

**REPORT OF THE  
TWELFTH CONFERENCE OF THE PACIFIC COMMUNITY**

(Noumea, New Caledonia, 2 December 2021)

and

**FIFTY-FIRST MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND  
ADMINISTRATIONS  
(CRGA 51)**

(Noumea, New Caledonia, 30 November–1 December 2021)

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## TWELFTH CONFERENCE OF THE PACIFIC COMMUNITY

<b>Chairperson</b>	Hon. Johnny Koanapo Rasou Minister of Finance and Economic Management Vanuatu
<b>Vice-Chairperson</b>	Ms Peleni Talagi Secretary of Government Niue

## **AGENDA OF THE TWELFTH CONFERENCE OF THE PACIFIC COMMUNITY**

### 1. Opening and adoption of the agenda

#### Statements:

- i. Ms Tapaeru Hermann, Secretary for Foreign Affairs of Cook Islands
- ii. Hon. Johnny Koanapo Rasou, Minister of Finance and Economic Management of Vanuatu
- iii. Prime Minister of Vanuatu, the Hon. Bob Loughman Weibur, delivered in a pre-recorded video statement.

### 2. Director-General's Overview report to Conference

### 3. Regional state of play and SPC's role

### 4. Letter from the Chair of CRGA 51 to the Chair of the Twelfth Conference – Adoption of recommendations of CRGA 51 to Conference

### 5. Thematic Discussion: Blue Prosperity and Pacific Well-Being

### 6. Fourteenth Conference of the Pacific Community venue, and election of Chairperson and Vice-Chairperson

#### Director-General's performance evaluation

### 7. Adoption of Conference Outcomes

## REPORT OF PROCEEDINGS

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

### AGENDA ITEM NO. 1: OPENING AND ADOPTION OF THE AGENDA

1. The Twelfth Conference of the Pacific Community (CONF 12) opened on 2 December 2021, and was conducted virtually, using the Zoom online platform. The Secretariat was present at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia, and at the Suva, Fiji, Regional Office. The meeting was attended by representatives of the following SPC members: Australia, Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Kiribati, Republic of the Marshall Islands (RMI), New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom, United States of America, and Vanuatu. The European Union attended as a permanent observer. It was also attended by the following partners: International Labour Organization (ILO), Melanesian Spearhead Group (MSG), Oceania Customs Organisation (OCO), Pacific Aviation Safety Office (PASO), Pacific Disability Forum (PDF), Pacific Islands Development Programme (PIDP), Pacific Islands Forum Fisheries Agency (FFA), Pacific Islands Forum Secretariat (PIFS), Pacific Region Infrastructure Facility (PRIF), Pacific Tourism Organisation (SPTO), UN ESCAP, UNFPA and United Nations Children's Fund (UNICEF).
2. The meeting was opened by the Director-General (D-G) of the Pacific Community, Dr Stuart Minchin, who invited the President of the Federated States of Micronesia, His Excellency David W. Panuelo, to deliver the opening prayer. He offered welcoming remarks to all members, the permanent observer, partners, and other stakeholders, and thanked the Prime Minister of Cook Islands, the Hon. Mark Brown, for his contributions to the Conference as Chairperson, and for his wisdom and guidance over the past two years.
3. The Secretary for Foreign Affairs of Cook Islands, Ms Tapaeru Hermann, spoke on behalf of the Prime Minister of Cook Islands, the Hon. Mark Brown, and delivered his statement as the outgoing Chairperson of Conference. She acknowledged the Director-General and the Secretariat for their support and noted the critical role that SPC has and will continue to play in helping the region forge a way forward. The Pacific Community's new Strategic Plan 2021+ would be a tool for determining this pathway back to prosperity. The Representative warmly welcomed the United Kingdom (UK) in its resumption of membership with SPC and congratulated the European Union (EU) on becoming SPC's first permanent observer. The Representative also congratulated SPC's membership for pulling together through this difficult time. She invited the Minister of Finance and Economic Management of Vanuatu, Hon. Johnny Koanapo Rasou, to assume the Chair on behalf of Vanuatu and Ms Peleni Talagi, the Secretary of Government of Niue, to assume the Vice-Chair on behalf of Niue.
4. The Chairperson assumed the Chair and thanked the outgoing Chair for their statement and able chairing over the past two years. He welcomed all members to the 12th Conference and made opening remarks. He then invited the D-G to present the agenda of Conference.
5. The D-G led the Conference through the agenda.

## **Adoption of the agenda**

6. Following the D-G's summary of the agenda, the Chairperson requested a motion for its adoption. New Zealand moved that the agenda be adopted, and the Republic of Marshall Islands seconded. The Chair declared the agenda adopted.

## **Election of the Drafting Committee**

7. The Secretariat noted the drafting committee nominees: Australia, Cook Islands, Federated States of Micronesia, Fiji, New Caledonia, New Zealand, Palau, Papua New Guinea, Republic of Marshall Islands, United States of America, and Vanuatu. As per the Rules of Procedure of Conference, Niue, as Vice-Chair of Conference, assumed the Chair of the Drafting Committee.
8. The official photograph was taken via Zoom.

## **AGENDA ITEM NO. 2: DIRECTOR-GENERAL'S REPORT**

9. The Director-General (D-G) provided members with an update on SPC's progress and implementation throughout 2021. While the ongoing COVID-19 pandemic had continued to create challenges for SPC, the organisation had made substantial progress on delivering its strategy, executing its work programmes, and supporting members in addressing their challenges. He acknowledged the commitment of SPC's staff throughout this period and commended members' adaptability to new approaches, which included remote engagement and execution.
10. In the face of the COVID-19 pandemic, the D-G highlighted SPC's active role in the Joint Incident Management Team (JIMT), which advised member governments on responses to the pandemic; delivered training and planning support; and provided leadership and technical expertise in the areas of coordination, surveillance, infection prevention and control, laboratory services, risk communication and clinical services. He noted the development of a COVID-19 Response Framework, which identified different levels of readiness and action depending on the COVID-19 situation in SPC's host countries, and the increased focus on staff well-being during the COVID-19 outbreaks in Noumea and Suva.
11. The D-G noted the operational and financial stability of SPC, despite the challenges of COVID-19, and highlighted several key pivots: Enhanced information services capability and digital transformation, with enhanced investment in interpreted video conferencing, internet connectivity, learning delivery tools, cyber security and control systems; virtual capacity building through online learning systems; online consultations, meetings and workshops; procurement of in-country consultants; innovation and repurposing of specialised capacity; and a flexible approach to the temporary remote location of staff. Progress has been made on transforming institutional effectiveness and governance through the Pacific Community Strategic Plan 2021+ process, which had been based on a member-driven, inclusive approach that promoted Pacific thought leadership and voices. He emphasised continued collaboration with the Council of Regional Organisations of the Pacific (CROP) family on the 2050 Blue Pacific Strategy and the need to strengthen partnerships and coordination to optimise resources, networks, and assets for the benefit of the region. SPC's institutional framework had also been strengthened via an ongoing review of its governance framework and policies, which included the publication of the

bilingual fourth edition of the *Pacific Community Governance Compendium* as well as member consultations on proposed amendments to the Pacific Community Governance Arrangement, including the *Criteria and Procedure for the recruitment of the Director-General of the Pacific Community* and the *Membership and observer policy*.

12. The D-G welcomed the EU as a permanent observer to SPC following an out-of-session consultation and decision by SPC's members. The EU was a long-standing and significant donor to SPC, and this closer engagement would ensure more consistent engagement with SPC in support of regional programmes.
13. Finally, the D-G confirmed the out-of-session decision to welcome the United Kingdom back to SPC as its 27th member.
14. The Chairperson welcomed the D-G's Report and thanked him for highlighting SPC's achievements in 2021.
15. Following the Director-General's report, the Chairperson requested a motion for its adoption. Republic of Marshall Islands moved that the D-G's Report be adopted, seconded by Federated States of Micronesia, and the Chair declared it adopted.
16. Conference:
  - i. welcomed the Director-General's Report.

### **AGENDA ITEM NO. 3: REGIONAL STATE OF PLAY AND SPC'S ROLE**

17. The Chair of the CRGA Subcommittee for the Strategic Plan, Mr Jimmy Naouna of New Caledonia, presented the draft Pacific Community Strategic Plan 2021+ (Strategic Plan), which was co-developed by SPC members and the Secretariat according to the key principles of CRGA stewardship, inclusive consultation, and high-level thought leadership. The Strategic Plan was aligned with the 2050 Strategy for the Blue Pacific Continent and members' priorities at national, regional, and global level. The draft Strategic Plan was developed as a navigational tool that would guide the work and service of SPC in years to come and incorporated both the cultures and the contexts of the Pacific region and members' visions for the future. Over the past 24 months, SPC had embarked on a journey of reflection and learning to inform the long-term thinking and planning towards the Blue Pacific's long-term vision. The CRGA Subcommittee and Secretariat led members through several participatory processes that focused on culture and connections to ensure the organisation's continued and evolved support for all Pacific people. The resulting Strategic Plan was co-developed and adaptive, which enabled the achievement of shared goals through transformation and collaboration.
18. The Chairperson thanked the Chair and all members of the Subcommittee and Secretariat for their steadfast efforts and commitment in steering this Strategic Plan process to finalisation and in helping collective efforts to create resilience and opportunities for Pacific peoples. It had been a challenging period, but he commended their efforts in charting a positive way forward against the backdrop of the COVID-19 health crisis and the challenges presented by climate change, economic outlooks, and the subsequent reversal of several hard-won development gains to date.
19. New Zealand moved that the Pacific Community's Strategic Plan 2022–2031 be adopted, seconded by the United Kingdom, and the Chair declared the recommendations adopted.



20. Conference:

- i. adopted the Pacific Community Strategic Plan 2021+;
- ii. acknowledged the continued role of the CRGA Subcommittee for the Strategic Plan in providing consistent guidance to the organisation.

**AGENDA ITEM NO. 4: LETTER FROM CHAIR OF CRGA 51 TO CHAIR OF CONFERENCE ON CRGA 51'S RECOMMENDATIONS AND DECISIONS MADE BY CRGA 50**

21. The Chairperson of the Fifty-First Meeting of CRGA, Mr Manuel Terai, was invited to speak to the matters discussed by members at CRGA 51 and to present the resolutions of CRGA 51 to Conference. He thanked members for the great honour and privilege in chairing the 51st session of the CRGA and that its success could be attributed to the active participation of member countries and territories as well as the Secretariat. He also thanked Ms Desna Solofa from the Ministry of Foreign Affairs in Samoa for her excellent leadership of the drafting committee, which allowed for the rapid adoption of all recommendations.
22. He highlighted a summary of CRGA's recommendations that were communicated in the *Letter to the Chair of 12th Conference for Conference's consideration*:
  - i. CRGA warmly welcomed the United Kingdom's resumption of its membership with SPC and congratulated the European Union on becoming the first permanent observer to the organisation;
  - ii. The meeting warmly welcomed the Director-General's report, which had highlighted the good work SPC had done in 2021, in particular SPC's assistance to the region's COVID-19 pandemic response, remaining active in the CROP family and through international convenings, delivering a balanced budget and ensuring that the Secretariat continued to deliver high-quality scientific and technical support to the region despite the challenges to project execution and implementation;
  - iii. CRGA heard the Chair of the Subcommittee for the Implementation of the Strategic Plan, Mr Jimmy Naouna of New Caledonia, co-present the Pacific Community's Strategic Plan 2021+, which was a result of an inclusive, member-driven approach that promoted Pacific leadership and voices. The meeting also warmly thanked and congratulated the Chair, members of the Subcommittee, the Strategy, Planning and Learning (SPL) team and SPC staff for their input over the past two years;
  - iv. CRGA approved several revisions to the Pacific Community Governance Arrangement, including to the Criteria and Procedures for the Appointment of the Director-General of the Pacific Community and the *Policy on Membership and Observer Status*;
  - v. The establishment of a Polynesia Regional Office was approved and would begin operations out of Suva, Fiji, before transitioning to a new host country location in 2023;
  - vi. CRGA heard from the Chair of the Audit and Risk Committee, who commended SPC on delivering a balanced budget and maintaining reserves. However, he expressed concern at low implementation rates and noted that these were being closely

monitored. CRGA noted that SPC had received an unqualified approval for the 2020 Financial Statements from KPMG (Fiji) and recommended that KPMG be re-appointed in its role as SPC's external auditor for the period 2022–2025;

- vii. CRGA heard an update on SPC's 2021 financial performance as well as the proposed 2022 budget including remuneration. CRGA approved the resumption of discussions with the members of the working Group on assessed contributions and host country grants on whether it was possible to resume consultations on this issue in 2022. The meeting also encouraged all development partners to consider the adoption of multi- year restricted programme funding and to pay SPC's target rate of 15% project management fees (PMF) to ensure long-term financial sustainability;
  - viii. CRGA recommended that the Director-General, Dr Stuart Minchin, be offered an extension of his appointment as Director-General of the Pacific Community for a period of two years, from the end of his current contract. Furthermore, the meeting endorsed the Standing Committee's assessment that the Director-General has, over the past year, been performing in the 'adding value zone' and noted that the implementation of any salary increase be effective from the beginning of the year following his review. CRGA noted the Director-General's preference to cap any increase at 100% of band 18 and that this would be applied. Finally, CRGA recommended that women in leadership and gender parity at senior level be a key focus area for the Director-General's performance in 2022;
  - ix. Finally, CRGA noted several papers, including the Human Resources Report, the Pacific Board of Educational Quality Report, an update on CRGA 50 and out-of-session decisions and implementation, and the Report on the Mid-Term Evaluation of the Pacific Youth Development Framework 2014–2023.
23. As set forth by the Rules of Procedure for the Conference of the Pacific Community, Conference was also required to note the resolutions of CRGA 50 in 2020, which were presented by the Director-General.
  24. Conference endorsed the recommendations of CRGA as communicated in the *Letter from the Chair of CRGA 51 to the Chair of the 12th Conference of the Pacific Community*.

