GULF PROVINCIAL GOVERNMENT

Our Vision is to become economically independent and to build a safe, healthy, prosperous, intellectually smart and progressive province.
Map: Gulf Province of Papua New Guinea
Gulf Vision 2020

Gulf Vision 2020 represents our renewed hope for a modernised, advanced and progressive Gulf. This is owed to the enactment of the Organic Law on Political Parties and Candidates in 1995 that paved the way for political stability and hence economic growth enjoyed over the last eight years allowing the Provincial Government to envison the future. Visionary planning was impossible in times of political instability and uncertainty. One cannot think long-term under situations of instability. A person knows where he wants to go before he starts the journey. There may be different routes but the destination is always the same. How fast one gets to the destiny depends on which route one takes. For Gulf Provincial Government, the route laid out in this visionary document is how we should progress development at least in the first ten years from 2010-2020.

The Gulf Vision 2020 is the peoples’ destiny. To arrive at this strategic direction a series of development consultations were held since I became Governor in 2007 culminating in a final meet that ran from the 2nd to the 4th December 2009 during the Gulf Provincial Development Summit held at the PNGIPA.

We aspire to become economically independent and to build a safe, healthy, prosperous, intellectually smart and progressive province. By implementing the Gulf Vision 2020 following the cascading logic principle whereby all Districts and lower level Ward Plans take their cue from the Gulf 2020, we as a people will have meaningfully contributed to the implementation of the National Government’s PNG Vision 2050 and PNG Development Strategic Plan 2030. For effective implementation, we have taken our strategic targets for the first ten years from Medium Term Development Plan 2010-2015. The MTDP identified critical enablers for laying the foundation for growth to which Gulf sees ten critical areas as strategic priorities for recovery and development in line with the eleven Minimum Priority Areas set by the National Economic Fiscal Commission (NEFC). Gulf Industrial and Petroleum Park is critical for our advancement as a strategic accelerator of growth and advancement creating spin off business activities and jobs for our youths.

We must believe in ourselves and our governmental system and not let others dictate our future. We must all take ownership of development and focus on our goals and objectives of the Province and strive to achieve them so that we contribute to build a better society for our future generations.

The Gulf Vision 2020 is premised on four key cornerstones of development which are: Integral Human Development, Health and Education Development, Social Welfare, Economic Development and Infrastructure Development.

Gulf is currently the least developed province of Papua New Guinea. We want to change this status to one that is most advanced and progressive. To do this, we have to go through a recovery stage followed by rapid developmental stage. The priorities for recovery are critical enablers that will lay the foundation for revitalising Gulf. The challenge is for a few key institutions particularly, the Provincial Administration and a few key people or change agents who will drive the Gulf Vision 2020 and the whole of Provincial Public Servicemachinery towards development.
This calls for a new mindset in the Public Service, one that is more akin to that in the Private Sector where honesty, discipline, commitment, diligence and heightened productivity provide the bedrock for a durable work place culture.

The Gulf Industrial and Petroleum Park is the key strategic accelerator that should trigger the generation of business opportunities and job creation for the people of Gulf.

There are exciting times ahead with the PNG LNG Pipeline running through Gulf Province and the Elk Antelope on own soil. These excitements must be turned into reality in the lives of our people in terms of real tangible development. A good budget priority mix must therefore be adopted continuously and concomitantly over the envisioned period to enable the priority areas to be implemented.

We must shift our focus to investing in the renewable resources sector in line with the PNG Vision 2050 strategic thrust so that by the time when all our non-renewable resources are used up, the Provincial Government can continuously manage the demand for public goods and services.

I wish to now acknowledge the contribution made by our Grand Chief Prime Minister Sir Michael Thomas Somare for his contribution over the years to the development of Gulf and more importantly for his partnership with our great Gulf man Sir Albert Maori Kiki in bringing about Independence for our beloved country. I acknowledge the contributions of all past great leaders as well including, former Governors who have incrementally contributed to the improvement of our people’s well being.

I would also like to pay tribute to my hardworking Provincial Administrator who worked hard together to get the Gulf Vision 2020 out even to his death bed, my good friend and brother the late Simon Peter. I bid you farewell and wish you our heartfelt thank you from the people of Gulf.

To the future leaders of Gulf and the Public Service machinery I say to you that Gulf Vision 2020 is our roadmap and the challenge is for you to devise sequential strategic implementation plans to ensure we realize our dreams. We simply cannot afford to wait for another decade to come and go! Unity is a prerequisite to effective execution of our peoples’ plan.

Our greatest resource remains to be the people of Gulf and I salute you for your continued patience.

GOD BLESS GULF.

HONOURABLE HAVILA KAVO, MP
Governor of Gulf Province
ACKNOWLEDGEMENT

The challenges before our province are so complex that it takes courage and strong faith in taking bold initiatives to unravel these complexities and address the root causes of problem situations. The level of underdevelopment faced by Gulf is partly due to the physical geography of the province being in a delta and the general lack of commitment of our own people.

It takes a very strong visionary leader to lead at such a time like this to implement visionary strategies as contained in the PNG Vision 2050 on behalf of Gulf. Individual effort is not enough; rather team effort and networking of people who are committed to a common purpose is required.

In this regard, I wish to acknowledge the very strong strategic visionary leadership of Governor Hon. Havila Kavo for his ability to weave together a team at both bureaucratic and political levels towards our common welfare.

Under the strong leadership of Governor Kavo, the Provincial Government and administration are breaking new ground for this province, even if there is only a few of us. I wish to also acknowledge the good work done by Provincial Administrators before me with their District Administrators for bringing Gulf to where it is now. At the same time, I wish to challenge those who will be joining the Provincial Public Service to be selfless and remain committed to improving service accessibility and delivery.

I also would like to acknowledge the contribution of our National MPs particularly from Kikori and Kerema Open Electorates who have supported the development of Gulf Vision 2020 in various ways. Effectively administering electorates that lack basic infrastructures is a mammoth task. Nevertheless, our leaders are willing to face these challenges with confidence, taking them head on thereby inspiring the Provincial Administration and the local people to work much harder and smarter for a better Gulf.

I want to also acknowledge our private sector and development partners for having confidence in the province as a place for investments and business development.

To my fellow colleagues in the Provincial Administration who have given their undivided support to me as their administrative head, I sincerely salute you all and commend your efforts and commitment.

Finally, I wish to thank my Acting Deputy Provincial Administrator Mr. Mark Awai for working closely with Professor David Kavanamur and his young team of strategic planners comprising Kevin Kautu, Sobi Wape, Elly Kinkin and Bernard Esonu in seeing to it that the final product is well conceived and finalised.

Together we can make a difference for Gulf.

May our God richly bless you all and farewell my good friends!

[LATE] SIMON PETER
Provincial Administrator of Gulf
GULF VISION 2020: A vision for all

Our Vision is to become economically independent and to build a safe, healthy, prosperous, intellectually smart and progressive province.

OUR MISSION

Our mission is to restore confidence and trust in the people of Gulf to believe in themselves and in their abilities to progress development from within. Owing to long periods of neglect, our people have lost confidence in their own abilities to take on the challenges and opportunities presented to the province. Our mission therefore is to:

(a) Restore the confidence, trust and hope in ourselves as Gulf people;
(b) Rebuild infrastructure and provide goods and services to the entire province, and create a sustainable conducive economic environment for every person to equally participate in the social and economic development of the province; and
(c) Motivate and encourage every citizen of Gulf province to take ownership of Vision 2020.

OUR GOAL

We will aggressively improve the health, educational and wealth status of the province supported by investments in strategic physical and social infrastructures.

OUR PILLARS FOR DEVELOPMENT

The successful realisation of our vision, mission, and goal will be supported by the four pillars of development, namely:

- Integral Human Development
- Health and Education Development
- Social Welfare and Economic Development
- Infrastructure Development

The four pillars will form the foundation for the revitalization of basic services and development of the province in the next 10 years.
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CHAPTER 1: BACKGROUND

1.1 Brief Background to Gulf

The table below provides a brief background to Gulf Province.

<table>
<thead>
<tr>
<th>Total Population</th>
<th>106,898, Proportion of PNG Population – 2.1% (NSO 2000 Census)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Mass</td>
<td>34,757 square kilometres</td>
</tr>
<tr>
<td>Sea Area</td>
<td>115,230 square kilometres</td>
</tr>
<tr>
<td>Districts</td>
<td>2- Kerema and Kikori</td>
</tr>
<tr>
<td>Sub District</td>
<td>7- Kerema, Malalaau, Kaintiba, Kotidanga, Ihu, Baimuru and Kikori and three (3) Patrol Posts – Keroro, Kakoro and Wabo.</td>
</tr>
<tr>
<td>LLG</td>
<td>10 Local Level Governments</td>
</tr>
<tr>
<td>Wards</td>
<td>151 Wards</td>
</tr>
<tr>
<td>Land Borders</td>
<td>Central, Morobe, Eastern Highlands, Chimbu, Southern Highlands and Western Provinces</td>
</tr>
<tr>
<td>Sea Borders</td>
<td>Western, Central and Australia</td>
</tr>
<tr>
<td>Cash Crops</td>
<td>Cocoa, Coffee, Copra, Rubber and Chilli</td>
</tr>
<tr>
<td>Mineral Resources</td>
<td>Oil and Gas</td>
</tr>
<tr>
<td>Vegetation</td>
<td>Nipa Palms, Sago Palms and dense Mangrove Forests, Coconut Palms, Tropical Savannah Vegetation and Kunai Grass.</td>
</tr>
<tr>
<td>Rainfall</td>
<td>1300 mm on the south coast near Kerema, to over 5000 mm in the upper Kikori Valley. Most of the areas west of Ihu receive over 4000 mm of rain per year.</td>
</tr>
</tbody>
</table>

1.2 Gulf's Strengths

1.2.1 Gulf has vast natural resources both renewable and non-renewable that include forestry logging, coffee, cocoa, rubber, oil and gas. These resources currently form the revenue-base of the local economy. Reserves in oil and gas have also been found elsewhere in Gulf in addition to the Elk Antelope.

