitude, and freedom from hunger by providing capabilities for securing self-sustenance, shelter, and clothing. Self-esteem and being a member of a cohesive society or supportive networks is another essential trait of integral human development.

Pillar 3 “Leadership and Governance” covers both formal and informal arenas and focuses on establishing effective systems and processes for good leadership and governance practice within governance, the private sector, and the civil society sector. ABG governance and leadership structures and systems are connected to the traditional leadership of clans through the Village Council of Chiefs who are members of the Community Government. The intention of the pillar is to cultivate good leadership principles and practice at all these levels for “gudpla pasin” to permeate the whole of society.

Pillar 4 “Peace, Justice, and Security” is concerned with the need to cultivate and maintain a peaceful, just, and secure society where individuals and citizen can maximize access to social economic opportunities realize that conducive to peace and security and investment. The fulfilment of the rights of individuals in a just society is the end goal.

Pillar 5 “Economic Growth” underscores the options and pathway to sustainable economic growth and the need for fiscal self-reliance of an independent Bougainville. Pillar 6 on “Infrastructure and Technology” outline the steps to a comprehensive infrastructure base in the areas of transport, communications, energy, resources mapping, water & sanitation and the prerequisite technological innovations underpinning economic growth and development.

Pillar 7 on “International Relations” outlines the importance of international relations on trade, foreign investment, security, and broader cultural exchange. Pillar 8 on the Environment





and Climate Change sets out the importance of environmental protection and steps to mitigate the impact of climate change. Population and demographic trends also impact on quality of natural resources.

The Bougainville Long-term Vision 2052 is the outcome of extensive internal and external consultations with Bougainvilleans from varied back grounds. The consultations by the ABG Constitutional Planning Commission throughout Bougainville and PNG also extensively covered discussions on the Vision and the Pillars.

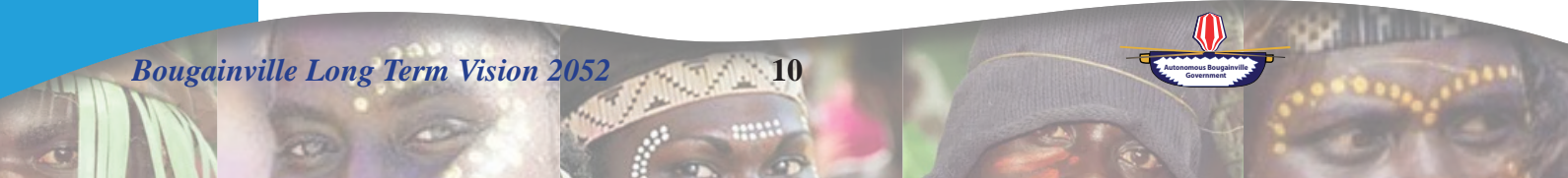
Successful implementation of the Bougainville Long-term Vision 2052 and the Pillars hinges on a well-structured and coordinated series of six Medium Term Plans. Each MTDP is for five-year duration and is addressing a specific political-development theme which then influences the key outputs and indicators for the sectoral MTDP plans. Key themes for the MTDPs are as follows:

- MTDP 1- independence readiness
- MTDP 2 - sovereign Bougainville.
- MTDP 3 - economic growth
- MTDP 4 - social equity
- MTDP 5 – regionally competitive
- MTDP 6 – Fiscally stable sovereign nation

The process of continuous improvement calls for dynamism to ensure that each plan is successfully implemented and achieves its goals and objectives. The continuous improvement process calls for audit of the planning process from the (1) needs identification, (2) research and innovation, (3) planning and implementation, (4) monitoring and evaluation must be able to detect weaknesses in the planning process and allow for continuous adjustments.

There are several key risks that may impact on the implementation of the Bougainville Long-term Vision 2052. The first is the lack of political will and support as governments change over time with new priorities. To mitigate against this risk, the final Vision Document and the Pillars will be legitimized through legislation so that the Long-term Vision becomes an act of law to be systematically reviewed, evaluated, and adjusted every ten years. A proper Monitoring and Evaluation Framework will be developed to enable systematic review and assessment.

The low capacity of the public service (planning, research and monitoring skills, knowledge & competencies) is a major risk to the successful implement of the Vision and the Pillars. Lack of funds is a critical aspect to successful implementation of the plan. Acceptance of the long-term vision by the general public remains poses the biggest risk that will hinder the successful implementation of the plan. All the listed risks above can be addressed through a comprehensive awareness campaign at all levels from the political down to the village and ward level but a more specific and targeted skills building of the public service will be essential.



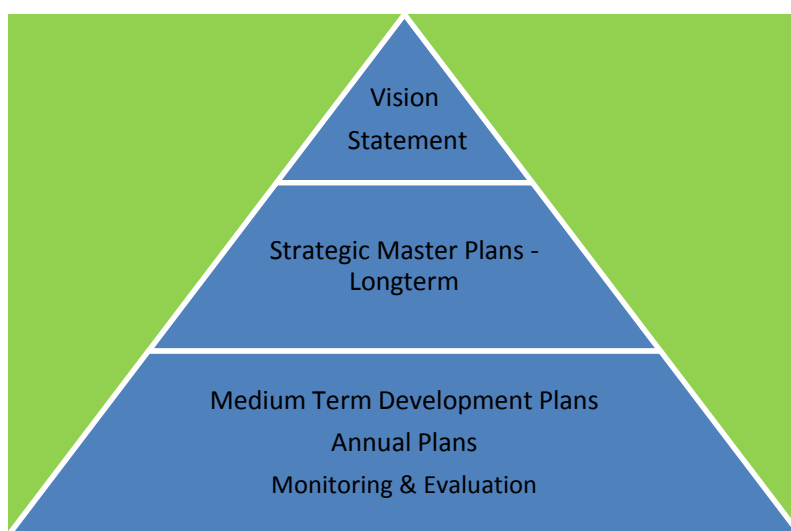
INTRODUCTION

Bougainville's Long -Term Vision 2052 is a thirty-year vision that reflects the aspirations of the Bougainville people to create a prosperous and strong nation following granting of independence by the Papua New Guinea Government no later than 2027. The plan has been developed to inspire change in the public service and political leadership to support bold collective actions and to meticulously plan at all levels of government for a better future.

1.1 *Overview*

It is essential to understand, at the onset, where and how the Long-Term Vision fits and relates within the hierarchy of planning levels as illustrated in the diagram below:

Figure 1: Planning Hierarchy



The Vision Statement provides the long-term destination towards which a nation or an organization purposefully strives to achieve applying a hierarchical range of planning instruments over the desired duration. A Master Plan is usually a long-term planning document that provides the “strategic road map” for the direction towards the destiny (Vision) over the desired period (eg. 30/50 years). The high-level strategic directions in the Master Plan are then formulated into five-year Medium Term or Short-Term Development Plans (MTDPs/STDPs as the case may be) by relevant sectors or Depts. The MTDPs are then detailed into Annual Plans and activities for implementation supported by ongoing monitoring and evaluation.

In the case of this document, the Long-term Vision 2052 is to be anchored on the 8 Pillars (refer to the Vision House), each Pillar is described in detail in sections 4. Key milestones and outcomes are identified for each Pillar which are to be achieved through a series of six (6) sequential MTDPs over the 30years time frame. Altogether these three layers provide the vision for Bougainville and the strategic directions that build on the foundations laid down since the 1960s. The Vision aims at providing a road map in building a nation that will come out of an Autonomous Governance arrangement with Papua New Guinea and smoothly transition into fully political independent nation no later than 2027.

The Long-term Vision 2052 and the Medium-Term Strategic Plan are based on and incorporates the vision of the people through their elected representatives and the Toroama-



Nisira Government Six Point Strategic Plan. It also reflects the views of the countless number of people who have struggled since the colonial eras, Bougainville's civil war and contributed to the national consultation in 2022. Ongoing consultation and participation by the Bougainville People are integral to the success of the implementation of this Vision 2052 Plan.

Since the signing of the Bougainville Peace Agreement (BPA) in 2001, the government's policies have focused on the three pillars of Autonomy, Referendum and Weapons Disposal Plans whilst addressing the immediate needs of its people in the provision of basic services in health, education infrastructure, peace and harmony and economic growth. The journey has been a difficult one given that the regime under which it manages its affairs are governed by a special provision in the Constitution of the Independent State of Papua New Guinea.

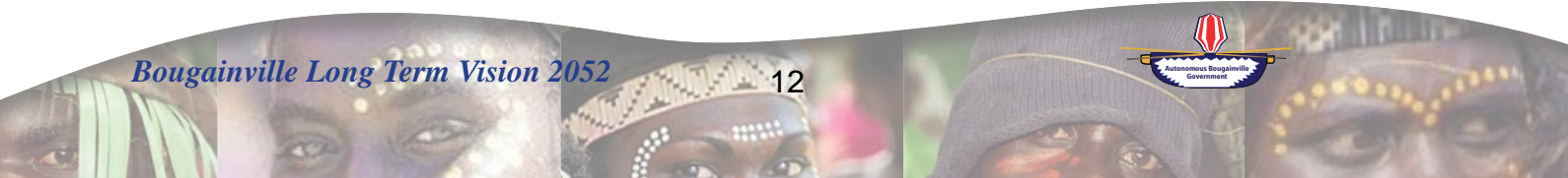
Whilst it is safe to say that we are a long way from being a perfect society, it is pleasing to note that the basic requirements under the BPA have been satisfactory met and the foundations laid for Bougainville to move on with the next phase of its political journey. In November 2019, 97.7% unanimously voted for political independence. The next phase is for both governments to ratify the results of the referendum and agree on the settlement of independence no later than 2027, as per the Wabag Road Map agreement.


This Long-Term Vision 2052 and Medium-Term Strategic Road Map shall outline how Bougainville prepares itself for its Independence between the period 2023 and 2027. It narrows down its planning and management plans to 5 annual plans that initially focus on the sectoral plans in the first Medium Term Development Plan of 2023 and 2027. Thereafter it shall broaden its scope to Pillar-focused MTDPs as Bougainville swings into full nationhood building from 2028 till 2052.

At this juncture, it is worth noting and acknowledging the full cooperation and understanding of the Papua New Guinea Government in facilitating and supporting Bougainville's political road map towards full Independence as evidenced through the holding of the Referendum Vote, the signing of the Sharp Agreement, the Wabag Road Map and the Era Kone Covenant. More notable is its commitment to Bougainville through the annual budget allocations for recurrent and development costs. This source of funding support is critical for Bougainville not only during the term of 1st MTDP but post this period as it builds its economy to a comfortably sustainable level.

As is common amongst other countries with similar political background, Bougainville's successes in reaching its visionary goal lies in the resilience of its people and strong sense of self-determination. The same self-determination should now be applied to implementing the vision of the Bougainville people through its long-term Strategic Development Plan. Four key attributes of our nation shall be integral in supporting our vision: political will, economic potential, national integration, and a dynamic population:

1. **Political will:** Bougainvilleans have shown remarkable resilience and dedication to their cause for self-governance. In the pursuit for self-governance, we acted with courage, determination and creativity and suffered greatly to achieve our dream. The same characteristics that have brought us thus far must be harnessed to achieve our dream of a prosperous and modern nation. The Strategic Development Plan will help by building a shared purpose and setting out a framework to create a strong sense of national commitment and determination based on traditional values and Christian principles.
2. **Economic potential:** Bougainville is blessed with valuable natural resources, including one of the world's most vital commodities – extractive resources in the field of copper and gold. The development of the Bougainville's mining sector can help to secure the





foundations of a sustainable and vibrant economy. The revenue from the sector can be invested in education and health services for families and in helping farmers to increase their productivity so that our agriculture sector becomes a leading driver of private sector jobs. This revenue can also help to fund the infrastructure necessary to build a diversified economy and transform Bougainville into a modern nation.

3. **National integration:** Bougainville shall be a small Pacific nation with a land size of about 15,000 km² and a population of just under 500,000 by the end of 2027. This makes Bougainville well placed to establish effective connections across our population, between our urban and rural areas, and between our government and our people – helping us to quickly achieve national integration and rapid economic development. Connecting our people with each other and to the world is a central objective of the Strategic Development Plan. Improved telecommunications, roads, ports, and airports will be necessary to achieve strong economic growth and improve human development. Part of the strategy will also involve supporting the development of regional growth corridors and measured urbanisation to achieve a balance between rural and urban living.
4. **Dynamism:** An independent Bougainville shall be a young nation with a young population. Over half of our population is under the age of 20. While this creates challenges, it also provides enormous opportunities for the emerging nation. Over the next decades, its young generation will become the greater part of its workforce and will respond to new opportunities with dynamism, creativity, and enthusiasm. As this new generation commends new technologies and joins the workforce, they will drive economic growth and development. A conducive environment for developing and growing its human capital is therefore vital for Bougainville and its 30-year plan.

1.2 Background

The goals, strategies, outcomes, and actions set out in both the Long-Term Vision, the 8 Pillars and six Medium Term Developments Plans aim to transition Bougainville from a low income to a high-income country, with a healthy, well-educated, and peace-loving population by 2052. This objective reflects the aspirations of the Bougainville as expressed during the national consultation in 2022 and the resounding commitment of the Toroma-Nisira Government through its Six-Point Strategies.

The Long-term Vision 2052 envisages that 2052 Bougainville will be:

- A prosperous society with adequate food, shelter, and clothing for all people.
- People will be literate, knowledgeable, and skilled.
- They will be healthy and live long, productive lives.
- They will actively participate in economic, social, and political development, promoting social equality and national unity.
- People will no longer be isolated, because there will be good roads, transport, electricity and communications in the towns and villages in all regions of the country.
- Production and employment will increase in all sectors – agriculture, fisheries, and forestry.
- Living standards and services will improve for all Bougainville citizens.

Overall, the Long-Term Vision 2052, through the Medium-Term Development Plans (MTDP) aims to restore and improve normal service delivery in every constituency in Bougainville, promote fair and just economic growth, and provide a good quality of education, health, and life for every citizen.

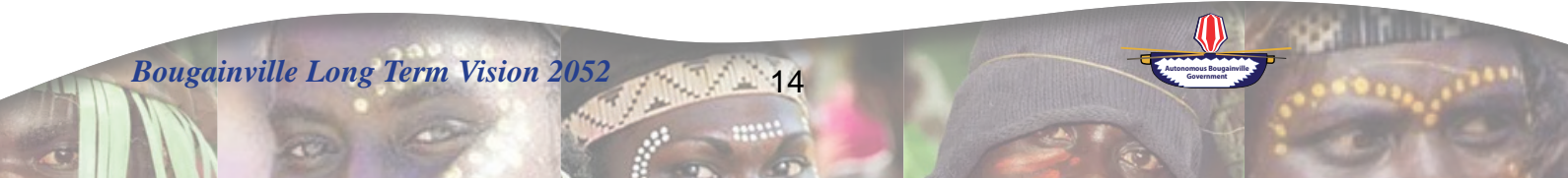




It sets out implementation growth and improvement strategies over a five-year period through the six (6) MTDPs. Research, Innovation & Development will be key to our search for newer, better, and innovative ways of improving our strategic focus areas or pillars. Through its thinktank unit, the Bougainville Strategic Research, Planning & Monitoring Secretariate and the support of Implementation, Monitoring & Evaluation Unit they will work jointly to develop, monitor, and review the long-term plans, medium and short-term implementation plan. Annual reviews, 5- year reviews and 10-year reviews will be conducted to ensure plans are on track in ensuring achievement of Bougainville Vision 2052.

It is important that in our development plan we must build on the work undertaken pre-2023 and look to the future to present the best policies to advance Bougainville in its political journey and nationhood building. The Bougainville Peace Agreement has paved the way forward together with our referendum mandate and political agreements with Papua New Guinea. The rest remains for every able Bougainvillean, in every corner of the island, to chip in and make a difference.

This Long-term Vision plan is our road map to our destination. We admit at the outset that not everything can be included in this road map. As we undergo major political, economic, and social transformation in our journey, it would be necessary to rechart our course and re-strategize our roadmap as we see fit. This document is therefore a live document and must be improved upon as and when necessary to reflect the changing needs of Bougainville and the global world we live in.



2 BOUGAINVILLE'S POLITICAL JOURNEY

Bougainville is still politically part of Papua New Guinea. It has a unique political history which includes a long struggle for autonomy and independence that dates to the late 1950s. This rich historical information is well documented and can be referred to for background knowledge. It suffices here though to mention several key events that illustrates this struggle up to today.

1960s	In the 1960s, Bougainville became the site of a large copper mine operated by a foreign company, CRA. This caused social disruption where protests never experienced in PNG before took place and went on to cause significant environmental damage. Bougainvilleans, especially in and around the Special Mining Lease affected areas began to demand greater control over their resources and autonomy from Papua New Guinea
1970s	Papua New Guinea Independence and declaration of 1 st UDI by Bougainville Leaders which led to the creation of the Provincial Govt system as a special political offer for Bougainville but was later introduced to the rest of PNG under Decentralization. Panguna mine contributes to about a third to PNG Govt revenues.
1980s	In 1988, a violent conflict broke out between Bougainvillians and the Papua New Guinea Government which lasted for over a decade and resulted in the deaths of over 20,000 people and displacement of people from their original villages.
2000s	In 2001, after international interventions through dialogue facilitations, a peace agreement known as the Bougainville Peace Agreement (BPA) was signed. This granted Bougainville greater autonomy and the right to hold a referendum on independence
2010s	In 2019, the people of Bougainville voted overwhelmingly in favour of independence from Papua New Guinea with 97.7% voters supporting independence. However, the vote was non-binding and negotiations between Bougainville government and the Papua New Guinea government continue the terms and conditions of independence.
2020s	Today, Bougainville remains an autonomous region of Papua New Guinea with its own government and legislature. The road to independence is still ongoing but with both governments committed to the Sharp, Wabag Road map and Era Kone Covenant and agreement that a political settlement will be decided no earlier than 2025 but no later than 2027 as shown below.
Era Kone Covenant	

Era Kone
Covenant





ERA KONE COVENANT – APEC HAUS, PORT MORESBY

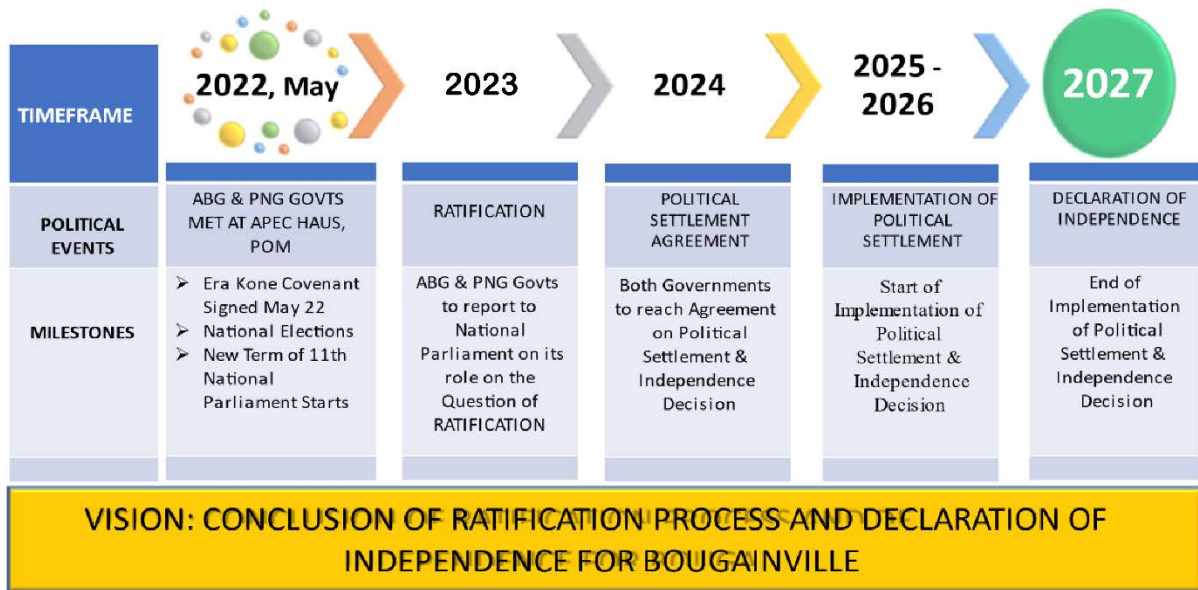


Figure 2: Bougainville’s Political Journey above

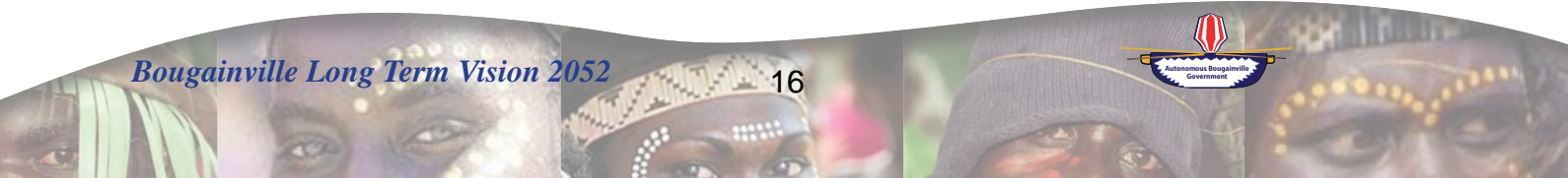
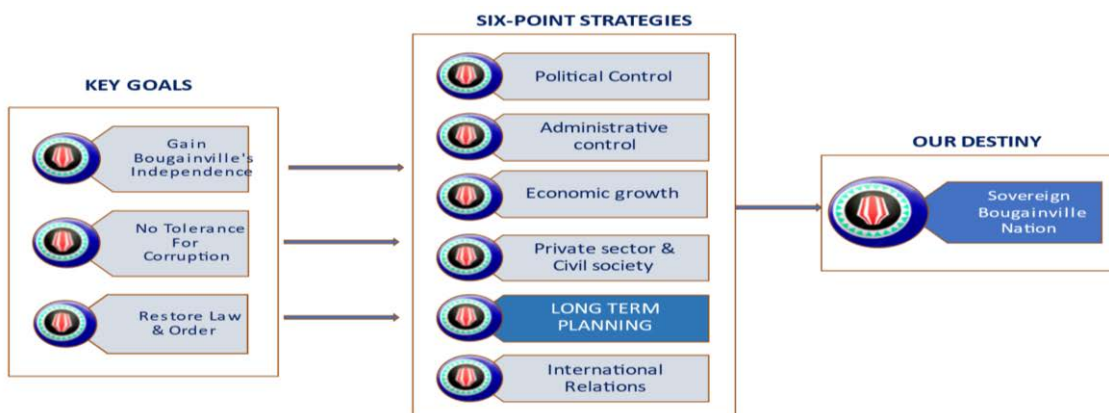
3 BOUGAINVILLE’S VISION 2052: 30-YEAR ROAD MAP

It has been a long arduous political journey for Bougainville. Currently Bougainville’s autonomous government is working meticulously to ensure that every step of the way forward is as per the Bougainville Peace Agreement and the different agreements post referendum are followed through conscientiously to ensure smooth transition from an autonomous governance arrangement with Papua New Guinea to full political independence not earlier than 2025 but no later than 2027.

