



Pacific
Community
Communauté
du Pacifique

**REPORT OF THE
TENTH CONFERENCE OF THE PACIFIC COMMUNITY**

(Noumea, New Caledonia, 27 July 2017)

and

**FORTY-SEVENTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(CRGA 47)**

(Noumea, New Caledonia, 27–28 July 2017)

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CONTENTS

TENTH CONFERENCE OF THE PACIFIC COMMUNITY

Conference agenda

Report of proceedings

List of participants

Tenth Conference Communiqué

FORTY-SEVENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS (CRGA 47)

Meeting agenda

Report of proceedings

List of participants

Decisions of the Forty-Seventh Meeting of the Committee of Representatives of Governments and Administrations

Annexes

1. Speech by the Hon. Annick Girardin, French Minister for Overseas Departments and Territories, at the opening ceremony of the Tenth Conference of the Pacific Community (Noumea, 27 July 2017)
2. Address by Mr Philippe Germain, President of the Government of New Caledonia
3. Statement from the outgoing Chair of the Pacific Community
4. Letter from the Chair of CRGA 47 to the Chair of the Tenth Conference

TENTH CONFERENCE OF THE PACIFIC COMMUNITY

Chairperson Hon. Philippe Germain
President
New Caledonia

Vice-Chairperson H.E. Hilda C. Heine, Ed.D
President
Republic of the Marshall Islands

Agenda of the Tenth Conference of the Pacific Community

1. Opening and adoption of the agenda
2. Thematic Discussion: *Innovative Partnerships for Sustainable Development*

Keynote addresses:

- H.E. Hilda Heine, President of the Republic of Marshall Islands
- Mr Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA)
- Mr Pascal Lamy, 'High Level Facilitator for out-reach activities on the Post-Cotonou Agreement'

3. Director-General's Overview report to Conference
4. Letter from the Chair of CRGA 47 to the Chair of the Tenth Conference – Adoption of recommendations of CRGA 47 to Conference
5. Eleventh Conference of the Pacific Community venue, and election of Chairperson and Vice-Chairperson

Director-General's Performance Assessment

6. Adoption of Conference Outcomes

REPORT OF PROCEEDINGS

The notes for each agenda item consist of the summary paragraph or paragraphs, as approved by the Tenth Conference, the key discussion points raised by delegates, and the decisions made by the meeting.

AGENDA ITEM 1 – OPENING AND ADOPTION OF THE AGENDA

1. The Tenth Conference of the Pacific Community (SPC) met on 27 July 2017, at the Headquarters of the Pacific Community (SPC) in Noumea, New Caledonia. Following the opening prayer by H.E. Baron Divavesi Waqa, President of the Republic of Nauru, Pacific Community Director-General, Dr Colin Tukuitonga, expressed appreciation to invited dignitaries, Mr Pascal Lamy, European Commission High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement, and His Excellency Andrew Jacobs, Ambassador and Head of Delegation of the European Union for the Pacific. Dr Tukuitonga noted that SPC will continue to be a strong and relevant technical and scientific organisation in support of the development aspirations of its members and their hopes for their countries and the region. Hon. Billy Talagi, Acting Premier of Niue, gave the initial address on behalf of the outgoing Chair of the Ninth Conference of the Pacific Community, Hon. Sir Toke T. Talagi. New Caledonia was then invited to take on the role as Chair of the Tenth Conference, and Hon. Philippe Germain, President of the Government of New Caledonia, made his opening statement as Chairperson. The French Minister for Overseas Departments and Territories, Hon. Annick Girardin, then addressed the Conference on behalf of France, as host state to SPC. Vice-Chair of the Conference was H.E. Hilda C. Heine, Ed.D, the President of the Republic of the Marshall Islands (RMI). The Director-General thanked the Hon. Billy Talagi for his sterling stewardship over the past two years and thanked Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA) for his presence.
2. Dr Tukuitonga explained that the main point of discussion for the Tenth Conference would be the creation of more innovative relationships and partnerships.

Adoption of the agenda

3. The agenda was adopted.
4. Following the official photographs, the drafting committee was selected, which comprised: Australia, Cook Islands, Kiribati, Marshall Islands, New Caledonia, Papua New Guinea (PNG), Tuvalu, United States of America (USA), and Vanuatu.

AGENDA ITEM 2 – THEMATIC DISCUSSION: *INNOVATIVE PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT*

5. Conference deliberated on the theme – *Innovative Partnerships for Sustainable Development* – and heard with great interest addresses from the distinguished panel of keynote speakers: H.E. Hilda C. Heine, Ed.D, President of the Republic of the Marshall Islands, Mr Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA), and Mr Pascal Lamy, High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement. Members acknowledged the theme as a fitting one, with Conference falling on the occasion of the 70th anniversary of the Pacific Community, providing an opportunity to reflect on the many lessons learned as the organisation continues to provide service to the region, particularly to communities that rely on it the most. Conference observed that the rich cultural values of Pacific people have provided a strong foundation for, and clear path towards, the sustainable development of the region and its people. Modern challenges include threats to the oceans that provide

sustenance, the disappearance of small islands, climate change, and other vulnerabilities. Conference acknowledged that the security of people in the region has never been as compromised, and that the complexity of these vulnerabilities requires transformative solutions.

6. H.E. Hilda C. Heine, Ed.D, President of the Republic of the Marshall Islands (RMI): H.E. Hilda C. Heine noted the need to pose critical questions when setting agendas: 1) Are we fit for purpose? 2) Are the needs of people at the front and centre of policy making? 3) Are regional bodies aligned with each other and with other organisations and agencies, and are they providing efficient delivery of services and avoiding duplication? 4) Are we driven by the needs of our people or of aid partners? H.E. Heine noted that she was encouraged to see improved coordination among the Council of Regional Organisation in the Pacific (CROP) agencies. H.E. Heine warned against a one-size-fits-all solution, noting that smaller countries face more multifaceted challenges. It was noted that Marshall Islands is engaging in innovative partnerships with Germany, the University of the South Pacific (USP), and leading maritime centres across Europe.
7. Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA): Mr Amano shared examples of how nuclear technology plays a key role in daily life, and discussed the opportunities for using this technology for development, from preventing food spoilage to monitoring sea and land pollution, to treating major diseases, such as cancer, and reducing carbon emissions. Mr Amano noted that the IAEA is working on establishing an environmental monitoring laboratory, in which Fiji will participate, which will use nuclear techniques to monitor infant nutrition. Other initiatives include assessing water resources using isotopic techniques, and helping countries to establish nuclear medicine facilities and develop comprehensive cancer programmes. IAEA is focused on providing sound advice and transferring knowledge and expertise to build country capacity. IAEA currently works closely with the World Health Organization (WHO) and the Food and Agriculture Organization of the United Nations (FAO). Mr Amano encouraged SPC member countries to join the IAEA.
8. Mr Pascal Lamy, High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement: Mr Lamy addressed various issues at stake regarding the relationship between the African, Caribbean and Pacific (ACP) countries and the European Union (EU) with regard to the Post-Cotonou Agreement framework. Mr Lamy expressed that there is significant potential in upgrading the ACP-EU relationship to make it more effective, more aligned with the Sustainable Development Goals (SDGs), and more tailored to the needs and aspirations of the Pacific region. Mr Lamy noted the need in the new Agreement for more differentiation and specificity regarding unique country and regional contexts.
9. Nauru: The delegate suggested looking beyond traditional partners – e.g. Taiwan and Israel.
10. Cook Islands: The delegate shared the example of how islands worked together to bring a marine reserve initiative to fruition, emphasising the importance of preserving resources and culture, while sustaining livelihoods. The delegate noted that it is imperative that initiatives and partnerships complement (without duplicating) regional approaches, and encourage the broadest possible stakeholder engagement.
11. Australia: The delegate affirmed the importance of partnership, as no one country has all the answers. Australia encouraged other countries to consider providing core funding, which allows for flexibility and best use of funds by countries and territories. Australia has embraced the agenda of innovation, citing examples of private partnership, and an initiative in which Australia is working with 14 Pacific Island meteorological services to implement innovative products and services to measure sea level rise.

12. USA: The delegate noted that bold, innovative partnerships have the potential to be transformational, and noted USA's full support of the partnership with the IAEA.
13. Solomon Islands: The delegate expressed support for an inclusive approach that will benefit all Pacific Island countries and territories (PICTs), and recognised the importance of having innovative partnerships, as sustainable development is only possible with a wide range of stakeholders involved – private sector, civil society, and intergovernmental organisations such as SPC.
14. Federated States of Micronesia: The delegate raised concerns about disputes between regional agencies, and noted the importance of working together to achieve sustainable development. The delegate expressed a belief in regionalism, but more so in sub-regionalism, to ensure we identify the particular contexts and differences of these regions in order to strengthen the region as a whole.
15. French Polynesia: The delegate affirmed that French Polynesia is pleased to support a focus on innovative partnerships, and noted the importance of protecting and promoting the value of Pacific cultures and languages, and a vision of economic development that goes beyond the accumulation of wealth.
16. Palau: The delegate noted the importance of sub-regions working together, and echoed the view of French Polynesia that nature and culture must be at the forefront of development.
17. Fiji: The delegate noted the need for approaches and partnerships that will challenge the status quo, place Pacific people at the centre, and engage civil society, business and communities. The delegate commended the work of the IAEA in Fiji.
18. Conference:
 - i. considered the proposed partnerships set out in the paper, as well as those that arose from discussions on the theme;
 - ii. affirmed that the Secretariat should continue to build, develop and strengthen partnerships with its members, development partners and any other organisation or agency that wants to work constructively and in keeping with SPC's values for the benefit of the people of the Pacific region.

AGENDA ITEM 3 – DIRECTOR-GENERAL'S OVERVIEW TO CONFERENCE

19. Pacific Community Director-General, Dr Colin Tukuitonga (D-G): The D-G noted that he would focus in his presentation on development challenges in the region, and challenges to SPC itself. He began with an issue not covered in the paper – the education of young people. The D-G praised the work of SPC's Educational Quality and Assessment Programme (EQAP), citing improvements in student success over time, but noting there is still a long way to go. He said we need to recognise improvements, but determine what we need to do more of to equip young people for the future.
20. The D-G addressed health and well-being, noting improvements in areas such as reduction of child mortality, but highlighting increases in non-communicable diseases (NCDs), such as diabetes and heart disease. The D-G said that declarations and commitments are not enough, and that NCDs must remain a priority for SPC through the work of the Public Health Division (PHD). He cited the example of Tonga and the initiative to tax unhealthy foods, and asked whether the region is committed to taking

such actions.

21. The D-G acknowledged the leadership of Australia in the areas of human rights and gender equality, and its support of this work at SPC. The D-G noted that Sweden has also made contributions to support human rights work at SPC.
22. The D-G noted that climate change is a key priority, and that oceans are now gaining more focus and attention. SPC is providing data that is helping members to better manage precious resources.
23. The D-G discussed how SPC is supporting the work of increased returns from fisheries, as one of the priorities from the Framework for Pacific Regionalism (FPR). He noted that coastal fisheries and food security in the region are now receiving greater attention, and that New Zealand has provided significant resources to support this work by SPC and others. Sweden has also made contributions, and there has been good progress in discussions with the EU for support.
24. The D-G discussed the Pacific Community Centre for Ocean Science (PCCOS) as an opportunity to bring together SPC's work in geoscience and deep-sea minerals. The D-G said that SPC plans to bolster work in support of the oceans theme. He noted that the endorsement of the Framework for Resilient Development in the Pacific (FRDP) will also guide the work that SPC does in this space.
25. The D-G discussed SPC's focus on disaster risk management, and its close collaboration with others in this area, such as the Secretariat of the Pacific Regional Environment Programme (SPREP) and UN agencies. He indicated a renewed focus for SPC's Land Resources Division (LRD) around agriculture and food security.
26. The D-G recognised Australia's ongoing support in the area of statistics, and noted that SPC wants to have a conversation with leaders about improving the use of statistics to increase evidence-based policy making.
27. The D-G reported that SPC is engaged in the ongoing work of reducing the number of reporting indicators for the SDGs.
28. The D-G assured Conference that, while there are healthy differences of opinion among the CROP agencies, the talk of tension and conflict between the agencies is unfounded.
29. The D-G noted that SPC has incorporated the Smaller Island States (SIS) Strategy into work plans, as informed by CRGA, with the exception of aviation and air transport.
30. The D-G discussed the key challenges facing SPC. He noted that SPC remains financially weak and vulnerable, and that it is focusing on improving systems, reducing vulnerability to external shocks, and investing in areas of strength and competency.
31. Conference:
 - i. recognised the Pacific Community's achievements over the past 18 months, current and future challenges and priorities for action;
 - ii. agreed that the Secretariat should continue with its increased engagement at the national level through country-led strategies;
 - iii. acknowledged the Secretariat's commitment to implementing a range of measures designed to address the immediate and ongoing effects of its

financial challenges and its progress towards achieving sustainable financing of the organisation;

- iv. reaffirmed the importance of prioritisation of SPC services to focus on high impact areas consistent with its mandate and capabilities;
- v. acknowledged the efforts of members who pay their assessed contributions promptly, and encouraged members with arrears to settle them as soon as possible;
- vi. recognised SPC's efforts to support members in the aftermath of natural disasters and urged continuation of these efforts consistent with national requirements, humanitarian concerns, and SPC's specific capabilities and resources;
- vii. thanked SPC's development partners for their continued support and encouraged them to align this support with the goals of the Pacific Community Strategic Plan 2016–2020;
- viii. acknowledged that the staff of the Pacific Community have been directly impacted by the process of prioritisation and measures taken to implement a sustainable financing plan, and recognised their contribution to addressing the organisation's financial situation.

AGENDA ITEM 4 – LETTER FROM THE CHAIR OF CRGA 47 TO THE CHAIR OF THE TENTH CONFERENCE – ADOPTION OF RECOMMENDATIONS OF CRGA 47 TO CONFERENCE

32. Conference heard a brief report from the Chair of the 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA 47), in relation to the pertinent issues discussed by CRGA 47. The Chair of CRGA 47 expressed gratitude and appreciation, on behalf of CRGA, for the hard work of the Director-General and the staff of SPC.
33. Conference:
 - i. adopted the Pacific Community Governance Arrangement (attached as Annex A);
 - ii. adopted the draft Standards of Conduct for the Director-General of the Pacific Community (attached as Annex B).

AGENDA ITEM 5 – ELEVENTH CONFERENCE OF THE PACIFIC COMMUNITY VENUE, AND ELECTION OF CHAIRPERSON AND VICE-CHAIRPERSON

34. Conference was updated by the Director-General on the general practice for determining the location of Conference, which, as a matter of practical consideration of costs, has conventionally been held at SPC's Headquarters in Noumea. Conference acknowledged with appreciation an offer from Cook Islands to host the 11th Conference of the Pacific Community in 2019, and agreed that the Pacific Community will continue discussions with Cook Islands in relation to the proposal, particularly in relation to budgetary matters.
35. D-G: The D-G explained that the cost of hosting is met by the country, and that the host is the Conference Chair. An agreement is drafted, which identifies the theme and

other matters.

36. Conference acknowledged with appreciation the acceptance by Nauru of the Vice-Chair responsibilities for the 11th Conference of the Pacific Community.
37. Conference:
 - i. agreed that the 11th Meeting of the Conference of the Pacific Community will be convened in Cook Islands, in June 2019, with Cook Islands as Chair, and noted Nauru's acceptance to be Vice-Chair;
 - ii. agreed that the Secretariat will discuss and finalise practical modalities with the Government of Cook Islands.

DIRECTOR-GENERAL'S PERFORMANCE ASSESSMENT

38. Conference approved the recommendations put to it by CRGA on the re-appointment of Dr Colin Tukuitonga to a further two-year term as SPC Director-General, from 18 January 2018 to 18 January 2020.

AGENDA ITEM 5 – ADOPTION OF CONFERENCE OUTCOMES

39. Conference recognised the work done during the 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA), which took place at SPC headquarters, on 25 and 26 July 2017, under the able chairing of New Zealand, and:
 - i. adopted the Pacific Community 70th Anniversary Declaration (attached as Annex C);
 - ii. adopted the present outcomes.

**TENTH CONFERENCE OF THE PACIFIC COMMUNITY
DIXIÈME CONFÉRENCE DE LA COMMUNAUTÉ DU PACIFIQUE**

**(Noumea, New Caledonia, 27 July 2017)
(Nouméa, Nouvelle-Calédonie, 27 juillet 2017)**

**LIST OF PARTICIPANTS
LISTE DES PARTICIPANTS**

**Conference Chairperson/Président: Philippe Germain, President of the Government of New Caledonia/
Président du Gouvernement de la Nouvelle-Calédonie
Conference Vice-Chairperson/Vice-Présidente: H.E. Hilda Heine, President of the Republic of the Marshall
Islands/ Présidente de la République des Îles Marshall**

American Samoa <i>Samoa américaines</i>	Mr Eleasalo Ale Attorney General
Australia <i>Australie</i>	Hon. Concetta Fierravanti-Wells Minister for International Development and the Pacific Ms Christina Nicholas Adviser Mr Paul Wilson Australia's Representative to the Pacific Community and Consul General of Australia in Noumea Ms Alice Cawte Assistant Secretary, Pacific Regional Branch Ms Haidee Barrenger Australian Focal Point to the Pacific Community and Consul Noumea
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	<p>Mr Navitalai Tuivuniwai Trade Commissioner to PNG Ministry for Industry, Trade, Tourism, Lands & Mineral Resources</p> <p>H.E. Mrs Litia G. Mawi Madam Rovin Ambassador/High Commissioner to Pacific Island Countries Ministry of Foreign Affairs</p> <p>Mr Pauliasi Waqalevu Vura Second Secretary Roving Ambassador's Division</p>
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Kiribati	<p>Hon Kourabi Nenem Vice President</p> <p>H.E. Reteta Rimon High Commissioner Kiribati High Commission, Suva</p> <p>Mr David Teebo Technical Adviser Ministry of Foreign Affairs & Immigration</p>
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Nauru	<p>Baron Divavesi Waqa President of the Republic of Nauru</p> <p>Mr Michael Aroi Secretary for Foreign Affairs and Trade</p> <p>Kim Aroi High Commissioner Nauru High Commissioner in Fiji, Suva</p> <p>Mr Peter Jacob Chief of Staff, Office of the President</p> <p>David Canon Aide de Camp to the President, Office of the President</p>
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	<p>Mr Michael Appleton Unit Manager – Regional Institutions Ministry of Foreign Affairs and Trade</p> <p>Mr Justin Fepuleai NZ Consul General</p>
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	<p>M. Maurice Lau Poui Cheung Délégation aux affaires internationales, européennes et du Pacifique</p>
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Tuvalu	<p>Hon. Enele Sosene Sopoaga Prime Minister of Tuvalu</p> <p>Mr Penivao Penete Security to Prime Minister</p> <p>Mr Temate Melitina High Commissioner</p> <p>Ms Marilyn Moira Simmons Senior Advisor Ministry of Foreign Affairs Pacific Division</p> <p>Ms Tamarisi Alemenia Private Secretary to the Prime Minister</p>
United States of America <i>États-Unis d'Amérique</i>	<p>H.E. Judith Cefkin Ambassador U.S. Ambassador to Fiji, Kiribati, Nauru, Tonga, and Tuvalu U.S. Embassy Suva</p> <p>Dr Susan Brems Mission Director, USAID/Philippines, Pacific Islands and Mongolia</p> <p>Mark R. Mineo Regional Environmental Officer, US Embassy Suva</p> <p>Jenny Wright</p>

	<p>Pacific Islands Multilateral Officer, Office of Australia, New Zealand and Pacific Islands, Bureau of East Asian and Pacific Affairs, U.S. Department of State</p> <p>Tim Savage Foreign Service Officer, Office of Regional and Policy Coordination, International Organizations Bureau, U.S. Department of State</p> <p>Philip Roskamp Deputy Director. Office of Australia, New Zealand, and Pacific Islands, Bureau of East Asian and Pacific Affairs, U.S. Department of State</p>
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<i>Wallis et Futuna</i> Wallis and Futuna	<p>M. Jean-Francis Treffel Préfet, Administrateur supérieur</p> <p>M. Olivier Logologofolau Délégué en Nouvelle-Calédonie</p>

SPC Audit and Risk Committee/ <i>Comité d'audit et des risques de la CPS</i>	Mr Alan Morris Chairperson/ <i>Président</i>
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INVITED DIGNITARIES / INVITÉS DE MARQUE

European Commission/ <i>Commission européenne</i>	Mr Pascal Lamy High Level Facilitator for the outreach activities on Post-Cotonou Agreement
International Atomic Energy Agency (IAEA)/ <i>Agence internationale de l'énergie atomique (AIEA)</i>	Mr Yukiya Amano Director General International Atomic Energy Agency

OBSERVERS / OBSERVATEURS

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European Union/ <i>Union européenne</i>	Mr Andrew Jacobs Ambassador Head of Delegation of the European Union for the Pacific

	Suva, Fiji
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Korea Institute of Ocean Science & Technology (KIOST)/ <i>Institut coréen des sciences et techniques océanographiques (KIOST)</i>	Dr Gi-Hoon President Heejin Kim Member of KIOST
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South Pacific Tourism Office (SPTO)/ <i>Organisation du tourisme du Pacifique Sud (SPTO)</i>	Mr Christopher Cocker Chief Executive Officer
United Nations Development Programme (UNDP)/ <i>Programme des Nations Unies pour le développement (PNUD)</i>	Osnat Lubrani UN Resident UNDP Regional Representative Coordinator
United Nations International Children's Emergency Fund (UNICEF)/ <i>Fonds des Nations Unies pour l'enfance (UNICEF)</i>	Mr Sheldon Yett Pacific Representative Suva, Fiji
The University of the South Pacific (USP)/ <i>Université du Pacifique Sud (USP)</i>	Ms Pritika Bijay Regional Programme Coordinator DMCA Section Suva Fiji

MEDIA / MÉDIAS

Island Business Magazine	Rika Vakacegu Editor
PACNEWS	Mr Pita Ligaiula Reporter
Tagata Pasifika	Nathaniel Davidson Camera Man John Pulu Reporter

DIRECTION DU LA COMMUNAUTÉ DU PACIFIQUE

Director-General/ <i>Directeur général</i>	Dr Colin Tukuitonga
Deputy Director-General (Noumea)/ <i>Directeur général adjoint (Nouméa)</i>	Mr Cameron Diver
Deputy Director-General (Suva)/ <i>Directrice générale adjointe (Suva)</i>	Ms Audrey Aumua
Director, Fisheries, Aquaculture and Marine Ecosystems Division/ <i>Directeur de la Division pêche, aquaculture et écosystèmes marins</i>	Mr Moses Amos
Director, Educational Quality and Assessment Programme/ <i>Directrice du Programme pour l'évaluation et la qualité de l'enseignement</i>	Ms Michelle Belisle
Director, Information Services/ <i>Directeur des services d'information</i>	Mr Johan (Bas) Berghoef
Director, Strategy, Planning and Learning/ <i>Directeur de la Cellule d'engagement stratégique chargée de l'élaboration de politiques et de la planification</i>	Mr Cameron Bowles
Director, Communications and Public Information/ <i>Directeur de la communication</i>	Mr Peter Foster
Director, Climate Change and Environmental Sustainability/ <i>Directrice du Programme durabilité environnementale et changement climatique</i>	Ms Sylvie Goyet
Director, Land Resources Division/ <i>Directeur de la Division ressources terrestres</i>	Mr Jan Helsen
Director, Statistics for Development Division/ <i>Directrice de la Division statistique pour le développement</i>	Dr Ofa Ketu'u
Director Melanesian Regional Office/ <i>Directrice régionale pour la Mélanésie</i>	Ms Mia Rimon
Director Micronesia Regional Office/ <i>Directrice régionale pour la Micronésie</i>	Ms Lara Studzinski
Director, Social Development Division/ <i>Directrice du Département développement social</i>	Ms Kuiniselani Tago
Director, Finance/ <i>Directeur des finances</i>	Mr Martin Van Weerdenburg
Director, Public Health Division/ <i>Directeur de la Division santé publique</i>	Dr Paula Vivili
Chief Adviser to the Director-General – Director- General's Office/ <i>Conseillère principale et attachée de liaison auprès du Bureau du Directeur général</i>	Ms Patricia Sachs-Cornish
Acting Director, Regional Rights Resource Team/ <i>Directrice par intérim de l'Équipe régionale d'éducation en matière de droits de la personne</i>	Ms Nicol Cave

Acting Director, Human Resources/ <i>Directeur par intérim des ressources humaines</i>	Mr Leon Takimoana
Acting Director, Geoscience Division/ <i>Directeur par intérim de la Division géosciences et technologies appliquées</i>	Mr Akuila Tawake



COMMUNIQUÉ

OF THE TENTH CONFERENCE OF THE PACIFIC COMMUNITY

(Noumea, New Caledonia, 27 July 2017)

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1. The Tenth Conference of the Pacific Community (SPC) met on 27 July 2017, at the Headquarters of the Pacific Community (SPC) in Noumea, New Caledonia. Following the opening prayer by H.E. Baron Divavesi Waqa, President of the Republic of Nauru, and words of welcome from Pacific Community Director-General, Dr Colin Tukuitonga, Hon. Billy Talagi, Acting Premier of Niue, gave the initial address on behalf of the outgoing Chair of the Ninth Conference of the Pacific Community, Hon. Sir Toke T. Talagi. New Caledonia was then invited to take on the role as Chair of the Tenth Conference, and Hon. Philippe Germain, President of the Government of New Caledonia, made his opening statement as Chairperson. The French Minister for Overseas Departments and Territories, Hon. Annick Girardin, then addressed the Conference on behalf of France, as host State to SPC. Vice-Chair of the Conference was H.E. Hilda C. Heine, Ed.D, the President of the Republic of the Marshall Islands (RMI). The biennial meeting was also attended by:
Hon. Henry Puna, Prime Minister of the Cook Islands
H.E. Peter M. Christian, President of the Federated States of Micronesia
H.E. Baron Divavesi Waqa, President of the Republic of Nauru
Hon. Tuilaepa Lufesoliai Sa'ilele Malielegaoi, Prime Minister of the Independent State of Samoa
Hon. Charlot Salwai Tabimasmas, Prime Minister of the Republic of Vanuatu
Hon. Billy Talagi, Acting Premier of Niue
Hon. Teva Rohfritsch, Vice-President of French Polynesia
Hon. Kourabi Nenem, Vice-President of the Republic of Kiribati
Hon. Siaso Sovaleni, Deputy Prime Minister of the Kingdom of Tonga
Hon. Concetta Fierravanti-Wells, Minister for International Development and the Pacific of the Government of the Commonwealth of Australia
Hon. Faiyaz Koya, Minister for Industry, Trade, Tourism, Land and Mineral Resources of the Government of Fiji
Hon. Alfred Ngaro, Minister for Pacific Peoples, Minister for the Community and Voluntary Sector, Associate Minister for Children, Associate Minister for Social Housing of the Government of New Zealand
Hon. Faustina Rehuher-Marugg, Minister of State of the Republic of Palau
Hon. Milner Tozaka, Minister of Foreign Affairs and External Trade of Solomon Islands
Mr Eleasalo Ale, Attorney General of American Samoa
Mr Jay Rojas, Administrator of the Guam Economic Development Authority
Ms Shirley Camacho-Ogumoro, Special Assistant for Administration, Office of the Governor, Commonwealth of the Northern Mariana Islands
H.E. Lucy Bogari, Special Envoy of the Government of Papua New Guinea
Mr Leslie Jaques, Councillor of the Pitcairn Islands
H.E. Temate Melitiana, High Commissioner of Tuvalu to Fiji
H.E. Judith Cefkin, Ambassador of the United States of America to Fiji, Kiribati, Nauru, Tonga and Tuvalu
Mr Jean-Francis Treffel, Prefect, Superior Administrator of Wallis and Futuna.

2. Invited dignitaries included Mr Pascal Lamy, European Commission High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement, and Mr Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA). The following observers and partners also attended: Tevita G. Boseiwaqa Taginavulau, Director, Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Mr Andrew Jacobs, Ambassador, the European Commission, Ambassador Amena Yauvoli, Director General, Melanesian Spearhead Group (MSG), Dame Meg Taylor, Secretary General, the Pacific Island Forum Secretariat (PIFS), Mr Kosi Latu, Director General, the Secretariat of the Pacific Regional Environment Programme (SPREP), Ms Alice Cheng Wei Wei, Deputy Director, Asia Pacific, Singapore Ministry of Foreign Affairs, Mr Christopher Cocker, South Pacific Tourism Office (SPTO), Ms Osnat Lubrani, UN Resident Coordinator and UNDP Resident Representative, United Nations Development Programme (UNDP), Mr Sheldon Yett, Pacific Representative, UNICEF Pacific, and Ms Pritika Bijay, Regional Programme Coordinator, the University of the South Pacific (USP).
3. The meeting was held at SPC Headquarters in Noumea, New Caledonia, and Pacific Community members expressed their deep gratitude for the warm and generous hospitality of New Caledonia, and recognised the excellent work and presence of the Pacific Community in the Pacific region over the past 70 years.

Thematic session: Innovative Partnerships for Sustainable Development; Adoption of the *Pacific Community 70th Anniversary Declaration*

4. Conference deliberated on the theme – Innovative Partnerships for Sustainable Development – and heard with great interest addresses from the distinguished panel of keynote speakers: H.E. Hilda C. Heine, Ed.D, President of the Republic of the Marshall Islands, Mr Yukiya Amano, Director General of the International Atomic Energy Agency (IAEA), and Mr Pascal Lamy, High Level Facilitator for the Outreach Activities on the Post-Cotonou Agreement. Members acknowledged the theme as a fitting one, with Conference falling on the occasion of the 70th anniversary of the Pacific Community, providing an opportunity to reflect on the many lessons learned as the organisation continues to provide service to the region, particularly to communities that rely on it the most. Conference observed that the rich cultural values of Pacific peoples have provided a strong foundation and clear path towards the sustainable development of the region and its people. Modern challenges include threats to the oceans that provide sustenance, the disappearance of small islands, climate change, and other vulnerabilities. Conference acknowledged that the security of peoples in the region has never been as compromised, and that the complexity of these vulnerabilities requires transformative solutions.
5. Conference affirmed that the wellbeing of Pacific people must be placed at the forefront of any sustainable development agenda and plans for the future. Conference heard that the region needs organisations and partnerships that are committed to maintaining their core principles, but that are flexible, adaptive and practical in meeting new challenges. Conference agreed that these issues will be most effectively addressed through innovative, inclusive partnerships, and replicating successful, tailored solutions, while considering non-traditional partners. Conference discussed examples of innovative partnerships and initiatives at the country level.
6. Conference acknowledged common priorities for development in the region, which include ensuring food security, sustainable maritime transportation, aviation and air services, and preserving crops and other resources, and cultures that are at the heart of Pacific identity. Conference commended the Pacific Community Strategic Plan 2016–2020, and encouraged the implementation of this plan to remain closely linked to the theme of this year’s Conference, as well as to regional priorities.
7. Conference affirmed that innovative partnerships for sustainable development would be critical to achieving the vision outlined in the Sustainable Development Agenda and the S.A.M.O.A. Pathway,

and that CROP agencies remain highly relevant as lending support to national and regional development goals. It is important that CROP agencies remain committed to working together effectively for common goals, enabling the efficient delivery of services and avoiding duplication. Conference indicated support for regional approaches to development, while recognising the importance of sub-regions working together on common challenges.