1.2.2 Gulf is host to two major river systems in PNG, namely the Purari and Kikori Rivers. These two are the third and fourth largest rivers in the country after the Sepik River, the second being Fly River. Tauri and Lakekamu Rivers, east of Kerema, are the Province’s other major rivers. These rivers present water opportunities for the future.

1.2.3 The people of Gulf are very friendly people who are not aggressive, making the province an attractive place to live and work in. The people are very supportive and keen to work together provided the right leadership is in place at all levels of government and community as well as in the churches.

1.2.4 Gulf is geographically advantaged by its shared land borders with Central, Morobe, Eastern Highlands, Chimbu, Southern Highlands and Western Provinces. It shares sea borders with Western, Central Province and Australia. This places Gulf in a competitive advantage vantage point to be easily transformed into the Regional Centre for all these provinces. Gulf can easily become the Centerport for the Southern
The province is connected to Port Moresby and this is currently proving to be attractive for the people in the province as it gives them the opportunity to sell products like sago, fish and betel nut. With careful planning and mobilisation of people and resources, the province has the potential of becoming a major market itself for goods and services that will attract people living in Port Moresby and the other bordering provinces and regions.

1.2.5 The province is connected to Port Moresby and this is currently proving to be attractive for the people in the province as it gives them the opportunity to sell products like sago, fish and betel nut. With careful planning and mobilisation of people and resources, the province has the potential of becoming a major market itself for goods and services that will attract people living in Port Moresby and the other bordering provinces and regions.

1.3 Gulf’s Challenges

1.3.1 Physical Features: As in other Provinces in PNG, the physical environment of the Province comprising vast swamps, flood plains and unstable meandering rivers, seasonal rough seas, sandy coastal soil and unstable coastlines provide major barriers to effective service delivery. A great deal of coastal area is swampy with more than a 1,000 waterways, 115 lakes and 640 km of coastline. The northern half of the Province consists of variable broken deep rugged mountain ranges and gorges. The Armit Range is the Province’s highest point (2755m) followed by Morton Peak (2242m) and Mt Eruki (2233m). The physical structure of Gulf is necessarily prohibitive to service delivery unless smarter strategies such as regional development based on clustering for human settlements are embraced.

1.3.2 Road Infrastructure: Road infrastructure need critical and major rehabilitation and extension to enable people and government to transport its goods and services to where it matters most. The road transport infrastructure needs an immediate spurt of investment to enable the revitalisation of services and economic activities throughout the province. Currently, people living at the coastline between Iokea and Kerema require less than four hours travel to reach the nearest service centre, while those in the Kaintiba area and most other coastal areas require 4–8 hours’ travel. People in the Vailala, Purari, Kikori and Turama valleys are very remote and require more than one day’s travel to reach the nearest service centre.

1.3.3 Access to Wharfs and Jetties: Wharfs and Jetties are also major concerns for coastal Gulf and those living along the major river systems. Service delivery has been hindered thereby not reaching the people living along the major river systems due the dilapidated state of jetty infrastructure.

1.3.4 Access to Airport and Airstrips: Gulf Airport and airstrips are a vital link for people and for service delivery. The limitation of the airport to only small aircrafts and dilapidated state of airstrip infrastructure leading to airstrip closures have drastically constrained service delivery thereby giving rise to escalating rates of infant and child mortality in remote Gulf.

1.3.5 Access to School Education: Accessibility to quality school education has been a real challenge in terms of proper infrastructure, utilities and availability of teachers. More
often than not, teachers are unable to perform their duties partly because of working conditions and welfare considerations that contributes to the low performance of teachers and thus the schools in terms of examination and progression onto the next levels of education.

1.3.6 **Access to Health Services:** Health services are a vital service, however, accessibility to quality health services have been constrained by poor road, jetty, and airstrip infrastructure compounded with the deterioration of health infrastructure and poor living conditions of health workers. Mid wife, malaria, tuberculosis, and HIV/AIDS including an inefficient supply-chain for drugs are immediate challenges.

1.3.7 **Access to Rural Electrification:** Most parts of Gulf, if not all of Gulf, are still using hurricane lamps for lighting. This has encouraged the breeding of mosquitos and other health related issues. Health, education and business are also denied the benefit of adequate supply of electricity. An effective rural electrification program will facilitate the growth of business and ensure a sustainable service delivery platform.

1.3.8 **Access to Clean Water and Sanitation:** Other health concerns like nutrition, healthiness and healthy living are partly effects of poor accessibility to clean water supply and sanitation. The majority of rural people collect water from wells and flowing rivers, and capture rain water through tanks, drums and other containers. Stagnant water from storage containers presents additional health risks if not treated as they are breeding grounds for mosquitos.

1.3.9 **Access to Communication:** Communication between officials of government and business as well as general purpose communication also reduce the efficacy of service delivery and disaster management. Modern day government operations and business depend critically on communication and with limited access to communication in Gulf service delivery is constrained and lives are placed at risks when disaster occurs.

1.3.10 **Access to Agriculture Extension:** Agriculture Extension Officers in the erstwhile days of the Department of Primary Industry (DPI) used to visit farmers and provide technical assistance on various aspects of farming and livestock management. From the 1990s onwards agricultural activities have declined in quantity and quality after the extension officers ceased visiting rural local farmers.

1.4 Gulf's Opportunities

1.4.1 The recent development of the Trans-Islands Highway, Kikori-Southern Highlands Highway and Murua-Ihu-Kikori Road will open up development opportunities in the Province.

1.4.2 A large-scale oil palm project has been proposed for the Baimuru and Ihu Sub-Districts, with large-scale agriculture projects being proposed for the Malalaua and Kaintiba Sub-Districts.
1.4.3 Large oil and natural gas deposits have been discovered including ELK Antelope, and Gulf Province’s economic outlook will improve if these resources are harnessed and the province prepares itself to capture and translate these opportunities to job creation and wealth creation for our people.

1.5 Way forward

Development is premised on positive mindsets, positive attitude, mindset changes, and continuous positive attitude changes. As a province, the challenge is for the people to accept development and capitalise on opportunities that may come our way. While 92 percent of land is customarily owned, development can only take place when these parcels of land are willingly released to the government and developers for development purposes in a mutually beneficial arrangement. For this to happen, the people must be willing to organise themselves into groupings including Incorporated Land Groups (ILGs) to benefit from development activities. The Provincial Government will assist where possible in this regard.

Registering ILGs to benefit from royalties and goods being handed out and services being provided in the short term are not enough. The challenge is to ensure that people own the economy by increasing their equity ownership and/or royalties. The Donigi Plan is one such strategy. In line with the PNG Vision 2050 Wealth Creation strategic intent for Papua New Guineans to own 70% of the economy, Gulf PG will adopt a three prong strategic pathway for wealth creation so as to enable 70% of its population own the economy.

These are:

i. **Financial literacy and support**—under this program, villagers will be taught basic financial management and book keeping skills to encourage savings, investment and better financial management culture. Those who graduate with a Certificate in Financial Literacy and Management will be allowed certain levels of loan for business start-up. Those who do better by repaying their loans in time can be allowed to obtain higher loan amounts.

ii. **Agricultural industrialisation**—under this program rural villager’s will be encouraged to specialise on specific cash crops on a large scale through the nucleus estate model whereby these village business groups will be encouraged to joint-venture with large companies to process and add value to raw commodities.

iii. **Marketing**—this is a key function that the Provincial Government in consultation with the local producers and in partnership with the private sector will seek to establish, maintain and improve while at the same time explore and enter new markets. Central to our marketing strategy is quality where the Provincial Government will ensure to market nothing less than premium quality.
CHAPTER 2: OUR STRATEGIC INTENT

Our intention is to set out our priorities for recovery and strategic accelerators of growth for development over the next 10 years.

2.1 Gulf Vision 2020: A Vision for All

2.1.1 Our Vision is to become economically independent and to build a safe, healthy, prosperous, intellectually smart and progressive province.

2.1.2 This will be achieved through our mission statement.

2.2 Our Mission Statement: A part by all

2.2.1 Our mission is to restore confidence and trust in the people of Gulf to believe in themselves and in their abilities to progress development from within. Owing to long periods of neglect, our people have lost confidence in their own abilities to take on the challenges and opportunities presented to the province. Our mission therefore is to:

(a) Restore the confidence, trust and hope in ourselves as Gulf people;
(b) Rebuild infrastructure and provide goods and services to the entire province, and create a sustainably conducive economic environment for every person to equally participate in the social and economic development of the province; and
(c) Motivate and encourage every citizen of Gulf province to take ownership of Vision 2020.

2.3 Our Goal

2.3.1 We will aggressively improve the health, educational and wealth status of the province supported by investments in strategic physical and social infrastructures.

2.3.2 The successful realisation of our vision, mission, and goal will be supported by the four pillars of development, namely:

- Integral Human Development;
- Health and Education Development;
- Social Welfare and Economic Development; and
- Infrastructure Development.

2.3.3 These are elaborated as strategic priorities for recovery with the industrial and petroleum park as strategic accelerators for growth. Successful implementation of these programs and projects will deliver on the GULF Provincial Strategic Intent 2020.

2.4 Gulf Development Strategy

2.4.1 The Gulf development strategy is based on cascading logic of higher level vision translated and integrated at provincial levels and implemented and operationalized at districts and local government levels.
2.4.2 At the heart of this strategy are poverty alleviation and wealth creation which reflects the needs and aspirations of the people of Gulf. It is indeed about empowering people and giving them the opportunity to make choices that will affect their lifestyles.

2.4.3 Figure 1, below shows the framework for the Gulf Provincial development strategy. The key outcome is poverty alleviation which under this strategy is to be achieved through both the improvement in public sector driven service delivery and private sector driven job creation.

2.4.4 The people of Gulf are central to this strategy. For the people to come out of poverty, the public sector must ensure that they have access to quality basic services whilst at the same time, they are linked to the private sector as a key driver for job creation, both in wage earning employment and self-employment work.

2.4.5 The Gulf Provincial Budget is an integral part of the strategy to capture the integrated nature of the recovery efforts and the mobilization and application of resources. The budget should be geared towards a “One Plan, One Budget, One Account” (OPOBOA) strategy to enable flexibility at the same time meeting requirements of Public Finance (Management) Act.