3.1 Toroama-Nisira Six-Point Strategy

To ensure that Bougainville is prepared to become a fully integrated nation at the onset of its Independence, the Toroama-Nisira Government has initiated an all-inclusive Six-Point Strategy it would pursue to properly prepare Bougainville for political settlement. This is as follows:

Figure 3: Toroama-Nisira Government Nation Building Integrated Plan





<p><u>Strategy 1:</u> <u>Political Control</u></p>	<p>This strategy underpins the immediate and top priority for the Toroama-Nisira government throughout its five-year term and beyond. It is committed to the pursuit of political control through independence by all peaceful means.</p>
<p><u>Strategy 2:</u> <u>Economic Growth</u></p>	<p>The government holds that political control on its own is unsustainable and would not lead to much improvement in its citizens' livelihood unless they are equal participants of the economic growth of the Region. It is therefore committed to creating an environment conducive to the growth of businesses in all sectors who in turn shall contribute meaningfully to government revenue generation initiatives and a viable sustainable economy.</p>
<p><u>Strategy 3:</u> <u>Administrative Control</u></p>	<p>The Toroama-Nisira Government is aware of the achievement of its six-point strategies and its goal of a fully-integrated and functioning sovereignty, lies with the administrative arm of government. The administrative arm of the government needs to therefore rise to the occasion by changing its current performance and attitude to that of change agents. Commitment by all public servants and other major stakeholders to the cause and its sustainability over the next 30 years is critical.</p>
<p><u>Strategy 4:</u> <u>Private Sector & Civil Society</u></p>	<p>By the same token, the Toroama-Nisira Government firmly holds that it is impossible to move Bougainville forward by itself. The private sector and civil society organisations are equal players in nationhood building. It shall therefore create a level playing field by ensuring that the private sector and civil society are mobilised, encouraged, and supported to play a greater role in nationhood building. The Government is committed to this strategy.</p>
<p><u>Strategy 5:</u> <u>Long Term Vision & Planning</u></p>	<p>The Government shall be committed to a Long-Term Vision and Planning regime additional but beyond the medium-term plans now gathering dust on the shelves of government offices. The government shall incorporate a long-term plan, that is 30, 40 or 50-year based that will be politically and legally committed. This plan shall be performance-driven linking public sector, private sector, political management, and other sectors' performance to the long-term plan that collectively moves Bougainville forward towards its goal and vision.</p> <p>This is the subject of the Vision 2052 Plan, a document that shall provide a 30-year road map for the Toroama-Nisira Government and subsequent governments and public service in managing its affairs articulately, coherently, and progressively.</p>
<p><u>Strategy 6:</u> <u>International Relations</u></p>	<p>The Government firmly holds that Bougainville will continue its long enduring relationship with its historical international friends and communities as its moves forward politically, economically, and socially. As Bougainville begins to grow and establishes its sovereignty, it will open its doors to the international community willing to work in partnership with it to realise its dreams and aspirations in a mutually beneficial relationship.</p>





3.2 Bougainville Vision 2052 House

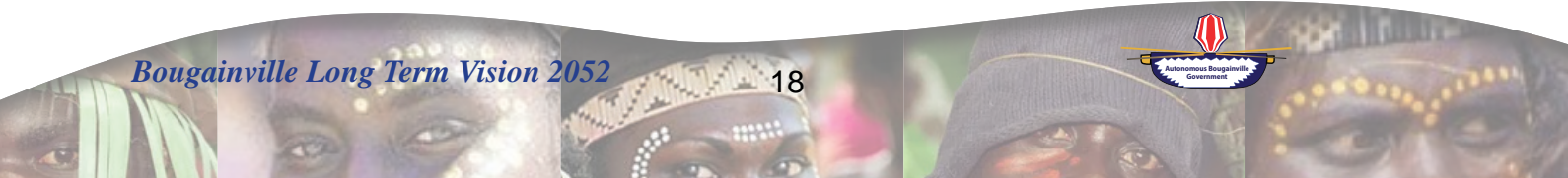
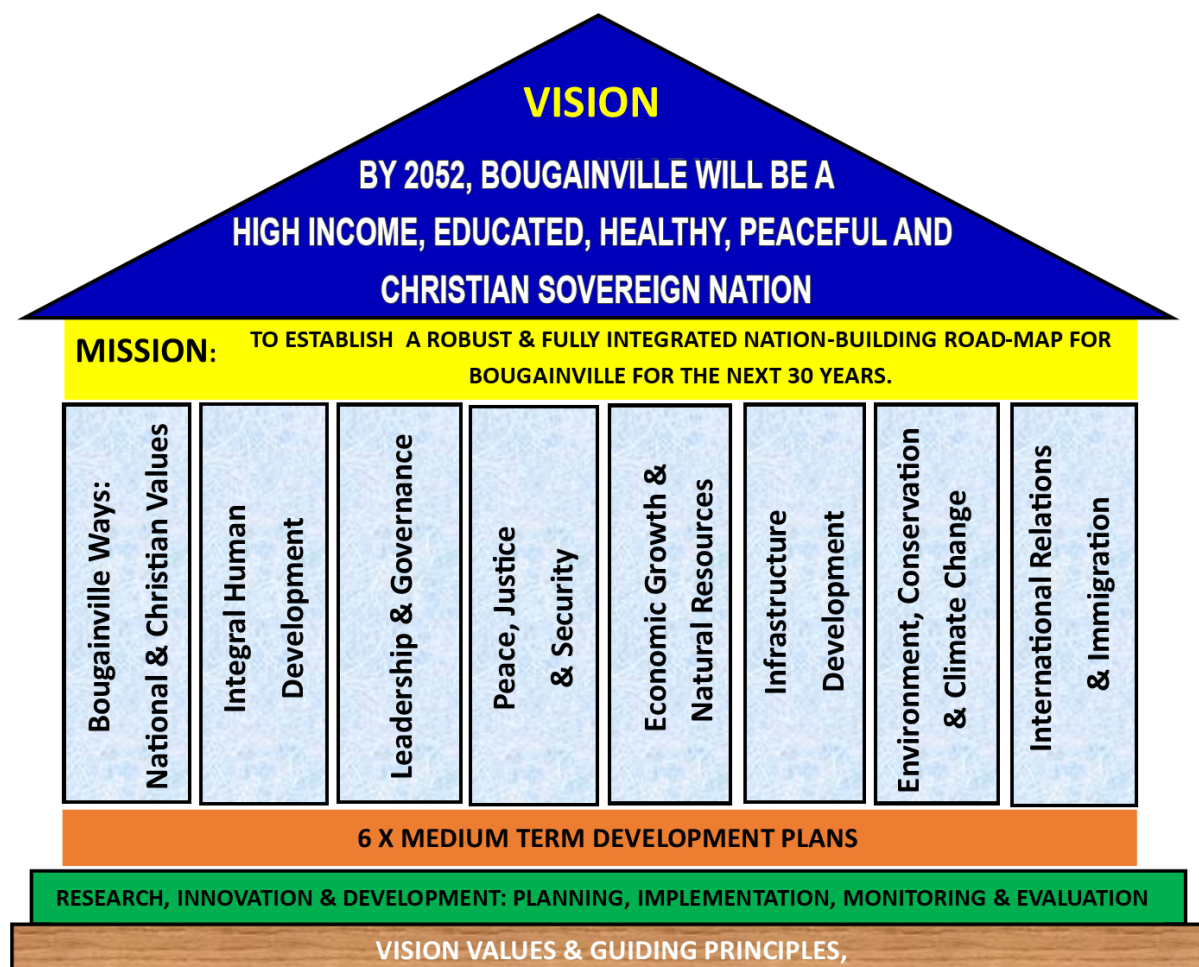
The Toroama-Nisira Government’s Strategy 5, as outlined above, is about long-term planning. In his inaugural speech (September 2020) President Toroama said, “Bougainville must have a long-term blue print. Bougainville must establish a high-powered Planning Secretariat that will help us dream big into the future, innovate, and reach new heights”.

This commitment led to the establishment of the Bougainville Strategic Research and Planning Secretariat which has been tasked with the responsibility of putting together a blue-print document after community wide consultations including political leaders, public service, and subject-matter experts. This is now in draft form and is being circulated for final commentaries before its submission to Bougainville Executive Council and public launching.

The 30-year Bougainville 2052 Plan has several key components comprising of its 30-year vision and final goal, its mission, pillars, medium term strategic plans and their milestones, and foundation values and guiding principles.

This is the pictorial image of our Vision 2052 House, Our Road Map for the next 30 years:

Figure 4: Bougainville Vision House





<u>Vision</u>	By 2052, Bougainville will be a high-income, educated, healthy and peaceful sovereign nation.
<u>Mission</u>	To develop and diligently sustain a robust and fully integrated nation-hood building road map for Bougainville for the next 30 years”.
<u>Pillars</u>	<p>Vision 2052 is built on eight (8) strategic focus areas which are referred to as its pillars. The eight pillars are:</p> <ol style="list-style-type: none"> 1. Bougainville Ways 2. Integral Human Development 3. Leadership & Governance 4. Peace, Justice & Security 5. Sustainable Economy & Private Sector 6. Infrastructure Development 7. International Relations 8. Environment, Conservation & Climate Change <p>Each pillar has a goal that it must achieve by 2052. Overviews and challenges are discussed in the different areas comprising each pillar. This is followed by discussions on the different strategies and actions needed to drive growth and improvements in each area within each pillar over the Vision period. Finally, targets are given for each milestone under each pillar.</p>
<u>Medium Term Development Plans</u>	<p>Normally Medium-Term Development Plans are aligned to the parliamentary cycle of five years to enable every new government to have their own five-year development plans. In Bougainville’s case, this will be different. MTDPs or 5-year plans will be aligned to the greater cause of ensuring continuity in our 30-year Vision of becoming a strong and prosperous nation by 2052.</p> <p>Planning for MTDPs will be guided by our Strategic Focus Areas or Pillars and the targets that have been set out for each MTDP. Over the vision period, there are six (6) 5-Year Medium Term Development Plans with specific themes or milestones that will guide the development of policy priorities, strategic objectives, define activities and propose annual budgets.</p> <p>The six 5-Year Medium Term Development Plans’ milestones (what each MTDP will have achieved by the end of the 5-year term) are:</p> <ol style="list-style-type: none"> 1. MTDP 1 – Independence Readiness 2. MTDP II – Sovereign Bougainville 3. MTDP III – Broad-based Economy 4. MTDP IV – Socially Equitable Nation 5. MTDP V – Regionally Competitive Nation 6. MTDP VI – A High-Income, Educated, Healthy & Peaceful Sovereign Bougainville <p>Recommended strategies and targets for each MTDP focus on outputs and outcomes that need to be achieved in order strengthen each pillar and in turn deliver on the long-term Vision.</p>
<u>Continuous Improvement Mechanisms</u>	The sustainability of Bougainville’s Long term or Vision Plan is dependent on the systems, values, resources, and principles that it adopts at the start of its long-term journey. It is envisaged that along this journey, significant changes are bound to take place induced by both internal and external forces. One of these major changes is the transition from autonomous government to final independence. That alone is going to trigger major reforms in legislations and systems that may not be foreseen now. This part of the vision also encourages a mindset within ABG to strive to always be looking for better ways to do things. This search for innovative ways of doing things leads to the evolution of services,





products, outcomes, workflows, and other aspects of the organisation so it becomes more optimal and efficient over time.

This Vision Plan is therefore subscribing to a Continuous Improvement Framework to support the research and development and planning, implementation, and monitoring as part of the Vision Plan. The framework recognises that ABG must incorporate the following units as part of the implementation, monitoring and improvement process:

1. Research, Development & Innovation (R&D)
2. Planning, Implementation, Monitoring & Evaluation
3. Resources (Financial, Asset ownership, Human Capital, Policies, Legislations, Systems & Processes)
4. Guiding Values & Principles

4 EIGHT (8) PILLARS – STRATEGIC FOCUS AREAS

The eight pillars in Bougainville’s Vision 2052 Plan comprise the Plan’s strategic focus areas. They form the basis for the restructuring of the public service and its functions at the time Bougainville exits from PNG’s sector-based system on the eve of Bougainville’s Independence any time between 2025 but no later than 2027. The pillars or strategic focus areas also provide the basis for medium- and short-term planning.

4.1 PILLAR 1 - BOUGAINVILLE WAYS

4.1.1 Goal

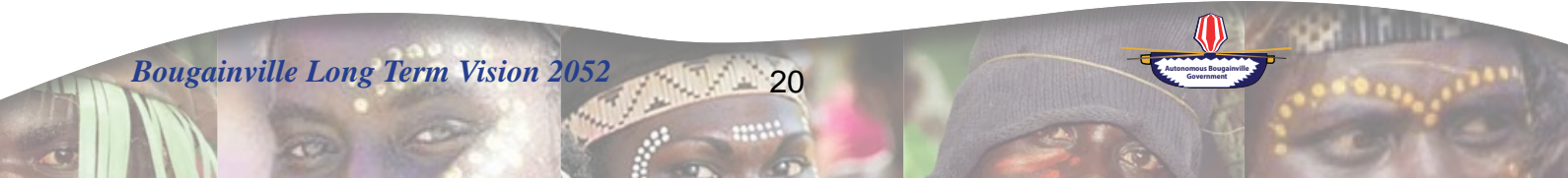
By 2052, Bougainville will have developed a uniquely “Bougainville Ways” of conduct based on its culture, tradition, heritage and Christian values and principles.


4.1.2 Overview & Challenges

Every nation and ethnic group have a set of unique ways that distinguish them as a distinct group of people. These unique ways may be language, culture, national dress/colors, may be forms of greeting, or ceremonial challenges or forms of conduct in everyday life. The Fijian way for example is illustrated by the kava bowl in the centre of a circle and the clapping of hands as the kava bowl is shared around. The Haka is a symbol of the New Zealand Maori’s. Bougainville is strongly rooted in traditional culture and values, a strong belief in family, clans, and community and by Christian values and principles which should shape and define the Bougainville way.

The creation of an independent Bougainville nation will naturally lead to the emergence of uniquely Bougainville ways and character that will shape the conduct of citizens in their everyday life in the community, in various social relations, in government affairs, in business and international relations. The Bougainville ways should permeate in every aspect of life of individual citizens and as a collective society.

The Bougainville ways must define and incorporate strong values of **respect, integrity, honor, and trustworthiness** inherited from customary and Christian values that add value to the type of Bougainville





society we want to live in. The Bougainville ways must lead to peace and **harmony, efficiency, and integrity** in the social, public, and economic way of life. Bougainville ways must permeate the service delivery in terms of type of education and health care and sports services are conducted. Most importantly Bougainville ways refers to the emergence of cultural, and Christian values of **humility, honor and respect** that uniquely define us as Bougainvilleans.

The development of Bougainville ways or character is propagated from traditional and cultural norms and traits of **integrity, respect, honor, peace** that are inherited from our forefathers and ancestors and passed on from generation to generation through traditional dancing, folklore, and sacred initiation rites like the Upe culture. Bougainville ways is the glue that will hold the society together as one big national social unit of identity.

Bougainville Ways is about identifying and incorporating aspects of the cultural traditions, values, leadership structures and social forms of organizations that add value to modern Bougainville society. Cultural and traditional values of leadership, personal conduct, marriages, respect for elders and property including land and gardens are being passed on by our ancestors by way of mouth.

There are customs and rituals that contain these values that being handed down over the years. The Community Government system has usurped the traditional chieftain system and due consideration needs to be given to how their roles can be incorporated into the modern Bougainville governance structure. The clan system draws their membership with the four main clans namely: Manta, Bakoringko, Barapang, Kuravang and Singiro but with different names in other regions of Bougainville.

Marriage within clans is not allowed. These clans originate from the South and extended membership through Central and as far away as Buka in North Bougainville. Bougainville is a predominantly matrilineal society where ownership of land rests with women. The exception are the Buin area and atolls of Bougainville where land ownership is based on patrilineal lines. The payment of bride price varies from different areas. Bride price is paid in most areas of Bougainville except for the Nasioi areas of Central Bougainville where bride price is not paid. The way forward for Bougainville is to allow culture and personal choice to determine payment of bride price for the modern Bougainville.

The customary practices of dispute resolution vary slightly and need to be properly documented in order to provide a framework for reconciliation throughout Bougainville. The responsibilities for cultural affairs must be vested with key departments that promote Bougainville culture with responsibilities for modern cultural schools or more sacred Upe initiation ceremonies designed for the young males. Cultural schools should be established at each region or traditional culture and ethics can be incorporated into the education system and taught from primary schools to secondary schools. Cultural traditions have been handed down over the years through word of mouth passed on from one person to the other. These have been done through rituals and initiation ceremonies where knowledge is passed to the next generation. The most famous is the Upe culture that is extensively practiced in many parts of Bougainville. During the Upe seclusion period, where the young men go through a sacred initiation ceremony that lasts for more than a year.



The teaching of Christian ethics and moral values need to be incorporated into the education curriculum from early childhood to secondary schools. Resurrecting the Sunday School programs in all churches will not only contribute to cultivating Christian values but also reinforce literacy and numeracy. All Bougainvilleans belong to one Christian denomination and as a result, Christian values have significantly influenced Bougainville ways of living. The main Christian denominations are Catholic, United Church, Seventh Day Adventists, and other minor charismatic churches such as the Assemblies of God and Christian Revival Church. The fundamental Christian belief in God and His Son Jesus who died on the cross remain the same despite the multiplicity of denominations. Christian values of love for each other, service, forgiveness, wisdom, respect for each other and peace. In summary, the values relate to relations with others, dressing, spending of money and relationship to others.

The mainline Churches are heavily involved in providing health and education services on-top of their missionization and proselyting work. The government has been supporting these activities by paying salaries of teachers and health workers and need to do more by supporting their programs and involving the churches in other development work. Churches can play an important role in providing business training and law and order awareness.

The preservation of traditional and cultural practices in shaping values and systems have been challenged by the modern education system as most Bougainvilleans go through as part of the modern education system. The way forward is to use the education system to reinforce these values and promote uniformity of values and create a harmonious Bougainville society.

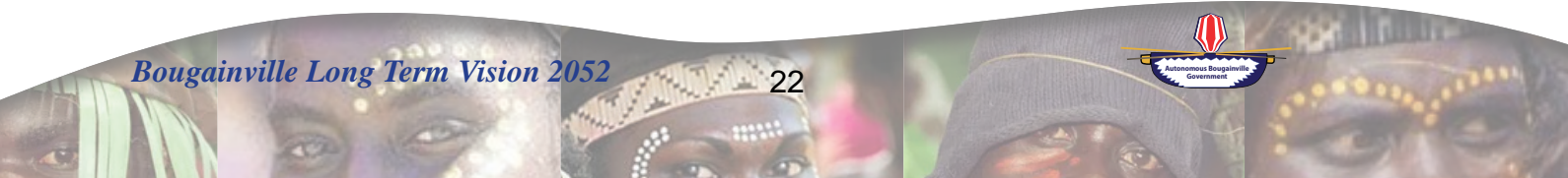
Fostering patriotism and national pride is enhanced through the creation of a Bougainville identity through the development of uniquely Bougainville official symbols that adds to unity and creates a sense of patriotism. The Bougainville flag, official crest and emblem, and national anthem are used in official and government ceremonies. The Bougainville flag encrypted on it is the Upe against sea blue background and black contours and as a result blue and black and red have been adopted as the official colors. Further symbols that enhance Bougainville ways and identity are having a national costume and dress, a national Bougainville cuisine such as the tamatama from the Nasioi and a national drink perhaps. It is recommended that the cocoa and coconut drinks become the national drinks following the fact that cocoa is grown widely in Bougainville. The selection of a popular Bougainville tree will complement the unique set of Bougainville symbols. There is a need to select a unique bird or animal that is uniquely Bougainville to the set of Bougainville symbols.

The holding of sports events and promotion of an official Bougainville sport either soccer, rugby league and sports tournaments in Bougainville will encourage the sense of participation and Bougainville spirit. Bougainville need to field its own teams to participate in international sports such as soccer, boxing, and rugby. The fielding of a Bougainville team to participate in the Olympics, Commonwealth and South Pacific Games is important to create the pride as Bougainvilleans.

4.1.3 Strategies & Actions

We will take several actions to develop a strong and modern “Bougainville Way” that blends our traditional and cultural heritage with Christian beliefs and values.

- Formulate policy on Bougainville ways and identify key features of Bougainvillea ways
- Develop strategies (ways) for promoting Bougainville ways.
- Identify lead Government and Civil Society organizations for promoting Bougainville ways with all Government institutions participating in implementing and promoting the Bougainville ways.
- Bougainville ways need to be utilized in the economic, social, and political arrangements such as in commercial agreements and products.



- The Department of President and BEC will be responsible for the upkeep of national symbols such as the flag, crest, national anthem, national oath etc.
- The responsibilities for cultural affairs must be vested with a key department that promotes Bougainville culture with responsibilities for modern cultural schools or more sacred Upe initiation ceremonies designed for the young males.
- Cultural schools should be established at each region.
- Traditional culture and ethics can be incorporated into the education system and taught from primary schools to secondary schools.
- The establishment of Churches Council
- Support provided to the churches to carry out their work
- The teaching of Christian ethics and moral values need to be incorporated into the education curriculum from early childhood to secondary schools.

4.2 Pillar 2 - INTEGRAL HUMAN DEVELOPMENT

4.2.1 Goal

The true wealth of any nation is in the strength of its people. Maximising the overall health, education, and quality of life of Bougainville is integral to the development of a strong, fair, and progressive nation.

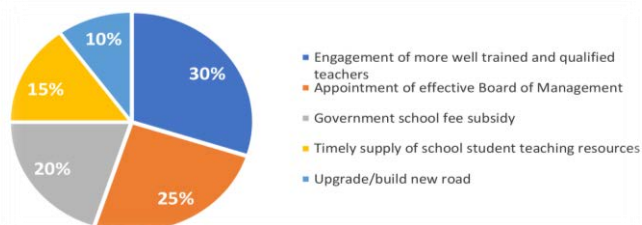
4.2.2 Overview & Challenges

EDUCATION SERVICES

Current education system focusses on literacy, numeracy, and general knowledge formation from early childhood through to Grade 12 with little employable skills. Whilst universal literacy and numeracy is essential at the lower to mid-levels, the curriculum will need to be reformed, to introduce streaming, between academically gifted kids and the bulk towards producing skilled citizens (technical education) that can create productive employment in society. The new education system should also be internationally competitive and aimed at increasing investments that yield high returns and form a basis for long-term economic growth. At the same time, some attention should be given to educating and skilling the young out-of-school youths.

Access to quality education in the initial years of life will be ensured through increased investments in early childhood development to achieve universal pre-primary enrolment rates by 2052. All classes will reach middle-income standards for pupil-classroom and pupil-teacher ratios by 2032. Teachers must be equipped to deliver an education that provides all students with the capabilities to continually improve their skills and productivity.

Figure 5: Main enabling factors for delivering educational services across Bougainville



Source: Bougainville Socio-Economic Baseline Survey, January 2021





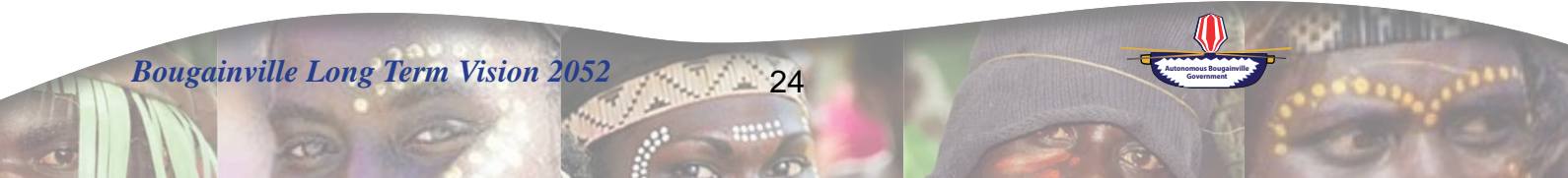
Integral Human Development is about addressing the total and holistic development of the human being in a manner that cultivates the social, economic, political, cultural, personal, and spiritual aspects of life. This view of human development includes the three core values of the development of the human being - (i) sustenance, (ii) self-esteem and (iii) freedom.

Sustenance recognises that all people have certain basic needs without which life is not possible. These basic needs include food, shelter, and protection. Self-esteem is about having a sense of worth and self-respect. Freedom is about being free from servitude when economic gain increases the range of choices available to the ordinary people to decide who to be, what to do and how to live. Bougainville Vision 2052 need to take a holistic approach in planning for human development by addressing all these aspects of human development. The plan must aim at providing all citizens a higher standard of living for them to meet their basic needs considering the right to be educated, to live a healthy life, meet sustenance needs for food clothing and water, right to permanent housing, proper sanitation and to live in peace and security.

Bougainville has an obligation to achieve the 17 Sustainable Development Goals (SDGs) adopted by all the member states of the UN to end poverty and all its dimensions and craft an equal, just, and secure world. In brief the SDGs are to end poverty, hunger, ensure healthy lives, inclusive and quality education, achieve gender equality, ensure availability and sustainable management of water and sanitation, access to sustainable energy and promote sustainable economic growth. The cause of human development will be greatly supported by deliberate government policies and programs that promote economic development that will in turn provide income and employment opportunities. The Government must be able to deliver the right basic education and health services. Policies to enhance and promote sustainable economic development must be geared towards a quality education and technical training program to achieve a high standard of competence by empowering them with a high level of basic education, industry relevance in training programmes effective programmes for mid-career training and nurturing important human resource qualities, such as the work ethic and creativity.

Human development index (HDI) has replaced per capita income as a better measure of human well-being. This is because per capita GDP as a measure of income that accrues to a nation did not provide an accurate indication of the distribution of income and quality of life of the people. The human development index is a composite measure that considers the three factors of life expectancy, education, and income levels. The human development (HDI) for Bougainville in 2020 was calculated at 0.595. This is in comparison to 0.56 for PNG, 0.74 for Fiji and 0.57 for Solomon Islands.

The population of Bougainville was estimated at 249,000 in year 2011, 300,000 in year 2020 and 318,000 two years later in 2022. The population of Bougainville is expected to grow to 432,000 by 2032 and 943,000 by 2052 based on a 3% population growth rate. The faster growth rates will result in high population densities creating pressures on the land and the need to achieve economic growth. The higher population growth rates leading to 2052 will stretch Government's ability to provide services and development. The current trend requires an integrated approach to ensure a decline in fertility that will not exert pressure on traditional natural resources (land, forests, rivers, seas, community life) management and put pressure on Government's efforts to achieve the vision for an educated, healthy, peaceful, and high-income sovereign Bougainville by 2052. Bougainville should aim to achieve a decline in fertility backed up by essential investments in human capital development and economic reforms so that the country has a healthy, well educated, and highly skilled labour force in gainfully employment. A population census is urgently needed to provide an in-depth understanding of demographic trends.



4.2.3 Strategies & Actions

Education

The Bougainville education system should place greater emphasis on delivering science, technology, engineering and mathematics courses for young boys and girls across all levels of education to position us amongst the technology competent nations. Bougainville must aim to become a leader in the Pacific in technology and innovation by 2032. The continued development of a market-driven technical and vocational education and training (TVET) system will be crucial to train and upskill workers to meet the needs of the changing labour force demand while prioritizing study based competitive areas for all with special focus on ensuring equal access for women and girls. Accordingly, the curriculum for different levels of education will ensure adaptability to present and future new types of skills need.

Bougainville must aim to achieve digital literacy for all by 2032 and sustain it going forward to ensure inclusive participation in a knowledge society and attain new levels of productivity for the labour force. The establishment of Bougainville university and allied tertiary institutions is necessary to building a stronger and competent Bougainville society. More efforts will be ensured to maintain a high enrolment rate for both boys and girls up to tertiary education. Investments in Higher Learning Education will be increased to build capacity in Research and development and increase attainment levels. A concerted effort will be undertaken to strengthen linkages between the academia and industry. Gross Domestic Expenditure on Research and Development as percentage of GDP will increase by 2032 and 2052.

Universal and quality education

Universal access to quality education from Early Childhood to Grade 12 is a noble global goal that Bougainville has been aspiring towards. A review of education in Bougainville revealed that even-though considerable progress has been made in the last decade on improving student enrolment, this has also compromised the quality of education. A major issue in education in Bougainville is that many schools lack sufficient permanent classrooms, libraries, science labs, clean water, and sanitation facilities to provide students with an adequate and safe learning environment. Teacher housing and teaching aids need to be improved. The training of teachers is of paramount importance, hence the first step to improve the quality of education is to train all teachers to degree level whether they are early childhood, primary and secondary school teachers. All teachers in the education system who do not possess university degrees must be required to upgrade to university degree level. The other aspect of improving quality is to provide adequate teaching aids. The classrooms must be of good standard with the appropriate teaching facilities. The conditions of teachers in terms of remuneration needs to be of a standard that adequately compensates the teachers for the effort and long hours committed to teaching. This is not to mention the living conditions of teachers in terms of housing with proper toilets, electricity and running clean water that needs to be improved in all schools. However, universal access to education is difficult to achieve in the wider community values and attitudes are not conducive to this endeavour especially the pressure exerted on school children (and especially girls) by out-of-school youths.