**AGENDA ITEM NO. 5 DIRECTOR-GENERAL'S PERFORMANCE EVALUATION AND CRGA'S RECOMMENDATION TO CONFERENCE (Closed session)**

25. Conference agreed to accept the recommendation of CRGA 51 in relation to the appointment of the next Director-General of the Pacific Community.
26. The Chairperson reported the outcome of the closed session of Conference's deliberations on the reappointment of Dr Stuart Minchin as the Director-General of the Pacific Community. The Chairperson congratulated Dr Minchin on his reappointment.

#### **AGENDA ITEM NO. 6: THEMATIC 12TH CONFERENCE FACE-TO-FACE IN 2022 – DATES AND FOCUS**

27. Given the challenges presented by COVID-19, the decision was taken to focus the 12th Conference and convene the thematic session in a face-to-face meeting in the first half of 2022.
28. The Chairperson invited the Director-General to make introductory remarks on the proposal.
29. The Director-General noted that 2022 was SPC's 75th anniversary year and welcomed the proposal to host the thematic session of 12th Conference in Vanuatu to discuss the Conference theme and celebrate this milestone for SPC.
30. The Chairperson invited the Minister of Foreign Affairs of Vanuatu, the Hon. Marc Ati, to present the focus of the thematic session for member consideration.
31. Heads of Delegation welcomed the invitation by Vanuatu to join the thematic 12th Conference in Port Vila in July 2022. They also expressed support for the theme.

#### **AGENDA ITEM NO. 7: YEAR 2023 CONFERENCE VENUE AND ELECTION OF CHAIR AND VICE-CHAIR**

32. The Director-General updated Conference on the practice for determining the location of Conference. The *Rules of Procedure for the Conference of the Pacific Community* provide that Conference is held at SPC's headquarters in Noumea, New Caledonia, unless a member offers to host the event. In the latter case, the host will need to meet the full additional cost to SPC of hosting the Conference, and the associated pre-Conference meeting of CRGA, away from SPC's headquarters. Based on the established order of Chairs and Vice-Chairs of Conference in accordance with the *Rules of Procedure of the Conference of the Pacific Community*, New Caledonia would be Vice-Chair.
33. Conference noted that:
  - i. the Thirteenth Conference of the Pacific Community will be convened at SPC's headquarters in Noumea, New Caledonia, in 2023 subject to (iii) below;
  - ii. a decision on the Chairperson for 13th Conference would be made by CRGA 52, and New Caledonia would provide the Vice-Chairperson;
  - iii. any member wishing to host the 13th Conference may do so, subject to resolution by agreement if there are several offers, and to further note the member will need to meet the full additional cost of hosting the Conference and the associated pre-Conference meeting of CRGA 53.

#### **AGENDA ITEM NO. 8: ADOPTION OF CONFERENCE OUTCOMES**

34. Conference adopted its outcomes.

## **CLOSING REMARKS**

35. The Director-General and Chairperson made closing remarks. The Kiribati High Commissioner to Fiji, His Excellency David M. Teaabo, delivered the closing prayer.
  36. The Chairperson declared the Twelfth Conference of the Pacific Community closed.
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**TWELFTH MEETING OF THE CONFERENCE OF THE PACIFIC COMMUNITY  
DOUZIÈME CONFÉRENCE DE LA COMMUNAUTÉ DU PACIFIQUE**

**(3 December 2021, virtual meeting)  
(3 décembre 2021, réunion virtuelle)**

**LIST OF PARTICIPANTS  
LISTE DES PARTICIPANTS**

**Chairperson: Hon. Johnny Koanapo Rasou  
Présidence : Hon. Johnny Koanapo Rasou**

**Vice-Chairperson: Ms Peleni Talagi  
Vice-Présidence : Ms Peleni Talagi**

Australia <i>Australie</i>	<p>Ms Elizabeth Peak (Head of Delegation) Deputy Head of the Office of the Pacific</p> <p>Hon. Zed Seselja Minister for International Development and the Pacific</p> <p>Mr Dave Peebles Assistant Secretary Department of Foreign Affairs and Trade (DFAT) Canberra</p> <p>Ms Anna Chrisp Director, Pacific Regional Organisations &amp; Governance Section Department of Foreign Affairs and Trade (DFAT) Canberra</p> <p>H.E. Mr Steven Barraclough Consul-General Australian Consulate-General Noumea, New Caledonia</p> <p>Ms Ishara Davey Consul, Australian Focal Point Australian Consulate-General Noumea, New Caledonia</p> <p>Ms Rebecca Pope Policy Officer Australian Consulate-General Noumea, New Caledonia</p> <p>Mr Timothy Mitchell Policy Officer Department of Foreign Affairs and Trade (DFAT), Canberra</p> <p>Ms Mona Balram Counsellor Department of Foreign Affairs and Trade (DFAT), Suva</p>
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Cook Islands <i>Îles Cook</i>	Ms Tapaeru Herrmann (Head of Delegation) Secretary Ministry of Foreign Affairs
	H.E. Jim Armistead High Commissioner Cook Islands High Commission, Fiji
	Ms Antonina Brown Director - Pacific Regional Affairs Ministry of Foreign Affairs
	Mr Ewan Cameron Foreign Service Officer Ministry of Foreign Affairs
Federated States of Micronesia <i>États fédérés de Micronésie</i>	H.E. David W. Panuelo (Head of Delegation) President FSM National Government
	Hon. Kandhi A. Elieisar Secretary Department of Foreign Affairs
	Mr Kenmore Salvador Deputy Assistant Secretary Department of Foreign Affairs
	Mr Richard Clark Special Adviser to the President / Public Information Officer FSM National Government
Fiji <i>Fidji</i>	Hon. Inia Batikoto Seruiratu (Head of Delegation) Minister for Defence National Security and Policing, Disaster Management, Rural and Maritime Development Government of Fiji
	Mr Jonetani Tagivetaua Director Ministry of Foreign Affairs
	Mr Esala Nayasi Deputy Secretary for Foreign Affairs Ministry of Foreign Affairs and International Cooperation
France	Mme Marine de Carné de Trécesson (Cheffe de délégation) Représentante permanente de la France Délégation française auprès de la CPS Paris, France
	M. Luc Asselin de Williencourt Représentant permanent adjoint Délégation française auprès de la CPS Noumea, New Caledonia

<p>French Polynesia <i>Polynésie française</i></p>	<p>M. Manuel TERAJ (Chef de délégation) Délégué aux affaires internationales, européennes et du Pacifique Présidence de la Polynésie française Délégation des affaires internationales, européennes et du Pacifique 98713 Papeete</p> <p>M. Maurice Lau Pouï Cheung Chef du Bureau des affaires du Pacifique Présidence de la Polynésie française Délégation des affaires internationales, européennes et du Pacifique 98713 Papeete</p> <p>Mme Mareva Lechat-Kitalong Chargée d'affaires du Pacifique Présidence de la Polynésie française Délégation des affaires internationales, européennes et du Pacifique Juriste, Chargée d'affaires du Pacifique 98713 Papeete</p> <p>M. Thierry Catteau Chargé de mission Présidence de la Polynésie française Délégation des affaires internationales, européennes et du Pacifique 98713 Papeete</p>
<p>Kiribati</p>	<p>H.E. David A. Teaabo (Head of Delegation) Kiribati High Commissioner Kiribati High Commission, Suva, Fiji</p>
<p>Marshall Islands <i>Îles Marshall</i></p>	<p>H.E. Tregar Albon Ishoda (Head of Delegation) Ambassador Extraordinary and Plenipotentiary Embassy of the Republic of Marshall Islands, Suva, Fiji</p> <p>Mr Junior Aini Acting Secretary of Foreign Affairs and Trade Ministry of Foreign Affairs and Trade</p> <p>Ms Rina Tareo-Keju Deputy Chief of Mission RMI Embassy, Suva, Fiji</p> <p>Ms Teri Elbon Assistant Secretary for Regional Affairs Ministry of Foreign Affairs and Trade</p> <p>Mr Andre Nevado Foreign Service Officer Ministry of Foreign Affairs and Trade</p> <p>Ms Asia Kum Foreign Service Officer Ministry of Foreign Affairs and Trade</p> <p>Ms Yumiko Mark Foreign Service Officer Ministry of Foreign Affairs and Trade</p> <p>Mr Warwick Harris Deputy Director</p>

	<p>Climate Change Directorate Ministry of Environment</p>
<p>New Caledonia <i>Nouvelle-Calédonie</i></p>	<p>M. Mickael Forrest (Chef de délégation) Membre du gouvernement chargé de la culture, de la jeunesse et du sport Gouvernement de la Nouvelle-Calédonie</p> <p>M. Charles Wea Conseiller – Cabinet du Président Gouvernement de la Nouvelle-Calédonie</p> <p>Mme Hea-Emily Katrawi Conseillère – Cabinet de M. Forrest Gouvernement de la Nouvelle-Calédonie</p> <p>Mme Medjo Wahuzue Conseillère – Cabinet de M. Forrest Gouvernement de la Nouvelle-Calédonie</p> <p>M. François Behue Chef du Service de la coopération régionale et des relations extérieures Gouvernement de la Nouvelle-Calédonie</p> <p>M. Jimmy Naouna Conseiller principal – Relations multilatérales Gouvernement de la Nouvelle-Calédonie</p>
<p>New Zealand <i>Nouvelle-Zélande</i></p>	<p>Hon. Aupito William Sio (Head of Delegation) Associate Minister of Foreign Affairs Ministry of Foreign Affairs</p> <p>Ms Ruth Delany Private Secretary Ministry of Foreign Affairs and Trade New Zealand</p> <p>Ms Joanna Anderson Unit Manager, Pacific Regional Ministry of Foreign Affairs and Trade</p> <p>Mr Jonathan Austin Pacific Regional Divisional Manager Ministry of Foreign Affairs and Trade</p> <p>H.E. Jimmy Nipo High Commissioner-designate Ministry of Foreign Affairs and Trade</p> <p>Ms Felicity Roxburgh Consul-General New Zealand Consulate-General Noumea, New Caledonia</p> <p>Ms Christine Horrill Second Secretary New Zealand Consulate-General Noumea, New Caledonia</p>



	<p>Ms Sarndra Hamilton Senior Adviser, Pacific Regional Ministry of Foreign Affairs and Trade</p> <p>Ms Christine Conway First Secretary Development New Zealand High Commission, Suva, Fiji</p>
Niue	<p>Hon. Crossley Tatui (Head of Delegation) Minister for Finance and Planning and Minister for Infrastructure</p> <p>Ms Peleni Talagi Secretary of Government Office of the Secretary to Government Niue Public Service Building</p> <p>Ms Gaylene Tasmania Senior External Affairs Officer Government of Niue</p>
Palau	<p>Mr Gustav Aitaro (Head of delegation) Minister Ministry of State</p> <p>Mr Jordan Yuri Foreign Service Officer Ministry of State – Bureau of Foreign Affairs &amp; Trade</p> <p>Mr Jeffrey Antol Director Bureau of Foreign Affairs and Trade Ngerulmud, Melkeok 96939</p>
Papua New Guinea <i>Papouasie-Nouvelle-Guinée</i>	<p>Mr Joseph Varo (Head of Delegation) Deputy Secretary of Policy Ministry of Foreign Affairs and International Trade</p> <p>Mr Elias Wohengu Acting Secretary Department of Foreign Affairs and International Trade</p> <p>Mr Kuike Numoi Acting Director-General – Bilateral Division Department of Foreign Affairs and International Trade</p> <p>Mr Brian Kaumu Director – Pacific Australia New Zealand (PANZ) Branch Department of Foreign Affairs &amp; International Trade</p> <p>Ms Berlina Gawi Assistant Director – Pacific Australia New Zealand (PANZ) Branch Department of Foreign Affairs and International Trade</p> <p>Mr Komuna Karo Foreign Service Officer – Pacific Australia New Zealand (PANZ) Branch Department of Foreign Affairs &amp; International Trade</p> <p>Ms Jacinta Tony-Barrion First Secretary / Head of Chancery</p>

