



Pacific
Community
Communauté
du Pacifique

PACIFIC COMMUNITY RESULTS REPORT 2022



PACIFIC COMMUNITY RESULTS REPORT 2022



Noumea, New Caledonia, 2023

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Original text: English

Pacific Community Cataloguing-in-publication data

Pacific Community results report: 2022 / Pacific Community

1. Pacific Community.
2. Technical assistance – Oceania.
3. International organization – Oceania.
4. Regionalism (International organization) – Oceania.

I. Title II. Pacific Community

341.2460995

AACR2

ISBN: 978-982-00-1504-3

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THE **PACIFIC COMMUNITY** IS AN INTERGOVERNMENTAL ORGANISATION THAT WORKS IN CLOSE PARTNERSHIP WITH ITS MEMBER COUNTRIES AND TERRITORIES

American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Republic of the Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom, United States of America, Vanuatu and Wallis and Futuna



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ACKNOWLEDGEMENTS

SPC acknowledges the contributions of all 27 member countries and territories to this report and who are, through the Committee of Representatives of Governments and Administrations (CRGA), the primary audience:

American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Republic of the Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom, United States of America, Vanuatu and Wallis and Futuna.

The CRGA Subcommittee for the Strategic Plan continues to support the development and quality oversight of this report.

SPC acknowledges the ongoing support of the Council of Regional Organisations in the Pacific (CROP) agencies, other development partners, the governments of Australia, France, New Zealand, Sweden and the United States for contributions to programme funding. SPC also acknowledges the European Union as a Permanent Observer.

We thank our members for their thought leadership and our partners for their support.



DONOR PARTNERS

Agence française pour la biodiversité (OFB)	Muséum national d'Histoire naturelle (France)
Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet)	National Fisheries Authority of Papua New Guinea
Asian Development Bank (ADB)	National Institute of Water and Atmospheric Research (NIWA), New Zealand
Australian Centre for International Agricultural Research (ACIAR)	National Oceanic and Atmospheric Administration (NOAA), United States of America
Austrian Development Agency (ADA)	Norwegian Refugee Council (NRC)
British High Commission (Fiji)	Pacific Islands Forum Fisheries Agency (FFA)
Bureau of East Asian and Pacific Affairs (United States of America)	Pacific Islands Forum Secretariat (PIFS)
Bureau of Meteorology (Australia)	Palladium International Pty Ltd
Centers for Disease Control and Prevention (CDC), United States of America	Royal Botanic Gardens, Kew (United Kingdom)
Commonwealth Secretariat (United Kingdom)	Secretariat of the Pacific Regional Environment Programme (SPREP)
Conservation International Foundation	Southeast Asian Regional Centre for Graduate Study and Research in Agriculture (SEARCA)
Delegation of the European Union to the Pacific	Statistics New Zealand
Department of Agriculture, Fisheries and Forestry (Australia)	Swedish International Development Cooperation Agency (SIDA)
Department of Foreign Affairs and Trade (DFAT), Australia	The Nature Conservancy
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	The Ocean Foundation
DT Global Asia Pacific Pty Ltd	The Pew Charitable Trusts
DT Global Australia Pty Ltd	The University of Melbourne
eWater Limited (EWL) Australia	The World Meteorological Organization (WMO)
FHI 360 (Family Health International)	Tuvalu Ministry of Education
Fonds Pacifique	UN Women
Food and Agriculture Organization of the United Nations (FAO)	United Nations Children's Fund (UNICEF)
Global Biodiversity Information Facility (GBIF)	United Nations Development Programme (UNDP)
Gouvernement de la Nouvelle-Calédonie	United Nations Educational, Scientific and Cultural Organization (UNESCO)
Government of the Federated States of Micronesia	United Nations Environmental Programme (UNEP)
Green Climate Fund (GCF)	United Nations Industrial Development Organization (UNIDO)
High Commission of Canada - Department of Foreign Affairs, Trade and Development	United Nations Office for Project Services (UNOPS)
International Foundation for Aids to Navigation (IFAN)	United Nations Population Fund (UNFPA)
International Fund for Agricultural Development (IFAD)	United States Agency for International Development (USAID)
International Maritime Organisation (IMO)	United States Embassy
International Seafood Sustainability Foundation (ISSF)	University of New England (UNE)
International Trade Centre (ITC)	University of Wollongong (UOW)
International Union for Conservation of Nature (IUCN)	Vital Strategies
Kreditanstalt für Wiederaufbau Development Bank (KfW)	Western and Central Pacific Fisheries Commission (WCPFC)
Landcare Research New Zealand Ltd	World Bank
Ministère des Armées (France)	World Meteorological Organization (WMO)
Ministry of Foreign Affairs and Trade (MFAT), New Zealand	
Ministry of Primary Industries (MPI), New Zealand	



FOREWORD

I am pleased to present the Pacific Community Results Report 2022. As Director-General, it is my privilege to share with you the significant achievements, despite the disruptions, accomplished by SPC in the past year.

This report marks an important milestone for the organisation, as it is the first reporting on progress towards implementing our new strategic plan. This document is an important benchmark for the organisation's future. It provides a picture of where we stand in relation to our goals and helps to identify areas where we need to focus our efforts moving forward.

Throughout 2022, we remained dedicated to our mission of progressing all Pacific peoples' rights and well-being through science and knowledge, guided by our understanding of Blue Pacific contexts and cultures. We pursued this mission by working closely with our members and partners to deliver targeted programmes and initiatives that addressed the unique needs in the region.

In this report, you will find detailed information on the key outcomes achieved by SPC in areas such as climate action, resilience, natural resource management, food systems, education, social development, sustainable livelihoods and health. Guided by our values, our results in these areas are a testament to the dedication of our staff and the unwavering support of our members and partners.

Of course, with success also comes challenges, and SPC faced many in the past year. From navigating the ongoing COVID-19 pandemic, to responding to the impacts of extreme weather events, we encountered obstacles that tested our resilience and creativity. Innovation has been a critical component of our success, recognising that traditional approaches to development are not always effective. Our emphasis on innovation and creative problem-solving included leveraging new tools and platforms to better forecast and respond to natural shocks and hazards, exploring new approaches such as increased localisation and promoting renewable energy solutions, which have the potential to transform the region's



economic and environmental landscapes. We also prioritised innovation in our partnerships. Through our collaborations with universities, research institutions and private sector organisations, we adopted cutting-edge technologies and best practices in our work in the region and shared our innovations globally.

As we reflect on the past year, I want to again express my gratitude to our member countries, partners, and staff for their unwavering commitment to our shared mission. Together, we have achieved much, but there is still more work to be done. We remain steadfast in our dedication to improving the lives of Pacific Island communities and look forward to achieving even greater impact in the years ahead.

Dr Stuart Minchin
Pacific Community Director-General

ABBREVIATIONS

CCES	Climate Change and Environmental Sustainability (SPC)	PICs	Pacific Island countries
CePaCT	Centre for Pacific Crops and Trees (SPC)	PICTs	Pacific Island countries and territories
CRB	coconut rhinoceros beetle	PILNA	Pacific Islands Literacy and Numeracy Assessment
CRGA	Committee of Representatives of Governments and Administrations	PNG	Papua New Guinea
CROP	Council of Regional Organisations in the Pacific	PPHSN	Pacific Public Health Surveillance Network
DFAT	Department of Foreign Affairs and Trade (Australia)	PWL	Pacific Women Lead programme (SPC)
EQAP	Educational Quality and Assessment Programme (SPC)	RMI	Republic of the Marshall Islands
EU	European Union	RT-PCR	reverse transcription polymerase chain reaction
FAD	fish aggregating device	SDD	Statistics for Development Division (SPC)
FAME	Fisheries, Aquaculture and Marine Ecosystems division (SPC)	SDG	Sustainable Development Goal
FAO	Food and Agriculture Organization of the United Nations	SER	social and environmental responsibility
FMS	Fiji Meteorological Service	SIDS	Small Island Developing States
FNU	Fiji National University	SLT	Senior Leadership Team
FSM	Federated States of Micronesia	SOP	Standard Operating Procedure
GCF	Green Climate Fund	SPC	Pacific Community
GEM	Geoscience, Energy and Maritime division (SPC)	SPL	Strategy, Performance and Learning
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	SPREP	Secretariat of the Pacific Regional Environment Programme
HRSD	Human Rights and Social Development division (SPC)	SRF	Strategic Results Framework
IPC	infection, prevention and control	UN	United Nations
KFA	key focus area	UNESCO	United Nations Educational, Scientific and Cultural Organisation
LRD	Land Resources Division (SPC)	USP	University of the South Pacific
MANA	Pacific Monitoring Alliance for NCD Action	WCPFC	Western and Central Pacific Fisheries Commission
MEL	monitoring, evaluation and learning	WHO	World Health Organization
MFAT	Ministry of Foreign Affairs and Trade (New Zealand)	WIL	Women in Leadership programme (SPC)
NCD	non-communicable disease		
NDC	nationally determined contribution		
NDC Hub	Regional Pacific Nationally Determined Contribution Hub		
NGO	non-governmental organisation		
OMD	Operations and Management Directorate (SPC)		
ONOC	Oceania National Olympic Committees		
PDRMM	Pacific Disaster Risk Reduction Ministers Meeting		
PCCOS	Pacific Community Centre for Ocean Science		
PDH	Pacific Data Hub		
PEARL	Planning, Evaluation, Accountability, Reflection and Learning		
PGCFE	Postgraduate Certificate in Field Epidemiology		
PHD	Public Health Division (SPC)		



Photo: Neomai Maravuakula, Donna Pune Narai and Arieta Matalomani from SPC's HRSD team in Port Vila, Vanuatu

EXECUTIVE SUMMARY

The 2022 Pacific Community Results Report outlines how the organisation has supported and strengthened research, innovation and capability across our ocean, land and people. It demonstrates where our work has contributed to impact and value to our members.

Supported by evidence-based approaches, SPC delivered collaboratively alongside our members and partners in 2022 supporting Pacific Leader’s vision of safe, free, healthy, sustainable and productive lives for all Pacific communities and people.

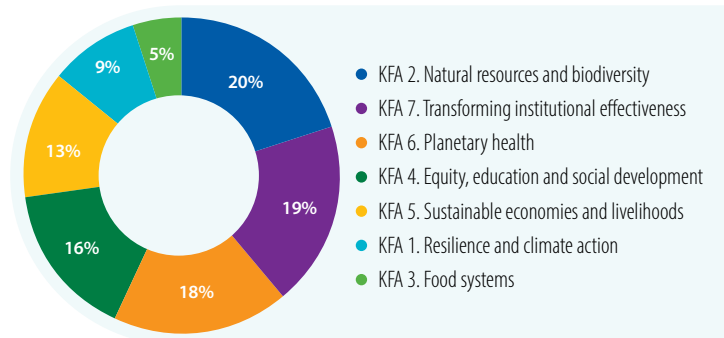
This is highlighted throughout our newly structured results report, the first to respond to the Strategic Plan 2022–2031: Sustainable Pacific development through science, knowledge and innovation (Strategic Plan 2022–2031).

Throughout 2022, we remained dedicated to our mission of progressing all Pacific people’s rights and well-being through science and technical assistance, guided by our understanding of Blue Pacific contexts and cultures. We pursued this mission by working closely with our members and partners to deliver targeted programmes and initiatives.

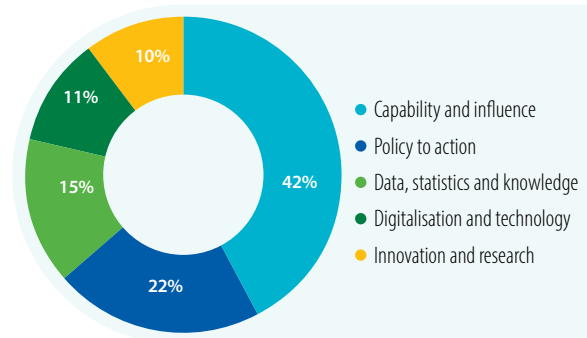
This was delivered across seven key focus areas (KFAs) with significant progress made through our development sectors. Work on strengthening SPC’s delivery and work alongside our members was also a priority, with a key focus on transforming institutional effectiveness.

SPC’s approach of collaboratively delivering alongside our members was evident in 2022 as noted in graph 2, 42% of our results and work reflected in this report were supported by capability and influence pathways. This includes capacity development and supporting our members in key priority areas outlining the alignment of SPC work and value at national and regional levels.

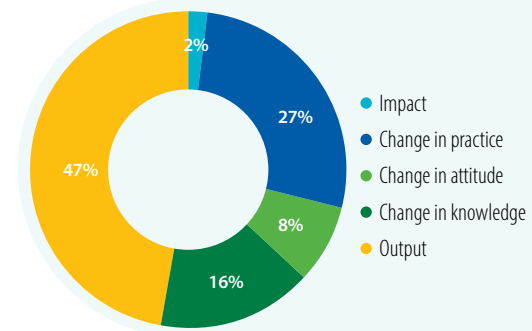
Graph 1:
Results by KFA (n=481)



Graph 2:
Results by pathway (n=481)



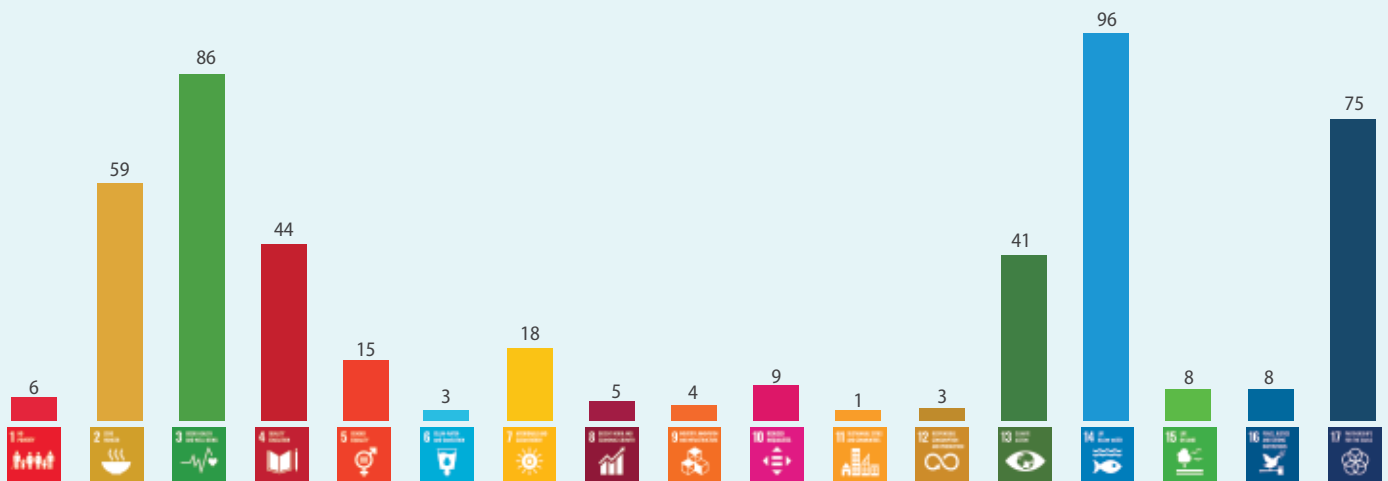
Graph 3:
Results type (n=481)



2022 results snapshot

SPC’s work in 2022 responded to all 17 SDGs with particular contributions to reduce hunger (SDG 2), increase good health and well-being (SDG 3), focus on education (SDG 4), climate action (SDG 13), life below water (SDG 14) and effective partnerships (SDG 17) to ensure strengthened delivery of our work and value to Pacific peoples.

Graph 4:
Results by primary SDG (n=481)



KFA 1 Resilience and climate action

As we navigate towards a 2031 future where Pacific people are thriving with enhanced resilience, SPC supported climate action, disaster resilience, oceans and marine resource understanding, agriculture and fisheries.

In 2022, we supported our members in enhancing their climate commitments, strengthening capacities for biodiversity conservation and promoting nature-based solutions for climate change adaptation. SPC equipped infrastructure with early warning and information systems and raised awareness of climate change impacts on fisheries. Through our work we saw high level political commitment with the signing of a maritime boundary agreement between Fiji and Solomon Islands, and at the inaugural Pacific Disaster Risk Reduction Ministers Meeting (PDRRMM).

Our most significant pathway for facilitating change under this KFA was through capability and influence (technical training, workshops and stakeholder convening). We also provided crucial support for policy to action (to implement policy, legislation, regulations and national or international commitments). SPC’s efforts brought about significant changes in practice, including better coordination to support risk reduction, improved early warning systems for flooding and coastal inundation and increased access to climate finance.



KFA 2 Natural resources and biodiversity

A future of thriving, productive ecosystems and communities requires a collective and concerted effort to sustainably manage natural resources and biodiversity across fisheries, forestry, agriculture, water and sanitation and energy sectors.

In 2022, SPC supported fisheries management, including community-based approaches, monitored lagoon health and improved sustainable aquaculture. Technical support was provided for water and sanitation infrastructure, and protecting ground water reserves. Stock assessments and modelling, tuna tagging and tissue sampling helped to improve the management of the tuna fishery across the western and central Pacific Ocean. CePaCT supported biodiversity conservation and sustainable land management through forest plantations, seed production guidelines and demonstration farms.

The organisation’s pathways to achieving these results emphasised capability and influence (training, workshops and coordination), policy to action (support to develop and implement policy, legislation or regulations) and data, statistics and knowledge (surveys, assessments, resource monitoring and data management). SPC’s work led changes in practice such as the adoption of tools for data collection and resource monitoring, and the uptake of sustainable natural resource management approaches and farming practices.



KFA 3 Food systems

In investing in a future of accessible, regenerative, biodiverse, equitable and resilient food systems, SPC supported agricultural development, sustainable fishing opportunities and food systems policy and data. Our work on food systems has drawn significant attention and collaborative contributions both from within and outside of SPC.

CePaCT continued to conserve and distribute nutritious and resilient crop varieties, with 2374 vegetables and tree crop species conserved. In 2022, we developed agroforestry plot plans through participatory approaches; identified new sustainable fishing opportunities; and supported studies on

family farm production, food consumption and food systems policy development. SPC also maintained two databases related to food systems.

As a new area for integrated ways of working for SPC, food systems was the smallest KFA in 2022. As we broadened our transdisciplinary efforts to improve food systems, we found that our work centred around three key areas: innovation and research, data and statistics and policy development. Our efforts focused on knowledge development through the creation of publications, evidence briefs and proof of concepts.

**KFA 4****Equity, education and social development**

A future of social development systems resulting in real gains for education, gender equality and social inclusion, requires increased efforts to mainstream this work across our key sectors. Progress towards accessible and quality education were supported through data collection, capacity strengthening, technical support for national exams and training on qualification accreditation. In advancing human rights and social development, results were achieved in building capacity on human rights treaty reporting and the implementation of human rights commitments, promoting gender equality and family protection and empowering young people and community engagement. The *Pacific Regional Culture Strategy 2022–2032* was endorsed by the Pacific Ministers of Culture.

Results achieved under KFA 4 contributed to the highest number of SDGs, evidencing the extent of mainstreaming. In looking at our pathways, these results mostly related to capability and influence (including training, advocacy, awareness-raising and mentoring), and support for policy to action (including policy and legislation).

**KFA 5****Sustainable economies and livelihoods**

As we journey towards a 2031 future of an inclusive Blue Pacific with a well-being economy, our areas of focus in 2022 were sustainable livelihoods in fisheries and aquaculture, domestic shipping and sea safety, energy and access to maritime zone information.

SPC supported our members to develop sustainable fisheries and aquaculture livelihoods, including new target species and the deployment and monitoring of fish aggregating devices (FADs). We facilitated improved access to information through real-time wave ocean monitoring service, geospatial information management, port facility security assessments and meteorological information. SPC also secured funding for renewable energy mini-grids. We supported capacity development in sea safety and aids to navigation, organic agriculture, marine spatial planning, international trade statistics and poverty assessment.

Our pathways contributing to sustainable economies and livelihoods largely related to capability and influence (capacity development, engagement, coordination and collaboration) and policy to action (support to develop action plans, SOPs, regulations, as well as oversight bodies such as committees).

**KFA 6****Planetary health**

In building collaboration and stewardship of our Blue Pacific for healthy islands, SPC has been working to promote planetary health, integrating human, animal and environmental health.

Over this past year, SPC's work on planetary health included regular updates on key health indicators, disability statistics and COVID-19 socio-economic indicators. We continued to disseminate health advice and resources to support COVID-19 prevention and control and testing. All 22 PICTs published or responded to infectious disease information, and the Pacific Public Health Surveillance Network (PPHSN) map was used by almost all PICTs to prepare for priority diseases. At the intersection of animal and environmental health, our work included supporting farmers on plant health, efforts to control the coconut rhinoceros beetle (CRB), research on pests and diseases, training on biosecurity and support for clean water and sanitation.

Our pathways, contributing to planetary health, largely related to capability and influence (capacity development, consultations, guidance), followed by policy to action and data, statistics and knowledge. SPC's work led to significant changes in practice, including improved laboratory quality management standards, enhanced infection surveillance and action to address non-communicable disease (NCD)-related issues.

**KFA 7****Transforming institutional effectiveness**

KFA 7 underpins all our results as we work towards strengthening institutional effectiveness as One SPC. All divisions contribute to this KFA, guided by the organisation's values. Key work in 2022 included the coordination of regional convenings, including ministerial and high-level officials meetings, as well as the first face-to-face meetings of CRGA 52 and 12th Conference of the Pacific Community since COVID-19 border closures.

SDD and the Pacific Data Hub (PDH) continued to provide cross-sectoral support to strengthen data access and quality at regional and national levels. The implementation of the SER policy continued to be reinforced across all SPC's programming, as did our business systems and processes in procurement, grants and financial management. The COVID-19 pandemic created opportunities for new ways of engaging with partners and stakeholders, accelerating digital transformation, data innovation and trialling new virtual modalities for engagement.

Impact of COVID-19 on implementation and operations

The COVID-19 pandemic continued to have a significant impact on work plans, budgets, deliverables, staff health and well-being, workloads and recruitment in 2022. Sixty percent of work plans were revised or adapted during the year and the delivery of 24% were highly impacted by COVID-19. Despite the challenges, fewer adaptations were required compared to previous years as projects and work plans were designed in response to COVID-19. Hybrid modes of programme delivery are now a normal part of implementation, and SPC continued to demonstrate its resilience and ability to adapt while continuing to deliver on planned activities.

Budget

SPC's 2022 revised budget was EUR 100.8 million. Programme and project execution, totalling EUR 73.1 million against the budget of EUR 85.9 million, stood at 86%. The rate of project and programme implementation continued to be impacted after COVID-19 restrictions were lifted, along with delays in recruitment. SPC's financial situation and outlook remain generally positive, and SPC will continue its efforts to achieve the highest possible levels of implementation.

Our people

SPC employed 718 staff in 2022, an increase of 9% from the previous year.



55% of our staff are women and **45%** are men

39% of staff are locally recruited roles (55% women) and **61%** are internationally recruited roles (47% women)

60% of internationally recruited roles in 2022 were filled by Pacific Islanders (52% women, 48% men)

VALUES

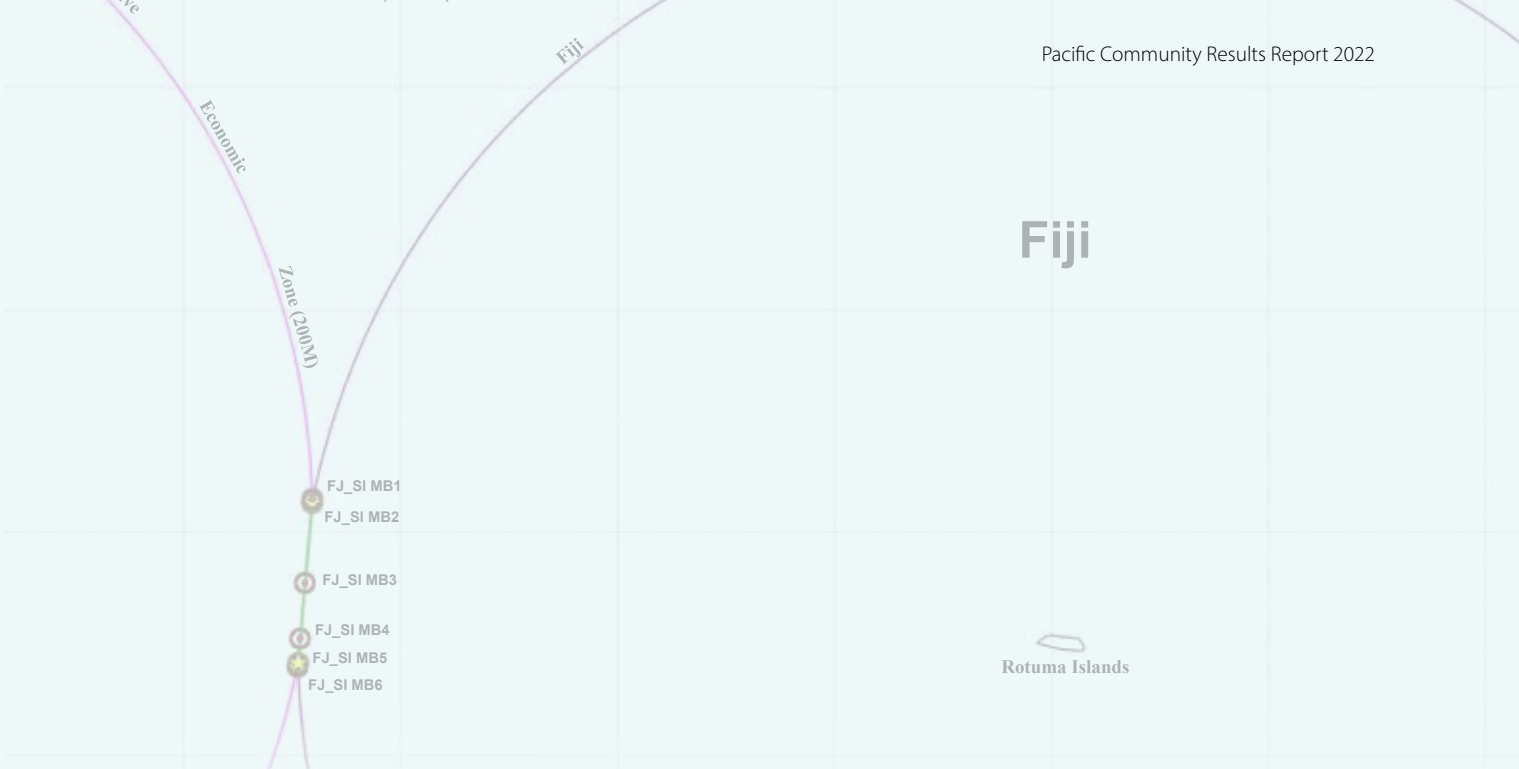
Our Pacific values guide us – respect, solidarity and mutuality – in navigating towards our collective well-being and prosperity. Voyaging together as we serve our Blue Pacific, we embrace four key values: enginkehlap/generosity, kaitiakitanga/stewardship, gida gaituvva/unity and aroha/care.



“On 15 January 2022, the Hunga-Tonga-Hunga-Ha’apai volcano erupted and triggered a tsunami that destroyed homes on Tonga’s nearby islands. This was followed by a COVID-19 outbreak. I felt the SPC value of care (aroha) when my SPC colleagues from different countries and cultures reached out to me and my fellow Tongan staff to check if our families back in Tonga were safe and to let them know if we needed help. Not only did SPC staff contact us, but also our member country stakeholders, with whom we have built working relationships from doing SPC work. To me, that is aroha in action.”

FLAGSHIPS

Flagships were introduced in 2022 to bring together SPC's scientific and technical abilities and deliver integrated responses to critical regional priorities. Our four flagships, Climate Change, Oceans, Gender Equality and Women's Empowerment and Food Systems bring a One SPC approach to the challenges and opportunities facing the region. They have ambitious targets and work at scale to achieve collective impact towards SPC's Strategic Plan 2022-2031 and the 2050 Strategy.



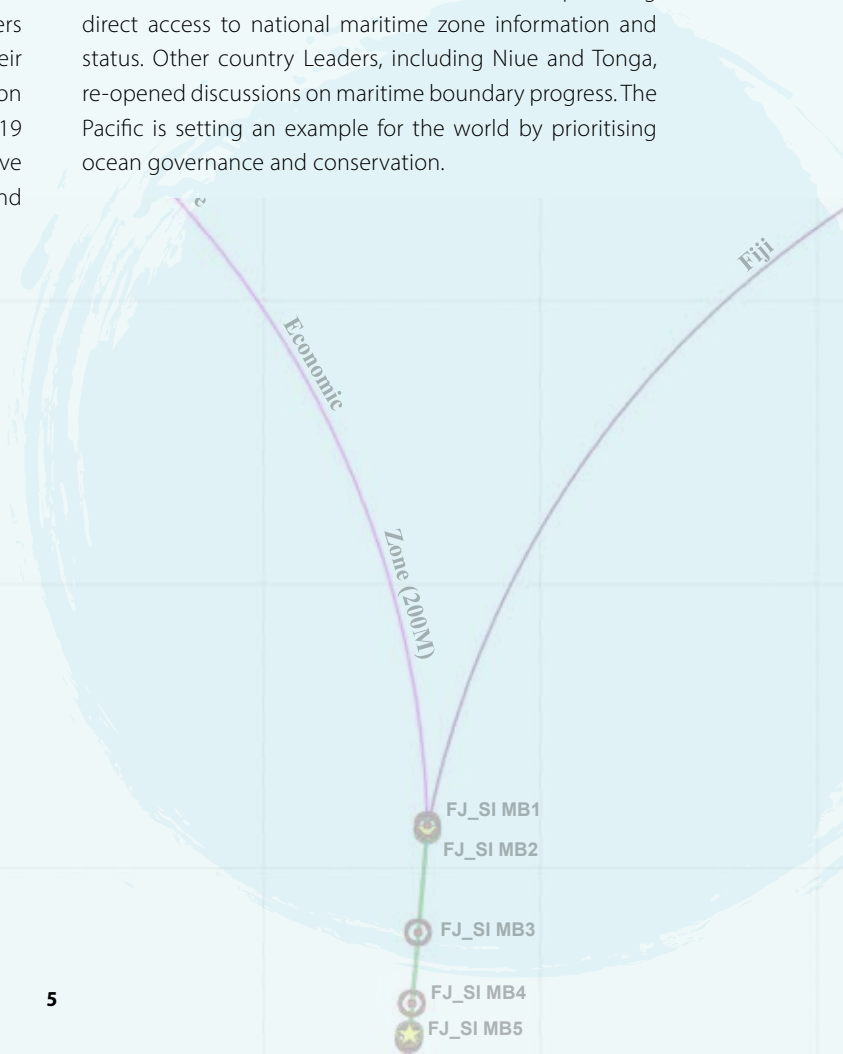
HIGHLIGHT STORY OF CHANGE: FIJI AND SOLOMON ISLANDS SIGN SHARED MARITIME BOUNDARY AGREEMENT: BLUE PACIFIC OCEAN GOVERNANCE IN ACTION

Pacific Leaders reaffirmed the settlement of maritime zones as an urgent priority in their 2021 Declaration on Preserving Maritime Zones. Since 2001, SPC has coordinated the work of the Pacific Maritime Boundaries Consortium of partners by assisting PICTs to define, delimit and declare their maritime zones in accordance with the UN Convention on the Law of the Sea (UNCLOS). Despite COVID-19 restrictions, a series of actions strengthened the initiative to further work on the remaining boundaries, Fiji and

Solomon Islands signed their shared maritime boundary treaty in July, a historic moment in the region. The Pacific Maritime Boundaries Dashboard was launched, providing direct access to national maritime zone information and status. Other country Leaders, including Niue and Tonga, re-opened discussions on maritime boundary progress. The Pacific is setting an example for the world by prioritising ocean governance and conservation.

Solomon Islands

Anuta Islands
Fatutaka Islands



ABOUT THIS REPORT

The Pacific Community Results Report 2022 illustrates the impact of SPC's science, knowledge and innovation on PICTs, and the benefits they bring for Pacific peoples, their ocean, other natural resources, systems and institutions. This is the first report in response to the new [Strategic Plan 2022–2031](#).

All results included in this report are available online through our [Results Explorer](#). This interactive dashboard is hosted on the PDH. Using the tool, you can interact with results from 2018 to 2022 and search by country, Sustainable Development Goal (SDG), KFA, year, result type or keyword. The Results Explorer is available in English and French.

RESULTS REPORTING METHODOLOGY

This report covers the period January to December 2022. SPC's reporting practices are guided by its [Planning, Evaluation, Accountability, Reflection and Learning \(PEARL\) policy](#). Performance reporting is a key element of the PEARL policy, which emphasises consistency, accuracy, transparency and accountability to members. Learning and reflections throughout the year at project, division and institutional levels are used to inform the development of SPC's annual results reporting.

The strategic plan is accompanied by a strategic results framework (SRF) which was endorsed by CRGA 52 (see Appendix 1). The SRF is aligned to global and regional frameworks, including relevant SDGs and thematic areas of the [2050 Strategy for the Blue Pacific Continent](#) (2050 Strategy). Using high-level indicators, the SRF enables the tracking of progress over time towards the 2031 future states for each KFA. Common pathway indicators provide a platform to aggregate and report One SPC contributions

on an annual basis. Detailed results frameworks nest under this high-level SRF at KFA, divisional and programme levels, including indicators and targets, enabling SPC to demonstrate the combined outcomes, contributions and impact of our sectoral, country programme and integrated work.

SPC divisions and teams use a harmonised assessment process and tools to rate performance and categorise results. Their assessments are then moderated by senior managers, monitoring, evaluation and learning (MEL) practitioners and the Strategy, Performance and Learning (SPL) unit of the Director General's Office.

The report was written by SPL using these inputs from our internal network of MEL focal points (MELnet) and divisions. The report was edited, translated, designed and published by SPC's Information Services.



[See Appendix 1](#)
for further information on results reporting methodology.

IMPROVING OUR RESULTS REPORT

This year's report has some adjustments to reflect the shift towards the new strategic plan. It also responds to CRGA Subcommittee recommendations on the 2021 results report. The following improvements have been incorporated into this report:

- In addition to articulating SPC's contribution to the region's commitments to the 2030 Agenda for Sustainable Development by highlighting progress on selected SDG indicators, we have also made connections to 2050 Strategy thematic areas.
- Specific results summary documents have been prepared for each PICT since 2014. This year, we map key result highlights and stories of change to national sustainable development plans to demonstrate alignment with national priorities.
- Progress made against our four flagship programmes has been highlighted.
- Our report also now includes analysis of results covering the five pathways that guide our actions across SPC's KFAs. These minimum sets of indicators identified in our SRF enable us to aggregate our results and direct contributions across all SPC's areas of work using indicators that can be measured over time.
- Emphasis has been placed on providing examples of how SPC's values are being enacted in practice. Approach-level measures have been refined to show the role of our values as our navigational markers, and our ways of working as defined in our theory of change.
- Overall the report has been restructured to align with the strategic plan and accompanying SRF, taking a futures lens and concluding with learnings, adaptations and looking forward.



QR codes in this report

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ABOUT SPC

SPC is the principal scientific and technical organisation in the Pacific region, proudly supporting development since 1947. We are an international development organisation owned and governed by our 27 country and territory members.

VISION

We are voyaging towards a resilient Pacific. A region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy, sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment and resources of our Blue Pacific Continent. We recognise our role as stewards of our Pacific Ocean and are responding with urgent collective action to the threat of climate change.

MISSION

To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.

HOW WE WORK

SPC supports sustainable development by applying a people-centred approach to science, research and technology across all SDGs. We work in 22 PICTs and serve our members by interweaving and harnessing the nexus of climate, ocean, land, culture, rights and good governance; nurturing trusted partnerships; investing in Pacific people; and understanding Pacific contexts.

Our unique organisation covers more than 20 sectors. We are renowned for knowledge and innovation in such areas as fisheries science, public health surveillance, geoscience and conservation of plant genetic resources for food security.

SPC contributes to four development goals for a unified, safe, just, equitable and resilient Blue Pacific. It is cognisant of the science, data and digital assets, statistics and analytics that connect to the strategy and provide the evidence to underpin products and services for the region. These goals are further shaped by

the transformations required for institutional effectiveness and good governance of SPC's regional commitments, members' national priorities and global commitments.