Early Childhood Training

The development of character of the nation will depend upon the development of children in their early formative years. A good early childhood training is essential to support the parents in forming good habits and character development traits. Lack of parental training in the homes means children's character is formed with peers on the streets contributing to law & order problems. The incorporation of early childhood development necessitates the need for Bougainville to seriously look at the incorporating early childhood education into the Bougainville education system. The development of a good curriculum should be carried out and there is a need for building classrooms.



Technical & Vocational education

Technical and vocational training is important to fill in the skills gap required for a growing economy. There is a need to train tradesmen in trades such as electronics, carpentry, motor mechanic, electrician, plumbers, and fitters. There are now two technical schools and five vocational schools currently operating in Bougainville and the objective should be to build at least three regional technical colleges and one vocational for each district. Bougainville currently has a skilled base of less than 300 competent tradesmen and thousands of other people self-taught with home-grown artisan skills mainly in the motor mechanic, carpentry, and plumbing industry. Bougainville needs a productive and skilled workforce going into 2052.

The majority of Bougainvilleans are unskilled and in the informal subsistence sector. There is a need to prepare for the structural transition of the workforce from surplus labour in agriculture to other economic sectors of service and industry will grow spontaneously, paying particular attention to youth and gender-specific impacts. In the medium term, mass jobs will need to be created in low-end, low-wage economic activities and whilst in the long run, jobs will need to be created in high value-added products and services resulting from the specialised extension services in agriculture, knowledge-based services in IT and Finance and light manufacturing. The open of the Panguna mine as a catalyst to broader economic growth is essential in the human capital formation of Bougainville.

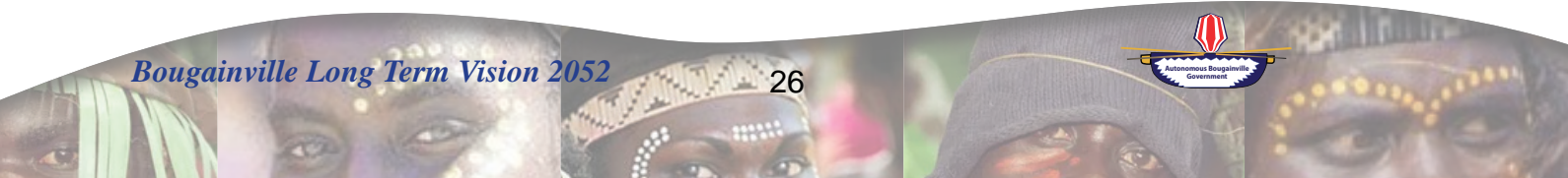
Schemes to develop young talent amongst talented young men and women with attractive projects that can generate productive jobs for others will be supported. Promoting creativity and an innovation culture, especially among youth, and supporting talented youth to realize their potentials will promote the creation of future jobs. Schemes to encourage Bougainvilleans to experiment with new ideas, take on risks, learn from failure and have the resilience to try again. Research is needed to investigate process, social and organizational innovations that can be promoted in addition to product innovation to foster a culture of innovation that is focused on problem solving. Consideration ought to be given to provide tertiary-level technical education and research.


University of Bougainville

An independent Bougainville is going to require highly skilled and professional workers. It is therefore expected that as economic growth and development increases the demand for highly skilled manpower will also increase such as engineers, doctors, lawyers and accountants, mechanics, and clerical assistants. Higher education includes universities and higher-level educational institutions that can produce skilled manpower of international standard. The process of establishing a Bougainville own university should begin with the passing of a Bougainville Higher Education Act then followed by enacting a University of Bougainville Act, and then ensure that Grade 12s classes are producing no less than 2,000 matriculation students annually. This figure is possible to achieve within current high school establishment (eg.200 grade 12 students per ten high schools) but requires very specific and targeted planning considering the specific infrastructure needs of every secondary school in Bougainville – such as adding additional facilities. This would mean increasing the number of grade 12 classes in high schools.

Adult Literacy and Alternate Pathways

Most Bougainville citizens (80 percent) live in rural areas and a significant proportion of them are illiterate. There is a large illiterate youth population who grew up during the crisis but many have picked up trade skills (carpentry, bricklaying, mechanical, plumbing, welding, electrical) through experience. This group could be educated and skilled through alternate pathways such as adult literacy programs, trade accreditation schemes and FODE and TVET to provide better opportunities for students leaving the school. Acquiring literacy, knowledge, and technical skills for most of the population living in rural areas





and who are locked up in the informal sector is essential so they can comprehend the changes in technology and contribute better to society.

Projections for schools' enrolment from early childhood to Secondary levels till 2030 is needed. The requirements for teachers and classrooms till 2030 can be estimated from this. The same estimates for technical colleges can also be made from this.

Health

Bougainville Vision 2052 must ensure that investments in the health sector are aimed at improving quality health care and to achieve all Sustainable Development Goals (SDGs) towards improving maternal, neonatal, infant and under-5 mortality rates. The rugged mountainous terrain for Bougainville where significant populations live make delivery of health services difficult. Bougainville currently has one major hospital in Buka, two 39 supervising health facilities, i.e., health centres and sub-centres, four (4) newly built community health post and about 220 aid posts which 51% are open to this date. There are 14 medical officers, 14 health extension officers, 197 nursing officers, 249 community health workers and auxiliary staff serving the 380,000 people of Bougainville. Three of these doctors are occupying administrative positions in the ABG Administration and hospitals. This is far short of the WHO recommendation for one (1) doctor for every 1,000 people.

Primary health care

Primary health care for Bougainville should be given priority aimed at preventing health disease outbreaks. Primary health care is aimed at educating individuals and communities to take preventative measures such as practising and adopting good hygiene and having cleaner environments, good sanitation of diseases. Family planning is central to family and community health. 63% percent of households do not currently have proper toilets and use for toiletry.

The setup of a good health system in Bougainville is important in enforcing the message and drive for primary health care, the Aid Posts, Health centres, the community health posts, district Hospitals. Each region in Bougainville operates maternal health services that carry out primary health care, each district Health offices operate the Community Health Services programs that conduct mobile services for immunization and antenatal clinics at village sites, schools, and markets. Health Posts, usually staffed by one nurse and one midwife, provide curative and preventive care and health promotion programs.

Specialist Hospital, Three Referral Hospitals, 13 District Hospitals

The Bougainville health system must aim to provide cardiac, renal, and palliative health care services from 2025 onwards. A Specialist hospital will be built to reduce travel overseas seeking expensive specialist treatment. Three referral hospitals will need to be built for each region by 2032. Thirteen district hospitals will need to serve each of the 13 districts.

Pharmacies and other non-specialised retail shops that currently sell medicines to the public, often without a prescription, will be regulated to ensure appropriate standards are met. The health system will also be strengthened by developing capacity in institutions that support health service management and training and the facilitation of quality care.



Maternal and Child Health

Maternal deaths during child birth is quite high and needs to be addressed. The infant mortality rate is of concern that needs to be addressed in the life-time of this Vision 2052. The health of the nation rests with the health of the mother who has the primary child bearing and nurturing responsibility. Therefore, it makes sense that the focus of the Bougainville health care system must focus on maternal and child health. This will be done by improving maternal health by increasing access to high quality pre-natal, delivery, post-natal and family planning health services so that by 2032, 70% of pregnant women will receive antenatal care at least four times and 65% of women will have an assisted delivery. This will be followed by improving emergency obstetric care through the recognition, early detection, and management of obstetric complications at the community and referral level.

Human Immune Deficiency Virus (HIV)

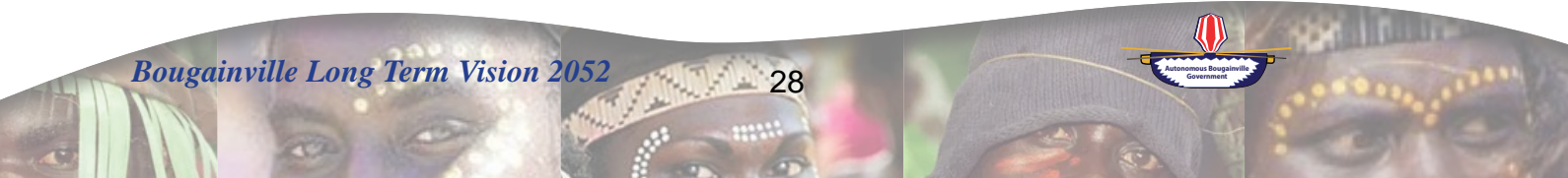
The prevalence of HIV in Bougainville is undeniable and is found to be present in all major centres of Bougainville. There is a need to improve HIV-related services to high-risk groups. HIV counselling and testing, community outreach and socio-economic support must be made available to the general population. There is a need to develop strategies to prevent further spread of HIV infection and to mitigate the impact on individuals, families, and the community.

Family Planning

Planning family size is important to have quality families and improved services. This must be accompanied by focussing on adolescent reproductive health services and we will empower individuals, families, and the community to contribute to the improvement of maternal care and reproductive health services. The collection and analysis of data in relation to maternal health services must be improved. Aggressive programs need to be adopted for both men and women toward reducing the fertility rate from 3% to high income countries standards of 2 births per woman by 2032. In addition, reproductive health information and services will be increased to avoid unplanned pregnancies and sexually transmitted diseases with particular focus on the youth. This will be accompanied by offering a comprehensive health care system including quality care for non-communicable diseases and commonplace screening for preventable forms of cancer, like cervical cancer.

Infant Mortality

Mortality of under-five children continues to be a problem in Bougainville. Some attention if required in improving under five mortality rate (which refers to the number of children per 1,000 who died before their fifth birthday) and infant mortality rate (which refers to the number of children per 1,000 who died before their first birthday). Providing a clear-cut strategy to improve, expand and maintain the quality and coverage of preventive and curative services to newborns, infants, and children in order to reduce infant and child mortality. This will be achieved by developing a comprehensive child health policy, improving the capacity of the health system to support the delivery of integrated, preventive care for newborns, increasing access to and the quality of immunisation services, and improving the referral system in order to better respond to child health needs. The Bougainville child health program should aim to achieve 90% immunisation coverage rates for polio, measles, tuberculosis, diphtheria, and hepatitis B by 2052.

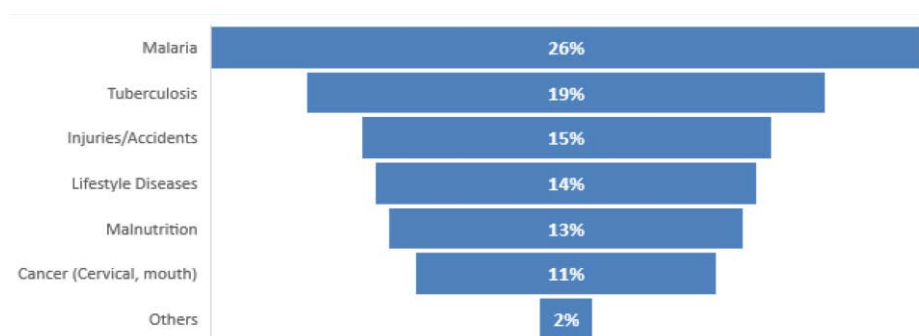


Communicable diseases

The eradication of controllable diseases is an enormous challenge for Bougainville going forward to 2052. The failure to address these major health scourges imposes significant costs on the economy as they affect productivity and availability of labour. Malaria is the most common killer disease that needs to be addressed by the Bougainville health system as it is a major public health problem and the leading cause of morbidity and mortality with.

The eradication of TB is also a public health problem in Bougainville that needs to be addressed. The latest estimates suggest that the incidence of new smear positive TB cases is 145 per 5,000 annually, which is the highest in the South Pacific region. There is a need for an overall program eradicate TB by 2052.

Figure 6: Common diseases in the wards of Bougainville



(Bougainville Socio-Economic Baseline Survey, January 2021)

Nutrition

There must be adequate and the right nutrition for a healthy person – particularly child-bearing women and children. Low literacy and poverty can have negative ramifications on access by Bougainville women and children to a proper and balanced diet. In Bougainville, the nutritional status of children and adults is a matter that needs further investigation. These statistics is needed to assess the nutritional challenges facing our children and the required strategies to promote the diversity and consumption of locally produced food.

Mental health

It is estimated that 1% to 2% (1,000 to 3,000 people) of the population in any country requires mental health care at any one time and Bougainville is no exception. Drug abuse has contributed to its fair share of particularly young people in Bougainville with mental problems. The conflict and trauma associated with the Bougainville crisis contributed to people with mental problems the most common mental health disorders being depression, anxiety, and stress disorders. There are some fewer common disorders, such as psychoses, that are the most disabling and most sufferers need extensive professional assistance.

Dental health

High incidence of tooth decay (also known as carries) would be the most common dental health problem in Bougainville. Currently, there are 3 dentists and 10 dental technicians in Bougainville, with an average of one dental nurse per 15,000 people. All oral health workers are employed by the government and work



in hospitals and health centres spread across the districts. With treatment of dental problems beyond the capacity of the existing dental health workforce, we will focus on oral health promotion and the prevention of oral diseases, while making emergency dental care available throughout Bougainville.

Eye health

Vision impairment is an issue of major concern as usually people over the ages of 40 will have eye disorder of some kind (having worse than 6/18 vision in their 'better' eye). Usually cataract and refractive error, conditions treatable by surgery or spectacles, caused approximately 90% of vision impairment. To improve eye health, we will strengthen the capacity of our health workers to deliver eye care services and increase community participation in the eye care program through our Integrated Community Health Services.

Leprosy

Leprosy has been eradicated from most countries but there are still people suffering from leprosy in Bougainville. The strategy must be in place to ensure the prevalence rate is below the World Health Organisation leprosy public health indicator rate of 1 per 10,000 people. To ensure the leprosy rate continues to decline, we will continue to deliver strategies to improve the quality of the national leprosy eradication program and to empower the communities to participate in leprosy eradication activities.

The Elderly & Disabilities

The health of our elderly and people with disabilities also need to be better managed. The improved health service will mean that the number of citizens aged over 60 years is expected to increase in the next 30 years. Much of our ageing population live in rural areas and have difficulty accessing primary health care due to limited transport options, geographical distance, poor roads, poverty, or physical disability. Chronic illness and disability impose high ongoing costs on individuals, families, and societies. Poor health reduces the ability of older people to actively participate in and contribute to their families, increasing their isolation and dependence.

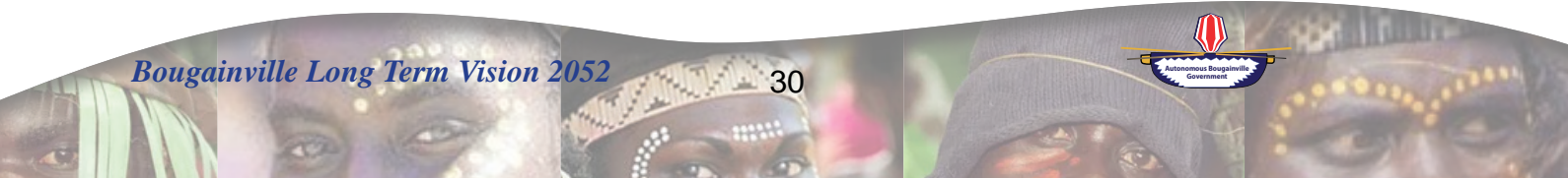
Health Professionals

The delivery of an effective health service system with maximum coverage is the key to the Bougainville health system. Bougainville currently has about 10 doctors with most of them working in Buka General Hospital. This is way below the ratio of one doctor per 1,000 population as recommended by the WHO. The estimated 75 doctors falls far below the total required 300 doctors according to the WHO recommendation. The training of doctors will continue to be sourced from the UPNG in Port Moresby.

There are currently two nursing schools in Bougainville with one graduating 40 trained nurses yearly but not equipped to meet the estimated 1,500 required if all health facilities are in operations. The capability for training of health technicians must be developed within Bougainville. There is however a need for Bougainville to establish a training school for aid post orderlies who are the front-line workers in remote rural areas.

Community Health Posts

Community Health posts should have at least one doctor, 2 midwives and 4 general nurses should be built in remote areas where is 10,000 or more people located one or more hours by travel to the nearest health centre or district hospital.





Aid Posts

Aid posts need to be built one for a village or cluster of villages with a population of up to 5,000. All aid posts must be manned by a qualified nurse by 2030 onwards.

Health Insurance

The Government should consider health insurance schemes aimed at promoting universal access on improving the quality of services offered. Building on expanded coverage and leveraging sustainable financing mechanisms the scheme will serve all segments of the population and help to continue stimulating demand for health services while reducing out of pocket expenditures on health.

Telemedicine (the provision of health services through modern communications such as WhatsApp) and development and application of advanced Health technologies will be promoted to deliver high quality health services to remote areas including the outlying atolls. This will also facilitate specialty training for medical doctors, improvement to medical research, reduce operating and administrative costs and increase patient security and data protection throughout Bougainville.

Medical Research and pharmaceutical industries

There is a need to encourage investment in pharmaceutical industries both in distribution and manufacturing which will contribute to lowering the cost of drugs and Bougainville becoming an exporter of drugs. A conducive environment will be created for medical research by developing critical skills in the STEM sectors from early in the education system.

Women, Youth and Sports

The mobilisation and harnessing of youth for development of an independent Bougainville should be an important agenda given that youths comprise sixty percent of the population. Most are illiterate, unskilled, and unemployed because of the crisis and its ongoing impact on society. Unemployment results in youths resorting to excessive alcohol consumption and other substance abuses that has resulted in deaths. There is a growing drug abuse problem throughout Bougainville because of the cultivation and sale of marijuana and home brew as income generating activities.

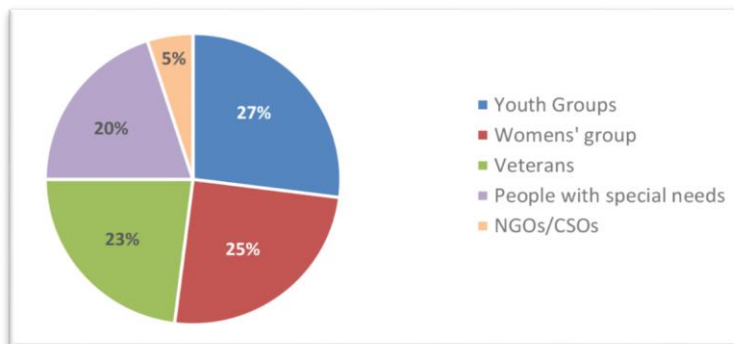
A better understanding (a youth survey) of the situation of the youth population is needed as part of a broader strategy in developing programs that would harness the latent and untapped energy of the youths. Such programs could include integrate social development skills with specific skills in any of the sectors such as agriculture, forestry, technical trade skills, fisheries, tourism, security, and others. With a little bit more planning, the surplus labour could be utilized in the redevelopment of the plantation economy.

The establishment of special youth programs for employment using infrastructure projects and training based on imparting certain skills are necessary to address youth unemployment and law and order generally.





Figure 7: Main interest groups across the wards in Bougainville



Sports

At the international arena, sports has grown into big business and has become a medium of displaying national identity. The “All Blacks” are synonymous with New Zealand while the “Springboks” and the Wallabies represent South Africa and Australia respectively in the sport of Rugby. The “Kumuls” have become the pride of PNG. Sports has also become big business with world cup soccer stars such as Argentina’s Lionel Messi earning about US\$75m per annum while an average professional player earns about US\$10m a year. New Caledonia, Fiji and Vanuatu have successfully ventured into professional sports and the earnings of the players are contributing to significant improvements in the social economic well-being of their families and communities back in the islands.

Most sports (such as soccer, volleyball, rugby etc) are team sports which entail character building (such as patience, tolerance, listening, cooperation, commitment, sacrifice, being a team member, playing by the rules etc etc) as well sports-specific skills development. All the values entailed in sports character building are indeed those values essential to living as a valued person in a community or society. *Such values can be upscaled into character building for the new independent nation of Bougainville under the Bougainville Ways Pillar.*

A comprehensive Youth and Sports development program (using the common sports codes of soccer, volleyball, athletics) could be designed and implemented starting at the primary school level through to the secondary and tertiary levels, in the communities, districts and regions. Such a program can also include the development of sports facilities such as stadiums and well-equipped training facilities.

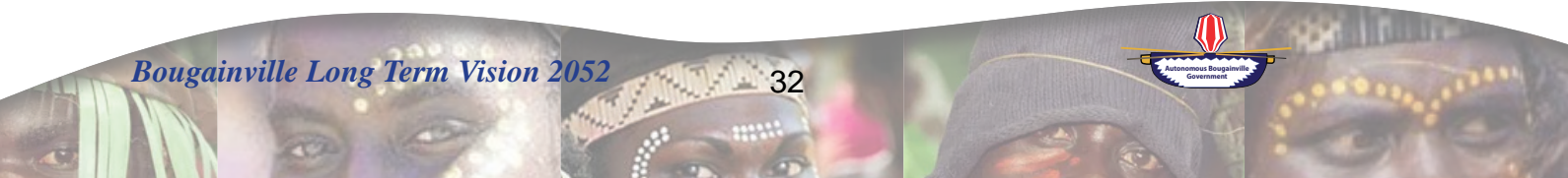
4.3 PILLAR 3 - LEADERSHIP & GOVERNANCE PILLAR

4.3.1 Goal

By 2052, Bougainville will have a responsive, transparent, and accountable leadership and governance regime that promotes “Zero Tolerance for Corruption” and demonstrating an exemplary leadership and governance culture at all levels of government.

4.3.2 Overview & Challenges

Leadership is the art and practice of leading people and organizations in order to achieve common goals which may remain unchanged or get changed overtime as society changes. The exercise of leadership requires skills, abilities and competencies needed to influence and mobilize individuals and groups of people towards a desired outcome either social, economic, cultural, religious, or political.





Governance refers to the rules, regulations and systems within each organization, community or society that regulate the ways leaders and the people make and implement the decisions towards achieving common goals or objectives. The application of these rules or systems are commonly shared and understood by the leaders and the people as they become institutionalized and embedded overtime and become norms of leadership and good governance behaviours. Because of the shared common knowledge, leaders and citizens can easily call for restitution when these rules & systems are not adhered to citing lack of good governance, transparency, accountability, integrity, equality, justice, and fairness.

Bougainville has four main organizational spheres in which Leadership and Governance is practiced and these are the Government (the Parliament, the Public Service, the Judiciary); the Churches (the Mainline Churches, minor denominations), the Private Sector (Companies & Businesses), and Civil society organizations (NGOs, Clans, Youth & Women's Associations, Farmers associations, Cultist movements etc). All these four levels of leadership and governance interact to maintain leadership and administrative cohesion of their members.

In contemporary Bougainville, political and administrative control have been identified in the three pillars and six strategies of the Toroama-Nisira Government as fundamental to the future development and growth of Bougainville. The blueprint for "*Independence Ready*" agreed to between the Bougainville and the National Government have settled to an independence timeline for Bougainville to become an independent nation "*no earlier than 2025 and no later than 2027*".

As we approach the date set for political independence, there is an urgent need for Bougainville to have in place the right public service machinery and structure critical for good governance and effective service delivery. The Bougainville Strategic Plan 2018-2022 categorically states that "Corruption in Bougainville is an issue of major concern to the people in the community and the leadership of government and that good governance practices, including transparency and accountability is required to effectively deliver goods and services to the people.

Selecting the appropriate political government system for an independent Bougainville is a critical issue for the people of Bougainville, particularly following the ratification of the referendum result for Bougainville and granting of independence. The ABG is a hybrid between the Presidential system and the Westminster System of Government where the President is elected by the people and constituency members elected to represent each constituency to represent them in Parliament.

There is currently no official opposition in Parliament indicating the lack of depth in democratic practices in parliament. The cabinet (the Bougainville Executive Council) comprises of the President and Ministers handpicked by the President ensuring all regions are equally represented in the cabinet. Bougainville may choose the US Presidential system where the President can select cabinet ministers from outside of Parliament. Presently Bougainville has an autonomous government that provides high-level political leadership in Bougainville. The important task of ensuring political control and the very political institution – the legislature- carries its work quite effectively falls on the parliamentary services. It is the responsibility of parliamentary services to ensure that parliament carries out its mandated responsibility effectively through leadership strengthening programs. The meetings of Parliament must be conducted on a regular basis as well as the work of the special committees.





4.3.3 Strategies & Actions

Good governance and corruption

The perception of corruption is an endemic issue that has stigmatized the Bougainville Public Service over the years and one that needs to be addressed in any future strategies and in the design of a new Public Service. The point was made that corruption was out of control stating that contract management was very weak with too many contracts being awarded in the absence of available funds, and too many are being executed without due diligence and compliance checks. The appointment of family members and clans-folks also adds to such perceptions. From the point of view of foreign investment, investors would be reluctant to invest in our economy where they see substantial sovereign risk and the only way to overcome is to demonstrate that Bougainville is a fair, transparent, and honest government, and that investments will be safeguarded and protected.

Community Governments

Bougainville has 140 community governments operating at the community government and constituent levels throughout Bougainville. Each of these community governments have about ten ward level committees that oversee development at the ward levels. There is a need to strengthen the capacity of the community governments to provide strong governance and leadership at the community levels. The responsibility for ensuring community governments capacities are strengthened falls under the Department of Community Government.

Community governments, as local level governments, are made up of ward representatives elected by ward constituents. Their proximity to the grassroot level makes them the appropriate forum for people to plan their own development. Their operational effectiveness is however of concern given their lack of funds and the lack of capacity to effectively plan and implement development projects.

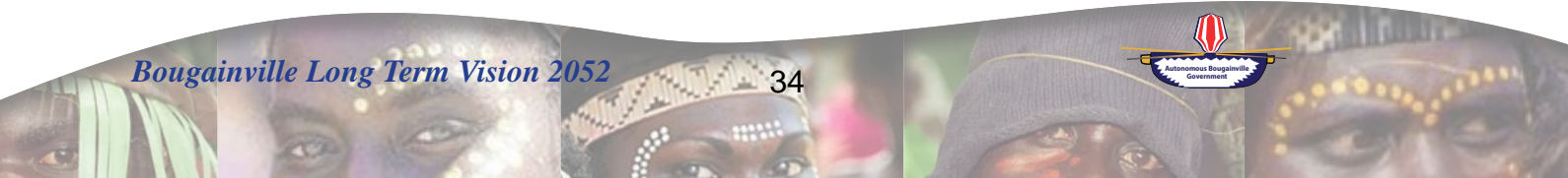
Clan System


Bougainville is endowed with a strong clan system which runs along the breadth and length of the islands. An example is the Manta or Kokomo clan that has members from the South of Bougainville to Buka in the north. There are six main clans in Bougainville; Barapang, Manta, Bakoringko, Batuang, Kuravang and the atolls also have their own clans in each of the islands. Consideration ought to be given regarding the role of clans in the final system of government. A suggestion is for a two-house chamber where the lower house can draw its members from the clan while the upper house members are elected.