8. Conference acknowledged the excellent initiative of New Caledonia in its sponsorship of the *Pacific Community 70th Anniversary Declaration* (Declaration). Conference acknowledged and congratulated SPC on its new technical cooperation agreement with the IAEA, acknowledging that nuclear technology plays a far larger role in people's daily lives than many realise. Conference supported the Declaration's tasking of SPC with establishing a *Pacific Community Centre for Ocean Science* across SPC's work programmes, and exploring the purpose and feasibility of developing a multi-stakeholder *Pacific Hub for Learning and Innovation*.
9. Conference noted the need to improve the way the Pacific Island countries and territories share resources and tools to assist sustainable development, and to promote and uphold universal Pacific heritage. Conference acknowledged that, while it has been made clear to the world that the Pacific will be among the first victims of climate change, the region has not successfully communicated and promoted the richness of Pacific resources and wealth, and that this global heritage must be protected for future generations.
10. Conference:
 - i. considered the proposed partnerships set out in the paper, as well as those that arose from discussions on the theme;
 - ii. affirmed that the Secretariat should continue to build, develop and strengthen partnerships with its members, development partners and any other organisation or agency that wants to work constructively and in keeping with SPC's values for the benefit of the peoples of the Pacific region.

Director-General's overview

11. Conference heard the Director-General's description of the situation of education in the Pacific region, and the challenges that it raises. The D-G highlighted the work of EQAP, and its excellent work on PILNA (Pacific Islands Literacy and Numeracy Assessment), which indicates that while literacy and numeracy is improving, boys' achievement lags that of girls. Conference heard about the key health and wellbeing issues, including life expectancy, non-communicable diseases, and health infrastructure, and that while the issues are complex, Pacific people are suffering from foods that are high in fat and sugary drinks. Conference heard about a range of responses that SPC supports through its Public Health Division and its various programmes, and the Land Resources Division dealing with food security. The Pacific region's record on gender and human rights is a long way from where it should be, and that while SPC is not acting in the area of human rights advocacy, SPC supports legislatures in developing legislation and policy to address human rights, including gender empowerment and addressing violence against women. Conference heard the D-G discuss the issue of climate change, as a critical issue facing the Pacific. The D-G described SPC's provision of data for tuna stock for over 30 years – describing how this data provides the basis of a number of organisations working to ensure the sustainability of fish stocks in the Pacific. Conference heard of SPC's other thematic programmatic work, including Pacific statistics. Conference heard that CROP agencies work well together, and have a mature approach to dealing with the difficult resource environment.

12. Conference commended the Director-General on making efforts to transition to a sustainable financing model, and to update the organisation's systems and processes to ensure that it remains fit for purpose. Conference applauded the effort to set and reset SPC's priority areas, to ensure that the organisation remains able to focus on areas in which it has specific strengths. Conference acknowledged that the demand on SPC's resources and services consistently exceeds its capacity to deliver. Conference applauded SPC for the seed bank programme of the Centre for Pacific Crops and Trees (CePaCT), and heard that the centre operates to conserve important plant genetic diversity.
13. Conference commended the Director-General on his efforts and those of the executive team and of the staff of the organisation, and for working to make a difference to the lives of Pacific people.
14. Conference:
 - i. recognised the Pacific Community's achievements over the past 18 months, current and future challenges and priorities for action;
 - ii. agreed that the Secretariat should continue with its increased engagement at the national level through country-led strategies;
 - iii. acknowledged the Secretariat's commitment to implementing a range of measures designed to address the immediate and ongoing effects of its financial challenges and its progress towards achieving sustainable financing of the organisation;
 - iv. reaffirmed the importance of prioritisation of SPC services to focus on high impact areas consistent with its mandate and capabilities;
 - v. acknowledged the efforts of members who pay their assessed contributions promptly, and encouraged members with arrears to settle them as soon as possible;
 - vi. recognised SPC's efforts to support members in the aftermath of natural disasters and urged continuation of these efforts consistent with national requirements, humanitarian concerns, and SPC's specific capabilities and resources;
 - vii. thanked SPC's development partners for their continued support and encouraged them to align this support with the goals of the Pacific Community Strategic Plan 2016–2020;
 - viii. acknowledged that the staff of the Pacific Community have been directly impacted by the process of prioritisation and measures taken to implement a sustainable financing plan, and recognised their contribution to addressing the organisation's financial situation.

Letter from the Chair of CRGA 47 to the Chair of the Tenth Conference – Adoption of recommendations of CRGA 47 to Conference

15. Conference heard a brief report from the Chair of the 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA 47), in relation to the pertinent issues discussed by CRGA 47. The Chair of CRGA 47 expressed gratitude and appreciation, on behalf of CRGA, for the hard work of the Director-General and the staff of SPC.

16. Conference:

- i. adopted the Pacific Community Governance Arrangement (attached as Annex A);
- ii. adopted the draft Standards of Conduct for the Director-General of the Pacific Community (attached as Annex B).

Eleventh Conference of the Pacific Community, and election of Chairperson and Vice-Chairperson

17. Conference was updated by the Director-General on the general practice for determining the location of Conference, which as a matter of practical consideration of costs has conventionally been held at SPC's Headquarters in Noumea. Conference acknowledged with appreciation an offer from Cook Islands to host the Eleventh Conference of the Pacific Community in 2019, and agreed that the Pacific Community will continue discussions with Cook Islands in relation to the proposal, particularly in relation to budgetary matters.

18. Conference acknowledged with appreciation the offer from Cook Islands to host the 11th Meeting of the Conference of the Pacific Community, and acknowledged the acceptance by Nauru the Vice-Chair responsibilities for the Conference.

19. Conference:

- i. agreed that the 11th Meeting of the Conference of the Pacific Community will be convened in Cook Islands, in June 2019, with Cook Islands as Chair, and noted Nauru's acceptance to be Vice-Chair;
- ii. agreed that the Secretariat will discuss and finalise practical modalities with the Government of Cook Islands.

Director-General's performance assessment

20. Conference approved the recommendations put to it by CRGA on the re-appointment of Dr Colin Tukuitonga to a further two-year term as SPC Director-General, from 18 January 2018 to 18 January 2020.

Adoption of Conference Outcomes

21. Conference recognised the work done during the 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA), which took place at SPC headquarters, on 25 and 26 July 2017, under the able chairing of New Zealand, and:

- i. adopted the Pacific Community 70th Anniversary Declaration (attached as Annex C);
- ii. adopted the present outcomes.

Annex A

PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT



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Community
Communauté
du Pacifique

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PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT

(JULY 2017)

Adopted by the 10th Conference of the Pacific Community
Noumea, New Caledonia

I - Introduction

1. The *Pacific Community Governance Arrangement* describes the Pacific Community (SPC) and its major governance bodies and mechanisms.¹ This Arrangement may be revised to incorporate relevant decisions of the Conference of the Pacific Community, in accordance with the rules and procedures set out in the Rules of Procedure for the Conference of the Pacific Community.
2. The *Pacific Community Governance Arrangement* is not a legal document. It does not replace, modify or amend any of the provisions of the Agreement establishing the South Pacific Commission 1947 (Canberra Agreement) or the subsequent amendments thereof. The *Pacific Community Governance Arrangement* sets out the administrative practice that members of the Pacific Community have determined to implement as regards governance of the organisation. The *Pacific Community Governance Arrangement* supersedes all prior policies and resolutions on SPC's governance arrangements until such time as the Canberra Agreement is modified to integrate such practices into the international treaty that established SPC.

II - Governance

3. SPC's mandate and role are set out at article IV of the Canberra Agreement, as amended. This mandate and the organisation's strategic direction are further detailed by means of a multi-year Strategic Plan adopted by the organisation's governing body, together with relevant decisions of the Conference of the Pacific Community.
4. SPC's headquarters is located in Noumea, New Caledonia.
5. SPC may have decentralised offices in other member countries and territories.²
6. SPC, its governing body and any subsidiary or auxiliary bodies are served by the Pacific Community's Secretariat (the Secretariat), as provided by article XIII of the Canberra Agreement, as amended.

¹ These are primarily drawn from the Agreement establishing the South Pacific Commission, 1947, and subsequent amendments, together with decisions of the Conference of the Pacific Community.

² Currently, SPC has regional offices in Fiji and the Federated States of Micronesia, and a presence in Melanesia through a country office in the Solomon Islands and a senior officer of the Secretariat based in Vanuatu.

The Conference of the Pacific Community (the Conference)

7. The Conference is SPC's governing body. It meets every two years at the ministerial level. Meetings of the Conference generally are held at SPC's headquarters. Other members can, however, offer to host the Conference. In this case, the obligations of the host country are to be determined by the Secretariat and the host country.
8. The Conference is charged with establishing the high-level, strategic orientations of the organisation, either on its own behalf or in response to recommendations for change submitted by the Secretariat through CRGA.
9. The Conference appoints the Director-General and decides on renewal of his/her contract based on an evaluation of the Director-General's performance carried out by CRGA. The criteria and procedure for the appointment of the Director-General are adopted by the Conference and are included in Annex 1 to this Arrangement.
10. The Conference decides on applications for membership and observer status of the organisation in accordance with the Policy on Membership and Observer Status of the Pacific Community, adopted at the 9th Conference of the Pacific Community.
11. The Conference adopts and modifies its Rules of Procedure. These Rules of Procedure, including appointment of the Chairperson and Vice-Chairperson, are set out in Annex 3 to this Arrangement.
12. The official languages of the Conference, its subsidiary and auxiliary bodies are English and French.

The Committee of Representatives of Governments and Administrations (CRGA)

13. CRGA is a subsidiary body of the Conference. CRGA meets annually at senior officials' level.
14. In years that the Conference does not meet, Conference has delegated powers to CRGA to decide on all matters that would normally be examined by the Conference, except appointment and renewal of the Director-General.

15. In the years that the Conference is held, CRGA meets immediately prior to the Conference at the same venue. CRGA makes decisions on its own agenda. It only refers decisions or makes recommendations to Conference on matters which fall within the scope of the Conference's high-level, strategic mandate.
16. CRGA's primary roles include, but are not limited to, monitoring implementation of the Pacific Community Strategic Plan, adopting the organisation's budget and providing governance oversight and guidance to the Secretariat.
17. When considering SPC's budget, CRGA is guided by the organisation's priorities and overall strategy as expressed in the Pacific Community Strategic Plan and decisions of the Conference, together with the needs expressed by members and the Secretariat. Due consideration is also to be given to the outcomes of regional heads of sectors/ministerial meetings and decisions by other governing bodies of the Council of Regional Organisations in the Pacific CROP, particularly those made by Pacific Leaders, that may impact on the work and resources of SPC.
18. CRGA considers the annual accounts and audit reports and adopts administrative Regulations for the Secretariat. CRGA delegates administrative policy adoption and implementation to the Director-General. Significant changes to the terms and conditions of Secretariat staff are referred to CRGA for approval.
19. As provided for in Annexes 1 and 2 to this Arrangement, CRGA assists Conference in the appointment process of the Director-General and conducts the performance evaluation of the Director-General. The procedure and criteria for (a) the appointment and (b) the performance evaluation of the Director-General are adopted, respectively, by the Conference [for (a)] and by CRGA [for (b)], and are included for reference in Annexes 1 and 2 to this Arrangement.
20. CRGA adopts its Rules of Procedure. These Rules of Procedure, including appointment of the Chairperson and Vice-Chairperson, are set out in Annex 4 to this Arrangement.

The Director-General

21. The Director-General is the chief executive officer of SPC. The Director-General has full responsibility and authority to lead and manage the Secretariat and to represent, promote and defend the interests of SPC within the guidelines and regulations established by Conference and CRGA. The Director-General develops the vision, sets

the goals, makes proposals to CRGA and the Conference on the range of services SPC may provide to its members, and makes decisions relating to the delivery of such services. The Director-General is fully accountable to CRGA and the Conference for any failure to meet the organisation's objectives or violation of the organisation's regulations and standards of conduct.

22. The Director-General has the authority to appoint Deputy Directors-General through an open and transparent selection process. Their performance is appraised annually by the Director-General.
23. The Director-General can delegate powers and responsibilities to the Deputy Directors-General and other selected Secretariat staff in order to ensure the effective and efficient operation of the Secretariat and implementation of the organisation's activities. Such delegations are included in a Manual of Delegations compiled by the Secretariat.
24. The Director-General may modify the structure of the Secretariat from time to time to maintain organisational efficiency. Approval of the Conference is required for major change involving considerations of strategic direction and/or significant, unbudgeted cost increases. In years when the Conference does not meet, such approval is obtained from CRGA.
25. The Director-General informs members of the state of SPC's administration and work programmes, together with any other significant matters, through an annual report tabled at CRGA. The results of SPC's work programmes are communicated to members by means of an annual Pacific Community Results Report.

Membership and Observer Status

26. Rules and procedures relating to accession to the Canberra Agreement, membership and observer status with the Pacific Community are dealt with by article XXI § 66-67 of the Canberra Agreement, as amended, and in the SPC Policy on Membership and Observer Status adopted by the 9th Conference of the Pacific Community in 2015, which superseded all prior Pacific Community policies and resolutions on membership and observers.
27. The list of members of the Pacific Community is included for reference in Annex 5 to this Arrangement and may be updated by the Secretariat as required.

Regulations, Rules and Policies

28. 'Regulations' are adopted by the Conference or, in years when Conference does not meet, by CRGA. They outline the basic conditions of service and the rights, duties and obligations of the staff members of the Secretariat (Staff Regulations) and the basic financial policies of the organisation (Financial Regulations).
29. The Director-General has the responsibility for drawing up and implementing detailed Rules and Policies within the framework provided by the Regulations. The Director-General has the power to modify such rules and policies as required from time to time in response to changes in the context in which the Secretariat operates.

Human resources

30. SPC is an equal opportunity employer. Staff appointments are based on merit, without restriction as to nationality. Due attention is given to gender equity and the maintenance of strong representation from Pacific Island professionals. Preference is given to Pacific Island applicants, given equal merit, qualifications and experience. All staff are employed on fixed-term contracts. The duration of such contracts and the conditions under which they may be renewed, together with the salary levels and allowances of SPC staff, are fixed in the Secretariat's Staff Regulations and Policies.
31. The Secretariat participates, alongside other agencies, in work to coordinate and, where possible, harmonise approaches to remuneration levels between agencies. The Secretariat makes recommendations, as necessary, on the appropriate staff remuneration structure for adoption by CRGA or the Conference, taking into account the specific needs, size, recruitment pool and strategic positioning of SPC. Such recommendations may take into account, where appropriate, work on a coordinated approach to remuneration levels between organisations participating in CROP.

Finances

32. SPC's budget is derived from:
 - (a) assessed annual membership contributions and other sources, such as bank interest, project management fees and miscellaneous income; and
 - (b) programme and project funding received from some members, donors and development partners.
33. Project management fees are applied to programme and project funds at a rate of 15 per cent of the total programme/project budget. Where a development partner refuses

the application of a 15 per cent project management fee, the Secretariat makes every effort to ensure direct costs and indirect costs are taken into account in the project budget beyond the level of the management fee accepted by that development partner.

34. Funding received under 32(a) is considered recurrent income, over which the Director-General has discretion as regards allocation to the activities of the Secretariat.
35. Funding received under 32(b) is usually time-bound and not systematically recurrent. Such funding is generally targeted at specific projects or activities, or, in the case of programme funds, to more flexible support for implementing the approved business plans of the Secretariat's technical programmes and divisions.
36. Increases to members' assessed contributions are possible, but require the Secretariat to submit a business case for any such increase for consideration and adoption by CRGA and the Conference.
37. The formula for calculation of assessed contributions is reviewed by the Secretariat as the need arises.
38. The Director-General revises the budget during the course of the year in line with the financial regulations. Any such revision aims to achieve a balanced budget or a surplus.

Relationship with members

Privileges and immunities

39. Pacific Community members, including the host governments of SPC offices, have the responsibility of undertaking to secure such legislative and administrative provision as may be required to ensure that SPC, and Secretariat officers and staff, are granted privileges and immunities in line with the international conventions that apply to organisations of a similar nature throughout the world. Following the example of the Headquarters Agreement between the Government of the French Republic and the Pacific Community (2003), members should consider developing and concluding formal host country or privileges and immunities agreements between SPC and member countries to ensure consistent and stable operating conditions for the organisation, its Secretariat and staff.

Formal communication

40. The Secretariat's formal communication with members is through the SPC focal points

usually located within foreign ministries, although in some countries and territories the focal point is within the Prime Minister's Office, the Ministry of Planning, or within an alternative administrative structure.

Relationships with other organisations and partners

41. It is incumbent on the Secretariat and its staff to cooperate fully and to the limit of their capacity with all regional and international development agencies operating in the Pacific.
42. While the Secretariat's primary partners and first points of contact are SPC's members, there are many stakeholders working in the region that SPC collaborates and cooperates with. These agencies can be classified into three main groups, as follows:
 - (a) The family of Pacific regional organisations, including CROP agencies. The Secretariat pays particular attention to coordination, collaboration, cooperation and, where relevant and practical, harmonisation with these agencies to increase efficiency and avoid duplication in delivering services to members and the region, taking into account each organisation's mandate and skills.
 - (b) Aid donors and development partners operating in the Pacific. These include countries, international multilateral agencies, such as the UN family of organisations, together with the European Union and international financial institutions.
 - (c) The private sector, and non-governmental organisations, including faith-based organisations, welfare and volunteer agencies.
43. The Director-General signs memoranda of understanding or such other cooperation agreements and administrative arrangements with other organisations and partners as may be necessary to increase outreach, cooperation and collaboration for the benefit of members and to minimise duplication of efforts and resources.
44. The conditions under which organisations and partners may be admitted as Permanent Observers to the Pacific Community are set out in the SPC Policy on Membership and Observer Status adopted by the 9th Conference of the Pacific Community in 2015, which superseded all prior Pacific Community policies and resolutions on membership and observers.

ANNEX 1

CRITERIA AND PROCEDURE FOR APPOINTMENT OF THE DIRECTOR-GENERAL OF THE PACIFIC COMMUNITY

Appointing authority

1. The Conference of the Pacific Community, SPC's governing body, is the sole appointing authority for the position of Director-General.
2. The Conference is assisted in this role by CRGA as per the procedures set out in this document.

Appointment criteria

3. The Conference appoints the Director-General guided by the following selection criteria:
 - a) Understands technical and regional issues;
 - b) Is sensitive to the needs of the organisation and the region;
 - c) Has technical experience in areas relating to the purpose of the organisation;
 - d) Understands the geopolitical aspects of the region;
 - e) Is a good manager of research, technical and administrative staff;
 - f) Has leadership qualities;
 - g) Is a good communicator both within and outside the organisation;
 - h) Is able to work well with donors;
 - i) Is able to formulate a vision for the organisation;
 - j) Is conversant with the changes occurring in the region that impact on the nature and role of SPC and the services it delivers to members;
 - k) Is conversant with the new architecture for regional institutions and able to lead SPC while also consolidating its expanded role, purpose and modality of service delivery to members;
 - l) Is of good character, standing and integrity, and able to command the respect of members and partners;
 - m) Is able to demonstrate dedicated effort and commitment to the development of Pacific Island countries and territories;
 - n) Is conversant with the principles of organisational change, organisational restructuring and change management; and
 - o) A practical knowledge of SPC's two working languages (English and French) is an advantage and should be taken into consideration.

Appointment procedure

Advertisement and applications

4. The position is widely advertised on recruitment websites and in print and online media, including selected national newspapers in some SPC member countries and territories and regional and international newspapers/journals, to attract a broad range of candidates. A recruitment announcement is disseminated electronically and also faxed to SPC contact points in member countries and territories to encourage applications from the region.
5. All applications are submitted to SPC for registration by the secretariat. Applications from candidates from SPC members are forwarded to the respective home governments for screening advice based on the approved selection criteria.
6. Applicants are required to submit an application online to SPC, addressing the selection criteria and specific responsibilities listed above, and importantly, describing their vision for the Pacific Community. Candidates who are unable to apply online can submit a soft or hard copy application addressing the selection criteria. A detailed curriculum vitae should be provided.
7. The names of three references who can address the applicant's capacity relative to the selection criteria and responsibilities should be provided. Referees' reports, both verbal and written, are required by the Selection Advisory Committee if the candidate is shortlisted.
8. Testimonials may be provided with the application, but are not necessary and are not to be considered a substitute for confidential referees' reports which are sought by the Secretariat on behalf of the SAC.
9. Applicants do not need to have the endorsement of their government to apply. However, governments are to be given the opportunity to screen all applicants originating from their country or territory. There is no limit on the number of candidates from a particular country or territory.

Selection Advisory Committee (SAC)

10. A Selection Advisory Committee is appointed by CRGA to undertake initial screening and shortlisting of applicants.
11. To ensure equitable representation, the SAC is made up of a maximum of eight members – one representative each from the current, previous and incoming chairs of CRGA and one representative from each of the following groups: donor member countries, Melanesia, Micronesia, Polynesia, and French-speaking members. If the representatives of the CRGA chair are also representing any of the other groups the final number of committee members may be less than eight.
12. The incumbent chair of CRGA at the time is to chair the Selection Advisory Committee.
13. It has been decided that members of the Selection Advisory Committee with candidates from their own countries or territories should make their views on the candidate known to the SAC and should then withdraw from the consideration of that candidate during the committee's shortlisting process, rather than from the committee itself.
14. The use of video-conferencing and similar technologies enables meetings of the Selection Advisory Committee to take place between SPC's Noumea headquarters and Suva Regional Office, making it possible for SAC members to be chosen from countries with representation in either Suva or Noumea or further afield where facilities are available.
15. The SAC screens the applications received, determines a shortlist of candidates to be interviewed, conducts the interviews and presents its report to CRGA with a ranked list of up to five candidates considered to be appointable. CRGA considers the report and ranking of the candidates and

recommends one to Conference for its consideration.

Role of the Secretariat

16. The Secretariat, led by the incumbent Director-General, assists the SAC in its task on the understanding that the incumbent is not eligible for reappointment and is not an applicant for the position.
17. The support provided by the Secretariat includes receiving and acknowledging all applications; forwarding all applications received from citizens of SPC members to their respective countries requesting screening advice against the selection criteria; forwarding the applications to each member of the selection committee for consideration for shortlisting; providing support to the chair of the committee as required to coordinate the preparation of a shortlist for interview; seeking references for shortlisted candidates prior to the interviews; coordinating arrangements for a meeting of the committee to conduct the interviews; and assisting the chair in distributing the committee report to CRGA focal points prior to CRGA.
18. The Secretariat's Human Resources Department (SPC-HRD) is responsible for the recruitment procedure of the Pacific Community Director-General.
19. The incumbent Director-General sends all applications for the position to the SPC-HRD. The SPC-HRD then makes (i) an initial assessment, documentation and production of a summary list of candidates with assessment scores against selection criteria, and (ii) suggestions for an initial long-list comprising up to 10 candidates for consideration by SAC, and ends with the completion and signoff of the final selection report by SAC.
20. Specifically, the SPC-HRD assists the incumbent Director-General and SAC as follows: (i) screen all applicants against the key selection criteria; (ii) recommend an initial long-list of up to 10 of the strongest candidates to be submitted to SAC together with the full candidate list for its consideration; (iii) after receiving SAC's long list, proceed to conduct pre-selection telephone interviews with each long-listed candidate and prepare a report on each one for SAC, with a recommendation on which candidates should attend face-to-face interviews with SAC; (iv) on being advised by SAC which candidates are to be interviewed, collect references for the candidates, administer psychometric/emotional intelligence tests and provide the results to SAC prior to the interviews; (v) participate in the interviews to support SAC; and (vi) together with the incumbent Director-General, compile a draft recruitment report for consideration by SAC and finalise the report following the committee's feedback.

STAFF REGULATIONS

21. All appointments at SPC are governed by SPC's staff regulations which state:
 - i. SPC is an equal opportunity employer. Staff appointments are based on merit, without restriction as to nationality. Due attention is given to gender equity and the maintenance of strong representation from Pacific Island professionals. Preference is given to Pacific Islanders, given equal merit, qualifications and experience.

TENURE

22. The Director-General normally holds office for a maximum of six years comprising three consecutive contracts of two years each, with contract renewal dependent on sound performance.
23. The Conference may decide not to renew a Director-General's contract if the annual evaluation yields evidence of unsatisfactory performance. The Conference may also decide to extend the Director-General's term of office beyond the normal six years in exceptional or extenuating circumstances, with an extension under this provision to be restricted to one further two-year term. The nature of the extenuating or exceptional circumstance should be quite apparent at the time such a decision is made by CRGA and Conference.

RECRUITMENT TIMETABLE

24. The timetable for the process of selecting and appointing a Director-General commences with the setting up of the Selection Advisory Committee at the CRGA meeting in the year preceding a conference. The committee includes representatives from SPC member countries and territories as outlined above.
25. The position is advertised with a period of two months (e.g., October – November) allowed for applications.
26. After applications close at the end of the two month period (e.g., end of November), the Secretariat sends the applications to the countries and territories from which candidates originate for screening.
27. By the end of approximately 30 days following the close of applications (e.g., December), observations received from member countries or territories on behalf of applicants are incorporated into the respective portfolios of the applicants before initial screening and short-listing against key selection criteria.
28. Approximately 15-20 days following incorporation of observations (e.g., mid-January), the portfolios of all applicants assessed against the key selection criteria and a recommended long-list comprising up to 10 of the strongest applicants is sent to each SAC member for consideration.
29. At the end of this month (e.g., January), SAC advises the Director-General of its long list for pre-selection interviews to be conducted by the SPC-HRD.
30. In the following month (e.g., February), the SPC-HRD conducts pre-selection interviews, compiles candidate reports for the Director-General and SAC, and recommends the final group of candidates for face-to-face interviews. SAC may ask to see a list of all applications received and add any further candidate(s) it wishes to interview. SAC confirms its list of candidates for face-to-face interviews and determines August dates for interviews. SPC-HRD conducts psychometric testing of short-listed candidates and seek references prior to face-to-face interviews.
31. In the following month (e.g., March), SAC meets to conduct face-to-face interviews of short-listed candidates. The recruitment report is finalised and signed off by SAC.
32. No later than four months after the close of the application period (e.g., April), a CRGA paper and selection committee report is sent in confidence under the Chairperson's signature to members' CRGA focal points for consideration ahead of the CRGA meeting. The report includes a list of up to five candidates that are considered appointable. In accordance with the principles underpinning the enhanced recruitment process approved by CRGA for the recruitment of executive positions at SPC, which require ranking appointable candidates, SAC ranks the appointable candidates for the position of Pacific Community Director-General and submit its recommendation for consideration by CRGA.
33. At its meeting prior to the Conference, CRGA considers the written report prepared by SAC, considers the SAC's ranking of appointable candidates and recommends one candidate to the Conference for its consideration.
34. The Conference considers CRGA's recommendation and makes the final decision on the appointment of the Director-General. The decision making process is to be in line with the Conference Rules of Procedure and, if no consensus can be reached, may therefore involve a vote.

C. REMUNERATION OF THE DIRECTOR-GENERAL

35. SPC's current salary scale has 18 salary bands and was approved by CRGA 40. The Director-General's position was evaluated by Strategic Pay in 2015 as being at 1566 points, placing it objectively above the maximum limit of salary band 18, which has a range of points from 1302 to 1520.

36. In each of the 18 salary bands, individual staff salaries range from 80 to 120 per cent categorised as follows:

<i>Assessed performance</i>	<i>% range</i>	<i>Descriptor / comments</i>
High performance zone	110–120 %	Performance consistently outstanding
Adding value zone	102–110 %	Performance consistently exceeds requirements
Competence zone	98–102 %	Performance consistent with requirements
Developing zone	80–98%	Appropriate for new recruits

37. The salary equivalents for each of the four zones in the Pacific Community Director-General salary band are shown in the following table.

Salary equivalents for various percentage levels in the Pacific Community Director-General salary band

<i>Assessed performance</i>		<i>Range</i>	<i>Corresponding salary in SDR (annual)**</i>	<i>Corresponding salary in EURO (annual)*</i>
<i>High performance zone 110–120% of band</i>	<i>This represents the maximum salary zone for the band</i>	<i>120%</i>	<i>185,697</i>	<i>245,907</i>
<i>Adding value zone 102–110% of band Performance consistently exceeds requirements</i>		<i>110%</i>	<i>170,607</i>	<i>225,924</i>
<i>Competence zone 98–102% of band</i>		<i>102%</i> <i>(100% = midpoint in band)</i>	<i>158,535</i> <i>155,517</i>	<i>209,938</i> <i>205,941</i>
<i>Developing zone 80–98% of band (appropriate for new recruits and CEO tracking to full competence)</i>		<i>98%</i> <i>90%</i> <i>80%</i>	<i>152,500</i> <i>140,428</i> <i>125,338</i>	<i>201,946</i> <i>185,960</i> <i>165,977</i>

() SDR converted at the 2017 budget exchange rate: 1 SDR = 158 CFP, 1 EUR = 119.314 CFP (this rate will vary with monthly currency fluctuations)*

*(**) Total salary includes monthly base salary and the cost of living differential allowance (COLDA)*

38. The level of salary that the Conference offers to the Director-General is to be in one of these four zones. New appointments would be expected to be made at between 80 and 98 per cent of the Pacific Community Director-General salary band, with further movements depending on the outcome of the annual performance assessment. It is the prerogative of Conference to determine the salary level it considers appropriate within the Pacific Community Director-General salary band.

ANNEX 2

PERFORMANCE ASSESSMENT OF THE DIRECTOR-GENERAL

A) Procedure and criteria for the performance assessment of the Director-General

1. The assessment of the performance of the Director-General is conducted annually by a CRGA Standing Committee comprising the current chair, previous chair and incoming chair, assisted by the Secretariat (Deputy Director-General (Noumea) and Director of Human Resources), and, if necessary, by an independent human resources expert.
2. The role of the CRGA Standing Committee is to:
 - i. assess the Director-General's performance in accordance with the Secretariat's performance management system;
 - ii. review his/her remuneration based on performance outcomes against the key result areas outlined in section B and summarised in paragraph 3 below;
 - iii. determine performance standards for the following year; and
 - iv. provide a report and make recommendations to CRGA.
3. The principal focus for the performance assessment is on the Director-General's performance against his/her performance objectives as presented to and endorsed by the preceding year's CRGA. The performance objectives should be structured in accordance with the specific responsibilities for the position listed in Section B of this document. These responsibilities are grouped under eight broad key result areas that are closely linked to the selection criteria as follows:
 - a. Vision and leadership of SPC
 - b. Organisational policy and development
 - c. Work programme development and management
 - d. Financial security and organisational property
 - e. Appointment and management of staff
 - f. Governing body meetings and annual reports
 - g. National, regional and international relations
 - h. Commitment to the organisation and its role in serving members and contributing to regional development
4. In addition to the self-assessment and other relevant documentation from the Director-General, the Standing Committee may consult independently with members, development partners, members of the SPC management and staff representatives as part of their assessment process.
5. The Director-General submits to the members of the Standing Committee no later than 30 March

each year his/her self-assessment of performance against the performance objectives determined by the preceding year's CRGA, and any other information relevant to the assessment.

