



# MSG 2038

## PROSPERITY FOR ALL PLAN



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# INTRODUCTION

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The MSG 2038 Prosperity for All Plan, (i.e. this document) was formulated by a Group of experienced and highly qualified Eminent Persons appointed by their respective Governments to review MSG's performance since the establishment of the organization in 1988 by carrying out Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, conduct stakeholder consultations, and using tests such the market test, subsidiary test and sovereignty test to define priorities, developing common objective interests (COI) and mapping out a new Vision, direction and Plan for the MSG to 2038.

The MSG Leaders at their bi-annual Summit in Noumea, New Caledonia on 20 June 2013, and recalling their earlier decision to appoint the Eminent Persons Group and in considering their Report:-

- (i) **Acknowledged** with deep appreciation the work and commitment of the EPG Members which comprised Mr Kaliopate Tavola representing Fiji, Hon. Manasseh Sogavare, MP representing Solomon Islands, Hon. Joe Natuman, MP representing Vanuatu, Hon. Roch Wamytan representing the FLNKS and Mr Leonard Louma representing Papua New Guinea;
- (ii) **Acknowledged** with deep appreciation the exemplary Leadership of Mr Tavola as the Leader of the EPG ;
- (iii) **Acknowledged** with deep appreciation the support of the Secretariat to the EPG;
- (iv) **Adopted** the EPG Report;
- (v) **Endorsed** the recommendations on the Report by the FMM; and
- (vi) **Agreed** to task the Secretariat to develop an implementation plan and a communication strategy for the Report.

By adopting the Report, the Leaders gave their blessings for the document to be the New Plan for the MSG. Therefore, all the recommendations contained in this document reflects the Leaders Vision and direction for the MSG.

The overall Common Objective Interest or Goal of the Plan is **Enhanced MSG Sub-Regionalism (EMSGSR)** to achieve the new Vision and direction of the MSG below.

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# 1.0 MSG VISION

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**“An MSG community that is strong, integrated, enlightened, happy, prosperous, secure and caring.”**

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## 2.0 MSG MISSION

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2.1 To pursue the Vision above, MSG needs to:

- **Strengthen** the integrity, cohesiveness and leadership of communities at all levels of society;
- **Ensure** that all stakeholders own the development through the entitlement of the benefits that accrue to them;
- **Ensure** that all stakeholders feel integrated not only into their own national communities but also in their MSG sub-regional communities;
- **Educate** all children and citizens to the levels of learning to which they aspire;
- **Provide** useful employment for all and for which they are remunerated appropriately;
- **Use** resources sustainably to maximize returns to the owners of these resources and to build wealth;
- **Enable** all to live together peacefully with the understanding that no one presents a threat to another; and
- **Promote** that all are free and equal and one is obliged to tend to another's needs when one is disadvantaged by his or her circumstances.

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## 3.0 BROAD OBJECTIVE

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3.1 For the Strategy below to work, MSG needs to:

- *Raise the awareness in MSG communities on what the Group means and what benefits that accrue to the people;*
- *Strengthen the MSG Secretariat and all its organs to manage, monitor and evaluate the strategy effectively;*
- *Plan and budget that Director General visits and briefs all the Leaders at least once a year; and*
- *Promote MSG regionally and globally.*

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## 4.0 STRATEGY

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**“Enhanced MSG Sub-Regionalism.”**

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## **5.0 THE VISION IS REFLECTIVE OF THE GROUP'S AMBITIONS**

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5.1 Leaders had considered the findings and recommendations of the Study on the Implementation of the MSG Trade Agreement (MSGTA) and Roadmap for Future Integration in 2011 and endorsed a broad vision on the future MSG Economic Integration. The Leaders had envisioned closer economic relations with the expansion of the MSGTA to incorporate services, labour mobility and other issues, and the prospects of moving toward a customs union and common market.

5.2 The discussions and related work on the MSGTA continued into 2012 when the Study on the Review of the MSGTA was completed and the Leaders endorsed the MSGTA's consequential redrafting to accommodate new issues. The redrafting is now complete. However, even before the incorporation of services and labour mobility in the MSGTA, the Leaders had approved an MOU launching the Skills Movement Scheme (SMS) and also launched the MSGTA Rules of Origin (ROO) Handbook.

5.3 In 2013, the Group notched another milestone in its economic integration when Fiji and Vanuatu reduced all tariffs to zero from their respective imports under the MSGTA. Similarly, PNG reduced its long negative list to only three items. Solomon Islands will continue its tariff reductions to zero up to 2017.

5.4 This steady development on economic integration by the Group is driven by a sense of accomplishment of having attained 25 years of existence (1988-2013), an era regarded by some as a period of renaissance, the Group has now acquired the relevant competences and essential where with all for a post-renaissance leap forward into history.

5.5 The formation of the MSG Eminent Persons Group (EPG) to develop the MSG Vision was a fait accompli when the Leaders met at their Special Summit on 29-30 March 2012. The EPG's terms of reference (TOR) is at Annex 1.

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# 6.0 THE VISION IS RESPONSIVE TO THE PEOPLE'S ASPIRATIONS

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## Pre-Consultations

6.1 Ask anyone in any of the MSG capitals on what they want or where they want to get to in the next 25 years – for themselves, their children, their communities, countries and governments and the MSG as a whole – the answers would be clear. The following from various statements and documents reflects their answers, aspirations and dreams in their own words:

**6.1.1 Political objectives** include: The MSG is to be the 'arc of stability'; good governance; political stability; lasting peace and unity; sustained investment in peace building; well-integrated sub-regionally; less aid dependency; national pride – promoting cleanliness and beauty; shunning corruption; respect law and order; boldness, cleverness and courage to shape our own future that we aspire to achieve peace, security and enduring prosperity.

**6.1.2 Economic objectives** include: the MSG is to be the region of opportunity; prosperity; sustained economic growth; an economic miracle; economic and structural reforms to ensure better integration into the global economy; increased wealth attainment; economies of scale – greater productivity and increased demand; opportunity for economic expansion; development supporting infrastructures; and self-reliant.

**6.1.3 Social objectives** include: improved social development indicators; achievement of higher living standards; promising future for all citizens; enlightened community (educated); active youth and women participation; rise above mediocrity; let go of the old habits; aim for the best; and teach children traditional values of humility, respect, caring and fear of God.

**6.1.4 Sustainable development** include: climate change mitigation and adaptation; sustainable resource-based economy; Green Growth policies; and perpetual opportunity for sustained development for many generations to come.



6.2 The disparate nature of the answers above is somewhat reflective of the various items on the Purpose for the MSG, listed under Article 2, Agreement Establishing the Melanesian Spearhead Group. This Agreement, signed on 23 March 2007, is also referred to as the Group's Constitution. Although disparate, the objectives expressed are aspirational and directional – they being forward looking.

### **Post-Consultations**

6.3 Further clarity in what the people want resulted from the opportunity of the consultations conducted by the EPG and by the interactions that ensued from those consultations. The views, remarks and proposals expressed and submitted are presented thematically at Annex 2. The themes are:

- i. Concept of Melanesia;
- ii. The 'Melanesian' in the MSG Acronym;
- iii. MSG solidarity;
- iv. MSG stability;
- v. MSG integrity;
- vi. MSG uniqueness;
- vii. MSG sustainability;
- viii. MSG inclusiveness;
- ix. MSG equity;
- x. MSG unity;
- xi. MSG gender equality;
- xii. MSG innovation;
- xiii. MSG enterprise;
- xiv. MSG cost-effectiveness;

6.4 It is recommended that Annex 2 should be read as a structural part of the report. Apart from the relevance of the various themes presented in the overall comprehension of the report, these themes also act as a collective reminder of what it means to be Melanesian to many people. Furthermore, they also act as a compass to show the direction to turn to that would effectively harness our Melanesian values when choices have to be made, for example, between developmental models, or between components or pillars of developmental models. It is envisaged that whilst our overall choice to be globally integrated may be somewhat aligned with mainstream international economics, there can still be choices as regards the various components of that alignment that would leverage our Melanesian values.

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## **7.0 RATIONALIZING THE STRATEGY: ENHANCED MSG SUB-REGIONALISM (EMSGSR)**

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7.1 The Group's Constitution (see Preamble and Article 1) provides that the MSG is a sub-regional organization. This is the Group's stated political status. Such status is affirmed in the Preamble where it is stated that it is the expressed desire of the established organization to provide its own Secretariat.

7.2 The Preamble, however, also refers to 'region' but the intention was specifically for greater geographical clarity, referring to "the Melanesian region within the Pacific".

7.3 Recently, some commentators have referred to the MSG as a regional organization, on the basis that the Group has its own sovereign decision-making arrangements. This view, however, is somewhat emotive and lacks strategic direction.

7.4 This Plan reaffirms that the MSG is a sub-set of Pacific Regionalism. It is MSG sub-regionalism. This stance is strategic apart from it being constitutionally-consistent. It acknowledges the bigger picture in Pacific Regionalism, from which increased benefit will accrue through regionalization, especially regional economic integration and deeper forms of regional integration. Furthermore, it underscores the fact that the MSG countries are likely to be the principal beneficiaries of these regional processes on the basis of the relative size of their economies. The linkage to Pacific Regionalism also recognizes the valid assumption that a strong MSG sub-regionalism will effectively contribute to an equally strong Pacific Regionalism; and that it is better-resourced to provide leadership in a wide range of regional initiatives, either at the forefront at the regional level taking the region forward, or at the MSG sub-regional level extending its regional reach to non-MSG regional countries and territories.

7.5 MSG's sub-regional designation has already been notified and accepted at the UN since the Agreement Establishing the MSG has been deposited with the UN Treaties Section. It makes no sense therefore for the MSG to be claiming something else which it is not.

7.6 To date, since its establishment 25 years ago, MSG has operated and conducted itself as a sub-region of Pacific Regionalism. It will be noted below that its performance during its first 25 years has been noteworthy and much dividends and confidence had accrued to substantially form a firm basis from which the Group can project itself into the future. The re-branding under an Enhanced MSG Sub-Regionalism as its strategy is the start of a new initiative, a new era for the Group.

7.7 The strategy also represents the 'Plan' for the Group. Its various components/pillars are configured to be supportive of the strategy that the Group has to take in the pursuit of the Vision. The outcomes are discussed under each pillar.

7.8 Discussions of the various pillars, however, are preceded by two explanatory and supportive sections, viz: (a) The strategy is not limiting global engagements; and (b) The strategy's theoretical underpinnings.

7.9 The various pillars of the EMSGSR Strategy/Plan are:

**Pillar Two:** Resulting common goals and core priorities on basis of challenges;

**Pillar Three:** There is still the question of the inter-governmental nature of the MSG;

**Pillar Four:** The commitments of all stakeholders for the leap into history;

**Pillar Five:** Strengthening EMSGSR sub-regional cooperation;

**Pillar Six:** Consideration of provisions of EMSGSR sub-regional services;

**Pillar Seven:** Consideration of further EMSGSR sub-regional integration;

**Pillar Eight:** EMSGSR is supportive of growth of sub-regionalism in Pacific Regionalism;

**Pillar Nine:** EMSGSR proposes to leverage its members' part-ownership of the CROP and other regional agencies to render benefits to its member states and institutional strengthening to the agencies concerned;.

**Pillar Ten:** EMSGSR is to reach out to the rest of the Pacific as an extension of its Melanesian inclusiveness;

**Pillar Eleven:** EMSGSR is to optimize its developmental and humanitarian/security interests in the Pacific Region, thus aligning with those of Australia and New Zealand and other metropolitan powers; and

**Pillar Twelve:** EMSGSR is to be strategically integrated into the wider region and global economy; as well as work strategically with other developmental partners (UN Agencies) on specific issues.

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## **8.0 THE STRATEGY IS NOT LIMITING GLOBAL ENGAGEMENTS**

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8.1 This Plan further makes the point that EMSGSR and status is not restrictive at all in terms of the range and scope of initiatives and interventions the sub-regional organization can take. The organization has access to national service providers if these are able, efficient and consistent under the principle of subsidiarity (see below). It is accessible to regional service providers by virtue of its membership of the larger Pacific Regionalism. Therefore, it only sub-regionalizes any service if it is the only option left. Clearly, with good management and strategic approach, it avoids duplication and can optimize its costs and achieve cost-effectiveness and cost-efficiency.

8.2 Independent states, members of the MSG, have their respective bilateral and multilateral relations; and collectively, they have an additional window of opportunity with the UN and the prospects of inter-regional integration arrangements with groups of countries or with other regions, especially on South-South basis.

8.3 The vision for the MSG which is encapsulated in the approach being adopted in this report is supportive of the broad vision on the future MSG economic integration endorsed by the Leaders in their 18<sup>th</sup> Summit on 31 March 2011. The redrafted MSGTA legal text represents a significant shift from the current goods-only agreement to incorporate services and labour mobility and investment; traditional knowledge is to be included in future. This will open the door for greater sub-regional integration. The prospects of customs union and common market should naturally follow.

8.4 The proposed enhancement of the MSG is in line with global trend. MSG is a form of plurilateralism and the trend of its growth is definitely upwards. UNDP (UNDP correspondence) states: "In the last decade, compounded by the global economic crisis, multilateralism has weakened and plurilateralism is becoming the preferred form of international cooperation. While it can be argued that multilateralism is essential to tackle issues of global scale and importance, regional dimensions of development are now recognized as critical to ensuring effective and coordinated response where multilateral negotiations fail."

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# 9.0 THEORETICAL UNDERPINNINGS

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## *MSG Sub-Regionalism – a sub-set of Pacific Regionalism*

9.1 As a sub-set of regionalism, the theoretical underpinning of regionalism (e.g. see 'Pacific Plan', October 2005, pages 4-6) would also apply here for the MSG sub-regionalism. Clearly, the collective formed is on the basis of willing membership, motivated by joint and individual benefit.

9.2 Sub-regional cooperation, as in regional cooperation, encompasses virtually every form of interaction between countries. In the context of this Plan, cooperation is defined as interaction of national governments (and FLNKS/NC) where implementation is left purely at the national level. Cooperative institutions are those that help overcome problems of coordination, information sharing, mistrust, and commitment between governments. Operationally, this includes conferences, meetings, forums and other forms of inter-governmental discourse. Dialogue is the key process and coordination measures the key output – treaties, declarations, strategies, and action plans that outline mutually agreed steps to be taken by national governments. These are usually accompanied by mechanisms to ensure and monitor implementation, such as working groups, monitoring units and committees (see 'Toward a New Pacific Regionalism', Pacific Studies Series, 2005).

9.3 Cooperation can then develop into another phase where governments/members can choose to pool their capacity to provide services and thus attending to capacity constraints. Qualitatively, this is no different than outsourcing or devolution of services to private sector providers. The power to make policy remains with national governments. The key distinction from regional cooperation is that the regional body actually replaces one or more functions that are normally provided nationally, rather than merely coordinating them. However, it is often difficult to draw a clear distinction between regional bodies that are purely cooperative and those that are purely service providers. Many can be both.

9.4 Sub-regional market integration by way of the MSGTA represents the reduction of barriers between the markets of member countries and thus creating economic opportunities. Most regional agreements begin with the removal of tariffs on the trade on intra-regional goods. However, market integration can go beyond goods to include non-tariff barriers, services, investment and movement of labour.

9.5 Critical in the sequencing of these phases is the belief that one should not run before learning to walk. Deeper sub-regional integration can develop from more complex issues being incorporated into the MSGTA. This is now the strategy being adopted. This can lead to more provision of sub-regional services related to trade, for example, sub-regional reserve bank and regulatory bodies to facilitate freer movement of goods, services and people. This would be getting quite close to consideration of customs union and common market. There is also the other strategy of deeper sub-regional integration but not necessarily through trade. Integration can be pursued with other issues selected on the basis that there will be increased net benefit that will accrue to members of the Group. Some major issues that represent MSG fundamental challenges and that qualify here include capacity building and climate change, identified on the basis of the weight of the constraints they represent in sub-regional development.

9.6 In the initial phase of the MSG sub-regionalism (sub-regional cooperation, sub-regional provision of services, sub-regional market integration), there may not be any limitation on national sovereignty. MSG sub-regionalism is not aimed at replacing national programs but only to support and complement them. The argument also applies in the other direction, i.e. MSG sub-regionalism will not enter into any service delivery if the same is provided at the regional level. MSG sub-regionalism should only provide a service if it adds value to that which it intends replacing.

9.7 However, at the advanced and deepened stage of sub-regional integration, there could be a degree of transfer of sovereignty from the national to the sub-regional level. This is some distance away and there is ample time to analyse this in great detail before it happens. In any case, there is every likelihood that the decision makers at the sub-regional level will still be the national leaders themselves.

9.8 MSG sub-regionalism depends of course on support by members. It should be noted that such support will come if the constituency is informed. There is need therefore for the constituency to be highly aware of the benefits and the costs of sub-regionalism.

9.10 MSG sub-regionalism can reduce costs through 'economies of scale' – by increasing the number of beneficiaries from the service provided. The prospects of cost increases due to 'diseconomies of isolation' is lessened in the context of the MSG sub-regionalism vis-à-vis Pacific Regionalism.

9.11 The three tests for regional approaches can also apply for sub-regional approaches with the relevant adjustments. First, *the market test*: provide minimum intervention only if the market is providing the service well. Second, *subsidiarity test*: intervene only if there is no service provided either at the national or regional

level, or if the service provided is not up to par. Third, *sovereignty test*: does the sub-regional initiative maintain the degree of effective sovereignty held by national governments? As mentioned above, the question of sovereignty is not necessarily an issue during the early phases of sub-regionalism but may become an issue at the advanced level of MSG sub-regionalism when the Group confronts the consideration of deepened aspects of sub-regional integration, e.g. customs union and common market.

### ***Building Solidarity on the basis of Common Objective Interests***

9.12 Often, the rallying espousal of solidarity within a group sounds too emotive and political and lacks the real basis on which solidarity has to be built. In many cases, it is a case of not properly identifying the bases on which to build solidarity.

9.13 This Plan believes in building solidarity within the MSG sub-regionalism but in areas or on issues that are *common* to all, that can be regarded as an *objective* which the Group members want to attain and that which is of *interest* to the general membership.

9.14 The critical thing is to identify and define the common objective interests. Ask the question: is this really the common objective interest? Analyzing each sector, issues, including cross-cutting issues and each time, peel away the irrelevancies in order to get to the barest essential common objective interests. Apply this exercise across the board, in all sectors and on all other issues that can stand-alone on their own merit.

9.15 Once the common objective interests are identified and defined, then conceptualising and formulating measures to directly address these common objective interests become an easy task. These measures can be structured in sub-regional frameworks, for a comprehensive and coordinated approach, if such frameworks do not exist already. They can also be represented in declarations.

9.16 MSG can learn from the experiences of other regions, e.g. in Africa when it comes to structuring frameworks. The Comprehensive Africa Agriculture Development Programme (CAADP) is the agricultural programme (also referred to as framework) of the New Partnership for Africa's Development (NEPAD), which in turn is a program of the African Union (AU). CAADP focuses on improving food security, nutrition, and increasing incomes in Africa's largely farming based economies. It aims to do this by raising agricultural productivity by at least 6% per year and increasing public investment in agriculture to 10% of national budgets per year.



9.18 There also exist regional frameworks that should be accessed. The sub-regional approach in this case becomes how effective can these regional frameworks be accessed and how readily can the benefit accrue. There is no point in duplicating the service.

9.19 The frameworks to be structured are intended to address all aspects relating to building solidarity on any issue, including funding aspects. There will of course be available funding sources that can be accessed. However, the idea of a trust fund or multi-donor trust fund for cross-sectoral funding for the MSG sub-regionalism is one that needs to be developed (see below).

9.20 The case for the small island developing states (SIDS), including the Pacific Small Island Developing States (PSIDS), to be treated as a 'special case' is well recognized and acknowledged (see e.g. the Rio+20 "The Future We Want", paragraph 178; ESCAP's "Green Economy in a Blue World – Pacific Perspective 2012", page 16). This special label opens the opportunity to configure funding proposals that are not generally accepted under mainstream economics. The concept of a trust fund presents such an opportunity.

### ***SWOT Analysis***

9.21 In "ACP 3D – Future Perspectives of the ACP Group", Prof. Mirjam van Reisen justifies the use of a SWOT analysis as follows: "This framework is appropriate for assessing the internal factors (strengths and weaknesses) and external factors (opportunities and threats) determining the future of an organization and distinguishes between those factors that are favourable (strengths and opportunities) and those that are unfavourable (weaknesses and threats) to a particular objective. SWOT analysis is often used as a model for assessing potential change scenarios for companies or organizations as it provides a clear action-oriented framework, as well as an analytical model, for identifying in a systematic way what factors impact on the objectives of the organization and whether or not these are in the control of the organization. In making these distinctions, the SWOT analysis looks at whether the favourable factors outweigh the unfavourable ones in relation to a particular objective, and whether these factors are within the internal control of the organization. It, therefore, is a tool that is often used to 'attain a systematic approach and support for decision situations.'

**The SWOT exercise carried out for the EPG is at Annex 3.**

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# **10.0 EXTENSION OF THE RESULTS OF THE SWOT ANALYSIS TO IDENTIFY COMMON OBJECTIVE INTERESTS**

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10.1 The various issues identified as MSG's strengths, weaknesses, opportunities and threats in four sectoral categories: Economy, Political and Security, Social Development and Melanesian Cultures, Traditions and Values have been subjected to the exercise to determine and define the 'common objective interests.' The SWOT analysis itself, by nature, has identified issues of common interests. What is needed is textual reconfiguration to render them as objectives.

10.2 In the interest of comprehensiveness, all these issues can be subjected to the exercise above. In terms of priority, however, the issues that represent the unfavourable factors (weaknesses and threats) can be addressed initially. The favourable factors (strengths and opportunities) can be treated subsequently.

10.3 In the SWOT analysis, the first weakness identified under the Economy category is: Narrow economic and export bases, which can be reconfigured to project the objectives of (i) widening the economic base and (ii) widening the export base. Measures can thus be identified and formulated to achieve these objectives. These measures can then be framed appropriately, clearly indicating the strategies to achieve the objectives. The framework can also include the agency responsible for the coordination.

10.4 For added analysis and clarity, it is proposed that the measures identified can be further subjected to another SWOT analysis for the identification of strategies at the micro level; or a PEST analysis.

