



**PACIFIC PLAN
REVIEW 2013**

**REPORT TO
PACIFIC LEADERS**

VOLUME 2

Authors

This report was produced jointly by the members of the Pacific Plan Review – chaired by the Rt. Hon. Mekere Morauta, KCMG, and supported by Forum country representatives Mrs Peseta Noumea Simi and Mr Redley Killion, and consultants Mr Peter Bazeley and Dr Nick Poletti – working as an independent team under agreement for/contract to the Pacific Islands Forum Secretariat (PIFS). Mr Robert Igara contributed as an adviser to Sir Mekere, supported by the Government of Papua New Guinea.

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ANNEX 1: REVIEW TERMS OF REFERENCE

1. Background

The Pacific Plan

The need for a Pacific Plan was identified by an Eminent Persons Group as part of a review of the Pacific Islands Forum Secretariat in 2004. The Pacific Plan was envisaged as a key driver for regional integration and cooperation, and was underpinned by the Regional Institutional Framework (or RIF) which sought to reform and streamline the regional architecture.

The Leaders' Vision for the Pacific, which is central to the Pacific Plan, was endorsed as part of the Auckland Declaration in April 2004. The Plan was further developed by a Task Force over the course of 2005, and finally endorsed by Leaders at their meeting in Madang in October 2005 as the Pacific Plan for strengthening regional cooperation and integration (the Kalibobo Roadmap). Leaders also endorsed the goal of the Pacific Plan as enhance and stimulate economic growth, sustainable development, good governance and security for Pacific countries through regionalism, and four strategic objectives (or pillars): economic growth; sustainable development; good governance; and security.

Implementation

From 2006 to 2008, the Pacific Plan focused on immediate implementation of 30 initiatives against the 'pillars'. A further six initiatives were identified for in-principle implementation and eight for further analysis. Many of these were implemented by Council of Regional Organisations in the Pacific (CROP) agencies.

In 2009, Leaders endorsed a recommendation by the Pacific Plan Action Committee (PPAC) to introduce a medium-term framework for setting priorities for the Pacific Plan to address the increasing list of annual priorities. Out of this process, 5 themes and 37 related priorities were identified to guide implementation of the Plan over the period 2010 to 2012. These priorities are being revised in 2012 and an updated set is expected to guide implementation of the Pacific Plan over the period 2013–2015.

Pacific Plan Action Committee

The Pacific Plan Action Committee (PPAC) was established in 2006 as a successor to the Pacific Plan Task Force with a mandate to provide policy advice to Leaders on regional integration and cooperation. From 2006 to 2009 it met every 6 months, and from 2010 onwards reverted to an annual meeting held in the same week as the Smaller Island States Officials meeting and the Forum Officials Committee. PPAC provides advice direct to Leaders through a letter from the Chair of PPAC to the Chair of the Forum. The Chair of PPAC is held on a rotating basis and aligns with the Chair of the Forum. PPAC's membership includes official level representatives from each Forum island country, as well as the Executives representing each of the CROP agencies.

Global and Regional Trends

The review will need to consider how the changing landscape for regionalism can be reflected in the Pacific Plan. At the global level, there has been the Busan Partnership for Effective Development Cooperation resulting from the Fourth High Level Forum on Aid Effectiveness held in late 2011 in Busan; discussion on Sustainable Development Goals from the UN Millennium Development Goal Summit in 2010; and the Rio+20, or the United Nations Conference on Sustainable Development, which was held in Brazil in June 2012. There is also likely to be renewed global thinking on Smaller Island Developing States as a result of Rio+20 and the likelihood of a Barbados Plan of Action+20 meeting in 2014. This has been reflected at the regional level by Leaders' decisions, including endorsement of the Cairns (Forum) Compact on Strengthening Development Coordination in the Pacific at their meeting in Cairns 2009; and more recently the Waiheke Declaration on Sustainable Economic Development in 2011. Other regional trends have included a renewed emphasis on sub regional grouping and approaches, which have influenced the pace and directions of regional cooperation and integration over the past 7 years.

Other Reviews

When the Pacific Plan was endorsed in 2005, it was envisaged that an independent review would be held every 3 years. The last review was held in 2009. In 2011, PPAC agreed to defer a review until 2012 while other reviews were being held. Subsequently, this included the Review of the Pacific Islands Forum Secretariat which commenced in late 2011, and a review of the Secretariat of the Pacific Community. Where possible, this review of the Pacific Plan will seek to build on the findings and recommendations of these other exercises, including the Review of the CROP Charter to be considered by PPAC and FOC at their annual meetings in 2012.

Council of Regional Organisations

The Forum Leaders established the Council of Regional Organisations of the Pacific (CROP – formerly the South Pacific Organisations Coordinating Committee or SPOCC) in 1988 with the mandate to improve cooperation, coordination, and collaboration among the various intergovernmental regional organisations. CROP comprises the Executives of the intergovernmental regional organisations in the Pacific.

The 1995 Forum mandated the Secretary General of the Forum Secretariat to be the permanent chair of CROP, a decision reaffirmed at the Special Leaders' Retreat in April 2004. Leaders also mandated the 'coordination role' of CROP to the Secretary General. The Secretary General reports to Leaders on CROP matters.

CROP agencies play a key role in implementing many of the initiatives and priorities identified under the Pacific Plan. They also support priority setting under Plan and providing advice to PPAC members of implementation of regional policy.

Purpose of the Pacific Plan

Since Leaders' endorsement of the Pacific Plan in 2005, there has been an on-going debate about the purpose of the Plan. It was initially launched as the Pacific Plan for strengthening regional cooperation and integration, although the initiatives identified for early implementation reflected an approach more akin to a regional development plan. This is also complicated by the relationship between the Pacific Plan and the Millennium Development Goals. A key objective of this review will be to better define the objectives of the Pacific Plan and the implications of that approach.

2. Purpose and Scope of the Review

The need for this review arises from a decision by the Pacific Plan Task Force in 2005 that the Pacific Plan should be subject to an “*independent comprehensive review of progress... every three years*”.¹⁴¹ The last review was conducted in 2009 and in 2011 PPAC agreed to defer this review until 2012.

The purpose of this review will be to assess the effectiveness of the Pacific Plan and ensure that it remains the key driver of regional efforts for integration and cooperation over the next decade. The review should aim to build regional consensus on the future direction of the Pacific Plan and provide a platform for prioritising regional integration and cooperation efforts over the next decade.

The scope of the Review will be wide ranging and take a consultative approach to engage with a broad range of stakeholders in all Forum island countries, including development partners and non-state actors. In the first instance, the Review should consider the impact of the Pacific Plan from 2005 to 2011 and to what extent it delivered on the Leaders initial aspirations for the Plan. It should then consider the strategic underpinnings of the Pacific Plan and its role in supporting regional integration and coordination in the current environment for regionalism and into the future. The review should also consider the governance and priority-setting arrangements, implementation of priorities under the Pacific Plan, how performance is tracked and reported, and to what extent the current regional architecture best supports the strategic directions articulated in the Plan.

The review could also consider how the strategic interests and priorities of Smaller Island States can be more effectively reflected in the approach to the Pacific Plan.

The intention is that this review should speak directly to Leaders and provide them with clear directions for taking the Pacific Plan forward. It should be led by an Eminent Person with the gravitas and experience to engage with Leaders and shape a new agenda for regionalism.

¹⁴¹PIFS, 2007, *The Pacific Plan for Strengthening Regional Cooperation and Integration*, PIFS, accessible at http://www.forumsec.org/resources/uploads/attachments/documents/Pacific_Plan_Nov_2007_version.pdf.

3. Objectives

The overall objective of the Review will be to assess the effectiveness and ensure the continued relevance of the Pacific Plan as the master strategy for regional integration and cooperation. In undertaking this task, the Review should consider:

- The impact of the Pacific Plan since 2005 and whether the Leaders intent for the Plan has been met, including implementation of initiatives under the Plan and the establishment of new partnership.
 - Considering also to what extent the Pacific Plan has supported and encouraged joint Pacific positions to influence the international agenda.
- Whether the strategic underpinnings of the Pacific Plan remain relevant to the region, including the Leaders' Vision and the Pacific Plan endorsed by Leaders in 2005.
 - Clarify the role of the Pacific Plan – regional integration and cooperation or a regional development plan – and the implications of these approaches.
- The effectiveness of governance and policy making arrangements for the Pacific Plan, including the role of PPAC, SIS Officials, CROP Executives, and the Pacific Plan Office; and their alignment with other Forum Secretariat and CROP meetings.
 - In addition, the extent to which the Pacific Plan influences strategic direction setting and budgeting by CROP agencies.
 - Consider sub-regional approaches under the Pacific Plan, in particular for Smaller Island States.
- The extent of ownership of the Pacific Plan by Members and regional organisations.
- The relationship and opportunities for further alignment of the Pacific Plan, the post-2015 global development agenda and the Sustainable Development Goals.
- The effectiveness and appropriateness of the approach to priority setting under the Pacific Plan, including: alignment with national development plans and international frameworks; and the role of Members, CROP Agencies (including the Forum Secretariat, the Pacific Plan Office and SIS/Pacific Plan Desk Officers), development partners, non-state actors and other stakeholders.
 - In considering the approach to priority setting and in the development of any new priorities, the Review team must also consider the four relevant principles endorsed by the Pacific Plan Action Committee in 2011 to guide the process of defining revised priorities for the Pacific Plan: (a) the number of priorities should reflect the highest priorities for regional integration and cooperation, not all the priorities for the region; (b) priorities should be assessed for their contribution to regional integration and cooperation, and

should be consistent with one of the three types of regionalism – regional cooperation, regional provision of public goods/services, and regional integration; (c) priorities should articulate the balance between regional and national efforts. In cases where national efforts are clearly the driver for the priority, the question should be asked whether they should remain; (d) priorities should have clear linkages to a regional plan, be owned by a regional body accountable to Leaders for assessing progress, and be monitorable.

- o The review team should also refer to the proposed updated Pacific Plan priorities and the rationale behind this process, as endorsed by CROP Executives and considered by PPAC at its meeting on 31 July–1 August 2012.
- The effectiveness of implementation arrangements for delivery of initiatives and priorities under the Pacific Plan, including the role of key actors (Members, CROP agencies, etc.) as outlined above.
- The appropriateness and effectiveness of monitoring and reporting arrangements, including alignment with other regional strategies and reporting requirements.
- The extent to which the Pacific Plan has influenced programming decisions by development partners and supported more effective and targeted funding to the region.
- Opportunities to more effectively engage with non-state actors under the Pacific Plan.
- The need for further studies to help shape policy on the Pacific Plan, for example on the cost benefits of particular approaches to regionalism.

In addressing these issues, the Review team is asked to make recommendations to ensure the Pacific Plan remains relevant. It should also closely consider the cost benefits and the resource implications of any recommendations or approaches for the Pacific Plan.

4. Governance and Management

The Secretary General of the Pacific Islands Forum will establish the Review on behalf of the Leaders of the Pacific Islands Forum. The review team will be expected to report to Leaders on the key findings and outcomes.

PPAC will provide overall strategic guidance to the team. It will endorse the terms of reference for the Review and the methodology to be developed by the Review team. PPAC will also consider the initial and draft final findings of the Review before they are presented to Leaders for their consideration.

Day-to-day management and direction of the team will be provided by the Senior Management Team of the Forum Secretariat, in particular by the Deputy Secretary General of the Strategic Partnership and Coordination Programme. Logistical support will be provided by the Pacific Plan Office and other staff in the SP&C programme as required.

5. Composition of the Review Team

The review team will be led by an Eminent Person. This person would be expected to have longstanding experience and a deep understanding of the region and regionalism. S/he would be expected to be able to engage with Leaders as a peer and help shape the long-term agenda for regionalism in the Pacific.

The Eminent person will be supported by two officials from Forum Member countries.

They will be assisted by up to two consultants to conduct research and analysis. These consultants should have a good understanding of the challenges faced by Pacific island countries, the potential benefits and difficulties of regional cooperation, and the need for culturally sensitive, pragmatic solutions. They should also have a highly developed capacity to undertake economic cost-benefit analysis. The consultants will work directly to the Eminent Person.

Logistical support will be provided by the Pacific Plan Office and where available in-country, the Pacific Plan or SIS Desk Officers.

6. Outputs and Reporting Requirements

An indicative timeframe and suggested outputs for the Review of the Pacific Plan are outlined in the following table. These may vary subject to the methodology and timeframe proposed by the Review team.

Output	Indicative timeframe	Presented to and approved by	Other requirements
<ul style="list-style-type: none"> Short paper (no more than 5 pages with attachment separate) outlining the methodology to be adopted for the Review, including a draft consultation schedule and key outputs. 	November 2012	Off-line to PPAC	
<ul style="list-style-type: none"> Short brief of no more than 5 pages on the findings to date, key issues and a draft outline of the structure of the report. 	February 2013	Secretary General and CROP Executives	To ensure that the Review is on-track
<ul style="list-style-type: none"> Draft report of no more than 40 pages (excluding attachments) with initial findings and recommendations, including as attachments an outline of a revised Pacific Plan and a strategy for Smaller Island States. A power point presentation on the key findings for PPAC. 	May 2013	Special session of PPAC	<ul style="list-style-type: none"> These initial findings should also be presented to key stakeholders in each of the Member countries. The team will also meet with the Senior Management Team of the Forum Secretariat before presenting any outcomes to PPAC.
<ul style="list-style-type: none"> Final draft report no more than 40 pages (excluding attachments), incorporating any comments from Members and including key findings and recommendations, including revised attachments, an outline of a revised Pacific Plan and a strategy for Smaller Island States A PowerPoint presentation on the key findings for PPAC. 	August 2013*	PPAC meeting	The review team should also present to the Smaller Island States Officials Meeting and FOC.
<ul style="list-style-type: none"> Final report no more than 40 pages (excluding attachments) for the consideration of Leaders. 	September 2013*	Leaders of the Pacific Islands Forum	

7. Approach

The intention is that this review will guide the future directions of the Pacific Plan for the next decade. To achieve this ambition, the Review team will need to consult with a wide range of stakeholders at the national and regional level. In seeking the views of stakeholders, the Review will need to ensure that it provides clear and open feedback to those contributors and demonstrate that their input is well considered and can make a difference. It will also need to spend time in Forum island countries (at least 4–5 days) seeking the views of a wide range of people.

While the final approach will be subject to the Review team, it would be expected that the team would consult with Member governments (including Ministerial level and senior

officials), CROP agencies, Pacific Plan SIS Desk Officers, Development Partners, Non State Actors, and academics. It is also anticipated that opportunities for focused and cost-effective consultations with the general public will also be considered, for example by seeking public submissions on-line. The review should aim to be participative and engage widely with the region on the future directions of regionalism as articulated through the Pacific Plan.

8. Timeframes and Key Tasks

The table below outlines an indicative timeline and key tasks. This may be subject to change subject to the methodology and timeframes proposed by the Review team.

Date	Task
September 2012	<ul style="list-style-type: none"> Leaders endorse proposed review and potential candidates to lead the team.
October November 2012	<ul style="list-style-type: none"> Forum Secretariat to engage Eminent Person(s) and other members of the team. First meeting of team and early meetings with key stakeholders in the development of a methodology. Draft methodology strategy paper, including plan of stakeholder engagement. PPAC approves methodology and approach out of session.
December 2012 January February March April 2013	<ul style="list-style-type: none"> Undertake country-level consultations with all Forum member countries. Undertake consultations with key stakeholders. Meet with SG, PIFS Senior Management and CROP Executives on progress and early outcomes of the Review. Continue country level consultations. Prepare a draft report on early findings and recommendations.
May June July August 2013	<ul style="list-style-type: none"> Present early outcomes to a special session of PPAC. Hold further country or other consultations as necessary. Prepare the final draft version of the report. Present draft final outcomes to PPAC and the Smaller Island States Officials meeting. Incorporate any outcomes from PPAC meeting into report.
September 2013	<ul style="list-style-type: none"> Finalise the report for consideration by Leaders. Present report to Leaders.
October November 2013	<ul style="list-style-type: none"> Finalise the report for publication. Clear report for public release.

9. Follow-up of Review

The approach to following up this review will be decided by the Pacific Plan Action Committee.

10. Funding

Given the scope of the Review and the need for widespread country-level consultation, the final costs of the Review will depend on the final composition of the team and the extent of follow-up visits to member countries after the presentation of the initial report.

ANNEX 2: REVIEW METHODOLOGY

CONTEXT

An independent review of the Pacific Plan for strengthening regional cooperation and integration ('the Plan') was scheduled for about this time.

However, the Review comes, now, at a time of particular consciousness of the extent of change in the Pacific – political, social, economic and environmental – since the original Plan was conceived and drafted. The Review cannot, therefore, be superficial: it must be substantive and far-ranging.

It must assess the degree to which these significant contextual shifts challenge previous notions of what constitute regional public goods¹⁴² in the Pacific and how their delivery should best be governed, managed and financed. It needs to relate regional cooperation and integration to the realities of new regional and sub-regional institutions, new alliances, and emerging geo-political interests – interests that, again, have matured and evolved since the Plan was conceived. It needs to relate regional development to evolving aid architectures, just as aid architectures and modalities need to recognise evolving needs and possibilities in regionalism and regional development.

What is already clear to the Review team is that there is uncertainty among stakeholders as to whether the Plan and its governance, as currently constructed, meet contemporary needs and imperatives. The extent of ownership of the current Plan is something the Review must examine. Ambiguous support for the Plan may relate to short-term tensions, or it may relate to more fundamental, longer-term shifts in Pacific island countries' needs for, and valuation of, regional cooperation and integration, and how and from where that should be led.

¹⁴² The review refers to **public good theory**. There are established economic tests for, and characteristics of, 'public goods'. However it can be said that a **public good** is an item (an investment, a service or a policy action, for example) whose supply or consumption is – for a number of reasons – best not left to the market or to individuals to dictate but to some form of collective action on behalf of wider society. Typically this would be by a government, enforced through legislation and financed through its powers of taxation, or in some cases aid flows.

A **regional public good** is a public good (see above) that is, for economic, political or other reasons, most effectively or efficiently delivered through collective action at a supra-national (in this case regional) level, as opposed to a national or sub-national level. This might, for example, be because there would be negative effects on other countries in the region if one country defaulted (for example through its over-exploitation of oceanic fish stocks), or perhaps (particularly in the case of the Pacific) because economies of scale might be achieved by pooling limited resources.

INTERPRETATION OF THE TERMS OF REFERENCE

For each of the main elements of its Terms of Reference (ToR), the Review has identified key questions and issues to form a starting point for its discussions with stakeholders:

The Strategic Underpinnings of the Plan

“The Review should aim to build regional consensus on the future direction of the Plan and provide a platform for prioritising regional integration and cooperation efforts over the next decade”.

The Review must determine the extent to which the Plan should focus only on regional integration and cooperation as opposed to being a regional development plan, and must examine the appropriate relationship between it and national plans. The Review will work with Leaders to:

- Review international experience with regional cooperation and integration;
- Consider the strengths and weaknesses of other regional development plans;
- Establish Leaders’ perspectives on the sovereignty issues of collective action at the regional level;
- Discuss whether – and if so how – the Plan should relate only to those priorities that are best achieved through regional-level action;
- Agree on whether the Plan is an effective platform for collective action on global issues;
- Discuss whether – and if so how – the Plan should reflect the region’s relationship to wider international development agendas (for example the MDGs and what lies beyond them);
- Examine whether the Plan has a role in championing shared Pacific values.

Governance, Policy and Priority Setting

“The Review should consider the governance and priority-setting arrangements, implementation of priorities under the Plan, how performance is tracked and reported, and to what extent the current regional architecture best supports the strategic directions articulated in the Plan”.

The Review notes the four principles for prioritisation endorsed by the Pacific Plan Action Committee (PPAC) and will discuss with Leaders:

- The scope and number of priorities in the Plan;
- Guidance and tools that can be offered to Leaders to assist them in priority setting;
- The relationship between priority-setting processes and the allocation of funding (by both development partners and national governments);

- The process for setting priorities, and where regional approaches are preferable to national approaches;
- The impact of Plan priorities on the agendas of CROP agencies, and the need to have CROP agency priorities reflected in the Plan;
- To what extent Smaller Island States, in particular, are able to devote resources to undertake the work needed to identify and prioritise regional public goods, and how and where this might otherwise be undertaken.

Implications for the work and governance processes of the Forum Secretariat and associated bodies (PPAC, CROP agencies, etc.) will be debated towards the end of the Review when the direction it believes a ‘refreshed’ Plan should assume is clearer.

The Strategic Interests and Priorities of Smaller Island States (SISs)

“The Review could also consider how the strategic interests and priorities of Smaller Island States can be more effectively reflected in the approach to the Plan”

Care is needed in designing a Plan which more effectively reflects the needs and priorities of the SISs. The countries in the current SIS sub-regional grouping still have significant differences in terms of their per capita income, economic development options, access to labour markets, and transport systems.

It has been argued that the geographical economy of many SIS is such that traditional development pathways (for example moving from agricultural production towards exporting manufactured goods and services) are fundamentally not applicable. The Review will seek to understand alternative development pathways and their political, institutional, and fiscal implications, and financing mechanisms.

Extent to Which the Plan Influences Strategic Direction and Budgeting by Stakeholders

“The Review should also consider the extent to which the Plan has influenced programming decisions by development partners and supported more effective and targeted funding to the region.”

While the Plan needs to be owned by Members and not overly influenced by their development partners, and while it is important to consider national resources in its financing, there is a clear need to engage with donors more effectively both in the process of priority setting and in agreeing how priorities are funded.

To what extent is the development community also seeking to focus on regional public goods and ready to finance their delivery efficiently and effectively? The Review will examine the robustness and transparency of the process through which Member countries and development partners agree on priorities and potentially resolve differences.

Ownership

“The Review should also consider the extent of ownership of the Plan.”

Without ownership by Members the Plan will have no credibility and little chance of succeeding. Conversely, inclusive and comprehensive processes for developing priorities for regional cooperation and integration will generate ownership. The challenge will then be to sustain this ownership for the life of the Plan. A number of factors may play a role. For example the extent to which:

- The Plan is subsequently used to allocate resources;
- The Plan achieves results;
- Members feel they benefit from the Plan;
- The Plan informs planning by other stakeholders;
- The Plan is seen by Members and development Partners as a clear expression of the regional aspirations and priorities which they must reckon with, as well as resting comfortably with national development plans;
- Difficult issues of regional cooperation – such as who decides, who pays and who benefits – can be dealt with in a way that is, and is seen to be, both fair and effective;
- It is necessary for all Member countries to make some contribution to funding the Plan’s priorities and to driving their implementation, and to organise themselves internally to interact with regional organisations;
- Communication about the Plan is both appropriate and effective.

Implementation, Monitoring and Reporting

“The Review should consider the effectiveness of implementation arrangements for delivery of initiatives and priorities under the Plan, including the role of key actors (Members, CROP agencies, etc.) and the appropriateness and effectiveness of monitoring and reporting arrangements”.

Plans are only as good as their implementation. Given the large number of priorities identified in the Plan, there is likely to be variance in the level of actual achievement. Stakeholders have already highlighted that there is no implementation schedule which sets out who is to do what, by when, and no clear targets against which to measure progress.

Another challenge will be to identify the factors that enable some regional initiatives to succeed and those that cause others to fail.

The Review will be looking to see how progress is currently reported and how this information is subsequently used. (Including the outcomes of the 2009 review.) As part of this work it will examine whether a simpler system of reporting is feasible and appropriate, whether there is a need for a renewed focus on reporting on results, the relationship of Plan

reporting and regional reporting on global issues (for example progress on MDGs), whether reporting in the Plan should reflect what occurs within CROP agencies and whether it is possible or desirable to report back to individual countries on the impact of the Plan on them.

The Review will seek to connect its analysis with the work being undertaken regionally and nationally to strengthen development coordination and the application of the principles of aid effectiveness.

Impact

“In the first instance, the Review should consider the impact of the Plan from 2005 to 2011 and to what extent it delivered on the Leaders’ initial aspirations for the Plan.”

The Review will seek to interview some of the Leaders who were involved in the development of the original Plan to understand what they hoped to achieve from it and to the extent to which the Plan has delivered on their aspirations. Assessment of impacts needs to take into account the extent to which contextual shifts (political, economic, financial, etc.) have impeded progress, as opposed to possible flaws in the approach taken to prioritisation and implementation of initiatives.

The large number of priorities identified by Leaders, combined with a lack of evaluation, makes it difficult to track progress and determine the impact of the Plan. Given this, the focus of the Review in this area will be more on developing lessons on how to ensure that the new Plan has a greater impact in the future.

PROCESS OF CONSULTATION AND EVIDENCE GATHERING

The Review will be open,¹⁴³ consultative and iterative.

The Review's principal period of evidence-gathering, from late January to mid-May 2013, will seek to establish the breadth of issues that Forum countries, development partners, non-state actors (including civil society, academia, and the private sector) and CROP agencies identify as relevant and important to the Review.

Shortly after this, preliminary findings and suggested next steps will be presented to a special sitting of the PPAC for its feedback, most likely in late May/early June 2013.

A second round of evidence-gathering and focused consultation is then likely in June/July 2013, prior to the preparation of a report to the next meeting of the Pacific Islands Forum, which is likely to be held in the Marshall Islands in September 2013.

Methodology

The Review will gather evidence and opinion through:

- **Visits by the Review Team** to (subject to formalisation) all 16 Pacific Forum Member Countries, including Fiji, as well as the Forum's two Associate Members.¹⁴⁴
 - o Visits to Member Countries will include consultation (principally in the form of semi-structured interviews) with:
 - Political (including opposition) leadership;
 - Government officials;
 - One-to-one and open-seminar consultations (depending on scheduling) with non-state actors and development partners;
 - CROP agencies in those countries.
 - o Governments will be provided with a note of the Review Team's principal questions and areas of interest, as well as the structure and content of public consultations, prior to each country visit.
 - o The Review Chair, Sir Mekere Morauta, will lead the great majority of the country visits. Where travel schedules do not allow Sir Mekere to lead a mission, he will make efforts to meet those Member Countries' leadership at other times.

One of the Review Team's Country Officials will deputise for Sir Mekere where he is unable to join a meeting or mission.

¹⁴³ It is the Review's intention to make public most evidence and submissions provided, but it is also prepared to accept confidential submissions and may apply the Chatham House Rule in some consultations for the purposes of promoting open discussion.

¹⁴⁴ Due to time and airline scheduling constraints, some country visits will take place in parallel and not all members of the Review Team will be able to visit every country.

- Subject to formalisation, a number of separate **consultations will be held with key individuals and organisations** outside of the region: former politicians, academics, the United Nations and others.
- **Public submissions** will be solicited through the Review Team’s website: www.pacificplanreview.org and through advertisements in local media.
 - o The closing date for public submissions will be **15 May 2013**. A 1,000-word limit will apply.
 - o Except where submissions are offensive, personal or otherwise unpublishable, all submissions that identify the author will subsequently be published on the website. The Review will also accept anonymous submissions, but these will not be published.
- The Review is likely to **commission studies and analyses** by external experts and academics, to provide – in a balanced way – further contextual information on aspects of regional cooperation and integration. These will be published.

Communication and Feedback

The Review Team’s email address ppreview@forumsec.org.fj will be monitored by the Pacific Plan Office at the Forum Secretariat, which will action or forward to the Review Team enquiries and submissions, as appropriate.

The Review Team’s **website**, www.pacificplanreview.org, will make available updates, key documents and submissions as they are published, as well as providing details of the Review Team’s schedule as it is confirmed.

ANNEX 3: NEW FRAMEWORK FOR PACIFIC REGIONALISM

The Pacific Plan Review was asked to draft a refreshed Plan. It has proved unable to do this for two reasons: first, it concluded that what was needed was not a refreshed Plan, but, rather, a new Framework; and second, it had neither the mandate nor the time to draft a new Framework. It did think it useful, however, to set out in more detail what it believed the key elements of the Framework should be and how these differ from the current Plan as a way of fleshing out what it means by a Framework and to provide guidance to those who will be drafting the new document.

The difference between a plan and a framework (at least in terms of how the Review is using the terms) is that a plan is based on an agreed objective and sets out how to achieve that goal, including an implementation schedule for the initiatives it contains. It is tight, clear and definite: we are going this way to achieve x by doing y and z.

A framework, by contrast, is less definite: it is based on an agreement to move in a broad general direction – in this case greater integration – without having a definite idea on the end point of the journey (it is not clear at present how far along the path to political federation the region wants to go). As such, it requires something that sets the general direction – i.e. articulates a regional vision/strategic direction for the Pacific – and an understanding of the possible end points (see ‘Paths to Deeper Integration’ on page 88 above). Rather than having a definitive list of initiatives that will achieve the desired goal, it will include a set of processes that enable Leaders to annually identify and implement those initiatives they believe are best able to move the regional project forward.

The Review’s thoughts on the new Framework is that it should be in two parts with supporting annexes:

Part 1: A New Framework for Pacific Regionalism would have four sections:

1. *Vision;*
2. *A Statement of the Region’s Values;*
3. *A Statement on a Strategic Direction for the Pacific; and*
4. *Paths to Deeper Integration.*

Part 2: Prioritising Initiatives would have two sections:

1. *A Process for Prioritising Initiatives; and*
2. *Monitoring and Evaluation.*

Annexes should cover detailed processes and criteria for selecting regional initiatives as set out in pages 106–110 above.

Part 1: A New Framework for Pacific Regionalism

1. **Vision.** The current vision has wide support and is a good place to start:

“Leaders believe the Pacific region can, should and will be a region of peace, harmony, security and economic prosperity, so that all of its people can lead free and worthwhile lives. We treasure the diversity of the Pacific and seek a future in which its cultures, traditions and religious beliefs are valued, honoured and developed. We seek a Pacific region that is respected for the quality of its governance, the sustainable management of its resources, the full observance of democratic values and for its defence and promotion of human rights. We seek partnerships with our neighbours and beyond to develop our knowledge, to improve our communications and to ensure a sustainable economic existence for all.”

The Review has invited leaders to reflect on this vision and make such changes as they see fit. One possible additional area would be something that relates more clearly to regional integration and cooperation and the possibility of the peoples of the Pacific coming together to build a common polity.

2. **A Statement of the Region’s Values.** These have already been articulated to some extent in various documents drafted as part of the Forum processes, including through Leaders’ declarations at the Forum. These should be summarised and included in the new Framework. They would cover things that are valued by the peoples of the Pacific, such as inclusiveness, equality, human rights, gender equality, culture, preserving the environment for future generations, resilience, the importance of family and community, etc.
3. **A Statement on a Strategic Direction for the Pacific.** This should cover the situation and challenges facing the Pacific, its many strengths, and the compelling arguments for working together and moving towards a closer union.

It should set a broad strategic direction for the region. This should pick out the key areas of strategic interest (as the existing pillars do) and articulate an overall direction for them. The November 2007 version of the Plan included the following pillars:

*Economic Growth*¹⁴⁵

1. Increased sustainable trade (including services), and investment;
2. Improved efficiency and effectiveness of infrastructure development and associated service delivery; and
3. Increased private sector participation in, and contribution to, development.

¹⁴⁵ Defined as sustainable, pro-poor economic growth.

*Sustainable Development*¹⁴⁶

4. Reduced poverty;
5. Improved natural resource and environmental management;
6. Improved health;
7. Improved education and training;
8. Improved gender equality;
9. Enhanced involvement of youth;
10. Increased levels of participation and achievement in sports; and
11. Recognised and protected cultural values, identities and traditional knowledge.

*Good Governance*¹⁴⁷

12. Improved transparency, accountability, equity and efficiency in the management and use of resources in the Pacific.

*Security*¹⁴⁸

13. Improved political and social conditions for stability and safety.

At the 2009 Forum meeting in Cairns, these pillars were refined and expanded (see below). Unfortunately, the 2009 version – unlike the 2007 version – mixes strategic goals with initiatives in a way that is confusing and unhelpful. It is also very long.

In the new Framework, this section should set a strategic direction for Pacific regionalism. It should list the key regional strategic goals, and under each goal should stipulate the key sub-goals. This part should not contain any initiatives. Thus it should look much more like the 2007 version, and if some or all of the 2009 version is to be retained it should be rewritten: all initiatives should be removed and the sub-goals should be just that – they should be goals and should clearly contribute to the strategic goal (or pillar).

¹⁴⁶ Defined as the integration and mutual reinforcement between the three pillars of economic development, social development and environment conservation (where conservation is defined as wise use, including protection, in some circumstances). Essential requirements for sustainable development include active stakeholder participation, poverty eradication, changing unsustainable patterns of production and consumption, and managing and conserving the natural resource base for economic and social development, while maintaining the underlying ecological processes.

¹⁴⁷ Defined as the transparent, accountable and equitable management of all resources. Good governance is a prerequisite for sustainable development and economic growth.

¹⁴⁸ Defined as the stable and safe social (or human) and political conditions necessary for, and reflective of, good governance and sustainable development for the achievement of economic growth.

The following is an example of what this would mean for one of the current Plan priorities, priority D:

D. Improve governance across the Pacific [rewritten]:

- (i) Increase development coordination in the region
 - (ii) Improve the collection and compilation of statistics and information management systems
 - (iii) Increase access to official information
 - (iv) Increase the role for women in national decision-making processes
 - (v) Strengthen accountability and integrity institutions
 - (vi) Improve political accountability
 - (vii) Reduce corruption

Given the importance of culture in the Pacific a number of stakeholders have suggested that it should be elevated in importance from being “an additional priority” to being a strategic goal in its own right.

The Pacific Plan 2009 rewrite was as follows:

Recommendations for Progressing the Pacific Plan

Noting the new challenges for the region presented by the global economic crisis and on-going vulnerability to external shocks, PPAC recommends to Forum Leaders that they prioritise the areas presented below to progress the implementation of the Pacific Plan over the next three years by:

A. fostering economic development and promoting opportunities for broad-based growth by:

- i. developing effective policy and practical responses to the global economic crisis with the objective of building sustained economic resilience, including through: safeguarding macro-economic stability; protecting core services; targeted support for the vulnerable; boosting national competitiveness and strengthened development coordination;
- ii. continuing to support action in the fisheries sector which would see commitment to implementing the direction offered by the Forum Leaders through the Vava’u Declaration and Forum Fisheries Committee, and in particular: progressing the development and implementation of fisheries management and development regimes including Regional Strategies on Sustainable Fisheries; Western and Central Pacific Fisheries Commission conservation and management measures; Monitoring, Control and Surveillance Strategies; addressing ongoing barriers to international market access; the re-negotiation of the Multilateral Treaty on Fisheries between Pacific Island States and the United States; the fostering of coastal fisheries; and strengthening the sector’s governance;

- iii. building on existing marine protected areas and initiatives;
- iv. expediting the implementation of the 2009 Pacific Energy Ministers' decisions and, in particular, the five key areas highlighted by these Ministers to achieve greater energy security across the Pacific;
- v. providing greater support to tourism, the region's largest economic driver, and, in particular: accelerating development of emerging geographic and niche markets; improving access to Pacific destinations by air and sea; and continuing to build the capacity of small and medium service providers to cater to current and emerging international markets and generate employment opportunities;
- vi. developing regional and national frameworks to enable the development of the economic potential of marine mineral resources; and strengthening regional and national capacity in the mining, environment, labour and financial sectors to comply with relevant standards for the deep-sea mining industry within the region, while supporting environmental monitoring that preserves ecosystems and terrestrial and marine biodiversity;
- vii. fostering greater international and intra-regional trade opportunities by proceeding with the implementation of key regional trade agreements and, in particular, working to allow for the freer movement of goods and services;
- viii. strengthening the ability of the private sector to participate competitively in an integrated economy through the necessary enabling environments and support mechanisms;
- ix. addressing issues that hinder the movement of goods and services through expediting fit-for-purpose solutions in the transport sector and, in particular: improving and developing necessary infrastructure; supporting the implementation of the region's 2009 Shipping Ministers' directions; and the ongoing implementation of PIASA in the aviation sector, to ensure greater security, safety, reliability and competition of services across the region;
- x. implementing the directions provided by the region's Ministers for ICT and, in particular, revising and updating the Regional Digital Strategy;
- xi. continuing the implementation of the economic integration agenda promoted and regularly reviewed by the Forum Economic Ministers and, in particular, establishing components of the Regional Regulatory Stepladder as directed by these Ministers; and
- xii. increasing support for infrastructure development and maintenance across the region.

B. Improving livelihoods and the well-being of Pacific peoples by:

- i. continuing efforts to better ensure food security for people across the region and, in particular, expediting efforts to improve food standards and food quality and support agriculture, aquaculture and fisheries, through initiatives such as the Pacific Food Summit proposed for 2010;
- ii. Ensuring healthy populations through: the ongoing implementation of the Vanuatu Commitment and the recent Madang Declaration for Action from the 2009 Ministers of Health Meeting including enhanced efforts to better understand health determinants and build the sector's governance and ability to respond pro-actively to current and emerging health needs;
- iii. improving access to opportunities afforded through stronger education systems at all levels by implementing the directions given by Forum Education Ministers and, in particular, progressing the implementation of the Pacific Education Development Framework to better provide Pacific peoples access to economic opportunities through skills and prospects for mobility;
- iv. Urging efforts to pursue the opportunities offered by the appropriate utilisation and development of land resources to minimise the risk of conflict, improve security and assist in economic development, while recognising that land is a national responsibility;
- v. supporting the implementation of measures, existing commitments and programmes aimed at increasing awareness of and addressing the causes and consequences of sexual and gender-based violence and developing legislation to criminalise gender-based violence in all forms;
- vi. prioritising national actions to mainstream youth issues into the national development agenda; and
- vii. acknowledging the importance of ensuring access to greater and more equitable opportunities for those with disabilities, to enhance their quality of life and promote and protect their rights and dignity.

