

**FORTY-SEVENTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(Noumea, New Caledonia, 24–26 July 2017)

AGENDA ITEM No. 2: DIRECTOR-GENERAL'S REPORT

(Paper presented by the Secretariat)

Summary

1. In 2017, the Pacific Community celebrates 70 years of operation. This anniversary is an occasion to acknowledge our members, our development partners, and all those who have served the organisation and the region over the years for the outstanding contribution they have made to SPC's long history of achievement.
2. Our 70th anniversary is equally a time to look to the future and renew our efforts to meet the challenges faced by the Pacific region. The need for science and technology to understand and address these challenges has never been more important, but we have to find the best way to deliver these services with official development assistance declining and stakeholder expectations continuing to rise.
3. In preparing for the future, we have continued our path towards transformation of SPC to ensure that we fully implement the objectives of the Pacific Community Strategic Plan 2016–2020 (SP 2016–2020). We are well on the way to achieving our goal of an effective and efficient organisation providing relevant, high-quality scientific and technical support to our members. Most of the key organisational changes will be completed in two to three years, but we expect that SPC will continue to refine its priorities and business processes as part of its ongoing practices.
4. We are striving to create an organisation that is fit for purpose, clear in its mission and priorities, and sustainably funded. Ultimately, we want to be a strong, strategic and smart organisation working for the benefit of Pacific people. To this end, we have invested in a process of prioritisation with our teams to better define the services that we should continue to provide and areas that we could de-prioritise over time. This prioritisation is discussed in detail in the document annexed to CRGA Paper 5.1. Setting priorities is a complex process, even more so in the Pacific region where SPC is often the default provider of services for small island states (SIS) where there are significant capacity and capability constraints.
5. In addition to redefining our priorities, we have continued to strengthen SPC's financial position through a range of measures, including the development of a resource

mobilisation strategy, recruitment of a Resource Mobilisation Officer, implementation of full cost recovery (FCR) and improvements to our business systems. All divisions have made significant savings as part of the overall effort to manage our immediate budgetary needs and address systemic weaknesses in the way we use our resources. Our overall aim is to secure a sustainable financing regime for SPC to minimise the risks associated with external shocks, currency volatility and a constantly changing financial situation.

6. Over the last two budget cycles, we have had to operate in a severely constrained financial environment. During that period, we have managed to cover initial budget deficits amounting to approximately EUR 6.5 million with modest negative impact on staff, and to maintain service delivery to members.
7. We have not requested increases in members' assessed contributions during this difficult period – a remarkable achievement given the financial challenges and cost of sustaining high-quality services. We are currently projecting another deficit in 2018 (Paper 7.4) and, while this is less than our earlier forecast, much work remains to be done to achieve a balanced 2018 budget. Clearly, we will not be able to maintain service levels if resources continue to fall.
8. We are grateful for the efforts of members who pay their assessed contributions promptly. However, several members have not paid their assessed contributions and host country grants on time despite our best efforts to encourage them to honour their obligations. SPC is owed EUR 3.8 million as at 21 June 2017. This is a significant amount at a time of severe financial constraint for the organisation. We encourage all members with arrears to settle them as a matter of urgency or make alternative arrangements with SPC. We are asking CRGA to provide policy guidelines on dealing with members who are in arrears.
9. As part of the transformation of the organisation, we are carrying out internal reviews of programmes and rationalising the way divisions and teams are organised to better support integrated programming. A key development is the planned merger of the Geoscience and Economic Development Divisions into one team, which will offer significant synergies, savings and benefits. In the Land Resources Division (LRD), the new director is working with the team to focus its work on climate-smart agriculture in response to the challenges of climate change and other considerations. An independent review of the Statistics for Development Division (SDD) was recently completed and the team is now implementing recommendations for changes in its direction and priorities.
10. An independent review of our Division of Fisheries, Aquaculture and Marine Ecosystems (FAME) is currently being completed. Through the strategic partnership with New Zealand, FAME has received confirmation of five new projects worth approximately NZD 21 million over five years. In addition, the Pacific European Union Marine Partnership (PEUMP) covering fisheries science and management (coastal and oceanic) and conservation will provide a significant injection of funds for the work of the division over the next 5 years. PEUMP is a EUR 45 million project (EUR 35 million from the EU and EUR 10 million from Sweden).
11. Pacific Ministers of Transport and Energy met in Tonga in April 2017 and endorsed the way forward for energy security and marine transport in the region. The Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE) was established in Tonga at the same meeting as part of a global network of centres supporting energy security for all. PCREEE is funded by the United Nations Industrial Development Organization (UNIDO), the Governments of Austria and Tonga and SPC.

12. The International Maritime Organization (IMO) also established the Maritime Technology Cooperation Centre in the Pacific (MTCC-Pacific) based in Suva. The MTCC-Pacific is part of a network of five centres of excellence in the world under the Global MTCC Network (GMN), which is funded by the EU and implemented by IMO to build the capacity of developing countries for climate mitigation in the maritime industry.
13. These are very important developments in the Pacific region's energy and transport sectors, and new funders and partners are urgently needed if we are to be able to deliver on ministers' decisions.
14. The high-level UN Conference to Support the Implementation of Sustainable Development Goal 14 (SDG 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development) was held from 5 to 9 June 2017 at UN Headquarters in New York, co-hosted by the Governments of Fiji and Sweden. Pacific leaders were an impressive presence at the conference, pledging strong support for protecting the ocean environment. Key issues included IUU (illegal, unreported and unregulated) fishing, marine protected areas (MPAs), plastics and pollution and climate change. A total of 1328 voluntary commitments were made, one third of which came from the Pacific.
15. A number of SPC divisions have implemented the relevant key result areas (KRAs) identified in the SIS Regional Strategy 2016–2020, including support for members in addressing climate change, implementation of the NCD (non-communicable diseases) Roadmap and ongoing provision of the Secretariat for the Central Pacific Shipping Commission. The regional EU-funded Deep Sea Minerals (DSM) project has enabled several members to develop their national capacity in DSM management, and Cook Islands, Nauru and Tuvalu have enacted legislation in support of their DSM work. All seven Pacific SIS have participated in maritime boundaries training workshops and related activities with the Pacific Islands Regional Maritime Boundaries Project (PIRMBP) since early 2000. With the exception of Palau, most SIS maritime zones have been negotiated and agreements signed with neighbouring countries.
16. Negotiations with the EU on the Regional Indicative Programme (RIP) for the Pacific are continuing. The total RIP has now been reduced from the original EUR 166 million and some reallocations have been made within the agreed envelope. At present, several projects in which SPC is either a main implementation partner or key partner are in the finalisation stages of negotiation. These include PEUMP and the programme, 'Tackling the root causes of gender inequality and violence against women and girls in the Pacific'. Good progress is also being made in the negotiations with overseas countries and territories (OCTs), led by New Caledonia as regional authorising officer in liaison with territorial authorising officers, SPC, the Secretariat of the Pacific Regional Environment Programme (SPREP) and other partners. SPC is in the closing stages of the process for the seven-pillar assessment and final approval. The outcome of this assessment is significant given the importance of the relationship between SPC and the EU. In addition, we note that several members have requested SPC to assist in the design and implementation of programmes funded from bilateral sources.
17. Heads of CROP (Council of Regional Organisations in the Pacific) met regularly throughout the year to discuss issues for the region and their organisations. The key item for CROP Heads is implementation of the Framework for Pacific Regionalism (FPR). SPC's relationships with CROP agencies continue to evolve and improve, with all agencies understanding the importance of working to provide coherent policy advice to our members and avoiding duplication. A review of the CROP Charter was completed in the past year and all agencies are implementing the agreed changes. The development and

endorsement of the Framework for Resilient Development in the Pacific (FRDP) – a world-leading policy in many respects – is a significant milestone for the region. The review of governance and financing arrangements in the region was also completed and findings will be presented to CRGA 47 and Pacific Islands Forum (PIF) Leaders. All CROP agencies contributed to the UN Conference to Support the Implementation of Sustainable Development Goal 14 as mentioned above. CROP support for the COP23 process is continuing, especially technical support for Fiji as Chair of COP23, and for all SPC members. Members must continue to push for continuing support for full implementation of the Paris Agreement.

18. The process of organisational change and transformation has caused some instability for SPC staff. From January to June 2016, there were 25 resignations compared with 34 in the same period this year. Despite our best efforts, we have not been able to recruit a permanent Director for Human Resources (HR). Notwithstanding this, the HR team continues to provide excellent service to the organisation, including supporting SPC through a significant period of change to better align work and resources with strategic priorities. The team is also undertaking a review of SPC's performance development system, including consulting with staff on a redesigned system, and implementing a new medical benefit plan affecting over 2000 people (staff and dependants) across the region. The new plan has increased the focus on staff well-being by enhancing the staff workplace preventative medicine programme. Paper 7.1 gives more details of staffing issues.
19. We were fortunate to receive support from the Singapore Civil Service College and Ministry of Foreign Affairs and Technical Cooperation for provision of professional development training in leadership and management for senior SPC managers. This training was a response to the identified need to improve the leadership and management skills of technical staff and was well received by all participants. During the year, we were also able to convene the second cohort of the SPC Emerging Leadership Development Programme for selected middle management staff. This investment in the leadership and management capabilities of SPC staff is consistent with our overall plans for enhancing the impact of our work.
20. We are progressively improving the way we report on SPC's achievements, results and impact. The details of this work have been the focus of discussion by the CRGA Subcommittee on the implementation of SP 2016–2020 (the Subcommittee). Our aim is to continue to improve our reporting of the outcomes and impact of our work. Our results and achievements also need to be shared more widely with all stakeholders.
21. I have previously signalled my wish to lift the visibility and awareness of the work undertaken by SPC staff in a range of areas. Our communication with members and other stakeholders has improved but much more needs to be done. The SPC website has been refreshed and several staff and programmes engage in social media to promote our work. During the year, we sent out seven issues of the Members Bulletin to provide updates on highlights and key events. Our inaugural SPC-wide newsletter will be launched at CRGA 47 and the 10th Conference. In May 2016, the SPC website had 138,741 page views, compared with 153,159 in May 2017; page views further increased in June 2017. Since CRGA 46, SPC followers on social media have increased from 5384 to 7408. Between June 2016 and June 2017, there was a 5% increase in the number of stories reported in English media and an 8.5% increase for French media.
22. Progress on implementing the decisions of CRGA 46 is reported in Annex A. The majority of the decisions have been implemented.

Recommendations

23. CRGA is invited to:
- i. recognise the Pacific Community's achievements for 2016, current and future challenges and priorities for action;
 - ii. provide guidance on the prioritisation process;
 - iii. acknowledge the efforts of members who pay their assessed contributions promptly, and encourage members with arrears to settle them as soon as possible.

DIRECTOR-GENERAL'S REPORT

Purpose

24. This paper presents the main challenges and achievements of SPC in 2016; the implementation of the decisions of CRGA 46 (Annex A); progress made in implementing the SPC change and transformation agenda; the financial challenges faced by SPC, and management's responses to meeting short-term budget deficits; a longer-term sustainable financing strategy for SPC; issues for staff (Annex B); and significant operational and policy matters, including divisional highlights and plans (Annex C).

Background

25. This year, SPC marks 70 years of continuous service to its members. It is a time to celebrate its achievements, reflect on the past and prepare for the future. This is a critical stage in SPC's history. It has grown significantly in size over the past several years but has become financially vulnerable, with declining total income, decreasing reserves, and a legacy business model that is not sustainable. Moreover, it does not have the systems to support the growth of the organisation. The development landscape in the Pacific region has changed and this change will continue. All regional agencies are experiencing significant financial challenges at a time when new entities are emerging and competing for donor funds. At the same time, demands for SPC's services are at an unprecedented high.
26. SPC must now refocus its efforts on priority areas that are consistent with its strengths and better aligned to the needs of Pacific Island countries and territories (PICTs). SPC must also strengthen its scientific and technical outputs. Above all, if SPC is to remain the region's principal scientific and technical organisation, it must transform the way it operates by moving away from past budgetary practices and implementing a sustainable financing plan. Failure to do so will seriously undermine SPC's ability to continue to serve its members effectively and efficiently.

CURRENT ISSUES

SPC's future direction

27. SP 2016–2020 outlines the direction and priorities for the organisation over the next few years and CRGA has established a Subcommittee to guide and monitor its implementation. While good progress is being made, full implementation of the plan is limited by budgetary constraints and declining resources. This situation highlights the importance of the prioritisation process and the need for SPC to focus on fewer high-value services consistent with its mandate and competitive advantage. SP 2016–2020 will be reviewed in 2018.
28. In terms of its purpose and mission, SPC will continue to focus on scientific and technical work to develop knowledge and innovation that support the requirements of its members. Priority will be given to building capacity, and supplementing and/or substituting capacity where this is not possible. SPC will remain an important provider of scientific and technical services for SIS, particularly in highly specialised areas. This is also an opportune time for SPC to reflect on the optimum arrangement for the location of its offices and its relationship with its members. A moratorium on further decentralisation of SPC was agreed in 2012. It is now time to review that agreement in light of current trends and direction.