2.4.6 The central theme to this strategy is empowering the people to focus. The people of Gulf, when empowered, will rise out from their current situation to contribute to the development of the province.
Figure 1. FRAMEWORK FOR GULF PROVINCIAL DEVELOPMENT STRATEGY

PNG Vision 2050

PNG Development Strategic Plan 2030

Needs Identification

GULF VISION 2020

Resources Available
- Sustainable Development
- Environmental Protection

Funds Mobilisation
- Recurrent & Dev. Budget
- Internal Revenue
- Public Investment Program
- District Support Imp. Program

Provincial Budget

Divisional/Sector Programs & Projects

District, LLG & Ward Development

POVERTY ALLEVIATION

Investments
- Gulf Investment Trust Fund
- Gulf Papua Fisheries
- Gulf Economic Dev. Authority

Project Identification & Cost/Benefit Analysis

Job Creation
2.5 Strategic Priorities for Recovery and Development

2.5.1 The Medium Term Development Plan 2011-2015 concentrates on key enablers under each sector particularly land development; law, order and justice; health; primary and secondary education; higher education; human resources development and training; research, science and technology; road transport; water transport; air transport; utilities; information communication technology; energy development; rural development; urban development; agriculture; fisheries; forestry; petroleum; minerals; informal sector; SME; manufacturing; tourism; population; youth; gender; HIV/AIDS; vulnerable and disadvantage groups; climate change; natural disaster management; governance and public sector management; national statistical systems; foreign policy; immigration; foreign aid; and defence and security and sports. These sectors also include the 11 Minimum Priority Areas espoused by the National Economic Fiscal Commission. For Gulf there are at least ten strategic priorities for recovery and development that will be responsible for the ‘rebranding’ of Gulf Province. These are:

2.5.1.1 Provincial Transport Infrastructure and Road Network: Improving access to services and markets focusing on provisions of maintenance and construction of roads, bridges, jetties, coastal vessels and accessories for our people are fundamental building blocks for transport, mobility, business and development.

2.5.1.2 School Education: Improving accessibility through affordable and quality education by improving school infrastructure and libraries, equipment and utilities is a must for Gulf people and its future human resources.

2.5.1.3 Basic Health Services and HIV/AIDS: Improving basic health through infrastructure, equipment and utilities and ensuring community access to information on HIV/AIDS as development challenges is a must for a healthy and productive human resources and improved life expectancies.

2.5.1.4 Law and Justice Services: A safe and secure society living harmoniously in a peaceful environment is a precursor for economic investment and development. Focusing on infrastructure development, community engagement and community policing will promote a safe, secure and peaceful society.

2.5.1.5 Agriculture: Transforming agricultural activities to small and medium enterprises enabling farmers to graduate from small holder category to estate or plantation holders creating employment for others in Gulf is a promising accelerator.

2.5.1.6 Urban and Township Development: Developing urban areas as key growth centres for improved service delivery and economic development will create more business activities for Gulf people.

2.5.1.7 Rural Electrification: Rural electrification is a fundamental service for a modern society. Improving access to rural electrification and lighting up Gulf will facilitate business activities contributing meaningfully to improved living standards.

2.5.1.8 Rural Communication: Increasing access to rural communication is important for modern business transaction and communication amongst public service providers for ease of dealings.
2.5.1.9 Commerce and Business Development: Improving access and increasing opportunities to business activities engaging more local businessmen/women are the foundations for personal advancement, job creation and provincial economic growth.

2.5.1.10 Honest and Responsible: An honest and responsible government is critical to weed out corruption and eliminate bureaucratic red-taping and ensuring that the limited financial resources and public properties are put to good use in improving and enhancing service delivery for all citizens.

2.6 Strategic Acceleration for Growth

2.6.1 The strategic accelerator that will spark change in Gulf Province from ‘one that is least developed to one that is most advanced in the 21st Century’ relates to industrial clustering to spawn industrial and economic development—the Gulf Industrial and Petroleum Park.

2.6.2 Gulf Industrial and Petroleum Park: This will be developed through the industry cluster concept whereby all complementary and supporting input-output-input factors of production are closely located within the same geographical location to benefit from economies of scale and scope. The related industries that will operationalize the Industrial and Petroleum Park include:

2.6.2.1 Airport: The Gulf Provincial Airport with capacity for international flights will be developed to cater for increase inflow and outflow of both domestic and international traffic in the province. The International Airport will be financed through counterpart funding arrangement between the provincial, national and development partners in the Oil and Gas Sector particularly, Inter Oil through the ELK Antelope. The Airport may need to be relocated closer to the Park.

2.6.2.2 Industrial Estates (Township): The Industrial Estate Township is a township development purposed for industrial development. The Estate will be developed through clustering making accessibility of services more effective. At a larger scale operation and transaction cost of Estate members will be lower. The industrial township is vital to encourage spin off activities as well as downstream processing of natural resources that is abundant in the provinces.

2.6.2.3 Cement Plant: The cement factory is vital to support major construction activities in the province. The Cement Plant will produce the cement needed for Township Development, Industrial Estate and other physical works that would require cement. Primary customers would be Gulf Provincial Government and the building and construction industry in Port Moresby and PNG.

2.6.2.4 LNG Terminal. The LNG Terminal will be built in the province for processing gas derived from within the province as well as nearby provinces. The LNG Terminal includes the LNG Processing Plant, LNG Power Plant, and LNG Refinery. Natural Gas extracted will be downstream processed and shipped to international markets.

2.6.2.5 Deep Water/Sea Port: The deep water sea port will be harness industrial development in the province by catering for major ocean liners freighting inputs and resources out of the country. The Deep Water/Sea Port is the port where Cargo Ships and tankers will anchor for offloading physical works material and loading processed gas among other commodities. It will be an industrial port to facilitate heavy works.
2.6.2.6 Water Export: There is an agreement in place with feasibility studies done for water to be exported from the Purari River to Australia to support agriculture development. The Purari River is an unlimited resource at our disposal that could be transformed into more usable products such as bottled water and electricity. Water export is a growing industry the world over and as climate change intensifies its value will appreciate. Given the pollution of rivers and uncontrollable air pollution in industrialised parts of the world, purifying, bottling and selling water is a viable business available to Gulf.

2.6.2.7 Petroleum Refinery: A petroleum refinery will be constructed in the province which will provide opportunity for employment and spin-off business. The Petroleum Refinery is where all petroleum products will be refined before they are exported.

2.6.2.8 Power Grid: A power grid once developed will supply the power needed to run the Industrial and Petroleum Park activities.
CHAPTER 3: OUR TARGETS AND DELIVERABLES

3.1 Administrative Services: Implementing 100 percent institutional housing for public servants in rural areas and those employed in essential services.

3.1.1 An effective and efficient Administration is vital for effective service delivery. Manpower is a critical resource input for facilitating administrative services and providing support to political leaders who provide the authorising environment for bureaucratic leadership. This needs to be improved and strengthened at the Provincial Head Office, District, and Local-level Government levels. Current manpower is largely concentrated at the Head Office in Kerema with very few public servants working in the districts. The reasons are varied and include lack of public service infrastructure such as office space and equipment, housing, public utilities and other local amenities such as shops and schools. Under the recovery phase of Gulf Vision 2020, a rapid renovation program needs to be mounted to quickly rehabilitate run down government housing and construct new public infrastructure and utilities in the districts and LLGs so that by 2020 the Gulf Provincial Government would have implemented the HR Devolution ratio of 15:35:50 percent. For effective projects implementation and oversight, provisions in the OLLPG will be used to establish a Gulf Restoration Authority similar to that in the Gazelle.

We already have:
1. Provincial Head Quarter with 124 staff
2. District Head Quarters with 63 staff
3. LLGs with 213 staff
4. Ward Councillors ready to implement the Gulf Vision 2020 through bottom-up approach

Our priorities are:
1. Undertake capacity diagnostics
2. Restructure to improve business processes
3. Re-deploy staff in districts LLGs
4. Institute merit-based selection and recruitment and fill all vacant positions
5. Undertake recruitment-drive for fresh graduates from universities and colleges through Graduate Development Program (GDP)
6. Build housing with other public infrastructure and utilities
7. Genderise public service
8. Liaise with AusAID and others for adviser placement in Gulf

Our targets and expected outcomes:
1. By 2015, the provincial administration will be an efficient and effective outfit.
2. By 2015, full housing with well-functioning public infrastructure and utilities will be built
3. By 2020, Gulf Provincial Government will be a responsive, modernised and mature administration.
4. By 2020, 50% of workforce are women
5. By 2014, Graduate Development Program established
6. By 2012, Gulf Restoration Authority mounted to specialise in drawing up Vision 2020 project designs and oversee implementation of technical projects
3.2 **Education: Investing in human capital and lifelong skills for growth and development.**

3.2.1 School education is the foundation for economic growth, provincial development and personal advancement in a renewed Gulf society. In line with the PNG Vision 2050 requirement of a ‘Smart’ society, Gulf PG in partnership with AusAID through its Basic Education Infrastructure and Curriculum Materials Program (BEICMP) will transform its school infrastructure and utilities to ensure that our children have access to the best education possible available at all levels of school education, equipping them with lifelong skills for self-sustenance. In the process, overall school output quality will improve.

We already have:

| 1. | 193 Elementary Schools with 122 open and running while 71 are currently closed |
| 2. | 59 Primary Schools open and running |
| 3. | 3 Vocational Schools with 2 open and running while 1 is closed |
| 4. | 3 High Schools with 2 open and running and 1 closed |
| 5. | 2 Secondary Schools open and running |
| 6. | 29 Children’s Literacy schools running |
| 7. | 3 FODE Centres open and running |

Our targets and expected outcomes are:

1. By 2013, renovation and construction of new school infrastructure and utilities (libraries, classrooms, laboratories, school furniture) completed
2. By 2013, all closed schools re-opened
3. By 2013, complete construction of new teachers houses
   By 2014, all teaching vacancies for all levels fully occupied
4. By 2014, Community College opened
5. By 2015, Technical Secondary School opened and students enrolled
6. By 2020, net enrolment is 100% from current 52 percent
7. By 2020, 50% of net enrolment are girls
8. By 2020, 100% of population is literate from current 52 literacy rate
9. By 2020, adult literacy is 100% from current 49.2 percent of literate adult population

Our priorities are:

1. All funded and vacant school positions to be filled immediately
2. Renovate all and build new necessary infrastructure and utilities to support schools
3. Re-open the 71 closed elementary schools
4. Re-open the 2 closed Vocational Schools
5. Re-open the 1 closed High School
6. Build one new Technical Secondary School
7. Build a Community College
8. Build libraries in all schools
9. Build computer labs in all schools
10. Create equal opportunities for both boys and girls in school
11. Utilise overseas volunteers in administration and school-based education
3.3 Health and Community Services: Building a healthy community for a better and productive tomorrow.