10.5 PEST Analysis is a simple and widely used tool that helps in analyzing the Political, Economic, Socio-Cultural, and Technological changes in a business environment, for instance. This helps one to understand the "big picture" forces of change that one is exposed to, and, from this, take advantage of the opportunities that they present.

10.6 The results of the exercise to determine the ‘common objective interests’ are at Annex 4. Apart from re-enforcing the lessons from Pillar One below, these results are also essential inputs into the consideration and operationalization of all the other Pillars of the Plan, especially Pillars Five and Six.

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## 11.0 THE ENVISIONED ENHANCED MSG SUB-REGIONALISM

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### **11.1 Pillar One: Lessons and Challenges drawn from the Strategy of the first 25 years**

#### **11.2 The achievements to date on the basis of Agreed Principles**

11.2.1 The achievements of the last 25 years can be said to have all met the requirements of the six Agreed Principles of Cooperation signed in 1988, see Annex 5.

11.2.2 Annex 5 contains the details of the achievements and the results of an assessment carried out. Whilst commendable, the EPG takes the view that the 25-year period just ended represented a chapter of learning for the Group, and that lessons should be drawn from it to build the foundation for the next chapter of MSG’s existence.

11.2.3 MSG had to learn very quickly and adopted a seventh Agreed Principle: Environment and Climate Change (see Annex 5), on the strength of its unprecedented impact on MSG members and in the Pacific at large.

11.2.4 The lessons drawn are as follows:

Agreed Principles	Lessons Drawn
Melanesian Heritage with unique cultures, traditions, customs and values	Greater efforts are needed on: raising the standards of performing arts; commitment to the facilitation of implementation of decisions made, including allocation of relevant resources; cultural education; linguistic study; and enacting national laws to implement the

	Framework Treaty on the Protection of Traditional Knowledge and Expressions of Culture, signed in 2011.
Friendly relations with each other and other international organizations like SPF (now the PIF) and the UN	This is 'work in progress'. MSG needs to be more proactive in asserting its place in the region and beyond. It needs to have its voice heard and to back it up with actions (e.g. diplomatic representations) and consistently high standards of achievements especially on issues in which it has strategic interests.
Need for 'networking' and free interaction amongst Melanesian States	Whilst MSG sub-regional cooperation and sub-regional integration have developed relatively well amongst MSG members, cooperation with other non-MSG Melanesian states is only rudimentary, and can be stepped up. Vanuatu and New Caledonia have just started cooperating both at the levels of governments and of provinces.
Respect for each other's sovereignty	Reconciling this with members' commitments and adherence to the principles in Articles 4, 5 and 6 in the MSG Constitution – Principle of Dialogue, Sustainable Development and Human Rights and Rule of Law and Good Governance, may have proven deficient during MSG's learning period. MSG needs to be principled in its stance on these universal values and to be heard loud and clear when these values are breached. The case of amending the constitution to provide a workable modus operandi in situations of breaches of democracy, constitutionality and human rights is proposed.
Promotion of economic and technical cooperation	Members lack resources needed for the full and effective implementation of decisions made. The critical issue here is that decisions made are not binding on those who make them. There is no compulsion and no legal responsibility to follow up on these decisions and ensuring their implementation, or that relevant resources are allocated. The case of amending the

	<p>constitution to introduce binding element in decision making is proposed. Furthermore, it is also proposed to develop a trust fund for the Group and the proceeds from which can supplement resources at the national level to assist in the implementation of specific development projects agreed to by the Group.</p>
Maintain peace and harmony in the region	<p>Lack of resources and commitment to follow up on decisions, as per above, were constraints. The situation was exacerbated by the escalation of new security issues the Group is exposed to through globalization, e.g. drug trafficking etc. The situation calls for allocating increased resources – internal and external, and having to work smarter at sub-regional cooperation and integration with new commitment to benefit from economies of scale and cost-effectiveness.</p>
Environment and climate change	<p>The novelty of the issues, especially the latter, contributed to the slowness with which they were factored into the government policy system, including law making, and much had to be done to get decisions followed up and implemented. MSG needs to develop the analytical capacity to assess new issues as they develop and provide an instant and informed methodology and guide on the way forward.</p> <p>Knowledge of climate change adaptation measures needed to tap on traditional knowledge which had been lost, in some instances. This needed new initiatives to have them revived. This underscores the need to protect traditional knowledge and cultures that add value to the demands of our globalized existence.</p> <p>The role of the traditional chiefs as advocates for important issues to ensure that the message, as per</p>

	<p>above, reaches the people at the grassroots is thus critical. In situations where the role of the chiefs has been undermined, for one reason or another, such advocacy is lost and the message becomes ineffectual.</p> <p>Securing pledged financing for climate change adaptation and mitigation measures from global sources has been problematic. This underscores the need for MSG to cooperate closely with SPREP with the aim of learning and understanding the twists and turns on the road to accessing such funds.</p>
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### **11.3 The achievements to date on the basis of the results of the SWOT analysis**

11.3.1 The results of the SWOT analysis (see Annex 3) provide the favourable and unfavourable, internal and external factors that were at play, and continue to be at play in MSG, and which were influential, especially in the quality and standards of the MSG's achievements in the last 25 years.

11.3.2 Whilst 'strength', 'weaknesses', 'opportunities' and 'threats' present their own specific challenges which, in one way or another, impact on performance and achievements, this section of the report has opted to focus on the unfavourable factors of 'weaknesses' and 'threats' to exemplify the critical challenges that they pose for the Group in the next 25 years when it tries to tackle and transform these factors to gains and benefits.

### **11.4 The challenges related to the *weaknesses* in the MSG Economy are as follows:**

- i. Widening and diversifying the narrow economic and export bases;
- ii. Formulating policies and measures to add value to commodities, to move up the value chain, and render differentiation to end products in order to avoid vulnerability to commodity price fluctuations;
- iii. Creating the enabling environment to attract increased private sector investment;
- iv. Corporatizing and privatizing strategic state owned enterprises (SOE) to relieve pressure on government finances;
- v. Increasing availability of suitable capital for rural entrepreneurship;
- vi. Building suitable rural infrastructures;
- vii. Strengthening the proper implementation of land tenure systems and legislation;
- viii. Utilizing sustainably natural resources; and

- ix. Addressing effectively corruption to ensure that benefits of economic growth accrue to those intended.

**11.5 The challenges related to the *threats* in the MSG *Economy* are as follows:**

- i. Addressing seriously political and parliamentary instability to ensure confidence in the economy, peace and harmony;
- ii. Configuring and building a 'bubble' around the MSG economy to deflect global economic crisis;
- iii. Formulating international procurement measures to avoid the high fluctuations in commodity prices; and
- iv. Stepping up work on climate change adaptation and mitigation in agriculture to arrest decline in production.

**11.6 The challenges related to the *weaknesses* in the MSG *Political and Security* are as follows:**

- i. Strengthening good governance – structures and institutions to ensure solidarity and unity;
- ii. Ensuring effective border control through MSG, regional and global cooperation to avoid entry of undesirables that present security risks;
- iii. Addressing effectively corruption and white collar crimes both at the national and sub-regional levels;
- iv. Carrying out law reforms to update and modernize out-dated laws; and
- v. Making decisions binding to engender responsibility to decision-makers to follow up on proper implementation of decisions with adequate resource allocation.

**11.7 The challenges related to the *threats* in the MSG *Political and Security* are as follows:**

- i. Strengthening good governance – structures and institutions, with checks and balances to avoid political and parliamentary instability;
- ii. Strengthening good governance – structures and institutions, with checks and balances to avoid communal and ethnic tensions;
- iii. Learning to agreeing to disagree with dignity if it is the only option left as regards some of the contentious and problematic global issues;
- iv. Cooperating with MSG members and relevant international stakeholders in dealing with illegal human smuggling and drug trafficking; and

- v. Cooperating at the MSG level is a means of achieving unity and any competitive streaks by members will only undermine such unity.

**11.8 The challenges related to the *weaknesses* in the MSG *Social Development* are as follows:**

- i. Although identified by Fiji as a specific weakness in the pursuit of the implementation of the MDGs, poverty remains a major constraint in all MSG members. The challenge is to address it as a cross-cutting issue with the full range of policies and policy instruments and to be sufficiently resourced;
- ii. The 2012 Pacific Regional MDGs Tracking Report states: "...Melanesia is off track on all the goals but excluding PNG, the region is on track towards reducing child mortality (MDG 4), with mixed progress recorded for all the other goals.....PNG is off track on all the MDGs;"

**11.9 The challenges related to the *threats* in the MSG *Social Development* are as follows:**

- i. Working to improving economic growth with low inflation and ensuring increasing job opportunities on a consistent basis;
- ii. Addressing political and parliamentary instability as per above, and addressing natural disaster preparedness. The adverse impacts of these two factors have eroded hard-won MDG gains in the last 25 years; and
- iii. Diversifying government revenue base for governments, ensuring sustainability, to ensure that expenditures related to the pursuit of the MDGs are not undermined.

**11.10 The challenges related to the *weaknesses* in the MSG *Melanesian cultures, traditions and values* are as follows:**

- i. Maintaining the interests in the Melanesian Festival of Arts and related activities in between the four year cycle;
- ii. Ensuring full engagement of the traditional chiefs and the traditional governance systems as an avenue for advocacy of national issues and of delivery of national services;
- iii. Reconciling traditional governance with the legal system where added value can be attained;
- iv. Committing and enacting national laws, when needed, to incorporate provisions of sub-regional declarations and frameworks, e.g. Framework Treaty on the Protection of Traditional Knowledge and Expressions of Culture.



**11.11 The challenges related to the *threats* in the MSG *Melanesian cultures, traditions and values* are as follows:**

- i. Ensuring incorporation of traditions, cultures and values in youth development in ways and means that make meaningful contributions and will add value to the lives of young people exposed to the full brunt of globalization.

**11.12 The achievements to date on the basis of MSG sub-regionalism**

11.12.1 The growth of MSG sub-regionalism in the last 25 years has been unconventional in that there have been aspects of different phases of sub-regionalism, not necessarily following the usual pattern. Sub-regional market integration through the MSGTA, for instance, preceded the growth of sub-regional cooperation. It can be said, that growth and development of sub-regionalism has been practical in its approach and being responsive to the needs of the period

11.12.2 This is commendable in that much of the earlier growth took place even before the establishment of the Group's permanent Secretariat in 2008.

**11.13 MSG sub-regional cooperation**

11.13.1 In terms of sub-regional cooperation, various mechanisms for information sharing, coordination, monitoring in the forms of committees, conferences, working groups, declarations, treaties, frameworks, agreed principles have been established and are operational. The FLNKS participation in all these mechanisms has been made possible through the establishment of an FLNKS Unit in the Secretariat in 2012.

**11.14 MSG provision of sub-regional services**

11.14.1 In terms of provision of sub-regional services, the Group, for example, agreed in 2011 to establish a Regional Police Academy (RPA) and agreed in principle to the establishment of the MSG Formed Police Unit (FPU).

### **11.15 MSG sub-regional market integration**

11.15.1 In terms of MSG sub-regional market integration, the precursor to the MSGTA was established in 1993 prior to Fiji's accession to MSG membership in 1996. It has been revised occasionally to meet the growing challenges of intra-MSG trade and is operating well. This year, 2013, witnesses the successful trading by three MSG members (Fiji, PNG (with exception of 3 goods) and Vanuatu) duty-free, thus fulfilling their commitments to reduce their negative lists' tariffs to zero within 8 years. Solomon Islands will continue its tariff reductions to zero up to 2017.

11.15.1 MSGTA's Rules of Origin Handbook was launched in March 2012.

### **11.16 MSG sub-regional integration**

11.16.1 The MSGTA has been redrafted in readiness to accommodate more complex issues like services, investment and labour mobility. A precursor to labour mobility to be under the Trade in Services chapter of the Agreement, however, has been established and is operational. The Skills Movement Scheme (SMS) was signed in 2012.

## ***12.0 Pillar Two: Resulting common goals and core priorities on basis of challenges***

12.1 The lessons drawn from the assessments above on the basis of achievements under the MSG Agreed Principles and the multiplicity of challenges posed on the Group resulting from the SWOT analysis underscore explicitly the magnitude of the tasks facing the Group going forward. Furthermore, the exercise has implicitly pointed to the need for relevant resources to be available at the MSG's disposal in order to effectively address these tasks.

12.2 The MSG members are challenged, notwithstanding the gains of the last 25 years, to effectively and collectively secure these resources. The attitude: *We can do it* must drive the Group to source from within first before seeking supplementation from external sources. MSG's abundant natural resources and enterprising human capital have to be mobilized sustainably and innovatively for the tasks confronting the Group. Retired televangelist, Robert H Schuller, emboldens the MSG 'to turn scars to stars'.

12.3 Industries that have great potential to propel the Group unto unprecedented heights are resource-based especially fisheries, tourism, agricultural value-added products and those that will unlock the

substantial human capital, e.g. knowledge industry, ICT/digital economy and the creative industry. The extractive industries have to be driven by sustainable and science-based development. The other pillars of the plan have to work in concert to promote and advance these industries. The cooperation work on the MSG Green Growth Framework in Pillar Five, for example, will need to drive and regulate the conduct of the extractive industries in the future. Further guide on the extractive industries is provided by the UN Framework: “Guiding Principles on Business and Human Rights: Implementing the UN ‘Protect, Respect and Remedy Framework’” referred to in Annex 2.

12.4 Clearly, national, sub-regional and global strategies that are forward-looking and balanced have to be firmly in place in the MSG’s roadmap for the next 25 years. Bilateral and inter-regional cooperation partnerships will be critical for the attainment of high results that the Group aspires to.

### ***13.0 Pillar Three: There is still the question of the inter-governmental nature of the MSG***

13.1 With the membership of the FLNKS, a non-state entity in the MSG, it raises the question of the inter-governmental nature of the MSG. The question is valid only if such configuration is constraining the activities of the MSG in terms of the interventions from outside the organization, e.g. from development partners, donors and funding agencies.

13.2 Should this be the case, then two possible scenarios present themselves as justification of the current situation. The first is that the existing MSG configuration could be viewed as an inter-governmental organization ‘in transition’. The FLNKS is essentially a government-in-waiting should the Nouméa Accord processes result in an independent status for Kanaky-New Caledonia. If this happens then there will be suitably-orchestrated transformation of the FLNKS in the context of the new state, and the new state as such will take its rightful place in the organization.

13.3 In the event that it is not, then the current configuration - membership of the FLNKS, will continue. It is not envisaged that the FLNKS may withdraw its membership from MSG at the time. It would be relevant therefore that an innovative solution is to be found.

13.4 A possible solution is to regard the mix of state and non-state membership in MSG as a precursor for the future – an inter-governmental *plus* entity, and as a means to broadening the representation in the sub-regional organization to include NGOs/NSAs in order to widen legitimacy and diversify funding sources. This will also pave the way for membership of other NSAs in future.

## ***14.0 Pillar Four: The commitments of all stakeholders for the leap into history***

### **14.1 MSG Body Corporate**

14.1.1 At 25 years old, MSG is ready for a great leap into history. The period just past has been one of learning and preparation for the Group to take this decisive and bold step. The driving forces that have engendered such enterprise have evolved through the lessons drawn from accumulated experiences – favourable and unfavourable, in governing post-independence small island states, still developing and struggling to integrate fully into the global economy under various integration agreements but already substantially immersed in the impacts of globalization and in the multiplicity of critical paradigm-shifting issues that are constantly changing the global and regional landscape.

14.1.2 The driving forces and philosophical underpinnings that are motivating this leap forward are as follows:

- i. MSG's re-commitment to the Universal Declaration of Human Rights and related Conventions (The Big Eight) to underscore MSG's determination to turn the corner especially given past breaches of the values in the Declaration that have stigmatized the Group; that ratification of these Conventions where warranted is to be stepped up; that any sub-regional charter of the human rights in future should not result in reduction of standards of commitment to the universal values enshrined in the Declaration and Conventions; that interdependence of rights relate to political, civil, economic and cultural rights; that violation of human lives in the name of culture is inhuman and totally unacceptable; that violation of these human rights is to be condemned and measures to regularize any situation that may arise are to be commensurate with the degree of abuse; that a negotiated process should be in place to guide and regulate normalization after the abuse, but such process constituting the rules is to appropriately reflect the Melanesian ways of conflict resolution, including

dialogue, reconciliation, mediation, and care for one's neighbours, and has to start well before the conflict escalates or erupts; that such process should include the intervention of the MSG High Representative/Special Envoy who will attempt reconciliation and/or settlement between the parties; such process is aimed essentially at prevention rather than cure, and which can obviate the ultimate disciplinary action of suspension of membership.

- ii. MSG's re-commitment to the six Agreed Principles of Cooperation among Member States signed in 1988, taking into account the relevant lessons that have been drawn from assessments of their relative implementation; that the brotherly feeling that inspired the founding fathers of MSG to establish the Group is rejuvenated to fuel and cement the bonds amongst MSG leaders;
- iii. Re-enforcement of the covenant the MSG founding fathers made with the people that Melanesia is not free until all is free; that the decolonization and denuclearization processes are to be pursued with added vigour;
- iv. As part of MSG's integration into the global economy, the Group is to pursue strategic partnerships with both traditional and non-traditional partners - prospective sources of developmental resources, but to reduce aid dependency in the medium to long term; that such approach in diversifying our friends may potentially deflect and diffuse menacing geo-political conflicts;
- v. Given the commonality of Members' interests, the Group is to lift its efforts in effectively promoting and articulating, regionally and globally, on issues that really matter to the people of Melanesia;
- vi. That the Melanesian renaissance of the last 25 years, a learning process in many ways, has engendered a collective sense of camaraderie and tour de force that have given birth to a new dream –of being united under the banner of the new vision with clear outcomes and to which we can claim ownership; of readiness to take a quantum leap into the future; of restoration that we want to clean and improve our image and change how others regard us; of enterprise that 'we can do it' and that we do not have to wait around for someone else to tell us what to do and how to do it; of territoriality that we know our place in the sun in Oceania and it is our duty to humanity to protect and use sustainably our natural resources, bio-diversity and our human capital; of affirmative action directed especially to the women and youth of MSG in order to harness their untapped economic power for nation building; of special affirmative action for the youth given the substantial demographic dividends to be harnessed (50% of the population in PNG, Solomon Islands and Vanuatu, for example, are under 21 years of age – [www.spc.int/sdp](http://www.spc.int/sdp)); of renewal of spirit to develop new work cultures and ethics and to get out of the rut of mediocrity; of balance that even if we 'turn scars to stars,' we are still a small fish in a big pond in the global scheme of things;

of determination that we do not want to lag behind the rest of the world and to be reminded that we live in the Twenty First Century;

- vii. To underscore that MSG is serious about being a regional and global player of note, the Group should make all its decisions binding so that decisions are followed up, implemented with relevant policies and resource allocation, monitored and evaluated; that the Group's Constitution be amended to reflect this appropriately and national law reform carried out to ensure proper legislation is in place; that national structures are in place for the delivery of government services and ensuring the benefits of increased investment and employment are shared equitably and to reach the grassroots; and
- viii. The new Melanesian dream is founded on a sense of maturity and prescience that the current generation of MSG leaders have the singularity of purpose to leave a legacy, and a favourable one at that, for posterity; and for the current and future leaders who have been adequately reminded by a founding father: Rt. Hon Ezekiel Alebua 'not to lose sight of the people.'

## ***14.2 Membership***

14.2.1 The Plan recognizes statements from some MSG Leaders supportive of increased membership of the Group and that indications of interest had already been received. The Plan takes the view that this matter is indeed in the realm of the Leaders' prerogative. The Plan nevertheless feels obliged to offer suggestions that can guide a possible modus operandi to consider and process applications as they are received. These suggestions are:

- i. That growth in membership should generally be preceded by a period of consolidation before new members join;
- ii. The period of consolidation should include formal delimitation of members' national borders, where warranted, to avoid possible future border conflicts;
- iii. That, inter alia, consideration of resources and affordability should precede the finalization of any application for membership;
- iv. That Melanesia forms a specific geographical area in Oceania from where new members would be naturally sourced in the first place;
- v. New membership however is the responsibility of the Leaders;
- vi. FLNKS membership has created a precedent for membership of non-states; and

- vii. Decision on West Papua's membership is likely to be taken at the Leaders' Summit scheduled for June 2013.

### **14.3    *The case of the FLNKS***

14.3.1 MSG's commitment to full independence for the FLNKS remains the driving force and it determines its strategies leading up to the general elections under the Noumea Accord in 2014 and beyond. The EPG thus proposes the following to support the FLNKS case:

- i. MSG Leaders and other MSG representatives (e.g. the Chiefs of Vanuatu under the Tafea-Kanaky relations established in 2010) to include in all their statements at the UN and elsewhere their support for the FLNKS case and for the proper implementation of the provisions of the Noumea Accord, and to be alert to any move to delisting New Caledonia from the UN decolonization list;
- ii. MSG Leaders to consider the appropriate forms of assistance to the FLNKS leading up to the elections and can include: financial assistance, attachment of personnel to the FLNKS Bureau for capacity building, provision of observers during the elections, and other technical assistance.

14.3.2 All efforts are to be directed at achieving the ultimate political goal of full independence for the FLNKS. In the interest of strategization and in the event that FLNKS does not get a clear pathway to full independence after the referenda provided for under the Noumea Accord, then MSG should stand ready to consult with and offer advice to the FLNKS Bureau and the FLNKS Congress members as to the various prospective ways forward for FLNKS and the country.

14.3.3 It is appreciated that if after the scheduled referenda and there is still no clear pathway to full independence, New Caledonia will continue its status currently enjoyed and described as a quasi-independence state. This is so since the various competences that have been transferred from France to New Caledonia cannot be reversed. FLNKS will be keen to learn from the experiences of countries like Niue and the Cook Islands who have special relationships with New Zealand with some competences shared, and also from the experiences of the Micronesian countries under the compact arrangement with the USA.