6. The Standing Committee convenes following receipt of the self-assessment report to conduct an interview with the Director-General prior to CRGA each year, either in person or by video conference or telephone.
7. The Standing Committee may, if it wishes, conduct the interview at the margins of the CRGA meeting to defray costs. This also provides opportunities for the committee to consult with CRGA members and development partners attending CRGA as well as with members of SPC management and representatives of SPC staff (through the SPC Staff Representative Committees) during the early part of the CRGA meeting before compiling their report to be considered by CRGA, usually on the final day of the meeting.
8. The report by the Standing Committee is tabled and discussed by CRGA *in camera*. The report should provide an overall assessment of the Director-General's performance in accordance with the current organisational performance benchmarks, i.e. unacceptable; needs improvement; fully effective; exceeds; or outstanding.
9. Movements within the salary band are based on the performance rating received and are unrelated to market movement increases, which result in movement in the overall job band.

B) Key responsibilities of the director general

10. The Director-General has full responsibility and authority to lead and manage SPC within the guidelines provided by the Canberra Agreement and the Regulations determined by the Conference and CRGA. He/she develops the vision, sets the goals and objectives, makes decisions, and oversees the planning and delivery of SPC's services to members, including associated resources, policies, procedures and systems to enhance services and measure impacts. In fulfilling these responsibilities, the Director-General is fully accountable to CRGA and Conference for meeting the organisation's objectives.

11. Specifically, the Director-General is responsible for:

A) Vision and leadership of SPC

- i. Providing vision and leadership for the Secretariat of the Pacific Community in pursuing the goals and objectives set out in its corporate plan. In this context, SPC aims to contribute to the achievement of the following key development outcomes: (i) sustainable economic development, (ii) sustainable human and social development, and (iii)

sustainable natural resources management and development.

- ii. Leading the development and review of SPC's strategic plan, monitoring its implementation and impacts, and ensuring the key development outcomes are mainstreamed in other organisational documents including divisional and strategic plans and the joint country strategies.

B) Organisational policy and development

- i. Maintaining a vibrant policy agenda for the Pacific Community, and recommending reviews and changes for consideration by the governing body to keep the organisation attuned to its working environment.
- ii. Managing the development of the organisational structure to consolidate SPC's place and role in regional development. The Director-General may modify the structure of the organisation from time-to-time to maintain efficiency. However, the approval of CRGA and Conference is required for any major structural change involving consideration of policy directions or cost increases.
- iii. Overseeing SPC's efficient and cohesive operation as a decentralised organisation with offices located in different countries, and regularly appraising the effectiveness of the decentralisation policy.
- iv. Setting annual objectives for both the SPC executive and for the organisation as a whole and being accountable for the results achieved.
- v. Ensuring good communication is maintained both within the organisation and with external constituencies.

C) Work programme development and management

- i. Ensuring the continued relevance and quality of SPC's work in addressing members' priorities.
- ii. Ensuring all divisional and programme strategic plans address the key priorities of members.
- iii. Ensuring continued improvement to country engagement to identify the key priorities that SPC should support, noting that country engagement and consultation provides the platform for delivery of SPC's technical services to individual members.

- iv. Overseeing the implementation of SPC-wide systems for performance management and monitoring and evaluation to enable assessment of SPC's services in terms of results and outcomes at national level.

D) Financial security and organisational property

- i. Overseeing the organisation's financial security, including preparation and revision of the Secretariat's annual budgets, monitoring of expenditure and cash flow, and the annual audit of accounts.
- ii. Supporting initiatives to increase the effectiveness and efficiency of expenditure, work programmes and administrative structures. This includes ensuring work programmes and budgets include performance measurements and align resources with expected results and accomplishments.
- iii. Identifying and pursuing opportunities for new or additional funding to support interventions addressing new and emerging member priorities likely to benefit from regionally delivered services.
- iv. Ensuring the protection, inventory control and safe custody of all Secretariat property and ensuring that such property receives proper care and maintenance.

E) Appointment and management of staff

- i. Appointing all SPC staff, based on approved selection processes, including the appointment of all members of the executive.
- ii. Maintaining staff quality by ensuring that objective, merit-based selection methods are followed as set out in the Staff Regulations and Rules.
- iii. Evaluating the performance of all members of the executive using the organisational performance management system.

F) Governing body meetings and annual reports

- i. Overseeing the planning, organisation and servicing of meetings of the Secretariat's governing body, the Conference of the Pacific Community, and CRGA, including the timely preparation and circulation of papers and outcome documents.

- ii. Ensuring timely preparation and distribution of an annual report to member governments and territories covering the Secretariat's programme activities and financial operations.

G) National, regional and international relations

- i. Maintaining good relations with all member governments and administrations of SPC and ensuring they are kept informed of developments within the Secretariat between governing body meetings.
- ii. Developing and maintaining cooperative working relationships with all Pacific regional organisations and taking advantage of the CROP (Council of Regional Organisations in the Pacific) mechanism to coordinate activities and avoid duplication of work programmes.
- iii. Leading and developing good relationships with international organisations, development partners and funding organisations, including metropolitan members of the Pacific Community and other international organisations working in the region, and chairing annual planning meetings with the Secretariat's key donors.
- iv. Establishing formal understandings or agreements with other regional and international organisations working in the same areas as SPC to identify opportunities for cooperation and minimise duplication.

H) Commitment to the organisation and its role in serving members and contributing to regional development

- i. Enhancing the image of SPC and its members at the regional and international level and exploring opportunities to further enhance this image, including through developing new partnerships and seeking new resources to address members' development priorities.
- ii. Guiding SPC's engagement in the region's development agenda against the backdrop of a changing economic, social and political environment.
- iii. Supporting initiatives to increase the synergies and measurable impacts achieved in addressing national priorities through regionally delivered services.

ANNEX 3

RULES OF PROCEDURE OF THE CONFERENCE OF THE PACIFIC COMMUNITY

FUNCTIONS

1. The Conference functions are as follows:
 - (a) to appoint/renew the Director-General;
 - (b) to establish the high-level, strategic orientations of the organisation, including adopting the Pacific Community Strategic Plan;
 - (c) to consider major national, regional or international policy issues in the areas of SPC's mandate;
 - (d) to adopt changes to the Financial and Staff Regulations proposed by the Secretariat and approved by the CRGA.

MEETINGS

2. The Conference meets every two years in June at Ministerial level. Meetings of the Conference are held at SPC's headquarters. Other members may offer to host the Conference. In this case, the obligations of the host country are to be determined by the secretariat and the host country. The Conference decides on the tentative dates and venue for its next meeting.

OFFICIAL LANGUAGES

3. The official languages of the meetings of the Conference are English and French.

PARTICIPATION

4. The Conference consists of the following:
 - (a) One Representative, Alternatives and Advisers from each member of the Pacific Community;
 - (b) The Director-General, the Deputy Directors-General and other Officers of the Secretariat.
 - (c) One Representative, Alternatives and Advisors from the Permanent Observers to SPC.
5. The Organisation can fund the cost of subsistence and transport, between their country/territory and the place of the Conference meeting, of one Representative from each of the Pacific Island Governments and Administrations. This does not apply to the larger SPC donor membership, including Australia, France, New Zealand and the United States. The Organisation bears no cost for the travel, accommodation and participation of Permanent Observers.
6. The Director-General can invite ad hoc observers to meetings of the Conference. However, the Organisation is not responsible for any expenses related to their attendance at the meetings.

MEETING OFFICERS – CHAIRPERSON AND VICE-CHAIRPERSON

7. When the Conference is held at the Headquarters of the Organisation, the Conference elects a Government or Administration to provide the Chairperson for the succeeding Conference. Such Government or Administration normally is one that is not be in a position to act as host to the Conference in the foreseeable future.

8. When the Conference is held elsewhere than the headquarters, the host country/territory nominates the Chairperson.
9. Each Conference elects the Government or Administration that provides the Vice-Chairperson for the succeeding Conference. Such a Government or Administration normally is one that is chosen in alphabetical order of members from among the Pacific Island Countries or Territories.

COMMITTEES

10. The Standing Committee of the Conference is the Committee of Representatives of Governments and Administrations.
11. The Conference nominates at least four Representatives to serve on the Drafting Committee, having regard to the need for equitable representation and the official languages of the Organisation. The Vice-Chairperson of the Conference meeting serves as the Chairperson of the Drafting Committee.

MEETING ARRANGEMENTS, AGENDA AND PAPERS

12. The Secretariat is responsible for the administrative arrangements for meetings of the Conference.
13. A provisional agenda for the Conference meeting is drawn up by the Director-General. The provisional agenda generally includes :
 - (a) a report by the Director-General on action taken by the Secretariat on the resolutions of the previous Conference;
 - (b) a report of the meetings of the Committee of Representatives of Governments and Administrations preceding the Conference;
 - (c) a discussion item on major national or regional policy issues in the areas of competence of the organisation;
 - (d) the appointment/renewal of the Director-General
14. This provisional agenda, together with papers prepared by the Secretariat or submitted by members, is circulated by the Secretariat well in advance of the date set for the meeting. The Secretariat generally endeavours to circulate the meeting papers at least fifteen working days before the meeting date.

CONDUCT OF BUSINESS

15. All Conference meetings are plenary sessions, open to the public, unless the Conference decides otherwise.
16. Two-thirds of the members entitled to attend constitutes a quorum of the Conference.
17. The Chairperson of the Conference has complete control of discussions of any meeting. The Chairperson introduces each item in the Agenda or may call on the Director-General, other officers of the Secretariat or meeting Representatives to do so. After discussion on each item, the Chairperson announces the meeting's decisions.

18. The Chairperson accords the right to speak to Representatives, Alternates or Advisers of Members, to the Director-General or other officers of the Secretariat, to Representatives of Permanent Observers or to invited Special Representatives. Each Conference Representative is entitled to speak at least once on each item, the length of time to be determined by the Chairperson.
19. The Chairperson is directed to observe the Rules of Procedures for the Conference meetings. The Chairperson may call a speaker to order and should rule immediately on points of order.

DECISIONS

20. The Conference decisions are to be made in accordance with the following rules:
 - (a) Members make every effort to decide matters, other than procedural matters, by way of consensus, and there is no voting on such matters until all efforts at consensus have been exhausted;
 - (b) Each Member has one vote;
 - (c) Substantive matters and the classification of matters as procedural or substantive are decided by a simple majority of votes cast, provided that the number of affirmative votes equals at least half the total number of members represented by the Conference.
 - (d) Procedural matters are decided by a simple majority of votes cast, provided that the number of affirmative votes equals at least half the total number of members represented by the Conference;
 - (e) An abstention does not count as a vote.

REPORT

21. All decisions made by the Conference are included in the Conference report. The report is prepared by the Secretariat and sent to all members as soon as possible after the termination of the meeting.

MODIFICATION OF THE RULES

22. The Conference may at any time modify these Rules.

ANNEX 4

RULES OF PROCEDURE

COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS (CRGA)

1. The Committee of Representatives of Governments and Administrations (the CRGA), together with such sub-committees as may be established, operates in accordance with these Rules of Procedure and relevant decisions of the Conference of the Pacific Community (the Conference).

FUNCTIONS

2. The CRGA functions are as follows:
 - (a) to monitor implementation of the Pacific Community Strategic Plan and report thereon to the Conference;
 - (b) to adopt the organisation's budget;
 - (c) to provide governance oversight and guidance to the Secretariat, particularly as regards identifying priorities for SPC's work and resource allocation ;
 - (d) to consider the results and outcomes of SPC's programme of scientific, technical and development work on the basis of an annual Results Report prepared by the Secretariat;
 - (e) to debate and approve strategic policy issues for the organisation put forward by the Secretariat and by member countries and territories;
 - (f) to adopt and modify SPC's Financial and Staff Regulations;
 - (g) to consider the annual accounts and audit reports (internal and external);
 - (h) to assist the Conference with the appointment of the Director-General;
 - (i) to conduct annual performance evaluations of the Director-General and make relevant recommendations to the Conference on that basis.

MEETINGS

3. The CRGA meets once a year at SPC Headquarters in Noumea, except during the years the Conference of the Pacific Community is convened, when the CRGA meets immediately prior to the Conference of the Pacific Community at the same venue.

OFFICIAL LANGUAGES

4. The official languages of the meetings of the CRGA are English and French.

PARTICIPATION

5. The CRGA consists of the following:
 - (a) One representative, Alternates and Advisers from each member of the Pacific Community.

- (b) The Director-General, the Deputy Directors-General and other Officers of the Secretariat.
 - (c) One representative, alternates and advisers from each Permanent Observers to SPC.
6. The Organisation can fund the cost of transport, between their country/territory and the place of the CRGA meeting, of one Representative from each of the Pacific Island Governments and Administrations. This does not apply to the larger SPC donor membership, including Australia, France, New Zealand and the United States. The Organisation bears no cost for the travel, accommodation and participation of Permanent Observers.
 7. The Director-General can invite Ad Hoc Observers to CRGA meetings. However, the Organisation is not be responsible for any expenses related to their attendance at the meeting.

MEETING OFFICERS – CHAIRPERSON AND VICE-CHAIRPERSON

8. Representatives of members provide a Chairperson and Vice-Chairperson for each meeting, to be chosen in alphabetical order of CRGA members. In the event that the Chairperson is unable to attend the meeting, the Vice-Chairperson assumes the Chair. The Vice-Chairperson becomes the Chairperson of the succeeding meeting.

DRAFTING COMMITTEE

9. The Vice-Chairperson of the CRGA meeting serves as Chairperson of the Drafting Committee. The CRGA nominates at least four Representatives to serve on the Drafting Committee, having regard to the need for equitable representation and the official languages of the Organisation.

MEETING ARRANGEMENTS, AGENDA AND PAPERS

10. The Secretariat is responsible for the administrative arrangements for the meetings of the CRGA.
11. A provisional agenda for the CRGA meeting is drawn up by the Director-General. This provisional agenda, together with papers prepared by the Secretariat or submitted by Committee members, are circulated by the Secretariat well in advance of the date set for the meeting. The Secretariat endeavours to circulate the meeting papers at least fifteen working days before the meeting date.

CONDUCT OF BUSINESS

12. All CRGA meetings are plenary sessions, open to the public, unless the Committee decides otherwise.
13. The Chairperson of the CRGA meeting has complete control of discussions at any meeting. The Chairperson introduces each item in the Agenda or may call on the Director-General, other officers of the Secretariat or meeting Representatives to do so. After discussion on each item, the Chairperson announces the meeting decisions.
14. The Chairperson accords the right to speak to Representatives, Alternates or Advisers of Members, to the Director-General or other officers of the Secretariat, to Representatives of Permanent Observers or to invited Special Representatives. Each CRGA Representative is entitled to speak at least once on each item, the length of time to be determined by the Chairperson.
15. The Chairperson is directed to observe the Rules of Procedures for CRGA meetings. The Chairperson may call a speaker to order and rule immediately on points of order.

DECISIONS

16. The CRGA decisions are made in accordance with the following rules:
- (a) The Committee makes every effort to decide matters, other than procedural matters, by way of consensus, and there is no voting on such matters until all efforts at consensus have been exhausted;
 - (b) Each Member has one vote;
 - (c) Procedural matters are decided by a majority of votes cast;
 - (d) Any change in the scale of assessment having the effect of increasing the contribution by a Member requires the consent of that Member;
 - (e) All matters, except as provided for in sub-paragraphs (c) and (d) of this paragraph, but including whether a matter is procedural, are decided by the affirmative vote of two-thirds of all Members present;
 - (f) An abstention does not count as a vote.
 - (g) Proxy votes are not allowed.

REPORT

17. All decisions made by the CRGA are to be included in the Committee's Report to the Conference. The report is prepared by the Secretariat and is sent to all members of the Committee and Special Representatives as soon as possible after the termination of the meeting.

MODIFICATION OF THE RULES

18. The CRGA may at any time modify these Rules, taking into consideration the Rules of Procedures for the Conference of the Pacific Community.

ANNEX 5

MEMBERS OF THE PACIFIC COMMUNITY

NAME	DATE OF ACCESSION TO THE CANBERRA AGREEMENT	STATUS
American Samoa	*	Member (Territorial administration)
Australia	1947	Member (Participating Government)
Cook Islands	1980	Member (Participating Government)
Federated States of Micronesia	*	Member
Fiji	1971	Member (Participating Government)
France	1947	Member (Participating Government)
French Polynesia	*	Member (Territorial administration)
Guam	*	Member (Territorial administration)
Kiribati	*	Member
Marshall Islands	*	Member
Nauru	1969	Member (Participating Government)
New Caledonia	*	Member (Territorial administration)
New Zealand	1947	Member (Participating Government)
Niue	1980	Member (Participating Government)
Northern Mariana Islands	*	Member (Territorial administration)
Palau	*	Member
Papua New Guinea	1975	Member (Participating Government)
Pitcairn	*	Member (Territorial administration)
Samoa	1965	Member (Participating

		Government)
Solomon Islands	1978	Member (Participating Government)
Tokelau	*	Member (Territorial administration)
Tonga	*	Member
Tuvalu	1978	Member (Participating Government)
Vanuatu	*	Member
Wallis and Futuna	*	Member (Territorial administration)
United States of America	1947	Member (Participating Government)

** The Resolution of the 23rd South Pacific Conference held in Saipan, Northern Mariana Islands, from 1-7 October 1983, expanded the membership of SPC to include all then-current members, including some countries and territories that had not at the time individually acceded to the Canberra Agreement. This internal administrative practice has been observed without interruption since that date and was again recognised by a Resolution of the 9th Conference of the Pacific Community, held in Alofi, Niue, from 3-5 November 2015, which adopted new policies on governance arrangements and superseded all prior SPC policies and resolutions on membership and observers.*

Annex B

Standards of Conduct for the Director-General of the Pacific Community



ORIGINAL: ENGLISH

Standards of Conduct for the Director-General of the Pacific Community

- (1) Consistent with the provisions of article XIII §41 of the Canberra Agreement, the Director-General shall exercise the functions of chief executive officer of the Pacific Community (SPC). The Director-General is fully accountable to the Committee of Representatives of Governments and Administrations (CRGA) and the Conference of the Pacific Community (Conference) for any failure to meet the organisation's objectives.
- (2) The Director-General shall be subject to the Staff Regulations and Policies of the Organisation in so far as they can be applied to him/her. In particular he/she shall not hold any other administrative post, and shall not receive emoluments from any outside sources in respect of activities relating to the organisation. He/she shall not engage in business or in any employment or activity which would interfere with his/her duties in the organisation. He/she shall ensure that there is not even the appearance of a conflict of interest.
- (3) The Director-General shall further commit to:
 - ensuring staff and management compliance with regulations, rules and all relevant policies and guidelines consistently, at all levels throughout the organisation;
 - the highest standards of ethical conduct, by demonstrating a zero tolerance for violations of the organisation's regulations and policies, and ensuring that all Secretariat decisions and actions are informed by accountability, transparency, integrity, respect and fairness; and
 - the responsible stewardship of resources, including:
 - efficient, transparent and effective use of financial resources;
 - skilled management of human resources in alignment with the organisation's mandates and priorities, and consistently with staff rules;
 - swift implementation of independent audit recommendations; and
 - timely issuance of official documentation, particularly related to preparation for governing body meetings.
- (4) Failure to comply with these Standards of Conduct may result in action by the Conference.
- (5) In cases of gross negligence and serious misconduct the appointment of the Director-General may be terminated by the Conference.

Annex C

PACIFIC COMMUNITY 70TH ANNIVERSARY DECLARATION



Pacific
Community
Communauté
du Pacifique

PACIFIC COMMUNITY 70TH ANNIVERSARY DECLARATION

Noumea, New Caledonia – 27 July 2017

We, the representatives of the governments and administrations of the Pacific Community (SPC) member countries and territories, convening in Noumea on 27 July 2017, following the discussions at the Tenth Conference of the Pacific Community:

A dynamic organisation

- i. Salute the pathway that SPC has been following for more than 70 years towards greater inclusiveness and regionalism by opening its membership in 1983 to the entire Pacific region, including the non-sovereign territories.
- ii. Recognise the significant contribution made to the region through SPC by secretariat staff, development partners, countries and territories and their leaders over the past seven decades.
- iii. Express our full support for SPC's modernisation and transformation process, which requires consolidating our existing relations and fostering new partnerships.

Towards innovative partnerships

- iv. Acknowledge that, in line with Sustainable Development Goal (SDG) no. 17 calling to 'Strengthen the means of implementation and revitalize the global partnership', the SDGs and regional priorities cannot be achieved without the involvement of all stakeholders, including governments, businesses, civil society, the academic and research community, peoples, communities, and development partners.
- v. Acknowledge that innovative partnerships for sustainable development share certain common traits, in particular effectiveness, a modern approach, accountability, transparency, equity, balanced participation, a focus on the general interest and creativity.
- vi. Acknowledge that innovative partnerships contribute to the establishment of more inclusive and more sustainable societies, contribute to the well-being of peoples by facilitating access to basic services, in an environmentally sound manner, and constitute a means for implementing the 2030 Agenda for Sustainable Development.

- vii. Affirm our commitment to pursue innovative partnerships serving the Pacific so as to address the challenges of the future, achieve the SDGs, and ensure greater sustainability, peace and prosperity.
- viii. Congratulate the Pacific Community on its technical cooperation agreement with the International Atomic Energy Agency (IAEA) – a new and innovative partnership.
- ix. Task the Secretariat to:
 - a. establish across SPC's work programmes a *Pacific Community Centre for Ocean Science*; and
 - b. explore the purpose and feasibility of developing a multi-stakeholder *Pacific Hub for Learning and Innovation*.
- x. Underscore that these initiatives should advance the development goals articulated in the Pacific Community Strategic Plan 2016–2020; complement, without duplicating, existing regional approaches; encourage broadest possible stakeholder engagement by government, business, civil society, the academic and research community, and peoples and communities; and be financially sustainable.
- xi. Affirm our commitment to SPC sharing this aspiration for the development of a new regional partnership paradigm, inspiring all of the Council of Regional Organisations in the Pacific (CROP) organisations, and convincing our international and regional partners of the soundness of this process.

**FORTY-SEVENTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(CRGA 47)**

Chairperson: Charlotte Darlow
Divisional Manager, Ministry of Foreign Affairs and Trade
New Zealand

Vice-Chairperson: Richard Hipa
Secretary to Government
Government of Niue, Alofi

Agenda of the Forty-Seventh meeting of the Committee of Representatives of Governments and Administrations (CRGA 47)

1. Opening of CRGA 47
2. Director-General's report
3. Pacific Community governance
4. Update on Youth High-Level Dialogue Outcomes
5. Strategic Plan Monitoring and Results Reporting for the Pacific Community
6. Framework for Pacific Regionalism
7. Operations and Management Directorate Reports
8. DG Performance Assessment
9. CRGA 48 – Venue, Chairperson and Vice-Chairperson
10. Evaluation of CRGA 47

REPORT OF CRGA PROCEEDINGS

The notes for each agenda item consist of the summary paragraph or paragraphs, as approved by CRGA 47, the key discussion points raised by delegates, and the decisions made by the meeting.

AGENDA ITEM 1: OPENING

Summary

1. The 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA 47) opened on 25 July 2017, at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia. The meeting was chaired by New Zealand, with Niue as Vice-Chair, and was attended by representatives of the following SPC members – American Samoa, Australia, Commonwealth of the Northern Mariana Islands (CNMI), Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Guam, Kiribati, Republic of the Marshall Islands (RMI), Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea (PNG), Pitcairn, Samoa, Solomon Islands, Tonga, Tuvalu, United States of America (USA), Vanuatu and Wallis and Futuna – and by observers and partners: the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the European Union (EU), Korea Institute of Ocean Science and Technology (KIOST), Melanesian Spearhead Group (MSG), Pacific Islands Forum Secretariat (PIFS), Pacific Island Development Forum (PIDF) Secretariat, Secretariat of the Pacific Regional Environment Programme (SPREP), Singapore Ministry of Foreign Affairs, South Pacific Tourism Office (SPTO), United Nations Development Programme (UNDP), UNICEF Pacific, and the University of the South Pacific (USP).

Opening formalities

2. The Chair, New Zealand, opened the meeting. Cook Islands gave the opening prayer.
3. The Chair discussed the range of matters before CRGA 47, including SPC governance, which would contribute to the jointly shared objectives of participants to the meeting, and a report on the implementation of the Pacific Community Strategic Plan 2016–2020. She noted the report from the Director-General (D-G), and foreshadowed discussion on the implementation of the high-level Pacific Youth Development Framework dialogue outcomes. The agenda also addressed Pacific regionalism and CROP (Council of Regional Organisations in the Pacific) cohesion, and operations and management issues.
4. It was noted that the meeting would be generally ‘paperless’, with the exception of the Director-General’s performance appraisal and otherwise as exigencies required.
5. The Director-General acknowledged members, partners and other stakeholders, and noted that the meeting represented a celebration for SPC, taking place in the organisation’s 70th anniversary year, at the same time as being a forum for discussing issues of importance to members and other stakeholders, and to Pacific people.

Adoption of the agenda

6. The Director-General led the meeting through the agenda, followed by the Chair’s request for a motion for its adoption. Niue and Fiji moved that the agenda be adopted, and the Chair declared the agenda adopted.

Election of the drafting committee

7. The Secretariat noted the drafting committee nominees: Australia, Cook Islands, Fiji, Kiribati, New Caledonia, New Zealand, Niue, Papua New Guinea, United States of America and Vanuatu. Niue was nominated as chair of the drafting committee.
8. It was proposed that the drafting committee would focus on decisions and outcomes, rather than on the full records of proceedings. The meeting record, which would be a synthesis of the main discussion, would be sent to all delegations after the meeting for member comment.
9. It was noted that the meeting would be conducted in both French and English.

AGENDA ITEM 2: DIRECTOR-GENERAL'S REPORT

Summary

10. The Director-General presented an overview of key activities undertaken in 2016, to continue the Secretariat's efforts to create an organisation that is effective and efficient, fit for purpose, clear in its mission and priorities, providing relevant, high-quality scientific and technical support to members, and that is sustainably funded. The organisation's 70th anniversary in 2017 provides an opportunity to acknowledge members, development partners, and all those who have served the organisation and the region over the years – including, importantly, SPC's staff and leadership – for the outstanding contribution they have made to SPC's long history of achievement. The challenges of the next 70 years will not be the same as those of the last 70 years, and the Secretariat has been readjusting the organisation's financial structure and its priorities to continue to respond appropriately to meeting the challenges faced in the Pacific region. The need for science and technology to understand and address these challenges has never been more important.
11. SPC operates in an environment of declining resources available for development, and a crowded development space. This corresponds with rising expectations of members and other stakeholders for efficient and appropriate service delivery by SPC, which requires the organisation to find the best way to deliver these services. The Secretariat has continued its path to ensuring the full implementation of the objectives of the Pacific Community Strategic Plan 2016–2020 (SP 2016–2020), and has invested in a process of prioritisation with teams to better define the services the organisation should continue to provide and areas that could be de-prioritised over time. The Secretariat has continued to strengthen SPC's financial position, aiming to secure a sustainable financing regime for SPC to minimise the risks associated with external shocks, currency volatility and a constantly changing financial situation. This has involved the development of a resource mobilisation strategy, recruitment of a resource mobilisation officer, implementation of full cost recovery (FCR) and improvements to 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 use of resources. Internal reviews and strategic divisional reorganisations have been undertaken, and this process is ongoing.
12. Strategic partnerships with donors and other stakeholders remain critical to maintaining SPC's effectiveness and sustainability, and the Secretariat acknowledges the ongoing support of its major partners. The Secretariat appreciates that many members pay their membership assessed contributions and host country grants on time, however there are some members that are in significant arrears, and this presents a significant problem, given the financial constraints faced by the organisation. The Director-General indicated that the arrears discussion would therefore be an important one, and sought clear guidance around how to deal with this issue. SPC's relationships with CROP agencies are working well, and 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.

13. The Secretariat is progressively improving reporting on SPC's achievements, results and impact of its work, and the Pacific Community Results Report 2016 was well received by the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan. The Director-General discussed achievements, highlights and results across the organisation's divisions and programmes. The Pacific Community Results Report 2016 indicated that the Secretariat is endeavouring to report across divisions, and to show impacts of SPC's work across sectors. The Director-General thanked delegates for their positive comments and indicated that it was a pleasure to work for SPC.

Plenary discussion

14. Kiribati: The delegate acknowledged SPC's contribution over the past 70 years and noted the importance of members taking an active role in governance, and in the work the organisation is undertaking around prioritisation. The delegate also expressed appreciation for SPC's support of Smaller Island States (SIS) and an interest in working with the Secretariat to develop a country programme.
15. Fiji: The delegate congratulated SPC on its 70th anniversary and on its commitment to improvement as expressed in the Director-General's report, as well as its pledge to balance service delivery to countries and budget management. Fiji encouraged an increasing engagement with member countries, noting that any prioritisation or disinvestment must align with members' needs, as expressed, not as perceived. Fiji also recognised the instability experienced by staff because of prioritisation and asked that the Secretariat ensure that staff are always consulted and engaged in the ongoing prioritisation process.
16. D-G: SPC is committed to the professional development of its staff and is currently involved in two initiatives aimed at increasing staff skills in leadership and management.

Programmes overview

Director-General:

17. The D-G explained that SPC will continue to focus on country programmes, and is committed to shared agendas in terms of the work we do for and with members in their respective countries and territories. SPC is aiming to move increasingly towards integrated programming and reporting on cross-divisional/sectoral issues. The D-G provided an overview of various current and pending partnerships and initiatives underway in the Fisheries and Marine Ecosystems (FAME) Division, Public Health Division (PHD) and Statistics for Development Division (SDD), which focus on assessed areas of strength and leadership.

Plenary discussion

18. USA: The delegate applauded SPC for its achievements, critical financial reforms and its implementation of full cost recovery measures. Support was expressed for the work SPC has done to date, and its work in identifying areas where it may operate differently in the future. USA acknowledged improvements to the Results Report and commended the introduction of the Executive Digest, but noted room for improvement with regard to communication.
19. France: The delegate commended the work of SPC and its staff over the past 70 years, and especially its efforts to deliver a balanced budget. France encouraged a multisectoral programming approach.

20. New Caledonia: The delegate expressed appreciation for the D-G's report and applauded SPC's efforts around prioritisation and strengthening its financial position. New Caledonia noted its support of efforts to resolve member arrears. It was noted that youth and culture need to be mainstreamed in SPC's work on climate change and environmental sustainability. New Caledonia encouraged cooperation among CROP agencies.
21. Papua New Guinea: The delegate expressed appreciation for the D-G's report, and noted PNG's support and appreciation for the regional office.
22. Samoa: The delegate commended SPC on its leadership and the positive developments over the past year, and recognised FAME's work on raising the profile of coastal fisheries.
23. Solomon Islands: The delegate thanked the D-G for the frank report and commended SPC's work around prioritisation and its focus on integrated programming. Solomon Islands noted the importance of SPC and other CROP agencies' support and involvement in terms of representation at international meetings.
24. Director-General: Regional offices are important to SPC and SPC is open to evaluating the suitability of its existing locations. SPC is committed to rebuilding a presence in the north, with a new director based there. The D-G provided an overview of new donors, and emphasised that SPC needs to be selective about the climate change meetings it attends, but that it will coordinate with the CROP family to ensure representation. The D-G discussed the need to continue working with the SDG working group to reduce the number of indicators for Smaller Island States,) and noted that SPC takes the SIS regional strategy very seriously. SPC is making good progress on the EU seven pillar assessment process and on reducing the financial risks associated with ineligible expenses. The D-G noted that SPC is working well with the other CROP agencies to serve the interests of members.
25. Tuvalu: The delegate acknowledged the excellent report by the D-G, and commended SPC's efforts to strengthen its financial position. Tuvalu noted the value of SPC and that members have greatly benefitted from its services.
26. Vanuatu: The delegate expressed sincere appreciation for SPC's support in the recovery process following Tropical Cyclone Pam and its presence in Melanesia.
27. Australia: The delegate echoed other members' appreciation of SPC's efforts around prioritisation and financial reforms. Australia expressed an interest in knowing more about SPC's approaches on gender.
28. Tonga: The delegate commended SPC on its work in the region over the past 70 years and for the D-G's comprehensive report. Tonga acknowledged the challenges SPC faces in continuing to deliver high-quality services to members while facing financial constraints. Tonga noted the importance of communication in raising the profile of SPC's activities, and of ensuring inclusive dialogue.
29. Marshall Islands: The delegate commended SPC's efforts to prioritise and streamline, and for its demonstration of leadership. RMI thanked SPC for maintaining the North Pacific Regional Office.
30. Cook Islands: The delegate joined other members in commending the Secretariat for its excellent work. Cook Islands noted the importance of members identifying priorities in order to determine where development support needs to be directed in the region.