3.3.1 A healthy and clean society is a precursor to healthy living and improved societal living. In line with the PNG Vision 2050 requirement of a ‘healthy’ society, Gulf will seek to uplift health service levels through targeted infrastructure investment and capital works making sure that each district, LLG and ward has a well-functioning Health Centre and Community Health Post with readily available medical drugs and specialist personnel to service the rural population. The major diseases in Gulf include malaria, pneumonia, accident injuries, tuberculosis, neonatal sepsis, diarrhoea, snake-bite, skin disease, anaemia, and maternal deaths in line with the National Health Sectoral Plan 2010-2020. Clustering of public service infrastructure and utilities within geographical proximity to each other will be the approach taken so that related service agencies benefit synergistic benefits afforded by proximity thereby minimising transaction cost of service delivery so that by 2020, Gulf will be a healthy Province contributing meaningfully to the realisation of the PNG Vision 2050 target of improved life expectancy from the current 58 years of age (national average) to 63 years.

We already have;

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<tbody>
<tr>
<td>1.</td>
<td>80 Aid Post with 30 closed</td>
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<td>2.</td>
<td>20 Health Centers</td>
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<td>3.</td>
<td>1 Rural Hospital</td>
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<td>2 District Hospital</td>
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<td>1 Provincial Hospital</td>
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<td>1 School of Nursing Hospital</td>
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<td>3 Voluntary Testing Counseling and</td>
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<td>8.</td>
<td>2 Primary Health Care units</td>
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<td>9.</td>
<td>Partnership with UPNG Medical School</td>
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Our priorities are;

1. Renovate all Aid Post and convert them to Community Health Post status
2. Re-open the 30 closed Aid Post as Community Health Post
3. Renovate and improve infrastructure of the 20 health centers
4. Re-open the ‘new look’ East Kerema Sub-Health Centre
5. Renovate and improve infrastructure of Health Centres
6. Renovate and improve infrastructure of rural hospitals
7. Transform the Provincial Hospital to Referral Hospital Status
8. Increase funding in annual budgetary allocation to Churches currently managing health, education and training facilities
9. Subsidize annual maintenance of all church run facilities
10. Strengthen church-partnership program for service delivery
11. Enhance partnership with UPNG Medical School
Our targets and expected outcomes are:

1. By 2012, all Community Health Post will be fully operational with three health post workers per Post
2. By 2020, infant mortality rate of under 1 year old will drop to less than 10 per 1000 live births from 103 per 1000 live births
3. By 2020, child mortality rate of children aged between 1-4 will drop to less than 10 per 1000 live births from 57 per 1000 live births
4. By 2015, all sub-health centres will have a ‘new look’ with properly staffed personnel and adequate medical drug supplies
5. By 2016, rural hospitals will be transformed to base hospital status
6. By 2016, the provincial hospital will be transformed to referral hospitals with readily available medical drugs, equipment and specialist doctors
7. By 2020, life expectancy will be 66 years of age from current 46
8. By 2015, fully maintain all church run health, education and training facilities by 2015
3.4 Oil, Gas and Minerals: *Building long term sustainable economic activities through extraction of Oil, Gas and Minerals.*

3.4.1 Gulf has the potential of more than 543.1 mcfg of gas and 600,251.4 mbbls oil in reserves. Currently, Gulf PG and the resource owners derive monetary benefit from the dividends, royalties and support grants from the oil pipeline from Kutubu oil field. As oil exploration continues, and the search for gold deposits intensifying. The joint feasibility study done by Barrick Mine Ltd, City Resources and Lydgates Ltd in 1990 indicate an ore reserve of 78 million m³ at 200mg/m³ of alluvial gold, identified for small-scale operation at Lakekamu in the headwaters of Malalaua. Offshore Gulf of Papua, encompassing some 250,000 sq km is one of the sedimentary basins that have potential for petroleum deposits. The prospect for petroleum is promising in the Province that has proven reserves of offshore natural gas in the Pandora and Pasca natural gas fields. The reserves, estimated at 1.57tcfg. Gas from Pandora, would feed power plants, mines and other industrial projects in Australia. Gobe and SE Gobe oil fields combined reserve is estimated at 100 million bbls and 274.5 bscf of gas. The benefits to the landowners, local level government(s) of the area and Gulf PG will include royalty payments, equity dividends, employment and training, business development and improved government services and infrastructure in the project area and throughout the province.

*We already have;*

1. 10 licenses of Oil and Gas companies operating on our land
2. ELK-1 discovery of Elk fault block in 2006 – 102 MMcfpd/ 510 BCPD
3. ELK-4 discovery of Antelope fault block in 2008 – 105 MMcfpd/1,890 BCPD
4. ANTELOPE-1 discovery of Antelope reef in March 2nd 2009 – 382 MMcfpd/5,000 BCPD
5. ANTELOPE-2 Flow Test Sets New World Record in Dec. 2nd 2009 - 705 MMcfpd/11,200 BCPD

*Our targets and expected outcomes;*

1. By 2013, Elk Antelope will ship its first shipment of gas
2. By 2015, Industrial and Petroleum Park is completed and fully operational
3. By 2015, other oil and gas exploration in Gulf is completed
4. By 2017, new petroleum and gas projects are negotiated
5. By 2020, new petroleum and gas projects are established

*Our priorities are;*

1. Ensure that the benefits of these petroleum activities translate into meaningful human development
2. Renegotiate royalty rates from sales revenue increase to 10% from current 2.5%
3. Ensure that the resource owners get equitable shareholding from these projects
4. Ensure that our petroleum resources’ are exploited sustainably
5. Ensure that proper environmental management are adhered to
6. Ensure that spin of benefits directly accrue to resources owners
7. Ensure that those companies fulfil their corporate social responsibilities
3.5 Agriculture: *Investing in the lifeline of rural Gulf.*

3.5.1  Agriculture is the lifeline of the majority of Papua New Guineans. This sector has contributed significantly to GDP at 30% since independence and needs to be adequately developed with farmers graduating from primary production to semi-production and final goods production. Malalaua Sub-District used to produce a lot of copra for exports but this has declined in favour of Baimuru and Kikori Sub-District. In 1972-1973 copra production was estimated at 612 tonnes. As well as having the highest copra production, Malalaua Sub-District also had a few cattle projects. Kerema Bay was the main rubber producing area because of Murua resettlement scheme. Up to 40-70 tonnes of rubber were produced in 1972-1976. However, production of these agricultural commodities declined drastically due to lack of marketing depots and transportation services. In Kaintiba and Kotidanga Sub-Districts soil fertility is sufficient for food crops, chilli and Arabica coffee production. This trend has continued with small-holders continuing to sell their coffee to available markets in neighbouring Lae, Morobe Province. Given these positive track record and strengths particularly with agricultural activities, a crop specialisation strategy through nucleus estate will now be pursued during the Gulf Vision 2020 period so that these areas can be transformed to agricultural economic hubs of the concerned districts.

**We already have;**
1. Robusta Coffee plantations
2. Copra plantations
3. Rubber plantations
4. Cocoa
5. Chilli

**Our priorities are:**
1. Build road networks linking all agricultural plantations
2. Adopt nucleus estate via ILGs
3. Support nucleus estates and ILGs to obtain direct export license
4. Ensure availability of agriculture extension officers
5. Provide basic business and management training to farmers
6. Forster PPP approach

**Our targets and expected outcomes;**
1. By 2013, all major agriculture plantation will be rehabilitated and converted to nucleus estates where the titles are with Provincial Government
2. By 2013, all agricultural ILGs are registered to the various nucleus estate
3. By 2015, agriculture sector should contribute 10% to the Gulf Provincial Development Plan
4. By 2016, Gulf will export direct to international markets
5. By 2017, Cocoa will contribute to the Gulf Provincial Development Plan.
6. By 2020, Gulf will enjoy improved and sustainable cash flows.
3.6 Forestry: Preserving the livelihood of Gulf’s future generation

3.6.1 Forest sector is one of the largest industries in the province. Out of a total of 34,757 sq km of land area in the province, 33,847 sq km (97.38%) is rainforest. A total of 9,960 sq km (29.43%) is declared as potential area for logging operations. About 400 tree species in PNG have commercial values of which 30-40 species are harvested and exported from Gulf Province mainly to the Asian markets. East Kikori, Turama and Baimuru Forest Management Area (FMA) comprise 1.25 million hectares and are the largest logging projects in PNG. Vailala Blocks 1, 2 & 3 comprise 265,000 hectares and is one of the largest in PNG alone. However, the forest in Gulf Province is logged at a rate that is more than four times the sustainable level which is worrying. Given these scenarios, the Gulf PG will now take a bipartisan approach to properly manage harvesting of trees and also ensure that the royalties and other benefits gained from forestry are properly managed and investment made in other sustainable business.