14.3.4 FLNKS is going to be in the Chair of the Group for two years as from June 2013, and considering that it lacks the apparatus of a state which would facilitate its effective chairmanship, and to ensure continuity of the excellent work done by Fiji in the last two years, EPG thus proposes the following:

- i. In addition to the requests for assistance agreed to already by Leaders at their 18<sup>th</sup> Summit on 31 March 2011, MSG Leaders to approve various forms of assistance for the FLNKS Bureau members and those it selects and can include: attachments for training in any of the appropriate ministries or institutions (e.g. FNU) in MSG countries, MSG Secretariat, UN agencies or any of the MSG UN Representative offices in New York;
- ii. The Secretariat is to draft a suitable resolution on the FLNKS case which can be discussed and adopted by the Leaders at the June 2013 Summit;
- iii. The Secretariat, in consultations with the FLNKS Bureau, identify ways and means of assisting the New Caledonian government benefit from the MSGTA and stepping up establishment of cooperation agreements between it and other MSG countries or between provinces or between people directly.

#### **14.4    *The case of West Papua***

14.4.1 The Plan has noted that West Papua's application for membership of the Group is an independent process vis-à-vis its work and MSG Leaders are likely to make a determination on it at the June 2013 Summit. Furthermore, the EPG recognizes that a number of factors are at play here and which can influence the decision one way or the other. These are:

- i. There is strong support for West Papua's membership at the grassroots level - no objection was expressed to the EPG;
- ii. Some MSG leaders have already spoken favourably of such membership;
- iii. There is a degree of sensitivity as regards this matter for MSG countries having bilateral relations with Indonesia, but there is also determination on how to affectively address such sensitivity;
- iv. Based on views expressed indirectly to the EPG earlier in the consultations, Indonesia is likely to regard such membership with some difficulty, even though the West Papua National Coalition is engaged in its own dialogue with the Indonesian Government; and
- v. There is also sensitivity as regards the UN's historical and formal position on this matter which had led to Indonesia's sovereignty over West Papua.



14.4.2 On balance and in the interest of moving forward on this matter, the Plan regards West Papua's membership of the Group as an opportunity. The Plan believes that such membership can be justified on five critical grounds, viz: (i) West Papua constitutes a fellow Melanesian community; (ii) on the basis of MSG's concerns about the frequent abuses of human rights that get reported; (iii) on the basis that current leaders of the West Papua National Coalition are supportive of membership and close association with Melanesia (the same cannot be said about those prospective leaders awaiting in the wing and wanting to play a major role in future); (iv) information to hand is that the Indonesian Government is considering military pull out soonest; and (v) the overwhelming support from all MSG stakeholders consulted to date.

14.4.3 The opportunity of having both Indonesia and West Papua in MSG has to be taken advantage of to create a dialogue process under the aegis of MSG. MSG can create a framework for the dialogue, provide a dialogue chair and the required facilities and resources. The process is to have sequential targets/achievements prior to the final ultimate political objective of full independence. Activities at various levels – at the level of the sub-region, MSG-Indonesia bilateral level and at the UN level – are scheduled into the process aimed at achieving any of the sequential targets.

14.4.4 Some of the activities and targets to be scheduled in apart from the dialogue itself include:

- i. MSG-Indonesia bilateral;
- ii. Ceasing of human rights abuses;
- iii. Reconciliation at the beginning of the dialogue process;
- iv. Increasing pressures on the UN;
- v. Increasing awareness;
- vi. Fact-finding missions;
- vii. People to people visits;
- viii. Economic regeneration;
- ix. West Papua to be re-inscribed in the UN decolonization list;
- x. Autonomy;
- xi. Autonomy Plus
- xii. Ultimate target of full independence.

14.4.5 It is envisaged that such a gradual approach with sequential realistic targets that can achieve alignment of views and opinions between the two parties may bring about convergence in the approach of the Group.

#### **14.5    *MSG Secretariat***

14.5.1 Clearly, the role and scope of work of the Secretariat will have to be adjusted to reflect the new enhanced MSG. The ASEAN model can be studied for this purpose. Many other suggestions were offered, viz:

- i.    MSG members to commit to paying their contributions to the Secretariat's budget punctually;
- ii.   Members may wish to explore the use of their respective superannuation funds to source contributions to the Secretariat which can be paid by instalments;
- iii.   The Chair of the Group and the Director General (DG) are to be mandated to speak out on issues, especially on global and geo-political issues that impact the Group when the issues are still fresh to indicate MSG's responsiveness and alertness to these issues. This is to underscore our desire that we want to be an effective voice in the region and that we bring our typically Melanesian perspectives into the global debate on these issues;
- iv.    To help in raising the status of the Secretariat in future, staff members who are multilingual could be given priority in recruitment; and
- v.    Decentralization of the Secretariat could be considered in conjunction with the creation of 'Melanesian Villages' in all MSG countries. It is understood that the concept of 'Melanesian Villages' had been mooted before. It may have to be resuscitated and further promoted.

#### **14.6    *MSG Council of Elders/High Representative***

14.6.1 Two suggestions to assist the Group in projecting itself regionally and globally were tendered. First was the idea of an MSG Council of Elders to be established and to advise the Group. Second, an advocate in the person of a High Representative or an Envoy to be identified and he or she can be charged in promoting the Group and what it represents regionally and internationally. The latter represents an idea already endorsed by the Leaders at their Special Summit on 22 August 2012 in Fiji.

14.6.2 The Plan sees the merit of both ideas. Elders in the proposed Council can be both advisors to the Leaders and mentors to prospective young leaders. As regards the latter idea, caution was offered on the timing of any promotion to be launched. Any promotion is to be carried out only when the Group is assured that it is making efforts to improve its image and status and that policies and mechanisms are in place to address same. The integrity of the Group must be protected at all times and not undermined in any way.

14.6.3 For effective promotion, a true representation of the Group's origin and early history is a potent tool. There is need therefore to research and publish the Group's early history for this purpose. The Group is encouraged to commission such publication. It is proposed that the early Leaders be commissioned to publish their reflections of the early history of the Group.

14.6.4 The High Representative/Envoy is to be mobilized as well when the integrity of the Group is being threatened from within, e.g. when a member state is facing possible take-over by the armed forces of that country. He or she can act as an intermediary to negotiate possible reconciliation and settlement. He or she can also seek support from other intermediaries that may have specific competence relevant for the issue at hand, for example, from the church or traditional leaders.

14.6.5 The Director General is to provide oversight of the intermediation process: to determine when any intervention is needed and when it has to end, and to facilitate the mobilization of relevant expertise.

#### **14.7 *What is in the name?***

14.7.1 The question of the continued relevance of the name Melanesian Spearhead Group has been raised in the event of increased membership from beyond the Melanesian border. The specific relevance of 'Spearhead' was the nub of the enquiry. This Plan, however, does not offer any prescription since the question essentially pre-empted the question of membership, the specific province of the Leaders.

14.7.2 Be that as it may, the Plan offers the view that 'spearhead' has a specific connotation in MSG: that the point of the spear is intended to cut through issues, even complex ones, and to penetrate through layers of superfluous verbiage to get to the core of the issues and render them clarity and utility. As such, it does create its own uniqueness that obviously adds value to the unique label that the Group wants to create for itself.

## **14.8 Constitutional review**

14.8.1 Some of the recommendations (see Annex 6) of the report require specific amendments to the MSG Constitution. It is proposed that this be attended to in due course; and the opportunity should be taken to improve other provisions of the Constitution to reflect the major universal values (e.g. democracy) to which all stakeholders have committed themselves.

## **15.0 *Pillar Five: Strengthening EMSGSR sub-regional cooperation***

15.1 MSG cooperation in the last 25 years provides a solid base for the enhanced level envisaged for the next period of growth. What is envisaged for now and for the future is attending to the discrepancies of the last 25 years by way of a period of consolidation, improving the operational and organizational efficiency and effectiveness of procedures and work methods, delivery of services, improving the information flow between the sub-regional and the national levels and doing more in sectors and in issues not covered previously; but at all times, trying to secure maximum net gains for the Group as a whole and, specifically, maximum net gains in the selected industries where the Group can develop comparative advantage: fisheries, tourism, extractive industry, agricultural value-added products, knowledge industry, ICT/digital economy and the creative industry.

15.2 On the basis of cost-effectiveness, avoidance of duplication and leveraging on existing services and frameworks, MSG aims for harmonization, especially with the Pacific Plan. Furthermore, there needs to be better prioritization of issues to be addressed premised on potential net gains to be gained, e.g. those related to our maritime environment, smallness of our economies, tyranny of distance, climate change, renewable energy, and natural disasters. Each of these issues needs to be profiled accurately in order to determine and identify the measures that are needed to effectively address them.

15.3 Sub-regional cooperation can also be strategically targeted at issues that attract external funding and technical assistance from non-MSG countries or organizations. EPG was informed that financial and technical assistance from Asian countries and institutions (e.g. Asian Coalition of Housing Rights) can be accessed in the areas of housing and urbanization.

15.4 Some areas for enhanced sub-regional cooperation by sectors (same sectors identified under the SWOT analysis) are noted below:

**15.4.1 Economy**

- i. There has been an increasing trend in the growth of business in the sub-region. Corresponding efforts should be directed at improving infrastructures, all supporting facilities and mechanisms and business regulations; harmonization of ICT regulations through the Pacific Islands Regulatory Resource Centre (PIRRC) for the proper management of competition in the sector, guarantee of quality of services and opening of the market with resultant reduction of unit costs;
- ii. Improvement of transport linkages, interconnectedness and infrastructures– shipping, aviation, to facilitate intra-sub-regional trade and related activities with increased access to Aid for Trade resources (AfT); cooperation in aviation is especially critical if it includes harmonization of aviation rules and regulations and of procurement policies and specifications of hardware to facilitate sub-regional procurement of spare parts, and dialogue to avoid price cutting; coordination of freight forwarding to ensure that carriers have full cargoes on all routes; cooperation and information sharing on developing national infrastructures – ports, roads, airports, utilities, telecommunications, for instance, in the creation of enabling environment for private sector operations;
- iii. Improving the links between critical sectors, e.g. rural development and agriculture to markets; direct VA and moving up the value chain to any potential market demand, e.g. China; links between tourism and renewable energy industries for the greatest potential gains to the sub-region; exchange of best practices on development of SMEs and rural entrepreneurship;
- iv. Most optimal collective management and sustainable use of the substantial fisheries resources for the greatest benefits to all with the knowledge that these benefits, to date, have accrued to those from outside the sub-region;
- v. Increasing employment through investment, investment policies to protect locals' work, stopping brain drain, institutional strengthening, labour mobility – sub-regionally, regionally and internationally, promotion of creative and knowledge industries and incentives; and standardization to lift levels of performance and achievements;
- vi. Linking up of champions of businesses with the aim of establishing joint ventures and exploring new business initiatives that can transform the sub-regional business and commercial landscape;

- vii. Establishing an MSG Business Council of champions of industries that can advise national leaders on private sector issues including the enabling environment for businesses, costs of doing business, the need for Double Taxation Agreements (DTA), relaxation of foreign exchange regulations, investors' minimum standards for transparency, government procurement with national preferences, financial inclusion, better use of sub-regional liquidity situation and dispute resolution mechanism that is predictable;
- viii. Stepping up work on the MSG Green Growth Framework and Renewable Energy;
- ix. Increased cooperation in customs and harmonization of customs systems, bilateral quarantine agreements (quarantine protocols); agricultural protocol (for the Chinese market); addressing non-tariff barriers (NTBs) imposed by the markets in relation to sanitary and phyto-sanitary measures and costly standards and technical barriers to trade (TBTs); linking gains in political stability to product profiling to improve marketability under existing certifications or under new ones; and
- x. Directing increased aid flows to much-needed infrastructures.

#### **15.4.2 Political and Security**

- i. National mechanisms are to play an important role under the enhanced strategy. It is costly for the Group to establish cooperation mechanisms at the sub-regional level for all stakeholders, let alone having special individualized 'desks' at the Secretariat. What is proposed instead, apart from formulating relevant policies to match and to be consistent with all stakeholders' interests at the national levels, is that national mechanisms are to be formalized and governments are to assume the responsibility to dialogue with all stakeholders – individually or collectively, on all matters relating to their respective interests. Occasionally, these stakeholders are brought to the sub-regional level when relevant issues are inscribed in the agenda of MSG meetings. Parallel meetings can then be arranged to facilitate transparency and cross-fertilization of ideas;
- ii. Stakeholders whose complementary role in development and in nation building is recognized are to dialogue with governments and these include: the traditional chiefs, churches, women, youth, NGOs/NSAs/CSO, private sector, local governments, cultural groups, Parliamentarians, and the media; to facilitate proper and meaningful dialogues, each stakeholder should be represented by its peak body; furthermore, each stakeholder should demonstrate that its structure reaches down to its final beneficiaries; each stakeholder will bring to the meeting its own interests and issues to be discussed with government;

- iii. For the private sector, these include, inter alia, public private sector dialogue (PPD), public private sector partnerships (PPP), participation in trade negotiations, the enabling environment for business and entrepreneurship, incentives and concessions;
- iv. For women, these include: women representation in Parliament;
- v. General issues common to all stakeholders and which can be discussed include: timely flow of information from government to consultation partners and vice versa; commitment to meaningful dialogues; proper accreditation for national consultations; using national institutions (cultural etc) for policy advocacy, advisory role and delivery of government services under any policy, e.g. food self-sufficiency, food security, corruption, national solidarity and national inclusiveness;
- vi. Apart from national consultation mechanisms, governments are to establish inter-departmental committees to allow various agencies of government in a sector to dialogue and coordinate their activities and plan strategies. A case in point here is in fisheries;
- vii. Raising awareness on good governance and how it translates to democratic rights and the responsibility and expectations associated with those rights - such is an issue when voters regularly vote in parliamentarians who turn out to be the first to abuse the trust bestowed to them by the voters;
- viii. Facilitation of cross-border trading and movement of people and general border issues; exchanges of best practices and learning from each other, e.g. from the Fiji experience where a rural police or naval officer is also an immigration officer to combat illegal activities. Furthermore, this issue is a good candidate for foreign aid assistance and should be explored, e.g. with AusAID and the EU, especially if it includes surveillance of the EEZ, delimitation of national and the MSG borders and the quantification of fisheries and other resources, within the borders and to which the Group is entitled;
- ix. Creation of a sub-regional Security Advisor at the Secretariat to develop the required sub-regional security policies, e.g. on control of movement of small arms, security architecture including accessing existing regional frameworks (e.g. Human Security Framework for the Pacific), drive the sub-regional security program, promote Policing Forward based on integrated security, promote the new concept of security as integrated and holistic and to monitor the constantly changing security and geo-political landscapes – the last issue is especially critical in the Pacific given the high geo-political interests from the large global players;
- x. Drafting of national laws on the basis of model laws in complex sectors like aviation, competition, mining, national housing, urbanization, waste management, renewable energy, land issues,

- NGO registration; Intellectual Property Rights (IPR) losses; and increased cooperation on all these problematic issues with the aim of searching for solutions; and
- xi. Improvement in performance of the MDGs and the switch to the implementation of the Sustainable Development Goals (SDGs) and how they relate specifically to poor infrastructures.

#### **15.4.3 Social Development**

- i. Developing human resource development to optimize human capital specially in the context of increasing MSG population, through increased education investment and quality training; linking education and training to skill gaps and demands of new industries (e.g. knowledge industry); balancing education, training and provision of infrastructures to build human capital, increasing literacy; qualification benchmarking to determine essential upgrading required in order to establish minimum standards;
- ii. In developing human capital, cooperation must increase in: transferability of units, establishment of qualification standards and framework, mutual recognition, explore role of SPBEA/SPC and membership to be inclusive (PNG is not a member), cross accreditation, culture in school curricula, raising the participation rate in tertiary education – 3% currently for Solomon Islands, training opportunities in the UN, R&D, teachers up-skilling;
- iii. An enlightened population that is educated will also tend to be responsible citizens, aware of their rights and responsibilities and will demand good governance as a societal norm in all spheres of life. These citizens will also be responsible democrats who can be expected to vote responsibly when it comes to voting the right people who are good and caring into Parliament; however, parliamentarians can still benefit from relevant training so that they become enlightened themselves;
- iv. Universities to cooperate: focus on strengths, avoid duplication and work, remove visa problems, fees harmonization, HRD planning; educational advisory services;
- v. Regarding youth not as a problem but as an asset whose immense demographic dividends need to be harnessed for youth empowerment and national development; harmonization of youth policies taking into account national and regional mechanisms (e.g. SPC Pacific Youth Framework that focuses on employment and training, health, governance and participation and environment); including better and skilled management to ensure relevant and specific responses by governments thus avoiding disenchantment; youth leadership programmes taking into account existing national and regional programmes; youth exchange, attendance at



regional and international conferences, volunteer and 'look and learn' schemes, youth awards, vocational training for youth to widen the economic base, use in creative industry; identifying and securing specific training and attachments under UN, EU and the Commonwealth Secretariat;

- vi. Improving the health of the MSG population to ensure good quality of life and meaningful and optimal contribution to economic growth and nation building; using existing institutions individually or as a network to provide health needs - NCD is a big killer, teenage pregnancy, HIV & AIDS; and
- vii. People to people interactions, e.g. FLNKS Congress members with people from MSG countries, and not always with FLNKS Bureau members; church interactions, e.g. through the PCC.

### **15.5      *Melanesian cultures, traditions and values***

15.5.1      Work on the MOU on Cultural Cooperation and the Framework Treaty on the Protection of Traditional Knowledge and Expressions of Culture is to be stepped up. Appropriate legislation as regards the latter has to be enacted at the national levels.

15.5.2      As regards the cross-cultural exchanges by way of the Melanesian Festival of Arts, attention should be directed at the period between the four year cycles to maintain the interest in related areas and to develop activities that bring this about.

15.5.3      The idea of Melanesian Villages in all member countries is further promoted. These will be the focal points of all MSG activities, e.g. teaching of any Melanesian languages in a member country, and as a natural location for any MSG Secretariat office if and when decentralization of the Secretariat becomes viable.

## ***16.0                      Pillar Six:      Consideration of provisions of                                  EMSGSR sub-regional services***

16.1      Apart from the principles of non-duplication, cost-effectiveness and application of the three tests of sub-regionalism/regionalism, the other critical principle submitted especially to the Plan is the functionality of

the services being considered in the overall context of the sub-region. Such has to be guaranteed as against building institutions that may prove to be white elephants.

16.2 The Plan proffers the following sub-regional services for noting and consideration.

### **16.3 Melanesian Cable Network (MCN)**

16.3.1 Inter-connectedness in MSG is critical. MCN project has already started and it is the initiative of the market that should be supported. The proposed total project will connect Suva (high capacity Southern Cross cable) and Port Vila. Additional cable legs from Port Vila to Noumea, with a spur linking Tanna, are to be established soon and also a leg linking Honiara with a spur linking Santo. If the Honiara cable is launched soon, then it is proposed to consider a leg linking Honiara to Port Moresby.

16.3.2 The private sector companies involved to date are: Interchange (Vanuatu), and French Alcatel-Lucent. Interchange's majority shareholder is Vanuatu National Provident Fund. Other agencies in Vanuatu that have been supportive are: Vanuatu Investment Promotion Authority and the Vanuatu Chamber of Commerce. ANZ is providing a loan facility and other Provident Funds in MSG have indicated support. Fiji and Vanuatu governments have also supported the project to date.

16.3.3 The financial arrangement with ANZ just signed marks the financial close to the first phase of the construction between Suva and Port Vila. This cable will be operational in December 2013. An additional USD6m has been secured for the next leg.

### **16.4 Benefits to the Group include:**

- i. Standardized pricing across the region;
- ii. Better servicing of existing local telecommunications market;
- iii. Attraction of more foreign investments that will increase demand for international wholesale bandwidth capacity;
- iv. Data storage centre and data processing firms, credit card processors e-commerce, digital economy; and
- v. International call centres.

## **16.5 Plan recommends the following to ensure proper completion of the proposed project,**

**viz:**

- i. All MSG governments to support the project, and all stakeholders to continue dialoguing amongst themselves;
- ii. Support for Interchange in securing telecommunications licenses in PNG, New Caledonia and Solomon Islands in order to facilitate the completion of the project as proposed;
- iii. For Solomon Islands, it appears that the best option is for Interchange to form a joint venture with Solomon Oceanic Cable Company (SOCC) who already holds a relevant licence;
- iv. For PNG, the best option is for Interchange to work with and through PNG Telecom and National Information and Communications Technology Authority (NICTA); PNG Telecom is already aware of Interchange's project; and
- v. MSG needs to establish an overall picture of submarine cabling in the sub-region and in the region as a whole in the interest of total information and in determining any gaps and priorities that could be addressed in future to maximize connectivity, relevant modalities and identification of supporting infrastructures. It is proposed therefore that MSG dialogue with Pacific Islands Telecommunication Association (PITA) and the Pacific Telecommunication Council (PTC).

## **16.6 Multi-donor Trust Fund/Green Fund/Direct Financial Democracy**

16.6.1 A permanent source of funds for MSG's development is proposed. Two justifications are presented. Firstly, MSG needs to secure a degree of self-funding for its development given the magnitude of the tasks that still lie ahead of the Group and in the event of declining overseas development assistance (ODA). Secondly, given the binding nature of decision making that is being proposed in this report, it is imperative to provide additional development funding at the national level given national governments' commitment to follow up on the implementation of these decisions and which may necessitate the need for supplementary resources.

16.6.2 The Plan thus proposes the development of the concept by way of a proper feasibility study. Lessons can also be drawn from any of the successful Maori Foundations/Trust Funds. Technical assistance, for instance, can be sought from the UN or from the World Bank. In the first place, however, a business leader from the sub-region may need to champion this concept to gain traction and momentum. It is further proposed that the various ideas below be explored in the study, viz:

- i. Establishment of the fund through initial investments from the various sub-regional provident funds and to be topped up by donors attracted by MSG's own initial commitments in establishing the fund;
- ii. Subventions from excess foreign exchange reserves at the national levels to the fund;
- iii. The fund manager to manage privatized state owned enterprises whose shares can be securitized and listed on the stock exchanges and be available to the general public. This provides for general ownership of the fund and similarly for general ownership of the development that will be resourced from the proceeds of the fund;
- iv. The fund to be depositary of subventions from global climate change funding facilities (e.g. for Disaster Risk Reduction and Disaster Risk Management, from subventions to offset MSG carbon credit facility, from subventions resulting from debt-for-nature swaps, subventions from the monetization of MSG Intellectual Property Rights (IPR), subventions from the Project Development Fund (PDF) under the Multilateral Fisheries Treaty with the US;
- v. The fund can have various envelopes earmarked for different sectors, e.g. education, health, private sector, climate change, coastal fisheries, disaster and security risk interventions, essential trade-related infrastructures (ASEAN model?), MSG Outreach Programmes – proceeds from the fund to supplement national resources;
- vi. The fund could be a window of investment off-shore for provident funds that have not got this facility; and
- vii. Governance structure with oversight role by the MSG Finance Ministers Meeting.