	<p>PNG High Commission and Permanent Delegation to PIF and CROP  PNG High Commission, Suva, FIJI</p>
Samoa	<p>Peseta Noumea Simi  (Head of Delegation)  Chief Executive Officer  Ministry of Foreign Affairs and Trade</p> <p>Ms Desna Solofa  Assistant Chief Executive Officer – Regional Relations  Ministry of Foreign Affairs and Trade</p> <p>Ms Grace Faaiuga  Foreign Service Officer  Ministry of Foreign Affairs and Trade</p> <p>Ms Dorothy Anetone  Senior Foreign Service Officer  Ministry of Foreign Affairs and Trade</p> <p>Mr Tony Esera  ICT  Ministry of Foreign Affairs and Trade</p>
Solomon Islands <i>Îles Salomon</i>	<p>Mr Collin Beck  (Head of Delegation)  Permanent Secretary  Ministry of Foreign Affairs and External Trade</p> <p>Mr Cornelius.Walegereia  (Deputy Head of Delegation)  Deputy Secretary  Ministry of Foreign Affairs and External Trade</p> <p>Ms Janice Mose  Assistant Secretary  Ministry of Foreign Affairs and External Trade</p> <p>Ms Samantha Kanai  Desk Officer  Ministry of Foreign Affairs and External Trade</p> <p>Mr Martin Teu  Desk Officer  Ministry of Foreign Affairs and External Trade</p>
Tokelau	<p>Ms Ake Puka-Mauga  Secretary to Council / Senior Policy Adviser  Government of Tokelau</p>
Tonga	<p>Mr Leonaitasi Kuluni  Deputy Secretary  Ministry of Foreign Affairs</p>
Tuvalu	<p>Dr Tapugao Falefou  Secretary to Government  (Head of Delegation)  Secretary to Government</p> <p>H.E. Temate Melitiana  High Commissioner of Tuvalu to Fiji  High Commission of Tuvalu</p>

	<p>Ms Moira M L Simmons Deputy Secretary Ministry of Foreign Affairs, Justice and Communications</p> <p>Mr Milan Mokeni Acting Senior Adviser – Pacific Division Department of Foreign Affairs</p> <p>Ms Pugameau Taufilo SIS Officer</p>
<p>United Kingdom <i>Royaume-Uni</i></p>	<p>Mr Paul Welsh (Head of Delegation) Acting High Commissioner British High Commission – Suva</p> <p>Mr Jean-Paul Penrose Development Director British High Commission – Suva</p> <p>Ms Samantha Harrison Head of Climate and Regional Engagement British High Commission – Suva</p>
<p>United States of America <i>États-Unis d'Amérique</i></p>	<p>Mr Tony Greubel (Head of Delegation) Chargé d'Affaires a.i. United States Embassy – Suva</p> <p>Ms Regina Mackenzie (Deputy Head of Delegation) Acting Deputy Mission Director USAID</p> <p>Ms Jenny Morrell Pacific Regional Unit Chief US Department of State</p> <p>Mr Richard Fitzmaurice Regional Environmental, Science, Technology, and Health Officer Regional Environment Office US Embassy Suva</p> <p>Ms Ebony Tran Senior Desk Officer US Agency for International Development</p>
<p>Vanuatu</p>	<p>Hon. Marc Ati (Head of Delegation) Minister of Foreign Affairs, International Cooperation and External Trade Hon. Johnny Koanapo (Chair) Minister of Finance and Economic Management Government of the Republic of Vanuatu</p> <p>Mr Kalfau Kaloris Director-General Ministry of Foreign Affairs, International Cooperation and External Trade Government of the Republic of Vanuatu</p> <p>Mr Yvon Basil Director Department of Foreign Affairs and International Cooperation</p>

Government of the Republic of Vanuatu

Mr Richard Balkonan  
Head of Asia Pacific Division  
Department of Foreign Affairs and International Cooperation  
Government of the Republic of Vanuatu  
Port Vila

Ms Juliette Hakwa  
Manager Monitoring and Evaluation Unit  
Government of the Republic of Vanuatu

Ms Anna Bule  
Manager  
Aid Coordination and Negotiation Unit (ACNU)  
Government of the Republic of Vanuatu

Mr Grame Hinge  
SDO Asia Pacific Division

### PERMAMENT OBSERVERS/OBSERVATEURS PERMANENTS

European Commission  
*Commission européenne*

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Ambassador  
EU Delegation for the Pacific  
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Ms Noa Sainz  
Project Manager  
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### OBSERVERS/OBSERVATEURS

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Mr Henry Puna  
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Ms Beth Sargent

	<p>Regional and International Partnerships Adviser Pacific Islands Forum Secretariat Suva, Fiji</p> <p>Ms Pritika Bijay Engagement Officer Pacific Islands Forum Secretariat Suva, Fiji</p>
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<p>United Nations Children's Fund (UNICEF) <i>Fonds des Nations Unies pour l'enfance</i></p>	<p>Mr Jonathan Veitch Representative for Pacific Island Countries UNICEF</p>

**EXECUTIVE OF THE PACIFIC COMMUNITY  
DIRECTION DE LA COMMUNAUTÉ DU PACIFIQUE**

Director-General / <i>Directeur general</i>	Dr Stuart Minchin
Deputy Director-General, Operations and Integration / <i>Directeur général adjoint – Opérations et intégration</i>	Mr Cameron Diver
Deputy Director-General, Science and Capability / <i>Directeur général adjoint – Sciences et capacités</i>	Dr Paula Vivili

## OUTCOMES OF THE TWELFTH CONFERENCE OF THE PACIFIC COMMUNITY

(2 December 2021, virtual meeting)

### AGENDA ITEM NO. 1: OPENING OF CONF 12

1. The 12th Conference of the Pacific Community (CONF 12) opened on 2 December 2021, and was conducted virtually, using the Zoom online platform. The Secretariat was present at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia, and at the Suva, Fiji, Regional Office.
2. The meeting was attended by representatives of the following SPC members: Australia, Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Kiribati, Republic of the Marshall Islands (RMI), New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom, United States of America and Vanuatu. The European Union attended as a permanent observer. It was also attended by the following partners: International Labour Organization (ILO), Melanesian Spearhead Group (MSG), Oceania Customs Organisation Secretariat (OCFO), Pacific Aviation Safety Office (PASO), Pacific Disability Forum, Pacific Islands Development Programme (PIDP), Pacific Islands Forum Fisheries Agency (FFA), Pacific Islands Forum Secretariat (PIFS), Pacific Region Infrastructure Facility (PRIF), South Pacific Tourism Organisation (SPTO), UN ESCAP, UNFPA and United Nations Children's Fund (UNICEF).
3. The meeting was opened by the Director-General of the Pacific Community, Dr Stuart Minchin, who invited the President of the Federated States of Micronesia, His Excellency David W. Panuelo, to deliver the opening prayer. He offered welcoming remarks to all members, the permanent observer, partners and other stakeholders, and thanked the Prime Minister of the Cook Islands, the Hon. Mark Brown, for his contributions to the Conference as Chairperson, his wisdom and guidance over the last two years.
4. In a video message to Conference, the Prime Minister of Vanuatu, the Hon. Bob Loughman Weibur, warmly welcomed members to the Conference on behalf of the government and people of Vanuatu. He spoke to the importance of SPC as a forum for exchanging ideas and knowledge to confront the myriad of challenges facing the region, and he hoped that members would embrace the inclusion of 'Well-Being' as a prosperity indicator. He thanked all members for joining these discussions and shaping the future of the region.
5. The Secretary for Foreign Affairs of Cook Islands, Ms Tapaeru Hermann, spoke on behalf of the Prime Minister of the Cook Islands, the Hon. Mark Brown, and delivered his statement as the outgoing Chairperson of Conference. She acknowledged the Director-General and the Secretariat for their support and noted the critical role that SPC has and will continue to play in helping the region forge a way forward. The Pacific Community's new Strategic Plan 2021+ would be a tool for determining this pathway back to prosperity. The Representative warmly welcomed the UK in its resumption of membership with SPC and congratulated the EU on becoming SPC's first permanent observer. The Representative also congratulated SPC's membership for pulling together through this difficult time. She invited the Minister of Finance and Economic Management of Vanuatu, Hon. Johnny Koanapo Rasou, to assume the Chair on behalf

of Vanuatu and Ms Peleni Talagi, the Secretary of Government of Niue, to assume the Vice-Chair on behalf of Niue.

6. The Chairperson assumed the Chair and thanked the outgoing Chair for their statement and able chairing over the past two years. He welcomed all members to the 12th Conference and made opening remarks. He then invited the Director-General to present the agenda of Conference.
7. The Director-General led the Conference through the agenda.

#### **ADOPTION OF THE AGENDA**

8. Following the Director-General's summary of the agenda, the Chairperson requested a motion for its adoption. New Zealand moved that the agenda be adopted and the Republic of the Marshall Islands seconded. The Chair declared the agenda adopted.

#### **ELECTION OF THE DRAFTING COMMITTEE**

9. The Secretariat noted the drafting committee nominees: Australia, Cook Islands, Federated States of Micronesia, Fiji, New Caledonia, New Zealand, Palau, Papua New Guinea, Republic of Marshall Islands, United States of America and Vanuatu. As per the Rules of Procedure of Conference, Niue, as Vice-Chair of Conference, assumed the Chair of the Drafting Committee.

#### **AGENDA ITEM NO. 2: DIRECTOR-GENERAL'S REPORT**

10. The Director-General (D-G) reflected on the impacts of the COVID-19 pandemic that continued to affect people in the region and around the world, and led members in a moment of silence for victims of the pandemic and those staff members that SPC had lost during the year. In the face of the COVID-19 pandemic, the D-G highlighted SPC's active role in the Joint Incident Management Team (JIMT), which advised member governments on responses to the pandemic; delivered training and planning support; and provided leadership and technical expertise in the areas of coordination, surveillance, infection prevention and control, laboratory services, risk communication and clinical services. He noted the development of a COVID-19 Response Framework, which identified different levels of readiness and action depending on the COVID-19 situation in SPC's host countries, and the increased focus on staff well-being during the COVID-19 outbreaks in Noumea and Suva. The Secretariat noted Heads of Delegations' request to provide and coordinate further medical workforce surge support in the region in the face of the ongoing pandemic and other public health threats via its Public Health Division.
11. The D-G noted the operational and financial stability of SPC, despite the challenges of COVID-19, and highlighted several key pivots: Enhanced information services capability and digital transformation, with enhanced investment in interpreted video conferencing, internet connectivity, learning delivery tools, cyber-security and control systems; Virtual capacity building through online learning systems; Online consultations, meetings and workshops; procurement of in-country consultants; innovation and repurposing of

specialised capacity; and a flexible approach to the temporary remote location of staff. Key resource changes had been made to assist strengthening capabilities across the organisation. New Directors in Human Resources, Resource Mobilisation and Integration and Climate Change had been hired. The Deputy Director-General (DD-G) roles were realigned with a OneSPC approach to improve delivery for members. The focus in 2022 would be on building cross-cutting programmes across key focus areas that delivered integrated solutions for members.

12. Progress has been made on transforming institutional effectiveness and governance through the Pacific Community Strategic Plan 2021+ process, which had been based on a member-driven, inclusive approach that promoted Pacific thought leadership and voices. He emphasised continued collaboration with the Council of Regional Organisations of the Pacific (CROP) family on the 2050 Blue Pacific Strategy and the need to strengthen partnerships and coordination to optimise resources, networks and assets for the benefit of the region. On the international front, SPC had played a key role in the UN's Food Systems Summit, UNFCCC COP26, the UN Ocean Decade, the UN High-Level Dialogue on Energy, the sustainable use of marine biological diversity of areas beyond national jurisdiction (BBNJ) Agreement and support for the Convention on Biological Diversity (CBD) as part of the 15th Convention of Parties.
13. The Director-General welcomed the resumption of the membership of UK, which brought the total number of members to 27, and looked forward to working with them in the future. He welcomed the EU as a permanent observer to SPC following an out-of-session decision by SPC's members. The EU was a long-standing and significant donor to SPC and this closer partnership would ensure more consistent engagement with SPC in support of regional programmes. He acknowledged the renewal of existing partnerships with New Zealand, Australia and France. These partnerships were critical to achieving a long-term view and confidence, both in programming and finance. He noted new partnerships with the Green Climate Fund (GCF) and Adaptation Fund to support members in accessing climate finance. Through the Director of Integration and Resource Mobilisation, SPC continued to actively pursue new opportunities to support members in the future.
14. The Chairperson welcomed the D-G's Report and thanked him for highlighting SPC's achievements in 2021. Formal statements were made by the President of FSM, His Excellency, David W. Panuelo, New Zealand's Associate Minister of Foreign Affairs, Hon. Aupito William Sio, New Caledonia's Minister for Culture, Youth, Sport and the Protection of Young People, Hon. Mickael Forrest, and the Ambassador of the Republic of the Marshall Islands to Fiji, H.E. Tregar Albon Ishoda. By video message, the Conference also heard from the Minister of State for Pacific and the Environment of the UK, the Right Honourable Lord Goldsmith, whose statement marked the UK's resumption of its membership in SPC.
15. Heads of Delegation expressed sincere condolences for all members who had lost loved ones to COVID-19, and expressed solidarity with the people of the Solomon Islands. The resumption of the UK's membership to SPC was warmly welcomed, as was the successful application by the EU to become a permanent observer to SPC. Heads of Delegation also expressed deep appreciation for the leadership of SPC's Director-General and highlighted the importance of SPC's work to accompany the development aspirations of its members and its ongoing relevance to addressing key issues in the Pacific region.
16. Conference:
  - i. welcomed the Director-General's Report.