**We already have:**
1. 9 Timber Projects in operation
2. Exported 857,902,927 m³ making K7,003,912 over 13 years (1996-2009)
3. Logging hitherto done at unsustainable levels
4. Benefits from royalties and equity not visible on the ground

**Our priorities are:**
1. Stop all illegal logging activities
2. Stop round log export
3. Encourage and support indigenous logging company
4. Pursue downstream processing of our timber resources
5. Ensure wise-use principle and sustainable development

**Our targets and expected outcomes**
1. By 2013, a local onshore downstream processing company is established and operational
2. By 2014, export of round logs cease
3. By 2015, a local onshore furniture company is established to value add
3.7 Fisheries: *Turning swamp to cash aquaculture fisheries farming*

3.7.1 Gulf has the largest swamp land that gives it a huge potential for inland aquaculture fisheries farming and fishing. The second largest commercial fishing in PNG is the Gulf of Papua Prawn Fishery that contributes 95% of PNG’s prawn exports. Gulf of Papua fishery extends over approximately 9,000 square kilometres from the Deception Bay to Cape Possession. Banana prawn is the main species caught from April to July, which is the main fishing season. This species constitute around 50% of the annual prawn catch. Other species include the endeavour prawns and tiger prawns.

3.7.2 Since 1997 average annual prawn export has been K18 million with an annual production quantity of about 800,000 kg. Barramundi and mud crabs are also common throughout the Gulf of Papua especially in delta systems and major rivers. The Papuan Black bass, one of the world’s best fighter fish is another common species in Gulf. The Gulf PG will now take an active role in this industry to ensure that local fish farmers are properly trained to participate in the global fisheries market especially the prawn market. The challenge is to graduate artisanal fishing to commercial fishing with job creation being the main objective for Gulf youths.

**We already have:**

1. Largest swamp land
2. Second largest commercial Prawn Fishery contributing 95% of PNG’s prawn export
3. Reached 800,000 kg of annual prawn export making K18 million annually since 1997

**Our priorities are:**

1. Transform the swamp land to an aquaculture fisheries gold mine
2. Provide farmers with seed capital
3. Ensure CIFDA extension officers regularly visit, train and advise local fish farmers on proper fishing methods and techniques
4. Ensure that cooling freezers are set up at every major fishing locations
5. Establish direct market links to the Asian and European fish markets

**Our targets and expected outcome:**

1. By 2012, a large scale feasibility study for large scale prawn farming completed
2. By 2014, commercial prawn farm constructed and in operation
3. By 2015, Gulf Commercial Prawn Farm will produce 150% of PNG’s prawn export making it the first largest Prawn Farm in PNG and the Southern Hemisphere
4. By 2015, Gulf Commercial Prawn will make 1,500,000 kg of annual prawn export
5. By 2015, Gulf Commercial Prawn will contribute to improved living standards of the people
6. By 2014, establish large fish storage plant
3.8 Tourism Environment and Biodiversity

3.8.1 Tourism industry has so much potential and needs to be developed in parallel with the Oil, Gas, Petroleum, Agricultural, Fisheries and Forestry sectors to absorb any cash inflows coming into the Province from those activities but importantly generating wealth for the people of Gulf. The strategic location of Gulf with its environment and biodiversity in the Southern Region of PNG positions Gulf in a promising market for tourism development thus needs strong commitment to the development of this industry. The Gulf Provincial Government capitalizing on the environment biodiversity and rich cultures of the Province will pursue to develop the tourism industry thereby marketing Gulf international. Moreover the Environment Biodiversity also creates a good opportunity to venture into pharmaceutical production and thereby creating more job opportunities in the province.

We already have:
1. World recognition for our environment and biological biodiversity
2. The Kikori Basin has more bird species than North America
3. The Lakekamu Basin adjoining hills lies a vast and relatively intact ecosystem
4. Gulf Coastal Wetlands including Purari delta
5. Well documented wildlife collections naturally inhabiting our environment

Our priorities are:
1. Preserve our environment and biological diversity
2. Establish a Tourism Office to promote the industry
3. Build a pharmaceutical manufacturing plant
4. Document biodiversity

Our targets and expected outcomes:
1. By 2013, build 3 ‘Gulf PNG’ tourism hotspots
2. By 2013, Gulf Province will be open up to the rest of the world
3. By 2014, increased provincial revenue from Tourism
4. By 2017, a pharmaceutical plant is completed in partnership with an international drug company
5. By 2020, well functioning biodiversity databank
6. By 2012, establish Gulf Tourist Office
3.9 Sustainable infrastructure and transport network: Connecting Gulf through road networks

3.9.1 Road infrastructure connectivity and access to the whole of Gulf is vital for service delivery and economic development. Our people need roads to ferry their produce to markets in Kerema Town, Port Moresby and beyond. The unconnected segments of roads in the Province are the priorities for Gulf Provincial Government in the first 10 years of the Gulf Vision 2020. All missing-links will be connected linking the Provincial Headquarters to the Districts and Sub-Districts and our people. Poverty in PNG is mainly defined as lack of access to basic services and a good quality and durable network will help reduce the incidence of poverty.

3.9.2 Sea transport is also a critical link between Gulf and other ports. Travel by boat has been a frequent means of transport for many farmers and the travelling public, but over the years this has proved treacherous in the absence of safety gears and standards. It is imperative that proper passenger ships and ferries are organised so that people's lives could be protected from tragedies.

We already have;

1. Road networks covering 115 kms of road in operation
2. Increasing number of small boat owners

Our priorities are;
1. Maintenance, resealing and sealing of all road networks
2. Construction of new road networks with associated bridges
3. Complete charting of rivers and sea with clear markers of obstacles

Our targets and expected outcome;
1. By 2014, all road maintenance completed with a culture of maintenance developed and inculcated into planning and budgeting
2. By 2017, major road links sealed
3. By 2020, total road network is increased to 500km
4. By 2013, water ways and sea are charted out with light houses in place
5. By 2017, big and reliable boats and ships required for passenger use to improve supply-chain
### 3.10 Airstrips: Linking Gulf by air

#### 3.10.1 Air transport has always been the main form of transport for most remote areas of Gulf. There are 30 category “X”, “Y” and “X” airstrips in the Province. Twenty of this is owned by the Provincial and Local Governments with the balance privately owned. Maintenance of the privately operated airstrips is met in part by the Gulf PG through a subsidy scheme. With road construction and maintenance proving to be a major challenge for the province air transport will remain critical to service delivery and development at least for the next 40 years. It is therefore imperative that airstrips maintenance and adherence to compliance audits and safety standard requirements of the Civil Aviation Authority must be met at all times to safe guard lives. In this regard, closed airstrips must be reopened with proper infrastructure built and unsealed airstrips sealed at least by 2020 depending on the usability of those airstrips.

**We already have:**
1. 31 Airstrips in existence
2. Heavy dependence on air transport for government and commerce

**Our priorities are:**
1. Reseal and seal all usable airstrips
2. Renovate and build new airstrip infrastructure
3. Open all closed airstrips depending on demand

**Our target and expected outcomes:**
1. By 2017, all airstrips resealed those unsealed, sealed
2. By 2017, all airstrip infrastructure will be renovated and built to world standards
3. By 2017, all closed airstrips will be opened and accessible
3:11 Law and Order: Building a safe and secure society for all

3.11.1 Disorder is a major concern for the Gulf PG and is an obstacle to the social and economic development of the province. With the economic boom in the Oil and Gas sector, the Gulf PG will work closely with the Law and Justice Sector Program improve peace and harmony through community policing and awareness and effective engagement with youths. This should help change the mindsets of youths from loitering and unruly behaviour and to turn this around so that they in turn take ownership of the heightened development activities taking place in the province.

We already have:
1. Royal PNG Constabulary in the province
2. Correctional Services
3. National, District Courts and Village Magisterial Services

Our targets and expected outcomes:
1. By 2012, Rural Lock Ups built and operational
2. By 2013, renovation including infrastructure works and housing completed and in use
3. By 2014, police to population ratio is improved by 50%
   By 2014, prison guards to population is improved by 50%
4. By 2015, an efficient and well-functioning Village Magisterial Services system in place

Our priorities are:
1. Renovate and build new infrastructure including housing and utilities for all law enforcement agencies
2. Increase provincial police to population ratio
3. Increase and improve Village Magisterial Services
4. Introduce rural lockups
3.12 Growing and Linking Gulf to be the Centerport of PNG: *Transforming Gulf to be the economic hub of PNG*

3.12.1 Gulf Province will be a centre of global attraction because of the potential of petroleum resources and its development in the Province. This growth will result in new industries, residential development, commercial opportunities and population increase. As a centre of global attraction, the Kerema town must be rebranded to improve its image. The Gulf PG will take leadership in ensuring that Gulf becomes the Centerport of PNG.

**We already have;**
1. Advantageous geographical location linking the Highlands, Momase and Southern regions and Australia with proximity to Indonesia
2. A provincial town with room for relocation
3. Business activities with potential for growth

**Our priorities are;**
1. Provincial Town redevelopment
2. Business Centres development
3. Develop a growth model for the town

**Our targets and expected outcomes;**
1. By 2016, Gulf is an attractive capital for Southern Region and the Centerport of PNG
3.13 Sound Financial Management for Good Governance: Accounting for each kina through participatory transparency

3.13.1 Sound financial management and good governance are central to effective and efficient service delivery. Adherence to the Department of Finance’s Accounting Framework and Standards will improve accounting for public finances and reporting following international standards. With the expected increase in economic activities particularly in the oil, gas, petroleum and mineral sectors coupled with the planned growth in agriculture, tourism, fisheries and forestry, accountability and performance auditing will have to be reined in compliance with the Public Service (Management) Act, Public Finance (Management) Act, Audit Act, and Organic Law on Provincial & Local-level Government. Gulf PG has to ensure that a set of public service performance management guidelines is in place to tie down the contract of the province’s Provincial Administrator and District Administrators to key performance indicators particularly the implementation of this plan. A Citizens Report Card system will be adopted so that locals are able to report on the physical changes or otherwise leading to improvements service accessibility and living standards. An independent committee will be set up to manage this process to ensure Gulf rises above mediocrity and indifference.