## **16.7 Bulk purchase of fuel**

16.7.1 This idea seems to have been dropped at the PIF's level. It is proposed that a feasibility study to be carried out to determine its merit at the MSG level. Any terms of reference (TOR) should include, inter alia, the following:

- i. Compilation of fuel import trade statistics and source markets;
- ii. Existing trade supply arrangements and players in the market;
- iii. Current trans-shipment points and arrangement;
- iv. Availability of support infrastructures at the trans-shipment points and at the destination ports;  
and
- v. Extension of bulk purchase option to other imported materials, e.g. educational materials.

## **16.8 Enhancing existing sub-regional services**

- i. Extension of the role of HERF to cover coordination as regards conflict and disaster situations, and to attend to Post Disaster Needs Assessments (PDNA); to supplement national forces when they are inadequately resourced, thus ensuring that relevant laws are in place to avoid any sovereignty threat; to fill in voids created by the down-sizing of RAMSI but will need funding – police will still remain until 2017, but HERF may be needed to create the best community policing model that can be most responsive with increased support from the community;
- ii. Establish forward basing (sub-regional warehousing of emergency supplies for disaster relief and rehabilitation – link to UNDAC, with cluster arrangement), and located strategically;
- iii. Advance the discussions on the formal agreement on the establishment of the Regional Police Academy and activation of its activities; in the meantime support the training and other activities of the interim Police Academy; and
- iv. Advance the discussions on the formal agreement on the establishment of the Formed Police Unit and activation of its agreed activities aimed at UN deployment, ensuring composite skills and competence.

## **16.9 Consideration of new sub-regional services**

16.9.1 Proposals for new sub-regional services were put forward. Those with merit, due to their likely positive impact on the proposed growth industries for the future, are listed below for further consideration and study. The three tests of sub-regionalism/regionalism will have to be applied in determining their merit, particularly the subsidiarity test. The proposed services are:

- i. *Sub-Regional School of Tourism* – considering the potential of the tourism industry in the sub-region and in the region as a whole, and the potential it still has for the future development of the Group;
- ii. *Strategic Research Institute* (sub-regional Think Tank) – considering the importance of research and development (R&D) in industrialization and of science in all facets of development especially in the knowledge industry; and
- iii. *Teachers Training College* – considering the expressed need for teaching methodology in the sub-region.

16.9.2 The proposal for a sub-regional *Court of Justice*, subject to legal justification and advice, may not have to be physically formed. It can be assembled when warranted and the member state of the Group's Chair can facilitate the Court's sessions. However, its legal instruments need to be in place to enable the Court to sit and pass judgments.

16.9.3 The proposal for a *sub-regional stock exchange* is one that would be amenable to a virtual solution, essentially requiring the cooperation, interconnectivity and harmonized rules and regulations of existing exchanges (including the mini stock exchange planned for Honiara) in order to work. Initial discussions along this line have already started.

16.9.4 The proposal for an *MSG Solution Exchange Community* – an email-based knowledge sharing service that enables people across the sub-region to ask each other queries and share answers, insights and experiences and lessons learned to help each other in their development work. Themes remain topical for a fortnight before a summary of the discussions is drafted and emailed to all members. A new theme is then introduced. This service can be offered by the MSG Secretariat for

subscribed members who want to debate development issues. UNDP can help in the technical aspect of this service.

## **17.0** *Pillar Seven: Consideration of further EMSGSR sub-regional integration*

17.1 This pillar of the Enhanced MSG Sub-Regionalism comprises aspects of both market integration, essentially through the instrumentality of the MSGTA and other deeper forms of integration. The ultimate target is the creation of the enabling environment amenable for customs union and common market. Intra-MSG trade needs to be increased manifold and trade, services and labour have to flow unrestricted. MSG has to leverage on the opportunity existing in the sub-region and in the region at large.

17.2 As regards integration through the MSGTA, the following would comprise the agenda for the Group going forward, viz:

- i. Full utilization of all 4 modes of service delivery under the TIS agreement;
- ii. Incorporate semi-skilled and under-skilled labour under the temporary movement of natural persons (TMNP) under Mode 4 in order to address increased demand of such labour in the sub-region and in the region at large; that TMNP is not an end in itself but as a means to supporting the prospective industries of the future;
- iii. Increasing intra-MSG trade through increasing the range and quantity of exports and imports of goods and services under the Agreement;
- iv. Similarly, increase intra-regional trade under the Pacific Island Countries Trade Agreement (PICTA) by leveraging on comparative advantage acquired under the MSGTA;
- v. Increase trade in services – financial and labour both under MSGTA and PICTA;
- vi. Increase intra-MSG and intra-regional investment; facilitate such through tax reforms to bring about harmonization, double tax agreements (DTA); establish minimum standards for investment, protection of local investors' interests, prospects of joint ventures (JV);
- vii. Greater transparency in trade to avoid breaches of labelling regulations;
- viii. Supportive trade-related policies and concessions directed at those disadvantaged by trade liberalization to grow the SME sector, (e.g. rural and urban market/trade centres for small

- medium enterprises (SME), to bring rebalancing, differentiation of treatment and equity in the economy, to grow production of innovative products using high technology, to enact supportive laws, e.g. those that address competition, anti-dumping and safeguards;
- ix. Remove non-tariff barriers (NTB) to trade; further simplification of customs procedures and conformance; remove restrictions to flow of labour services;
  - x. MSG members have to approach PICTA and PACER Plus together to strategize, harmonize and plan on market offers and on responses and positions as regards other trade rules. This is essential especially when planning towards a customs union, e.g. where all MSG states need to have a common external tariff;
  - xi. As a precursor to consideration of a single currency, MSG central banks could revive the discussions they started some years ago when they were considering a local currency as the currency of payment in the sub-region;
  - xii. Conventionally, trade has tended to be the means for deeper integration in a sub-region or a region. This however is not necessarily the only option. Deeper integration can be on the basis of non-trade issues. The choice of issues however has to be strategic: the issues that will result in increased benefit to the members are the most appropriate issues. For the MSG, deeper integration can focus on capacity building and on climate change, for instance, due to their topicality, the extent of challenges related to them and the expected benefits that will accrue;
  - xiii. The SMS is a means therefore in making skills available to those who need them and the same skilled personnel can also impart the same skills through appropriate training or awareness programmes that can be set up as part of the Scheme and supported by scholarships granted by MSG states;
  - xiv. Any national volunteer system can be connected to the SMS for greater impact to supply teachers etc to countries of deficit. The onus is on national governments to get the system in place – professional qualification framework with or without concessions awarded to MSG, recruitment agency, policies and regulations, to allow free movement of people – labour and immigration departments need to work together to jointly facilitate the Scheme. Relevant training needs are to be conducted, e.g. labour attachments;
  - xv. SMS has great potential to be developed as a tool for MSG's outreach programme (see below); and
  - xvi. Integration through climate change is discussed below in the next section.



## **18.0**                      ***Pillar Eight: EMSGSR is supportive of growth of sub-regionalism in Pacific Regionalism***

18.1     Sub-regional bodies are the building blocks for any region, and they can cooperate and integrate with each other. If the sub-regions are strong, it is most likely that the bigger regional entity will also be strong. The sub-region presents an opportunity for its members to address issues that are close and dear to them. Members of the sub-regional body can therefore determine a division of labour– of issues to treat at the sub-regional level as against those to refer to the regional level.

18.2     However, duplication is possible. In the MSG's situation, there is the MSGTA for the Group and there is PICTA for the region whose members include MSG members as well. But the two trade agreements can work independent of each other and gains can be secured from both agreements. Added value will result if, for instance, the experience, competence and comparative advantage gained from the MSGTA are used to leverage the gains from PICTA.

18.3     As such, MSG is supportive of the formation and growth of sub-regionalism in the Pacific. MSG should therefore cooperate formally, by way of MOUs for example, with the newly-formed Polynesian Leaders Group, its equivalent from Micronesia and with the Small Island States (SIS) that has been around for many years and recognized by PIF.

18.4     These cooperation agreements can focus on selected strategic issues that will readily bring benefit to both parties. It can be envisaged that an MSG-SIS cooperation agreement, for instance, can focus on climate change that can include attention to transnational relocation of communities adversely affected by rising sea level, or on fisheries to ensure that the combined fish stocks between the parties are sufficient for viable on-shore processing.

18.5     The agreements will also be the pathways through which MSG developmental and technical assistance will flow in future.

## 19.0

### ***Pillar Nine: EMSGSR proposes to leverage its members' part-ownership of the CROP and other regional agencies to render benefits to its member states and institutional strengthening to the agencies concerned***

19.1 Cooperating with other CROP agencies is for strategic reasons. It is also for MSG-centric reasons. MSG members are co-contributors to the budgets of these agencies and it is in their interest to secure increased return on their respective contributions. Furthermore, MSG can be quite specific, on the basis of its own criteria, in the details and scope of the activities with which it proposes cooperative efforts with the relevant CROP agencies. Both parties in any of these agreements however are to seek areas of synergies and collaboration, avoiding duplication; and as such MSG can optimize its benefits cost-effectively.

19.2 MSG can now start to seek benefit under its cooperation agreement with the SPC, e.g. MSG to benefit from SPC's Pacific Youth Framework, given the substantial demographic dividend to be harnessed. EPG was informed that SPC is already considering decentralizing some of its activities to the MSG. The agreement between the two parties was signed in July 2012. A subsidiary agreement, signed later in October of the same year, deals with the Provision for a Water and Sanitation Access Facilitator funded by the EU through the Pacific Integrated Water Resources Management Planning Programme.

19.3 MSG should proceed, at the same time, to conclude cooperation agreements with SPREP and PIFS. Dialogues had already started. The proposed MSG-SPREP cooperation agreement, for instance, can focus initially on trying to access climate change funding that is locked up at the international level.

19.4 Given the substantial fisheries resources in the sub-region, especially in PNG, Solomon Islands and Vanuatu, MSG should secure maximum benefits from FFA's strategic programmes, viz: (i) monitoring control and surveillance; (ii) integrated fisheries management; and (iii) enhanced benefits from fisheries. Furthermore, the Group needs to cooperate to manage their fish stocks collectively. However, as FFA is a member-driven organization, national mandates are still critical in order to secure services of the Agency. MSG can also negotiate an MOU with FFA, even though the lack of any formal arrangement at present is not hindering the cooperation between the two organizations.

19.5 MSG is to continue to work with the Pacific Aviation Safety Organization (PASO) in areas of airport and airline operational safety and security standards.

19.6 For additional representation at the sub-regional/regional levels, MSG private sector, through their own National Private Sector Organizations (NPSOs) representatives can create their own MSG cell in the Pacific Islands Private Sector Organization (PIPSO) Board and PIPSO Council.

19.7 It is also envisaged that under these inter-agency agreements, MSG can direct developmental assistance from third parties to the CROP agencies concerned. Dual benefit can be realized – benefit to the MSG and a form of institutional strengthening to the agencies through this triangular arrangement with the third party.

## ***20.0 Pillar Ten: EMSGSR is to reach out (Outreach Programme) to the rest of the Pacific as an extension of its Melanesian inclusiveness***

20.1 Through inter-sub-regional cooperation and integration, MSG will establish an outreach programme to the rest of the Pacific. The design of such outreach programme should take into account two factors, viz: (i) strategic issues that will realize benefits for both partners; and (ii) issues or activities on which MSG has developed competence and comparative advantage and on which added value will accrue to the final beneficiaries.

20.2 Leveraging on the competence and comparative advantage gained through MSGTA in the context of PICTA, for instance, offers prospects of increased essential services and much-needed investment in the receiving PICs. SMS is another tool for this Outreach Programme.

## **20.3 Pacific Islands Development Forum, PIDF**

20.3.1 The establishment of PIDF is reconfiguring Pacific Regionalism. To some extent, such development is somewhat peripheral to the scope and thrust of this report which advances a sub-regional approach that has its natural niche in the regional scheme of things regardless of the landscape of the region. In purely MSG-centric and strategic terms, it places significance in the MSG sub-regional approach, in that by strengthening and consolidating this approach, the MSG becomes strong and resilient and would be able to weather the pressures from the region that is undergoing reconfiguration.

20.3.2 However, the bigger picture, which is also important, is a matter of concern for the Group and that is: how to approach PIDF, given that it is perceived to be encroaching onto PIF's turf.

20.3.3 Taking a long term and strategic view of the PICs/PSIDS and their interests in the global context whose landscape is changing constantly, PIDF offers the best strategic advantages in the long term. PIDF is an association, or will be an association of states and political entities of similar likes and interests. The Forum thus presents the golden opportunity for the PSIDS to speak with the same voice and unity of purpose as regards the multiplicity of global issues that are confronting humanity today and which already touch their lives in many substantial ways.

20.3.4 Furthermore, PIDF will connect directly to the PSIDS in the UN who are recognized as a sub-region with Asia in the UN system. Currently PSIDS' UN Representatives do not work to any collective mandate. PIDF is going to fill this void. In the meantime, PIDF's momentum is taking it forward. It has yet to have its inaugural meeting. However, it is linked already to the introduction of green growth policies to the PSIDS, a task agreed to by PIDF Leaders at its 2012 meeting. Such issue-oriented division of labour may just present a solution for the region. PIDF's possible terms of reference is to address issues and specific projects of global dimension and the rest to remain with PIF.

20.3.5 This, however, is a short-term solution. In the longer-term, PIDF will develop its own dynamics and space and will negotiate its own interconnectedness to the rest of the world. Simultaneously, PIDF and PIF will develop their own relative dynamics and the members will make their own determination on the basis of their relative performance and merit.

## 20.4 Other strategic considerations relating to PIF

20.4.1 The recommendations of the Regional Institutional Framework (RIF) exercise carried out in the mid 2000 were not implemented fully since politics intruded and the rationale aimed at cost-effectiveness, organizational efficiency and effective division of labour was swept under the carpet. Consequently, duplication of work remains and the net costs of regionalism have escalated. This exercise needs to be placed on the agenda again. The rationale is more pressing now given the establishment of PIDF.

### **21.0 *Pillar Eleven: EMSGSR is to optimize its developmental and humanitarian/security interests in the Pacific region (Extension of Outreach Programme), thus aligning with those of Australia and New Zealand and other metropolitan powers***

21.1 The vision for the MSG in the next 25 years is one of consolidated economic growth and increased wealth attainment to the extent that it will see itself as a serious player in regional and global affairs. Part of this picture is the desire to reach out to cooperate and integrate with other PICs and territories and to share its wealth in the interest of regional cohesion, peace and stability. MSG should thus target to reach out and extend development and technical assistance to the rest of the PICs and territories. PNG is taking the lead here: essentially extending ODA on a south-south basis – the new development paradigm in the Pacific!

21.2 Furthermore, two mechanisms established by MSG and which hold much promise are SMS and HERF. There could be more in future. Through their operation under the proposed MSG's outreach programme to the rest of the Pacific, these mechanisms attend to two critical needs, viz: perennial capacity building and direct humanitarian and emergency responses in time of need.

21.3 The SMS can be expanded to mobilize skills that are needed in PICs struggling with capacity building. The EPG was informed, in the context of the MSG itself, that there is demand out there for nurses, doctors, agricultural and climate change technicians/experts, and magistrates, etc. The Medipole Koutio Hospital Project under construction just outside Noumea, visited by the EPG, is an example of where future demand for doctors, specialists, nurses, skilled technicians, care-givers will come from. It is believed that other PICs have these same needs and more.

21.4 The HERF has the potential to reach out in response to conflict situations and in times of natural disaster to offer emergency, relief and rehabilitation services. The HERCC is the enabling mechanism to the future deployment of the HERF. Its main task is to play a coordinating and management role to the deployable HERF that is voluntary, non-standing but ready to respond to multiple contingencies at short notice.

21.5 The work of the HERF will be further facilitated by the following, viz:

- i. HERF's composition to include all skills needed in an emergency;
- ii. HERF's work in natural disasters to be aligned to disaster risk reduction and management for the purposes of securing funds, and underpinned by relevant post-disaster needs assessment;
- iii. Factoring in 'forward basing' in its operations to allow warehousing of all emergency materials prior to any disaster, ready to be mobilized and thus reducing reaction time.

21.6 In North-South relations and in geo-political consideration, metropolitan powers like Australia and New Zealand and developed countries around the Pacific rim and beyond, and their funded financial and aid institutions, have traditionally accepted their role as development partners, donors, emergency and security partners for the PICs. It is envisaged that once the MSG demonstrates its ability to participate in these same areas, that there would be increased support for the Group and its work. This will translate to increased flows of assistance directed to the MSG. 21.7 This is the kind of strategic alliance that MSG has to target in future. The onus is on the Group not to sit back but to double and triple its effort in getting its backyard sorted out and energetically approach and negotiate these strategic alliances.

## **22.0                      *Pillar Twelve:        EMSGSR is to be strategically integrated into the wider regional and global economy; as well as work strategically with other development partners (UN agencies) on specific issues***

22.1 The raison d'être of such engagement is that once the MSG is able to consolidate its claim for itself its own space and enhanced role in the Pacific, it has to strengthen and expand its strategic inter-connectedness with countries, entities and institutions at the Pacific Rim and beyond with the determination and resolve to firstly, further consolidate its development leadership in the Pacific and also to raise the level

of global development and equitable sharing of the benefits of that development, especially in selected areas of strategic priority.

22.2 This strategic alignment in future must result in, inter alia:

- i. Enhanced bilateral agreements for MSG's members;
- ii. Inter-regional cooperation and integration agreements/partnerships, e.g. with Australia, New Zealand, or with both with identification of critical issues for cooperation, e.g. surveillance of EEZ; negotiating firmly on future aid projects for the sub-region or region with the aim of directing added benefits to the sub-region resulting from gains from sub-contracts awarded sub-regionally originally. EPG understands that Australia is considering aid in the form of patrol boats for PICs. MSG can offer to service all these boats sub-regionally;
- iii. Inter-regional cooperation and integration agreements/partnerships with others: USA, Japan, Korea;
- iv. Inter-regional partnership agreement with the EU given that the EU is working toward raising its political profile in the Pacific and is looking to establishing its communication and visibility strategy in the region (correspondence with Consultant), and furthermore, looking at the prospects of decentralizing some roles of the Regional Authorizing Officer (RAO) from PIFS;
- v. Joint strategy with the EU, PIFS, PNG on the modus operandi of the PACP Secretariat recently established in Port Moresby;
- vi. Increased market access;
- vii. Strategic alliances on South-South cooperation basis, e.g. with the BRICS or individually; ASEAN, ACP Group;
- viii. Leveraging on Fiji's chairmanship of the Group of 77;
- ix. Guaranteed funding commitments (especially in the context of what is perceived as a declining trend in ODA) to supplement MSG's own resources for its outreach programme;
- x. Strategic alliances with selected UN agencies on specific issues, e.g. with UNESCAP on Green Economy in a Blue World and specifically on MSG's Declaration on Environment and Climate Change that commits to a Melanesian Green Growth Framework, Melanesian Terrestrial Commitment, Blue Carbon Initiative Green Climate Fund, and the establishment of an Environment and Climate Change unit with the Secretariat.

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# CONCLUSIONS

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Sufficiently empowered by the experience, gains and lessons of the first 25 years of renaissance - somewhat unconventional in some cases, but appropriately forward-looking and developmental all the same, the Group is further reinvigorated by new determination and unprecedented level of ambition and drive to create a niche for itself both at the regional and at the global scheme of things. The Group proposes to turn a new page in its short history and restore its image and raise its profile. It proposes to essentially leverage on all its substantial natural and human resources, but not restricted to them by all means, to propel the Group's economies and its citizens forward.

The strategy of an Enhanced MSG Sub-Regionalism is the chosen pathway to the future. This is deliberate due to historical precedent, and to evidence-based expectations of increased benefits through the Group's integration, not only in the region of which it is a natural and influential part, but also in the wider region beyond the Pacific and globally.

To be regionally and globally integrated, without losing sight of who we are and what we want for all our stakeholders, is the Group's *modus operandi*, not only in the pursuit of our immediate Vision but also of that beyond.