31. Niue: The delegate offered warm greetings as representative of the outgoing Chair of the Conference, and commended the D-G on his excellent leadership of the organisation. Niue encouraged all member countries to be accountable and to meet their obligations.

32. CRGA:

- i. recognised the Pacific Community's achievements for 2016, current and future challenges and priorities for action;
- ii. provided guidance on the prioritisation process;
- iii. acknowledged the efforts of members who pay their assessed contributions promptly, and encouraged members with arrears to settle them as soon as possible.

AGENDA ITEM 3: THE PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT

Summary

33. The Pacific Community Governance Review in 2015 considered that CRGA could benefit from new or improved terms of reference to clarify its mandate and authority. The Secretariat has identified that SPC's governance arrangements are extraordinarily complex, with legal provisions, non-legal arrangements and general practice frequently conflicting with one another. The legal situation was set out in full in the Secretariat's paper to the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan at its meeting on 30 November and 1 December 2016. The Secretariat proposed that the most pragmatic approach would be to bring all governance provisions together in a single document, 'The Pacific Community Governance Arrangement', which would be adopted by a Resolution of the 10th Conference of the Pacific Community in Noumea in July 2017. This Resolution would replace the Tahiti Nui Declaration and all other existing non-legal governance arrangements. As well as consolidating SPC's governance provisions in a single modern document, this new resolution would clearly indicate that its provisions are an internal administrative arrangement as agreed between members of the Pacific Community until such time as the Canberra Agreement is formally amended to align accepted administrative practice with treaty provisions.

34. The Secretariat extended its thanks to members who sent written comments or confirmation of their agreement with the draft Governance Arrangement that was circulated for comment to all members in February 2017. At its meeting on 20 and 21 June 2017, the Subcommittee endorsed the draft 'Pacific Community Governance Arrangement', and recommended its approval by CRGA 47 for adoption by the 10th Conference of the Pacific Community. The Secretariat and the Chair affirmed that this document should be seen as a living document that guides and strengthens the governance of SPC, and was amenable to being updated on a regular basis as required.

35. The meeting agreed to adopt the recommendations in the paper. Moved by Guam; seconded by Niue.

36. CRGA:

- i. approved the Pacific Community Governance Arrangement and recommended its adoption by the 10th Conference of the Pacific Community;
- ii. approved the draft Standards of Conduct for the Director-General of the Pacific Community and recommended their adoption by the 10th Conference of the Pacific Community.

AGENDA ITEM 4: PROGRESS IN IMPLEMENTING THE PACIFIC YOUTH DEVELOPMENT FRAMEWORK

Summary

37. The Secretariat presented an update on the Pacific Youth Development Framework (PYDF) 2014–2023, noting that it is a standing agenda item on the CRGA agenda, as agreed by members during the High-Level Dialogue on Youth at the Ninth Conference of the Pacific Community in 2015. CRGA 46 affirmed its support for progressing the PYDF in the context of regional prioritisation, and recommended a focus on integration to enhance results in various sectors – particularly climate change, non-communicable diseases (NCDs) and food security – by ensuring that programme outcomes have both economic and social outcomes that benefit young people and communities. CRGA 46 suggested that SPC coordinate with other regional agencies and development partners, and explore existing mechanisms and capacity, including at the national level. SPC’s role in this area has been engagement in regional monitoring of youth, and its contribution to implementing the PYDF is relevant to two of the three goals articulated in the Pacific Community Strategic Plan. Progress has been made against all PYDF indicators, with significant advances made in relation to statistics for development, youth entrepreneurship and climate change. Under SPC Goal 1, a conceptual indicator framework has been drafted for relevant data collection and analysis on youth to better understand the status of youth. Under SPC Goal 2, mapping has been used to identify gaps at regional and national level, where these resources may be best focused. Youth networks have been strengthened, and youth-led action and participatory decision-making has been supported for youth entrepreneurship and employment. Funding and capacity resources have been leveraged through strategic partnerships and through efforts to mobilise further resources.

Plenary discussion

38. USA: The delegate noted USA’s appreciation for SPC’s efforts to invest in youth initiatives, as developing the next generation of Pacific leaders is a focus for the USA. USA noted that ending stigma and violence against marginalised groups is vital to fostering the wellbeing of countries and ensuring that every person can be a contributing member of society. USA supports integration across programmes and engaging youth on critical issues such as NCDs and women’s issues.
39. Niue: The delegate thanked SPC for its support of the Youth@Work programme and noted the importance of member countries working together on youth initiatives and of having young people’s input into the regional agenda.
40. Vanuatu: The delegate noted their appreciation for the USA’s support on LGBT issues, and encouraged more mainstreaming of youth components across programmes.
41. Fiji: The delegate acknowledged the support of the USA around LGBT issues. Fiji noted the importance of mentorship, as young people are the future stewards of the economy.
42. The meeting agreed to adopt the recommendations in the paper. Moved by Kiribati and seconded by RMI.
43. CRGA:
- i. noted progress made in strengthening partnerships and sharing resources for implementing the Pacific Youth Development Framework (PYDF) 2014–2023;

- ii. endorsed the secretariat's proposal to mainstream youth issues through its development programmes;
- iii. considered the need for additional, dedicated and focused resources and capacity to support the implementation of the PYDF.

AGENDA ITEM 5: REPORT FROM THE CRGA SUBCOMMITTEE ON THE IMPLEMENTATION OF THE PACIFIC COMMUNITY STRATEGIC PLAN: STRATEGIC PLAN MONITORING AND RESULTS REPORTING

Interactive sessions hosted by SPC staff – LRD, FAME, SDD, Social Development Programme (SDP) (Part i)

- 44. Interactive sessions hosted by staff on the topics of soil health, fisheries lab, statistics and gender were held. Members rotated through each session.

Presentation by CRGA Subcommittee (Part ii)

- 45. New Zealand, on behalf of the CRGA Subcommittee, provided an overview of the key discussions from the June 2017 CRGA Subcommittee Meeting.
- 46. The Subcommittee indicated that the two principal tasks of the CRGA Subcommittee are to assess SPC's performance in relation to the Pacific Community Strategic Plan 2016–2020, and as a reference point for SPC's prioritisation. The Subcommittee met on 20 and 21 June 2017, and considered and reviewed the following matters, and made recommendations or expressed its views to CRGA 47 and the Secretariat on each of these matters: the Pacific Community Results Report 2016; SPC Prioritisation 2017–2018; the draft Pacific Community Governance Arrangement; the role of the Subcommittee in relation to the budget process; and advice on members' arrears (assessed contributions and host country grants). The Subcommittee reviewed the Pacific Community Results Report 2016, and recognised that the Pacific Community Results Report 2016 is an excellent product, and represents a great improvement on previous years' reports, having also taken into account the advice of the November/December 2016 Subcommittee meeting. In relation to the information provided in the Pacific Community Results Report 2016 on SPC's performance, including achievements and challenges, the Subcommittee recommended that CRGA acknowledge the Secretariat's performance in implementing the Strategic Plan 2016–2020, and consider the Subcommittee's recommendations in respect of the preparation and content of future results reports.
- 47. The Subcommittee clarified that the main intended audience of the Results Report is CRGA, and that the information provided in the report is compiled with principal consideration for the needs of this audience. The Subcommittee reviewed the Secretariat's proposed prioritisation process for the period 2017–2018 and agreed to recommend that CRGA support the ongoing prioritisation process led by the Secretariat. The Subcommittee endorsed the draft Pacific Community Governance Arrangement, and recommended its approval by CRGA 47 for adoption by the 10th Conference of the Pacific Community, and endorsed the draft Standards of Conduct for the Director-General of the Pacific Community, and recommended their approval by CRGA 47 for adoption by the 10th Conference of the Pacific Community. The Subcommittee endorsed the same process for adopting the 2018 budget as that approved by CRGA 46 for the 2017 budget. The Subcommittee received and considered the Secretariat's update on members' arrears, and referred this issue to CRGA, noting that the Secretariat will prepare a paper seeking CRGA's endorsement of recommendations for handling the issue of arrears.
- 48. The Subcommittee indicated that the Results Report should acknowledge all collaborations with CROP agencies, the private sector and NGOs. The Secretariat should consider developing

numerical targets or baselines to measure progress and to include more lessons learned in the report. The Secretariat was commended on its use of infographics and was encouraged to do more of this in future reports. On the issue of prioritisation and its next stages, the Secretariat was encouraged to engage well with members – especially Smaller Island States – and to report back in the future on areas it has deemed high/low priority.

49. The Secretariat presented a four-page 'Executive Digest' summary of the Results Report, and acknowledged members' positive feedback for that document as a useful snapshot and guide for policymakers. The Secretariat explained that the purpose of prioritisation is to address the differential between the organisation's resources and demand for its services. Expected results as a direct consequence of the prioritisation process would be an alignment of resource allocation and resource mobilisation with identified priorities, which should also allow SPC, in the future, to reallocate resources to new or innovative initiatives which emerge as priorities. This will enable members to determine whether the organisation's funds have been used efficiently.
50. The meeting agreed to adopt the recommendations in the paper. Fiji and USA moved to adopt the recommendations.
51. CRGA:
 - i. noted the outcomes of the meeting of the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan (Subcommittee), as contained in the Report from the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan;
 - ii. in relation to the information provided in the Pacific Community Results Report 2016 on SPC's performance, including achievements and challenges, acknowledged the Secretariat's performance in implementing the Strategic Plan 2016–2020;
 - iii. endorsed the Pacific Community Results Report 2016, noting that the Secretariat has incorporated improvements suggested by the Subcommittee at its November/December 2016 meeting;
 - iv. supported the ongoing prioritisation process led by the Secretariat, together with the four areas for immediate action, and the five priority areas that require further refinement by the end of 2017.

AGENDA ITEM 6.1A: IMPLEMENTATION OF REGIONAL PRIORITIES UNDER THE FRAMEWORK FOR PACIFIC REGIONALISM

Summary

52. The Secretary-General of the Pacific Islands Forum Secretariat (PIFS) provided an overview of the implementation of regional priorities under the Framework for Pacific Regionalism (FPR). These priorities were endorsed by Forum Leaders in 2016, and the required response by CROP agencies in support of this work has been agreed to by the Heads of CROP Agencies, as outlined in the 2017 CROP Action Plan. As a CROP agency, SPC has been an active implementing partner of a number of priorities that were outlined. Members were appreciative of the update provided by the Pacific Islands Forum Secretariat, and expressed their appreciation for the attendance of the Secretary-General.
53. The Director-General of the Pacific Community indicated that the priorities that have come through the FPR process relate to increased economic returns for fisheries and policy responses to cervical cancer in the Pacific. At the 2015 Pacific Islands Forum Leaders Forum the sustainable

roadmap for Pacific fisheries was approved. This process is working well, and continues with regular reports to the Leaders. On coastal fisheries management, Leaders recognised that management of coastal fisheries resources has had a lower profile than oceanic fisheries, and required more attention.

54. The meeting agreed to adopt the recommendations in the paper. Moved by RMI and seconded by Palau.

55. CRGA:

- i. supported the Secretariat to deliver on the priorities for regional action where it plays a key role, particularly for:
 - a. economic returns on fisheries;
 - b. coastal fisheries management;
 - c. cervical cancer;
- ii. encouraged the Secretariat to support regional priority setting through the Framework for Pacific Regionalism in its particular areas of technical expertise;
- iii. encouraged the Council of Regional Organisations in the Pacific (CROP) to continue to ensure a coordinated and collaborative approach towards the implementation of priorities for regional action, as identified through the Framework for Pacific Regionalism and endorsed by Pacific Islands Forum Leaders.

AGENDA ITEM 6.1B: FRAMEWORK FOR RESILIENT DEVELOPMENT IN THE PACIFIC – ROLE AND GOVERNANCE OF THE PACIFIC RESILIENCE PARTNERSHIP

Summary

56. The Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) was endorsed by Pacific Islands Forum Leaders in September 2016. The basis of regional governance to facilitate the implementation of the FRDP will be the Pacific Resilience Partnership (PRP). The PRP Working Group has developed a proposal for the governance of the PRP and terms of reference, which will be provided to the Forum Officials Committee (FOC) for its endorsement in August and to Pacific Islands Forum Leaders for their approval in September 2017. The FRDP and PRP represent a paradigm shift in how climate change, disaster resilience, and governance are approached in the Pacific. These issues will be progressed in consultation with stakeholders in the next few months. Some concerns were raised about the PRP Taskforce membership, and whether the proposed composition enabled an equitable share of time for member states to be part of the Taskforce process.

57. The meeting agreed to adopt the recommendations in the paper. Moved by Fiji and seconded by Australia.

58. CRGA:

- i. acknowledged the endorsement of the Framework for Resilient Development in the Pacific (FRDP) by Pacific Islands Forum Leaders in September 2016;
- ii. supported the proposed governance arrangements for the Pacific Resilience Partnership, which will assist effective FRDP implementation, and noted that these arrangements will

be recommended to Pacific Islands Forum Leaders for their endorsement in September 2017;

- iii. committed to supporting the successful implementation of the FRDP, given SPC's regional role in leadership of disaster risk management and technical capacity in building resilience.

AGENDA ITEM 6.2: FRAMEWORK FOR PACIFIC REGIONALISM – IMPLEMENTATION OF THE SIS LEADERS' STRATEGY

Summary

59. The Director-General of the Pacific Community provided a status report on progress in the implementation of the Smaller Island States (SIS) Regional Strategy 2016–2020 endorsed by SIS Leaders in Koror, Palau, on 24 June 2016, and later endorsed by Forum Leaders in Pohnpei, Federated States of Micronesia, on 9 September 2016. The Smaller Island States of the Pacific Islands Forum represent the most vulnerable of Forum Island countries. Their 'unique and particular' vulnerabilities linked to their small size, lack of natural resources and remoteness may limit their prospects in achieving the Sustainable Development Goals (SDGs). The SIS Regional Strategy aims to deepen the focus and benefits of regionalism by articulating a specific set of priorities and resources that service collectively the shared interests of, and subsequent benefits to the SIS. Pacific Island Forum Leaders have reaffirmed that, given the smallness in terms of land area and population, as well as a degree of economic, social and environmental vulnerability, of the Smaller Island States, it is important to give specific attention and assistance to the SIS, to ensure that they derive the fullest possible benefit from regionalism. The Pacific Community has embedded the SIS Regional Strategy into its respective work plans.
60. The Secretary-General of the Pacific Islands Forum Secretariat commended SPC for its support of and contribution to the work that is currently underway in progressing the SIS Implementation Plan. The Secretary-General suggested that the SIS strategy was one of the best strategies coming out of the regional work of CROP agencies. A particular lack in the strategic work of CROP agencies for SIS countries was aviation and air transportation services, and it was important that this area find a suitable home and that effective policy responses were progressed. Members agreed that aviation issues are an important enabler of economic development in the Pacific Islands region, and for SIS countries in particular, and agreed that further discussions were needed to ensure that Pacific regional organisations are able to properly address those issues.
61. The Chair indicated that the discussion lent focus to aviation and air transportation services issues in the region, and where its coordination should sit, and that discussions would continue in relevant forums outside of CRGA.

Plenary discussion

62. Marshall Islands: The delegate noted the importance of not overlooking air space.
63. Kiribati: The delegate noted that Kiribati shares concerns about air services.
64. Palau: The delegate echoed concerns around aviation and noted the need to ensure aviation-related issues are assigned to the rightful entity, as these are a priority for economic and security reasons.
65. Director-General: SPC has a contribution to make in the area of aviation safety and acknowledges its importance. The D-G emphasised that resources are tight; however, he noted that SPC will work to come to a sensible arrangement to support air services work in the region.

66. The meeting agreed to adopt the recommendations in the paper. Moved by USA and seconded by French Polynesia.

67. CRGA:

- i. confirmed the Secretariat's role in delivering against Forum Leaders' priorities, as outlined in the Smaller Island States (SIS) Regional Strategy 2016–2020;
- ii. acknowledged the SIS Regional Strategy and Implementation Plan as the basis to articulate its support to the SIS regional priorities and aspirations within the Framework for Pacific Regionalism;
- iii. commented on activities within the SIS Implementation Plan where SPC and PIFS can build stronger partnerships, in order to access the requisite technical and financial assistance.

AGENDA ITEM 6.3: CROP COHESION AND COORDINATION

Summary

68. The Secretary-General of the Pacific Islands Forum Secretariat provided a status report on developments facilitated by the Council of Regional Organisations in the Pacific since CRGA 46, to deepen CROP agency cohesion in relation to the Framework for Pacific Regionalism. The Secretary-General summarised the key areas for CROP coordination and collaboration in 2017, as outlined by the 2017 CROP Action Plan, and the important role to be played by the Pacific Community. Key issues included the continued involvement of SPC in CROP, a standing annual dialogue, and whole-of-CROP coherence. The Secretary-General acknowledged that SPC has been a valued partner in the PIFS-led analysis of regional governance and financing arrangements.

69. CRGA:

- i. confirmed the Pacific Community's role in delivering against Forum Leaders' priorities, as outlined in the 2017 CROP Action Plan;
- ii. supported emerging key messages of the Pacific Islands Forum Secretariat (PIFS)-led analysis of regional governance and financing arrangements and its implications for CROP agencies;
- iii. commented on the working recommendations of the draft report of the Review of the CROP Charter, and agreed in principle to future endorsement of the CROP Charter, subject to endorsement by Pacific Islands Forum Leaders.

AGENDA ITEM 7.1: SALARY SCALE AND PROPOSALS FOR FISCAL YEAR 2018

Summary

70. The Secretariat presented the 2018 SPC salary scales for positions advertised internationally and for those advertised locally in each of SPC's five host countries. The scales proposed were in accordance with the recommendations of the 2015 CROP Strategic Triennial Remuneration Review (2015 Triennial Review). The proposed scales addressed the weakening position of the Secretariat's salary scales compared with those of other CROP agencies, and the need to find solutions, while balancing operational budgets, to ensure SPC remained a competitive employer.

In addition, SPC salaries in local markets have depreciated as a result of inflation in SPC's main host countries. While a review of the SPC salary and benefits system was in progress, the Secretariat proposed interim adjustments to the SPC salary scales, taking the movement of other CROP agencies into account. To ensure that SPC is able to remain attractive in the employment market, the secretariat proposed – using the same mechanism as in 2015 and 2016 – a 2% increase in the mid-point of the salary scales for positions advertised internationally. This was a cost-neutral adjustment in terms of budgetary impact. The Secretariat also proposed a general salary increase of 2% across all position types and locations to account for inflation across all SPC host countries. That cost was provisioned for in the 2018 budget. A review of SPC's remuneration systems was work approved by CRGA 46, and is currently underway, including the SPC reference currency for the salaries of positions advertised internationally, and the performance development system. This work will continue throughout 2017, with a view to presenting recommendations to CRGA 48 in 2018 on an appropriate reference currency for SPC salaries for positions advertised internationally.

71. In response to member concerns about the impact on the budget of the recommendations proposed, the Secretariat indicated that the efforts made by the organisation to address past budget deficits have had a significant impact on staff, and requested that members bore this in mind in considering the recommendations. The results that have been reported, and that members have commended, have been achieved by the organisation's people. The financial impact of recommendation 2 is approximately EUR 300,000 (later refined as EUR 230,000, as recorded below), which should be seen against the substantial savings made by the organisation over the past two budget cycles of approximately EUR 8 million, and in preparing the 2018 budget, and in that sense should be seen as fiscally responsible. Staff of the Pacific Community received a 0% increase in 2016, a 1.5% increase in 2015, and 2% increase in 2014. In 2015 senior staff of the organisation elected not to receive the salary increase, and in 2016 senior staff elected not to receive any performance-based salary increment. In respect of bilingualism, the Director-General expressed that, as a technical and scientific organisation, SPC needed to be realistic about how this was applied in recruitment, while understanding and recognising the importance of the organisation's bilingual nature. The first criterion in recruitment needed to be technical competence, while bilingualism was an important subsidiary criterion.

72. CRGA agreed to consider the recommendations overnight and continue discussion the following day.

Plenary discussion:

73. France: The delegate noted that the ability to speak French should be a criterion in the recruitment of senior staff, as SPC is a bilingual organisation operating in a bilingual region.

74. Director-General: Technical competence and experience are priorities for SPC; however all qualifications being equal, SPC would hire the candidate with French language skills.

75. New Caledonia: The delegate expressed caution over moving towards salary harmonisation across the CROP agencies and suggested SPC also consider forms of reward other than increases to remuneration.

76. DDG-Noumea: SPC is committed to capacity development of staff and supporting the upskilling of local staff to enable them to qualify for international positions.

End-of-day business

77. The Secretariat presented the inaugural SPC Newsletter – *Pacific Progress*.

78. The Secretariat presented on its Emissions Reduction Strategy.

79. CRGA:

- i. approved a cost-neutral increase of 2% at the mid-point for all SPC salary scales (international and local), in all locations (Federated States of Micronesia, Fiji, New Caledonia, Solomon Islands and Vanuatu), with effect from 1 January 2018;
- ii. approved a 2% general salary increase for all SPC employees in all locations, with effect from 1 January 2018;
- iii. noted the importance of CROP agencies continuing to work together on harmonising, to the extent possible, salaries and conditions of service, as well as the need to contain costs and enhance productivity;
- iv. noted the update on the review of (a) the SPC reference currency for the salaries of positions advertised internationally, and (b) the performance development system.

AGENDA ITEM 7.2: AUDIT AND RISK COMMITTEE REPORT

Summary

80. The Secretariat presented the report prepared by the SPC Audit and Risk Committee (ARC) to update CRGA 47 on ARC's work over the past 12 months.

81. The D-G presented on behalf of the ARC Chair, who was unable to attend.

82. The meeting agreed to adopt the recommendations in the paper. Moved by Niue and seconded by USA.

83. CRGA:

- i. noted the report from the Audit and Risk Committee (ARC);
- ii. endorsed the Audit and Risk Committee's recommendation that KPMG be appointed as External Auditors for SPC for the period 2017–2020;
- iii. noted that the External Auditors have provided an unqualified audit opinion for SPC's 2016 Financial Statements and that the ARC recommended CRGA's acceptance of these Statements.

AGENDA ITEM 7.3: 2016 AUDITED FINANCIAL STATEMENTS

Summary

84. In accordance with the Pacific Community's financial regulations, the audited 2016 Pacific Community financial statements and audit reports were presented for the consideration of CRGA. For the 21st consecutive year, the records for both SPC's overall finances and the Staff Provident Fund received unqualified audit opinions for the financial year 2016. The auditor expressed the opinion that the Pacific Community's financial statements present fairly, in all material respects, the financial position of the Secretariat as at December 31, 2016, in accordance with International Public Sector Accounting Standards (IPSAS). The presentation of the financial statements

continues to evolve, in accordance with IPSAS. The structure of staff costs was outlined by the Secretariat – which involve direct salary in addition to the costs associated with maintaining staff in the various SPC locations at which they work and live. Members indicated their desire to be regularly updated on outstanding liabilities for the organisation, including those linked to EU project audits.

Plenary discussion:

85. USA: The delegate noted that USA is pleased that SPC continues to receive unqualified audit reports, and applauded the Secretariat's efforts to address the deficit. USA noted concerns with the risks associated with the ongoing EU audit.
86. The Secretariat explained that while the EU audit is a concern, the Secretariat is confident in the process, and discussed one example in which an amount owing was reduced significantly through the systematic process being undertaken. The EU project auditors will submit a report, which will be followed by a meeting with the EU delegation to work through any remaining ineligible costs.
87. Australia: The delegate noted that Australia is pleased with the general direction being taken and commended the Secretariat on its commitment to transparency, and noted Australia would be happy to continue to work towards further transparency of documentation. Australia appreciated the breakdown of project funding by donor.
88. The meeting agreed to adopt the recommendations in the paper. Moved by Niue and seconded by Australia.
89. CRGA:
 - i. adopted the 2016 audited financial statements for the Pacific Community and the Pacific Community Provident Fund, noting that they were unqualified and presented a true and fair view of the financial position and performance of these entities.

AGENDA ITEM 7.4: 2017 REVISED BUDGET AND 2018 DRAFT BUDGET

Summary

90. SPC's revised budget for 2017 and proposed budget for financial year 2018 were presented to CRGA, in accordance with SPC's Financial Regulations, which require the Director-General to inform CRGA of budget revisions. Following the CRGA decision to adopt the euro as SPC's functional currency as from January 1 2017, both the 2017 revised budget and the 2018 draft budget are stated in euros. The revised 2017 budget was adopted out of session by CRGA in December 2016, following a review by the Audit and Risk Committee and the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan at its meeting on 30 November 2016. The Subcommittee 'endorsed the revised 2017 budget and recommended its submission to all CRGA members for comment and out of session adoption'. The revised 2017 budget, as approved, is a balanced budget totalling EUR 84.5 million (100.9 million CFP units), comprising a core budget of EUR 17.3 million (20.7 million CFP units) and restricted programme and project funding of EUR 67.2 million (80.2 million CFP units). The Secretariat is currently projecting a 2018 budget with a deficit amounting to EUR 0.87 million, derived from income of EUR 72.7 million less expenditure of EUR 73.5 million. Total income comprises projected core income of EUR 16.2 million and restricted programme and project funding of EUR 56.5 million. This is a decrease of EUR 11.9 million (13.7%) compared to the 2017 revised budget, primarily as a result of: a decline of EUR 10.7 million in restricted programme and project funding due to the continuing cycle of existing projects ending before funding agreements for new projects are finalised; and a reduction

of EUR 1.17 million in unrestricted core funding. The Secretariat reported that the impact on SPC's 2018 core budget of the proposed 2% general salary increase for all SPC employees in all locations, referred to in Agenda Item 7.1, would be EUR 230,000.

91. The Secretariat highlighted the projected project management fee item of EUR 2.9 million, representing a 0.18 million increase over the 2017 budget, despite reduced project income, which reflects improved recovery through effective project negotiation and documentation, which will continue to be a critical component of the organisation's full cost recovery financial model. The principal purpose of SPC's prioritisation process is to ensure that the projects that SPC takes on are directly aligned with the priorities of the organisation. The Secretariat is committed to addressing the projected budget deficits for 2018 and future years and to raising the resources necessary to fund initiatives under the Pacific Community Strategic Plan 2016–2020, together with any new or emerging priorities.
92. The Secretariat underscored the importance of alignment between new projects and the priorities of the organisation's Strategic Plan and outcomes of the prioritisation process, together with the importance of increased flexibility in funding through programme funding modalities and implementation of full cost recovery.

Plenary discussion

93. New Caledonia: The delegate requested more information about what is in the pipeline regarding FCR, what outcomes have resulted from the new resource mobilisation position and why PHD receives a small portion of the core budget. New Caledonia urged other countries to pay their host country grants.
94. Australia: The delegate noted that Recommendation iii should encourage donors to provide multi-year and flexible funding, and recommended that the Secretariat ensure, to the extent possible, that all new projects are directly aligned with SPC's priorities as set out in the Strategic Plan.
95. CRGA:
 - i. endorsed the 'out-of-session' adoption of the revised 2017 budget;
 - ii. noted the draft budget for financial year 2018, subject to:
 - a. the Secretariat presenting a revised 2018 budget that substantively addresses the current forecast deficit;
 - b. review by the Audit and Risk Committee;
 - c. review and endorsement by the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan by December 2017;
 - d. out-of-session adoption by all members of CRGA before 31 December 2017;
 - iii. noted the ongoing budgetary challenges for 2019 and 2020 that arise from SPC's high reliance on cyclical project financing and encourage all members and donors to consider adopting flexible or multi-year programme funding modalities;
 - iv. commended the Secretariat on its progress on establishing full cost recovery and urge all funders to support these important changes, including the 15% management fee;
 - v. recommend that the Secretariat ensure that all new projects are directly aligned to the priorities as outlined in the Pacific Community Strategic Plan 2016–2020 and as refined by the ongoing prioritisation process.

AGENDA ITEM 7.5: ASSESSED CONTRIBUTIONS AND HOST COUNTRY GRANTS

Summary

96. The Pacific Community Governance Arrangement indicates that SPC's budget is derived primarily from assessed annual membership contributions and programme and project funding. From the organisation's inception, the Pacific Community's governance documents state clearly that members are expected to pay an annual assessed contribution: the Pacific Community Policy on Membership and Observer Status (SPC Membership Policy) provides that 'all members of the Pacific Community pay an annual assessed contribution to the organisation'. The policy also indicates that admission as a member is dependent on a country's 'willingness and ability to make the annual financial contribution' to SPC. This recognises that membership allows members to benefit from, participate in, and support the work of SPC. The Secretariat presented the current situation for payment of assessed contributions and arrears, with cumulative arrears representing EUR 1,189,755. The Secretariat also noted that several other members had not yet paid their 2017 assessed contributions, amounting to a cumulative total of EUR 2,042,918. The Secretariat encouraged members to meet their assessed contributions obligations promptly.
97. The Secretariat outlined that the level of a host country grant is ostensibly determined by negotiation between the Secretariat and the host country, rather than through the application of a formula. However, the Secretariat explained that the 8th Conference of the Pacific Community approved linking the level of host country grant more closely with the economic benefit that countries derive from the presence of an SPC office. On that basis, and with the endorsement of the 8th Conference, the Secretariat undertook negotiations with SPC host countries for new levels of host country grant. The Secretariat outlined the current status of assessment and payment of host country grants, and reiterated the importance of all members recognising the significant economic benefit that host countries derive from the presence of an SPC office in-country, and that the host country grant is understood as a long-term commitment to SPC's operations in the host country. The Secretariat indicated that failure to pay a host country grant, or the payment of a lower level, demonstrates a lack of genuine commitment to the organisation, and undermines SPC's sustainable financing and its ability to maintain a decentralised office or regional antenna. The Secretariat sought CRGA's guidance on measures that could be taken if a member falls into arrears in assessed contributions or host country grants, where applicable, for a period of more than one budget cycle, and made proposals that would provide the organisation with a series of measures designed to encourage countries in arrears to regularise their situation promptly. The Secretariat considered that these measures would create a greater degree of accountability towards the organisation, while allowing sufficient flexibility to take into account the seriousness of the arrears issue and a member's willingness to address it through a repayment plan.
98. Members supported the principle of meeting assessed contributions and host country grant payments. Members acknowledged that there are situations that arise that affect members that are out of their control, including natural disasters, and expressed the view that any remedial measures adopted to address member arrears should take this into account, and in particular should not have the effect of penalising members for matters that arise that are beyond members' control, nor should overly punitive measures be adopted. The Chair and the Secretariat clarified that the issue of dealing with arrears remains a matter of supporting member participation in the organisation and is not a membership qualification issue.