We already have:
1. Public Service (Management) Act
2. Public Finance (Management) Act
3. Public Service Commission Act
4. Organic Law on Provincial and Local-level Government
5. Audit Act
6. Fiscal Responsibility Act
7. Financial Instructions Manual
8. Leadership Code
9. Ombudsman Commission
10. Transparency International
11. Community-based organisations
12. Churches

Our targets and expected outcomes:
1. By 2012, Gulf is a corruption free and delivering services effectively and efficiently
2. By 2013, Gulf is promoted as a model Province for PNG
3. By 2012, Audit Committee is set up
4. By 2013, arrears in public account reports cleared
5. By 2013, Integrated Financial Management System (IFMS) introduced in partnership with Department of Finance

Our priorities are:
1. Undertake restructure
2. Weed out corruption
3. Promote strict adherence good governance systems
3.14. Safe streets, homes, waterways and workplaces: Securing the workplace environment for effective productivity

3.14.1 Safe streets, homes, waterways and workplace are critical for a harmonious and productive society. Gulf PG in this planned period will ensure that our people move around freely without fear and live in good homes that have proper water supply systems, sanitation and electricity. Once an individual enjoys these safe streets, homes and waterways, workplace productivity will increase. Intimidation and harassment of any kind at the workplace is highly condemned and anyone found to be exhibiting those behaviours will be dealt with accordingly so that the workplace environment is safe and friendly for effective service delivery. Gender policy together with gender desks, HIV/AIDS policy, Disability policy, Sexual Harassment policy will all make the workplace in Gulf a better place to live and work. As a result teamwork and collective thinking to progress the development of Gulf will be fostered.

We already have:
1. Growing townships
2. Logging outposts
3. Land for homes
4. Dependency on waterways for transportation
5. Nascent work culture of dexterity, industriousness and entrepreneurship

Our priority activities are:
1. Safe water and sanitation
2. Adequate and safer rural housing
3. Safer office environment
4. Environmental health standards
5. Gender, HIV/AIDS, Disability, Sexual Harassment, and Health & Safety policies
6. Reduce family violence
7. Improve road, sea, waterways, and workplace safety
8. Develop new and expanded crime prevention programs
9. Increase policy numbers and rural lockups

Our target and expected outcomes
1. By 2012, public servants will enjoy safe workplace environment
2. By 2017, Gulf will have better rural housing
3. By 2018, Gulf will have clean water and sanitation
4. By 2020, Gulf Villages will become healthy villages enjoying safe water, sanitation, electricity, modern rural homes
5. By 2015, asbestos related housing materials will be safely disposed off
6. By 2015, gender, HIV/AIDS, disability, and sexual harassment, occupational health and safety policies developed
7. By 2020, violent crime and fear of violent crime will be reduced
8. By 2015, road and sea accidents and deaths will be reduced
3.15 Promoting sustainable development: Caring for the future generation

3.15.1 The future of Gulf people and its generations depends on how well the Provincial Government exploits and manages their resources. Revenues accruing from the PNG LNG Gas Project, Kutubu Oil through the Kumul Terminal, and Elk Antelope ought to be used for sustainable development as well as invested for the future generation. Forestry and Fisheries revenues extracted thus far have not been put into good use by landowners and the Gulf PG. Sustainable environmental management through ‘wise use’ principle of proper eco-system management and reafforestation are crucial for sustainable development vis-à-vis systems management and the Gulf PG will ensure that its resources are exploited responsibly and sustainably for the benefit of the community.

We already have;
1. Kikori basin
2. Lakekamu basin
3. Gulf Coastal Wetlands
4. Purari delta

Our priorities are;
1. An honest, caring and responsible government
2. Total eco-system management
3. Awareness and education on economic benefits and environmental importance
4. Investing in renewable resources development

Our targets and expected outcomes;
1. By 2013, Gulf rural people clearly understand the relationship between economic development and environmental management
2. By 2015, Gulf will have one environment protected area per district
3.16 Government and Administration that listens and leads: People first leadership

3.16.1 People’s power is critical for good governance and participatory development. A government that listens to the peoples’ wishes wins the respect of the people and improves the legitimacy of the local state amidst the challenges of crime and unemployment. It also improves community respect and care for Government properties, public infrastructure and utilities. Gulf PG’s objective of encouraging people development through community participation, ownership and empowerment will be achieved through the ‘art of listening’ and effective development communication. The Gulf PG in this planned period will ensure that it works very closely with its citizens so that by 2020, people will take ownership of government services and own the development process which will lead directly to poverty alleviation. By focussing on the needs of the clientele, one can expect the provincial government and its administration achieving ‘close’ approximation to what the community really need for improving their lot thereby encouraging the return of Gulf sons and daughters, many of whom had left because of a lack of access to basic services.

We already have;

1. An administration that wants to serve the community
2. A Governor that administers in the interest of the people, by the people and for the people
3. Community-based organisations
4. Churches

Our targets and expected outcomes;
1. By 2020, Gulf PG is a respectful government enjoying citizens’ respect
2. By 2020, strong Community and PG partnership in development
3. By 2020, there will be regular reports on progress in improving the quality of life for all
4. By 2013, government contracts are open and transparent
5. By 2012, Audit Committee in place
6. By 2013, regular Community Cabinet meetings where leaders meet communities
7. By 2015, regular community consultations on health, education, income generation and regional planning held

Our priorities are;
1. Provide strong, clear vision and direction with regular reports on progress
2. Encourage community governance and citizens participation through citizen report cards
3. Community advocacy
4. Build strong teams and community spirit
5. Build an administration that is client focus
6. Make government more democratic, open and inclusive through better access to decision making processes including holding Community Cabinets each year
7. Establish Gulf Restoration Authority to deliver on Vision 2020 programs and win hearts and minds of local community and build confidence
3.17 Sports and Recreation: Directing youthful energies towards productive and positive living

3.17.1 Sporting and recreational facilities possess an intrinsic potential to curb lawlessness and transform youths to become more responsible citizens. Youths, who constitute 40% of PNG’s population of nearly 7 million people, could be guided through sports to build the spirit of team efforts, confidence, self-esteem, healthy mind-sets, and positive living. Such facilities also have the potential to generate revenue when properly utilised and cared for. Gulf PG is determined to progressively renovate and develop the existing sporting and recreational facilities with the aim of hosting national and international sporting events during the planned period.

We already have;

1. 1 substandard rugby and soccer field at Kikori Station
2. 1 standard rugby and soccer field at Baimuru Station
3. 1 substandard multipurpose oval and court for all sports at Kerema Town
4. 2 standard rugby and soccer field at Malalaua Station
5. 1 substandard soccer field in Kaintiba

Our priorities are;

1. Establish sports and recreation Division
2. Renovate, develop and improve existing sporting facilities and infrastructure to world class standards
3. Strengthen sports administration and capacity
4. Build a multipurpose sports stadium in Kerema Town

Our targets and expected outcomes;

1. By 2013, all sporting facilities and infrastructures are renovated, improved and maintained
2. By 2013, new sporting codes and will be introduced
3. By 2015, Gulf will be in the top 10 in PNG Games
4. By 2017, the multipurpose sports stadium will be opened
5. By 2020, youth engagement in law and order is drastically reduced
6. By 2020, youth programs developed to support positive living and healthy mindsets in the community
3.18 Cross-cutting issues

3.18.1 Cross-cutting issues cuts across all development agenda affecting the entire population either positively or negatively. These issues involve HIV/Aids, gender, disability, health and safety, and environmental sustainability. Since HIV/Aids and women and gender issues including youth are treated as specific development priorities, environmental sustainability is given more emphasis as a cross-cutting issue. Environment protectors argue that development must be sustainably managed as it may have either a direct or indirect effect on the wellbeing of people and the environment around us in the immediate, short term and long term. These issues include air and water pollution, forest degradation, land erosion, change in weather patterns, climate change and natural disasters. Given the development of Elk Antelope and other mineral resource development coupled with other development activities expected to take place in the Province, it is critically important that these issues are managed in light of environmental sustainability. Gulf PG will therefore collaborate with the Department of Environment and Conservation to ensure that developers are contractually obligated to maintain an environmental upkeep in project design and implementation. Gulf PG will also work very closely with the Office of Climate Change to ensure that people are aware of their role in environmental protection and the need for saving the environment. The government will also work very closely with the National Weather Services and the Department of Provincial and Local-level Government Affairs to ensure that the Province is always prepared to promptly respond to people in times of natural disasters.

We already have;

| 1. Department of Environment and Conservation |
| 2. Office of Climate Change |
| 3. National Weather Services |
| 4. Disaster Management |

Our priorities are;

| 1. Ensure that developers are contractually obliged to maintain the upkeep of the environment |
| 2. Ensure that the people are aware of climate change and their role to environmental protection |
| 3. All projects and programs account for gender, HIV/AIDS, disability, occupational health and safety policies |

**Our targets and expected outcomes:**

1. By 2014, people are fully educated on climate change issues and environmental protection strategies
2. By 2015, a Provincial Disaster and Relief Office is established
3. By 2013, gender, HIV/AIDS, disability, occupational health and safety policies developed
4. By 2013, provincial environmental policy developed
CHAPTER 4.  ALIGNING WARD AND DISTRICT PLANS TO GULF VISION 2020

4.1 Cascading Gulf Vision 2020 to Districts and Wards: Working together in unison

4.1.2 Implementing the Gulf Vision 2020 at the District and Ward levels will bear more fruits than the tree can bear from the trunk, contributing meaningfully to the realisation of the PNG Vision 2050 and Development Strategic Plan 2030. These will be possible through District and Ward plans taking their cue from the Gulf Vision 2020 and aligning respective strategies at lower level plans through to 2020 following a descending hierarchy of strategic intent. Ultimately, the total sum of these strategies or cumulative effect realised from concerted and methodical implementation in a cascading order will have the resultant effect of Gulf becoming “economically independent with a society that is safe, healthy, prosperous, intellectually smart, and progressive”. Following Vision 2020 our two Districts will operationalise two five-year District Development Plans and twenty Annual Ward Plans in this planned period, 2011-2020. These plans must be aligned to GULF Vision 2020 to ensure consistency of Wards, Districts, Provincial Plans, and Policies to national policies. It is encouraging to note that the Kerema District Planning Committee has developed the Kerema District Development Plan 2011-2015. Focus will then shift to ensuring that Kikori District Development Plan for the same period.