C. Addressing the impacts of climate change by:

- i. continuing the implementation of the Niue Declaration on Climate Change;
- ii. Developing Pacific-tailored responses to support adaptation and mitigation measures and better coordination of Disaster Risk Management-Climate Change Adaptation (DRM-CCA), and furthering regional and international efforts and research to support national action in combating climate change;
- iii. coordinating regional efforts in the completion and early implementation of the outcomes of the December 2009 Copenhagen meetings;

- iv. enhancing the resilience of ecological systems and associated biodiversity and providing ecosystem services with a focus on the impacts of climate change in line with the Year of Biodiversity in 2010;
- v. assisting with the assessment called for by the United Nations General Assembly Resolution A/Res/63/281 Climate Change and its Possible Security Implications;
- vi. Strengthening data collection and analysis for improved climatic monitoring and preparedness through integrated whole-system approaches;
- vii. building scientific capacity across the region through strategic partnerships with bodies such as the Inter-governmental Panel on Climate Change, and an expansion in scientific education and training programmes; and
- viii. building support, with the assistance of regional and international partners, for the new Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security, and capitalising on the offer made by Papua New Guinea and Solomon Islands to share relevant lessons learned.

D. Achieving stronger national development through better governance by:

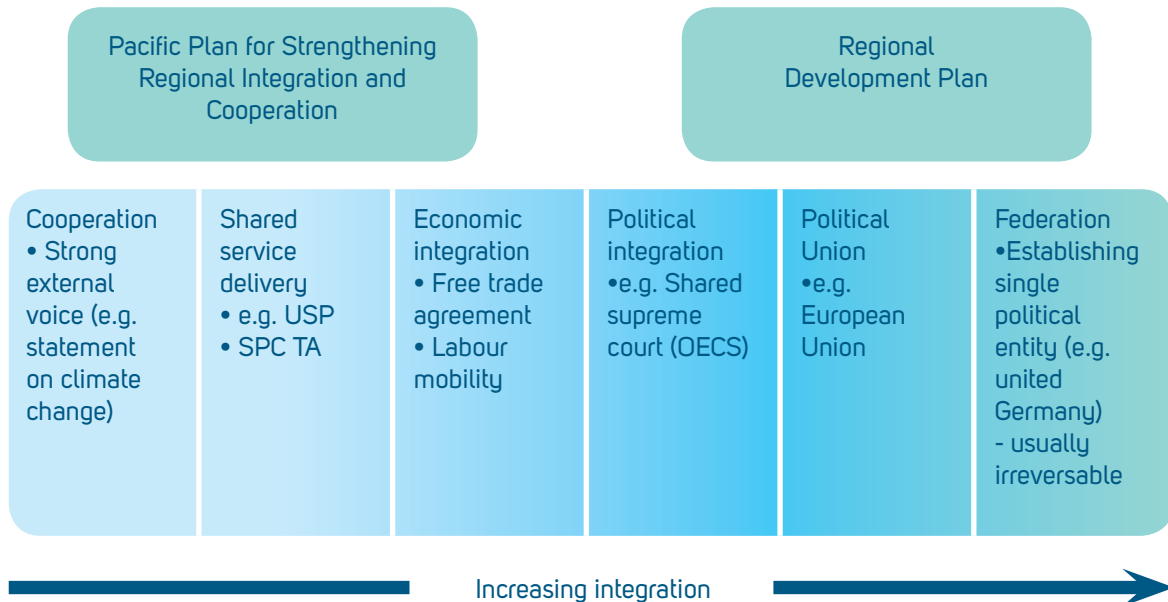
- i. demonstrating strong national leadership and enhanced regional attention to accelerate improvements to development coordination in the region, to maximise the effectiveness and impact of the resources of Pacific island governments and development partners to make faster progress towards the Millennium Development Goals;
- ii. committing to sustainable and appropriate: collection and compilation of statistics; information management; and records-keeping, to ensure the development and implementation of better-informed national policy;
- iii. implementing efforts to allow for improved access to official information;
- iv. supporting efforts to allow an enhanced role for women in national decision-making processes;
- v. continuing to strengthen accountability and integrity institutions, through approaches such as the Pacific Ombudsman Alliance and Pacific Regional Audit Initiative;
- vi. encouraging greater involvement of parliamentarians in the development agenda, through the Forum Presiding Officers and Clerks/Pacific Parliamentary Assembly for Population and Development (FPOC-PPAPD) and other leadership groups;
- vii. addressing corruption through the use and implementation of relevant and existing national, regional and international mechanisms and commitments;

E. Ensuring improved social, political and legal conditions for stability, safety and security by:

- i. improving human security outcomes for Members, through advancing effective conflict prevention, conflict resolution mechanisms and peace-building;

- ii. strengthening cooperation in the law enforcement and border security sectors to address terrorism and transnational crime; and
 - iii. promoting and consolidating regional stability through adherence to Forum values and the principles of the Biketawa Declaration
4. **Paths to Deeper Integration.** The Framework should include material illuminating the possible forms of deeper sorts of integration. This is a critically important part of bringing the region together. The basis of this could be an elaboration of the broad path set out on page 88 above:

A Path for Pacific Integration



However, it should include, in so far as this is possible, clearer articulation of paths to possible integration in each key strategic area identified in Section 3: A Statement on a Strategic Direction for the Pacific. For example, these could cover the following six areas: (1) economic growth; (2) sustainable development; (3) good governance; (4) security; (5) adapting to climate change; and (6) sustaining culture.

Thus, for example, in the area of economic integration the path would include an articulation of the following: establishing a rough order of steps that could be taken, starting with common markets for goods and services, expansion of seasonal labour schemes, freedom of investment, liberalised capital markets, common financial regulation and a shared financial regulator, labour mobility, standard legal framework for business, shared competition commission, common safety and consumer protection standards.

The table on page 90 above could be considered a rough example of how this sort of path would look (although it should be noted that it mixes initiatives from all of the major areas).

Part 2: Prioritising Initiatives

1. A Process for Prioritising Initiatives (not a list of priorities). This process needs to result in a manageable number of the highest-priority regional initiatives being chosen by Leaders annually. This has been dealt with in some detail on pages 106–110 above.
2. Monitoring and Evaluation. The new Framework should include a monitoring and evaluation framework, with information on how progress will be measured, including on:
 - Reporting (how, when and on what);
 - The outcomes that the Framework will contribute to; and
 - How progress on integration will be measured including the annual assessment of the state of the regional integration project.

Annexes

The annexes should cover detailed processes and criteria for selecting initiatives as set out in pages 106–110 above. It is important that, if the selection process for initiatives is to be open, transparent and inclusive, the criteria for success are easily available and standard templates and timelines are used. These should be included as annexes to the Framework.

ANNEX 4: THE AUCKLAND DECLARATION

PACIFIC ISLANDS FORUM

SPECIAL LEADERS' RETREAT

Auckland

6 April 2004

The Auckland Declaration

Leaders of Australia, the Cook Islands, Federated States of Micronesia, Fiji, Kiribati, New Zealand (Chair), Niue, Palau, Papua New Guinea, Republic of the Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu met in Auckland, New Zealand on 6 April 2004 to consider the Forum Eminent Persons' Group review of the Pacific Islands Forum.

Recalling their decision at the 34th Pacific Islands Forum in Auckland to task an Eminent Persons Group to carry out a review of the Forum and its Secretariat, and their direction that the Review propose a refreshed mandate and vision for the Pacific Islands Forum, as well as an improved capacity allowing the Forum to provide leadership on regional cooperation and integration;

Recalling their agreement that the serious challenges facing countries of the region warranted serious and careful examination of the pooling of scarce regional resources to strengthen national capabilities;

Noting that the peoples of the Pacific are the custodians of the largest, most peaceful and abundant ocean, its many islands and its rich diversity of cultures;

Believing that the strengthening of Pacific cultures and languages in the face of external pressures should be a central concern for Forum Leaders;

Paying tribute to and reaffirming the wisdom of the Forum founders in recognition the advantages to all Pacific people of close cooperation and shared purpose;

Recognising the substantial and many achievements of the Forum and its associated agencies over the last 33 years since it first met in Wellington in 1971, its contribution to the development of a Pacific regional consciousness and endeavour, and consolidating its position as the pre-eminent political grouping in the region;

Recognising that in a fast changing, complex and unpredictable global environment, it is timely to refresh the Forum to preserve relevance and allow it to continue to provide leadership to the region.

Leaders adopted the following vision:

Leaders believe the Pacific region can, should and will be a region of peace, harmony, security and economic prosperity, so that all its people can lead free and worthwhile lives. We treasure the diversity of the Pacific and seek a future in which its cultures, traditions and religious beliefs are valued, honoured and developed. We seek a Pacific region that is respected for the quality of its governance, the sustainable management of its resources, the full observance of democratic values, and for its defence and promotion of human rights. We seek partnerships with our neighbours and beyond to develop our knowledge, to improve our communications and to ensure a sustainable economic existence for all.

Leaders agreed to give effect to this vision through:

- i. Development of the Pacific Plan. This would create stronger and deeper links between the sovereign countries of the region and identify the sectors where the region could gain the most from sharing resources of governance and aligning policies. It would provide a strategy for implementation;

- ii. Agreement that the key goals of the Forum are economic growth, sustainable development, good governance and security and that these goals should form the principal focus of the Forum and its Secretariat;
- iii. Recognition that a fundamental role of the Forum is to support the particular needs of Small Island States and to advocate their interests, especially in regard to their limited capacity and protecting their fragile environment, including from climate change;
- iv. Recognition that the Forum has to exist for the practical benefit of Pacific people, and of the importance of cultural identity, regional inclusiveness, sub-regional representation, human rights, women and gender, youth, and civil society and invited the Secretary General, in preparing the Pacific Plan, to consult, assess and make proposals on how cultural identity could be best strengthened through the work of the Forum and CROP agencies, in particular the Secretariat of the Pacific Community (SPC);
- v. Improvement of the way the Forum communicates its work to member countries and the wider world;
- vi. Reform of the Forum's procedures, its meetings, and the role of Leaders, the Chair, Ministers and officials.

Leaders recognized that the work required on taking forward these commitments to achieve the Pacific vision will form the heart of Forum work over the next decade.

Leaders agreed that it would be appropriate from time to time for the Forum Leaders' Meeting to revisit the vision and assess progress towards its achievement.

ANNEX 5: THE KALIBOBO ROADMAP

KALIBOBO ROADMAP

ON THE PACIFIC PLAN

Kalibobo Village, Madang

Papua New Guinea

26 October 2005

The Kalibobo Roadmap

Pacific Islands Forum Leaders today launched a new era for Pacific partnership by adopting a Pacific Plan to strengthen and deepen regional cooperation and integration. The Plan is a living document which, step by step, aims to give practical effect to the Leaders' vision of a region that is "respected for the quality of its governance, the sustainable management of its resources, the full observance of democratic values, and for its defence and promotion of human rights".

The "Kalibobo Roadmap" reinforces the objectives of the Plan and is intended to guide the PIF member countries during the implementation phase in the first three (3) years. In this regard, the Leaders will be looking to the Plan to help achieve major outcomes for the people of the region.

The Pacific Plan is built on four pillars that are geared towards enhancing:

- Economic Growth
- Sustainable Development
- Good Governance
- Security for the Pacific through regionalism

Economic Growth: The key objective is improved income earnings and livelihoods through better access to goods, services, employment and other development opportunities. The Plan includes initiatives for better access to markets and goods, trade in services including labour, trade facilitation, enhanced transportation and communication, private sector development and in the key resource sectors of fisheries and tourism.

Sustainable Development: The key objective is enhanced capacity and resilience of Pacific people and societies. The Plan includes initiatives for improving not only educational standards but also practical (technical and vocational) skills that are relevant to job markets, in areas such as seafaring, hospitality/training, health care, and peacekeeping and policing. There are also initiatives to enhance the health of Pacific people, and support the fight against HIV/AIDS and STI, non-communicable diseases and other health threats.

Good Governance: The key objective is to support a safe, enabling, inclusive and sustainable environment for economic growth and personal development and human rights. It is for this reason that the Plan promotes the development and implementation of national sustainable development strategies; regional support for good governance, particularly in areas such as leadership, human rights, ombudsman functions, audit, transparent administration systems, and participatory decision-making mechanisms that includes the non-government groups, women and youth. The Plan will also support the maintenance of strong Pacific cultural identities and the protection of traditional knowledge and intellectual property rights.

Security: The key objective is to ensure safety and security of maritime and aviation and borders. The Plan will promote technical cooperation, regional police training, and other measures relating to drug and weapons control, quarantine, bio-security and safety. Another important dimension of the security and sustainable development environment relates to prevention, mitigation and adaptation with regard to natural disasters, pollution (through waste management) and climate variability and change and sea level rise.

Twenty-four initiatives have been identified for immediate implementation over the next three years:

Economic Growth

- Expansion of market for trade in goods under the South Pacific Regional Trade and Economic Cooperation Agreement (SPARTECA), the Pacific Island Countries Trade Agreement (PICTA), the Pacific Agreement on Closer Economic Relations (PACER), and through trade arrangements with non-Forum members.
- Integration of trade in services, including temporary movement of labour, into the Pacific Island Countries Trade Agreement (PICTA) and the Economic Partnerships Agreement (EPA).
- Timely and effective implementation of the Regional Trade Facilitation Programme (RTFP).
- Maximise sustainable returns from fisheries by development of an eco-based fishery management planning framework; encouragement of effective fisheries development, including value-adding activities; and collaboration to ensure legislation and access frameworks are harmonised.
- Implementation of the Forum Principles on Regional Transport Services (FPRTS) including development of the Pacific Aviation Safety Office (PASO).
- Investigation of the potential impacts under the Pacific Agreement on Closer Economic Relations (PACER) of a move towards a comprehensive framework for trade (including services) and economic cooperation between Australia, New Zealand and the Forum island countries.
- Support of private sector mechanisms including through the Regional Private Sector Organisation (RPSO).

Sustainable Development

- Development and implementation of National Sustainable Development Strategies (NSDS), using appropriate cross-cutting and Pacific relevant indicators.
- Development and implementation of national and regional conservation and management measures for the sustainable utilisation of fisheries resources.
- Development and implementation of policies and plans for waste management.
- Implementation of the Pacific Islands Energy Policy and associated Strategic Action Plan to provide available, reliable, affordable, and environmentally sound energy for the sustainable development of all Pacific island communities.
- Harmonisation of approaches in the health sector under the Samoa Commitment, including: implementing the HIV/AIDS and STI Strategy; a stronger focus on non-communicable diseases; and agreement on health worker recruitment.
- Investigate the potential for expanding regional technical vocational education training (TVET) programmes to take advantage of opportunities in health care, seafaring, hospitality/tourism, peacekeeping and for enhancing and standardising regional training programmes.
- Enhancement of advocacy for and coordination of youth programmes and monitoring of the status of youth.
- Enhancement of regional sporting networks to support the developmental role of sport.

Good Governance

- Regional support to consolidate commitments to key institutions such as Audit and Ombudsman Offices, Customs, Leadership Codes, Anti-Corruption Institutions and Departments of Attorneys General; including through judicial training and education.
- Regional support to the Forum Principles of Good Leadership and Accountability.

- Enhancement of governance mechanisms, including in resource management; and in the harmonisation of traditional and modern values and structures.
- Upgrade and extension of country and regional statistical information systems and databases across all sectors.
- Where appropriate, ratification and implementation of international and regional human rights conventions, covenants and agreements and support for meeting reporting and other requirements.

Security

- Development and implementation of strategies and associated legislation for maritime and aviation security and surveillance.
- Implementation of the Pacific Islands Regional Security Technical Cooperation Strategy in border security, including for trans-national crime, bio-security, and mentoring for national financial intelligence units.
- Strengthening of law enforcement training, (e.g. regional policing initiative), coordination and attachments.
- Development and implementation of policies and plans for the mitigation and management of natural disasters.

There are also a range of other initiatives under the Pacific Plan which have been agreed to in principle or have been listed for future analysis before they are implemented.

Future Outlook and Implementation

The Forum is expected to move progressively towards a comprehensive framework agreement amongst all the Forum members that includes trade (and services) and economic cooperation.

Leaders are particularly pleased that the Forum's Economic and Trade Ministers have taken the initiative to progress work on this goal of theirs. The successful implementation of the Pacific Plan is dependent on the support and commitment of member countries, regional organisations, development partners and a range of stakeholders. As stronger regional cooperation and integration is a means to support national development objectives, the development and implementation of national policies and strategies on regionalism are an important Strategic Objective of the Pacific Plan. These strategies will need to include clear statements of national interests as they relate to regionalism and the establishment of appropriate mechanisms and processes for the use of regional approaches at the country level.

At the regional level, implementation of the Plan in the first instance will be the responsibility of the PIF Secretariat. This is consistent with the 2004 decision by Leaders that the primary functions of the Secretariat are to provide policy advice, coordination and assistance in implementing their decisions.

Political oversight and guidance to the Secretariat will be provided, during the year by a Pacific Plan Action Committee (PPAC), chaired by the Forum Chair and comprising representatives of all PIF Countries. The Forum Chair (as chair of the PPAC) will report to Leaders on the implementation of the Plan on a quarterly basis.

The Secretariat will provide written quarterly reports to the Chair for consideration and dissemination to PIF member countries.

A small implementation unit, reporting directly to the Deputy Secretary General, will be maintained in the Secretariat to support the PPAC and progress the plan. A similar unit will be established to ensure that the Smaller Island States derive the fullest possible benefit from the Plan.

Overall implementation of Pacific Plan initiatives will be reviewed annually by Leaders who will receive a report, prepared in consultation with members of the PPAC, from the Chair and Secretary General prior to the Leaders' meeting. These reports will include recommendations on future directions for the Plan.

Given the central role of regional organisations, a regional institutional framework that is appropriate to the development of the Pacific Plan will be established. A progress report on this will be provided to the 2006 Forum. Relationships with Pacific territories, NSAs, civil society and development partners will be strengthened, and an annual outcomes-oriented process with non-state-representatives from the business sector, academia, media and civil society organisations will be established, to provide a platform for wider debate and feedback to the Leaders through the Secretary General.

It is proposed that a Pacific Fund be established to manage the Pacific Plan implementation through the PPAC. Leaders acknowledge with appreciation the assistance or contributions of development partners and international bodies towards the development and initial implementation of the Plan and urge other development partners to also contribute to the Pacific Fund and the implementation of the Plan. The Fund would be utilised in the areas of capacity building in workshops, symposiums and seminars and for Forum Secretariat Officials to make in country assessments of progress on implementation and advise countries on the appropriate course of action when implementing the Plan.

While the Pacific Plan has a general timeframe of ten years, it provides a mechanism for discussing and shaping the region's longer-term future. It is a living document that will continue to draw inspiration from Leaders and from the people they serve, now and in the years to come.

ANNEX 6: THE REVIEW TEAM

Review Chair: Rt. Hon. Mekere Morauta, KCMG

The Rt. Hon. Mekere Morauta, KCMG, served as the sixth Prime Minister of Papua New Guinea between 1999 and 2002, and later as Leader of the Opposition. He continued to serve in leadership roles in Government until May 2012, when, after 20 years in Parliament, he announced his retirement from politics.

Sir Mekere has been an influential figure in Papua New Guinea from early in his career. In 1975, he was the first Papua New Guinean to be appointed Secretary of the Department of Finance. He later served as the Managing Director of the Papua New Guinea Banking Corporation, and Governor of the Reserve Bank of Papua New Guinea. In recognition of his services to the community, to the public service and to politics, in 1990 he was knighted in the Commonwealth birthday honours as Knight Commander in the Order of St Michael and St George.

In his role on the Review team, Sir Mekere:

- Provided overall guidance and leadership to the Review team;
- Travelled to Forum countries to complete consultations with Leaders and a wide range of other stakeholders; and
- Oversaw the production of the final Review report and recommendations to Leaders for the future of the Pacific Plan.

Country official (representing Samoa): Mrs Peseta Noumea Simi

Mrs Peseta Noumea Simi is currently the Assistant CEO of Finance (Aid Coordination Debt Management) in Samoa's Ministry of Finance, a position she has held for nearly 10 years. Prior to this role, she served as the Assistant Secretary for Aid – Economic, in the Department of Foreign Affairs, as the Head of the Rural Development Program, in the Office of the Prime Minister, and as the Executive Secretary to the Women's Advisory Committee

Mrs Simi's notable achievements include establishing the first Office for Women Affairs in Samoa 1979; revitalising the Aid Coordination Committee for the Government and developing the current national aid framework; and developing an aid policy and debt management strategy for the Ministry of Finance. She has also served in several high-level roles supporting the Pacific region, including as the Pacific Representative on the Global Partnership for Development Steering Committee and the Busan Global Partnership Group 2012, as a member of the SPC Independent Review team, and as a member of several development coordination (Cairns Compact) Peer Review teams in Papua New Guinea, Federated States of Micronesia and Niue.

Mrs Simi holds an MBA (Management) from the University of New England.

In her role on the review team, Mrs Simi:

- Travelled to Forum countries to complete consultations with a wide range of stakeholders;
- Engaged in the conceptualisation of the Review report and recommendations for a revised Pacific Plan; and
- Provided comments on, and inputs to, written outputs of the Review.

Country official (representing the Federated States of Micronesia): Mr Redley Killion

Mr Killion began his government career at the Department of Resources and Development and later at the Office of Planning and Statistics at the Headquarters of the Trust Territory of the Pacific Islands in Saipan. In 1979, he became the first director of the Department of Resources and Development, Chuuk State. He has also served on various boards representing Chuuk State, including: the FSM Development Bank, FSM Foreign Investment Board, National Fisheries Corporation, and FSM Coconut Development Authority, the FSM Petroleum Corporation, and as President of the FSM Association of Chambers of Commerce.

Mr Killion was elected Senator-at-Large from Chuuk State to the Fifth FSM Congress in 1987. In March 1999, after being re-elected as Chuuk State's Senator-at-Large to the Eleventh FSM Congress, he was elected the Sixth Vice President of the Federated States of Micronesia, a position he held until 2007.

Mr Killion holds a BA degree in Economics from the University of Hawai'i at Manoa and an MA degree in Economics, with special emphasis on Economic Development and Planning, from Vanderbilt University in Nashville, Tennessee.

In his role on the Review team, Mr Killion:

- Travelled to Forum countries to complete consultations with a wide range of stakeholders;
- Engaged in the conceptualisation of the Review report and recommendations for a revised Pacific Plan; and
- Provided comments on, and inputs to, written outputs of the Review.

Review consultant: Mr Peter Bazeley (UK)

Mr Bazeley's development career spans more than 28 years' work in the Pacific, Africa and Asia, during which time he has worked in both staff and advisory positions in developing country governments, as an adviser within the UK Department for International Development's Policy Division and, principally, as a senior independent expert working on development strategy and aid effectiveness issues at sector-, country- and agency-wide levels.

Thematically his work has often been about donor support to policy development and institutional reform in support of poverty reduction and economic development – particularly, but not exclusively, supporting development through better governance, institutional reforms and the improved delivery of aid. Much of this work has revolved around big-picture analysis of the underlying determinants of growth, poverty and development effectiveness, and how best to address these, as well as the evaluation of development intervention.

In his role on the review team, Mr Bazeley:

- Travelled to Forum countries to complete consultations with a wide range of stakeholders;
- Undertook background research; and
- Assessed the success of the Pacific Plan and analysed options for future modifications to the Plan, with a particular emphasis on monitoring, evaluation, political economy issues and strategic planning.

Review consultant: Dr Nick Poletti (New Zealand)

Dr Poletti has more than 15 years' experience working as a consultant in the areas of strategic planning, public sector reform and economic development. During this time he has designed and managed public sector reform programmes in South Australia, Papua New Guinea, India and Afghanistan. More recently, he has been working on private sector development issues, including developing an economic development strategy for the Government of Afghanistan. During the six months he was Acting Deputy CEO of the Premier's Department in South Australia, he was responsible for reviewing, revising and monitoring the implementation of the state's strategic plan.

He recently completed a Masters in Public Policy at Princeton University in the United States (majoring in economics and international development) and has a doctorate from the University of Oxford and an undergraduate degree in economics and mathematics. His previous work in the Pacific includes three years in the Prime Minister's Department in Papua New Guinea, where he assisted the Public Sector Reform Unit.

In his role on the Review team, Dr Poletti:

- Travelled to Forum countries to complete consultations with a wide range of stakeholders;
- Undertook background research; and
- Assessed the success of the Pacific Plan and analysed options for future modifications to the Plan, with a particular emphasis on cost-benefit analysis, policy implementation and options for service provision.

Adviser to the Review Chair: Mr Robert Igara

Mr Igara's early career included a role as Trade and Investment Officer at the South Pacific Bureau for Economic Cooperation (now the Forum Secretariat). He served at PNG's diplomatic missions in Suva and Canberra from 1981 to 1985, as founding Director of the Office of International Development Assistance in the Department of Finance and Planning from 1987 to 1990 , and from 1991 to 1994 as Secretary of the Department of Trade and Industry. From 1997 to 2002 he was the Chief Secretary to Government.

On retiring from the public service in 2002, he was appointed and served until 2008 as the founding CEO of PNG Sustainable Development Program Ltd (PNGSDP). Mr Igara also served on a number of PNG public bodies and companies, and on community organisations including the Pacific Leadership Foundation. He also served as a director of Oil Search Ltd from 2002 until 2012.

Since 2009 Mr Igara has focused on business, undertaking public sector advisory roles as well as new business and investment ventures. His recent advisory roles have included leading the review of PNG's foreign policy.

Mr Igara was not an official member of the Review team. However, he supported the Review by:

- Accompanying Sir Mekere in his travel to Forum member countries and facilitating his consultations with a wide range of stakeholders;
- Providing specific background research and advice to Sir Mekere, as required; and
- Assisting with the preparation of reports, as required.

ANNEX 7: REVIEW CONSULTATIONS

Samoa (23–25 January 2013)	
Political leaders/ministers	
Tuitaepa Saitele Malielegaoi	Prime Minister
Government officials	
Tuaimalo A. Ah Sam	CEO, Ministry of Communications & Information Technology
Leituala Kuiniselani	CEO, Ministry of Women, Community and Social Development
Lavea Lulai Lavea	CEO, Ministry of Finance
Aiono Mose Sua	CEO, Ministry of Foreign Affairs and Trade
Unasa I. Petelo	ACEO, Ministry of Commerce, Industry and Labour
Quandolita Reid-Enari	ACEO, PPRO-Ministry of Education, Sports and Culture
Margaret F.	ACEO, Ministry of Commerce Industry and Labour
Faalavaau Perina Sila	DCEO, Ministry of Foreign Affairs and Trade
Falemiu Alesana	ACEO, Ministry of Works, Transport and Infrastructure
Nanai Junior Saaga	ACEO, Ministry of Works, Transport and Infrastructure
Vaialia Iosua	Principal, Ministry of Women, Community and Social Development
Lemalame T.	ACEO, Ministry of Women, Community and Social Development
Faefetai Keria	Principal, Ministry of Women Community and Social Development
Lyndon Chu Ling	ACEO, Ministry of Commerce, Industry and Labour
Leao La L.	CEO, Ministry of Education, Sports and Culture
Taulealea Laavasa	CEO, Ministry of Natural Resources and Environment
Vaaelua N.	CEO, Ministry of Works, Transport and Infrastructure

Samoa (23–25 January 2013)	
Moefaano T.	Managing Director, Samoa Water Authority
Anelua S. Enari	CEO, Ministry of Commerce, Industry and Labour
Frances Brebner	ACEO, Ministry of Health
CROP	
David Sheppard	Director General, Secretariat of the Pacific Regional Environment Programme (SPREP)
Kosi Latu	Deputy Director General, SPREP
Private sector	
Margaret Malua	Chamber of Commerce
Filia Iosefa	Chamber of Commerce
Annabel Eager	Chamber of Commerce
Osana Liki	Chamber of Commerce
Namulauula S. Leota	Chamber of Commerce
Ane L. Moananu	Chamber of Commerce
Tuala Pat Leota	Chamber of Commerce
Epa Tuioti	Chamber of Commerce
Tuala Oli	Samoa Hotel Association
Civil society	
Raymond V.	Treasurer, Samoa Umbrella for NGOs, Inc.
Roina F Vavatau	CEO, Samoa Umbrella for NGOs, Inc.
Moana Clarke	President, Samoa Umbrella for NGOs, Inc.
V. Jackson	Vice President, Samoa Umbrella for NGOs, Inc.
Development partners	
Katsuhiko Sasaki	Resident Rep., Japan International Cooperation Agency (JICA), Samoa
Stephen Henning	Australian High Commission
Stuart H.	New Zealand High Commission
Chad Berbert	USA Embassy
Nileema Noble	Resident Rep., United Nations Development Programme (UNDP), Samoa

Tonga (28–29 January 2013)	
Political leaders/ministers	
Lord Tu'ivakano	Prime Minister
Government officials	
Dr Vailala Matoto	CEO for Fisheries
Mr Tatafu Moeaki	Secretary for Commerce, Tourism & Labour
Miss Emeli Moala Pouvalu	CEO for Education
Mr Mahe Tupouniua	Secretary for Foreign Affairs
Dr Siale 'Akau'ola	Director, Ministry of Health
Mr Ringo Fa'oliu	CEO, Ministry of Infrastructure
Miss 'Amelia Taufu	Prime Minister's Personal Assistant
Civil society	
Ms Siale Ilolahia	Executive Director, Civil Society Forum of Tonga
Vanessa Lolohea	Tonga National Youth Congress (TNYC)
Amelia Hoponoa	Tonga Family Health Association (TFHA)
Katherine Mafi	Tonga Family Health Association (TFHA)
Sr. Keiti Kanongata'a	Catholic Women's League (CWL)
Oketi Folau	Tonga Community Development Trust (TCDT)
Na'a Taiala	Tonga Community Development Trust (TCDT)
Sio Tu'iano	Kalomotu'a Town Council
Sioape Tu'iono	Vaini District Officer
Lola B. Koloamatangi	Tonga National Centre for Women and Children
Betty Blake	Ma'a Fafine mo e Famili (MFF)
Rhema Misser	NATA
Alifeleti Atiola	FWC Education System
Siasua Pa'oi Pohiva	Friendly Island Human Right Democracy Movement (FIHRDM)
Pelenatita Kara	Civil Society Forum of Tonga (CSFT)
Papiloo Foliaki	Tonga Community Development Trust (TCDT)

Tonga (28–29 January 2013)	
Drew Havea	Civil Society Forum of Tonga (CSFT)
Laitia Tamata	Pacific Islands Association of NGOs (PIANGO)
Academia	
Dr Seu'ula Johansson-Fua	Director of the Institute of Education, Tonga
Dr Ana Koloto	Director, USP Tonga Campus
Private sector	
Mr Sione Tupouniua	Sione K. Tupouniua & Associates
Mr Paul Karalus	Businessman (and Former Minister of Transport)
Development partners	
Mr Peter Shackleton	NZ Aid Manager, Tonga
Ms Judith Hurditch	First Secretary, Australian High Commission, Tonga
Ms Louise Scott	Second Secretary, Australian High Commission, Tonga

Tuvalu (31 January–5 February 2013)

Political leaders/ministers	
Hon. Vefe. P. Sakaia	MP Nuitao
Hon. Fanoa Maani	MP Nuitao
Hon. Maatia Toafa	MP Nanumea
Hon. Enele Sopoaga	MP Nukufetau
Government officials	
Panapasi Nelesone	Secretary to Government
Motulu Jack Pedro	SIS Desk Officer
Pasuna Tuaga	Assistant Secretary, Foreign Affairs
Temate Maitiana	Senior Assistant Secretary
Setima Piita	Acting Director, Rural Development
Puga Taufilo	Trade Officer
S. Teisini	Director, Inland Revenue
Afele	Senior Magistrate
Tuilagi Teu	Customs Department
Fulitua Siaosi	Fisheries Officer
Itaia Lausaveve	Department of Agriculture
S. Malona	Senior Assistant Secretary
Molipi Tausi	Department of Energy
Puaita Etuati	Personnel and Training
L. Teatu	Ministry of Home Affairs
Isala T. Isala	People's Lawyer
Isaia Taape	Senior Assistant Secretary
Valisi Tovia	Acting Director, Education
Pasuna Tuaga	Assistant Secretary
Opetai Simati	Director of ICT
Tapugao Falefou	Permanent Secretary, Foreign Affairs
Kilifi O'Brien	Acting Permanent Secretary, Home Affairs
K.S. Kulene	Lands Department
Salasepa Puti	Immigration
Olioaga	Permanent Secretary, Public Utilities
Letasi Iulai	Director, Planning & Budget
Nialu Mesake	Planner, Department of Energy

Tuvalu (31 January–5 February 2013)

Civil society	
Annie Homasi	Coordinator, TANGO
Tataua Pese	Secretary-General, Red Cross
Miliama Simeona	Director, Tuvalu Family Health Association
Talesi Honolulu	Community leader
Vaulu Huega	Community leader
Sunema Makatui	Muslim leader
Kamarere Laki	Katolika (Catholic) leader
Rev. Tafue M. Lusama	General Secretary, Tuvalu Christian Church
Penehuro Hauma	Principal, Fe Tuvalu High School
Melahi Taape	Secretary, Bahá'í Centre

New Zealand (6–9 & 19–20 February 2013)

Wellington	
Political leaders/ministers	
Hon. Murray McCully	Minister of Foreign Affairs and Trade (MFAT)
John Hayes	MP, Parliamentary Private Secretary
Government officials	
Chris Seed	Deputy Secretary, Australia/Pacific/Europe, MFAT
Amanda Ellis	Deputy Secretary, International Development Group, MFAT
Craig Hawke	Director, Partnerships, Humanitarian, Multilateral, International Development Group, MFAT
Andrew Needs	Divisional Manager, Pacific Division, MFAT
Llewellyn Roberts	Unit Manager, Pacific Regional Unit, MFAT
Sara Carley	Deputy Director, Multilateral and Regional, International Development Group, MFAT
Ali Carlin	Development Manager, Pacific Regional, International Development Group, MFAT
Barbara Williams	Director, Pacific Development Division, International Development Group, MFAT
Alex Jebson	Policy Officer, Pacific Division, MFAT
Pauline Winter	Chief Executive, Ministry of Pacific Island Affairs
Mark Jacobs	Director, Public Health, Ministry of Health
Matt Hooper	Principal Adviser, International Fisheries Management
Rob Hitchings	New Zealand Police, Manager, International Strategy and Planning
Cam Ronald	New Zealand Police

New Zealand (6–9 & 19–20 February 2013)

Maima Koro	New Zealand Police, International Project Officer
Mark Tacon	Department of Prime Minister and Cabinet
Matt Hoskin	Acting Manager, Regional Seasonal Employment Scheme, Department of Labour
Michael Hobby	
Civil society	
Veronica Noetali	Intern, Council for International Development
Adele Broadbent	Researcher, Council for International Development
Wren Green	Director, Council for International Development
Barry Coates	Executive Director, Oxfam New Zealand
Rae Julian	President, UN Women New Zealand
Pip Bennett	International Advocacy, UNICEF New Zealand
Meg Sommerville	Intern, Council for International Development
Sumi Subramaniam	Director, Family Planning International
Kirsty Burnett	Save the Children
Sarah Meads	Senior Policy Adviser, Oxfam New Zealand
Academia	
Hon. Luamanuvao Winnie Laban	Associate Professor, Assistant Vice-Chancellor (Pasifika), Victoria University of Wellington
Professor John Overton	Professor of Development Studies, School of Geography, Environment and Earth Science, Victoria University of Wellington
Dr Glenn Banks	Associate Professor, Development Studies, Massey University

New Zealand (6–9 & 19–20 February 2013)	
Auckland	
Civil society	
<i>Kasia Mills</i>	<i>Disability Inclusion Manager, Christian Blind Mission (CBM)</i>
<i>Charlene Luzuk</i>	<i>International Programmes, Adventist Development & Relief Agency (ADRA)</i>
<i>Barry Coates</i>	<i>Oxfam New Zealand</i>
<i>Diane Ryan</i>	<i>International New Zealand Aids Foundation</i>
<i>Rebecca Emery</i>	<i>Deputy Director, Amnesty International NZ</i>
<i>Charlotte Kelly</i>	<i>International Relations Specialist, Auckland Council</i>
<i>Rose Wilkinson</i>	<i>Executive Officer, Blind Citizens New Zealand</i>
<i>Martine Abel-Williamson</i>	<i>Disability Programme Adviser, Community Development, Auckland Council</i>
<i>Tara Pradhan</i>	<i>Manager, International Relations, Auckland Council</i>
<i>Dr Robert Woonton</i>	<i>Pacific People's Advisory Panel, Auckland Council</i>
Regional organisations	
<i>Eroni Vatuloka</i>	<i>Executive Director, Pacific Association of Supreme Audit Institutions (PASAI)</i>
Academia	
<i>Mr Walter Fraser</i>	<i>Director of the Centre for Pacific Studies, University of Auckland</i>
<i>Dr Steven Ratuva</i>	<i>Senior Lecturer in Pacific Studies, University of Auckland</i>
<i>Dr Judith McCool</i>	<i>Senior Lecturer in Social and Community Health, School of Population Health, University of Auckland</i>
<i>Associate Professor Chris Noonan</i>	<i>Associate Professor in Commercial Law, University of Auckland</i>

New Zealand (6–9 & 19–20 February 2013)	
<i>Associate Professor Damon Salesa</i>	<i>Associate Professor of Pacific Studies, University of Auckland</i>
<i>Associate Professor Robert Scollay</i>	<i>Associate Professor and Director of APEC Studies Centre, Economics Department, University of Auckland</i>
<i>Professor Peggy Fairbairn Dunlop</i>	<i>Professor of Pacific Studies, Institute of Public Policy, Auckland University of Technology (AUT University)</i>
Private sector	
<i>Mr Peter Kiely</i>	<i>Chairman, Pacific Cooperation Foundation</i>
<i>Ms Meg Poutasi</i>	<i>Chief Executive, Pacific Cooperation Foundation</i>
<i>Mr Charles Hufflet</i>	<i>Pacific Islands Tuna Industry Association</i>