Plenary discussion:

99. Palau: The delegate explained to CRGA the difficult position that Palau has been in due to the 2014 typhoon and the 2016 drought. The arrears situation is currently with the Ministry of Finance and it is expected that it will be resolved early next week. Palau asked CRGA to consider a

mechanism such as those that exist in other CROP agencies to account for extenuating circumstances countries may face that prevent them from meeting financial obligations.

100. New Caledonia: The delegate acknowledged the economic benefits enjoyed by host countries, but noted concerns about the methodologies used to calculate the host country grants.
101. Kiribati: The delegate explained that Kiribati has now centralised its contributions and its payment should arrive by the end of the week. Kiribati acknowledged the importance of addressing arrears, as members place many demands on the organisation, and the Secretariat needs the resources to implement their programmes. Kiribati also noted the importance of demonstrating understanding and making arrangements when countries face disasters and other events beyond their control.
102. Vanuatu: The delegate noted that the government had recently made a commitment in parliament to commit the funds by the end of the week or the following week. Vanuatu noted that the delegation would discuss the host country grant with the Secretariat.
103. Solomon Islands: The delegate noted Solomon Islands is willing and ready to continue to support the Honiara office and that it is currently working at consolidating payments rather than issuing them through separate line ministries. Solomon Islands echoed New Caledonia's request for a process and report to determine host country grant payments. The delegate noted that some of the measures put forth to address arrears involving fees were excessively punitive, but that otherwise Solomon Islands agreed with the overall measures proposed.
104. Marshal Islands: The delegate noted that RMI is in the process of clearing arrears.
105. Niue: The delegate urged countries to honour their obligations and commitments.
106. Fiji: The delegate assured CRGA that Fiji's state of arrears regarding its host country grant is not a reflection of its lack of commitment. Fiji noted that the host country agreement is before cabinet, and once it is resolved, Fiji will begin to look at the host country grant.
107. The meeting agreed to adopt the recommendations, with the proposed amendments. Moved by Palau and seconded by Marshall Islands.
108. CRGA:
 - i. encouraged all members in arrears to pay the full amount outstanding to the Secretariat before December 2017;
 - ii. invited those members who are unable to repay their full arrears to immediately enter into a repayment plan with the Secretariat;
 - iii. encouraged those host countries that have not agreed to a new level of host country grant to constructively engage with the Secretariat to fix an adequate level of contribution, taking into account the economic benefit derived from SPC's presence;
 - iv. called on host countries that have not paid the agreed level of host country grant to do so before December 2017;
 - v. agreed to the proposed set of measures that may be applied to members in arrears appearing in Annex A to the paper.

**AGENDA ITEM 8: DIRECTOR-GENERAL'S PERFORMANCE ASSESSMENT
(in camera)**

109. This agenda item was discussed in camera. CRGA's recommendations were conveyed in a letter from the Chair of CRGA to the Chair of Conference.

AGENDA ITEM 9: CRGA 48 – VENUE, CHAIR AND VICE-CHAIR

110. The CRGA Rules of Procedure state that CRGA should meet once a year at SPC headquarters in Noumea, except in the years when the Conference is convened, when CRGA meets immediately before the Conference at a venue chosen by the members of the Pacific Community.

111. Fiji: The delegate noted an error in Paper 9, and requested that the table be corrected to list Fiji as Chair in 2011.

112. CRGA:

- i. noted that the venue for the meeting of CRGA 48 in 2018 will be Noumea, New Caledonia, and that members will be advised of the meeting dates in due course;
- ii. agreed that the Chair for CRGA 48 will be provided by Niue and the Vice-Chair by Palau.

AGENDA ITEM 10: EVALUATION OF CRGA 47

113. CRGA responded to the Secretariat's questions evaluating the conduct and content of the meeting.

AGENDA ITEM 11: OTHER BUSINESS

Update on the Pacific Week of Agriculture

114. Vanuatu provided an update on the date and venue of the inaugural Pacific Week of Agriculture, to be on the theme of Pacific Crops, Resilience, Opportunity, Products and Sustainability (CROPS), and extended a cordial invitation to attend to delegates of Pacific Community member states and territories.

Programme presentations

115. Marshall Islands and Kiribati commended the programme presentations under Agenda Item 5 of CRGA 47, requested that these be undertaken in future CRGAs, and applauded the work of SPC's programmes.

Notes of appreciation

116. CNMI and Pitcairn Islands made interventions in the nature of notes of appreciation, which the Secretariat undertook to record in this meeting record, along with those expressed by other members over the course of the meeting.

AGENDA ITEM 12: STATEMENTS FROM OBSERVERS

117. CRGA noted with interest and appreciation the statements made by the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), European Union (EU), Korea Institute of Ocean Science and Technology (KIOST), Melanesian Spearhead Group (MSG), Pacific Island Forum Secretariat (PIFS), Secretariat of the Pacific Regional Environment Programme (SPREP), Singapore Ministry of Foreign Affairs, South Pacific Tourism Office (SPTO), and United Nations Resident Coordinator, on behalf of all UN agencies in the Pacific, and the statement tabled by the University of the South Pacific.
118. Director-General: As it would be the last CRGA for European Union Ambassador to Fiji and the Pacific, Andrew Jacobs, the D-G expressed appreciation and gratitude for Ambassador Jacobs' tenure.

AGENDA ITEM 13: ADOPTION OF CRGA DECISIONS

119. Chair: The Chair noted that not all CRGA recommendations would be included in the letter to the Conference Chair; only those requiring the Conference to take action would be included.
120. Tonga: The delegate noted that Tonga is up-to-date with its member contribution, and would like to see the revision reflected in the paper.
121. CRGA adopted its decisions.
122. The Director-General and Chair made closing remarks. The closing prayer was delivered by Tuvalu.
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THE FORTY-SEVENTH MEETING OF
THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(CRGA 47)

QUARANTE-SEPTIÈME SESSION DU COMITÉ DES REPRÉSENTANTS
DES GOUVERNEMENTS ET ADMINISTRATIONS

(Noumea, New Caledonia, 25–26 July 2017)
(Nouméa, Nouvelle-Calédonie, 25-26 juillet 2017)

LIST OF PARTICIPANTS
LISTE DES PARTICIPANTS

CRGA Chairperson/*Présidente*: Charlotte Darlow (New Zealand / *Nouvelle-Zélande*)

CRGA Vice-Chairperson/*Vice-Président*: Richard Hipa (Niue)

American Samoa <i>Samoa américaines</i>	Mr Eleasalo Ale Attorney General
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<p>Guam</p>	<p>Mr Jay Rojas Administrator, Guam Economic Development</p>
<p>Kiribati</p>	<p>H.E. Reteta Rimon High Commissioner Kiribati High Commission</p> <p>Mr David Teebo Technical Adviser Ministry of Foreign Affairs & Immigration Tarawa</p>
<p>Marshall Islands <i>Îles Marshall</i></p>	<p>Mr Tregar Albons Ishoda Chargé d'Affaires Embassy of the Republic of the Marshall Islands Suva, Fiji</p>
<p>Nauru</p>	<p>H.E. Kim Aroi Nauru High Commissioner</p> <p>Mr Michael Aroi Secretary for Foreign Affairs and Trade</p>
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	<p>Chargée de mission pour la coopération multilatérale et les organisations régionales</p> <p>M. Jimmy Naouna Chargé de mission pour la coopération multilatérale et les organisations régionales</p> <p>Medjo Wahuzeu Stagiaire</p> <p>Gaetan Allain Stagiaire</p> <p>Laurène Vidal Stagiaire</p> <p>Margaux Martin-Peridier Stagiaire</p> <p>Kim-Lou Cargnelli Stagiaire</p>
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<p>Palau</p>	<p>Mr Gustav Aitaro Director</p>
<p>Papua New Guinea <i>Papouasie-Nouvelle-Guinée</i></p>	<p>H.E Mrs Lucy Bogari PNG High Commissioner PNG High Commission</p> <p>Ms Justina Kila-Pat Foreign Service Officer Department of Foreign Affairs</p> <p>Ms Jacinta Tony-Barrion First Secretary PNG High Commission</p> <p>Mr Hermain Puio Director - Training and Curriculum Development and; currently Acting Director General National Youth Development Authority</p> <p>Mr Robson Akis Corporate Planner [Youth Programs] National Youth Development Authority</p>

	<p>Ms Nicole Masta Senior Aid Coordinator, Foreign Aid Division Department of National Planning and Monitoring</p> <p>Ms Maria Louise Wau Assistant Secretary for Statistics and Development Department of National Planning and Monitoring</p>
Pitcairn	<p>Mr Evan Dunn Head of the Pitcairn Island Office</p> <p>Mr Leslie Jaques Councillor Pitcairn Islands</p>
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Tonga	<p>Ms Elsie Fukofuka Senior Assistant Secretary</p>
Tuvalu	<p>Mr Penivao Penete Security to Prime Minister</p> <p>Mr Temate Melitina High Commissioner</p> <p>Ms Marilyn Moira Simmons Senior Advisor Ministry of Foreign Affairs Pacific Division</p> <p>Ms Tamarisi Alemenia Private Secretary to the Prime Minister</p>
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Wallis et Futuna Wallis and Futuna	M. Olivier Logologofolau Délégué en Nouvelle-Calédonie
SPC Audit and Risk Committee/ <i>Comité d'audit et des risques de la CPS</i>	Mr Alan Morris Chairperson

OBSERVERS / OBSERVATEURS

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<i>Programme régional océanien de l'environnement (PROE)</i>	Mr Roger Cornforth Deputy Director General
Singapore Ministry of Foreign Affairs/ <i>Ministère des Affaires étrangères de Singapour</i>	Ms Alice Cheng Wei Wei Deputy Director/Asia Pacific Ms Deng Yihan Technical Cooperation Officer/Asia Pacific
South Pacific Tourism Office (SPTO)/ <i>Organisation du tourisme du Pacifique Sud (SPTO)</i>	Mr Christopher Cocker Chief Executive Officer
United Nations Development Programme (UNDP)/ <i>Programme des Nations Unies pour le développement (PNUD)</i>	Osnat Lubrani UN Resident UNDP Regional Representative Coordinator
United Nations International Children's Emergency Fund (UNICEF)/ <i>Fonds des Nations Unies pour l'enfance (UNICEF)</i>	Mr Sheldon Yett Pacific Representative Suva, Fiji
The University of the South Pacific (USP)/ <i>Université du Pacifique Sud (USP)</i>	Ms Pritika Bijay Regional Programme Coordinator DMCA Section Suva Fiji

MEDIA / MÉDIAS

Island Business Magazine	Rika Vakacegu Editor
PACNEWS	Mr Pita Ligaiula Reporter
Tagata Pasifika	Nathaniel Davidson Camera Man John Pulu Reporter

SENIOR LEADERSHIP OF THE PACIFIC COMMUNITY / DIRECTION DU LA COMMUNAUTÉ DU PACIFIQUE

Director-General/ <i>Directeur général</i>	Dr Colin Tukuitonga
Deputy Director-General (Noumea)/ <i>Directeur général adjoint (Nouméa)</i>	Mr Cameron Diver
Deputy Director-General (Suva)/ <i>Directrice générale adjointe (Suva)</i>	Ms Audrey Aumua
Director, Fisheries, Aquaculture and Marine Ecosystems Division/ <i>Directeur de la Division pêche, aquaculture et écosystèmes marins</i>	Mr Moses Amos
Director, Educational Quality and Assessment Programme/ <i>Directrice du Programme pour l'évaluation et la qualité de l'enseignement</i>	Ms Michelle Belisle
Director, Information Services/ <i>Directeur des services d'information</i>	Mr Johan (Bas) Berghoef
Director, Strategy, Planning and Learning/ <i>Directeur de la Cellule d'engagement stratégique chargée de</i>	Mr Cameron Bowles

<i>l'élaboration de politiques et de la planification</i>	
Director, Communications and Public Information <i>/Directeur de la communication</i>	Mr Peter Foster
Director, Climate Change and Environmental Sustainability/ <i>Directrice du Programme durabilité environnementale et changement climatique</i>	Ms Sylvie Goyet
Director, Land Resources Division/ <i>Directeur de la Division ressources terrestres</i>	Mr Jan Helsen
Director, Statistics for Development Division/ <i>Directrice de la Division statistique pour le développement</i>	Dr Ofa Ketu'u
Director Melanesian Regional Office/ <i>Directrice régionale pour la Mélanésie</i>	Ms Mia Rimon
Director Micronesian Regional Office/ <i>Directrice régionale pour la Micronésie</i>	Ms Lara Studzinski
Director, Social Development Division/ <i>Directrice du Département développement social</i>	Ms Kuiniselani Tago
Director, Finance/ <i>Directeur des finances</i>	Mr Martin Van Weerdenburg
Director, Public Health Division/ <i>Directeur de la Division santé publique</i>	Dr Paula Vivili
Chief Adviser to the Director-General – Director-General's Office/ <i>Conseillère principale et attachée de liaison auprès du Bureau du Directeur général</i>	Ms Patricia Sachs-Cornish
Acting Director, Regional Rights Resource Team/ <i>Directrice par intérim de l'Équipe régionale d'éducation en matière de droits de la personne</i>	Ms Nicol Cave
Acting Director, Human Resources / <i>Directeur par intérim des ressources humaines</i>	Mr Leon Takimoana
Acting Director, Geoscience Division/ <i>Directeur par intérim de la Division géosciences et technologies appliquées</i>	Mr Akuila Tawake



SPC/CRGA 47 (2017)

Decisions
ORIGINAL: ENGLISH

**DECISIONS OF THE FORTY-SEVENTH MEETING OF
THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(Noumea, New Caledonia, 25–26 July 2017)

AGENDA ITEM 1: OPENING

1. The 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA 47) opened on 25 July 2017, at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia. The meeting was chaired by New Zealand, with Niue as Vice-Chair, and was attended by representatives of the following SPC members – American Samoa, Australia, Commonwealth of the Northern Mariana Islands (CNMI), Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Guam, Kiribati, Republic of the Marshall Islands (RMI), Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea (PNG), Pitcairn, Samoa, Solomon Islands, Tonga, Tuvalu, United States of America, Vanuatu and Wallis and Futuna – and by observers and partners including the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the European Union (EU), Korea Institute of Ocean Science and Technology (KIOST), Melanesian Spearhead Group (MSG), Pacific Islands Forum Secretariat (PIFS), Pacific Island Development Forum (PIDF) Secretariat, Secretariat of the Pacific Regional Environment Programme (SPREP), Singapore Ministry of Foreign Affairs, South Pacific Tourism Office (SPTO), United Nations Development Programme (UNDP), UNICEF Pacific and the University of the South Pacific (USP).
2. The Chair discussed the range of matters before CRGA 47, including SPC governance, which would contribute to the jointly shared objectives of participants to the meeting, and a report on the implementation of the Pacific Community Strategic Plan. She noted the report from the Director-General, and foreshadowed discussion on the implementation of the high-level Pacific Youth Development Framework dialogue outcomes. The agenda also addressed Pacific regionalism and CROP cohesion, and operations and management issues. The Chair mentioned that CROP issues would be brought to the meeting.
3. The Director-General acknowledged members, partners and other stakeholders, and noted that the meeting represented a celebration for SPC, taking place in the organisation's 70th anniversary year, at the same time as being a forum for discussing issues of importance to members and other stakeholders, and Pacific people.

Adoption of the Agenda

4. The Director-General led the meeting through the agenda, followed by the Chair's request for a motion for its adoption. Niue and Fiji moved that the agenda be adopted, and the Chair declared the agenda adopted.

Election of the Drafting Committee

5. The Secretariat noted the drafting committee nominees: Australia, Cook Islands, Fiji, Kiribati, New Caledonia, New Zealand, Niue, Papua New Guinea, United States of America and Vanuatu. Niue was nominated as chair of the drafting committee.

AGENDA ITEM 2: DIRECTOR-GENERAL'S REPORT

6. The Director-General presented an overview of key activities undertaken in 2016, to continue the Secretariat's efforts to create an organisation that is effective and efficient, fit for purpose, clear in its mission and priorities, providing relevant, high-quality scientific and technical support to members, and that is sustainably funded. The organisation's 70th anniversary in 2017 provides an opportunity to acknowledge members, development partners, and all those who have served the organisation and the region over the years – including, importantly, SPC's staff and leadership – for the outstanding contribution they have made to SPC's long history of achievement. The challenges of the next 70 years will not be the same as those of the last 70 years, and the Secretariat has been readjusting the organisation's financial structure and its priorities to continue to respond appropriately to meeting the challenges faced by the Pacific region. The need for science and technology to understand and address these challenges has never been more important.
7. SPC operates in an environment of declining resources available for development, and a crowded development space. This corresponds with rising expectations of members and other stakeholders for efficient and appropriate service delivery by SPC, which requires the organisation to find the best way to deliver these services. The Secretariat has continued its path to ensuring the full implementation of the objectives of the Pacific Community Strategic Plan 2016–2020 (SP 2016–2020), and has invested in a process of prioritisation with teams to better define the services the organisation should continue to provide and areas that could be de-prioritised over time. The Secretariat has continued to strengthen SPC's financial position, aiming to secure a sustainable financing regime for SPC to minimise the risks associated with external shocks, currency volatility and a constantly changing financial situation. This has involved the development of a resource mobilisation strategy, recruitment of a Resource Mobilisation Officer, implementation of full cost recovery (FCR) and improvements to 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 use of resources. Internal reviews and strategic divisional reorganisations have been undertaken and this process is ongoing.
8. Strategic partnerships with donors and other stakeholders remain critical to maintaining SPC's effectiveness and sustainability, and the Secretariat acknowledges the ongoing support of its major partners. The Secretariat appreciates that many members pay their membership assessed contributions and host country grants on time, however there are some members that are in significant arrears, and this presents a significant problem, given the financial constraints faced by the organisation. The Director-General indicated that the arrears

discussion would therefore be an important one, and sought clear guidance around how to deal with this issue. SPC's relationships with CROP agencies are working well, and 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.

9. The Secretariat is progressively improving reporting on SPC's achievements, results and impact of its work, and the Pacific Community Results Report 2016 was well received by the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan. The Director-General discussed achievements, highlights and results across the organisation's divisions and programmes. The Pacific Community Results Report 2016 indicated that the Secretariat is endeavouring to report across divisions, and to show impacts of SPC's work across sectors. The Director-General thanked delegates for their positive comments and indicated that it was a pleasure to work for SPC.
10. CRGA:
 - i. recognised the Pacific Community's achievements for 2016, current and future challenges and priorities for action;
 - ii. provided guidance on the prioritisation process;
 - iii. acknowledged the efforts of members who pay their assessed contributions promptly, and encouraged members with arrears to settle them as soon as possible.

AGENDA ITEM 3: THE PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT

11. The Pacific Community Governance Review in 2015 considered that CRGA could benefit from new or improved terms of reference to clarify its mandate and authority. The Secretariat has identified that SPC's governance arrangements are extraordinarily complex, with legal provisions, non-legal arrangements and general practice frequently conflicting with one another. The legal situation was set out in full in the Secretariat's paper to the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan at its meeting on 30 November and 1 December 2016. The Secretariat proposed that the most pragmatic approach would be to bring all governance provisions together in a single document, 'The Pacific Community Governance Arrangement', which would be adopted by a Resolution of the 10th Conference of the Pacific Community in Noumea in July 2017. This Resolution would replace the Tahiti Nui Declaration and all other existing non-legal governance arrangements. As well as consolidating SPC's governance provisions in a single modern document, this new resolution would clearly indicate that its provisions are an internal administrative arrangement as agreed between members of the Pacific Community until such time as the Canberra Agreement is formally amended to align accepted administrative practice with treaty provisions.
12. The Secretariat extended its thanks to members who sent written comments or confirmation of their agreement with the draft Governance Arrangement that was circulated for comment to all members in February 2017. At its meeting on 20 and 21 June 2017, the Subcommittee endorsed the draft 'Pacific Community Governance Arrangement', and recommended its approval by CRGA 47 for adoption by the 10th Conference of the Pacific Community. The

Secretariat and the Chair affirmed that this document should be seen as a living document, that guides and strengthens the governance of SPC, and was amenable to being updated on a regular basis as required.

13. CRGA:
 - i. approved the Pacific Community Governance Arrangement and recommended its adoption by the 10th Conference of the Pacific Community;
 - ii. approved the draft Standards of Conduct for the Director-General of the Pacific Community and recommended their adoption by the 10th Conference of the Pacific Community.

AGENDA ITEM 4: PROGRESS IN IMPLEMENTING THE PACIFIC YOUTH DEVELOPMENT FRAMEWORK

14. The Secretariat presented an update on the Pacific Youth Development Framework (PYDF) 2014–2023, noting that it is a standing agenda item on the CRGA agenda, as agreed by members during the High-Level Dialogue on Youth at the Ninth Conference of the Pacific Community in 2015. CRGA 46 affirmed its support for progressing the PYDF in the context of regional prioritisation, and recommended a focus on integration to enhance results in various sectors – particularly climate change, non-communicable diseases (NCDs) and food security – by ensuring that programme outcomes have both economic and social outcomes that benefit young people and communities. CRGA 46 suggested that SPC coordinate with other regional agencies and development partners, and explore existing mechanisms and capacity, including at the national level. SPC’s role in this area has been engagement in regional monitoring of youth, and its contribution to implementing the PYDF is relevant to two of the three goals articulated in the Pacific Community Strategic Plan. Progress has been made against all PYDF indicators, with significant advances made in relation to statistics for development, youth entrepreneurship and climate change. Under SPC Goal 1, a conceptual indicator framework has been drafted for relevant data collection and analysis on youth to better understand the status of youth. Under SPC Goal 2, mapping has been used to identify gaps at regional and national level where these resources may be best focused. Youth networks have been strengthened, and youth-led action and participatory decision-making has been supported for youth entrepreneurship and employment. Funding and capacity resources have been leveraged through strategic partnerships and through efforts to mobilise further resources.
15. CRGA:
 - i. noted progress made in strengthening partnerships and sharing resources for implementing the Pacific Youth Development Framework (PYDF) 2014–2023;
 - ii. endorsed the secretariat’s proposal to mainstream youth issues through its development programmes;
 - iii. considered the need for additional, dedicated and focused resources and capacity to support the implementation of the PYDF.

AGENDA ITEM 5: REPORT FROM THE CRGA SUBCOMMITTEE ON THE IMPLEMENTATION OF THE PACIFIC COMMUNITY STRATEGIC PLAN: STRATEGIC PLAN MONITORING AND RESULTS REPORTING

16. The Secretariat indicated that the two principal tasks of the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan (Subcommittee) are to assess SPC's performance in relation to the Pacific Community Strategic Plan 2016–2020, and as a reference point for SPC's prioritisation. The Subcommittee met on 20 and 21 June 2017, and considered and reviewed the following matters, and made recommendations or expressed its views to CRGA 47 and the Secretariat on each of these matters: the Pacific Community Results Report 2016; SPC Prioritisation 2017–2018; the draft Pacific Community Governance Arrangement; the role of the Subcommittee in relation to the budget process; and advice on members' arrears (assessed contributions and host country grants). The Subcommittee reviewed the Pacific Community Results Report 2016, and recognised that the Pacific Community Results Report 2016 is an excellent product, and represents a great improvement on previous years' reports, having also taken into account the advice of the November/December Subcommittee meeting. In relation to the information provided in the Pacific Community Results Report 2016 on SPC's performance, including achievements and challenges, the Subcommittee recommended that CRGA acknowledge the Secretariat's performance in implementing the Strategic Plan 2016–2020, and consider the Subcommittee's recommendations in respect of the preparation and content of future results reports.
17. The Subcommittee clarified that the main intended audience of the Results Report is CRGA, and that the information provided in the report is compiled with principal consideration for the needs of this audience. The Subcommittee reviewed the Secretariat's proposed prioritisation process for the period 2017–2018 and agreed to recommend that CRGA support the ongoing prioritisation process led by the Secretariat. The Subcommittee endorsed the draft Pacific Community Governance Arrangement, and recommended its approval by CRGA 47 for adoption by the 10th Conference of the Pacific Community, and endorsed the draft Standards of Conduct for the Director-General of the Pacific Community, and recommended their approval by CRGA 47 for adoption by the 10th Conference of the Pacific Community. The Subcommittee endorsed the same process for adopting the 2018 budget as that approved by CRGA 46 for the 2017 budget. The Subcommittee received and considered the Secretariat's update on members' arrears, and referred this issue to CRGA, noting that the Secretariat will prepare a paper seeking CRGA's endorsement of recommendations for handling the issue of arrears.
18. The Secretariat presented a four-page 'Executive Digest' summary of the Results Report, and acknowledged members' positive feedback for that document as a useful snapshot and guide for policymakers. The Secretariat explained that the purpose of prioritisation is to address the differential between the organisation's resources and demand for its services. Expected results as a direct consequence of the prioritisation process would be an alignment of resource allocation and resource mobilisation with identified priorities, which should also allow SPC, in the future, to reallocate resources to new or innovative initiatives which emerge as priorities. This will enable members to determine whether the organisation's funds have been used efficiently.
19. CRGA:
 - i. noted the outcomes of the meeting of the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan (Subcommittee), as contained in the Report from the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan;

- ii. in relation to the information provided in the Pacific Community Results Report 2016 on SPC's performance, including achievements and challenges, acknowledged the Secretariat's performance in implementing the Strategic Plan 2016–2020;
- iii. endorsed the Pacific Community Results Report 2016, noting that the Secretariat has incorporated improvements suggested by the Subcommittee at its November/December 2016 meeting;
- iv. supported the ongoing prioritisation process led by the Secretariat, together with the four areas for immediate action, and the five priority areas that require further refinement by the end of 2017.

**AGENDA ITEM 6.1A: IMPLEMENTATION OF REGIONAL PRIORITIES UNDER
THE FRAMEWORK FOR PACIFIC REGIONALISM**

- 20. The Secretary-General of the Pacific Islands Forum Secretariat (PIFS) provided an overview of the implementation of regional priorities under the Framework for Pacific Regionalism (FPR). These priorities were endorsed by Forum Leaders in 2016, and the required response by CROP agencies in support of this work has been agreed to by the Heads of CROP Agencies, as outlined in the 2017 CROP Action Plan. As a CROP agency, SPC has been an active implementing partner of a number of priorities that were outlined. Members were appreciative of the update provided by the Pacific Islands Forum Secretariat, and expressed their appreciation for the attendance of the Secretary-General.
- 21. The Director-General of the Pacific Community indicated that the priorities that have come through the FPR process relate to increased economic returns for fisheries and policy responses to cervical cancer in the Pacific. At the 2015 Pacific Islands Forum Leaders Forum the sustainable roadmap for Pacific fisheries was approved. This process is working well, and continues with regular reports to the Leaders. On coastal fisheries management, Leaders recognised that management of coastal fisheries resources has had a lower profile than oceanic fisheries, and required more attention.
- 22. CRGA:
 - i. supported the Secretariat to deliver on the priorities for regional action where it plays a key role, particularly for:
 - a. economic returns on fisheries;
 - b. coastal fisheries management;
 - c. cervical cancer;
 - ii. encouraged the Secretariat to support regional priority setting through the Framework for Pacific Regionalism in its particular areas of technical expertise;
 - iii. encouraged the Council of Regional Organisations in the Pacific (CROP) to continue to ensure a coordinated and collaborative approach towards the implementation of priorities for regional action, as identified through the Framework for Pacific Regionalism and endorsed by Pacific Islands Forum Leaders.

**AGENDA ITEM 6.1B: FRAMEWORK FOR RESILIENT DEVELOPMENT IN THE PACIFIC –
ROLE AND GOVERNANCE OF THE PACIFIC RESILIENCE PARTNERSHIP**

23. The *Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management* (FRDP) was endorsed by Pacific Islands Forum Leaders in September 2016. The basis of regional governance to facilitate the implementation of the FRDP will be the Pacific Resilience Partnership (PRP). The PRP Working Group has developed a proposal for the governance of the PRP and terms of reference, which will be provided to the Forum Officials Committee (FOC) for its endorsement in August and to Pacific Islands Forum Leaders for their approval in September 2017. The FRDP and PRP represent a paradigm shift in how climate change, disaster resilience, and governance are approached in the Pacific. These issues will be progressed in consultation with stakeholders in the next few months. Some concerns were raised about the PRP Taskforce membership, and whether the proposed composition enabled an equitable share of time for member states to be part of the Taskforce process.
24. CRGA:
- i. acknowledged the endorsement of the Framework for Resilient Development in the Pacific (FRDP) by Pacific Islands Forum Leaders in September 2016;
 - ii. supported the proposed governance arrangements for the Pacific Resilience Partnership, which will assist effective FRDP implementation, and noted that these arrangements will be recommended to Pacific Islands Forum Leaders for their endorsement in September 2017;
 - iii. committed to supporting the successful implementation of the FRDP, given SPC's regional role in leadership of disaster risk management and technical capacity in building resilience.

**AGENDA ITEM 6.2: FRAMEWORK FOR PACIFIC REGIONALISM – IMPLEMENTATION OF THE SIS
LEADERS' STRATEGY**

25. The Director-General of the Pacific Community provided a status report on progress in the implementation of the Smaller Island States (SIS) Regional Strategy 2016-2020 endorsed by SIS Leaders in Koror, Palau, on 24 June 2016, and later endorsed by Forum Leaders in Pohnpei, Federated States of Micronesia on 9 September 2016. The Smaller Island States of the Pacific Islands Forum represent the most vulnerable of Forum Island countries. Their 'unique and particular' vulnerabilities linked to their small size, lack of natural resources and remoteness may limit their prospects to achieving the Sustainable Development Goals (SDGs). The SIS Regional Strategy aims to deepen the focus and benefits of regionalism by articulating a specific set of priorities and resources that service collectively the shared interests of, and subsequent benefits to the SIS. Pacific Island Forum Leaders have reaffirmed that, given the smallness in terms of land area and population, as well as a degree of economic, social and environmental vulnerability of the smaller island states, it is important to give specific

attention and assistance to the SIS, to ensure that they derive the fullest possible benefit from regionalism. The Pacific Community has embedded the SIS Regional Strategy into its respective Work Plans.

26. The Secretary-General of the Pacific Islands Forum Secretariat commended SPC for its support of and contribution to the work that is currently underway in progressing the SIS Implementation Plan. The Secretary-General suggested that the SIS strategy was one of the best strategies coming out of the regional work of CROP agencies. A particular lack in the strategic work of CROP agencies for SIS countries was aviation and air transportation services, and it was important that this area find a suitable home and that effective policy responses were progressed. Members agreed that aviation issues are an important enabler of economic development in the Pacific Islands region, and for SIS countries in particular, and agreed that further discussions were needed to ensure that Pacific regional organisations are able to properly address those issues.
27. The Chair indicated that the discussion lent focus to aviation and air transportation services issues in the region, and where its coordination should sit, and that discussions would continue in relevant forums outside of CRGA.
28. CRGA:
 - i. confirmed the Secretariat's role in delivering against Forum Leaders' priorities, as outlined in the Smaller Island States (SIS) Regional Strategy 2016–2020;
 - ii. acknowledged the SIS Regional Strategy and Implementation Plan as the basis to articulate its support to the SIS regional priorities and aspirations within the Framework for Pacific Regionalism;
 - iii. commented on activities within the SIS Implementation Plan where SPC and PIFS can build stronger partnerships, in order to access the requisite technical and financial assistance.