4.2 Implementation Schedule: Making it happen

4.2.1 The implementation schedule in Chapter 5 shows priority impact projects by sector that will be implemented annually over the planned period by the Gulf PG and its lower governmental apparatus. Industrial clustering is the implementation strategy whereby public service infrastructure and utilities are located within the same geographical location ensuring
proximity to local public amenities, thereby minimising transaction cost of dealing with the market and administrative cost of service delivery so that by 2020, Gulf will be the most progressive province in the country, contributing meaningfully to the realisation of the PNG Vision 2050 strategic targets in the first ten years. The establishment of the Gulf Economic Corridor encompassing the Industrial and Petroleum Park is a good example of clustering.

4.2.2 Implementation of the plan largely depends on open dialogue with persons and organizations that have common interests and influence over issues and resources. Stakeholders and institutions of authority Provincial/District Management Teams, JDP & BPCs must support the Vision 2020 strategic direction. Resource allocation and an effective monitoring and measurement unit will be requisite factors for measuring progress. Demonstration of progress towards set goals is a powerful change management tool that can transform perception and positive outlook to life for those who call Gulf Province their home and for those dedicated to its development.

4.2.3 Planned projects have to be identified, formulated, costed and submitted to the respective planning authorities and ultimately to the Department of National Planning & Monitoring. Timely submission of projects following technical scoping and design should be the task of the Gulf Restoration Authority and the Planning Division.

4.2.4 Ultimate ownership for the effective implementation and overseeing of the Gulf Vision 2020 rests with the Governor and his/her Provincial Executive Council and the Provincial Administrator and his/her Program Managers.

4.3 Financing Gulf Vision 2020: *Its now or never*

4.3.1 Financing the implementation of Gulf Vision 2020 will enable the people of Gulf to realise the promises made herein. Financing major impact projects captured in the implementation schedule will guide budget formulation and ultimately execution (*see budget schedule*). The provincial budget will have to be to be prudently managed with financial discipline at the top so that the strategies laid out do not suffer inaction and policy inertia resulting in the plan merely becoming a ‘pie in the sky’. Gulf Vision 2020 contains a set of intelligent strategies that ought to guide a new organisational structure for the province and focus resource allocation and derive critical mass at the implementation level.

4.4 Management Structure: *Leading it through*

4.4.1 A key strategy implementation principle is that structure must follow strategy. Apart from the formal administrative management structure, the implementation of the Gulf Vision 2020 will require bipartisan approaches via a project management approach between the Provincial, District, Wards and the project management team. New strategies need new structures to support its implementation. With the inclusion of Industrial and Petroleum Park, Sports and Recreation, Gulf Restoration Authority, Audit Committee, Tourism Office, and Monitoring and Measurement Unit, amongst others, as new organisational and development outcomes, an organisational restructure should follow the launch of this plan commencing immediately in 2011 following a thorough capacity diagnostic of the current structure and its business processes. Drawing on the services of the Economic and Public Sector Program
4.5 Monitoring and evaluation framework: *Steering the implementation of Gulf Vision 2020*

4.5.1 Monitoring and evaluation of the Gulf Vision 2020 is critical in guiding the Gulf PG political and administrative leadership together with private sector leadership during the implementation of the Vision 2020 because of the truism that “what gets measured gets implemented”. Regular Community Cabinet meetings, community and private sector consultations on projects and programs, Citizens Report Cards and methodical and regularised quarterly reporting on project implementation and evaluation would have to be instituted and respected. Implementers will report on a monthly and quarterly basis using the attached templates as a guide. Reporting will be made to a bipartisan committee compromising political leaders, Provincial Coordinating Monitoring Committee, private sector partnership meetings and Community Cabinet meetings (see attached M&E template).

4.5.2 Monitoring and evaluation of planned priorities in terms of programs and projects form the basis of effective management of scarce resources to achieving desired directional outcomes. Timely and regular reporting of the progress of implementation is would feed directly into project decision making that may lead to strategy adjustment so that the plan is not static, but dynamic in its overall approach. Monitoring and evaluation of the Provincial Development Plan has two major areas:

1. Implementation of the plan
2. Implementation of the planned projects and programs

4.6 Project Management Services

4.6.1 In order to effectively implement this plan, the province will need to either establish a strong project management unit or engage project management services from reputable organizations that would concentrate on ensuring that all project documentation are done in time to be submitted to the PEC for vetting before they are passed onto the Department of National Planning and Monitoring for funding through the development budget. Such a unit can work directly with the regional offices of DNPM, DoF and other regional offices. It is proposed herein that this function could be better performed by the Gulf Restoration Authority established under the OLLPG.

4.6.2 A critical task of the Gulf Restoration Authority is to also submit project proposals to the potential sources of funds outside of government available locally and globally. These would include the EU Institutional Strengthening Project, AusAID’s Incentive Fund, US Heritage Fund, Clinton Foundation, Global Fund, and the GoPNG’s own proposed Infrastructure Fund under the Sovereign Wealth Fund.

4.7 Review of the Plan

4.7.1 The Provincial Administration shall annually review the plan prior to the formulation of the next budget. This is to ensure that the projects earmarked for the year are considered for funding. Most importantly it will be a time to review the performance of the funding strategies and implementation processes. Implementation problems

(EPSP) (formerly ASF II) through AusAID to undertake this strategic and HR professional task would be considered prudent and advisable.
identified and lessons learnt will form the basis of the adjustments made to the budget.

4.8 Mid Term Review

4.8.1 Mid-term review will be conducted by an independent agency to identify the achievement and weaknesses of the plan’s implementation and advise the PEC for revision of the plan.

4.9 Reporting

4.9.1 Reporting will be undertaken consistent with the government’s set reporting requirements. The reporting of the funding projects will be based on quarterly reports which will be prepared by the Provincial Administrator and submitted to the PEC.

4.9.2 For other projects funded by the National Government through the sectoral plans of National Agencies reports will be submitted to DoF’s Provincial Treasury office for on-forwarding to the Accounting Framework & Standards Division of DoF at Waigani for purposes of reporting through Annual Public Accounts.

4.9.3 In the case of donor projects, reports will be prepared consistent with respective reporting formats and processes and will be submitted to the funding agencies.

4.9.4 Reports for projects funded through PPP arrangements will be provided through agreed project agreements, but summary reports will be furnished to the Provincial Government for verification and noting.

4.10 Strategic Control and Risk Management

4.10.1 The Provincial Administrator and the Governor through the PEC will effectively exercise strategic control over the implementation of the Gulf Vision 2020 through the implementation of a six-monthly reporting template leading to an annual performance report submitted to the National Planning Committee (NPC) under the National Executive Council (NEC). The Department of Prime Minister & NEC, through the Office of the Chief Secretary will be responsible for mounting a whole-of-government approach to monitoring government performance results on the Papua New Vision 2050 and DSP 2030. Gulf Vision 2020 is linked to these higher plans in a cascading manner. In addition, the Provincial Administrator will manage and direct the organisation on the basis of a risk management plan for the province, based on principles of mitigation, acceptance, sharing and/or avoidance (see Table 1 below).
Table 1. Risk, Risk Analysis and Risk Management Strategy

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Analysis</th>
<th>Risk Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>Moderate</td>
</tr>
<tr>
<td></td>
<td>1x1</td>
<td>1x2</td>
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<td>Administrative Leadership</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pouring new wine into old wine bottle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public servants ownership of the Vision</td>
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<td></td>
</tr>
<tr>
<td>Prudent financial management and discipline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strong monitoring and reporting</td>
<td>4x4</td>
<td></td>
</tr>
<tr>
<td>Strategic Performance Management</td>
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<td></td>
</tr>
</tbody>
</table>
CHAPTER 5. IMPLEMENTATION SCHEDULE FOR GULF RECOVERY FOR GROWTH: PRIORITY BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT 2011-2020

5.1 Implementation Schedule

5.1.1 Challenges are anticipated during implementation because the administrative machinery has been subjected to much political interference over the years past. These range from funding shortfalls to lack of administrative capacity and cohesiveness depicting the magnitude of sheer effort required for recovery both physically and psychologically. A massive dose of good will and determination which is exhibited in the preparation of this plan to ensure that the province gets off its feet will be equally required, if not surpassing this effort.

5.1.2 The Implementation Schedule in this section not only indicates when the projects will be implemented, but also the indicative costs together with a responsibility matrix at various stages in the preparation of projects and programs and eventual implementation during the planned period. Following this the Gulf PG can then progress to developing a more detailed ‘Strategic Implementation Plan’ to guide annual development and recurrent budgets for the province. The challenge is to having the recurrent budget aligned to the development budget for effective implementation.

5.1.3 Gulf Vision 2020 will require K5 billion to implement, of which K1 billion will have to be expended by 2015 on Strategic Accelerator Projects, namely the Industrial and Petroleum Park and its associated projects. It is critically incumbent on the political leadership to work together in order to secure this funding and for political differences to be set aside for the common good.

5.1.4 Effective and strategic implementation will require the support of the best brains from Gulf, including the Diasporas, that is, those who have left the province for in search of a better future for their children. Gulf has to be smart in drawing resources, information and energy from outside to bring to bear on the developmental outcomes envisaged in Gulf Vision 2020. The establishment of a dedicated unit concentrating efforts on implementation, sourcing of financing, and planning for the future ought to be embraced on day one of the Vision’s launch.