Priorities and prioritisation

29. We have put time and effort into a process for determining priority areas for SPC investment over the next few years. This process will also identify areas that SPC will de-prioritise over time. Setting priorities in the context of the Pacific region is complex. The process is not likely to lead to a list of exclusions/inclusions but rather to an ongoing conversation about what is important to SPC members and the context in which priorities might be agreed. The result is likely to be a mix of strategies, such as rationing, negotiated exclusion of selected services for larger members and fee-for-service arrangements for some services. There will be changes to the SPC portfolio of services and some activities may be curtailed. Setting priorities will be an important part of SPC business practice in the future.
30. Phase I of the prioritisation process has been driven in large part by the need to meet the budget deficit in 2017. This process not only identified savings that led to a balanced 2017 budget, but also enabled teams to determine areas of high and low priority, providing a basis for discussions in Phase II. In Phase II, we have been able to take a more strategic approach, with the merits of activities being given more importance than the need to balance the budget. Nonetheless, the prioritisation process is always informed by available resources. The current process is largely internal, but members and stakeholders will be actively involved in setting SPC's priorities. Further details of the prioritisation process and steps for stakeholder engagement can be found in the report of the CRGA Subcommittee (Paper 5.1) and its annex.

Sustainable financing

31. Three-quarters of SPC funding comes from projects and one quarter from core funding based on member fees and contributions. Project funding is time limited and restricted to priorities agreed with the funder. As such, SPC has limited flexibility to reallocate resources to priority areas identified in SP 2016–2020. Neither do current financial arrangements allow for fluctuations and unexpected external shocks. As such, SPC remains vulnerable to currency volatility and changes in the amount of project funding available. In the last two budget cycles, SPC has suffered from this situation and must develop a financing regime that is more robust and better able to withstand external shocks.
32. SPC has also been affected by lack of discipline over which contracts we accept and delays in the execution of projects. Accepting all contract offers from development partners and others without proper assessment of the financial risks can result in unexpected costs for SPC. Delays in executing projects result in reduced project management fees, negatively impacting on SPC's bottom line. The Secretariat is working hard to create a new culture across all parts of the organisation to ensure that these issues are routinely addressed. This includes improving our business systems, implementing full cost recovery, enhancing our finance systems and training project management staff.

Budgetary challenges

33. As foreshadowed at CRGA 46, SPC is facing another deficit in 2018. This deficit is in addition to those experienced in 2016 and 2017. We will address the deficit through internal fiscal responsibility. We have been able to save over EUR 6.5 million between 2016 and 2018 without having to ask for additional member funding or an increase in assessed contributions. Moreover, these savings have been achieved without any disruption to member services, although staff have experienced the negative consequences of the budget gaps. The measures used to meet the budget deficits have been effective, but SPC must implement long-term measures that address systemic challenges in our financing arrangements. Further details on the 2018 budget can be found in Paper 7.4.

Resource mobilisation

34. We have also invested in resource mobilisation capability to broaden our donor base and adopt a planned approach to raising our income streams. A resource mobilisation strategy was developed and we are making efforts to raise additional resources and identify potential new partners. A newly recruited Head of Fundraising is in charge of coordinating and supporting divisions in their relationships with traditional donors and also with new potential donors. In the past year, the Swedish International Development Agency (SIDA) has agreed to fund two programmes at SPC for the first time.
35. In the past few months, to improve internal efficiency and coordination, a new internal platform of exchange and coordination tools have been created and are progressively being enriched. The coordination tools allow divisions and the executive team to follow up in real-time on a pipeline of projects, funding alerts, list of potential donors (traditional and new), database of strategic contacts, a fundraising calendar and lessons learned. The internal resource mobilisation platform enables more efficient preparation of proposals across divisions and avoids duplication of effort in compiling the required information.
36. A strategic plan for fundraising is currently being drafted. An initial analysis showed that the main challenge, and immediate priority, is to make sure that SPC does not lose money on the projects it undertakes. Full recovery of project costs and accurate budgeting of the resources needed for these projects are therefore essential. Potential new donors will also be important in allowing SPC to diversify its funding sources and reduce its vulnerability within a changing funding landscape. Mapping of potential donors has been done and the results are being discussed further internally to coordinate approaches. Marketing materials and participation in strategic events have been identified as crucial and will be developed and refined in coming months.
37. Cooperation with regional and international partners will also be reinforced as part of SPC's fundraising strategy. We will seek complementarity and combined efforts with regional partners on strategic topics where every partner provides clear added value. A high-level meeting with UN agencies is already planned for this purpose.

Arrears (host country grants and assessed contributions)

38. SPC acknowledges the effort made by members to pay their assessed contributions and host country grants on time. This is important given SPC's fragile financial position. We are also aware of the financial challenges faced by all members. Unfortunately, a small number of members have fallen behind and some now have arrears of over three years.
39. One member (CNMI) has arrears extending beyond 10 years and despite our best efforts to agree on an acceptable payment regime we have had no communication from this member. I have therefore imposed a 'fee for service' arrangement for CNMI's participation at all SPC events, which means CNMI pays the full cost of participating. It is important that CRGA makes a decision on measures to address the issue of longstanding arrears, as is the case with CNMI.
40. The question of host country grants is also critical, with only New Caledonia having accepted an increased contribution on the basis of the decision by the 8th Conference of the Pacific Community in 2013 and subsequent negotiations. Host countries derive significant economic benefit from the presence of an SPC office in-country and the host country grant is understood as a long-term commitment to SPC's operations in that

country. Failure to pay a host country grant, or payment of a lower grant, demonstrates a lack of genuine commitment to the organisation and undermines SPC's sustainable financing and ability to maintain a decentralised office or regional antenna.

41. CRGA is requested to provide guidance on dealing with these issues (Paper 7.5).

Programmes and programming

42. We remain committed to integrated programming, but implementation has been slow due to capacity and skills constraints in SPC. We are currently recruiting a position to plan and manage this function across SPC divisions. Integrated programming allows us to design and implement multi-disciplinary programmes and projects rather than using the vertical silo approach of the past. It also promotes more disciplined project management and better linking of outputs to budgets. The prioritisation process has enabled us to identify areas that lend themselves to integrated programming, including Ocean Governance and Management, Climate Change and Environmental Sustainability, and Food Security. Overall, there is recognition that integrated programme will lead to better planning, design and execution of projects across SPC and we are planning to accelerate its implementation in 2017 and 2018.
43. A key development in the programme area is the planned merger of the Geoscience and Economic Development Divisions. The merger will produce significant financial savings and harness synergies across related programme areas, such as energy and maritime services. It will also reduce the number of divisions in SPC and the number of staff employed in the two divisions. Following a highly successful meeting of Pacific Ministers of Energy and Transport in Tonga, SPC was asked to take several initiatives forward. Responding to these expectations requires resources and new partners must be found if we are to continue to deliver services into the future. During the ministerial meeting, the Pacific Centre for Renewable Energy and Energy Efficiency (PCREE) was established, with funding from UNIDO and the Government of Austria and support from SPC and the Government of Tonga. An agreement was also reached with the IMO to establish the Maritime Technology Cooperation Centre in the Pacific (MTCC-Pacific).
44. Under the leadership of a new director, the Land Resources Division (LRD) is currently developing a new strategy for the division that gives priority to climate-smart agriculture and support for food security in island nations. The planned changes are based on the findings of an independent review of LRD in 2015. LRD provides critical services to our members, particularly in supporting food security and market access for Pacific produce. The aim of the new approach is to strengthen LRD's outputs and achievements.
45. An independent review of the Statistics for Development Division (SDD) was recently completed. The review confirmed the importance of statistical services for the region and the need for strong 'system' leadership by SPC. The review also recommended a change in focus for SPC, with more emphasis on data analysis and dissemination and less on data collection. SDD is implementing a new strategy based on the review findings. The change process is causing disquiet among some staff in the division and some instability is expected. Overall, I am confident that the planned changes will strengthen SDD's role in the region.
46. Highlights of the work of SPC divisions and programmes are presented in Annex C.

Country engagement

47. One of the organisational objectives identified in SP 2016–2020 is the need to strengthen engagement and collaboration with members and partners. Strong engagement by members in SPC’s programmes, and closer collaboration between SPC and its partners enhance the relevance and effectiveness of SPC’s work. We have made slower progress in this area than planned due to financial constraints. Nonetheless, I have continued my outreach with visits to French Polynesia, Samoa, Tonga, Cook Islands, Federated States of Micronesia (FSM) and Solomon Islands. In addition, I took part in the Singapore study tour with Pacific Leaders, the 2016 Pacific Islands Forum in FSM, the Pacific Island Leaders’ meeting with President Obama in Hawaii, and various regional ministerial meetings. Several high-level meetings have taken place between SPC and the Government of Australia as part of our strategic partnership agreement. A new agreement was signed with the Australian Minister of Foreign Affairs in Canberra in May 2017. Similar high-level meetings were held with the Government of New Zealand during the past year.

Melanesia Regional Office

48. Our Melanesia Regional Office based in Vanuatu has increased SPC’s representation in Papua New Guinea (PNG) and Vanuatu. PNG has been active on the CRGA Subcommittee in 2016 and 2017. SPC and PNG are actively collaborating to develop geothermal energy in PNG and to improve development outcomes in the agriculture/food security sector in accordance with the government's Vision 2050.
49. In Solomon Islands, the SPC Solomon Islands Country Office continues to provide coordination for all SPC programmes in the country and is working with the government across priority sectors. All SPC’s work in Solomon Islands aligns to country priorities under the National Development Strategy. The Youth@Work programme continues to provide paths to employment and self-employment for thousands of young people in Honiara and in two provinces, with support from Australia and the Queen’s Young Leaders Programme (United Kingdom).
50. In Vanuatu, the EUR 4.3 million TC Pam recovery project has provided major support over 2016–2017 in fisheries, water, agriculture and other sectors to help Vanuatu rebuild after the cyclone. Support has included a new drilling rig to provide water in drought-prone areas and to enable communities with no bore holes to develop a piped water supply. Vanuatu country programme activities focus on collaboration with government departments on priorities under the National Sustainable Development Strategy, with special emphasis on productive sectors.

Micronesia Regional Office

51. After a review of the office, we recently appointed a Director for the Micronesia Regional Office. The director’s primary role is to raise resources for work in the subregion and to maintain effective relationships with key stakeholders and members. Payment of the host country grant by FSM will be a critical component of SPC’s ability to maintain a fully operational presence in the North Pacific.

Agenda 2030 and the Sustainable Development Goals

52. The 2030 Agenda for Sustainable Development (Agenda 2030) and 17 Sustainable Development Goals (SDGs) were adopted by the UN General Assembly in 2015. An analysis of the SDGs shows that eight of the 17 goals are central to SPC’s primary activities, and a

further six are integral to the work of CROP agencies with SPC being a major contributor. Given the interdependencies and interconnectedness of the SDGs, SPC contributes to the entire Agenda 2030. The work of CROP agencies in relation to the SDGs is guided by the Sustainable Development Working Group.

53. SPC has also been working closely with member states, UN agencies and New York-based ambassadors of Pacific small island developing states to develop a feasible set of SDG indicators for the Pacific region. We remain concerned about the ability of PICTs to monitor and report reliably on SDG indicators due to a lack of data in many areas and capacity constraints for PICTs. In recognition of these limitations, SPC is facilitating a strategic partnership between CROP agencies, universities and other knowledge institutions in the Pacific. We continue to recommend a smaller subset of targets and indicators for the Pacific region. Agenda 2030 is a significant factor influencing our prioritisation process.

Smaller Island States (SIS) Regional Strategy

54. In 2016, Pacific leaders adopted the SIS Regional Strategy as the strategic platform to ensure greater SIS influence and presence in shaping the regional policy agenda and direction. The strategy identified a number of KRAs as priority areas for action in the smaller states. CRGA 46 adopted the SIS strategy and all SPC teams have implemented activities in support of relevant KRAs (noting that air transport is not currently an area of competence for SPC). Key achievements in the past year include the following:
- i. The CCES (Climate Change and Environmental Sustainability) programme has coordinated various SPC activities in support of climate change adaptation and resilience. This includes support for the COP23 process and Green Climate Fund (GCF) applications by members.
 - ii. Under the auspices of the International Treaty on Plant Genetic Resources for Food and Agriculture (FAO), SPC has been instrumental in evaluating, selecting and developing climate-resilient varieties of food crops. These varieties have been incorporated in CePaCT (SPC's Centre for Pacific Crops and Trees) collections and shared with SIS regionally, as well as with other countries globally, to contribute to food and nutrition security in the face of climate change.
 - iii. With the support of partners including ACIAR (Australian Centre for International Agricultural Research), IFAD (International Fund for Agricultural Development) and the European Commission, SPC has taken the lead in R&D aimed at the promotion of food gardens for food and nutrition security in SIS. By applying improved soil practices and climate-smart crop husbandry techniques, SPC has contributed to establishing cost-effective and sustainable intensified food production systems under adverse climatic conditions.
 - iv. Within the context of the EU-Intra ACP Programme, SPC has been instrumental in preparing and charting policies that are of direct relevance to the sustainable development of the agriculture sector. Of particular importance is the launch of agriculture policy banks in Vanuatu and Samoa in 2017. A concerted effort to strengthen farmers' organisations and networks has helped to improve access to markets for SIS in the region.
55. SPC has no specific activities in the area of 'Air and Sea Transportation'. The SIS strategy's focus is more on air transport connectivity, but it refers also to mutually beneficial sea transportation services to SIS.