We contribute to these development goals of our members:

- **Goal 1** – All Pacific people benefit from sustainable development
- **Goal 2** – All Pacific communities and cultures are empowered and resilient
- **Goal 3** – All Pacific people reach their full potential and live long and healthy lives
- **Goal 4** – One SPC delivers integrated programmes through streamlined services

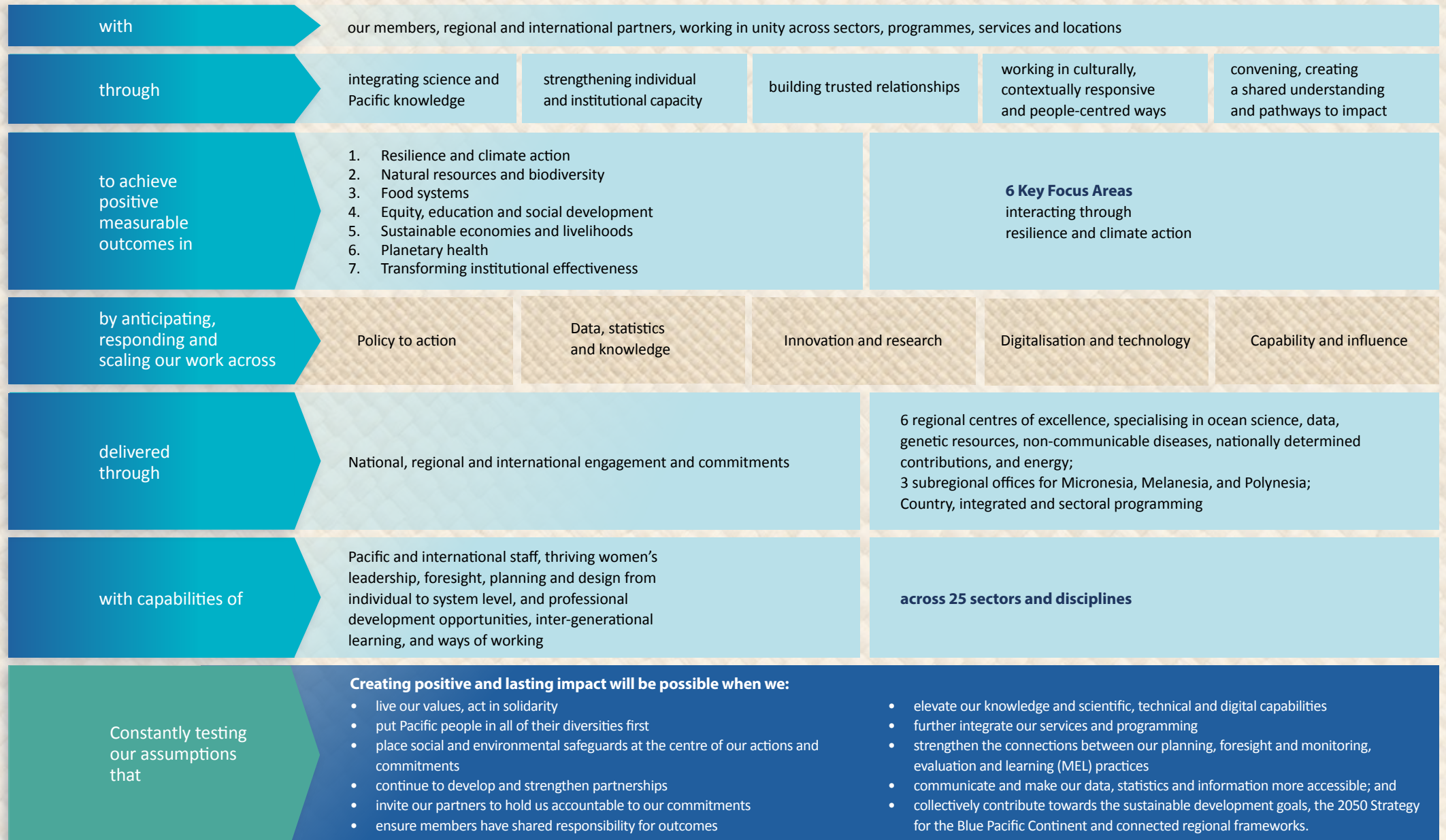
THEORY OF CHANGE

We serve our Blue Pacific region as One SPC with our members and partners, working in unity across sectors, programmes, services and locations. We do this by integrating science and Pacific knowledge; strengthening individual and institutional capacity; building trusted relationships; working in culturally, and contextually responsive and people-centred ways; and creating a shared understanding and pathways to impact.

We aim to achieve positive measurable outcomes in seven key focus areas by anticipating, reponding and scaling our work across policy to action; data, statistics and knowledge; innovation and research; digitisation and technology; and, capability and influence.

With capabilities across 25 sectors and disciplines, our work is delivered through national, regional and international engagement and commitments, including three subregional offices, regional centres of excellence and country, integrated and sectoral programming.

OUR THEORY OF CHANGE



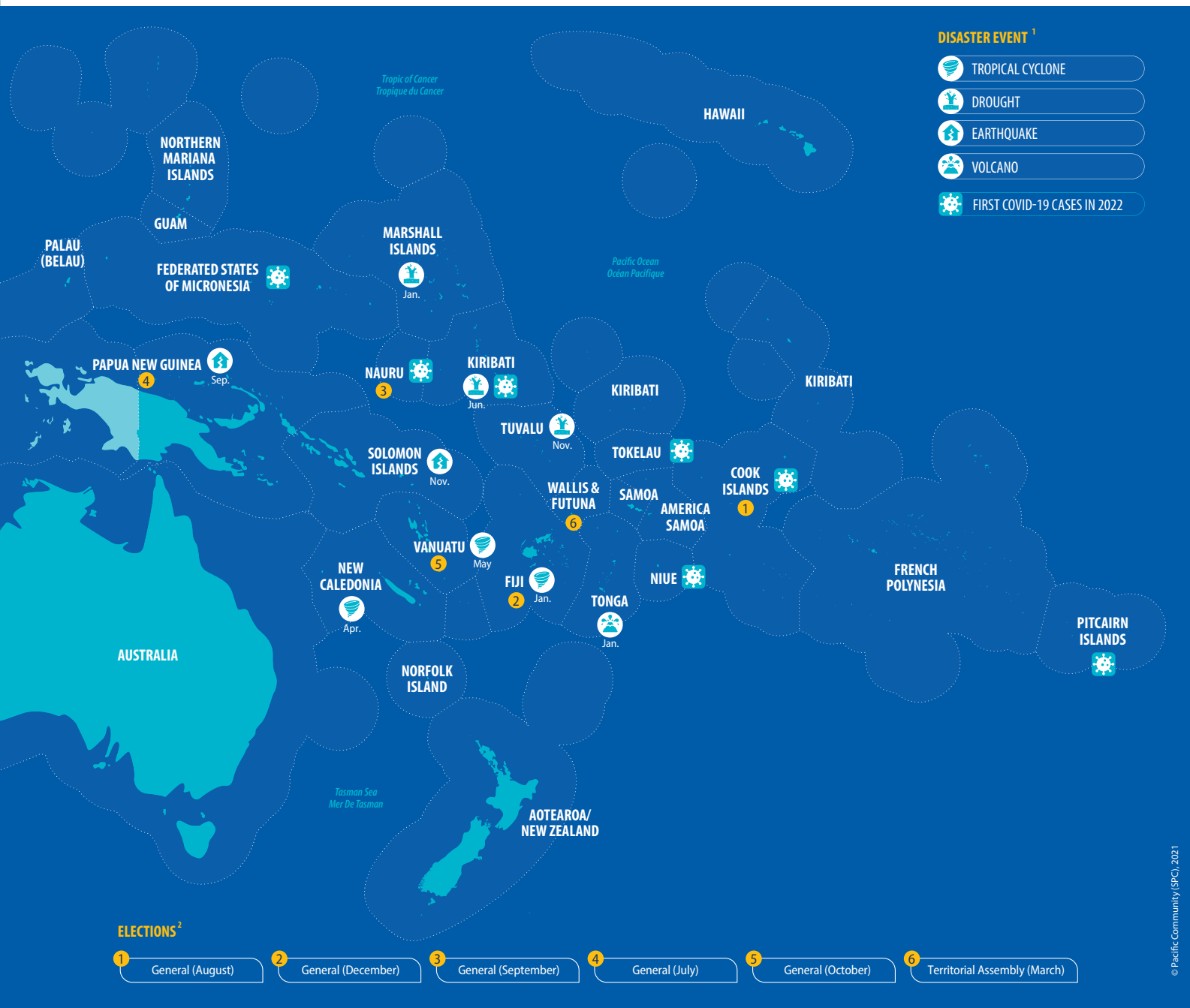


PERFORMANCE REPORT

THE REGIONAL PICTURE

2022 continued to be a challenging period for the Blue Pacific. Programme implementation and capability was disrupted, not only by COVID-19, but additional challenges, including disasters; global reverberations from the war in Ukraine; rising food, fuel and commodity prices; debt servicing issues; increasing threats from climate change; and geopolitical interests affecting the region. The region has upheld regionalism through unified actions and resilience framed by the 2050 Strategy (endorsed in July).

In SPC's 75th year of proudly working for the well-being of all Pacific people through the application of science and knowledge for development, opportunities for innovation prompted new ways of working resulting in strengthened operations in several areas. SPC was well-positioned, with the support of members and key partners, to communicate information early and assist with development efforts across multiple sectors.



¹ Source: <https://reliefweb.int/disasters>
² https://en.wikipedia.org/wiki/List_of_elections_in_2022



URGENT CLIMATE ACTIONS AND DISASTER RESPONSES

Exceptional disasters and associated economic factors have had a significant impact on programme design and implementation. The tropical Pacific was in a La Niña state throughout 2022 and the period from August to October marked the first “triple-dip” La Niña event of the 21st century, which had serious implications for extreme weather conditions in the Pacific region.³

In January, the undersea volcanic eruption and tsunami in Tonga with wave impacts felt in neighbouring countries across the Blue Pacific, and across the western seaboard of the American continent. It was the largest recorded eruption since Krakatoa in 1883, prompted tsunami warnings across the Pacific and caused major damage. The Marshall Islands’

National Emergency Operations Committee activated an Immediate Drought Response Plan for critical drought conditions; the Kiribati government declared a state of disaster in June due to a country-wide drought; and the Tuvalu government declared a state of emergency in November from excessive drought in many parts of the country.

Tropical cyclones affected Fiji in January, New Caledonia in April and Vanuatu in May. In September, Papua New Guinea experienced an earthquake that resulted in injuries, deaths, loss of homes, widespread power outages, communication disruptions and damage to infrastructure.⁴ In November, Solomon Islands was impacted by two earthquakes, damaging buildings and resulting in power cuts in Honiara.

ELECTIONS AND REGIONAL LEADERSHIP

Eight elections were held in 2022. SPC members included, Australia, Cook Islands, Fiji, France, Nauru, Papua New Guinea, Vanuatu and Wallis and Futuna. Although intense political dynamics, protracted constitutional issues and increased geopolitical interests were a constant feature in 2022, SPC maintained its neutrality and navigated these complexities for the successful implementation of the strategic plan.

The 2050 Strategy calls for unity and resolves to align regionalism on a positive, resilient and sustainable trajectory

towards a future anchored in the identity of Pacific people, their unique relationship with the largest ocean on earth, and their prosperity and well-being. SPC is a key element in the regional architecture supporting all elements of this journey, with the new strategic plan providing a foundation for the continued mobilisation of capability and resources and implementation of programmes.

³ <https://community.wmo.int/en/activity-areas/climate/wmo-el-ninola-nina-updates>

⁴ <https://reliefweb.int/disasters>



The key Blue Pacific events in 2022 included the 7th Our Ocean Conference in April, Blue Climate Summit in French Polynesia in May, inaugural Pacific Islands Forum Women Leaders Meeting in June, 51st Pacific Islands Forum Leaders Meeting (Fiji in July), Pacific Islands Forum Economic Ministers Meeting (Vanuatu in August) and Pacific Mini Games (Saipan, June). As One CROP, six SPC representatives joined 14 Pacific Island countries at COP 27 in Egypt to raise the voices and advocate climate action on behalf of the region. Other key convenings in 2022 included the Council

of Pacific Arts and Culture, Pacific Ministers of Culture, Heads of Fisheries, Pacific Energy Officials and Pacific Ministers for Disaster Risk Reduction. The outcomes of all these further inform the implementation of SPC's strategic plan.



[See Appendix 4](#)
for outcomes of regional meetings convened or co-convened by SPC

COVID-19

COVID-19 continued to disrupt the implementation of programmes in 2022. Travel restrictions, delays in recruitment, constrained opportunities for collaboration and the re-direction of priorities were some of the issues causing disruption. Countries focused on national or bilateral projects as their socio-economic and development priorities changed, slowing implementation of actions towards regional commitments.

In the first half of the year, the majority of our members still experienced significant travel restrictions, as they sought

to achieve vaccination targets and manage COVID-19 community outbreaks. The region cautiously reopened through the second half of 2022.

Safety considerations were paramount in the reopening phase for many Pacific countries and territories, as air and maritime transport resumed, enabling in-country travel missions, regional meetings and trade in goods and services to take place. Prolonged periods of working from home ended for staff in Fiji and New Caledonia, as host countries adjusted their COVID-19 public health strategies.

OUR IMPACT

Our impact is measured by our contributions to the SDGs and the 2050 Strategy.

IMPACT LEVEL INDICATORS

In 2022, SPC's work continued to contribute to all 17 SDGs in collaboration with our members and partners, through capabilities to 25 sectors and disciplines. While our work contributes to many targets, as well as supporting the reporting and monitoring of SDGs, our SRF uses 47 SDG indicators to measure our shared regional impact over the course of the strategic plan.

Released in 2022, the [Second Quadrennial Pacific Sustainable Development Report 2022](#) provides a high-level overview of the current status of achievement against the SDGs in the Pacific for the purposes of identifying solutions to challenges and vulnerabilities. For this first year of reporting on progress in implementing our strategic plan, we are using this report to provide an indication of progress against our impact level indicators, based on currently available data.

- **KFA 1. Resilience and climate action:** Across our five impact level indicators, data is currently available for two. Available data identifies mixed progress at the impact level for KFA 1 where the region is on track to achieve the 2030 target for the number of countries that adopt and implement national disaster risk reduction strategies (13.1.2). It has though seen a worsening situation in relation to direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters (11.5.2).
- **KFA 2. Natural resources and biodiversity:** Overall, our impact indicators for KFA 2 suggest some progress for three of the five indicators, with one showing a worsening situation and one with insufficient data. Some progress has been made towards a proportion of the population using safely managed drinking water services (6.1.1), coverage of protected areas in relation to marine areas (14.5.1) and land area covered by forest (15.1.1), with a worsening situation in relation to the red list index for extinction risk for species (15.5.1).
- **KFA 3. Food systems:** Impact level progress for KFA 3 is mixed, with two indicators showing some progress and two

with a worsening situation. Some progress has been achieved in relation to plant breeds for which sufficient genetic resources are stored (2.5.1) and mortality rates attributed to NCDs (3.4.1), however the prevalence of undernourishment (2.1.1) and moderate or severe food insecurity in the population (2.1.2) are showing worsening situations.

- **KFA 4. Equity, education and social development:** Three of the nine impact level indicators for this KFA have available data and showed some progress was being made. Some progress has been seen in the minimum proficiency in literacy and numeracy among primary and secondary students (4.1.1), participation rates in organised learning one year before the official primary entry age (4.2.2) and the proportion of teachers with the minimum required qualifications (4.c.1). Currently there is insufficient data on the mainstreaming of global citizenship education and education for sustainable development (including gender equality and human rights) in national education policies, curricula, teacher education and student assessment. There is also insufficient data on our impact level indicators on legal frameworks to promote, enforce and monitor equality and non-discrimination on the basis of sex (5.1.1), the proportion of ever-partnered women and girls subjected to violence by a current or former intimate partner (5.2.1), the proportion of women and girls subjected to sexual violence by persons other than an intimate partner (5.2.2), the proportion of population subjected to physical, psychological violence and sexual violence (16.1.3) and the proportion of population who believe decision making is inclusive and responsive (16.7.2).
- **KFA 5. Sustainable economies and livelihoods:** Available data for seven of the 11 impact level indicators for KFA 5 indicates mixed progress. Some progress was made with installed renewable energy-generating capacity (7.b.1); total official flows for infrastructure (9.a.1); implementation of international instruments aiming to combat illegal, unreported and unregulated fishing (14.6.1); and sustainable fisheries as a proportion of GDP (14.7.1).

A worsening situation was evidenced for the renewable energy share in the total final energy consumption (7.2.1); proportion of youth (aged 15-24 years) not in education, employment or training (8.6.1); and the implementation of standard accounting tools to monitor the economic and environmental aspects of tourism sustainability (12.b.1). Insufficient data meant progress could not be assessed on the proportion of the population below international and national poverty lines (1.2.1 and 1.2.2), proportion living below 50 per cent of median income (10.2.1) and financial flow to developing countries in support of clean energy research and development and renewable energy production (7.a.1).

- KFA 6. Planetary health:** Some progress was made at the impact level for this KFA across all four indicators, namely coverage of essential health services (3.8.1), health worker density and distribution (3.c.1), International Health Regulations capacity and health emergency preparedness (3.d.1) and the proportion of the population using safely managed sanitation services (6.2.1).

- KFA 7. Transforming institutional effectiveness:** Of the eight impact level indicators for KFA 7, most showed some progress. The region is on track to achieve the 2030 target in relation to the collective mobilisation goal of the USD 100 billion commitment through to 2025 (13.a.1). Some progress was made with the proportion of births registered with a civil authority (16.9.1), fixed broadband subscriptions per 100 inhabitants (17.6.2), national statistical legislation that complies with the Fundamental Principles of Official Statistics (17.18.2) and a national statistical plan that is fully funded and under implementation (17.18.3). Indicators showing a worsening situation were the dollar value of all resources made available to strengthen statistical capacity in developing countries (17.19.1), proportion of countries that have conducted at least one population and housing census in the last 10 years and 100% birth registration and 80% death registration (17.19.2). There is insufficient data on the dollar amount committed to public-private partnerships for infrastructure (17.17.1).

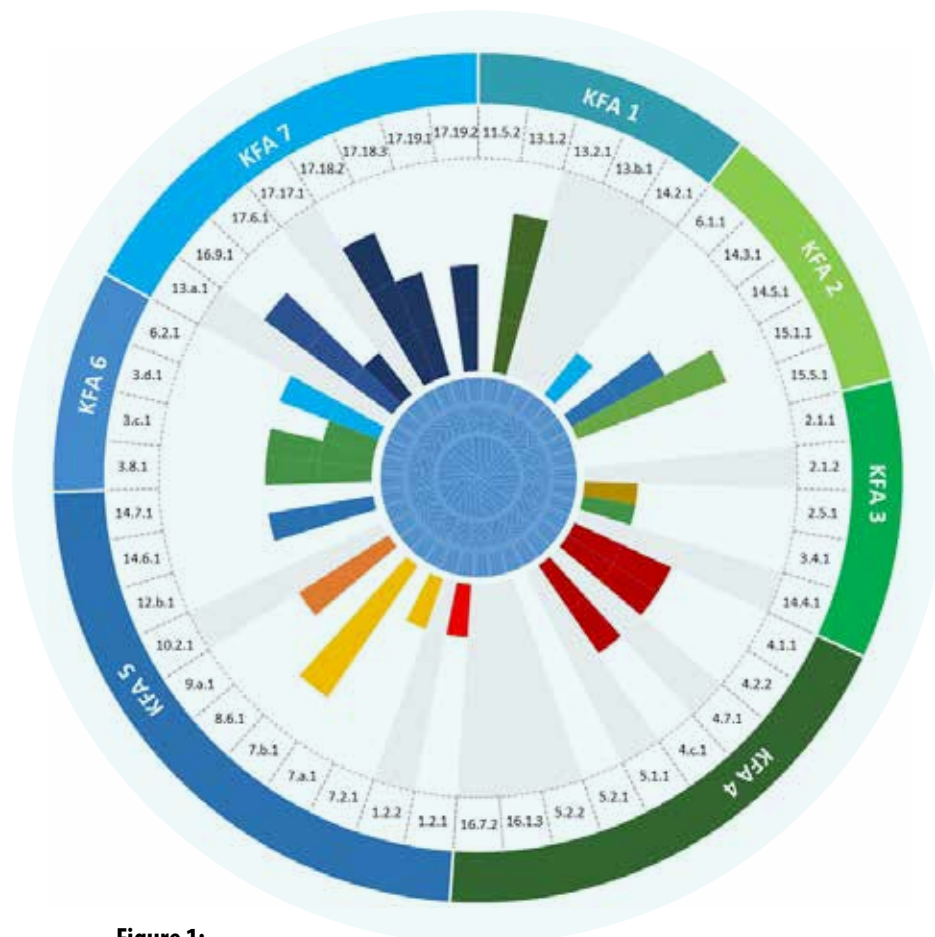


Figure 1:
Progress against SPC's impact level indicators by KFA

Source: See the [SDG Dashboard](#) hosted on the PDH for data visualisation for individual SDG indicators.

Our ability to measure progress at this level of regional impact is limited by the availability of accurate and relevant data at the regional level. While many PICTs have strengthened their statistical systems to report on the SDGs, challenges relating to data collection and availability, and some targets being

unmeasurable or lacking baselines or benchmarks, make monitoring change over time difficult. Sustained action is required to ensure that the Pacific region can continue to improve the availability of timely and relevant data to monitor sustainable development.

CONTRIBUTION TO 2050 VISION AND ASPIRATIONS

SPC will continue to collaborate with the Pacific Islands Forum Secretariat (PIFS) in the implementation of the 2050 Strategy to achieve its long-term vision and aspirations. In doing so, SPC will ensure alignment to and coherence in

reporting between the SRF and the 2050 Strategy, including through the SDGs and points of collective action under the seven key thematic areas.



Figure 2: Contribution to 2050 vision and aspirations
Source: Forumsec.org





KFA 1

Resilience and climate action

Future state 2031: Pacific people are thriving, with enhanced resilience from better informed decision making and necessary resources that also enable the achievement of low carbon, climate resilient sustainable development.



OVERVIEW

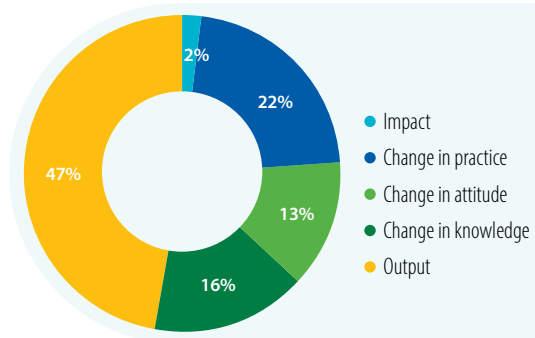
The climate emergency is the greatest challenge facing our vibrant Blue Pacific Continent. Resilience and climate action refers to building resilience and adapting to changing conditions and extreme events as well as addressing low carbon climate resilient sustainable development priorities of members. SPC supports enhanced resilience and informed decision making through improving understanding and providing capacity and technical assistance in key sectors, access to finance, Pacific knowledge, science and technology. We work across disciplines to optimise our capabilities and resources, with Pacific data statistics and knowledge providing relevant analysis for action.

SPC provides regional public goods under KFA 1 through capabilities and responsibilities across all its divisions, including the [Regional Pacific Nationally Determined Contribution \(NDC\) Hub](#); [Maritime Technology Cooperation Centre](#); [Framework for Resilient Development in the Pacific](#) (FRDP) and accreditation to the Green Climate Fund (GCF) and Adaptation Fund (AF); Centre for Pacific Crops and Trees (CePaCT); Centre of Ocean Science; fisheries science capability; and the PDH. SPC is in the process of developing and strengthening a more strategic and integrated approach, through a Climate Change Flagship programme, to effectively see and mobilise the breadth of its climate change relevant capabilities and build this to respond to the growing needs and ambitions expressed by members across all sectors in which SPC operates.

RESULTS DASHBOARD

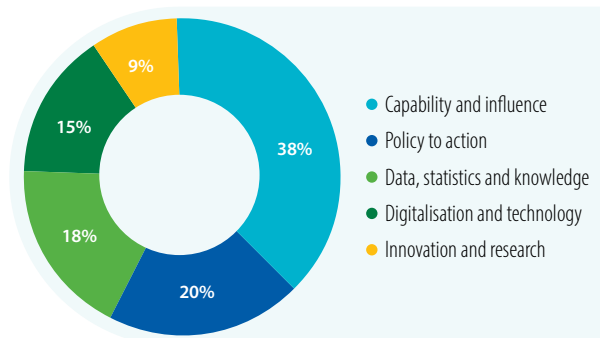
Graph 5:

Resilience and climate action: Results type (n=45)



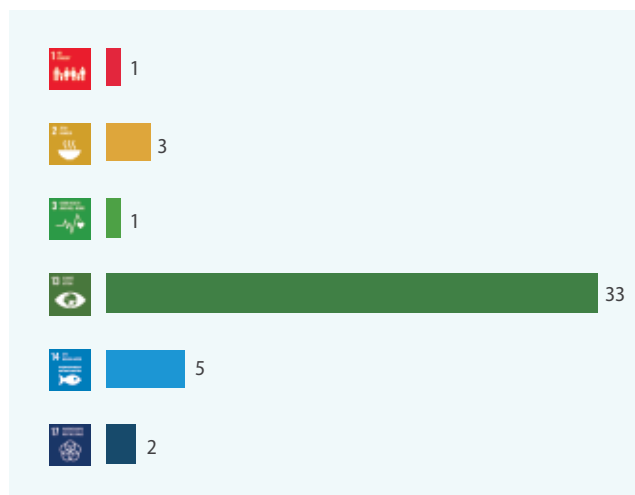
Graph 6:

Resilience and climate action: Results by pathway (n=45)



Graph 7:

Resilience and climate action: Contribution to SDGs (n=45)



RESULTS HIGHLIGHTS

As we navigate towards a 2031 future where Pacific people are thriving with enhanced resilience, SPC's contributions under this KFA span multiple sectors, including climate action, disaster resilience, oceans and marine resource understanding, agriculture and fisheries. In 2022, we supported our members in enhancing their climate commitments, strengthening capacities for biodiversity conservation and promoting nature-based solutions for climate change adaptation. SPC provided technical and economic guidelines for agroecological transitions, equipped infrastructure with early warning and information systems and raised awareness of climate change impacts on the fisheries sector. We also collaborated with members and partners to secure GCF funding and support adaptation to climate change, through Pacific Adaptation to Climate Change and Resilience Building (PACRES) grant facility projects. SPC provided technical assistance to access funding from the Kiwa Initiative. The projects have integrated nature-based solutions as a key component in their climate adaptation strategies. Through our work we saw high level political commitment with the signing of a maritime boundary agreement between Fiji and Solomon Islands, and at the inaugural PDRMM in September.

SPC's Climate Change Flagship programme was also officially launched in 2022, with an initial stock take of climate change action across SPC divisions, and co-design of the scope, purpose and development process for an integrated programme at scale. The climate change flagship is likely to play a key role in realising the future state of KFA 1 together with broader approaches to resilience building (see *Our Flagships* chapter for further details).

KFA 1 contributed a significant proportion of our results for 2022 (9%), with a particular focus on SDG 13 (climate action) and SDG 14 (life below water). Our most significant pathway for facilitating change under this KFA was through technical training, workshops and stakeholder convening (capability and influence). We also provided crucial support to implement policy, legislation, regulations and national or international commitments (policy to action). While the majority of the KFA results were at the output level, SPC's efforts also brought about significant changes in practice, including better coordination to support risk reduction, improved early warning systems for flooding and coastal inundation and increased access to climate finance. Overall, our work in this KFA is critical, and the results show our commitment to members and collective efforts for positive impact at individual, organisation, national and transboundary levels in the Pacific region.



[View the full list of results](#)

RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- Nine Strategic Roadmaps for Emergency Management (SREMs) across the Pacific were endorsed and SPC (GEM) worked with Fiji, Kiribati, Nauru, Tuvalu and Vanuatu to support them in implementing activities identified under their national SREMs.
- Following the tsunami, triggered by the volcanic eruption in Tonga, in January 2022, the population of Tongatapu was evacuated through pre-determined evacuation routes to designated evacuation centres. The evacuation process was guided by the tsunami modelling work conducted by SPC.



INNOVATION AND RESEARCH

- 14 PICTs continued to benefit from the NDC Hub, a multi-partner platform comprised of SPC, SPREP, GIZ, UNDP and IRENA. The Hub is committed to supporting PICTs in reviewing, enhancing and implementing their climate commitments. Under the NDC programme, 25 requests were approved for phase 3 funding in 2022, bringing the total number of implemented projects to 62, with the above partners since the inception of the Hub.



DIGITALISATION AND TECHNOLOGY

- Seven PICTs (Fiji, New Caledonia, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu) were supported with the development of their hazard-related monitoring systems and plans.
- A highly interactive dashboard was created to grant the Tuvalu government and other users access to national-scale, high-resolution data on inundation, erosion hazard and inherent risk information.



CAPABILITY AND INFLUENCE

- 93 participants (26 women, 67 men) participated in technical training on CRB management and containment. Participants included local farmers, community members and government officials from Papua New Guinea and Vanuatu.
- SPC participated in COP 27 joining other countries and partners. One notable outcome at COP 27 was the agreement to adopt loss and damage funding, which will support PICTs in addressing climate change impacts. SPC also organised the side event, Climate crisis responses through partnership: True stories from the Pacific Islands, during COP 27.



DATA, STATISTICS AND KNOWLEDGE

- SPC (PDH) signed a partnership agreement with the International Organization for Migration to support data storage and data sharing in relation to human mobility, environment and climate change.

STORIES OF CHANGE //

LEADING THE PACIFIC REGION IN ACCESSING CLIMATE FINANCE

CONTEXT

PICTs account for less than 0.03% of global greenhouse gas emissions, but are highly vulnerable to the impacts of climate change. Accessing climate finance at scale to address these vulnerabilities presents its challenges. Constrained access to climate finance is largely a result of the slow and complex processes of multilateral climate funds which are difficult to navigate with limited in-house capabilities and resources to develop proposals and oversee implementation of climate change projects.

CHANGE PROCESS

To help close the gap, SPC established a Climate Finance Unit (CFU) in 2019 to:

- support eligible PICTs design concept notes and funding proposals to access climate finance from the GCF and AF;
- provide oversight of the implementation of GCF and AF projects; and
- support SPC's technical divisions to enhance their knowledge of the GCF and AF modalities.

RESULTS

SPC is rapidly becoming a global leader in facilitating access to climate finance through these funds. Since accreditation to the GCF, by the end of 2022, SPC has:

- developed the largest pipeline of projects in the Pacific of any accredited entity;
- the largest pipeline of endorsed concept notes for Pacific countries;
- the largest number of approved Project Preparation Facilities (PPF) in the region;
- achieved the fastest ever funds disbursement after project approval, globally;
- become the first accredited entity to access GCF's PPF Service modality leading to successful project approval;
- within one year of accreditation to the AF since 2021, supported Fiji and PNG to submit concept notes, both of which have already been endorsed; and
- supported FSM in achieving several firsts for the Pacific, including the region's first GCF Enhancing Direct Access pilot programme (2021), updated GCF Country Programme (2022) and multi-year Readiness Programme grant (2022).



“Local communities are vulnerable because they lack the technical and financial capacity to address their climate risks... This project is timely because climate change is hitting FSM harder and more frequently.”

The Honourable Eugene Amor, FSM's Secretary for the Department of Finance and Administration



LESSONS LEARNED

The experience of setting up and running SPC's CFU highlights the importance of government engagement and ownership in developing proposals and implementing projects that can have meaningful impact. It is essential to take a collaborative approach, listening to and learning from government counterparts, to gain valuable insights and lessons that might otherwise be overlooked. This requires the active involvement and support of SPC's regional offices and technical divisions to build on existing trusted relationships with government stakeholders.



DIVISION: CCES

DONORS: Core funding, New Zealand Ministry of Foreign Affairs and Trade

MAINSTREAMING CROSS-SECTORAL PRIORITIES

Our results in 2022 demonstrate the importance of mainstreaming⁵ in supporting a more holistic approach to climate action and resilience. Our strategic plan also recognises that the other six KFAs interact through resilience and climate action. Incorporating social and environmental responsibility into policies and practices is a crucial tool for promoting resilience and climate action that is inclusive, effective and sustainable, leading to outcomes that are better able to withstand the impacts of climate change. In 2022, our mainstreaming work under this KFA also emphasised the importance of engaging with communities and promoting participatory decision making, helping to build trust, increase local ownership and support solutions that are tailored to local contexts and needs.

Raising the awareness of school children on the importance of water

Water management is a major challenge in Wallis and Futuna, as it is in many other Pacific countries. SPC has developed a water educational resource kit through the PROTEGE project, in collaboration with Wallis and Futuna's Territorial Department of the Environment and the Education Department. The kit was launched at an event for Year 2 to Year 6 students and aimed to create awareness on the importance of water as a vital and precious island good. The kit includes informational sheets, simple scientific experiments and a game to help children understand the water cycle and threats to water resources. The inclusive and participatory approach used in the creation of the kit has been successful, involving a wide range of stakeholders, including NGOs, teachers and children. It was well received in Wallis and Futuna and other countries in the Pacific have expressed interest in replicating and adapting the kit for their use. SPC is currently exploring ways to reach more young people in the region.



Awareness-raising among young people in Wallis and Futuna using the resource kit developed by PROTEGE.

⁵ Definition: At SPC, mainstreaming describes the process of integrating social and environmental responsibility, including a people-centred approach that focuses on improving sustainability, social justice and participatory decision making. ([Glossary SPC Strategic Plan 2022 - 2031](#)).

INNOVATION

The complexities of the climate crisis require innovative solutions to adapt and enhance resilience in the face of a rapidly changing climate and ongoing natural shocks. In 2022, SPC developed and institutionalised innovative standards, tools and mechanisms, such as multi-hazard early warning systems and the operationalisation of impact-based forecasting. We also saw the impact of our work following the tsunami triggered by the volcanic eruption in Tonga in January, when the population of Tongatapu was evacuated through predetermined evacuation routes to designated evacuation centres, guided by the tsunami modelling work conducted by SPC. Innovations in statistics and modelling were also evidenced through new modules to improve household data collection on climate change impacts and adaptations, and the agreement for climate change implications for fisheries to be a standing agenda item at the Western and Central Pacific Fisheries Commission (WCPFC) using SPC analysis and modelling. This intersection between generating scientific evidence to support political will and engagement also supported the disaster risk management sector.

Pacific Disaster Risk Reduction Ministers Meeting

The Pacific Islands are among the most vulnerable in the world to disaster. In 2022, the region saw a significant shift and increased political will towards disaster risk reduction and integrated climate change action. This was achieved through the PDRRMM, which was convened by SPC's Disaster and Climate Risk Management team in partnership with PIFS and the Government of Fiji. The renewed investment in disaster risk reduction and addressing climate change impacts was a key outcome of the meeting and agreed way forward. SPC, in partnership with member countries, led the management and resourcing of the meeting. The approach focused on intentional engagement with partners, elevation of member voice and a strategy of planned facilitation to drive genuine engagement and decision making at the ministerial level. The Nadi Declaration, endorsed by Ministers, calls for strengthened coordination between disaster preparedness and climate change actions to better prepare the region for ongoing impacts.

SNAPSHOT OF INAUGURAL PDRRMM:



17 PICTs



13 ministers
responsible for DRR



70 representatives
from government and civil society

COMMITMENTS TO:



Develop
humanitarian assistance
and response mechanism



Develop people-centred multi-hazard
early warning systems
and increase coordination



Genuine, inclusive
partnership approach
in collaboration with wider stakeholders and communities



KFA 2

Natural resources and biodiversity

Future state 2031: Thriving, productive and resilient ecosystems and communities, responsibly harnessing our natural resources and biodiversity for security and prosperity.



CCES
Climate
Change and
Environmental
Sustainability



FAME
Fisheries,
Aquaculture
and Marine
Ecosystems



GEM
Geoscience,
Energy and
Maritime



LRD
Land
Resources
Division



SDD
Statistics for
Development
Division



PCCOS
The Pacific Community Centre for Ocean Science

OVERVIEW

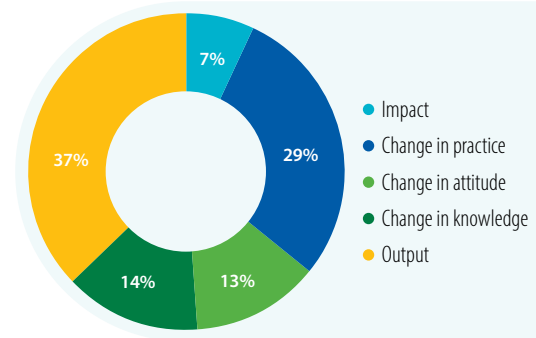
Natural systems, biodiversity and ecosystems underpin community livelihoods and security. This KFA works towards thriving, productive and resilient ecosystems and communities. SPC supports the protection, management and restoration of our ecosystems, including wetlands, water sources, oceans, fisheries resources, biodiversity, landscapes, energy, georesources, as well as soil and plant genetic resources.