### **AGENDA ITEM NO. 3: REGIONAL STATE OF PLAY AND SPC'S ROLE**

17. The Chair of the CRGA Subcommittee for the Strategic Plan, Mr Jimmy Naouna of New Caledonia, presented the draft Pacific Community Strategic Plan 2021+ (Strategic Plan), which was co-developed by SPC members and the Secretariat according to the key principles of CRGA stewardship, inclusive consultation and high-level thought leadership. The Strategic Plan was aligned with the 2050 Strategy for the Blue Pacific Continent and members' priorities at national, regional and global level. The draft Strategic Plan was developed as a navigational tool that would guide the work and service of SPC in years to come and incorporated both the cultures and the contexts of the Pacific region and members' visions for the future. Over the past 24 months, SPC had embarked on a journey of reflection and learning to inform the long-term thinking and planning towards the Blue Pacific's long-term vision. The CRGA Subcommittee and Secretariat led members through several participatory processes that focused on culture and connections to ensure the organisation's continued and evolved support for all Pacific people. The resulting Strategic Plan was co-developed and adaptive, which enabled the achievement of shared goals through transformation and collaboration.
18. The Chairperson thanked the Chair and all members of the Subcommittee and Secretariat for their steadfast efforts and commitment in steering this Strategic Plan process to finalisation and in helping collective efforts to create resilience and opportunities for Pacific peoples.
19. Heads of Delegation expressed support for the adoption of the Pacific Community Strategic Plan 2021+, and commended the Secretariat on the clear and compelling narrative of SPC's added value to the region over the next decade.
20. Conference:
  - i. adopted the Pacific Community Strategic Plan 2021+;
  - ii. acknowledged the continued role of the CRGA Subcommittee for the Strategic Plan in providing consistent guidance to the organisation.

### **AGENDA ITEM NO. 4: LETTER FROM CHAIR OF CRGA 51 TO CHAIR OF CONFERENCE ON CRGA 51'S RECOMMENDATIONS AND DECISIONS MADE BY CRGA 50**

21. The Chairperson of the 51st Meeting of CRGA, Mr Manuel Terai from French Polynesia, was invited to speak to the matters discussed by members at CRGA 51 and to present the resolutions of CRGA 51 to Conference. He thanked members for the great honour and privilege in chairing the 51st session of the CRGA and that its success could be attributed to the active participation of member countries and territories as well as the Secretariat. He also thanked Ms Desna Solofa from the Ministry of Foreign Affairs in Samoa for her excellent leadership of the drafting committee, which allowed for the rapid adoption of all recommendations. He highlighted a summary of CRGA's recommendations that were communicated in the *Letter to the Chair of 12th Conference for Conference's consideration*:

- i. CRGA warmly welcomed the UK's resumption of its membership with SPC and congratulated the European Union (EU) on becoming the first permanent observer to the organisation;
- ii. The meeting warmly welcomed the Director-General's report, which had highlighted the good work SPC had done in 2021, in particular SPC's assistance to the region's COVID-19 pandemic response, remaining active in the CROP family and through international convenings, delivering a balanced budget and ensuring that the Secretariat continued to deliver high-quality scientific and technical support to the region despite the challenges to project execution and implementation;
- iii. CRGA heard the Chair of the Subcommittee for the Implementation of the Strategic Plan, Mr Jimmy Naouna of New Caledonia, co-present the Pacific Community's Strategic Plan 2021+, which was a result of an inclusive, member-driven approach that promoted Pacific leadership and voices. The meeting also warmly thanked and congratulated the Chair, members of the Subcommittee, the Strategy, Planning and Learning (SPL) team and SPC staff for their input over the last two years;
- iv. CRGA approved several revisions to the Pacific Community Governance Arrangement, including to the Criteria and Procedures for the Appointment of the Director-General of the Pacific Community and the Policy on Membership and Observer Status;
- v. The establishment of a Polynesia Regional Office was approved and would begin operations out of Suva, Fiji, before transitioning to a new host country location in 2023;
- vi. CRGA heard from the Chair of the Audit and Risk Committee, who commended SPC on delivering a balanced budget and maintaining reserves. However, he expressed concern at low implementation rates and noted that these were being closely monitored. CRGA noted that SPC had received an unqualified approval for the 2020 Financial Statements from KPMG (Fiji) and recommended that KPMG be re-appointed in its role as SPC's external auditor for the period 2022-2025;
- vii. CRGA heard an update on SPC's 2021 financial performance as well as the proposed 2022 budget including remuneration. CRGA approved the resumption of discussions with the members of the working Group on assessed contributions and host country grants on whether it was possible to resume consultations on this issue in 2022. The meeting also encouraged all development partners to consider the adoption of multi-year restricted programme funding and to pay SPC's target rate of 15% PMF to ensure long-term financial sustainability;
- viii. CRGA recommended that the Director-General, Dr Stuart Minchin, be offered an extension of his appointment as Director-General of the Pacific Community for a period of two years, from the end of his current contract. Furthermore, the meeting endorsed the Standing Committee's assessment that the Director-General has, over the past year, been performing in the 'adding value zone' and noted that the implementation of any salary increase be effective from the beginning of the year following his review. CRGA noted the Director-General's preference to cap any increase at 100% of band 18 and that this would be applied. Finally, CRGA recommended that women in leadership and gender parity at senior level be a key focus area for the Director-General's performance in 2022;

- ix. Finally, CRGA noted several papers, including the Human Resources Report, the Pacific Board of Educational Quality Report, an update on CRGA 50 and out-of-session decisions and implementation, and the Report on the Mid-Term Evaluation of the Pacific Youth Development Framework 2014-2023.
- 22. As set forth by the Rules of Procedure for the Conference of the Pacific Community, Conference was also required to note the decisions of CRGA 50 in 2020, which were presented by the Director-General.
- 23. Conference endorsed the recommendations of CRGA as communicated in the *Letter from the Chair of CRGA 51 to the Chair of the 12th Conference of the Pacific Community*.

**AGENDA ITEM NO. 5 DIRECTOR-GENERAL'S PERFORMANCE EVALUATION AND CRGA'S RECOMMENDATION TO CONFERENCE (Closed session)**

- 24. Conference:
  - i. endorsed CRGA 51's assessment that the Director-General has, over the past year, performed in the 'adding value zone', i.e., his performance has consistently exceeded the requirements of the position;
  - ii. approved CRGA 51's recommendation that the 12th Conference of the Pacific Community offer Dr Stuart Minchin an extension of his appointment as Director-General of the Pacific Community for a period of two years, from the end of his current contract;
  - iii. noted that the implementation of any salary increase for the Director-General is effective from the beginning of the year following this review. As Director-General has indicated his preference to cap any increase at 100% of band 18, this will be applied;
  - iv. directed that women in leadership and gender parity at senior level be a key focus area for the Director-General's performance in 2022;
  - v. noted that the CRGA Standing Committee will relay the outcome of this performance assessment to the Director-General following CRGA 51 and the 12th Conference.

**AGENDA ITEM NO. 6: THEMATIC 12TH CONFERENCE FACE-TO-FACE IN 2022 – DATES AND FOCUS**

- 25. Given the challenges presented by COVID-19, the decision was taken to focus the 12th Conference and convene the thematic session in a face-to-face meeting in the first half of 2022. The Chairperson invited the Director-General to make introductory remarks on the proposal.

26. The Director-General noted that 2022 was SPC's 75th anniversary year and welcomed the proposal to host the thematic session of 12th Conference in Vanuatu to discuss the Conference theme and celebrate this milestone for SPC.
27. The Chairperson invited the Minister of Foreign Affairs of Vanuatu, the Honourable Marc Ati, to present the focus of the thematic session for member consideration. Within the context of the new Pacific Community Strategic Plan 2021+, the Minister proposed the theme 'Blue Prosperity and Pacific Well-Being', which highlighted the Blue Pacific Continent's ambition for prosperity but also firmly anchored the measures of prosperity in the Pacific's own interpretation of progress and 'Well-Being', rather than more traditional economic growth indicators, like Gross Domestic Product (GDP). He emphasised the importance of a 'People-Centred Approach' to sustainable development that accounted for the unique contexts of Pacific region. In the context of recent regional and international convenings, such as the 2050 Blue Pacific Strategy, the UN Decade on Ocean Science, the COP26 negotiations and the Blue Pacific Food Systems Dialogue, the Minister noted that the theme allowed for an inclusive and holistic consideration of land, sea, air, people and ecosystems in the Pacific context. Vanuatu's hope was that the theme would draw attention to the centrality of the Pacific's blue resources and ocean initiatives, and encouraged Conference to think of longer-term visioning around prosperity in the region. Vanuatu was a leader in setting 'Well-Being' measures, which was demonstrated in its Vanuatu 2030 People's Plan, and he encouraged a strong reflection of this theme in the Pacific Community's Strategic Plan 2021+. Finally, during the 2022 thematic session, it was hoped that there would be an opportunity to reflect on the Strategic Plan in its initial phase and to celebrate the 75th anniversary of SPC. Three quarters of a century was an incredible testament to the strength of Pacific partnerships and SPC's shared regional commitment to the power of multilateralism. The organisation had faced many challenges, lessons and experiences along this journey, but had survived and remained strong because it had stayed united. It was this strength and determination that offered confidence in a sustainable and resilient future, both for SPC and for all the people of the Pacific.
28. Heads of Delegation welcomed the invitation by Vanuatu to join the thematic 12th Conference in Port Vila in July 2022. They also expressed support for the theme.

#### **AGENDA ITEM NO. 7: YEAR 2023 CONFERENCE VENUE AND ELECTION OF CHAIR AND VICE-CHAIR**

29. The Director-General updated Conference on the practice for determining the location of Conference. The Rules of Procedure for the Conference of the Pacific Community provide that Conference is held at SPC's headquarters in Noumea, New Caledonia, unless a member offers to host the event. In the latter case, the host will need to meet the full additional cost to SPC of hosting the Conference, and the associated pre-Conference meeting of CRGA, away from SPC's headquarters. Based on the established order of Chairs and Vice-Chairs of Conference in accordance with the Rules of Procedure of the Conference of the Pacific Community, New Caledonia would be Vice-Chair.
30. Conference noted that:
  - i. the Thirteenth Conference of the Pacific Community will be convened at SPC's headquarters in Noumea, New Caledonia, in 2023 subject to (iii) below;

- ii. a decision on the Chairperson for 13th Conference would be made by CRGA 52, and New Caledonia would provide the Vice-Chairperson;
- iii. any member wishing to host the 13th Conference may do so, subject to resolution by agreement if there are several offers, and to further note the member will need to meet the full additional cost of hosting the Conference and the associated pre-Conference meeting of CRGA 53.

#### **AGENDA ITEM NO. 8: ADOPTION OF CONFERENCE OUTCOMES**

- 31. Conference adopted its outcomes.

#### **CLOSING REMARKS**

- 32. The Director-General and Chairperson made closing remarks. The Kiribati High Commissioner to Fiji, His Excellency David M. Teaabo, delivered the closing prayer.
  - 33. The Chairperson declared the 12th Conference of the Pacific Community closed.
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**FIFTY-FIRST MEETING OF THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS (CRGA 51)**

**Chairperson**

Mr Manuel Terai  
Adviser on international, European, and Pacific affairs to the French  
Polynesian government  
French Polynesia

**Vice-Chairperson**

Ms Peseta Noumea Simi  
Chief Executive Officer, Ministry of Foreign Affairs and Trade  
Samoa

**AGENDA OF THE FIFTY-FIRST MEETING OF THE COMMITTEE OF REPRESENTATIVES OF  
GOVERNMENTS AND ADMINISTRATIONS (CRGA 51)**

1. Opening of CRGA 51
2. Director-General's report, regional state of play and SPC's role
3. Polynesia Regional Office
4. Strategic Plan and Results Framework
5. Pacific Community Governance
6. Finance
7. Director-General's Performance Assessment and contract renewal (Closed session)
8. CRGA 52—Venue, Chairperson and Vice-Chairperson
9. Information Papers (for noting)
10. Evaluation of CRGA 51
11. Adoption of CRGA 51 Decisions