56. We have planned activities, and it is part of our business plan for 2017, to support the Central Pacific Shipping Commission (CPSC), including providing in-country technical assistance to the PICTs involved (Kiribati, Nauru, Republic of Marshall Islands (RMI) and Tuvalu). SPC ensures the Secretariat of CPSC and also provides technical assistance using the CPSC budget. Last year, and again this year, we will assist the four countries in two areas as follows:
- i. Improved national coordination for better governance of international shipping and monitoring of shipping costs (long-term objectives) through the establishment of a national coordinating entity ('national shipping council') that brings together private and public stakeholders to find solutions to high freight rates and poor service.
 - ii. Assistance for data collection and more efficient port operation.
57. The regional EU-funded Deep Sea Minerals (DSM) Project was implemented by SPC from 2011 to the end of 2016. Many SIS representatives, including government officials and civil society organisations (CSOs), participated in DSM capacity-building initiatives during the project. Three SIS (Cook Islands, Nauru and Tuvalu) have enacted DSM legislation with SPC's assistance through this project and the Kiribati parliament recently passed its DSM legislation. RMI and Niue have drafted DSM legislation and RMI is expected to table the legislation in parliament for a second reading in 2017.
58. At the request of member countries, SPC is working closely with PICTs to develop the Regional DSM Agreement. A draft was sent to PICTs and CROP agencies for review in 2016 and a regional workshop was held in December 2016 to further review the agreement. Mr Paul Lynch, Commissioner of the Seabed Minerals Authority in Cook Islands, was elected Chairperson of the Drafting Committee and the agreement was again sent to PICTs and later to CSOs for a second review. The agreement is expected to be finalised in 2018 and to be presented to SPC's CRGA meeting and later to Forum Leaders for consideration and endorsement.
59. Since 2015, SPC has been trying to secure further financial assistance to support PICTs in their DSM initiatives. The World Bank and Government of Korea have shown interest in working with SPC and providing funding support and discussions are ongoing with both entities.
60. All seven Pacific SIS have participated in maritime boundaries training workshops and related activities with the Pacific Islands Regional Maritime Boundaries Project (PIRMBP) since early 2000. With the exception of Palau, most SIS maritime zones have been negotiated and agreements signed with neighbouring countries. In 2016, RMI became the latest PIC to successfully lodge its completed maritime boundary legislation with the UN Secretary General on 22 April 2016. The legislation included 450 pages of geographical coordinates, maritime treaty agreements, and 45 charts that officially declare its territorial baselines, archipelagic waters and outer limits of the maritime zones under RMI's national jurisdiction.
61. Three SIS (Cook Islands, Niue and RMI) participated in the May 2017 maritime boundaries workshop in Sydney, Australia. SPC and the project consortium partners continued to provide assistance in technical solutions and negotiations between PICs. For the seven Pacific SIS, four maritime boundaries remain to be negotiated and signed: RMI-USA (in relation to Wake Is.); Palau-Indonesia; Palau-Philippines; and Tonga-Niue.

62. SPC will continue to provide assistance to PICs in partnership with the Australian Government, Pacific Islands Forum Fisheries Agency (FFA), GRID-Arendal, the University of Sydney and the Commonwealth Secretariat as part of the PIRMBP. In recognition of the project's success, the Government of Australia has approved additional funding to support work on maritime boundaries in the region for the next three years.

EDF 11

63. EDF11 continues to be slowly programmed. The total allocation under the Regional Indicative Programme (RIP) has been reduced from the original EUR 166 million. SPC has been involved in PACP (Pacific group of the African, Caribbean and Pacific group of states) and OCT programming for several years now and continues to be one of the key implementation partners for the EU and the Pacific for EDF11 with both PACPs and OCTs.
64. At present, several projects in which SPC is either a main implementation partner or key partner are in the finalisation stage. These projects include the Pacific European Union Marine Partnership Programme (PEUMP – RIP Priority 2.1) and 'Tackling root causes of gender inequality and violence against women and girls in the Pacific' (RIP Priority 3.2). Projects still in design phases are under the RIP 1 focal sectors for regional economic integration and waste management.
65. Good progress is also being made in negotiations for provision of support to OCTs. The formulation process is led by New Caledonia as regional authorising officer, in liaison with territorial authorising officers, SPC, SPREP and other partners acting in a supporting role. Progress includes the following:
- i. The action document passed QSG1 in March 2017; SPC welcomed a regional workshop in late March 2017 to agree on key strategic components.
 - ii. Technical working groups are in place across the territories to develop activities in fisheries, agriculture, water and biodiversity, and the Technical Assistant is working to facilitate group work and consolidate progress.
 - iii. A governance/implementation modality study will be launched shortly to complement the technical work.
 - iv. A co-delegation (SPC-SPREP) is likely to be established for implementation of the EUR 36 million project.
66. Several members have requested SPC's assistance with bilaterally funded programmes in recognition of its track record in project implementation; e.g. agreement has been reached in principle with FSM to implement their EU-funded renewable energy projects. While this is a welcome development, SPC can only manage these requests on a full cost recovery basis.

CROP agencies

67. Heads of CROP agencies met regularly throughout the year to discuss issues for the region and their organisations. Implementation of the Framework for Pacific Regionalism (FPR) has been the focus of much of the discussions. Contrary to popular opinion, CROP Heads work well together and all are keen to ensure that their agencies do their best for their members. A review of the CROP Charter was completed during the year and all agencies are involved in implementing the findings. SPC contributed to the review of regional finance and governance led by the Pacific Islands Forum Secretariat (PIFS) and the report will be presented to CRGA 47 for consideration. SPC's relationship with CROP agencies continues

to evolve and improve. All CROP agencies understand the importance of working to provide coherent advice to our members and avoiding duplication.

68. The development and endorsement of the Framework for Resilient Development in the Pacific (FRDP) is a significant milestone for the region. The framework will provide guidance to members on activities to address climate change and disaster risk management with a view to supporting resilience across sectors and communities. Resilience to climate change and disasters is being built in different sectors, at different levels and with different actors. SPC is contributing to this process through work across its divisions, programmes, and projects and has developed an Action Plan for implementation of the FRDP. Our primary focus is disaster risk reduction and management, and contributing to relevant climate change activities for/with member states.

PRIORITIES FOR ACTION

69. SPC's main priority is implementation of SP 2016–2020 as the navigation chart guiding the transformation of SPC in terms of its ability to meet members' needs and improve the effectiveness and quality of its programmes. However, financial challenges have slowed progress in implementing the goals and priorities identified in the plan. We must therefore free up resources or find new sources of funding.
70. We are focused on maintaining the momentum of the change agenda across SPC and aim to complete the bulk of the changes within two to three years. A critical component of the transformation process is the creation of a culture of excellence, transparency and accountability. SPC has a long history of achievement, but some of the project management planning, management and reporting processes have not helped our financial situation.
71. The most urgent and immediate priority is to produce a balanced budget for 2018.
72. Specific priorities for action in 2017/2018 are:
- i. refinement of the prioritisation process and obtaining endorsement and support from members, staff and other stakeholders; and
 - ii. progress in implementing a sustainable financial regime for SPC.

Refine prioritisation process and priorities

73. The CRGA Subcommittee has discussed the prioritisation process in some detail and their recommendations can be found in their report to CRGA. Overall, the Subcommittee has endorsed the direction, approach and priorities proposed by the Secretariat. SPC plans to strengthen selected areas of excellence consistent with our mandate and expertise. In addition, we will further develop other areas with a view to creating a limited number of specialist world-class areas of excellence. The Incubation Fund provided by New Zealand (and Australia) will help us explore specialist areas not currently designated as such in SPC, e.g. a data hub for improved dissemination of statistical information; and a tissue bank for fisheries science. We anticipate that the prioritisation process will assist our resource allocation decisions and identify areas for gradual disinvestment by SPC.

Implement sustainable financing strategy

74. Our aim is to secure a sustainable financing regime for SPC to reduce our vulnerability to external shocks and unexpected funding challenges. Sustainable financing will also enable

SPC to allocate resources to areas deemed high priority for the organisation and its members. Sustainable financing comprises several strategies, including:

- i. implementing full cost recovery;
- ii. improving project execution and completion rates;
- iii. improving business systems and practices;
- iv. collecting all outstanding arrears (host country grants and assessed contributions); and
- v. implementing the SPC resource mobilisation strategy.

Secure funding for the Shipping and Energy Programmes

75. Safe, reliable domestic shipping is an essential service in the Pacific Islands. Domestic shipping provides a lifeline for many and is a critical building block for trade, social and economic development for all nations. Energy is equally important and there is an urgent need to promote and support the use of renewable energy in the region. Ministers have agreed that shipping emissions must form part of the overall effort to reduce greenhouse gases. New funding sources are urgently required to support the shipping and energy activities recently approved by Pacific Ministers of Energy and Transport.

Provide support for Oceans and Life Below Water (SDG14) commitments

76. Pacific leaders pledged support for a variety of activities at the Oceans Conference (SDG 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development). SPC is expected to provide support to member states in areas within our competence and mandate agreed at the UN Conference (small-scale fisheries, climate change, blue economy).
77. SPC is also well placed to harness our internal scientific and technical expertise to create the Pacific Centre for Ocean Science (PCOS) as a potential area of excellence providing high-quality research, advice and information on fisheries and marine life, deep sea minerals, maritime boundaries, shipping and marine transport, mapping and remote sensing and related geoscience services. The PCOS is expected to be a virtual network in SPC that will be further developed over time. This initiative is part of the suggested innovative partnerships for sustainable development outlined in the paper for the thematic session of the 10th Conference of the Pacific Community.

Accelerate EDF11 negotiations

78. After delays and considerable change to the Regional Indicative Programme for the Pacific, agreement on the Pacific European Union Marine Partnership Programme (PEUMP) is now almost completed. PEUMP is a EUR 45 million project (EUR 35 million from the EU and EUR 10 million from Sweden) covering fisheries science and management (coastal and oceanic) and conservation. The components being implemented by SPC cover oceanic fisheries science in support of fisheries management, including better understanding of ecological factors and the food chain for the four main tuna species in the Pacific and bycatch species. The coastal component, the largest component of the PEUMP project at almost EUR 13 million, focuses on coastal fisheries science for both reef fish and invertebrate species, socio-economic factors and community-based approaches to fisheries management. There is a strong focus on gender and human rights issues in the management of fisheries, including addressing barriers to equality.
79. ‘Tackling the root causes of gender inequality and violence against women and girls in the Pacific’ is making good progress. Projects still in the design phases include regional

economic integration and waste management. Negotiations are also continuing on projects to be supported for OCTs. SPC expects to have significant roles in implementing these projects.

COP23 negotiations

80. SPC will continue to provide information and technical assistance to members as part of the CROP team for the COP23 negotiations. SPREP is coordinating this work on behalf of CROP. In light of the withdrawal of the United States of America from the Paris Agreement, it is now even more important that the remaining parties continue to support its implementation. Pacific Leaders have spoken out strongly in this regard and it is essential that SPC and all CROP agencies also continue to speak strongly in favour of the Paris Agreement.

Framework for Resilient Development in the Pacific

81. The FRDP combines climate change and disaster risk management strategies. It was approved by Pacific Leaders in 2016 following several years of consultation with stakeholders in the region. In the past year, CROP agencies have been working on the details of implementation and have developed an Action Plan that all agencies and stakeholders have agreed on.
82. SPC will undertake key action in the following broad categories:
- i. Assessments of hazards, risks and vulnerabilities to support decision-making.
 - ii. Coordination of on-ground actions to address climate change and disaster risks.
 - iii. Training and capacity development.
 - iv. Support for legislation, policy and governance review, development and implementation.
 - v. Coordination of regional meetings and conferences to share information and lessons learned, and progress collective actions.
 - vi. Technical advice and assistance.
 - vii. Research, data collection and management.
 - viii. Advocacy and mainstreaming into sectors.
83. Many of the actions being undertaken are driven by projects that will end in the next few years. SPC must therefore ensure that there are project extensions, or new projects in the pipeline to cover areas where further work is required. Furthermore, many projects and actions are undertaken in one, or a few countries and territories in the Pacific. There is an opportunity to broaden action to other PICTs, where applicable, or to roll out actions Pacific wide. There are also opportunities for stronger implementation of the guiding principles of the FRDP in all SPC projects, programmes and actions to ensure an inclusive, human rights-based approach that supports effective participation by the most vulnerable, including women, youth, the elderly, and persons with disabilities. The FRDP Action Plan will be updated yearly to track SPC actions towards implementing the FRDP and to feed into regional monitoring and evaluation of the FRDP.