AGENDA ITEM 6.3: CROP COHESION AND COORDINATION

29. The Secretary-General of the Pacific Islands Forum Secretariat provided a status report on developments facilitated by the Council of Regional Organisations in the Pacific since CRGA 46, to deepen CROP agency cohesion in relation to the Framework for Pacific Regionalism. The Secretary-General summarised the key areas for CROP coordination and collaboration in 2017, as outlined by the 2017 CROP Action Plan, and the important role to be played by the Pacific Community. Key issues included the continued involvement of SPC in CROP, a standing annual dialogue, and whole-of-CROP coherence. The Secretary-General acknowledged that SPC has been a valued partner in the PIFS-led analysis of regional governance and financing arrangements.
30. CRGA:
 - i. confirmed the Pacific Community's role in delivering against Forum Leaders' priorities, as outlined in the 2017 CROP Action Plan;

- ii. supported emerging key messages of the Pacific Islands Forum Secretariat (PIFS)-led analysis of regional governance and financing arrangements and its implications for CROP agencies;
- iii. commented on the working recommendations of the draft report of the Review of the CROP Charter, and agreed in principle to future endorsement of the CROP Charter, subject to endorsement by Pacific Islands Forum Leaders.

AGENDA ITEM 7.1: SALARY SCALE AND PROPOSALS FOR FISCAL YEAR 2018

31. The Secretariat presented the 2018 SPC salary scales for positions advertised internationally and for those advertised locally in each of SPC's five host countries. The scales proposed were in accordance with the recommendations of the 2015 CROP Strategic Triennial Remuneration Review (2015 Triennial Review). The proposed scales addressed the weakening position of the Secretariat's salary scales compared with those of other CROP agencies, and the need to find solutions, while balancing operational budgets, to ensure SPC remained a competitive employer. In addition, SPC salaries in local markets have depreciated as a result of inflation in SPC's main host countries. While a review of the SPC salary and benefits system was in progress, the Secretariat proposed interim adjustments to the SPC salary scales, taking the movement of other CROP agencies into account. To ensure that SPC is able to remain attractive in the employment market, the secretariat proposed – using the same mechanism as in 2015 and 2016 – a 2% increase in the mid-point of the salary scales for positions advertised internationally. This was a cost-neutral adjustment in terms of budgetary impact. The Secretariat also proposed a general salary increase of 2% across all position types and locations to account for inflation across all SPC host countries. That cost was provisioned for in the 2018 budget. A review of SPC's remuneration systems was work approved by CRGA 46, and is currently underway, including the SPC reference currency for the salaries of positions advertised internationally, and the performance development system. This work will continue throughout 2017, with a view to presenting recommendations to CRGA 48 in 2018 on an appropriate reference currency for SPC salaries for positions advertised internationally.
32. In response to member concerns about the impact on the budget of the recommendations proposed, the Secretariat indicated that the efforts made by the organisation to address past budget deficits have had a significant impact on staff, and requested that members bore this in mind in considering the recommendations. The results that have been reported, and that members have commended, have been achieved by the organisation's people. The financial impact of recommendation 2 is approximately EUR 300,000 (later refined as EUR 230,000, as recorded below), which should be seen against the substantial savings made by the organisation over the past two budget cycles of approximately EUR 8 million, and in preparing the 2018 budget, and in that sense should be seen as fiscally responsible. Staff of the Pacific Community received a 0% increase in 2016, a 1.5% increase in 2015, and 2% increase in 2014. In 2015 senior staff of the organisation elected not to receive the salary increase, and in 2016 senior staff elected not to receive any performance-based salary increment. In respect of bilingualism, the Director-General expressed that, as a technical and scientific organisation, SPC needed to be realistic about how this was applied in recruitment while understanding and recognising the importance of the organisation's bilingual nature. The first criterion in recruitment needed to be technical competence, while bilingualism was an important subsidiary criterion.

33. CRGA:
- i. approved a cost-neutral increase of 2% at the mid-point for all SPC salary scales (international and local), in all locations (Federated States of Micronesia, Fiji, New Caledonia, Solomon Islands and Vanuatu), with effect from 1 January 2018;
 - ii. approved a 2% general salary increase for all SPC employees in all locations, with effect from 1 January 2018;
 - iii. noted the importance of CROP agencies continuing to work together on harmonising, to the extent possible, salaries and conditions of service, as well as the need to contain costs and enhance productivity;
 - iv. noted the update on the review of (a) the SPC reference currency for the salaries of positions advertised internationally, and (b) the performance development system.

AGENDA ITEM 7.2: AUDIT AND RISK COMMITTEE REPORT

34. The Secretariat presented the report prepared by the SPC Audit and Risk Committee (ARC) to update CRGA 47 on ARC's work over the past 12 months.
35. CRGA:
- i. noted the report from the Audit and Risk Committee (ARC);
 - ii. endorsed the Audit and Risk Committee's recommendation that KPMG be appointed as External Auditors for SPC for the period 2017–2020;
 - iii. noted that the External Auditors have provided an unqualified audit opinion for SPC's 2016 Financial Statements and that the ARC recommended CRGA's acceptance of these Statements.

AGENDA ITEM 7.3: 2016 AUDITED FINANCIAL STATEMENTS

36. In accordance with the Pacific Community's financial regulations, the audited 2016 Pacific Community financial statements and audit reports were presented for the consideration of CRGA. For the 21st consecutive year the records for both SPC's overall finances and the Staff Provident Fund received unqualified audit opinions for the financial year 2016. The auditor expressed the opinion that the Pacific Community's financial statements present fairly, in all material respects, the financial position of the Secretariat as at December 31, 2016, in accordance with International Public Sector Accounting Standards (IPSAS). The presentation of the financial statements continues to evolve, in accordance with IPSAS. The structure of staff costs was outlined by the Secretariat – which involve direct salary in addition to the costs associated with maintaining staff in the various SPC locations at which they work and live. Members indicated their desire to be regularly updated on outstanding liabilities for the

organisation, including those linked to EU project audits.

37. CRGA:
- i. adopted the 2016 audited financial statements for the Pacific Community and the Pacific Community Provident Fund, noting that they were unqualified and presented a true and fair view of the financial position and performance of these entities.

AGENDA ITEM 7.4: 2017 REVISED BUDGET AND 2018 DRAFT BUDGET

38. SPC's revised budget for 2017 and proposed budget for financial year 2018 were presented to CRGA, in accordance with SPC's Financial Regulations, which require the Director-General to inform CRGA of budget revisions. Following the CRGA decision to adopt the euro as SPC's functional currency as from January 1 2017, both the 2017 revised budget and the 2018 draft budget are stated in euros. The revised 2017 budget was adopted out of session by CRGA in December 2016, following a review by the Audit and Risk Committee and the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan at its meeting on 30 November 2016. The Subcommittee 'endorsed the revised 2017 budget and recommended its submission to all CRGA members for comment and out of session adoption'. The revised 2017 budget, as approved, is a balanced budget totalling EUR 84.5 million (100.9 million CFP units), comprising a core budget of EUR 17.3 million (20.7 million CFP units) and restricted programme and project funding of EUR 67.2 million (80.2 million CFP units). The Secretariat is currently projecting a 2018 budget with a deficit amounting to EUR 0.87 million, derived from income of EUR 72.7 million less expenditure of EUR 73.5 million. Total income comprises projected core income of EUR 16.2 million and restricted programme and project funding of EUR 56.5 million. This is a decrease of EUR 11.9 million (13.7%) compared to the 2017 revised budget, primarily as a result of: a decline of EUR 10.7 million in restricted programme and project funding due to the continuing cycle of existing projects ending before funding agreements for new projects are finalised; and a reduction of EUR 1.17 million in unrestricted core funding. The Secretariat reported that the impact on SPC's 2018 core budget of the proposed 2% general salary increase for all SPC employees in all locations, referred to in Agenda Item 7.1, would be EUR 230,000.
39. The Secretariat highlighted the projected project management fee item of EUR 2.9 million, representing a 0.18 million increase over the 2017 budget, despite reduced project income, which reflects improved recovery through effective project negotiation and documentation, which will continue to be a critical component of the organisation's full cost recovery financial model. The principal purpose of SPC's prioritisation process is to ensure that the projects that SPC takes on are directly aligned with the priorities of the organisation. The Secretariat is committed to addressing the projected budget deficits for 2018 and future years and to raising the resources necessary to fund initiatives under the Pacific Community Strategic Plan 2016–2020, together with any new or emerging priorities.
40. The Secretariat underscored the importance of alignment between new projects and the priorities of the organisation's Strategic Plan and outcomes of the prioritisation process, together with the importance of increased flexibility in funding through programme funding modalities and implementation of full cost recovery.

41. CRGA:
- i. endorsed the 'out-of-session' adoption of the revised 2017 budget;
 - ii. noted the draft budget for financial year 2018, subject to:
 - a. the Secretariat presenting a revised 2018 budget that substantively addresses the current forecast deficit;
 - b. review by the Audit and Risk Committee;
 - c. review and endorsement by the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan by December 2017;
 - d. out-of-session adoption by all members of CRGA before 31 December 2017;
 - iii. noted the ongoing budgetary challenges for 2019 and 2020 that arise from SPC's high reliance on cyclical project financing and encourage all members and donors to consider adopting flexible or multi-year programme funding modalities;
 - iv. commended the Secretariat on its progress on establishing full cost recovery and urge all funders to support these important changes, including the 15% management fee;
 - v. recommend that the Secretariat ensure that all new projects are directly aligned to the priorities as outlined in the Pacific Community Strategic Plan 2016–2020 and as refined by the ongoing prioritisation process.

AGENDA ITEM 7.5: ASSESSED CONTRIBUTIONS AND HOST COUNTRY GRANTS

42. The Pacific Community Governance Arrangement indicates that SPC's budget is derived primarily from assessed annual membership contributions and programme and project funding. From its inception, the Pacific Community's governance documents state clearly that members are expected to pay an annual assessed contribution: the Pacific Community Policy on Membership and Observer Status (SPC Membership Policy) provides that *'all members of the Pacific Community pay an annual assessed contribution to the organisation'*. The policy also indicates that admission as a member is dependent on a country's *'willingness and ability to make the annual financial contribution'* to SPC. This recognises that membership allows members to benefit from, participate in, or support the work of SPC. The Secretariat presented the current situation for payment of assessed contributions and arrears, representing a total of EUR 1,189,755. The Secretariat also noted that several other members had not yet paid their 2017 assessed contributions, amounting to a cumulative total of EUR 2,042,918. The Secretariat encouraged those members to meet their arrears obligations so promptly.
43. The Secretariat outlined that the level of a host country grant is ostensibly determined by negotiation between the Secretariat and the host country, rather than through the application of a formula. However, the Secretariat explained that the 8th Conference of the Pacific Community approved linking the level of host country grant more closely with the economic benefit that countries derive from the presence of an SPC office. On that basis, and with the endorsement of the 8th Conference, the Secretariat undertook negotiations with SPC host countries for new levels of host country grant. The Secretariat outlined the current status of assessment and payment of host country grants, and reiterated the importance that all members recognise the significant economic benefit that host countries derive from the

presence of an SPC office in-country, and that the host country grant is understood as a long-term commitment to SPC's operations in the host country. The Secretariat indicated that failure to pay a host country grant, or the payment of a lower level, demonstrates a lack of genuine commitment to the organisation, and undermines SPC's sustainable financing and its ability to maintain a decentralised office or regional antenna. The Secretariat sought CRGA's guidance on measures that could be taken if a member falls into arrears in assessed contributions or host country grants, where applicable, for a period of more than one budget cycle, and made proposals that would provide the organisation with a series of measures designed to encourage countries in arrears to regularise their situation promptly. The Secretariat considered that these measures would create a greater degree of accountability toward the organisation, while allowing sufficient flexibility to take into account the seriousness of the arrears issue and a member's willingness to address it through a repayment plan.

44. Members supported the principle of meeting assessed contributions and host country grant payments. Members acknowledged that there are situations that arise that affect members that are out of their control, including natural disasters, and expressed the view that any remedial measures adopted to address member arrears should take this into account, and in particular should not have the effect of penalising members for matters that arise that are beyond members' control, nor should overly punitive measures be adopted. The Chair and the Secretariat clarified that the issue of dealing with arrears remains a matter of supporting member participation in the organisation and is not a membership qualification issue.

45. CRGA:

- i. encouraged all members in arrears to pay the full amount outstanding to the Secretariat before December 2017;
- ii. invited those members who are unable to repay their full arrears to immediately enter into a repayment plan with the Secretariat;
- iii. encouraged those host countries that have not agreed to a new level of host country grant to constructively engage with the Secretariat to fix an adequate level of contribution, taking into account the economic benefit derived from SPC's presence;
- iv. called on host countries that have not paid the agreed level of host country grant to do so before December 2017;
- v. agreed to the proposed set of measures that may be applied to members in arrears appearing in Annex A.

**AGENDA ITEM 8: DIRECTOR-GENERAL'S PERFORMANCE ASSESSMENT
(in camera)**

46. This agenda item was discussed in camera. CRGA's recommendation will be conveyed in a letter from the Chair of CRGA to the Chair of Conference.

AGENDA ITEM 9: CRGA 48 – VENUE, CHAIR AND VICE-CHAIR

47. The CRGA Rules of Procedure state that CRGA should meet once a year at SPC headquarters in Noumea, except in the years when the Conference is convened, when CRGA meets immediately before the Conference at a venue chosen by the members of the Pacific Community.
48. CRGA:
- i. noted that the venue for the meeting of CRGA 48 in 2018 will be Noumea, New Caledonia, and that members will be advised of the meeting dates in due course; and
 - ii. agreed that the Chair for CRGA 48 will be provided by Niue and the Vice-Chair by Palau.

AGENDA ITEM 10: EVALUATION OF CRGA 47

49. CRGA responded to the Secretariat's questions evaluating the conduct and content of the meeting.

AGENDA ITEM 11: OTHER BUSINESS

Update on the Pacific Week of Agriculture

50. Vanuatu provided an update on the date and venue of the inaugural Pacific Week of Agriculture, on the theme of Pacific Crops, Resilience, Opportunity, Products and Sustainability (CROPS), and extended a cordial invitation to delegates of Pacific Community member states and territories.

Programme presentations

51. Marshall Islands and Kiribati commended the programme presentations under Agenda Item 5 of CRGA 47, requested that these be undertaken in future CRGAs, and applauded the work of programmes.

Notes of appreciation

52. CNMI and Pitcairn made interventions in the nature of notes of appreciation, which will be recorded in the meeting record, along with those expressed by other members over the course of the meeting.

AGENDA ITEM 12: STATEMENTS FROM OBSERVERS

53. CRGA noted with interest and appreciation the statements made by Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), European Union (EU), Korea Institute of Ocean Science and Technology (KIOST), Melanesian Spearhead Group (MSG), Pacific Island Forum Secretariat (PIFS), Secretariat of the Pacific Regional Environment Programme (SPREP), Singapore Ministry of Foreign Affairs, South Pacific Tourism Office (SPTO), and United Nations Resident Coordinator, on behalf of all UN agencies in the Pacific, and the statement tabled by the University of the South Pacific.

AGENDA ITEM 13: ADOPTION OF CRGA DECISIONS

54. CRGA adopted its decisions.

ANNEX A

ASSESSED CONTRIBUTIONS AND HOST COUNTRY GRANTS

CRGA 47 agreed that the following measures will apply to members in arrears to endeavour to regularise their situation promptly. These measures will not apply if a member in arrears enters into an agreed repayment plan with the Secretariat. However, should the member not follow through on its repayment commitments, it would again be subject to the following measures.

Period of arrears	Measures to be taken
More than 1 year	<ul style="list-style-type: none"> - A member cannot chair any SPC meeting or working group. - A member is not eligible to receive financial support for its representatives to attend any SPC meeting, workshop or event. - The SPC Annual Report and financial statements will identify members with overdue obligations. - For a member that is a host country for SPC headquarters, regional antenna or country office, the Secretariat may consider downsizing its in-country presence or other cost-saving measures aligned with the overdue amount.
2 years	<ul style="list-style-type: none"> - A fee for service may be imposed by the Director-General for all requests from the country for assistance (i.e. the country in arrears must pay for any SPC services it requests). - A member is not eligible to sit on any SPC working group or subcommittee.
3 years or more	<ul style="list-style-type: none"> - A member is not eligible for development of a new SPC partnership or country programme. - A member may attend CRGA or the Conference of the Pacific Community but will not be able to join consensus or break consensus on any decision. - For a member that is a host country for SPC headquarters, regional antenna or country office, the Secretariat may consider relocating the office or any other more cost-effective measure.

Annex 1: Speech by the Hon. Annick Girardin, French Minister for Overseas Departments and Territories, at the opening ceremony of the Tenth Conference of the Pacific Community

Speech by the Hon. Annick Girardin, French Minister for Overseas Departments and Territories, at the opening ceremony of the 10th Conference of the Pacific Community (Noumea, 27 July 2017)

Conference of the Pacific Community Chair,

Director General of the SPC,

Presidents, Heads of Government and Ministers,

Directors General of international organisations,

Representative of the European Union,

Delegates

Dear friends,

I would first like to thank the Director General Colin Tukuitonga for inviting me to this 10th Conference of the Pacific Community. This meeting illustrates a shared commitment to contributing to the development of SPC's Pacific island member countries and territories.

I am very honoured to be here with you today and to represent France during this

Conference at the beautiful SPC Headquarters in Noumea, which are a true asset for New Caledonia and a source of pride for France.

Tomorrow we will celebrate the Pacific Community's 70th anniversary and I want to highlight the commitment that you have shown and the effectiveness of the work you have done to assist the social, economic and cultural development of Pacific peoples.

In such a delicate international situation, discussions and regional cooperation are essential. It is vital to turn towards the future, to our young people, use science and technology to implement our 2016-2020 Strategic Plan, together with traditional knowledge. That is why I am delighted to see, in this august assembly, so many men and women of goodwill gathered to discuss, share and debate with a view to forming innovative partnerships for sustainable development in the Pacific.

France is a Pacific island country. We have always been and we will continue to be one of your most faithful allies. You can always count on us to achieve the glorious destiny to which the Pacific islands aspire. That is why I want France and the SPC to establish, during the first half of 2018, a long-term partnership based on a multi-year action plan. It will set out our priorities, particularly in the areas of climate change management, health, culture and science.

France has a special responsibility to this region of the globe. France has, in fact, been part of the vast Pacific region for the past 200 years through our scientists and our three territories, i.e. French Polynesia, Wallis and Futuna, and, of course, New Caledonia, which will now serve as Chair for the Pacific Community for the next two years.

The French Pacific territories and Clipperton in the northern part of this hemisphere are the cement for the ties that bind us and ensure that France will never be indifferent to anything that affects the Pacific. We are involved in the development of the Pacific island countries and territories and we want to support the widest possible integration of the French territories into their regional environment. We want to protect their heritage, starting with their coral reefs and related ecosystems such as mangroves and seagrass beds. In that regard, France has decided to fund the “*Status and Trends of Coral Reefs of the Pacific Islands*” report to be presented during the next General Assembly of the International Coral Reef Initiative (ICRI), which we are currently chairing.

As a member of the Pacific family, we share its concerns and challenges. That is why we want to work with you to promote - both in regional forums and on the international stage - the International Schools Alliance, a ban on plastic microbeads that are endangering our environment and food security, effective control of illegal, unreported and unregulated fishing, new maritime security and safety measures, and better digital and transport connections. To do that we

will mobilise all our research mechanisms, particularly in the areas of agriculture, the blue economy, the environment, energy, ocean science or even health with work to strengthen the Pacific Public Health Surveillance Network. Our researchers, experts and technicians are here in the Pacific working on basic research, helping develop public policy, businesses, educational programmes and civil society organisations.

Ladies and gentlemen,

The Pacific is now one of the largest arenas for global development and one of the world's richest regions in terms of diversity, both cultural and environmental. But it is also the region that may be the most severely affected by the evil of our time, i.e. global warming.

If nothing changes, the source of our wealth and the Pacific's natural wonders will disappear before our eyes and with them, the heritage of Pacific peoples and their critical resources. It is our duty to protect the cultural heritage, traditions, values, and in that way, the lifestyles of our communities for future generations.

With that in mind, I want to thank you for the unfailing support that you provided during COP21. It was due to your contributions and commitment that COP21 was so successful. Collaboration with Pacific island leaders began in this very room, which bears the name of the first Kanak prefect, Jacques Iékawé, SPC's appointed Secretary General, who passed away before his time. The high-level dialogue with French President F. Hollande on the challenges of climate change in November 2014, convened by Dr Colin Tukuitonga, which a number of you attended, proved that your ideas can serve as an example for all. We promise to be your spokesman at COP 23, chaired by our partners from Fiji, and on 12 December 2017 as suggested by President E. Macron during the G-20 meeting in Hamburg. Two years after the Paris Agreement, new initiatives must be taken and the private funding promised during the United Nations conference in December 2015 must be mobilised. We know how vital this solidarity is for Pacific island countries and territories. In response to an issue that is so crucial for our planet and the Pacific region, we must demonstrate that mobilisation remains high and that the international community is making progress in implementing the agreement that together we hammered out so vigorously and patiently. In that spirit, we will examine with SPC the renewal of France's provision of a high-level international climate-change expert.

Ladies and gentlemen,

Please know that I personally am very attentive to the future of the Pacific territories and the development of small island states. In September 2014 in Apia, I had the privilege of taking part in the Third International Conference on Small Island Developing States and meeting with several of you. So I want to reaffirm France's commitment and unwavering support to the sustainable development of small island states, support that is provided by both the cooperation activities carried out by our Pacific overseas territories, which I again acknowledge, and by the French Development Agency (AFD), our cooperation instruments, but most especially by the work carried out by the SPC. Resilience to climate change and natural disasters must be our collective priority, along with our young people.

Ladies and gentlemen, I wish you all a very good 10th Conference of the Pacific Community with useful and fruitful discussions. Have a good day.

Annex 2: Address by Mr Philippe Germain, President of the Government of New Caledonia

10TH CONFERENCE OF THE PACIFIC COMMUNITY

Noumea, 27 July 2017

**Address by Mr. Philippe Germain,
President of the Government of New Caledonia**

Leaders, Heads of State and Government,

Ministers and Heads of Delegation,

Members of Parliament,

Facilitator, Representative of the European Union,

Director-General of the International Atomic Energy Agency

Representatives of SPC partners, international organisations and civil society,

Dear colleagues,

I would like to welcome all of you to New Caledonia and say how honoured and proud we are to host you in Noumea for the 10th Conference of the Pacific Community, marking the 70th anniversary of our organisation this year. I would like to thank you for accepting our invitation to take part in this meeting and I warmly acknowledge the very high level of representation in the delegations.

New Caledonia has the honour and responsibility of chairing this conference. This is, moreover, the first time that a President of the Government of New

Caledonia will exercise this high responsibility. We requested this privilege and the members agreed to grant it in Niue, two years ago.

I hope that we will live up to the trust that you have shown and that this term of office will provide New Caledonia with an opportunity to contribute to the region's development and outreach.

I take on this work as Chair with humility but with a commitment to engage in serving our organisation, its governance, its positive public image and its effectiveness. During this conference, and throughout my two-year term, I will propose that we develop a roadmap towards an enhanced 'regionalism'.

Our duty to pay homage to the Pacific Community ...

Ladies and gentlemen,

Before beginning our work here at Conference, I would like us to first pay homage to SPC, which on a daily basis does remarkable work for our region and its communities. I will not go into detail about the milestones in SPC's history or its activities, since I will be able to speak more about that during tomorrow's celebration. I would simply like to state that the Pacific 'construction project' owes a great deal to the Pacific Community.

This homage would not be complete if our thanks did not also go to its founding members, i.e. Australia, France, the Netherlands, New Zealand, the United Kingdom, and the United States, who, in the aftermath of the Second World War, decided to coordinate their work in favour of the Pacific Island countries and territories, without imagining at the time that they would give birth to a Pacific Community.

Nor would this homage be complete if we did not express our gratitude to the men and women, who, day after day, in the past and now in the present, have all

worked at their own levels with conviction and a sense of duty within SPC and in the service of our community.

Ladies and gentlemen,

As you know, Conference is SPC's highest decision-making body. It is therefore incumbent on us to define a strategic direction showing the way forward for SPC's work over the next two years.

The theme of our meeting, "*Innovative Partnerships for Sustainable Development*" should guide us in our discussions and orient our decisions. I would therefore propose that at the end of our work, we adopt a **final declaration** that will solemnly endorse the key directions for this new term of office with a view to reviewing and modernising our partnerships.

Our duty to promote regionalism

Ladies and gentlemen,

Aside from the founding members, our lands are small, isolated and all, in some way, vulnerable. We do not share any land borders and are separated by an ocean that makes communications and trade between us very difficult.

Nevertheless, we must overcome this oceanic obstacle because we are a community, the Pacific Community with its Melanesian, Polynesian and Micronesian sub-regions, with its cultures, traditional knowledge, cultural and natural heritage. But we must also do so because we share common challenges in terms of climate-change adaptation, sustainable development, health, education, youth, women's rights, security, etc. - challenges that we need to meet for the good of our region and our peoples.

Our duty to coordinate our action...

We do, then, have an undeniable interest in sharing our knowledge, skills, know-how and resources among our countries and territories. We need to do so through multilateral or bilateral cooperation efforts and we should do so within our political, technical and scientific organisations by adapting our governance within and between each one of them.

To construct a regional architecture, we have created, over time, an increasing number of bodies, inevitably leading to overlaps in duties and in functions. We need to address that to improve clarity and efficiency and be able to deal with the budgetary constraints that we all face.

Our duty to embody the Pacific Community in our political work ...

I am also convinced that we must better embody our organisation politically.

The Pacific Community is an especially inclusive organisation. It brings the leaders of all of our region's countries and territories to the same table, on an equal footing, whatever their institutional status.

However, SPC, whose role is decisive for the development of the region's island countries, lacks political visibility. The way it operates and its core business do not allow it to enjoy the political and media exposure, and so the recognition, it deserves from our communities.

For that reason we could consider possibly strengthening the role and work of the Community Chair as well as appointing 'thematic' ambassadors from amongst its members.

Our duty to give greater consideration to our partners and donors ...

I also think that it would be very worthwhile to more closely involve our partners and donors. I feel that with more involvement, they will come to better understand our challenges and enhance their support accordingly.

First and foremost I am thinking of the European Union which, together with Australia, is one of SPC's two leading donors, but which does not have any formal association status with the Organisation.

As I said at the 44th Pacific Islands Forum in Pohnpei, I wanted a high-level dialogue to take place, on the margins of our Conference, between the European Union and ACP countries and OCTs, so as to begin discussions on regenerating the partnership between the European Union and our region post-2020. The European Commission accepted this proposal and that dialogue will take place tomorrow morning in this very room with the participation of Hon. Pascal Lamy. Our objective will be to coordinate European support for strengthening our 'regionalism'.

Our duty to decide and to innovate ...

Ladies and gentlemen,

I hope that this morning we can discuss the various innovations that I have mentioned and that, if we agree, that we can instruct the Secretariat to develop some proposals for the next CRGA.

To close, I would like to briefly review the points for us to consider this afternoon.

We will be asked to adopt a position on the work SPC has undertaken to make its work more consistent with the overarching “Framework for Pacific Regionalism”, flowing down into the cross-sectoral work programmes of SPC’s Divisions.

In the same way, we will need to endorse SPC’s 2016 results framework, which highlights the real added value of programmes for Pacific Island communities in accordance with implementation of the 2016 – 2020 Strategic Plan.

Finally, the Secretariat will present the work done to compile and summarise information so as to develop a single governance system for our organisation. That exercise will allow us to better understand how the Pacific Community operates.

My duty to conclude ...

Ladies and gentlemen,

As you see, our agenda is dense, ambitious but important.

In the spirit of the theme for this 10th Conference, today we have the responsibility of exerting an influence on the Pacific Community’s place within the regionalism framework, while steering its governance and the relations the Organisation has with its partners and donors.

Ladies and gentlemen, I would like to assure you that, throughout the next two years, I will embrace the status of Conference Chair and defend our projects and ambitions with commitment and conviction.

Thank you for your attention.

Annex 3: Statement from the outgoing Chair of the Pacific Community

**Statement delivered by Hon Billy Talagi, Acting
Premier of Niue, on behalf of
Hon Sir Toke Talagi
10th Conference of the Pacific Community
27 July 2017**

Excellencies, Heads of State

Honourable Ministers

Heads of Delegations

Excellencies

***Director General Dr Colin Tukuitonga, and members
of your staff***

Ladies and Gentlemen

Introduction

1. It is my great honour to address the Pacific Community on this auspicious occasion of the 10th Conference of the Pacific Community and more importantly in commemorating and

celebrating the 70th year of service by its Secretariat.

- 2. The Government of Niue was honoured to Chair the Pacific Community the past two years and has wholeheartedly supported the Secretariat during this period.**
- 3. It is my government's view that the Secretariat of the Pacific Community, is the region's leading technical and scientific organisation owned by the Pacific region and has been so for the past 70 years. The organisation continues to be instrumental in assisting our Pacific people achieve their development aspirations.**
- 4. I have kept a watching brief on the Pacific Community Secretariat and continue to marvel at the achievements of the organisation, despite the continuous and various challenges of the time that it faces. In an environment of tightening of resources, the organisation continues to provide exemplary services to its members, something**

which we as members continue, to some extent take for granted.

Excellencies, Honourable Ministers, Distinguished Delegates

5. I am told by my Secretary to Government, that in an environment where resources are stretched tight, the Secretariat embarked on a journey, albeit one that is ongoing, of transformation. This transformation will culminate in a sustainable organisation that shall continuously provide its exemplary scientific and technical services to us.

6. We also need to participate and we as Member states must assist the Secretariat in achieving our goal of a sustainable Pacific Community.

7. I also understand that the Director General and his team have worked tirelessly towards this goal.

- 8. They have refined the governance structure of the Pacific Community that allows for greater clarity on the roles of the various bodies associated with the Pacific Community.**
- 9. Measures have been established that allow for greater transparency and accountability.**
- 10. The Director General with his Deputies and technical teams continue to work on the prioritisation of services.**
- 11. In our traditional Niuean culture, I challenge us all to be more innovative in how we embrace and join this voyage and demonstrate that we value the services of our Secretariat through various avenues. I would like to share some of my thoughts on this.**
- 12. First and foremost, let us all meet our financial commitment, for a relatively small fee (often referred to as assessed contributions) our**

returns are 10 fold and for some countries almost 100 fold. I encourage all of us to please be timely in our payments and if you are in arrears, I plead with you to please, make arrangements with the Secretariat for a manageable repayment schedule.

It is really important to take into account that the Secretariat has not stopped serving member countries with outstanding fees and in arrears, as it believed in serving our needs and in “No one gets left behind!.

13. Let us take more ownership in determining priorities for the organisation and the region. We can all make a first step by being more prudent in what we request from the Secretariat – we cannot expect them to meet all our wishes.

Honourable Ministers and Distinguished delegates,

14. It would be remiss of me if I did not congratulate Dr Colin Tukuitonga for his sterling leadership and for ably guiding the organisation for the past 3 and half years ensuring that the Pacific Community Conference and meetings remain enriched and meaningful.