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# **ANNEXES**

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**Terms of Reference**

**Results of the EPG Consultations**

**SWOT Analysis**

**SWOT Analysis / Common Objective Interests**

**Review of Performance**

**Recommendations**

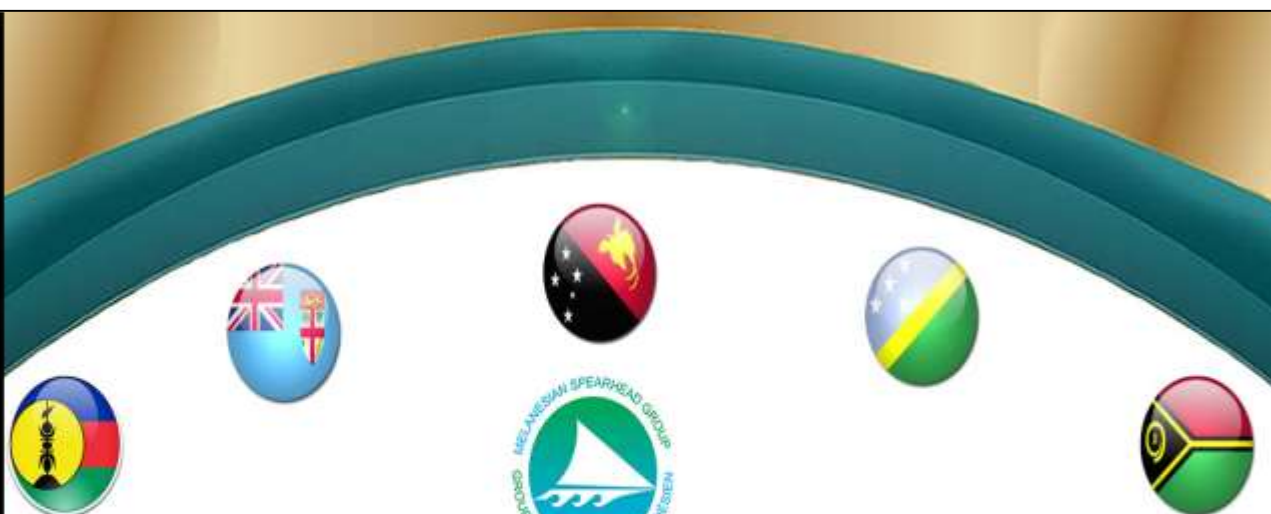
**Consultations Notes**

# PROSPERITY FOR ALL









# MSG 2038

## PROSPERITY FOR ALL PLAN



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# IMPLEMENTATION FRAMEWORK

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The EPG Report on Implementation Framework sets out the Broad Vision, Mission, Objectives and Strategies of the MSG for the next 25 years. At the MSG Leaders' Summit held in Noumea, Kanaky - New Caledonia in June 2013, Leaders,

*“Agreed to task the Secretariat to develop an implementation plan and a communication strategy for the Report.”*

The MSG has completed 25 years of successful existence. The MSG 2038 - Prosperity for All Plan is intended to further deepen the level and degree of integration and cooperation of the membership in the next 25 years. The Implementation Framework draws from the MSG 2038 - Prosperity for All Plan developed by MSG Eminent Persons and endorsed by Leaders at their Summit in Kanaky-New Caledonia in June 2013, containing the following 12 Pillars:

**Pillar One:** Lessons and challenges drawn from the review of the strategy in the last 25 years.

**Pillar Two:** Resulting common goals and core priorities on basis of challenges.

**Pillar Three:** There is still the question of the inter-governmental nature of the MSG.

**Pillar Four:** The commitments of all stakeholders for the leap into history.

**Pillar Five:** Strengthening EMSGSR sub-regional cooperation.

**Pillar Six:** Consideration of provisions of EMSGSR sub-regional services.

**Pillar Seven:** Consideration of further EMSGSR sub-regional integration.

**Pillar Eight:** EMSGSR is supportive of growth of sub-regionalism in Pacific Regionalism.

**Pillar Nine:** EMSGSR proposes to leverage its members' part-ownership of the CROP and other regional agencies to render benefits to its member states and institutional strengthening to the agencies concerned.

**Pillar Ten:** EMSGSR is to reach out to the rest of the Pacific as an extension of its Melanesian inclusiveness.

**Pillar Eleven:** EMSGSR is to optimize its developmental and humanitarian/security interests in the Pacific Region, and reconcile its interests with those of Australia and New Zealand and other metropolitan powers like US and France

**Pillar Twelve:** EMSGSR is to be strategically integrated into the wider region and global economy; as well as work strategically with other developmental partners (UN Agencies) on specific issues.

The Implementation Framework outlines the MSG's Vision, Mission, Objectives, Strategies as endorsed by Leaders and Key Performance Indicators, and reporting, evaluation and reporting mechanism on its implementation.

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## MSG VISION

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*The Leaders have endorsed the MSG Vision for the next 25 years as:*

***“An MSG community that is democratic, strong, integrated, enlightened, happy, prosperous, secure and caring.”***



**MELANESIAN SPEARHEAD GROUP  
25 YEAR VISION**

**“An MSG community  
that is  
Democratic,  
Strong,  
Integrated,  
Enlightened,  
Happy,  
Prosperous,  
Secure and Caring.”**

**Political Stability** **Economic Prosperity** **Sustainable Development** **Social Equality and Inclusivity**



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# MSG MISSION

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To pursue the Vision above for the next 25 years, MSG's Mission as endorsed by Leaders are to:

- *Re-commit itself to the democratic principles enshrined in the Universal Declaration of Human Rights;*
- *Strengthen the integrity, cohesiveness and leadership of communities at all levels of society;*
- *Ensure that all stakeholders own the development through the entitlement of the benefits that accrue to them;*
- *Ensure that all stakeholders feel integrated not only into their own national communities but also in their MSG sub-regional communities;*
- *Educate all children and citizens to the levels of learning to which they aspire;*
- *Provide useful employment for all and for which they are remunerated appropriately;*
- *Use resources sustainably to maximize returns to the owners of these resources and to build wealth;*
- *Enable all to live together peacefully with the understanding that no one presents a threat to another; and*
- *Promote that all are free and equal and one is obliged to tend to another's needs when one is disadvantaged by his or her circumstances.*



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# OBJECTIVES

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The Leaders in endorsing the “MSG 2038 - Prosperity for All Plan” have agreed to the MSG’s core objectives for the next 25 years from 2013 as follows:-

- (i) **Political Stability:** The MSG is to be the ‘arc of stability’; good governance; political stability; political independence of people of Melanesian origin, lasting peace, unity and liberty from all forms of oppression and negative influence; sustained investment in peace building; commitment to regional integration at the national level to effect well-integrated sub-regionalism; less aid dependency; national pride – promoting cleanliness and beauty; shunning corruption; respect law and order; boldness, knowledge and courage to shape our own future that we aspire to achieve peace, security and enduring prosperity.



- (ii) **Economic Prosperity:** The MSG is to be the region of opportunity; prosperity; sustained economic growth; an economic miracle; economic and structural reforms to ensure better integration into the global economy; increased wealth attainment; protection of natural resources for the present and future generations; economies of scale – greater productivity and increased demand; opportunity for economic expansion; development of supporting infrastructures; and self-reliant.
- (iii) **Social Equality and Inclusivity:** The MSG is to have improved social development indicators; achievement of higher living standards; promising future for all citizens; integral human development; enlightened community (educated); active youth and women participation; rise above mediocrity; initiate change to eradicate obstacles that stifle development and frustrate good governance; aim for the best; and teach children the Melanesian values of humility, respect, caring, the fear of God and to dream with hope for a better future.
- (iv) **Sustainable Development:** The MSG is to cater for climate change mitigation and adaptation; develop balanced growth and sustainable resource-based economy; Green Growth policies; protection of the environment and perpetual opportunity for sustained development for many generations to come.

- (v) ***Institutional Capacity:*** The MSG is to establish sound institutional and governance mechanism to efficiently and effectively carry out its functions and responsibilities as an organizations and within its Secretariat.
- (vi) ***Implementation, Evaluation and Monitoring –*** The MSG is to implement decisions collectively at each highest level of its decision making process, with Leaders spearheading the Enhanced MSG Sub-Regionalism (EMSGSR) Goal to achieve its Vision. The Plan provides an internal evaluation and monitoring mechanism to measure implementation progress and as the basis of periodic review of the Framework.
- (vii) ***Communications strategy –*** The MSG is to effectively communicate its Plan Objective, Strategies and Key Performance Indicators to Government agencies, Communities and the Media, Business Sector, Civil Societies and Development Partners to raise awareness of the Plan’s benefits and encourage collective participation in its implementation.



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# THE FRAMEWORK

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The implementation of the Objectives depends on a set of well-articulated Strategies. The Strategies to achieve the objectives above are highlighted below in the Matrices. The above Objective and Strategies must be read in conjunction with the “MSG 2038 - Prosperity for All Plan” as it focuses on the pathway for enhanced **MSG sub-regionalism (EMSGSR)**, as espoused in the Twelve Pillars above and contained in the MSG 2038 Prosperity for All Plan.

A set of Key Performance Indicators (KPIs) has been incorporated in the Matrices as the basis of evaluating and measuring the Key Performance Indicators. Timelines have been included in the KPIs where it has progressed beyond the conceptual stage or where it has already been considered by the relevant constituent bodies. It is important to note that a significantly large number of KPIs are already under implementation by the various constituent bodies.

Overtime, as the conceptual framework for the KPIs are further developed and established through the conclusion of feasibility studies and country consultations, the KPI timelines will be progressively included in the Matrices.

The implementation of these KPIs will be compiled as part of the Institutional Capacity and Implementation Framework and Evaluation and Monitoring mechanism and evaluated through the current constituent body processes relating to politics, legal, economic, trade, finance, social, culture and arts and environment and climate change. New Strategies and KPIs may be included in the future, depending on the decision of Leaders in relation to the four key Objectives.

It is important to note that the current Strategies and KPIs will be reviewed and updated regularly depending on implementation progress.

The Plan also contains a Communication Strategy that is intended to raise the visibility of the Plan’s contents and to effectively communicate the benefits of Plan’s objectives, strategies and Key performance Indicators to its beneficiaries and stakeholders.



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# ***CHAPTER 1- POLITICAL STABILITY***

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Strengthening the Membership's governance is a fundamental fabric of building a prosperous and caring Melanesia society.

Most members, however, are confronted with a number of political and security challenges:

- vi. Governance – structures and institutions, with checks and balances to avoid:
  - a) political and parliamentary instability; and
  - b) communal and ethnic tensions;
- vii. Learning to agreeing to disagree with dignity if it is the only option left as regards some of the contentious and problematic global issues;
- viii. Cooperating with MSG members and relevant international stakeholders in dealing with illegal cross border activities (human smuggling, arms/drug/goods trafficking); and
- ix. Cooperating at the MSG level is a means of achieving unity and any competitive streaks by members will only undermine such unity.

The MSG will implement the following strategies during the next 25 years in order to achieve Political Stability:

- (i) Strengthening good governance – structures and institutions to ensure solidarity and unity;
- (ii) Ensuring effective border control through MSG, regional and global cooperation to avoid entry of undesirables and illicit activities that present security risks;
- (iii) Addressing effectively corruption and white collar crimes both at the national and sub-regional levels;
- (iv) Carrying out law reforms to update and modernize out-dated laws;
- (v) Making decisions binding to engender responsibility to decision-makers to follow up on proper implementation of decisions with adequate resource allocation;
- (vi) Contributing effectively to global peace efforts as part of the organization outreach to the international community;
- (vii) Contribute effectively to regional outreach, peace and security as well as preparedness in times of humanitarian and natural disasters (emergencies); and
- (viii) Strategically integrated into the wider regional and global economy; as well as work strategically with other development partners (UN, EU agencies) on specific issues.

Strategies	Key Performance Indicators	Implementation Agency and Progress
i. Strengthening good governance – structures and institutions to ensure solidarity and unity.	<ul style="list-style-type: none"> <li>Support good governance through training programmes in both public and the private sector from 2016</li> </ul>	Members/Secretariat Members to provide update and the Sub-committee on Legal and Institutional issues (SCLII) to monitor progress
	<ul style="list-style-type: none"> <li>Office of the Ombudsman strengthened from 2016</li> </ul>	Members Members to provide update to SCLII
	<ul style="list-style-type: none"> <li>Office of the Auditor General as an independent institution and effective government agency strengthened from 2016</li> </ul>	Members Members to provide update to SCLII
	<ul style="list-style-type: none"> <li>Feasibility study on the establishment of an MSG Parliament evaluated by 2017</li> </ul>	Members/Secretariat Sub-committee on Legal and Institutional Issues (SCLII) to conduct and review study.
	<ul style="list-style-type: none"> <li>Freedom of the press, expression and information encouraged by members from 2017</li> </ul>	Members Members to provide update
	<ul style="list-style-type: none"> <li>Model Law on Integrity of Political Parties and candidates evaluated by 2017</li> </ul>	Secretariat/Members. Draft Model Law on Integrity of Political Parties to be considered by the Sub-committee on Legal and Institutional Issues (SCLII).
	<ul style="list-style-type: none"> <li>MSG Sub regional Court of Justice proposal to be evaluated by 2020</li> </ul>	Members/Secretariat Concept to be evaluated by SCLII
	<ul style="list-style-type: none"> <li>UN Declaration of Human Rights and related Conventions enforced by members from 2017</li> </ul>	Members Members to provide updates to SCLII
	<ul style="list-style-type: none"> <li>MSG Eminent Persons/Reference Group evaluated by 2017</li> </ul>	Secretariat/Members Terms of Reference for the Reference Group to be developed and submitted to the Sub-committee on Legal and Institutional Issues (SCLII) for review and for Governing body for consideration
	<ul style="list-style-type: none"> <li>Developing and enhancing Melanesian customary ways of conflict resolution, including dialogue, reconciliation and mediation as a means to resolve intra-MSG disputes implemented by 2016</li> <li>General guidelines on Melanesian ways of conflict resolution established by 2016.</li> </ul>	Members and Secretariat Secretariat through the Office of the Chair to monitor and implement through prior consent of aggrieved parties Members/Secretariat Concept to be evaluated by SCLII
	<ul style="list-style-type: none"> <li>Voter rights programme implemented from 2016</li> </ul>	Members Members to provide update and SCLII to monitor

<ul style="list-style-type: none"> <li>• Leader's Noumea Declaration on Members Recommitment to the FLNKS Cause implemented from 2014</li> </ul>	<p>Secretariat/ Members. MSG Declaration on Members Recommitment to the FLNKS Cause signed by Leaders in June 2013.</p>
<ul style="list-style-type: none"> <li>• Declaration on Neo-Colonialism developed by 2016</li> </ul>	<p>SCLII/Members to finalize the draft Declaration on Neo-Colonialism.</p>
<ul style="list-style-type: none"> <li>• West Papua Membership application resolved and implemented by 2017</li> </ul>	<p>Secretariat/Members. Roadmap on West Papua's application for membership approved by Leaders in June 2013. MSG Foreign Affairs Ministerial Mission to Indonesia/West Papua to be concluded and report to be submitted to Leaders and used as the basis for making a decision on West Papua's application of membership</p>
<ul style="list-style-type: none"> <li>• The Agreement Establishing MSG amended with the inclusion of provisions for admission of new members from 2016</li> </ul>	<p>The Agreement Establishing MSG is currently under review taking into account provisions for admission for new membership. SCLII/Secretariat/Members to finalise the Agreement Establishing MSG.</p>
<ul style="list-style-type: none"> <li>• Formal delimitation of members' maritime boundaries, where warranted, to avoid possible future territorial border conflicts over resources implemented by 2020</li> </ul>	<p>Members. Negotiation on the delimitation of national borders currently being undertaken bilaterally between members. Sub-committee on Security (SCS) to be informed on latest developments</p>
<ul style="list-style-type: none"> <li>• Women in governance mainstreamed into all facets of Government and Governance by members from 2015</li> </ul>	<p>Secretariat/Members. MSG Women in Leadership programme approved by Leaders in June 2013 and first roundtable meeting to be convened in 2014</p>
<ul style="list-style-type: none"> <li>• Border control, surveillance and information sharing against undesirable and illicit activities established between members and enforced from 2015</li> </ul>	<p>Members MSG Sub-committee on Security and Border Control Committee to enforce laws against illegal activities and security risks</p>

<p>ii. Ensuring effective border control through MSG, regional and global cooperation to avoid entry of undesirables and illicit activities that present security risks.</p>	<ul style="list-style-type: none"> <li>• Border Patrol and surveillance increased by 2016</li> <li>• Financial Support for border control agencies including arms and ammunition for border surveillance activities improved from 2017.</li> </ul>	<p>Members MSG Sub-committee on Security and Border Control Committee to coordinate border control and surveillance</p>
	<ul style="list-style-type: none"> <li>• Formation of a MSG Internal Security/Defence Ministers Meeting to consider MSG security issues evaluated and implemented by 2016</li> </ul>	<p>Members/Secretariat Subcommittee on Security to evaluate and make appropriate recommendation for consideration by MSG constituent bodies by 2014</p>
	<ul style="list-style-type: none"> <li>• IUU Fishing monitored and appropriate border security legislation between members enforced by 2016</li> </ul>	<p>MSG Vessel Monitoring Scheme (VMS) to be implemented and supervised by the Fisheries Technical Advisory Committee in collaboration with the Security Sub-Committee</p>
	<ul style="list-style-type: none"> <li>• Treaty on Reciprocal Enforcement of Foreign Judgments enforced by 2015</li> </ul>	<p>Members/ Secretariat Ratification of Treaty to be completed by members' Member countries.</p>
	<ul style="list-style-type: none"> <li>• Police cooperation enhanced from 2014</li> </ul>	<p>Members/Secretariat MOU on Police Cooperation approved by Leaders in June 2013 and to be operationalized</p>
	<ul style="list-style-type: none"> <li>• Regional Police Academy established by 2016</li> </ul>	<p>Members/ Secretariat/SCLII Police Commissioners' Conference endorsed the TOR on Working Group on RPA in May 2013</p> <p>Completion of the draft Agreement Establishing the Regional Police Academy.</p>
	<ul style="list-style-type: none"> <li>• MSG Sub-Regional Security Advisor established by 2016</li> </ul>	<p>Members/Secretariat SOM to evaluate the establishment of the position.</p>
	<ul style="list-style-type: none"> <li>• Implementation of UN Convention Against Corruption (UNCAC) by members from 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat/Member countries to report on implementation of UNCAC</li> </ul>

		MSG Secretariat, in partnership with the UNDP to liaise with MSG members in order to identify priority UNCAC issues and arrange and deliver relevant training activities for the MSG member officials, as appropriate.
iii. Addressing effectively corruption and white collar crimes both at the national and sub-regional levels.	<ul style="list-style-type: none"> <li>• Commissions Against Corruption Agencies established from 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Member countries to provide updates and reports</li> </ul>
iv. Carrying out law reforms to update and modernize out-dated laws.	<ul style="list-style-type: none"> <li>• MSG Leaders' Treaty on TK and EC ratified by 2017.</li> <li>• Agreement Establishing the MSG to be reviewed with the inclusion provisions to bind decisions of Leaders and ensure implementation and resourcing by 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Member countries to report on law reforms.</li> <li>• MSG Secretariat/Members Sub-committee on Legal and Institutional Issues to make necessary amendments to the Agreement and submit to Senior Officials, Foreign Ministers and Leaders for consideration</li> </ul>
v. Making decisions binding to engender responsibility to decision-makers to follow up on proper implementation of decisions with adequate resource allocation.	<ul style="list-style-type: none"> <li>• Appointment of MSG Higher Representative from 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Member countries/MSG Secretariat HR position to be rotated within MSG members every two years.</li> </ul>
vi. Contributing effectively to global peace efforts as part of the organization outreach to the international community.	<ul style="list-style-type: none"> <li>• MSG Peace keeping operations commence from 2015</li> </ul>	<ul style="list-style-type: none"> <li>• MSG Secretariat Leaders launched the Department of Peace Keeping Operations in June 2013. MSG Police Commissioners Mission to UN to negotiate peacekeeping quota for MSG.</li> </ul>
	<ul style="list-style-type: none"> <li>• Humanitarian and Emergency Response Co-ordination Centre (HERCC) established by 2015</li> </ul>	<p>Members/Secretariat/SCS/SCLII MSG Leaders launched the HERCC in June 2013</p> <p>Complete drafting of the HERCC MOU.</p>
viii. Contribute effectively to regional outreach, peace and security as well as preparedness in times of humanitarian and natural disasters (emergencies).	<ul style="list-style-type: none"> <li>• HERCC to factor in 'forward basing' in its operations to allow warehousing of all emergency materials prior to any disaster, ready to be mobilized and thus reducing reaction time by 2018.</li> </ul>	<p>Members/Secretariat/SCS/SCLII MSG Leaders launched the HERCC in June 2013</p> <p>Concept to be evaluated by HERCC for consideration by SOM.</p>
	<ul style="list-style-type: none"> <li>• MSG Lakatoro on Denuclearization Declaration reviewed and implemented by 2015</li> </ul>	<p>Members/Secretariat Lakatoro Declaration on the Denuclearization of the Pacific</p>



		to be reviewed by the Subcommittee on Legal and institutional Issues prior to consideration by Constituent bodies
	<ul style="list-style-type: none"> <li>• Melanesia Volcanology Network (MVN) administered by the Secretariat from 2015</li> </ul>	Members/Secretariat Promotion of Melanesia Volcanology Network work approved by Leaders in June 2013
	<ul style="list-style-type: none"> <li>• MSG Outreach programme to rest of the Pacific facilitated and implemented from 2016</li> </ul>	Members/Secretariat Nature of assistance for the outreach programme to be provided to smaller island states to be developed and considered by the Senior Officials Meeting (SOM)
	<ul style="list-style-type: none"> <li>• Recommendations of the Regional Institutional Framework (RIF) exercise carried out in the mid 2000 to be revisited and evaluated by 2016 in light of the PIF's Pacific Regionalism Framework currently being pursued and the Pacific Islands Development Framework (PIDF)</li> </ul>	Members and Secretariat Secretariat and members to revisit 2000 RIF in light of PIF-PRF and PIDF and make a position either as MSG or as individual Member States
	<ul style="list-style-type: none"> <li>• Collaboration with the CROP Agencies, other Regional and International Organizations strengthened as the basis of strengthening the role of MSG in the Pacific and in the world implemented from 2015.</li> </ul>	Members and Secretariat MoU with CROP Agencies to be developed and existing ones reviewed by the Secretariat
<b>ix. Strategically integrated into the wider regional and global economy; as well as work strategically with other development partners (UN, EU agencies) on specific issues</b>	<ul style="list-style-type: none"> <li>• MSG Outreach Programme extended with those of Australia and New Zealand and other metropolitan powers and aligned from 2016;</li> </ul>	Members and Secretariat Bilateral MoUs with Australia and New Zealand developed and considered by the Senior Officials Meeting (SOM)
	<ul style="list-style-type: none"> <li>• Integration with other development partners and UN agencies on specific issues implemented from 2017.</li> </ul>	Members and Secretariat Development partners bi-lateral consultations and round table meeting convened to align cooperation with "MSG 2038 Prosperity for All Plan" and instruments of cooperation developed and entered into between the Secretariat and development partners

<ul style="list-style-type: none"> <li>• Inter-regional cooperation and integration agreements/partnerships with others: USA, Japan, Korea to be assessed for consideration from 2018 onwards</li> </ul>	<p>Members and Secretariat</p> <p>Cooperation and partnership to be evaluated and submitted to SOM, FMM and Leaders.</p>
<ul style="list-style-type: none"> <li>• Inter-regional partnership agreement with the EU to be pursued vigorously from 2015 onwards</li> </ul>	<p>Members and Secretariat</p> <p>Cooperation and partnership with the EU to be pursued by the Secretariat, SOM, FMM and Leaders. Leaders have agreed for a separate EU envelope for MSG under EDF11. MSG to take the lead on Comprehensive EPA.</p>
<ul style="list-style-type: none"> <li>• Joint strategy with the EU, PIFS, PNG on the modus operandi of the PACP Secretariat recently established in Port Moresby from 2015 onwards</li> </ul>	<p>Secretariat and Members</p> <p>SOM, FMM and Leaders to take the lead role on the Joint Strategy and update the Secretariat.</p>
<ul style="list-style-type: none"> <li>• Strategic alliances on South-South cooperation basis, e.g. with the BRICS or individually; ASEAN, ACP Group</li> </ul>	<p>Secretariat and Members</p> <p>Secretariat to evaluate strategic alliances and submit concept papers to SOM, FMM and Leaders for consideration.</p>
<ul style="list-style-type: none"> <li>• Strategic alliances with selected UN agencies on specific issues</li> </ul>	<p>Secretariat and Members</p> <p>Secretariat to evaluate strategic alliances with UN agencies as and when the need arises on specific issues, and submit concept papers to SOM, FMM and Leaders for consideration.</p>

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# ***CHAPTER 2 - ECONOMIC PROSPERITY***

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Creating an environment for increased investment and trade is a fundamental pre-requisite for achieving sustained economic growth.