Enhancing the capabilities of our people, systems and processes (Strategic objective 5)

84. SPC is only as good as the people it employs and the internal systems it uses to support staff and members. SP 2016–2020 identified the need for SPC to be ‘fit for purpose’, which includes improving the effectiveness and efficiency of internal services, systems, policies,

infrastructure and management. We are fortunate to have received resources from the Governments of New Zealand and Australia for improving and modernising our finance and related internal systems.

Recommendations

85. CRGA is invited to:
- i. recognise the Pacific Community's achievements for 2016, current and future challenges and priorities for action;
 - ii. provide guidance on the prioritisation process;
 - iii. acknowledge the efforts of members who pay their assessed contributions promptly, and encourage members with arrears to settle them as soon as possible.

Annex A

Progress Report on Decisions of CRGA 46

Context	CRGA 46	Comments on implementation	Responsible officer
AGENDA ITEM 2 – DIRECTOR GENERAL’S REPORT			
<p>The Director-General said SPC was at a crossroads in an environment that requires a change in the way it operates and is financed and was seeking CRGA’s support to develop and implement a sustainable financing plan for the organisation. As part of this process, it was essential for members to agree on what should be SPC’s priorities, including possible responses to requests for assistance when members suffer disasters. These priorities should reflect the areas of excellence highlighted in SPC’s Strategic Plan for 2016–2020, including fisheries science and the Centre for Pacific Crops and Trees, SPC’s contribution to four out of the current five priorities of the Framework for Pacific Regionalism that directly relate to its work, and the specific needs of Small Island States. Noting the level of deficit forecast for SPC in 2017, non-payment of dues by some members was a serious concern and CRGA needed to consider the policy of continued provision of services to members with longstanding arrears. Improved engagement</p>	CRGA 46:		
	i. noted the broad scope of the work of the Pacific Community;	No action required	
	ii. noted the Pacific Community’s achievements in 2015;	No action required	
	iii. noted that the financial constraints faced by the Pacific Community will impact the organisation’s ability to fully implement the Pacific Community Strategic Plan 2016–2020;	No action required	
	iv. noted that the Secretariat has implemented a range of measures designed to address the immediate and ongoing effects of the financial challenges that are affecting the organisation;	No action required	

with members and partners was one of SPC's strategic organisational objectives to ensure that SPC's work aligned with changing national development priorities. In this respect, SPC had a role in supporting implementation of the Sustainable Development Goals (SDGs), including the task of monitoring and reporting reliably on SDG indicators. He acknowledged concerns raised by the Staff Representative Committees, particularly in relation to measures taken to balance the 2016 budget, and committed to closer consultation in future.	v.	acknowledged that staff of the Pacific Community have been directly impacted by these measures, financially and otherwise, and recognised the efforts made by staff to help address the financial situation;	No action required	
	vi.	noting that staffing matters belong with management, requested the Secretariat to provide CRGA with information on significant staffing issues, including a joint report from the Staff Representative Committees.	If and when required	DG with SRC Chairs

AGENDA ITEM 3 – STRATEGIC PLAN AND RESULTS REPORTING FOR THE PACIFIC COMMUNITY

The Pacific Community 2015 Results Report and the Strategic Results Framework 2016–2020 were presented, followed by the outcomes and recommendations of the first meeting of the CRGA Subcommittee on Implementation of the Strategic Plan 2016–2020, which were presented by its chair, Cook Islands. CRGA acknowledged the benefits of the subsequent interactive discussions of SPC's technical work and the critical relevance of this work to implementing international agreements such as the SDGs, the SAMOA Pathway and COP21.	CRGA 46:			
	i.	noted the outcomes of the first meeting of the CRGA Subcommittee on Implementation of the Strategic Plan;	No action required	
	ii.	acknowledged the presentation of the 2015 Pacific Community Results Report, the case studies illustrating thematic results, and progress in implementing integrated work;	No action required	
	iii.	endorsed the Pacific Community 2015 Results Report, noting that the Secretariat has incorporated improvements suggested by the Subcommittee;	No action required	

	<p>iv. endorsed the Strategic Results Framework 2016–2020, noting that the Secretariat will provide progress reports to the Subcommittee on the outcomes of testing and implementing the framework.</p>	<p>Progress reports are provided to the Subcommittee out of session. <i>Record 38.1 The Subcommittee was satisfied with progress in testing the Strategic Results Framework and its links to the divisional results framework.</i> (November 2016 meeting)</p>	<p>Director SPL</p>
<p>AGENDA ITEM 4 – GOVERNANCE REVIEW – IMPLEMENTATION OF RECOMMENDATIONS</p>			
<p>The Deputy Director-General updated CRGA on the implementation of the recommendations of the Governance Review conducted in 2014. The Secretariat has fully implemented seven of the nine recommendations. The two remaining recommendations are works in progress as there are constraints to their full implementation. The Secretariat developed draft terms of reference (TOR) for CRGA and shared these with Pacific Community members, who provided comments. The Secretariat also conducted a further legal analysis that revealed inconsistencies between the different governing documents, impeding the finalisation of the TOR. CRGA approved the establishment of a small CRGA reference group to work with the Secretariat to finalise the TOR and asked that the</p>	<p>CRGA 46:</p> <p>i. acknowledged progress in implementing the recommendations of the Governance Review and the constraints to full implementation of two recommendations;</p> <p>ii. noted the Secretariat has secured legal support to analyse past documents and distinguish between legal governance arrangements and those based on policy and practice;</p>	<p><i>No action required</i></p> <p><i>No action required</i></p>	

Secretariat circulate a revised version to all members by September 2016, so that the TOR can be provisionally adopted before CRGA 47 in June 2017.	iii.	requested that the working group, which previously examined the legal status of the 1983 Saipan Resolution, continue to work with the Secretariat to finalise the TOR for CRGA and other SPC governance mechanisms as necessary, and extended the working group to include Cook Islands, Fiji, Guam, Marshall Islands, New Caledonia and Tonga;	Out of sessions consultations were undertaken with the working group and a draft was developed	DDG Noumea
	iv.	agreed that the draft TOR and any other recommendations should be circulated to all members in September 2016 for comment, with silence taken as assent, with a view to implementation for CRGA 47 and the 10th Conference of the Pacific Community;	A draft was provided to the working group and the CRGA Subcommittee at their meeting in November, 2016 Following receipt of comments, a draft was circulated out of session to all members on 10 Feb. 2017 (SPC Circular No. 17/02). Comments received from Australia, New Caledonia, New Zealand and USA have been incorporated where appropriate in the final draft.	DDG Noumea
	v.	affirmed commitment to the principle of continuity of member representation, noting the challenges involved;	No action required	
	vi.	agreed that, rather than reconvening the CRGA Governance Subcommittee, the existing CRGA Subcommittee on the Implementation of the Strategic Plan is an appropriate group to continue to monitor governance issues.	At their Nov. meeting, the Subcommittee reviewed the proposal put before it and agreed the Secretariat would present options on the role of the strategic plan implementation subcommittee	Director SPL

		and that of a separate subcommittee dedicated to finance and budgeting	
<p>Implementation of the Pacific Youth Development Framework (PYDF) is still largely in its inception phase, with the focus being on engagement with stakeholders, governments and youth networks, and resource mobilisation through existing opportunities. Initial work has begun in all four of the framework’s strategic approaches, while the overall challenge relates to limitations of capacity and resources to deliver results on the scale required and within the intended time-frame. CRGA affirmed its support for progressing the PYDF in the context of regional prioritisation, noting the issue was referred to CRGA by the Specialist Subcommittee on Regionalism, and suggested SPC coordinate with other regional agencies and development partners, which also have a role in youth issues.</p>	<p>CRGA 46:</p>		
	<p>i. acknowledged progress made within current resources towards an integrated framework for evidence-based youth investments;</p>	<p>No action required</p>	
	<p>ii. considered opportunities for future implementation, through advancing programme integration in SPC, particularly in climate change, non-communicable diseases, food security and the expansion of Youth@Work across Pacific Island countries and territories;</p>	<p>No action required</p>	
<p>iii. agreed that mainstreaming youth into SPC’s broader portfolio and programme delivery is a matter of priority, as proposed in the Pacific Youth Development Framework;</p>	<p>This has been the main focus of work since CRGA 46.</p> <ul style="list-style-type: none"> • August 12: Suva programmes used programme integration tool to identify potential entry points for mainstreaming. • Following the above, alignment has been sought between Ridge 	<p>Director SDP/Youth Advisor</p>	

		<p>to Reef Program and PYDF; issue discussed with country planning at R2R Inception Meeting, Sept. 2015.</p> <ul style="list-style-type: none"> • Gender (including youth) and social inclusion included in Solomon Islands Climate Change and DRM Finance Assessment. • Youth and social component included in multi-hazard mapping response to TC Pam in Lenakel, Vanuatu. • Youth and NCD activity currently being implemented. • LRD linkages being made between youth entrepreneurs and young farmers. 	
	<p>iv. requested that a central agency, possibly the Pacific Youth Council, monitor the impact of mainstreaming youth issues in Pacific Island countries and territories;</p>	<p>Message was relayed to PYC Secretariat. Focus is currently on longer-term sustainability of PYC</p>	<p>Youth Advisor</p>

	<p>v. recognised that this mainstreaming has resource implications and noted the need to explore existing mechanisms and capacity, including at national level.</p>	<p>Ongoing</p>	
<p>AGENDA ITEM 5.2 – UPDATE ON THE PACIFIC ORGANIC AND ETHICAL TRADE COMMUNITY (POETCom) AND ORGANIC AGRICULTURE</p>			
<p>An update was presented of the development of organic agriculture in SPC through its hosting of POETCom. Organic agriculture is already practised by many Pacific farmers and contributes strongly to resilient agriculture, food security, health and livelihoods, with over 20,000 farmers already having received organic certification from POETCom. CRGA urged the Secretariat to fully integrate organic agriculture into relevant strategies, including the business plan for LRD, noting the relevance of organic agriculture to several of the SDGs</p>	<p>CRGA 46:</p>		
	<p>i. acknowledged SPC’s hosting and support of the Pacific Organic and Ethical Trade Community (POETCom) since 2012;</p>	<p>No action required</p>	
	<p>ii. acknowledged the complementary roles of SPC and POETCom in the development of organic agriculture for improved environmental, cultural, social and economic development outcomes;</p>	<p>No action required; ongoing support provided through project funding for POETCom Secretariat</p>	
	<p>iii. urged the Secretariat to fully integrate organic agriculture into relevant strategies, including the business plan for the Land Resources Division;</p>	<p>Ongoing and part of business plan</p>	<p>Director LRD and Dean Solofa</p>
	<p>iv. agreed that options for sustainable financing of an organic agriculture programme in SPC will need to be considered.</p>	<p>Organic agriculture is integrated into the LRD business plan and financing will be considered as a</p>	<p>DDG Suva, Director LRD and Dean Solofa</p>