15. Dr Tukuitonga came into the Director General's position at a very challenging time, the way forward will not be easy as necessary changes have to be made, in order to shape the Secretariat, as fit for purpose. We have been made aware of these significant changes through our representatives to the CRGA.

16. I wish to commend Dr Tukuitonga for his leadership, but also his leadership team and staff in believing in Colin, and in each other, which have contributed to the position of the Secretariat today, some 70 years since it started. We are very proud and should be proud of the tremendous effort made by Colin and his team and let us

congratulate them for their perseverance and dedication to us and our vast unique region. Let us show our appreciation in our usual manner (clap).

17. I also wish to take this opportunity to thank you a very important person who helped make this happen, and that is to Colin's loving wife Suzie and their children. Thank you for the support provided to Colin

18. It most certainly has been my pleasure to serve as your Chair the past two years and it is now my honor to hand the reigns to Honorable Philippe Germain, President of New Caledonia.

Thank you

Annex 4: Letter from the Chair of CRGA 47 to the Chair of the Tenth Conference



Pacific
Community
Communauté
du Pacifique

SPC file no.: SPC 10/47/1; SPC 10/47/5

27 July 2017

Hon. Philippe Germain
President of the Government of New Caledonia
Chair of the 10th Conference of the Pacific Community

Dear President,

It is my honour to present to you and to the Tenth Conference of the Pacific Community the recommendations referred by the Committee of Representatives of Governments and Administrations (CRGA) at its 47th session this week.

On behalf of CRGA, I would like to congratulate you on assuming the chair of the Conference and convey to you our confidence that under your stewardship the meeting will enjoy great success.

It has been a privilege for me to chair CRGA 47, held at SPC's Noumea Headquarters, and I wish to acknowledge the warm and generous hospitality that we have all enjoyed from the Secretariat and New Caledonia, and for the efficient meetings arrangements.

I'm pleased to report that CRGA's discussions were both constructive and useful and I note below some of the highlights.

In his report, the Director-General presented an overview of key activities undertaken in 2016, to continue SPC's efforts to create an organisation that is effective and efficient, fit for purpose, clear in its mission and priorities, providing relevant, high-quality scientific and technical support to members, and that is sustainably funded.

CRGA recognised SPC's efforts to meet the challenges faced by the Pacific region, and the need for science and technology to understand and address these challenges, and acknowledged that SPC has continued its path to ensuring the full implementation of the objectives of the Pacific Community Strategic Plan 2016–2020 (SP 2016–2020), and that SPC has invested in a process of prioritisation to better define the services the organisation should continue to provide and areas that could be de-prioritised over time.

CRGA was updated on SPC's ongoing efforts to continue to strengthen its financial position, aiming to secure a sustainable financing regime for SPC to minimise the risks associated with external shocks, currency volatility and a constantly changing financial situation. This has involved the development of a resource mobilisation strategy, recruitment of a Resource Mobilisation Officer, implementation of full cost recovery (FCR) and improvements to business systems.

The Director-General discussed achievements, highlights and results across the organisation's divisions and programmes, which are highlighted in the Pacific Community Results Report 2016. The Secretariat indicated that it is endeavouring to report across divisions, and to show impacts of SPC's work across sectors.

SPC Headquarters: Noumea, New Caledonia. Regional offices: Suva, Fiji, and Pohnpei, Federated States of Micronesia.
Country office: Honiara, Solomon Islands.

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Siège de la CPS : Nouméa (Nouvelle-Calédonie), Antennes régionales : Suva (Fidji) et Pohnpei (États fédérés de Micronésie)
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The Secretariat has identified that SPC's governance arrangements are extraordinarily complex, with legal provisions, non-legal arrangements and general practice frequently conflicting with one another, and proposed a pragmatic approach that would bring all governance provisions together in a single document, 'The Pacific Community Governance Arrangement', which CRGA refers to the 10th Conference of the Pacific Community for consideration. This arrangement would replace the Tahiti Nui Declaration and all other existing non-legal governance arrangements.

The Secretariat presented an update on the Pacific Youth Development Framework (PYDF) 2014–2023, as a standing agenda item on the CRGA agenda, as agreed by members during the High-Level Dialogue on Youth at the Ninth Conference of the Pacific Community in 2015. CRGA affirmed its support for progressing the PYDF in the context of regional prioritisation, and recommended a focus on integration to enhance results in various sectors – particularly climate change, non-communicable diseases (NCDs) and food security – by ensuring that programme outcomes have both economic and social outcomes that benefit young people and communities.

The meeting was updated on the work of the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan (Subcommittee), and the meeting was reminded that the two principal tasks of the Subcommittee are to assess SPC's performance in relation to the Pacific Community Strategic Plan 2016–2020, and as a reference point for SPC's prioritisation process. The Subcommittee's review of the Secretariat's reporting and prioritisation work was discussed by CRGA, and members acknowledged the Secretariat's performance in implementing the Strategic Plan 2016–2020, as conveyed in the Results Report and the short-form 'Executive Digest'.

CRGA was honoured to be addressed by the Secretary-General of the Pacific Islands Forum Secretariat (PIFS). The Secretary-General provided an overview of the implementation of regional priorities under the Framework for Pacific Regionalism (FPR), and commended SPC for its support of and contribution to the work that is currently underway in progressing the Smaller Island States (SIS) Implementation Plan. The Secretary-General also updated CRGA on developments facilitated by CROP since CRGA 46, to deepen CROP agency cohesion in relation to the Framework for Pacific Regionalism, and the Director-General underscored that SPC's relationships with CROP agencies are working well, and continue to evolve and improve, with all agencies understanding the importance of working to provide coherent policy advice to our members and avoiding duplication.

The Secretariat updated the meeting on the Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) and the Pacific Resilience Partnership (PRP). The FRDP and PRP represent a paradigm shift in how climate change, disaster resilience, and governance are approached in the Pacific, and CRGA heard that these issues will be progressed in consultation with stakeholders in the next few months. CRGA committed to supporting the successful implementation of the FRDP, given SPC's regional role in leadership of disaster risk management and technical capacity in building resilience.

CRGA supported the Secretariat's modest proposals in relation to staff salaries, approving a 2% general salary increase for all SPC employees in all locations, with effect from 1 January 2018, which brings SPC staff salaries towards parity with other CROP agencies, and offsets inflationary impacts across all SPC host countries.

The Secretariat presented the report prepared by the SPC Audit and Risk Committee (ARC) to update CRGA 47 on ARC's work over the past 12 months, and presented the audited 2016 Pacific Community financial statements and audit reports for the consideration of CRGA. The auditor expressed the opinion that the Pacific Community's financial statements present fairly, in all material respects, the financial position of the Secretariat as at December 31, 2016, in accordance with International Public Sector Accounting Standards (IPSAS).

CRGA received SPC's revised budget for 2017 and proposed budget for financial year 2018, in accordance with SPC's Financial Regulations, which require the Director-General to inform CRGA of budget revisions. Following the CRGA decision to adopt the euro as SPC's functional currency as from January 1 2017, both the 2017 revised budget and the 2018 draft budget are stated in euros. The Secretariat underscored the importance of alignment between new projects and the priorities of the organisation's Strategic Plan and outcomes of the prioritisation process, together with the importance of increased flexibility in funding through programme funding modalities and implementation of full cost recovery.

CRGA discussed the ongoing issue of members that are in significant arrears, and noted that this presents a significant problem, given the financial constraints faced by the organisation. The meeting agreed to adopt measures to address the problem of member arrears, noting that it was important to avoid overly punitive measures. Members affirmed the familial nature of the organisation, in consensus that the issue of arrears remains a matter of supporting member participation in the organisation and is not a membership qualification issue.

Attached to this letter are the recommendations of CRGA 47 (Attachment 1) for consideration by the Conference.

In accordance with established practice, the decisions of CRGA 46 held in Noumea in 2016 are also attached (Attachment 2) for noting by the Conference, given that in the years the Conference does not meet, CRGA is empowered by the Conference to make decisions.

I wish to thank CRGA members for their cooperation in completing the business of the meeting and for their commitment and dedication to the work of the Pacific Community.

I end by wishing you a stimulating and fruitful meeting,

Yours sincerely,



Charlotte Darlow
Divisional Manager of the Pacific Regional Division
New Zealand Ministry of Foreign Affairs and Trade
Chairperson, 47th Meeting of the Committee of Representatives of Governments and Administrations

ATTACHMENT 1

**RECOMMENDATIONS OF THE FORTY-SEVENTH MEETING OF
THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND
ADMINISTRATIONS
TO THE TENTH CONFERENCE OF THE PACIFIC COMMUNITY**

**RECOMMENDATIONS OF CRGA 47 FOR CONSIDERATION BY
THE 10TH CONFERENCE OF THE PACIFIC COMMUNITY**
(Noumea, New Caledonia, 26 July 2017)

The 47th meeting of the Committee of Representatives of Governments and Administrations (CRGA 47) canvassed a range of issues relating the operational and strategic components of SPC's work, and made a number of decisions relating to ongoing budgetary and strategic priorities. In addition CRGA would like to refer the following decisions to Conference for its adoption:

1. CRGA recommends to conference that it:
 - i. adopt the Pacific Community Governance Arrangement (attached as Annex A);
 - ii. adopt the draft Standards of Conduct for the Director-General of the Pacific Community (attached as Annex B).
-

Annex A

PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT



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PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT

(JULY 2017)

Adopted by the 10th Conference of the Pacific Community
Noumea, New Caledonia

I - Introduction

1. The *Pacific Community Governance Arrangement* describes the Pacific Community (SPC) and its major governance bodies and mechanisms.¹ This Arrangement may be revised to incorporate relevant decisions of the Conference of the Pacific Community, in accordance with the rules and procedures set out in the Rules of Procedure for the Conference of the Pacific Community.
2. The *Pacific Community Governance Arrangement* is not a legal document. It does not replace, modify or amend any of the provisions of the Agreement establishing the South Pacific Commission 1947 (Canberra Agreement) or the subsequent amendments thereof. The *Pacific Community Governance Arrangement* sets out the administrative practice that members of the Pacific Community have determined to implement as regards governance of the organisation. The *Pacific Community Governance Arrangement* supersedes all prior policies and resolutions on SPC's governance arrangements until such time as the Canberra Agreement is modified to integrate such practices into the international treaty that established SPC.

II - Governance

3. SPC's mandate and role are set out at article IV of the Canberra Agreement, as amended. This mandate and the organisation's strategic direction are further detailed by means of a multi-year Strategic Plan adopted by the organisation's governing body, together with relevant decisions of the Conference of the Pacific Community.
4. SPC's headquarters is located in Noumea, New Caledonia.
5. SPC may have decentralised offices in other member countries and territories.²
6. SPC, its governing body and any subsidiary or auxiliary bodies are served by the Pacific Community's Secretariat (the Secretariat), as provided by article XIII of the Canberra Agreement, as amended.

¹ These are primarily drawn from the Agreement establishing the South Pacific Commission, 1947, and subsequent amendments, together with decisions of the Conference of the Pacific Community.

² Currently, SPC has regional offices in Fiji and the Federated States of Micronesia, and a presence in Melanesia through a country office in the Solomon Islands and a senior officer of the Secretariat based in Vanuatu.

The Conference of the Pacific Community (the Conference)

7. The Conference is SPC's governing body. It meets every two years at the ministerial level. Meetings of the Conference generally are held at SPC's headquarters. Other members can, however, offer to host the Conference. In this case, the obligations of the host country are to be determined by the Secretariat and the host country.
8. The Conference is charged with establishing the high-level, strategic orientations of the organisation, either on its own behalf or in response to recommendations for change submitted by the Secretariat through CRGA.
9. The Conference appoints the Director-General and decides on renewal of his/her contract based on an evaluation of the Director-General's performance carried out by CRGA. The criteria and procedure for the appointment of the Director-General are adopted by the Conference and are included in Annex 1 to this Arrangement.
10. The Conference decides on applications for membership and observer status of the organisation in accordance with the Policy on Membership and Observer Status of the Pacific Community, adopted at the 9th Conference of the Pacific Community.
11. The Conference adopts and modifies its Rules of Procedure. These Rules of Procedure, including appointment of the Chairperson and Vice-Chairperson, are set out in Annex 3 to this Arrangement.
12. The official languages of the Conference, its subsidiary and auxiliary bodies are English and French.

The Committee of Representatives of Governments and Administrations (CRGA)

13. CRGA is a subsidiary body of the Conference. CRGA meets annually at senior officials' level.
14. In years that the Conference does not meet, Conference has delegated powers to CRGA to decide on all matters that would normally be examined by the Conference, except appointment and renewal of the Director-General.

15. In the years that the Conference is held, CRGA meets immediately prior to the Conference at the same venue. CRGA makes decisions on its own agenda. It only refers decisions or makes recommendations to Conference on matters which fall within the scope of the Conference's high-level, strategic mandate.
16. CRGA's primary roles include, but are not limited to, monitoring implementation of the Pacific Community Strategic Plan, adopting the organisation's budget and providing governance oversight and guidance to the Secretariat.
17. When considering SPC's budget, CRGA is guided by the organisation's priorities and overall strategy as expressed in the Pacific Community Strategic Plan and decisions of the Conference, together with the needs expressed by members and the Secretariat. Due consideration is also to be given to the outcomes of regional heads of sectors/ministerial meetings and decisions by other governing bodies of the Council of Regional Organisations in the Pacific CROP, particularly those made by Pacific Leaders, that may impact on the work and resources of SPC.
18. CRGA considers the annual accounts and audit reports and adopts administrative Regulations for the Secretariat. CRGA delegates administrative policy adoption and implementation to the Director-General. Significant changes to the terms and conditions of Secretariat staff are referred to CRGA for approval.
19. As provided for in Annexes 1 and 2 to this Arrangement, CRGA assists Conference in the appointment process of the Director-General and conducts the performance evaluation of the Director-General. The procedure and criteria for (a) the appointment and (b) the performance evaluation of the Director-General are adopted, respectively, by the Conference [for (a)] and by CRGA [for (b)], and are included for reference in Annexes 1 and 2 to this Arrangement.
20. CRGA adopts its Rules of Procedure. These Rules of Procedure, including appointment of the Chairperson and Vice-Chairperson, are set out in Annex 4 to this Arrangement.

The Director-General

21. The Director-General is the chief executive officer of SPC. The Director-General has full responsibility and authority to lead and manage the Secretariat and to represent, promote and defend the interests of SPC within the guidelines and regulations established by Conference and CRGA. The Director-General develops the vision, sets

the goals, makes proposals to CRGA and the Conference on the range of services SPC may provide to its members, and makes decisions relating to the delivery of such services. The Director-General is fully accountable to CRGA and the Conference for any failure to meet the organisation's objectives or violation of the organisation's regulations and standards of conduct.

22. The Director-General has the authority to appoint Deputy Directors-General through an open and transparent selection process. Their performance is appraised annually by the Director-General.
23. The Director-General can delegate powers and responsibilities to the Deputy Directors-General and other selected Secretariat staff in order to ensure the effective and efficient operation of the Secretariat and implementation of the organisation's activities. Such delegations are included in a Manual of Delegations compiled by the Secretariat.
24. The Director-General may modify the structure of the Secretariat from time to time to maintain organisational efficiency. Approval of the Conference is required for major change involving considerations of strategic direction and/or significant, unbudgeted cost increases. In years when the Conference does not meet, such approval is obtained from CRGA.
25. The Director-General informs members of the state of SPC's administration and work programmes, together with any other significant matters, through an annual report tabled at CRGA. The results of SPC's work programmes are communicated to members by means of an annual Pacific Community Results Report.

Membership and Observer Status

26. Rules and procedures relating to accession to the Canberra Agreement, membership and observer status with the Pacific Community are dealt with by article XXI § 66-67 of the Canberra Agreement, as amended, and in the SPC Policy on Membership and Observer Status adopted by the 9th Conference of the Pacific Community in 2015, which superseded all prior Pacific Community policies and resolutions on membership and observers.
27. The list of members of the Pacific Community is included for reference in Annex 5 to this Arrangement and may be updated by the Secretariat as required.

Regulations, Rules and Policies

28. 'Regulations' are adopted by the Conference or, in years when Conference does not meet, by CRGA. They outline the basic conditions of service and the rights, duties and obligations of the staff members of the Secretariat (Staff Regulations) and the basic financial policies of the organisation (Financial Regulations).
29. The Director-General has the responsibility for drawing up and implementing detailed Rules and Policies within the framework provided by the Regulations. The Director-General has the power to modify such rules and policies as required from time to time in response to changes in the context in which the Secretariat operates.

Human resources

30. SPC is an equal opportunity employer. Staff appointments are based on merit, without restriction as to nationality. Due attention is given to gender equity and the maintenance of strong representation from Pacific Island professionals. Preference is given to Pacific Island applicants, given equal merit, qualifications and experience. All staff are employed on fixed-term contracts. The duration of such contracts and the conditions under which they may be renewed, together with the salary levels and allowances of SPC staff, are fixed in the Secretariat's Staff Regulations and Policies.
31. The Secretariat participates, alongside other agencies, in work to coordinate and, where possible, harmonise approaches to remuneration levels between agencies. The Secretariat makes recommendations, as necessary, on the appropriate staff remuneration structure for adoption by CRGA or the Conference, taking into account the specific needs, size, recruitment pool and strategic positioning of SPC. Such recommendations may take into account, where appropriate, work on a coordinated approach to remuneration levels between organisations participating in CROP.

Finances

32. SPC's budget is derived from:
 - (a) assessed annual membership contributions and other sources, such as bank interest, project management fees and miscellaneous income; and
 - (b) programme and project funding received from some members, donors and development partners.
33. Project management fees are applied to programme and project funds at a rate of 15 per cent of the total programme/project budget. Where a development partner refuses

the application of a 15 per cent project management fee, the Secretariat makes every effort to ensure direct costs and indirect costs are taken into account in the project budget beyond the level of the management fee accepted by that development partner.

34. Funding received under 32(a) is considered recurrent income, over which the Director-General has discretion as regards allocation to the activities of the Secretariat.
35. Funding received under 32(b) is usually time-bound and not systematically recurrent. Such funding is generally targeted at specific projects or activities, or, in the case of programme funds, to more flexible support for implementing the approved business plans of the Secretariat's technical programmes and divisions.
36. Increases to members' assessed contributions are possible, but require the Secretariat to submit a business case for any such increase for consideration and adoption by CRGA and the Conference.
37. The formula for calculation of assessed contributions is reviewed by the Secretariat as the need arises.
38. The Director-General revises the budget during the course of the year in line with the financial regulations. Any such revision aims to achieve a balanced budget or a surplus.

Relationship with members

Privileges and immunities

39. Pacific Community members, including the host governments of SPC offices, have the responsibility of undertaking to secure such legislative and administrative provision as may be required to ensure that SPC, and Secretariat officers and staff, are granted privileges and immunities in line with the international conventions that apply to organisations of a similar nature throughout the world. Following the example of the Headquarters Agreement between the Government of the French Republic and the Pacific Community (2003), members should consider developing and concluding formal host country or privileges and immunities agreements between SPC and member countries to ensure consistent and stable operating conditions for the organisation, its Secretariat and staff.

Formal communication

40. The Secretariat's formal communication with members is through the SPC focal points

usually located within foreign ministries, although in some countries and territories the focal point is within the Prime Minister's Office, the Ministry of Planning, or within an alternative administrative structure.

Relationships with other organisations and partners

41. It is incumbent on the Secretariat and its staff to cooperate fully and to the limit of their capacity with all regional and international development agencies operating in the Pacific.
42. While the Secretariat's primary partners and first points of contact are SPC's members, there are many stakeholders working in the region that SPC collaborates and cooperates with. These agencies can be classified into three main groups, as follows:
 - (a) The family of Pacific regional organisations, including CROP agencies. The Secretariat pays particular attention to coordination, collaboration, cooperation and, where relevant and practical, harmonisation with these agencies to increase efficiency and avoid duplication in delivering services to members and the region, taking into account each organisation's mandate and skills.
 - (b) Aid donors and development partners operating in the Pacific. These include countries, international multilateral agencies, such as the UN family of organisations, together with the European Union and international financial institutions.
 - (c) The private sector, and non-governmental organisations, including faith-based organisations, welfare and volunteer agencies.
43. The Director-General signs memoranda of understanding or such other cooperation agreements and administrative arrangements with other organisations and partners as may be necessary to increase outreach, cooperation and collaboration for the benefit of members and to minimise duplication of efforts and resources.
44. The conditions under which organisations and partners may be admitted as Permanent Observers to the Pacific Community are set out in the SPC Policy on Membership and Observer Status adopted by the 9th Conference of the Pacific Community in 2015, which superseded all prior Pacific Community policies and resolutions on membership and observers.

ANNEX 1

CRITERIA AND PROCEDURE FOR APPOINTMENT OF THE DIRECTOR-GENERAL OF THE PACIFIC COMMUNITY

Appointing authority

1. The Conference of the Pacific Community, SPC's governing body, is the sole appointing authority for the position of Director-General.
2. The Conference is assisted in this role by CRGA as per the procedures set out in this document.

Appointment criteria

3. The Conference appoints the Director-General guided by the following selection criteria:
 - a) Understands technical and regional issues;
 - b) Is sensitive to the needs of the organisation and the region;
 - c) Has technical experience in areas relating to the purpose of the organisation;
 - d) Understands the geopolitical aspects of the region;
 - e) Is a good manager of research, technical and administrative staff;
 - f) Has leadership qualities;
 - g) Is a good communicator both within and outside the organisation;
 - h) Is able to work well with donors;
 - i) Is able to formulate a vision for the organisation;
 - j) Is conversant with the changes occurring in the region that impact on the nature and role of SPC and the services it delivers to members;
 - k) Is conversant with the new architecture for regional institutions and able to lead SPC while also consolidating its expanded role, purpose and modality of service delivery to members;
 - l) Is of good character, standing and integrity, and able to command the respect of members and partners;
 - m) Is able to demonstrate dedicated effort and commitment to the development of Pacific Island countries and territories;
 - n) Is conversant with the principles of organisational change, organisational restructuring and change management; and
 - o) A practical knowledge of SPC's two working languages (English and French) is an advantage and should be taken into consideration.

Appointment procedure

Advertisement and applications

4. The position is widely advertised on recruitment websites and in print and online media, including selected national newspapers in some SPC member countries and territories and regional and international newspapers/journals, to attract a broad range of candidates. A recruitment announcement is disseminated electronically and also faxed to SPC contact points in member countries and territories to encourage applications from the region.
5. All applications are submitted to SPC for registration by the secretariat. Applications from candidates from SPC members are forwarded to the respective home governments for screening advice based on the approved selection criteria.
6. Applicants are required to submit an application online to SPC, addressing the selection criteria and specific responsibilities listed above, and importantly, describing their vision for the Pacific Community. Candidates who are unable to apply online can submit a soft or hard copy application addressing the selection criteria. A detailed curriculum vitae should be provided.
7. The names of three references who can address the applicant's capacity relative to the selection criteria and responsibilities should be provided. Referees' reports, both verbal and written, are required by the Selection Advisory Committee if the candidate is shortlisted.
8. Testimonials may be provided with the application, but are not necessary and are not to be considered a substitute for confidential referees' reports which are sought by the Secretariat on behalf of the SAC.
9. Applicants do not need to have the endorsement of their government to apply. However, governments are to be given the opportunity to screen all applicants originating from their country or territory. There is no limit on the number of candidates from a particular country or territory.

Selection Advisory Committee (SAC)

10. A Selection Advisory Committee is appointed by CRGA to undertake initial screening and shortlisting of applicants.
11. To ensure equitable representation, the SAC is made up of a maximum of eight members – one representative each from the current, previous and incoming chairs of CRGA and one representative from each of the following groups: donor member countries, Melanesia, Micronesia, Polynesia, and French-speaking members. If the representatives of the CRGA chair are also representing any of the other groups the final number of committee members may be less than eight.
12. The incumbent chair of CRGA at the time is to chair the Selection Advisory Committee.
13. It has been decided that members of the Selection Advisory Committee with candidates from their own countries or territories should make their views on the candidate known to the SAC and should then withdraw from the consideration of that candidate during the committee's shortlisting process, rather than from the committee itself.
14. The use of video-conferencing and similar technologies enables meetings of the Selection Advisory Committee to take place between SPC's Noumea headquarters and Suva Regional Office, making it possible for SAC members to be chosen from countries with representation in either Suva or Noumea or further afield where facilities are available.
15. The SAC screens the applications received, determines a shortlist of candidates to be interviewed, conducts the interviews and presents its report to CRGA with a ranked list of up to five candidates considered to be appointable. CRGA considers the report and ranking of the candidates and

recommends one to Conference for its consideration.

Role of the Secretariat

16. The Secretariat, led by the incumbent Director-General, assists the SAC in its task on the understanding that the incumbent is not eligible for reappointment and is not an applicant for the position.
17. The support provided by the Secretariat includes receiving and acknowledging all applications; forwarding all applications received from citizens of SPC members to their respective countries requesting screening advice against the selection criteria; forwarding the applications to each member of the selection committee for consideration for shortlisting; providing support to the chair of the committee as required to coordinate the preparation of a shortlist for interview; seeking references for shortlisted candidates prior to the interviews; coordinating arrangements for a meeting of the committee to conduct the interviews; and assisting the chair in distributing the committee report to CRGA focal points prior to CRGA.
18. The Secretariat's Human Resources Department (SPC-HRD) is responsible for the recruitment procedure of the Pacific Community Director-General.
19. The incumbent Director-General sends all applications for the position to the SPC-HRD. The SPC-HRD then makes (i) an initial assessment, documentation and production of a summary list of candidates with assessment scores against selection criteria, and (ii) suggestions for an initial long-list comprising up to 10 candidates for consideration by SAC, and ends with the completion and signoff of the final selection report by SAC.
20. Specifically, the SPC-HRD assists the incumbent Director-General and SAC as follows: (i) screen all applicants against the key selection criteria; (ii) recommend an initial long-list of up to 10 of the strongest candidates to be submitted to SAC together with the full candidate list for its consideration; (iii) after receiving SAC's long list, proceed to conduct pre-selection telephone interviews with each long-listed candidate and prepare a report on each one for SAC, with a recommendation on which candidates should attend face-to-face interviews with SAC; (iv) on being advised by SAC which candidates are to be interviewed, collect references for the candidates, administer psychometric/emotional intelligence tests and provide the results to SAC prior to the interviews; (v) participate in the interviews to support SAC; and (vi) together with the incumbent Director-General, compile a draft recruitment report for consideration by SAC and finalise the report following the committee's feedback.

STAFF REGULATIONS

21. All appointments at SPC are governed by SPC's staff regulations which state:
 - i. SPC is an equal opportunity employer. Staff appointments are based on merit, without restriction as to nationality. Due attention is given to gender equity and the maintenance of strong representation from Pacific Island professionals. Preference is given to Pacific Islanders, given equal merit, qualifications and experience.

TENURE

22. The Director-General normally holds office for a maximum of six years comprising three consecutive contracts of two years each, with contract renewal dependent on sound performance.
23. The Conference may decide not to renew a Director-General's contract if the annual evaluation yields evidence of unsatisfactory performance. The Conference may also decide to extend the Director-General's term of office beyond the normal six years in exceptional or extenuating circumstances, with an extension under this provision to be restricted to one further two-year term. The nature of the extenuating or exceptional circumstance should be quite apparent at the time such a decision is made by CRGA and Conference.

RECRUITMENT TIMETABLE

24. The timetable for the process of selecting and appointing a Director-General commences with the setting up of the Selection Advisory Committee at the CRGA meeting in the year preceding a conference. The committee includes representatives from SPC member countries and territories as outlined above.
25. The position is advertised with a period of two months (e.g., October – November) allowed for applications.
26. After applications close at the end of the two month period (e.g., end of November), the Secretariat sends the applications to the countries and territories from which candidates originate for screening.
27. By the end of approximately 30 days following the close of applications (e.g., December), observations received from member countries or territories on behalf of applicants are incorporated into the respective portfolios of the applicants before initial screening and short-listing against key selection criteria.
28. Approximately 15-20 days following incorporation of observations (e.g., mid-January), the portfolios of all applicants assessed against the key selection criteria and a recommended long-list comprising up to 10 of the strongest applicants is sent to each SAC member for consideration.
29. At the end of this month (e.g., January), SAC advises the Director-General of its long list for pre-selection interviews to be conducted by the SPC-HRD.
30. In the following month (e.g., February), the SPC-HRD conducts pre-selection interviews, compiles candidate reports for the Director-General and SAC, and recommends the final group of candidates for face-to-face interviews. SAC may ask to see a list of all applications received and add any further candidate(s) it wishes to interview. SAC confirms its list of candidates for face-to-face interviews and determines August dates for interviews. SPC-HRD conducts psychometric testing of short-listed candidates and seek references prior to face-to-face interviews.
31. In the following month (e.g., March), SAC meets to conduct face-to-face interviews of short-listed candidates. The recruitment report is finalised and signed off by SAC.
32. No later than four months after the close of the application period (e.g., April), a CRGA paper and selection committee report is sent in confidence under the Chairperson's signature to members' CRGA focal points for consideration ahead of the CRGA meeting. The report includes a list of up to five candidates that are considered appointable. In accordance with the principles underpinning the enhanced recruitment process approved by CRGA for the recruitment of executive positions at SPC, which require ranking appointable candidates, SAC ranks the appointable candidates for the position of Pacific Community Director-General and submit its recommendation for consideration by CRGA.
33. At its meeting prior to the Conference, CRGA considers the written report prepared by SAC, considers the SAC's ranking of appointable candidates and recommends one candidate to the Conference for its consideration.
34. The Conference considers CRGA's recommendation and makes the final decision on the appointment of the Director-General. The decision making process is to be in line with the Conference Rules of Procedure and, if no consensus can be reached, may therefore involve a vote.

C. REMUNERATION OF THE DIRECTOR-GENERAL

35. SPC's current salary scale has 18 salary bands and was approved by CRGA 40. The Director-General's position was evaluated by Strategic Pay in 2015 as being at 1566 points, placing it objectively above the maximum limit of salary band 18, which has a range of points from 1302 to 1520.

36. In each of the 18 salary bands, individual staff salaries range from 80 to 120 per cent categorised as follows:

<i>Assessed performance</i>	<i>% range</i>	<i>Descriptor / comments</i>
High performance zone	110–120 %	Performance consistently outstanding
Adding value zone	102–110 %	Performance consistently exceeds requirements
Competence zone	98–102 %	Performance consistent with requirements
Developing zone	80–98%	Appropriate for new recruits

37. The salary equivalents for each of the four zones in the Pacific Community Director-General salary band are shown in the following table.