## **REPORT OF THE FIFTY-FIRST MEETING OF THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**

### **AGENDA ITEM NO. 1: OPENING OF CRGA 51**

1. The 51st meeting of the Committee of Representatives of Governments and Administrations (CRGA 51) opened on 30 November 2021, and was conducted virtually, using the Zoom online platform. The Secretariat was present at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia, and at the Suva, Fiji, Regional Office. The meeting was chaired by French Polynesia, with Samoa as Vice-Chair, and was attended by representatives of the following SPC members: Australia, Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Kiribati, Republic of the Marshall Islands (RMI), New Caledonia, New Zealand (NZ), Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom (UK), United States of America (USA), and Vanuatu. The European Union (EU) attended as a permanent observer to SPC. The following partners were also in attendance: International Labour Organization (ILO), Melanesian Spearhead Group (MSG), Oceania Customs Organisation Secretariat (OCO), Pacific Aviation Safety Office (PASO), Pacific Disability Forum, Pacific Islands Development Programme (PIDP), Pacific Islands Forum Fisheries Agency (FFA), Pacific Islands Forum Secretariat (PIFS), Pacific Region Infrastructure Facility (PRIF), Pacific Tourism Organisation (SPTO) and the United Nations Children's Fund (UNICEF).
2. The Chair welcomed members and partners and noted the great privilege and honour it was to Chair the 51st meeting of CRGA. He welcomed the resumption of the membership of UK as the 27th member of SPC and congratulated the EU as the first permanent observer to SPC. He looked forward to working with the Vice-Chair from Samoa to guide the deliberations of CRGA 51 to a successful outcome. The Chair also acknowledged Pitcairn's decision to defer their role as Vice-Chair, given the ongoing challenges presented by virtual connection. The Chair thanked the Director-General and his staff for the effort put into the organisation of this important meeting.
3. The Chair discussed the range of matters before CRGA 51, which would set the agenda for future years, including: reporting on a year of COVID-19-related challenges and innovations; pivots in approaches to key strategic planning and capacity building; ongoing work of the organisation through remote means and work arrangements; and programmes and budgets that are seeking to ascertain certainty in what looks to be another year of disruptions from COVID-19 in 2021.
4. The Director-General (D-G) thanked the Chair for his generous opening remarks, and for the pertinent observations on the challenges faced as a region. He welcomed and acknowledged members, permanent observers, partners, and other stakeholders, and noted the importance of the input of all members to the full agenda before the meeting. The D-G noted the unusual meeting circumstances arising from the COVID-19 pandemic and thanked all members and other participants for their patience and adaptability. He acknowledged the Secretariat staff for the substantial and novel meeting logistics in these unusual circumstances. The D-G led the meeting through the meeting agenda. The Pacific Community Strategic Plan 2021+ (Strategic Plan) would be presented. The Secretariat would present the Operations and Management Directorate (OMD) report, including the Audit and Risk Committee (ARC) report, the 2019 Audited Financial Statements, SPC's 2020 revised budget and 2021 proposed budget, and human resources issues. The meeting would formally affirm the venue, Chair and Vice-Chair of CRGA 51 and of the 12th



Conference. The meeting would discuss the standing agenda items of educational quality and youth, and CROP cohesion and coordination.

#### **ADOPTION OF THE AGENDA**

5. Following the Director-General's summary of the agenda, the Chair requested a motion for its adoption. Fiji moved that the agenda be adopted, and French Polynesia seconded. The Chair declared the agenda adopted.

#### **ELECTION OF THE DRAFTING COMMITTEE**

6. The Secretariat noted the drafting committee nominees: Australia, Cook Islands, Fiji, Federated States of Micronesia, French Polynesia, New Caledonia, New Zealand, Papua New Guinea, and United States of America. As Vice-Chair of CRGA 51, Samoa chaired the drafting committee.

#### **AGENDA ITEM NO. 2: DIRECTOR-GENERAL'S REPORT, REGIONAL STATE OF PLAY AND SPC'S ROLE**

7. The Director-General (D-G) reflected on the impacts of the COVID-19 pandemic that continued to critically impact people in the region and around the world and led members in a moment of silence for victims of the pandemic and those staff members who SPC had lost during the year.
8. The Director-General (D-G) provided members with an update on SPC's progress and implementation throughout 2021. While the ongoing COVID-19 pandemic has continued to create challenges for SPC, the organisation had made substantial progress on delivering its strategy, executing its work programmes, and supporting members in addressing their challenges. He acknowledged the commitment of SPC's staff throughout this period and commended members' adaptability to new approaches, which included remote engagement and execution.
9. In the face of the COVID-19 pandemic, the D-G highlighted SPC's active role in the Joint Incident Management Team (JIMT), which advised member governments on responses to the pandemic; delivered training and planning support; and provided leadership and technical expertise in the areas of coordination, surveillance, infection prevention and control, laboratory services, risk communication and clinical services. He noted the development of a COVID-19 Response Framework, which identified different levels of readiness and action depending on the COVID-19 situation in SPC's host countries, and the increased focus on staff well-being during the COVID-19 outbreaks in Noumea and Suva.
10. The D-G noted the operational and financial stability of SPC, despite the challenges of COVID-19, and highlighted several key pivots: Enhanced information services capability and digital transformation, with enhanced investment in interpreted video conferencing, internet connectivity, learning delivery tools, cyber security and control systems; virtual capacity building through online learning systems; online consultations, meetings and workshops; procurement of in-country consultants; innovation and repurposing of specialised capacity; and a flexible approach to the temporary remote location of staff. The focus in 2022 would be on building cross-cutting programmes across key focus areas that delivered integrated solutions for members.

11. Progress has been made on transforming institutional effectiveness and governance through the Pacific Community Strategic Plan 2021+ process, which had been based on a member-driven, inclusive approach that promoted Pacific thought leadership and voices. He emphasised continued collaboration with the Council of Regional Organisations of the Pacific (CROP) family on the 2050 Blue Pacific Strategy and the need to strengthen partnerships and coordination to optimise resources, networks, and assets for the benefit of the region. SPC's institutional framework had also been strengthened via an ongoing review of its governance framework and policies, which included the publication of the bilingual fourth edition of the *Pacific Community Governance Compendium* as well as member consultations on proposed amendments to the Pacific Community Governance Arrangement, including the *Criteria and procedure for the recruitment of the Director-General of the Pacific Community* and the *Membership and observer policy*.
12. The D-G welcomed the EU as a permanent observer to SPC following an out-of-session decision by SPC's members. The EU was a long-standing and significant donor to SPC, and this closer engagement would ensure more consistent engagement with SPC in support of regional programmes.
13. Finally, the D-G confirmed the out-of-session decision to welcome the United Kingdom back to SPC as its 27th member and looked forward to working with them in the future.
14. Members warmly welcomed the UK's resumption of membership to SPC as its 27th member, and the EU as the first permanent observer to SPC. The UK underscored its commitment to SPC and the region and was pleased to resume membership. The members also affirmed that SPC was a highly valued partner in the region and expressed deep appreciation for the good work done by SPC in 2021 and commended the Director-General's leadership and commitment of the Secretariat staff.
15. CRGA:
  - i. welcomed the Director-General's Report.

### **AGENDA ITEM NO. 3: POLYNESIA REGIONAL OFFICE**

16. The Secretariat presented an update of the work undertaken by the Polynesian Working Group (PWG) on establishing an SPC Polynesia Regional Office (PRO). Based on the work of the PWG, SPC's Polynesian members unanimously declared they were in favour of establishing a PRO and presented recommendations and options for key aspects of establishing the PRO, including finance and costing, staffing and host country criteria. In 2022 as part of a phased approach, the PRO would start its operations out of Suva, Fiji, with a proposed transition to the successful host country in early 2023. Members noted the opportunity that the establishment of the PRO presented for SPC's work plan in Polynesia and the better integration it would encourage between the English and French-speaking Polynesian triangle. In addition, members highlighted the role of the PRO in fostering a 'One SPC' approach through closer sub-regional engagement and links with SPC's main hubs and other decentralised offices.
17. Samoa: The representative thanked the Secretariat and members of the PWG for facilitating the informative and important discussions around establishing a PRO. The representative noted the importance of providing a genuine platform for the identification of and consideration for further strategic support and the assistance to the development priorities of the whole SPC membership. This would contribute to strengthening SPC's timely and effective services to its members through the various

areas of work covered in the D-G's report, in particular the implementation of the new Pacific Community Strategic Plan 2022–2031. The representative emphasised the importance of subregional work and approach, as well as the value of wider collaboration and coordination in the face of an uncertain future.

18. French Polynesia: The representative supported the establishment of the PRO and noted that the establishment of the office would improve integration between the French and English-speaking members of the Polynesian triangle. The office would also help the Polynesian leaders' group define a Polynesian vision for sustainable development based on traditional knowledge.
19. CRGA endorsed:
  - i. the establishment of a Pacific Community Polynesia Regional Office (PRO) based on a phased approach under which, in year 1, the office will begin operating out of the Suva Regional Office;
  - ii. the budget for year 1 of the office, recognising that it will evolve as part of SPC's budget process in subsequent years;
  - iii. the proposed option for staffing, noting this is an ideal provisional structure that is likely to change over time;
  - iv. the proposed criteria for hosting the PRO, which will form the basis for accepting and assessing expressions of interests from potential host countries;
  - v. the proposed process for selecting a host country for the PRO.

#### **AGENDA ITEM NO. 4: PACIFIC COMMUNITY STRATEGIC PLAN 2021+ AND RESULTS FRAMEWORK**

20. The Chair of the CRGA Subcommittee for the Strategic Plan, Mr Jimmy Naouna of New Caledonia, presented the draft Pacific Community Strategic Plan 2021+ (Strategic Plan), which was co-developed by the Secretariat and SPC members and aligned the 2050 Strategy for the Blue Pacific Continent with members' priorities at national, regional, and global level. The draft Strategic Plan was a navigational tool that would guide the work and service of SPC in years to come. Over the past 24 months, SPC had embarked on a journey of reflection and learning to inform long-term thinking in the present with a view to looking ahead. The CRGA Subcommittee and Secretariat led members through several participatory processes that focused on culture and connections to ensure the organisation's continued and evolved support for all Pacific people. The resulting Strategic Plan was co-developed and adaptive, which enabled the achievement of shared goals through transformation and collaboration.
21. The Director-General spoke to the vision of the Strategic Plan and highlighted the transformative pathways: Policy to action; data, statistics, and knowledge; innovation and research; digitisation and technology; and capability and influence. He also highlighted the high-level draft Strategic Results Framework and how performance against the Plan would be measured.
22. The Chairperson recognised the Subcommittee's hard work and the extremely important role it had played alongside the Secretariat's Senior Leadership Team (SLT) and SPC staff. He recorded his recognition of the commitment and service of the sitting Subcommittee.

The representatives had served for six years, the life of the previous Strategic Plan and the year of the Transition Plan 2021.

23. Members recognised the important role of the Subcommittee. The Secretariat also took advice on nominations for the membership of the next CRGA Subcommittee for the Strategic Plan, which would be established in 2022.
24. CRGA:
  - i. endorsed the Pacific Community Strategic Plan 2021+, including the draft strategic results framework and the inclusion of stronger language on gender inclusivity, and commended it to the 12th Conference of the Pacific Community for adoption;
  - ii. acknowledged the commitment and service of the current CRGA Subcommittee for the Strategic Plan, which had played a critical role in providing consistent strategic guidance to SPC for 6 years;
  - iii. affirmed the continued role of the Subcommittee in providing this guidance and directed the Secretariat to open nominations for Subcommittee membership in early 2022.

#### **AGENDA ITEM NO. 5: REVIEW OF PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT**

25. The Secretariat presented an updated version of the Pacific Community Governance Arrangement (PCGA).
26. United States of America (USA): The representative warmly welcomed the Secretariat's continued efforts to keep SPC governance documents up to date and accessible in a single location. She noted that it was imperative that SPC members review and approve any changes to the text of the Pacific Community Governance Arrangement, given its importance to SPC's governance framework. Therefore, they were unable to accept the proposed update to paragraph 3, which would have allowed the Secretariat to periodically update the PCGA without seeking member approval. The representative moved to strike the proposed paragraph 3 of the PCGA and edit the first recommendation to read, 'that CRGA is invited to approve the Pacific community governance arrangement with the deletion of proposed paragraph three'. With this change they supported the recommendation to adopt the updates to the PCGA. The representative also requested that a table matrix of those updates be circulated to members for transparency.
27. Samoa: The representative asked whether there might be merit in considering a reflection of appropriate virtual arrangements in the governance procedure.
28. Secretariat: Accepted the USA's proposal to strike the proposed paragraph 3 and committed to circulating a matrix of any amendments related to the United Kingdom. The Secretariat agreed to consider in more detail this update, noting that they had done their best to remove any requirements for face-to-face meetings as particularly reflected in the Director-General's recruitment process, which required face-to-face interviews.
29. CRGA:
  - i. approved the Pacific Community Governance Arrangement with the deletion of the proposed paragraph 3, and recommended its adoption by the 12th Conference of the Pacific Community;

- ii. recommended the Conference direct the Secretariat to make the necessary updates to the Pacific Community Governance Arrangement and all other governance documents to reflect the United Kingdom's resumption of its membership.

**AGENDA ITEM No. 5: CRITERIA AND PROCEDURE FOR APPOINTMENT OF THE DIRECTOR-GENERAL OF THE PACIFIC COMMUNITY**

- 30. The Secretariat presented an updated version of the *Criteria and procedure for the appointment of the Director-General of the Pacific Community*.
- 31. CRGA:
  - i. approved the updated 'Criteria and procedure for appointment of the Director-General of the Pacific Community' and recommended its adoption by the 12th Conference of the Pacific Community;
  - ii. noted that the updated version will become Annex 3 of the Pacific Community Governance Arrangement.