SPC leads on Pacific applied science and research interrogation that enables Pacific voice and agency through regional public goods, including the [Pacific Community Centre for Ocean Science \(PCCOS\)](#), [CePaCT](#), [Pacific Geospatial and Surveying Council](#), [Pacific Marine Specimen Bank](#) and Pacific Partnership for Atoll Water Security.

RESULTS DASHBOARD

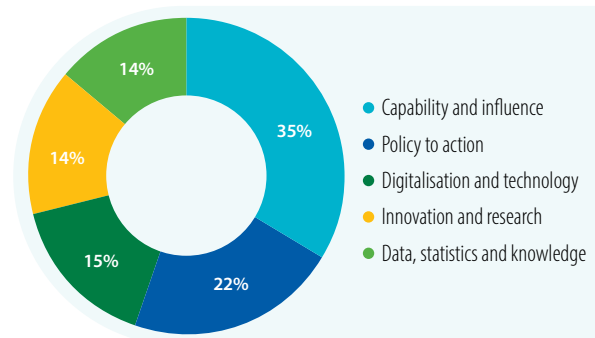
Graph 8:

Natural resources and biodiversity: Results type (n=94)



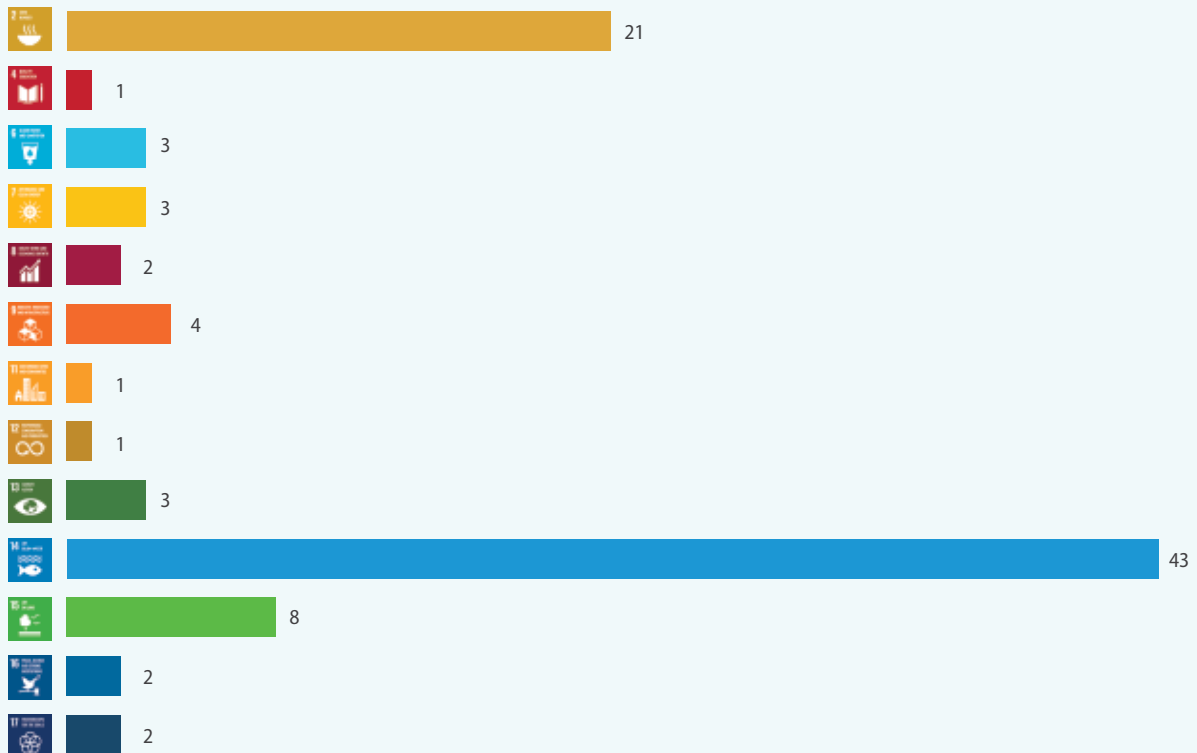
Graph 9:

Natural resources and biodiversity: Results by pathway (n=94)



Graph 10:

Natural resources and biodiversity: Contribution to SDGs (n=94)



RESULTS HIGHLIGHTS

A future of thriving, productive ecosystems and communities, requires a collective and concerted effort to sustainably manage natural resources and biodiversity across the fisheries, forestry, agriculture, water and sanitation and energy sectors. In 2022, SPC worked with members to support coastal fisheries management plans and policies, deepen participatory and community-based fisheries management approaches, monitor the health of lagoons and improve sustainable aquaculture practices. Technical support was provided for water and sanitation infrastructure improvements, and the monitoring and protection of ground water reserves. Stock assessments and modelling approaches were conducted, along with ongoing data collection and experiments, such as tuna tagging and tissue sampling, to improve the management of the tuna fishery across the western and central Pacific Ocean. CePaCT supported biodiversity conservation and sustainable land management through forest plantations, seed production guidelines and demonstration farms. SPC also coordinated regional partnerships on ocean science work and led the Pacific Early Career Ocean Professionals (ECOPs) Network to improve regional coordination among young ocean professionals.

SPC's focus on natural resources and biodiversity in 2022 led to the achievement of a significant proportion of the organisation's overall results (20%). These results were most strongly aligned with SDG 14 (life below water) and SDG 2 (zero hunger), demonstrating the critical importance of SPC's work in these areas. The organisation's pathways contributing to natural resources and biodiversity emphasised capability and influence (training, workshops and coordination), policy to action (support to develop and implement policy, legislation or regulations) and data, statistics and knowledge (surveys, assessments, resource monitoring and data management). While the majority of the KFA's results were at the output level, SPC's work in 2022 also led to significant changes in practice, including the adoption of tools for data collection and resource monitoring, and the uptake of sustainable natural resource management approaches and farming practices. Overall, SPC's results in this area highlight the critical importance of our work in natural resources and biodiversity in contributing to the achievement of SDGs in the Pacific region.



[View the full list of results](#)



RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- Five PICTs (Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga) were supported with the development of their Emobility Framework/Strategy, through a range of training and awareness activities.
- At the WCPFC meeting in Da Nang, Vietnam, a proposal was passed for a harvest strategy for skipjack tuna. This significant decision for the largest and most valuable tuna fishery in the world ensured the ongoing sustainability of skipjack tuna stock. The revised Tropical Tuna Conservation Management Measure also came into operation in 2022. SPC analysis supported these tuna management decisions.



INNOVATION AND RESEARCH

- CePaCT currently conserves 2374 food crop and tree accessions, out of which 92% (2180) are conserved in vitro, 7% as seeds and 1% in the field. 66% of the in vitro collection (1453 accessions) were contributed by 15 participating PICTs. 35.5% of in vitro collection (776 plant accessions) of the CePaCT collection have been verified as pathogen-free and available for distribution.
- SPC (PROTEGE) continued to provide support to the RESOLAG, the lagoon observation network of French Polynesia. In 2022, the Mangareva, Takapoto, Ahe and Apataki sites were provided with probes and sensors to allow better monitoring of lagoon health.



DIGITALISATION AND TECHNOLOGY

- Eight PICTs (Cook Islands, Fiji, Kiribati, New Caledonia, Samoa, Tonga, Tuvalu, Vanuatu) were provided with new real-time wave ocean monitoring equipment.

- SPC (through PDH, GEM and PCCOS teams) has continued to collaborate with the UNESCO-IOC Ocean Info Hub (OIH) project. The OIH aims to build a sustainable, interoperable and inclusive digital ecosystem for all ocean data centres. SPC contributes data from the PDH catalogue into the global OIH platform and is working with SPREP and the OIH project team to identify information from the global OIH database that can be shared from the PDH.



CAPABILITY AND INFLUENCE

- 255 people (120 women, 88 men, 47 unknown) showed increased knowledge and skills on ocean issues, including traditional ocean governance, marine spatial planning, legal review, ocean acidification, ocean chemistry, modelling techniques, scientific presentation, leadership, networking, facilitation, communications and other ocean science-related topics, following their participation in various capacity building events supported by SPC (PCCOS).
- 665 hectares of forest plantations were established in four major water catchments in Fiji to promote biodiversity conservation, over the course of two years.



DATA, STATISTICS AND KNOWLEDGE

- 16,975 tuna (16,639 skipjacks, two bigeyes, 334 yellowfin) were tagged in 2022 (compared to 7869 in 2021) as part of a tagging experiment implemented in Solomon Islands waters, one of the busiest tuna tagging experiments in the programme's history. The target species was skipjack tuna.
- 37,031 additional tissue samples were collected for the Pacific Marine Specimen Bank (PMSB) in 2022, compared to 17,651 in 2021.

STORIES OF CHANGE //

FIJI AND SOLOMON ISLANDS SIGN SHARED MARITIME BOUNDARY AGREEMENT: BLUE PACIFIC OCEAN GOVERNANCE IN ACTION

CONTEXT

The world celebrated the 40th anniversary of the 1982 adoption of UNCLOS in 2022. UNCLOS lays out the rules and procedures for establishing maritime zones and delimiting maritime boundaries between countries.

Pacific Leaders have reaffirmed the settlement of Pacific maritime zones as an urgent priority, and have also declared that once established, these zones will not be threatened by sea-level rise through their 2021 Declaration on Preserving Maritime Zones in the Face of Climate Change-Related Sea-Level Rise. This declaration received global recognition at the UN Ocean Conference in Lisbon, in June 2022 and COP 27 in Sharm el-Sheikh in November 2022. Clearly defined maritime zones underpin the governance, peace and security, marine conservation and natural resource management of the Blue Pacific.

CHANGE PROCESS

Since 2001, SPC has coordinated the work of the Pacific Maritime Boundaries Consortium (the Consortium) of partners by assisting PICTs to define, delimit and declare their maritime zones in accordance with UNCLOS. Together, the Consortium has supported countries to sign treaties declaring 20 shared boundaries across the region, and the Pacific has gained recognition as a global leader in implementing UNCLOS.

However, progress has slowed as many of the remaining 13 boundaries proved to be more complex. The COVID-19 pandemic also impeded maritime boundary negotiations, which is best done face-to-face. Nonetheless, a series of actions, supported by SPC, helped strengthen initiative and garner political will to further the work on outstanding boundaries, in particular the Fiji–Solomon Islands boundary.

RESULTS

After many years of negotiation and preparation, Fiji and Solomon Islands signed the treaty concerning their shared maritime boundary on 11 July 2022, in Suva, Fiji.

SPC facilitated and hosted this landmark event in collaboration with the Consortium, alongside the launch of the Pacific Maritime Boundaries Dashboard on the PDH (<https://pacificdata.org/dashboard/maritime-boundaries>). This interactive dashboard is the first of its kind and provides direct access to national maritime zone information and status.

Other country Leaders, namely Niue and Tonga, took the opportunity to re-open discussions on maritime boundary progress.



“I’m deeply appreciative of the fact that we have arrived at this historic moment, owing to the tremendous dedication and spirited efforts of our senior officials of both Fiji and Solomon Islands in ensuring that we finalise and conclude our shared maritime boundary. Equally important is the unwavering support and assistance of SPC and the consortium partners to the whole process.”

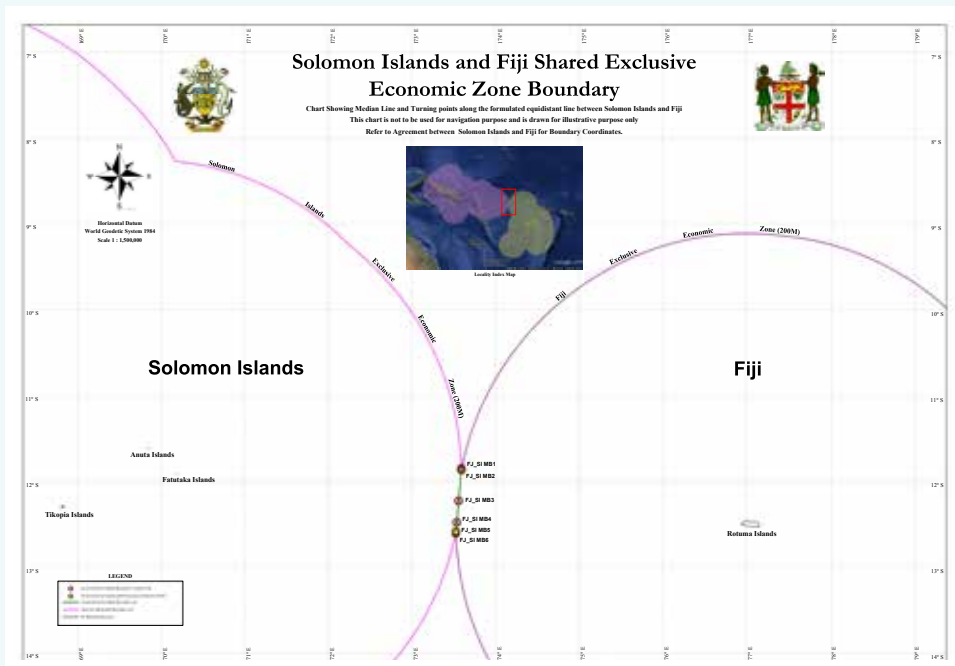
Solomon Islands Prime Minister Manasseh Sogavare

Signing of the Solomon Islands–Fiji shared maritime boundary agreement.



“I am hopeful that the finalisation of this agreement today will set the momentum to the finalisation of the agreement with Tonga and the other remaining 11 maritime boundary agreements in the region.”

– Fiji former prime minister Frank Bainimarama



Detailed map from the agreement.

LESSONS LEARNED

SPC has been successfully coordinating the technical support for maritime boundaries for over 20 years, through the efforts of individual focal points and teams at the national level. The determination and commitment of these individuals have been key in completing boundaries in many PICTs. To achieve this success, SPC utilises various communication, influence and advocacy tools, including continuous messaging to top levels of government, while also strengthening capacities at the operational level. Developing a community of practice among member focal points has resulted in national ownership, trust in SPC, a collegial working environment and a common understanding and practice of data sharing.

DIVISION: GEM

DONORS: European Union, Forum Fisheries Agency, Government of Australia, Government of Sweden, New Zealand Ministry of Foreign Affairs and Trade and UK Government

STORIES OF CHANGE //

NO MORE RUSTY SERVERS: HOW SPC BUILT WORLD CLASS TUNA DATA SOFTWARE



CONTEXT

The Pacific Ocean is home to the world's largest and most geographically sparse tuna fishery. With this comes many challenges in collecting and managing the region's fisheries data, which is critical for fisheries stock assessments and fisheries management needs. While many other industries moved to web-based software in the mid-2000s, fisheries databases were mostly localised, MS Access-based systems that worked effectively, but were difficult to maintain and overdue for upgrade.

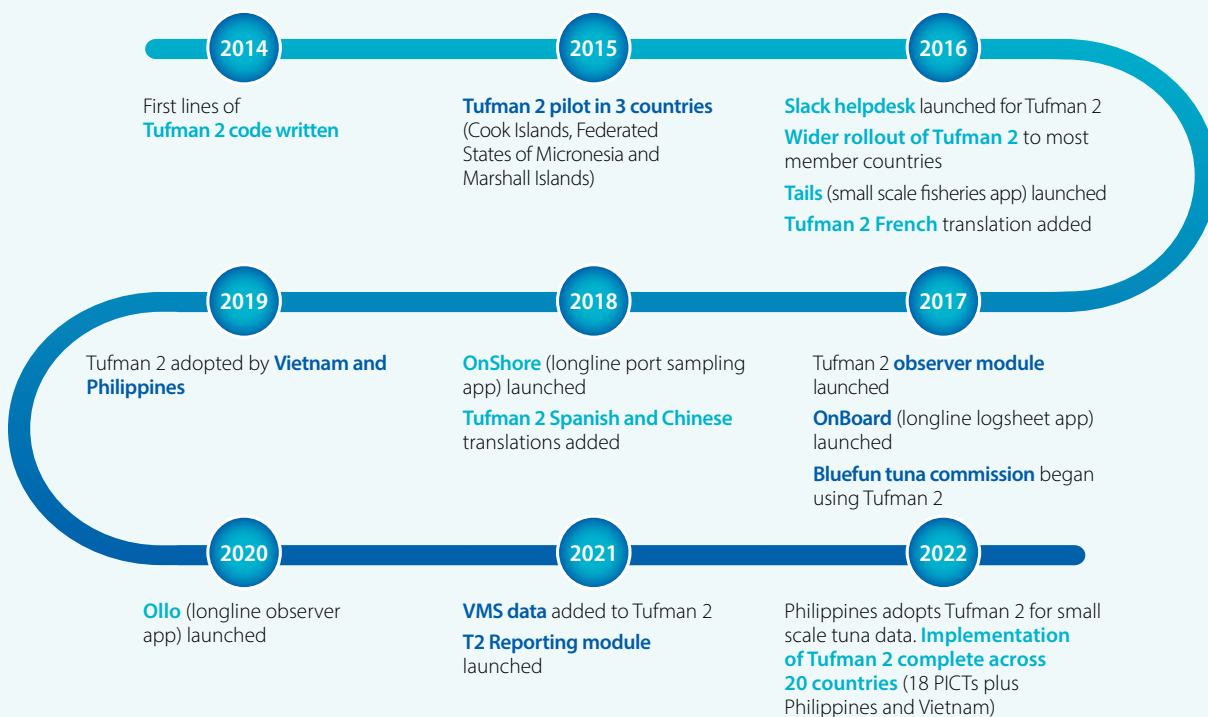
An example of the Tufman 1 (Tuna Fisheries Database Management System) server in Niue, which after many years of faithful service was no longer the most secure home for critical fisheries data.



CHANGE PROCESS

SPC spent three years building and rolling out an initial web-based fisheries system, followed by the consolidation of several legacy fish data applications into the new web system.

Timeline





RESULTS

National fisheries offices can now easily access tuna fisheries data for management and decision making. All operational Pacific tuna fisheries data is in one place, centrally managed within Tufman 2, making it more secure and efficient. Tufman 2 currently houses many different types of fisheries data and has four companion apps for electronic reporting into the database. The system performs automated checks to clean the data.

Since Tufman 2 was launched in 2015 over 1000 user accounts have been created, with 100 of these being daily users. The success of the software was evidenced in a 2022 survey, where 80% of users responded that since they began using Tufman 2 they have better access to their data (e.g., at regional meetings or working from home), 81% reported having less bugs and problems than other fisheries systems and 95% claimed it had better data security.

The software has also received international recognition, being the software of choice for the Philippines, Vietnam and the Commission for the Conservation of Southern Bluefin Tuna, over national or commercially available systems.

Tufman 2 plays a critical role in the fishery, holding catch and effort data that underpins the entire fishery. The data is used to inform policymaking, management plans, fisheries enforcement, revenue negotiations and other national priorities.



“The information provided by Tufman 2 data contributes towards the national policies such as the Tuna Management Development Plan, Tuna Investment Plan, MCS Strategic Plan and other important policies related to tuna fisheries implemented plans of actions.”

2022 survey respondent

LESSONS LEARNED

Throughout the development of Tufman 2, the continuity of team and technical excellence of developers enabled the expansion and improvement of the software with new modules and companion mobile applications. The main lesson learned during this process was the necessity for close collaboration between SPC and its member countries, to incorporate user feedback into software improvements. SPC will continue the development of Tufman 2 to ensure it remains current with new technologies (including reading e-reporting and e-monitoring data) and work to keep innovating and improving the system.

DIVISION: FAME

DONORS: Ministry of Foreign Affairs and Trade (New Zealand), Western and Central Pacific Fisheries Commission, Global Environment Facility

MAINSTREAMING CROSS-SECTORAL PRIORITIES

Recognising the interconnectedness of social and environmental factors in achieving sustainable development, mainstreaming is crucial for natural resource management and biodiversity conservation. Through our scientific and technical work under this KFA in 2022, we continued to invest in embedding a people-centred approach to this work. Approaches such as community-based fisheries management and community-led demonstration farms acknowledge the importance of all stakeholders' needs and perspectives when making decisions about resource use and conservation. Promoting equity and increasing community participation and ownership in decision-making processes helps to ensure the benefits and costs of resource use and conservation are distributed fairly and transparently, and the needs of both present and future generations are met.

Women in Energy

The Pacific Islands are facing the challenge of climate change and are working to reduce greenhouse gas emissions and promote renewable energy sources. The *Framework for Energy Security and Resilience in the Pacific (FESRIP) 2021-2030* aims to ensure that all Pacific people have access to sustainable and affordable energy services. However, there are obstacles to ensuring that women, girls and marginalised populations benefit from the renewable energy sector. These barriers include discriminatory laws, social norms, low enrolment in STEM and TVET programmes and gender-based violence. To address these issues, the Pacific Energy and Gender Network was established by SPC and developed the *Pacific Energy Gender Strategic Action Plan (PEGSAP) 2020-2030*. The Pacific Women in Energy Conference held in October was organised by SPC's Georesources and Energy Programme and aimed to promote women's engagement in the renewable energy sector. The conference assembled representatives from the Pacific Islands, energy professionals, NGOs, private energy firms and development partners to reinvigorate dialogues on gender in energy and critical issues such as low female programme enrolment in STEM and promoting women-led entrepreneurship in the energy sector. PEGSAP provides a framework for the Pacific Islands to close the gender gap in the industry and achieve gender equity and equality in the renewable energy sector.



Maritime Training Adviser Ore Toua facilitates a group discussion at the inaugural Pacific Women in Energy Conference held in Suva, Fiji.

INNOVATION

Innovation is vital for natural resource management and biodiversity as it promotes the discovery of new and effective ways to conserve and sustainably manage our critical resources. Achievements in 2022 include the international recognition of CePaCT winning the Clinton Foundation's 2022 Island Innovation award for Innovative Island Research for the conservation of vegetable and tree crop accessions, as well as the NZD 10 million funding announcement to support the Blue Pacific seed bank and genetic resources at CePaCT. Trials were also undertaken to sustain sand dune biodiversity, new policies were supported to improve development minerals geodata management, and the digitisation and open access to scientific and technical papers and information was further expanded. Innovations were also seen through trialling new approaches to capacity development and engagement, including supporting 14 representatives from the region to undertake a cocoa marketing tour in Australia, and PCCOS' virtual Ocean Labs.



Young people from Moturiki Island, Fiji demonstrating how to sail a drua (traditional canoe).

The PCCOS Ocean Labs: A 12-month journey on the Vaka Moana

PCCOS implemented a series of five Ocean Labs from July 2021 to May 2022, which align with the United Nations Decade of Ocean Science for Sustainable Development. These innovative labs focused on diverse ocean challenges, solutions and actions in the Pacific region, emphasising the Vaka Moana concept that connects traditional and modern science to understand current and future ocean conditions. The labs engaged over 630 individuals from 14 PICTs, highlighting the importance of traditional knowledge and showcasing Pacific people, young people and expertise in ocean issues.

The Ocean Labs were an innovative way to organise events that fed into SPC's strategic plan design, the implementation of the Ocean Decade in the Pacific and the formation of the Pacific ECOP Network. The labs demonstrated the power of coordination and collaboration in the Pacific, showcasing the unique perspective that the Pacific region can bring to global issues, particularly through the importance of traditional knowledge. The Ocean Labs proved to be a successful platform to identify and implement innovative and sustainable solutions to address the current and upcoming challenges facing the Pacific region's oceans.



KFA 3

Food systems

Future state 2031: Pacific food systems are accessible, regenerative, biodiverse, equitable and resilient to shocks. They provide access to safe and nutritious food and contribute to healthy people, ecosystems, vibrant cultures and prosperity for all.



CCES
Climate
Change and
Environmental
Sustainability



FAME
Fisheries,
Aquaculture
and Marine
Ecosystems



LRD
Land
Resources
Division



PHD
Public
Health
Division



SDD
Statistics for
Development
Division

OVERVIEW

An under-recognised contributor to the global food system, the Pacific now faces combined challenges of an eroding resource base, climate change, a reliance on food imports and a crisis of NCDs. A food system is the interaction of food-related activities, including production, distribution, consumption and waste management, that are carried out across different socioeconomic and environmental contexts. Our work on food systems is centred on the Blue Pacific and its interlinkages across land and oceans, fisheries and agriculture, production and trade.

SPC leads on transdisciplinary approaches to integrated programming through regional public goods, including the [Pacific Monitoring Alliance for NCD Action](#) (MANA) dashboard, [Pacific Nutrient Database](#), [Organic Pasifika](#) and [A New Song for Coastal Fisheries](#). SPC assists Pacific countries and territories to conserve and use the region's diverse genetic resources for health and nutrition.

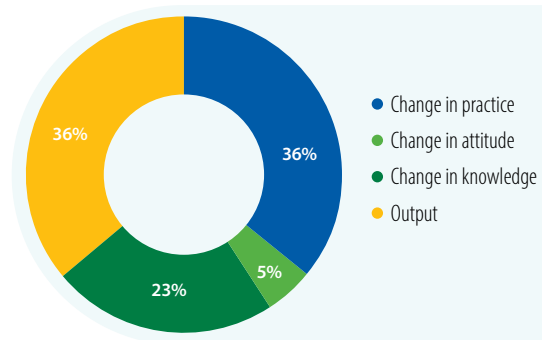
RESULTS HIGHLIGHTS

In navigating towards a 2031 future of accessible, regenerative, biodiverse, equitable and resilient food systems, SPC has supported agricultural development, sustainable fishing opportunities and food systems policy and data. Our work on food systems has drawn significant attention and collaborative contributions both from within and outside of SPC. COVID-19 recovery, natural shocks and the spike in fuel prices triggered a rise in the cost of basic food items across the region, meaning food systems became even more crucially important. CePaCT continued to conserve and distribute nutritious and resilient crop varieties to support food security in PICTs, with 2374 vegetables and tree crop species conserved. In 2022, we developed agroforestry plot plans through participatory approaches; identified new sustainable fishing opportunities; and supported studies on family farm production, food consumption and food systems governance, which in turn supported food systems policy development. We also provided policy support to reduce the purchase and intake of unhealthy foods related to NCDs. Finally, SPC updated and maintained two databases to manage information related to food systems and made these available to PICTs.

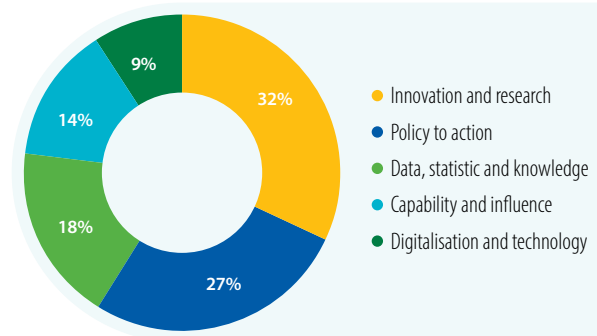
SPC's Food Systems Flagship Programme also officially launched in 2022. The flagship will play a key role in realising the future state of KFA 2, and brings together cross-divisional collaboration across our key sectors, as well as elevating the voice of Pacific people in global forums (see *Our Flagships* chapter for further details).

RESULTS DASHBOARD

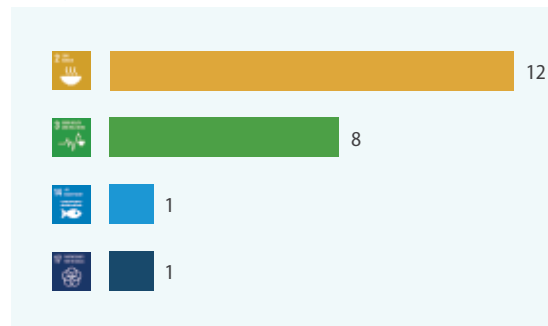
Graph 11:
Food systems: Results type (n=22)



Graph 12:
Food systems: Results by pathway (n=22)



Graph 13:
Food systems: Contribution to SDGs (n=22)



As a new area for integrated ways of working for SPC, food systems was the smallest KFA in 2022, accounting for 5% of our total results. The results most strongly aligned with SDG 2 (zero hunger) and SDG 3 (good health and well-being). As we broadened our transdisciplinary efforts to improve food systems, we found that our work centred around three key areas: innovation and research, data and statistics and policy development. We conducted trials and studies, built databases and survey tools and developed evidence briefs to guide policy development. Our efforts resulted in significant

changes at the output level, with a focus on knowledge development through the creation of publications, evidence briefs and proof of concepts. Through our work, we have laid a good foundation for improving food systems in the Pacific, contributing to improved health and well-being for all.



[View the full list of results](#)

RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- 14 distributions of accessions and plants were carried out in 2022, involving a total number of 212 accessions and 2087 plantlets distributed to seven countries (Australia, Belgium, Federated States of Micronesia, Fiji, Nauru, Samoa, Tonga).
- Food-based dietary guidelines, including the Pacific Guidelines for Healthy Living, and dietary guidelines for people with diabetes, pregnant women and infants, have been reviewed and updated.
- To support progress with NCD policy implementation in Solomon Islands and Tuvalu, SPC provided technical support in the development of a food fiscal policy that aims to decrease the purchase and intake of unhealthy foods related to NCDs.



DIGITALISATION AND TECHNOLOGY

- New Caledonia is now using the iRecall app for nutrition data and weekly food intake. The app will assist nutritionists and other healthcare workers in providing sustainable diet plans.



CAPABILITY AND INFLUENCE

- SPC (PROTEGE) used a participatory approach to develop 20 agroforestry plot plans in French Polynesia, New Caledonia and Wallis and Futuna, organising workshops with 70 farmers in 10 communities, local technical staff and botanists.



DATA, STATISTICS AND KNOWLEDGE

- As part of SPC's integrated programme on food systems, SDD produced a series of evidence briefs to provide policymakers and stakeholders with better information to achieve food and nutrition security. This work was done in collaboration with National Statistics Offices (NSOs) and the FAO to analyse food acquisition and consumption based on national household income and expenditure surveys.
- SPC (SDD) updated and maintained two databases to manage information related to food systems and make these available to PICTs, the Pacific Food Trade Database and the Pacific Nutrient Database.



Taro field Wallis and Futuna. Photo: Bastien PREUSS

STORIES OF CHANGE //

USING STATISTICS TO CHARACTERISE FOOD SYSTEMS

CONTEXT

Food systems play a crucial role in shaping the health, food security and prosperity of Pacific countries and territories. A food system is a complex network of elements involved in the production, processing, trade and consumption of food. In the Pacific region, fragmented and sectoral information on food systems is a challenge, especially with the rise in dietary-related NCDs, urbanisation, supply chain disruptions and climate change impacts. SPC is developing an integrated programme of work to address the multi-faceted opportunities and challenges for food systems in the Blue Pacific. Within this programme, SPC is collaborating with regional partners to fill critical gaps in understanding regional, national and local food systems.

CHANGE PROCESS

The Food Systems project, funded by the Australian Centre for International Agricultural Research (ACIAR) aims to bridge the supply–use data gap in the Pacific by analysing agri-food systems and food sector policies. The project developed the Pacific Nutrient Database, which used Pacific guidelines for healthy living to estimate consumption of Pacific foods, and allowed for reporting of statistics using Pacific-relevant classifications. The project also extended the use of national household income and expenditure survey (HIES) data to estimate dietary energy consumption and composition among 13 Pacific Island countries. This was accomplished by using publicly available production and trade data to make temporal estimates of food and nutrient production and trade. The research was used by SPC and national agencies in Kiribati, Solomon Islands and Vanuatu.



RESULTS

By December 2022, SPC and partners had significantly contributed to the understanding of food systems in the region with the production of the following resources:



6 national food consumption reports

using the FAO/WorldBank software ADePT-FSM to provide consistent food and nutrient consumption statistics from food consumption data collected in HIES;



6 food systems briefs

to improve the flow of information to policy makers and other stakeholders to achieve food and nutrition security in the Pacific region; and



8 national food security profiles

which provide national snapshots on a range of SDG-oriented indicators.



SPC’s work on the Food Systems project has made significant contributions to understanding Pacific food systems and influenced national, regional and global conversations on food systems. The work has led to the development of national Food Systems Pathways and provided a knowledge base for action in various areas such as science for food production, healthy food environments and digital technologies. As the leading research and statistical systems organisation in the Pacific, SPC’s work in health, climate, ocean science, disaster resilience, agriculture and forestry, fisheries and aquaculture, water, energy, culture, human rights, youth and gender has helped to understand food and nutrition security and the evolution of the Pacific food system. SPC is the only regional agency that has the combined capability across multiple areas related to the blue and green nexus of food production, consumption, trade and policy. The availability of representative food systems data enables evidence-based policy implementation, resulting in favourable outcomes for Pacific people.

LESSONS LEARNED

The lack of nationally representative food systems data is a concern and requires the development of national statistics systems. Surveys and instruments must be adapted to the Pacific context for efficient, consistent and quality data. SPC plays a crucial role in coordinating partnerships, disseminating results and increasing statistical capacity in the Pacific. Internally, programmatic approaches add value, and staff need to be supported in managing core workload to contribute and advance these key, strategic areas of work.

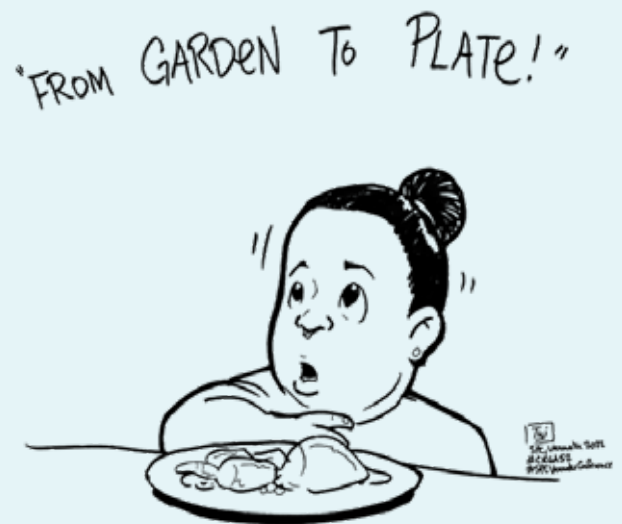
DIVISION: SDD
DONORS: Australian Government

MAINSTREAMING CROSS-SECTORAL PRIORITIES

Mainstreaming social and environmental responsibility is critical for food systems as it promotes sustainable practices that benefit both the planet and the people who rely on these systems, meeting the needs of the present without compromising those of future generations. To support food systems that are fair and equitable for all, our work included supporting small-scale farmers through participatory approaches and ensuring access to healthy and affordable food. To minimise the impact of food production and consumption on the environment, we also trialled and identified new sustainable fishing opportunities, and conserved and distributed nutritious and resilient crop varieties across the region.

From the taro patch to the policy table: Palau's national organic policy development process

The Building Prosperity for Women Producers, Processors and Women Owned Business through Organic Value Chain (BPWP) project, supported by the Australian Government and implemented by the Pacific Organic and Ethical Trade Community (POETCom), worked with agricultural stakeholders in Palau to develop a national organic policy while empowering women in the agriculture sector. The project recognised the vital role of women in Palauan society as primary growers and leveraged their knowledge to ensure their engagement in the policy and public space. The policy aims to address several challenges and barriers to development in Palau's agriculture sector, including low national food security, declining interest in farming, declining soil health and limited domestic and export market opportunities. The development of the policy was facilitated through resources provided by the BPWP project, strategic partnerships and multi-stakeholder consultations. The policy was developed in collaboration with the Palau Organic Policy Development Taskforce and underwent refinement following further consultations with the Palau government and stakeholders. The draft policy is currently undergoing national requirements to be passed as legislation. The project also created an enabling environment for key stakeholders, including women's groups, to advocate for their needs and strengthened the awareness and skills of farmers' associations in supporting the strategic planning process for policy development. The methodology for policy development will be duplicated in other countries participating in the BPWP project.



INNOVATION

Innovation is essential for creating sustainable, efficient and responsive food systems, particularly in light of climate change and resource depletion. SPC continued to innovate in 2022, both in relation to tools and technology available to PICTs, as well as approaches to address food systems challenges more holistically. Results included PICTs using the MANA dashboard to track progress in addressing NCD risk factors relating to food systems, and conducting consultations between government and non-government stakeholders to ensure coherence between trade policy and national health commitments on healthy diets. Innovation has also been a crucial component in supporting the resilience of food crops to pests, natural shocks and other threats.



*Team members from AgResearch, Biosecurity Vanuatu and SPC infect male CRBs with *Oryctes rhinoceros nudivir* for field release and monitoring.*

Community leadership involvement in effective delivery of a CRB awareness programme on Ifira Island, Vanuatu

The CRB invaded Vanuatu's Ifira Island in 2020, posing a significant threat to the coconut industry and the livelihoods of local communities. SPC (LRD) provided a rapid response through the Pacific Awareness and Response to Coconut Rhinoceros Beetle project, working closely with the Biosecurity Vanuatu team to implement management initiatives to suppress CRB populations and limit damage. These included pheromone trapping, creating biological control agents, cover-cropping, insecticide application and physical killing of beetles.