		<p>component of the overall financing strategy. EDF11 support is being sought for developing a costed business model for provision of organic guarantee services on a fee-for-service basis through POETCom.</p>	
<p>AGENDA ITEM 5.3 – CROP ENGAGEMENT WITH THE FRAMEWORK FOR PACIFIC REGIONALISM</p>			
<p>The Pacific Islands Forum Secretariat and SPC Secretariat provided a joint update on CROP engagement with the Framework for Pacific Regionalism (FPR). SPC has a role in implementing four regional priorities (ICT, fisheries, climate change, cervical cancer) endorsed by the Pacific Islands Forum Leaders Meeting in 2015. CRGA welcomed the role of CROP in regional priority setting, and encouraged the Secretariat to fully participate based on its scientific and technical expertise. CRGA supported the inclusion of the Framework for Pacific Regionalism as a standing agenda item for CRGA to enable information to be shared with SPC members that are not members of the Forum.</p>	<p>CRGA 46:</p>		
	<p>i. acknowledged the role of the Council of Regional Organisations in the Pacific (CROP), particularly in respect of the role of the Pacific Community in supporting the implementation of the regional priorities identified through the Framework for Pacific Regionalism and endorsed by Pacific Islands Forum Leaders in 2015;</p>	<p>No action required</p>	
	<p>ii. welcomed the role of CROP, particularly in respect of the role of the Pacific Community in the regional public policy process under the Framework;</p>	<p>No action required</p>	

	iii. encouraged the Secretariat to fully participate in regional priority setting, based on its scientific and technical expertise;	No action required	
	iv. requested the Secretariat to include the Framework for Pacific Regionalism as a standing agenda item for CRGA;	Actioned and part of CRGA 47 agenda	DG's Office
	v. requested the Secretariat to circulate to members the outcomes of all CROP governing body meetings prior to CRGA.	Work in progress	As above
AGENDA ITEM 5.4 - ANALYSIS OF GOVERNANCE AND FINANCING OPTIONS FOR THE PURSUIT OF PACIFIC REGIONALISM			
The Pacific Islands Forum Secretariat provided an update on the 2015 decision of Forum Leaders to undertake an analysis of regional governance and finance (RGF), noting that it is an iterative process that will build on findings as it proceeds. Governing councils and committees of CROP agencies play a key role in facilitating coherence between a shared regional agenda and the proportionate allocation of collective resources, and it is important they are represented on the RGF's Joint Steering Committee. CRGA agreed to engage in the Joint Steering Committee that will comprise Chairs of the governing councils and committees of CROP agencies.	CRGA 46:		
	i. committed to engage in the Joint Steering Committee for the analysis of regional governance and finance through the CRGA Chair and Vice-Chair, including participation in the inaugural meeting of the committee, 20–21 July 2016, in Suva, Fiji;	CRGA 46 Chair participated at the July 2016 meeting CRGA 46 and CRGA 47 Chairs also participated at the meeting held in April 2017	As above
	ii. tasked the Pacific Community with participating in and contributing to the data collection and analytical process, and subsequent regional dialogue, as part of a CROP CEO Reference Group;	Ongoing	Director Finance and DG's Office

	<p>iii. requested the Secretariat to support the Chair in the role of representing CRGA on the Joint Steering Committee.</p>	<p>SPC supported participation of the CRGA 46 Chair at a meeting in July. SPC also supported the Chair of CRGA 46 and CRGA 47 at the meeting held in April 2017</p>	<p>DG's Office</p>
<p>AGENDA ITEM 6 – OPERATIONS AND MANAGEMENT DIRECTORATE REPORT</p> <p><i>AGENDA ITEM 6.1 – AUDIT AND RISK COMMITTEE REPORT</i></p>			
<p>The Chair of the SPC Audit and Risk Committee (ARC) presented an update of the committee's work in 2016, placing on record the contribution of Sili Epa Tuioti, who has resigned from ARC following his election to the Legislative Assembly of Samoa. The ARC meeting in July will recommend a suitable replacement. The report noted that SPC's financial management and processes are robust and timely, and that the move to reporting according to the International Public Sector Accounting Standards format is</p>	<p>CRGA 46:</p>		
	<p>i. noted the report from the Chair of the Audit and Risk Committee, and commended the valuable work of the committee;</p>		

<p>a commendable achievement. ARC acknowledged the support and cooperation it receives from SPC management. Travel and procurement policies have been revised to improve procedures and meet the requirements of development partners, including the European Union, and in future, any non-competitive procurement will be disclosed to ARC. ARC will consider project management and risk management procedures at upcoming meetings in 2016. The report stressed that SPC's current financing position is unsustainable and must be addressed as a matter of urgency.</p>	<p>ii. requested that the Secretariat continue to provide training to staff on project management, in particular, on financial aspects;</p>	Ongoing	Director HR, HR team and Finance Team
	<p>iii. directed the Secretariat to share with members the result of the KPMG institutional assessment.</p>	Work is currently ongoing – preliminary results indicate that SPC has passed all pillars and is awaiting final acceptance by EU in Brussels	Director Finance
AGENDA ITEM 6.2 – SUSTAINABLE FINANCING OF SPC			
<p>The Director of Finance presented progress made since 2013 on implementing the sustainable financing plan and the priority actions that must be implemented by the Secretariat over the next three years. He emphasised the impact of funding volatility on SPC's operations, including on core funding, which currently makes up 25% of funding, and the heavy dependence of SPC's technical work on project funding. Its business model and management systems must change to accommodate the expected continuation of volatility and to ensure SPC becomes financially sustainable. The move to increased multi-year programme funding by Australia and New Zealand was beneficial in providing stable, more flexible funding for SPC,</p>	CRGA 46:		
	<p>i. requested the Secretariat to provide members with a paper presenting an analysis of subjecting assessed contributions to annual indexation adjustments to maintain the real value of such contributions over time;</p>	Work in progress and part of CRGA 47 agenda	Director Finance

<p>and the Secretariat would like to explore further opportunities for this type of funding. There was also a need to expand SPC's funding base, although this was not easy in the current global financial climate. SPC was investing in a resource mobilisation adviser to support its fundraising efforts. The Director noted ongoing discussions with host members, Fiji and FSM, on the level of host country grants as approved by CRGA in 2013, and expressed appreciation for the additional contribution made by New Caledonia in 2016. An important initiative for sustainable financing is SPC's transition to full cost recovery of the direct costs that are essential in underpinning its operations and project implementation, beginning with ICT costs. This move to full cost recovery represents a significant shift in thinking and behaviour for SPC and will require some structural adjustment.</p>	<p>ii. agreed that revised budgets be submitted to the Audit and Risk Committee for review and approval in November before being submitted to the CRGA Subcommittee for Implementation of the Strategic Plan for endorsement, and then to all CRGA members for comment. Following this, the Secretariat will compile and circulate all comments received to members for out-of-session adoption of the budget, with silence being taken as assent;</p>	<p>This was done for the 2017 budget. We do however need to think about a more streamlined procedure in the future.</p>	<p>DDG Noumea, Director Finance</p>
	<p>iii. encouraged all members, where possible, to consider adopting a multi-year restricted programme funding modality, similar to that negotiated with Australia and New Zealand;</p>		
	<p>iv. endorsed the Secretariat's intention to review the established project management fee with a view to achieving a target rate for all projects to reflect actual costs, currently evaluated at 15%;</p>		
	<p>v. noted the Secretariat's plans to fully implement full cost recovery and encouraged all funders to support these important changes when new project proposals are being negotiated;</p>	<p>Ongoing</p>	<p>Directors and DDGs</p>
	<p>vi. authorised the Secretariat to analyse and make recommendations on the most appropriate operating currency for SPC.</p>	<p>Study was conducted and presented to the CRGA Subcommittee at its meeting in November 2016. It was agreed to recommend to CRGA out of session to adopt the</p>	<p>Director Finance and SLT</p>

		Euro as the operating currency for SPC. Circular 16-08 was sent to members on 2 December 2016 seeking concurrence. No objections were received and the Euro was adopted as SPC's operating currency as at 1 January 2017	
AGENDA ITEM 6.3 – BUDGETS: 2016 REVISED BUDGET AND 2017 DRAFT BUDGET			
<p>The Director of Finance presented the Pacific Community's revised budget for financial year 2016 and the proposed budget for 2017. He said that the 2016 revised budget was a balanced one, despite increased costs, following short-term measures, including capping of the SDR rate for payment of staff salaries, and no provision of salary increases based on performance development. In 2017, SPC faces a budget deficit of 5.6 million CFP units. Therefore, the budget being presented is indicative only at this stage, noting the Secretariat's plans to develop and implement a sustainable financing strategy, including cost recovery and priority setting mechanisms, over three budget cycles. He stressed that SPC's technical service delivery is highly dependent on project funding and that strategic resource mobilisation is essential. For 2018 and 2019, forecast deficits are higher based on the policy of only recognising committed funding. The Director encouraged all members to pay their assessed contributions promptly.</p>	<p>CRGA 46:</p>		
	<p>i. noted the revised 2016 budget and endorsed the actions that the Secretariat has implemented to ensure adherence to the principle of maintaining balanced budgets;</p>		
	<p>ii. noted the draft budget for financial year 2017, subject to:</p> <ul style="list-style-type: none"> a. the Secretariat presenting a revised 2017 budget that substantively addresses the current forecast deficit; b. review by the Audit and Risk Committee; 	<p>The budget was presented to the ARC and CRGA Subcommittee at their meetings in November 2016. It was agreed to recommend to CRGA out of session to approve the 2017 budget. Circular 16-08 was sent to members</p>	<p>Director Finance</p>

		on 2 December 2016 seeking concurrence.	
	iii. agreed that revised budgets be submitted to the Audit and Risk Committee for review and approval in November, before being submitted to the CRGA Subcommittee for Implementation of the Strategic Plan, for endorsement. Following this, the Secretariat will compile and circulate all comments received to CRGA members for out-of-session adoption of the budget, with silence being taken as assent;	Following the procedure described above, the budget was successfully adopted.	DG's Office, DDG Noumea and Director Finance
	iv. noted the ongoing serious budgetary situation for 2018 and 2019;		
	v. approved the Secretariat's plans to develop and implement a sustainable financing strategy, including cost recovery and priority setting mechanisms, over three budget cycles.		
AGENDA ITEM 6.4 – REPORTS ON HUMAN RESOURCES			
AGENDA ITEM 6.4 (i) – REVISED PROCEDURE FOR THE DIRECTOR-GENERAL'S PERFORMANCE ASSESSMENT			
The Deputy Director-General proposed a recommendation	CRGA 46:		

to CRGA on the process for developing a revised performance assessment framework for the Pacific Community Director-General.	i. noted the ongoing work by the Secretariat and the troika of past, current and future CRGA Chairs to develop a new performance assessment procedure for the Pacific Community Director-General;	New procedure developed	DDG Noumea and Director HR
	ii. directed the Secretariat to present the revised procedure to members for approval out of session, with silence being taken as assent;	Revised procedure approved out of session by all CRGA members and will be used for the DG's performance assessment in future. Cf. Circular 17/02 dated 9 Feb 2017	DDG Noumea and Director HR
	iii. directed the Secretariat to ensure that the next assessment of the Director-General's performance is conducted by CRGA 47 and the 10th Pacific Community Conference according to the revised procedure.	Underway with the troika in charge of this for CRGA. Interviews to be scheduled around the CRGA Sub-committee for efficient use of resources.	DDG Noumea
AGENDA ITEM 6.4 (ii) – REVISION OF SPC'S RENUMERATION SYSTEM			
The Deputy Director-General presented the Secretariat's proposal to review the currency used to determine the salaries of staff for positions recruited internationally. The Secretariat considers this step to be fiscally responsible in the current economic climate and notes that it has been signalled to CROP colleagues. In addition, the performance development system that is part of CROP harmonisation is showing its limits and needs revision to ensure it is 'fit for purpose' for SPC. It is important that staff performance is linked with SPC's strategic objectives, and rewards the	CRGA 46 approved:		
	i. a study to explore a change in the reference currency for the salaries of staff in positions advertised internationally, to be completed before the end of 2016, with a proposal to be submitted to CRGA for approval before implementation;	Work has been undertaken in the following stages: (1) assessing and determining the appropriate reference currency in which SPC	Director HR and Director Finance

<p>dedication of staff. CRGA was advised that terms of reference have been developed for the inter-agency committee on remuneration of the four CROP agencies, but not yet agreed. The Secretariat indicated that it would provide information arising from the work to be carried out to the other CROP agencies within the principle of harmonisation.</p> <p>o</p>		<p>should operate and (2) transitioning SPC financial operations to one legal entity. Both items of work are completed or near completion. The reference currency study is the next step in the process. The new Director HR will need to undertake the review and make recommendations to CRGA before implementation in due course.</p>	
	<p>ii. the design and implementation by the Secretariat of an SPC-specific performance development system, in a process that is transparent and carried out in consultation with staff.</p>	<p>Gap analysis of the current PDS was done using focus groups and an all-staff survey. HR is sharing findings with staff with a view to consulting on and finalising the new system design in 2017 for implementation in 2018.</p>	<p>Director HR</p>

AGENDA ITEM 6.4 (iii) – SALARY SCALE AND PROPOSALS FOR FISCAL YEAR 2017

<p>The Deputy Director-General presented a proposal that in 2017 there should be no changes in salary scales and no general salary increase for Secretariat staff, whatever the category or duty station, given that SPC and its core budget are likely to continue to face major funding challenges in 2017. Since the core budget now mainly covers salaries and benefits, these measures are intended to contain expenditure in 2017. They are proposed as temporary measures that will end as soon as the goal of re-establishing a sustainable financial situation has been attained, if possible in 2018.</p>	<p>CRGA 46 approved the following measures, with effect throughout 2017, for all categories of positions (internationally and locally recruited) and at all SPC sites (New Caledonia, Federated States of Micronesia, Fiji, Solomon Islands and Vanuatu):</p>		
	<p>i. a freeze on SPC’s salary scales;</p>	Implemented	Director HR
	<p>ii. no general salary increase for SPC staff as a whole in 2017, whatever the category or duty station.</p>	Implemented	Director HR
<p>AGENDA ITEM 7 – CRGA 47 – VENUE, CHARIPERSON AND VICE-CHAIRPERSON</p>			
<p>CRGA was advised of the Chair and Vice-Chair for the 47th meeting of CRGA in 2017 and the proposed dates for CRGA 47 and the 10th Pacific Community Conference.</p>	<p>CRGA 46:</p>		
	<p>i. agreed that the venue for the meeting of CRGA 47, and the 10th Pacific Community Conference in 2017 will be Noumea, New Caledonia, on the proposed provisional dates of 24–28 July 2017;</p>	Finalised	DG’s Office