Salary equivalents for various percentage levels in the Pacific Community Director-General salary band

<i>Assessed performance</i>		<i>Range</i>	<i>Corresponding salary in SDR (annual)**</i>	<i>Corresponding salary in EURO (annual)*</i>
<i>High performance zone 110–120% of band</i>	<i>This represents the maximum salary zone for the band</i>	<i>120%</i>	<i>185,697</i>	<i>245,907</i>
<i>Adding value zone 102–110% of band Performance consistently exceeds requirements</i>		<i>110%</i>	<i>170,607</i>	<i>225,924</i>
<i>Competence zone 98–102% of band</i>		<i>102%</i>	<i>158,535</i>	<i>209,938</i>
		<i>(100% = midpoint in band)</i>	<i>155,517</i>	<i>205,941</i>
<i>Developing zone 80–98% of band (appropriate for new recruits and CEO tracking to full competence)</i>		<i>98%</i>	<i>152,500</i>	<i>201,946</i>
		<i>90%</i>	<i>140,428</i>	<i>185,960</i>
		<i>80%</i>	<i>125,338</i>	<i>165,977</i>

() SDR converted at the 2017 budget exchange rate: 1 SDR = 158 CFP, 1 EUR = 119.314 CFP (this rate will vary with monthly currency fluctuations)*

*(**) Total salary includes monthly base salary and the cost of living differential allowance (COLDA)*

38. The level of salary that the Conference offers to the Director-General is to be in one of these four zones. New appointments would be expected to be made at between 80 and 98 per cent of the Pacific Community Director-General salary band, with further movements depending on the outcome of the annual performance assessment. It is the prerogative of Conference to determine the salary level it considers appropriate within the Pacific Community Director-General salary band.

ANNEX 2

PERFORMANCE ASSESSMENT OF THE DIRECTOR-GENERAL

A) Procedure and criteria for the performance assessment of the Director-General

1. The assessment of the performance of the Director-General is conducted annually by a CRGA Standing Committee comprising the current chair, previous chair and incoming chair, assisted by the Secretariat (Deputy Director-General (Noumea) and Director of Human Resources), and, if necessary, by an independent human resources expert.
2. The role of the CRGA Standing Committee is to:
 - i. assess the Director-General's performance in accordance with the Secretariat's performance management system;
 - ii. review his/her remuneration based on performance outcomes against the key result areas outlined in section B and summarised in paragraph 3 below;
 - iii. determine performance standards for the following year; and
 - iv. provide a report and make recommendations to CRGA.
3. The principal focus for the performance assessment is on the Director-General's performance against his/her performance objectives as presented to and endorsed by the preceding year's CRGA. The performance objectives should be structured in accordance with the specific responsibilities for the position listed in Section B of this document. These responsibilities are grouped under eight broad key result areas that are closely linked to the selection criteria as follows:
 - a. Vision and leadership of SPC
 - b. Organisational policy and development
 - c. Work programme development and management
 - d. Financial security and organisational property
 - e. Appointment and management of staff
 - f. Governing body meetings and annual reports
 - g. National, regional and international relations
 - h. Commitment to the organisation and its role in serving members and contributing to regional development
4. In addition to the self-assessment and other relevant documentation from the Director-General, the Standing Committee may consult independently with members, development partners, members of the SPC management and staff representatives as part of their assessment process.
5. The Director-General submits to the members of the Standing Committee no later than 30 March

each year his/her self-assessment of performance against the performance objectives determined by the preceding year's CRGA, and any other information relevant to the assessment.

6. The Standing Committee convenes following receipt of the self-assessment report to conduct an interview with the Director-General prior to CRGA each year, either in person or by video conference or telephone.
7. The Standing Committee may, if it wishes, conduct the interview at the margins of the CRGA meeting to defray costs. This also provides opportunities for the committee to consult with CRGA members and development partners attending CRGA as well as with members of SPC management and representatives of SPC staff (through the SPC Staff Representative Committees) during the early part of the CRGA meeting before compiling their report to be considered by CRGA, usually on the final day of the meeting.
8. The report by the Standing Committee is tabled and discussed by CRGA *in camera*. The report should provide an overall assessment of the Director-General's performance in accordance with the current organisational performance benchmarks, i.e. unacceptable; needs improvement; fully effective; exceeds; or outstanding.
9. Movements within the salary band are based on the performance rating received and are unrelated to market movement increases, which result in movement in the overall job band.

B) Key responsibilities of the director general

10. The Director-General has full responsibility and authority to lead and manage SPC within the guidelines provided by the Canberra Agreement and the Regulations determined by the Conference and CRGA. He/she develops the vision, sets the goals and objectives, makes decisions, and oversees the planning and delivery of SPC's services to members, including associated resources, policies, procedures and systems to enhance services and measure impacts. In fulfilling these responsibilities, the Director-General is fully accountable to CRGA and Conference for meeting the organisation's objectives.
11. Specifically, the Director-General is responsible for:

A) Vision and leadership of SPC

- i. Providing vision and leadership for the Secretariat of the Pacific Community in pursuing the goals and objectives set out in its corporate plan. In this context, SPC aims to contribute to the achievement of the following key development outcomes: (i) sustainable economic development, (ii) sustainable human and social development, and (iii)

sustainable natural resources management and development.

- ii. Leading the development and review of SPC's strategic plan, monitoring its implementation and impacts, and ensuring the key development outcomes are mainstreamed in other organisational documents including divisional and strategic plans and the joint country strategies.

B) Organisational policy and development

- i. Maintaining a vibrant policy agenda for the Pacific Community, and recommending reviews and changes for consideration by the governing body to keep the organisation attuned to its working environment.
- ii. Managing the development of the organisational structure to consolidate SPC's place and role in regional development. The Director-General may modify the structure of the organisation from time-to-time to maintain efficiency. However, the approval of CRGA and Conference is required for any major structural change involving consideration of policy directions or cost increases.
- iii. Overseeing SPC's efficient and cohesive operation as a decentralised organisation with offices located in different countries, and regularly appraising the effectiveness of the decentralisation policy.
- iv. Setting annual objectives for both the SPC executive and for the organisation as a whole and being accountable for the results achieved.
- v. Ensuring good communication is maintained both within the organisation and with external constituencies.

C) Work programme development and management

- i. Ensuring the continued relevance and quality of SPC's work in addressing members' priorities.
- ii. Ensuring all divisional and programme strategic plans address the key priorities of members.
- iii. Ensuring continued improvement to country engagement to identify the key priorities that SPC should support, noting that country engagement and consultation provides the platform for delivery of SPC's technical services to individual members.

- iv. Overseeing the implementation of SPC-wide systems for performance management and monitoring and evaluation to enable assessment of SPC's services in terms of results and outcomes at national level.

D) Financial security and organisational property

- i. Overseeing the organisation's financial security, including preparation and revision of the Secretariat's annual budgets, monitoring of expenditure and cash flow, and the annual audit of accounts.
- ii. Supporting initiatives to increase the effectiveness and efficiency of expenditure, work programmes and administrative structures. This includes ensuring work programmes and budgets include performance measurements and align resources with expected results and accomplishments.
- iii. Identifying and pursuing opportunities for new or additional funding to support interventions addressing new and emerging member priorities likely to benefit from regionally delivered services.
- iv. Ensuring the protection, inventory control and safe custody of all Secretariat property and ensuring that such property receives proper care and maintenance.

E) Appointment and management of staff

- i. Appointing all SPC staff, based on approved selection processes, including the appointment of all members of the executive.
- ii. Maintaining staff quality by ensuring that objective, merit-based selection methods are followed as set out in the Staff Regulations and Rules.
- iii. Evaluating the performance of all members of the executive using the organisational performance management system.

F) Governing body meetings and annual reports

- i. Overseeing the planning, organisation and servicing of meetings of the Secretariat's governing body, the Conference of the Pacific Community, and CRGA, including the timely preparation and circulation of papers and outcome documents.

- ii. Ensuring timely preparation and distribution of an annual report to member governments and territories covering the Secretariat's programme activities and financial operations.

G) National, regional and international relations

- i. Maintaining good relations with all member governments and administrations of SPC and ensuring they are kept informed of developments within the Secretariat between governing body meetings.
- ii. Developing and maintaining cooperative working relationships with all Pacific regional organisations and taking advantage of the CROP (Council of Regional Organisations in the Pacific) mechanism to coordinate activities and avoid duplication of work programmes.
- iii. Leading and developing good relationships with international organisations, development partners and funding organisations, including metropolitan members of the Pacific Community and other international organisations working in the region, and chairing annual planning meetings with the Secretariat's key donors.
- iv. Establishing formal understandings or agreements with other regional and international organisations working in the same areas as SPC to identify opportunities for cooperation and minimise duplication.

H) Commitment to the organisation and its role in serving members and contributing to regional development

- i. Enhancing the image of SPC and its members at the regional and international level and exploring opportunities to further enhance this image, including through developing new partnerships and seeking new resources to address members' development priorities.
- ii. Guiding SPC's engagement in the region's development agenda against the backdrop of a changing economic, social and political environment.
- iii. Supporting initiatives to increase the synergies and measurable impacts achieved in addressing national priorities through regionally delivered services.

ANNEX 3

RULES OF PROCEDURE OF THE CONFERENCE OF THE PACIFIC COMMUNITY

FUNCTIONS

1. The Conference functions are as follows:
 - (a) to appoint/renew the Director-General;
 - (b) to establish the high-level, strategic orientations of the organisation, including adopting the Pacific Community Strategic Plan;
 - (c) to consider major national, regional or international policy issues in the areas of SPC's mandate;
 - (d) to adopt changes to the Financial and Staff Regulations proposed by the Secretariat and approved by the CRGA.

MEETINGS

2. The Conference meets every two years in June at Ministerial level. Meetings of the Conference are held at SPC's headquarters. Other members may offer to host the Conference. In this case, the obligations of the host country are to be determined by the secretariat and the host country. The Conference decides on the tentative dates and venue for its next meeting.

OFFICIAL LANGUAGES

3. The official languages of the meetings of the Conference are English and French.

PARTICIPATION

4. The Conference consists of the following:
 - (a) One Representative, Alternatives and Advisers from each member of the Pacific Community;
 - (b) The Director-General, the Deputy Directors-General and other Officers of the Secretariat.
 - (c) One Representative, Alternatives and Advisers from the Permanent Observers to SPC.
5. The Organisation can fund the cost of subsistence and transport, between their country/territory and the place of the Conference meeting, of one Representative from each of the Pacific Island Governments and Administrations. This does not apply to the larger SPC donor membership, including Australia, France, New Zealand and the United States. The Organisation bears no cost for the travel, accommodation and participation of Permanent Observers.
6. The Director-General can invite ad hoc observers to meetings of the Conference. However, the Organisation is not responsible for any expenses related to their attendance at the meetings.

MEETING OFFICERS - CHAIRPERSON AND VICE-CHAIRPERSON

7. When the Conference is held at the Headquarters of the Organisation, the Conference elects a Government or Administration to provide the Chairperson for the succeeding Conference. Such Government or Administration normally is one that is not be in a position to act as host to the Conference in the foreseeable future.

8. When the Conference is held elsewhere than the headquarters, the host country/territory nominates the Chairperson.
9. Each Conference elects the Government or Administration that provides the Vice-Chairperson for the succeeding Conference. Such a Government or Administration normally is one that is chosen in alphabetical order of members from among the Pacific Island Countries or Territories.

COMMITTEES

10. The Standing Committee of the Conference is the Committee of Representatives of Governments and Administrations.
11. The Conference nominates at least four Representatives to serve on the Drafting Committee, having regard to the need for equitable representation and the official languages of the Organisation. The Vice-Chairperson of the Conference meeting serves as the Chairperson of the Drafting Committee.

MEETING ARRANGEMENTS, AGENDA AND PAPERS

12. The Secretariat is responsible for the administrative arrangements for meetings of the Conference.
13. A provisional agenda for the Conference meeting is drawn up by the Director-General. The provisional agenda generally includes :
 - (a) a report by the Director-General on action taken by the Secretariat on the resolutions of the previous Conference;
 - (b) a report of the meetings of the Committee of Representatives of Governments and Administrations preceding the Conference;
 - (c) a discussion item on major national or regional policy issues in the areas of competence of the organisation;
 - (d) the appointment/renewal of the Director-General
14. This provisional agenda, together with papers prepared by the Secretariat or submitted by members, is circulated by the Secretariat well in advance of the date set for the meeting. The Secretariat generally endeavours to circulate the meeting papers at least fifteen working days before the meeting date.

CONDUCT OF BUSINESS

15. All Conference meetings are plenary sessions, open to the public, unless the Conference decides otherwise.
16. Two-thirds of the members entitled to attend constitutes a quorum of the Conference.
17. The Chairperson of the Conference has complete control of discussions of any meeting. The Chairperson introduces each item in the Agenda or may call on the Director-General, other officers of the Secretariat or meeting Representatives to do so. After discussion on each item, the Chairperson announces the meeting's decisions.

18. The Chairperson accords the right to speak to Representatives, Alternates or Advisers of Members, to the Director-General or other officers of the Secretariat, to Representatives of Permanent Observers or to invited Special Representatives. Each Conference Representative is entitled to speak at least once on each item, the length of time to be determined by the Chairperson.
19. The Chairperson is directed to observe the Rules of Procedures for the Conference meetings. The Chairperson may call a speaker to order and should rule immediately on points of order.

DECISIONS

20. The Conference decisions are to be made in accordance with the following rules:
 - (a) Members make every effort to decide matters, other than procedural matters, by way of consensus, and there is no voting on such matters until all efforts at consensus have been exhausted;
 - (b) Each Member has one vote;
 - (c) Substantive matters and the classification of matters as procedural or substantive are decided by a simple majority of votes cast, provided that the number of affirmative votes equals at least half the total number of members represented by the Conference.
 - (d) Procedural matters are decided by a simple majority of votes cast, provided that the number of affirmative votes equals at least half the total number of members represented by the Conference;
 - (e) An abstention does not count as a vote.

REPORT

21. All decisions made by the Conference are included in the Conference report. The report is prepared by the Secretariat and sent to all members as soon as possible after the termination of the meeting.

MODIFICATION OF THE RULES

22. The Conference may at any time modify these Rules.

ANNEX 4

RULES OF PROCEDURE

COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS (CRGA)

1. The Committee of Representatives of Governments and Administrations (the CRGA), together with such sub-committees as may be established, operates in accordance with these Rules of Procedure and relevant decisions of the Conference of the Pacific Community (the Conference).

FUNCTIONS

2. The CRGA functions are as follows:
 - (a) to monitor implementation of the Pacific Community Strategic Plan and report thereon to the Conference;
 - (b) to adopt the organisation's budget;
 - (c) to provide governance oversight and guidance to the Secretariat, particularly as regards identifying priorities for SPC's work and resource allocation ;
 - (d) to consider the results and outcomes of SPC's programme of scientific, technical and development work on the basis of an annual Results Report prepared by the Secretariat;
 - (e) to debate and approve strategic policy issues for the organisation put forward by the Secretariat and by member countries and territories;
 - (f) to adopt and modify SPC's Financial and Staff Regulations;
 - (g) to consider the annual accounts and audit reports (internal and external);
 - (h) to assist the Conference with the appointment of the Director-General;
 - (i) to conduct annual performance evaluations of the Director-General and make relevant recommendations to the Conference on that basis.

MEETINGS

3. The CRGA meets once a year at SPC Headquarters in Noumea, except during the years the Conference of the Pacific Community is convened, when the CRGA meets immediately prior to the Conference of the Pacific Community at the same venue.

OFFICIAL LANGUAGES

4. The official languages of the meetings of the CRGA are English and French.

PARTICIPATION

5. The CRGA consists of the following:
 - (a) One representative, Alternates and Advisers from each member of the Pacific Community.

- (b) The Director-General, the Deputy Directors-General and other Officers of the Secretariat.
 - (c) One representative, alternates and advisers from each Permanent Observers to SPC.
6. The Organisation can fund the cost of transport, between their country/territory and the place of the CRGA meeting, of one Representative from each of the Pacific Island Governments and Administrations. This does not apply to the larger SPC donor membership, including Australia, France, New Zealand and the United States. The Organisation bears no cost for the travel, accommodation and participation of Permanent Observers.
 7. The Director-General can invite Ad Hoc Observers to CRGA meetings. However, the Organisation is not be responsible for any expenses related to their attendance at the meeting.

MEETING OFFICERS – CHAIRPERSON AND VICE-CHAIRPERSON

8. Representatives of members provide a Chairperson and Vice-Chairperson for each meeting, to be chosen in alphabetical order of CRGA members. In the event that the Chairperson is unable to attend the meeting, the Vice-Chairperson assumes the Chair. The Vice-Chairperson becomes the Chairperson of the succeeding meeting.

DRAFTING COMMITTEE

9. The Vice-Chairperson of the CRGA meeting serves as Chairperson of the Drafting Committee. The CRGA nominates at least four Representatives to serve on the Drafting Committee, having regard to the need for equitable representation and the official languages of the Organisation.

MEETING ARRANGEMENTS, AGENDA AND PAPERS

10. The Secretariat is responsible for the administrative arrangements for the meetings of the CRGA.
11. A provisional agenda for the CRGA meeting is drawn up by the Director-General. This provisional agenda, together with papers prepared by the Secretariat or submitted by Committee members, are circulated by the Secretariat well in advance of the date set for the meeting. The Secretariat endeavours to circulate the meeting papers at least fifteen working days before the meeting date.

CONDUCT OF BUSINESS

12. All CRGA meetings are plenary sessions, open to the public, unless the Committee decides otherwise.
13. The Chairperson of the CRGA meeting has complete control of discussions at any meeting. The Chairperson introduces each item in the Agenda or may call on the Director-General, other officers of the Secretariat or meeting Representatives to do so. After discussion on each item, the Chairperson announces the meeting decisions.
14. The Chairperson accords the right to speak to Representatives, Alternates or Advisers of Members, to the Director-General or other officers of the Secretariat, to Representatives of Permanent Observers or to invited Special Representatives. Each CRGA Representative is entitled to speak at least once on each item, the length of time to be determined by the Chairperson.
15. The Chairperson is directed to observe the Rules of Procedures for CRGA meetings. The Chairperson may call a speaker to order and rule immediately on points of order.

DECISIONS

16. The CRGA decisions are made in accordance with the following rules:
- (a) The Committee makes every effort to decide matters, other than procedural matters, by way of consensus, and there is no voting on such matters until all efforts at consensus have been exhausted;
 - (b) Each Member has one vote;
 - (c) Procedural matters are decided by a majority of votes cast;
 - (d) Any change in the scale of assessment having the effect of increasing the contribution by a Member requires the consent of that Member;
 - (e) All matters, except as provided for in sub-paragraphs (c) and (d) of this paragraph, but including whether a matter is procedural, are decided by the affirmative vote of two-thirds of all Members present;
 - (f) An abstention does not count as a vote.
 - (g) Proxy votes are not allowed.

REPORT

17. All decisions made by the CRGA are to be included in the Committee's Report to the Conference. The report is prepared by the Secretariat and is sent to all members of the Committee and Special Representatives as soon as possible after the termination of the meeting.

MODIFICATION OF THE RULES

18. The CRGA may at any time modify these Rules, taking into consideration the Rules of Procedures for the Conference of the Pacific Community.

ANNEX 5

MEMBERS OF THE PACIFIC COMMUNITY

NAME	DATE OF ACCESSION TO THE CANBERRA AGREEMENT	STATUS
American Samoa	*	Member (Territorial administration)
Australia	1947	Member (Participating Government)
Cook Islands	1980	Member (Participating Government)
Federated States of Micronesia	*	Member
Fiji	1971	Member (Participating Government)
France	1947	Member (Participating Government)
French Polynesia	*	Member (Territorial administration)
Guam	*	Member (Territorial administration)
Kiribati	*	Member
Marshall Islands	*	Member
Nauru	1969	Member (Participating Government)
New Caledonia	*	Member (Territorial administration)
New Zealand	1947	Member (Participating Government)
Niue	1980	Member (Participating Government)
Northern Mariana Islands	*	Member (Territorial administration)
Palau	*	Member
Papua New Guinea	1975	Member (Participating Government)
Pitcairn	*	Member (Territorial administration)
Samoa	1965	Member (Participating

		Government)
Solomon Islands	1978	Member (Participating Government)
Tokelau	*	Member (Territorial administration)
Tonga	*	Member
Tuvalu	1978	Member (Participating Government)
Vanuatu	*	Member
Wallis and Futuna	*	Member (Territorial administration)
United States of America	1947	Member (Participating Government)

** The Resolution of the 23rd South Pacific Conference held in Saipan, Northern Mariana Islands, from 1-7 October 1983, expanded the membership of SPC to include all then-current members, including some countries and territories that had not at the time individually acceded to the Canberra Agreement. This internal administrative practice has been observed without interruption since that date and was again recognised by a Resolution of the 9th Conference of the Pacific Community, held in Alofi, Niue, from 3-5 November 2015, which adopted new policies on governance arrangements and superseded all prior SPC policies and resolutions on membership and observers.*

Annex B

Standards of Conduct for the Director-General of the Pacific Community



Standards of Conduct for the Director-General of the Pacific Community

- (1) Consistent with the provisions of article XIII §41 of the Canberra Agreement, the Director-General shall exercise the functions of chief executive officer of the Pacific Community (SPC). The Director-General is fully accountable to the Committee of Representatives of Governments and Administrations (CRGA) and the Conference of the Pacific Community (Conference) for any failure to meet the organisation's objectives.
- (2) The Director-General shall be subject to the Staff Regulations and Policies of the Organisation in so far as they can be applied to him/her. In particular he/she shall not hold any other administrative post, and shall not receive emoluments from any outside sources in respect of activities relating to the organisation. He/she shall not engage in business or in any employment or activity which would interfere with his/her duties in the organisation. He/she shall ensure that there is not even the appearance of a conflict of interest.
- (3) The Director-General shall further commit to:
 - ensuring staff and management compliance with regulations, rules and all relevant policies and guidelines consistently, at all levels throughout the organisation;
 - the highest standards of ethical conduct, by demonstrating a zero tolerance for violations of the organisation's regulations and policies, and ensuring that all Secretariat decisions and actions are informed by accountability, transparency, integrity, respect and fairness; and
 - the responsible stewardship of resources, including:
 - efficient, transparent and effective use of financial resources;
 - skilled management of human resources in alignment with the organisation's mandates and priorities, and consistently with staff rules;
 - swift implementation of independent audit recommendations; and
 - timely issuance of official documentation, particularly related to preparation for governing body meetings.
- (4) Failure to comply with these Standards of Conduct may result in action by the Conference.
- (5) In cases of gross negligence and serious misconduct the appointment of the Director-General may be terminated by the Conference.

ATTACHMENT 2

**DECISIONS OF THE FORTY-SIXTH MEETING OF
THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND
ADMINISTRATIONS**

(Noumea, New Caledonia, 29–30 June 2016)



**DECISIONS OF THE FORTY-SIXTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(Noumea, New Caledonia, 29–30 June 2016)

AGENDA ITEM 1 – OPENING

1. The 46th meeting of the Committee of Representatives of Governments and Administrations (CRGA 46) opened on 29 June 2016 at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia. The meeting was chaired by New Caledonia, with New Zealand as Vice-Chair, and was attended by representatives of the following SPC members – Australia, Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea (PNG), Samoa, Solomon Islands, Tonga, Tuvalu, United States of America and Vanuatu – and by observers and partners including the European Union (EU), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Korea Institute of Ocean Science and Technology (KIOST), Melanesian Spearhead Group, Pacific Islands Forum Fisheries Agency (FFA), Pacific Islands Forum Secretariat (PIFS), Secretariat of the Pacific Regional Environment Programme (SPREP), UNICEF Pacific, and UNOPS (United Nations Office for Project Services).

AGENDA ITEM 2 – DIRECTOR-GENERAL'S REPORT

2. 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 smaller island states. Given 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 long-standing arrears. Improved engagement with members and partners was one of SPC's strategic organisational objectives to ensure that its 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.

3. CRGA:

- i. noted the broad scope of the work of the Pacific Community;
- ii. noted the Pacific Community's achievements in 2015;
- 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;
- 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;
- v. acknowledged that staff of the Pacific Community have been directly impacted by these measures, financially and otherwise, and recognise the efforts made by staff to help address the financial situation;
- 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.

AGENDA ITEM 3 –

STRATEGIC PLAN MONITORING AND RESULTS REPORTING FOR THE PACIFIC COMMUNITY

4. 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.

5. CRGA:

- i. noted the outcomes of the first meeting of the CRGA Subcommittee on Implementation of the Strategic Plan;
- ii. acknowledged the presentation of the 2015 Pacific Community Results Report, the case studies illustrating thematic results, and progress in implementing integrated work;
- iii. endorsed the Pacific Community 2015 Results Report, noting that the secretariat has incorporated improvements suggested by the subcommittee;

- 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.

**AGENDA ITEM 4 –
GOVERNANCE REVIEW – IMPLEMENTATION OF RECOMMENDATIONS**

6. 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 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.
7. CRGA:
 - i. acknowledged progress in implementing the recommendations of the Governance Review and the constraints to full implementation of two recommendations;
 - 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;
 - 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;
 - 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;
 - v. affirmed commitment to the principle of continuity of member representation, noting the challenges involved;
 - 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.

AGENDA ITEM 5 – FRAMEWORK FOR PACIFIC REGIONALISM

AGENDA ITEM 5.1 – CONSIDERING REGIONAL PRIORITIES: THE PACIFIC YOUTH DEVELOPMENT FRAMEWORK

8. 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, though there are challenges related to limited 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 Sub-Committee on Regionalism, and suggested SPC coordinate with other regional agencies and development partners, which also have a role in youth issues.
9. CRGA:
 - i. acknowledged progress made within current resources towards an integrated framework for evidence-based youth investments;
 - ii. considered opportunities for future implementation, through advancing programme integration in SPC, particularly in climate change, non-communicable diseases (NCDs), food security and the expansion of Youth@Work across Pacific Island countries and territories;
 - 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;
 - iv. requested that a central agency, possibly the Pacific Youth Council, monitor the impact of mainstreaming youth issues in Pacific Island countries and territories;
 - v. recognised that this mainstreaming has resource implications and noted the need to explore existing mechanisms and capacity, including at national level.

AGENDA ITEM 5.2 – UPDATE ON THE PACIFIC ORGANIC AND ETHICAL TRADE COMMUNITY (POETCOM) AND ORGANIC AGRICULTURE

10. 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 the Land Resources Division, noting the relevance of organic agriculture to several of the SDGs.

11. CRGA:
- i. acknowledged SPC's hosting and support of the Pacific Organic and Ethical Trade Community (POETCom) since 2012;
 - ii. acknowledged the complementary roles of SPC and POETCom in the development of organic agriculture for improved environmental, cultural, social and economic development outcomes;
 - iii. urged the secretariat to fully integrate organic agriculture into relevant strategies, including the business plan for the Land Resources Division;
 - iv. agreed that options for sustainable financing of an organic agriculture programme in SPC will need to be considered.

AGENDA ITEM 5.3 – CROP ENGAGEMENT WITH THE FRAMEWORK FOR PACIFIC REGIONALISM

12. The Pacific Islands Forum secretariat and SPC secretariat provided a joint update on CROP (Council of Regional Organisations in the Pacific) engagement with the Framework for Pacific Regionalism. 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.
13. CRGA:
- i. acknowledged the role of 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;
 - 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;
 - iii. encouraged the secretariat to fully participate in regional priority setting, based on its scientific and technical expertise;
 - iv. requested the secretariat to include the Framework for Pacific Regionalism as a standing agenda item for CRGA;
 - v. requested that the secretariat circulate to members the outcomes of all CROP governing body meetings prior to CRGA.

AGENDA ITEM 5.4 – ANALYSIS OF GOVERNANCE AND FINANCING OPTIONS FOR THE PURSUIT OF PACIFIC REGIONALISM

14. 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 this 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, which will comprise Chairs of the governing councils and committees of CROP agencies.
15. CRGA:
- 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;
 - 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;
 - iii. requested the secretariat to support the Chair in the role of representing CRGA on the Joint Steering Committee.

AGENDA ITEM 6 – OPERATIONS AND MANAGEMENT DIRECTORATE REPORT

AGENDA ITEM 6.1 – AUDIT AND RISK COMMITTEE REPORT

16. 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 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 EU, 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.
17. CRGA:
- i. noted the report from the Chair of the Audit and Risk Committee, and commended the valuable work of the committee;

- ii. requested that the secretariat continue to provide training to staff on project management, in particular, financial aspects of project management;
- iii. directed the secretariat to share with members the result of the KPMG institutional assessment.

AGENDA ITEM 6.2 – SUSTAINABLE FINANCING OF SPC

18. 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, 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.
19. CRGA:
- 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;
 - 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;
 - 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;
 - iv. endorsed the secretariat's intention to review the established project management fee with a view to achieving a target rate for all projects that reflects actual costs, currently evaluated at 15%;

- 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;
- vi. authorised the secretariat to analyse and make recommendations on the most appropriate operating currency for SPC.

AGENDA ITEM 6.3 – BUDGETS: 2016 REVISED BUDGET AND 2017 DRAFT BUDGET

20. 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 membership contributions promptly.
21. CRGA:
- 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;
 - ii. noted the draft budget for financial year 2017, subject to:
 - a. the secretariat presenting a revised 2017 budget that substantively addresses the current forecast deficit;
 - b. review by the Audit and Risk Committee;
 - 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;
 - 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**

22. The Deputy Director-General proposed a recommendation to CRGA on the process for developing a revised performance assessment framework for the Pacific Community Director-General.
23. CRGA:
- 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;
 - ii. directed the secretariat to present the revised procedure to members for approval out of session, with silence being taken as assent;
 - 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.

AGENDA ITEM 6.4(ii) – REVISION OF SPC'S REMUNERATION SYSTEM

24. The Deputy Director-General presented the secretariat's proposal to review the currency used to determine the salaries of staff in 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 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.
25. CRGA 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;
 - ii. the design and implementation by the secretariat of an SPC-specific performance development system, using a process that is transparent and carried out in consultation with staff.

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

26. 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.
27. CRGA 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):
- i. a freeze on SPC's salary scales;
 - ii. no general salary increase for SPC staff as a whole in 2017, whatever the category or duty station.

AGENDA ITEM 7 – CRGA 47 – VENUE, CHAIRPERSON AND VICE-CHAIRPERSON

28. 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.
29. CRGA:
- 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;
 - ii. noted that the Chairperson for CRGA 47 will be provided by New Zealand and the Vice-Chairperson by Niue.

AGENDA ITEM 8 – EVALUATION OF CRGA 46

30. CRGA responded to questions evaluating the conduct and content of the meeting.

AGENDA ITEM 9 – OTHER BUSINESS

Smaller Island States (SIS) Strategy 2016–2020

31. 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.

32. CRGA:
- i. acknowledged that the SIS Regional Strategy, recently adopted in Palau by SIS Leaders, provides a basis for regional priority setting;
 - ii. noted that the Pacific Community Results Report integrates SIS as a priority alongside gender and youth;
 - iii. requested the secretariat to accord special attention to SIS priorities in programme business plans;
 - iv. noted that SIS members committed to provide feedback annually to CRGA on implementation of the SIS regional strategy;
 - v. noted the summary of the decisions of the Special Smaller Island States Leaders Meeting, which was presented to CRGA.

CRGA procedures

33. CRGA:
- i. requested the secretariat to distribute all meeting papers 15 working days (i.e. 3 calendar weeks) before the meeting;
 - ii. reaffirmed SPC's current practice of funding the attendance at CRGA of one representative from each of its Pacific Island country and territory members.

AGENDA ITEM 10 – OBSERVER STATEMENTS

34. CRGA heard, with appreciation, statements from the following observers (in order of presentation): the European Union (EU), United Nations Children's Fund (UNICEF), Secretariat of the Pacific Regional Environment Programme (SPREP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Pacific Islands Forum Secretariat (PIFS), Melanesian Spearhead Group (MSG) and Pacific Island Development Forum.

AGENDA ITEM 11 – ADOPTION OF CRGA DECISIONS

35. CRGA adopted its decisions.
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