Programme sustainability is also positive, following capacity building of 17 staff from the Biosecurity Vanuatu team, and awareness raising among the people of Ifira who have now taken ownership of the programme.

The programme has already shown some early successes, with large numbers of beetles caught in pheromone traps and the establishment of the bio-control virus among the CRB six months after release in the coconut plantations. However, the full impact of the programme will not be seen for another year or two with consistent implementation. Community ownership and involvement, stakeholder capacity building and regular follow-up (both virtual and in-person) have been crucial for the success of the programme.



KFA 4

Equity, education and social development

Future state 2031: Social development systems result in real gains for education, gender equality and social inclusion through a contextualised approach to human rights and good governance that incorporates Pacific cultures and ways of knowing.



EQAP

Educational
Quality and
Assessment
Programme



FAME

Fisheries,
Aquaculture
and Marine
Ecosystems



GEM

Geoscience,
Energy and
Maritime



HRSD

Human Rights
and Social
Development



LRD

Land
Resources
Division



SDD

Statistics for
Development
Division

OVERVIEW

Equity focuses on promoting and protecting human rights in the region. Education takes action on quality, relevant and accessible learning pathways, with a well-supported teaching profession to deliver meaningful student learning outcomes and well-being. Social development integrates and considers gender equity, youth, culture and diverse identities and abilities in ensuring that no one is left behind.

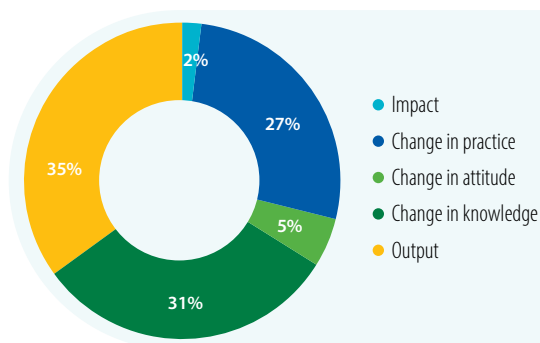
SPC leads efforts to improve the quality of learning pathways, regional and national education ([Pacific Regional Education Framework](#)) and works to advance human rights and good governance, equality and social inclusion for all Pacific people ([The Pacific Youth Development Framework](#)), grounded in cultural values and principles (Pacific Regional Culture Strategy). SPC also leads the [Pacific Islands Literacy and Numeracy Assessment](#) (PILNA), is the statistical systems lead for the Pacific and is a key partner to the Pacific Platform for Action on Gender Equality.

RESULTS HIGHLIGHTS

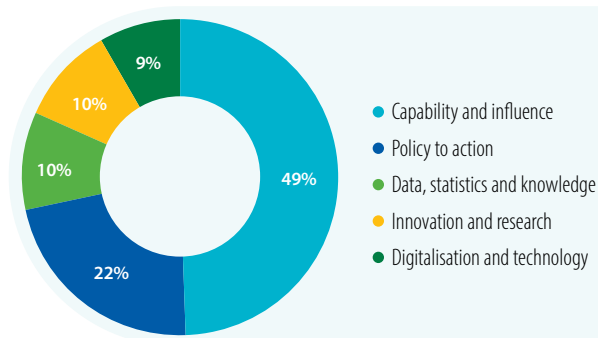
In navigating towards a 2031 future of social development systems resulting in real gains for education, gender equality and social inclusion, SPC has increased efforts to mainstream this work across our key sectors, including education, human rights, social development, fisheries, disaster and resilience, energy, maritime and oceans, agriculture and data and statistics. Progress towards accessible and quality education were supported through data collection, strengthening capacity among teachers and Ministry of Education personnel, technical support for national exams, training on qualification accreditation and support for the delivery of virtual training materials. In addition, research was conducted on early childhood educator participation and PILNA outcomes. In advancing human rights and social development, results were achieved in building capacity on human rights treaty reporting and implementation of human rights commitments, promoting gender equality and family protection and empowering young people and community engagement through various implementation approaches. The *Pacific Regional Culture Strategy 2022–2032* was endorsed by the Pacific Ministers of Culture, as well as the review of the Festival of Pacific Arts and Culture (FestPAC).

RESULTS DASHBOARD

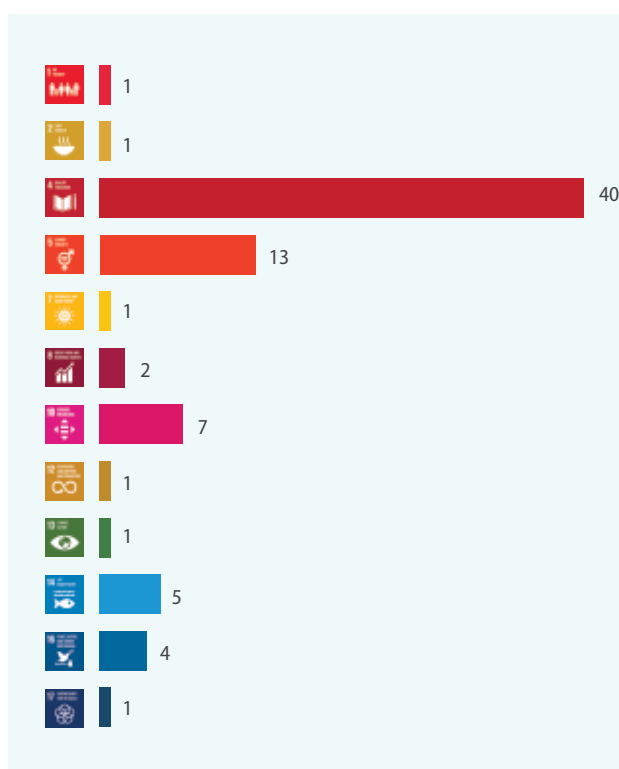
Graph 14:
Education, equity and social development: Results type (n=77)



Graph 15:
Education, equity and social development: Results by pathway (n=77)



Graph 16:
Education, equity and social development: Contribution to SDGs (n=77)





SPC's Gender Equality and Women's Empowerment programme will play a key role in realising the gender equity components of KFA 4. The flagship has three core components (Pacific Women Lead [PWL], Women in Leadership [WIL] and divisional gender-specific mainstreaming work) and strives to integrate and mainstream gender across all SPC's work (see *Our Flagships* chapter for further details).

The equity, education and social development KFA was the second largest KFA in terms of the proportion of SPC's overall results in 2022 (16%). These results also contributed to the highest number of SDGs, evidencing the extent of

mainstreaming across the sectors within which SPC works. In looking at our pathways contributing to education and equity, our results under this KFA mostly related to capability and influence, accounting for more than half the results, including training, advocacy, awareness-raising, mentoring and other capacity development. Results relating to policy to action also contributed significantly, such as support to developing and implementing policy and legislation. The majority of the KFA's results evidenced change in knowledge, largely through capacity development initiatives.



View the full list of results

RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- The *Gender and Organic Value Chain Analysis Toolkit* was launched. The toolkit will benefit local farmers and organic agriculture actors in learning how organic value chains work differently for women and men and how they can be improved by integrating gender considerations in value chain approaches.
- The inaugural Pacific Islands Forum Women Leaders Meeting was attended by 15 PICTs, and established a 12-month work programme to advance gender equality in the region. The programme includes reviving the 2012 Pacific Leaders Gender Equality Declaration (PGELD) and presenting it to Leaders for renewed commitment in 2023.



INNOVATION AND RESEARCH

- Four PICs (Fiji, Kiribati, Marshall Islands, Tonga) participated in the Pacific Secondary Schools Project regional research programme and interventions aiming to address the disparities in skills and competencies, education, and training opportunities that young people (14-18 years old) in the Pacific region face.



DIGITALISATION AND TECHNOLOGY

- SPC (HRSD), in collaboration with the Australian National University (ANU), launched the TokSave Pacific Gender Resource, an online portal that provides readily accessible gender research.
- The 2021 PILNA report was completed, including contributions from all 15 PICs. The reporting process involved 14 field visits, which reached a total of 361 stakeholders (208 women, 153 men). The report was presented for the first time through a digital platform.



CAPABILITY AND INFLUENCE

- 50 rural women in Fiji and Palau benefitted from support to strengthen value chains in their communities.
- 60 participants joined a hybrid panel discussion event to commemorate the inaugural International Day for Women in Maritime.
- Students from 18 pilot schools in 4 PICTs (Kiribati, Marshall Islands, Tuvalu, Vanuatu) totalling 18,000 girls and boys learned about Social Citizenship Education (SCE) values.
- The Pacific People Advancing Change programme engaged 53 CSOs across five PICTs (Federated States of Micronesia, Marshall Islands, Solomon Islands, Tonga, Vanuatu) in mentoring and coaching sessions to strengthen their capacity in various areas such as the people-centred approach, Pacific-style advocacy, monitoring and evaluation, financial literacy, proposal development and report writing.



DATA, STATISTICS AND KNOWLEDGE

- All 15 PICs were involved in the data collection for the mid-year and annual reporting on the Pacific Regional Education Framework (PacREF).
- The National Minimum Development Indicators (NMDI) open dataset for education is regularly updated on the PDH. The database (www.spc.int/nmdidi) now contains more than 150 development indicators for the region, out of which more than 20 are directly related to the education sector.



Module 3 of the Gender and Organic Value Chain Analysis Toolkit

STORIES OF CHANGE //

STRENGTHENING THE PACIFIC THROUGH ACCREDITED MICRO-QUALIFICATIONS

CONTEXT

Today's workers must continuously upskill themselves to keep pace with changing skills requirements and more Pacific Islanders are turning to micro-qualifications to fill these gaps. A micro-qualification is an accredited short course (less than 40 credits) addressing a specific need.

Not only are micro-qualifications responsive to the capacity-building needs of the region, but they are also packaged in a way that offers greater flexibility for learners, particularly those with experience but lacking formal education. SPC's EQAP is the first Pacific quality assurance agency to accredit short courses as micro-qualifications.

CHANGE PROCESS

EQAP's Qualifications team supports industries and training organisations in creating and accrediting full or micro-qualifications on the *Pacific Qualifications Framework* that are delivered by accredited training providers. The work began in 2018 with the development of three micro-qualifications piloted through the support of the internal Innovation Fund at SPC. Micro-qualifications have grown in importance and 2022 saw significant expansion in demand, providing support for the development and accreditation of 16 micro-qualifications for the:

- Oceania National Olympic Committees (ONOC);
- Fiji Meteorological Service (FMS); and
- University of the South Pacific (USP);
- Fiji National University (FNU) (see table below).



RESULTS

All existing micro-qualifications are proudly owned by the Pacific, developed with the involvement of Pacific nations, accredited by a regional quality assurance agency and accessible for delivery by training providers throughout the region. In 2022, **60 individuals received an accredited micro-qualification**, allowing for increased knowledge and employability, as well as improved livelihoods. The accreditation process initiated by EQAP has also raised the standard of education offered by institutions, providing Pacific students access to quality, accredited courses without needing full qualifications. The resulting improved skills and access to quality education opens opportunities in critical sectors, including labour and learner mobility, for a greater portion of the Pacific population, addressing the skill gaps in the region.



“Whilst there is a lot of literature and other training courses that already exist, they are not necessarily customised to suit the environment in the Pacific where we don't necessarily have all of the resources, infrastructure, or services that one would have in a developed country ... So, what we have been doing here... is definitely very valuable ... developed by Pacific people for the Pacific.”

ONOC Athletes' Commission Chair Karo Lelai

Micro-qualifications supported in 2022

<p>Observe and record meteorological phenomena and parameters at an aerodrome</p> <p>FMS</p>	<p>Observe and record meteorological phenomena and parameters at a climate station</p> <p>FMS</p>	<p>Observe and develop synoptic reports at sea</p> <p>FMS</p>	<p>Interpret and communicate weather information on a flight path</p> <p>FMS</p>
<p>Demonstrate sports coaching systems in accordance with athlete development pathways</p> <p>ONOC</p>	<p>Enhance athlete performance through strength and conditioning coaching</p> <p>ONOC</p>	<p>Provide fundamental financial service in a sports organisation</p> <p>ONOC</p>	<p>Develop a periodised nutrition plan for optimal athletic performance</p> <p>ONOC</p>
<p>Manage sports organisation effectively</p> <p>ONOC</p>	<p>Enhance governance practices in a sports organisation</p> <p>ONOC</p>	<p>Provide hospitality and tourism services</p> <p>FNU</p>	<p>Manage front office and customer relations</p> <p>FNU</p>
<p>Manage food safety in the workplace</p> <p>FNU</p>	<p>Demonstrate technical and networking skills in ICT</p> <p>FNU</p>	<p>Enhance agricultural and fisheries value chains in the Pacific Islands</p> <p>USP</p>	<p>Status</p> <ul style="list-style-type: none"> ● Developed, Endorsed Awaiting accreditation ● Accredited ● Being developed

Organisation supported by EQAP

FMS ONOC FNU USP

LESSONS LEARNED

Involving the relevant industry from the outset ensures industry ownership of the qualification and provides valuable insight into the necessary skill sets for the employability of graduates. Despite setbacks in finding independent experts to carry out the evaluation of the micro-qualifications and limited staff capability to compile quality accreditation applications, EQAP achieved growth in its qualifications section through industry support and more organisations seeking the service. Creating and maintaining a pool of qualified professionals to maintain quality assurance of micro-qualifications within SPC's divisions is essential for the sustainability of the programme.

EQAP's Qualifications team leader, Rajendra Prasad, (far right), with FNU representatives at the completion of the third cohort of micro-qualifications development and accreditation training conducted by EQAP.



DIVISION: EQAP

DONORS: Initial funding was an SPC Innovation Fund project in 2018, and since then all micro-qualifications work has been funded through fee for service agreements with the entities involved.

STORIES OF CHANGE //

THE RIGHT TO POLITICAL PARTICIPATION FOR FIJI'S 2022 GENERAL ELECTION



CONTEXT

The right to vote is considered a fundamental human right and a cornerstone of democratic societies. To ensure that people with disabilities are able to exercise this right, the principles of universal, equal, free and secret balloting must be upheld. These principles are codified in international human rights law, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the UN Convention on the Rights of Persons with Disabilities. Despite ratifying the latter in 2017, Fiji had yet to produce election information materials in accessible formats for people with disabilities, such as braille, video with sign language interpretation or easy to read translations.

CHANGE PROCESS

As partner and main implementing agency for the Promoting Just, Engaged, Civic-minded and Transparent (PROJECT) Governance, SPC and its sub-grantee, the International Foundation for Electoral Systems, supported the Fijian Elections Office (FEO) to help the Elections Disability Access Working Group (EDAWG) achieve its objectives of making Fiji's 2022 General Election accessible. EDAWG is the first disability access working group to be established by an elections management body in the Pacific. A key focus area for PROJECT Governance activities is to promote the fair and equal application of laws and the integrity of electoral and political processes that represent the will and interests of the people.

Since its establishment in 2018, EDAWG has ensured persons with disabilities have improved access at polling venues through the provision of mobile polling stations outside of those not physically accessible, nominated assistants by persons with disabilities to assist on election day and an expansion of postal voting.



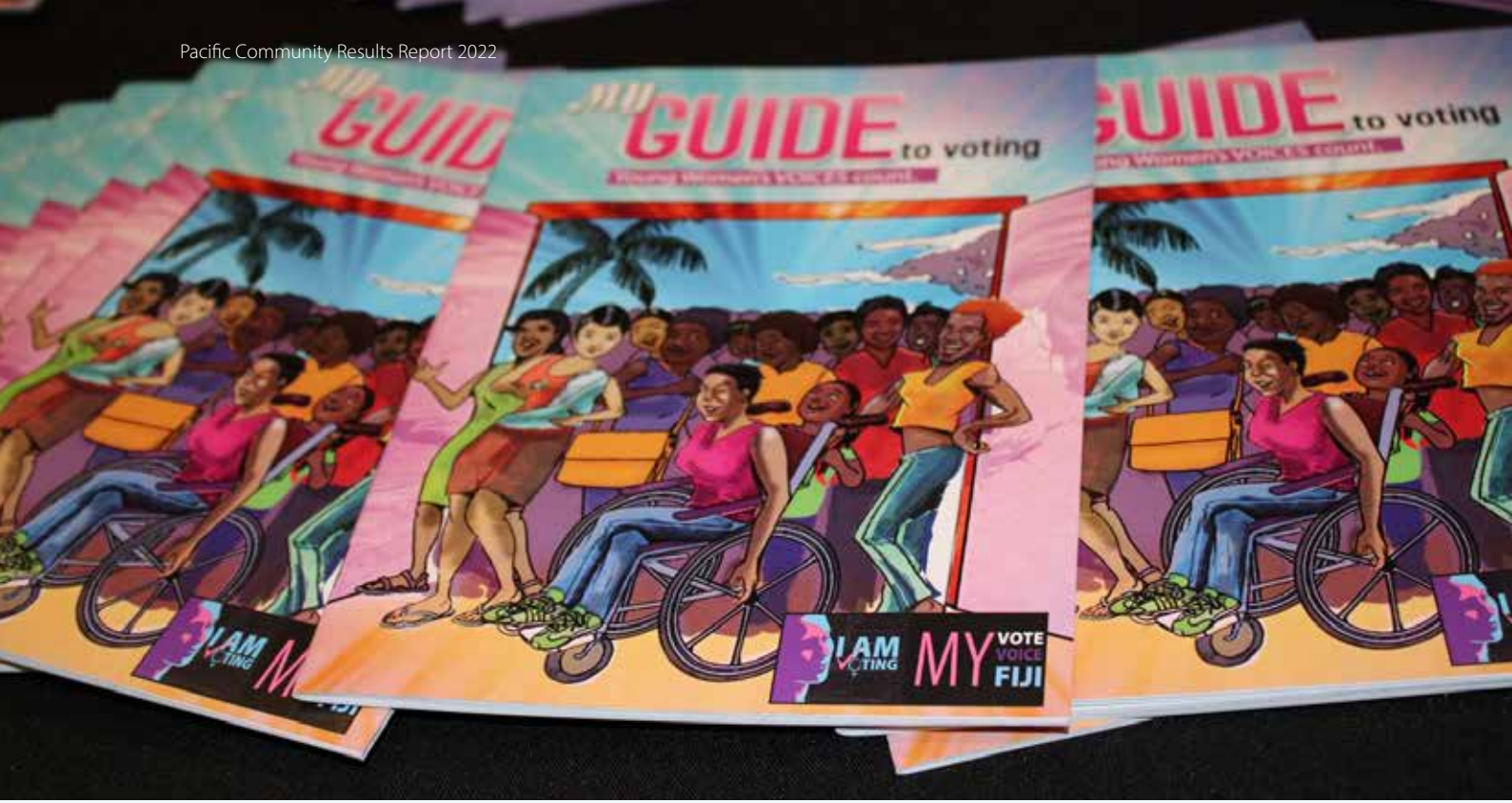
RESULTS

For the first time in 2022, Fiji election information materials were available in braille for individuals who are blind or vision impaired. The Assisted Voting Steps Easy to Read Guide in braille was made available at all 2100 polling venues in the country and there was increased reach through audio and video versions of the guide. Many other election materials were created in alternative formats by SPC, including the list of reasonable accommodations and associated policy and voter instruction booklets. There was increased knowledge on inclusion through presiding officer training which changed attitudes and behaviours while assisting persons with disabilities on polling day and talkback segments were produced to promote awareness.



“Usually, in previous elections, since we didn’t have the availability of the [Voter Instruction Booklet] in braille, I would face difficulties in memorising the number of the candidate I wanted to vote for and would sometimes even go and vote for any candidate. ...[This election] I actually felt like I was having my say, being heard and contributing to the democratic process in some way.”

— Josua Naulumatua



LESSONS LEARNED

The success of HRSD's work can be attributed to putting persons with disabilities, and organisations for persons with disabilities, at the centre of planning and decision making. The establishment of EDAWG allowed for the identification of inclusive solutions and required accommodations. The FEO-SPC partnership provided support and resources for implementation. This approach shows the potential of SPC's people-centred approach if widely adopted.



DIVISION: HRSD
DONORS: USAID

MAINSTREAMING CROSS-SECTORAL PRIORITIES

Mainstreaming environmental and social responsibility across our work is critical for promoting equity, education and social development. It is crucial to achieving our shared vision of a region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy, sustainable and productive lives. A people-centred approach prioritises the needs and aspirations of individuals and communities, engaging and empowering them in the decision-making process. Putting people at the centre helps to ensure that our efforts are equitable, sustainable and responsive to local contexts and needs.

Recognising maternity leave as a human rights obligation

In 2003, the Federated State of Micronesia ratified the Convention on the Elimination of all forms of Discrimination Against Women, which requires states to introduce maternity leave with pay or comparable social benefits. However, in Kosrae State, only women employed by the national government were entitled to maternity leave, leaving the state female employees to apply for leave without pay or sick leave. Utwe Women's Organization, a civil society grantee under the Pacific People Advancing Change programme, advocated for maternity leave provisions through legal reform, leading to the passing of Law No. 12-286 in May 2022, allowing for paid maternity leave of up to 90 days for state government employees in Kosrae State. The Utwe Women's Organization used the grant funds to organise advocacy workshops, meet with officials and develop an advocacy plan, while SPC provided small grants and continuous mentoring and training. The passage of the law was the result of the partnership and dialogue with grassroots organisations. Lessons learned from the process include the importance of continued lobbying, even in the face of rejection. The passing of the maternity leave law promotes and secures the right to health for women and children.



Sepe Livae, the first woman in Kosrae to benefit from the new state law allowing all female government employees to take paid maternity leave of up to 90 days.

INNOVATION

Innovation plays a key role when addressing complex development issues relating to equity and education, as it allows for the exploration and implementation of new ideas and approaches that can lead to more effective, participatory and sustainable solutions. Through our work in 2022 we used innovative approaches to support the creation of employment opportunities in the creative industry and explore ways to address disparities in skills and training opportunities for young people in the region. We also supported the development of new tools and software to manage student data and carry out national assessments. In the area of social development and inclusion, approaches were explored to foster more meaningful engagement among women and young people at community, provincial and national levels.

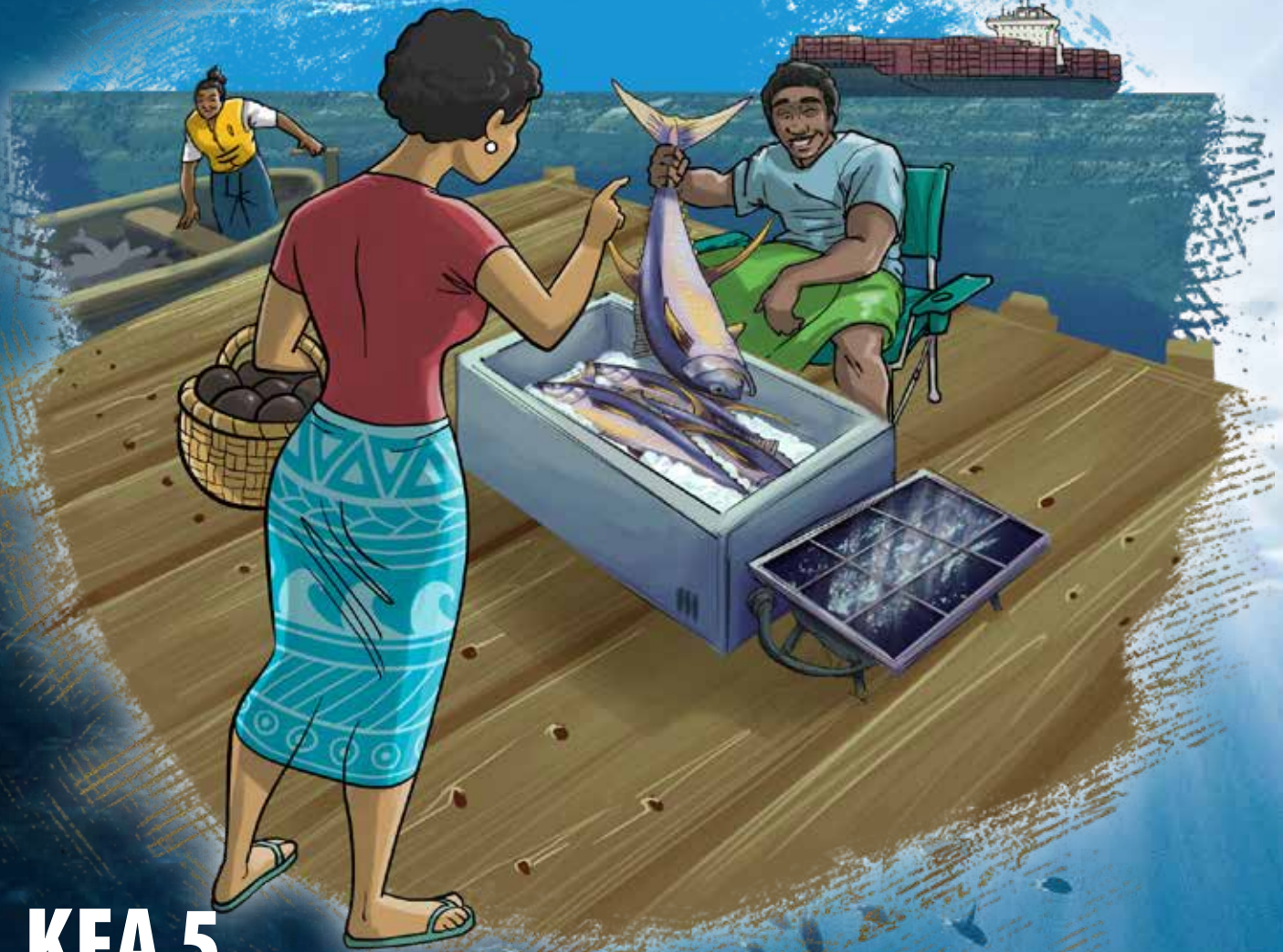
Pacific Girl – meaningful engagement catalyses youth leadership

Pacific Girl, managed by HRSD's PWL at SPC, is a regional programme that demonstrates innovation in addressing the issue of unequal access to services and opportunities for adolescent girls. Designed by and for girls, the programme is implemented by grantee partners in Tonga, Vanuatu, Fiji and the Federated States of Micronesia, with a shared learning network that also includes Solomon Islands and Papua New Guinea. The programme equips adolescent girls with knowledge, skills and opportunities to make informed decisions and work with boys, parents and communities to build an ecosystem that supports girls' participation and action. Pacific Girl has successfully increased the rights and opportunities of over 3000 adolescent girls across the Pacific, including support for COVID-19 response and recovery initiatives. Through the creation of safe spaces and other opportunities, the programme has enabled adolescent girls to participate in developing their agency, policy dialogue and leadership skills.

The most significant change is that 138 of the more than 3000 girls supported have taken on leadership roles at community, provincial and national levels. The programme has helped girls become confident, articulate and resilient young women who can advocate for their rights and express their ideas.



Girls from the Talitha Project (Tonga) who took part in the 1st Pacific Girl Convening in 2022. Picture Credit: Talitha Project.



KFA 5 Sustainable economies and livelihoods

Future state 2031: The Blue Pacific is a well-being economy through a balance of sustainable economic growth, protection and inclusive distribution of resources, energy secure, healthy and resilient communities with livelihoods sustained through trade, maritime connectivity and harmonious relationships with the land and the sea.



FAME

Fisheries,
Aquaculture
and Marine
Ecosystems



GEM

Geoscience,
Energy and
Maritime



HRSD

Human Rights
and Social
Development



LRD

Land
Resources
Division



SDD

Statistics for
Development
Division

OVERVIEW

Pacific people, our human resources and capabilities are central to economies and livelihoods. COVID-19 has had far-reaching effects across nearly all services, economic and social activities. These vulnerabilities have led to growing interest in partnerships that strengthen capabilities, supporting improved market access and protecting the region from transboundary pests and diseases. Sustainable economies and livelihoods require their development while protecting people’s well-being, addressing risks and managing our scarce ecological resources. Through our work we inform and engage in formal and informal systems, encompassing economies, resources and social protection.

SPC leads resource analysis to inform opportunities and decision making for economies and livelihoods. Through regional public goods, including the Regional Maritime Boundaries Consortium of Partners and the [Pacific Biosecurity Information Facility](#), the [Pacific Centre for Renewable Energy and Energy Efficiency](#) (PCREEE) and the Framework for Energy Security and Resilience. SPC assists strengthening sustainable and secure energy markets, industries and innovation.

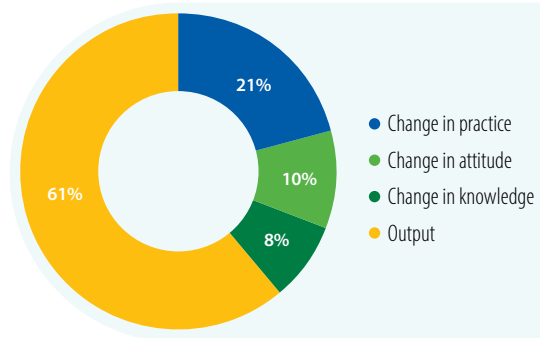
RESULTS HIGHLIGHTS

In navigating towards a 2031 future of an inclusive Blue Pacific with a well-being economy, SPC supported sustainable livelihoods in fisheries and aquaculture, domestic shipping and sea safety, energy and access to maritime zone information. In 2022, COVID-19, rising fuel prices, the implications of the war in Ukraine, and other global shocks further impacted market access and supply change challenges in the region. This required us to adapt our support to meet urgent priority needs, while also continuing ongoing support in across these areas.

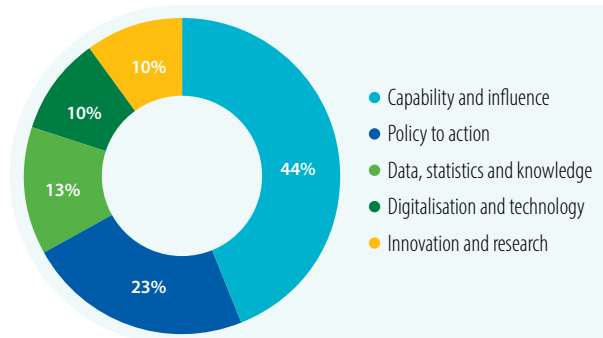
Through our work in 2022, SPC supported our members to develop sustainable fisheries and aquaculture livelihoods and alternative commodities, including new target species and the deployment and monitoring of FADs. We facilitated improved access to information through real-time wave ocean monitoring service, geospatial information management, port facility security assessments and

RESULTS DASHBOARD

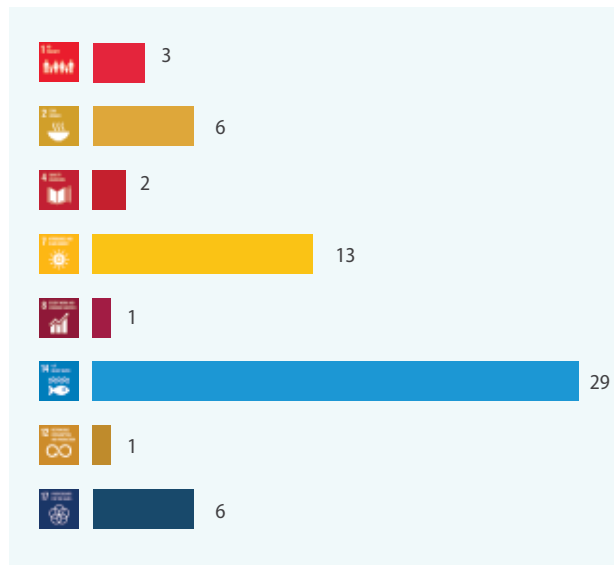
Graph 17:
Sustainable economies and livelihoods: Results type (n=61)



Graph 18:
Sustainable economies and livelihoods: Results by pathway (n=61)



Graph 19:
Sustainable economies and livelihoods: Contribution to SDGs (n=61)



meteorological information. We also supported capacity development in sea safety and aids to navigation, organic agriculture and certification, marine spatial planning, international trade, trade statistics and approaches to poverty assessment. In enabling sustainable economic growth, SPC also secured funding for renewable energy mini-grids and supported a demonstration project aimed at reducing reliance on fossil fuels.

This work under KFA 5 comprised 13% of the organisation's overall results in 2022. These results most strongly aligned with SDG 14 (life below water), SDG 7 (affordable and clean energy) and SDG 2 (zero hunger). Our pathways contributing to sustainable economies and livelihoods largely related

to capability and influence (capacity development, engagement, coordination and collaboration) and policy to action (support to develop action plans, SOPs, regulations, as well as oversight bodies such as committees). While the majority of the KFA's results were at the output level, SPC's work also led to significant changes in knowledge, including the use of poverty indicators and analysis, increased knowledge and skills in agroecology and aquaculture, capacity development among women and young people in the energy sector and graduates to internationally-recognised Aids to Navigation qualifications.



[View the full list of results](#)

RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- Fiji, Kiribati and Solomon Islands made progress with the compilation of export plans for selected commodities and rectification of pathway issues for continued trade.
- The Pacific Women in Energy Conference was held on 5 and 6 October. The conference provided a much-needed meeting platform and enabling environment for an active participation of over 60 representatives.
- The Recognition Framework for the Pacific Ports Vision 2030-2050 was developed with key stakeholders and partners in the region to support the implementation of the Pacific Ports Vision 2030-2050.



INNOVATION AND RESEARCH

- The African, Caribbean and Pacific (ACP) - EU grant scheme selected eight grantees, with six based in Fiji and two in Papua New Guinea. The grant scheme is aimed at creating employment opportunities in the creative industry.



DIGITALISATION AND TECHNOLOGY

- The Pacific Maritime Boundaries Dashboard was formally launched by the prime ministers of Fiji and Solomon Islands on the margins of the Leaders Meeting. This interactive dashboard is hosted on the PHD and is the first of its kind worldwide.

- The Pacific Tides App was officially launched in 2022. The app provides a simple way to access unlimited tidal and moon phase forecast information and is 100% available offline with the Real-time Tide Tracker. As of the end of 2022, the app had a total of 1717 users (1300 Android users, 417 Apple users).



CAPABILITY AND INFLUENCE

- 11 aquaculture farms and one association in Cook Islands, Fiji, Papua New Guinea and New Caledonia received support with business mentoring, financial literacy and technology transfer.
- 140 non-seafarer professionals from 10 PICTs (Cook Islands, Fiji, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu) participated in virtual training sessions for Pacific Islands Domestic Ship Safety (PIDSS) internal auditors.



DATA, STATISTICS AND KNOWLEDGE

- 17 PICTs were supported with technical advice, training videos and materials relating to FADs deployment, surveys and digital trackers to promote the development of sustainable livelihood opportunities.
- Poverty indicators and their economic and social dimensions have been continuously updated and are now available for viewing on the SDD website, PDH.stat and PDH.

STORIES OF CHANGE //

STRENGTHENING COCOA CHAINS IN FIJI, SAMOA, SOLOMON ISLANDS AND VANUATU



CONTEXT

Cocoa is an important export for the Pacific Island countries of Fiji, Samoa, Solomon Islands and Vanuatu. In Vanuatu, 25% of rural households are involved in cocoa production, and in Solomon Islands, cocoa is the top agricultural export, generating around AUD 20 million per year. Though cocoa is grown throughout the Pacific, many farmers, the majority of them smallholders, lack access to training and financing for expansion, and the tools and machinery to support the production and export of quality cocoa.

CHANGE PROCESS

SPC, in collaboration with ACIAR, University of Adelaide and Queensland Department of Agriculture and Fisheries, initiated the project Aligning genetic resources, production, and post-harvest systems to market opportunities for Pacific Island and Australian cocoa to strengthen value chains and improve livelihoods. The project offered technical and scientific support in various areas such as identifying genetic varieties, testing propagation methods, managing trees and farms, conducting soil and heavy metal testing, managing pests and diseases, carrying out fermentation and drying processes, ensuring food safety through fermentation auditing and heavy metal testing and value-adding to products.



RESULTS

The project focused on identifying the best varieties of cocoa, with a high content of Criollo. A total of 17 varieties were identified in Vanuatu and 16 in Fiji. Varieties were also sampled or identified in Samoa and Solomon Islands. The propagation methods involved using grafted seedlings which started producing pods at 18 months, compared to the traditional method of using seeds, which took three years.

The tree and farm management aspect of the project included pruning trees which resulted in healthier pods being produced. Fertilizer trials, with four treatments and four replications, are still being monitored over 10 years. The heavy metal tests conducted showed low levels of cadmium and lead, making the cocoa products safe for consumption and suitable for markets.