**AGENDA ITEM NO. 5: MEMBERSHIP AND OBSERVER POLICY**

- 32. The Secretariat presented a revised version of the *Membership and observer policy* for members' consideration and proposed that the policy become an annex to the Pacific Community Governance Arrangement.
- 33. USA: The representative requested a change to the first recommendation to change the word in the first recommendation from 'amendments' to 'revisions'. They viewed the word 'amendments' as being reserved for legally binding documents.
- 34. CRGA:
  - i. approved the revisions to the Pacific Community Policy on Membership and Observer Status and recommended its adoption by the 12th Conference of the Pacific Community;
  - ii. approved the Policy being included as an annex to the Pacific Community Governance Arrangement.

**AGENDA ITEM NO. 6: FINANCE**

**AGENDA ITEM NO. 6: AUDIT AND RISK COMMITTEE REPORT**

- 35. The Chair of the Audit and Risk Committee (ARC), Mr Alan Cairns, updated CRGA on the committee's work over the last year and gave an assessment of risks facing the organisation. COVID-19 continued to affect SPC's operations, but the organisation had maintained a balanced budget between income and expenditure, and reserves were being maintained. Ongoing concerns highlighted included project ineligibles and the subsequent need for the implementation of a record management system. The ARC also welcomed the establishment of an in-house internal audit team and noted progress on implementing an electronic audit management system, the development of an internal

audit manual and the development and implementation of an annual work plan alongside external auditors, KPMG.

36. New Zealand: How long would it take to clear the build-up of programme and project commitments that have occurred because of low implementation rates?
37. Solomon Islands: The representative thanked the Chair of the ARC and welcomed the appointment of the external auditor from Fiji for the next financial year as well as the suggested recommendations.
38. CRGA noted:
  - i. the report from the Chair of the ARC;
  - ii. that the external auditors provided an unqualified audit opinion for SPC's 2020 financial statements, and that ARC recommended the acceptance of these statements;
  - iii. approved the ARC's unanimous recommendation, that following a competitive selection process, to appoint KPMG (Fiji) as external auditors for SPC for the financial years 2022-2025.

#### **AGENDA ITEM NO. 6: UPDATE ON 2021 PERFORMANCE**

39. The Secretariat presented the revised 2021 budget with reduced project income of EUR 6.4 million offset by a 2.6 million increase in programme funding. This was a balanced budget in line with what had been approved for 2021, with total income and expenditure of EUR 82.35 million (originally EUR 86.17 million).
40. Project and programme implementation lagged behind budget but the decline in project management fees (PMF) had been offset by the reduction in core expenditure related to a reduction in staff travel, delayed staff onboarding and vacant positions. This had resulted in an operating surplus of EUR 2.4 million as of September 2021, which was expected to be carried through to year end.
41. The Secretariat drew member attention to the continued level of progress towards the target for PMF of 15% as mandated by CRGA 46.
42. The Secretariat noted that 11 Member countries and territories remained in arrears in paying their assessed contributions for 2021 or prior years. This totalled EUR 3.08 million. This would have a direct impact on SPC's cash flow and ability to provide services to members and the Secretariat encouraged those members to make timely payments or to enter a payment plan with the Secretariat.
43. SPC continued to pursue resource mobilisation through strategic partnerships and accreditations to build a strong pipeline of projects, which totalled EUR 36.34 million as of August 2021, with new projects at concept stage worth EUR 35.99 million.
44. CRGA:
  - i. noted the revision of the 2021 budget, which was primarily driven by the continued impact of COVID-19 on project implementation;

- ii. noted the positive financial performance as of September 2021, based on the 2021 revised budget;
- iii. recognised that timely payment of assessed contributions and host country grants is critical to SPC's financial sustainability and capacity to continue to provide services and programmes to members;
- iv. urged members that have not yet paid their outstanding contributions to SPC to do so.

#### **AGENDA ITEM NO. 6: 2022 BUDGET, INCLUDING REMUNERATION**

45. The Secretariat presented the proposed 2022 budget, which had an income of EUR 99.02 million and expenditure of EUR 99.54 million. This had been balanced with a marginal drawdown from reserves of EUR 0.52 million. The deficit of EUR 520,000 was a cash deficit due to capital expenditure (CAPEX) of EUR 550,000. The operating expenses (OPEX) budget was balanced. The Secretariat noted that the CAPEX did not include the potential funding of EUR 1.3 million for the construction of a new office building in Nabua, Suva, which was subject to ongoing negotiations. The 2022 budget breakdown was 83% project and programme funding versus 17% core funding. No specific provision for further EU ineligible project expenditures had been made and negotiation on legacy issues would be finalised by the end of 2021 and future audits would be managed within the level of existing provisions. Risks to 2022 performance had been identified and mitigating actions were being taken.
46. As in 2020 and as reflected in the recommendations of Paper 9.a, any considerations of market increase for salaries and shifts in the midpoint of salary bands were deferred.
47. Samoa: The representative posed two questions. 1. If the ineligibles have been settled? 2. Progress on the issues of arrears? The representative noted the importance of encouraging partners to consider adopting multi-year restricted programme funding, which helped the organisation bridge gaps given the current income reductions.
48. Secretariat: The D-G highlighted the situation with regards to ineligibles. It was the Secretariat's intention to distribute a circular to members immediately after the Conference to request approval to resolve the historical ineligible issues as soon as possible. SPC had already made provisions to cover historical ineligibles, potential debts and any future ones that could arise from the existing project portfolio. Future ineligibles would not impact the budget situation for SPC, and the organisation was close to a resolution. This action would not impact the 2021-22 budgets.
49. CRGA:
  - i. approved the proposed budget for 2022;
  - ii. approved the Secretariat's proposal to liaise with members of the working group on assessed contributions and host country grants to assess whether consultations on these matters can recommence in 2022;
  - iii. encouraged all development partners to consider adopting multi-year restricted programme funding;
  - iv. noted the potential drawdown of conditional funding of EUR 1.3 million from the reserves for construction of a new office building in Nabua, Suva.



**AGENDA ITEM NO. 7 DIRECTOR-GENERAL'S PERFORMANCE EVALUATION AND CONTRACT RENEWAL (Closed session)**

50. CRGA:

- i. endorsed the Standing Committee's assessment that the Director-General has, over the past year, performed in the 'adding value zone', i.e., his performance has consistently exceeded the requirements of the position;
- ii. approved the Standing Committee's recommendation that the 12th Conference of the Pacific Community offer Dr Stuart Minchin an extension of his appointment as Director-General of the Pacific Community for a period of two years, from the end of his current contract;
- iii. noted that the implementation of any salary increase for the Director-General is effective from the beginning of the year following this review. As the Director-General has indicated his preference to cap any increase at 100% of band 18, this will be applied;
- iv. recommended that women in leadership and gender parity at senior level be a key focus area for the Director-General's performance in 2022;
- v. noted that the Standing Committee will relay the outcome of this performance assessment to the Director-General following CRGA.

**AGENDA ITEM NO. 8: CRGA 52 – VENUE, CHAIR AND VICE-CHAIR**

51. In accordance with the CRGA Rules of Procedure, CRGA 51 agreed that CRGA 52 would be held in Noumea, New Caledonia. The Chairperson would be provided by Samoa and the Vice-Chairperson by Pitcairn. The dates for this meeting would be finalised and members would be notified in due course. The Secretariat was hopeful that these meetings could be convened in person.

52. CRGA noted that:

- i. the venue for the meeting of CRGA 52 will be Noumea;
- ii. Samoa will provide the Chairperson for CRGA 52, and Pitcairn will provide the Vice-Chairperson;
- iii. the thematic session of the 12th Conference of the Pacific Community will be held in Vanuatu in 2022, with Vanuatu remaining as Chair and Niue as Vice-Chair.

**AGENDA ITEM NO. 9: OTHER BUSINESS (For noting)**

**AGENDA ITEM NO. 9: HUMAN RESOURCES REPORT**

53. The Secretariat provided the Human Resources (HR) Report, which highlighted key initiatives undertaken by the Secretariat's Human Resources Department in 2021. To ensure a fit-for-purpose HR function focused on operational and strategic effectiveness,



HRD continues to create and deliver on a work plan that aligns with the overall Operations and Management Directorate's (OMD) business plan and the Pacific Community Transition Plan 2021.

54. CRGA:

- i. noted progress in implementing the human resources work programme and key initiatives in alignment with the Operations and Management Directorate's business plan;
- ii. encouraged the Secretariat to continue investing in health and safety initiatives to meet its objectives of zero accidents and occupational illnesses, elimination of hazards and reduction of risks;
- iii. directed the Secretariat to continue working to develop a high performing, engaged and diverse workforce as a critical contribution to 'One SPC' and to high-quality service delivery to members;
- iv. noted the Secretariat does not propose a general market increase in salaries for 2022;
- v. directed the Secretariat to defer implementing the 2.5% midpoint band shift to 2023 (noting that in 2019, CRGA approved this shift for implementation in 2021);
- vi. noted the establishment of new salary scales for locally recruited staff in locations where these did not previously exist.

**AGENDA ITEM NO. 9: UPDATE ON CRGA 50 DECISIONS**

55. CRGA 51 was provided with an update on the implementation of CRGA 50 and out-of-session decisions.

**AGENDA ITEM NO. 9: OUT-OF-SESSION DECISIONS**

56. CRGA 51 was provided with a summary of out-of-session decisions approved by members since CRGA 50.

**AGENDA ITEM NO. 9: REPORT FROM THE PACIFIC BOARD OF EDUCATIONAL QUALITY (PBEQ): A CRGA SUBCOMMITTEE**

57. The Secretariat provided the outcomes of the sixth annual meeting of the Pacific Board for Educational Quality, a subcommittee of CRGA, as agreed by the members of the PBEQ on 19 March 2021. The Subcommittee met virtually from 18–19 March 2021 to discuss matters relating to regional educational quality and regional qualifications.

58. CRGA:

- i. noted the report from the sixth annual meeting of the Pacific Board for Educational Quality (PBEQ).

**AGENDA ITEM NO. 9: UPDATE ON OUTCOMES OF THE HIGH-LEVEL DIALOGUE ON YOUTH –**

## **PACIFIC YOUTH DEVELOPMENT FRAMEWORK**

59. The Secretariat provided an update on and status of the mid-term review of the Pacific Youth Development Framework (PYDF) 2014–2023. Information on progress made in advancing youth development outcomes through SPC’s Social and Environmental Responsibility (SER) policy programming work was also noted as well as partnerships and funding commitments for Youth for Development programmes. It also highlighted the progress made towards achieving the outcomes highlighted by Pacific representatives during the High-Level Dialogue on Youth at the Ninth Conference of the Pacific Community. Considering the ongoing COVID-19 crisis, the Secretariat highlighted the specific impacts of the pandemic on youth, and associated responses at national and regional levels.
60. CRGA:
- i. recognised the impacts of COVID-19 on youth and the associated responses at regional and national levels;
  - ii. noted the update on the mid-term review of the Pacific Youth Development Framework (PYDF) and progress made in its implementation;
  - iii. reaffirmed the calls by CRGA 48 and CRGA 49 for more resources for implementation of the PYDF, for all members to lead resourcing for youth development, and for the Secretariat to deliver regional interventions aligned with the PYDF;
  - iv. supported the efforts being made to assist youth and directed SPC to continue to strengthen integrated programming focused on youth across the organisation.