Bougainville is a matrilineal society where women hold the important role of ownership of productive resource land. The present community government system has male and female co-chairs. Chairmanship rotates between these two co-chairs. The new constitution for Bougainville needs to give due consideration to the establishments of regional governments. The regional governments may need to draw its membership from the current House of Representatives and community governments. By doing this it avoids duplication, reduce costs and allows for scrutiny of governance and development at the regional level.

The Public Service

The performance of ABG's service delivery depends on the effectiveness and efficiency of the administration machinery. "Efficiency" is concerned with how well systems and processes work in the planning and execution of delivering services and development. The more competent officers are, and the more modern systems are, the speedier (timing) the decision making and the more efficient the administration will be. The current practice where it takes 4-6 weeks to approve and process invoices is the worst example of efficiency. The practice of internal recruitment of officers also doesn't enable the





public service to recruit the most competent officers. “*Effectiveness*” relates to the development outcomes derived from the investment of resources (funding, infrastructure, human resources, systems & processes etc) in the delivery of goods and services.

The concurrent dual lines of reporting of the Bougainville Public Service to the Bougainville Government and Waigani also leads to inefficiencies in communication, decision making and execution. Within Bougainville itself, there is structural mis-alignment between the Community Governments (as the local political unit) and the District Administration (an administration arm) rather than to the Bougainville House of Representatives. The present challenges facing the bureaucracy can be attributed to a public service oriented to serving a “*Westminister*” style government under the ABG Presidential-style of government. Administratively, the Public Service is still reporting to Waigani while politically it is answerable to the President and the BEC. The challenge for Bougainville is to design an administrative system suitable for an independent Bougainville.

Transparency and accountability are also essential elements of the governance as public promotes scrutiny results in improved public sector performance. It also improves management leading to more effective implementation of government policy and interventions and better services delivery and creating enabling mechanisms to promote ethical conduct, enforce legislations, enhance efficiency and effectiveness, promote transparency and sound financial management and accountability practices.

Administrative control is critical to ineffective delivery of services by the Government through better decision making and efficient use of resources in a way that strengthens accountability and stewardship of resources.

Given the above brief analysis, there is a need for a review of the public service to devise a relevant and robust public service system for an independent Bougainville. The crafting of the Bougainville Vision 2052 with its pillars provides the logical framework for reviewing the public service.

The review needs to focus on strengthening the core departments of government including Departments of the President and BEC, Finance and Treasury, Personnel Management and Administrative Services, Lands, Department of Community Government, Technical Services, and the Bougainville Tenders Board. These departments have the primary duty to ensure resources are expended in an efficient and transparent manner that ultimately addresses the Vision 2052 and pillars and socio-economic goals.

The work of the Organisational Capacity Assessments of the eight key departments noted very specific capacities and capabilities that need developing if those departments are to effectively conduct their mandated tasks. Much of that capacity (i.e. for a functioning public finance system, an effective recruitment system, a system for regular reporting etc) need to be established for the whole of government to work. Parts of this Plan are about building government capacity, e.g. reforming the Program Management Unit to coordinate the implementation of government projects.

4.4 PILLAR 4 - PEACE, JUSTICE & SECURITY

4.4.1 Goal

By 2052, Bougainville shall be a peaceful, safe, and fair nation where all citizens live in peace and harmony.





4.4.2 Overview & Challenges

Bougainville citizens possess an in-depth understanding of peace and justice from their experiences in the Bougainville Crisis and the reconciliation ceremonies, rehabilitation and restoration phases that witnessed reconciliation and peace ceremonies throughout. The restitution of wrong doing is an element of cultivating peace. The slogan “*peace by peaceful means*” and the governance functions captured in the BPA clearly illustrates the broadness of the concept of Peace. In broader terms, *Peace, Security and Justice* are states of being that concern the fundamental existence of persons as individuals and as a collective in a society as these notions concern with the entire hierarchy of human needs as described in the Maslows’ “*hierarchy of needs*”.

Peace, security, and justice are intertwined as none of them can meaningfully stand-alone without interacting with each other. They are also cross-cutting themes as peace, justice and security are outcomes of work undertaken in other pillars and sectors. But how do we define and operationalize such very broad concepts into tangible ideas that promote the well-being of citizens and the goodness of society as a whole? The following sections will attempt to answer this question by first defining and describing each of these notions and then suggesting strategies for cultivating them.

“**Peace**” is feeling safe, feeling happy and living a trouble-free life and is commonly understood as the absence of violence, conflict, freedom from fear and citizens living dignified lives. The absence of physical violence and conflict however does not automatically lead to peaceful living. A person may not be in conflict with anyone but may not live a happy peaceful life due to unemployment as a result of poor education and the consequent lack of income to pay for his/her daily needs and thus not live a happy and peaceful life.

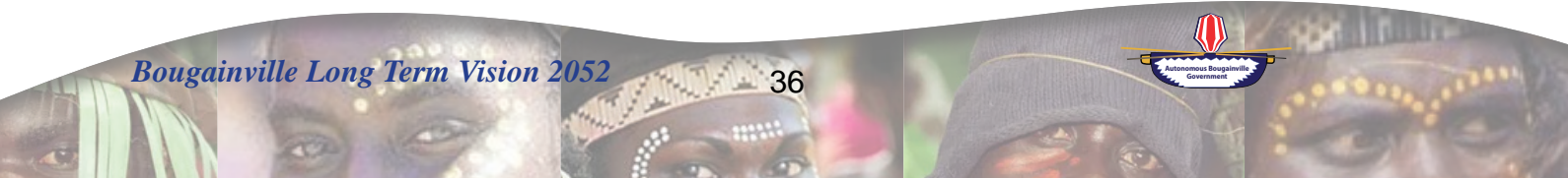
Peace suggests a healthy relationship at the individual and societal levels in matters of social, economic, welfare, the establishment of equality, and a working political order that serves the true interest of all.

Some common characteristics of Peace include freedom from quarrels and disagreement; harmonious relations, an undisturbed state of mind; absence of mental conflict; serenity, the absence of war or other hostilities, freedom from war or a stopping of war, public security and order, a tolerant society that allows expression of different opinions and so on.

“*Security*” refers to the state of being free from danger or threat that leads to peaceful living. Security does not only refer to the institutions whose function is to keep citizens and nations safe from both internal and external threats but also refers to the social, economic, and political systems that enable a feeling of security by individuals and all citizens as a collective. Some notions of security include:

- Social security – a sense of belonging & acceptance as a member of society – norms & systems relating to family, community, health, education, legal system; law & order etc.
- Economic security – a well - functioning economy (formal & informal access to natural resources, employment; income; food, housing, markets; finances
- It encompasses tolerance, disarmament, sustainable economic and social development, democratic participation, gender equality, freedom of expression and respect for human rights
- Environmental security – access to and proper management of all natural resources for livelihood and development
- Political security – a system of government that upholds the democratic values and interests of its citizens.
- The protection and observance of the human rights of citizens is recognized and guaranteed in the PNG and Bougainville constitutions and is also an important aspect of justice.

Justice - a common understanding of “justice” refers to the principle and practice of exercising *fairness, equality, accountability, and righteousness (legally & morally)* in the way a society conducts itself and





maintains balance between peace, security, and justice. Justice also has social, economic, and political dimensions in any society. Social justice *promotes fairness and equality in economic, educational and workplace opportunities and the same political and security rights.*

Characteristics of Justice include equitable access to social, economic, and financial services including equitable access to institutions that provide for the exercise of justice across different levels of society. Characteristics also include *compassion, empathy, and respect for the essential dignity of all persons, courtesy, patience, moral courage and high ethics, a reputation for honesty, integrity, and fairness, strong, dignified interpersonal skills that command authority, confidence, with an absence of over indulgence (pompous) and authoritarian rule.*

Values of Justice as with human rights, nonhuman rights are based on fundamental values and principles of justice such as liberty, autonomy, equality, and fairness. Examples of Social justice is **fairness as it manifests in society**. That includes fairness accessing healthcare, employment, housing, and more. In a socially-just society, human rights are respected and discrimination is not allowed to flourish.

A more important issue that is closer to home is the issue of peaceful communities and the maintenance of law and order within Bougainville society. The presence of peaceful law-abiding citizens sends very important messages to investors who want to invest in Bougainville.

The Bougainville Strategic Plan 2018 - 2022 listed law and order issues in Bougainville as family and sexual violence, drug, and alcohol abuse; lack of understanding of the rule of law and the need for law and order; addressing outstanding issues from reconciliation; the need to increase the reach of service delivery of national law and justice agencies; the lack of essential facilities such as rural lock-ups and housing; Community policing; Courts, Juvenile Centres and Prisons.

We now need to build on the achievements made and ensure the presence of broad-based peace, justice, and security throughout Bougainville.

4.4.3 Strategies & Actions

Draw down of all powers and functions relating to peace, justice, and security. This is essential of an independent Bougainville is to protect its citizens within its' political geo-boundaries.

Strengthening of Traditional Authority – when all else failed, it was traditional leadership that resumed authority and brought normalcy back to Bougainville. Traditional authority has been co-opted into the Community Government (CG) system and must be enabled to continue playing its role. Some restructuring is needed to better align traditional leadership with Community Governments and in turn better align the latter with the ABG political structure. As at current, CGs as political bodies report to the District Administration which is a public service arm. Also, the Constituency Member in the Bougainville House of Representatives is not a member of the Community Government.

Bougainville Constitution

The formulation of Bougainville Constitution is well advanced and its adoption is paramount to the overall peace and structure of the independent Bougainville state. The Constitution gives legal effect to Bougainville entity giving legal effect to the borders, the legal, government, social and economic structures for the independent state of Bougainville.





Legal System

The key challenge in administering and implementing law and order is to put in place the appropriate legal system and arbitration and policing systems for administering law and justice throughout Bougainville. An independent Bougainville will need to have its justice system beginning with the Supreme Courts, National Court, District, Local and village court systems. The Supreme Court with at least two judges will seat at the main headquarters. The national court will seat at the three regional headquarters. The district and local courts must be present at each of the 13 districts. The court system at the district court level must be present in each of the regions and ought to be adequately resourced with skilled and experienced magistrates and the appropriate facilities. The village court magistrates that deal with minor community issues including land mediation and incorporating traditional dispute settlements mechanisms need to be properly resourced with trained staff and facilities. All these aspects of the Legal system are being addressed in the new Constitution being drafted for an independent Bougainville.

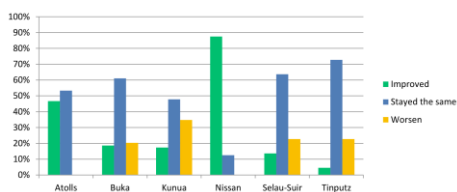
Police

The current police strength must be increased from the present 300 to 1500 to meet the UN standard for 1 policeman for every 300 people. This figure does not consider community or village peace officers for each village. There should be a police station for each of the 13 districts. There is a need to have in place an appropriately trained police service to provide law enforcement. The Bougainville police service must re-orient itself to a police force to effectively deal with the Bougainville law and order situation. There must be an adequate number of police personnel including volunteers who are disciplined and dedicated. There must be a properly built police holding bay for each police station.

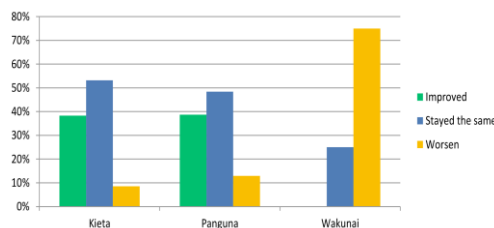
The community policing and village peace officers at the community level will assist the community leaders to maintain law and order at the community levels.

Figure 8: General perception on law and order in Bougainville

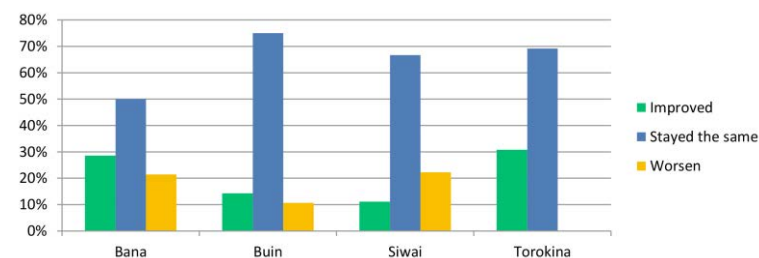
North Bougainville



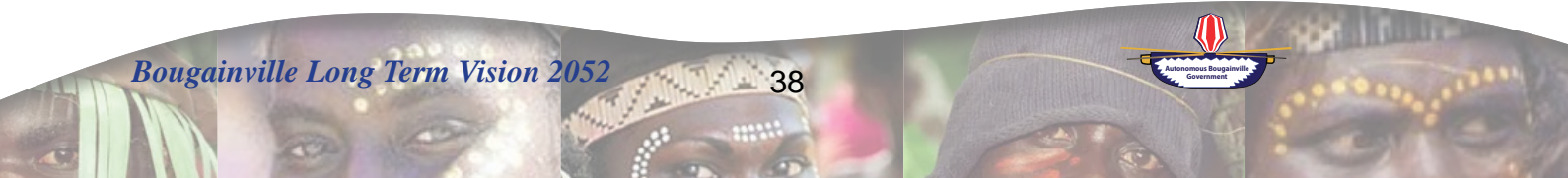
Central Bougainville




South Bougainville



Source: Bougainville Socio-Economic Baseline Survey, January 2021





From Prisons to Rehabilitation

A change of perception is timely in order to humanize the prison and jail system from being incarceration venues to rehabilitation centres. As a first step the Bougainville rehabilitation system needs to do away with the term prisoner from its vocabulary and learn to address those who fall out of favour with the justice system as assets to society rather than as undesirables. The construction of the so-called prisons like Kuveria jail must be built to reflect rehabilitation centres as centres for learning that can provide spiritual, social, education, and technical training to the offenders. The centre must be self-sufficient by producing its own food from the different agricultural activities within that will contribute food such as rice, fish, poultry, and piggery. Each rehabilitation centre must have a chapel and full-time pastoral team onsite to provide spiritual support to the inhabitants.

Broad based development and equitable distribution of Resources – this is an important matter for policy makers to ensure that resources and social economic services are equitably allocated to ensure justice and fairness to all citizens. The unbalanced development since the Crisis is well illustrated on Buka Island with the east coast road sealed 80% of the way and electricity connected while the west coast has neither a sealed road nor power connection. The west coast of North Bougainville receives less attention compared to other parts of Bougainville. While law and order issues are major obstacles to equitable development, prejudiced decisions should also be avoided so that all citizens have equal access to social economic benefits such as employment. There are numerous examples of such inequality in other parts of the region which impact on the quality of peace, justice, and feelings of security of individuals and communities.

Climate Change and Natural Resources can also impact on the peace and security of individuals and communities. Sea level rise has already displaced populations from the Atolls region who have lost the security of their means of livelihood. Natural disaster and prolonged wet or dry seasons also impact on the feelings of insecurity.

4.5 PILLAR 5 - SUSTAINABLE ECONOMIC GROWTH

4.5.1 Goal

By 2052, Bougainville will have built a modern, diversified, and sustainable economy based initially on mining and thereafter on agriculture, fishing, forestry and tourism with a thriving private sector and prolific economic opportunities for all our people. True political independence needs to be based on economic independence

4.5.2 Overview & Challenges

The challenge for Bougainville is to grow the economy and increase the capacity and the supply of public goods and services such as health care, education, social protection, law and order and basic public services.

The pre-crisis economy was dominated by the BCL operated Panguna mine and the export of the two cash crops of cocoa and copra. The challenge for the Government is to introduce an economic growth strategy that will revive the economy to levels where it will provide employment and income generation activities and provide sufficient revenue for the Government to fund its activities. Bougainville must overcome major hurdles to promote an efficient and competitive economy by having the right macro-economic and investment framework, provide the necessary transport and utilities, to reduce cost of doing business, address skill shortages and promote investor confidence.



Economic growth for Bougainville over the next 30-years can be measured by calculating the gross domestic product using historical time-series data of the different economic variables that make up the GDP. An econometric model is then used to estimate the GDP trends over the 30-year period. A formal econometric modelling is not possible due to limited timing, hence the Bougainville GDP has been estimated over the 30-year period using simple averages and extrapolation. The GDP figures for the next 30-years are as tabulated in Table 1. The four scenarios for the Bougainville economy GDP figures have been derived based on 2.5% growth rate from the PNG economy and 5% growth based on an optimistic view of the economy. The impact of the Panguna mine re-opening has been factored for each of the two scenarios.

Table 1: GDP Projections for Bougainville from 2023 to 2052

	2027	2032	2037	2042	2047	2052
2.5%	1,654	1,871	2,117	2,394	2,709	3,066
2.5% plus Panguna	6,754	5,961	6,206	6,485	6,799	7,156
5%	3,642	4,648	5,932	7,571	9,662	12,331
5% Plus Panguna	8,742	14,476	17,044	20,321	24,505	29,844

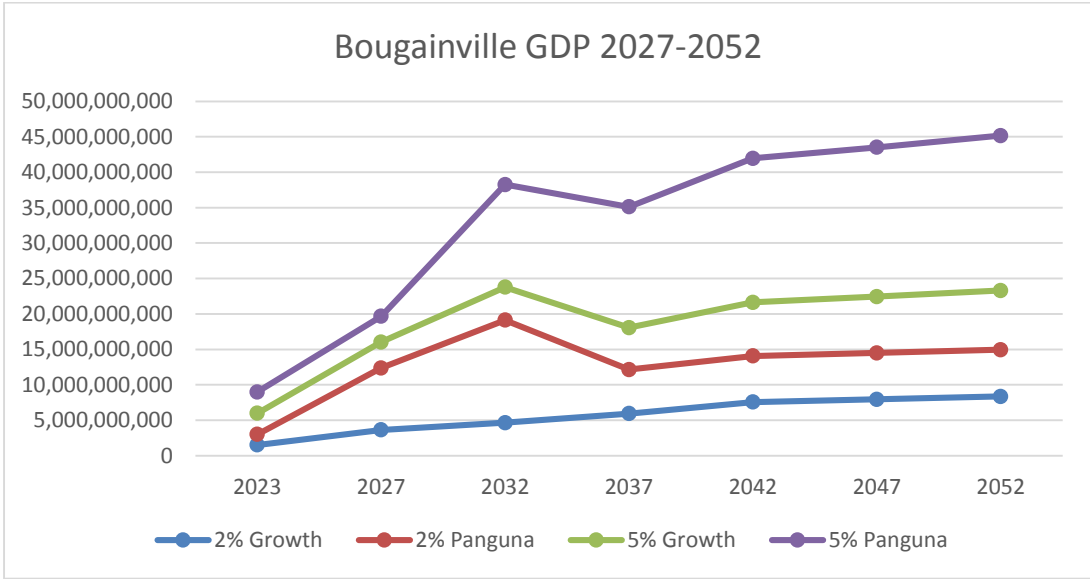
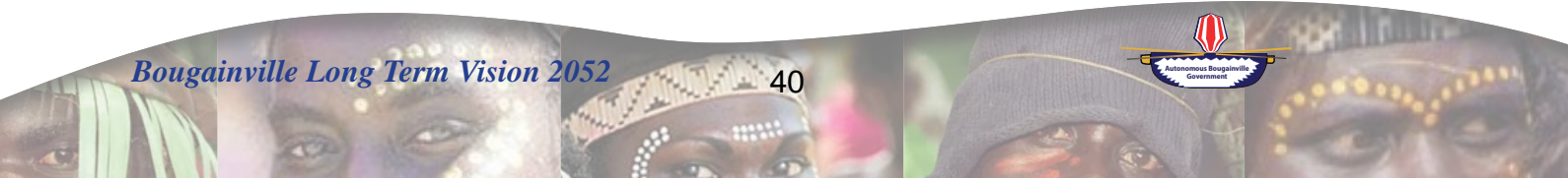


Figure 8: Bougainville GDP 2027-2052

The Bougainville gross domestic product was estimated to be K1 billion in 2016 (Chand in NRI 2017). Based on the average growth rate of 2.05 % from 2016, Bougainville gross domestic is expected to grow to K1.7 billion by 2027, K2.7 billion by 2037 and K3.1 billion by 2052. The effect of the opening of the Panguna Mine would see gross domestic product of K3.4 billion by 2027, K2.5 billion by 2037 and K3.4 billion by 2052. The value of the Panguna Mine is based on the recent conservative estimate of \$US32 billion and a 30-year mining life by the ABG Department of Mining and University of Technology.

Assuming a growth rate of 5%, gross domestic product would be K1.8 billion by 2027, K3.0 billion by 2037 and K6.2 billion by 2052. When we factor in of the opening of the Panguna Mine, gross domestic product would grow to K3.5 billion by 2027, K3.3 billion by 2037 and K6.5 billion by 2052.



4.5.3 Strategies & Actions

Fiscal Self-Reliance

Growing the Bougainville economy and achieving fiscal self-reliance remains an important goal for an independent Bougainville Government, which currently receives 90% of its funding from National Government and 10% from internal revenue. A review of the Bougainville Peace Agreement in 2015 estimated that total cost of providing Government services was K800 million at that time. The total cost of providing government services is currently estimated at K1 billion resulting in a fiscal gap of K950 million. The challenge for the Government over the medium term is to set the right economic policy framework, infrastructure and incentives to grow the economy.

Macroeconomic and microeconomic framework

A conducive macroeconomic and microeconomic framework is fundamental to fostering economic growth and achieving the Vision 2052. Setting the right exchange rate and interest rates are important to maintain competitiveness by reducing costs and increasing revenue earned from exports. A higher exchange rate will lead to cheap imports and lower production costs while a lower exchange rate will increase export revenue and high import and production costs. Lower levels of interest rate and a suitable criterion for small SME's will increase the finance available for investment and boost production. There is a need to maintain a tight lid on the minimum wage to keep the costs of production down bearing in mind the needs to cater for family welfare.

Export of manufactured goods

Bougainville has a small open economy and a small captive market with a small population with less than 400,000 people. Bougainville income base and effective demand is quite low considering that 85% of people in the rural subsistence agriculture have low-income base low disposable incomes. The export market is highly competitive where Bougainville must meet the quantity and quality demanded by international consumers. It is therefore important for Bougainville to organize itself to meet the required quantity and quality demanded on a timely basis.

It is economic slavery for Bougainville to continue the colonial legacy of being a primary source and supplier of raw materials such as cocoa, copra and vanilla beans and timber logs. Independence for Bougainville must happen with a well-laid out master plan that opts for a structural shift away from the export of raw primary products to more high-value agricultural products such as cocoa butter, cocoa powder, copra oil, vanillin extract. Technological innovations are essential in diversifying and broadening the range of finished products.

A deliberate long-term policy for manufacturing and export of agriculture, fisheries and other products should be considered including possible manufacturing of steel and subsidiary products, oil and petroleum by products for export. The development of electric products and IT services are fast growing areas that Bougainville need to develop for domestic use and export. Satellite services for use in the Pacific region for all kinds of uses should be considered. The development of financial services and product and other services like medical, transportation and telecommunications should be explored.

Private Sector

The modern Bougainville economy will need the discipline and efficiency of the more formal private sector units to operate in a competitive market environment. SMEs are formal organisations that pay taxes





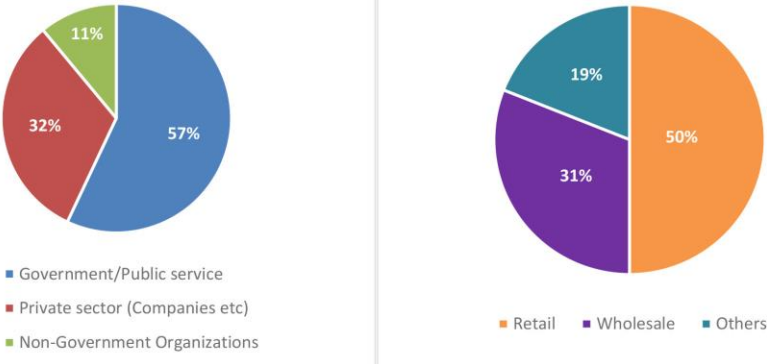
to the Government and hence require an SME policy that outlines the appropriate incentive packages which may including training, credit and other backup support essential in strengthening SMEs. They create employment and pay more income and corporate tax to the government. The government needs to maintain law and order and that the right people with technical skills are in place.

The availability and ease of access to finance is an important requirement for economic growth. Good banking and financing policies and institutions should also be encouraged.

Strategic Government Policies and Support

The Government has an important role to play in stimulating economic growth and development. The Bougainville economy is underdeveloped and lacks the smooth functioning of a developed market economy. A market-oriented economy relies mostly on the price signals to guide investment decisions of producers and consumers and to guide the allocation of resources. The functioning of a vibrant market economy depends on the existence of perfect market conditions such as free flow of law and order, access to information, communications, infrastructure, finance & banking, insurance, labour mobility, competition where there is no dominant market player and there are many buyers and sellers.

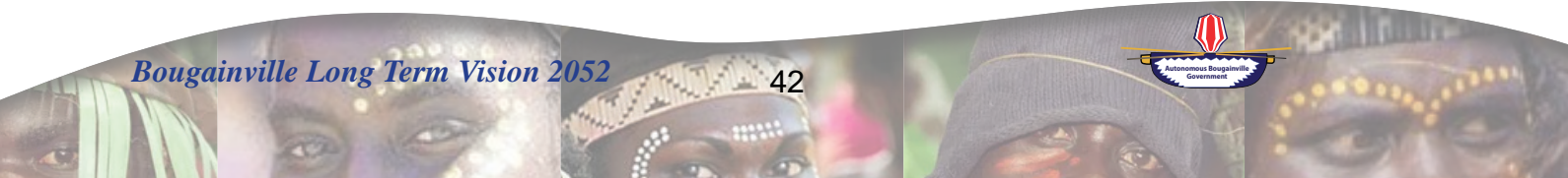
Figure 10: Main employment sectors in Bougainville



Source: Bougainville Socio-Economic Baseline Survey, January 2021

The Bougainville Government therefore has an important role to play by providing transport infrastructure such as roads, wharves and airstrips, the supply of telecommunication and electricity. The government needs to ensure there is a thriving banking system and financial institutions and development finance to support local firms to carry out business. The Government can assist by providing start-up capital and other incentives to develop and strengthen local individuals and firms.