The project also explored different fermentation methods and found that using trays was more useful for smallholder farmers, compared to boxes. Farmers were introduced to a new solar-based drying technique resulting in less cocoa bean spoilage. The project also focused on adding value to the products by producing local chocolates. It led to a change in knowledge and practices in the cocoa industry, resulting in improved livelihoods. Moli Lui is a cocoa farmer whose farm has grown and thrived in recent years, his story is an example of the positive impact the project has had on the local community. Moli's story is an example of the positive impact the project has had on the local community.



[Watch video](#)

Moli's story



A staff member from the Vanuatu Agriculture Research Technical Centre demonstrates cocoa tree grafting.

LESSONS LEARNED

The project has provided several key lessons, including the importance of tray fermentation for smallholder farmers, fair distribution of grafted seedlings to farmers and the potential for value-adding through the production of chocolates or other by-products. The project has also demonstrated that chocolates can create a market locally, as seen in Vanuatu during COVID-19. Despite producing small volumes of cocoa, compared to global standards, Pacific Island and north Australian cocoa has the potential to compete in high-value, low-volume markets due to its fine flavour, unique genetic resources and novel single origin branding.



DIVISION: LRD
DONORS: DFAT/ACIAR

MAINSTREAMING CROSS-SECTORAL PRIORITIES

In supporting sustainable economies and livelihoods, considerations of equity and inclusivity ensure that everyone has equal access to the benefits of economic growth and development. This means that policies and programmes support the participation of women, young people and marginalised groups, right across the value-chain. For example, in agriculture or aquaculture value chains, women may face specific challenges such as limited access to land or credit, and lack of representation in decision- and policy-making processes. In 2022 we worked with women owned business in both agriculture and aquaculture and continued to strengthen our capabilities in designing and facilitating inclusive approaches to help promote equitable livelihoods and sustainable economic growth. Environmental considerations are also important for sustainable economic growth as economic activities rely on the availability and use of natural resources, and if not managed sustainably, economic growth may lead to depleted resources. As seen through UNESCO Global Geoparks, well-managed natural resources also support economic growth.

Laying the foundations for the first UNESCO Global Geoparks in the Pacific

The COVID-19 pandemic had a severe impact on the tourism industry in the Pacific, but it also presented an opportunity to reimagine tourism in the region. The Pacific region has unique natural and cultural heritage sites that can support sustainable development. SPC and the Pacific Tourism Organisation partnered to establish the first UNESCO Global Geoparks in the Pacific with funding from SPC's Funding with Intent innovation mechanism. The initiative involved local leadership, partnerships and consultations with communities to identify potential geopark development sites in Samoa, Tuvalu and Vanuatu. SPC supported the three countries to submit applications to the International Union of Geological Sciences' 100 Geological Heritage Sites initiative. The initiative resulted in Funafuti Atoll, Matavanu eruption site and Yasur Volcano being designated as sites of international geological significance, a stepping stone towards obtaining UNESCO status. Geoparks provide opportunities for innovation, such as outdoor education, conservation of cultural heritage, protecting special landscapes and marine areas and acting as communication tools for climate change. The Pacific Geoparks initiative is a promising innovation that can support sustainable development in the region, and SPC will continue to support Samoa, Tuvalu and Vanuatu towards the first geoparks in the Pacific.



INNOVATION

Innovation drives economic growth and supports livelihoods by developing new products, processes and technologies that increase efficiency, productivity and competitiveness. It also promotes sustainability by reducing environmental impacts. Our innovative work under this KFA in 2022 included supporting the development of organic products and businesses, launching a maritime technology demonstration project to promote renewable energy uptake, increasing traffic to online learning platforms and the deployment of innovation and technology to enhance businesses and livelihoods across the agricultural, fisheries and aquaculture sectors.

Pohnpei FADs and sea safety supporting community livelihoods

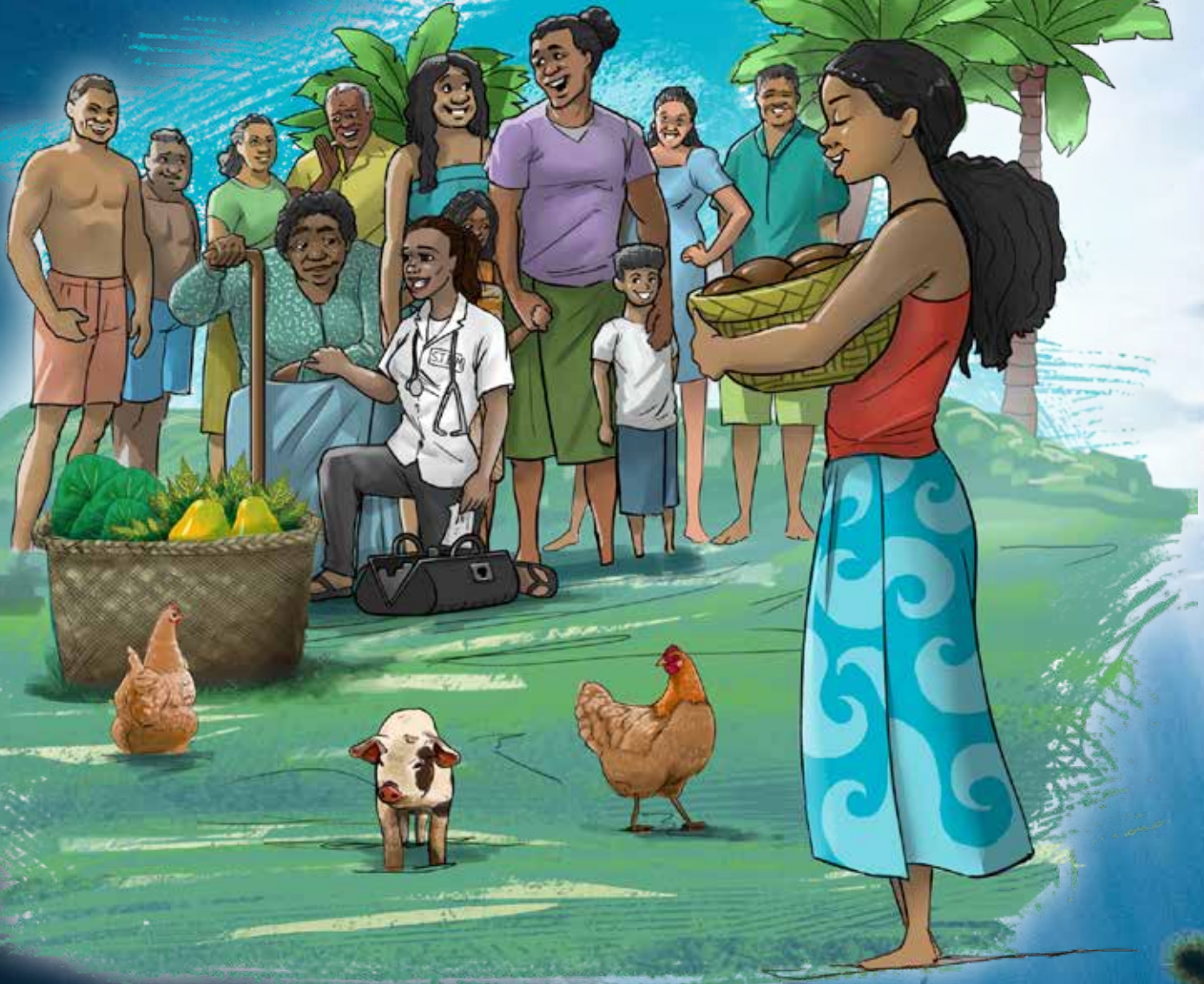
Innovation in the fishing industry is crucial to ensure the sustainability of coastal communities in Pohnpei and the wider Pacific region. Ensuring the safety of fishermen at sea is a collective responsibility of the entire community. The collaborative efforts of SPC and partners have led to important strides in improving the safety of local fishermen and promoting sustainable fishing practices.

This project involved providing sea safety equipment to 150 boats, painting 50 boats orange for improved visibility and distributing awareness materials while conducting training for local communities. The project also deployed nine anchored fish aggregating devices (aFADs) and collected data from 149 stranding events of drifting fish aggregating devices (dFADs), with eight dFADs removed from coral reefs. These provided valuable regional data on FADs in the Pacific, their benefits and drawbacks, and set up sustainable fishing practices for local communities.

The project's success is attributed to its strong community engagement efforts, which directly impacted participating communities through their active involvement in painting boats, registering vessels, reporting stranding events and building and deploying community FADs. This engagement led to a change in community attitudes and behaviours around sea safety and sustainable practices, ultimately saving lives.



A community-made aFAD is deployed in the waters of Pohnpei, helping to sustainably manage local fisheries.



KFA 6

Planetary health

Future state 2031: Collaboration and stewardship of our Blue Pacific for healthy islands, where children and vulnerable groups are nurtured in body and mind; environments invite healthy lifestyles learning and leisure; people work and age with dignity; ecological balance is a source of pride; people maintain their cultures and traditions with the land; and water and oceans are protected.



LRD

Land
Resources
Division



PHD

Public
Health
Division



SDD

Statistics for
Development
Division

OVERVIEW

Human health links inextricably with the health of our planet, and our Blue Pacific region depends on human health, nourishing natural systems and the wise stewardship of natural resources. Beyond just human health, we relate health to the environment, ecology, animals and the system that supports the health and well-being of Pacific people. Challenges related to NCDs and infectious and zoonotic disease outbreaks are compounded by low levels of access to safe water, sanitation and hygiene facilities and the health impacts of climate change and COVID-19. Securing a healthy region will require collaboration between human health and veterinary sectors, focusing on healthy futures and innovating for health protection and promotion.

SPC thought and capability leadership at the nexus of human, animal and environmental health is underpinned by regional public goods, including the [PPHSN](#), [Plant Health Laboratory](#) and [Pacific Health Information Network](#).

RESULTS HIGHLIGHTS

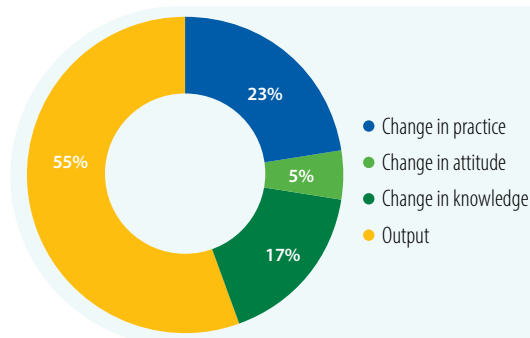
As we journey towards a future of collaboration and stewardship of our Blue Pacific for healthy islands, SPC has been working to promote planetary health, integrating human, animal and environmental health. Over this past year, SPC's work on planetary health included regular updates on key health indicators, disability statistics and COVID-19 socio-economic indicators. We continued to disseminate health advice and resources to support COVID-19 prevention and control, supported COVID-19 testing strategies, as well as providing virtual training sessions on COVID-19 preparedness. All 22 PICTs published or responded to infectious disease information, particularly on COVID-19 data. PICTs were also supported to develop or review their National Infection Prevention and Control (IPC) guidelines and workplans.

Alongside strengthening health systems and capacities in PICTs, key knowledge products and platforms were also developed in 2022. The PPHSN map was used by almost all PICTs to prepare for epidemic-prone and priority diseases. The Annual Epidemic Report for 2022 was published, as well as a final situational report on the health security needs assessment for the region by SPC and NU.

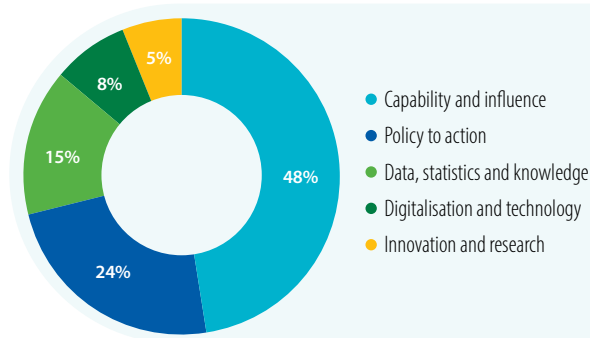
The intersection of animal and environmental health is a crucial consideration for the health of our ecosystems. Our work on planetary health included capacity building for farmers on plant health, development of manuals and standard operating procedures, research on pests and diseases, training on biosecurity and support for clean water and sanitation. In addition, efforts to control the CRB included awareness raising, community engagement and ongoing pest management.

RESULTS DASHBOARD

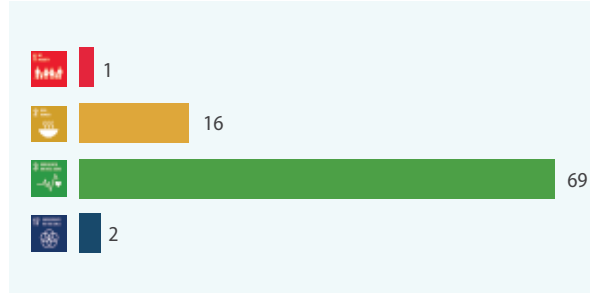
Graph 20:
Planetary health: Results type (n=88)



Graph 21:
Planetary health: Results by pathway (n=88)



Graph 22:
Planetary health: Contribution to SDGs (n=88)



This work under KFA 6 comprised 18% of the organisation's overall results in 2022. These results most strongly aligned with SDG 3 (good health and well-being) and SDG 2 (zero hunger). Our pathways, contributing to planetary health, largely related to capability and influence (capacity development, consultations, guidance), followed by policy to action and data, statistics and knowledge. While most results were at the output level, SPC's work also led to

significant changes in practice, including PICTs publishing infectious disease information, increased use of the PPHSN map, improved laboratory quality management standards, enhanced infection surveillance and action to address NCD-related issues.



View the full list of results

RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- Standard Operating Procedures (SOPs) for conducting risk assessments of specific pests and diseases were completed in 2022. These SOPs will help provide appropriate management measures to mitigate risks that may adversely affect crop production in the region.
- To improve access to facility-level infection prevention and control (IPC) guidelines, 11 SOPs and 11 audit tools were developed and shared digitally with 10 PICTs.



INNOVATION AND RESEARCH

- The Beyond the Stars digital project began its implementation in Wallis and Futuna. The project aims to develop educational programmes in schools promoting balanced nutrition and physical activity using innovative digital tools.
- The Stepwise Laboratory Improvement Process Towards Accreditation (SLIPTA) audit tool was formalised. The tool is intended to be used for independent evaluation of laboratories in the region and their progress towards accreditation.



DIGITALISATION AND TECHNOLOGY

- Seven PICTs are effectively using their Pacific Monitoring Alliance for NCD Action (MANA) dashboards to identify and address weaknesses related to NCD risk factors. This real-time tracking tool is allowing them to make informed decisions and track progress in addressing NCDs.



CAPABILITY AND INFLUENCE

- Cook Islands, Kiribati and Tonga achieved an increased rating of four stars from previous Laboratory Quality Management Standards (LQMS) assessments, indicative of an improvement in quality laboratory results.
- The 13th Pacific Heads of Health Meeting was held virtually to discuss important national and regional health priorities.
- Through the Pacific Youth Ambassador project supported by SPC, five PICTs (Fiji, French Polynesia, Solomon Islands, Tonga, Vanuatu) have effectively involved youth groups in tackling NCDs.



DATA, STATISTICS AND KNOWLEDGE

- A gap analysis was conducted on the emergency response and early warning systems of national plant protection organisations/biosecurity agencies, engaging representatives from 16 PICTs. This analysis aimed to identify biosecurity concerns and areas for improvement.
- SPC (SDD and PHD) continued to provide updated statistics on COVID-19 in the region by creating a dedicated page on the SPC website. The website provides up-to-date information on regional COVID-19 infection and vaccination rates, as well as other relevant data such as the total number of COVID-19 cases and deaths attributed to COVID-19. SPC (SDD) updated and maintained two databases to manage information related to food systems and make these available to PICTs, the Pacific Food Trade Database and the Pacific Nutrient Database.

STORIES OF CHANGE //

STRENGTHENING ANTIBIOTIC STEWARDSHIP AND ANTIMICROBIAL RESISTANCE SURVEILLANCE

CONTEXT

Modern medicine relies heavily on effective antimicrobials to treat infections, especially during major surgery and cancer chemotherapy. However, antimicrobial resistance (AMR) poses a significant global health and development threat, with WHO ranking it among the top ten public health threats worldwide. The misuse and overuse of antimicrobials are the primary drivers behind the development of drug-resistant pathogens. While 204 countries and territories have identified AMR as a global health threat, it has the most severe impacts on low- and middle-income countries, with higher income countries also experiencing alarmingly high levels of AMR. In the Pacific region, some countries have yet to adopt AMR action plans, and there are weak laboratory microbiology systems for detecting AMR. There is also a lack of antibiograms, weak antibiotic stewardship and a need for strengthening AMR surveillance.

CHANGE PROCESS

To strengthen AMR surveillance and control, PHD established an expert technical working group (TWG) in 2018. The TWG, led by SPC, developed a regional training programme to build capacity among health workers in-country and focusing on microbiology AMR diagnostic methods, laboratory-based surveillance, IPC and antibiotic stewardship.

PHD's Laboratory Strengthening team supports national laboratories by providing trainings on quality controls to detect multi-resistant organisms, media preparation, antimicrobial susceptibility testing (AST), use of quality control organisms/strains and following recommended AST standard guidelines.



RESULTS

Through SPC and its partners' capacity building activities, 257 health care workers (21% of these were laboratory staff) were trained from 2019 to 2022. A user-friendly antibiogram database was also developed for use in L1 laboratories in PICTs during this period. In Solomon Islands, Tonga and Vanuatu, 38 (21 female) laboratory staff completed the AMR training in 2022, with a post-training survey indicating that 19% gained new knowledge, 60% reinforced existing knowledge and 21% had continued learning gaps. The training also strengthened the capacity of health workers to carry out capacity building activities in their respective countries. In addition, the countries where microbiology and IPC training had been conducted are now incorporating the acquired knowledge and skills to produce valid AST results and antibiogram, guiding clinicians in avoiding the use of inappropriate and suboptimal antibiotics to patients.



“This training has furthered my understanding on the use of special microbiology procedures to understand AMR strains”.

Laboratory Manager from the Republic of Nauru Hospital



Practical laboratory sessions underway in Solomon Islands at the Ministry of Health and Medical Services.

LESSONS LEARNED

Despite the challenges of face-to-face training during the pandemic, SPC and its partners transitioned to online learning and followed up with practical sessions delivered in-country once borders reopened. The success of the programme highlights the importance of a multi-sectoral approach and collaboration with partners and divisions within SPC to achieve beneficial outcomes for countries.

DIVISION: PHD
DONORS: N/A

MAINSTREAMING CROSS-SECTORAL PRIORITIES

Intrinsic to the concept of planetary health is equity, inclusion and environmental responsibility. Considering gender equity ensures that all genders have access to health services and resources and are equally represented in decision-making processes related to health. A people-centred approach works to reduce health disparities and improve overall health outcomes for all individuals. The Pacific region is also home to a unique and diverse ecosystem, and by protecting the environment, we promote planetary health and ensure the health and well-being of future generations.

Pacific Islands Operating Room Nurses Association: Creating pathways for sustainable practises in nursing

SPC (PHD) supports the capacity development of nurses, 75% of whom are women, recognising their crucial role in the health sector and communities in the western Pacific region. In 2015, a workshop was held to set up standards for nurses working in operating theatres to specialise in perioperative care, which led to the establishment of the Pacific Islands Operating Room Nurses Association (PIORNA) in 2018. PIORNA has 14 PICTs as members, and it was established to support the perioperative nursing services in the region, with its formation significantly architected for this purpose. PIORNA has participated in various perioperative milestones, including the development of the *Standards for Perioperative Nursing in Pacific Island Countries and Territories* and practical guidelines on perioperative care for safer surgical services. In August 2022, PIORNA launched the perioperative standards manual. PIORNA worked with FNU to develop the Diploma in Perioperative Nursing, that will be offered in 2023, embedding this into the nursing curriculum to help nurses meet perioperative nursing standards. SPC facilitates the creation and connection of pathways and partnerships between regional and international organisations like PIORNA to address gaps and strengthen the Pacific nursing field.



Perioperative nurse in theatre at the Colonial War Memorial Hospital in Suva, Fiji.

INNOVATION

The Pacific is home to a diverse range of species and ecosystems. Innovation helps to improve health outcomes by developing new technologies, tools and approaches that integrate human, animal and environmental health considerations. Health labs in PICTs continued to have access to the updated LabNet catalogue, while efforts to enhance health information systems and digital health were ongoing in 2022. More PICTs are effectively using their MANA dashboards to identify and address NCD risk factors. The Beyond the Stars digital project was implemented in Wallis and Futuna, promoting healthy eating habits and physical activity among children using innovative digital tools.

Postgraduate Certificate in Field Epidemiology fostering empowerment and strengthening health systems

In 2011, Pacific Island Health Ministers called for the strengthening of health information systems and enabling health staff to generate evidence for strategic decision making related to NCDs, communicable diseases and climate change effects. The Postgraduate Certificate in Field Epidemiology (PGCFE) course was developed in response to this call, targeting health staff at all levels to strengthen in-country and regional surveillance, and competent field epidemiologists able to analyse health system information data. The course is completed over a minimum of one year and maximum of two and was co-developed and co-implemented with support from WHO, Hunter New England Population Health and a former graduate of the PGCFE course from the Palau Ministry of Health.

By the end of 2022, 120 health professionals from 10 PICTs had completed the PGCFE course, and graduates have implemented meaningful projects to improve daily work and strengthen country services. The course has been successful in empowering the workforce and creating in-country facilitators for subsequent cohorts. During COVID-19, PGCFE training materials were customised for online delivery to support building epidemiological skills in PICTs, and the sequence of delivery of modules was adapted to address COVID-19 cases.



Florita Toa Sitobata, Public Health Nurse Educator at Vanuatu College of Nursing Education, and graduate of the PGCFE course, expanded the public health curriculum based on learnings from the course.

SPOTLIGHT ON COVID-19 RESPONSE

COVID-19 direct response efforts continued in 2022, as eight members experienced their first community transmission in the same year that borders opened and public health approaches to the pandemic shifted. Key highlights from these response efforts include:

PHD provided direct support to Kiribati, Tonga and Vanuatu during their first COVID-19 outbreaks by sharing IPC approaches, providing clinical management of patients, laboratory diagnosis and death certification. A senior biomedical technician was deployed to Kiribati, Fiji and Vanuatu to support the installation and repair of new equipment used in the care of COVID-19 patients. Quality assessments of the RT-PCR lab performing COVID-19 testing in Tonga, with the RT-PCR lab being awarded a 4-star rating. PHD also began implementing the Oceania Vaccination Voyager, a process for COVID-19 digital vaccine certification to share technical conditions and country readiness assessments.

SDD continued to compile and publish quarterly data on COVID-19 impact indicators and provided weekly updates of the regional infection and vaccination rates. This and other relevant data was uploaded to SPC's website at the community updates page ([Click here for details](#)) and the quarterly updating of the COVID-19 socio-economic indicators page ([Click here for details](#)).

Other divisions, such as LRD distributed plant materials and vegetable seeds through CePaCT to increase local production of diverse and nutritious food. As Samoa entered level 3 lockdown, GEM sent personal protective equipment, including hair nets, coverall sterile gowns, splash suits, protective gloves, face covers, disinfectant wipes and hand sanitisers to the Samoa National Disaster Management Office and Fire and Emergency Services Authority as part of the Pacific Islands Emergency Management Alliance project. Divisions also commenced planning for a post-COVID-19 world in early 2022, including hybrid approaches to delivering support to members.



KFA 7 Transforming institutional effectiveness

Future state 2031: One SPC is values-based and working with members and partners to provide coherent, social and environmental responsible learning for enhanced representation of Pacific people and gender equality across the organisation and at all levels of decision making.



CCES
Climate Change and Environmental Sustainability



EQAP
Educational Quality and Assessment Programme



FAME
Fisheries, Aquaculture and Marine Ecosystems



GEM
Geoscience, Energy and Maritime



HRSD
Human Rights and Social Development



PCCOS
The Pacific Community Centre for Ocean Science



LRD
Land Resources Division



PHD
Public Health Division



SDD
Statistics for Development Division



CORPORATIE

OVERVIEW

SPC serves the region through scientific and technical expertise, capabilities and assets. Effective institutions are essential to good governance, socio-economic development, peace and prosperity. There are multiple pathways to transformation as context matters; Pacific-specific reforms lead to more resilient and embedded transformation. Complexities and uncertainties, coupled with political and environmental challenges, require localised solutions, ownership and partnerships. Innovative partnerships based on shared values are demonstrating genuine collaboration with members and between partners for impact.

SPC leads information sharing through the [PDH](#), the central repository of open data and knowledge products on the Pacific region. [Digital Earth Pacific](#), the [PDH.stat](#) indicator database, and other data, information and decision-ready products, will strengthen planning, policy formulation, decision making and reporting.

RESULTS HIGHLIGHTS

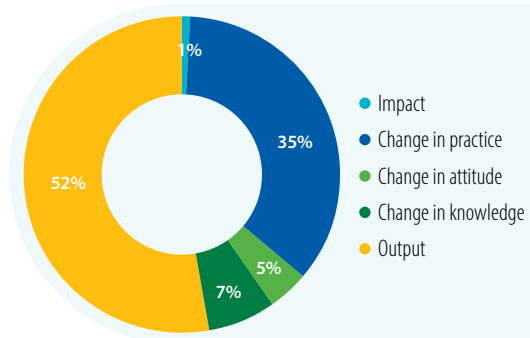
KFA 7 underpins all our results as we work towards strengthening institutional effectiveness as One SPC. All divisions contribute to this KFA, guided by the organisation’s values, and supported by OMD and leadership across all levels. Key work in 2022 included the coordination of regional convenings, including ministerial and high-level officials meetings, as well as the first face-to-face meetings of CRGA 52 and 12th Conference of the Pacific Community since COVID-19 border closures.

SDD and the PDH continued to provide cross-sectoral support to strengthen data access and quality at regional and national levels. The COVID-19 pandemic created opportunities for new ways of engaging with partners and stakeholders, accelerating digital transformation, data innovation and trialling new virtual modalities for engagement. SDD provided regional and national support to improve the quality of data and evidence generation, increasing access to real-time and high-quality data. The collaboration between SDD, other divisions and external stakeholders was supported by the PDH. It delivered critical statistics and data to inform policy and decision makers during prolonged periods of uncertainty, meeting the increasing demand for data through modernised statistical dissemination, administrative sourced data and rapid surveys.

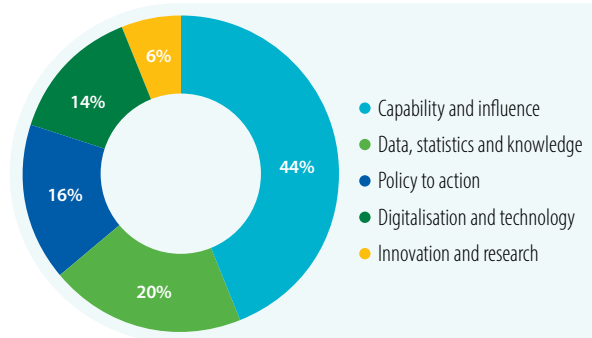
As part of the implementation of the new strategic plan, the CRGA Subcommittee for the Strategic Plan met in June with new members and co-chairs. Division-level business plans and results frameworks were reviewed and aligned

RESULTS DASHBOARD

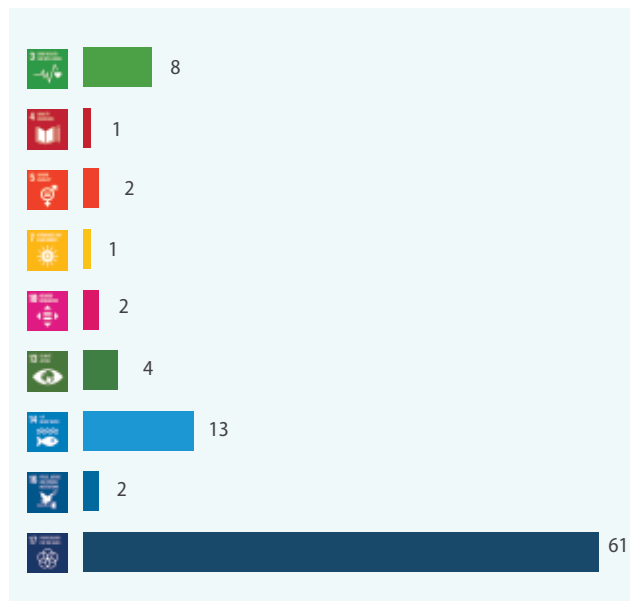
Graph 23:
Transforming institutional effectiveness: Results type (n=94)



Graph 24:
Transforming institutional effectiveness: Results by pathway (n=94)



Graph 25:
Transforming institutional effectiveness: Contribution to SDGs (n=94)



to the new strategic plan, and the co-development of our organisation-wide SRF was completed and endorsed by CRGA 52. The implementation of the SER policy and mainstreaming cross-sectoral priorities also continued to be strengthened across all SPC's programming. As we worked to improve our business systems and processes, we strengthened our procurement and grants functions across SPC, as well as identified positive change from longer-term efforts to strengthen our approach to financial management through our finance shared services model.

2022 budget

SPC's 2022 revised budget was EUR 100.78 million, while preliminary actual expenditure was EUR 88.83 million. Programme and project execution, totalling EUR 73.09 million against the budget of EUR 85.85 million, stood at 86%. The rate of project and programme implementation continued to be impacted after COVID-19 restrictions were lifted along with delays in recruitment due to high volume, capacity and availability of our implementing partners and increasing level of compliance standards required by some donors. Net core expenditure was slightly lower on budget by EUR 0.20 million, from EUR 15.93 million per the 2022 revised budget to EUR 15.73 million, which contributed to the slight surplus as of December 2022. The decrease in expenditure was mainly on salaries.

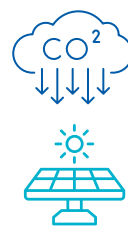
SPC continued providing services to members through contingency planning and monitoring, with a commitment to maintain a balanced budget under these times of unusual and extreme operating and financial conditions.

The approved budget for 2023 provides for expenditure of EUR 114.52 million, an increase of EUR 13.64 million from the 2022 revised budget, mainly arising from higher programme

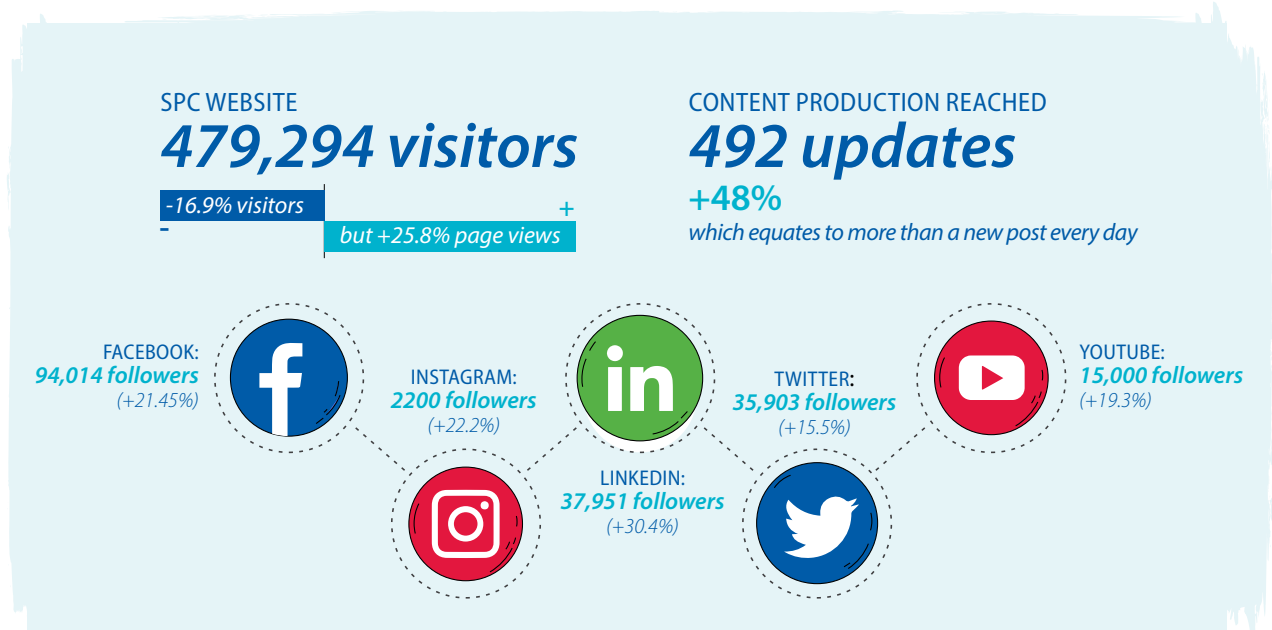
and project execution. SPC's financial situation and outlook remain generally positive, and SPC will continue its efforts to achieve the highest possible levels of implementation. However, given continued volatility and uncertainty in the global and regional contexts, the situation will be closely monitored over the coming year.

Communications

SPC's Corporate Communications Office has embraced the concept of One SPC which aims to communicate the organisation's values, achievements and progress towards social and environmental aspirations to diverse audiences. Despite experiencing resource constraints in 2022, SPC's communication products were of high quality and reached wider audiences through online platforms and social media. SPC.int received a 25.8% increase in page views, and viewers engaged with the material three times as long as in 2021. SPC's presence on social media expanded, with a significant increase in followers on Instagram and LinkedIn. Videos on topics such as fisheries, oceans and education (Pacific Educators Champion Resilience, Guardians of the Pacific, Fish and Tips, Wave Buoy in Tuvalu) were highly engaging, and SPC's visibility increased across international media, with an average of 25-30 news stories presented per month.



In 2022, data showed a **62% decrease** in SPC's emissions from 2017 to 2022, largely related to the installation of solar panels at the Noumea campus.



Our people

In relation to the composition of the organisation, SPC employed 718 staff, an increase of 9% from the previous year. There is a higher percentage of women on staff and the percentage of women in international roles has grown.

- 39% of staff are locally recruited roles (lower banded) and 61% are internationally recruited roles (higher banded)
- 55% of our staff are women and 45% are men

- Almost twice as many women as men in local roles (67% vs 33%)
- More men than women in international roles (53% vs 47%)

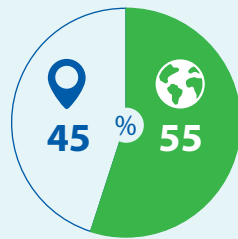
In comparison with data from 2021, the number of women in local roles has decreased from 66% to 55% and the number of women in international roles has increased from 44% to 47%.

Recruitment

7650
JOB APPLICATIONS

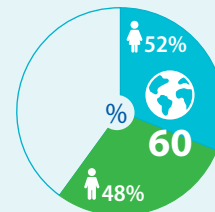
AND

186
NEW APPOINTMENTS



45%
of roles were for **locally recruited** positions

55%
were **internationally recruited** roles



60%
of **internationally recruited roles** were filled by Pacific people

58%

of applicants **identified as Pacific Islanders**

and

75%

of appointments were **Pacific Islanders**

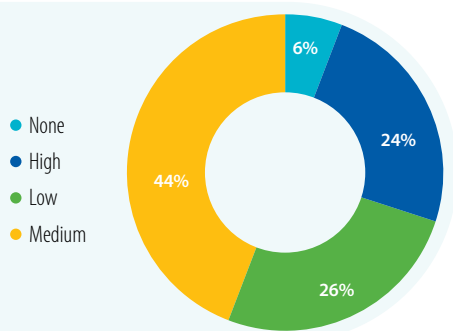
The global COVID-19 pandemic had a significant impact on recruitment, onboarding and repatriation of staff, requiring SPC to be flexible and adjust duty stations and requirements where appropriate in exceptional cases. Visa entry requirements also changed for new staff entering New Caledonia. These challenges have eased as regulations and requirements relaxed and borders re-opened. Turnover increased slightly (voluntary - 13%), as one might expect with the return to more normal working environments post COVID-19.

Health and safety was strengthened at SPC with the commencement of a dedicated Health and Safety staff member supporting staff at SPC offices and in the field. Ongoing training continued and further guidelines were developed. The first internal Health and Safety Audit was conducted, with the final report due for release in February 2023. SPC continues to provide capacity building opportunities to staff, and the staff social club continued to support staff especially when resuming after the prolonged working from home period.