	<p>ii. noted that the Chairperson for CRGA 47 will be provided by New Zealand and the Vice-Chairperson by Niue.</p>		
AGENDA ITEM 8 – EVALUATION OF CRGA 46			
	<p>CRGA responded to questions evaluating the conduct and content of the meeting.</p>		
AGENDA ITEM 9 – OTHER BUSINESS			
<p>Smaller Island States (SIS) Strategy 2016–2020</p> <p>CRGA was advised that the regional strategy was adopted in June 2016 by Pacific Islands Forum Smaller Island States (SIS) Leaders. The strategy, which was developed in close consultation with members and development partners, supports the Framework for Pacific Regionalism and sets five priority areas for SIS: climate change; labour; health, particularly implementation of the Pacific NCD Roadmap; fisheries; and air and sea transport.</p>	<p>CRGA 46:</p>		
	<p>i. acknowledged that the SIS Regional Strategy, recently adopted in Palau by SIS Leaders, provides the basis for regional priority setting;</p>		
	<p>ii. noted that the Pacific Community Results Report integrates SIS as a priority alongside gender and youth;</p>		
	<p>iii. requested the Secretariat to accord special attention to SIS priorities in programme business plans;</p>	Ongoing updates to be provided at CRGA 47	SLT
	<p>iv. noted that SIS members committed to provide feedback annually to CRGA on implementation of the SIS regional strategy;</p>	Part of agenda at CRGA 47	DG’s Office

	v. noted the summary of the decisions of the Special Smaller Island States Leaders Meeting, which were presented to CRGA.		
CRGA Procedures	CRGA 46:		
	i. requested the Secretariat to distribute all meeting papers 15 working days (i.e. 3 calendar weeks) before the meeting;	Ongoing –new dates to be set shortly Paper authors to adhere to deadlines	All involved – paper authors; DG’s Office; editors; translation. Coordination by DDG Noumea and Patricia Sachs Cornish
	ii. reaffirmed SPC’s current practice of funding the attendance at CRGA of one representative from its Pacific Island country and territory members.		
AGENDA ITEM 10 – OBSERVER STATEMENTS			
	CRGA heard, with appreciation, statements from the following observers: the European Union, UNICEF, Melanesian Spearhead Group; SPREP; GIZ; PIFS; and Pacific Island Development Forum.		
AGENDA ITEM 11 – ADOPTION OF CRGA DECISIONS			
	CRGA adopted its decisions.		

Annex B

Staff Representative Committees joint report on staffing issues

[SRC Suva and SRC Noumea]

Introduction

1. This report has been prepared by the Staff Representative Committees (SRCs) of Suva and Noumea in accordance with a request made by members at CRGA 46, and as recorded in the CRGA 46 meeting report at paragraph 43 (vi), whereby CRGA: *noting that staffing matters belong with management, requested the secretariat to provide CRGA with information on significant staffing issues, including a joint report from the Staff Representative Committees.*
2. The SRCs are caretakers and representatives of diverse staff views across the SPC sites. The largest sites – Suva and Noumea – incorporate very different experiences and cultures in the broad sense, as well as having diverging employment terms and conditions that the organisation has adapted differently to the respective sites. Each SRC has diligently represented their respective staff bodies through approaches that have suited their constituents' needs and expectations, which has meant at times taking divergent approaches to matters affecting all SPC staff. Nonetheless the SRCs have shared information and approaches on matters affecting staff, and have maintained regular communication with management about how issues have affected the respective staff bodies.
3. Accordingly, this report is presented in three parts: in addition to this introduction, each SRC has reported on staff issues at their respective sites.
4. Much of the work of the SRCs, on behalf of the staff bodies, over the past year has involved working with management on specific issues that staff clearly articulated in response to management's financial austerity-related decisions in early 2016, identifying the vital importance of staff involvement in organisational decision-making processes around matters that directly affect them. The SRCs present significant staff issues at their respective sites, below, and we seek CRGA's ongoing support for the efforts of staff and management to improve consultation practices and processes.

SRC Noumea

Context

5. The Noumea Staff Representative Committee commenced its term on 4 May 2016, in the midst of the issues arising from the decisions of management around financial austerity affecting staff in early 2016, and committed its first several weeks to working with staff and the other SRCs to develop the annex to the Director-General's report that was presented to members at CRGA 46. SRC Noumea's work plan for the year was closely linked to the expectations of staff that were articulated in the SRCs report to CRGA 46, on the importance of establishing a firm, effective and documented

organisational commitment to involving staff in decision-making processes around matters that directly affect them.

Progress in 2016/17 on significant staff issues

6. Significant issues affecting staff arose during the year, which tested the capacity and dexterity of the organisation's systems, processes and management practices to respond to these staff expectations.
7. SRC Noumea represented staff in relation to ramifications of phase 1 of the prioritisation process, which resulted in 6 staff redundancies and 24 contract discontinuations across the organisation (as advised by management). Staff (and the SRCs) and management were challenged in the carriage of this important organisational realignment, which affected staff both indirectly, and directly through risk of termination, and other impacts, such as lack of confidence in process, potential job re-design, and loss of teams capacity. SRC advocated for improved consultation and information from management to be provided to staff, enhanced terms for those directly affected by discontinuation, and greater clarity around and access to grievance and support procedures. Management considered these submissions and responded with a suite of amendments to the process, and the provision of information.
8. The importance of early, prior staff consultation on matters that affect them, and of creating a forum for identifying legitimate staff concerns in advance of implementation of any new proposal, was demonstrated in the rollout of a new staff medical examinations process, which was announced and commenced in early January. The programme raised a number of issues for staff, including consent, choice of practitioner, non-availability of a female examiner, intrusive questioning and examinations/physical sampling, lack of clarity around confidentiality and use of information, and implications for employment security. SRC Noumea raised these issues with management and progress was made, with management implementing positive amendments to address key staff concerns, and temporarily suspending the examinations programme while responses to staff concerns were being prepared.
9. The issues raised in this matter reflected similar staff concerns raised around other initiatives that presented during the year, including earlier management approaches to budgetary challenges, the engagement of a new medical insurance provider and evacuation policy, and concerns by affected staff regarding the process for re-banding of staff positions under the Strategic Pay 10 (SP10) system adopted by CROP agencies, including SPC (in the latter case, staff felt there was inadequate transparency about the methodology and internal algorithms used in the SP10 methodology that resulted in significant down-banding of staff, and that this lack of transparency impacts staff confidence in the system and its results). SRC Noumea acknowledges the final outcomes that were negotiated with and through management, and recognises management's hard work and commitment to the organisation's interests in pursuing various programmes. However these examples highlight, in our view, that early engagement would have been appreciated by staff and would have avoided significant staff anxieties, as staff concerns could have appropriately been considered in the process design.

10. SRC Noumea appreciates management's responses to these and other significant issues in recent months, including the reinstatement of staff performance-related salary advancement and the exchange rate mechanism that had been suspended as part of the austerity measures. The committee also appreciates the Director-General's early outreach to the SRCs and staff on new proposals around the second phase of SPC's prioritisation process, which are being considered at this CRGA. SRC Noumea believes, however, that further improvements can be made in respect of both the transparency of management decisions and HR documentation, and in establishing formally documented good practices around staff engagement.

Prospective work

11. We acknowledge that committing to staff consultation as a matter of organisational procedure necessarily requires careful thought and planning in each case, and adds a layer in the implementation process. However, the alternative risks a disempowered, demoralised and disengaged staff body. Management has advised the SRCs of proposals to review the raft of HR policies afresh, and we appreciate this early advice and look forward to ongoing staff engagement in a workable process for staff consultation around the proposals.
12. However, we believe that there is still work to do to place clear process structures around commitments to providing more transparency and early advice to staff on matters that affect them, and that this is an essential ongoing project for the SRCs, staff and management.
13. During 2016 and 2017 SRC Noumea presented to management (and shared with SRC Suva) submissions around developing agreed procedures for systematic, appropriate and effective consultation on matters affecting staff. Management has indicated that it considers this a useful exercise, and is still considering how to engage with the submissions. SRC looks forward to further discussions with management to take these proposals forward.
14. The newly elected Noumea committee (elected 17 May) will determine its priorities in consultation with staff, but these bedrock issues of participatory processes and transparency around matters that affect staff remain fundamental in engendering and maintaining staff support in developing strategic responses to the operating environment and implementing organisational change.

SRC Suva

15. The Suva Staff Representative Committee commenced its term on the 27th May 2016 and are grateful for the available avenues of communication between Suva staff and the Executive on grievances faced in the many changes in SPC's organisation's systems, processes, management practices and relocations of offices. Regular meetings were held between the Deputy Director-General for Suva and HR manager that facilitated a close working relationship and allowed staff views to be directly passed onto the executive for action. We were fortunate and appreciative of the attitude and support our committee has received from our executive team in Suva. This is very encouraging for Suva SRC committee and also made Suva staff feel that their problems were being

heard and acknowledged and though not fully answered was considered worthy enough for engagement.

16. The many Issues that have plagued the Suva staff from the end of 2016 till now have tested Suva staff and this has proven how versatile and passionate the staff are towards achieving their goals and weathering change. Consultations on the various changes were not only addressed internally by Divisions with the outreach and presence of our executive and staff representative committee but also externally. Though the Suva SRC never got to reach out the whole of Suva office staff as targeted due to work schedules and unavailability of members together with relocation of office and staff alike many consultations between Divisions/programs and with Suva DDG occurred to seek out problems and issues that had staff worried.
17. So for communication wise on staff issues we believe we have been engaged and in communication all through this time.

Progress in 2016/17 on significant staff issues

18. 2016 saw SPC roll out a new medical insurance with many staff sending in complaints on various issues on reimbursement and coverage. This was taken up with Executive and HR and Noumea doing the same our HR team went back to the drawing board to address these claims. We have a more considerate and user friendly medical coverage now, though there are still some minor issues which are being handled on a case by case basis especially for staff in Suva (Fiji).
19. 2016 saw the end to a lot of contracts and non-renewals and budgets constraints with 2017 being a year for change, budget sensitiveness and cost recovery measures. So Suva staff started the year with confirmation that changes were going to take place. Relocation and reorganisation of office spaces came about. This has been weathered with many divisions and programmes being relocated around our Suva campus and the staff and offices of our Land Resources Department relocated to Narere and EQAP and RRRT to be relocated too. Executive have been at the forefront of this with engagement with staff and offices concerned to assure that all was considered before relocation. Suva SRC visited these offices and sat down for discussion on their grievances and concerns. These were noted and taken up with Executive for consideration.
20. Staff safety and security. The Suva SRC worked closely to advocate a thorough review and implementation of staff safety mechanisms within the organisation. The SRC prepared information that was disseminated to staff on preparing for and responding to natural disasters. Conjointly with the executive, the SRC was able to ensure that the staff safety mechanisms were thoroughly reviewed and renewed. We now have staff wardens that has basic training, communication trees and emergency contact details for all staff. Communication with staff during times of natural disasters across all SPC locations is now a rapid process that puts staff safety at the forefront. HR have now engaged a consultant to review Work Health and Safety (WHS) with a focus on staff WHS in the field.
21. SRC Suva has assisted at least 4 staff with support with regards to internal disciplinary and grievance issues and all issues have been resolved and SRC has raised with HR on

lessons learnt around these processes. It is important to note that staff sought SRC support where they felt that HR/ staff policies were being misinterpreted or not complied with. In many cases, it was noted that some issues were due more towards inconsistent implementation of policies over time.

22. SRC Suva has raised for the specific review of the Housing Allowance which is an issue raised by PAI staff and in a similar focus, the need to review the upper scale of the PAL i.e. Band 7 and above and currently there is discussion with HR around this and how senior level PAL with the provision of limited benefits similar to PAI.

Suva Staff SRC's advice to incoming members

23. Though the new committee members will decide their priorities for their committee we the 2016/2017 still have a lot of work to do to achieve close to what our Suva staff needed from us and we would like to apologise that we fell short. We would like to stress to dear committee members that when you take up this mantle that working as a team makes ideas and targets easier and more achievable for all. We need your input to make things happen.

Annex C

2016/17 Division and Programme Highlights

Director-General's Office (DGO)

The Director-General's Office provides overall leadership of SPC, planning and reporting, coordination of the organisational transformation process, and communication with members, development partners and other stakeholders. The Office includes the Strategy, Performance and Learning (SPL) team, which is responsible for planning and production of the Results Report, and the Communications and Public Information team (including Pacific Way).