The role of Government-owned corporations is critical in infrastructure developments projects and playing the catalytic role in key industries where private sector involvement is not forthcoming. An example is the prohibitive costs of establishing an international airline that will contribute to the tourist industry is an area where the Government will need to set up an international airline. The high cost of establishing energy and telecommunication services will necessitate the establishment of the Government involvement in providing energy and telecommunication services.

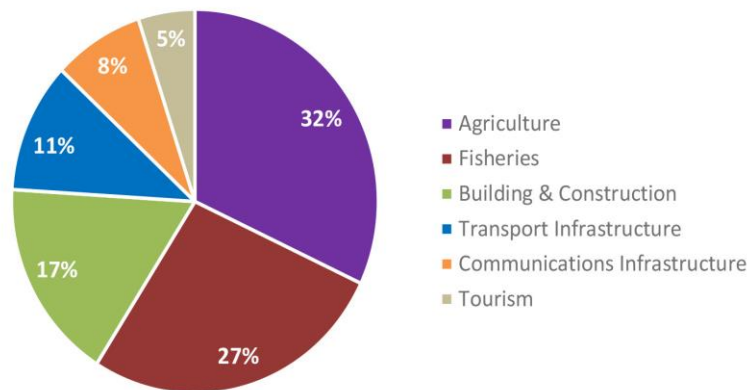


Foreign Investment

No nation can go forward without attracting foreign investment inflows with capital and technology. Foreign investors will also bring in the appropriate management and technical skills together with their capital and technology. The Bougainville government must provide the right investment climate through good infrastructure, strong law and order, banking facilities and tax and other incentives that will contribute to them making a profit.

Bougainville Investment Policy clearly stipulates that “where natural resources of Bougainville (land, sea, minerals, flora and fauna, scenery etc) are involved in an investment proposal.

Figure 11: Current investments in Bougainville by sector and value



Source: Bougainville Socio-Economic Baseline Survey, January 2021

Investment will be in the form of joint venture limited liability company registered in PNG where the investor will contribute technology, management, access to markets and the Bougainville partners will contribute natural resources. Bougainvilleans will also contribute capital, management, and technology if they choose to. The natural resources used in the joint venture shall be leased to the joint venture company and revert to their owners upon expiry of the lease (to be a maximum of ninety-nine years long) unless a fresh lease is agreed and duly signed and sealed.

Investments in forestry should involve any export of logs but promote downstream processing of timber and other products. Proposals must show what proportion of value-added products will be exported. Foreign investment in the fisheries sector must only include outside of the 3-mile limit as fishing within the three mile-limit will be restricted to locals only. Proposals for processing, marketing, and storage of marine products on a joint venture basis with local fishermen are welcomed whether the catch is within the three-mile limit or outside the three-mile limit.

Proposals for all mining ventures regardless of scale shall concur with the policy, processes and practice laid down under the Bougainville Mining Act.

Strategic Location

Bougainville is located along the sea and air routes that connect PNG, Australia, New Caledonia, Vanuatu, Fiji and New Zealand to South East Asia, Japan, China, South Korea and the US. There is a need to examine the benefits of tapping into these trade routes by setting up stock piles and assembly points for some of the goods and machinery.



Bougainville can enter into partner agreements with international airlines that overfly Bougainville for stop overs in Bougainville once an international airport is built.

Star (lead) Industry

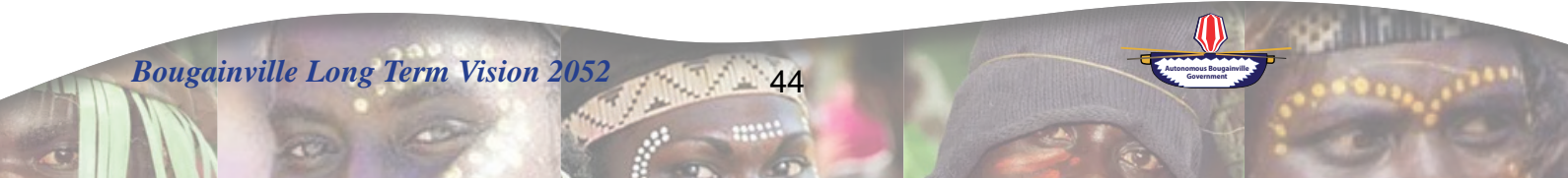
The development of a lead industry to be a catalyst for economic growth and development is crucial. This industry will be one that is fundamentally ready to take-off and generate income on a massive scale as well as creating its own spin-off activities. The tax and other revenues providing income and employment for thousands of people will provide impetus for other activities. There will be significant tax revenue for the Government and contribute to fiscal self-reliance. The BCL operated Panguna mine was a perfect example of this when it provided employment for over 10,000 people (3,000 direct employees and 7,000 employed indirectly through service industries. The demand by the mine for food for the employees provided income for village smallholder farmers who sold fruits and vegetables to the mine. With current prohibitive land issues in Bougainville, the re-emergence of Panguna or other mining investments may be some time away. Bougainville must therefore immediately consider investments in other sectors such as fishing and marine resources as a star industry to start generating large scale revenue whilst pursuing other investment opportunities.


Special Economic Zones (SEZs) and Growth Centres

Special Economic Zones (SEZs) are a fashionable topic in economic development circles. Careful planning is needed for SEZs to identify the natural resources around which a particular SEZ is going to be based on and the required infrastructure, human and financial resources. Fisheries is a natural SEZ candidate given the fact that 30% of Tuna is caught in Bougainville waters. Gold, copper, and oil can also be raw materials around which an SEZ can be established particularly if refinery, metal fabrication and steel manufacturing is encouraged. Tourism and hospitality services based on historical, geographic features and anthropological sites also offers opportunities for business growth.

Urban growth centres can be planned for such places as Torokina, Toimanapu/Laluai, Mamagota, Kunua, Tinputz, Buka and the Atolls. The SEZs and urban growth centres are aimed at boosting economic activities and service delivery by providing basic social, transport, electricity, and communication infrastructure. The supply of infrastructure will encourage private sector investment, as will the use of incentives such as the provision of market places with social amenities. Government financed investments will all consider population growth and population density, together with the suitability of areas for agriculture, tourism, and other industries.

When fully developed, the SEZs and growth centres will have a combination of the following developments- electricity grid powered mainly by hydro and other renewables sources of energy, utilities such as water and sewerage, telecommunications, broadband internet, and post office; transport infrastructure comprising a network of roads, marine facilities. The social infrastructure including health and education programs combined with economic activities such as agricultural, forestry and fishery-based industries. SEZs will also feature well-serviced industrial and residential housing estates and investors will be provided incentives such as the extension of tax holidays and other fiscal incentives will be provided to operate within the SEZs. These SEZs will have access to international finance services, downstream processing facilities and agricultural farms, light and heavy industries and international trading zones and provided with utilities and services that are developed to world standards. These SEZs





and growth centres are well-connected with the rural villages and the rest of the world by serviced by roads, airports, and seaports of international standards.

Taxation Policy

Bougainville has not been collecting all its potential internal revenue because of lack of capacity. An urgent need for the ABG is therefore to ensure it has an updated database of all existing enterprises that are eligible to pay tax.

Bougainville going forward will need to adopt a low tax regime that encourages private sector growth and increasing consumer demand, domestic and foreign investment. As the economy grows, the expansion of the revenue base will increase tax and other revenue generation from Government corporations and investments. When this happens relief can be given to the wage earners by reducing wages and company taxes.

The tax burden on the people can be eliminated as a higher income tax imposed on wages and salaries will reduce disposable income and dampen consumer spending and investment. Due consideration should be given to eliminate personal income tax and imposition of 10 percent goods and services tax (GST). The level of company tax rate imposed can have a positive or negative impact on investment and the selection of a fair company tax should be allowed to encourage re-investment and attract foreign investors that want to invest in Bougainville. Other broad-based tax policies that will broaden the tax base and allow for lower rates to enhance growth and reduce distortions must also be considered for Bougainville as it moves towards independence and looks at introducing newer tax policies that are prohibitive to personal wealth creation and achieving a more sustainable revenue base that is better able to manage the changing economic conditions and external shocks.

4.6 PILLAR 6 – INFRASTRUCTURE AND TECHNOLOGY

4.6.1 Goal

By 2052, “Bougainville will have invested in the core and productive infrastructure, effective communication and technological innovations needed to sustain a growing, productive and connected nation”.

4.6.2 Overview & Challenges

Bougainville infrastructure is well below international standards and compares poorly even with neighbouring provinces such as East New Britain and New Ireland. The Buluminski highway from Kavieng is sealed throughout its entire 219kms compared to the unsealed 185 kms from Buka to Buin. The Gazelle Peninsula has a criss-crossing network of sealed roads based on an economy of cocoa, copra, vanilla and balsa wood and with Kokopo being a regional hub for the New Guinea islands.

A 30-Year Master Plan is essential which can be incrementally implemented through the MTDPs perhaps starting around obvious economic development locations such as Panguna mine and the satellite towns of Loloho, Arawa, Kieta and Toniva. The infrastructure development can then branch out into urban growth centres in South, North Bougainville, and the Atolls.



The infrastructure focus areas are obvious with increasing connectivity and accessibility being the priority through roads, bridges, wharves, energy, communications, international airport and airstrips, social economic infrastructure, and administration infrastructure.

ROADS & BRIDGES

An extensive network of quality and well-maintained roads is essential to connect our communities, promote rural development, industry, and tourism, and provide access to markets. Roads are the primary mode of transport and allow development and the delivery of resources to urban as well as rural areas. They are critical to most other sectors and support the delivery of community services, health care and education.

A study conducted in 2008 whilst highlighting the significant benefits from people being able to access services and transport their produce to the markets more efficiently, it found a great disparity in the economy between the South and the North due to the poor state of infrastructure in the South. 20 years on, little has changed.

ABG is currently responsible for infrastructure development in Bougainville except for the 620 kms of Papua New Guinea managed roads. These are both sealed and unsealed pavements including numerous bridges and drainage structures, with 327 sections on mainland Bougainville.

There are three main sections:

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

Contractor capacity is a major issue when undertaking major work particularly in the supply of quality crushed and graded gravel and sealing material. This results in roads being constructed from locally sourced materials which are of poorer quality such as uncrushed river gravels.

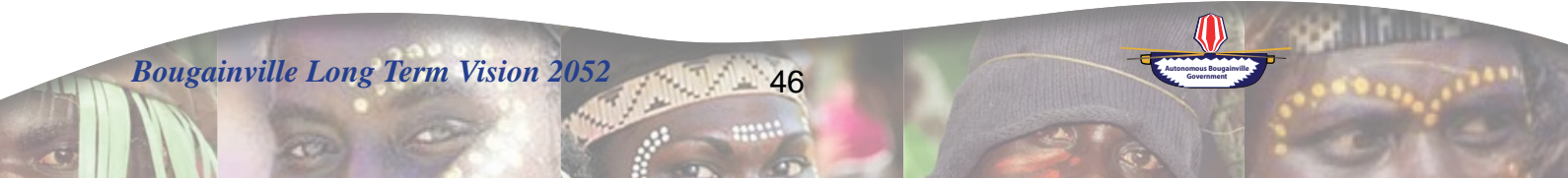
There are three national government functions that need to be handed over to the ABG: building boards; responsibilities to maintain national roads; and land, staff, plant, and transport of the Department of Works which has a presence in Bougainville at three locations.


Bougainville has at least 900 km of significant feeder roads with the distribution of feeder roads favouring areas that are economically well-off such as areas comprising clustered cocoa small holders. Feeder road rehabilitation is one of the major concerns by the communities throughout Bougainville. Feeder roads provide access to bigger social economic service centres, farmers to markets and economic services reduce urban drift and contribute, peacebuilding and security to particularly women and children.

WHARVES, RAMPS & JETTIES

There has been no recent rehabilitation of wharves, jetties and barge ramps (e.g. Tinputz, Torokina and Nissan). Buka, Kieta (owned by PNG Ports) and Kangu wharves are operational but need rehabilitation. Most other jetties and ramps are not operational.

The PNG Government still holds ownership and management of the Buka and Kieta ports. Plans to transfer ownership to Bougainville Government are in progress. And major repair and maintenance works





are required on the Kieta, Buka and Kangu wharves. The Loloho wharf, owned by the BCL, sparingly used by private shipping companies, is also in a state of disrepair.

Outer atolls are lacking vital jetty infrastructures and the 17 navigational markers, normally managed by PNG National Maritime and Surveillance, in Bougainville waters are also in dire need of repair and maintenance.

AIRPORTS & AIRSTRIPS

Buka and Aropa Airports have been upgraded with fencing and air navigational equipment and can accommodate aircrafts of up to Fokker 100 types. Their terminal buildings are also being upgraded to cater for increased capacity. Buka terminal however stills require additional upgrades to make it more comfortable and efficient for travelling passengers. Current luggage collection point is inefficient and a harrowing experience for all passengers.

Nissan and Buin airstrips has been given third-level airline approval by PNG National Airlines Corporation (NAC) to operate while all other airstrips in Arawa, Tonu, Boku, Karato, Torokina, and Rotokas remain inoperable.

All airports and airstrips in Bougainville are still being managed by Papua New Guinea National Airports Corporation under the jurisdiction of PNG Civil Aviation Safety Agency. Plans to transfer these functions under the ABG government is still in progress.

Bougainville must also prepare to open its skies to international carriers as part of its economic strategy. Aropa, Buin and Arawa airport need to be upgraded to international specifications with tourism flavour.

A sea plane is worth considering for the Atolls.

ELECTRICITY

Access to reliable electricity supplies is vital to improving the quality of life and support urban and rural jobs growth and development. Pre-crisis, Bougainville had reliable electricity at least to most parts of urban areas of Panguna, Loloho, Arawa, Kieta, Toniva and Aropa. And in the rural towns of Buka, Wakuna and Buin, access to reliable electricity was available as small diesel power generators were installed by the government and kept operational by the low cost of fuel then.

The social and economic benefits resulting from electrification are significant. The generation of electricity and its distribution throughout Bougainville is necessary to make the transition from a basic level of development to a modern economy, a healthy and well-educated society that is connected internally and with the world.

Since the crisis in 1990, the supply of energy to the main centres of Buka, Arawa, Kieta and Buin has dropped significantly. This has remained unchanged till today and worsened by increasing fuel costs due to the ongoing Ukraine-Russian war.

Water & Sanitation

According to the 2022 Bougainville Social Economic Survey, 63% of Bougainville Households do not have basic toilet facility whether it is a pit toilet or a flush toilet – this is quite appalling for an emerging sovereign nation. The situation indicates the failure of the rural health services of the Health Department



or the Community Governments. Water and sanitation services in urban centres is haphazard. Town water supplies are very limited in Buka and Arawa. All other water comes from tanks relying on rainwater or commercial deliveries. Village water systems need upgrading from a clean reliable source. Almost all water sources are untreated which can lead to sickness and death. Sanitation services in the towns are inadequate. Effluent runs into streams and the sea. Septic tank effluent flows into drains and waterways.

Urban planning would need to seriously look at improving water supply and sewerage disposal systems for all towns. Donors and NGOs continue to supply rain fed water tanks to accessible parts of Bougainville while remote rural areas continue to be neglected.

Telecommunications & ICT

Maintaining regular, stable telecommunication services is a challenge. One provider has the most reliable network and coverage across the region. Significant issues constraining the networks include land ownership for towers, destruction of towers, facilities, and power supplies.

Improvement plans would require active collaboration with telecommunications service providers to ensure competitive reliable services including facilitating access to land and resolving disputes. Government needs to also partner with BMobile to develop its transmission network including owning the towers under some lease-back arrangements with BMobile. ABG will need to explore options for Bougainville to have a gateway link direct into the region.

Policy and legislative arrangements need to be developed for the government to regulate ICT providers consistent with the legislated responsibilities of the national government for managing the spectrum. Government will need to establish its own domain name within the WWW system.

Technological Innovations

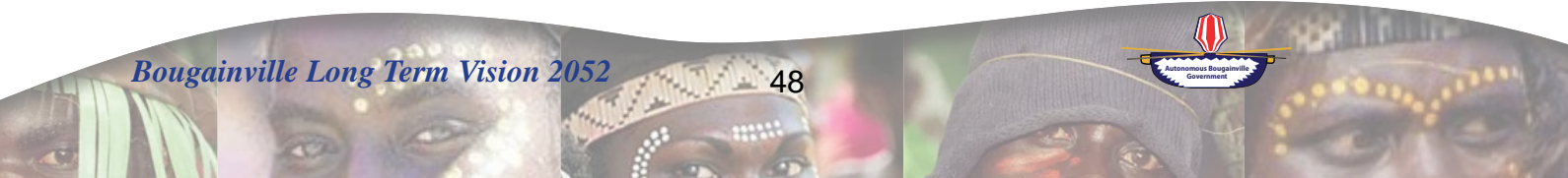
Despite some advances in communications (mobile phones), transport (vehicles) and energy (solar panels), and water & sanitation, Bougainville is generally still technologically undeveloped as it is still largely living a way of life that has not changed significantly since World War II. Many citizens are still living in thatched roof housing without running water. General food processing and production including cash crops of cocoa and copra is still using rudimentary manual labour inputs. Simple technologies that could improve rural living have not been introduced yet. This aspect (technology innovation) of Pillar 6 is intended to promote technological innovations suitable to the needs and life style of Bougainville. For example, the Atolls have a traditional alcoholic brew made from coconut juice (molasi) which if refined through improved technology can be sold as a commercial commodity. In the area of transportation, the geography and environment in many rural and inland areas are not suitable to the standard road infrastructure for Landcruiser vehicles – other simple electric tricycle type vehicles could be adapted to suit Bougainville conditions. A lot of wood from felling virgin rainforest trees is either burnt or left to rot which can be harvested and turned into valuable furniture if villagers are exposed to appropriate technologies.

4.6.3 Strategies & Actions

Increasing access to social economic services - about 70% of land in Bougainville is under customary ownership with only 30% under state ownership. Most major new developments (such as forestry, mining, agriculture, hydropower etc) into the future are likely to occur on customary land. It therefore makes sense for every major infrastructure development to be inclusive of landowners. For example, in the development of Togarau hydro project, the Rotokas community should be amongst the first to be connected to the electricity being generated from their water.

Strategic Actions to be undertaken in the infrastructure pillar include:

- Formulate policies and legislations



- Master plan to align with economic and social development and land owner mobilization master plans.
- Administration Capacity (Technical Services department)
- Donor support Mobilization

Infrastructure Policy

- Formulate Bougainville's infrastructure policy/implementation master plan
- Technology policy

Road Transport

- Formulate a road transport policy
- Deliver a comprehensive roads maintenance program
- Rehabilitate all existing feeder roads
- Construct new bridges to provide all-weather access on major routes within five years and the remainder of national and district roads by 2030
- Complete the Bougainville trunk road link from Buin to Kunua via Bana and Torokina
- Complete the Buka ring road to link Buka town from Kessa via Nova
- The Bougainville Highway sealed all the way from Kokopau to Panguna
- Scoping of extension of Bougainville Highway from Buin to Panguna
- Plan for Missing Link roads to be completed and implemented

Sea Transport

- Formulate Bougainville's Sea transport policy
- Rehabilitate the Kieta, Loloho and Buka Wharf to international standard
- Design work for west coast international standard wharf
- Establish jetties for coastal areas and the atolls
- Establish a Bougainville shipping company for international and coastal shipping

Air transport

- Develop Bougainville air transport policy
- Bougainville to have three regional airports at Buka, Kieta and Buin
- A feasibility study on the Bougainville International Airport
- Bougainville to have its own international airlines
- The upgrade of the district airstrips at Arawa, Torokina, Nissan, Fead Islands, Wakunai and Boku
- Seaplanes purchased to service remote areas and atolls.

Electricity

- Formulate an energy and electricity policy and plan for Bougainville
- All Bougainvilleans to have access to reliable electricity (70 percent rural electricity by 2030)
- Explore wind farming as a model for electricity development
- Construct Solar power stations to supply solar energy
- Feasibility study on potential mini-hydro sites throughout Bougainville
- Feasibility study on the viability of building a thermoelectric power plant to generate electricity
- Produce At least half of Bougainville's energy needs from renewable energy sources.

6.1 Communications

- Formulate Bougainville's communications and ICT policy.





- Bougainville will have reliable and affordable mobile phone coverage provided to all people of Bougainville
- Bougainville to have its own mobile communications company
- All Bougainville, including rural areas will have access to high-speed internet service.
- All schools, health centres and health clinics connected to the internet

6.2 Water & Sanitation

- Formulate Bougainville's Water & Sanitation Policy
- 100% of Bougainville's rural population having access to safe, reliable and sustainable water by 2052
- 100% of rural communities accessing significantly improved sanitation facilities
- All urban centres having access to clean water and sanitation facilities
- Establishing a Water and sanitation for all Schools and Health facilities
- Educate all Bougainvilleans in the most basic waste disposal methods.
- Establish waste management and recycling plants in all urban centres.

Technology and Innovation

- Research & Development into appropriate rural technologies in the areas of transport, food processing, food storage, commercialization of cocoa and copra; livestock farming and livestock feed; energy, fisheries, mariculture, siviculture, environmental management, etc
- Research into commercialization of traditional medicinal herbs etc
- Contribute to the development of technical curriculum in schools

Head Quarters Relocation

- Formulate HQ relocation plan
- Redesign Buka town for Tourism purposes
- Initiate feasibility study for a bridge across the Buka Passage.

Waste Management & Recycling

- Formulate Bougainville waste management policy
- Establish waste recycling plants for both organic and non-organic waste
- Establish market for recycled products

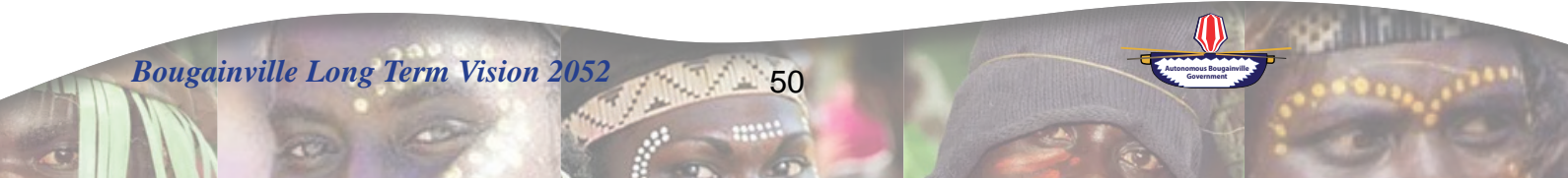
Social Sector Infrastructure Development (Building Infrastructure)

- Formulate Education Infrastructure policy/master plan
- Formulate Health infrastructure policy/master plan

4.7 PILLAR 7 - INTERNATIONAL RELATIONS

4.7.1 Goal

By 2052, Bougainville will have a strong and respectable political, economic, trade and social relationship with the international communities and represented by trade missions in strategic countries throughout the world.





4.7.2 Overview & Challenges

International relations is the way in which two or more countries interact with and regard each other, especially in the context of political, economic or cultural relationships. As an independent nation,

Bougainville will become a member of the family of independent nations that make up the global community and needs to position itself by cultivating relationships with other nations beginning with PNG and its neighbors. The world is now a global village where nations depend upon each other, the future prosperity of Bougainville will depend upon how it cultivates international relations with other countries and Bougainville must stand ready to play its role as a sovereign nation. The world has become a small global village to the extent that Bougainville's social, political, and economic prosperity will depend on how Bougainville conduct its international relations in the region, and the rest of the world. Most countries in the world belong to economic and security blocks and Bougainville will have to choose carefully the blocs that will maximize the economic and security benefits. Bougainville cannot ignore the geopolitical maneuverings between the world superpowers and will have to tread a fine line by remaining neutral and chose carefully its alliances based on its own political, economic and security interests.

4.7.3 Strategies & Actions

Relationship with PNG

Cultivating relations with PNG will be a priority as Bougainville cuts its umbilical cord. The standard international practice is for the young aspiring nation and the mother country to agree on an Independence Treaty that formalizes the transfer of all remaining powers and functions including currency, territorial boundaries, the central bank, and accession to international treaties. Such an agreement would also detail an independence package spelling out budgetary support until such time Bougainville has attained fiscal self-reliance. The transfer of all national PNG government assets will be done formally in the relevant organic laws and regulations paving the way for Bougainville to separate from the rest of PNG. There is also the transfer of all section 290 powers such as foreign relations, immigration, the central bank, currency, and defense force. Bougainville may require assistance from the PNG government to take on these powers and establish the relevant institutions. PNG and Bougainville may also agree on a Foreign Relations Treaty that may cover the sharing of diplomatic embassies until such time Bougainville sets up its own.

There would also be a binding agreement between the two countries that will provide the framework for conducting trade and investment and relations between the two countries. Such an agreement will also consider the welfare and interest of Bougainvilleans working and studying in PNG and properties owned by Bougainvilleans on PNG mainland. The issue of citizenship for Bougainvilleans currently residing and working in PNG needs to be agreed including options for dual citizenship etc.

UN MEMBERSHIP & DIPLOMATIC RELATIONS

As a first step Bougainville needs to gain membership of the United Nations and establish diplomatic relations with other countries. Bougainville will not have the financial means to establish diplomatic relations with most countries and can work on a progressive schedule by engaging with those countries





that are beneficial in terms of trade and security and could consider entering into an agreement with PNG to share diplomatic posts.