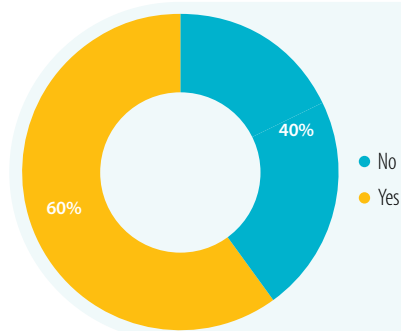
Impact of COVID-19 on implementation and operations

The COVID-19 pandemic had a significant impact on work plans, budgets, travel plans, deliverables, staff health and well-being, workloads and recruitment in 2022. Programme implementation plans had to be constantly revised to overcome constraints caused by the pandemic. Despite the challenges, the number of adaptations required due to COVID-19 lessened in comparison to previous years. Fewer adjustments were made to work plans and budgets, and the impacts of the pandemic were slightly less in 2022 compared to 2021. Project implementers are designing projects either in response to COVID-19 or after taking potential restrictions into consideration. The disruption caused by the pandemic has highlighted opportunities for innovation, new ways of working and strengthening areas of work not previously prioritised. Information systems have been strengthened and digital solutions have been discovered. Hybrid modes of programme delivery are now a normal part of implementation across the organisation, which has been especially useful as some countries eased border restrictions while others still restricted travel. SPC continued to demonstrate its resilience and ability to adapt to the COVID-19 pandemic while continuing to deliver on planned activities.

Graph 26:
COVID-19 level of impact on work plan delivery (n=94)



Graph 27:
% of work plans revised due to COVID-19 (n=94)



[View the full list of results](#)

RESULT HIGHLIGHTS BY PATHWAY



POLICY TO ACTION

- 22 new data license agreements were signed in 2022, bringing the total to 79, an increase of 27% from the previous year. SPC continued to oversee this initiative, which allows researchers and others to use data and information from the PDH.
- SPC continued to ensure that its SER policy is effectively mainstreamed into programming across divisions. 43 requests were supported through the SER Helpdesk, an increase of 50% since 2021.
- The Strategic Framework for the Development of Pacific Statistics 2022-2030 (TYPSS II), was developed and finalised as a strategic framework for statistics work in the region.



INNOVATION AND RESEARCH

- 11 PICTs benefitted from 11 innovation projects through the Funding with Intent initiative. Seven were new projects approved for funding in 2022, and four were ongoing projects, contributing to all SPC KFAs.



DIGITALISATION AND TECHNOLOGY

- In 2022, SPC (FAME) knowledge products were highly accessed, with 339,825 downloads from the Digital Library, compared to 428,292 last year. FAME digital products were accessed by 20 PICTs, with a total of 54,805 downloads.
- New page links to datasets included in PDH.stat and the PDH provided users with easier access to datasets. In 2022, a total of 1672 regional indicators were updated and made available on PDH.stat and the PDH, 14.6% higher than in 2021.



CAPABILITY AND INFLUENCE

- 65 new SPC staff in Suva, Noumea, Tarawa, Kolonia and Apia engaged in internal learning and orientation sessions to socialise and promote their understanding of the new Strategic Plan 2022–2031.
- 208 participants (102 women, 106 men) from member countries, governments, civil society, development partners, academia, financial institutions, the private sector and other stakeholders, participated in two talanoa sessions at SPC's Pacific Data Community of Practice.
- Seven PICTs (Marshall Islands, Samoa, Tokelau, Tonga, Tuvalu, Vanuatu, Wallis and Futuna) were provided with technical support for Census and Household Income and Expenditure Survey (HIES) collection and analysis. Support included questionnaire design, data processing, analysis and documentation.



DATA, STATISTICS AND KNOWLEDGE

- A cumulative total of 11,527 data sets were published in the PDH catalogue.
- Unique users of Pacific Development Indicators and documents reached a total of 32,619 in December 2022, 16.2% over the 28,071 unique users in 2021.

Ratu Naiqama Lalabalavu was SPC's first Junior Artist in Residence, an initiative sponsored by MFAT's Funding with Intent programme.



STORIES OF CHANGE //

SHARED SERVICES – OUR JOURNEY

CONTEXT

Historically, SPC's approach to financial management had been a mix of centralised corporate services alongside decentralised financial management within divisions and teams. Anticipating an increase in size, from an income of EUR 66.5 million in 2020 to EUR 101.7 million in 2022, meant that our mixed decentralised/centralised model presented increasing risk for the organisation. The decentralised element of SPC's finance services was characterised by disparate processes, duplicated efforts, a poor compliance environment and were not easily scalable. Conversely, the centralised element of finance services was seen as remote from business, unresponsive and inflexible.

CHANGE PROCESS

The change process involved moving from a parallel decentralised/centralised financial services model to a connected shared services model. Shared services are seen as client focused, responsive to business and operational needs. Business and operations control decisions and customise solutions to meet operational requirements, driven by organisational strategic plans and vision, common systems and support, consistent standards and controls, tight control environment and economies of scale. Orientation and key performance targets are more focused towards service excellence and continuous improvement and less towards cost reduction and central control. The five phases, although not all linear, of change to shared services were: garnering stakeholder support for the change proposition, obtaining some initial traction on process improvements, designing the future state, building key elements of the future state and launching the shared services way of working.

Commencing in 2020, the change process required staff and divisional buy in, collaboration and trust to ultimately change the culture of finance services at SPC. It included a facilitated visioning exercise of the shared services advisory group to understand and address perceived barriers to implementation. Finance and administration officers then met to share concerns and discuss potential reputational and people impacts.



RESULTS

The transition to a shared services model resulted in genuine collaboration, better morale within the Finance team and strengthened relationships and aligned processes across SPC. Finance team leader recruitment processes were improved, including the alignment of job descriptions.

Implemented process improvements resulted in improved financial compliance, a change in mindset and development of a capability framework to support the future internal mobility and growth of finance staff. The change in mindset resulted in a sharing of resources and knowledge, the desire to problem solve, collaborative transformation and change in culture from an us-versus-them attitude.



“The biggest change for the better that I see is an increased willingness to share information and knowledge between colleagues.”

Paul Judd, Finance and Administration Officer, FAME



“LRD transitioning to shared services has created opportunity for capacity building and growth for the team members in Finance and Admin, it’s improved our compliance to SPC policy around finance and created more morale in the team ... So, it’s really built a better support system for the whole division.”

Karen Mapusua, Director LRD

LESSONS LEARNED

During this transformative journey, important lessons were learned about cultural change, communication and organisational commitment. After 2.5 years progress felt slow at times, however, cultural change is a long and complex process that requires patience and perseverance. Effective communication is vital to ensure all stakeholders understand changes, motivations and impacts. Commitment from senior leaders and the entire organisation is essential for successful change management and achieving lasting change.



DIVISION: All
DONORS: No additional funds

MAINSTREAMING CROSS-SECTORAL PRIORITIES

The implementation of the SER policy and mainstreaming of people-centred approaches cross-sectoral priorities also continued to be strengthened across all SPC's programming. SPC's SER policy continues to provide guidance in managing social and environmental risks and promoting opportunities. In particular, under pillar one of the policy, 'people', SER supports the staff induction process, notably through the provision of training on key SER principles, including gender equity, culture and non-discrimination. It is anticipated that the newly developed WIL programme will also support the implementation of the SER policy, focusing on staff well-being.

The pathway to a capacity development framework for statistics

Progress towards implementing the 2030 Agenda for Sustainable Development and its 131 SDGs has been mixed in the Pacific. While many PICTs have strengthened their statistical systems to report on the SDGs, challenges relating to addressing data gaps and identifying skills gaps for analysis and reporting remain. SDD is responsible for addressing these challenges through the Ten-Year Pacific Statistics Strategy (TYPSS II). SDD collaborated with the United Nations to study system level factors and evaluate staff skills in national institutions. A statistical capacity development framework was designed with both short- and long-term interventions, taking into account the unique institutional frameworks of each Pacific country. This framework addresses obstacles such as varying policymaking processes, coordination, data accessibility and legislative issues, among others. The framework also proposes benchmarking the Pacific Statistical Performance using the World Bank's SPI Index. It has been noted that ad-hoc capacity building support is important but unsustainable. A sustainable capacity building approach for Pacific countries must take into account each country's unique context and not follow a one-size-fits-all approach. Small countries in particular, need consistent and equitable capacity support due to staff turnover or unavailability of skilled staff.



First subregional workshop on statistical literacy and capacity development for the Pacific, October 2022, Nadi, Fiji.

INNOVATION

Collaborative learning and the implementation of the strategic plan

SPC developed its Strategic Plan 2022-2031 using innovative and interactive ways to learn from its stakeholders, and continued this approach by using participatory workshops to determine its KFA priorities by its first strategic plan milestone in 2024. Seven internal online and hybrid workshops were designed and facilitated in 2022. The workshops used horizon scanning, mapping to the 2024 horizon and theory of change activities to identify collective actions across different divisions and teams. The workshops helped SPC gather evidence on the actions it needs to prioritise, how to strengthen planning and programming and reinforced the need to change its practice to improve its members' institutional capability.

SPC's multidisciplinary approach is effective in using its scientific and technical capabilities to respond to its members' evolving priorities and achieve better results for the Pacific region. The workshops enabled participants to collaborate with others outside their teams, build a shared understanding of the KFAs and clarify what people value at SPC. The workshops enabled significant steps towards implementing the strategy, such as dedicating enough resources, changing systems and staying accountable to the plan. Workshop outputs were used to draft an information brief for each KFA team to validate and develop the high-level SRF. Despite participant scheduling challenges, the workshops also provided an opportunity to learn about the most effective ways to involve staff in strategy.



SPC staff build familiarity with the strategic plan through shared values and positive outcomes in the KFAs.

PATHWAYS

This section analyses our results by pathway. The pathways provide an overview of how SPC contributes across our KFAs to progress our mission of all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.

Our five pathways are: policy to action; data, statistics, and knowledge; innovation and research; digitalisation and technology; and capability and influence. We acknowledge that while many of our results cover multiple pathways, here we have identified the main pathway for each result.

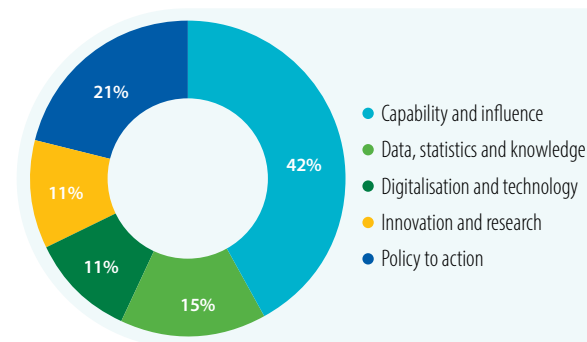
The associated indicators provide a snapshot of progress along these pathways and a platform that can be aggregated on an annual basis to show change over time. Output and outcome indicators were selected following a process that ensured that each indicator was measurable and relevant across multiple KFAs. Results presented under each pathway are also contextualised by SPC staff discussions through organisation-wide learning and reflection sessions held in 2022.

POLICY TO ACTION

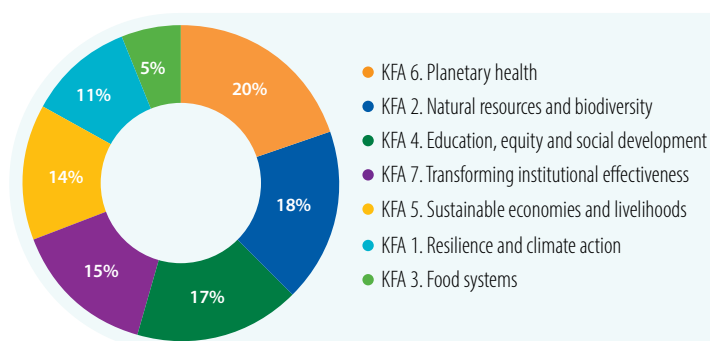
Policy to action is about turning policies and commitments into real, tangible action for Pacific people and communities, and ensuring development is guided by principles of inclusivity, sustainability and good governance. Through this pathway we support evidence-informed decision making, development and implementation of policies, legislation and strategies, and inclusive and good governance approaches.

In 2022, SPC supported policy to action across diverse areas of work, including agroecological transition, invasive species management, disaster preparedness and response coordination, groundwater resource management, sustainable fisheries, gender equality, family protection and DV legislation, disability-inclusive legislation, human rights policies, NCDs and other and health policies such as COVID-19. SPC developed guidelines, plans and regulations, and provided ongoing support to PICTs to strengthen their policy environment. An example of this is the support that SPC provided to the Tonga Universal Periodic Review (UPR) Working Group in developing their 4th UPR report, the first time this group has led the reporting on Tonga's implementation of their human rights commitments. Other initiatives covered areas such as gender equality, domestic violence legislation, disability-inclusive legislation, and human rights policies. SPC also provided technical support to PICTs to implement standards and tools, such as developing standard operating procedures and audit tools to support the

Graph 28:
Results by pathway (n=481)



Graph 29:
Results by pathway: Policy to action (n=103)



implementation of their IPC measures. Internally, SPC further mainstreamed its social and environmental responsibility policy into programming across divisions.

Reflecting upon this pathway, SPC staff noted the importance of member's policy priorities being highlighted in regional and international forums. SPC will continue to assist PICTs to undertake inclusive and robust policy development processes, and when required, take an active role in supporting PICTs to implement policy or legislation. Staff identified that greater emphasis on communicating on the development process itself may be an area to improve so that a wider audience can understand more about what is involved. In the policy development process, SPC recognises the importance of engaging with stakeholders beyond governments, such as the private sector, community service organisations and non-government organisations.

SRF indicators for policy to action



At least **50 legislation/regulations/policies** were developed or reviewed, with support from SPC (20 at national level, 30 regional)



At least **40 laws/regulations/policies** were endorsed, adopted and implemented (24 national, 16 regional)



20+ regional meetings, where at least 20 policies were endorsed



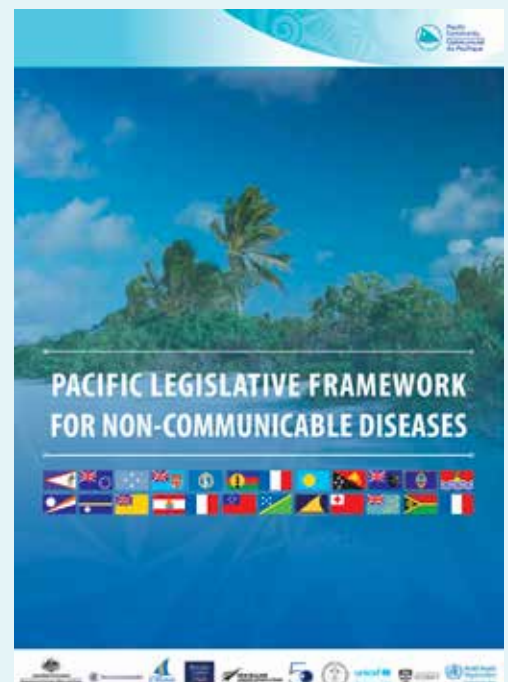
45+ tools (guidelines, manuals, action plans, SOPs, frameworks, protocols, toolkits, strategies) were developed to support national and regional legislation/regulations/policies



At least **50 results** on stakeholder engagement or mechanisms relating to the development and implementation of legislation/regulations/policies

Innovative regional public good: A framework that strengthens legislative measures to halt and reverse the Pacific NCD crisis

NCDs are the leading cause of death in PICTs, which are among the top 10 countries with the highest rates of diabetes and obesity. There are also significant gaps in NCD-related legislation that need to be addressed to scale up NCD actions in the region. To tackle this health crisis, the Pacific Heads of Health and Pacific Health Ministers recommended the development of the *Pacific legislative framework for non-communicable diseases* in 2017 and 2018 respectively. The framework covers key areas, including tobacco control, liquor control, health promotion, marketing of breast-milk substitutes, food and non-alcoholic beverages to children, NCD taxation measures and regulations of salt, sugar and trans-fat. Its formal endorsement for implementation by the Pacific Heads of Health in September 2021 and Health Ministers in March 2022 has led to increased awareness and a growing number of requests from PICTs for support in strengthening their respective NCD legislations. SPC is providing technical support to review existing legislation, identify gaps and provide recommendations for any amendments necessary to strengthen NCD-related laws. This innovative approach will scale up NCD actions in PICTs, helping to address the crisis and promote better health outcomes for the people of the Pacific.



DATA, STATISTICS AND KNOWLEDGE

This pathway focuses on ensuring coherent and relevant data is collected, analysed, shared and accessible to empower members and stakeholders to use evidence across a wide range of sectors and purposes.

In 2022, SPC undertook various data, statistics and knowledge-related initiatives across the Pacific region. The priority was on collecting, analysing and making the information products accessible through the PDH with a focus on the production of statistics and the development of regional

datasets. SDD provided support to manage census, HIES and other survey collections across PICTs, and collaborated with other divisions to provide regular updates. These included disability statistics, COVID-19 socio-economic indicators, poverty indicators, the National Minimum Development Indicators open dataset for education and compiled a minimum set of gender indicators. Other initiatives under this pathway focused on applied science and the production and dissemination of knowledge. This included work by LRD on monitoring CRB, and results from CCES, FAME and GEM

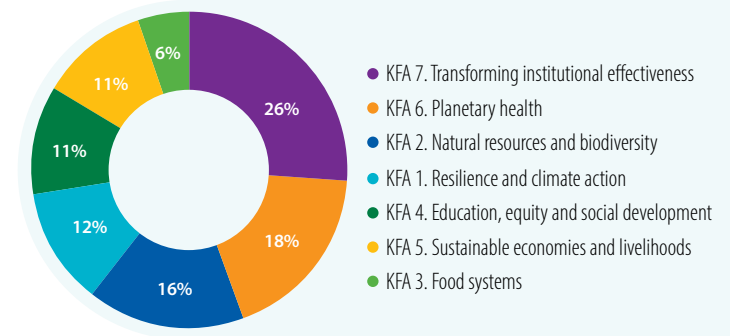
on monitoring marine and oceans environments. The PPHSN enhanced access to information on disease surveillance and trends, and the Pacific Data Library saw an increase in the demand and use of microdata, with a more than two-fold increase in requests received in 2022 compared to 2021.

Building on the initiatives in 2022, SPC staff emphasised the value of ensuring that data and statistical products are accessible for policy making and decision-making purposes, and indicated that knowledge translation and data literacy will be a future focus. Emphasis will be placed on developing data and knowledge products in multiple formats that are accessible to diverse audiences, with the end-users in mind. In relation to data literacy, identifying user needs and furthering trust will be an important way to engage at the community level and raise awareness of the data that

already exists. Ultimately, the aim is to continue to harmonise the collection and dissemination of data so it is deemed useful by a wide range of stakeholders.

Graph 30:

Results by pathway: Data, statistics and knowledge (n=73)



SRF indicators for data, statistics and knowledge

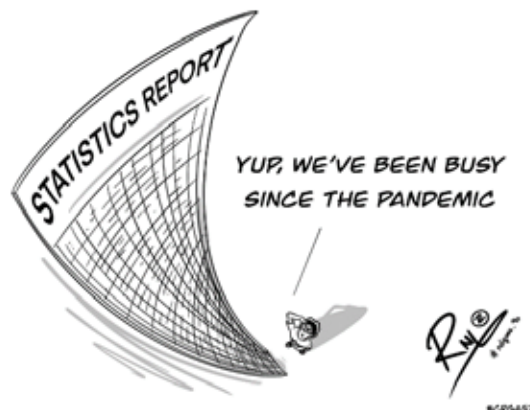
11,527 datasets published in the Pacific Data Hub catalogue

5 regional convenings on data products, at least 10 meetings relating to data at national level

1,672 Pacific Development Indicators (including data visualisations) available on PDH.Stat and PDH, 14.6% increase from 2021

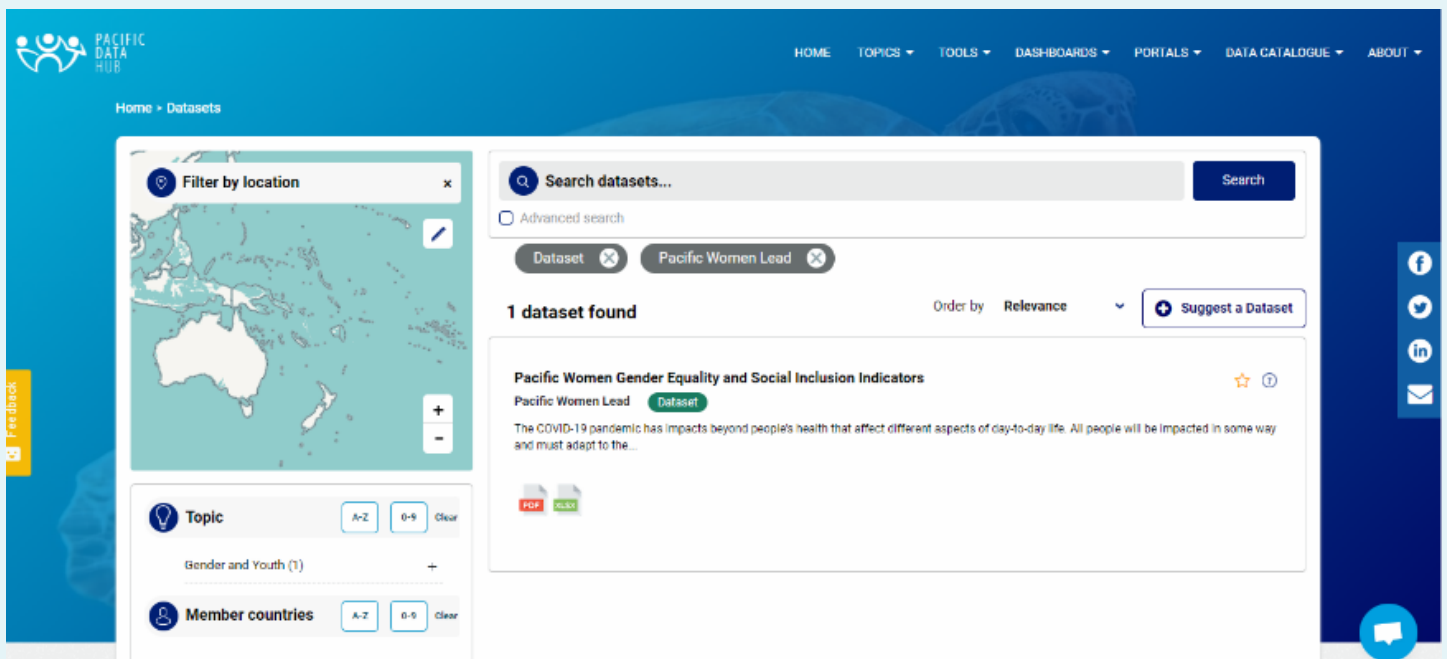
68,484 users accessed the PDH website, 22% increase from 2021

At least 10 new Pacific Data Champion networks established



Gender and Human Rights Statistics Dashboard: Advancing Pacific roadmap to gender statistics

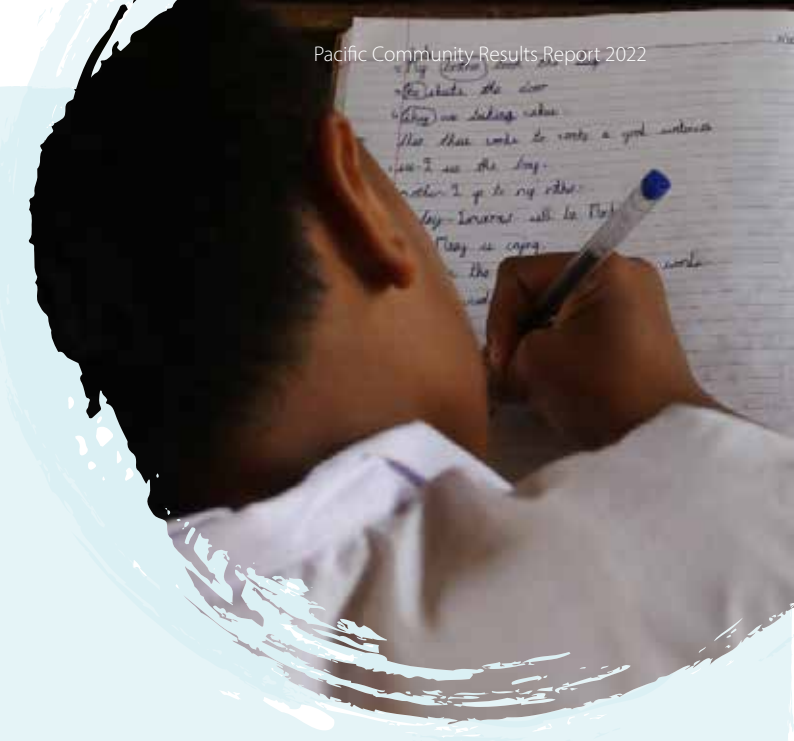
Gender inequality and violations of human rights are significant challenges in the Pacific region, and data is crucial to address these issues. The Gender and Human Rights Statistics Dashboard, developed by SPC, is a platform that disseminates data to both users and producers of gender and human rights statistics. Without such data, vulnerable populations will continue to suffer, and progress towards achieving the SDG 2030 Agenda's theme of Leave no one behind, will be impossible. The dashboard was born out of the efforts of SPC's cross-divisional (HRSD and SDD) commitments and aims to improve the availability and use of data across human rights. The Pacific Roadmap on Gender Statistics and Pacific Guide to Statistical Indicators for Human Rights were used as guides for this work. The dashboard is seen as a key tool for achieving the gender flagship's work in the Pacific, and it is being continuously improved through a consultative process with stakeholders. The development of the dashboard requires capacity building and coordination, including gender and human rights statistics training, to improve data relevance for the analysis of gender and human rights issues. Country-level consultations and linking data needs to national strategies and development plans are other ways to improve data availability. Overall, the Gender and Human Rights Statistics Dashboard is a critical tool for measuring progress towards gender equality and human rights in the Pacific region.



Strengthening education data for improved decision making

SPC is working to improve the quality, availability and use of statistical information for education policy development and implementation, planning and management in the Pacific. EQAP relies on Education Management Information Systems of Pacific Island countries to effectively manage the compilation and storage of statistics. EQAP has partnered with the UNESCO Institute of Statistics to ensure that internationally comparable education data from PICs are available and used for regional monitoring and policy dialogues. The partnership aims to compile and disseminate regular high-quality education reports, such as the *Status of Pacific Education Report*, which includes 16 indicators related to specific components of the region's education sector. This report benefits various stakeholders, allowing decision making based on concrete evidence, and policy intervention can be derived from indicators, such as a high teacher-pupil ratio. In the 2022–2023 cycle, an increased commitment to completing the questionnaires for the report was observed, and EQAP is working on capacity building activities for country-based officials to further strengthen the quality of data that will be used to generate current and future reports.

Year 4 student in Tonga completing notes during class.



INNOVATION AND RESEARCH

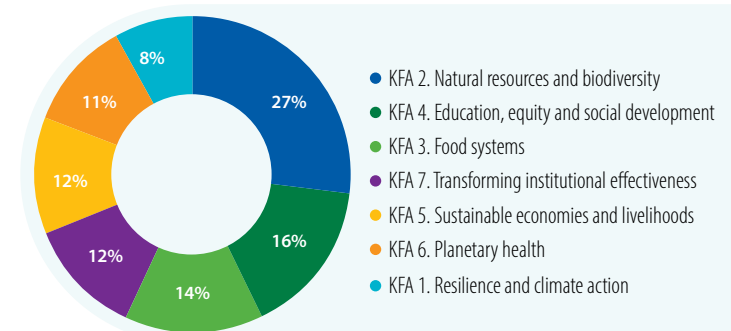
This pathway monitors how innovation is driving transformation, and how dedicated research initiatives are informing the development of stronger systems across all our KFAs. Investment in innovative approaches, adaptations and strategic research enables the scaling of technologies and approaches from small to large system-level solutions.

As an organisation focused on a people-centred approach to science, research and technology, in a year that continued to necessitate agility and adaption, innovation and research was a key enabling pathway across many of our results. These included research on the health status of lagoons, studying the correlation between family farm production and food consumption, and supporting teachers in quality education research. SPC also conducted three stock assessments and projection analyses to inform decisions on key tuna species in the western and central Pacific Ocean. Various efforts to improve soil health and natural resource management in collaboration with farmers were also undertaken, resulting in enhanced knowledge on disease surveillance. These ongoing efforts to conserve and distribute nutritious and resilient crop varieties aim to support food security and resilience across the region.

In reflecting on this pathway, staff recognised that change often occurs gradually and balancing the relationship between risk management and agile innovation were

key considerations to navigate. SPC's multidimensional approaches to working, such as the flagship initiatives, the learning and research hubs and the reporting and reflection processes that have been established, were all identified by staff as indications that innovation is being strengthened under the new strategic plan. Further prioritising the inclusion of community voices was flagged as an area of focus and defining what localisation looks like and how the capacity of local community representatives will be incorporated in both innovate and research initiatives. Further developing a culture that is agile, flexible and adaptable will continue beyond 2022 so that the conditions for enabling organic innovation can emerge.

Graph 31:
Results by pathway: Innovation and research (n=49)



SRF indicators for innovation and research



30+ peer-reviewed

publications published



49 results include SPC initiatives

supporting innovation and culture in research and creative industries



500+ research outputs

published/made available

Innovation and research to improve germplasm health testing and capacity

CePaCT has successfully carried out a project to improve infrastructure and enable greater access to plant genetic resources. The project focused on germplasm health testing and the distribution of health-tested clean planting material to prevent the spread of diseases and increase production. CePaCT commissioned a new Post Entry Quarantine Facility and set up a new genomics lab capable of molecular-based disease diagnostics, genotyping and bioinformatics. The project resulted in a well-trained staff that could work at an international level, publishing in high-impact journals and developing new protocols for disease diagnostics in taro, leading the way in testing capacity. Crop availability increased from 26% to 31%. Staff capacity building took longer than expected due to the lack of formal training in Fiji's tertiary systems. CePaCT provided training and support to MSc and PhD students, identified viruses in yam and chili, and provided diagnostic support to other countries. The project brought a range of stakeholders to the policy table, including women's groups transitioning to organics. Strong partnerships enabled delivery, despite delays caused by COVID-19 restrictions and procurement issues.

Renuma Kumar (right) and Sera Dau (left) of CePaCT at Manaaki Whenua Landcare Research loading samples into a centrifuge as part of the DNA extraction protocol for taro plant virus screening.

Picture credit: © Manaaki Whenua Landcare Research/Kim Triegaardt



DIGITALISATION AND TECHNOLOGY

This pathway refers to using digital and other technologies to render systems and processes more efficient, effective and sustainable. This involves integrating technologies such as robotics, artificial intelligence and biotechnology to support decision making, promote sustainability and support equitable benefits from the digital economy.

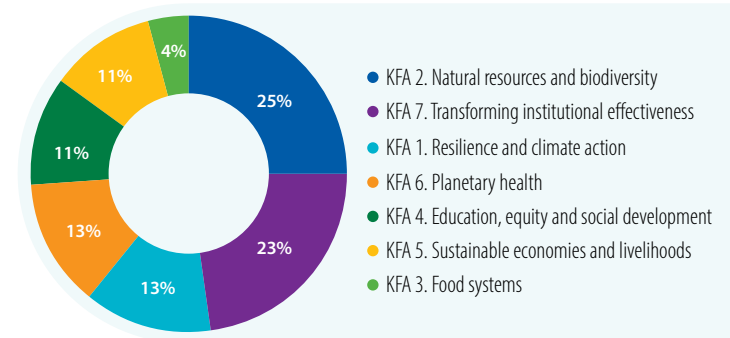
In 2022, our work in digitalisation and technology included supporting PICTs to strengthen their early warning systems, hazard-related monitoring systems and plans, and data collection tools for disaster risk management and resilience. The development and institutionalisation of standards, tools and mechanisms for technology implementation were also supported. Other projects included the protection of water sources, use of solar hybrid energy, and launch of various apps such as Pacific Tides and iRecall for nutrition data. Additionally, details were finalised to transition the hosting of the Toksave Pacific Gender Resource, an online portal to access gender research, from ANU to SPC. The 2021 PILNA report was also completed and presented for the first time through a digital platform.

In reflecting on work under this pathway, SPC staff highlighted that there is variation in the capacity and

capability of key audiences to access and use technology. Beyond 2022, mapping the current skills base, identifying training requirements, determining the strengths and weaknesses of various digital and technological tools, calculating the economic costs and benefits and understanding the ongoing connectivity issues, will need further consideration. Trust was identified as an important component in this pathway, alongside managing data security and effectively harnessing the growing area of open-source artificial intelligence tools and software.

Graph 32:

Results by pathway: Digitalisation and technology (n=55)



SRF indicators for digitalisation and technology

50+ digital apps
and platforms supported by SPC

55 results on the use of digitalisation and technology

including 33 SPC initiatives supporting digital infrastructure, technology and digitisation

CONNECTION TO ADAPTIVE DIGITAL PATHWAYS...



National qualifications software application to improve management of student data

EQAP developed a software application called the National Qualifications Assessment System (NQAS) to manage and compile the assessment evidence of learners pursuing national qualifications. The software was initially designed to help the Fiji Higher Education Commission (FHEC) but can now be adopted by other national quality assurance agencies across the region. The NQAS was developed using the agile methodology, allowing for the quick completion of the work and evaluation of the software's requirements, plans and results. The NQAS application provides the FHEC with a proper analytical tool, enabling the commission to view the number of enrolments in any approved national qualification, access assessors' evaluations and view a comprehensive history of a learner's performance for every qualification. The application also allows for the printing of student records of achievements, transcripts, validation of graduates' data and keeps a record of learners that have completed national qualifications. The FHEC Director, Dr Rohit Kishore, said the application had streamlined many of their processes, allowing the team to focus on other aspects of their work. During the development phase, the application was trialled, and the Interim Director, Vijay Naidu, said the software made student transfers between higher education institutions more manageable. The NQAS software can be customised to meet the needs of other national quality assurance agencies across the region.

Rukshar Khan, NQAS Lead Developer, presenting the new software to colleagues in Fiji.



Regional gender-based violence telephone counselling training

HRSD's PWL has delivered the first Pacific-specific regional training on telephone counselling for gender-based violence (GBV) crisis centres. The training aims to ensure that women and girl survivors of violence have access to quality services, no matter where they are. The training was designed to support the delivery of quality telephone counselling and was introduced in response to COVID-19 lockdowns, curfews and travel restrictions occurring in PICTs, resulting in many women being unable to visit crisis centres to access essential services. The PWL programme provides a weeklong training using the Pacific Toolkit for Telephone Counselling for GBV Survivors. The training encourages the sharing of knowledge and experiences among counsellors in women's crisis centres and other services supporting survivors. The initiative is helping to improve telephone counselling in the Pacific, providing the first Pacific-led and owned training for GBV phone counselling.

Candida Kaious, Project Coordinator of Weto in Mour at the Women United Together Marshall Islands conducting an outreach programme.





Lestina Berdon, from the Chuuk Women's Council's Tongen Inepwineu Counseling Center during a mock-counseling session.

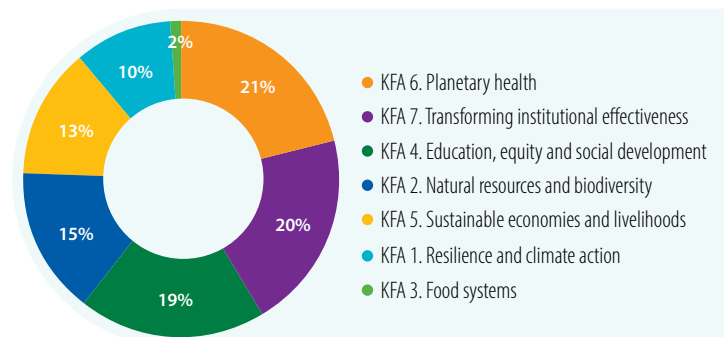
CAPABILITY AND INFLUENCE

SPC works to strengthen the scientific and technical capabilities and influence of Pacific people and communities. We do this through multiple approaches that incorporate traditional knowledge, equitable and inclusive learning, access to training and formal qualifications, stakeholder engagement and advocacy. As we champion a just, equitable and resilient Blue Pacific, we also invest in creating communities of practice with deep sectoral capabilities and leadership skills.

In 2022, SPC both led and collaborated with partners to deliver a wide range of capacity building initiatives that resulted in demonstrable change. Initiatives promoted social development and human rights, empowered adolescent girls, integrated social citizenship education, supported youth employment and provided coaching and mentoring to civil society organisations. In supporting healthcare systems in PICTs, we provided biomedical support for maintenance and repair services, awareness materials for NCDs and promoted continuous professional development for healthcare workers. Collaborations with other organisations delivered joint capacity-building programmes on nature-based solutions and climate change adaptation, and community engagement to help improve water and sanitation infrastructure. Across our work we engaged with

Graph 33:

Results by pathway: Capability and influence (n=201)



a wide range of stakeholder groups, including convening ministerial and high-level officials meetings, alongside direct engagement with community and marginalised groups.

Upon reflection, SPC staff emphasised the importance of being strategic and intentional when influencing change. On an external level, staff identified the potential to further harness SPC capability and influence regarding working with partners, donor requirements, risks, system and operational constraints, and international commitments, rules and regulations. On an internal level, staff recognised that there is opportunity to better understand our shared capabilities, such as the skills that can be harnessed across the organisation and where lie our strengths, as we increase the integration of work across divisions, share institutional knowledge and add value.