### **AGENDA ITEM No. 10: EVALUATION OF CRGA 50**

61. CRGA 51 responded to questions evaluating the conduct and content of the meeting.

### **AGENDA ITEM No. 11: ADOPTION OF CRGA 51 DECISIONS**

62. CRGA 51 adopted its decisions.
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FIFTY-FIRST MEETING OF THE COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND  
ADMINISTRATIONS  
*CINQUANTE ET UNIÈME SESSION DU  
COMITÉ DES REPRÉSENTANTS DES GOUVERNEMENTS ET ADMINISTRATIONS*

(30 November – 02 December 2021, virtual meeting)  
(30 novembre – 2 décembre 2021, réunion virtuelle)

**LIST OF PARTICIPANTS**  
***LISTE DES PARTICIPANTS***

**Chairperson: Mr Manuel Terai**  
***Présidence : M. Manuel Terai***

**Vice-Chairperson: Ms Peseta Noumea Simi**  
***Vice-Présidence : Peseta Noumea Simi***

Australia  
*Australie*

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Assistant Secretary  
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Ms Elizabeth Peak  
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<p>Fiji Islands <i>Fidji</i></p>	<p>Mr Esala Nayasi Deputy Secretary for Foreign Affairs Ministry of Foreign Affairs and International Cooperation</p>
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	<p>M. François Behue  Chef du Service de la coopération régionale et des relations extérieures  Gouvernement de la Nouvelle-Calédonie</p> <p>M. Jimmy Naouna  Conseiller principal – Relations multilatérales  Gouvernement de la Nouvelle-Calédonie</p>
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	<p>Mr Kuike Numoi Acting Director-General – Bilateral Division Department of Foreign Affairs and International Trade</p> <p>Ms Berlina Gawi Assistant Director – Pacific Australia New Zealand (PANZ) Branch Department of Foreign Affairs and International Trade</p> <p>Mr Komuna Karo Foreign Service Officer – Pacific Australia New Zealand (PANZ) Branch Department of Foreign Affairs &amp; International Trade</p> <p>Ms Jacinta Tony-Barrion First Secretary / Head of Chancery PNG High Commission and Permanent Delegation to PIF and CROP PNG High Commission, Suva</p>
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	Ms Noa Sainz Project Manager Delegation of the European Union for the Pacific

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	Ms Beth Sargent Regional and International Partnerships Adviser
	Ms Pritika Bijay Engagement Officer

Pacific Region Infrastructure Facility (PRIF) <i>Fonds d'infrastructure régional océanien</i>	Mr Sean O'Sullivan Team Leader Pacific Region Infrastructure Facility (PRIF) Canberra  Ms Jane Romero Technical Assistance Officer PRIF Australia  Ms Lorena Estigarribia Technical Officer Pacific Region Infrastructure Facility - PRIF Australia  Ms Nina Mines Finance and Operations Officer  Ms Caroline Fusimalohi Secretariat and Communication Coordinator Pacific Region Infrastructure Facility  Mr Timothy Stats Technical Assistance Officer
Pacific Tourism Organisation (SPTO) <i>Organisation du tourisme du Pacifique Sud</i>	Mr Krishneel Muni Achari Manager Finance and Corporate Services
United Nations Children's Fund (UNICEF) <i>Fonds des Nations Unies pour l'enfance</i>	Mr Jonathan Veitch Representative for Pacific Island Countries

**EXECUTIVE OF THE PACIFIC COMMUNITY**  
***DIRECTION DE LA COMMUNAUTÉ DU PACIFIQUE***

Director-General / <i>Directeur general</i>	Dr Stuart Minchin
Deputy Director-General, Operations, and Integration <i>/ Directeur général adjoint – Opérations et intégration</i>	Mr Cameron Diver
Deputy Director-General, Science and Capability / <i>Directeur général adjoint – Sciences et capacités</i>	Dr Paula Vivili

**DECISIONS OF THE FIFTY-FIRST MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(30 November–1 December 2021, virtual Meeting)

**AGENDA ITEM NO. 1: OPENING OF CRGA 51**

1. The 51st meeting of the Committee of Representatives of Governments and Administrations (CRGA 51) opened on 30 November 2021, and was conducted virtually, using the Zoom online platform. The Secretariat was present at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia, and at the Suva, Fiji, Regional Office. The meeting was chaired by French Polynesia, with Samoa as Vice-Chair, and was attended by representatives of the following SPC members: Australia, Cook Islands, Federated States of Micronesia (FSM), Fiji, France, French Polynesia, Kiribati, Republic of the Marshall Islands (RMI), New Caledonia, New Zealand (NZ), Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom (UK), United States of America (USA), and Vanuatu. The European Union (EU) attended as a permanent observer to SPC. The following partners were also in attendance: International Labour Organization (ILO), Melanesian Spearhead Group (MSG), Oceania Customs Organisation Secretariat (OCFO), Pacific Aviation Safety Office (PASO), Pacific Disability Forum, Pacific Islands Development Programme (PIDP), Pacific Islands Forum Fisheries Agency (FFA), Pacific Islands Forum Secretariat (PIFS), Pacific Region Infrastructure Facility (PRIF), South Pacific Tourism Organisation (SPTO) and the United Nations Children’s Fund (UNICEF).
2. The Chair welcomed members and partners and noted the great privilege and honour it was to Chair the 51st meeting of CRGA. He welcomed the resumption of the membership of UK as the 27th member of SPC and congratulated the EU as the first permanent observer to SPC. He looked forward to working with the Vice-Chair from Samoa to guide the deliberations of CRGA 51 to a successful outcome. The Chair also acknowledged Pitcairn's decision to defer their Vice-Chairing role, given the ongoing challenges presented by virtual connection. The Chair thanked the Director-General and his staff for the effort put into the organisation of this important meeting. The Chair acknowledged the challenges associated with the ongoing COVID-19 pandemic in the region, but noted that there was strength and possibility in pooling capabilities collectively as SPC members through strengthened capacity building, science and innovation and people-centred development for all peoples of the Blue Pacific Continent. He noted that the shortened timeframe of the meeting was meant to reduce the burden on members, but that there were a range of matters before CRGA 51 for decision, including SPC’s performance in 2021, the new Pacific Community Strategic Plan, D-G’s performance evaluation and SPC’s plans for the establishment of the Polynesian Regional Office. He noted that the decisions of CRGA 51 would be transmitted via the Letter from the Chair of CRGA 51 to Chair of Conference.
3. The Director-General (D-G) thanked the Chair for his opening remarks. He welcomed and acknowledged members, permanent observers, partners and other stakeholders, and

noted the importance of the input of all members to the full agenda before the meeting. At the request of the Chair, the D-G led the meeting through the meeting agenda.

#### **ADOPTION OF THE AGENDA**

4. Following the Director-General's summary of the agenda, the Chair requested for a motion for its adoption. Fiji moved that the agenda be adopted and French Polynesia seconded. The Chair declared the agenda adopted.

#### **ELECTION OF THE DRAFTING COMMITTEE**

5. The Secretariat noted the drafting committee nominees: Australia, Cook Islands, Fiji, Federated States of Micronesia, French Polynesia, New Caledonia, New Zealand, Papua New Guinea and United States of America. As Vice-Chair of CRGA 51, Samoa chaired the drafting committee.

#### **AGENDA ITEM NO. 2: DIRECTOR-GENERAL'S REPORT, REGIONAL STATE OF PLAY AND SPC'S ROLE**

6. The Director-General (D-G) reflected on the impacts of the COVID-19 pandemic that continued to critically impact people in the region and around the world, and led members in a moment of silence for victims of the pandemic and those staff members that SPC had lost during the year. In the face of the COVID-19 pandemic, the D-G highlighted SPC's active role in the Joint Incident Management Team (JIMT), which advised member governments on responses to the pandemic; delivered training and planning support; and provided leadership and technical expertise in the areas of coordination, surveillance, infection prevention and control, laboratory services, risk communication and clinical services. He noted the development of a COVID-19 Response Framework, which identified different levels of readiness and action depending on the COVID-19 situation in SPC's host countries, and the increased focus on staff well-being during the COVID-19 outbreaks in Noumea and Suva.
7. The D-G noted the operational and financial stability of SPC, despite the challenges of COVID-19, and highlighted several key pivots: Enhanced information services capability and digital transformation, with enhanced investment in interpreted video conferencing, internet connectivity, learning delivery tools, cyber-security and control systems; Virtual

capacity building through online learning systems; Online consultations, meetings and workshops; procurement of in-country consultants; innovation and repurposing of specialised capacity; and a flexible approach to the temporary remote location of staff. Key resource changes had been made to assist strengthening capabilities across the organisation. New Directors in Human Resources, Resource Mobilisation and Integration and Climate Change had been hired. The Deputy Director-General (DD-G) roles were realigned with a OneSPC approach to improve delivery for members. The focus in 2022 would be on building cross-cutting programmes across key focus areas that delivered integrated solutions for members.

8. Progress has been made on transforming institutional effectiveness and governance through the Pacific Community Strategic Plan 2021+ process, which had been based on a member-driven, inclusive approach that promoted Pacific thought leadership and voices. He emphasised continued collaboration with the Council of Regional Organisations of the Pacific (CROP) family on the 2050 Blue Pacific Strategy and the need to strengthen partnerships and coordination to optimise resources, networks and assets for the benefit of the region. On the international front, SPC had played a key role in the UN's Food Systems Summit, UNFCCC COP26, the UN Ocean Decade, the UN High-Level Dialogue on Energy, the sustainable use of marine biological diversity of areas beyond national jurisdiction (BBNJ) Agreement and support for the Convention on Biological Diversity (CBD) as part of the 15th Convention of Parties.
9. The Director-General welcomed the resumption of the membership of United Kingdom (UK), which brought the total number of members to 27, and looked forward to working with them in the future. He welcomed the European Union (EU) as a permanent observer to SPC following an out-of-session decision by SPC's members. The EU was a long-standing and significant donor to SPC and this closer engagement would ensure more consistent engagement with SPC in support of regional programmes. He acknowledged the renewal of existing partnerships with NZ, Australia and France. These partnerships were critical to achieving a long-term view and confidence, both in programming and finance. He noted new partnerships with the Green Climate Fund (GCF) and Adaptation Fund to support members in accessing climate finance. Through the Director of Integration and Resource Mobilisation, SPC continued to actively pursue new opportunities to support members in the future.
10. Members warmly welcomed the UK's resumption of membership to SPC as its 27th member, and the EU as the first permanent observer to SPC. The UK underscored its commitment to SPC and the region, and was pleased to resume membership. The members also affirmed that SPC was a highly-valued partner in the region, and expressed deep appreciation for the good work done by SPC in 2021 and commended the Director-General's leadership and commitment of the Secretariat staff.
11. CRGA:

- i. welcomed the Director-General's Report.

### **AGENDA ITEM NO. 3: POLYNESIA REGIONAL OFFICE**

12. The Secretariat presented an update of the work undertaken by the Polynesian Working Group (PWG) on establishing an SPC Polynesia Regional Office (PRO). Based on the work of the PWG, SPC's Polynesian members unanimously declared they were in favour of establishing a PRO and presented recommendations and options for key aspects of establishing the PRO, including finance and costing, staffing and host country criteria. In 2022 as part of a phased approach, the PRO would start its operations out of Suva, Fiji, with a proposed transition to the successful host country in early 2023. Members noted the opportunity that the establishment of the PRO presented for SPC's work plan in Polynesia and the better integration it would encourage between the English and French-speaking Polynesian triangle. In addition, members highlighted the role of the PRO in fostering a OneSPC approach through closer sub-regional engagement and links with SPC's main hubs and other decentralised offices.

13. CRGA endorsed:

- i. the establishment of a Pacific Community Polynesia Regional Office (PRO) based on a phased approach under which, in year 1, the office will begin operating out of the Suva Regional Office;
- ii. the budget for year 1 of the office, recognising that it will evolve as part of SPC's budget process in subsequent years;
- iii. the proposed option for staffing, noting this is an ideal provisional structure that is likely to change over time;
- iv. the proposed criteria for hosting the PRO, which will form the basis for accepting and assessing expressions of interests from potential host countries;
- v. the proposed process for selecting a host country for the PRO.

#### **AGENDA ITEM NO. 4: PACIFIC COMMUNITY STRATEGIC PLAN 2021+ AND RESULTS FRAMEWORK**

14. The Chair of the CRGA Subcommittee for the Strategic Plan, Mr Jimmy Naouna of New Caledonia, co-presented the draft Pacific Community Strategic Plan 2021+ (Strategic Plan), which was co-developed by SPC members and the Secretariat according to the key principles of CRGA stewardship, inclusive consultation and high-level thought leadership. The Plan was aligned with the 2050 Strategy for the Blue Pacific Continent and members' priorities at national, regional and global level. The draft Strategic Plan was developed as a navigational tool that would guide the work and service of SPC in years to come and incorporated both the cultures and the contexts of the Pacific region and members' visions for the future. Over the past 24 months, SPC had embarked on a journey of reflection and learning to inform the long-term thinking and planning towards the Blue Pacific's long-term vision. The CRGA Subcommittee and Secretariat led members through several participatory processes that focused on culture and connections to ensure the organisation's continued and evolved support for all Pacific people. The resulting Strategic Plan was co-developed and adaptive, which enabled the achievement of shared goals through transformation and collaboration.
15. The Director-General thanked the Chair of the Subcommittee for his leadership during the Strategic Plan process, and also acknowledged the insight and commitment from the members of the Subcommittee, the Strategy, Performance and Learning (SPL) team and all SPC staff. He spoke to the 10-year horizon and vision of the Strategic Plan, which emphasised SPC's value proposition, and highlighted the transformative pathways: Policy to action; data, statistics and knowledge; innovation and research; digitisation and technology; and capability and influence. He also highlighted the high-level draft Strategic Results Framework and how performance against the Plan would be measured.
16. The Chairperson, members and permanent observer commended the leadership of the Chair of the Subcommittee, the drafting committee and the SPL team for the time, effort and dedication that had gone into the development of the Strategic Plan. They expressed appreciation for the clear linkages between the Plan, regional priorities, national development plans and the 2050 Strategy for the Blue Pacific Continent, together with the organisation's strategic results framework and budget. Members emphasised the importance of building ownership to ensure a people-centred approach, and weaved in broad perspectives for the co-creation of the Plan. On Australia's suggestion, members agreed to highlight gender sensitivity in the text of the Strategic Plan (Key Focus Area 4: Transforming Institutional Effectiveness). The EU Ambassador highlighted the EU's ongoing commitment to partnering with Pacific countries through SPC, including through additional funding to new programmes.

17. Members recognised the important role of the Subcommittee. The Secretariat opened nominations for the membership of the next CRGA Subcommittee for the Strategic Plan, which would be established in 2022.

18. CRGA:

- i. endorsed the Pacific Community Strategic Plan 2021+, including the draft strategic results framework and the inclusion of stronger language on gender inclusivity, and commended it to the 12th Conference of the Pacific Community for adoption;
- ii. acknowledged the commitment and service of the current CRGA Subcommittee for the Strategic Plan, which had played a critical role in providing consistent strategic guidance to SPC for 6 years;
- iii. affirmed the continued role of the subcommittee in providing this guidance and directed the Secretariat to open nominations for subcommittee membership in early 2022.