5.1.5 The quote below from Emeritus Professor Hank Nelson, a former academic at the University of PNG, recorded at Independence in 1975, when many doubted the resolve of PNG to take on independence, is instructive, and places the Gulf Vision 2020 in context:

_In the long term it is the people of Niugini who make one confident. They possess a courtesy, imagination and pragmatic strength to provide their own solutions (Nelson 1974:230)._
## GULF RECOVERY FOR GROWTH: PRIORITY BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT 2011-2020

**Programme:** Provincial Transport Infrastructure and Road Network  
**Programme Objective:** To improve and link all road networks in Gulf

<table>
<thead>
<tr>
<th>Projects</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerema-Kaintiba-Aseki-Bulolo Road</td>
<td>250,000</td>
<td>Go PNG, Donor, Loan</td>
<td>NDoW PDoW</td>
<td></td>
</tr>
<tr>
<td>Petoe Kikori Highway</td>
<td>250,000</td>
<td>GoPNG</td>
<td>PDoW</td>
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</table>

**Sub Total** | 750,000

<table>
<thead>
<tr>
<th>Trunk Roads</th>
<th>Maintenance</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
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<tbody>
<tr>
<td>Epo-Muruia-Vailala-Ihu-Hepere road construction</td>
<td>100,000</td>
<td>Go PNG</td>
<td>PDoW</td>
<td></td>
</tr>
<tr>
<td>Epo – Murua road maintenance</td>
<td>10,000</td>
<td>PG</td>
<td>PDoW</td>
<td></td>
</tr>
<tr>
<td>Petoe – Ihu Road Construction</td>
<td>20,000</td>
<td>PG</td>
<td>PDoW</td>
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</table>

**Sub Total** | 130,000

<table>
<thead>
<tr>
<th>Airstrips</th>
<th>Maintenance and Development</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malalaua, Terapo, Kakoro</td>
<td>30,000</td>
<td>Go PNG</td>
<td>PDoW/CAA</td>
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<tr>
<td>Kaintiba, Hawabango, Kamina, Kanabea, Bu’u, Yewa</td>
<td>150,000</td>
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<td>Kamako, Mbawya, Tangama, Kaminakawa</td>
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<td>Go PNG</td>
<td>PDoW/CAA</td>
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<tr>
<td>Yeka Airstrip</td>
<td>10,000</td>
<td>Go PNG</td>
<td>PDoW/CAA</td>
<td></td>
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<tr>
<td>Ihu Airstrip Maintenance</td>
<td>10,000</td>
<td>Go PNG</td>
<td>PDoW/CAA</td>
<td></td>
</tr>
<tr>
<td>International Airport</td>
<td>800,000</td>
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<td>PDoW/CAA</td>
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**Sub Total** | 1120,000

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<thead>
<tr>
<th>Wharves and Jetties</th>
<th>Kerema Wharf Development</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
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<tbody>
<tr>
<td>Kerema Wharf Development</td>
<td>10,000</td>
<td>Go PNG</td>
<td>NDoW/Ports PNG</td>
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<tr>
<td>Provincial wharves and Jetties</td>
<td>20,000</td>
<td>PG</td>
<td>PDoW/Ports</td>
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</tbody>
</table>
Programme: Education Services Improvement Programme
Programme Objective: To improve quality and accessibility to education services

<table>
<thead>
<tr>
<th>Project</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial High Schools</td>
<td>Malalaua High School maintenance and upgrading</td>
<td>5,000 Go PNG</td>
<td>NDoE/PDoE</td>
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<td></td>
<td>Kerema High School Upgrading</td>
<td>5,000 Go PNG</td>
<td>NDoE/PDoE</td>
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<td></td>
<td>Ihu High school maintenance and upgrading</td>
<td>5,000 Go PNG</td>
<td>NDoE/PDoE</td>
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<tr>
<td></td>
<td>Kikori Secondary High School</td>
<td>5,000 Go PNG</td>
<td>NDoE/PDoE</td>
<td></td>
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<tr>
<td>Sub Total</td>
<td></td>
<td>20,000</td>
<td></td>
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</tr>
<tr>
<td>Vocational Schools</td>
<td>Malalaua vocational High School</td>
<td>1,500 DSIP</td>
<td>DA</td>
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<td></td>
<td>Kotidanga Vocational High School</td>
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<td>Ihu Vocational High School</td>
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<td></td>
<td>Baimuru Vocational High School</td>
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<td>Primary Schools</td>
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<td>Kikori District Primary School</td>
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<td>University</td>
<td>Gulf University Centre</td>
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### Centre Development

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<td>Sub Grand Total</td>
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#### Programme: Health services improvement programme

Programme Objective: To provide better health services and improve the health status of the people in the Gulf Province

<table>
<thead>
<tr>
<th>Project</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Cost (K000)</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Funding</td>
<td></td>
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<td><strong>Provincial Hospital</strong></td>
<td>Kerema Hospital Improvement</td>
<td>100,000</td>
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<tr>
<td><strong>Programme: AGRICULTURE AND ECONOMIC DEVELOPMENT PROGRAMME</strong></td>
<td><strong>Rural Health Centre</strong></td>
<td>Kerema District Health Centre Improvement</td>
<td>10,000</td>
<td>DSIP</td>
</tr>
<tr>
<td></td>
<td>Kikori Districts Health Centres Improvement</td>
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<td>DSIP</td>
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<td><strong>Programme: AGRICULTURE AND ECONOMIC DEVELOPMENT PROGRAMME</strong></td>
<td><strong>Community Health Posts</strong></td>
<td>Kerema District Community Health Posts</td>
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<td>Go PNG</td>
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<td>Kikori District Community Health Posts</td>
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<td><strong>Sub Grand Total</strong></td>
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</table>
### Programme: FISHERIES DEVELOPMENT PROGRAMME

Programme Objectives: To encourage local fisherman to undertake fishing to earn income

<table>
<thead>
<tr>
<th>Project</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fisheries Cooperative Societies</td>
<td>Kerema District Fisheries Cooperative societies</td>
<td>300</td>
<td>DSIP</td>
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<tr>
<td></td>
<td>Kikori District Fisheries Cooperative societies</td>
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<tr>
<td></td>
<td>Fish Market</td>
<td>3,000</td>
<td>Go PNG</td>
<td>NFA</td>
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<tr>
<td>Sub Total</td>
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<tr>
<td>Onshore fisheries facilities</td>
<td>Provincial Onshore fisheries facilities</td>
<td>4,000</td>
<td>Go PNG</td>
<td>NFA</td>
</tr>
<tr>
<td>Sub Total</td>
<td></td>
<td>4,000</td>
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<tr>
<td>Sub Grand Total</td>
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<td>7,600</td>
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</table>
### Programme: ECONOMIC AND COMMERCIAL DEVELOPMENT

Programme Objectives: Establishment of business advisory and facilitation to encourage local business opportunities

<table>
<thead>
<tr>
<th>Projects</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Cost (K1000)</td>
<td>Funding</td>
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<tr>
<td>Business Development Centre</td>
<td>Establishment of Business Development Centre</td>
<td>1,200</td>
<td>PG</td>
<td>PA</td>
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</table>

**Sub Total** 1,200

| Cooperative Society          | Cooperative Society Trading                  | 550                  |             |                         |

**Sub Total** 550

| Business Advisory Support    | Business advisory services                    | 200                  | PG          | PA                      |
|                              | Credit service scheme                         | 5,000                | PG          | PA                      |
|                              | Free trade zone concept administration support | 5,000                | PG          | PA                      |

**Sub Total** 10,200

| Petroleum and Gas Development| Office Administration and Support             | 5,000                |              |                         |
|                              | Investment Program Support – Gulf Industrial & Petroleum Park | 90,500         |              |                         |

**Sub Total** 95,500

**Sub Grand Total** 107,450

### Programme: Law and Justice Improvement Programme

Programme Objective: To improve Law & Order situation

<table>
<thead>
<tr>
<th>Project</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law and Justice</td>
<td>Police Station, Cells and Police Housing for Keremaand Kikori</td>
<td>6,000</td>
<td>Go PNG</td>
<td>PA</td>
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<tr>
<td></td>
<td>Police operations and</td>
<td>2,000</td>
<td>Go PNG</td>
<td>PA</td>
</tr>
</tbody>
</table>
Programme: WATER SUPPLY IMPROVEMENT PROGRAMME
Programme Objective: Improve and increase quality of water and accessibility.

<table>
<thead>
<tr>
<th>Project</th>
<th>Activity</th>
<th>Budget and Resources</th>
<th>Responsible</th>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Supply for Kerema District</td>
<td>Kerema District Water Supply</td>
<td>200’000</td>
<td>PG/DSIP</td>
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<tr>
<td>Sub Total</td>
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<td>200,000</td>
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<td></td>
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<tr>
<td>Water Supply for Kikori District</td>
<td>Kikori District Water Supply</td>
<td>200,000</td>
<td>PG/DSIP</td>
<td>PA</td>
</tr>
<tr>
<td>Sub Total</td>
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<td>200,000</td>
<td></td>
<td></td>
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Programme Objectives: To provide affordable rural electrification for people in the province

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<th>Activity</th>
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<th>Responsible</th>
<th>Implementation Schedule</th>
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**Programme: COMMUNICATION IMPROVEMENT PROGRAM**

Programme Objective: Improve communication facilities to increase access to communication

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**Programme: SOCIAL AND COMMUNITY DEVELOPMENT**

Programme Objective: To provide support for community activities in the district to ensure community development

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**Sub Grand Total** 111,000
### Programme: ENVIRONMENT Programme

Programme Objective: Encourage sustainable development for sustainable livelihood

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**Sub Grand Total** 6,250

### Programme: Provincial HIV/AIDS PROGRAM

Programme Objectives: Prevent the spread of HIV/AIDS

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**Sub Grand Total** 8,000

### Programme: DISASTER MANAGEMENT PROGRAMME

Programme Objective: To undertake facilitate planning, awareness and preparation for responses and support for disaster management

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**Sub Grand Total** 4,400

### Programme: URBAN TOWNSHIP AND PUBLIC UTILITIES DEVELOPMENT PROGRAM

Programme Objective: To provide adequate public utilities in the district

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Gulf Vision 2020
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<td>Construction of Office buildings</td>
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<td>PG PA</td>
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<tr>
<td>Maintenance of buildings</td>
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<td>Facilities and Utilities</td>
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## Programme: Gulf Industrial and Petroleum Park

### Programme Objective:

#### Project: Deep Water Port

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<th>Site Surveying</th>
<th>Site Mobilization</th>
<th>Environmental Impact Assessment</th>
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#### Project: LNG Processing Plant

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### Project: LNG Power Plant

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### Project: LNG Refinery

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### Project: Industrial Estate

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### Project: Town Development

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**Gulf Vision 2020 Page 13**
## Project: Airport Development

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Total Cost: 3,760

Total Budget: Strategic Priority for Recovery and Development and Gulf Industrial and Petroleum Park

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Note: The conversion of the Gulf Industrial and Petroleum Park project cost from US dollar to PNG Kina is converted using the exchange rate with Bank of South Pacific at K1.00:0.3662 US$ as at 14/03/2011
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