SRF indicators for capability and influence



11,208
people were engaged through training



185,068 social media followers



280,000+ people
reached through targeted activities, awareness and advocacy



479,294 visits
to the SPC website



97 results
on capacity building initiatives supported by SPC




756,608 people
engaged through SPC's platforms

Harvest strategy for skipjack tuna

Frameworks and rules for fishery practices in different regions are known as harvest strategies, and they are considered the best practice for sustainable fisheries management. However, developing and implementing harvest strategies is notoriously difficult, as in the WCPFC, which has over 40 member and cooperating non-member countries. Facilitating an agreement and passing these strategies has proved to be an incredibly challenging task. Since 2012, communication and work with PICTs, partners and WCPFC has promoted the benefits of harvest strategies for tuna fisheries, resulting in a major breakthrough.

In 2022, during the WCPFC meeting in Da Nang, Vietnam, the committee passed a proposal for a harvest strategy for skipjack tuna. This significant decision for the 'largest tuna fishery in the world' guarantees the ongoing sustainability of skipjack tuna stock, improving the transparency and effectiveness of management in the Pacific. This is the first step in a historic and globally significant management reform for the tuna fisheries

of the Western and Central Pacific Ocean. It is a testament to the critical role played by SPC's Oceanic Fisheries Programme, not only in technical and scientific work but also in capacity building, allowing members to feel confident in driving the harvest strategy approach.




Participants of a national harvest strategy workshop in Tonga exploring the possible consequences of different harvest control rules using SPC developed software.

Engaging scientists to become better communicators

The Fiji Meteorological Service (FMS) wanted to improve their communication strategy and focus on visual communication, as the language being used was too technical for the general public to understand. In early 2021, they requested support from SPC's Climate Outlook and Services for the Pacific (COSPPac) to improve their communication approach and visual communication skills. An FMS Media Liaison Officer was attached to GEM's communications team to work on re-branding the FMS social media channels and developing basic infographic templates. Follow-up action in 2022 included a sustainable approach to social media infographics and communications training for a core group of scientific and technical officers. User feedback has been positive, with communication efforts improving and increasing engagement from the public.

FMS Media Liaison Officer, Ana Degei, at SPC for her workplace attachment.



"Ten years ago, the Fiji Meteorological Service didn't do a fantastic job of communicating ... Weather updates via their website were often hard to interpret, rain radars were offline when you needed them, cyclone warnings were in UTC rather than local times. Over the last ten years their communication efforts have improved incredibly. This post goes beyond just better communications. This post shows that they are putting themselves in their users' shoes ... It shows that they care about engagement."

—Marita Manley of Talanoa Consulting in Suva

OUR APPROACH

SPC VALUES

Our Pacific values guide us - respect, solidarity and mutuality - in navigating towards our collective well-being and prosperity. Voyaging together as we serve our Blue Pacific, we embrace four key values: enginkehlap/generosity, kaitiakitanga/stewardship, gida gaituvwa/unity and aroha/care.

In 2022, staff identified the key ways we work together towards the shared vision and uphold the values that underpin the organisation. Here are some examples against each of the four values:



Enginkehlap/Generosity

We provide for each other. We work together towards our shared mission valuing all contributions.

“ Two months into my role I've seen HRSD staff all contributing towards our annual work plan for 2023, and valuing all contributions. ”



Kaitiakitanga/Stewardship

We are stewards of our Blue Pacific. Our history, knowledge and science hold the solutions for contemporary challenges.

“ Stewardship or guardian of the sea. My project involves marking of hazards and reefs and landmarks to provide guidance to fishers and seafarers to come home safely and protect the environment. ”



Gida Gaituvwa/Unity

We progress together. Leaving no one behind, we harness the richness of our history and culture across generations.

“ GEM's business plan development was anchored in the values of SPC. This work was around ensuring cultural and traditional knowledge approaches are embedded in all of our work. This is a great example of progressing together. ”

“ Our team progresses work very quickly and as I was sick with COVID-19 much had moved on [in my absence]. However, on my return, my colleagues very generously met and updated me and brought me back up to speed. ”



Aroha/Care

We care for each other. The well-being of our people and places are at the centre of our efforts.

“ When I resumed work in the office [after maternity leave], it took a big load off my shoulders having a dedicated room [a safe space as I liked to call it] where I can express milk and store it safely. The room has two comfortable sofas, a changing table, a baby cot (bed), two spare pillows and an electric kettle. All the essentials I need for when I express milk or when my baby visits me in the office. I am a new mum, and to have this dedicated space really makes it work for me and maintains the work-life balance. I am appreciative to the team here in PWL for making sure this room was set up before I started work in office over a month ago. ”

“ On 15 January 2022, the Hunga-Tonga-Hunga-Ha'apai volcano erupted and triggered a tsunami that destroyed homes on Tonga's nearby islands. This was followed by a COVID-19 outbreak. I felt the SPC value of care (aroha) when my SPC colleagues from different countries and cultures reached out to me and my fellow Tongan staff to check if our families back in Tonga were safe and to let them know if we needed help. Not only did SPC staff contact us, but also our member country stakeholders, with whom we have built working relationships from doing SPC work. To me, that is aroha in action. ”

INDIGENOUS AND TRADITIONAL KNOWLEDGE

SPC recognises that only through connecting culture, traditional and indigenous knowledge, to the rights and aspirations of Pacific people, will there be meaningful progress towards achieving our desired impact. As outlined in the strategy, SPC is committed to combining cutting-edge scientific capacity with Pacific traditional knowledge to actions along all our pathways including: to improve biosecurity, management of diverse land, water and ocean natural resources, ecosystems, and the conservation and utilisation of Pacific genetic and renewable resources. We want to see multiple ways of developing scientific and technical capabilities that incorporate traditional knowledge and support the work of Pacific scientists, professionals and future leaders.

There are currently many instances where this has occurred across SPC programmes. For example, seafarers have shared how they use stars for navigation, traditional fishing methods using different traps have been harnessed, local knowledge, early warning signs for cyclones have been shared with meteorologists and traditional knowledge was even integrated to improve the quality of a cocoa product.

However, there is still a great deal more to be done if Pacific ways are to be at the core of every line of work. Recognising the importance of incorporating and safeguarding traditional knowledge, SPC is considering how best to manage the process of working with knowledge holders to ensure the process is appropriate. We are intending to improve the management of this complex dynamic by always asking permission and building trust with knowledge holders to ensure that we are engaging in the right way. We are considering what ethical guidelines, protocols and processes are currently in place and how these can be improved. SPC is endeavouring to ensure that there is extra time allocated in schedules, funding is available, data governance protocols are adhered to and traditional knowledge is incorporated at the design phase of programming. We recognise that traditional knowledge is intertwined with dynamic and ever-changing cultures and therefore it is important to determine who is best placed to document both the knowledge and the process. Above all, SPC is working to ensure that our work is relational and not simply transactional.



Kaitiakitanga of our marine resources: Community ambassadors champion traditional sustainable fishing methods

In 2022, SPC launched a series of videos titled 'Guardians of the Pacific,' showcasing sustainable fishing practices from across the Pacific region. These videos featured community champions from eight PICTs and were showcased on social media, reaching over 500,000 views, making the series the most viral SPC online content to date. This project highlights the power of social media in sharing inspiring stories and encouraging others to participate in sustainable fishing practices.

In another initiative, FAME trained 17 university students to be youth ambassadors of sustainable fishing, who then created a series of 17 radio podcasts that were aired on the most popular radio station in New Caledonia. This initiative aimed to reach a large audience and inspire locals to engage in and act on sustainable fishing practices while incorporating traditional and cultural methods around sustainable fishing. This approach aligns with the Pacific value of kaitiakitanga, which emphasises the importance of guardianship and responsibility towards the environment.

These community initiatives occur alongside regional coordination through the Community-Based Fisheries Dialogue (CBFD) convened by SPC. The second CBFD in 2022 provided a platform for 26 representatives from civil society, local communities and other non-state actors to share their challenges, concerns and proposed solutions. The outcomes of CBFD2 are presented to the Heads of Fisheries meeting and transmitted to the Regional Fisheries Ministers Meeting and Pacific Leaders meeting in hopes that the voices of the communities are heard and acted upon. Through kaitiakitanga and collaborative efforts such as these, we can ensure the sustainable management of our ocean resources for generations to come.

Each episode of the 'Guardians of the Pacific' series of videos looks at the lives of a different fisher talking about the challenges they face and the practices that are working in their village. A leader in her community, Malia Peata Sioko Noa, is the only woman in her village of Kolonga to sit on the fisheries management committee and loves helping older fishers.



[Watch a video on YouTube](#)

Guardians of the Pacific S1 Ep11: Malia, Tonga



OUR FLAGSHIPS

Flagships were introduced in 2022 to bring together SPC's scientific and technical abilities and deliver integrated responses to critical regional priorities. Our four flagships, Climate Change, Oceans, Gender Equality and Women's Empowerment and Food Systems, bring a One SPC approach to the challenges and opportunities facing the region.

The flagships have ambitious targets and work at scale to achieve collective impact towards SPC's Strategic Plan 2022–2031, and the 2050 Strategy. The flagships are critical to realising KFA 7, transforming institutional effectiveness.

Flagships have both strategic and operational value. They create a clear entry point for members and partners who want to engage with SPC's capabilities. They enhance visibility and alignment with our members' priorities. In terms of resource mobilisation, they articulate SPC's value proposition and inspire strategic partnerships. Once fully established, the flagships will provide a conceptual framework that will allow members and donors to track results and investments more readily.

Each flagship is at a different stage of design and inception. **The flagship design process can be summarised in six key steps:**

- **1. Identify** a core internal taskforce and divisional leads to lead the work;
- **2. Stocktake** and map existing services and capabilities;
- **3. Build** and align ambition to SPC's KFAs and related regional and national priorities in the area;
- **4. Engage** with members at national and regional levels;
- **5. Identify** governance and management arrangements, and capabilities needed for the flagship to deliver; and
- **6. Develop** a results framework that streamlines tracking and reporting through SPC's SRF.

Each flagship is also in the process of attracting anchor investments that support flagship development. Consistent with the organisational learning documented throughout the pandemic, we are clear that flexible funding over longer grant timeframes is key to realising the strategic value of each flagship for our members.

FLAGSHIP CLIMATE CHANGE

The threat of climate change demands that SPC take a whole of organisation response to this critical regional challenge, the climate emergency as espoused by Pacific Leaders. Our members identified KFA 1, resilience and climate action, as the core of our strategic plan. We are realising this through an integrated Climate Change Flagship that facilitates our strategic approach to delivering on, and scaling up climate action for our members, and facilitating access to climate finance for the region.

In 2022, SPC identified seven dimensions to address climate change, three climate actions and four enabling actions (as seen below) and developed a rationale for each, based on regional and national commitments. We conducted an initial stocktake across all dimensions to identify of SPC's collective capability and services provided to members. Divisions have intensified collaboration to scale-up their capabilities related to climate change action, both internally given the breadth of our related services and capability in climate change, and externally with our key partners in the region through the One CROP Plus mechanism, and the FRDP-Pacific Resilience Partnership (PRP).

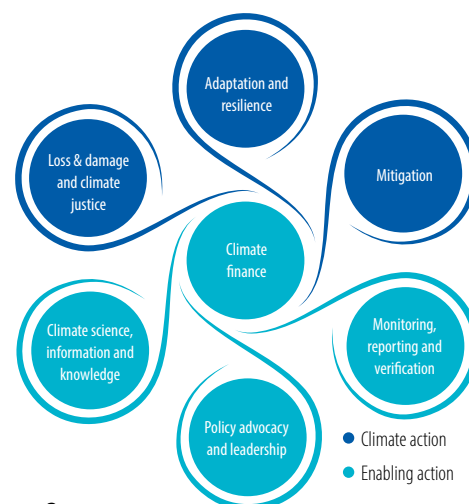


Figure 3:
Seven dimensions of climate action and enabling services



FLAGSHIP FOOD SYSTEMS

SPC is the only regional agency that has combined capabilities in multiple areas related to the blue and green nexuses of food production, consumption, trade and policy. Our work in agriculture, fisheries and aquaculture sits alongside our provision of expertise and support to members in health, climate, ocean science, disaster resilience, landscape management, water, energy, culture, human rights, youth, gender and statistics. This flagship brings together regional expertise and existing centres of excellence to realise national and regional food system priorities and elevate the voice of Pacific people in global forums.

In 2022, SPC leveraged the strong levels of engagement that occurred at the 2021 UN Food Systems Summit. This included conducting an analysis of the national food systems pathways completed by 12 PICTs. SPC is working with members to highlight the importance of blue foods through conversations on regional and global food systems. SPC hosted events leading up to and during the Our Oceans Conference in Palau, and supported the Global Blue Foods Alliance. This dialogue and resulting evidence are informing our Food Systems flagship and are being used to leverage resources for Pacific food systems. Under the flagship, we have identified draft action areas, including science for nutritious and resilient food production, healthy and equitable food environments, critical public goods for Pacific food systems, innovation in coastal and atoll food systems, future food capacities, innovation in coastal and atoll food systems, future food capacities and harnessing digital technologies.

Draft action areas:



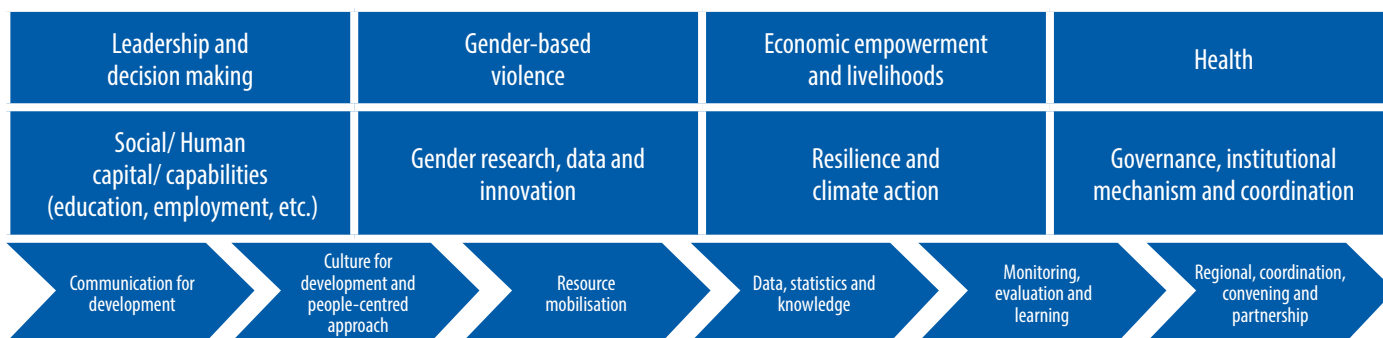
FLAGSHIP GENDER EQUALITY AND WOMEN’S EMPOWERMENT

While we have seen improvements for women and girls, including access to education and healthcare, the Pacific region has made limited progress on SDG 5 (gender equality), the Beijing Declaration and the Pacific Platform for Action on Gender Equality and Women’s Human Rights. This is compounded by pervasive problems, including high levels of violence against women and girls, limited access to reproductive health services, increases in rates of NCDs among women and low levels of political representation.

In 2022, development partners made significant investments (PWL, WIL programme and divisional gender-specific) that will anchor SPC’s Gender Equality and Women’s Empowerment Flagship. Through an AUD 60 million

investment, the addition of the PWL team to SPC provides an important value-add across all our areas of work. The WIL programme focuses on promoting gender equality and women’s empowerment within the organisation. Between May and July 2022, SPC undertook a leadership audit, with the aim of enhancing SPC’s corporate direction by embedding substantive equality through a change in organisational culture, and strengthening accountability mechanisms, policies and procedures. A taskforce on WIL, chaired by the Deputy Director-General, was established to guide the audit process. A gender community of practice was set up to provide coordination and gender mainstreaming across divisions and sectors. SPC also formed a gender flagship core group that identified technical and enabling dimensions and enablers for the flagship (see below). SPC also worked closely with the CROP Women of the Wave Network to support regional efforts on gender equality and women’s empowerment. The gender flagship will strengthen and resource these efforts.

SPC’s Gender Equality and Women’s Empowerment Flagship: Proposed dimensions



FLAGSHIP OCEANS

SPC’s Oceans flagship will build on the work of PCCOS, which has supported a significant cross-organisational focus on oceans. This flagship is already a focal point for member and global engagement on the oceans, including through the UN Oceans Decade. In 2021 and 2022, PCCOS organised five virtual Oceans Labs, gathering over 650 participants; supported the Vanuatu Ocean Office in implementing their national ocean policy; and developed the Pacific ECOPs Network.

Through PCCOS, SPC is working towards delivering a Pacific Islands Ocean Decade Collaborative Centre to improve regional coordination on ocean science and the Ocean Decade. In 2022, it mobilised resources to establish a Pacific Islands Ocean Acidification Centre, and for continued work on the Climate Resilient Marine Spatial Planning project and Pacific Solutions Integrated Oceans Management programme.

An SPC Ocean Flagship will build on the solid foundation of PCCOS to articulate the work SPC undertakes in this area, not only through science but also including policy, cultural, legal and governance support to members.

LEARNING AND ADAPTING

As detailed throughout the report, programming and implementation in 2022 were impacted by a range of significant global and natural shocks and events that prompted SPC to pivot quickly. This section highlights the

lessons learnt and adaptations required to navigate new courses. The information is presented thematically against the section of SPC's theory of change that relates to the five approaches SPC uses to achieve outcomes.

OUR THEORY OF CHANGE



Integrating science and Pacific knowledge

As noted in the indigenous and traditional knowledge section, there is complexity in ensuring Pacific ways are embedded, and that science and Pacific knowledge are integrated, in our work. Ensuring enough time is allocated, the resources are available and governance protocols are upheld, are ongoing considerations. As SPC continues to invest and explore this integration, lessons have been learnt from initiatives such as the Vaka Moana Ocean Labs. Pacific traditional knowledge contributed, not just in an ad hoc way, but in a systematic way to identify and implement sustainable solutions to the challenges facing oceans. The outputs of the process were used to shape SPC's strategic plan. Similarly, it is community ambassadors at local level who are championing sustainable fishing practices through community-based fisheries management approaches implemented by FAME and partners. Through supporting kaitiakitanga of marine resources, social media was a powerful tool to ensure the local voices were heard at the regional level. Social media posts inspired other knowledge holders to exchange across generations.

Strengthening individual and institutional capacity

Faced with impacts to our operating environment due to factors such as natural shocks, global supply chain issues and

the pandemic, our workplans, budgets, travel, deliverables, staff health and recruitment all required flexible adaptive management approaches. Programme implementation plans were continually reviewed, in-country coordinators and consultants helped expedite the implementation of projects, and capacity had to be built for managing the hybrid forms of service delivery.

In EQAP's work on strengthening Pacific tertiary education through micro-qualifications, they experienced challenges in engaging both independent evaluation experts and sufficient capability to compile the applications for micro-qualifications. They learnt the importance of creating and maintaining a qualified pool of in-house assessors to ensure sustainability and the programme went on to grow and attract even more organisations interested in the service. Reorienting staff workloads was a necessary adaptation for SDD in their work in using statistics to characterise food systems. Enabling staff to reprioritise certain parts of their work meant they could apply their knowledge and enhance the statistical capacity in the region. Lessons about change management were integral to strengthening institutional capacity through the shared finance services project. Being patient, communicating clearly, fostering the commitment from leadership and persevering to overcome challenging dynamics were all crucial adaptations.

Building trusted relationships

Relationships built on trust were never more important as in 2022 where we navigated both ongoing border restrictions as well as the resumption of travel and face-to-face interactions as borders began to open. Adopting new technologies and using online tools for communication continued to be part of trialling new ways of working. Trusted relationships provided a solid platform upon which to adapt and learn together.

Hybrid solutions were a way of overcoming a range of communication barriers while also continuing to allow for relationships to be fostered and further developed. Several online applications were tested to increase remote interactions, assess trainees or obtain feedback from participants. EQAP developed its new software system, **NQAS** to assist national quality assurance agencies across the region in managing and conducting assessments. FAME adapted the Pacific Fisheries Leadership Programme from face-to face pre-COVID-19, to a hybrid online/face-to-face offering as borders reopened. Lessons from these transitions indicated that although in-person delivery of leadership training is preferred by participants and facilitators, virtual delivery enables participation by more people. Therefore, an appropriate balance is required that considers the pros and cons of both approaches.

Key lessons were also learned on the importance of SPC's relationships with national governments. The **CFU** appreciated being able to leverage the existing trusting relationships that SPC had maintained to be able to build member engagement and further ownership. CCES acknowledged that trust between staff in the regional offices and employees in technical positions supported access to climate finance. PHD also learnt valuable lessons about the importance of interpersonal dynamics when facilitating the **PGCFE course** in Vanuatu. They shared how effective leadership, tailored support, putting the needs of others above self and effective collaboration and cooperation, were essential to an empowering process.

Working in culturally, contextually responsive and people-centred ways

A key element to working in culturally and contextually responsive and people-centred ways is meaningful engagement. Until borders began to reopen, providing remote support, particularly in relation to engaging in meaningful ways and transferring knowledge, was difficult. Internet connectivity issues, hardware or technology breakdowns, communication challenges, untimely responses, last-minute requests and meeting fatigue were examples of factors that compounded an already difficult operating context. PCCOS learnt lessons about the difficulty of finding the right balance between ad hoc requests versus planned activities, as being responsive did result in a significant degree of revision to planned activities and budgets. Several SDD work areas, such as census and surveys,

had to be delayed due changing focus with an increase on rapid assessments and re-adjustments to country priorities. In supporting inclusive participation, HRSD was effective in ensuring the Fijian election was accessible to more people than ever before. They were able to support the meaningful engagement of persons with disabilities and organisations for persons with disabilities at the core of planning and decision-making processes.

Convening, creating a shared understanding and pathways to impact

Throughout 2022 we continued to collaborate, mobilise resources and capabilities to strengthen and complement existing regional mechanisms. Throughout our sustained support in convening technical support for maritime boundaries, we continued to learn and improve how to communicate, influence and advocate. In the process of developing the agreement between Fiji and Solomon Islands concerning their **maritime boundary**, to overcome the challenges of needing to continuously communicate with both high-level government representatives and staff at an operational level, SPC found that the most effective mechanism for developing a shared understanding was to develop a community of practice. We learnt that establishing such an entity improved ownership at national level, the sharing of data, maintenance of collegial interactions and building of capacity.

SPC also learnt valuable lessons during the process of convening the inaugural **PDRMM**. A small and dedicated team coordinated the ministerial meeting that included community voices and civil society in a short time and under extenuating circumstances. Allowing more time to clearly delineate roles and responsibilities prior to engagements was recommended in future to further facilitate efficient processes during the meeting. We also convened our first face-to-face **CRGA meeting and Conference** since COVID-19 border closures in 2020, learning and adapting to what large-scale travel and meeting arrangements look like as borders reopened.

Finding the right balance between providing technical and scientific support and building confidence and capacity throughout all interactions was a key learning across several initiatives. This was a priority for the **harvest strategy for skipjack tuna project**, which enabled members of the WCPFC to adopt a historic agreement. Similarly, the success of data systems initiatives, such as **tuna data management systems** and the **PDH**, were credited to the close level of collaboration that occurred between SPC, national partners and users. SPC also had to consider how to manage balancing dynamics between multiple partners when it supported the development of the **NCD legislative framework**, and support inclusive participation through initiatives such as the CRB awareness programme and support for girls to take on leadership roles in their communities.

STORIES TO SHARE AND LEARN FROM...



LEARNING FROM OUR EVALUATIONS

SPC is committed to drawing on findings from reflections, reviews and evaluations to inform our efforts to strengthen the organisation. SPC continued to develop its internal capabilities in evaluation by participating in regional and international training and conferences, and providing ongoing support to reviews of its programmes and projects in collaboration with relevant partners. SPC continues to support the utility and use of its evaluation findings through communication and the creation of knowledge products.

The first of three strategic level independent evaluations, titled [Pacific Community Strategic Plan 2016-2020 Capstone Report](#), was completed early in 2022 by Allen + Clarke Consultancy of New Zealand. This evaluation report reviewed SPC's previous strategic plan, with findings, key actions and accompanying knowledge product presented to the CRGA Subcommittee for the Strategic Plan in June. The report found SPC was a stronger organisation in 2020 than in 2016. It noted improvements to its financial management, planning,

reporting systems, resourcing and organisational culture, including reflection and learning. In general, the evaluation found that SPC's work and influence in the region for the duration of the strategic plan was very positive, attributing results to its relationships and capability across diverse areas of work. The evaluation noted that SPC has made important contributions towards achieving development objectives. The report also made findings in relation to SPC in a regional context and the extent to which the strategic plan enabled SPC to align with regional decisions. SPC agreed to all ten report recommendations and a management response was developed to address them.

The second strategic evaluation was completed in December 2022, titled, [Australia-SPC Partnership Evaluation 2022: Final Evaluation Report](#). It was commissioned by SPC and the Australian Department of Foreign Affairs (DFAT) and undertaken by the University of Technology Sydney, CoLAB Consulting and Strategic Development Group.



“The evaluation found the Partnership significantly strengthened SPC’s institutional capabilities, drove reform of the organisation and increased SPC’s focus on gender inclusion. The report considered the Partnership represented value for money, delivering a wide scope of activities effectively and efficiently. The evaluation’s findings will inform negotiations on the next Partnership between the Government of Australia and SPC over the course of 2023.”

DFAT

Twelve recommendations were made and DFAT provided a response, explanation and an action for next steps, many of which also relate to learnings for SPC. For example, DFAT agreed with the recommendation to review the partnership between DFAT and SPC and clarify functionality and expectations of roles to inform next phase of the Partnership.

The third strategic evaluation in 2022 was the mid-term review of the core funding partnership between the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and SPC, completed in November 2022, titled, [Mid-term review of the Pacific Community Core Funding \(2020-2024\)](#). It was commissioned by MFAT and undertaken by Allen + Clark. The report found the core funding partnership has been highly relevant and effective in contributing to SPC delivering on its strategic and divisional plans. The flexible nature of the membership, voluntary programmatic funding and the strong relationship between MFAT and SPC were seen as critical factors underlying the success of the funding partnership. Eleven recommendations were made identifying some minor adjustments that may be beneficial, although the report noted the funding partnership is working well and there was no immediate need for adjustment.

In addition to the above evaluations, at the request of the Chair of the 12th Conference of the Pacific Community, a technical review of SPC was undertaken by a Friends of the Chair Group. The review aimed to ensure that SPC was in the best possible position to implement its new Strategic Plan 2022-2031 and participate impactfully in the implementation of the 2050 Strategy. The report made five recommendations for the organisation to better meet member expectations.

Members agreed that a terms of reference be developed for a full independent review following the process of the Review of the Regional Architecture.

Overall, the strategic evaluations revealed significant improvements in SPC's financial management, planning, reporting systems, resourcing and organisational culture. The three strategic evaluations resulted in a total of 33 recommendations, all of which were accepted by SPC, indicating a commitment to continuous improvement and strengthening of partnerships. There were some similarities in the intent of some of the recommendations from the evaluations, including:

- The relationships between the Secretariat and the members require commitment to engagement based on trust, communication and values/principles.
- Strengthen systems and processes to support closer alignment or greater visibility of alignment and contribution of SPC work to member priorities.
- Continue to strengthen SPC as an institution (effectiveness, efficiency, cultural competence, localisation of workforce, flexible and sustainable funding).

Overall, the evaluations underscored the importance of strategic evaluations in providing critical feedback and facilitating organisational learning towards implementing the new Strategic Plan 2022-2031.



LOOKING FORWARD

SPC's Strategic Plan 2022–2031 defines our future in the region. It outlines a 10-year journey guided by Pacific ways of knowing and learning, building on our assets, resources and partnerships as we sail towards our preferred Blue Pacific future.

SPC's Futures Community of Practice was established in 2021, made up of over 40 staff building strategic foresight capability at the individual, team and organisational levels at SPC. Throughout 2021 and 2022, SPC facilitated training and futures workshops with members and partners across oceans, agriculture, fisheries, forestry and transport sectors. Through these consultations and workshops, key actions were identified to realise our desired future for 2031. Drawing from these insights and learning from our lessons, this section presents a summary of the approaches set out in SPC's theory of change.

Integrating science and Pacific knowledge

Integrating science and Pacific knowledge is crucial to SPC effectively supporting a resilient Pacific. In 2023, SPC will embark on innovative participatory processes that incorporate Pacific knowledge, foresight and deep scientific knowledge to develop a regional agriculture and forestry research agenda and the first Pacific strategy on agriculture and forestry. Improving our ethical guidelines, protocols and processes, along with ensuring that traditional knowledge is integrated into the design phase of programming, are critical steps that will help us achieve our 2031 aspirations. Navigating this complex undertaking requires continued emphasis on the importance of relational over transactional approaches.

Strengthening individual and institutional capacity

As we support a region where Pacific people and communities are thriving and resilient, we will continue to prioritise capacity strengthening across all our work. As technological innovations are introduced that support new ways of working, SPC will continue to apply a people-centred

approach in our science, research and technology and be guided by our organisational values. Bringing everyone along on the journey and finding the right balance of engagement approaches will be a priority. Effort will be directed towards building capacity of members through supporting local initiatives and strengthening our own capability internally to share ongoing learning. In 2023, we will launch the five-year PACER Plus initiative in partnership with the New Zealand Qualifications Authority to establish a Pacific Qualifications Framework Secretariat within EQAP which will enhance the quality and standards of qualification-based capacity strengthening activities across the Pacific.

Building trusted relationships

Trusted relationships are central to how we work and the results we achieve. SPC values these relationships between staff, members, partners, communities and stakeholders. Our strategic plan also recognises our connectivity and harmonious relationships with the land and sea. Through our connections between culture, traditional and indigenous knowledge; the land and sea of the region; and the Pacific people, their rights and aspirations, we give meaning to our KFAs. As we go forward, we will continue to deepen the existing level of trust and invest effort to build new relationships. In 2023, through working in trusted ways with local consultants to conduct the 4th Benefish studies, SPC will publish the 4th edition of Fisheries in the Economies of Pacific Island Countries and Territories, which will include a chapter for each PICT and support decision making through trusted and reliable information. We commit to being guided by our organisational values in our relationships – providing for each other, working together towards the shared mission, leaving no one behind and caring for each other.

Working in culturally, contextually responsive and people-centred ways

We recognise and value the importance of diversity in all its forms and will continue to work to ensure our programmes and services are sensitive and inclusive to the contexts and communities within which we work. Placing people at the centre of our work, includes engaging with local communities, respecting cultural protocols and incorporating traditional knowledge and practices into our work. Finding ways of ensuring these approaches are incorporated at the design phase of programming will be a priority. A regional GBV/DV counselling framework will be developed in 2023 using participatory approaches. The framework aims to provide the Pacific region with appropriate and contextualised guidance to enhance consistent, timely and quality counselling service provision for survivors/victims of GBV/DV, incorporating key learnings from the development of national counselling services guidelines. Gender mainstreaming within SPC will also be strengthened through the WIL programme where extensive efforts to support capacity building, leadership pathways for women and institutional strengthening on gender equality has commenced. This support will be extended to CROP agencies to support regional commitments under the revitalised Pacific Leaders' Gender Equality Declaration. Looking forward, we envision CROP agencies as a collective mainstreaming gender across all that they do and supporting our member governments in doing the same.

Convening, creating a shared understanding and pathways to impact

Through our convening power, we will continue to amplify Pacific voices across regional and international forums. Coordination and collaboration across all our areas of work is particularly critical as travel resumes and we look to strategically harness both virtual and in-person ways of working, building on our shared learning on the strengths of each approach. In the final quarter of 2023, we will be convening the Heads of Planning and Statistics Meeting which has not convened since 2017 with a commitment to further strengthening regional statistical governance and improved engagement with NSO's. Deepening partnerships, coordination and localisation at both regional and national levels can also mitigate the challenges around absorptive capacity. We will scale up our four flagships to strengthen our capabilities, harness national leadership in climate change, food systems, oceans and gender equality and women's empowerment and leverage resource mobilisation opportunities for collective impact. Realising our Leaders 2050 vision for the Blue Pacific continent is contingent on our contribution to the pathways to impact, we commit to partnering with CROP and members as we embark together to implement our strategic plan and the 2050 Strategy.



APPENDICES

APPENDIX 1 – RESULTS REPORTING METHODOLOGY

Oversight of the implementation of SPC's strategic plan and results reporting

The strategic direction of SPC is set by the Conference of the Pacific Community in the Strategic Plan 2022-2031, which outlines the key focus areas and pathways, our ways of working. The Director-General is responsible for the implementation of the strategic plan, which is overseen by the CRGA Subcommittee for the Strategic Plan. The Director-General is required to report annually to the CRGA on the secretariat's progress in implementing the strategic plan. The annual results report is first considered by the CRGA subcommittee, which provides its opinion on progress to CRGA. The updated SRF was approved at CRGA 52.

SPC's PEARL policy

The [Planning, Evaluation, Accountability, Reflection and Learning \(PEARL\) policy](#) sets out SPC's annual reflection, learning and reporting process, including the development of the results report. The PEARL principles and processes provide the mechanisms for SPC to increase the effectiveness of SPC's work and strengthen engagement between the

secretariat and its members and partners. It also strengthens alignment between planning, budgeting, evaluation and reporting at all levels of the organisation. In supporting development effectiveness, PEARL provides for learning from experiences so that SPC can apply these lessons to improve practices and services to members.

The PEARL policy requires the Director-General to convene an annual learning and results workshop to consider the progress of the implementation of the strategic plan. The outcomes from the workshop are used to inform the annual results report and planning for the following year. Ideally the workshop is to be attended by the Executive, directors, MELnet and a broad range of managers from across the organisation. Directors are required to convene division and team level reflection sessions twice a year, to gather and discuss evidence on progress of implementing business plans, programmes and projects. The outcomes from these workshops are used to inform divisional contributions to the mid-year and annual results reporting.



Results reporting

The results report provides analysis on SPC's progress against the strategic plan's KFAs based on quantitative and qualitative evidence for the reporting period (1 January to 31 December). Reporting is informed by the reflection processes outlined above. In addition, through the reporting intelligence, SPC produces a series of reporting products to suit the needs of CRGA members and the Executive in formats that are easy to access and useful for decision making. The annual results reporting products are made publicly accessible on the SPC website and the through the PDH. The products are shared across the organisation through multiple communication channels to encourage the uptake and utilisation of findings and learning.

The report is endorsed by the Senior Leadership Team (SLT) and then discussed by the CRGA Subcommittee for the Strategic Plan, which then develops an opinion for CRGA for endorsement of the report.

SPC's results glossary

SPC's internal PMEL results glossary clarifies and defines SPC's results hierarchy, or types of expected organisational and developmental changes. The glossary is intended to support consistent understanding across the organisation for assigning result type. The glossary defines five key result types:

- **Outputs** are the products, goods or services we deliver to our members or internally through our actions. An example of an output is developing a tool or resource kit.
- **Changes in knowledge** are the individual skills and capacities acquired, and raised awareness. An example of change in knowledge is when SPC's training delivery (output) contributes to new information acquired and demonstrated, for example via a pre- and post- training survey.
- **Changes in attitude** are evolutions in people's beliefs, opinions, motivations and intentions. An example of change in attitude is Pacific leaders reaffirming a commitment to take urgent action on a particular issue.
- **Changes in practice** are the application of acquired knowledge, skills capacities and changed attitudes. An example of change in practice is the application of an innovative web-based system in a member country.
- **Impacts** are the longer-term outcomes at the individual, institutional or population level. Examples of impact is increased access to justice by women and implementation of laws.

Roles of SPC teams in the preparation of results report products

Who	Role
Divisions and corporate teams	Undertake reflections against their business plans, prepare inputs to the report, participate in the Learning and Results Workshop (LRW), undertake peer review of stories of change and review drafts of the results report.
MELnet	MEL expert focal points for divisions and SPL develop and test processes and templates; lead development and monitoring of division's results frameworks; share expertise, practices and lessons across the organisation; work with directors and divisions to facilitate preparation of inputs to the result report, including division results frameworks and stories of change.
SPL	Provides MEL corporate support, capacity development and capacity supplementation to MEL in divisions. Convenes the LRW on behalf of the Director-General. Coordinates the collation, validation, moderation, analysis and synthesis of the inputs for annual results reporting.
Publications	Edits all text for results reporting and the Results Explorer. Prepares format, layout, infographics and final version of the results report and associated products to strict deadlines. Coordinates with Translation.
Translation	Translation of full results report and Results Explorer from English to French.
PDH, MELnet, SPL	Prepare and upload Results Explorer data into the PDH (English and French).
Corporate Communications	Communications services for the annual LRW, advice on key messaging for results reporting products, utilisation of results information in communications outputs.
D-G and SLT	Responsible for ensuring timely provision of all result report inputs to SPL. Division directors approve annual reporting against their division's results framework prior to submission to SPL. Review results reporting products prior to the CRGA Subcommittee for the Strategic Plan.
CRGA Subcommittee for the Strategic Plan	Represents members and closely oversees the direction of this report.
CRGA	Endorses the report.