#### **AGENDA ITEM NO. 5: REVIEW OF PACIFIC COMMUNITY GOVERNANCE ARRANGEMENT**

19. The Secretariat presented an updated version of the Pacific Community Governance Arrangement (PCGA) for consideration by members, to reflect recent decisions by Conference and CRGA, and updates necessary following the resumption of the UK's membership with SPC. Members welcomed the changes to the PCGA, which ensured the agreement remained up to date and accessible. On the USA's suggestion, members supported that the proposed paragraph 3 be struck from the PCGA to ensure that all members continued to have the opportunity to review and approve changes. The Secretariat agreed to provide a table matrix summarising any changes to the PCGA and to consider whether additional revisions will be required to reflect the remote nature of some meetings.



20. CRGA:

- i. approved the Pacific Community Governance Arrangement with the deletion of the proposed paragraph 3, and recommended its adoption by the 12th Conference of the Pacific Community;
- ii. recommended the Conference direct the Secretariat to make the necessary updates to the Pacific Community Governance Arrangement and all other governance documents to reflect the United Kingdom's resumption of its membership.

**AGENDA ITEM No. 5: CRITERIA AND PROCEDURE FOR APPOINTMENT  
OF THE DIRECTOR-GENERAL OF THE PACIFIC COMMUNITY**

21. The Special Session of CRGA in November 2019 directed the Secretariat to establish a working group to strengthen the Director-General's recruitment process. The working group had considered and agreed to the revised text, which the Secretariat presented as the updated version of the 'Criteria and procedure for the appointment of the Director-General of the Pacific Community'.

22. CRGA:

- i. approved the updated 'Criteria and procedure for appointment of the Director-General of the Pacific Community' and recommended its adoption by the 12th Conference of the Pacific Community;
- ii. noted that the updated version will become Annex 3 of the Pacific Community Governance Arrangement.

**AGENDA ITEM NO. 5: MEMBERSHIP AND OBSERVER POLICY**

23. The Secretariat presented a revised version of the Membership and observer policy for members' consideration. CRGA 50 had directed CRGA 51 to assess options for removing the ability to waive the fee for permanent observers. In an out-of-session consultation in July 2021, members expressed a preference to maintain the fee for permanent observers with no possibility of a waiver.

24. CRGA:

- i. approved the revisions to the Pacific Community Policy on Membership and Observer Status and recommended its adoption by the 12th Conference of the Pacific Community;
- ii. approved the Policy being included as an annex to the Pacific Community Governance Arrangement.

**AGENDA ITEM NO. 6: FINANCE**

**AGENDA ITEM NO. 6: AUDIT AND RISK COMMITTEE REPORT**

25. The Chair of the Audit and Risk Committee (ARC), Mr Alan Cairns, expressed his condolences for the passing of SPC's late Director of Finance, Mr Subhash Gupta, and gave his thanks to the Director-General and SPC's Senior Leadership team over the last 12 months.
26. On behalf of the ARC, he updated CRGA on the committee's work over the last year and gave an assessment of the risk context of the organisation. COVID-19 continued to affect SPC's operations, in particular with regards to low project implementation rates, but the organisation had maintained a balanced budget and maintained its reserves. The ARC welcomed the establishment of an in-house internal audit team to ensure an annual programme of work was being implemented alongside external auditors. The ARC Chair noted progress on assessing and managing risk, strengthening business and Enterprise Content Management systems, reforming SPC's procurement and grants area and the expanded scope of the 2021 external audit.
27. Members thanked the ARC Chair and the committee for its continued financial and risk oversight of the organisation. In response to members' queries on implementation in 2022, the ARC Chair noted that implementation rates were being closely monitored by SPC and there were ongoing discussions with development partners to ensure SPC adapted to the current context.
28. CRGA:
  - i. noted the report from the Chair of the Audit and Risk Committee (ARC);

- ii. noted that the external auditors provided an unqualified audit opinion for SPC's 2020 financial statements and that ARC recommended the acceptance of these statements;
- iii. approved the ARC's unanimous recommendation, that following a competitive selection process, to appoint KPMG (Fiji) as external auditors for SPC for the financial years 2022-2025.

#### **AGENDA ITEM NO. 6: UPDATE ON 2021 PERFORMANCE**

- 29. The Secretariat presented the revised 2021 budget, which was approved by CRGA 50 in 2020, with a reduced budget income of EUR 3.8 million due to a EUR 6.4 million reduction in project implementation, but partially offset by a EUR 2.6 million increase in programme funding. This was a balanced budget in line with what had been approved for 2021, with total income and expenditure of EUR 82.35 million (originally EUR 86.17 million).
- 30. Project and programme implementation continued to be negatively impacted by the COVID-19 pandemic over and above the 2021 budget revision but the decline in project management fees (PMF) had been offset by the reduction in core expenditure related to a reduction staff recruitment and travel, capital expenditure (CAPEX) underspending and conservative exchange rate management. A marginal increase in core income was driven by strong cash management practices. This had resulted in an operating surplus of EUR 2.41 million as of September 2021, which was expected to be carried through to year end.
- 31. The Secretariat reinforced the importance of programme funding and the flexibility that it gave the organisation in its pivots in response to COVID-19. Members supported the importance of partners adopting multi-year restricted programme funding.
- 32. The Secretariat drew member's attention to the continued level of progress towards the target for PMF of 15% as mandated by CRGA 46. The actual rate of PMF achieved in 2021 was 11% and further engagement with partners, for example the Green Climate Fund, was needed to move closer to the target PMF rate. Members encouraged all partners to make efforts to pay the target PMF of 15%.
- 33. The Secretariat noted that several member countries and territories had not paid their assessed contributions and host country grants for 2021, or remained in arrears for prior years. This totalled EUR 3.08 million. Delays in payments of assessed contributions and host country grants have a direct impact on SPC's cash flow and ability to provide services to members and the Secretariat encouraged those members to make timely payments or, for members in arrears, to enter a repayment plan with the Secretariat.

34. SPC continued to pursue resource mobilisation through strategic partnerships and accreditations to build a strong pipeline of projects, which totalled EUR 36.34 million as of August 2021, with new projects at concept stage worth EUR 35.99 million.
35. CRGA:
- i. noted the revision of the 2021 budget, which was primarily driven by the continued impact of COVID-19 on project implementation;
  - ii. noted the positive financial performance as of September 2021, based on the 2021 revised budget;
  - iii. recognised that timely payment of assessed contributions and host country grants is critical to SPC's financial sustainability and capacity to continue to provide services and programmes to members;
  - iv. urged members that have not yet paid their outstanding contributions to SPC to do so.

#### **AGENDA ITEM NO. 6: 2022 BUDGET, INCLUDING REMUNERATION**

36. The Secretariat presented the proposed 2022 budget, which had an income of EUR 99.02 million and expenditure of EUR 99.54 million. This had been balanced with a marginal drawdown from reserves of EUR 0.52 million. The deficit of EUR 520,000 was a cash deficit due to CAPEX of EUR 550,000. The operating expenses (OPEX) budget was balanced. The Secretariat noted that the CAPEX did not include the potential funding of EUR 1.3 million for the construction of a new office building in Nabua, Suva, which was subject to ongoing negotiations. The 2022 budget breakdown was 83% project and programme funding versus 17% core funding.
37. The Secretariat was close to reaching a resolution on historical EU project ineligibles. Negotiation on legacy issues with the EU would be finalised by the end of 2021 and future audits would be managed within the level of existing provisions. The Director-General indicated that a circular would be provided post CRGA and Conference for out-of-session approval of the resolution to the EU ineligibles issue.
38. The Secretariat noted that risks to 2022 performance had been identified and mitigating actions were being taken. Going forward, SPC would not include CAPEX in its operating (OPEX) budget and this would be accounted for separately. This would be applied in the revised 2022 budget.

39. As in 2020 and as reflected in the recommendations of Paper 9.a, any consideration of market increase for salaries and shifts in the midpoint of salary bands were deferred.

40. CRGA:

- i. approved the proposed budget for 2022;
- ii. approved the Secretariat's proposal to liaise with members of the working group on assessed contributions and host country grants to assess whether consultations on these matters can recommence in 2022;
- iii. encouraged all development partners to consider adopting multi-year restricted programme funding;
- iv. noted the potential drawdown of conditional funding of EUR 1.3 million from the reserves for construction of a new office building in Nabua, Suva.

**AGENDA ITEM NO. 7 DIRECTOR-GENERAL'S PERFORMANCE EVALUATION  
AND CONTRACT RENEWAL (Closed session)**

41. CRGA:

- i. endorsed the Standing Committee's assessment that the Director-General has, over the past year, performed in the 'adding value zone', i.e., his performance has consistently exceeded the requirements of the position;
- ii. approved the Standing Committee's recommendation that the 12th Conference of the Pacific Community offer Dr Stuart Minchin an extension of his appointment as Director-General of the Pacific Community for a period of two years, from the end of his current contract;
- iii. noted that the implementation of any salary increase for the Director-General is effective from the beginning of the year following this review. As the Director-General has indicated his preference to cap any increase at 100% of band 18, this will be applied;
- iv. recommended that women in leadership and gender parity at senior level be a key focus area for the Director-General's performance in 2022;
- v. noted that the Standing Committee will relay the outcome of this performance assessment to the Director-General following CRGA.

#### **AGENDA ITEM NO. 8: CRGA 52 – VENUE, CHAIR AND VICE-CHAIR**

42. In accordance with the CRGA Rules of Procedure, CRGA 51 agreed that CRGA 52 would be held in Noumea, New Caledonia. The Chairperson would be provided by Samoa and the Vice-Chairperson by Pitcairn. The dates for this meeting would be finalised and members would be notified in due course. The Secretariat was hopeful that these meetings could be convened in person.
43. CRGA noted that:
- i. the venue for the meeting of CRGA 52 will be Noumea;
  - ii. Samoa will provide the Chairperson for CRGA 52, and Pitcairn will provide the Vice-Chairperson;
  - iii. the thematic session of the 12th Conference of the Pacific Community will be held in Vanuatu in 2022, with Vanuatu remaining as Chair and Niue as Vice-Chair;

#### **AGENDA ITEM NO. 9: OTHER BUSINESS (For noting)**

44. Members considered five information papers under this agenda item. No comments or queries were received and their recommendations are considered approved as follows.

#### **AGENDA ITEM NO. 9: HUMAN RESOURCES REPORT**

45. CRGA:
- i. noted progress in implementing the human resources work programme and key initiatives in alignment with the Operations and Management Directorate's business plan;

- ii. encouraged the Secretariat to continue investing in health and safety initiatives to meet its objectives of zero accidents and occupational illnesses, elimination of hazards and reduction of risks;
- iii. directed the Secretariat to continue working to develop a high-performing, engaged and diverse workforce as a critical contribution to 'One SPC' and to high-quality service delivery to members;
- iv. noted the Secretariat does not propose a general market increase in salaries for 2022;
- v. directed the Secretariat to defer implementing the 2.5% midpoint band shift to 2023 (noting that in 2019, CRGA approved this shift for implementation in 2021);
- vi. noted the establishment of new salary scales for locally recruited staff in locations where these did not previously exist.

#### **AGENDA ITEM NO. 9: UPDATE ON CRGA 50 DECISIONS**

- 46. CRGA 51 was provided with an update on the implementation of CRGA 50 and out-of-session decisions.

#### **AGENDA ITEM NO. 9: OUT-OF-SESSION DECISIONS**

- 47. CRGA 51 was provided with a summary of out-of-session decisions approved by members since CRGA 50.

#### **AGENDA ITEM NO. 9: REPORT FROM THE PACIFIC BOARD OF EDUCATIONAL QUALITY (PBEQ): A CRGA SUBCOMMITTEE**

48. CRGA:

- i. noted the report from the sixth annual meeting of the Pacific Board for Educational Quality (PBEQ), which is a subcommittee of CRGA.

**AGENDA ITEM NO. 9: UPDATE ON OUTCOMES OF THE HIGH-LEVEL DIALOGUE  
ON YOUTH–PACIFIC YOUTH DEVELOPMENT FRAMEWORK**

49. CRGA:

- i. recognised the impacts of COVID-19 on youth and the associated responses at regional and national levels;
- ii. noted the update on the mid-term review of the Pacific Youth Development Framework (PYDF) and progress made in its implementation;
- iii. reaffirmed the calls by CRGA 48 and CRGA 49 for more resources for implementation of the PYDF, for all members to lead resourcing for youth development, and for the Secretariat to deliver regional interventions aligned with the PYDF;
- iv. supported the efforts being made to assist youth, and directed SPC to continue to strengthen integrated programming focused on youth across the organisation.

**AGENDA ITEM NO. 10: EVALUATION OF CRGA 51**

50. CRGA 51 responded to questions evaluating the conduct and content of the meeting.

**AGENDA ITEM NO. 11: ADOPTION OF CRGA 51 DECISIONS**

51. CRGA 51 adopted its decisions.

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