The challenges related to MSG's *Economy* are as follows:

- v. Addressing seriously political and parliamentary instability to ensure confidence in the economy, peace and harmony;
- vi. Configuring and building a 'bubble' around the MSG economy to deflect global economic crisis;
- vii. Formulating international procurement measures to avoid the high fluctuations in commodity prices;
- viii. Stepping up work on climate change adaptation and mitigation in agriculture, forestry and fisheries to arrest decline in production; and
- ix. Reconciling between neo-liberal approaches to economic development and need for Government, time bound, affirmative action to deliver public goods and services to rural areas.

The following strategies will be implemented to address these economic challenges and achieve economic prosperity;-

- x. Maintaining macro-economic stability through effective monetary and fiscal policy management;
- xi. Widening and diversifying the narrow economic and export bases;
- xii. Adding value to commodities, to move up the value chain, and render differentiation to end products in order to avoid vulnerability to commodity price fluctuations;
- xiii. Creating an enabling environment to attract increased private sector investment;
- xiv. Corporatizing and privatizing strategic state owned enterprises (SOE) to relieve pressure on government finances;
- xv. Increasing availability and access of suitable capital for rural entrepreneurship and growth of SMEs;
- xvi. Building suitable rural infrastructures and reliable public utilities;
- xvii. Strengthening the proper implementation of land tenure systems and legislation;
- xviii. Utilizing sustainably natural resources; and
- xix. Addressing effectively corruption to ensure that benefits of economic growth accrue to those intended.



Strategies	Key Performance Indicators	Implementation Agency and Progress
i. Maintaining macro-economic stability through effective monetary and fiscal policy management.	<ul style="list-style-type: none"> <li>MSG Principles for Enhancing Fiscal Policy Management are implemented by members from 2014</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat. MSG Principles for Enhancing Fiscal Policy Management endorsed by Leaders in March 2012</li> </ul> <p>Annual review of implementation progress presented to Finance Ministers and Central Bank Governors</p>
	<ul style="list-style-type: none"> <li>Revenue base measured as percent of GDP increased from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Members to provide update to TEOM.</li> </ul>
	<ul style="list-style-type: none"> <li>Reforms relating to the MSG common currency proposal to be implemented prior to the re-consideration of the concept by 2025</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Secretariat commissioned a pre-feasibility Study in June 2013. The Report was submitted to Finance Ministers and Governors of Central Bank (FMGCB) High Level Consultation on 29-30 August 2013. FMGCB agreed to continue the dialogue on common currency with Finance Ministers and Governors of Central Banks to focus attention on the short and medium-term economic and financial structural reforms required to establish the fundamentals for a common currency.</li> </ul>
	<ul style="list-style-type: none"> <li>MSG Emergency Stabilization Fund (MESF), evaluated by 2015</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Concept paper presented to FMGCB. FMGCB <b>agreed</b> that a Stabilization Fund would be beneficial for all MSG countries and <b>endorsed</b> that a terms of reference for a more detailed feasibility study be developed by the Secretariat. Full feasibility study endorsed by Central Bank Governors on 27th February 2015 for subsequent endorsement of Finance Ministers and Leaders</li> </ul>
	<ul style="list-style-type: none"> <li>Inflation pegged below 3%</li> <li>MSG Customs Union Study presented to TEOM by 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members Members to provide update</li> <li>Members/Secretariat Study on customs union will be undertaken in 2015 as part of the EU EDF10 Pacific Integration Technical</li> </ul>

		Assistance (PITAP) funding arrangement
	<ul style="list-style-type: none"> <li>MSG Common Market Study presented to TEOM by 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Study on common market will be undertaken in 2015 as part of the EU EDF10 funding</li> </ul>
	<ul style="list-style-type: none"> <li>MoU on SMS fully implemented from 2013</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat MoU to be reviewed in 2015. Chapter on Labour Mobility to be included in the MSGTA3 legal text.</li> </ul>
ii. <b>Widening and diversifying the narrow economic and export bases.</b>	<ul style="list-style-type: none"> <li>New MSG Economic Cooperation Agreement (MSGTA3) comprising trade in goods, labour mobility, trade in services, investment and public procurement negotiated and implemented by 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Leaders at 19<sup>th</sup> MSG Summit <b>approved</b> the draft MSGTA3 legal text including its proposed architecture, as basis for the negotiations of a new legal framework for broader and deeper trade and economic relations amongst MSG members</li> <li>TEOM on 4-6 Nov 2013 developed the negotiating roadmap on the draft MSGTA3</li> </ul>
	<ul style="list-style-type: none"> <li>MSG Visa Exemption MOU developed by 2016</li> </ul>	<ul style="list-style-type: none"> <li>Complete Drafting of the MOU on</li> <li>Members and Secretariat</li> <li>MSG Visitor Visa to be completed and submitted to SCLII for consideration prior to consideration by SCLII and the Constituent bodies</li> </ul>
iii. <b>Adding value to commodities, to move up the value chain, and render differentiation to end products in order to avoid vulnerability to commodity price fluctuations.</b>	<ul style="list-style-type: none"> <li>MSG national products promoted nationally and externally from 2016</li> <li>Buy MSG Made promoted in all MSG members and externally from 2016</li> <li>Product research and development in value chain promoted in MSG Universities from 2016</li> <li>At least 6 new value added (manufactured) products produced by each member by 2020</li> <li>Public and Private Sector Partnerships in private sector for at least 6 new value added products</li> <li>Increase support for Agri-business activities and share in GDP from 2020</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat As part of 2015 WP, studies on value adding of 4 key export sectors, forestry, fisheries, mining and other export products (copra, oil, kava, palm oil, coffee, cocoa and gas) will be undertaken.</li> </ul>
iv. <b>Creating an enabling environment to attract increased private sector investment.</b>	<ul style="list-style-type: none"> <li>Investment included in the new MSG Economic Cooperation Agreement (MSGTA3) by 2015</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat TEOM to negotiate the inclusion of Investment in the new MSGTA3. TEOM to review concept</li> </ul>

	<ul style="list-style-type: none"> <li>• MSG Business Council established by 2017</li> <li>• Multi-Tourism Destination Study conducted by 2016</li> <li>• Intra MSG Investment increased from 2016</li> <li>• Sectors with potential for MSG national investors identified and protected under the Investment Acts</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat TEOM to review concept</li> <li>• TEOM to review performance</li> <li>• Each Member to review their respective Foreign Investment Acts and determine suitability and viability based on national circumstances and conditions.</li> </ul>
	<ul style="list-style-type: none"> <li>• MSG Private Sector Development Strategy developed by 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat Draft strategy being developed as agreed by Trade Ministers in the Port Moresby Declaration in November 2014 in PNG and launched by TMM in November 2015</li> </ul>
	<ul style="list-style-type: none"> <li>• Stock Exchange to facilitate intra MSG capital flow and investment established by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Melanesia Stock Exchange Concept paper was presented to FMGCB. FMGCB agreed to develop a road map to harmonize laws and regulations and their applications as first step to move towards merging current stock exchanges.</li> </ul>
v. Enhancing foods self-sufficiency and food security	<ul style="list-style-type: none"> <li>• At least 90 percent of the MSG population to be self-sufficient for food products by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to provide update to TEOM</li> </ul>
vi. <b>Corporatizing and privatizing strategic state owned enterprises (SOE) to relieve pressure on government finances.</b>	<ul style="list-style-type: none"> <li>• Privatized SOEs listed on the MSG Stock exchange and shares sold to communities implemented by members from 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Members Corporatization and Privatization Plan to be monitored by MSG Finance Ministers and Central Bank Governors Meeting</li> </ul>
vii. <b>Increasing availability and access of suitable capital for rural entrepreneurship and growth of SMEs.</b>	<ul style="list-style-type: none"> <li>• MSG Development and Investment Fund to finance new ventures including SMEs evaluated by 2015 and established, if feasible by 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Concept paper presented to FMGCB. – FMGCB <b>endorsed</b> that a terms of reference for a more detailed feasibility study be developed</li> </ul>
viii. <b>Reducing the cost of doing business</b>	<ul style="list-style-type: none"> <li>• Public Utility bodies reformed from 2017</li> <li>• Utilities cost reduced from 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to provide update to TEOM</li> </ul>
ix. <b>Building suitable rural infrastructures, transport network and reliable public utilities for economic integration</b>	<p>Effective transport system established by 2030</p>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Secretariat to convene a Transport Ministers meeting to discuss improvements of transportation for the movement of goods and services within and between MSG countries.</li> </ul>

	<ul style="list-style-type: none"> <li>• All rural centers equipped with cold Storage facilities by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to provide update on progress.</li> </ul>
	<ul style="list-style-type: none"> <li>• Trade between members at rural adjacent borders increased and trade facilitation agencies deployed to these areas by 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to provide update on bilateral trade arrangements</li> </ul>
	<ul style="list-style-type: none"> <li>• Inclusive Public and Private Sector consultative framework developed in 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Draft strategy for inclusive Public and Private Sector Dialogue Mechanisms being developed as agreed by Trade Ministers in the Port Moresby Declaration in November 2014 in PNG</li> </ul>
	<ul style="list-style-type: none"> <li>• Public and Private Partnerships for private sector and rural infrastructure developments adopted from 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to provide update on implementation of PPP framework to the TEOM</li> </ul>
	<ul style="list-style-type: none"> <li>• Melanesian Cable Network (MCN) linking Fiji, Vanuatu, New Caledonia, Solomon Islands and PNG implemented by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Members and Secretariat</li> <li>• Update provided by members to the TEOM</li> </ul>
	<ul style="list-style-type: none"> <li>• Shipping connectivity between MSG ports to facilitate intra MSG trade increased by 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat and members</li> <li>• Feasibility study on the MSG to be submitted to the Trade and Economic Officials Meeting (TEOM) for consideration</li> </ul>
	<ul style="list-style-type: none"> <li>• Formation of a MSG Transport Ministers Meeting to consider MSG transport (aviation, shipping etc.) issues including border control evaluated and implemented by 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat/Members</li> <li>• SOM to evaluate and determine the establishment of Transport Ministers Meeting and recommend to FMM and Leaders</li> </ul>
	<ul style="list-style-type: none"> <li>• MSG Multi-Destination Tourism on the marketing of Tourism Melanesia as a package through the collaborative efforts between MSG Airlines, Hotels/Report, Tourist operators and National Tourism Bureaus implemented by 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat and members</li> <li>• Feasibility study on the MSG Multi Destination Tourism scheme to be submitted to the Trade and Economic Officials Meeting (TEOM) for consideration</li> </ul>
x. <b>Strengthening the proper implementation of land tenure systems and legislation.</b>	<ul style="list-style-type: none"> <li>• Compilation of Land legislation to protect traditional ownership and allow customary land to be utilized for economic development implemented by members from 2019</li> <li>• Customary Land use forum to be convened from 2018</li> <li>• Guideline Tenancy agreements on customary land that provides fair returns to landowners and security of tenancy to investors to be developed from 2017</li> <li>• Land reform to promote and enhance private sector investment implemented by members from 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Members.</li> <li>• Sub-committee on Legal and Institutional Issues to facilitate technical assistance programme between members to share experiences on land tenure systems.</li> </ul>



	<ul style="list-style-type: none"> <li>Models on Customary land as security for commercial bank lending to developed from 2020</li> </ul>	
xi. Utilizing sustainably natural resources.	<ul style="list-style-type: none"> <li>Sustainable natural resources management practices enforced in domestic laws by 2016</li> <li>MSG Roadmap on Inshore Fishery implemented by 2015</li> <li>MOU on Coastal and Aquaculture Fisheries implemented by 2016</li> <li>Sustainable agriculture production for food security and intra MSG exports and exports to other Non MSG countries increased by 2016</li> <li>Bio-security programs protecting MSG terrestrial and oceans ecosystems implemented from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Update to be provided by Members to the Sub-committee on Economic and Social Development</li> </ul>
	<ul style="list-style-type: none"> <li>Greater equity participation of resource owners in the commercial development natural resources from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update on policies to increase resource owner's equity participation in commercial natural resource development</li> </ul>
xii. Addressing effectively corruption to ensure that benefits of economic growth accrue to those intended.	<ul style="list-style-type: none"> <li>MSG Ministerial Meeting and Officials Committees on Forestry and Mining Development evaluated by 2017</li> <li>Freedom of Information (FOI), establishment of Independent Commission Against Corruption (ICACs), development of national anti-corruption strategies and legislative reform identified and implemented by members from 2017</li> <li>Priority UNCAC issues for member's consideration identified by 2015</li> <li>UNCAC Training activities for the MSG member officials implemented from 2015</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat/Members</li> <li>TEOM to consider, assess and recommend to SOM, FMM and Leaders.</li> <li>Secretariat/Members</li> <li>MSG Secretariat, in partnership with the UNDP to liaise with MSG members in order to identify priority UNCAC issues and arrange and deliver relevant UNCAC training activities for the MSG member officials, as appropriate.</li> </ul>
xiii. Protecting consumers and producers against unfair competition and trading and monopoly practices	<ul style="list-style-type: none"> <li>Product standards and weights enforced from 2015, and where such measures are not in place, immediate actions are taken to have them established to protect consumers.</li> <li>Price controls reviewed and implemented based on country situations from 2016</li> <li>Model law on Anti-dumping developed from 2016</li> <li>Health in Trade policies implemented from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide updates to TEOM &amp; SCLII</li> </ul>



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## ***CHAPTER 3 - SOCIAL EQUALITY AND INCLUSIVITY***

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Achieving a socially equitable and inclusive society involving improvements in livelihoods and welfare is a fundamental cornerstone of a prosperous Melanesia.

The challenges related to the MSG's *Social Development* over the years are as follows:

- iii. Poverty remains a major constraint in all MSG members. The challenge is to address it as a cross-cutting issue with the full range of policies and policy instruments and to be sufficiently resourced;
- iv. The 2012 Pacific Regional Millennium Development Goals (MDGs) Tracking Report states: "...Melanesia is off track on all the goals but excluding PNG, the region is on track towards reducing child mortality (MDG 4), with mixed progress recorded for all the other goals.....PNG is off track on all the MDGs;" The challenge is to re-commit and redouble efforts to achieving the targets set under the MDGs; and
- v. Improving the Health, Education and water infrastructures and extending their reach and coverage to the rural populace.

This Plan recognizes that whilst the new Sustainable Development Goals will be introduced from 2015 onwards, there is still a need for enhanced efforts by Members to implement the UN MDGs.

The MSG shall implement the following strategies to tackle the social development challenges highlighted above, and achieve some measure of Social Equality and Inclusivity:-

- i. Improving the health, education and water services and infrastructures and extending their reach and coverage to the rural populace;
- ii. Achieving UNESCO Education for All (EFA) Goals;
- iii. Implementing Western Pacific Regional Action on Plan for Non-communicable Diseases;
- iv. Reducing poverty (as defined as by empowering the populace to be engaged in income generating opportunities;
- v. Rolling out affordable social programs to the general public but especially the rural populace where the market would not otherwise venture because of profit considerations;
- vi. Maintaining the interests in the Melanesian Festival of Arts and related activities in between the four year cycle;
- vii. Ensuring full engagement of the traditional chiefs and the traditional governance systems as an avenue for advocacy of national issues and of delivery of national services reflecting an inclusive engagement which involves the disadvantaged – disabled, youth, women.;

- viii. Reconciling traditional governance with the legal system where added value can be attained;
- ix. Committing and enacting national laws, when needed, to incorporate provisions of sub-regional declarations and frameworks, e.g. Framework Treaty on the Protection of Traditional Knowledge and Expressions of Culture;
- x. Enhancing the role of Women in MSG development process;
- xi. Empower the Youths of Melanesia
- xii. Encouraging Sports to facilitate the integration and solidarity of the citizens and residents of Melanesia ;
- xiii. Securing impact investment for social inclusive economic growth; and
- xiv. Diversifying government revenue base for governments, ensuring sustainability, to ensure that expenditures related to the pursuit of the MDGs are not undermined.

Strategies	Key Performance Indicators	Implementation Agency and Progress
i. Improving the health, education and water services and infrastructures and extending their reach and coverage to the rural populace.	<ul style="list-style-type: none"> <li>• All rural areas have access to health facilities and services based on national resource availability by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• Members/ Secretariat</li> <li>• Members to provide update and SOM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>• At least 95 percent of population having access to safe drinking water in each MSG country by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Members to provide update and SCESD to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>• At least 90 percent of children in rural areas have access to basic education by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Members to provide update and SOM to monitor progress</li> </ul>
ii. Achieving UNESCO Education for All (EFA) Goals	<ul style="list-style-type: none"> <li>• Rural communities have access to sustainable renewable energy by 2035</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Members to provide update and SOM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>• MOU between members for binding commitment on EFA implemented by 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Members to provide update and SOM to evaluate and consider</li> </ul>
	<ul style="list-style-type: none"> <li>• Access to Fee Free basic education by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to evaluate and provide update to SOM</li> </ul>
	<ul style="list-style-type: none"> <li>• Feasibility of subsidized tertiary education evaluated by each member by 2017</li> </ul>	
	<ul style="list-style-type: none"> <li>• Sub-regional School of Tourism evaluated by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Concepts to be evaluated by the Aviation and Tourism Sector Dialogue (ATSD) and presented to SOM</li> </ul>
	<ul style="list-style-type: none"> <li>• Strategic Research Institute evaluated by 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>• Concepts to be evaluated and presented to SOM</li> </ul>

Strategies	Key Performance Indicators	Implementation Agency and Progress
	<ul style="list-style-type: none"> <li>• MSG Teachers Training College evaluated for enhancement in teaching methodology by 2020</li> <li>• Leadership career development program for youths established by 2018</li> <li>• Culture mainstreamed into the national educational system by 2016.</li> <li>• Feasibility of a Common MSG language evaluated by 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to evaluate concept individually and present updates to SOM</li> <li>• Members</li> <li>• Members to evaluate concept individually and present updates to SOM</li> <li>• Secretariat/Members</li> <li>• Secretariat to evaluate concept in consultation with Members and provide updates to SOMN</li> </ul>
iii. Implementing Plans for Communicable and Non-communicable Diseases	<ul style="list-style-type: none"> <li>• MOU between members for binding commitment on Regional Action Plan implemented by 2017</li> <li>• Effective programs and processes to combat outbreak of diseases established from 2016</li> <li>• Use of traditional medicine assessed and promoted from 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>Members to provide update and SOM to evaluate and consider</li> <li>• Members/Secretariat</li> <li>Members to provide update and SOM to monitor progress</li> <li>• Members</li> <li>Members to review and update SOM</li> </ul>
iv. Reducing poverty by empowering the populace to be engaged in income generating opportunities and enacting laws to protect the poor and underprivileged.	<ul style="list-style-type: none"> <li>• Small, Medium and Micro enterprises for underprivileged and the poor encouraged and facilitated by each member from 2017</li> <li>• Minimum wage laws enacted and implemented from 2016</li> <li>• Micro finance facility and financial inclusion programmes rolled out into the rural areas in each MSG Member from 2018</li> <li>• Food self-sufficiency and security programmes adopted and rolled out in at least 90% of all rural areas by 2025</li> <li>• Leaders declaration on the UNMDG implemented by members from 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat</li> <li>Members to provide update and SOM to monitor progress</li> <li>• Members</li> <li>• Members to provide update</li> <li>• Members/Secretariat</li> <li>• Members to provide update and SOM to monitor progress</li> <li>• Members/Secretariat</li> <li>Members to provide update and SOM to monitor progress</li> <li>• Members/MSG Secretariat</li> <li>Members to provide update and Finance Ministers and Central Bank Governors Meeting to monitor progress</li> </ul>

Strategies	Key Performance Indicators	Implementation Agency and Progress
	<ul style="list-style-type: none"> <li>Alternative Indicators of measuring well-being mainstreamed into National Development Plans</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> </ul> <p>Members to provide update and Finance Ministers and Central Bank Governors Meeting to monitor progress</p>
v. Rolling out affordable social programs to the general public but especially the rural populace where the market would not otherwise venture because of profit considerations.	<ul style="list-style-type: none"> <li>Social contracts for public services in rural areas established and enforced by members from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> </ul> <p>Members to provide update and SOM to monitor progress</p>
	<ul style="list-style-type: none"> <li>Social programs and budget in rural areas increased by members from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> </ul> <p>Members to provide update and SOM to monitor progress</p>
vi. Maintaining the interests in the Melanesian Festival of Arts and related activities in between the four year cycle.	<ul style="list-style-type: none"> <li>Four yearly MSG Arts and Culture Festival convened</li> </ul>	<ul style="list-style-type: none"> <li>MSG Secretariat and Members</li> </ul> <p>5<sup>th</sup> Melanesian Arts festival to be held in PNG in June 2014 and in Solomon Islands in 2018</p>
	<ul style="list-style-type: none"> <li>MSG National Cultural Policies developed and implemented by members from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members.</li> </ul> <p>Ministers of Culture have noted that members will submit their templates on the Regional Cultural Strategy implementation matrix to the Secretariat</p>
	<ul style="list-style-type: none"> <li>MSG cultural infrastructure developed and upgraded by members from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members.</li> </ul> <p>Ministers of Culture noted that work is progressing within member countries on their Culture infrastructure and priorities and members had agreed to provide their National Cultural Public Infrastructure Policies for 2014-2016 in 2014. CAC to monitor implementation</p>
	<ul style="list-style-type: none"> <li>Appropriate infrastructure for culture and expressive arts evaluated and established from 2018.</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to review and update CACM</li> </ul>
vii. Ensuring full engagement of the traditional chiefs and the traditional governance systems as an avenue for advocacy of national issues and of delivery of national services reflecting an inclusive engagement which	<ul style="list-style-type: none"> <li>MSG Customary Council during the MSG four yearly Festival of Arts and Culture evaluated and approved, by constituent bodies prior to implementation by 2018</li> <li>Chiefs engagement at national level evaluated by each member, and if</li> </ul>	<ul style="list-style-type: none"> <li>MSG Secretariat and Members.</li> </ul> <p>Customary Council Terms of Reference to be developed and approved by Leaders</p>