Process of developing the results report

The following is a high-level overview of key elements of the process:

- SPL circulates reporting requirements, templates and guidance notes, incorporating any continuous improvement needs identified by the CRGA Subcommittee for the Strategic Plan or SPC staff
- Divisions undertake their end of year reflection processes
- Divisions provide stories of change for presentation at the LRW
- LRW convening in December with agenda, including peer review and sharing of stories of change (day 1), sessions on SPC Pathways, learning, adaptation and innovations and insights (day 2)
- Following the LRW, divisions provide:
 - a. written stories of change with images, as per the stories of change guidance note
 - b. completed Results Frameworks for the calendar year in the Excel template
 - c. a list of scientific peer-reviewed publications and project evaluations published in the calendar year
 - d. impacts on work plans and budgeting by project
- SPL gathers inputs from all divisions and undertakes a process of quality assurance, moderation and aggregation of inputs. This analysis forms the basis of result report chapters against each KFA. Additional sources of information includes LRW discussion notes, papers presented to CRGA, published evaluations and mid-year reporting inputs
- Publications edit and layout the draft results report and prepare charts, figures, illustrations and infographics
- CRGA subcommittee endorses the approval of the results report, and provides an opinion of the report to the full CRGA membership
- The final results report is published and posted online, along with the Results Explorer which lists all results and enables users to filter and view results in both English and French
- Country-specific results reports are also produced for all PICT members on their results and stories of change.

Development of key products/inputs to the results report:

Results frameworks:

- Co-development of the SRF was undertaken during 2021-2022. The SRF was endorsed by CRGA in 2022. MELnet and SPL work together to ensure alignment between the new SRF and divisional results frameworks
- A common results template completed by divisions, supported by division MEL focal points, initial point of data quality checks and verification, performance assessment rating applied
- Results frameworks reviewed by SPL team, peer-review and standardisation/normalisation of results across all divisions, often involves several rounds of review between SPL and division MEL focal points, with final review by division MEL focal points
- Reviewed results are collated into a mastersheet containing all results reported for the year
- The quality assurance process includes:
 - a. Cross-checking information against results reported in the previous year to ensure results are new
 - b. Ensuring results reported in results frameworks are consistent with the strategic plan, including mapping to KFAs and pathways, SPC's results hierarchy, the results glossary, the reporting instructions included in the results framework template and any other feedback provided to the division on their result framework earlier in the year
 - c. Ensuring adequate evidence and information is provided for each reported result
 - d. Cross-checking information on integrated work provided by multiple divisions
 - e. Providing feedback, including requesting clarification from divisions on reported information
- This being the first report under the new strategic plan, it includes the first attempt at mapping results to the KFAs and pathways, best efforts have been made to validate and moderate the tagging of results. Some evolution of this process is expected in subsequent years
- An analysis of results is prepared by KFA, result hierarchy, SDG and pathway. The results master sheet is the basis for all summary result graphs and tables included in the report
- The results master sheet is edited, translated and uploaded to the Results Explorer.





Stories of change:

- Approximately 2–5 stories of change are identified within each division
- Stories are presented at the LRW and subjected to a process of peer review in breakout groups, postcards of change are developed and participants also indicate which stories resonated most to help inform how stories are placed throughout the report
- Stories are reviewed to ensure they contain the required elements described in the guidance notes and cross-checked against what was reported in the previous year to ensure reported results are new
- Divisions write stories, incorporating peer review insights; and stories are reviewed, edited and translated
- SPL reviews stories of change, identify placement throughout the report and integrate stories into analysis.



Temporary tide gauges/pressure sensors are deployed and used by the Oceans Monitoring and Predictions Team in the GEM Division to measure tides and waves.

SPC Strategic Results Framework

Vision and Mission	<p>SPC Vision: We are voyaging towards a resilient Pacific. A region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment and resources of our Blue Pacific Continent.</p> <p>We recognise our role as stewards of our Pacific Ocean and are responding with urgent collective action to the threat of climate change.</p> <p>SPC Mission: To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.</p>						
Goals	<p>All Pacific people benefit from sustainable development All Pacific communities and cultures are empowered and resilient All Pacific people reach their full potential and live long and healthy lives</p>						<p>One SPC delivers integrated programmes through streamlined services</p>
KfAs	1. RESILIENCE AND CLIMATE ACTION	2. NATURAL RESOURCES & BIODIVERSITY	3. FOOD SYSTEMS	4. EQUITY, EDUCATION & SOCIAL DEVELOPMENT	5. SUSTAINABLE ECONOMIES & LIVELIHOODS	6. PLANETARY HEALTH	7. TRANSFORMING INSTITUTIONAL EFFECTIVENESS
SRF Level 1: Impact level results	<p>SDG indicators 11.5.2, 13.1.2, 13.2.1, 13.b.1, 14.2.1</p> <p>2050 Strategy Thematic Areas: People-Centred Development, Climate Change and Disasters, Ocean and Natural Environment</p>	<p>SDG indicators 6.1.1, 14.3.1, 14.5.1, 15.1.1, 15.5.1</p> <p>2050 Strategy Thematic Area: Ocean and Natural Environment</p>	<p>SDG indicators 2.1.1, 2.1.2, 2.5.1, 3.4.1, 14.4.1</p> <p>2050 Strategy Thematic Areas: Resource and Economic Development, Ocean and Natural Environment</p>	<p>SDG indicators 4.1.1, 4.2.2, 4.7.1, 4.C.1, 5.1.1, 5.2.1, 5.2.2, 16.1.3, 16.7.2</p> <p>2050 Strategy Thematic Area: People-Centred Development</p>	<p>SDG indicators 1.2.1, 1.2.2, 7.2.1, 7.a.1, 7.b.1, 8.6.1, 9.a.1, 10.2.1, 12.b.1, 14.6.1, 14.7.1</p> <p>2050 Strategy Thematic Areas: People-Centred Development, Peace and Security, Resource and Economic Development, Climate Change and Disasters, Technology and Connectivity</p>	<p>SDG indicators 3.8.1, 3.c.1, 3.d.1, 6.2.1</p> <p>2050 Strategy Thematic Area: People Centred Development</p>	<p>SDG indicators 13.a.1, 16.9.1, 17.6.2, 17.17.1, 17.18.2, 17.18.3, 17.19.1, 17.19.2</p> <p>2050 Strategy Thematic Areas: Political Leadership and Regionalism, Peace and Security, Technology and Connectivity</p>
Future state 2031	<p>Pacific people are thriving, with enhanced resilience from better informed decision making and necessary resources that also enable the achievement of low carbon, climate resilient sustainable development.</p>	<p>Thriving, productive and resilient ecosystems and communities, responsibly harnessing our natural resources and biodiversity for security and prosperity.</p>	<p>Pacific food systems are accessible, regenerative, biodiverse, equitable and resilient to shocks. They provide access to safe and nutritious food and contribute to healthy people, ecosystems, vibrant cultures and prosperity for all.</p>	<p>Social development systems result in real gains for education, gender equality and social inclusion through a contextualised approach to human rights and good governance that incorporates Pacific cultures and ways of knowing.</p>	<p>The Blue Pacific is a well-being economy through a balance of sustainable economic growth, protection and inclusive distribution of resources, energy-secure, healthy and resilient communities with livelihoods sustained through trade, maritime connectivity and harmonious relationships with the land and the sea.</p>	<p>Collaboration and stewardship of our Blue Pacific for healthy islands; where children and vulnerable groups are nurtured in body and mind; environments invite healthy lifestyles learning and leisure; people work and age with dignity; ecological balance is a source of pride; people maintain their cultures and traditions with the land; water and oceans are protected.</p>	<p>One SPC is values-based and working with members and partners to provide coherent, social and environmental responsible learning for enhanced representation of Pacific peoples and gender equality across the organisation and at all levels of decision making.</p>
SRF Level 2: High-level outcome areas by KFA at years 2024, 2026 and 2029	<p>Integrated adaptation, mitigation and risk reduction to enhance resilience to climate change and disasters. Disaster preparedness, response and recovery. Multi-hazard early warning systems. Enabling environments for financing, monitoring and innovation.</p>	<p>Ecosystem services and management, nature based solutions. Scientific information integrated with traditional and cultural knowledge. Integrated ocean science and governance.</p>	<p>Health and well-being. Access to high nutrition food (production and trade). Climate resilience applied to the food system.</p>	<p>Pacific approach to human rights and good governance. Quality standards of education, training and learning. Equality (gender, age, disability) and social inclusion.</p>	<p>Blue economies and livelihoods (coastal and ocean resource management). Access to market infrastructures. Maritime boundaries, security and transportation.</p>	<p>Integrated surveillance, preparedness and response. Non-communicable diseases. Clinical services. Safe food, water and healthy ecosystems.</p>	<p>Integrated user-centred business and information services and systems. Relationships, communication and engagement with members and partners. Talent retention, inclusive career pathways, and representation at all levels.</p>
SRF Level 3: Pathway output and outcome indicators across all KfAs (annual monitoring)	<p>PATHWAY</p> <p>Policy to action</p> <p>Data, statistics and knowledge</p> <p>Innovation and research</p> <p>Digitalisation and technology</p> <p>Capability and influence</p>	<p>OUTPUT INDICATOR ^{1,2,3}</p> <p>Number of legislation/regulations/policies developed or reviewed</p> <p>Stakeholder engagement in legislation/regulation/policy development by gender, age, traditional knowledge holders, other relevant target groups</p> <p>Total number of documents/data products published on the SPC digital library and Pacific Data Hub</p> <p>Number of regional convenings on data and statistics supported by SPC</p> <p>Number of research outputs published/made available (including peer-reviewed publications)</p> <p>Number of SPC initiatives supporting innovation and culture in research and creative industries</p> <p>Number of SPC initiatives supporting digital infrastructure, technology and digitisation</p> <p>Number of people accessing capacity building activities by pathway, gender, age, traditional knowledge holders, other relevant target groups</p> <p>Number and type of capacity building initiatives</p> <p>Number of followers across all of SPC's media channels in the reporting period</p>			<p>OUTCOME INDICATOR ^{1,2,3}</p> <p>Number of laws/regulations/policies endorsed, adopted and implemented</p> <p>Mechanisms to promote active participation in legislation/regulation/policy by gender, age, traditional knowledge holders, other relevant target groups</p> <p>Number of Pacific Data Hub visits and downloads. Pacific Development Indicators up-to-date and accessible</p> <p>Use and uptake of data in decision making, reporting and other applications</p> <p>Use and uptake of innovation and research in practice, decision making and other applications</p> <p>Use and uptake of digital technology initiatives by gender, age, traditional knowledge holders, other relevant target groups</p> <p>Proportion of people accessing capacity building activities demonstrating increased knowledge/skills</p> <p>Evidence of changes in ways of working or application of learning among those accessing capacity building initiatives</p> <p>Reach and influence through SPC's online platforms, including social media</p>	<p>Strengthening individual and institutional capacity: Number of SPC staff by gender, nationality, employment type</p> <p>Number and % of SPC staff participating in learning by gender, age, and other</p> <p>Number of women participating in decision-making mechanisms/platforms</p>	
SRF Level 4: Approach measures across all KfAs (annual monitoring)	<p>Relevance, responsiveness, and effectiveness of what SPC delivers, given member contexts, needs and priorities</p> <p>Adaptations in how SPC works to respond to changes in context and key learning, including review and adjustments to planning and budgets</p> <p>The extent to which the way SPC works, systems and processes aligns with SPC's vision, mission, goals, values, including consideration of cross-cutting issues, internal good governance, diversity and inclusion</p> <p>Number and type of collaborations and partnerships</p>						<p>Annual budget execution and donor partners</p>
Values: SPC's navigational markers steering us as an organisation	 <p>Enginkehlap Generosity</p>	 <p>Kaitiakitanga Stewardship</p>	 <p>Gida Gaituvwa Unity</p>	 <p>Aroha Care</p>	<p>1. This is a 1-page summary of the high level SRF. For a full version please contact planning@spc.int.</p> <p>2. All indicators will be disaggregated by PICT to enable both regional and national level results reporting.</p> <p>3. Specific indicators across each key focus area are found in the results frameworks for each KFA and SPC's Divisions and Operations which will nest under this Strategic Results Framework.</p>		

APPENDIX 2 – PEER-REVIEWED PUBLICATIONS

Division	Content type	Authors	Year	Title
FAME	Journal article or paper	Scott, F., Yao, N., Dryden Scott, R.	2022	AMPLE: An R package for capacity building on fisheries harvest strategies https://doi.org/10.1371/journal.pone.0269543
FAME	Journal article or paper	Médiéu, A., Allain, V., et al.	2022	Evidence that Pacific tuna mercury levels are driven by marine methylmercury production and anthropogenic inputs. https://doi.org/10.1073/pnas.2113032119
FAME	Journal article or paper	Ducharme-Barth, N., Grüss, A., Vincent, M., Kiyofuji, H., Aoki, Y., Pilling, G., Hampton, J., Thorson, J.	2022	Impacts of fisheries-dependent spatial sampling patterns on catch-per-unit-effort standardization: A simulation study and fishery application. Fisheries Research, Volume 246, 106169. https://doi.org/10.1016/j.fishres.2021.106169
FAME	Journal article or paper	Goodman, C., Davis, R., Azmi, K., Bell, J., Galland, G.R., Gilman, E., Haas, B., Hanich, Q., Lehodey, P., Manarangi-Trott, L., Nicol, S., Obregon, P., Pilling, G., Senina, I., Seto, K., Tsamenyi, M.	2022	Enhancing cooperative responses by regional fisheries management organisations to climate-driven redistribution of tropical Pacific tuna stocks. Frontiers in Marine Science 9. https://www.frontiersin.org/articles/10.3389/fmars.2022.1046018/full
FAME	Journal article or paper	Hilborn, R., Agostini, V.N., Chaloupka, M., Garcia, S.M., Gerber, L.R., Gilman, E., Hanich, Q., Himes-Cornell, A., Hobday, A.J., Itano, D., Kaiser, M.J., Murua, H., Ovando, D., Pilling, G.M., Rice, J.C., Sharma, R., Schaefer, K.M., Severance, C.J., Taylor, N.G., Fitchett, M.	2022	Area-based management of blue water fisheries: Current knowledge and research needs. Fish and Fisheries 23, 492–518. https://doi.org/10.1111/faf.12629
FAME	Journal article or paper	Kitolelei, S., Breckwoldt, A., Kitolelei, J., Makhoul, N.	2022	Fisherwomen's Indigenous and local knowledge - the hidden gems for the management of marine and freshwater resources in Fiji. Frontiers in Marine Science 9. https://www.frontiersin.org/articles/10.3389/fmars.2022.991253/full
FAME	Journal article or paper	Muir, J.A., Barker, R.J., Hutchinson, M.R., Leroy, B.M., Nicol, S.J., Scutt Phillips, J.	2022	Estimating post-release mortality of long-line caught tropical tunas in the Pacific Ocean. Fisheries Research 249, 106194. https://doi.org/10.1016/j.fishres.2021.106194
FAME	Journal article or paper	Natasha, J., Stockwell, B.L., Marie, A.D., Hampton, J., Smith, N., Nicol, S., Rico, C.	2022	No Population Structure of Bigeye Tunas (<i>Thunnus obesus</i>) in the Western and Central Pacific Ocean Indicated by Single Nucleotide Polymorphisms. Frontiers in Marine Science 9, 799684. https://doi.org/10.3389/fmars.2022.799684
FAME	Journal article or paper	Nicol, S., Lehodey, P., Senina, I., Bromhead, D., Frommel, A.Y., Hampton, J., Havenhand, J., Margulies, D., Munday, P.L., Scholey, V., Williamson, J.E., Smith, N.	2022	Ocean Futures for the World's Largest Yellowfin Tuna Population Under the Combined Effects of Ocean Warming and Acidification. Frontiers in Marine Science 9. https://www.frontiersin.org/articles/10.3389/fmars.2022.816772/full
FAME	Journal article or paper	Peatman, T., Vincent, M.T., Scutt Phillips, J., Nicol, S.	2022	Times are changing, but has natural mortality? Estimation of mortality rates for tropical tunas in the western and central Pacific Ocean. Fisheries Research 256, 106463. https://doi.org/10.1016/j.fishres.2022.106463
FAME	Journal article or paper	Trujillo-González, A., Li, T., Potts, J., Nicol, S., Allain, V., Godwin, S.C., Vourey, E., Portal, A., Kumasi, B., Usu, T., Rodrigo, A., Gleeson, D.	2022	Can Stomach Content and Microbiomes of Tuna Provide Near Real-Time Detection of Ecosystem Composition in the Pacific Ocean? Frontiers in Marine Science 9. https://www.frontiersin.org/articles/10.3389/fmars.2022.811532/full

Division	Content type	Authors	Year	Title
FAME	Journal article or paper	Woods, P.J., Macdonald, J.I., Bárðarson, H., Bonanomi, S., Boonstra, W.J., Cornell, G., Cripps, G., Danielsen, R., Färber, L., Ferreira, A.S.A., Ferguson, K., Holma, M., Holt, R.E., Hunter, K.L., Kokkalis, A., Langbehn, T.J., Ljungström, G., Nieminen, E., Nordström, M.C., Oostdijk, M., Richter, A., Romagnoni, G., Sguotti, C., Simons, A., Shackell, N.L., Snickars, M., Whittington, J.D., Wootton, H., Yletyinen, J.	2022	A review of adaptation options in fisheries management to support resilience and transition under socio-ecological change. ICES Journal of Marine Science 79, 463–479. https://doi.org/10.1093/icesjms/fsab146
FAME	Journal article or paper	Merino, G., Urtizberea, A., Fu, D., Winker, H., Cardinale, M., Lauretta, M.V., Murua, H., Kitakado, T., Arrizabalaga, H., Scott, R., Pilling, G., Minte-Vera, C., Xu, H., Laborda, A., Erauskin-Extramiana, M., Santiago, J.	2022	Investigating trends in process error as a diagnostic for integrated fisheries stock assessments. Fisheries Research, Volume 256, 106478. https://doi.org/10.1016/j.fishres.2022.106478
FAME	Journal article or paper	Lal, M.M., Brown, K.T., Chand, P., Pickering, T.D.	2022	An assessment of the aquaculture potential of indigenous freshwater food fish of Fiji, Papua New Guinea, Vanuatu, Solomon Islands, Samoa and Tonga as alternatives to farming of tilapia. Reviews in Aquaculture, Volume 15, Issue 2, 625-644. https://onlinelibrary.wiley.com/doi/10.1111/raq.12749
LRD	Journal article or paper	Gianella, M., Doria, E., Dondi, D., Milanese, C., Gallotti, L., Börner, A., Zannino, L., Macovei, A., Pagano, A., Guzzon, F., Biggiogera, M., Balestrazzi, A.	2022	Physiological and molecular aspects of seed longevity: exploring intra-species variation in eight <i>Pisum sativum</i> L. accessions. Physiologia Plantarum, Volume 174, Issue 3, e13698. https://doi.org/10.1111/ppl.13698
LRD	Journal article or paper	Cockel, C., Guzzon, F., Gianella, M., Müller, J.	2022	The importance of conserving crop wild relatives in preparing agriculture for climate change. https://doi.org/10.1079/cabreviews202217031
LRD	Journal article or paper	Sukal, A.C., Dennien, S., Kidanemariam, D.B. et al.	2022	Characterisation of <i>Sweet potato collusive virus</i> (SPCV) isolates from sweet potato (<i>Ipomea batatas</i>) in Australia. Australasian Plant Pathology volume 51, pages 391–397. https://doi.org/10.1007/s13313-022-00869-6
LRD	Journal article or paper	Luo, G., Podolyan, A., Kidanemariam, D.B., Pilotti, C., Houliston, G., Sukal, A.C.	2022	A Review of Viruses Infecting Yam (<i>Dioscorea spp.</i>). https://pubmed.ncbi.nlm.nih.gov/35458392/
LRD	Journal article or paper	Antille, D., Field, D., Halavatau, S., Iramu, E., Macdonald, B., Singh, K., Webb, M.	2022	Regional soil priorities creating partnerships with Australia and New Zealand across the Pacific. Geoderma Regional, Volume 29, e00517. https://doi.org/10.1016/j.geodrs.2022.e00517
LRD	Journal article or paper	Alemayehu T., Akinmade, H., Muktar, M., Habte, E., Assefa, Y., Muchugi, A., Sartie, A., Jones, C.	2022	Genetic Diversity, Population Structure and Subset Development in a <i>Sesbania sesban</i> Collection. https://doi.org/10.3390/plants12010013

Division	Content type	Authors	Year	Title
LRD	Conference paper	Pilotti, C., Ero, M., Atumurirava, F., Sukal, A., Timote, V.	2022	Coconut Pests and Diseases throughout the Pacific: Management of Outbreak and Mitigation of New Incursions 50 th International COCOTECH Conference
LRD	Conference paper	Podolyan, A., and Sukal, A.	2022	Screening the largest taro collection worldwide for viruses for food security HPVW HPIS 2022
SDD	Journal article or paper	Sharp, M.K., Buffière, B., Himelein, K., Troubat, N., Gibson, J.	2022	Effects of Data Collection Methods on Estimated Household Consumption and Survey Costs: Evidence from an Experiment in the Marshall Islands. https://doi.org/10.1596/1813-9450-10029
SDD	Journal article or paper	Golden, C., Sharp, M.K, et al.	2022	Study Protocol: Interactive Dynamics of Coral Reef Fisheries and the Nutrition Transition in Kiribati. https://doi.org/10.3389/fpubh.2022.890381
SDD	Journal article or paper	Andrew, N.L., Sharp, M., et al.	2022	Continuity and change in the contemporary Pacific food system. Global Food Security, Volume 32, 100608. https://doi.org/10.1016/j.gfs.2021.100608
SPL	Journal article - Perspectives	Mcartney, S.	2022	Futures and the power of imagination for transformation. https://ifsdigital.org/2022/10/05/futures-and-the-power-of-imagination-for-transformation/
PCCOS	Book chapter	Hills, J., Chand, K., George, M., Huffer, E., Kruger, J., Samuwai, J., Soapi, K., Smith, A.	2022	The Palgrave Handbook of Blue Heritage: Chapter 16 Blue Heritage in the Blue Pacific. https://link.springer.com/chapter/10.1007/978-3-030-99347-4_16
PCCOS	Journal article or paper	Mala, P., Khan, G.A., Gopalan, R., Gedefaw, D., Soapi, K.	2022	Fijian medicinal plants and their role in the prevention of Type 2 diabetes mellitus. Bioscience Reports, Volume 42, Issue 11. https://doi.org/10.1042/BSR20220461
PCCOS	Journal article or paper	Dobson, K.L., Soapi, K., et al.	2022	Ocean acidification research for sustainability: co-designing global action on local scales. IECs Journal of Marine Science, Volume 80, Issue 2, 362-366. https://doi.org/10.1093/icesjms/fsac158
PCCOS	Journal article or paper	Mascuch, S.J., Soapi, K., et al.	2022	Antibiotic Activity Altered by Competitive Interactions Between Two Coral Reef-Associated Bacteria. Microbiology Ecology. https://link.springer.com/article/10.1007/s00248-022-02016-6
PCCOS	Journal article or paper	Chhetri, B.K., Soapi, K., et al.	2022	Marine Natural Products as Leads against SARS-CoV-2 Infection. Journal of Natural Products, Volume 85, Issue 3, 657-665. https://doi.org/10.1021/acs.jnatprod.2c00015
PCCOS	Journal article or paper	Harden-Davies, H., Soapi, K., et al.	2022	How can a new UN ocean treaty change the course of capacity building? Aquatic Conservation, Volume 32, Issue 5, 907-912. https://doi.org/10.1002/aqc.3796

Division	Content type	Authors	Year	Title
PCCOS	Journal article or paper	Andréfouët, S., Aucan, J., et al.	2022	Periodicity of wave-driven flows and lagoon water renewal for 74 Central Pacific Ocean atolls. <i>Marine Pollution Bulletin</i> , Volume 179, 113748. https://doi.org/10.1016/j.marpolbul.2022.113748
PCCOS	Journal article or paper	Chupin, C., Ballu, V., Testut, L., Tranchant, Y.-T., Aucan, J.	2022	Noumea: A new multi-mission Cal/Val site for past and future altimetry missions? https://doi.org/10.5194/egusphere-2022-514
PCCOS	Book chapter	Hermes, J., Aucan, J., et al.	2022	Blue Economy: Chapter The Role of Sustained Ocean Observations to the Society and Blue Economy. https://link.springer.com/chapter/10.1007/978-981-19-5065-0_14
PCCOS	Journal article or paper	Rowe, C., Aucan, J., et al.	2022	SMART Cables Observing the Oceans and Earth. <i>Marine Technology Society Journal</i> , Number 5, 13-25. https://doi.org/10.4031/MTSJ.56.5.3
PCCOS	Journal article or paper	Ganachaud, A., Aucan, J., et al.	2022	Copernicus Marine Sea Surface Temperature and chlorophyll-a indicators for two Pacific Islands: a co-construction monitoring framework for an integrated, transdisciplinary, multi-scale approach. http://cris.leibniz-zmt.de/id/eprint/5031
PCCOS	Journal article or paper	Ganachaud, A., Aucan, J., et al.	2022	CMEMS SST and Chl-a indicators for two Pacific Islands: a co-construction monitoring framework for an integrated, transdisciplinary, multi-scale approach. <i>Journal of Operational Oceanography</i> , 16, 1-15. http://repository.usp.ac.fj/13279/

APPENDIX 3 – PUBLISHED EVALUATIONS

Name of evaluation	Name of project evaluated	Internal or external	Donor	Link	Evaluation period
Terminal evaluation	Regional Ridge to Reef Project	External	UNDP	https://erc.undp.org/evaluation/documents/detail/20356	September 2021– January 2022
Synthesis	Synthesis Evaluation of SPC's SP 2016-2020	External	Core	https://purl.org/spc/digilib/doc/qxzyi	October 2021–March 2022
Partnership review	Australia-SPC Partnership evaluation 2022	External	DFAT	https://www.dfat.gov.au/sites/default/files/australia-spc-partnership-evaluation-final-evaluation-report.docx	July– November 2022
Partnership review	Mid-term review of the Pacific Community Core Funding (2020-2024)	External	MFAT	https://www.mfat.govt.nz/assets/Aid-Prog-docs/Evaluations/2022/Mid-term-Review-MFAT-SPC-Core-Funding-2020-2024-FINAL-For-Release.pdf	January 2020–April 2022

APPENDIX 4 – OUTCOMES OF REGIONAL MEETINGS

The work of SPC's divisions is guided by and reported at regional meetings throughout the year. These meetings, which are led or co-convened by SPC divisions, most often involve experts from line ministries and/or ministers and implementing partners. The regional meetings listed in the table below indicate the breadth of SPC's engagement across various sectors. They are one of the key avenues for reporting on SPC's work and receiving guidance from members and sectoral experts.

Outcomes of regional meeting convened by SPC or in partnership with other regional agencies in 2022:

Meeting	Date	Outcomes
9 th Annual PILNA Steering Committee Meeting	22–23 March	The Steering Committee endorsed a new interactive technique for reporting data. https://www.spc.int/events/annual-pilna-steering-committee-meeting
14 th Pacific Health Ministers Meeting	22–24 March	Main objectives were leveraging the COVID-19 pandemic to build sustainable systems and advance universal health coverage, putting health at the centre of the climate change discussion and accelerating action on NCDs. Pacific Health Ministers Meetings (who.int)
7 th Meeting of the Pacific Board for Education Quality (PBEQ)	24 March	PBEQ met following member country consultations and the PILNA Steering Committee meeting. https://www.spc.int/updates/news/speeches/2022/03/spcs-michelle-belisle-directors-report-to-the-the-seventh-meeting-of
9 th and 10 th Pacific Statistics Methods Board Meetings (PSMB)	12–13 April; 17–18 October	The meeting considered PACSTAT commissioned work and guidance notes, use of administrative data in PICTs and software and innovation. www.spc.int/DigitalLibrary/Get/63z4z https://purl.org/spc/digilib/doc/t2psj
35 th Meeting of the Council of Pacific Arts and Culture	13–14 April	The Council endorsed the <i>Pacific Regional Culture Strategy 2022-2032</i> and the <i>Festival of Pacific Arts and Culture Review Report</i> . https://www.spc.int/updates/news/media-release/2022/04/regional-culture-strategy-and-review-of-the-festival-of-pacific
7 th Our Ocean Conference	13–14 April	SPC manned a booth, distributed Blue Pacific Foods brochures and announced participation in the global Blue Foods Coalition. https://ourocean2022.pw/ https://www.youtube.com/watch?v=VeY9WXjoGa4
5 th Meeting of the Pacific Ministers for Culture	27–28 April	Meeting considered national country reports on culture, the <i>Pacific Regional Culture Strategy 2022-2032</i> and the recommendations from the review of the Festival of Pacific Arts and Culture. https://www.spc.int/updates/news/media-release/2022/07/leaders-urged-to-keep-culture-a-development-priority

Meeting	Date	Outcomes
14th SPC Heads of Fisheries Meeting (HoF14)	14–17 June	Outcomes included the endorsement of the draft FAME Business Plan 2022-2027 and priority work areas, review of FAME results reporting 2021, discussions on regional priorities in aquaculture and FAME's work programme on climate impact on Pacific fisheries and ocean systems. https://purl.org/spc/digilib/doc/xqjnj
2022 Pacific Energy Officials Meeting	5–7 July	Outcomes included updates on countries' progress on their respective energy transitions, progress made against the energy outcomes of the 4 th Pacific Regional Energy and Transport Ministers Meeting and the presentations and endorsement of energy papers for presentation at the 5 th PRETMM in April 2023. https://purl.org/spc/digilib/doc/8zpv9
18th Regular Session of the WCPFC Scientific Committee	10–18 August	Summary report covering various themes discussed, research projects and future workplan and budget: https://meetings.wcpfc.int/meetings/sc18
19th Annual Session of the Forum Fisheries Committee Ministers Meeting	24–25 August	Statement of Outcomes included discussion of the Fisheries Roadmap: Offshore Fisheries Report Card, impact of COVID-19 on the tuna fishery, impacts of climate change on oceanic fisheries, implementation of zone based limits and management. FFCMIN19_Statement of Outcomes_FINAL_0.pdf (ffa.int)
NDC Hub Annual Focal Point Meeting	30–31 August	Regional Pacific NDC Hub Focal Points from all 14 member countries planned and aligned tailor-made support in implementing, enhancing and financing NDCs in PICs. Focal Point Meeting 2022 Regional NDC Pacific Hub (pacificndc.org)
NDC Hub Regional Media Dialogue	1 September	Outcome included fostering an access point between media and government, to improve information sharing on Pacific NDCs. Regional Media Dialogue creates 'access point' between Pacific Media and Government Focal Points Regional NDC Pacific Hub (pacificndc.org)
3rd Pacific Heads of Nursing and Midwifery (PHoNM) Meeting	1–2 September	Main objectives were to review, discuss and make recommendations on issues related to and/or impacting nursing and midwifery services in the region, with a special emphasis on COVID-19. Meeting documents SPC Public Health Division
26th Pacific Regional Disaster Managers Meeting	14 September	Key focuses were preparation for the PDRRMM and dialogue for a regional HADR mechanism. 107fd5c27d9e93012cce82b8be48b49d.pdf (windows.net)
Inaugural Pacific Disaster Risk Reduction Ministers Meeting (PDRRMM)	14–16 September	A key outcome was the declaration by the Pacific Ministers for Disaster Risk Reduction: 0974574b394f1a6eac878ff283fc9c5.pdf (windows.net) . https://gem.spc.int/meetings/inaugural-pacific-disaster-risk-reduction-ministers-meeting-14th-16th-september-2022
13th Pacific Heads of Health Meeting	20–21 September	Main objectives were to review, discuss, make decisions and recommendations to the Pacific Health Ministers Meeting on COVID-19 related matters. PHOH Meeting documents SPC Public Health Division

Meeting	Date	Outcomes
18th Regular Session of the WCPFC Technical and Compliance Committee	21–27 September	Summary report, including monitoring and review of compliance and technical compliance matters arising from COVID-19 related decisions: https://meetings.wcpfc.int/meetings/tcc18
5th SPC Regional Technical Meeting on Coastal Fisheries and Aquaculture	11–14 October	Outcomes and actions were documented on coastal fisheries, aquaculture, cross-cutting items and the 2 nd Community-based Fisheries Dialogue (CBFD2). https://fame1.spc.int/en/meetings/261
Pacific Public Health Surveillance Network – Regional Meeting	25–27 October	The regional meeting celebrated 25 years of networking and innovation towards health security in the Pacific and provided updates on the six PPHSN service networks, identified country-level priorities and discussed and outlined the future of PPHSN. https://www.pphsn.net/wp-content/uploads/2023/02/2022-PPHSN-Regional-Meeting-Report-4.pdf
4th Pacific Statistics Standing Committee Meeting	8–9 November	The meeting covered items, including statistical methods, SDG indicators and reporting, gender statistics and microdata. 4th Pacific Statistics Standing Committee (PSSC) Meeting Statistics for Development Division (spc.int)
Pacific Regional Maritime Transport Officials' Meeting	15–18 November	The meeting reviewed progress on priorities agreed at the 4 th Pacific Regional Energy and Transport Ministers Meeting, including country updates, updates on the framework for action on transport services and transport services implementation plan. Final Agenda-Pacific Regional Maritime Transport Officials Meeting 2022.pdf (iho.int)

APPENDIX 5 – CURRENT LIST OF MOUs

Partner	Signed	Expires
APTC (Australia Pacific Training Coalition)	24 April 2020	30 June 2022
COM-FSM (College of Micronesia)	6 April 2018	Indefinite
DECWF Direction de l'Enseignement catholique de Wallis et Futuna	8 June 2022	Indefinite
ELI (Environmental Law Institute)	30 June 2020	Indefinite
ESCAP (United Nations Economic and Social Commission for Asia and the Pacific)	26 April 2021	31 December 2030
FAO (Food and Agriculture Organization of the United Nations)	12 April 2018	Indefinite
FFA (Pacific Islands Forum Fisheries Agency)	19 February 1998	Indefinite
FEO (Fijian Elections Office)	8 February 2022	Indefinite
FNU (Fiji National University)	3 June 2022	Indefinite
GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) GmbH	19 June 2019	Indefinite
IAEA (International Atomic Energy Agency)	2 June 2017	Indefinite
IALA (International Association of Marine Aids to Navigation and Lighthouse Authorities)	5 August 2015	Indefinite
ICC (International Coconut Community)	5 March 2019	Indefinite
ILO (International Labour Organization)	6 October 2017	Indefinite
IFREMER (Institut Français de Recherche pour l'Exploitation de la Mer (English))	29 September 2022	28 September 2027
IOC (Intergovernmental Oceanographic Commission) of UNESCO	1 July 2022	30 June 2032
IMO (International Maritime Organization)	9 January 2004	Indefinite
IRD (Institut de Recherche pour le Développement) (English)	8 June 2021	7 June 2026
IRENA (International Renewable Energy Agency)	3 April 2019	2 April 2022
IUCN (International Union for Conservation of Nature and Natural Resources)	10 March 2021	Indefinite
Landcare Research NZ	31 August 2017	30 August 2022
MSG (Melanesian Spearhead Group)	20 March 2018	Indefinite
MOi (Mercator Ocean International) and CLS (Collecte Localisation Satellites)	23 May 2022	Indefinite

Partner	Signed	Expires
NZQA (New Zealand Qualifications Authority)	6 August 2021	Indefinite
NIWA (National Institute of Water and Atmospheric Research Limited)	7 April 2022	6 April 2027
PacIOOS (Pacific Islands Ocean Observing System)	15 November 2021	Indefinite
SPATS (South Pacific Association of Theological Schools)	9 February 2022	8 February 2024
SPREP (Secretariat of the Pacific Regional Environment Programme)	27 July 2017	26 July 2022
SPTO (Pacific Tourism Organisation)	8 December 2021	Indefinite
UNDP (United Nations Development Programme)	18 August 2020	17 August 2022
UNIFEM (United Nations Development Fund for Women)	3 November 2003	Indefinite
UQ (University of Queensland)	13 July 2018	12 July 2023
University of Otago	13 October 2021	12 October 2031
USP (University of the South Pacific)	23 August 2018	Indefinite
WHO (World Health Organization)	8 August 2019	7 August 2023
World Vegetable Center	19 September 2022	18 September 2027

ISBN 978-982-00-1504-3



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Produced by the Pacific Community (SPC)

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