Australia (10 –14 February 2013)	
Canberra	
Political leaders/ministers	
Hon. Richard Marles	Parliamentary Secretary for Foreign Affairs
Government officials	
Daniel Sloper	Acting First Assistant Secretary, Pacific Division
Margaret Twomey	Head of Mission Designate to Fiji
Michael Dean	Acting Assistant Secretary, Pacific Regional and New Zealand Branch
Peter Rayner	Director, Pacific Regional Section
Bob Davis	Special Adviser, Pacific Regional Section
Colin Milner	Director, Pacific Program, Counter-Terrorism Branch
Les Humphries	Executive Officer, Pacific Regional Section
Stephen Broadbent	Defence – Director, New Zealand and Pacific Section
Michelle Evans (on behalf of Chris Schweizer)	Department of Sustainability, Environment, Water, Population and Communities (DSEWPaC) – International
Bede Moore	Treasury – Director, Development Planning Unit
Nicole Elsmore	Treasury – Development Planning Unit
Nick Henry	Finance – Director, Policy, Asia–Pacific Partnership Branch
Alexandra Borthwick	Department of Climate Change and Energy Efficiency (DCCEE) – Director, International Cooperation and Adaptation Section
Kieran McCormack	DCCEE – International Cooperation and Adaptation Section

Australia (10 –14 February 2013)	
Johnathon Davey	Department of Agriculture, Fisheries and Forestry (DAFF) – Assistant Director, International Fisheries Section
Perry Head	AusAID – Acting Assistant Director General, Pacific Division
Clive Murray	Australian Federal Police (AFP) – Manager, International
Cmdr. Bruce Hill	AFP – International
Peter Baxter	AusAID – Director General
Caitlin Wilson	First Assistant Director General, Pacific Division, AusAID
Zoe Mander-Jones	Assistant Director General Pacific Regional Branch (Chair), AusAID
Solstice Middleby	Counsellor, Regional Office in Suva, AusAID
Ben Rolfe	Pacific Health Adviser, AusAID
Andrew McNee	Director Human Development, AusAID
Tracey Newbury	Director Gender Initiative Task Force, AusAID
Fiona McKergow	Director Climate Change, Environment and Disaster Risk Reduction, AusAID
Jodie McAlister	Director Governance and Growth, AusAID
David Chick	Director Fiji and Vanuatu, AusAID
Kamal Azmi	Director Pacific Microstates and Infrastructure, AusAID
Heads of Pacific missions	
Ms Joanna Heslop	Second Secretary, New Zealand High Commission
HE Charles W. Lepani	PNG High Commissioner
HE Lemalu Tate Simi	Samoa High Commissioner
HE Beraki Jino	Solomon Islands High Commissioner

Australia (10 –14 February 2013)	
HE Kalfau Kaloris	Vanuatu High Commissioner
Civil society	
Mary Flood	Australian Volunteers International
Hannah Ireland	Uniting World
Jay Maheswaran	CARE
Jenny Clement	CARE
Paul Davenport	Red Cross
Paul Toni	WWF
Peter Ramshaw	WWF
Ann Brassil	Family Planning NSW
Anne Stewart	Family Planning NSW
Christine Walton	Australian Disability and Development Consortium
Daoud Ghaznawi	Save the Children
Rebecca Ngo	Caritas
Isabel Calvet	World Vision
Megan Williams	Australian Council for International Development
Academia	
Mr Sam Alasia	PhD candidate, School of Culture, History and Language, Australian National University
Professor Chris Ballard	School of Culture, History and Language, Australian National University
Professor Satish Chand	Professor in Economics, University of New South Wales
Dr Jack Corbett	Postgraduate Fellow, State, Society & Governance in Melanesia Program, Australian National University (ANU)
Dr Matthew Dornan	Postgraduate Fellow, Development Policy Centre, ANU
Professor Ron Duncan	Crawford School of Public Policy, ANU
Mr Andrew Ellis	Regional Director, International IDEA, Asia and the Pacific Regional Programme

Australia (10 –14 February 2013)	
Dr Henry Ivarature	International IDEA, Asia and the Pacific Regional Programme
Dr Nicole Haley	Convenor, State, Society & Governance in Melanesia Program, ANU
Professor Richard Herr	School of Government University of Tasmania
Dr Peter Larmour	Crawford School of Public Policy, ANU
Rev. Latu Latai	PhD candidate, School of Culture, History and Language, ANU
Dr Scott MacWilliam	Visiting Fellow, State, Society & Governance in Melanesia Program, ANU
Professor Ron May	Emeritus Fellow, State, Society & Governance in Melanesia Program, ANU
Ms Vanisha Mishra-Vakaoti	PhD candidate, School of Culture, History and Language, ANU
Dr Roannie Ng Shiu	Research Fellow and Outreach Fellow, State, Society and Governance in Melanesia (SSGM) and Pasifika Australia, ANU
Mr Joel Nilon Research	Communication & Outreach Officer, State, Society & Governance in Melanesia Program, ANU
Mr Zag Puas	PhD candidate, School of Culture, History and Language, ANU
Dr Patrick Vakaoti	Senior Lecturer, University of Otago (visiting ANU)
Dr Joanne Wallis	Senior Lecturer, Strategic & Defence Studies Centre, ANU
Dr Bob Warner	Director Pacific Research Partnerships, Asia and the Pacific Policy Studies Society, ANU
Professor Edward P. Wolfers	Professor of Politics, University of Wollongong

Australia (10 –14 February 2013)	
Sydney	
Academia/Think tanks	
<i>Jenny Hayward-Jones</i>	<i>Myer Foundation, Melanesian Program, Lowy Institute</i>
<i>Annmaree O’Keefe</i>	<i>Non-resident Fellow, Myer Foundation Melanesian Program, Lowy Institute</i>
<i>Donald Gumbis</i>	<i>Lecturer, Goroka University and intern, Myer Foundation Melanesian Program, Lowy Institute</i>
<i>Alex Oliver</i>	<i>Research Fellow, Lowy Institute</i>
<i>Dr Grant McCall</i>	<i>Department of Anthropology, University of Sydney</i>
Development partners	
<i>Franz Drees-Gross</i>	<i>Director – World Bank Pacific, PNG and Timor Leste Office</i>
<i>Robert Jauncey</i>	<i>Senior Country Officer, World Bank Pacific, PNG and Timor Leste Office</i>
<i>Juan Carlos Mendoza</i>	<i>Manager Portfolio and Operations, World Bank Pacific, PNG and Timor Leste Office</i>
<i>Tobias Haque</i>	<i>Economist, World Bank Pacific, PNG and Timor Leste Office</i>

Vanuatu (14–19 February 2013)	
Political leaders/ministers	
Hon. Sato Kilman Livtunvanu (MP)	Prime Minister
Hon. Edward N. Natapei (MP)	Leader of Opposition
Government officials	
Jean Sese	Adviser, Prime Ministers' Office
Simeon Athy	Director General, Prime Ministers' Office
Johnny Koanapo	Director General Department of Foreign Affairs (DFA)
Simon Cramp	Director – Governance for Growth Program at AusAID
Yvon Basil	Head Asia Pacific Division, DFA
Moana Matariki	Pacific Plan Desk Officer, DFA
Jason Raubau	Vanuatu Fisheries Department
Sumbue Antas	Director, External Trade Department
Ruth Amos	Food Technology Development Centre (FTDC)
Doresday K Watsin	Department of Women's Affairs
Johnson Naviti	Head – Aid Coordination Unit, Prime Minister's Office
Civil society	
Anne Pakoa	Mentoring and Advocacy Support Officer, Vanuatu Human Rights Coalition
Fred A'bed	NGO activist
Albert Taufa	Transparency International Vanuatu (TIV) – Advocacy and Legal Advice Centre (ALAC)
Lai Sakita	Vanuatu Anti-corruption Commission
Simeon Tavo	Filed Training and Media Officer, Live/Learn Organisation
Leias Cullwick	Executive Director, Vanuatu National Council of Women

Vanuatu (14–19 February 2013)	
Alex Mathieson	Country Director, Oxfam
Hardison Tabi	Transparency Vanuatu – Advocacy and Legal Advice Centre (TIV – ALAC)
Michael Taurakoto	Wan Smolbag Theatre
Kazuo Otani	Japan International Cooperation Agency (JICA) volunteer at Vanuatu Education Policy Advocacy Coalition (VEPAC)
Maryanne Baru	Vanwip
Tuifua Bavadra	Live & Learn
Vitalina Niroa	Bio Med Attaché, Vanuatu Health Centre
Leah Nimoko	Programme Officer, Vanuatu Association of NGOs (VANGO)
Charlie Harrison	Interim CEO, VANGO
Astrid Boulekone	General Manager, Vanuatu Chamber of Commerce
Jenny Ligo Viregagaru	Chairwoman, Women Against Crime and Corruption
Joe Kalo	Vanuatu National Youth Council
Margaret Austrai Terry	Vanuatu National Youth Council
Derek Brien	Executive Director – Pacific Institute for Public Policy (PIPP)
Dulciana Somare-Brash	Associate Director (Communications)
Academia	
Professor Eric Colvin	Campus Director and Head of School of Law – USP
Dr Tess Newton Cain	Research Associate, Development Policy Centre
Wesley Morgan	Research Associate, Development Policy Centre
Chris Elstoft	Research Associate, AusAID

Vanuatu (14–19 February 2013)	
Development partners	
<i>Katherine Ruiz-Avila</i>	<i>Counsellor (Development Cooperation), AusAID</i>
<i>Robert De Raeve</i>	<i>Chargé d’Affaires, European Union</i>
<i>Nancy Wells</i>	<i>Asian Development Bank/ World Bank Liaison Officer</i>
CROP	
<i>Mr Alvin Tuala</i>	<i>General Manager, Pacific Aviation Safety Office</i>
Regional organisations	
<i>Mr Peter Forau</i>	<i>Director General – Melanesian Spearhead Group</i>
<i>Mr Edwini Kessie</i>	<i>Chief Trade Adviser, Office of the Chief Trade Adviser (OCTA)</i>
<i>Mr Roberto Fiorentino</i>	<i>Trade Policy Adviser, OCTA</i>
<i>Mr Alipate Tavo</i>	<i>Trade Policy Officer, OCTA</i>

Cook Islands (10–14 February 2013)	
Political leaders/ministers	
Hon. Henry Puna	Prime Minister
Hon. Tom Marsters	Deputy Prime Minister
Hon. Mark Brown	Ministry of Financial and Economic Management, Financial Services Development Authority, Financial Supervisory Commission, Financial Intelligence Unit
Hon. Teina Bishop	Marine Resources Minister
Hon. Nandie Glassie	Minister of Health and Agriculture
Hon. Teariki Heather	Minister of Education
Hon. Wilkie Rasmussen	Leader of the Democratic Party
Government officials	
Allen Parker	Director, Audit Office
Terry Rangi	CEO, Business and Trade Board
Tamarii Tutangata	CEO, Cook Islands Investment Corporation
Ben Ponia	Secretary, Marine Resources
Sonny Williams	Secretary, Ministry of Culture
Sharyn Paio	Secretary, Ministry of Education
Ruth Pokura	Acting Secretary, Ministry of Internal Affairs
Ned Howard	Secretary, Ministry of Transport
Vaitoti Tupa	CEO, National Environment Service
Elizabeth Koteka	Chief of Staff, Office of the Prime Minister
Tereapii Timoti	Director, Te Auponga Uira (TAU – Electrical Company)
Harriette Kimiara	Cook Islands SIS Officer
Edwin Pitman	CEO to Prime Minister

Cook Islands (10–14 February 2013)	
Trevor Pitt	Senior Adviser to Prime Minister
Elizabeth Koteka	Chief of Staff
Dr Jim Gosselin	Secretary of Foreign Affairs & Immigration
Carl Hunter	Regional Director of Foreign Affairs
John Tangi	Manager, Outer Islands, Office of the Prime Minister
Nga Puna	Acting Director, Central Policy & Planning Office, Office of the Prime Minister
Celine Dyer	Senior Policy Adviser, Central Planning Office, Office of the Prime Minister
Civil society	
Dana	Representative, Cook Islands News
Matariki Wilson	Chief Reporter, Cook Islands News
Ngara Katuke	President, Cook Is. Civil Society Organisation
Lydia Sijp	General Secretary, Cook Is. Civil Society Organisation
Maria Pokotea	General Secretary, Child Welfare / National Council of Women
Nane Kairangi Bishop	National Coordinator, Punanga Tauturu
Pat Farr	National Coordinator, Cook Is. National Disability Council
Francis Topa-Fariu	Secretary General, Cook Is. Red Cross
Theresa Manarangi Trott	President / Chair, Chamber of Commerce / Creative Center
Fine Arnold	Representative, Cook Is. Red Cross
Mrs Rosie Blake	Secretary General, Cook Is. Sports & National Olympic Committee

Cook Islands (10–14 February 2013)

Civil society	
Ina Marsters	Vice President, Cook Is. Sports & National Olympic Committee
Kairangi Samuela	Representative, Punanga Tauturu Inc – Cook Is. Women's Centre
Mereana Taikoko	Representative, Te Kainga Mental Health Trust
John Tangi	Manager, Outer Islands, Office of the Prime Minister (OPM)
Nga Puna	Acting Director, Central Policy & Planning Office, OPM
Celine Dyer	Senior Policy Advisor, Central Policy & Planning
Bishop Donaghue	Head, Religious Council / Catholic Church

French Polynesia (25–28 February 2013)

Political leaders/ministers	
Oscar Temaru	President
Antony Geros	Vice-President
Jean-Pierre Laflaquiere	Haut-Commissariat
Jacqui Drollet	L'assemblée de la Polynésie Française
Parliamentarians	
Gaston Flosse	Senator
Richard Tuheiava	Senator
Edouard Fritch	Deputy
Jonas Tahuaitu	Deputy
Jean-Paul Tuaiava	Deputy

French Polynesia (25–28 February 2013)

Assembly	
Gaston Tong Sang	A ti'a Porinetia
Edouard Fritch	Tahoeraa huiraaatira
Teina Maraeura	Te Mana o te Mau motu
Victor Maamaatuaia-Hutapu	Union pour la Démocratie
Government officials	
Pierre Frebault	Le Ministre de l'Economie
Bruno Peaucellier	Chef du Service des relations internationales
Patrick Galenon	Conseil Economique, Social et Culturel
Jean Tama	Conseil Economique, Social et Culturel
Charles Garnier	Chef du bureau des affaires européennes
Civil society	
Denis Helme	No To'u Fenua
Taaroanui Maraea	Eglise Protestante Maohi
Bruno Mai	Eglise Catholique
Marama Tarati	Eglise Mormon
Roger Tetuanui	Eglise Adventiste
Mareva Arnault-Tchaong	Eglise Sanito
Academia	
Eric Conte	Université de la Polynésie Française (UPF)
Semir Al Wardi	Docteur en sciences politique, UPF
Jean-Marc Regnault	Historien, UPF
Private sector	
Stephane Chin Loy	President, Chamber de Commerce, de industrie, de services et des metiers

Niue (6–12 April 2013)	
Political leaders/ministers	
Hon. Toke Tufukia Talagi,	Premier of Niue
Hon. Pokotoa Sipeli	Cabinet Minister
Hon. Kupa Magatogia	Cabinet Minister
Hon. Joan Viliamu	Cabinet Minister
Government officials	
Richard Hipa	Secretary of Government
Pats Sionetama	Personal Assistant to the Premier
Poi Kapaga	Acting Financial Secretary
Doreen Siataga	Financial Accountant
Kimray Vaha	Government Statistician/ Chief Immigration Officer
Frank Sioneholo	Head of Economic Planning and Development
Civil society	
Sione Leolahi	Niue Island United Association of NGOs (NIUANGO)
Mrs Fakahula Funaki	National Women's Council
Mr Kela Vilison	Tolomaki Association
Mrs Birtha Tongahai	Niue Experience Vaka Atu Toa (NEVAT)
Mr Desmond Hipa Mr Alan Tano	Niue Island Sports Commonwealth Games Association (NISCGA)
Mr Tamafai Fuhiniu	Niue Island Fishing & Canoe Association
Shield Palahetogia	Niue Youth Council
Rev. Arthur Pihigia	Ekalesia Kerisiano Niue
Pastor Ray Pasene	National Council of Churches
Private sector	
Avi Rubin	Chair, Niue Chamber of Commerce
Elliott Kirton	Business Development Manager (until his contract ends in September 2013)
Teresa Scott	Chair, Tourism Board
Ida Hekesi	Chair, Niue Development Bank
Charlene Tukiuha	Chair, Broadcasting Commission of Niue

Solomon Islands (16–20 April 2013)	
Political leaders/ministers	
Hon. Gordon Darcy Lilo	Prime Minister
Dr Derick Sikua	Leader of Opposition
Hon. Steve Abana	Minister of Development, Planning and Aid Coordination
Public officials	
Mr Bernard Hill	Commissioner Telecommunications Commission
Juanita Matanga	Commissioner, Royal Solomon Islands Police
Civil society	
Ms Nancy Jolo	Development Services Exchange
Ms Josephine Teakeni	Voice Blo Mere
Ms Jenny Tohaika	National Council of Women
Private sector	
Jerry Tegemoana	Solomon Islands Chamber of Commerce
CROP	
Professor Rajesh Chandra	Vice Chancellor, USP
Ms Mia Rimon	SPC Country Coordinator
Mr James Movick	Forum Fisheries Agency Office
Mr Sakiusa Rabuka	Forum Representative to Solomon Islands
Development partners	
Mr Nicholas Coppel	RAMSI Special Coordinator and Executive
Dr Juliet Fleischl	WHO Country Representative
Ms Akiko Fuji	UNDP Deputy Resident Representative

Papua New Guinea (20–25 April 2013)

Political leaders/ministers	
Hon. Peter O'Neill, CMG, MP	Prime Minister
Hon. Rimbik Pato MP	Minister for Foreign Affairs & Immigration
Hon. Loujaya Toni MP	Minister for Religion, Youth & Community Affairs
Hon. Tommy Tomscol	Minister for Agriculture
Public officials	
Sir Manasupe Zurenuoc	Chief Secretary to Government
Ambassador Lucy Bogari	Acting Secretary for Foreign Affairs
Dr Lawrence Kalinoe	Secretary, Department of Attorney General
John Kali	Secretary for Personnel Management
Dr Peter Kora	Secretary for National Planning & Monitoring
Toami Kulunga	Commissioner of Royal PNG Constabulary
John Porti	Secretary for Defence
Steven Gibson	Secretary for Finance
Ian Jinga	Director General OSC, Department of Prime Minister & National Executive Council
HE Peter Eafeare	PNG High Commissioner to Fiji
HE Winnie Kiap	PNG High Commissioner to UK
Dr Vele Ila'ava	Secretary for Agriculture
Frank Aisi	Director General, International Relations, Department of PM & NEC.
Cephas Kayo	Acting Director, Pacific, Aust & NZ, Dept of Foreign Affairs
Julie Wapo	Assistant Director, Pacific, Australia & New Zealand Branch, Department of Foreign Affairs

Papua New Guinea (20–25 April 2013)

Jacinta Tony	Foreign Service Officer, Pacific, Australia & New Zealand Branch, Department of Foreign Affairs
Representatives of various government departments attended an inter-agency meeting	PM & NEC, Foreign Affairs, Police, Defence, Fisheries, Trade & Commerce, Community Development, Civil Aviation
Private sector	
Sir Wilson Kamit	Former Alternate Governor, Asian Development Bank and former Governor, Bank of PNG, Director of PNG Sustainable Development Program Ltd and InterOil Ltd, and Credit Corporation
Lady Winnie Kamit	Gadens Lawyers and Director of NewCrest
Kostas Constantinou	Chairman, Airways & Lamana Group, Chairman of Bank South Pacific (BSP), and Director of Oil Search Ltd
Gerea Aopi	Executive General Manager, Oil Search Ltd
Augustine Mano	Managing Director, Minerals Resource Development Company Ltd
Mahesh Patel	Chairman of CPL and PNG Telikom Ltd
Fiu Williame	Managing Director, RFI Enterprise Ltd
David Kil	Bank South Pacific Investor Relations & Compliance Manager
Douveri Henao	Executive Director, Business Council of PNG
Garry Seddon	CEO – Digicel Business
Albertine Aisi	Port Moresby Chamber of Commerce and Industry
Kunen Satkunasingam	Partner, PWC

Papua New Guinea (20–25 April 2013)	
Civil society	
Kerry Pagan	Capacity Building Adviser, FHI 360
Jess Lesley	NTD Programme Manager, FHI 360
Janet M.	Membership Convenor, Acting Manager, SIPOM/PTT
Elijah Bume	Church representative, Boroko NGO
Mark Geruwaga	Farmer
Magae Conrie	BJO – NBE, Boroko
Julie Wapo	Assistant Director, Ministry of Foreign Affairs
Lorraine Siraba	Advocacy Officer, Papua New Guinea Education Advocacy Network (PEAN)
Marvin Amos	Coordinator – International Relations, PNG National Youth Council
Herman Puio	Coordinator Training & Education, PNG National Youth Council
Isi Oru	Family and Sexual Violence Action Committee (FSVAC) Project Coordinator, Consultative Implementation and Monitoring Council's Family and Sexual Violence Action Committee (CIMC-FSVAC)
Maraget Sete	Program Secretary, PNG CPPCO
Virginia Molok	Provincial Coordinator, Papua Hahine Social Action Forum – Milne Bay
Brenda Auhava	Vice President, International Federation of Business and Professional Women (BPW Port Moresby)
Sonia Kenu	Reporter, The National
Karen Haive	National President, Young Women's Christian Association (YWCA) of PNG
Louise Werner	President, PNGCC-CW
Laita Tavake	Pacific Islands Association of NGOs (PIANGO) Board
Paula Baker	Member, Soroptimist

Papua New Guinea (20–25 April 2013)	
Gabriel Maroa	Caretaker/Coordinator, Pacific Regional Youth Council
Bessie K.	President, SEWN
Melanie Vari	Journalist/sub-editor, Pacific Business Review
Peter Kufiwa	Research Officer, International Water Association
Simon Vetali	Family Life Director, Seventh Day Adventists
Anne Kerepia	Secretary, YWCA
Reginald Renagi	Strategic Adviser/Special Projects, Office of the National Capital District Governor
Matilda Pilacapio	Researcher, freelance advocate
Thomas Kekei	Volunteer, Lifeline
Cathy Pianga	Volunteer, PNG VUIC
Shelley Lauvie	Consultant, Star Brooks Investments
Maria Linibi	President, PNG Women in Agriculture
Shelley Laurie	Consultant, SBIL
James Laki	Ex-Director, Peace Foundation Melanesia
Rebecca Asigau	Campaigner, CELCCR
Erica Ogoba-Kukari	Gender and Social Inclusion Coordinator, Strongim Pipol Strongim Nesen (SPSN)
Steve Kariko	Advocator, Community Human Rights
Walkie Kuttu	Chairman, Churches Medical Council
Academia	
Paul Barker	Executive Director, Institute of National Affairs
Thomas Webster	Director, National Research Institute (NRI)
Ray Anere	Senior Research Fellow, Improving Governance Program, NRI
Ezekial Warvi	Former Deputy Secretary-General, Forum Secretariat and Research Fellow, NRI
Ben Thomas	Vice Chancellor, Pacific Adventist University

New Caledonia (25 April–1 May 2013)	
Political leaders/ministers	
Harold Martin	President
Government officials	
François Bockel	Office of Regional Cooperation and External Relations
Anais Rouveyrol	Office of Regional Cooperation and External Relations
Bertrand Turaud	Head of Staff, New Caledonia Congress
Frederic Guillard	Chargé de Mission, Planning Unit, NC 2025
Cameron Diver	Adviser to the Minister for Energy, Research and Education Sectors
CROP	
Dr Jimmie Rodgers	Director General, SPC
Patricia Sachs Cornish	Senior Planning Adviser, Strategic Engagement, Policy and Planning
Richard Mann	Deputy Director General, Noumea
Fekitamoeloa Utoikamanu	Deputy Director General, Suva
Colin Tuikuitoga	Director of Public Health
Gerald Haberkorn	Director of Statistics for Development
Mike Batty	Director of Fisheries
Cameron Bowles	Director of Strategic Engagement, Policy and Planning
Brian Dawson	Senior Climate Change Adviser
Civil society	
Laurent Chambrial	Red Cross, South Pacific Intervention Platform (PIROPS)
Françoise Caillard	Union of French Women in Oceania (UFFO)

New Caledonia (25 April–1 May 2013)	
Academia	
Anne Rouault	Research Administrator, University of New Caledonia
Michel Allenbach	Chargé de Mission for Research, University of New Caledonia
Bernard Pelletier	Director, Development and Research Institute (IRD)
Lionel Loubersac	Delegate for Ifremer (French Marine Institute) in New Caledonia
Private sector	
Patrick Cottin	Director of Training, Chamber of Commerce and Industry (CCI)
Alain Chung-Wee	Senior Investment Officer, Adecad
Olivier Duguay	Secretary-General, Chamber of Trade
Yannick Couete	Director, Chamber of Agriculture
Clément Gandet	Technical Director, Chamber of Agriculture

Nauru (2–6 May 2013)	
Political leaders/ministers	
<i>His Excellency Hon. Sprent Dabwido</i>	<i>President</i>
<i>Hon. Roland Kun MP</i>	<i>Minister for Foreign Affairs & Trade</i>
<i>Hon. Riddell Akua MP</i>	<i>Minister for Transport</i>
<i>Hon. Shadlog Bernicke MP</i>	<i>Minister for Health</i>
<i>Hon. Aloyisius Amwano MP</i>	<i>Minister for Education</i>
<i>Hon. Godfrey Thoma MP</i>	<i>Speaker of Parliament</i>
<i>Hon. Mathew Batsiua MP</i>	<i>Member for Boe</i>
<i>Hon. Baron Waqa MP</i>	<i>Member for Boe</i>
<i>Hon. Milton Dube MP</i>	<i>Member for Aiwo</i>
Government officials	
<i>Ms Gabrissa Hartman</i>	<i>Acting Clerk of Parliament</i>
<i>Ms Marie Thoma</i>	<i>Deputy Clerk of Parliament</i>
<i>Mr Russ Kun</i>	<i>Secretary, Department of Commerce, Industry and Environment (CIE)</i>
<i>Dr Seta Vatucawaqa</i>	<i>Acting Secretary, Department of Health</i>
<i>Dr Samu Korora</i>	<i>Department of Health</i>
<i>Dr Maria Gaiyabu</i>	<i>Secretary, Department of Education</i>
<i>Dr Katy LeRoy</i>	<i>Parliamentary Counsel, Parliament</i>
<i>Mrs Charmaine Scotty</i>	<i>Secretary, Department of Home Affairs</i>
<i>Ms Christine Swift</i>	<i>Deputy Parliamentary Counsel, Parliament</i>
<i>Mr Creedence Halstead</i>	<i>Operations Manager, Nauru Rehabilitation Corporation (NRC)</i>

Nauru (2–6 May 2013)	
<i>Ms Melaney Bill</i>	<i>Director of Civil Aviation, Ministry of Transport</i>
<i>Mr Michael Aroi</i>	<i>Secretary, Department of Foreign Affairs and Trade</i>
<i>Ms Joy Heine</i>	<i>Director, Women's Affairs</i>
<i>Mr John Limen</i>	<i>Director, Sector Planning, Planning and Aid Development (PAD)</i>
<i>Mr Christopher Stephen</i>	<i>Secretary, Department of Information & Communication Technology (ICT)</i>
<i>Ms Sinderina Adeang</i>	<i>HR/Administration Manager, Nauru Utilities Corporation</i>
<i>Mr Monte Depaune</i>	<i>Acting CEO, Nauru Fisheries & Marine Resource Authority</i>
<i>Mr Thomas Tafia</i>	<i>CEO, Nauru Utilities Corporation</i>
<i>Mr Chelsa Buraman</i>	<i>Acting CEO, Republic of Nauru Phosphate Corporation (RONPHOS)</i>
<i>Mr Tazio Gideon</i>	<i>Administration Manager, RONPHOS</i>
<i>Ms Yvette Duburiya</i>	<i>Communications Officer, Eigigu Holdings Corporation</i>
<i>Mr Rayong Itsimaera</i>	<i>Secretary, Department of Sport</i>
<i>Mr Geoffrey Harris</i>	<i>Director, Department of ICT</i>
<i>Mr Peter Jacob</i>	<i>Private Secretary to the President</i>
<i>Mr Samuel Grundler</i>	<i>Director, Infrastructure Planning, Planning and Aid Development (PAD)</i>

Nauru (2–6 May 2013)	
Civil society	
<i>Mrs Marjorie Deireragea</i>	<i>Safe House (Women's Department)</i>
<i>Mrs Jean Akubor</i>	<i>Centre Manager, Able Disable Centre</i>
<i>Ms Elspeth Tagamoun</i>	<i>Secretary, Nauru Private Business Sector Organisations</i>
<i>Mr Manfred Depaune</i>	<i>President, Nauru Island Association of NGOs (NIANGO)</i>
<i>Mrs Winnie Tsiti</i>	<i>Office Manager, Nauru Disability People Association</i>
<i>Mr Douglas Audoa</i>	<i>Director, NIANGO; Vice President, Nauru Private Business Sector Organisation (NPBSO); President, NLOA</i>
<i>Ms Nerida-Ann Hubert</i>	<i>President, Nauru National Youth Council</i>
<i>Mr Bernard Akubor</i>	<i>Yaren Community Leader</i>
<i>Mr John Tannang</i>	<i>Director, NPBSO</i>
<i>Mrs Cindy Kephas</i>	<i>Aiwo Community Representative</i>

Republic of the Marshall Islands (3–7 May 2013)

Political leaders/ministers

HE Christopher Loeak	President
Hon. Phillip Muller	Minister of Foreign Affairs
Casten Nemra Kino S. Kabua	Chief Secretary
HE Ambassador Frederick Muller	Assistant Secretary, Ministry for Foreign Affairs, Ambassador to Fiji
Doreen de Brum	Secretary for Foreign Affairs
Hon. David Kabua	Minister of Health
Hon. Wilbur Heine	Minister of Internal Affairs
Hon. Hiroshi Yamamura	Minister of Public Works
Hon. Hilda Heine	Minister of Education
Hon. Tony de Brum	Chief Minister/Minister in Assistance to the President
Donald Capelle	Speaker of Nitijela
Kenneth Ker	Senator, Rongelap Atoll
Caio Lucky	Senator, Usaë Atoll
Divine Waiti	Legislative Council
Alvin Jacklick	Senator, Jaluit Atoll

Government officials

Robert B. Leo	Energy Adviser – Petroleum and Transport, AusAID Pacific Technical Assistance Mechanism (PACTAM), Energy Planning Division, Ministry of Resources and Development
Janet Nemra	Single State Agency
Clarence Samuel	Assistant Secretary, Ministry of Finance
Kayo Kotton	Assistant Secretary, Budget/Office of International Development Assistance (OIDA), Ministry of Finance
Alington Robert	Assistant Manager, Majuro Water and Sewerage Company (MWSC)

Republic of the Marshall Islands (3–7 May 2013)

Joseph Batol	MWSC
Warwick Harris	Deputy Director, Office of Environment, Policy and Planning
Obet Kilon	FSO, Ministry of Foreign Affairs
Joseph Tibon	Pacific Plan/Smaller Islands State Desk Officer, Ministry of Foreign Affairs
Terry Sasser	Mission Pacific National Olympic Committee
Colen Joseph	Director, Marshall Islands Natural Resources Authority

Private sector

Romeo Reimers	Robert Reimers Enterprises, Inc.
Carlos Domnick	Anil Deveopment, Inc.
Giff Johnson	Marshall Islands Journal
Civil society	
Emily Cormack	Project Coordinator, PACTAM, Australian Volunteers International (AVI)
Tony Mellen	Manager, International Projects, AVI
Brenda Mellan	Kumit Bubrae Coalition

Regional organisation

Maurice Brownjohn	Commercial Manager, Parties to the Nauru Agreement (PNA) Office
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Kiribati (6–9 May 2013)	
Political leaders/ministers	
<i>Dr Tetaua Taitai, MP</i>	<i>Leader, KTIK Opposition Party</i>
<i>Mr Rutiano Bnetito, MP</i>	<i>Leader, MKP Opposition Party</i>
<i>Mr Teburoro Tito, MP</i>	<i>Former President, former member of Eminent Persons Group</i>
<i>Sir Ieremia Tabai, MP</i>	<i>Former President, Former Secretary General of PIFS</i>
Government officials	
<i>Tessie Lambourne</i>	<i>Secretary for Foreign Affairs</i>
<i>David Teeabo</i>	<i>Pacific Plan SIS Desk Officer, Ministry of Foreign Affairs</i>
Civil society	
<i>Mr Kantera</i>	<i>Kiribati Association of NGOs (KANGO)</i>
Private sector	
<i>Mr Berri</i>	<i>Kiribati Chamber of Commerce and Industry (KCCI)</i>
<i>Mr Robert</i>	<i>Adviser to KCCI</i>
<i>Mr Tekeewa Tairati</i>	<i>Chair, KCCI</i>
Development partners	
<i>Mr Michael Upton</i>	<i>Deputy High Commissioner, New Zealand High Commission</i>
<i>Mr James O'Brien</i>	<i>Acting Counsellor, AusAID</i>
<i>Ms Teea Tiira</i>	<i>World Bank and ADB Liaison Officer</i>
<i>Henry H.Y. Lin</i>	<i>First Secretary, Embassy of the Republic of China (Taiwan)</i>
<i>Ms. Nuzhat Shahzadi</i>	<i>Chief of Field Office, UN Joint Country Presence</i>

Federated States of Micronesia (7–9 May 2013)	
Political leaders/ministers	
Alik L. Alik	Vice President
Isaac V. Figir	Speaker (Congress)
Government officials	
Ricky Cantero	Assistant Secretary, Department of Foreign Affairs (DFA)
Samson Pretrick	Deputy Secretary, DFA
Eugene Pangelinan	Deputy Director, National Oceanic Resource Management Authority (NORMA)
Jackson Soram	Deputy Assistant Secretary, DFA
Berlino Martin	Deputy Assistant Secretary, DFA
Jolden Johnnyboy	Assistant Secretary Communications
David Wolphagen	Acting Chief of Immigration
Whylik Alfons	FSM National Police
John Ehsa	Governor, Pohnpei
Ritis Heldart	Lt. Governor, Chuuk
Steven George	Kosrae State
Sabino Asor	AG Chuuk
Jesse Mori	Director Finance, Chuuk
Jackson	Governor, Kosrae
Elfrieda Suda	Consultant to Governor, Chuuk
Johnny Hebel	Acting Secretary, Department of Health and Social Affairs
Mario Abello	Early Childhood Education Program Coordinator
Joseph Habuchmai	College of Micronesia
Arisako Enicar	FSM Research & Development
Andrew Yatilman	Office of Environment and Emergency Management (OEEM)
Carson Mongkey	DAS, Department of Foreign Affairs
Aaron Nighswaader	WCDFS

Federated States of Micronesia (7–9 May 2013)	
Sage Nagai	International Office of Migration
Kandhi Elieisar	Consul General, Honolulu
Robert Ruecho Ruecho	Consul General, Guam
Civil society	
William Kostka	Micronesia Conservation Trust
Ricky Carl	The Nature Conservancy (TNC)
CROP	
Rupeni Mario	SPC
John Palmar	SPC
Development partners	
Okean Ehmes	UN Joint Presence

Palau (9–12 May 2013)	
Political leaders/ministers	
Hon. Antonio Bells	Vice President/Minister of Justice
Hon. Baklai Temengil	Minister of Community and Cultural Affairs
Hon. Umiich Sengebaw	Minister of Natural Resources, Environment & Tourism
Government officials	
Rhinehart Silas	Deputy Chief of Staff, Office of the President
Jeffrey Antol	Director, Ministry of State/Foreign Affairs
Lydia Ngirablosch	Chief, Ministry of State/Foreign Affairs
Hila Asanuma	Chief, Ministry of State/Foreign Affairs
Krispin Termeteet	Special Assistant to the Vice President
Stalin Pedro	Special Assistant, Ministry of Infrastructure, Industries and Commerce
Darren Fritz	Budget Office, Ministry of Finance
Linda Ngirameketi	Bureau of Domestic Affairs, Ministry of State
Charlene Mesai	National Environment Planner, Office of Environment Response and Coordination (OERC)
Apo Augustine	Acting Chief, Division of Aging/MCCA
Virginia N. Terrong	Director of National Youth Affairs, MCCA
Naomi Ngirakamerang	Bureau National Archives
Uchel Sechewas	Chief/Acting Director, Bureau of Youth, Sports and Recreation
Judy Dean	Grant Coordination, Office of the President
Lisa K. Abraham	Director, Palau Small Business Development Centre
Joe Aitaro	Assistant, Grant Office

Palau (9–12 May 2013)	
Civil society	
Ben Achleibai	Executive, Palau Community Action Agency (PCAA)
Leonard Basilius	Coordinator, PCAA/Ulekerreuil a Klengar (UAK)
Ann Kitalong	Project Manager, The Environment Inc.
Gale N. Ngirmrdol	PCAA
Sulhain Skama	UAK
Patrick Tabelual	Member, Omekesang
Tessy Nobuo	Member, Omekesang
Villany Remengesau	President, Omekesang
Leonard Basilius	Member, Omekesang
Private sector	
Ken Uyehara	Board Member, Palau Chamber of Commerce/Pacific Islands Private Sector Organisation (PIPSO)
Dr Minoru Ueki	Board Member, Palau Chamber of Commerce
Kaleb Udui Jr	President, Palau Chamber of Commerce
Tarita Holm	Owner, PureLife Portraits/Palauan Made
Tina Rehuher Marugg	Palau Resource International/Chamber of Commerce
Jennifer Gibbons	Executive Director, Palau Chamber of Commerce