Strategies	Key Performance Indicators	Implementation Agency and Progress
involves the disadvantaged – disabled, youth, women etc.	approved, implemented by members from 2017	
viii. Reconciling traditional governance with the legal system where added value can be attained.	<ul style="list-style-type: none"> <li>Traditional governance systems evaluated and best practices identified by members from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> </ul> <p>Members to provide update and CACM to monitor progress</p>
ix. Committing and enacting national laws, when needed, to incorporate provisions of sub-regional declarations and frameworks, e.g. Framework Treaty on the Protection of Traditional Knowledge and Expressions of Culture.	<ul style="list-style-type: none"> <li>MSG Leaders Framework Treaty on the Protection of Traditional Knowledge and expressions of Culture ratified and enforced by members by 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat. Treaty to be ratified by Members by 2015.</li> </ul> <p>CACM to monitor progress</p>
	<ul style="list-style-type: none"> <li>National Traditional Knowledge Laws enacted and enforced by 2018</li> </ul>	<ul style="list-style-type: none"> <li>Members.</li> <li>CACM to discuss and monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Treaty on Custody and Maintenance of Children enforced by 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Treaty to be ratified by members</li> </ul>
	<ul style="list-style-type: none"> <li>MoU on Cultural Cooperation implemented from 2015</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat MOU to be monitored by CAC.</li> </ul>
x. Enhancing the role of Women in MSG development process	<ul style="list-style-type: none"> <li>MOU between members for binding commitment on the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) implemented by 2016</li> <li>MSG Women in Leadership Programme established by 2016</li> <li>National Gender programmes implemented by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat SOM to evaluate and consider</li> </ul>
xi. Promoting legislation and programmes for people with special needs	<ul style="list-style-type: none"> <li>MOU between members on the Convention on the Rights of Persons with Disabilities implemented from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat Programme proposal to be developed by the Secretariat for donor funding by 2015</li> <li>Members/Secretariat Members to provide update and SOM to evaluate progress</li> <li>Members/Secretariat Members to provide update and SOM to evaluate progress</li> </ul>
xii. Empower the Youths of Melanesia	<ul style="list-style-type: none"> <li>Establishment of an MSG Youth Desk to coordinate all MSG youth activities from 2016</li> <li>MSG Youth Empowerment Programme established from 2015 with SPC</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat SOM to evaluate and consider</li> </ul>

Strategies	Key Performance Indicators	Implementation Agency and Progress
<b>xiii.</b> Encouraging Sports to facilitate the integration and solidarity of the citizens and residents of Melanesia	<ul style="list-style-type: none"> <li>• Melanesia Games convened every four years and the first convened in 2016</li> <li>• Feasibility Study on MSG Sports institutions evaluated by 2017.</li> <li>• MSG Cooperation on Sports formalized and implemented by 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Members and Secretariat MSG Sports Committee to implement and to monitor games related issues.</li> <li>• Members and Secretariat MSG Sports Committee to implement and to monitor games related issues.</li> <li>• Members and Secretariat MSG Spots Committee to develop framework for consideration by SOM in 2016.</li> </ul>
<b>xiv.</b> Securing impact investment for social inclusive economic growth	<ul style="list-style-type: none"> <li>• Social development plans and SME and MME projects for youths and women financed under Business models that encourages inclusiveness and employment implemented from 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Members/Secretariat SOM to monitor</li> </ul>
<b>xv.</b> Diversifying government revenue base for governments, ensuring sustainability, to ensure that expenditures related to the pursuit of the MDGs are not undermined.	<ul style="list-style-type: none"> <li>• Public expenditure on MDGs in the context of the Port 2015 Development Agenda increased from 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Members Finance and Central Bank Governors Meeting to monitor</li> </ul>



# CHAPTER 4 -SUSTAINABLE DEVELOPMENT

The MSG has taken steps to ensure that sustainable development goals are developed and mainstreamed into national and sectoral development planning, policy formulation, programming and implementation. Green growth shall be at the pillar of MSG member's development into the future, as championed in the Leaders' Declaration on Environment and Climate Change and Green Growth Goals as follows:-

- Goal 1: Improving the quality of growth and maximizing net growth
- Goal 2: Closing the gaps between economic and ecological efficiencies
- Goal 3: Planning and development of eco-efficient infrastructures
- Goal 4: Promoting sustainable business opportunities
- Goal 5: Integrated planning for Green Growth and Sustainable Development

The following strategies will be implemented to achieve sustainable development in the MSG in partnership with regional and international organizations and partners:-

- i. Promoting green growth goals in national and sectoral developments;
- ii. Promoting Renewable Energy;
- iii. Encouraging holistic terrestrial and blue carbon ecosystem management;
- iv. Establishing sound climate change mitigation, adaptation and relocation measures to protect and address the livelihoods of communities vulnerable to climate change;
- v. Instituting necessary policies and legislation to protect the environment from degradation and loss of bio-diversity;
- vi. Responding effectively to communities affected by natural disasters; and
- vii. Create financing mechanism and structure for a Green Climate Fund for Melanesia.

Strategies	Key Performance Indicators	Implementation Agency and / Progress
i. Promoting green growth goals in national and sectoral developments.	<ul style="list-style-type: none"> <li>Green Growth Goals and Framework implemented and mainstreamed into national development and sectoral plans</li> <li>Green growth strategies adopted by MSG businesses by 2018</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat</li> <li>- FMGCB agreed to embrace Green Growth Goals in future planning and budgeting</li> <li>- Consultative Activities proposed to ECCTAC on 23 Sep 2013.</li> <li>- Green Growth Knowledge Management e-Platform to facilitate e-discussions between members</li> </ul>
ii. Promoting Renewable Energy.	<ul style="list-style-type: none"> <li>MSG Renewable Energy Framework developed by 2017</li> </ul>	<ul style="list-style-type: none"> <li>MSG Secretariat/Members</li> <li>ECCTAC and ECCMM to monitor progress</li> </ul>
iii. Encouraging holistic terrestrial and blue carbon ecosystem management.	<ul style="list-style-type: none"> <li>Water catchment areas and river systems and water shed management practices established and implemented from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>ECCTAC and ECCMM to monitor progress</li> </ul>



Strategies	Key Performance Indicators	Implementation Agency and / Progress
	<ul style="list-style-type: none"> <li>Mangroves and sea grass rehabilitation investments increased from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Coral triangle initiative extended to all members from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Sustainable natural resource extraction practices guidelines developed from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Sustainable Forest Management and Sustainable Land Use Management (SLM) Systems implemented by all members from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Public expenditure on the protection and preservation of natural capital increased from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
iv. Establishing sound climate change mitigation, adaptation and relocation measures to protect and address the livelihoods of communities vulnerable to climate change.	<ul style="list-style-type: none"> <li>Compiling best practices climate change adaptation, mitigation and relocation strategies adopted by members from 2016</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Documenting traditional climate resilient food preservation practices and organic food for use by communities to be shared by members from 2015</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
v. Instituting necessary policies and legislation to protect the environment from degradation and loss of bio-diversity.	<ul style="list-style-type: none"> <li>Environmental laws on environment degradation and loss of bio-diversity enforced from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Penalties on environmental degradation enforced from 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> </ul>



Strategies	Key Performance Indicators	Implementation Agency and / Progress
		Members to provide update ECCTAC and ECCMM to monitor progress
	<ul style="list-style-type: none"> <li>Policies and Standards on Waste Management &amp; Pollution Control implemented from 2015</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update and ECCTAC and ECCMM to monitor progress</li> </ul>
	<ul style="list-style-type: none"> <li>Polluter pay principle guidelines developed by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members</li> <li>Members to provide update ECCTAC and ECCMM to monitor progress</li> </ul>
vi. Responding effectively to communities affected by natural disasters.	<ul style="list-style-type: none"> <li>Humanitarian Response Coordination Centre (HERCC) established by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat. HERCC launched by Leaders in June 2013.</li> <li>HERCC MOU to be completed.</li> <li>SCS to monitor implementation</li> <li>Subcommittee on Security to monitor HERC requests</li> </ul>
vii. Create financing mechanism and structure for a Green Climate Fund for Melanesia.	<ul style="list-style-type: none"> <li>Humanitarian Response Force deployed by HERCC as and when natural disaster strikes from 2015</li> <li>The Melanesian Green Climate Fund (MGCF) design and key components completed by 2016.</li> </ul>	<ul style="list-style-type: none"> <li>MSG Secretariat/Members</li> <li>Drafting of the MSG Green Climate Fund Strategy currently underway</li> </ul>
	<ul style="list-style-type: none"> <li>The Melanesian Green Climate Fund (MGCF) established by 2016</li> </ul>	<ul style="list-style-type: none"> <li>MSG Secretariat/Members</li> <li>ECCTAC and ECCMM to consider</li> </ul>



## Green Growth in Melanesia



# CHAPTER 5 - INSTITUTIONAL CAPACITY

The successful implementation of the Plan is to a large extent predicated on the capacity of the Secretariat and the inter-relationship between the Secretariat and Members. For the Plan to be a success, MSG Leaders and Ministers must lead the Plan implementation process and provide the necessary institutional support to the Secretariat to undertake its functions effectively and efficiently. Key capacity constraints relate to human resources, financial resources and an appropriate institutional framework.

The following strategies will be implemented to strengthen the Secretariat and institutional machinery for the implementation of the Plan.

Strategies	Key Performance Indicators	Implementation Agency/ Progress
i. Improve MSG's and the Secretariat's responsiveness and alertness to issues and future sustainability.	<ul style="list-style-type: none"> <li>Office of the Director General strengthened and resourced to empower the DG to represent the MSG at regional and international fora from 2015</li> <li>Director General visits Members once a year from 2015</li> <li>Strategic Coordination Unit under the Secretariat to be established by 2016</li> <li>SOM Sub-committee on the Implementation, Monitoring and Evaluation of the Plan Implementation Framework established by 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat</li> </ul>
	<ul style="list-style-type: none"> <li>Agreement Establishing the MSG revised to give powers to the Chair &amp; Director General to respond efficiently to critical issues concerning the Members by 2015</li> </ul>	<ul style="list-style-type: none"> <li>Members/Secretariat</li> <li>The Sub-committee on legal and Institutional Issues to review the Agreement Establishing the MSG reviewed in order to incorporate such provisions</li> </ul>
	<ul style="list-style-type: none"> <li>MSG Reference Group to provide independent advice to the Governing body established by 2017</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat/Members Reference Group Terms of Reference to be approved by the Governing body</li> </ul>
	<ul style="list-style-type: none"> <li>Capacity building programmes for Secretariat implemented from 2015</li> <li>High Level Representative appointed every two years during the BI-annual Leaders' Summit</li> </ul>	<ul style="list-style-type: none"> <li>Secretariat Secretariat to identify capacity building programs, train staff and provide updates</li> <li>Secretariat Secretariat to liaise with Member approved by Leaders to appoint a High Level Representative to advocate MSG issues internationally</li> </ul>

	<ul style="list-style-type: none"> <li>• Melanesian Solutions established to ensure the Secretariat's future financial sustainability from 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat Concept already developed and approved by Governing for implementation.</li> </ul>
ii. Enhance coordination of effort with MSG capitals.	<ul style="list-style-type: none"> <li>• MSG Desk Officials to be appointed by members from 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Members to provide progress on appointment of desk officials.</li> </ul>
	<ul style="list-style-type: none"> <li>• MSG Solution Exchange Community created from 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat/Members</li> <li>• Secretariat to upgrade website as a platform for Exchange</li> </ul>
	<ul style="list-style-type: none"> <li>• Creation of a Melanesian village which will house MSG Embassies and/or High Commissions evaluated by each Member, and if approved established in each Member country by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat/Members</li> <li>• Members to provide update</li> </ul>
iii. Promote capacity building through regional integration.	<ul style="list-style-type: none"> <li>• Capacity building for the Secretariat and members implemented from 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Secretariat/Members</li> <li>• Members and Secretariat to explore training and other capacity building programmes.</li> </ul>
iv. Mainstreaming MSG sub-regional integration provisions into national and sectoral development plans.	<ul style="list-style-type: none"> <li>• Key Performance Indicators on all MSG regional integration initiatives and provisions in the MSG 2038 Prosperity for All Plan included in the National and Sectoral Development Plans of members from 2016</li> <li>• MSG Statistical database and alternative indicators of wellbeing for informed policy decision making and for national and sectoral planning formulated from 2015</li> <li>• Leaders to take lead in the implementation of the Plan objectives and strategies at the national, regional and international level from 2015 to 2038</li> </ul>	<p>Members/Secretariat</p> <p>All constituent bodies of the MSG to evaluate and monitor implementation of these Strategies and KPIs</p>



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# **CHAPTER 6 - IMPLEMENTATION, MONITORING AND EVALUATION**

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In implementing the Plan, the MSG will identify commonalities and strengths to employ in addressing modern and emerging development challenges. This will include:

- i. Assessing national priorities and challenges outlined in National Strategic Plans/long term visions;
- ii. Developing common framework to address development challenges within the region; and
- iii. Working with regional organizations that have expertise and established systems/network in member countries/territories

Depending on the nature of KPIs in the Implementation Plan, the MSG constituent bodies will have oversight of its implementation, monitoring, review and evaluation.

## **Secretariat**

To ensure that the Plan receives the full support of all communities, the following strategies will be implemented:-

- Development of a Communication Plan as approved by Leaders in June 2013;
- Awareness raising in MSG communities on what the Group means and what benefits that accrue to the people;
- Strengthening the MSG Secretariat and all its organs to manage, monitor and evaluate the strategy effectively;
- Providing requisite funding from MSG resources for the work program and initiatives;
- Planning and budgeting that Director General visits and briefs all the Leaders at least once a year; and
- Promoting MSG regionally and globally.

A new **Strategic Coordination Unit** shall be placed within the Executive Division to coordinate the monitoring, review and evaluation of the Implementation Plan Framework Strategies and KPIs in close collaboration with the relevant Divisions within the Secretariat and members prior to submission to the relevant Constituent bodies.

## **Financing**

The MSG will identify sustainable financing modalities to address the implementation of the MSG 2038 Plan. These will include the following sources:-

- (i) Member contributions;
- (ii) Incomes derived from investments such as the proposed MSG Investment and Development Fund;
- (iii) Incomes derived from hosting donor programmes;
- (iv) Incomes derived from the Secretariat's consultancy work;
- (v) Incomes derived from MSG initiatives such as the MSG Peace Keeping Operations etc; and
- (vi) Development partner assistance such as the EU EDF11 etc.

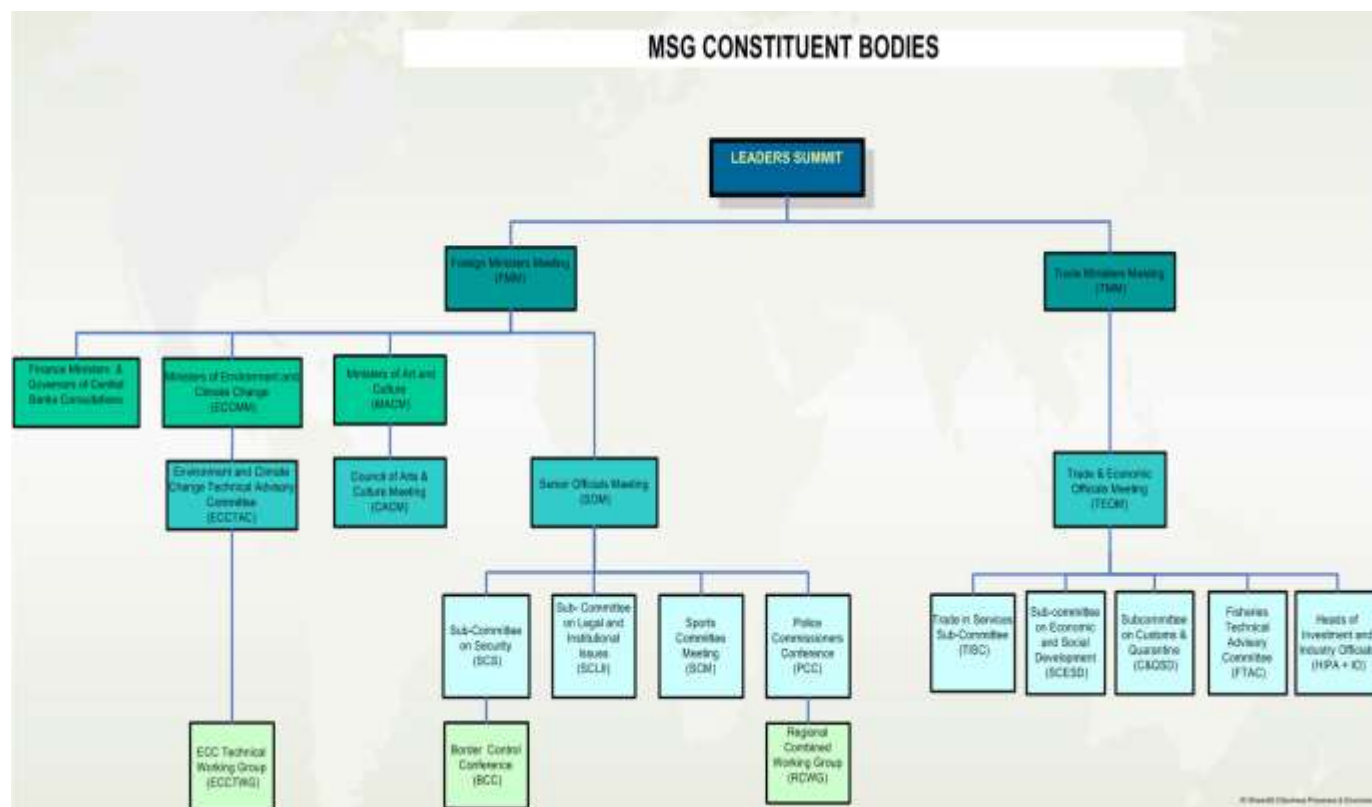
## Monitoring and Evaluation

Monitoring of the “implementation of the “MSG 2038 - Prosperity for All Plan” will be a continuous process. In addition, a Review of functions will be undertaken to provide the main stakeholders, including at the policy level, with early indications of progress or lack thereof in the achievement of objectives and strategies. The Secretariat will coordinate this function through the new Strategic Coordination Unit. The MSG 2038 - Prosperity for All Plan Strategies and KPIs shall be evaluated every year. The Monitoring and Evaluation template of the Plan will be developed by the Strategic Coordination Unit, to assess implementation progress, draw lessons, which will be used to further review the Plan. A 2 and a half yearly review process will be mainstreamed into the MSG’s Plan review process, whereby implementation progress and lessons learnt will be used to review the Plan periodically every 2 and half years.

## Reporting

The Leaders’ Summit and MSG Constituent bodies including FMM and SOM will exercise continuous oversight of the implementation of the Plan to ensure consistency of outputs against the Vision and Mission, and achievement of set KPIs and targets. The Secretariat will provide regular reports on the implementation of the Plan through the new Strategic Coordination Unit under the Executive Division. The Constituent bodies or decision making process that will have overall oversight of the Melanesian Plan for all is depicted below under Figure 1, and may change depending on the Leaders decision. **The current decision making process will also be reviewed to ensure the efficient and effective implementation of the Plan.**

**Figure 1**



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## ***CHAPTER 7 - COMMUNICATION***

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Strategic communication and engagement is critical to garner support and to create visibility of the “MSG 2038 Prosperity for All Plan.” The Communication Plan is informed by the requirement that the Plan 'receives the full support of all communities'. This requirement and the need to raise awareness in MSG communities on 'what the Group means and what benefits that accrue to the people' guide the strategies developed.

These align with the ongoing MSG Secretariat Communication Strategy, but they are tied to the progressive rollout and specific requirements of the implementation of the MSG 2038: Prosperity for All Plan.

### **Target Audiences**

**Member Governments and Ministries.** Their role is predominant in the implementation of the Plan and line Ministries need to be fully aware of the Plan strategies, KPIs and the role they will play. In particular, Ministries of Information will play a key role in the advocacy for the Plan across media outlets. Communication will need to be clear, specific and effective, through written information and face-to-face presentations, particularly during the early stages of the implementation of the Plan.

**All MSG communities, particularly in rural areas.** They need to know more about the MSG and how they can benefit from the Prosperity for All Plan. Most, but not all, live in rural areas. They are not always fluent in English or French and have limited access to digital modes of communication. Radio and Television are their main source of outside information. Many also rely on their local community leaders to be informed.

**Media, Business and Community Sector.** Stakeholders also include churches, civil society organisations, provincial administrations and development partners. They can influence the public and support the work of MSG. They have a higher level of education, have access to diverse means of communication, including digital technology. They are fluent in English or/and French. They have direct outreach in the community.



## Key Messages

Key Messages to be communicated to MSG communities align with the four MSG 2038 Objectives as outlined in the Implementation Plan:

1. The MSG 2038: Prosperity for All Plan will foster **Political Stability**
2. The Plan will bring about **Economic Prosperity**
3. The Plan will encourage **Social Equality and Inclusivity**
4. The Plan is committed to **Sustainable Development**.

Due to the wide scope and the long timeframe for the implementation of the Plan, communication will be strategically focussed and targeted. Timely delivery is an important factor in order for communication to dovetail implementation. A pragmatic and flexible approach will also ensure that the delivery of information is cost effective and takes advantage of key milestones, events and meetings of the existing MSG calendar. Given the Plan requirement to communicate effectively to a large audience, a particular focus is placed on tangible examples of initiatives that will take place under the Plan and the benefits that will be derived from them. The wide scope of the Plan also dictates that communication be progressive and segmented to facilitate general understanding, at least initially.