BORDER RELATIONS

Bougainville has an international sea border with Papua New Guinea to the north, Solomons islands to the south and Kiribati to the north east and need to work closely with neighboring countries of PNG, the Solomon Islands and Kiribati to properly demarcate the international borders and to monitor illegal shipping movements pertaining to illegal fishing, arms and drugs. Bilateral agreements with these border countries are needed to cover the sharing of resources for border surveillance including border posts and joint border patrols and information sharing.

The geopolitical maneuvering for influence in our region provides social economic opportunities from all sides of the equation. It necessitates a “friends to all” neutral response whilst at the same having fruitful relations through which Bougainville can prosper. It must maintain its neutrality by guarding against inviting any superpower to establish a military base on Bougainville soil and work closely with its immediate neighbors of PNG, Solomon Islands and Pacific Island countries on joint security arrangements. It can instead seek financial and technical assistance to develop its military capability from any superpower that is willing to offer it without any strings attached. This assistance can extend to strengthen its capability for surveillance of its maritime borders and vast maritime areas. Bougainville needs listening border posts and maritime and air surveillance capability to monitor the movement of people, illegal drugs, and arms trafficking. Bougainville has a vast maritime boundary that requires full-time maritime and air surveillance.

INTERNATIONAL TRADE

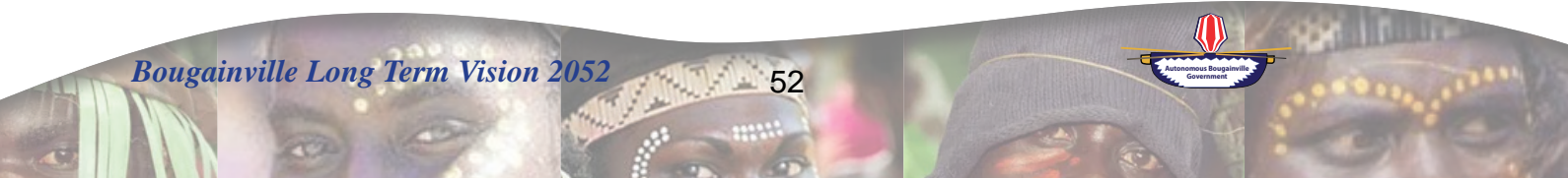
The twin issues of international trade and security will be the main considerations for Bougainville in maintaining international relations. As a start, Bougainville need to consider developing and enhancing trade and investment with its neighbor like PNG, Solomons Islands, other Pacific countries of Vanuatu, Fiji, Australia, New Zealand, and Indonesia. These countries will offer an important market for its export product and source of investment for finance and technology. Cultivating close trade ties with Indonesia and other ASEAN member countries cannot be overlooked in an export-oriented strategy. China and Japan are to be targeted in an export driven strategy.


Bougainville has traditionally exported copper to China and Japan and the re-opening of the Panguna Mine will need Bougainville to take a hard look at these markets for export of copper. Bougainville cocoa would be exported to Singapore, the United States, Indonesia, Australia and New Zealand. The Asian market which includes China, Indonesia and more populous and prosperous nations like Japan, Singapore, Taiwan and South Korea.

The European Union, Britain and the United States and Canada are likely to give Most-Favored Nation status to Bougainville products and hence the need to secure special trade agreements with these countries.

MULTILATERAL RELATIONS

There are important multilateral agencies that Bougainville needs to take on membership as an independent nation. There are important regional blocs such as the Pacific Islands Forum, Melanesian Spearhead Group and ASEAN which Bougainville should pursue membership of. These are the World





Bank, International Monetary Fund, Asian Development Bank. The United Nation agencies are UNICEF, FAO, UNDP, and UNESCO.

4.8 PILLAR 8 - ENVIRONMENT, CONSERVATION & CLIMATE CHANGE

4.8.1 Goal

By 2052, Bougainville will have sustainable management of all its natural resources and be a world recognised contributor to control efforts in environment, conservation, and climate change mitigation.

4.8.2 Overview & Challenges

Environment consists of the land, the forests, the animals, water and river systems, the seas and all fishes, the air, the atmosphere that envelops the earth and human beings that live on it. All these elements of the environment combine and sustain each other in a symbiotic relationship. The advent of science and technology that has resulted in increased knowledge about the environment but has also resulted in the increased exploitation of the environment and its' natural resources such as mining, logging and fisheries. The exploitation of the natural resources has impacted negatively on the climate through deforestation, degradation, pollution of water ways and the air as well as poor waste management in urban areas. Such practices eventually impact on climate change and temperatures which result in the melting of the ice caps in the northern and southern poles which then further impact on the sea level rise around the globe especially in the low-lying atolls of the Pacific Ocean. The issue of rising sea levels is affecting low-lying atolls and coastlines throughout Bougainville.

The environment, climate change and natural resource management issues are very real in Bougainville. The 10-year long Bougainville crisis that cost the lives of 20,000 originated from environmental concerns over the Panguna mine before it turned into a struggle for political independence. The landowners were seeking the attention of the authorities to address the negative impact of the mine on the environment and to be compensated for the damages and loss of a way of life. Since then, there has been a significant rise in alluvial mining activities in the Panguna mine site and other parts of Bougainville. Most of these activities are unregulated and cause for concern as the use of dangerous chemicals such as cyanide are polluting streams flowing out of the mine sites.

Climate Change

Climate change refers to the changing of temperatures, weather patterns, rising sea levels and the impact on the environment and human beings. The issue of climate change is also very real to Bougainville given that Bougainville has several low-lying atolls where rising sea levels has forced many island and coastal communities to relocate. Bougainville is now home to some of the first climate change refugees as islanders from the Caterets atolls now resettled on the mainland and further land is being sought to resettle more. Resettlement of climate refugees is a costly exercise and raises the risk of potential conflicts with the host communities as currently experienced in the case of the Caterets islanders.





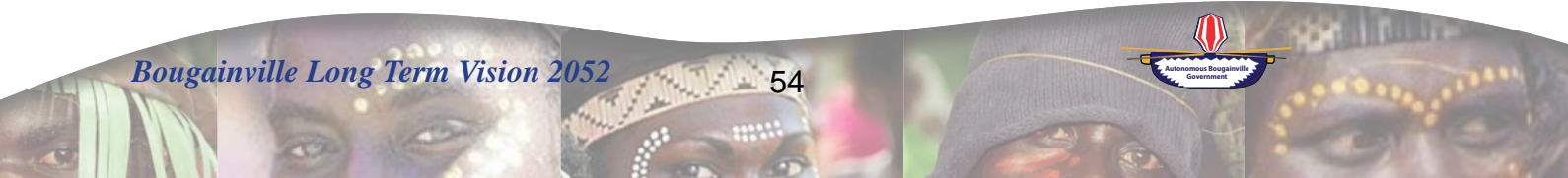
The Bougainville Government has a program to supply food supplies to the Atolls every year to address the food shortage experienced by the islanders. The rising sea-levels are also affecting the other atolls of Mortlock, Fead and Tasman. The short-term issues are to build seawalls to maintain the island foreshows and provide food for the islands as rising salt water levels affect food crops such as taro from growing. The long-term issue is to resettle the islanders on the mainland of Bougainville. In many areas of Bougainville, the coastline has receded due to rising sea levels and the subsequent erosion of coastlines. A survey is needed to determine the exact nature of the damage and the interventions needed to mitigate the impact.


The traditional “slash and burn” farming practice, compounded with population increase is leading to the deforestation of virgin forests and the destruction of biodiversity habitats and headlands of river systems. The phenomenon needs to be better understood and develop strategies to mitigate against these impacts. Bougainville has an obligation to make contribution to reducing global greenhouse gas emissions with good forest management and through the development of its enormous hydroelectricity potential. Bougainville needs to make its contribution in reducing carbon emissions and benefit financially from the preservation of its forests. A lot of awareness ought to be carried out as apart from logging, land clearing carried out by subsistence farmers accounts for almost half of the deforestation taking place. There is therefore a need to work with the international community to ensure incentives are provided to subsistence farmers in return for better forests and land management.

Most families depend on the local forests to provide fuel for cooking while cocoa farmers use firewood for cocoa and copra driers. Large stands of the mangrove forests are being cleared daily for firewood and to earn much needed income. The unsustainable cutting down of the forest leads to soil erosion and reduction in ozone layer depletion and the siltation of rivers. The clearing of mangrove removes fish-breeding habitat and leads to increased erosion of the foreshores, and reduces forest cover and leading depletion of the ozone layer. There is a need to pursue sustainable forest management regime (such as banning the harvest of certain tree types such as mangroves, conservation, tree planting, reforestation etc) with a set of protocols to mitigate the effect of forests depletion/degradation.

The lessons from the Bougainville crisis necessitate the need to develop strict environmental policies and plans when opening the Panguna mine and any other mines in the future. The disposal of mine tailings into the deep seabed needs to be considered carefully in the light of its impact on marine life within the Emperor Augusta Bay and its impact on the communities and the marine life. The disposal of ore waste alongside the length of the Jaba River needs to be re-visited in view of the long-term impact on waterways and loss of farming soil for the Jaba-tailings communities. This type of waste disposal practice in resource extraction should not be allowed as there is now better technology in mine-waste management and the recovery of toxic waste. There is anecdotal evidence of atmospheric pollution from the Panguna mine leading to loss of valuable animal species which have now made a comeback three decades after Panguna mine closure. The results of the Rio Tinto sponsored Human Rights and Environmental Impact Assessment will be valuable in drafting future environmental policy in mining context.

The conservation of the environment is crucial to ensuring sustainable conservation of the environment to protect the waterways and atmosphere from the degradation brought about by the process of development. The main issues with degradation of the environment in Bougainville will





be manifested in unsustainable logging operations, direct disposal of tailings into rivers by mining companies and mangrove depletion are just some of the environmental issues that have arisen.

Bougainville has an abundance of natural resources ranging from mineral resources such as gold and copper, rich volcanic soil suitable for agriculture, virgin forests (885 hectares) and rich natural habitats of flora & fauna. It is surrounded by a large ocean area that hosts one of the rich breeding grounds. Harvesting of these resources requires specific environmental policies and regulations

Natural Resource Management

Natural resource management is related to the sustainable utilization of natural resources such as land, minerals, marine and fisheries, and the natural habitat in general in a manner to meet the needs of the present generation and the future generation. The resources must be utilized in a manner that protects the environment as well. A sustainable natural resource management resource strategy is required to determine the number of mines that can be allowed including the environmental management plans that can protect the environment from serious damage. Management plans are required to determine the protection of certain rainforests and natural habitat in certain areas of Bougainville. Having such plans is necessary to preserve the natural fauna and wild life that are unique to Bougainville.

Management plans are required to sustainable harvesting of marine & fisheries in the waters of Bougainville. As the economy grows, the demand for cash may lead to over harvesting fish stock.


4.8.3 Strategy & Actions

The following areas are proposed as the focus areas based on the above scenario of the environment and climate change in Bougainville:

- Population – a population policy is needed to combat the current high growth rate of the population (3.3% per year) and early marriage.
- Land (forests, animals and river systems, wetlands) – a comprehensive biodiversity survey is needed to document the status and diversity of flora and fauna and confirm threats
- Seas (corals, marine resources, atolls) – a survey is already needed
- Pollution, Land/Sea rehabilitation, Conservation
- Climate Change – Sea level rise, carbon trade, Green-house effect, resettlement of atolls

Environment and Climate change has a lot of legacy issues but is a sector that is still yet to be fully developed in terms of policies, strategies and programs and are therefore reflected in the range of strategies presented below.

1. Review and enact relevant policies and laws in the focus areas – population, land forests, animals and river systems, wetlands, seas (corals, marine resources, atolls), pollution, land/sea rehabilitation, conservation, climate change – sea level rise, carbon trade, green-house effect, resettlement of Atolls
2. Comprehensive Biodiversity Survey of Bougainville’s terrestrial and marine environment including documentation of customary conservation and sustainable management practices
3. Juxtapose (Compare/contrast) against Resource Mapping Data and identify potential hotspots for environmental degradation
4. Develop and implement specific measures to mitigate against potential and real threats
5. Establish/strengthen institutional arrangements to house “*Environmental functions*”

- 
6. Establish specific protocols, standards and programs for extractive industries such as mining, logging and fisheries (e.g. regime of pollution taxes & transferable pollution permits will ensure clean production methods & technologies to contain environmental degradation)
 7. Ongoing research on the impact of social economic trends/practices on environment and climate change

5. NATION BUILDING THROUGH THE VISION AND THE 8 PILLARS

- 5.1. In the broadest sense and with specific context to the post-referendum journey of Bougainville towards independence, the thematic changes forecasted in the Vision 2052 and the 8 Pillars indeed capture the nation building agenda of Bougainville. “*Nation building*” is increasingly being used in the context of post conflict reconstruction of war-torn countries such as Afghanistan, East Timor and Somalia usually through the intervention of an external agent such as the western alliance. In such situations the term is interchangeably used with peace building. In this document, Nation building refers to a “*process whereby a society of people, from diverse origins, histories, cultures, languages, and religions, come together within the boundaries of a sovereign state with a common legal and constitutional enactments, a national public education system (including mass media), an integrated national economy, shared symbols and so on*”.
- 5.2. Key structural pivots of a sovereign states through which nation building is fostered are the institutions of (i) authority (parliament), (ii) the legal systems (Judiciary) that ensures legitimacy of the sovereign state and (iii) capacity to administer primarily through the public administration but not limited to it because capacity to ensure identity with and loyalty to the state is also the domain of the private sector and civil society entities through their participation in broader social, economic and governance aspects of society.
- 5.3. “State Building” differs as it focusses on the strengthening of state institutions such as Parliament, government institutions and facilities, infrastructure, law and order etc. Nation building should also not be confused with Peace building which focuses primarily in the rehabilitation and reconstruction of peace, normalcy and basic life supporting social and economic systems. In actual practice, peace building usually precedes state building which then transitions into State Building. Peace building has been completed in Bougainville during the rehabilitation and reconstruction period (1991-2000). The implementation of the BPA since 2001 onwards has largely been focussed on state building within the establishment of the Autonomous Government political-governance framework though the work of deepening its efficiency remains work in progress.
- 5.4. progress. The agenda that is now emerging is the construction of the new sovereign nation of Bougainville but building on the foundations borne out of the recent four decades of history and aspirations.
- 5.5. How will Vision 2052 and the 8 Pillars cultivate Nation Building? Details of nation building activities will be developed in the detailed planning and implementation of the Pillars through the MTDPs. In this section it is sufficient to simply provide a few examples of how nation building has been weaved into the Pillar concepts and how the implementation of the Pillars will promote nation building.

Table 2: Examples of Nation Building activities woven into the Pillars.

Pillar	Examples of Nation Building elements
1. Bougainville Ways	Policy & Legislation; National symbols & paraphernalia; National Anthem; National songs & dances etc Bougainville behaviours; values & attitudes conducive towards a peaceful nation; Good citizenship; Cultural heritage; Christian values; Cultivating identity, affiliation & loyalty; Unity;
2. Integral Human Development	Policy & Legislation; Human capital formation for new nation through basic education, technical education, higher education, civic education; health; social development through youth & women's development; others
3. Leadership and Governance	Policy & Legislation; Bougainville National Parliament; Bougainville Administration HQs; Leadership strengthening and Leadership formation at all levels of society – good governance; traditional, alignment of Wards, Community Governments, Constituencies, Bougainville Parliament; Civil society, Private sector, political infrastructure & systems ie. Electoral system; Political parties & democratization; Strengthening public and private sector; Governance, Transparency & Accountability systems and processes.
4. Peace, Justice and Security	Policy & Legislation; Constitution of independent nation; Law & Order systems & enforcement; Internal & External Security; Community peace & justice mechanisms; Deepening democratization; Human rights; Civility etc
5. Economic Growth	Policy & legislation; Broad based economic growth; Capital formation; Taxation; International Trade; Finance & Banking; Insurance; Economic growth & Social justice; research & innovation
6. Infrastructure and Technology	Policy & Legislation; Bougainville Parliament; Bougainville Headquarters; Law & Order infrastructure; Roads & Bridges; Wharves & Jetties; International airport; Education and Health facilities; communications & Information Technology; Research & innovation
7. International Relations	Policy & Legislation; Foreign Policy & representation; International trade agreements; international treaties; Social & cultural exchanges; membership in multilateral organizations
8. Environment and Climate Change	Policy & Legislation; Natural Resources Management & Stewardship; Human rights & social justice etc

5.6. It is obvious from the above table that “*Nation building*” is every ones’ business, hence the involvement of Government, Private Sector and Civil society in the planning and implementation of nation building endeavours but will need to be coordinated through a central planning and coordination point with technical capacity.

6. IMPLEMENTING THE EIGHT PILLARS THROUGH THE MEDIUM-TERM DEVELOPMENT PLANS.

6.1. Bougainville 30 Year Nation Building Road Map (the Master Plan)

Figure 11 below provides a snap-shot of the key milestones to be achieved under each Pillar during the 30-year journey. The key milestones are coined at a high strategic level leaving room for the Pillar and sector drivers to formulate the sub-strategies & program relevant to achieving the key milestones. Some sub-strategies and program themes are provided as a guide. The Road Map (Figure 11) can be regarded as the Master Plan that will strategically guide the detailed MTDPs for implementing each Pillar.

6.2. The Medium-term Development Plans.

A sequence of 6 time-bound medium term development plans (MTDPs) will be the main mechanism for implementing the 8 strategic focus areas (Pillars) in order to achieve the expected outputs and outcomes

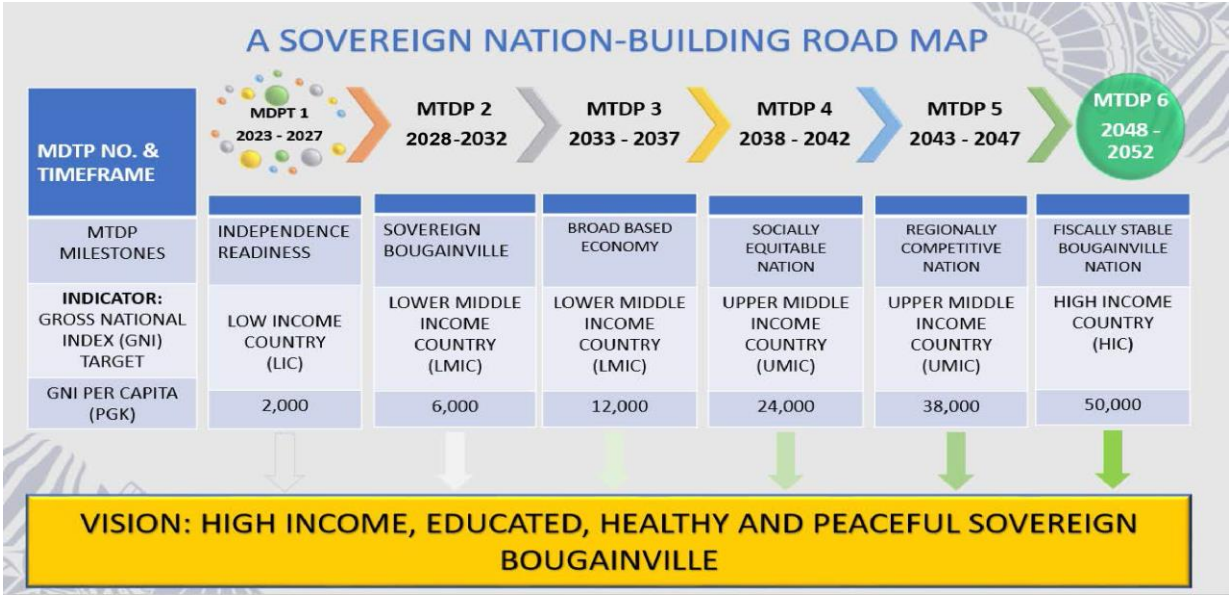




towards the overall Vision. Planners, sectors, and departments shall use the strategies outlined under each Pillar to develop their department plans when developing each MTDP. Given the progressive nature of each MTDPs, clear measurable and achievable outputs and outcomes must be included in the MTDPs.

Each MTDP will have a strategic goal that it aims to achieve at the end of that MTDP period. All sectors’ plans must therefore be linked to that MTDP’s strategic goal as the sum of all MTDP goals will eventually lead us to the achievement of our Vision.

Figure 11: Nation Building Roadmap



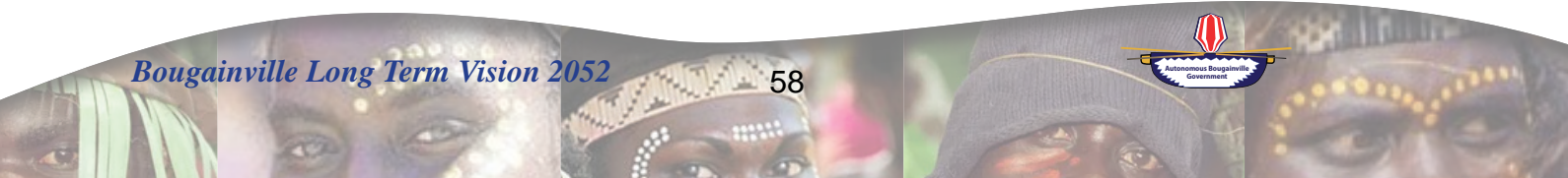
6.3. MTDP OUTPUTS & TARGETS

The long-term vision (*By 2052, Bougainville will be a high income, educated, healthy and peaceful sovereign nation*) will not be achieved in the first five years or even under each MTDP but will take cumulative actions throughout the 30-year duration of the plan. This section is intended to encourage the sectors under each Pillar to chart their sectoral road maps with clear Outputs and Targets set for each five-year period (MTDP). The key question to be answered in setting the outputs and targets is “*What can my sector do, under each Pillar and MTDP, that will help in achieving the eventual long-term vision*”. Each MTDP can be likened to a step towards the Vision. The first step (MTDP 1) sets the building blocks (Outputs and Targets) for the 2nd step (MTDP 2). The second step then builds on the achievements and further develops towards the 3rd step (MTDP 3) and so on until by step six (MTDP 6) achieve the Vision. Adjustments will of course be made at every step based on progress made and lessons learnt.

6.4. GROSS NATIONAL INCOME (GNI) PER CAPITA TARGETS

Together with MTDP milestones, all sectors and ultimately pillars, are required to plan on how their sectors will contribute to the achievement of Bougainville’s Gross National Income per capita targets as indicated above and to our rating as per the World Bank’s economic country.

Gross National Income is different from Gross Domestic Product (GDP) which looks at the production level of an economy or the total annual value of what is produced in a nation. In other words, GDP is a measure of a member country’s economy size and growth rate.



GNI on the other hand, is the dollar value of everything produced by a country and the income its residents receive, whether it is earned at home or abroad. It is calculated using the formula:

$$\text{GNI} = \text{GDP} + (\text{EX} - \text{IM}),$$

where EX is money flowing to foreign countries and IM is money flowing from foreign countries

GNI per capita, is calculated by dividing the calculated GNI with the total population of that country. For example, in 2021, PNG's GNI was \$24.52B. Divided by its population of 8 billion, its GNI per capita would be \$3.065 per capita.

LOW- & HIGH-INCOME COUNTRY CLASSIFICATION SYSTEM– WORLD BANK

This classification is calculated by the World Bank with 189 of member countries plus 28 other economies with populations greater than 30,000. It groups economies into one of four categories: low income, lower middle income, upper middle income, and high income. The categories are used to show how different groups of countries are doing against measures such as reducing poverty, growth, increasing income per head of population and so on.

GNI per capita is the main indicator of how well off a country is and where its sits in the four categories. As of 2022, the GNI per capita thresholds are:

- Low Income Country (LIC): less than \$1036
- Lower Middle-Income Country (LMIC): between \$1036 and \$ 4,045
- Upper Middle Income Country (UMIC): between \$4,046 and \$12,535
- High Income Country (HIC): greater than \$12,535

Amongst other factors, the Bank also considers geography, lending eligibility and the fragility of an economy when considering financial assistance.

According to the above calculations and World Bank's Classification system, PNG's GNI per capita would be \$3.065, placing PNG, including Bougainville as a Lower Middle-Income Country (LMIC).

According to the above Road Map, our Vision has taken a bold stance on where Bougainville needs to be by 2052 on this World Bank rating. These are:

1. By the end of 2027, Bougainville aims to achieve LIC status with a GNI per capita of PGK2,000 (US\$563)
2. By the end of 2032, Bougainville aims to achieve LMIC status with a GNI per capita of PGK6,000 (US\$1689)
3. By the end of 2037, Bougainville aims to achieve LMIC status with a GNI per capita of PGK12,000 (US\$3378)
4. By the end of 2042, Bougainville aims to achieve UMIC status with a GNI per capita of PGK24,000 (US\$6756)
5. By the end of 2047, Bougainville aims to achieve UMIC status with a GNI per capita of PGK38,000 (US\$10,697)
6. By the end of 2052, Bougainville aims to achieve HIC status with a GNI per capita of PGK50,000 (US\$14,076)

GNI per capita will be a constant target measure in our Vision planning and all sectors, departments and sections must take this into account when planning their annual and five-year plans.

Below are the outcomes and outputs that will guide planning of MTDPs for each Pillar.



6.5. BOUGAINVILLE WAYS PILLAR

Goal: By 2052, Bougainville will have developed a uniquely “Bougainville Way” based on its culture, tradition, heritage and Christian values and principles.