Fiji (14–17 May 2013)	
Political leaders/ministers	
Hon. Ratu Inoke Kubuabola	Minister for Foreign Affairs & International Cooperation
Government officials	
Amena Yauvoli	Permanent Secretary for Foreign Affairs & International Cooperation
HE Ambassador Litia Mawi	Roving Ambassador/High Commissioner to PICs and Special Envoy to CROP agencies
Civil society	
Regional civil society organisations	
Matai Akavola	Manager, Pacific Islands News Association (PINA)
Emele Duituturaga	Executive Director, PIANGO
Laisa Vereti	Program Coordinator, PIANGO
Setareki Macanawai	CEO, Pacific Disability Forum
Soloveni Vitoso	Information Officer, Pacific Disability Forum
Maureen Penjueli	Coordinator, Pacific Network on Globalisation (PANG)
Murray Isimeli	Political Relations Officer, Pacific Conference of Churches (PCC)
Susana Tuisawau	Executive Director, Pacific Foundation for the Advancement of Women (PACFAW)
National civil society organisations	
Kabwea Tiban	Director, International Planned Parenthood Federation
Manasa Vataniwake	Pacific Youth Council
Kaajal Kumar	Executive Director, Aspire Network
Emily Erasito	General Secretary, National Youth Council of Fiji
Savali M. Kelese	Pacific Youth Council
Tahere Siisiialafia	Pacific Youth Council
M. Hassan Khan	Executive Director, Fiji Council of Social Services

Fiji (14–17 May 2013)	
Usaia C. Moli	Pacific Youth Council
Private sector	
Mr Epa Tuioti	Board Member, PIPSO
Ms Mereia Volavola	CEO, PIPSO
Ms Winifred Gaura	Programme Officer, PIPSO
Florence Oudin	CFO, Pacific Energy
Development partners	
Jerome Pons	Head of Section, Economic and Social Issues, Coordination of Regional Programmes, Delegation of the EU for the Pacific
Renato Mele	First Counsellor, Head of Operations, Head of Section, Infrastructure & Energy, Delegation of the EU for the Pacific
Annick Villarosa	First Secretary, Head of Section, Infrastructure and Natural Resources, Delegation of the EU for the Pacific
CROP	
Pacific Islands Forum Secretariat	
Coral Pasisi	Regional and International Issues Adviser
Alfred Schuster	Development Cooperation Adviser
Scott Hook	Economic Infrastructure Adviser
Ioane Alama	Regional Security Adviser
Filipo Masaurua	Human Rights Advisor
Lorraine Kershaw	International Legal Adviser
Steven Francis	Law Enforcement and Capacity Development Officer
Alifeleti Soakai	Political Issues Adviser
Raymond Prasad	Economic Advisor
Filipe Jitoko	Social Policy Adviser
Secretariat of the Pacific Community (Suva)	
Mike Pettersen	Geosciences Division
John Patrick Hogan	Economic Development Division

Fiji (14–17 May 2013)

Solomone Fifita	Economic Development Division
Sairusi Bulai	Land Resources Division
Tim Martyn	Land Resources Division
Caroline T.-Fusimalohi	Planning Adviser, Strategic Engagement, Policy and Planning Facility (SEPPF)
Shelton Harley	Principal Fisheries Scientist, Oceanic Fisheries Programmes, FAME – Division of Fisheries, Aquaculture and Marine Ecosystems
Mei-Lin Harley	Planning Adviser (Monitoring & Evaluation), SEPPF
Jean-Noel Royer	Communication Assistant
Anne LeFeuvre	SciCOFish Administration and Communications Officer, FAME – Division of Fisheries, Aquaculture and Marine Ecosystems
Christophe Boe	Administration and Planning Assistant Strategic Engagement, Policy and Planning Facility
Herve Delahaie	Finance Manager, Corporate Services
Julian Heinz	Editor, Publications Section
Natalie Lacassin	Human Resources Officer, Corporate Services
Mereia Carling	Youth Adviser, SEPPF

Brussels (11 June 2013)

European External Action Service

Gerhard Sabathil	Director, North East Asia & the Pacific
Carmen Serrano	Head of Division, Pacific
Elizabeth Edland	International Relations Officer, Pacific
Noora Hayrien	Pacific Desk
Stefan Forster	EuropeAid

Australia (25–27 July 2013)

Political leaders/ministers

Hon. Melissa Parke MP	Minister for International Development
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Government officials

Paul Grigson	Deputy Secretary, Department of Foreign Affairs and Trade (DFAT)
Dr Lachlan Strahan	Assistant Secretary, Pacific Regional and New Zealand Branch, DFAT
Rob Tranter	First Assistant Director General, Pacific Regional Branch, AusAID
Zoe Mander-Jones	Minister Counsellor (AusAID), Australian High Commission, Suva
John Davidson	Minister Counsellor (AusAID), Australian High Commission, Suva
Rodd McGibbon	Assistant Secretary Regional and Global Branch, Department of the Prime Minister and Cabinet
Peter Rayner	Director, Pacific Regional Section, DFAT
James Batley	Deputy Director General, AusAID

New Zealand (25–27 July 2013)	
Political leaders/ministers	
Hon. Murray McCully	Minister of Foreign Affairs and Trade
Government Officials	
Craig Hawke	Deputy Secretary of International Development Group
Andrew Needs	Divisional Manager of Pacific Group
Deb Collins	Director Partnerships, Humanitarian and Multilateral
Llewellyn Roberts	Head of Pacific Regional Unit
Nathan Glassey	Senior Policy Officer, Pacific Regional Unit
Alex Jebson	Policy Officer, Pacific Regional Unit
Matthew Howell	Acting Deputy Director, Multilateral and Regional, Partnerships, Humanitarian and Disaster Management Division (PHM)
UN, New York (15–16 July 2013)	
Diplomats and heads of mission	
Ms Rosemary Driscoll	Counsellor, Australian Permanent Mission to the UN
Anthony Simpson	First Secretary, New Zealand Permanent Mission to the UN
Mr Aaron Korman	Counsellor, Republic of Palau Permanent Mission to the UN
HE Ms Amatlain Elizabeth Kabua	Ambassador Extraordinary, Republic of the Marshall Islands Permanent Mission to the UN
HE Mr Aliioaiga Feturi Elisaia	Ambassador Extraordinary, Independent State of Samoa Permanent Mission to the UN

UN, New York (15–16 July 2013)	
HE Mr Robert Guba Aisi	Ambassador Extraordinary, Papua New Guinea Permanent Mission to the UN
Mr Jeem Lippwe	Deputy Chief of Mission, FMI Permanent Mission to the UN
HE Mr Sonatane T. Taumoepeau-Tupou	Ambassador Extraordinary, Kingdom of Tonga Permanent Mission to the UN
HE Ms. Marlene Moses	Ambassador Extraordinary, Republic of Nauru Permanent Mission to the UN
UN organisations	
Helen Clark	Administrator, UNDP
Vineet Bhatia	Chief, South East Asia and Pacific Division, UNDP
Shin Umezu	Senior Political Affairs Officer, Team Leader, Southeast Asia and the Pacific, Asia and the Pacific Division, Department of Political Affairs, United Nations

Note: this annex records the names of participants in review consultation meetings as entered into participant lists circulated at the time of consultation. The Forum Secretariat has attempted to compile this information for the Review as accurately as possible, but regrets that there may be errors or omissions. Corrections may be submitted in writing to the Forum Secretariat for modification of our records and any future editions of this report.

ANNEX 8: THE REVIEW CHAIR'S BRIEFING TO THE LEADERS FORUM

Pacific Island Forum Leaders' Meeting

PRESENTATION ON THE PACIFIC PLAN REVIEW

By the Rt. Hon. Sir Mekere Morauta, Review Chair

Majuro, 4 September 2013

When I took on the task of chairing this review I was not sure what to expect: the Pacific Plan did not appear to be particularly well known, nor did it appear to be central to contemporary debates. And it was not clear to me what 'regionalism' nowadays really meant, in practice, in the Pacific.

Nine months later, having visited every Forum country and met almost 600 Pacific stakeholders, I have formed the opinion that having some sort of framework to advance cooperation and integration across the Pacific community is still hugely important; and that having a common political platform such as this one – the Pacific Islands Forum – to reflect on our values and aspirations, and make decisions about how we work together politically for the Pacific, is vital.

I say this on the basis of what we have been told and what we have learned about Pacific stakeholders' needs, worries, hopes and frustrations; on the remarkably consistent views of Pacific politicians, officials, businesses, and academics; and above all of the hundreds of ordinary, and not so ordinary, citizens whom we have met who make up Pacific society.

A society that cares for itself and its neighbours. A society that is proud of its heritage, diversity and values.

But a society that is nervous about where the Pacific is heading, and a Pacific region that is disproportionately vulnerable and disproportionately dependent on others.

A region which needs collective action among and between countries to deal with its challenges, and to thrive in the future.

Let me be clear about our central conclusion from the start: it is that what is required is a robust **political conversation** about the future of the region. And our recommendations are essentially about the need to create the space and processes for you, the political leadership of the region, to act collectively and effectively to provide for the betterment of the region and its peoples **where more can be achieved by working and acting together than working and acting individually.**

For that reason – the reason that this is all about political values and political leadership – I sought permission to delay the finalisation of our report until after this Majuro meeting. Because I want to make sure that our report captures the views and opinions of you – the leaders of the Pacific – and carries with it the weight of your considered consensus.

So I hope that this meeting today can be a discussion. A discussion in which I explain what we have found and broadly recommend, but a discussion in which, also, you reach some consensus about where you want to go with regionalism – and in which you provide the political direction we need to ensure that this Review changes things as much as all those whom we consulted want it to.

.....

So what was the Pacific Plan all about?

The current **Pacific Plan for strengthening regional cooperation and integration** was instigated by Forum leaders approaching ten years ago. In it, they set out **a vision** for a Pacific region respected for the quality of its governance, the sustainable management of its resources, the observance of democratic values, and for its promotion of human rights.

Leaders agreed at the time to give effect to this vision by:

- Firstly, identifying **where the countries of the region could gain from sharing resources, governance and aligning policies.**
- Secondly, **recognising the particular needs of Smaller Island States.**
- Thirdly, recognising the **importance of cultural identity, inclusiveness, sub-regional interests, human rights, women and gender, youth and civil society.**

A part of the plan was, explicitly, also to reform the Pacific Island Forum's procedures, its meetings and the role of leaders and officials, and to improve the way the Forum communicates its work, better to implement this vision.

.....

What did we find?

Although we consulted almost 600 Pacific stakeholders, the messages we received were remarkably consistent, and our diagnosis is disarmingly simple.

There is a compelling argument for greater regional cooperation and integration across the Pacific, without even looking below the surface. We are a region of mostly very small economies, with mostly equally small populations and – with some exceptions – a limited range of economic opportunities, all sharing and dependent on one major resource: the Pacific Ocean and the natural environment and resources that it provides for us. What are those compelling arguments?

- Regional governance is needed to manage our common natural resources – such as oceanic fish stocks – and our common threats – such as trans-boundary pests, diseases, crime and security.
- And regionalism provides us with better chances of success in markets and trade, in labour mobility and, simply, in being able to be part of the rest of the world.

- By pooling our resources we can achieve greater things together than we could achieve individually – look, for example, at what USP has done for us and our people, and how we have been able to secure world-class expertise through our commonly owned technical organisations such as SPC and other Council of Regional Organisations of the Pacific (CROP) agencies.
- And by speaking as one collective voice we can be heard in, and influence, world debates in a way that would not otherwise be possible. Look, for example, at what we have achieved through our collective voice on issues such as a nuclear-free Pacific and climate change.
- Working together, we have the ability to establish the norms and standards that we need for the Pacific to deal with, and benefit from, new opportunities, change and modernity.

However, progress in regionalism has in our opinion slowed down, and by too much. As we quite rightly celebrated last evening, there are some remarkably successful examples of the Pacific nations working together for the betterment of the region as a whole. USP, RAMSI, and the emergence of Pacific norms and standards on things such as climate change and gender were all mentioned.

But, these examples mostly either pre-date the Pacific Plan or they were born out of other processes and imperatives. **It is very difficult to see how the Pacific Plan or the processes surrounding it are – now – driving regional integration with the scope, pace and scale intended in its original framing. Confidence in the Pacific Plan and some of the institutions around it has fallen to the point where some observers question their survival.**

But to compound all this, we see that **a region that is at a crossroads** and one that needs regionalism more than ever before:

- The social, economic and political context for regionalism is quite different to the period when the Pacific Plan was framed and difficult, collective, choices have to be made about how the region responds to that changing context. We now see, for example:
 - Massive, complex geo-political interests;
 - An insatiable hunt to exploit our natural resources;
 - The menace of corruption and misinformed decision-making;
 - Shifting populations, employment prospects and remittances;
 - Epidemics of non-communicable disease;
 - And of course climate change.

- We see a region that is more, not less, vulnerable than it used to be, and one that is becoming more, not less, dependent on forces and factors (and I don't just mean aid) beyond the region. How the region deals with modernity – including its many socially, economically and politically challenging facets – while holding true to its deep-rooted social and cultural values is not yet resolved.
- Yet we hear – loudly – from citizens and politicians alike that the right political conversations are not being had about these things. That the region is stumbling into the future, rather than confidently striding forwards, certain of where it wants to go.
- Citizens' voices, we were told time and time again, are not being heard by the political elite.
- The region – rightly so proud of its identity, independence, and values – is allowing some of its members to fall behind to an alarming extent – sometimes through the region's own actions and inaction.
- And new forms of poverty and inequality are emerging in the Pacific, which should not sit within this proud region's limits of tolerance.

In short, regionalism has lost its political direction, and it became clear to me at an early stage of this review that the solution lies in re-establishing a robust political process around regionalism, as opposed to – simply – refreshing a technocratic shopping list of Pacific Plan priorities.

So that led us to look at why the political process is failing. And here again, the diagnosis is simple – although the treatment is complex and requires big doses of medicine:

The institutions – the 'rules of the game' – are wrong, or perhaps have gradually been weakened by, on one hand, governance structures that don't ensure the right outcomes, and on the other hand incentives – usually financing incentives – that serve to shape the agenda more than does the exercise of political values and choice.

But I want to emphasise that these are not underhand, Machiavellian, attempts by anybody to change the nature and process of regionalism. They are the inevitable – passive – outcomes of not getting right the relationships between principals (the political leadership) and their agents (for example PIFS and the CROP agencies). And they are the inevitable outcomes of financing arrangements – perhaps themselves born out of other institutional failings and weaknesses – that ultimately create the need for separate – apolitical – dialogues about the agenda.

There is a real frustration that there is still much to do to get the region's development pathways right, but that the institutions we have for that are somehow not coming up with the answers. Some of the new Pacific politics we see emerging perhaps reflect this frustration.

But my earnest view, having listened to so many Pacific citizens and their leaders these last nine months, is that the Forum and its Secretariat – as the peak political body of the Pacific – has a hugely important role to play, now and into the future. But it must adapt, just as any forward-looking, learning organisation must adapt.

And it is that adaptation that is at the heart of our conclusions. It is not simply a matter of tweaking the Plan, or of devising a better reporting system, or of seeking more aid projects. It is a matter of reaffirming the role of politics in Pacific development and how political choices are prosecuted through the region’s peak political body.

Let me now discuss some of our specific observations and recommendations:

(I will present now only the main ones, of interest to you here today. We have already circulated to officials a number of working papers which go into much more detail.)

- We need Forum meetings in which Leaders have the space to debate how best to progress regional integration. Leaders need to be able to talk about the bigger picture; about the process of regional integration – where it might lead and what they collectively want to do to progress it.

This means we need to adjust how the agenda is set, who sets it, and who influences it. In this regard we are proposing a more robust role for the Pacific Island Forum, its Secretary General and the Secretariat (PIFS): a stronger, better governed PIFS with a clear mandate to oversee the prioritisation process and act as the sole conduit to the Forum on matters relating to the regionalism project. The Pacific Plan Action Committee (PPAC) should, in our view, be replaced by a much smaller and well-qualified executive ‘board’, chaired by the Secretary General, that evolves from simply representing national interests to become the directors of the regionalism project. Advising leaders on the priorities and then translating leaders’ views and values into tangible progress.

Part of that will be a more rigorous and rational processes for determining what sorts of things represent priorities in the pursuit of regionalism, and deserve leaders’ attention and decisions.

- The network of regional agencies needs to be responding to the political agenda, not setting the political agenda. We therefore also need to look at wider governance issues across the network of CROP agencies, which are at the centre of implementing the regionalism agenda – as well as, crucially, at how they are financed. (Because their financing undoubtedly influences the agenda – as it does with all international membership organisations that depend heavily on donor finance.) This was not part of our terms of reference, so we are recommending further work on that – by specialists in the governance and financing of international organisations.

- The reforms within the Pacific Islands Forum Secretariat (PIFS) and beyond need to institutionalise a robust public policy process. PIFS will need the capacity to provide high-quality, impartial advice to Leaders (independent from existing regional organisations and not skewed by stakeholders, bureaucratic and otherwise). This implies a different role, with new skills. Change, inevitably, will be difficult. We are therefore recommending that this process is overseen by a high-level Council, which we suggest is headed by a troika of the immediate past, the present and the future Chairs of the Forum. The process will be assisted by professional organisational change specialists.
- We also propose further empowerment of regional and sub-regional organisations and regional meetings: other regional meetings, organisations and forums have a critical part to play in the regional project and should be empowered to discharge their roles. This in turn will help de-clog the Forum agenda.
- A crucial part of the work will be to develop a shared understanding of the path to deeper regional integration: a critical part of resurrecting regionalism is articulating and agreeing such a path, setting out possible steps on a journey towards a more economically and politically integrated region.
- o This needs to include reflection on the involvement in this process of territories that are not currently full members of the Forum, and whether ‘self-determination’ should still be a defining factor.

We see sub-regionalism as being an important building block in that journey, and sub-regional groupings as being part and parcel of the regional architecture.

- We are concerned about the very difficult position in which some of the **Smaller Island States** find themselves – particularly those who are less integrated into the wider region – and wish to see more meaningful initiatives to bring them in. We propose a special process and unique test for Smaller Island State initiatives supported by PIFS and the new ‘Board for Pacific Regionalism’ with explicit reference to, and commitment to addressing, the better integration of Smaller Island States.

However, we recommend that you guard against conceiving a ‘Smaller Island States Strategy’ as, simply, a shopping list of transactional projects and programmes. The inherent, intractable, social and economic challenges that the most isolated of the Smaller Island States face **require new, regional political settlements**, not just short-term technical fixes. They require consideration of long-term adjustments to how adequate levels of services are delivered and financed, of overcoming transport and communication constraints, of population-wide opportunities for labour mobility, of subsidies and incentives for change.

- We believe that there is a need to further articulate the concept of sustainable development and encouragement of sustainable private sector growth as the key driver of improved standards of living and reduced dependence on aid, and we will be recommending work on this.
- But we do also need to look at how better to configure and manage donor support for regionalism. The efficiency and effectiveness of aid flows in support of regionalism, and the institutional incentives provided by them for organisations to respond appropriately to the regional agenda, need further examination and debate.
- We also think that, conceptually, it is important to dismiss the impression that the Pacific Plan is a ‘regional development plan’. It is not: the Pacific Plan has none of the conventional attributes of a plan: it does not have a budget; it has neither an implementation schedule nor timelines. Continuing to describe it as a ‘plan’ is misleading and confusing. It is a political statement about regionalism – about the particular issues of pursuing deeper regional integration. We recommend that it should be referred hereon in as a ‘New Framework for Pacific Regionalism’. As such it should consist of a vision and strategic direction, plus processes which identify high priority initiatives. The troika of the current, the immediate past and the next Forum Chairs, with support from the Forum Secretary General, should oversee an inclusive process for further developing this ‘new Framework’.
- And finally, we believe that we need rapidly to rebuild the credibility and momentum of the new Framework – there is a need to identify some quick wins to signal to all that regional integration is alive and well. Perhaps, for example:
 - o Speeding up the expansion of the seasonal workers’ schemes to Australia and New Zealand;
 - o Moving quickly to establish the feasibility, costs and benefits of sub-regional action to improve critical transport and communication services for groups of Smaller Island States through things like common regulation, pooled negotiation of service contracts and improved infrastructure.

.....

So, **our firm conclusion** is that the Pacific Plan should not be seen as a sort of ‘regional development plan’, trying in vain to capture and deal with everything that everybody thinks is important in the Pacific. Rather, it should be seen as a framework for advancing the political principle of regionalism through robust, inclusive processes of political dialogue, the expression of political values about regionalism and sovereignty, and the decisive implementation of key, game-changing drivers of regional integration.

But that, of course, begs the fundamental question of what sort of region, and what sort of regionalism, you – the Pacific’s political leaders – want and value.

- Do you still hold dear those original values and aspirations set out by your predecessors in the original Pacific Plan – of a region of peace, harmony, security and economic prosperity, a region respected for the quality of its governance, the sustainable management of its resources, the observance of democratic values, and for its defence and promotion of human rights?
- In reaching those goals, do you still wish to create links between the sovereign countries of the region and identify where you could gain from sharing resources, governance and aligning policies?
- Do you agree that we all, collectively, need to do more to deal with the particularly difficult social, economic and environmental challenges that some of our Pacific community – the Smaller Island States in particular – face in being equal members of the region?
- Do you still wish to work together to recognise the importance of cultural identity, regional inclusiveness, sub-regional representation, human rights, women and gender, youth and civil society?

If the answer to these questions is no, or somewhat doubtful, then we should probably quietly put the Pacific Plan to bed – as an experiment that, for whatever reason – good or bad – did not work. A foray into regionalism – and the sharing of sovereignty on some issues – for which we were not quite ready. But such a decision would disappoint the great majority of Pacific stakeholders whom we consulted. It would also call into question the role and continued relevance of some of the institutions supporting this Forum.

If, however, the answer to those questions is yes, or probably yes, then we should resolve to move forwards decisively. To re-energise the political direction taken by our predecessors and drive a reinvigorated, more robust, process of taking collective action at the regional level to resolve those pressing challenges that will be better tackled by working together than by working individually.

This implies several important things:

- Firstly, creating the time and space within the Forum for the right kinds of political conversations about big-ticket regional issues – about social change, about labour mobility and migration, about making the region one in which it is easy to do business and to trade, about creating the kind of efficiencies in transport and communications and in the sustainable exploitation of our shared natural resources that we need if we are to compete with the rest of the world.
- Secondly, making the changes that are needed to the governance and financing of regionalism, in PPAC, in PIFS, and in the wider regional institutional architecture, such that these agencies and platforms deliver more effectively what is needed to service a robust, dynamic, politically-led regionalism project.

- Thirdly, reflecting more deeply on what regionalism means for the Pacific community as a whole in the context of the extremely difficult – and many would say unfair – situation some of the smaller island states find themselves in, in terms of their being able to become equal members of the Pacific community, with equal access to the benefits of the region’s economic and social progress.

If these are indeed things that you value, then we will finalise and present our report and more detailed recommendations with the benefit of that certainty.

.....
May I conclude, distinguished colleagues, by thanking you for the trust you placed in me in leading this review? It really has been an honour and a privilege.

I believe it to have constituted one of the most substantive and far-reaching reviews of Pacific issues ever mounted, and I truly hope that what we have concluded and recommended will have a lasting impact on our region, and the lives and livelihoods of our people, for years to come.

I would also like to thank the many people who have contributed to the Review: the hundreds of people who gave us their time and opinion; my own team of course (with much appreciation to the Pacific governments who contributed to the team); to Australia for its generous but completely unconditional funding; and last but not least, the Secretary General and the staff of the Secretariat who supported us throughout, but never in any way sought to influence the outcome of the Review.

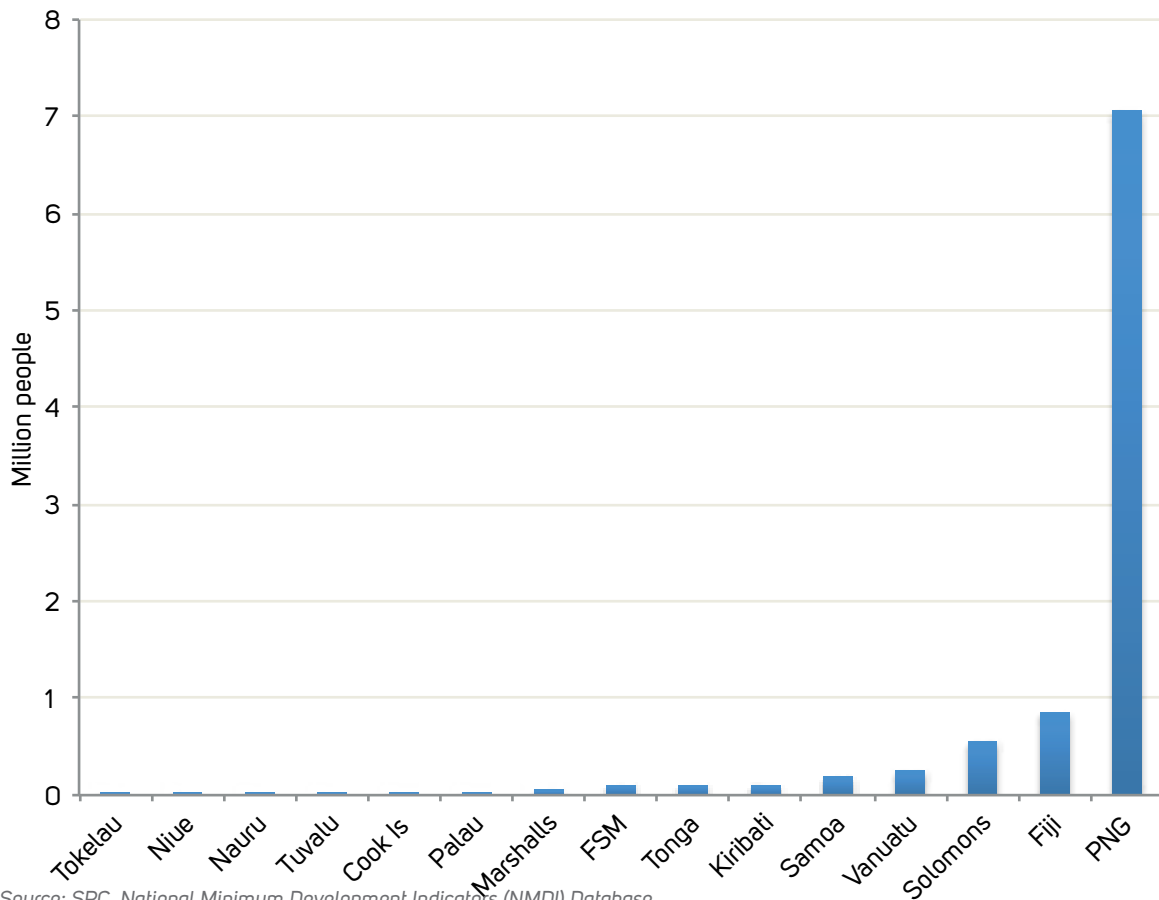
Thank you all, very much.

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ANNEX 9: GEOGRAPHICAL AND POPULATION DATA

A. CHARACTERISTICS AND DIVERSITY OF THE PACIFIC ISLAND REGION

Pacific island populations



Source: SPC, National Minimum Development Indicators (NMDI) Database

Populations, land area and average population densities

	Population	Land area (sq km)	Population density (pop'n per sq km)	Rate natural increase (% per year)	Urbanisation (% total pop'n)
Cook Islands	17,791	237	75.07	1	73.6
FSM	102,843	701	146.71	2	22
Fiji	851,744	18,272	46.61	1.2	51
Kiribati	103,058	811	127.08	2.3	54.1
Marshall Islands	53,158	181	293.69	2.1	73.8
Nauru	10,084	21	480.19	2.9	100
Niue	1,460	259	5.64	0.5	36
Palau	20,643	444	46.49	0.6	77
PNG	7,059,653	462,840	15.25	2.8	13
Samoa	187,820	2,935	63.99	2	19.6
Solomon Islands	553,254	28,370	19.50	2.7	20
Tokelau	1,143	12	95.25	1.4	0
Tonga	103,036	650	158.52	2	23
Tuvalu	11,206	26	431.00	1.4	47
Vanuatu	251,784	12,190	20.65	2.6	24

Source: SPC, NMDI Database

Pacific island countries are large ocean countries

Country	Land area (sq km)	Exclusive Economic Zone (sq km)
Cook Islands	180	1,830,000
FSM	702	2,978,000
Fiji	18,376	1,290,000
Kiribati	726	3,550,000
Marshall Islands	720	2,131,000
Nauru	21	320,000
Niue	258	390,000
Palau	500	629,000
PNG	461,690	3,120,000
Samoa	2,934	120,000
Solomon Islands	29,785	1,340,000
Tonga	696	700,000
Tuvalu	26	900,000
Vanuatu	12,189	680,000
Total	528,803	19,978,000

Source: R. Gillett, 2002, Regional Overview – Marine Capture Fisheries Management in the Small Island Developing States of the Southwest Pacific, Asia-Pacific Fishery Commission & FAO Regional Office for Asia and the Pacific

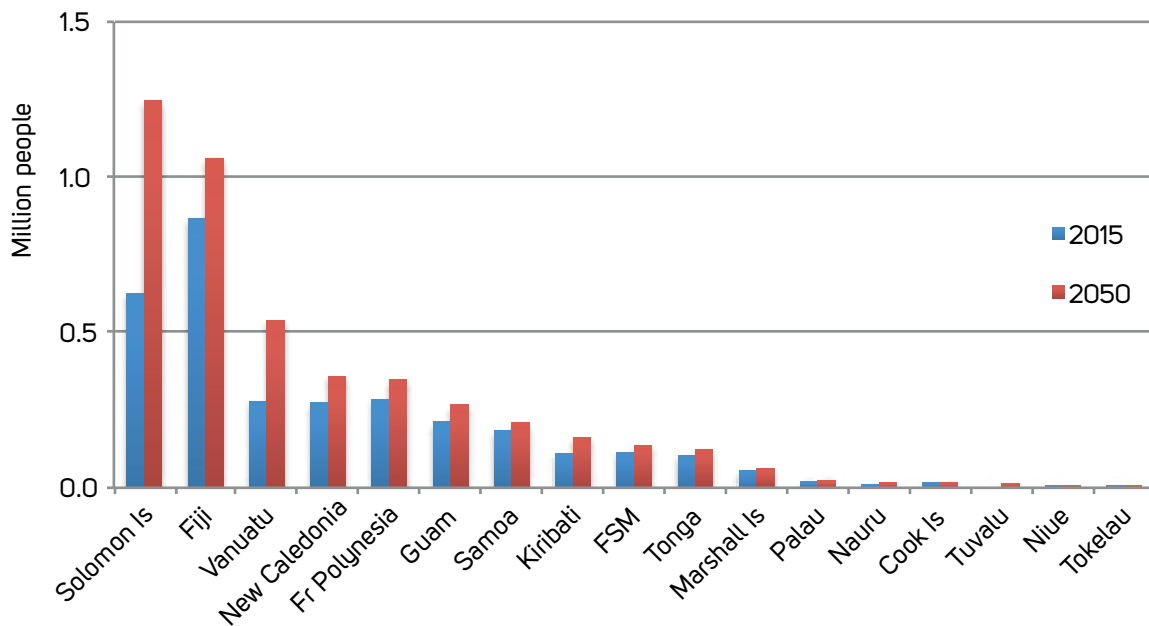
B. POPULATION

Significant demographic trends:

1. Unequal pattern of population growth across the region, principally because of high out-migration from Polynesian and some Micronesian countries, and maintenance of moderate to high fertility rates.
2. Loss of skilled human resources through migration
3. Stalling of life expectancy increases. Mid-adult male mortality high in some countries, possibly because of non-communicable diseases (NCDs) and other lifestyle factors.
4. Patterns of mortality, with high NCDs and some countries experiencing 'double burden' of disease, i.e. high levels of both infectious and non-infectious disease.
5. Changing population age structures, with growing numbers of adult and aged populations, and corresponding implications for employment/livelihood demand and demand for aged health services and support/social protection, respectively.
6. Growing concentration of national populations in main/capital city or island – together with growing social and economic disadvantage of outer areas/islands.
7. High, possibly growing, levels of poverty, both (a) basic needs and (b) poverty of opportunity, with regard to the growing proportion of urban populations required to live in informal settlements with substandard housing and services because of lack of land, secure tenure, basic services, or finance for affordable housing.

B1. Unequal pattern of population growth across the region, principally because of high out-migration from Polynesian and some Micronesian countries, and maintenance of moderate to high fertility rates

Average population density, Pacific island countries, 2010 and 2030 (projected), including Guam, French Polynesia and New Caledonia

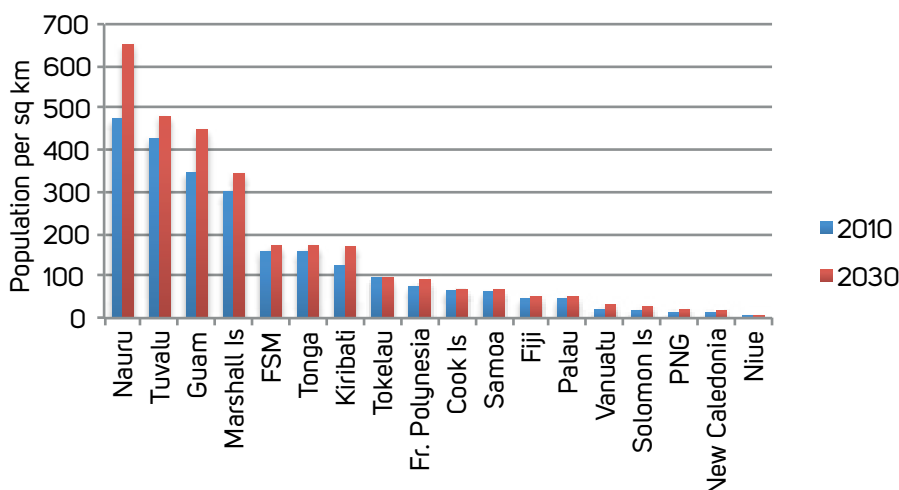


Source: SPC, Pacific Regional Information System (PRISM)

Population Density

Growing populations will bring higher population densities. National average densities are already high in some small island countries, and densities are much higher in some localities.

Average population density, Pacific island countries, 2010 and 2030, including Guam, French Polynesia and New Caledonia



Source: SPC, NMDI Database

The population growth rate reflects the combined effects of births, deaths and migration.

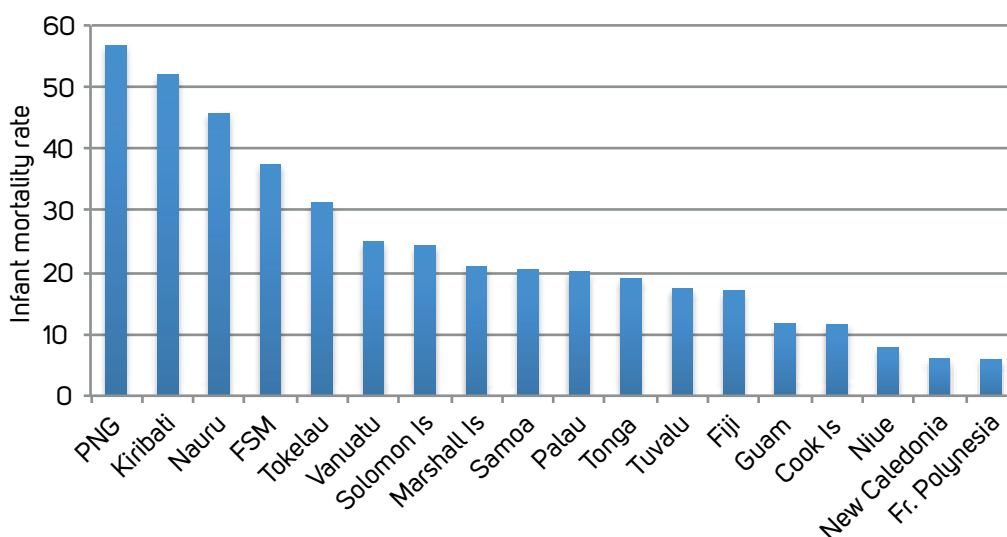
In New Caledonia, Guam and the Cook Islands, the population is growing by in-migration – mainly workers for their tourism industries. In PNG and Solomon Islands, high fertility drives population growth; the little in-migration and out-migration largely cancel each other out. In some countries where population growth is moderately low, such as Samoa, Tuvalu and Tonga, the growth effect of high fertility is being exported through high out-migration (see section B2 on page 200).

Infant Mortality

The infant mortality rate is the number of deaths of infants under one year old in a given year per 1,000 live births in the same year. One of the Millennium Development Goal (MDG) indicators, this rate is often used as an indicator of the level of health in a country, with a high rate indicating a poor state of health services.

Infant mortality rates are notoriously unstable and difficult to measure accurately in small populations, such as in the Pacific islands. Nonetheless, recorded rates of 40 or more infant deaths per 1,000 live births are high by global standards.

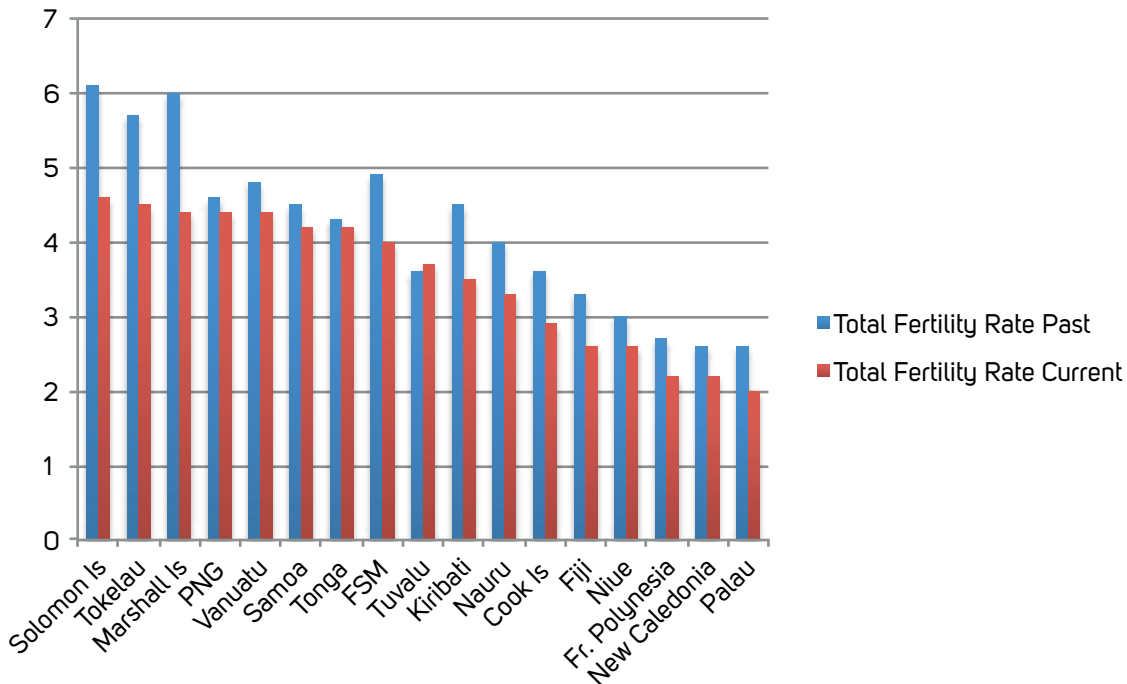
Infant mortality rate, including Guam, New Caledonia and French Polynesia



Source: SPC, NMDI Database

Fertility Levels

Total fertility rates (TFR), including French Polynesia and New Caledonia



Source: SPC, NMDI Database

The total fertility rate (TFR) (the sum of all age-specific birth rates) is an approximate indication of the total number of children women will bear in their lifetime.