In the past year, Communications and Public Information has launched the new SPC website, the new Pacific Progress newsletter, the 70th anniversary logo and poster competition, and a social media policy. In May 2016, there were 138,741 page views of the SPC website compared with 153,159 in May 2017; page views increased further in June 2017. Since CRGA 46, the number of social media followers has increased from 5384 to 7408. There was a 5% increase in reported stories in the English media in May/June 2017 compared with the same period last year, with an 8.5% increase for the French media in the same period.

Operations and Management Directorate (OMD)

In the past year, OMD implemented a restructure focusing on three key areas (Human Resources (HR), Finance and Information Services), generating cost savings of over 3 million CFP units. For the first time, all of SPC's previously disparate operations have been combined into a single company structure, which provides the basis for further harmonising policies and practices across all locations (operational and financial). Good progress was made in implementing full cost recovery (FCR) for ICT – the first service to move to FCR. This is a significant change in SPC's internal business model.

During the year, a strategic partnership agreement with the International Atomic Energy Agency (IAEA) was concluded. This is a significant new scientific and technical partnership, which brings innovative expertise to SPC and the region.

In an exciting new development – as part of the strategic partnership with the Government of New Zealand – the Incubator Fund was established to encourage innovation across SPC's programmes. In 2017, there were eight responses to an internal request for proposals and two are being progressed.

The change and transformation of SPC has caused some instability for staff. In the period January to June 2016, there were 25 resignations, compared with 34 in the same period this year. Despite our best efforts, we have been unable to recruit a permanent Director for HR. Nevertheless, the HR team continues to provide excellent support to the organisation. We have not regularly assessed staff engagement as planned due to HR staff constraints. However, a repeat of the Gallup staff engagement survey is planned for 2018. The relationship with the Suva and Noumea Staff Representative Committees (SRCs) continues to improve and a number of significant policy issues were addressed. As agreed at CRGA 46, the combined report of the Suva and Noumea SRCs is presented to CRGA (Annex B).

In light of ongoing concerns about the standard of SPC's workplaces in Fiji, we have invested our own funds in refurbishing the former Community Education Training Centre (CETC) in Narere, Fiji. All LRD division staff have relocated to Narere and are pleased with their new work environment. Staff of the Regional Rights Resource Team (RRRT) and Educational Quality and Assessment Programme (EQAP) will relocate to the Nabua site once improvements have been completed.

The Publishing and Communications teams have collaborated to produce a series of showcase products for CRGA and the 10th Conference to mark SPC's 70th anniversary. The inaugural SPC newsletter – *Pacific Progress: Stories from the Pacific Community* – will be launched at CRGA, and will be published online, while we will issue a one-off print run of the 70th anniversary edition for CRGA. The Publishing and Communications teams have also produced a photographic exhibition for CRGA and Conference – *The Pacific Community 1947–2017: Then and Now* – which presents vignettes of SPC's long and productive involvement in the Pacific region. The exhibition is a fascinating insight into SPC's mutual engagement with members and communities over 70 years of Pacific history. The Publishing team continues to provide quality assurance and publishing production services for the large number of diverse publications and other products produced by SPC each year.

In 2016, the ICT support team handled over 7000 requests for support across 12 SPC locations, and our team of systems administrators managed server and network infrastructure at nine SPC locations, including three data centres, 250 servers, and 17 internet connections. Major improvements made over the last two years have led to a 25% reduction in the number of ICT issues reported in 2016. This is the first reduction recorded in 12 years.

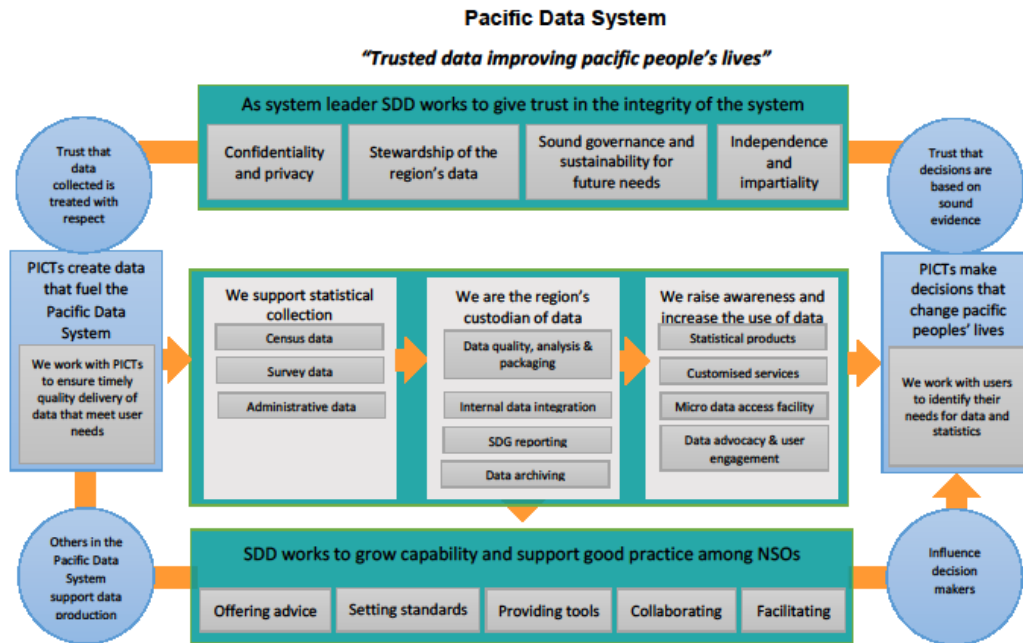
Statistics for Development Division (SDD)

SDD recruited a new director during the past year and completed an independent external evaluation. The recommendations of this review form the basis for SDD's new direction and priorities.

Highlights for SDD in 2016

- SDD transformation project – repositioning SDD to become the regional coordinator of statistics and dissemination of data to national policy makers for decision-making.
- Introduction of electronic tablets for survey data collection in Tonga, Vanuatu and Tuvalu with positive outcomes for data quality and security, and the overall efficiency of the census.
- Completion of the population census in Tonga, Vanuatu and Samoa in 2016, and assistance to Fiji and Tuvalu in 2017.

SDD is currently implementing a new approach based on the external review and consultation with staff and stakeholders. A summary of the new SDD functions and approach is shown below.



Public Health Division (PHD)

PHD is making good progress in rebuilding the internal capacity of the team to support essential public health functions in member states. The PHD business plan identifies three priority areas:

- Non-communicable disease (NCD) prevention and control
- Pacific Public Health Surveillance Network (PPHSN)
- Public health governance

Highlights for PHD in 2016

The inaugural Pacific NCD Summit held in Tonga brought together leaders to discuss NCDs. Important outcomes were recognition of the need for significant upscaling of efforts, linking of outcomes to timelines, and funding initiatives to ensure efforts are commensurate with the NCD burden. SPC chaired and provided Secretariat support for meetings of the Pacific Monitoring Alliance for NCD Action (MANA); and contributed to the development of the MANA dashboard, and drafted dashboards for Tonga, Nauru, Niue, Wallis and Futuna, French Polynesia and New Caledonia. Thanks to MANA, the Pacific is the first region in the world to develop a region-specific dashboard to assist in assessing progress in implementing NCD action and to provide an accountability framework for the Pacific NCD Roadmap.

PHD provided support to Pacific leaders advocating for better NCD control efforts. Fiji's NCD initiatives are led by the President and Minister for Health. The Republic of Marshall Islands'

(RMI) Minister for Health led a National NCD Summit to develop a national multi-sectoral NCD plan; and Solomon Islands, Kiribati, Niue, Nauru and Wallis and Futuna committed to making NCDs a national health priority and are in the process of developing multi-sectoral national NCD plans. Nauru introduced a ban on a range of sugary foods and drinks and demonstrated enforcement of the ban; RMI committed to getting approval for amended legislation to increase import duties for tobacco, alcohol, and sugary foods and drinks; and Solomon Islands enforced its Tobacco Act. Tonga launched a national, multi-sectoral NCD plan, which is being implemented with stakeholder collaboration. SPC, WHO (World Health Organization) and the Pacific Research Centre for Obesity and NCD Prevention made joint country visits to RMI and Solomon Islands to provide coordinated technical support; and in an initiative with SPC's EQAP, Kiribati's school curriculum will include prevention of NCD risk factors.

Vanuatu, Guam, RMI and Tonga reported improvements in knowledge and skills after training placements supported by SPC. Trainees, including young 'NCD warriors' and health workers from Solomon Islands, reported increased knowledge after training in nutrition and NCD risk factors. Nauru, French Polynesia and Wallis and Futuna implemented NCD awareness campaigns using resources provided by SPC.

The Pacific Public Health Surveillance Network (PPHSN) turned 20 years old in 2016 with the milestone celebrated at a meeting in April 2017. PPHSN has over the years developed to provide services around PacNet focused on alert and communication, LabNet (verification and identification), EpiNet (preparedness and response), PICNet (infection control), Pacific Syndromic Surveillance System (outbreak detection), and Strengthening Health Interventions in the Pacific/Data for Decision-Making (capacity building). PHD has been the focal point for PPHSN since its inception.

Capacity building and training in laboratory quality management systems continued throughout the year. The highlight for the year was the partnership with the Guam Public Health Laboratory, which strengthened its diagnostic capacity resulting in the laboratory being able to perform in-country diagnostic tests for influenza, dengue, chikungunya and zika.

PHD started posting maps of the spread of epidemics from August 2014. An evaluation of the utility of the map by PacNet subscribers, including all PICTs, was completed in 2016. Results showed that 86% of PICTs use the map. In addition, the flow of information continues to improve.

The first (eight) graduates from the five-module Data for Decision-Making programme in 2016 were awarded their Post-graduate Certificate in Field Epidemiology. This is a major milestone for the programme, which is provided through Fiji National University. Close collaboration with partners resulted in 71 health professionals attending three different courses conducted in 2016; 66 (93%) achieved a 70% pass rate.

PHD led mass gathering surveillance for the Festival of Pacific Arts in Guam. Quick identification of an imported dengue case resulted in prompt intervention and prevented further transmission of the disease.

Fisheries and Marine Ecosystems Division (FAME)

The new FAME business plan (2016–2018) was developed in 2016. The plan nests under the SPC Strategic Plan, identifying how FAME will contribute to broader SPC objectives. A key point of

difference from previous plans is that it takes a whole of FAME approach, with FAME objectives and key result areas cutting across multiple sections within the division rather than being section specific. Through partnership with New Zealand, FAME received confirmation of successful resource mobilisation for five new projects worth approximately NZD 21 million over five years. In 2016, FAME was implementing 33 discrete projects, along with ongoing programme and core-funded activities. Five projects were completed during the period.

Highlights for FAME in 2016/2017

- 851 participants from 19 PICTs (22% female) took part in training across FAME's work; 96% of those trained in scientific or economic data demonstrated improved skills on training completion (72 of 75 tested).
- SPC analyses and advice informed the following three WCPFC management decisions in 2016: rebuilding timelines for bigeye tuna, maximum level of risk (all species) at 20%, and manta and mobula rays being considered key shark species.
- New coastal fisheries management plans and policies in four PICTs (Vanuatu, Fiji, Tonga, Samoa) were supported by SPC.
- *Tails* smartphone/tablet application was developed for artisanal fisheries data collection and management. As at 31 December, *Tails* had been used in five PICTs (Nauru, Samoa, Tokelau, Tuvalu and Vanuatu) with data from 1882 fishing trips entered using *Tails* compared to 3082 entered from paper forms.
- The Pacific Islands Regional Fisheries Observer (PIRFO) programme became financially sustainable; as of 1 July 2016, the amount required for the programme is now being fully cost recovered through a levy in the annual vessel registration fee. This now means that the observer programmes at both regional and national levels are operating on cost recovery models.
- First harvest of cage-cultured tilapia fish took place in Samoa. The fish were raised by the Satoalepai Village fish farm committee with the first culture cycle producing 380 kg of tilapia (about 1800 fish), apportioned for each household in the village.
- Fiji included the fisheries sector in a post-disaster needs assessment (PDNA) for the first time following Tropical Cyclone Winston. SPC coastal fisheries and aquaculture staff were part of the assessment team along with other regional partners supporting the Department of Fisheries through the PDNA process.
- As at December 2016, FAME had 79 staff, 32 of whom were women (41%). Of the total staff, 30 were locally recruited (83% women), and 49 were internationally recruited (16% women).

Climate Change and Environmental Sustainability (CCES) Programme

The Climate Change and Environmental Sustainability Programme at SPC is a cross divisional set of activities designed to improve coordination and collaboration across various teams.