MTDP 1: 2027

Key Milestone: Independence readiness

Main Outputs:

- Identify and document Bougainville Ways (a document describing Bougainville Ways)
- Enact Policies and Legislations (including copyright laws) (Govt decisions passing policies & laws)
- Bougainville national symbols:
 - Flag (law on national flag, final flag design commissioned & launched)
 - National Anthem (law on national anthem; national anthem launched)
 - National dress
 - National Crest
 - Bougainville colors
 - Bougainville National Honors, Awards & Medals
 - Bougainville dance/song
 - Bougainville currency (Dollar)
 - Bougainville Parliament (National Parliament completed & opened)
 - Bougainville Constitution (endorsed by Parliament)
- Bougainville HQ (occupancy certificate issued)
- National Airline (license issued)
- Bougainville University (legislation, design, construction, commissioning).
- National Events in North, Central and South (Calendar of events; regional organization committees installed; budgets & plans, reports of events)
- Reduced law and order (baseline data; laws & policies, national & district & community institutions, statistics)
- Document clan systems (Chiefs, land ownership, customary practices etc.) and integrate into local socio - economic governance systems (document on each clan & subclans, document on customary practices.
- Established cultural center and cultural show (structure of local governance showing integration of local chiefs, one region.
- Institutional development of Christian Churches (organizational and business management)
- Christian Council of churches established
- Monitoring and evaluation

MTDP 2: 2032

Key Milestone: Sovereign Bougainville

Main Outputs:

- Mainstream Clan/Church systems (Chiefs, land ownership, customary practices etc) into local socio - economic governance systems.
- Cultural centre and cultural shows established for other three regions.
- Cultural studies at the tertiary level established.
- School curriculum to include cultural studies and Christian values teaching

- Business plans Christian Churches addressing spiritual & physical development.
- Monitoring and evaluation

MTDP 3: 2037

Key Milestone: Broad based economy

Main Outputs:

- Financial Support to grow the economy of the clans and Christian Churches
- Mobilization of customary land
- Cultural exchanges
- National events
- Monitoring and evaluation and impact assessment
- Midterm review of Bougainville vision

MTDP 4: 2042

Key Milestone: Socially Equitable Nation

Main outputs:

- Land redistribution
- Christian Churches outreach to every corner of Bougainville
- Equitable delivery of government services
- Equal access to opportunities
- Bougainville unity upheld in everyday life
- Monitoring and evaluation

MTDP 5: 2047

Key Milestone: Regionally competitive

Main Outputs:

- International Trade Fairs and cultural shows
- International student exchanges on culture and sports
- Exchange of Christian churches with international church partners
- Monitoring and evaluation

MTDP 6: 2052

Key Milestone: Fiscally stable Bougainville Nation

Main Outputs:

- Bougainville ways entrenched in all aspects of society including economic development
- Impact assessment

6.6. INTEGRAL HUMAN DEVELOPMENT PILLAR

Goal: Maximising the overall health, education, and quality of life of the Bougainville is integral to the development of a strong, fair, and progressive nation.





MTDP 1: 2027

Key Milestone: Independence Readiness

Main Outputs:

Education

- Education legislation and plans for an independent Bougainville in place
- Universal education for Bougainville school-age children to Grade 12 by 2027
- Increase adult literacy rate to 70 percent
- Provide opportunities for students leaving school through FODE and the establishment of three regional technical colleges and vocational schools for each district.
- Legislation and the ground work for University of Bougainville completed
- A new curriculum for primary and secondary schools
- All primary school teachers to degree level and secondary teachers to Masters level and improved teaching material
- teacher training programs and approved learning guides, will have been developed

Health

- Review the legislation and plans for health for an independent Bougainville
- 13 district hospitals, 3 referral hospitals and one specialist hospital to be built
- All health facilities rehabilitated and equipped with proper communications systems and ambulance/transport.
- Improve the health indicators in terms of;
- Average life span increased to 70%
- Increase in the percentage of children receiving vaccinations, (Base Line Data)
- Reduce the infant mortality rate to, (Base Line Data)
- Reduce the maternal mortality rate to, (Base Line Data)
- Reduce the malaria death rate to 40/1,000.

Women, Youth and Sports

- Bougainville sports institute and coaching for the different codes and improve sports facilities for each constituency
- School sports program implemented
- Regional and Bougainville sports competition
- First sports stadium up to international standard one for each region

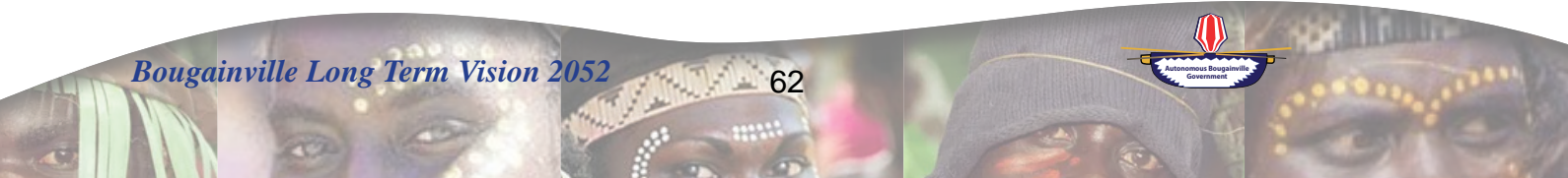
MTDP 2: 2032

Key Milestone: Sovereign Bougainville

Main outputs:

Education

- Universal education for school aged children to grade 12
- Increase adult literacy rate to 75%



- Three regional technical colleges and one vocational for each district in operation.
- Bougainville University in operation
- All primary school teachers educated to degree level and secondary school teachers educated to masters' level.

Health

- Improve the health indicators in terms of;
- Average Bougainville life span increased to 75%
- years, the number of children receiving vaccinations, (Base Line Data)
- Reduce the infant mortality rate, % (Base Line Data)
- Reduce the maternal mortality rate,
- the malaria death rate reduced to 36/1,000.
- Specialist hospital for Bougainville and three regional referral hospitals
- Improved ambulance/transport in the health sector – The ambulance fleet will be expanded and well maintained.

Women, Sports and Youth

- Sports facilities for each constituency
- District, regional and Bougainville games
- three sports stadiums up to international standard one for each region

MTDP 3: 2037

Key Milestone: Broad based Economy

Main Outputs:

Education

- Bougainville meeting its manpower requirements for technical, managerial and professional skills for a developed economy
- Increase adult literacy rate to 80 percent
- Increase opportunities for students leaving school through FODE and TVET, three regional technical colleges and one vocational for each district in operation.
- Bougainville University in operation

Health

- Improve the health indicators as follows;
- Average Bougainville life span increased to 80%
- Increase in the percentage of children receiving vaccinations (compare against baseline) needed)
- Reduction in the infant mortality rate (baseline data)
- Reduction in the maternal mortality rate (baseline data)
- Reduction in the malaria death rate to 30/1,000.
- Specialist hospital for Bougainville and three regional referral hospitals





- Improved ambulance/transport in the health sector – The ambulance fleet will be expanded and well maintained.

Women, Sports and Youth

- School sports program
- three sports stadiums up to international standard one for each region

MTDP 4: 2042

Key Milestone: Socially equitable Nation

Education

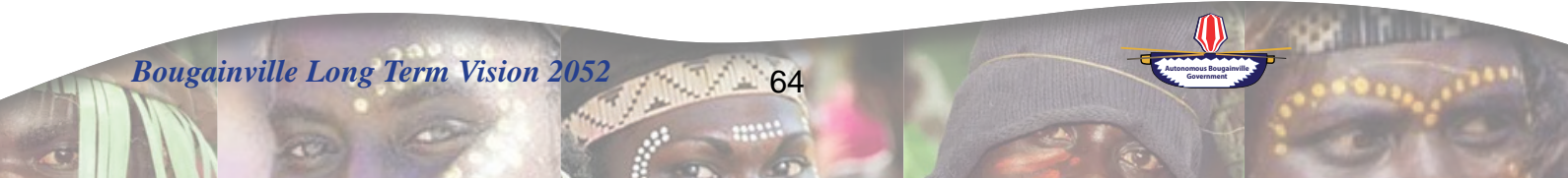
- Universal and quality education achieved with all school-aged children able to get education to Grade 12 and opportunities for students wanting FODE and TVET education.
- Adult literacy rate increased to 85 percent
- Regional technical colleges and one vocational for each district in operation.
- Bougainville University in operation
- Quality of education improved

Health

- Quality health care available to all citizens
- Improve the health indicators as follows;
- Average life span of citizens increased to 85%
- Increase the percentage of children receiving vaccinations to, baseline data needed
- Reduction in the infant mortality rate to,
- Reduction in the maternal mortality rate to, (Base Line Data)
- Reduction in the malaria death rate to 26/1,000.
- Specialist hospital for Bougainville and three regional referral hospitals
- Improved ambulance/transport in the health sector – The ambulance fleet will be expanded and well maintained.

Women, Sports and Youth

- Youth training and employment programs
- Establish Bougainville sports institute and coaching for the different codes and improve sports facilities for each constituency





MTDP 5: 2047

Key Milestone: Regionally competitive

Main Outputs:

Education

- International exchange of lecturers and students and international students enrolled at the Bougainville University
- Increase adult literacy rate to 90 percent

Health

- Health services and facilities are of international standard and attracting overseas patients
- Improvement in health indicators as follows;
- Increase the percentage of children receiving vaccinations to,
- Reduce the infant mortality rate to,
- Reduce the maternal mortality rate to,
- Reduce the malaria death rate to 15/1,000.
- Medical tourism is a significant revenue earner

Women, Sports, and Youth

- three sports stadia up to international standard one for each region
- Bougainville participating in international cultural and sports events

MTDP 6: 2052

Key Milestone: Fiscally Stable Nation

Main Outputs:

Education

- Quality education available to everybody
- Adult literacy rate increased to 100 percent

Health

- Improve the health indicators as follows;
- Average life span of citizens increased to 85%
- Increase the percentage of children receiving vaccinations to, (baseline data)
- Reduce the infant mortality rate to, (baseline Data)
- Reduce the maternal mortality rate to,
- Reduce the malaria death rate to 10/1,000.
- Specialist hospital for Bougainville and three regional referral hospitals

Women, Youth and Sports



- Women, Youth, and sports program running

6.7. LEADERSHIP & GOVERNANCE PILLAR

Goal: By 2052, Bougainville will have a responsive, transparent, and accountable leadership and governance regime that propagates “No Tolerance for Corruption” and demonstrating an exemplary leadership and governance culture at all levels of government.

MTDP 1: 2027

Key Milestone: Independence Readiness

Main Outputs:

- Review Bougainville Parliament Act
- Complete work of CPC
- Review and strengthen community government
- Review the Bougainville Public Service Act
- Review the Public Finance Management Act
- Undertake a review of the present public service and its organisational structure
- Provide training and skills development for secretaries and their managers that is practically focused with an emphasis on the tools required to be an effective manager.
- Effective Bougainville Planning system in place
- Establish an ABG wide information management system. Including a robust whole-of-ABG IT network.
- Complete a right-sizing exercise for all departments, review all proposed structures and undertake retirement and/or retrenchment of public servants who have reached mandatory retirement
- All Departments to have corporate plans
- All sectors to develop Master Plans
- Departmental heads regularly reporting against key measures contained in Departmental Corporate Plans.
- Work with the four Bougainville MPs to integrate the Plan and their own strategic development plan and to coordinate the implementation of projects.
- Strengthen development partner coordination and cooperation
- Develop MTDP 2
- Monitoring and evaluation

MTDP 2: 2032

Key Milestone: Sovereign Bougainville

Main Outputs:

- Consolidate and complete the review and restructure of the Legislature, the Executive, and the Judiciary
- Decentralise public service functions to the districts
- An ABG wide information management system including a robust whole-of-ABG IT network.

- Retirement and/or retrenchment of public servants who have reached mandatory retirement
- Review anti-corruption with the leadership, public service, and financial management
- Complete a right-sizing exercise for all departments, review all proposed structures
- develop cooperate and master plans for departments and sectors
- Actively seek to improve coordination and communications with the national government at all levels and with the Department of PM and NEC and National Coordinating Office of Bougainville Affairs.
- Strengthen development partner coordination and cooperation
- Develop MTDP 3
- Monitoring and evaluation

MTDP 3: 2037

Key Milestone: Broad based Economy

Main Outputs:

- Cultivating leadership ethics and principles at all levels of leadership (Parliament, public service, private sector, and churches)- legislation and code of conduct enacted
- A training and skills development for executive management including secretaries' program and middle level managers – training program implemented
- An ABG wide information management system including a robust whole-of-ABG IT network. – effective information system and IT network enacted within ABG
- Review anti-corruption within the leadership, public service and financial management – law and code of ethics enforced
- Right-sizing exercise for all departments – reports
- Strengthen regional and sector planning- sector and regional plans
- Retirement and/or retrenchment of public servants who have reached mandatory retirement – reports
- Department corporate, sector Plans and MTDP 4 – completed
- Departmental heads regularly reporting against key measures contained in Departmental Corporate Plans – performance report
- Strengthen development partner coordination and cooperation – impact assessment reports
- Midterm review of Bougainville vision and the pillars

MTDP 4: 2042

Key Milestone: Socially equitable

Main Outputs:

- Implement findings and recommendations of midterm review regarding leadership and governance – midterm review reports
- Increase access to leadership and governance practice at all levels – regular elections held and increase in number of people participating in elections
- Broaden democratic principles and practices (e.g., Freedom of speech) – increasing number of people using communications to express their views



- Access to decision making by marginalised groups and disadvantaged groups – an increased in the number of marginalised and disadvantage groups participating in decision making and villagers participating in the planning
- Anti-corruption index assessment – reports
- Monitoring and evaluation

MTDP 5: 2047

Key Milestone: Regionally competitive

Main Outputs:

- Legislature performs to international standards (transparency, accountability, inclusiveness, good governance, etc) – international review reports
- Executive performs to international standards (transparency, accountability, inclusiveness, good governance, etc) – positive international rating of executive performances
- Judiciary performs to international standards (transparency, accountability, inclusiveness, good governance, etc) – international rating for our judiciary system
- Community government performs to international standards (transparency, accountability, inclusiveness, good governance, etc) – performance report
- Promote Bougainville in international fairs, forums, trade shows, etc – reports
- International standard anti-corruption in government – international corruption index
- Monitoring and evaluation

MTDP 6: 2052

Key Milestone: Fiscally stable Nation

Main outputs:

- Impact assessment (strategies, outputs, outcomes, and standards) – reports
- Setting new leadership standards and benchmarks and training for the next vision – review report
- Undertake a review of the present public service and its organisational structure – review report
- Provide training and skills development for secretaries and their managers that is practically focused with an emphasis on the tools required to be an effective manager – training and skills report
- Complete a right-sizing exercise for all departments, review all proposed structures and undertake retirement and/or retrenchment of public servants who have reached mandatory retirement – reports
- Strengthen development partner coordination and cooperation. – agreements reviewed.

6.8. PEACE, JUSTICE & SECURITY

Goal: By 2052, Bougainville shall be a peaceful, safe, and fair nation where all citizens live in peace and harmony



MTDP 1: 2027

Key Milestone: Independence Readiness

Main Outputs:

- This MTDP will focus on building Bougainville to be independent ready
- Review (needs analysis) peace, security, and justice sector to identify any gaps (in laws, policies, powers and functions, institutions, capacity, resourcing etc) in peace, security, and justice
- Develop strategies and Plans for Peace, Justice, Security sector as per findings of Needs analysis pro-peace, security and justice policies & plan aligned with Vision 2052
- Restructure Depts or Agencies to accommodate peace, justice, and security functions & programs where necessary
- Develop peace, justice and security sector policies & plans aligned with Vision 2052

MTDP 2: 2032

Key Milestone: Sovereign Bougainville

Main Outputs:

- Consolidate Peace, Justice, and Security Pillar by implementing the strategies
- Institutional strengthening of Courts; Justice, Police and Correctional Services
- Strengthen border security
- Strengthen homeland security

MTDP 3: 2037

Key Milestone: Broad based Economy

Main Outputs:

- Sustain all activities started under MTDP 2.
- Midterm Review

MTDP 4: 2042

Key Milestone: Socially Equitable

Main Outputs:

- Broaden access to peace, justice, security for all by consolidating and expanding on existing programs
- Implement findings of Midterm review under MTDP 3

MTDP 5: 2047

Key Milestone: Regionally competitive

Main Outputs:

- Identify shortfalls and re-strategize to meet international standards of peace. Justice and security





MTDP 6: 2052

Key Milestone: Fiscally Stable Bougainville

Main Outputs

- Impact assessment to verify outcomes of happy, just and peaceful Bougainville society
- Formulate Long-term Plan for next Vision

6.9. SUSTAINABLE ECONOMIC GROWTH

Goal: By 2052, Bougainville will have built a modern, diversified, and sustainable economy based initially on mining and thereafter on agriculture, fishing, forestry and tourism with a thriving private sector and prolific economic opportunities for all our people.

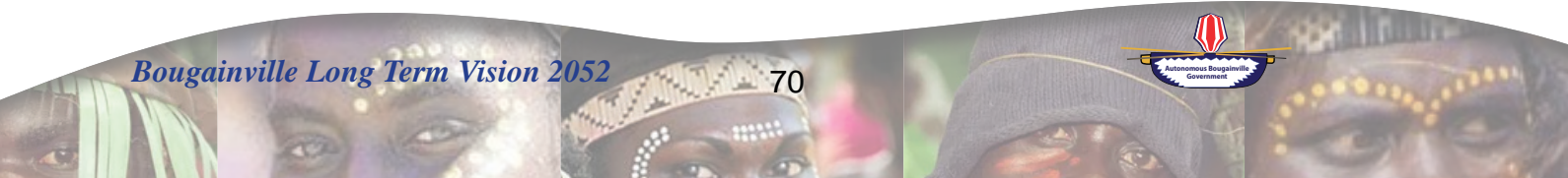
MTDP1: 2027

Key Milestone: Independence Ready

Main Outputs:

- Rural Development & SMEs: A land reform policy completed & 10,000 SMEs operating in Bougainville
- Downstream processing: High value cocoa. Coconut, coffee, and spice products such as chocolate, cocoa powder and butter, virgin oil, carbon, fibre, coconut timber, coconut juice by 20 percent
- Agriculture and Livestock: Policy, Research & Extension - The formulation of Bougainville Agriculture Development Policy incorporating a livestock and poultry, agriculture extension policy, agriculture research and farmer training
- Food Security programs running in Bougainville farm productivity and farm output growth of the main food staples, horticulture, small livestock, and fish farming. Provide advice on nutrient content of food products consumed by nutritionally vulnerable households and individuals and Promote policies to enhanced status of women in agriculture.
- Revenue Generation

	Cash Crop	Spices	Rice	Livestock & Poultry	Fisheries	Tourism	Forestry	Mining
<i>Tonnage</i>	20,000		20% of current consumption	50% of current consumption				
<i>PGKM</i>		5			100	5	80	200
<i>Others</i>								



MTDP 2: 2032

Key Theme: Sovereign Bougainville

Main Outputs:

- Rural Development & SMEs: A land reform policy completed & 20,000 SMEs operating in Bougainville
- Downstream processing: High value cocoa. Coconut, coffee, and spice products such as chocolate, cocoa powder and butter, virgin oil, carbon, fibre, coconut timber, coconut juice by 30 percent
- Agriculture and Livestock Fisheries
- Policy, Research & Extension Agricultural research, extension and training programs running.
- Revenue Generation

	Cash Crop	Spices	Rice	Livestock & Poultry	Fisheries	Tourism	Forestry	Mining
Tonnage	40,000		30% of current consumption	60% of current consumption				
PGKM		50			300	100	120	1Billion
Others								

Note: Cash Crop = Cocoa 15,000, Copra 20,000, Coffee 5,000

MTDP 3: 2037

Key Theme: Broad based Economy

Main Inputs:

- Rural Development & SMEs; A land reform policy completed & 30,000 SMEs operating in Bougainville
- Downstream processing: High value cocoa. Coconut, coffee, and spice products such as chocolate, cocoa powder and butter, virgin oil, carbon, fibre, coconut timber, coconut juice by 40 percent
- Agriculture and Livestock; Fisheries
- Policy, Research & Extension; Agricultural research, extension and training programs running
- Revenue Generation

	Cash Crop	Spices	Rice	Livestock & Poultry	Fisheries	Tourism	Forestry	Mining
Tonnage	60,000		50% of current consumption	70% of current consumption				
PGKM		100			500	500	200	20 Billion
Others								

Note: cash crop = Cocoa 20,000, Copra 35,000, Coffee 5,000

MTDP 4: 2042

Key Milestone: Socially equitable

Main Outputs:

- Rural Development & SMEs; Customary land and freehold land registration & 40,000 SMEs operating in Bougainville by 2042





- Downstream processing; High value cocoa, Coconut, coffee, and spice products such as chocolate, cocoa powder and butter, virgin oil, carbon, fibre, coconut timber, coconut juice by 50 percent
- Agriculture and Livestock; Policy, Research & Extension
- Agricultural research, extension and training programs running
- Revenue Generation:

	Cash Crop	Spices	Rice	Livestock & Poultry	Fisheries	Tourism	Forestry	Mining
Tonnage	120,000		60% of current consumption	80% of current consumption				
PGKM		150			1 billion	600	250	40 Billion
Others								

Note: Cash crop = Cocoa, 35,000; Copra, 70,000; Coffee, 15,000

MTDP 5: 2047

Key Milestone: Regionally competitive

Main Outputs:

- Rural Development & SMEs: Customary land and freehold land mobilization/registration & 50,000 SMEs operating in Bougainville
- Downstream processing: High value cocoa. Coconut, coffee, and spice products such as chocolate, cocoa powder and butter, virgin oil, carbon, fibre, coconut timber, coconut juice by 60 percent.
- Agriculture and Livestock, Fisheries
- Agricultural Research & Extension: Bougainville agricultural research is of international standard and in close collaboration with international research organizations
- Revenue Generation:

	Cash Crop	Spices	Rice	Livestock & Poultry	Fisheries	Tourism	Forestry	Mining
Tonnage	135,000		70% of current consumption	90% of current consumption				
PGKM	0	250			1.5 billion	700	300	50 Billion
Others								

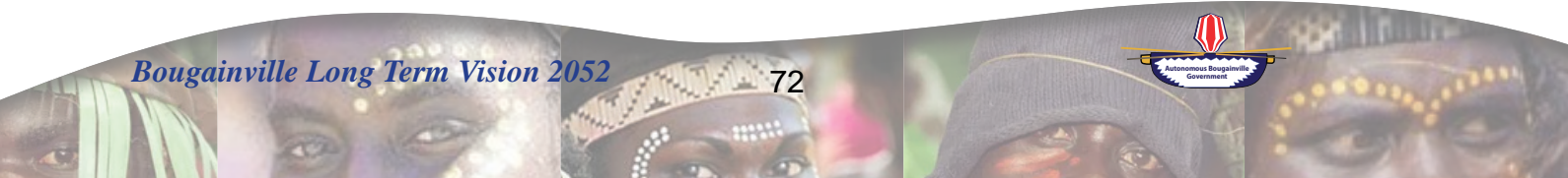
Note: Cash crop = Cocoa, 40,000; Copra, 80,000; Coffee, 15,000

MTDP 6: 2052

Key Milestone: Fiscally stable Bougainville

Main Outputs:

- Rural Development & SMEs: Customary land and freehold land registration & 60,000 SMEs operating in Bougainville
- Downstream processing: High value cocoa. Coconut, coffee, and spice products such as chocolate, cocoa powder and butter, virgin oil, carbon, fibre, coconut timber, coconut juice by 80 percent
- Agriculture and Livestock, Fisheries
- Revenue Generation:



	Cash Crop	Spices	Rice	Livestock & Poultry	Fisheries	Tourism	Forestry	Mining
Tonnage	170,000		90% of current consumption	100% of current consumption				
PGKM		150			2 billion	900	400	60 Billion
Others								

Note: Cash crop = Cocoa, 50,000; Copra, 100,000; Coffee, 20,000

6.10. INFRASTRUCTURE DEVELOPMENT

Goal: By 2052, Bougainville will have invested in the core and productive infrastructure needed to sustain a growing, productive, and connected nation.

MTDP 1 – 2027

Key Milestone: Independence Ready

Main Outputs:

- A 30-year Infrastructure Master Plan
- Draw down of powers and functions from PNG
- Plan for Relocation of ABG Headquarters to Arawa/Kieta/Toniva

MTDP 2 – 2032

Key Milestone: Sovereign Bougainville

Main Outputs:

- High level national assets and infrastructure – International airport; Hospital; Bougainville University
- Main highway

MTDP 3 – 2037

Key Milestone: Economic development

Main Outputs:

- Infrastructure to support economic development (Trunk roads, energy, wharves, bridges)

MTDP 4 – 2042

Key Milestone: Socially equitable

Main Outputs:

- Extending infrastructure and services to rural areas

MTDP 5 – 2047

Key Milestone: Regionally Competitive

Main Outputs:

- Meeting international standards in infrastructure development



- Social economic impact of infrastructure to socio-economic impact of infrastructure to economic growth & development

MTDP 6 - 2052

Key Milestone: Fiscally Stable Bougainville

Main Outputs:

- Impact assessment of all infrastructure & work
- Design new infrastructure plan.

6.11. INTERNATIONAL RELATIONS

Goal: By 2052, Bougainville will have a strong and respectable political, economic and social relationship with the international communities and represented by trade missions in strategic countries throughout the world

MTDP 1 – 2027

Key Milestone: Independence Ready

Main Outputs:

- Bougainville Foreign Policy White Paper
- Observer status in Pacific Islands Forum
- Observer status in Melanesian Spearhead Group
- Observer status in ASEAN
- Observer status in UN Security Council
- Member of the common wealth of nations
- Monitoring and evaluation

MTDP 2 – 2032

Key Milestone: Sovereign Bougainville

Main Outputs:


- Establish foreign missions
- Bilateral trade
- UN Membership
- Membership in Pacific Islands Forum
- Membership in Melanesian Spearhead Group
- Membership in other relevant international bodies
- Monitoring and evaluation

MTDP 3 – 2037

Key Milestone: Economic Development

Main Outputs:

- Explore new international relations (beyond our traditional partners)
- Midterm review



MTDP 4 – 2042

Key Milestone: Socially equitable

Main Outputs:

- Extend international relationship down to community level through such activities as education, cultural and economic activities (South Pacific games, festival of arts, tourism, etc)
- Monitoring and evaluation

MTDP 5 – 2047

Key Milestone: Regionally competitive

Main Outputs:

- Sustain all activities
- Monitoring and evaluation

MTDP 6 – 2052

Key Milestone: Fiscally stable Bougainville

Main Outputs:

- Sustain all activities
- Impact assessment
- Develop new International Relations policy framework for new Bougainville Vision 2052

6.12. ENVIRONMENT, CONSERVATION & CLIMATE CHANGE

Goal: By 2052, Bougainville will have sustainable management of all its natural resources and be a world recognised contributor to control efforts in environment, conservation, and climate change mitigation.