This figure shows that while almost all countries show some decline over the past decade or so, fertility rates remain high by global standards (4 and over) in eight of the 18 countries shown here, and fell only by a little in PNG, Samoa and Tonga.

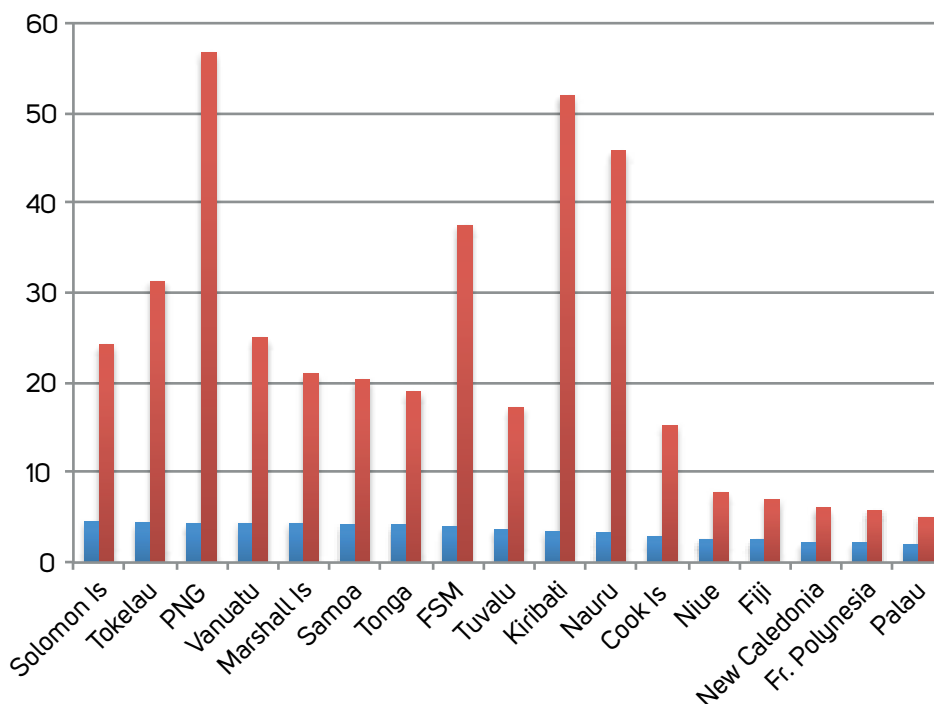
Enduring problems with the quality and limited coverage of maternal and child health services, including often restricted access to contraceptive services for young or unmarried women and men, are reflected in (a) high teenage fertility rates in many countries, and (b) the association of high fertility with high infant mortality rates.

Total fertility rates and teenage fertility rates, Pacific island countries, including New Caledonia and French Polynesia (most recent year)

Country	Total fertility rate (TFR)	Teenage fertility rate (age 15–19)	Reference year for TFR and teenage fertility rate
Solomon Islands	4.6	67	2004–07
Tokelau	4.5	42	1997–2001
PNG	4.4	65	2001–06
Marshall Islands	4.4	127	2002–07
Tonga	4.2	24	2005
Samoa	4.2	38	2006
Vanuatu	4	64	2009
FSM	4.0	48.1	2000
Tuvalu	3.7	44	2002–07
Kiribati	3.5	39	2004–05
Nauru	3.3	78.5	2006–07
Niue	2.6	27.7	2001–06
Fiji	2.6	37	2003
Cook Islands	2.5	62.5	2005–06
New Caledonia	2.2	20	2007
French Polynesia	2.2	51	2005–07
Palau	2	29	2003–05

Source: SPC, NMDI Database

Association between high fertility (TFR) and high infant mortality rates (IMR), including New Caledonia and French Polynesia



Source: SPC, NMDI Database

Fast-growing populations are generally young, with a low median age and high age dependency ratios – particularly when also associated with growing numbers of elderly people in the population, as is the case in many Pacific island countries. The age dependency ratio is the proportion of the population under 15 years and over 60 years – age groups that are generally supported by the economically active age group of 16–59-year-olds.

(Nonetheless, most populations are ageing, with young adults being the fastest-growing age group and a rapidly increasing number of old-aged people.)

Median age and age dependency ratios, Pacific island countries, including Guam, French Polynesia and New Caledonia

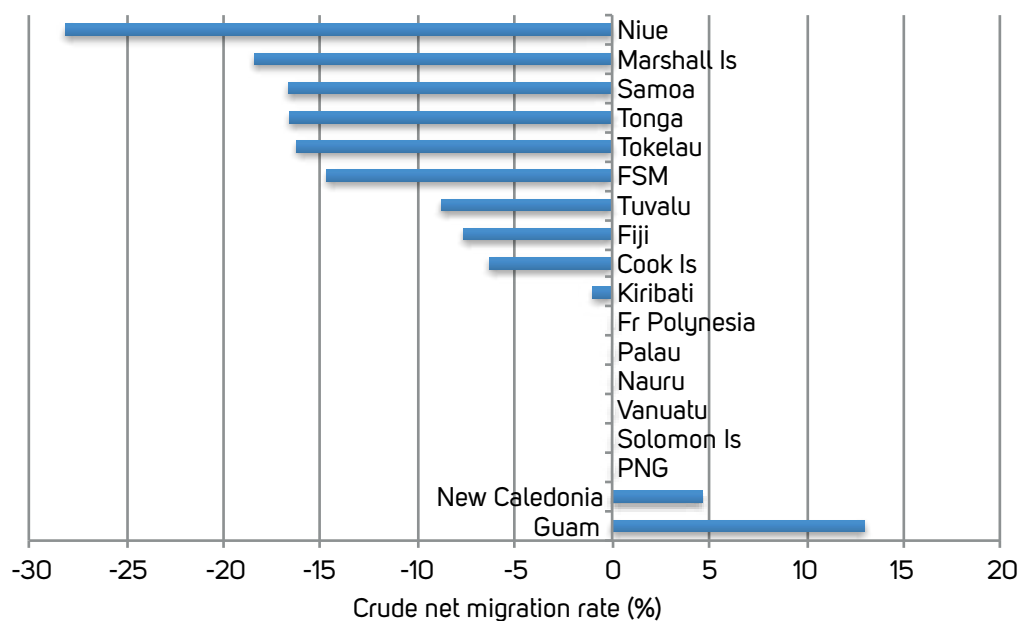
Country	Median age	Age dependency ratio (age 15–59)
Marshall Islands	18.7	85.2
Solomon Islands	19.7	83.5
Samoa	20.2	83.6
Tonga	20.5	86.1
Vanuatu	20.6	75.9
PNG	20.7	73.6
FSM	20.7	73.5
Nauru	21.7	62.1
Kiribati	22.0	69.0
Tokelau	23.0	83.4
Tuvalu	24.3	67.5
Fiji	26.7	57.6
Cook Islands	27.6	66.4
Guam	29.0	60.1
French Polynesia	29.2	51.7
New Caledonia	30.1	56.0
Niue	33.3	69.1
Palau	34.6	42.1

Source: SPC, NMDI Database

B2. Loss of skilled human resources through migration

While Pacific island countries are losing many of their professional workers – especially health workers and teachers – labour migration can ease other employment problems for these countries. Population growth, especially the swelling numbers of young adults, poses serious challenges given the inadequate domestic employment opportunities for youth. Unskilled labour shortages in Australia and New Zealand provide opportunities for both island and metropolitan countries.

Net migration rates, Pacific island countries, latest census year



Source: SPC, PRISM

Net migration rates, Pacific island countries, 2010 (data for figure above)

Country	Crude net migration rate (%)	Number of net migrants	Annual growth rate (%)
Niue	-28.1	-42	-2.3
Marshall Islands	-18.4	-1,000	0.7
Samoa	-16.7	-3,050	0.3
Tonga	-16.6	-1,711	0.3
Tokelau	-16.2	-19	-0.2
FSM	-14.7	-1,633	0.4
Tuvalu	-8.8	-98	0.5
Fiji	-7.7	-6,489	0.5
Cook Islands	-6.3	-98	0.3
Kiribati	-1.0	-100	1.8
French Polynesia	0	0	1.2
Palau	0	0	0.6
Nauru	0	0	2.1
Vanuatu	0	0	2.5
Solomon Islands	0	0	2.7
PNG	0	0	2.1
New Caledonia	4.6	1,173	1.5
Guam	13.0	2,400	2.7

Source: SPC, PRISM

The other side of the high mobility of Pacific island people – at least from Polynesian and Melanesian countries – is the large number of Pacific island people living in metropolitan countries: principally Australia, New Zealand, USA and Canada, who support home communities through remittances and other transfers, provide support for new immigrants, and constitute an enormous resource of skills and other resources.

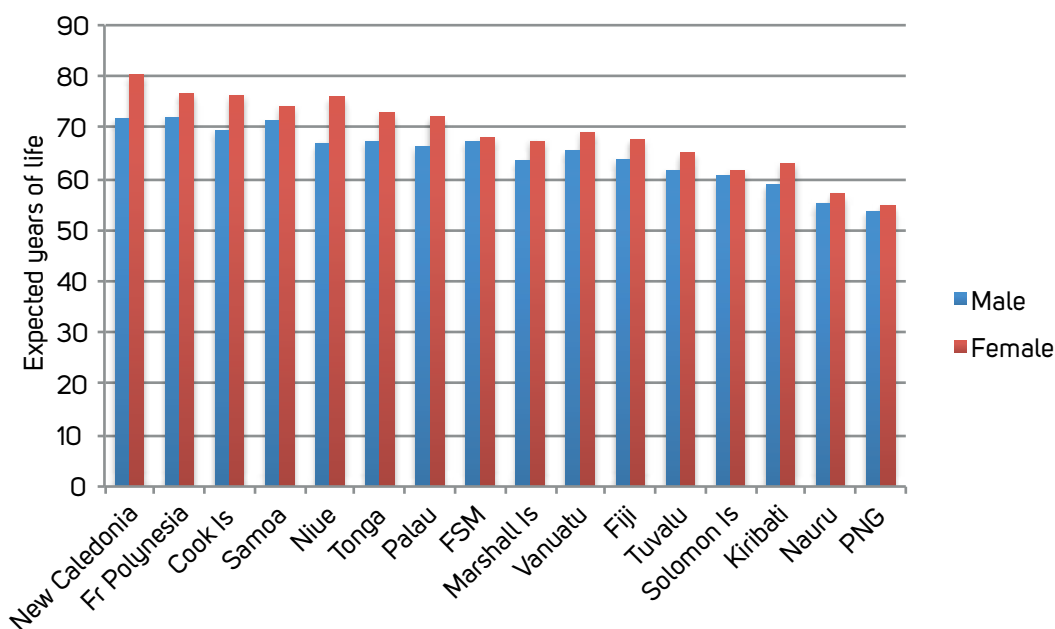
Pacific Island First-Generation Migrant Diasporas

	Diaspora (thousands)	Home resident (thousands)	Total (thousands)	Diaspora %	Resident in (thousands)					
					USA	NZ	AUS	CAN	Other Pacific islands	Other
American Samoa	40.7	57.0	97.7	42	33.3	0.4	0.2	0.0	2.4	4.5
Cook Islands	22.7	19.0	41.7	54	0.1	15.2	4.7	0.0	0.2	2.3
Fiji	143.1	810.7	953.8	15	31.5	25.7	44.3	22.8	3.8	15.0
French Polynesia	3.5	236.1	239.6	1	0.0	0.5	0.3		2.3	0.4
Guam	89.6	155.4	245.0	37	71.7	0.0	0.1	0.1	2.6	15.0
Kiribati	3.7	90.7	94.4	4	1.0	0.5	0.4	0.0	1.2	0.5
Marshall Islands	11.5	52.8	64.3	18	7.3	0.0	0.0	0.0	0.6	3.5
Micronesia, Federated States of	24.6	107.1	131.7	19	7.5	0.0	0.0	0.0	10.0	7.1
Nauru	1.0	12.0	13.0	8	0.1	0.2	0.5	0.0	0.1	0.2
New Caledonia	1.8	213.2	215.0	1	0.0	0.2	1.1	0.0	0.4	0.2
New Zealand	528.6	3,857.8	4,386.4	12	26.4		355.8	9.9	7.0	129.5
Niue	6.6	2.0	8.6	77	0.1	5.3	0.5	0.0	0.1	0.7
Norfolk Island	0.4	1.9	2.3	16	0.0	0.1	0.2	0.0	0.0	0.0
Northern Mariana Islands	10.7	76.0	86.7	12	4.2	0.0	0.0	0.0	2.5	4.0
Palau	12.8	19.7	32.5	39	2.3	0.0	0.0	0.0	2.7	7.8
Papua New Guinea	51.0	5,298.9	5,349.9	1	1.8	1.2	23.6	0.4	16.4	7.6
Samoa	105.8	177.5	283.2	37	17.5	47.1	13.3	0.1	19.3	8.5
Solomon Islands	4.2	418.7	423.0	1	0.2	0.5	1.3	0.0	1.4	0.8
Tokelau	2.4	1.4	3.9	63	0.1	1.7	0.3	0.0	0.2	0.2
Tonga	50.7	100.2	150.9	34	18.0	18.1	7.7	0.1	2.0	4.8
Tuvalu	1.8	10.0	11.8	15	0.0	1.0	0.1	0.0	0.2	0.4
Vanuatu	4.2	191.5	195.6	2	0.1	0.3	0.9	0.0	1.6	1.3
Wallis and Futuna	7.0	15.0	22.0	32	0.0	0.0	0.0	0.0	6.2	0.7
TOTALS	1,128.4	11,924.6	13,053	540	223.2	118	455.3	33.4	83.2	215.0

Source: Geoff Bertram, 2013, 'Pacific Island Economies', pp. 325–340, in: Moshe Rapaport (ed.), *The Pacific Islands: Environment and Society*, University of Hawai'i Press

B3. Stalling of life expectancy increases, and growing gap between adult lifespans of women and men. Mid-adult male mortality is higher, perhaps reflecting lifestyle factors and greater vulnerability to non-communicable diseases.

Average life expectancy at birth, including New Caledonia and French Polynesia



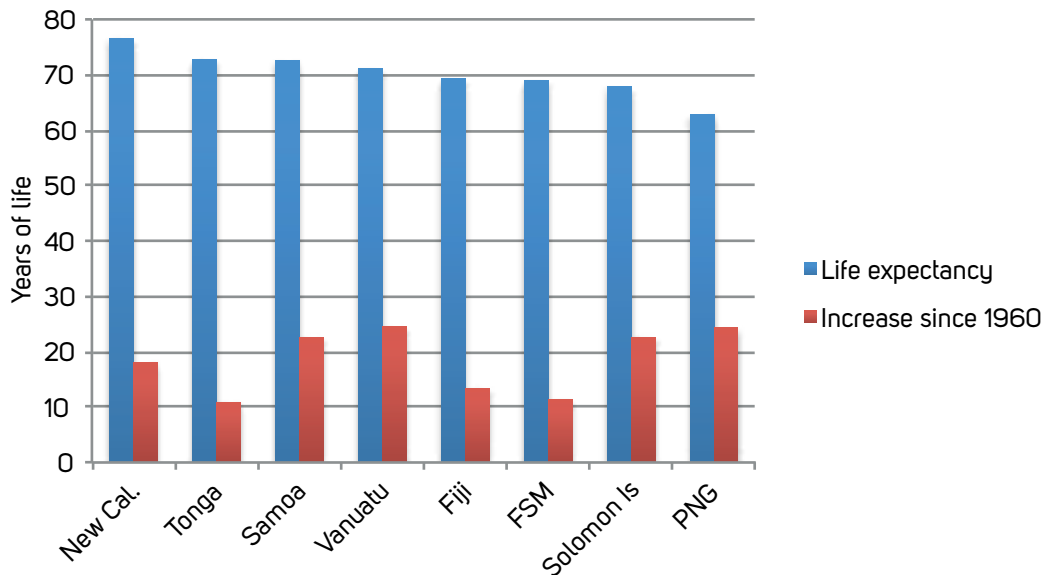
Source: SPC, NMDI Database

Note: Life expectancy at birth is derived from national population census results. The large range in reference years reflects differences between countries in the timing of their censuses and the reporting and analysis of census results.

Life expectancies at birth increased throughout the region over the past 50 years, particularly as infant and child death rates have dropped. In some countries, however, this progress has slowed right down, and there is a widening gap between the life expectancies of females and males.

The figure below shows life expectancies and their average increase (in years) over the past half century, from 1960. This increase has been greatest in the Melanesian countries of Vanuatu, Solomon Islands and PNG, which had some of the lowest life expectancies in 1960.

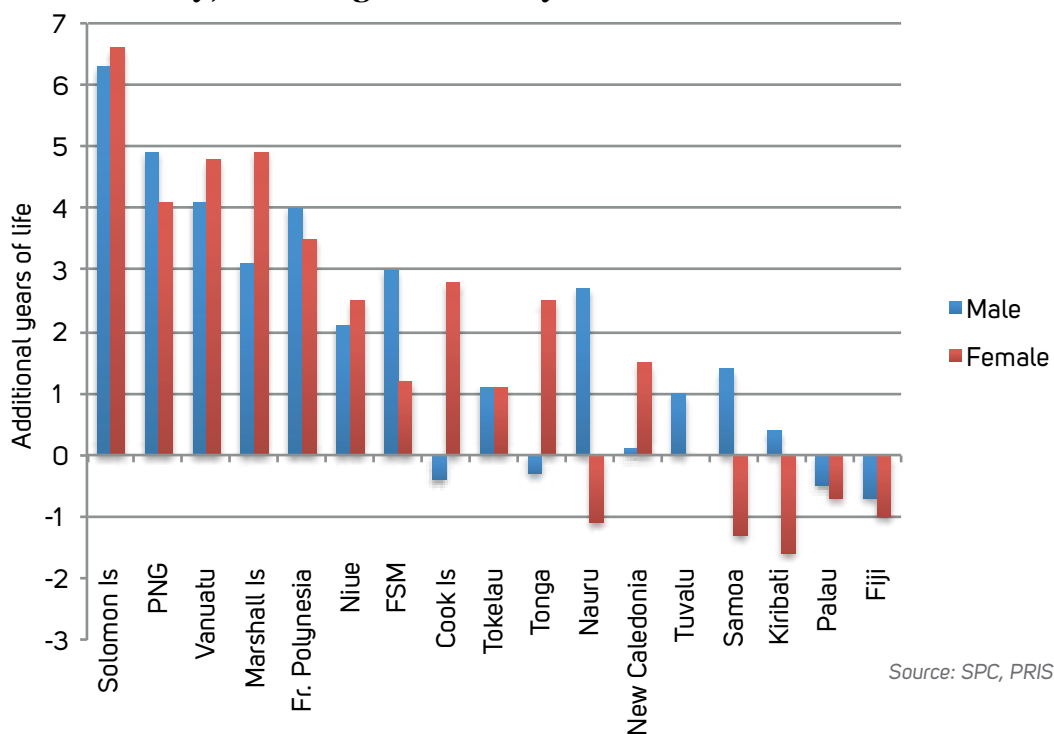
Life expectancy at birth and overall increase in average life expectancy since 1960 for selected Pacific island countries



Source: World Bank, World Development Indicators (WDI) Database

The largest life expectancy increases since 1960 have been in countries where life expectancy was lowest in that year and there is still a heavy burden of infectious disease. (This has come about principally because of improved infant and child survival.) Life expectancies have stalled or decreased in countries where there is a high prevalence of non-communicable diseases such as diabetes, heart disease and cancers.

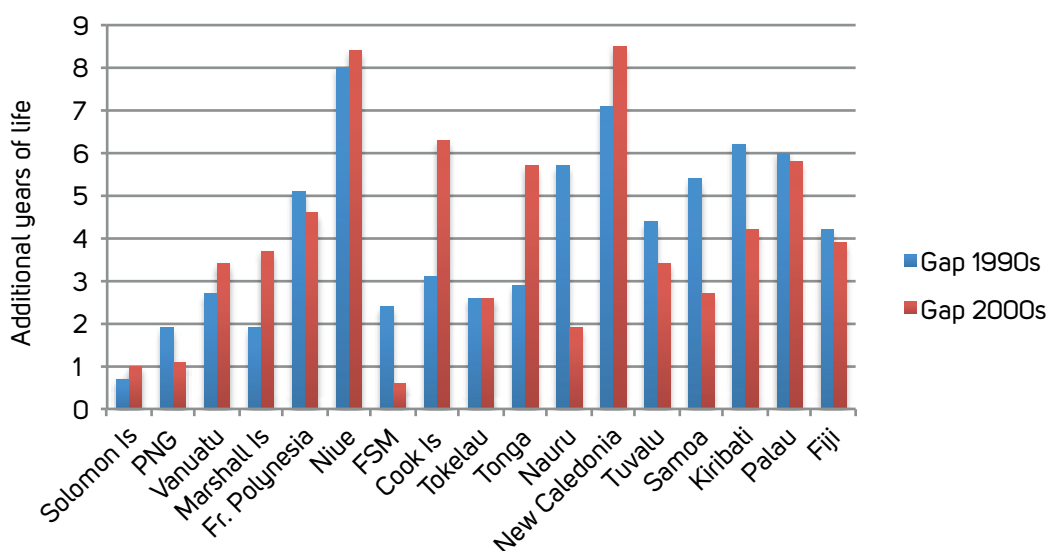
Life expectancy at birth: changes from the 1990s to the 2000s, by sex and country, including French Polynesia and New Caledonia



Source: SPC, PRISM

Another characteristic of mortality patterns in the Pacific islands is the large and often growing gender difference in life expectancies. In all populations there is a natural difference of around four years, and the significance of differences can be exaggerated in small populations. Nonetheless, there is a marked difference in most countries that have low rates of infectious disease and high rates of non-communicable disease.

Life expectancy at birth and overall increase in average life expectancy since 1960 for selected Pacific island countries



Source: SPC, PRISM

B4. Patterns of mortality, with some countries experiencing ‘double burden’ of disease, both infectious and non-communicable diseases¹⁴⁹

Non-communicable diseases are the cause of 75% of all Pacific deaths, and NCD-related mortality and morbidity are rising. Underlying causes include unhealthy lifestyles and environmental changes that make communities susceptible to tobacco and alcohol use, unhealthy diets and lack of physical activity. In turn, these behaviours give rise to risk factors for NCDs such as obesity, high blood pressure, elevated blood glucose and abnormal lipid profiles. The risk factors predispose individuals to the ‘fatal four’ – cardiovascular disease, cancer, chronic respiratory disease and diabetes.¹⁵⁰ Customary attitudes, especially regarding the use of food in ceremonies and exchanges, are other contributing factors. The ability to plant strong, local subsistence gardens to reduce dependency on imported and introduced foods is key to addressing diet-related issues in many Pacific island countries.

¹⁴⁹ SPC, 2010, Beijing + 15: Review of progress in implementing the Beijing Platform for Action in Pacific Island countries and territories, accessible at http://www.ipp.aut.ac.nz/_data/assets/pdf_file/0017/161054/beijing_15_review_report.pdf

¹⁵⁰ WHO, 2009, Western Pacific Region Action Plan for Noncommunicable Diseases, WHO, accessible at http://www.wpro.who.int/noncommunicable_diseases/WHO_NCD_RAP_1_Introduction.pdf.

More than 60% of the populations of the Cook Islands, Nauru, Niue, Palau, Samoa and Tonga are obese. The rate is particularly high amongst females. In Fiji, Kiribati and the Marshall Islands, approximately 8% of people aged 20 years and above suffer from diabetes. Smoking is a leading contributor to NCDs, and almost 40% of those aged 18 years and above in Fiji, Nauru, PNG and Samoa report high levels of smoking.

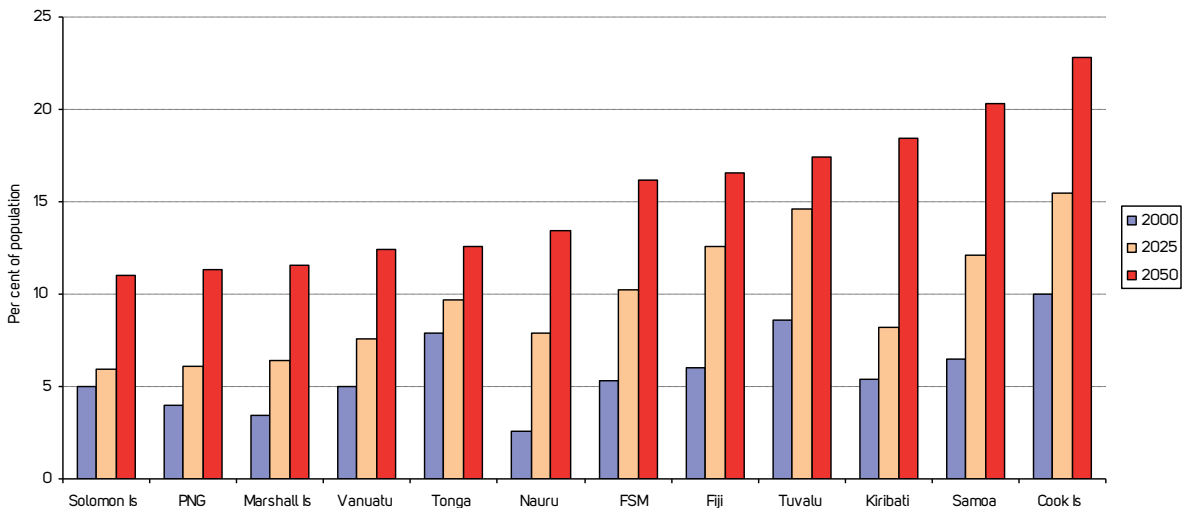
Cervical cancer is a common type of cancer in Kiribati and Melanesian countries, and high rates of oral cancer have been noted in the betel nut-chewing areas. The number of mammograms undertaken in Pacific islands countries and territories could not be determined for this report, and at the time of writing, there are uncertainties as to whether facilities in Fiji are in working order.

Malaria continues to be a major health issue in PNG, Solomon Islands and Vanuatu and is the main factor in mortality in PNG. Malaria during pregnancy contributes to maternal anaemia, foetal loss, premature delivery and low birth-weight.

B5. Changing population age structures, highlighting growing numbers of adult and aged populations, with implications for employment/livelihood demand and demand for aged health services and support/social protection, respectively.

As rates of population growth change, aided by (mostly) lower fertility and (mostly) increased migration, the age structure of populations changes in ways that are significant for demand for social services (especially education and health), employment, and the need for new forms of social protection, particularly for the elderly.

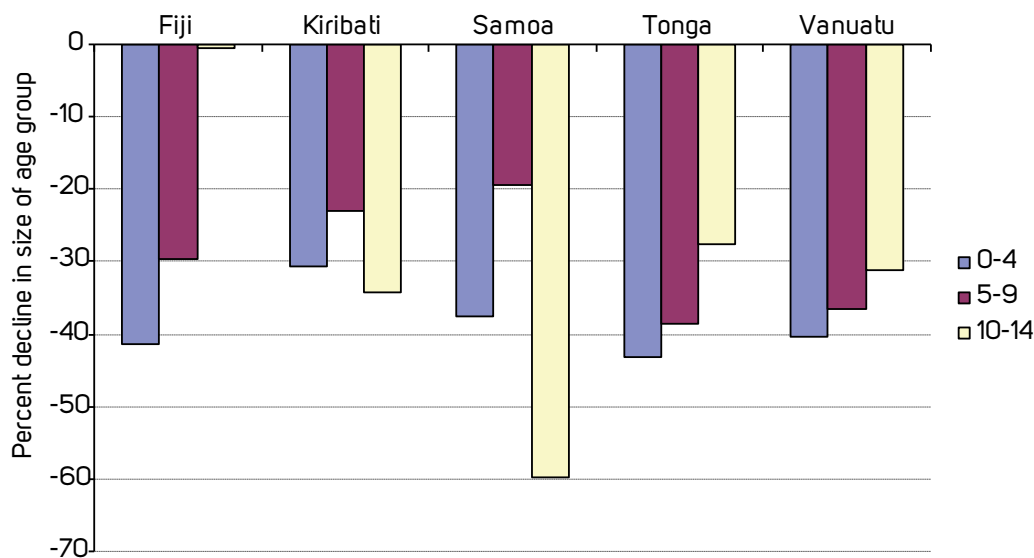
Growing proportions of people aged 65+ in selected Pacific island populations, 2000–50 (projected)



Source: Geoffrey Hayes, 2009, *Population Ageing in the Pacific Islands: A Situation Analysis*, UNFPA Pacific Sub-Regional Office, accessible at <http://countryoffice.unfpa.org/pacific/drive/Ageingpopulation20.10.10.pdf>

¹⁵¹ World Bank, 2012, *The Economic Costs of Non-communicable Diseases in the Pacific Islands*, WHO, accessible at <http://www.worldbank.org/content/dam/Worldbank/document/the-economic-costs-of-noncommunicable-diseases-in-the-pacific-islands.pdf>

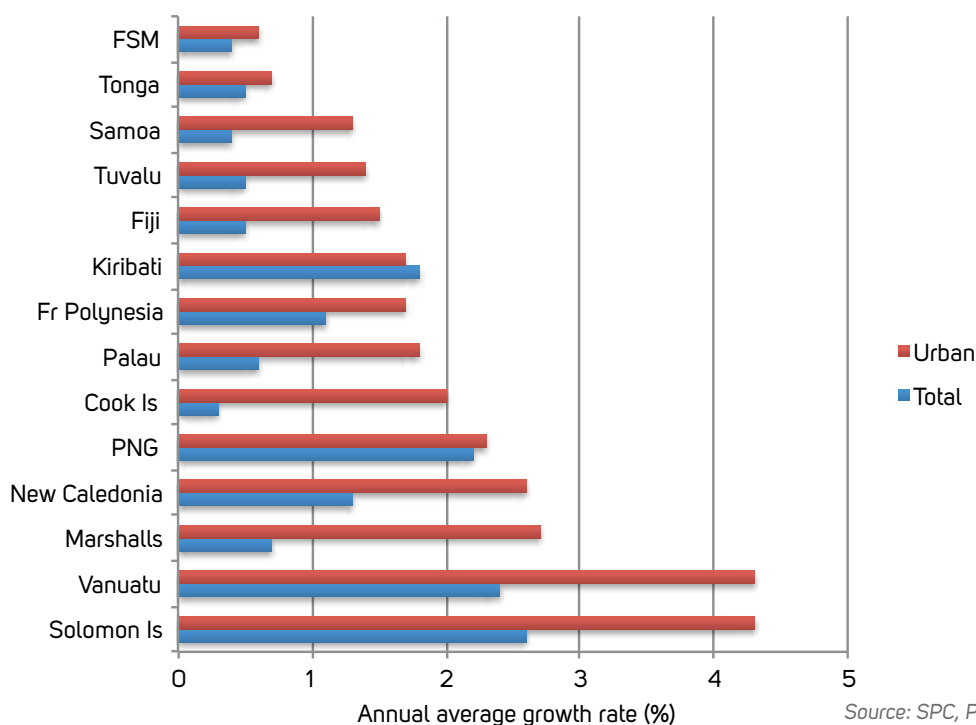
Decreasing proportions of children aged 0–14 in populations of Fiji, Kiribati, Samoa, Tonga and Vanuatu, to 2050 (projected)



Source: Derived from C. Knox and S. Kidd, 2009, *Projected Costs for Government Transfers in Selected Pacific Island Countries*, unpublished report for AusAID

B6. Growing concentration of national populations in capital city or island – together with growing social and economic disadvantage of outer areas/islands

Urban growth outstrips national population growth in most countries



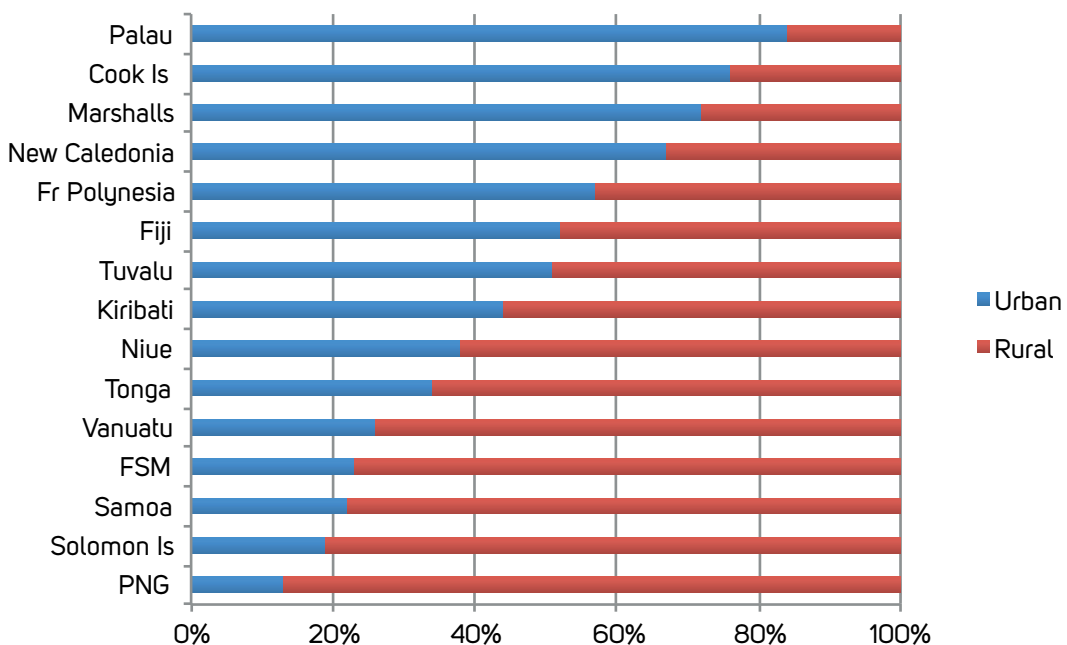
Source: SPC, PRISM

Annual average total population and urban population growth rates (%) and percentage of national populations living in urban areas (data for figure above)

	Total population growth	Urban population growth	Urban pop'n % at last census
FSM	0.4	0.6	23
Tonga	0.5	0.7	34
Samoa	0.4	1.3	22
Tuvalu	0.5	1.4	51
Fiji	0.5	1.5	52
Kiribati	1.8	1.7	44
French Polynesia	1.1	1.7	57
Palau	0.6	1.8	84
Cook Islands	0.3	2	76
PNG	2.2	2.3	13
New Caledonia	1.3	2.6	67
Marshall Islands	0.7	2.7	72
Vanuatu	2.4	4.3	26
Solomon Islands	2.6	4.3	19

Source: SPC, PRISM

Urban and rural populations by Pacific island country, including New Caledonia and French Polynesia, latest census year



**Urban and rural population growth rates and average size of households,
Pacific island countries, including New Caledonia and French Polynesia,
latest census year**

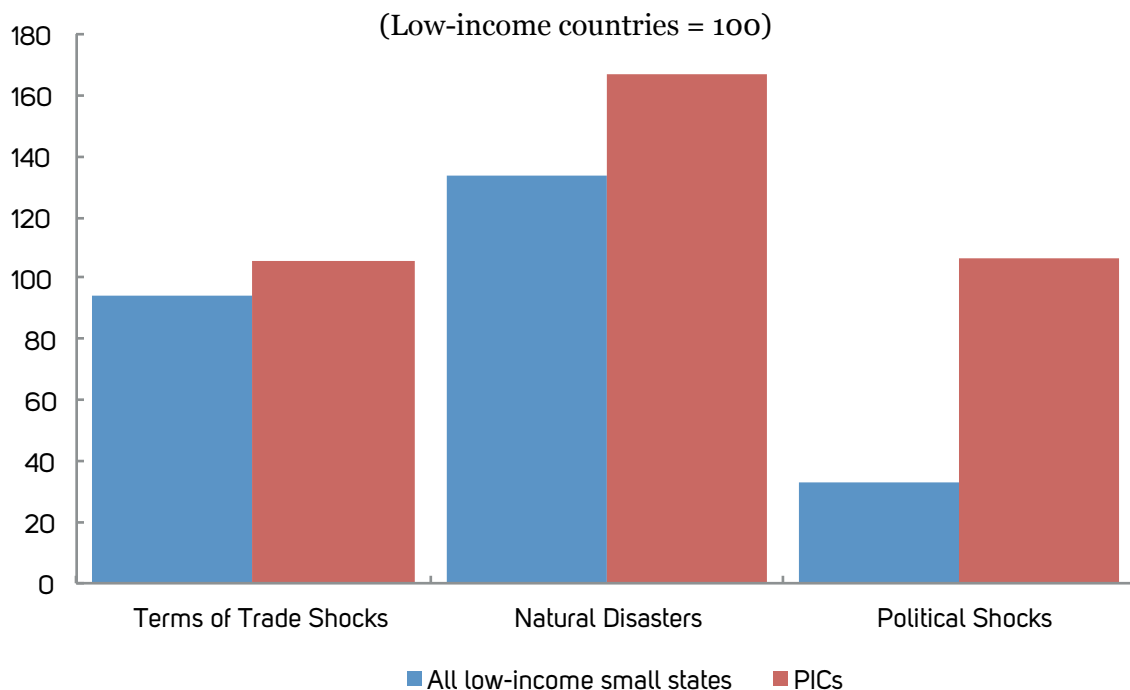
Country	Urban population at last census (%) (2010)	Last intercensal annual growth rate (urban)	Last intercensal annual growth rate (rural)	Average household size
<i>Fiji</i>	51	1.5	-0.07	4.7
<i>New Caledonia</i>	63	2.5	1.0	3.6
<i>PNG</i>	13	2.8	2.7	5.5
<i>Solomon Islands</i>	16	4.2	2.5	6.3
<i>Vanuatu</i>	24	3.5	1.9	4.8
<i>FSM</i>	22	-2.2	1.0	6.7
<i>Kiribati</i>	44	1.9	1.8	6.3
<i>Marshall Islands</i>	65	1.6	1.3	8.7
<i>Nauru</i>	100	-2.1	—	5.9
<i>Palau</i>	77	-0.01	3.9	3.9
<i>Cook Islands</i>	72	2.6	-1.4	3.8
<i>French Polynesia</i>	51	0.7	1.8	3.9
<i>Niue</i>	36	-1.1	-2.3	3.2
<i>Samoa</i>	21	-0.6	0.7	4.4
<i>Tokelau</i>	0	—	-4.6	5.0
<i>Tonga</i>	23	0.5	0.4	5.8
<i>Tuvalu</i>	47	1.4	-0.2	6.0

Source: SPC, NMDI Database, 2013

ANNEX 10: VULNERABILITIES AND DEPENDENCIES

Pacific island countries (PICs) are particularly prone to shocks

Frequency of shocks in small states, based on events 1970–2007

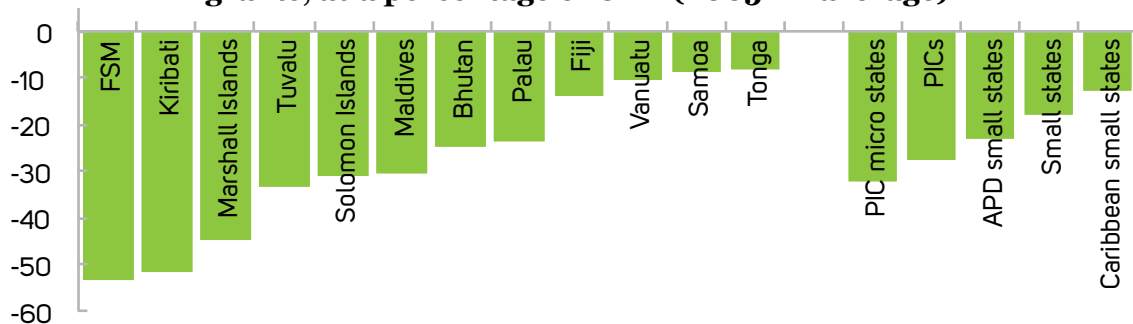


Source: Patrizia Tumbarello, Ezequiel Cabezon and Yiqun Wu, 2013, *Are the Asia and Pacific Small States Different from Other Small States?*, UN Working Paper WP/13/123 (accessible at <http://www.imf.org/external/pubs/ft/wp/2013/wp13123.pdf>), data derived from UN Natural Disaster Database, Polity IV Project and IMF staff calculations

Note: Terms of trade shocks are defined as a change of the terms of trade greater than 10%; political shocks are defined as a deterioration by 3 points or more in the political stability index (polity index) from Monty Marshall and Keith Jagers, 2009, *Polity IV Project: Political Regime Characteristics and Transitions, 1800–2007 – Dataset Users' Manual*, Polity IV Project, complemented with country information.