## Implementation

The MSG through the Strategic Coordination Unit will mainstream communication, information and educational approaches, messages, and tools into the Plan. Specific communication arrangements and plans aimed at effective information sharing, awareness raising, education, and advocating for the vision, principles and values will be developed during the implementation process. The same will apply to strategic engagements with partners and donors and the wider MSG membership. This will insure that no one is left out in the implementation of activities.

The MSG will identify logical modes of communication by:

- i. Identifying user needs and developing relevant information and messages to be disseminated;
- ii. Involving stakeholders and partners in the sharing of lessons learnt, achievements & challenges;
- iv. Developing information sources and tools;



- iv. Identifying capacity & through identified funding arrangements ensure strategic communications & engagements are sustained;
- v. Developing promotional and awareness raising materials;
- vi. Delivery of communication, information and educational projects; products and services;

## Phased Approach

### 1. Build-up to Summit and Launch of Implementation Plan (January-June 2015)

Activities to be delivered in each of the MSG member countries over for the February-June period. These will be devised by the MSG and organised with the support of local Governments and Ministries of Information. In order to facilitate a progressive understanding of the MSG 2038 Plan and build up public interest, monthly activities will focus in turn on one of the Plan's key objectives. Duration: 2-3 days each month.

Objective: Create an awareness and interest in the MSG 2038 Plan	
Aimed at:	Activities:
(i) Parliamentarians and Politicians (share vision and give ownership)	<ul style="list-style-type: none"> <li>• MSG 2038 Plan presentation seminar</li> <li>• Information folder on Plan Outline</li> <li>• Focus on local examples and perspectives</li> </ul>
(ii) Ministries and Public Service (inform and clarify roles & processes)	<ul style="list-style-type: none"> <li>• Orientation seminar for broader Public Service</li> <li>• Detailed information for relevant line Ministries.</li> <li>• Responsibilities.</li> </ul>
(iii) Media and Civil Society (build relationships and secure support)	<ul style="list-style-type: none"> <li>• Presentation seminar of objectives and key KPIs, with focus on a specific Plan Objective.</li> <li>• Information folder including examples of benefits.</li> <li>• Break-out sessions: Your role/opportunities under the MSG 2038 Prosperity for All Plan. (Media, Business, Churches, Women, Youth, Rural organizations)</li> </ul>

## Objective: Create an awareness and interest in the MSG 2038 Plan

(iv) General Public (create awareness and interest)	<ul style="list-style-type: none"> <li>• PM, Minister or MSG official available for Radio &amp;</li> <li>• TV interview in French/English <u>and</u> local language, on focus issue of that month.(Media Talking Points)</li> <li>• Available also for Radio Talkback in local language and, if possible, TV studio discussion.</li> <li>• Media statement and media stories with examples of future beneficiaries under the Plan.</li> </ul>
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### Opportunities

The months leading up to the Honiara June 2015 Summit provide opportunities to deliver the above activities in each of the 5 MSG member countries. The MSG calendar for the Jan-Jun 2015 presents the following public profile media opportunities:

Month	Opportunity	Focus	Country
March	MSG Day / Week	Political Stability	All Members
April	MSG Sports Committee Heads of Universities Meeting	Social Equality & Inclusivity	Vanuatu
May	Finance Ministers Meeting	Economic Prosperity	Vanuatu
June	Environment and Climate Change Ministers Meeting	Sustainable Development	Fiji
July	Lead-up to Summit	MSG 2038 Key Objectives	Solomon Islands

## Resources

- Two MSG Secretariat representatives/facilitators - 3 days per month;
- Support of local government for organisation and hosting of seminars;
- Active involvement of local Ministries of Information to secure seminar participants;
- and arrange liaison for media attendance and coverage;
- Preparation of presentations, Briefing Folders, Media Talking points for interviews; and
- Local Media Release.

## 2. Launch of Implementation Plan - Leaders' Summit Honiara (June 2015)

Objective: Celebrate and promote MSG 2038: Prosperity for All Plan vision and objectives	
Aimed at:	Activities:
(i) All communities in MSG countries	<ul style="list-style-type: none"> <li>• Public event (cultural, song or sport) where launch of Implementation Plan will be announced.</li> <li>• Event highlights to be broadcast on Radio and TV in each country (1 hour maximum).</li> <li>• Special briefing seminar for media from MSG countries on the Plan before launch.</li> <li>• Major official statement highlighting vision and tangible benefits of the Plan. Evocative; to the point.</li> <li>• Opportunities for interviews by the media of leaders in their national languages (and for public forums on key objectives, for rebroadcast)</li> </ul>
(ii) Key decision makers	<ul style="list-style-type: none"> <li>• Session bringing together political, Secretariat, business, community and church leaders.</li> <li>• Folder Brief on MSG 2038 Objectives</li> </ul>
(iii) Regional and international partners	<ul style="list-style-type: none"> <li>• Closed session between leaders and regional and international partners.</li> <li>• .Official function for stakeholders and partners.</li> </ul>

### 3. Implementation of MSG 2038: Prosperity for All Plan (June 2015 - Onwards)

#### Long Term Communication

<b>Purpose</b>	Inform and educate all MSG communities about the work of the MSG and the benefits they can derive from the 2038 Plan, in order to secure their support for its implementation.
<b>Objectives</b>	
	1. Reach all communities across technological, geographical, cultural, gender, socio economic and age barriers.
	2. Effective communication through accessible media and appropriate languages that allow for ownership of reforms through interactivity.
	3. Active network of stakeholders and champions who will support the ongoing communication work across all MSG countries.
	4. Public feedback mechanisms on the implementation of the MSG 2038 Plan.

**Objective 1. Reach all communities across technological, geographical, cultural, gender, socio economic and age barriers.**

#### Strategies

#### Activities

1. Extensive use of radio and television and audio visual material as primary means of dissemination. Review in five years.	News, Interviews, regular Radio/TV segments Audio or/and visual content online available for rebroadcast
2. Target youth as a major demographic group and future actors of the 2038 Plan.	Material for schools and youth organisations, quizzes...on key MSG objectives. Sponsorship of popular regional music and sport competitions (i.e MSG Cup)

**Strategies****Activities**

3. Highlight the role of women as key actors and beneficiaries under the Plan	<ul style="list-style-type: none"> <li>• Interviews of women on radio and TV about issues and successes.</li> <li>• In-country forums on benefits under Plan</li> </ul>
4. Cater for large rural populations with news and Plan projects on agriculture, trade, infrastructure	<ul style="list-style-type: none"> <li>• Regular MSG Rural News program on radio (&amp;TV)</li> <li>• Audio visual stories on website for distribution.</li> <li>• MSG 'roadshow' in provinces for general public</li> </ul>

**Objective 2. Effective communication through accessible media and appropriate languages that allow ownership of reforms through interactivity.**

**Strategies****Activities**

1. Use of other widely spoken languages, if more effective than English and French	<ul style="list-style-type: none"> <li>• Interviews and other spoken communication also given in Pidgin, Fijian, Hindi, Motu...when possible.</li> <li>• In-country public forums in major local language of communication to ensure broad participation</li> </ul>
2. Present information clearly from the public's perspective with focus on the benefits they can derive.	<ul style="list-style-type: none"> <li>• Practical examples of tangible development that can benefit people directly</li> <li>• Spoken word preferable to official written language</li> </ul>
3. Use individual success stories and other testimonials from beneficiaries	<ul style="list-style-type: none"> <li>• Audio, visual interviews for Radio&amp;TV and online</li> <li>• Articles for print medium. Pictures!</li> </ul>
4. Provide a platform for people to discuss benefits and implications of implementation of the Plan	<ul style="list-style-type: none"> <li>• Talkback programs on Radio</li> <li>• TV panel discussions</li> <li>• Forums, roundtables in various locations</li> <li>• Comments page on website</li> </ul>

**Objective 3. Active network of stakeholders and champions who will support the ongoing communication work across all MSG countries.**

**Strategies****Activities**

1. Nurture key media professionals and organizations in each country to help them better understand and follow the 2038 Plan	<ul style="list-style-type: none"><li>• Host initial seminars to help local media understand the Plan, and develop working strategy with MSG.</li><li>• Hold periodic media briefings and give regular updates on specific Plan objectives.</li><li>• Monitor their coverage of MSG issues and provide support if necessary.</li></ul>
2. Secure support of business, community and civil society groups by keeping them regularly informed and briefed	<ul style="list-style-type: none"><li>• Regular online and hard copy MSG Updates.</li><li>• In country briefings when MSG officials visit</li><li>• Ask for their valued advice on relevant issues</li></ul>
3. Encourage educational institutions to develop curriculum activities and student interest around the MSG	<ul style="list-style-type: none"><li>• Provide Updates and Background notes and</li><li>• Briefings to targeted institutions.</li><li>• Suggest the creation of MSG Clubs for students</li><li>• Interested in learning more.</li></ul>
4. Identify popular personalities to become MSG champions	<ul style="list-style-type: none"><li>• Run a region-wide competition to ask people to nominate who they want to be the MSG Personality of the Year. Involve the media.</li><li>• Develop an orientation program and representation activities for the champion, such as school visits, etc...</li></ul>

**Objective 4. Public feedback mechanisms on the implementation of the MSG 2038 Plan.****Strategies****Activities**

1. Seek general public's views on the rollout of the Plan.	<ul style="list-style-type: none"><li>• Arrange for regular Talkback radio segments on national radios and monitor comments/queries from public.</li><li>• Monitor print media coverage. Yearly assessments.</li></ul>
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## Strategies

## Activities

	<ul style="list-style-type: none"> <li>• Develop a MSG 2038 web page with FAQs and feedback facility</li> <li>• Run regular surveys on MSG website using simple specific 'Yes/No' questions</li> </ul>
2. Consult stakeholders on their views (business, media, civil society, churches)	<ul style="list-style-type: none"> <li>• When holding regular briefings, make time for feedback sessions on targeted areas of interest</li> <li>• Run periodic email/online surveys to gauge opinions.</li> <li>• Ask participants to give feedback at public events</li> </ul>
3. Demonstrate openness and inclusiveness	<ul style="list-style-type: none"> <li>• When Leaders or Ministers meetings are held in various countries, use opportunity to hold public forums to provide opportunity for feedback</li> <li>• Use the media: radio/TV roundtables with audience participation.</li> </ul>

For the second part of 2015, general awareness and interest in the Plan remain a priority. If this has not been covered by the MSG Secretariat beforehand, Key Messages to be communicated following the June 2015 Launch of the Implementation Plan can include the following:

1. MSG is helping our economies grow	
<b>Tell this message to:</b> <ul style="list-style-type: none"> <li>* Business sector, Chambers of Commerce</li> <li>* Media and urban populations</li> <li>* General Public</li> </ul>	<b>Tell this message by:</b> <ul style="list-style-type: none"> <li>* Feature article in Business Melanesia &amp; Online MSG Business Update on specific success stories</li> <li>* Use Radio and TV to organise panel discussions with local and regional journalists on chosen objectives of the MSG 2038 Plan.</li> <li>* Facilitate radio interviews in local and vernacular languages with Ministers/officials involved in economic development.</li> </ul>

1. MSG is helping our economies grow	
	<ul style="list-style-type: none"> <li>* Online postings on the website of excerpts of resulting audio or video content.</li> </ul>

2. MSG is securing a peaceful future for all	
<b>Tell this message to:</b> <ul style="list-style-type: none"> <li>* General Public, opinion leaders</li> <li>* Media, Churches, Civil Society Sector including Women's organisations</li> <li>* Government officials, educated professionals and youth, external stakeholders</li> </ul>	<b>Tell this message by:</b> <ul style="list-style-type: none"> <li>* Statement looking back on 25 years and outlining MSG 2038 Objectives</li> <li>* Interviews, talkback sessions in local languages in each member country</li> <li>* Public forums, TV panel discussions</li> <li>* Briefings and Updates on key features of MSG 2038 Prosperity for All Plan</li> <li>* Separate or joint briefings for Churches and CSOs</li> <li>* Moderated online forums seeking public feedback on specific MSG 2038 objectives.</li> <li>* Feature-length newspaper articles on successful stories/individuals benefitting from MSG work.</li> </ul>

3. MSG strengthens Good Governance	
<b>Tell this message to:</b>	<b>Tell this message by:</b>
* Elected politicians, political parties, government officials	* Formal letters, emails, Updates on activities and progress under MSG 2038 Plan
* Traditional custom leadership, churches, women's organisations, Transparency, Media	<ul style="list-style-type: none"> <li>* MSG Brief on specific strategies and activities highlights planned under MSG 2038</li> <li>* Face-to-face briefings where possible</li> </ul>
* General Public	* Radio interviews / Talkback in local languages



4. MSG supports our rural communities	
<p><b>Tell this message to:</b></p> <ul style="list-style-type: none"> <li>* General public in rural areas</li> <li>* Provincial officials, churches, community organisations, schools</li> <li>* Key Ministries and CSOs involved in Health, Education, Water and Sanitation, small business, external donors, political leaders and parties.</li> </ul>	<p><b>Tell this message by:</b></p> <ul style="list-style-type: none"> <li>* Meetings with community and church leaders at provincial level on relevant aspects of MSG 2038</li> <li>* Radio interviews and Talkback at provincial level or in key local languages</li> <li>* Small booklet for schools about the story of a little girl and her 'village of the future' including improvements planned under MSG 2038</li> <li>* Simple, colourful brochure outlining key Social Equality and Inclusivity objectives</li> <li>* MSG Brief on activities planned to be emailed posted and published online.</li> </ul>

5. MSG works for all in Melanesia	
<p><b>Tell this message to:</b></p> <ul style="list-style-type: none"> <li>* General Public</li> </ul>	<p><b>Tell this message by:</b></p> <ul style="list-style-type: none"> <li>* Radio/TV broadcast on national broadcasters of major statements relating to MSG 2038 Plan</li> <li>* Radio interviews and Talkback in the various Pidgins, Fijian, Hindi, on MSG work for general community.</li> <li>* Posting on website and moderated feedback page</li> </ul>
<ul style="list-style-type: none"> <li>* Churches and community groups, cooperatives, business groups</li> </ul>	<ul style="list-style-type: none"> <li>* Briefings and information meetings for leaders in selected capitals and provincial centres</li> </ul>
<ul style="list-style-type: none"> <li>* Provincial administrations, business and investor groups, CSOs, foreign partners and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>* Emailed copies and formal letters</li> </ul>

## 6. MSG: Means Sustainable Growth

Tell this message to:	Tell this message by:
<ul style="list-style-type: none"> <li>* Rural landholders, informal economy sector</li> </ul>	<ul style="list-style-type: none"> <li>* Radio interviews/talkbacks</li> <li>* Briefing at local / provincial level</li> </ul>
<ul style="list-style-type: none"> <li>* Private sector, cooperatives, foreign investors, donors</li> <li>* Youth and school students</li> </ul>	<ul style="list-style-type: none"> <li>* MSG Brief outlining key elements included in the MSG 2038 Plan posted and published online.</li> <li>* Article in Business Melanesia</li> <li>* Go MSG Go Green competition on best sustainable development ideas across Melanesia. Radio, TV, print and online support.</li> </ul>

The Communication strategy will be reviewed regularly depending on the outcome of the review of the four Objectives – (i) Political Stability; (ii) Economic Prosperity; (iii) Social Equality and Inclusivity; and (iv) Sustainable Development in respect to their related strategies and Key Performance Indicators.

Given the progressive rollout of the Plan, communication plan priorities will be developed and activities designed on a two and half yearly basis to match progress in line with the 2 and half yearly monitoring and evaluation period of the Plan. This periodic process will regularly assess effectiveness of present action and define specific messages and strategies to be adopted for the following 6 months/one year.

This approach will ensure all areas and stakeholders are covered, if not at once, at least over a given timeframe. Given the rapid demographic growth and development of communication technologies across MSG countries, strategies will evolve with the changing social and media landscape. Monitoring of communication effectiveness and the evolving media landscape will be essential.



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# DEFINITIONS

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- (i) Agreement Establishing the MSG – refers to the Constitution of the MSG as signed by parties on 23<sup>rd</sup> March 2007.
- (ii) Blue Carbon - Blue carbon is the carbon captured by the world's oceans and coastal ecosystems. The carbon captured by living organisms in oceans is stored in the form of biomass and sediments from mangroves, salt marshes and seagrasses.
- (iii) Green Growth – MSG's definition of Green Growth is the enhancement of economic growth and integrated sustainable development through the minimization of loss of bio-diversity and unsustainable use of natural resources, and the prevention of environmental degradation with a view to sustainably improving society's welfare in the long term.
- (iv) Poverty – This Plan uses the World Bank's definition of absolute poverty and defines *extreme poverty* as living on less than US\$1.25 per day, and *moderate poverty* as less than \$2 a day. Extreme poverty relates to a condition characterized by severe deprivation of basic human needs, including food, safe drinking water, sanitation facilities, health, shelter, education and information. It depends not only on income but also on access to services.
- (v) Renewable Energy - *Renewable energy* is generally defined as energy that comes from resources which are naturally replenished on a human timescale such as sunlight, wind, rain, tides, waves and geothermal heat.
- (vi) Rural Roads – Rural Roads are defined as low traffic roads located in forested and rangeland settings that serve residential, recreational and resource management uses. For purposes of this Plan, rural roads are those owned and/or managed by National Governments.
- (vii) Terrestrial Ecosystems - A terrestrial ecosystem is an ecosystem found only on landforms. Six primary terrestrial ecosystems exist: tundra, taiga, temperate deciduous forest, tropical rain forest, grassland and desert. A community of organisms and their environment that occurs on the land masses of continents and islands.
- (viii) Water Catchment Areas – defined as a drainage basin or an area of land where surface water from rain converges to a single point at a lower elevation, usually the exit of the basin, where the waters join another waterbody, such as a river, lake reservoir, estuary, wetland, sea and oceans.

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# ABBREVIATIONS

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ATSD	Aviation and Tourism Sector Dialogue
BCC	Border Control Conference
CACM	Council of Arts and Culture
CPI	Consumer Price Index
CSOs	Civil Society Organizations
DPKO	Department of Peace Keeping Operations
ECTACC	Environment and Climate Change Ministers Meeting
ECCMM	Environment and Climate Change Ministers Meeting
EDF	European Development Fund
EFA	Education for All
EMSGSR	Enhanced Melanesian Spearhead Group Sub-Regionalism
EU	European Union
FMCBGHLC	Finance Ministers and Central Bank Governors High Level Consultations
FMM	Foreign Ministers Meeting
FPU	Formed Police Unit
HIPAM	Heads of Investment Promotion Agencies Meeting
MSG	Melanesian Spearhead Group
MGCF	Melanesian Green Climate Fund
MDGs	Millennium Development Goals

PIF	Pacific Island Forum
PIDF	Pacific Island Development Forum
SCM	Sports Committee Meeting
SDGs	Sustainable Development Goals
SMS	Skills Movement Scheme
SOM	Senior Officials Meeting
SCLII	Sub-committee on Legal and Institutional Issues
SCS	Sub-Committee on Security
SLM	Sustainable Land Use management
TEOM	Trade and Economic Officials Meeting
TIGSCM	Trade in Goods Sub-committee Meeting
TISSCM	Trade in Services Sub-committee Meeting
TMM	Trade Ministers Meeting
UN	United Nations
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme
UNDPKO	United Nations Department of Peace Keeping Operations



# PROSPERITY FOR ALL



**Annex 3 :Declaration to launch both the MSG 2038 Prosperity for All Plan and the Implementation Framework**



**(Draft)**

**MELANESIAN SPEARHEAD GROUP  
(MSG)  
HONIARA DECLARATION  
ON  
THE MSG 2038 PROSPERITY FOR ALL PLAN  
AND  
IMPLEMENTATION FRAMEWORK**



## PREAMBLE

We the Leaders of the Melanesian Spearhead Group (MSG): Independent State of Papua New Guinea (PNG), Solomon Islands, Republic of Vanuatu, Republic of Fiji and the Front de Liberation Nationale Kanak et Socialiste (FLNKS) of New Caledonia at the 20<sup>TH</sup> MSG Leaders Summit on 26<sup>st</sup> June 2015 in Honiara, Solomon Islands:

**RECALLING** the Agreed Principles of Cooperation signed by MSG Leaders on 14 March 1988 in Port Vila, Vanuatu on upholding independence as the inalienable right of colonial countries and peoples;

**REAFFIRMING** the commitment in the Agreement Establishing the MSG signed on 23 March 2007 in Port Vila, Vanuatu to develop stronger political, cultural, social economic and trade cooperation in the Melanesian region to strengthen traditional links between the people and communities of Melanesia;

**RECALLING** the decision of Leaders on the Eminent Persons Group Report at the 19<sup>th</sup> Leaders' Summit in Kanaky-New Caledonia; and

RECALLING the decision of leaders on the MSG 2038 Prosperity for All Plan and Implementation Framework at the 20<sup>th</sup> Leaders' Summit in Honiara, Solomon Islands.

**NOW DECLARE TO RENEW OUR COMMITMENT TO THE FUTURE OF THE MSG AS FOLLOWS:**

- (i) **Approve and commit** to the “MSG Prosperity for All Plan” (hereinafter as the Plan” to be policy framework to achieve MSG’s Vision and Mission of enhanced sub-regionalism and integration;
- (ii) **Commit** to the Implementation Framework as the operational guideline for the Plan’s Objective and Strategies and to guide future MSG resource allocation and programming;
- (iii) **Mobilize** the national planning and decision machinery and all stakeholders to implement the Plan and Implementation Framework;

- (iv) **Advocate** the Plan and Implementation Framework as MSG's policy instrument for cooperation and integration within the Pacific, other regions of the world and international organizations and countries;
- (vii) **Enhance** the MSG's institutional capacity in the effective implementation and execution of the Plan;
- (viii) **Engage** inclusively with all key stakeholders in effectively implementing, monitoring and evaluation of the Plan; and
- (ix) **Communicate** the Plan through Government ministries and in partnership with media organization and civil society organizations.

**Approved and Signed** on.....June 2015, in Honiara, Solomon Islands.

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**FOR THE REPUBLIC OF FIJI**

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**FOR FRONT DE LIBERATION NATIONALE KANAK ET SOCIALISTE (FLNKS) OF NEW CALEDONIA**

.....

**FOR THE INDEPENDENT STATE OF PAPUA NEW GUINEA**

.....

**FOR THE SOLOMON ISLANDS**

.....

**FOR THE REPUBLIC OF VANUATU**