Highlights for CCES in 2016/2017

- Organic farming network in OCT (and ACP) was boosted with a second regional workshop in French Polynesia and further strengthening of pilot organic farms in the territories
- In Wallis and Futuna, management and quasi finalised export of used batteries and oils was a major breakthrough for the territory along with closing of the dumpsite in October 2016

- RESCCUE became the first certified carbon neutral project at SPC, with progress made for some other SPC programmes
- Consolidated GHG inventory for SPC operations was produced showing a 17% decrease since the 2011 baseline
- Integrated Coastal Management plan for Ra Province in Fiji was officially adopted by the Provincial Council
- SPC, as delivery partner for Green Climate Fund Readiness Support projects, supports FSM development of GCF Country Programme, the first for the region
- Joint effort made by RESCCUE and INTEGRE projects to control invasive species in New Caledonia, using an innovative tool to geo-locate hunters' kills.

Geoscience Division (GSD)

At the request of the RMI Government, the SPC Water and Sanitation Programme embarked on a mission to understand the impact of drought on the Laura water source and the effects that pumping water from this source would have on the lens. Creating a management and operational strategy through a detailed hydrogeological assessment, along with understanding the impact of the drought on the water table, was critical for the RMI Government. In August 2016, the SPC team conducted field assessments of the ability of the Laura water lens to provide for the freshwater needs of Majuro during drought without causing long-term impacts on the lens. Current monitoring proved to be inadequate due to lack of maintenance at the monitoring sites. As a result, 36 monitoring bores were rehabilitated across nine sites in Laura to enable assessment of the lens' thickness relative to previous droughts and determine its current health.

Rainfall analysis was used to identify potential replenishment of the lens as the drought ended. This information and analysis ensured SPC was able to provide strong science-based and technical strategies to the RMI Government for pumping from specific wells based on the observed and measured data to maintain freshwater quality within expected yields. The SPC team was also able to advise the government that it was safe to increase the amount of water pumped from the lens in the short term without any adverse impacts expected in the longer term. Based on the SPC advice, the government was able to delay the purchase of a large reverse osmosis desalination unit to augment the existing water supply. RMI is now looking to further develop the Laura lens as a groundwater reserve while optimising abstraction through an ongoing New Zealand supported initiative. The SPC team was able to draw on previous experience and applied research work in Kiribati and Tuvalu to ensure confidence in the operational recommendations.

Purchasing and enhancing image data for development planning in PICTs

GSD's Geoinformatics Unit is the certified reseller for DigitalGlobe image data and services for PICTs. Image data purchase requires knowledge of (i) which data is required for the task, (ii) which data is available on the market, and (iii) ordering procedures. Economies of scale favour having one small centrally located unit for image data purchase. Furthermore, good discounts have been negotiated due to the amount of image data ordered through a central unit for PICTs.

PICTs are small in comparison to their surrounding waters. This requires special image pre-processing to adjust the atmospheric disturbance, reduce haze, etc. Image analysis of small areas such as PICTs is mostly performed through visual interpretation, which again requires special products before the images are analysed. Enhanced image data are commonly used for development planning in many countries. During the last three years, SPC has been selling image data worth more than FJD 1 million per year. Provision of the image pre-processing service and

the discounted cost help explain the continuing increase in the amount of data sold per year. As a result, the Geoinformatics Unit received an award at the DigitalGlobe Conference in May this year in Hong Kong.

As a result of the successful delivery of the SPC Global Climate Change Alliance in the Pacific Small Island States (GCCA: PSIS) project, which closed in November 2016, SPC has secured funding for two follow-up projects with the EU. The first project is the North Pacific – Readiness for El Niño (RENI), worth EUR 4.5 million, which will be implemented in Palau, FSM and RMI. Project implementation is expected to commence in July 2017. The second project is the Global Climate Change Alliance Plus Scaling up Pacific Adaptation (GCCA+ SUPA) approved recently by the EU. This project is worth EUR 15 million and will be implemented in 10 PICTs with an expected commencement date in late 2017.

From early 2000, GSD's Regional Maritime Boundaries Unit, in cooperation with a consortium of partners (Geoscience Australia, the Government of Australia's Attorney-General's Department, the Commonwealth Secretariat, Pacific Islands Forum Fisheries Agency and GRID-Arendal), has been assisting member countries in the development and definition of maritime zones and shared boundary solutions as part of the Pacific Islands Regional Maritime Boundaries Project (PIRMBP). The consortium's technical and legal assistance can be utilised by members to declare their baselines and maritime zones, including sovereign outer boundaries (EEZ) in domestic legislation, and to deposit this information with the UN and fulfil their obligations as state parties to UNCLOS.

The consortium has been widely recognised as a successful driving force in providing technical and legal assistance to national maritime boundary teams. From 2012 to 2016, a total of 14 new maritime boundary agreements were signed by Leaders from 11 Pacific Island countries. During the 43rd Pacific Islands Forum in 2012, seven bilateral maritime boundary agreements and one trilateral agreement were signed. Since then, at least one maritime boundary agreement has been signed every year in the Pacific region. In October 2016, Prime Minister Manasseh Sogavare of Solomon Islands and Hon. Charlot Salawai of Vanuatu signed a maritime boundary agreement between the two countries after 33 years of negotiations. The consortium was instrumental in providing technical, legal and financial assistance to both countries in the last decade.

In recognition of the success of PIRMBP, the Government of Australia has approved additional funding to support maritime boundaries work in the region for the next 3 years.

Economic Development Division (EDD)

EDD provides regional leadership and coordination for energy and maritime transport services. SPC is the lead CROP agency for this work and responsible for two frameworks approved by ministers. The Framework for Action on Transport Services 2011–2020 is the regional policy instrument guiding work in shipping and maritime transport. SPC's lead agency role in energy includes leadership, effective coordination and management, guided by the Forum-adopted Framework for Action on Energy Security in the Pacific.

Highlights for EDD in 2016/2017

The MTCC-Pacific (Maritime Technology Cooperation Centre) forms part of a network of 5 centres of excellence in the world under the Global MTCC Network (GMN), a project funded by the EU and implemented by the International Maritime Organization (IMO) to build the capacity of

developing countries for climate mitigation in the maritime shipping industry. SPC's Transport Programme team successfully developed the project proposal to host the MTCC-Pacific in collaboration with SPREP in response to an international tender. The project started in May 2017; the MTCC-Pacific has been established and SPC is planning pilot projects on reducing GHG emissions from shipping in the next 2 years.

Kiribati successfully completed its audit under the IMO Member State Audit Scheme (IMSAS) in May 2017. The Transport Programme has provided technical support to Kiribati since 2015 in preparation for the IMSAS audit. After a regional workshop on IMSAS organised by SPC in collaboration with IMO, the Transport Programme followed up with an in-country national workshop on IMSAS that resulted in adoption of a national roadmap to prepare for IMSAS. The Transport Programme facilitated meetings of an IMSAS technical Working Group, developed the National Maritime Transport Policy and the national strategy to implement IMO instruments (IMSAS requirements) and conducted a legal gap analysis on the implementation of IMO instruments.

Pacific Transport and Energy Ministers met in Tonga in April 2017 and endorsed the way forward for energy security and marine transport strategies for the Pacific region. The Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE) was established in Tonga at the same meeting as part of the global network of energy centres in support of energy security for all. PCREEE is funded by UNIDO, the Governments of Austria and Tonga and SPC.

GSD and EDD are currently undertaking consultations on the merger of the two divisions during 2017.

Land Resources Division (LRD)

An independent external evaluation of LRD, which was completed in 2015, concluded that the division provided valuable services through its repository of scientific and technical knowledge on agriculture, forestry and land use, but was struggling with internal operational and programmatic challenges. To address these concerns, LRD adjusted its operations:

- LRD's mission is to provide scientific advice and programme support on sustainable agriculture for food and nutrition security and resilience building, driven by the potential contribution of local markets to healthy livelihoods. Its services are characterised by the application of proven technologies, and introduction, evaluation and scaling out of new technologies and processes.
- LRD will introduce a matrix structure comprised of four business pillars (Genetic Resources; Sustainable Forest and Land Management; Sustainable Agriculture; and Markets for Livelihoods) and four essential advisory services (climate-smart agriculture; plant health and biosecurity, animal health and production, and research for development).
- The top priorities are to strengthen regional capacity in genetic resources (CePaCT) and improve access to planting materials for food and nutrition security. LRD will also build capacities to mitigate and adapt to climate change through climate-smart agriculture practices. Immediate concerns include intensification of sustainable food production, coordinated responses to pests and diseases (rhinoceros beetle, fruit fly, African giant snail) and improved land governance.

- The matrix structure will enable the development and delivery of an integrated, coordinated, cost-effective programme that takes a holistic approach to current and future needs. LRD will work with other SPC divisions to form strategic partnerships with other R&D partners in or beyond the Pacific region. LRD will also address management concerns including coordinated planning and policy, result based management, operational efficiencies and information and knowledge management that promotes high-level visibility and advocacy.
- Devolved operations will be aligned to prevailing circumstances in the Pacific region: (1) Melanesia – land governance and food and nutrition security; (2) Micronesia – production intensification, and (3) Polynesia – food and nutrition security and land use. Strategies include engagement with youth and women as the drivers for food and nutrition security, and stimulation of *agri-preneurship* and improved markets through value-chain enhancement.

Educational Quality and Assessment Programme (EQAP)

EQAP's new business plan outlines its strategic direction, priorities and core functions. Funding negotiations have been successfully completed with key partners and EQAP is developing closer integration with other SPC programmes.

Highlights for EQAP in 2016/17

The first regional qualifications were developed and registered on the Pacific Register of Qualifications and Standards. Two regional qualifications in sustainable energy are now accredited and registered and two more are in progress. Four regional qualifications in climate change adaptation are also in the process of accreditation and registration, which will be completed in the coming months. This is a Pacific, even an international 'first' – to the best of our knowledge, no other region has developed these types of qualifications. All were developed as part of the EU-PactVET project. PILNA results have been shared, with the data disseminated to PICs throughout the second half of 2016. Preparations for field trials for PILNA 2018 are set for October with 15 countries participating.

Social Development Programme (SDP)

All SDP staff were relocated to Suva during the past year to improve team cohesion and strengthen relationships with other agencies working in this area.

Highlights for SDP in 2016/17

There is increasing interest and demand from SPC programmes for mainstreaming social development areas, particularly gender, in their work to ensure programmes are responsive and inclusive and are aligned with PICTs' regional and international commitments. FAME, for example, is making progress in building staff capacity in gender mainstreaming and is now shifting support to the fisheries sectors in PICTs, beginning with Solomon Islands and Palau. GSD engaged our Gender Statistics Adviser to provide a gender perspective to the Post Disaster Needs Assessment for the drought in RMI in 2016. Under the Climate Finance Assessment Project, GSD also engaged our Youth Adviser to undertake the gender and social inclusion component of climate finance assessments in Solomon Islands and Palau. Similar work will be undertaken in 2017 in Vanuatu and Kiribati and in FSM in 2018.

At the national level, engagement with governments on gender mainstreaming has begun to shift beyond ministries for women/gender and is now targeting central agencies, with Public Service Commissions taking the lead on supporting gender mainstreaming and gender inclusion, as seen in Solomon Islands and Papua New Guinea. Support from the DFAT-Pacific Women Shaping Pacific Development Programme, through the regional Progressing Gender Equality Project, is resulting in positive gains in work to promote gender equality, as evident in the mid-term review of the programme in 2016.

The 12th Festival of Pacific Arts and Culture hosted by Guam in May-June 2016 attracted people from around the world to witness the unique cultures of the Pacific and how they contribute to sustainable development in the region. Held every four years, the festival has evolved from a showcase for culture and art to an event that now has the potential to contribute to trade for sustainable economies in the Pacific. The 12th Festival brought together 3169 self-funded participants from 24 PICTs to participate in one of the region's biggest events and the world's largest gathering of indigenous Pacific cultures. SPC support served to strengthen the festival's logistical, cultural and administrative dimensions, communications sector, health services and biosecurity.

A regional biosecurity manual for Pacific handicrafts, 'Requirements for Trade and Movement of Handicrafts in the Pacific Islands Region and Beyond', was also launched during the festival. With a large amount and range of Pacific cultural goods being moved across borders, there is a high risk of cross-boundary movement of pests and diseases. The manual provides a compendium of biosecurity requirements and conditions for various items and countries and is aimed at handicraft producers, quarantine officials, exporters, retailers and travellers. Delegates expressed appreciation at the value of the information, with many discovering the requirements, even of their own countries, for the first time. The innovative resource will improve compliance with state regulations related to the movement of cultural goods throughout the Pacific and reduce biosecurity risks. The manual is a collaborative product of LRD and SDP.

Regional Rights Resource Team (RRRT)

Key developments and achievements of RRRT are shown in the illustration below. Looking ahead, RRRT's intention is to mainstream a rights-based approach in all SPC programmes.

Figure 1: Key developments and achievements of the Regional Rights Resource Team (RRRT)