PICs run a consistent deficit with the outside world, which is covered by official development assistance

Asia and Pacific developing (APD) small states: current account excluding grants, as a percentage of GDP (2005–11 average)

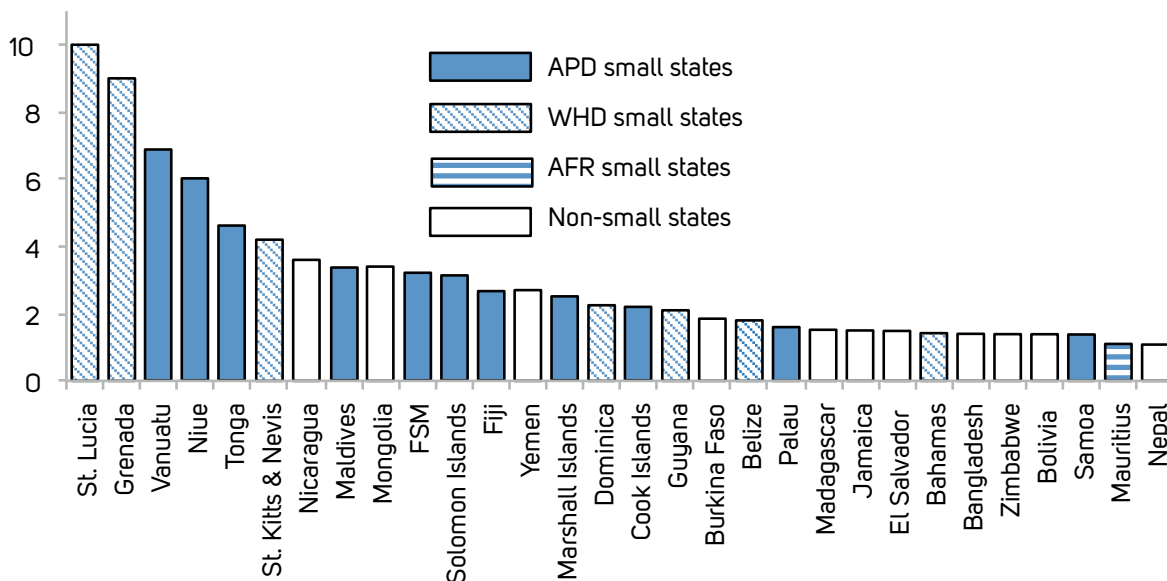


Sources: IMF, *World Economic Outlook (WEO)*, and IMF staff calculations

Note: The APD group includes Bhutan, Fiji, Kiribati, Maldives, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu. With the exception of Bhutan, the Maldives and Timor-Leste, they are all Pacific island countries

When natural disasters occur, the economic impact is often higher in the Pacific

Average impact of natural disasters, as a percentage of GDP (excludes the cost of climate change) (APD = Asia–Pacific Department, WHD = Western Hemisphere Department, AFR = Africa Department)



Source: World Bank and United Nations, 2010, *Natural Hazards, UnNatural Disasters: The Economics of Effective Prevention*, World Bank & UN, accessible at http://www.gfdr.org/sites/gfdr.org/files/nhud/files/NHUD-Report_Full.pdf.

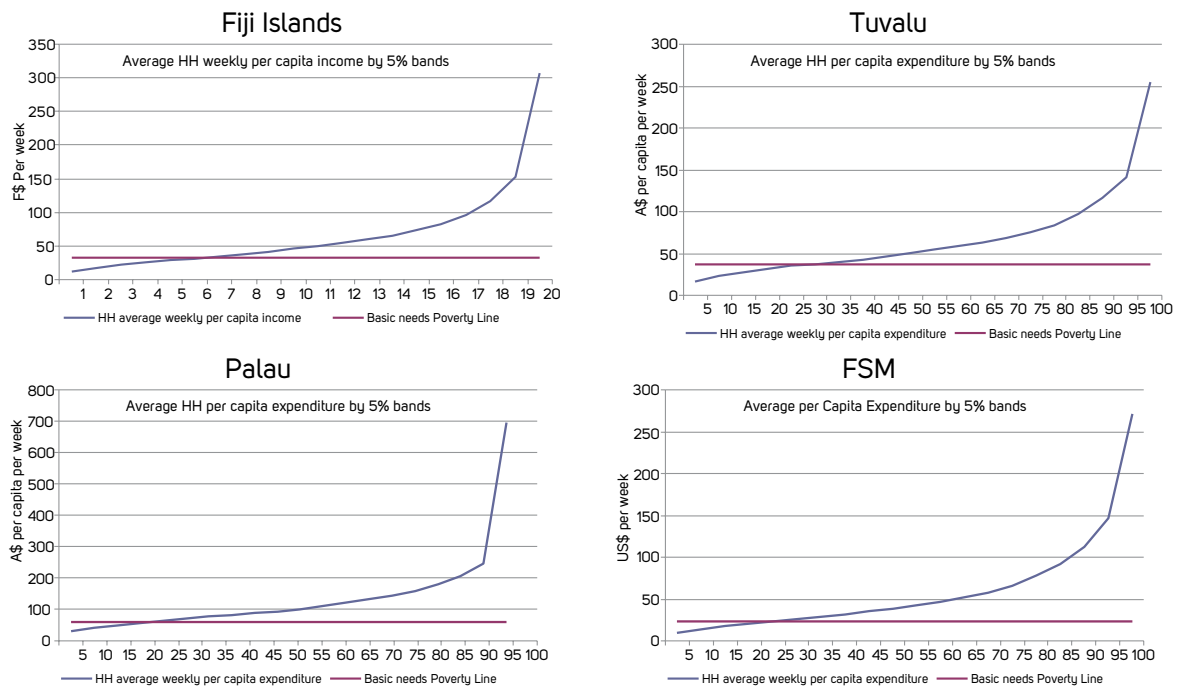
Pacific islanders are vulnerable to falling into poverty

A lot of effort has gone into calculating poverty lines and identifying the poorest people. Less attention has been given to the generally high level of vulnerability to poverty in the region.

Income distribution curves in Pacific island countries are generally quite flat around the poverty line. Much of the population lives just above - or just below - the poverty line, as illustrated in the charts below.

Even a small event can readily push many households below the poverty threshold. Vulnerable people are not only those who are the most poor now.

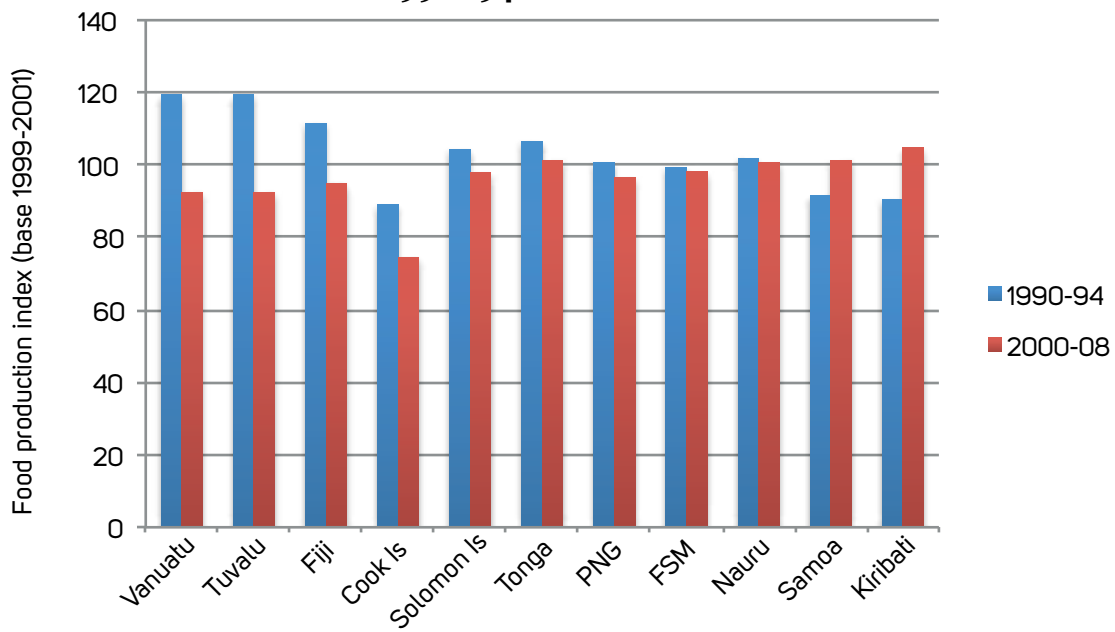
Income distributions for selected countries (HH = household)



Source: Asian Development Bank, 2010, *Weaving Social Safety Nets*, ADB (accessible at <http://www.adb.org/sites/default/files/pub/2010/weaving-social-safety-nets.pdf>), data derived from national household income and expenditure reports, various dates

Food security is an emerging problem for many

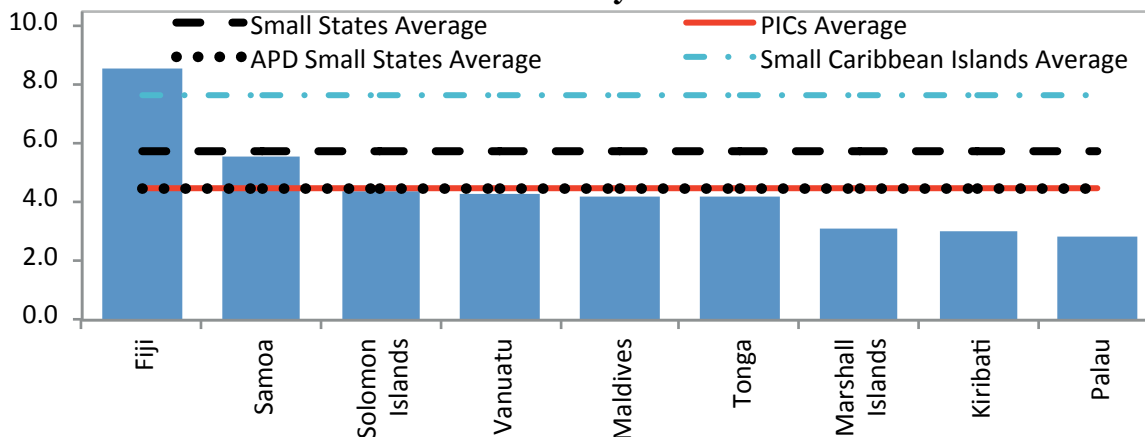
Net food production per capita, selected Pacific island countries, 1990-94 and 2000-08



Source: Australian Government, SPC and CSIRO

Transport by sea is both expensive and intermittent

Asia and Pacific developing (APD) small states: liner shipping connectivity index

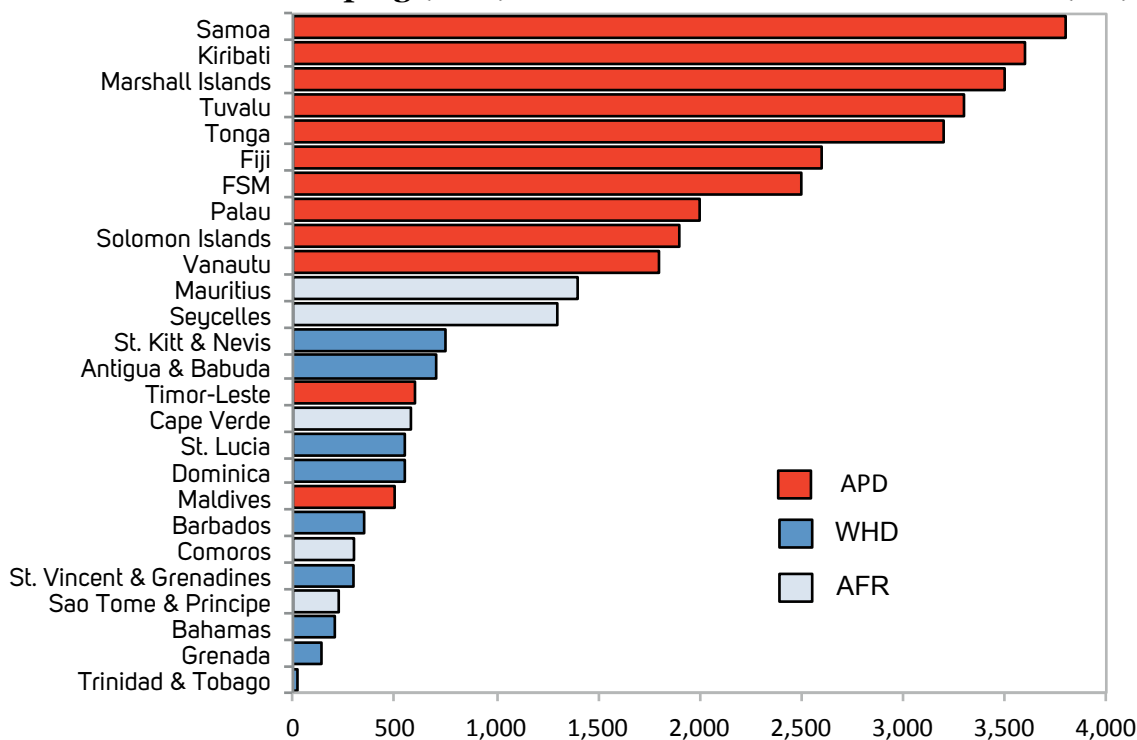


Source: World Bank, WDI 2012

Note: The APD group includes Bhutan, Fiji, Kiribati, Maldives, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu. With the exception of Bhutan, the Maldives and Timor-Leste, they are all Pacific island countries

Pacific Island countries are much further away from markets than comparable states elsewhere

Asia and Pacific developing (APD) states: distance to closest continent (km)

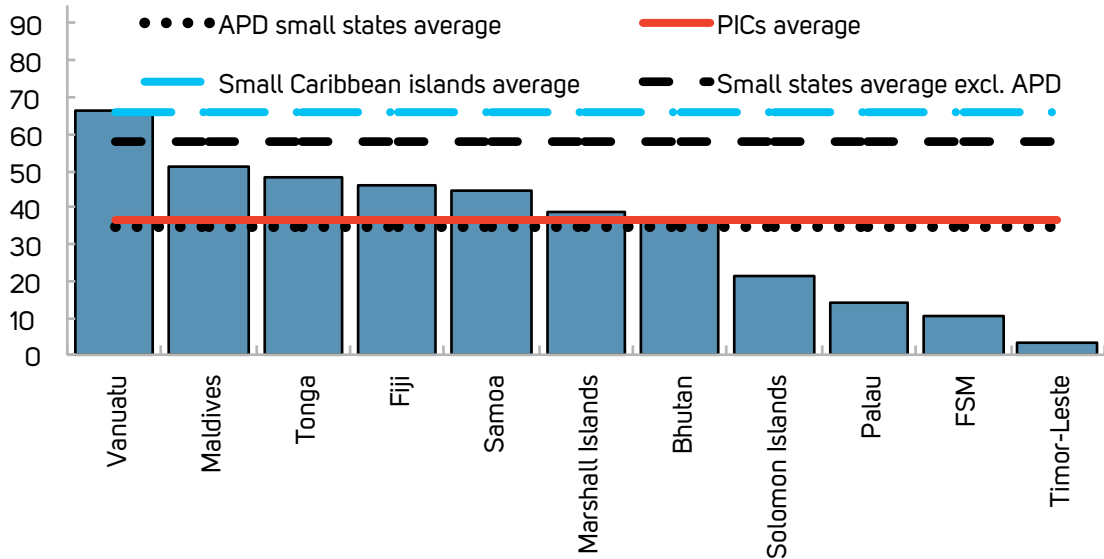


Sources: South Pacific Applied Geoscience Commission, the UN Environment Program and IMF staff calculations

Note: The APD group includes Bhutan, Fiji, Kiribati, Maldives, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu. With the exception of Bhutan, the Maldives and Timor-Leste, they are all Pacific island countries

Credit is often hard to come by – particularly in SISs

Asia and Pacific developing (APD) small states: domestic credit to private sector (% of GDP; figures from 2011 or latest available)

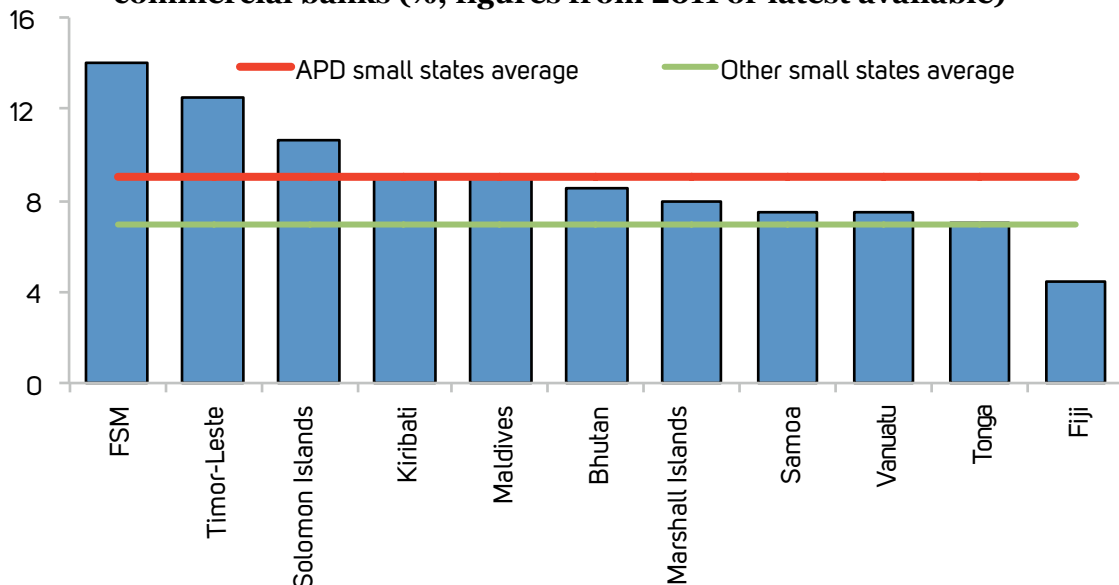


Sources: World Bank, WDI, and IMF staff calculations

Note: The APD group includes Bhutan, Fiji, Kiribati, Maldives, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu. With the exception of Bhutan, the Maldives and Timor-Leste, they are all Pacific island countries

And credit is often more expensive – once again, particularly in SISs

Asia and Pacific developing (APD) small states: interest rate spread of commercial banks (%; figures from 2011 or latest available)

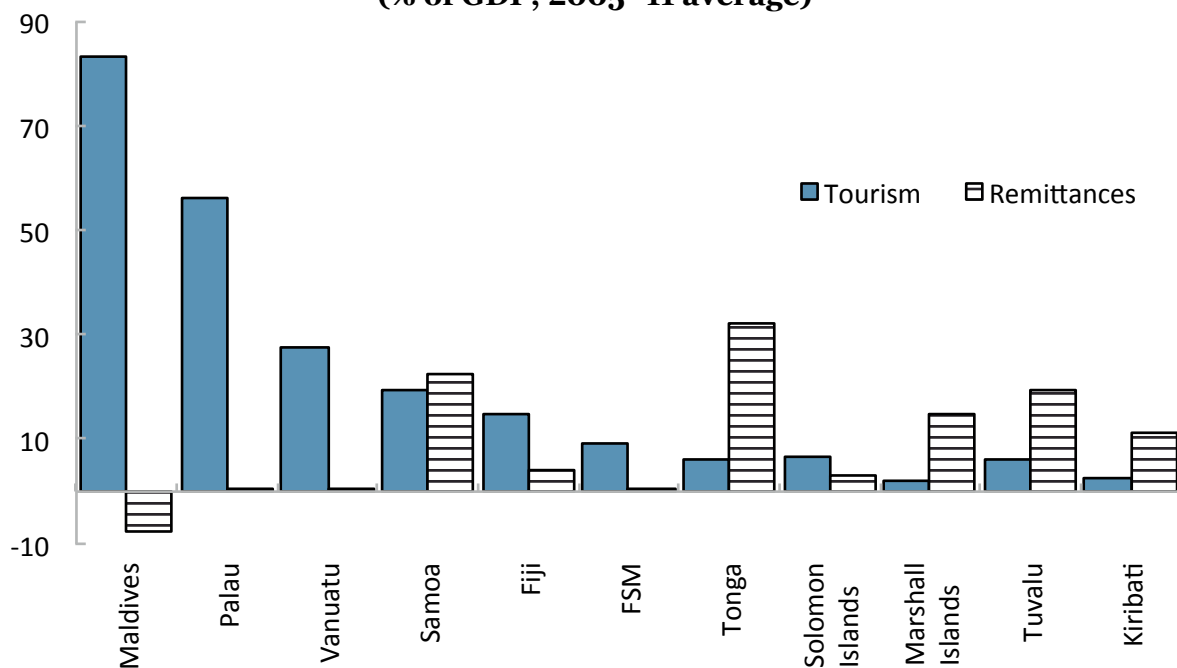


Sources: Country authorities; IMF, International Financial Statistics; and IMF staff estimates

Note: The APD group includes Bhutan, Fiji, Kiribati, Maldives, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu. With the exception of Bhutan, the Maldives and Timor-Leste, they are all Pacific island countries

Some SISs are heavily dependent on single industries (particularly tourism) and/or remittances

Asia and Pacific developing (APD) small states: tourism and remittances
(% of GDP; 2005–11 average)

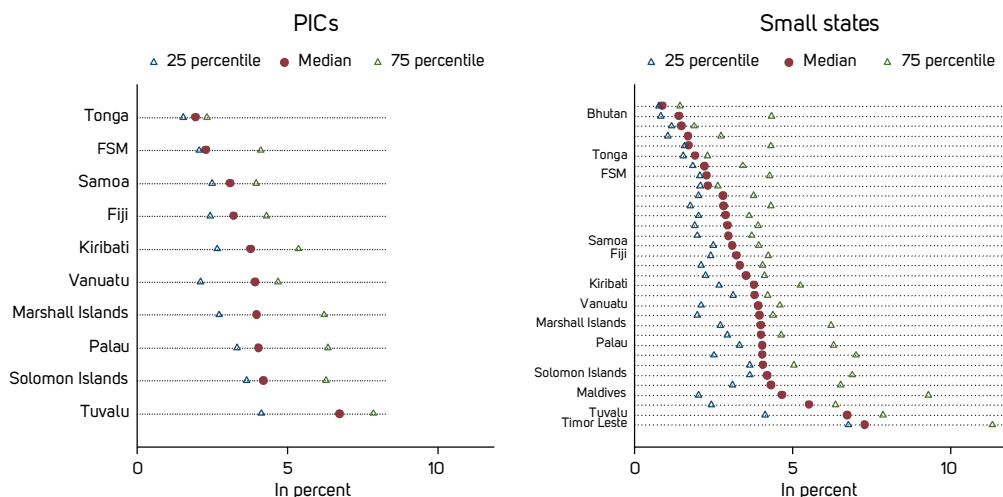


Sources: country authorities and IMF staff calculations

Note: The APD group includes Bhutan, Fiji, Kiribati, Maldives, Marshall Islands, Micronesia, Palau, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu. With the exception of Bhutan, the Maldives and Timor-Leste, they are all Pacific island countries

This may be the cause of higher GDP volatility

GDP Volatility in selected PICs and Small States



Sources: World Bank, WDI; IMF, WEO; and IMF staff calculations.

ANNEX 11: THE CROP AGENCIES

In 1988, the Forum Leaders established the Council of Regional Organisations of the Pacific, or 'CROP' (formerly the South Pacific Organisations Coordinating Committee, SPOCC). The CROP is mandated to improve cooperation, coordination and collaboration among the various intergovernmental regional organisations to work toward achieving the common goal of sustainable development in the Pacific region.

The CROP comprises the heads of the intergovernmental regional organisations in the Pacific.

The Forum mandated the Secretary-General of the Forum to be the permanent chair of CROP, a decision reaffirmed at the Special Leaders' Retreat in April 2004. Leaders also mandated the 'coordination role' of the CROP to the Secretary-General. The Secretary-General reports to Leaders on CROP matters.

CROP functions as:

1. a coordination mechanism between the heads of the regional organisations in the Pacific; and
2. a high-level advisory body, to provide policy advice and assist in facilitating policy formulation at national, regional and international level. CROP provides a forum to enable CROP heads to collectively review progress with their respective organisation's contributions on the Pacific Plan.

CROP takes advantage of opportunities to pool and share expertise and resources to optimise benefits to member countries and territories. Where CROP sees the need, it establishes specific working groups with terms of reference to address important emerging or ongoing priority issues of a cross-cutting nature.

In addition to the Forum Secretariat, the members of CROP are:

- Pacific Islands Forum Fisheries Agency (PIFFA or 'FFA')
- Pacific Islands Development Programme (PIDP)
- Secretariat for the Pacific Community (SPC)
- Secretariat of the Pacific Regional Environment Programme (SPREP)
- South Pacific Tourism Organisation (SPTO)
- University of the South Pacific (USP)
- Pacific Power Association (PPA)
- Pacific Aviation Safety Office (PASO)

Source: 'CROP', Pacific Islands Forum [website], accessible at <http://www.forumsec.org/pages.cfm/about-us/CROP>

ANNEX 12: DEVELOPING INDICATORS

The Review's Terms of Reference ask it to examine:

“The relationship and opportunities for further alignment of the Pacific Plan, the post-2015 global development agenda and the Sustainable Development Goals.”

The Millennium Development Goals and similar global measures, such as per capita income, are not that useful to the Pacific in tracking its effort to reduce poverty and improve the quality of life of the people of the Pacific (both at a country and a regional level). This is largely because many of the things that are important in the Pacific are not adequately reflected in traditional measures of development. As repeatedly raised in our consultations, the view that the sole measure of progress is income per head is an anathema to most Pacific islanders.¹⁵² In general, they have a richer, more multi-dimensional view of development that reflects the value they place on the environment, culture, family, social cohesion, sports and leisure.

Similarly, when it comes to measuring poverty in the Pacific perspective, there is considerable dissatisfaction with the use of per capita income as the sole measure of deprivation. In the Pacific, as with elsewhere, poverty is experienced as a multi-dimensional phenomenon, with a low income being an important aspect of it but not the sole determining factor.

“Poor people themselves describe their experience of poverty as multidimensional. Participatory exercises reveal that poor people describe ill-being to include poor health, nutrition, lack of adequate sanitation and clean water, social exclusion, low education, bad housing conditions, violence, shame, disempowerment and much more.”¹⁵³

As we shall see below, a number of multi-dimensional poverty indexes (MPIs) have been developed to reflect this reality – the most well known being that developed by Sabina Alkire and Maria Santos for the UNDP's 2010 Human Development Report – to try to capture the lived experience of poverty.¹⁵⁴

¹⁵² Extreme poverty, defined as the proportion of the population living below US\$1.25 a day, and its manifestations of starvation and destitution, is rare in most FICs. This is thought to be a result of the generally high dependence on subsistence living and entrenched traditional social safety nets (see David Abbott and Steve Pollard, 2004, *Hardship and Poverty in the Pacific*, Asian Development Bank; accessible at <http://www.paddle.usp.ac.fj/collect/paddle/index/assoc/adb004.dir/doc.pdf>). Instead, following Abbott & Pollard's (2004) seminal study, poverty is generally viewed as hardship or an inadequate level of sustainable human development, as evidenced by:

- A lack of access to basic services, such as primary health care, education and potable water;
- A lack of opportunities to participate fully in the socioeconomic life of the community;
- Lack of adequate resources (including cash) to meet the basic needs of the household or the customary obligations to the extended family, village community and/or the church.

This Pacific definition of poverty is measured by the percentage of people living below the basic needs poverty line (BNPL) and, subsequently, this is the measure that is used to assess the region's progress against the first target under MDG 1 (see PIFS, 2012, *Pacific Regional MDGs Tracking Report*, PIFS, accessible at <http://www.forumsec.org/resources/uploads/attachments/documents/MDG%20Track%20Rpt%20web%2020122.pdf>)

¹⁵³Oxford Poverty and Human Development Initiative, accessible at <http://www.ophi.org.uk/policy/multidimensional-poverty-index>

¹⁵⁴See <http://hdr.undp.org/en/reports/global/hdr2010/mpi>

Elsewhere, countries like Colombia and Mexico have responded to the multi-dimensional nature of poverty by developing an indicator for their country that seeks to capture how their poor and excluded citizens experience poverty. These indicators, while much truer to the lived experience of poverty in a particular country, are country specific and as a result cannot be used to make international comparisons.

The multi-dimensional approach chimes with the experience of poverty that many Pacific islanders have, where traditional activities like fishing, agriculture and cultivating fruit can go some way to compensating for a low income. Equally significantly, the strong social networks and extended families that can be called on in times of need give Pacific island families a resilience in the face of adverse events that is fast disappearing in the rest of the world.

The Review ToR to the Sustainable Development Goals (SDGs) does, however, raise some important issues about how to measure progress in development, which may be usefully dealt with through the Plan and Forum processes. There are three aspects to this:

1. How are we to track progress on poverty reduction in the Pacific in a more nuanced and uniquely Pacific way than is allowed for by the MDGs and other global measures of poverty?
2. How are we to define quality of life in a Pacific context and how are we going to track progress in this area?
3. How should the Pacific track its progress on regional integration and cooperation?

This annex canvasses these issues without coming to any firm conclusions, in part because, in the end, much of the value of multi-dimensional approaches to poverty and development is that the indicators for them are developed in conjunction with those whose lives they seek to measure – i.e. Pacific peoples must be involved in reaching conclusions on the issues raised in this paper.

MEASURING POVERTY

There are a wide variety of ways of measuring poverty, from the World Bank's Poverty Headcount Ratio at \$1.25 a day (PPP) (% of population)¹⁵⁵ to the UNDP's Human Poverty Index, which is a composite index measuring deprivations in the three basic dimensions captured in the UNDP's Human Development Index (HDI) – a long and healthy life, access to knowledge and a decent standard of living.¹⁵⁶

MPI approaches complement the traditional focus on income with information on the deprivations that a poor person often faces simultaneously in the areas of education, health and living standards. They assess poverty at the individual level, with poor persons being those who are multiply deprived, and the extent of their poverty being measured by the range of their deprivations in a variety of areas, including poor health, lack of education, inadequate living standard, lack of income (as one of several factors considered), disempowerment, poor quality of work and threat from violence.

The MPI developed by Alkire and Santos is an index made up of 10 variables under the same three headings – health, education and living standards – as the UNDP's HDI.¹⁵⁷ There are two variables for health (malnutrition and child mortality), two for education (years of schooling and school enrolment), and six for deprivation in 'living standards' (cooking with wood, charcoal or dung; not having a conventional toilet; lack of easy access to safe drinking water; no electricity; dirt, sand or dung flooring; and not owning at least one of a radio, TV, telephone, bike or car).

Poverty is measured separately in each of these 10 dimensions. The equally weighted aggregate poverty measures for each of these three main headings are then weighted equally (one-third each) to form the composite index. A household is identified as being poor if it is deprived across at least 30% of the weighted indicators. While the HDI uses aggregate country-level data, the Alkire–Santos MPI uses household-level data, which are then aggregated to the country level. Alkire and Santos construct their index for more than 100 countries.

Globally there is a great deal of interest in MPIs and strong arguments for them to be a more useful approach to measuring poverty. As was noted above, poor people describe their experience of poverty as multi-dimensional; tracking income alone can miss a lot. For example, in recent years economic growth has been strong in India and the number of people living in extreme poverty as measured by income per head has fallen. Despite this, the prevalence of child malnutrition has remained at nearly 50%, which is among the highest rates worldwide.¹⁵⁸

¹⁵⁵ See <http://data.worldbank.org/topic/poverty>

¹⁵⁶ See <http://hdr.undp.org/en/statistics/indices/hpi>

¹⁵⁷ See <http://hdr.undp.org/en/reports/global/hdr2010/mpi>

¹⁵⁸ Citizens' Initiative for the Rights of Children Under Six, 2006, *Focus on Children Under Five (FOCUS)*, Secretariat of the Right to Food Campaign, as cited by the Oxford Poverty and Human Development Initiative in <http://www.ophi.org.uk/policy/multidimensional-poverty-index>

While increasingly popular, MPIs have also been subject to criticism:

1. In order to construct them, one needs to obtain all the data for the same sampled household. Because the data is not already collected, its collection through a survey is likely to represent an additional reporting burden. Also, to ensure comparability, the data must all come from the same survey, which, given the complexity of the data requirements, is likely to be both a complicated and expensive and exercise.
2. They leave out important aspects of poverty. In his blog, Duncan Green, the strategic adviser for Oxfam Great Britain, criticised the Alkire–Santos MPI for leaving out “*conflict, personal security, domestic and social violence, issues of power/empowerment*” and “*intra-household dynamics*”.¹⁵⁹
3. Finally, of course, one size does not fit all: the dimensions of poverty vary from country to country, so the MPI is at best a proxy for the true level of deprivation in a country. Alkire and Santos are aware of this issue. As they point out, “*different indicators can be chosen appropriate to the society and situation*”.¹⁶⁰ And they have worked with a variety of countries (e.g. Colombia and Mexico) to develop bespoke MPIs for them to use (see page 228 for an example). Obviously, this then has, as a consequence, a sharp reduction in the comparability of the data obtained. Fortunately, for the Pacific there is probably enough similarity amongst the different peoples for an indicator to be developed that is relevant across many – if not most – of the PICs, enabling cross-country comparisons to be made.

¹⁵⁹See Duncan Green, ‘How Can We Improve the Way We Measure Poverty? The UN’s New Poverty Index (and Groovy Graphics)’, *From Poverty to Power* [online blog], 27 July 2010, <http://www.oxfamblogs.org/jp2p/?p=3061>

¹⁶⁰*Ibid.*

MEASURING THE QUALITY OF LIFE

Globally, increasing dissatisfaction with GDP per capita as the sole measure of development has led to a wide variety of alternative measures being proposed, including:

- The Human Development Index (HDI), which measures the average achievements in a country in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living;¹⁶¹
- The Inequality-adjusted Human Development Index (IHDI), which adjusts the HDI for inequality in distribution of each dimension across the population;¹⁶²
- The Gender Inequality Index (GII), which reflects women's disadvantage in three dimensions – reproductive health, empowerment and the labour market – for as many countries as data of reasonable quality allow;¹⁶³
- The assessment of gross national happiness (GNH), which is associated with the Government of Bhutan. The four pillars of GNH are the promotion of sustainable development, preservation and promotion of cultural values, conservation of the natural environment, and establishment of good governance;
- The Quality of Life Index (QLI), which is a composite of six sub-indexes, each describing one of the elements that objectively influence the quality of life: health, education, wealth, democracy, peace and environment;¹⁶⁴ and
- The Economist's quality of life index, which uses a survey of nine quality-of-life factors to determine a nation's score.¹⁶⁵ These are listed below, including the sources of the data used to calculate them:
 1. Health: life expectancy at birth (in years). Source: US Census Bureau.
 2. Family life: divorce rate (per 1,000 population), converted into an index of 1 (lowest divorce rates) to 5 (highest). Sources: UN; Euromonitor.
 3. Community life: variable taking value 1 if country has either high rate of church attendance or trade-union membership; 0 otherwise. Source: World Values Survey.
 4. Material well-being: GDP per person, at PPP in US\$. Source: Economist Intelligence Unit.
 5. Political stability and security: political stability and security ratings. Source: Economist Intelligence Unit.