MTDP 1 – 2027

Key Milestone: Independence Readiness

Main Outputs:

- Biodiversity Survey (Baseline) of terrestrial and marine environment
- Resource Mapping
- Policy Development (Population, Conservation; Carbon Trade; Climate change; Resettlement etc)
- Atolls climate change mitigation strategies
- Environmental Management Plans for specific resource development sites (eg Mining; Tonolei Logging; Nissan Fish Cannery; Road Construction etc)
- Climate Change Mitigation Plans (especially Atolls; Sea walls; Resettlement)
- Mapping of potential Natural Disaster areas and mitigation strategies
- Awareness across all communities
- Environment and Climate Change included in School Curriculum
- Monitoring and evaluation





MTDP 2 – 2032

Key Milestone: Sovereign Bougainville

Main Outputs:

- Consolidate on MTDP 1 outputs
- Environmental Conservation and Development Management Plan at all levels
- Carbon trade and access to international funding (Redd/Blue Carbon Trade)
- Atolls Climate Change mitigation programs
- Monitoring and evaluation

MTDP 3 – 2037

Key Milestone: Economic Independence

Main Outputs:

- Consolidate on MTDP 2 activities
- Specific focus on Atolls Climate Change mitigation programs
- Forestry Plantations and Tree farming for livelihood purposes (eg. Building house, fire wood, medicine, vegetables etc)
- Midterm review of Bougainville Vision

MTDP 4 – 2042

Key Milestone: Socially equitable

Main Outputs:

- Consider findings of Midterm review (under MTDP 3)
- District and Community Government policies and programs on Environment and Climate Change and Waste Management
- Monitoring and evaluation

MTDP 5 – 2047

Key Milestone: Regionally competitive

Main Outputs:

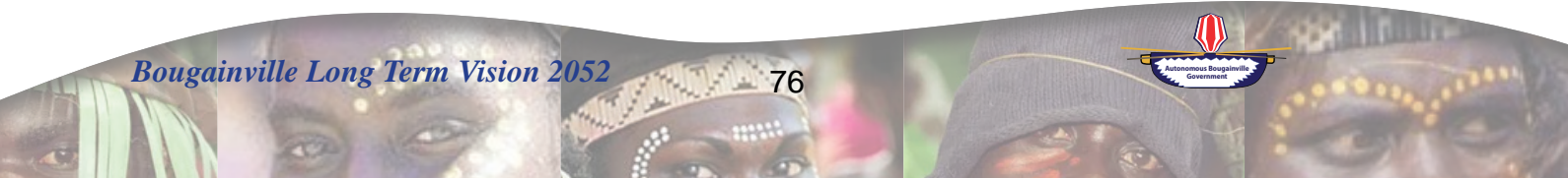
- Strengthen Resettlement/Protection/Adaptability programs to international standards
- Membership and participation in environment and climate change international for such as Kyoto Protocol, etc
- Monitoring and evaluation

MTDP 6 - 2052

Key Milestone: Fiscally stable Bougainville

Main Outputs:

- Impacted population sustainably resettled and living a happy life
- Conservation and Climate Change embedded in the policies and practices of all areas of society
- Design Environment and Climate Change





7. CONTINUOUS IMPROVEMENT STRATEGY IN NATION BUILDING

Bougainville’s Vision 2052 of becoming “a high-income country with a well-educated and healthy population living in a peaceful and sovereign nation” with a vibrant economy sounds ambitious but our long political history of self-determination and our resilience has proven that this is possible if Bougainville has the will and desire to fight the cause. In hindsight, we know that things could have been different and Bougainville would not have been where it is today. But we now know that with the privilege of experience, education and knowledge on hand coupled with proper planning, preparation, and management we will achieve more for our new nation efficiently and effectively.

Bougainville’s Vision House, incorporates, as its foundation strategy, the 8 Pillars and the sequence of MTDPs. It is the start of our “*nation building*” journey towards eventually managing our own affairs and the welfare of our people as Bougainville secedes from Papua New Guinea. As the Vision and the Pillars are implemented, we will institute a process of continuous reflection and refinement through rigorous and systematic monitoring and evaluation framework that enhances efficiency and effectiveness in the design and delivery of (i) the Vision 2052 and the Pillars and ii) the implementation of the sequence of MTDPs.

7.3. The Need for Continuous Improvement

The journey envisaged in achieving the Long-Term Vision 2052 calls for a series of interlinked and complex changes from where Bougainville is currently at (2023) and where we want to be in 30 years’ time (2052). The change covers all spheres of Bougainville society from government at all levels, to private sector, civil society, community governments and traditional leadership systems. Some change aspects include intangible changes in values, attitudes, and behaviours while other changes are tangible such as a new Constitution, new national symbols, improvements in health, education, infrastructure, economy, and income levels to name a few. The envisaged *change-process* is much more than “putting out a new product, such as a new corned beef packaging, then monitoring customer uptake and changing the design or shape of the corned beef product”.

The continuous improvement process depicted in the diagram below will be translated into a systematic Monitoring and Evaluation Framework (MEF) that will (i) better define the envisaged change processes and the linkages through a Theory of Change (ToC) program logic. The ToC will then determine the robust and systematic monitoring and evaluation framework will be formulated as a supplementary activity after the Vision document is launched.

7.4. The Monitoring and Evaluation Framework

The Table below illustrates the series of changes expected to be achieved enroute towards Vision 2052 which will need to be captured by an appropriate Monitoring and Evaluation Framework (MEF). It shows complex relationships between the 8 Pillars under each MTDP which cumulatively are expected to bringing about the expected changes/outcomes.


Figure - Vision 2052 Theory of Change Monitoring and Evaluation Framework



Pillar 1 Key Outcomes, Outputs & Input Indicators	Pillar 1 Key Outcomes, Outputs & Input Indicators;	Pillar 1 Key Outcomes, Outputs & Input Indicators	Pillar 1 Key Outcomes, Outputs & Input Indicators	Pillar 1 Key Outcomes, Outputs & Input Indicators	Pillar 1 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 1 towards Vision 2052
Pillar 2 Key Outcomes, Outputs & Input Indicators	Pillar 2 Key Outcomes, Outputs & Input Indicators	Pillar 2 Key Outcomes, Outputs & Input Indicators	Pillar 2 Key Outcomes, Outputs & Input Indicators	Pillar 2 Key Outcomes, Outputs & Input Indicators	Pillar 2 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 2 towards Vision 2052
Pillar 3 Key Outcomes, Outputs & Input Indicators	Pillar 3 Key Outcomes, Outputs & Input Indicators	Pillar 3 Key Outcomes, Outputs & Input Indicators	Pillar 3 Key Outcomes, Outputs & Input Indicators	Pillar 3 Key Outcomes, Outputs & Input Indicators	Pillar 3 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 3 towards Vision 2052
Pillar 4 Key Outcomes, Outputs & Input Indicators	Pillar 4 Key Outcomes, Outputs & Input Indicators	Pillar 4 Key Outcomes, Outputs & Input Indicators	Pillar 4 Key Outcomes, Outputs & Input Indicators	Pillar 4 Key Outcomes, Outputs & Input Indicators	Pillar 4 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 4 towards Vision 2052
Pillar 5 Key Outcomes, Outputs & Input Indicators	Pillar 5 Key Outcomes, Outputs & Input Indicators	Pillar 5 Key Outcomes, Outputs & Input Indicators	Pillar 5 Key Outcomes, Outputs & Input Indicators	Pillar 5 Key Outcomes, Outputs & Input Indicators	Pillar 5 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 5 towards Vision 2052
Pillar 6 Key Outcomes, Outputs & Input Indicators	Pillar 6 Key Outcomes, Outputs & Input Indicators	Pillar 6 Key Outcomes, Outputs & Input Indicators	Pillar 6 Key Outcomes, Outputs & Input Indicators	Pillar 6 Key Outcomes, Outputs & Input Indicators	Pillar 6 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 6 towards Vision 2052
Pillar 7 Key Outcomes, Outputs & Input Indicators	Pillar 7 Key Outcomes, Outputs & Input Indicators	Pillar 7 Key Outcomes, Outputs & Input Indicators	Pillar 7 Key Outcomes, Outputs & Input Indicators	Pillar 7 Key Outcomes, Outputs & Input Indicators	Pillar 7 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 7 towards Vision 2052
Pillar 8 Key Outcomes, Outputs & Input Indicators	Pillar 8 Key Outcomes, Outputs & Input Indicators	Pillar 8 Key Outcomes, Outputs & Input Indicators	Pillar 8 Key Outcomes, Outputs & Input Indicators	Pillar 8 Key Outcomes, Outputs & Input Indicators	Pillar 8 Key Outcomes, Outputs & Input Indicators	Validate impact of Pillar 8 towards Vision 2052

The detailed MEF will be developed as a separate supplementary document to the main Vision 2052 document. The MEF must be sophisticated enough to monitor progress and assess achievements at these five levels:

- (i) for each sequence of key changes as indicated by the chain of circles in the table above

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- (ii) for each of the six MTDPs as a whole (i.e. multi-sectoral)
 - (iii) for each of the Pillars
 - (iv) for each of the Sectoral Plans for each Pillar
 - (v) Verify and validate impact at regular scheduled intervals.

A detailed MEF model will therefore be formulated, one that will be able to explain, monitor and verify the expected changes over time. Only a Theory of Change oriented MEF will be able to do this and not any other commodity-oriented improvement systems.

7.5. Research, Innovation & Development

A well accepted notion by top organisations, whether political or otherwise, is that any project worth doing requires Research & Development (R&D) which builds the framework of what an organisation needs to introduce new services and products or improving existing ones. It encompasses all the activities that requires to validate a project, new ideas or improvements for organisations to stay ahead with its plans.

Research & Development is important for several reasons:

1. It provides knowledge and insight. Innovation is about wild ideas, some good and some bad. And some of these ideas need persevering with because of the conviction of the organisation. R&D is the unit that does that, figuring out whether you have a good idea or not. Three types of research are normally undertaken:
 - a. Basic research: the objective is to fully understand one subject area forming the basis for applied research
 - b. Applied research: This aims to answer one specific question to an existing social economic or governance practice or problem. Research on the current political and administrative systems or efficiency in the delivery of services are examples of such applied research.
 - c. Development Research: A systematic project that uses existing knowledge gained from research or practical experience to develop a new process, service, or product.
2. It is a powerful investment for the organisation. Staying ahead with our vision plans is not a short-term thing. R&D is a long-term strategy for continuous and sustainable leverage in the constantly changing global world. It enables Bougainville government to remain in touch and keep up with changing political, economic, social, technological, legal, and geopolitical landscape throughout its 30-year journey through active research and developments.
3. It improves existing services, legislations, organisational strengthening, and human resource development needs.
4. It constantly searches for higher efficiency, effectiveness, least costly, and state-of-the-art ways of doing things so that Bougainville remains steadfastly ahead with its plans.

This is the role that Bougainville Strategic Research, Development & Monitoring Secretariate (BSRPS) has been established to undertake for ABG. It has commenced with the development of Bougainville's



30-Year Vision plan. The project has been faced with imminent issues particularly the lack of institutional knowledge historical information together with Bougainville's uncertain and sensitive political situation. Emanating from this plan therefore will be a thousand issues that will need to be thoroughly investigated and followed through to ensure more understanding and information garnished so that improvements can be recommended for adoption and implementation along the way.

In the immediate future the BSRPS will be boosting its capacity (through adequate funding support) in order to respond more efficiently to the increasing R&D requirements of the government given its rapid changing political and economic landscape. A details Research and Development Framework is being developed for BEC approval and will be reflected in MTDP 1.

7.6. Planning, Implementation, Monitoring & Evaluation

As noted under 6.1. and 6.2. above, the formulation of the ToC and the monitoring of the Vision and impact assessment of the changes overtime, will be the responsibility of BSRPS while the Planning Office and line departments will focus mainly on the planning, implementation and monitoring and evaluation of their 5-Year Medium Term Development Plans and Annual Activity plans and budgets and M&E. The starting point is the formulation of the Theory of Change and Program Logic which should then influence the design of the MEF.

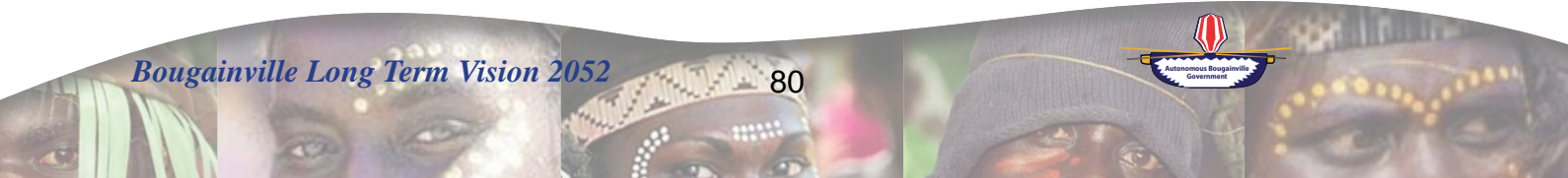
The 5-Year Medium Term Development Plans and annual activity plans are what produces the final outputs and outcomes of our long-term vision but there must be a coherent conceptual roadmap of how the MTDPs will lead to achieving the higher Vision. **This conceptual road map is a 30-year Sectoral Master Plan for all sectors that should provide a high-level roadmap of how each sector will achieve the Vision through the Pillars.**

Every effort must be made to ensure we get it right at this phase of the planning process. Gone are the days we plan just to satisfy the PNG National Government requirements. This time, planning must be taken seriously. SMART growth key performance indicators to move our plans forward must be identified and included in the planning process.

Government is superior in planning but poor in implementation, monitoring and evaluation. It is now time to turn the corner and invest more time, effort, and training in developing the right skill base and commitment to effective implementation, monitoring and evaluation. The Vision Plan has outlined the key outputs and outcomes for each Pillar and MTDP. The development of each MTDP will have specific targets and key performance indicators that will measure our progress. Unless we take the time to measure progress, we will never know how far we have progressed and what we need to do to improve our chances of reaching our goals.

As per our planning cycle, Activity Plans must be assessed annually. Improvements plans are therefore identified and included in the next budget year plans. MTDPs are assessed every five years and take into account the assessments of the Annual Activities during that MTDP term and the Long-Term Vision plans and provide a full account of where we are against the set goal post or milestones and then set revised targets and performance indicators for the next five years. The review would be undertaken by the Long-Term Strategic Secretariat to ensure independence of the review.

On the first tenth year of the Vision Plan, a comprehensive review of the Vision Plan will be conducted. Findings must clearly identify how far we have travelled and how far away are we from our final goal post. For example, one KPI that we are clear about is GNI Per Capita. This indicator will tell us our

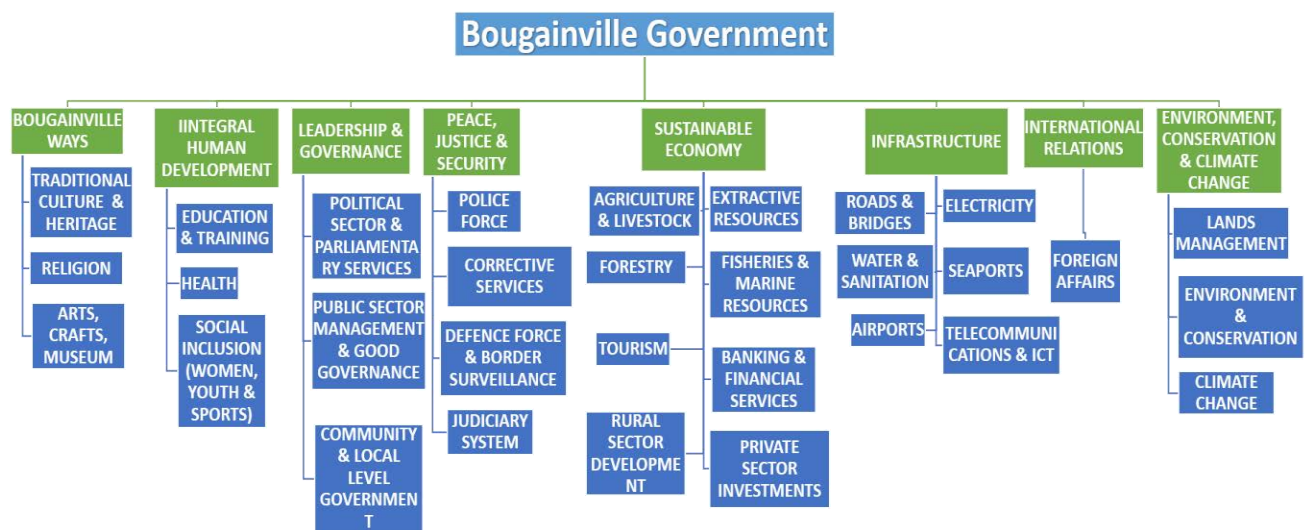


progress and how far away we are from reaching the PGK50,000 set for 2052. The variation will indicate how much work we need to do to get us to speed with the original target on top of targets already set for the next ten years.

This ten (10) year review which comprises the Monitoring and Evaluation phases of our Continuous Improvement Framework will be done three times throughout the life of the Vision Plan.

A point to note here is the transition from sector-based planning to pillar-based planning. Upon Independence, the Bougainville Government will transition from sector-based structure to pillar-based structure. The rationale for this is that through the pillar-based structure, where departments will be specifically aligned to strategic focus areas that are more sensitive to the wide-ranging issues we face in governance in this modern times. Sector-based structures are restrictive and have not proven to be effective catalysts for growth and improvements in nations that have adopted such structuring. Bougainville has a golden opportunity to do something different and we are taking the bold step in moving in this direction.

A preview look at how the public sector will be pillar-based structured, inclusive of all those functions yet to be drawn down, is as per this organisation chart:





7.7. Guiding Values & Principles

The Preamble of the current Bougainville Constitution which embodies the aspirations of the people for a free, just, and fair nation shall be adopted as the guiding values and principles of the Vision 2052 Plan.

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

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

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

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

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

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

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

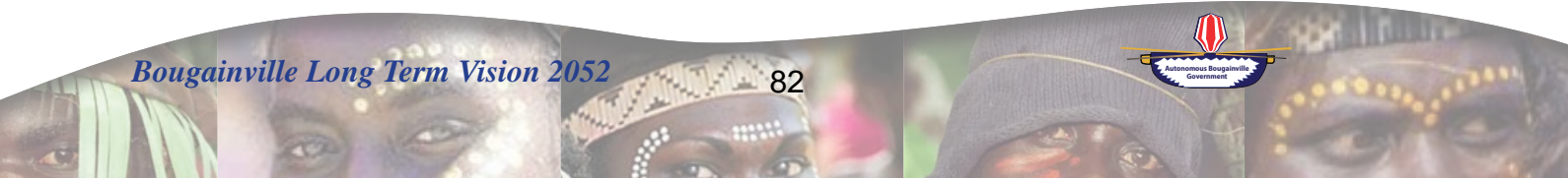
- to uphold Christian and similar moral and spiritual principles; and
- to honour our heritage and ancestral spirits and our worthy customs and traditions; and
- to provide for the self-determination of the People through both autonomy arrangements and the referendum on independence; and
- to recognize the sovereignty of the People; and
- to recognize the autonomy of family and clan lineages and other customary communities; and
- to govern through democracy, accountability, equality, and social justice; and
- to protect the land, the sea, our environment, and our cultural identity for present and future generations; and
- to strive to eliminate universal problems in Bougainville of poverty, illiteracy, corruption, pollution, unemployment, overpopulation, and other ills; and
- to meet the obligations of Bougainvilleans under this Constitution and to uphold this Constitution with dignity and integrity; and
- to provide for the legislative, executive, and judicial powers of the People of Bougainville to be vested in the respective arms of an independent Bougainville Government.

8. VISION PLAN ROLL-OUT

The Bougainville Strategic Research, Planning & Monitoring Secretariat will take lead in the roll out of the Long-term Vision and the Pillars as well as in implementing the ToC - MEF while the ABG Planning Office will be responsible for day to day implementation and monitoring of the MTDPs. The list below outlines the roll-out plan of the Vision 2052 Plan:

1. Roll-out Program

- BEC submission for the approval of the Vision 2052 Plan
- Launching of the Vision 2052 Document



- A Bougainville-wide awareness roll-out to the 4 regions of Bougainville. A program will be developed and widely circulated before awareness teams commence. The people must be fully consulted on our 30-year Vision Plan to start the mindset change needed to get them board and get their support in the implementation of the plans.
 - Political leaders will be encouraged to support the awareness teams within their regions
2. A submission to BEC to institutionalise the Vision Document and the Monitoring Body including a Vision Review Body that will comprise of political leaders, senior government officer and well regarded Bougainvillean advisors
 3. A well-structured Key Performance Indicators for Vision, Pillars, Departments, Personnel and Community Governments to be developed.
 4. A well-articulated and systematic Theory of Change and Monitoring and Evaluation Framework for monitoring and evaluating progress and achievements
 5. On going training of Government and participating stakeholders on Planning, Implementation, Monitoring & Evaluations
 6. With the volumes of data this journey will generate annually will be mammoth. Safe storage, efficient handling and analysis of this data and ease of access of data over the journey is integral to our success. It is strongly recommended that the government invest heavily in procuring state-of-the-art integrated computerised system together with reliable internet services to support this Vision Plan.
 7. Ongoing reviews as discussed above is critical to the success of Bougainville's Vision 2052 Plan.
 8. This Vision is the start of our journey forward together with our political road map. Properly organised and sold to the people, ABG has to give hope to our people and change their mindset, behaviours and get their commitment to work together with the government on the Vision 2052 Plan. At the end of the awareness sessions, the people must get a good glimpse of what the future holds for them. With the understanding that development takes time, commitment and sacrifice we have a good chance of turning Bougainville around for a better future.
 9. Private Sector & Churches Involvement as per President 6-point strategy.



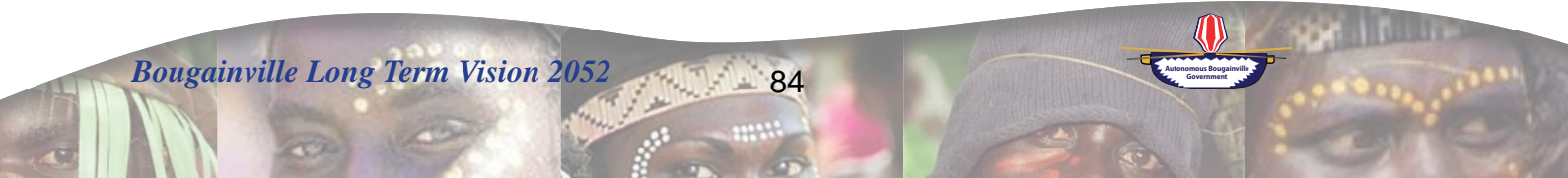



Risk Management - Several key risks are obvious

Risk	Mitigation strategy
Lack of political commitment	Pass legislation protecting the Vision & the Pillars
Poor conceptual understanding & poor capacity of the Bougainville Public Service	Inhouse Training on the Vision, the Pillars and the MEF
Poor resources support of the Roll out of the Vision and the Pillars	Secure budget allocation
Poor engagement of wider Bougainville society in the implementation of the Vision & Pillars	Civil society, private sector, and Traditional leadership systems to be actively involved at all levels of implementation.

9. CONCLUSION

1. We have set ourselves very ambitious visions but one that we are confident of achieving. Our public service, political leaders and citizens should be excited about our plan as it provides a road map that offers new direction for creating a new Dubai in the Pacific region.
2. The Toroama-Nisira government is fully committed to this plan especially the achievement of MTDP 1 which focuses on setting the foundation for achieving our political independence.
3. A clear precise road map has been provided.
4. The realization of this road map can only be achieved through full commitment of all stakeholders from leadership to grassroots. Fully funded awareness sessions need to therefore take place throughout Bougainville following the launching of our Vision 2052.
5. Ongoing reviews as per the plan is integral to the success of our vision.
6. The Bougainville Way which will establish a new culture for Bougainville which will underpin new mindset and conduct, behaviours, and attitudes that will make Bougainville a safe and secure nation for the development of Bougainville over the next 30 years from 2023 to 2052.
7. This Plan outlines the processes of how we aim to achieve the outlines. This comprises of a theme, vision, mission, pillars, MTDP's and values.
8. The 8 pillars are the foundation of our plan and it is very important that all functions of the ABG are directly aligned to these pillars.
9. The achievement of our vision can only be attained through systematic and incremental achievement of the six MTDP's.
10. The success of this vision requires a public service machinery and political structure that supports and reflects the aspiration of the people through efficient and effective in service delivery and nationhood building
11. It is important that compliance to the planning framework is adhered to in order to ensure that planning at the lower level of the public sector embraces the MTDP plans and long-term vision.
12. The guiding principles and values are integral in the management of the transformational process throughout the vision implementation process.
13. It is important that the commitment of the government of the day to this vision plan is reinforced through the legislation of the Bougainville planning act and the vision 2052 plan.
14. Continuous improvement of both the vision and the MTDP's can only be realized through commitment to research and development.
15. Strong indices for all pillars must be developed to measure and assess our progress over the 30-year period.



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16. The quantity and quality of information that will be gathered, developed, measured and tracked will be vast. It is critical that ABG secures this information through the installation of a integrated data management and reporting system.
 17. Bougainville has set an ambitious target of becoming a high-income nation. This will not be possible unless we grow our economy, control our population, replace import orientation and promote sustainable economy base through downstream processing from the start of this vision plan.
 18. Land management issues should be resolved through the passing of the land management act or policy right from the start of the vision plan in order to access freehold land for economic development.
 19. At the same time, we must manage our environment for our future generation.
 20. Bougainville as an independent nation must interact closely with other economies in order to increase our trade and protect our borders.
 21. There is no compromise on infrastructure development. An integrated infrastructure plan must guide our growth right from the very start. And the most critical of all these is our energy policy that guarantees uninterrupted power supply to all urban centers and rural communities at least within the first MTDP.
 22. The 17 sustainable goals will guide and measure our growth and development of the welfare of our people. It is our intention to be ranked highly on the Human Development Index (HDI). An educated, skilful and healthy population is critical to the achievement of our vision plan.
 23. A dedicated oversight and implementation mechanism is strongly recommended for the success implementation and monitoring of the long-term vision.
 24. Our path forward will be driven by the GNI per capital index. Targets for each MTDP has been set. We must all work together to see how we can influence improvement in our ranking with the World Bank.



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