¹⁶¹See <http://hdr.undp.org/en/statistics/hdi>

¹⁶²See <http://hdr.undp.org/en/statistics/ihdi>

¹⁶³See <http://hdr.undp.org/en/statistics/gii>

¹⁶⁴See <http://nationranking.wordpress.com/category/quality-of-life-index>. The QLI is a composite of the following: (1) Health Index: health of the average person, access to and quality of health care (20%) (life expectancy at birth; mortality amenable to health care [when available]; infant mortality; access to health care); (2) Education Index: access to, and quality of, education (20%) (adult literacy rate; school life expectancy; PISA results [when available]); (3) Wealth Index: wealth of the average person (20%) (GDP [PPP] per capita; Gini coefficient of national income distribution); (4) Democracy Index: individual rights and liberties (15%) (Freedom House political rights index; Freedom House civil liberties index; Freedom House freedom of the press index); (5) Peace Index: security from crime, repression and armed conflict (15%) (Global Peace Index); (6) Environment Index: quality and preservation of the environment (10%) (Environmental Performance Index).

¹⁶⁵See http://www.economist.com/media/pdf/QUALITY_OF_LIFE.pdf

6. Climate and geography: latitude, to distinguish between warmer and colder climates. Source: CIA World Factbook.
7. Job security: unemployment rate (%). Source: Economist Intelligence Unit.
8. Political freedom: average of indexes of political and civil liberties. Scale of 1 (completely free) to 7 (unfree). Source: Freedom House.
9. Gender equality: measured using the ratio of average male and female earnings. Source: UNDP Human Development Report.

From a Pacific perspective these are all a little unsatisfactory: they do not capture valued aspects of Pacific island life that contribute to the well-being of Pacific islanders, such as the environment, culture, equality, religion, being able to catch seafood, and the importance of the extended family as a safety net. They also overemphasise things that Pacific islanders are always going to score poorly in, such as GDP per person.

There is a need, therefore, to develop an indicator that reflects more accurately the views of Pacific islanders on what the good life amounts to.

This need is likely to increase over the coming years as the divergence between a per capita view of development and a more nuanced Pacific island view becomes larger. Over the last two decades, economic growth rates in the Pacific have been substantially lower than elsewhere.¹⁶⁶ For structural and geographic reasons, this trend is unlikely to reverse itself, giving rise to the very real prospect that the Pacific will, sometime in the next 20–40 years become the poorest region in the world measured on a per capita income basis.

The issue of what it means for Pacific islanders to be living in the world's poorest region is likely to grow in importance as this point approaches. Confronting it will require the region to grapple with some very deep questions about how much income is enough, what the good life is – and how it relates to income and economic growth – and what sort of development path Pacific island countries want to pursue. Having an indicator that reflects a uniquely Pacific set of values will be an important part of explaining to the world why the apparent poverty of the Pacific islanders may not be real or may not matter as much as the figures might imply.

¹⁶⁶See World Bank, 2011, *Discussion Note: Pacific Futures*, World Bank, p. 8, figure 4: *Per Capita GDP Growth in PICs*, accessible at http://devpolicy.anu.edu.au/pdf/2012/Discussion_Note_Pacific_Futures.pdf

MEASURING PROGRESS: A WAY FORWARD

There is a strong case for developing multi-dimensional indicators of poverty and development that are uniquely Pacific and a deep desire amongst the people of the Pacific for this to occur. Given the differences between the Pacific and the rest of the world, it is unlikely that it will be comparable with other indicators; however, given the fundamental similarities between Pacific nations, there are grounds for believing that this may give rise to indicators that will enable PICs to compare themselves to each other.

That said, the starting point for doing this should be the current SDG development process. Data and views on what is important for the Pacific collected through these processes should be considered as strong candidates for inclusion in any Pacific indicators. And it should be acknowledged that it is possible that the SDG indicators may be sufficient to track progress in the Pacific. It is also possible, even likely, that they will need to be supplemented in some way to reflect the Pacific way of life.

In moving forward on this project it is worth noting the following:

- The measures of both development and poverty need to be the product of extensive consultation across each country wishing to develop an MPI measure and a measure of development; and¹⁶⁷
- This consultation should in turn reveal the extent to which a common indicator is possible either across the Pacific or in a sub-grouping.

Some key questions that will need to be answered in developing uniquely Pacific indicators are:

- What should they include? While there will be some similarities between what contributes to the index on development and the one on poverty, some items will appear in the one and not the other:
 - o items that may appear in the MPI for the Pacific would be things like the absence of a corrugated iron roof, access to the safety net provided by an extended family, access to traditional food sources; and
 - o items that may appear in a Pacific quality of life index would be things like preserving the environment,¹⁶⁸ cultural sustainability, leisure time and equality.

¹⁶⁷Current consultation on SDGs is doing this, at least in part.

¹⁶⁸See <http://www.ophi.org.uk/policy/national-policy/china-mpi> for an example of the use of environmental data in an MPI.

- Should they supplement per capita income measures, or supplant them? One reason for suggesting that they supplement them is that as *The Economist* magazine notes: “We found that GDP per person explains more than 50% of the inter-country variation in life satisfaction, and the estimated relationship is linear. Surveys show that even in rich countries people with higher incomes are more satisfied with life than those with lower incomes. In 24 out of 28 countries surveyed by Eurobarometer, material wellbeing is identified as the most important criterion for life satisfaction.”¹⁶⁹ In short, income, while not all-important, is still pretty important.

Colombia’s Multi-dimensional Poverty Index¹⁷⁰

In 2011, the Government of Colombia adopted a new poverty-reduction strategy, which sets targets to close the country’s poverty gaps. Devised by Colombia’s Ministry of Planning, it is the first national poverty-reduction plan to use the Alkire–Santos method for measuring multi-dimensional poverty.

Five Dimensions

The MPI-Colombia assesses broader social and health-related aspects of poverty in five dimensions:

- Household education conditions;
- Childhood and youth conditions;
- Labour;
- Health; and
- Access to household utilities and living conditions.

The five dimensions are equally weighted and use 15 indicators.

Firm Targets

The multi-dimensional poverty measure developed by the Colombian Government forms part of a comprehensive poverty-reduction strategy. The government plans to reduce multi-dimensional poverty by 13% – from 35% of the entire population in 2008 to 22% in 2014.

The measure is being used twice: once to set the targets, and again to track progress towards them. The case of Colombia shows that in practice, the measure can be used as a monitoring and evaluation tool, as well as a flexible measure of poverty or well-being.

¹⁶⁹See http://www.economist.com/media/pdf/QUALITY_OF_LIFE.pdf

¹⁷⁰This section draws from material provided by the Oxford Poverty and Human Development Initiative (OPHI): <http://www.ophi.org.uk/policy/national-policy/colombia-mpi>

Colombia's Multi-dimensional Poverty-reduction Strategy

Dimensions, indicators and targets (weights are given in brackets)

MPI dimension (weight in brackets)	MPI variable (weight in brackets)	MPI indicator	Indicator, national development plan (NDP)	Baseline NDP for 2008 (%)	Data for 2010 (%)	Goal NDP for 2014 (%)
Education conditions (for households) (0.2)	Educational achievement (0.1)	Average education level for people aged 15 and older living in a household	Low educational achievement at the household level	58.8	55.4	52.8
	Literacy (0.1)	Percentage of people living in a household aged 15 and older who can read and write	Illiteracy rate for population aged 15 and older	14.2	13.2	12.0
Childhood and youth conditions (0.2)	School attendance (0.05)	Percentage of children between the ages of 6 and 16 who attend school	Non-assistance rate for population aged 6–16	5.4	4.6	3.5
	No 'school lag' (children older than the average age in a given school year) (0.05)	Percentage of children and youths (7–17 years old) within the household not subject to school lag (according to the national norm)	School lag for population aged 7–17	33.4	35.1	33.1
	Access to child-care services (0.05)	Percentage of children between the ages of 0 and 5 who simultaneously have access to health, nutrition and education	Barrier to access of child-care services	11.2	10.8	9.2
	Children not working (0.05)	Percentage of children not working (i.e. subject to child labour)	Child work for children aged 12–17	8.2	6.8	5.6

Employment (0.2)	No one in long-term unemployment (0.1)	Percentage of household members from the economically active population (EAP) who don't face long-term unemployment (more than 12 months)	Long-term unemployment rate	9.6	9.9	9.3
	Formal employment (0.1)	Percentage of household members from the economically active population (EAP) who are employed and affiliated to a pension fund (this indicator is used as a proxy for whether people are formally or informally employed)	Informality rate	80.6	80.9	74.7
Health (0.2)	Health insurance (0.1)	Percentage of household members over the age of 5 who are insured by the Social Security Health System	No health insurance	24.2	21.0	50
	Access to health services (0.1)	Percentage of people within the household who have access to a health institution in case of need	Access barriers to health services	8.9	6.9	2.4

Access to public utilities and standard of housing conditions (0.2)	Access to water source (0.04)	Urban household: considered deprived if lacking public water system. Rural household: considered deprived when the water used for the preparation of food is obtained from wells, rainwater, spring source, water tank, water carrier or other sources	Low coverage of pipe water	12.9	11.6	10.9
	Adequate elimination of sewer waste (0.04)	Urban household: considered deprived if lacking public sewer system. Rural household: considered deprived if uses a toilet without a sewer connection, a latrine or simply does not have a sewage system	Low coverage of sewer waste	14.1	12.0	11.3
	Adequate floors (0.04)	Lacking materials (dirt floors)	Inadequate floors	7.5	6.3	5.6
	Adequate external walls (0.04)	An urban household is considered deprived when the exterior walls are built of untreated wood, boards, planks, Guadua or other vegetable, zinc, cloth, cardboard, waste material or when no exterior walls exist. A rural household is considered deprived when exterior walls are built of Guadua or another vegetable, zinc, cloth, cardboard, waste materials or if no exterior walls exist	Inadequate walls	3.1	3.0	2.1
	Critical overcrowding (0.04)	A household is considered overcrowded if three or more people sleep in the same room	Percentage of households with critical overcrowding	12.5	11.6	8.2

Source: <http://www.ophi.org.uk/policy/national-policy/colombia-mpi>

ANNEX 13: PACIFIC PLAN TASK FORCE AND PPAC MEETINGS/ATTENDEES, 2004–13

DELEGATIONS THAT INCLUDE OFFICIALS FROM ECONOMIC MINISTRIES ARE HIGHLIGHTED IN GREEN.

Country	Task Force Nov 2004	Task Force Jul 2005	Task Force Sep 2005	PPAC Jan 2006	PPAC Aug 2006	PPAC Jun 2007	PPAC Sep 2007	PPAC Apr 2008	PPAC Jul 2008	PPAC Mar 2009	PPAC Jul 2009	PPAC Jul 2010	PPAC Aug 2011	PPAC Jul–Aug 2012	PPAC Aug 2013
Australia	AusAID DFAT	DFAT AusAID	DFAT AusAID	DFAT AusAID	DFAT AusAID	DFAT AusAID	DFAT AusAID	DFAT AusAID	DFAT AusAID PM&C	DFAT AusAID	DFAT AusAID PM&C	AusAID	AusAID	DFAT AusAID	DFAT AusAID
Delegates	2	2	2	4	4	6	4	5	7	5	11	4	4	6	6
Cook Islands	MFA	PM's Office MFA	PM's Office MFA	PM's Office MFA	MFA	MFA	MFA	PM's Office MFA	MFA	MFA MFA	MFA	MFA	MFA Finance	MFA Desk Off'r	MFA Desk Off'r
Delegates	1	2	2	2	1	1	1	2	2	2	1	1	2	2	2
FSM	Ambassador	Ambassador	Ambassador	Ambassador DFA	Ambassador DFA	Ambassador DFA	DFA	DFA SBOC	Ambassador DFA SBOC	Ambassador	Ambassador	Ambassador MFA	Ambassador	Ambassador MFA Desk Off'r	Ambassador
Delegates	1	1	1	2	2	2	1	3	4	1	1	3	1	3	1
Fiji	MFA	MFA	MFA	MFA	MFA	MFA	MFA	MFA Finance	MFA	DFAT Economics	Did not attend	Did not attend	Did not attend	Did not attend	Did not attend
Delegates	1	2	2	2	2	2	4	4	3	4	0	0	0	0	0
Kiribati	Ambassador	Sec Cabinet MFA	Sec Cabinet Ambassador	Ambassador	Ambassador	Ambassador MFA	Ambassador MFA	MFA AGs Finance	MFA	MFA Ambassador Finance	MFA Ambassador Finance	MFA Ambassador	MFA	MFA Finance High Com. Desk Off'r	MFA Desk Off'r
Delegates	1	2	2	1	1	2	2	4	1	4	5	2	4	5	2
Nauru	Did not attend	Ambassador MFAT	Ambassador MFAT	Ambassador	SIS Desk Officer	Ambassador MFAT	MFA	Reg. Affairs AMU	Ambassador MFAT Planning	MFA Finance	Ambassador MFA	MFA Justice	Ambassador MFA Justice	High Com. MFA Desk Off'r	High Com. DFAT Desk Off'r
Delegates	0	2	2	1	1	1	2	2	3	2	4	3	5	3	3
New Zealand	MFAT	MFAT NZAID	MFAT NZAID	MFAT	MFAT NZAID	MFAT NZAID	MFAT NZAID	MFAT	MFAT NZAID	MFAT NZAID	MFAT NZAID	MFAT NZAID	MFAT	MFAT	MFAT
Delegates	2	4	3	2	4	5	6	6	5	4	4	5	7	5	3
Niue	Did not attend	Sec. to Govt EA	Sec. to Govt.	Sec. to Govt	PR Dept	PR Dept	PR Dept	PR Dept Desk Off'r	PR Dept	Ambassador PR Dept	Sec. to Govt Desk Off'r	Sec. to Govt	Sec. to Govt	Sec. to Govt Desk Off'r	Desk Off'r
Delegates	0	2	1	1	1	1	1	2	1	2	2	1	1	2	1
Palau	Did not attend	Treasury MFA	MFA	MFA	Did not attend	MFA	MFA	MFA IT&TA	MFA Office Pres.	MFA	MFA	MFA	MFA Office Pres.	MFA Desk Off'r	IT & TA Desk Off'r
Delegates	0	2	2	1	0	1	1	2	3	1	1	3	3	3	2
PNG	Ambassador	Ambassador PMC	Ambassador PMC	Ambassador DFAI PMC	Ambassador DFAI DNP	Ambassador DNP	Ambassador DFA	Ambassador DFAI Planning	Ambassador PM's Office Planning	Ambassador DFAI	Ambassador PM's Office	Ambassador DFAT PM's Office	Ambassador DFAT PM's Office	High Com. DFAT NZ Branch	High Com. PM's Office Planning DFAT
Delegates	1	2	2	4	5	2	4	4	4	2	4	10	5	6	4

Country	Task Force Nov 2004	Task Force Jul 2005	Task Force Sep 2005	PPAC Jan 2006	PPAC Aug 2006	PPAC Jun 2007	PPAC Sep 2007	PPAC Apr 2008	PPAC Jul 2008	PPAC Mar 2009	PPAC Jul 2009	PPAC Jul 2010	PPAC Aug 2011	PPAC Jul-Aug 2012	PPAC Aug 2013
Republic of the Marshall Islands	Did not attend	Unclear	Ambassador	Ambassador	Ambassador	Desk Off'r	Ambassador	Ambassador MFA	MFA	MFA	Ambassador MFA	Ambassador MFA	MFA Desk Off'r	MFA Desk Off'r	MFA Ambassador PM to UN Desk Off'r
Delegates	0	3	1	1	1	1	1	2	1	2	3	2	2	3	7
Samoa	MFAT	MFAT	MFAT	MFAT	MFAT Finance	MFAT	MFAT	MFAT Finance	MFAT Finance	MFAT	MFAT Finance	MFAT Finance	MFAT	MFAT Finance	MFAT
Delegates	1	1	1	1	2	1	2	3	3	1	3	2	1	4	1
Solomon Islands	DFAT	DFAT	PMC	DFAT	DFAT NP&AC	DFAT Finance	DFAT PM's Office	Planning DFAT	Planning DFAT	DFAT	DFAT	DFAT	Ambassador DFAT	High Com. DFAT Planning & Aid Coordin	DFAT Planning High Com.
Delegates	1	1	1	1	2	2	3	2	3	2	3	2	3	6	4
Tonga	Secretary	Did not attend	MFA	MFA PM's Office	PM's Office	PM's Office MFA	Did not attend	MFA	MFA	MFA	PM's Office MFA Finance	PM's Office MFA Finance	PM's Office MFA Finance	Did not attend	PM's Office
Delegates	1	0	1	2	1	2	0	3	1	2	3	2	3	0	1
Tuvalu	Ambassador	Ambassador	Ambassador	Did not attend	Ambassador PM's Office	Ambassador Desk Off'r	Ambassador	Ambassador DFA	Ambassador	Ambassador Planning	Ambassador DFA	Ambassador PM's Office	Sec. to Govt Ambassador	Sec. to Govt High Com. DFA Planning Desk Off'r	High Com. High Com. Desk Off'r
Delegates	1	3	1	0	2	2	1	2	1	2	3	2	2	6	2
Vanuatu	PM's Office	PM's Office	PM's Office	PM's Office DFA	PM's Office DFA	DFA	DFA	DFA	DFA	CAA	DFA	DFA PM's Office	PM's Office Trade	PM's Office Trade Aid Coordin High Com. Desk Off'r	High Com. Desk Off'r
Delegates	1	1	1	1	2	1	4	2	1	1	1	2	4	5	2

Source: Pacific Islands Forum Secretariat

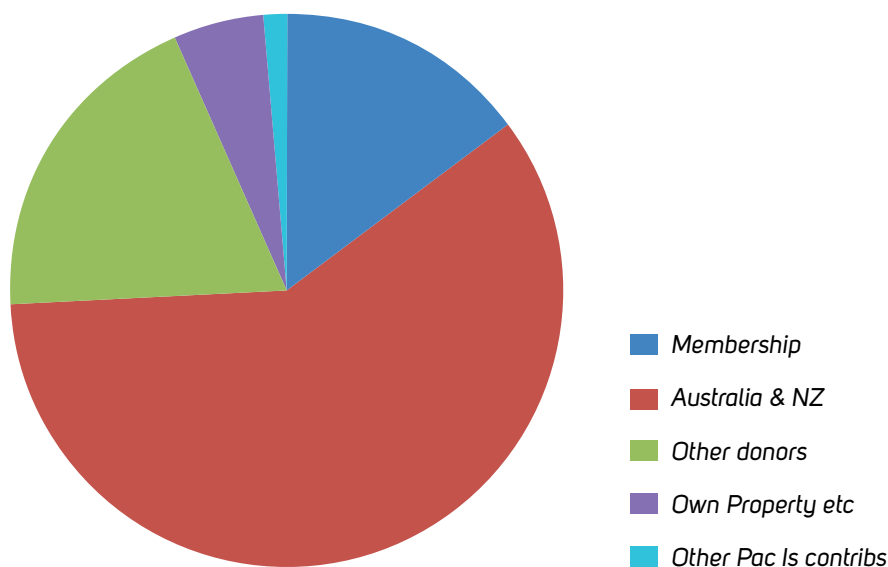
Principal donors and their contributions to the larger CROP agency budgets, latest available years

Total annual income	Pacific island contributions	Membership fees		Self-generated income (% of total income)	Donor funding (% of total income)		
		Metropolitan member contributions	Donor contributions (excl. metropolitan member contributions)		Excl. metropolitan member contributions	Incl. metropolitan member contributions	
Pacific Islands Forum Secretariat (2012)	FJD 26,980,008	FJD 906,020 (23%)	FJD 2,996,460 (77%)	FJD 21,152,544	5.1	78.4	89.5
Pacific Islands Forum Fisheries Agency (2009)	USD 12,006,497	USD 468,662 (4%)	USD 937,324 (8%)	USD 6,199,736	36.7	51.6	59.4
Secretariat for the Pacific Community (2011)	CFP 71,337,900	CFP 1,393,359 (17%)	CFP 6,843,802 (83%)	CFP 57,623,365	7.7	80.8	90.4
Secretariat of the Pacific Regional Environment Programme (2011)	USD 9,980,607	USD 935,572, of which USD 100,000 is outstanding	n/a	USD 8,495,035	5.5	85.1	
University of the South Pacific (2011)	FJD 140,489,777	FJD 47,946,462 (34%)		FJD 29,512,569	44.9	21	

Sources: PIFS Budget Review, 2012; FFA Annual Report, 2011; SPC Budget, Financial Year Ending December 2011; USP Indicative Aid Budget, June 2011; SPREP Work Programme and Budget, 2011

Note: information was not available for the Pacific Islands Development Programme (PIDP), South Pacific Tourism Organisation (SPTO), Pacific Power Association (PPA) or Pacific Aviation Safety Office (PASO)

Pacific Islands Forum Secretariat: member and donor agency monetary contributions, 2012



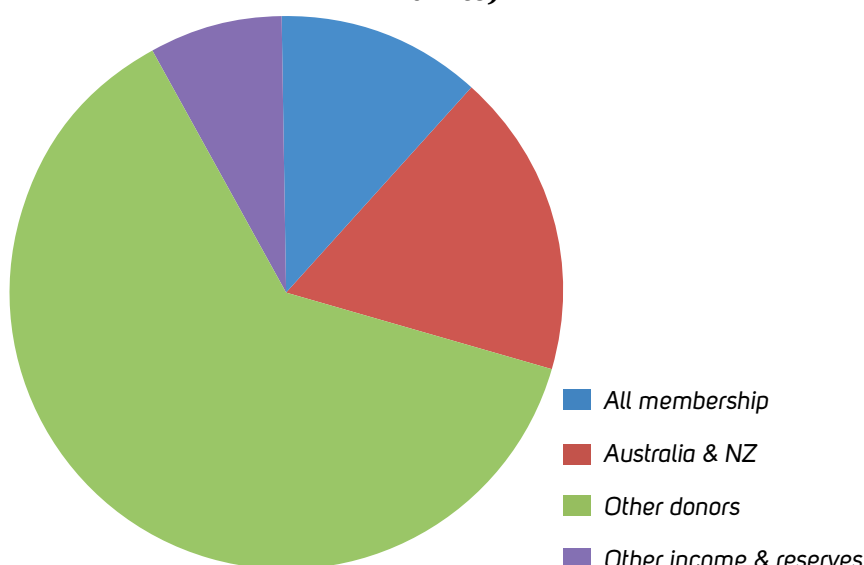
Pacific Islands Forum Secretariat: member and donor agency monetary contributions, 2012 (in Fiji dollars) (data for figure above)

Contributor	PIFS budget categories			Total contribution		
	Regular	Core	Extra	Value (FJD)	%	Excluding membership contribution
Australia	1,498,230	10,546,738	1,180,000	13,224,968	49.0	43.5
China			531,000	531,000	2.0	
Commonwealth Secretariat			175,000	175,000	0.7	
European Union			4,048,309	4,048,309	15.1	
Japan			446,870	446,870	1.7	
Pacific island members*	996,316		350,024	1,346,340	5.0	1.3
New Zealand	1,498,230	2,587,484	1,637,143	5,722,857	21.2	15.7
Own property/ interest	818,960		553,873	1,372,833	5.3	
Total revenue	4,923,567	13,134,222	8,922,219	26,980,008	100	

Source: PIFS, 2012, Review of the Pacific Islands Forum Secretariat

(*) The sum of all Forum Member country contributions, less contributions made by Australia and New Zealand, which are show on separate lines

Secretariat for the Pacific Community: income for 2011, by source (in CFP units)



Source: SPC, Annual Report 2011, Part 2: Annual Accounts, accessible online at <http://www.spc.int/images/publications/en/Corporate/AnnualReportpart22011.pdf>

Note: Metropolitan members of SPC are Australia, France, New Zealand and USA

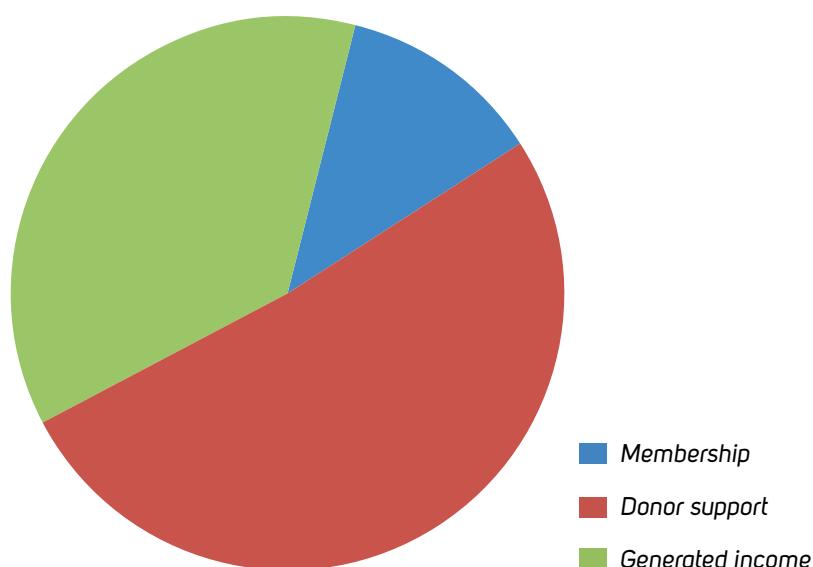
Secretariat for the Pacific Community: income for 2011, by source (in CFP units) (data for figure above)

		Core	Programme	Total	% of total income
Contributions from Metropolitan members				21,765,167	
	Australia	3,178,385	8,473,450	11,651,835	
	France	1,620,920	1,157,310	2,778,230	
	New Zealand	2,044,497	3,872,940	5,917,437	
	USA			1,417,665	
Membership				8,237,161	11.7
	Pacific islands			1,393,359	
	Metropolitan members			6,843,802	
Australia and New Zealand				12,346,390	17.8
Other donors				45,276,975	62.7
Own generated income and reserves				5,477,374	7.8
Total				71,337,900	

Source: SPC, Annual Report 2011, Part 2: Annual Accounts

Note: Metropolitan members of SPC are Australia, France, New Zealand and USA

Forum Fisheries Agency, income 2009–10



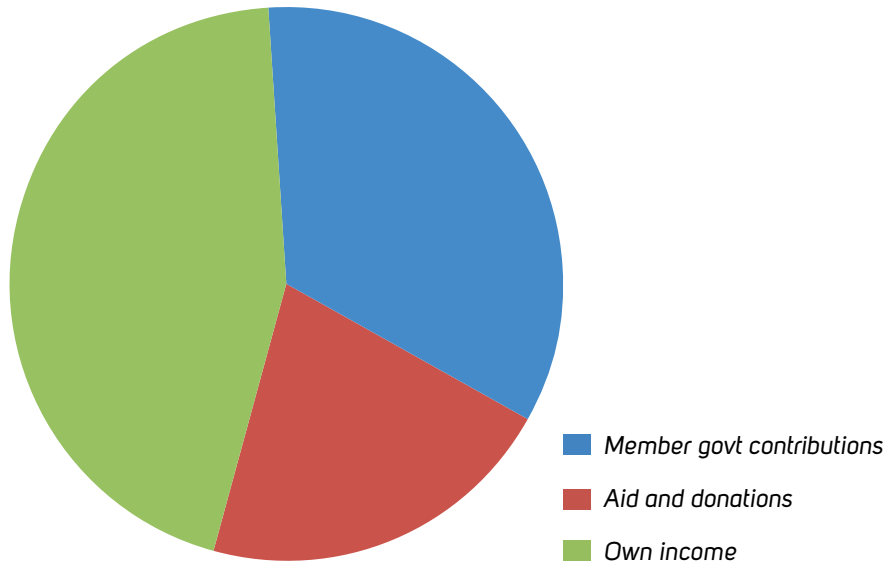
Source: FFA Annual Report, 2011, accessible online at http://www.ffa.int/system/files/Part_2_FFA_Annual_Report_2010-11_0.pdf

Forum Fisheries Agency, income 2009–10 (data for figure above)

	USD	% of income
Pacific island members	468,662	3.9
Australia and New Zealand	937,324	7.8
Donor funds	4,877,470	40.6
Program Support	1,322,266	11.0
Vessel register fees	3,441,686	28.7
Other own income	959,089	8.0
Total	12,006,497	100

Source: FFA Annual Report, 2011, accessible online at http://www.ffa.int/system/files/Part_2_FFA_Annual_Report_2010-11_0.pdf

University of the South Pacific, income by source 2011



Sources: USP, Indicative Aid Budget, June 2011, accessible online at <http://www.usp.ac.fj/index.php?id=6202>; USP, AP2011, accessible online at <http://www.usp.ac.fj/index.php?id=6202>

University of the South Pacific, income by source 2011, in Fiji dollars (data for figure above)

Income source	Amount (FJD)	Per cent of total income
Government grants	47,946,462	34
Total aid and donations	29,301,057	21
Australia	16,547,363	
New Zealand	6,413,158	
EU	5,757,086	
Others	583,450	
Own generated income	63,030,746	45
Total	140,278,265	

Sources: Summarised from USP, Indicative Aid Budget, June 2011; USP, AP2011

ANNEX 15: CANDIDATE REGIONAL INITIATIVES

Candidates Proposed by Stakeholders During the Review's Consultations

- Visa-free travel
- Expanded labour mobility programmes
- Master strategy for fibre-optic network
- Key linkages for fibre-optic network
- Development of regional plans to reduce cost of petroleum products through improved logistics, shared transport, port upgrades, common regulation and pricing models
- Expanding Micronesian Shipping Commission and/or seeing if it can be replicated elsewhere
- Parties to the Nauru Agreement (PNA)-type arrangements for southern tuna fisheries
- PNA-style body for seabed mining
- Regional supreme court
- Regional competition commission
- Adopting international health standards (e.g. WHO minimum standards for public health)
- Regional delivery of specialist health services
- Common protocols for validating overseas degrees
- Joint research into agriculture and sharing of expertise
- Regional disaster insurance
- Assistance with meeting quarantine standards
- Open-skies agreement for the Pacific
- Improved access to medical laboratories and lab testing
- Green economy
- Standard labelling for tobacco products
- Healthy island toolkits
- Flying doctor service
- Regional disability strategy
- Regional nurse training facility
- Improved regional sporting networks
- Regional bulk purchasing, storage and distribution of key import commodities, such as pharmaceuticals
- Regional sporting institute
- Institution to advocate for, and protect, traditional knowledge and intellectual property rights
- Accountable and independent macroeconomic and microeconomic technical assistance mechanism (including statistics)
- Articulation of green/Pacific economic development strategies
- Regional strategy on dealing with non-communicable diseases
- Import substitution strategies for SISs (e.g. hydroponics)
- Improved information flows on renewable energy (regular conference)
- Regional telecoms regulator and regulation
- Regional civil aviation authority regulator and regulation
- Identification of key air routes needed to connect region and estimate of subsidies required to do this
- Civil service exchange programme
- Regional medivac arrangements
- Pooling of public sector expertise
- Regional plan for resettling vulnerable populations
- Programme for PICs to be paid to manage and maintain the environment
- Pacific interns/youth exchange programmes
- Access to medical services through telephone and video links
- Expansion of regional pharmaceutical programmes
- Regional dissemination of health information
- Standard health information systems
- HR plan for health workers
- Regional police training facility
- Enhanced emergency response planning
- Regional statistical office
- Regional capacity to assist customs officials in collecting revenue
- Enhanced shipping services for SISs
- Expanded regional technical and vocational education training (TVET) programmes
- Regional customs revenue service
- Regional ombudsman and human rights mechanisms
- Regional audit service

ANNEX 16: THE CURRENT PRIORITISATION PROCESS

CURRENT PROCESS

Overview

The current process for putting together the agenda for the Leaders Forum involves a number of stakeholders and a variety of possible routes, including via:

1. The Pacific Plan Action Committee (PPAC). The Pacific Island Forum Secretariat (PIFS) prepares the first draft of the agenda for the annual PPAC meeting, which it circulates for Council of the Regional Organisations of the Pacific (CROP) agencies and Forum member comments. The final meeting agenda determines issues to be discussed by PPAC, and thus (in most part) determines the issues that will be captured in a post-meeting letter from the PPAC Chair to the Chair of the Forum, which sets out recommendations for the consideration of Leaders. PIFS draws from the PPAC Chair's letter in preparing the agenda for the Leaders Forum and the potential issues to be captured in the Leaders' communiqué.¹⁷¹
2. The Forum Officials Committee. Through a similar process to that outlined above for the PPAC annual meeting, PIFS and member countries set the agenda for the Forum Officials Committee (FOC). The FOC can and does send agenda items to Leaders.
3. Members. Leaders sometimes decide to put issues directly to the Leaders' Summit without going through officials. This was the case with the Cairns Compact in 2009.
4. Ministerial meetings. Leaders also consider the outcomes of other ministerial meetings, such as the Forum Economic Ministers' Meeting (FEMM), which can make recommendations to Leaders. The outcome documents from these meetings are used as reference papers in compiling the agenda for the Forum and potential communiqué issues.

This is a complicated, multi-channel process; not surprisingly the subsequent agenda is sometimes seen by Leaders as being overly long and dominated by the concerns of others including officials, regional agencies and donor.

Criteria

The November 2007 revision of the original Pacific Plan included some tests for regional approaches:

“There are three ways of testing whether regionalism can add value to an initiative:

Market Test: Is the market providing a service well? If so, involvement by national governments and/or regional bodies should be minimal.

Subsidiarity Test: Can national or local governments provide the service well? If so, involvement by regional bodies should be minimal. For example, primary and secondary education is generally managed by local and national

governments, but for small Pacific island states a regional university such as USP is an ideal initiative.

Sovereignty Test: Does the proposed regional initiative maintain the degree of effective sovereignty held by national governments? Regional initiatives should shift only the management of services to regional bodies, not policy-making as well. Countries, not regional bodies, should decide priorities.”

It is not clear how and when these criteria are applied in the various processes set out above. Technically, they would be applied only in deciding on priorities to go under the Pacific Plan; it is not clear whether they are viewed as also applying to things that FEMM or FOC recommends to Leaders to consider (although arguably they should be).

Criticisms of the Current Process

The following criticisms have been made of the current process:

1. It is overly complicated. The variety of routes through which a Forum agenda item can be added make it difficult to control the size of the agenda;
2. It is not transparent. It is not clear why some things make it onto the agenda and others don't;
3. It appears that formal assessments of proposed Forum agenda items relating to the Plan – including whether they meet the criteria above – are rare. Structurally, given current arrangements, it is hard to see anyone with the mandate to make an independent assessment. The Secretary-General of PIFS (the obvious body to conduct the assessment of proposed initiatives) sits on PPAC and is not mandated to assess proposed initiatives for the Plan. Having PIFS conduct an assessment would probably be seen as the Secretary-General imposing his views on PPAC;
4. Leaders have only limited input to the Pacific Plan items on the Forum agenda – they feel that the process and agenda is dominated by officials;
5. There is no mechanism for removing priorities from the Pacific Plan – some, e.g. bulk procurement of petroleum, remained priorities for the Plan despite the fact that minimal progress had been made in a decade of trying;
6. The process does not act as an effective check on the number of proposals for inclusion in the Pacific Plan and, as a result, too many priorities are being pursued at once;¹⁷² and
7. The agenda for the Leaders Forum is too full to allow for meaningful discussion of either the Pacific Plan priorities or possible next steps in terms of regional integration.

¹⁷²This is partly a function of the Plan's genesis: it was born with 44 initiatives, and no priorities have actually been added at all in the last four years – the last list was set in 2009. Arguably, the key issue is that strict criteria are not applied every time the list is reassessed. The Review has suggested above that all current and proposed new initiatives should be assessed annually to see if they should remain (or be added in the case of new initiatives).

ANNEX 17: DEFINING REGIONAL PUBLIC GOODS AND REGIONAL QUASI-PUBLIC GOODS¹⁷³

Clubs and Club Goods

Some recent commentary on the Pacific has focused on using the economic theory of clubs to shed light on the operations of some of the key pan-Pacific organisations and institutions such as the Forum, PIFS and SPC.¹⁷⁴ While illuminating in terms of highlighting the costs associated with membership (travel costs, opportunity costs and membership dues) and the need to weigh these against the benefits (once a country joins, it is able to access all the services of the club), club theory is of little use in helping us determine which services the club should offer. Any additional services that are to be delivered within the ‘club’ need to be justified in the same way as any other regional initiatives: there must be a clear and persuasive argument as to why the service is better delivered at the regional level.

Regional Initiatives and Regional Public Goods

One of the issues that the Review encountered was the wide variety of ways in which the term ‘regional public good’ was being used. The term comes from economics, where it has a highly specific meaning. Shorn of this context it was at various times used by stakeholders and commentators to mean something like an initiative that should be undertaken at the regional level. Assigning it a more general and less technical meaning is confusing, and it also obscures some critical differences between the rationales for advancing something at a regional level, which impedes the public policy process and the proper analysis of options. It is also at odds with accepted international practice: both the IMF and World Bank restrict the use of ‘global public good’ to the strict economic sense of the term.¹⁷⁵ Increasingly, non-financial multilaterals such as the UNDP have also stuck to using the term ‘public good’ only in the strict economic sense of the term.¹⁷⁶

Given this, the Review does not support the use of the term ‘regional public goods’ as a collective noun for the sorts of initiatives that should be advanced at a regional rather than national level. It thinks that the term should be used only with its technical meaning. The Review favours the term ‘regional initiative’ as a collective noun for those things that should, for a variety of reasons, be done at the regional rather than the national or global level.

The rest of this annex sets out the standard economic definition of public goods – both national and regional ones.

¹⁷³This annex draws extensively on Inge Kaul, Pedro Conceição, Katell Le Goulven and Ronald Mendoza (eds), 2003, *Providing Public Goods, Managing Globalization*, OUP, accessible at <http://web.undp.org/globalpublicgoods/globalization/toc.html>

¹⁷⁴See, for example, Asian Development Bank and Commonwealth Secretariat, 2005, *Toward a New Pacific Regionalism, Joint Report to the Pacific Islands Forum Secretariat*, ADB, accessible at <http://www.adb.org/publications/toward-new-pacific-regionalism>

¹⁷⁵See World Bank, 2008, *Annual Review of Development Effectiveness: Shared Global Challenges*, World Bank, accessible at <http://web.worldbank.org/WBSITE/EXTERNAL/EXTOED/EXTANNREVDEVEFFE/EXT2008ANNREVDEVEFFE/0,,contentMDK:21903365~menuPK:5397143~pagePK:64829573~piPK:64829550~theSitePK:4683541,00.html>

¹⁷⁶See, for example, Kaul et al., *Providing Public Goods, Managing Globalization*, p. 65: “First, our analytical understanding of public goods has deepened. We now recognize a larger array of goods as public goods and differentiate among, for example, pure, impure, and club goods and joint products as well as between public goods and externalities (Cornes and Sandler 1996). In addition, the notion of public goods has been extended to the global level (see Kaul, Grunberg, and Stern 1999a and Sandler 1997).”

National and Regional Public Goods

Standard economic theory distinguishes between two main categories of goods: private goods and public goods (note: in this discussion, the term ‘good’ or ‘goods’ is used to refer to both physical goods and services). Private goods are excludable (i.e. the owner of a private good can exercise private property rights, preventing those who have not paid for it from using the good or consuming its benefits and therefore there will not be ‘free-riders’) and rivalrous (i.e. consumption by one necessarily decreases the amount available for others to consume, meaning that market mechanisms can operate). A candy is a private good. I can be excluded from consuming it if I don’t pay for it (i.e. it is excludable). If I consume it, it is not available for anyone else to consume (i.e. it is rival), and the more that is consumed the more likely it is that prices will rise. Because private goods can be made excludable, it is possible to charge individuals for them. As a result, there is a natural market for them and the private sector will produce them if there is a demand for them.

Public goods, by contrast, are goods that are non-excludable, meaning that their effects (benefits or costs) are available for all to use – it is not possible to stop anyone from using them. If a good is non-excludable and non-rival in consumption so that one person’s use of it does not diminish its availability to others, the good is said to be a public good. Examples are the light of a lighthouse and peace and security. Thus, anyone who is passing a lighthouse at night can use the service (light) provided by it (i.e. it is non-excludable) and my use of the lighthouse does not reduce its availability to others (i.e. it is non-rival).

Pure public goods are never spontaneously provided by the private sector because members of that sector are unable to charge for them. Thus, in the absence of government intervention, pure public goods will not be provided and quasi-public goods (see below) may be underprovided. Government can either provide public goods itself or contract the private sector to do so. Many public goods are therefore provided more or less free at the point of use and are paid for out of general taxation or another general form of charge such as a licence fee.

The effects of a good or service can be of different spatial reach – local, national, sub-regional, regional or worldwide. If a public good’s benefits or costs are of national reach, it is a national public good; if its reach is regional, it is a regional public good; and if it spans all countries, it is a global public good. In the Pacific, the sustainable management of migratory tuna stocks is a regional public good. No nation can be excluded from receiving the benefits of the management of tuna stocks (since they cannot be prevented from fishing), and a country’s enjoyment of sustainable management of the stocks does not decrease the amount available to others (unlike the actual fishing, which does reduce the amount of fish available to others).

Quasi-public Goods

Recently, the discussion on public goods has deepened, as it was recognised that there are few natural public goods, with many of the most important ‘public goods’ being made so through deliberate policy decisions. These are called quasi-public goods. Where their scope is regional, they are called regional quasi-public goods. Free-to-air television is an example of a quasi-public good. Many countries now provide global television programmes. These could be made excludable (as satellite television is), but countries choose for a variety of reasons to make them available free to anyone who wants them. They are non-rival: my watching television does not prevent someone else from watching it. These channels are a global quasi-public good.

Regional quasi-public goods are goods or services that are not naturally public goods (they are either excludable but non-rival, or non-excludable but rival) but that have been made into regional public goods through deliberate policy decisions.¹⁷⁷ Like regional public goods, they are delivered at the regional level.

The following table illustrates the classification of goods according to how excludable and how rivalrous they are.

	Excludable	Non-excludable
Rivalrous	Private goods: food, clothing, cars, personal electronics	Common or pool goods: fish, clean air
Non-rivalrous	Club goods: cinemas, private parks, satellite television	Public goods: maritime lights, national defence Quasi-public goods: free-to-air TV

¹⁷⁷Quasi-public goods are things like a park or a beach or road that are:

- **Semi-non-rival** – up to a point, extra consumers using a park, beach or road do not reduce the amount of the product available to other consumers. Eventually, additional consumers reduce the benefits to other users and the facility becomes congested.
- **Semi-non-excludable** – it is possible but often difficult or expensive to exclude non-paying consumers, e.g. fencing a park and charging an entrance fee; charging a toll on congested roads.

ANNEX 18: IMPROVING THE IMPLEMENTATION OF POOLED SERVICE DELIVERY INITIATIVES

One of the key challenges in terms of improving the implementation of Pacific Plan initiatives is improving the delivery of pooled services both in terms of their establishment and ensuring their ongoing viability.

While many of the shared service projects have been reviewed, there has only been one recent attempt to generalise from the Pacific's experience of regional pooling of service delivery across all projects.¹⁷⁸ This Review's thoughts on how to improve the implementation of pooled service delivery initiatives are set out in here. This Annex draws on the above paper, the studies that have been made of regional service delivery and the Review's discussions with stakeholders (including regional service deliverers) into what works and does not work in this area. Given the breadth of this topic, and the limited time available to it, the conclusions that it has drawn are speculative and need to be confirmed (or not) through more detailed work. The Review has identified the following as being important in determining the likely success of pooled service delivery initiatives:

- Focusing too narrowly on an issue when developing an approach to pooled services can cause difficulties for a proposal, as it often severely circumscribes the associated benefits. Thus, while there are advantages to bulk purchasing of petroleum products, these are relatively small in comparison to the savings in transport that would flow if a common standard was adopted and both wharves and storage facilities were improved to enable much bigger tankers to operate on a route.
- Undercapitalisation of initiatives (e.g. the regional shipping line). The failure to capitalise a venture fully can fundamentally change the economics of a proposal as more modern efficient equipment can be unobtainable. Working capital requirements can also be substantial – particularly where a regional organisation relies for funding on SIDS to pay subscriptions, as these payments can often be very late. Underfunding of recurrent costs is also an issue as this can lead to deferral of critical maintenance and lower-quality service delivery, both of which undermine the viability and credibility of regional service delivery.
- Failure to upgrade infrastructure sufficiently to allow realisation of economies of scale. This is particularly true of transport, where the cost per person or per tonne can fall sharply if infrastructure improvements enable bigger, more modern planes or ships to use an airport or port.

¹⁷⁸Matthew Dornan and Tess Newton Cain, 2013, *Regional Service Delivery Among Small Island Developing States of the Pacific: An Assessment*, draft paper provided to the Review; final version accessible at http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2343451

- Failure to effectively address tensions arising from uneven distributions of benefits. Some members will benefit more than others in almost all pooling arrangements. This tension needs to be effectively addressed through things like relating funding more closely to benefits and making trade-offs with other regional initiatives in an effort to ensure there is greater equity across all regional initiatives (i.e. ensuring that if one country receives less in one area it is compensated in others).
- Poor governance and accountability arrangements. The absence of effective governance arrangements can lead to the capture of the organisation by regional bureaucrats. Similarly, diffuse accountability is likely to result in strategic and operational drift, undermining the legitimacy of regional service delivery. This is a form of principal–agent problem.¹⁷⁹ It is frequently compounded by the fact that the funder for regional service delivery is often a donor and not the consumer of services (governments and the people of the Pacific). This can create some perverse incentives where the focus of the service delivery organisation can be more on keeping the donor happy rather than the users of the services.
- Reluctance to relinquish the prospect of national service delivery. In a number of areas, despite agreeing to pool service delivery, Leaders appear to be less than wholehearted because they can see a future in which service delivery is unpooled (i.e. pooling is seen as a transitional phase). This reluctance can also arise out of subsequent concerns about a loss of sovereignty. Similarly, when push comes to shove, governments may be reluctant to allocate resources from limited national budgets to a distant entity, the operations of which, while more effective, do not get them much credit with the electorate.
- Poor management. Effective management is an obvious factor in any entity performs. Critically, where there are many stakeholders it is not sufficient simply to do a good job of delivering services. Senior staff must also effectively manage stakeholders and regularly consult with, and bring along, member governments.

¹⁷⁹There are reasons for thinking that international and regional organisations are especially susceptible to principal–agent problems (see Anthony Beattie, 2013, *The Governance of Priorities, Financing and Performance in the Delivery of Public Goods by International and Regional Membership Organisations*, paper prepared for the Pacific Plan Review, Pacific Islands Forum Secretariat, accessible at: http://www.pacificplanreview.org/resources/uploads/embeds/files/AnthonyBeattie_GovernanceFINAL.pdf).

A recent paper has suggested that:

“Pooling initiatives have been more successful where focused on providing a service that is non-commercial. The University of the South Pacific (USP) is a good example... [whereas] pooling initiatives with a commercial focus have generally not fared so well. The history of Air Pacific in the 1970s–80s demonstrates the difficulties faced by a regional entity in serving seven Pacific island government shareholders. Concerns that Air Pacific was disproportionately benefitting Fiji made other government shareholders reluctant to provide the airline with additional capital. Nauru and Samoa took the additional step of establishing their own regional airlines, leading to a saturated market with adverse consequences for all involved. Air Pacific was able to survive and later prosper with good management and a commercial focus; the airline in the 1980s effectively became a joint venture between the Fiji Government and Qantas, ending the regional airline experiment.”¹⁸⁰

Without further investigation it is hard to know whether the relationship between commercial focus and success is causal or not. The first thing to note is that both USP and Air Pacific sell private goods – so both could have been set up along commercial lines. It is also likely that both experienced the same sort of tensions with respect to unequal benefits accruing to Fiji (this is, after all, a common charge against USP as well) and that the success USP has had in containing these tensions has nothing to do with it being a non-profit organisation. It is also possible that funders and governments in the Pacific are more ready to fund non-profit organisations than they are to subsidise the operations of commercial companies. If this is true, then there is something self-fulfilling about the hypothesis that non-profit organisations work more effectively in this area: USP works better because donors are more ready to fund its operations, not because of anything fundamentally different about how it operates, and if donors/governments had been prepared to provide higher levels of subsidy, Air Pacific would have displayed similar levels of success. Clearly there is a need for further investigation and analysis.

If subsequent analysis confirms the above as genuine impediments to regional service delivery, an awareness of them should inform the design and implementation of new regional service delivery initiatives. Equally importantly, the following are associated with successful pooling of services:

- The use of services provided by a metropolitan power. Pacific island territories benefit from the use of metropolitan services, including their legal framework, procurement arrangements and metropolitan currencies.
- A regional provision of services appears to be more likely to succeed when national governments are unable to provide these services (and are unlikely to be able to do so in the foreseeable future). The reasons why governments cannot do this vary, but include:

¹⁸⁰Pp 8-9

- o the provision of regional public goods (e.g. management of migratory fishing stocks) that cannot be made by a national government: the only way of providing them is through regional action;
 - o addressing capacity constraints where there is little incentive for governments to aspire to deliver these services in the future. Thus, for example, the Office of the Chief Trade Adviser (OCTA) advises Pacific island countries on the negotiations for a Pacific Agreement on Closer Economic Relations Plus (PACER Plus) with Australia and New Zealand. There is no reason to think that countries envisage a future in which they do this for themselves, as this would be costly and unlikely to bring additional benefits. This is not true of some other areas of capacity development – e.g. macroeconomic analysis – where many countries probably aspire to bring this expertise in house; and
 - o facilitating the delivery of national services – regional service delivery sometimes works to reduce the cost to nations of delivering related services. Where this is the case and the governments support the national delivery of services, they are likely to support the regional service delivery that supports them. An example of this is Pacific Trade and Invest (PT&I), which is responsible for export facilitation and investment promotion for 14 Pacific island country members. Offices in Australia, China, Japan and New Zealand support trade promotion staff from member governments.
- There are strong constituencies within member countries with a clear interest in the successful delivery of services. Arguably, one reason that the USP has worked is that the prime recipients of services are middle class – a powerful and well-connected constituency in most countries.

ANNEX 19: COMPARATIVE AIRFARES

Lowest available Internet-published fares for one-way direct travel on 4 September 2013, ±2 days, as viewed on 11 May 2013

Route	Aircraft	Duration	Distance (km)	Cost	Cost per km
Suva SUV to Tuvalu FUN	ATR	2h 20m	1,055	USD 530	USD 0.50
Cairns CNS to Guam GUM	737	4h 45m	3361	USD 1,115	USD 0.33
Nadi NAN to Tonga TBU	737	1h 20m	869	USD 261	USD 0.30
Honolulu HNL to Pohnpei, FSM PNI	737	9h 17m	4,974	USD 1,254	USD 0.25
Harare HRE to Nairobi NBO	E190	3h	1,945	USD 490	USD 0.25
Honolulu HNL to Majuro MAJ	737	5h 9m	3,669	USD 892	USD 0.24
Mauritius MRU to Nairobi NBO	319	4h 20m	3,093	USD 698	USD 0.23
Nadi NAN to Tarawa TRW	737	3h	2,168	USD 480	USD 0.22
Sydney SYD to Noumea NOU	737	2h 50m	1,980	USD 392	USD 0.20
Jo'burg JNB to Mauritius MRU	737	4h	3,071	USD 551	USD 0.18
Brisbane BNE to Honiara HIR	737	3h 15m	2,117	USD 359	USD 0.17
Miami MIA to Kingston Jamaica KIN	737	1h 40m	942	USD 156	USD 0.17
Addis Ababa ADD to Accra ACC	767	5h 50m	4,317	USD 676	USD 0.16
Brisbane BNE to Port Moresby POM	737	3h 15m	2,080	USD 320	USD 0.15
Bridgetown BGI to Miami MIA	757	3h 55m	2,592	USD 398	USD 0.15
Nairobi NBO to Jo'burg JNB	737	4h 15m	2,899	USD 438	USD 0.15
Brisbane BNE to Nauru INU (*)	737	4h 33m	3,316	USD 469	USD 0.14
Nadi NAN to Christmas Isl CXI	737	4h 40m	3,523	USD 480	USD 0.14
Seoul ICN to Palau ROR	737	5h	3,433	USD 463	USD 0.13
Sydney SYD to Port Vila VLI	737	3h 25m	2,481	USD 330	USD 0.13
Miami MIA to St Lucia UVF	757	3h 20m	2,422	USD 318	USD 0.13
Sydney SYD to Wellington WLG	320	3h 10m	2,232	USD 280	USD 0.13
Auckland AKL to Nadi NAN	320	3h 5	m2,149	USD 251	USD 0.12
Nairobi NBO to Addis Ababa ADD	E190	2h 10m	1,157	USD 127	USD 0.11
Sydney SYD to Apia APW	737	5h 15m	4,326	USD 440	USD 0.10
Auckland AKL to Papeete PPT	767	5h	4,094	USD 374	USD 0.09
Auckland AKL to Niue IUE	320	3h 25m	2,484	USD 225	USD 0.09
Auckland AKL to Tonga TBU	737	2h 50m	2,001	USD 179	USD 0.09
Auckland AKL to Cook Is RAR	737	3h 50m	3,014	USD 264	USD 0.09
Nadi NAN to Sydney SYD	320	4h 50m	3,170	USD 261	USD 0.08
London LON to Rome ROM	737	2h 15m	1,437	USD 118	USD 0.08
Sydney SYD to Cairns CNS	737	3h 15m	1,966	USD 161	USD 0.08
San Francisco SFO to Honolulu HNL	330	5h 35m	3,860	USD 292	USD 0.08
Miami MIA to Trinidad POS	757	3h 40m	2,611	USD 184	USD 0.07
Sydney SYD to Auckland AKL	737	3h 10m	2,164	USD 152	USD 0.07
Manila MNL to Singapore SIN	320	3h 35m	2,372	USD 141	USD 0.06

Data sources: Airfare/aircraft/duration data: Matrix Airfare Search (<http://matrix.itasoftware.com>)
Distances: Great Circle Mapper (<http://www.gcmap.com>)
(*) Our Airline (<http://www.ourairline.com.au>)

ANNEX 20: COSTS OF CONNECTING

PIF member countries' costs of connecting to a selection of metropolitan or market centres

Lowest available Internet-published fares for one-way travel (including indirect) on 4 September 2013, ±2 days, as viewed on 11 May 2013

Route	Cost
FSM to USA (Honolulu)	USD 1,043
Palau to USA (Honolulu)	USD 1,031
PNG to Singapore	USD 986
PNG to Hong Kong	USD 866
Marshall Islands to USA (Honolulu)	USD 846
FSM to Korea	USD 828
Fiji to USA (Los Angeles)	USD 804
PNG to Philippines	USD 800
Tuvalu to New Zealand	USD 707
Kiribati to Australia	USD 660
Tuvalu to Australia	USD 653
Kiribati to New Zealand	USD 631
Fiji to USA (Honolulu)	USD 606
Solomon Islands to PNG	USD 566
Fiji to Hong Kong	USD 556
French Polynesia to New Caledonia	USD 511
Palau to Korea	USD 506
Nauru (*) to Australia	USD 469
Kiribati to Fiji	USD 399
Tuvalu to Fiji	USD 392
French Polynesia to New Zealand	USD 387
New Caledonia to Australia	USD 359
Tonga to Australia	USD 352
Fiji to New Zealand	USD 306
New Caledonia to New Zealand	USD 297
Solomon Islands to Australia	USD 279
Fiji to Australia	USD 261
PNG to Australia	USD 227
Vanuatu to Australia	USD 210
Niue to New Zealand	USD 209
Vanuatu to New Zealand	USD 182
Tonga to New Zealand	USD 171
Vanuatu to New Caledonia	USD 161

Data sources: Matrix Airfare Search (<http://matrix.itasoftware.com>)
(*) Our Airline (<http://www.ourairline.com.au>)

ANNEX 21: PACIFIC PLAN ACHIEVEMENTS 2007–12

Pillar	2007	2008	2009	2010	2011	2012
Economic growth						
Aviation	Niue ratified the Pacific Islands Air Services Agreement (PIASA), enabling it to be brought into effect.	PIASA ratified and PASO began full operations.				
Energy – petroleum	Pacific Energy Ministers' Meeting gave unanimous support for Pacific regional cooperation on oil procurement, triggering preparations.		Agreement reached on a government-to-government memorandum of understanding (MOU) on the implementation of a bulk petroleum purchasing initiative and the relationship of signatories to one another. Cook Islands, Nauru, Tuvalu and Niue signed the MOU.	Pacific Petroleum Project (formerly Bulk Procurement of Fuel Initiative) engaged consultants to assess the sector and develop approaches.	Republic of Marshall Islands signed MOU on Pacific Petroleum Project, joining the four previous signatories. However, a review found that the existence of long-term supply contracts, the absence of other countries joining the initiative, and the geographical spread of the signatory states means that sub-regional arrangements are possible for only two countries.	

Pillar	2007	2008	2009	2010	2011	2012
Energy – policy and institutional frameworks	<p>Pacific Energy Ministers' Meeting gave unanimous support for Pacific regional cooperation on oil procurement, triggering preparations.</p>		<p>Agreement reached on a government-to-government memorandum of understanding (MOU) on the implementation of bulk petroleum purchasing initiative and the relationship of signatories to one another. Cook Islands, Nauru, Tuvalu and Niue signed the MOU.</p>	<p>Regional agencies established three key groups to foster greater collaboration and partnership with key stakeholders in the energy sector: the Pacific Energy Oversight Group (comprising CROP agencies and the International Union for Conservation of Nature); the Pacific Energy Advisory Group (comprising national energy experts from across Pacific countries, representatives from the private sector, non-state actors, international NGOs, CROP agencies and development partners); and the Energy Alliance (a virtual body comprising all stakeholders interested in the energy sector in the region). Draft Framework of Action for Energy Security in the Pacific developed.</p>	<p>Inaugural regional meeting of ministers of energy, information and communication technology and transport gave its support to the Framework for Energy Security in the Pacific, the related implementation plan, and energy security indicators for monitoring implementation.</p>	<p>SPC completed baseline energy security indicators and energy profiles for all the Forum island countries; PPA conducted performance benchmarking and energy efficiency studies. Funding secured to commence three year Pacific Appliance Labelling and Standards project. Pacific Islands Forum Leaders issued Waiheke Declaration on Sustainable Economic Development emphasising importance of fisheries, tourism, and agriculture as most productive sectors, and importance of transport, infrastructure, education, and energy sectors for enabling growth.</p>

Pillar	2007	2008	2009	2010	2011	2012
Energy – renewables		Pacific Island Greenhouse Gas Abatement through Renewable Energy Project (PIGGAREP) commenced.			Green Energy Micronesia initiative launched by the governments of the Republic of the Marshall Islands, the Federated States of Micronesia and the Republic of Palau. The initiative aims to reduce the dependence of Micronesian states on fossil fuels by achieving 20% of power generation through renewable energy by 2020.	
Fisheries		Parties to the Nauru Agreement (PNA) entered into a Third Implementing Arrangement to help action the 2007 Vava'u Declaration on Fisheries (improved measures on catch retention, temporary cessation of use of fish aggregating devices, high-seas fishing restrictions).	Forum Fisheries Agency (FFA) members expressed strong regional solidarity at the Western Central Pacific Fisheries Commission meeting to achieve agreement on five significant measures to reduce overfishing of bigeye and yellowfin tuna.	FFA adopted a Regional Monitoring Control and Surveillance Strategy Regional Economic Integration in Fisheries project established.	Operation Kurukuru conducted maritime surveillance in EEZs of the Cook Islands, Fiji, Kiribati, Niue, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu, and areas of the high seas (12 million sq km).	SPC implemented the Pacific Tuna Tagging Programme, with tagging cruises completed in Papua New Guinea, Kiribati and adjacent waters. Data from this programme was used in the 2011 stock assessments. Pacific Islands Forum Leaders issued Waiheke Declaration on Sustainable Economic Development, emphasising the importance of fisheries, tourism and agriculture as most productive sectors.

Pillar	2007	2008	2009	2010	2011	2012	
ICT	<p>Contract awarded to establish a hub to route regional traffic to the global Internet backbone.</p>		<p>15 Pacific Rural Internet Connectivity System (PacRIS) pilot sites delivered; 10 activated; 32 now carrying traffic. One Laptop Per Child scheme: five sites commenced operations; 1,400 laptops delivered to Solomon Islands, PNG, Vanuatu, Nauru and Niue. World Bank study confirmed submarine cable technology was a viable option for most of the Pacific and the South Pacific Information Network (SPIN) initiative represented a reasonable commercial proposal. Tenders were called to support the implementation of SPIN, which six countries/territories signed up to.</p>	<p>Forum Ministers endorsed the Framework for Action on ICT for Development in the Pacific. USP opened Japan-Pacific Information Communication Technologies Centre.</p>			

Pillar	2007	2008	2009	2010	2011	2012
Labour mobility	New Zealand Recognised Seasonal Employer scheme officially commenced,					
Private sector	Pacific Islands Private Sector Organisation established and successfully hosted the inaugural Pacific Islands' Business Forum,	Private Sector Strategic Development Plan drafted for Niue			First Private Sector Dialogue with Forum Leaders took place in Port Vila, Vanuatu, on the theme of Access to Finance.	
Tourism	National tourism office websites for Papua New Guinea, Solomon Islands, Vanuatu, Samoa, Tonga, Tuvalu and Kiribati upgraded. Human resource development web-based training toolkit produced to assist local small and medium enterprises strengthen their capabilities.	National Sustainable Tourism Plan for Tuvalu, National Web Strategy for Papua New Guinea Tourism, and regional Cruise Strategy completed.		Strategy to increase the number of cruise liners in the region developed.	Pacific region promoted at World Expo in Shanghai; more than 6 million Chinese and international visitors passed through the Pacific Pavilion, and a documentary showcasing the Pacific region was broadcast on China's largest TV network. Tourism small and medium enterprises development programme commenced, and conducted an audit and needs assessment pilot in three countries, covering 79 properties.	Joint online campaign with Pacific Trade & Invest and Lonely Planet featured 16 Pacific island destinations and their unique characteristics. South Pacific Tourism Organisation (SPTO) commenced implementation of the Pacific Regional Tourism Capacity Building Programme, funded by the EU. Pacific Islands Forum Leaders issued Waiheke Declaration on Sustainable Economic Development, emphasising the importance of fisheries, tourism, and agriculture as most productive sectors.

Pillar	2007	2008	2009	2010	2011	2012
Trade	<p>Kiribati completed Pacific Island Countries Trade Agreement (PICTA) notifications and Vanuatu announced readiness to trade under PICTA.</p> <p>Regional Trade Facilitation Programme assisted in achieving greater export access to New Zealand and Australia for some FICs.</p>	<p>Tuvalu ratified PICTA, bringing total ratifications to six.</p> <p>Action Plan to assist countries to implement the regional model frameworks for traditional knowledge protection endorsed in principle, with initial sub-regional focus: Cook Islands, Fiji, Kiribati, Palau, PNG and Vanuatu.</p>			<p>PIFS hosted the first non-state actor dialogue on PACER Plus.</p>	<p>Eight Pacific states of the African, Caribbean and Pacific (ACP) grouping submitted draft market access offers to the European Commission.</p>

Pillar	2007	2008	2009	2010	2011	2012
Transport			<p>Kiribati Shipping Services Limited (KSSL) commenced a regular sub-regional feeder service from Suva to Nauru and Tuvalu.</p>	<p>Eighteen audits covering port facilities, maritime administrations, training institutes, open registry and a ship were conducted across the region.</p>	<p>Central Pacific Shipping Commission officially launched following signing of the Agreement on Regional Cooperation in Matters Affecting International Commercial Shipping in the Central Pacific Region by SIS transport ministers of Kiribati, the Republic of the Marshall Islands, Tuvalu and Nauru.</p> <p>New Framework for Action on Transport Services endorsed at inaugural joint meeting of Pacific ministers for energy, information and communication technology and transport.</p>	

Pillar	2007	2008	2009	2010	2011	2012
Sustainable development (climate change and livelihoods)						
	Climate change – adaptation/ mitigation			Pacific Adaptation to Climate Change (PACC) Project commenced implementation with funding from the Global Environment Fund.		
Climate change – financing						
		World Bank tasked to develop details of Global Environment Facility Pacific Alliance Strategy in consultation with member countries and regional organisations.	National Adaptation Programmes of Action developed for Kiribati, Samoa, Tuvalu and Vanuatu under the Global Environment Facility.			Forum Secretariat completed major study on options to improve access to, and management of, climate change financing.

Pillar	2007	2008	2009	2010	2011	2012
Climate change – lobbying/ diplomacy	<p>Pacific Energy Ministers' Meeting produced strong statement of priorities, enabling Pacific delegations to present a strong and coherent regional position on energy and climate change at UN Commission on Sustainable Development.</p>			<p>2009 declared the Pacific Year of Climate Change. A range of local and national events were supported, including a film festival highlighting the impact of climate change on communities and awards given to journalists for reporting on the issue. Eight Pacific heads of state attended United Nations Climate Change Conference held in Copenhagen to send a clear message on the importance of tackling climate change for the region.</p>	<p>CROP Executive Sub-Committee on Climate Change established to coordinate the efforts of regional agencies. Biennial Pacific Climate Change Roundtable convened in Niue.</p>	<p>Executives of CROP agencies strengthened the technical capacity of the Sub-Committee on Climate Change by establishing an officials' Working Arm on Climate Change. Pacific successfully advocated for global recognition of the importance of oceans as a key outcome of Rio+20 Conference.</p>

Pillar	2007	2008	2009	2010	2011	2012
Disaster management	Regional Early Warning Strategy (led by SPC Applied Geoscience and Technology Division (ISOPAC Division of SPC)) endorsed.	National action plan for mainstreaming disaster risk management developed for Republic of Marshall Islands and Vanuatu. UNDP Pacific Centre, working with other partners such as SOPAC, continued work on developing and implementing Pacific Disaster Net, a regional disaster risk management database providing information and baseline material on natural disasters to support better preparation and response.				

Pillar	2007	2008	2009	2010	2011	2012
Disability				First Forum Disability Ministers Meeting held, and endorsed the Pacific Regional Strategy on Disability	Implementation commenced of the Pacific Regional Strategy on Disability, and national disability policies developed in Niue and Kiribati.	Training provided on the Convention on the Rights of Persons with Disabilities in Papua New Guinea and Samoa, in preparation of their signing and ratifying the convention. Regional partnerships to address the rights of people living with disabilities strengthened.
Education	Australia-Pacific Technical College opened, taking enrolments in Vanuatu and Papua New Guinea.		Education ministers endorsed newly developed Pacific Education Framework (replacing Forum Basic Education Action Plan). Work on the Pacific Qualifications Register commenced; once complete, it will enable greater portability of qualifications and labour mobility.	Baseline information for Pacific Qualifications Register collected through country visits to Solomon Islands, Cook Islands, Nauru, Vanuatu, Tonga, Samoa and Kiribati.	Ministers of education endorsed implementation strategy for Pacific Education Development Framework. Work commenced on a baseline survey.	

Pillar	2007	2008	2009	2010	2011	2012
Gender				Solomon Islands and Kiribati undertook family health and safety surveys to develop recommendations for reducing gender-based violence.	Region-wide review of the implementation of the Beijing Platform for Action undertaken, highlighting positive impact of UN Convention on the Elimination of all forms of Discrimination Against Women (which Nauru this year joined other countries in ratifying) on legislation, policy and planning.	Workshops conducted in Kiribati, the Republic of the Marshall Islands and Palau to improve women's understanding of parliamentary processes and how they can engage. Several Forum Island countries considered temporary special measures to reserve seats for women in parliament.
Health	World Health Organisation conducted feasibility study on pooled procurement of pharmaceuticals, leading to agreement on, and preparatory steps for, selected model. Forum Secretariat completed mapping exercise to standardise regional training programmes in nursing and a regional study on technical and vocational education and training, funded by the Asian Development Bank.	Revised draft of the Pacific Regional Strategy on HIV and a new comprehensive joint Pacific framework for the prevention and control of non-communicable diseases prepared by SPC, WHO, and Australian government.	Joint management committee established by SPC and WHO to oversee the Pacific Non-Communicable Diseases Framework. Pacific Regional HIV Strategy implementation plan and Pacific HIV Response Fund formally established and made operational.	Food Summit endorsed for submission to Leaders a multi-sectoral Framework for Action on Food Security in the Pacific 2011-15. Funding for national non-communicable disease coordinators in nine countries and community grants.	Pacific Non-Communicable Diseases Programme supported 18 Pacific Island countries and territories to develop multi-sectoral and costed plans to tackle NCDs; 12 health professionals appointed as national NCD coordinators; and 92 small grants provided for community action.	

Pillar	2007	2008	2009	2010	2011	2012
Human rights				Human rights adviser appointed to oversee and coordinate the implementation of the human rights objectives of the Pacific Plan.		First Universal Periodic Review training completed in Tonga.
Natural resources			Eight Pacific island countries successfully lodged their submissions to the United Nations for approximately 1.8 million sq km of additional seabed territory.			Draft Regional Legislative Regulatory Framework for deep-sea mineral exploration and exploitation finalised with the support of the 15 Pacific ACP States.
Sports	USP awarded multiple all-rounder sports scholarships to students.					
Waste management	Waste management guidelines and legislation for multiple sectors developed for most countries across the region.					

Pillar	2007	2008	2009	2010	2011	2012
Youth					<p><i>Urban Youth in the Pacific: Increasing Resilience and Reducing Risk for Involvement in Crime and Violence report published. Major study undertaken on youth unemployment, reaching recommendation for regular dialogue between youth and policy-makers.</i></p>	<p><i>Framework for Youth Development in the Pacific commenced.</i></p>

Pillar	2007	2008	2009	2010	2011	2012
Accountability frameworks						
Governance	Terms of reference for a scoping/ options study for greater regional cooperation for Pacific ombudsman developed.					
			Pacific Ombudsman's Alliance assessed possible sub-regional models for complaints-handling in smaller island states.	Leaders adopted Cairns Compact on Strengthening Development Coordination in the Pacific. Peer reviews conducted to review the process for setting and reviewing development priorities and planning in Nauru and Kiribati. Forum island countries started reporting on their national plans. Development partners reported on efforts to reduce aid fragmentation, ease the burden of aid administration and improve aid effectiveness. Pacific Ombudsman Alliance established and undertook a year-long trial of the Complaint Handling Ombudsman-backed project in Niue.	Millennium Development Goal Tracking Report developed, together with the Road Map on Strengthening Public Finance Management. Pacific Ombudsman Alliance supported a placement programme of ombudsmen in Forum island countries. Forum Compact peer reviews held in Vanuatu, Niue and Tuvalu. Completion of the majority of the regional institutional reforms that had been underway since 2005, including merging of the Pacific Islands Applied GeoScience Commission and the South Pacific Board for Educational Assessment into the SPC.	Completion of Forum Compact peer review in the Republic of the Marshall Islands and follow-up visits to Nauru, Kiribati, Tuvalu and Niue. Peer reviews recognised at the Fourth High Level Forum on Aid Effectiveness held in Busan as an innovative approach to improving country-level policy and systems. Pacific included on the High Level Forum agenda for the first time, and almost all Pacific countries represented. Public expenditure and financial accountability assessments undertaken in the Cook Islands, Niue, Tuvalu, the Republic of the Marshall Islands and the Federated States of Micronesia.

Pillar	2007	2008	2009	2010	2011	2012
Conflict prevention and human rights	10 studies commissioned under the Land Management and Conflict Minimisation Project.				Governments and civil society organisations in Kiribati, the Federated States of Micronesia, Fiji, Samoa, Solomon Islands, Papua New Guinea, Palau, Nauru and the Republic of the Marshall Islands assisted to report to the UN Human Rights Council under the new Universal Periodic Review.	
Democratic principles – good leadership, broad civil participation		Pacific Leadership Programme finalised and fully operational, supporting Forum principles of accountability and good leadership.		Discussions held with representatives from civil society as part of the Pacific Islands Forum Secretariat–Civil Society Organisations Dialogue Workshops.		

Pillar	2007	2008	2009	2010	2011	2012
Transparency mechanisms – information and statistics			Awareness-raising activities conducted on the importance of freedom of information, draft legislation developed, and assistance provided for supporting infrastructure such as record-keeping and records management.	Statistical support provided to assist with major national statistical collections: Solomon Islands and Vanuatu with their 2009 census of population and housing, and the Federated States of Micronesia and Kiribati with their 2010 census; Tonga and Tuvalu with their household income and expenditure surveys and demographic and health surveys. SPC developed a National Minimum Development Indicator dataset and assisted most national statistics offices with publishing yearly population and demographic indicators, and assisted Nauru and Niue in compiling their national accounts estimates (GDP).		

Pillar	2007	2008	2009	2010	2011	2012
Transparency mechanisms – auditing		Design of a sub-regional audit modality completed and ready for implementation in Kiribati, Tuvalu and Nauru.		Pacific Association of Supreme Audit Institutions Secretariat (PASAI) established and began operating out of Auckland, New Zealand. Sub-regional Audit Support Programme enhanced public auditing standards in three smaller island states.	Whole of government accounts in Tuvalu, telecommunications and provident funds in Kiribati, and state-owned enterprises/public enterprises in Nauru completed under Pacific Regional Audit Initiative.	
Security						
Human security		Regional human security framework for conflict prevention, supported by Forum Regional Security Committee, analysed case studies on human security in Vanuatu, Samoa, Kiribati and the Federated States of Micronesia.				Regional Assistance Mission to Solomon Islands (RAMSI) continued its focus on transition planning across the mission's security and policing, law and justice, economic governance, and government strengthening programmes. The capability of the Royal Solomon Islands Police Force continued to improve over the last 12 months, resulting in a substantial decrease in RAMSI's security footprint, and an increase in the Solomon Islands Police Force's ability to deliver services effectively.

Pillar	2007	2008	2009	2010	2011	2012
Information management				The Forum Regional Security Committee formed the Working Group for Strengthening Information Management to develop collaborative initiatives to strengthen information-sharing activities.	The Working Group for Strengthening Information Management reviewed and consolidated information-sharing activities and initiatives previously undertaken in the region, commenced development of a regional toolbox of resources to assist national law enforcement agencies, and developed best practice guidelines to assist members in undertaking internal reviews on national law enforcement information-sharing practices.	
International crime and terrorism	Trans-national crime unit opened in the Federated States of Micronesia.			Working Group on Counter Terrorism convened.		Forum Secretariat and the United Nations Office of Drug Control implemented an initiative to strengthen the legal framework for counter-terrorism legislation in the Pacific, including ratification of a universal counter-terrorism instrument and implementation of appropriate domestic legislation.

Pillar	2007	2008	2009	2010	2011	2012
Legal frameworks					The Forum Secretariat conducted consultations on possible regional approaches to supporting judiciaries and legislative drafting services in Forum island countries.	
Maritime security	Maritime Programme assisted countries in the region to gain or retain their 'white list' accreditation, signifying compliance with internationally accepted maritime safety standards. All Pacific island countries complied with the International Ship and Port Facility Security Code.					



PACIFIC ISLANDS FORUM SECRETARIAT

Excelling together for the people of the Pacific

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