



**FIFTY-SECOND MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND
ADMINISTRATIONS**

(23–24 November, Port Vila, Vanuatu)

Working Paper

AGENDA ITEM NO. 2: Director-General's report

(Paper presented by the Secretariat)

Summary

1. This report covers the period from November 2021 to November 2022. It complements SPC's communication informing members of our progress and implementation during the year. This communication includes the Pacific Community Results Report and Results Explorer, sectoral meetings (Annex 1), divisional videos on the CRGA website, newsletters, circulars and SPC's website.
2. This reporting approach will evolve as we continue implementing our new Strategic Plan (2022–2031) and monitoring and evaluation framework.

Key points

3. Last year continued to be a challenging period for SPC and our members. However, the second half of 2022 has seen the reopening of borders for many members. Air and maritime transport have resumed, enabling in-country support missions, regional meetings and trade in goods and services to take place once again. Safety considerations have been paramount throughout this reopening period and have served the region well, as have higher vaccination rates and strengthened health systems.
4. This year has also seen new challenges, including global reverberations from the war in Ukraine, debt servicing issues, growing threats from climate

change and disasters, and a shift in focus from prevention to recovery.

5. We have made good progress in implementing our new Strategic Plan and planning and results frameworks, and further developing integrated programmes, resource mobilisation and institutional strengthening. This work includes the establishment of our Polynesian Regional Office, the new Pacific Women Lead programme, and SPC's new Women in Leadership initiative.
6. There have been challenges with senior staff recruitment and handover, with COVID-19 control measures causing uncertainty and delays. As a result of changes in the operating environment, we have looked at using new approaches to secure the necessary expertise and experience. These lessons across all of CROP¹ provide opportunities to explore improved service modalities with members and will be important as the Regional Architecture Review is undertaken.
7. I wish to extend my sincerest thanks to our members for their efforts to adapt to new approaches, including remote engagement and execution, and to SPC's committed and highly capable staff.

Recommendation

8. CRGA is invited to:
 - i. acknowledge the Director-General's report.

¹ Council of Regional Organisations in the Pacific.

DIRECTOR-GENERAL'S REPORT 2022

I. New regional context

9. In the first half of 2022, the majority of SPC's Pacific Island members were still in lockdown, with travel significantly restricted, as they sought to achieve vaccination targets and manage COVID outbreaks. As the rest of the world resumed the unrestricted movement of the pre-COVID era, the region cautiously reopened through the second half of 2022. Travel options remain restricted as airlines and associated infrastructure come back online after being mothballed for over two years.
10. While the region has been resilient during this period, debt levels have grown, economic recovery options remain uncertain, diversification is still being explored and fiscal space has constricted. New challenges in 2022 include the war in Ukraine and associated global effects on food, fuel and commodity prices, access to markets, and growing geopolitical ripples affecting our region. The World Health Organization (WHO) has declared monkeypox a global health emergency, and leaders have stated that climate change is a 'climate emergency'.
11. In the midst of this volatility, the region has weathered challenges to its unity under the Pacific Islands Forum, including collectively endorsing the 2050 Strategy for a Blue Pacific Continent. The strategy calls for unity and resolve to align regionalism on a positive, resilient and sustainable trajectory towards a future anchored in the identity of Pacific people, their unique relationship with the largest ocean on earth, and their prosperity and well-being. This year has also seen some members experiencing exceptional disasters. In Tonga, a massive volcanic eruption and tsunami were followed by the first COVID-19 outbreak while people were still coping with the aftermath of the disaster.
12. SPC is a key element in the regional architecture supporting all elements of this journey, with its new Strategic Plan providing a foundation for continuing to mobilise capability and resources and implement programmes that play a part in the region's successful navigation of the 'new but still evolving norm'.

II. SPC's transition to recovery

13. COVID-19, plus new challenges triggered by natural disasters and rising fuel prices, continued to disrupt programme implementation and capability in the first half of 2022. However, these challenges also opened up opportunities for innovation, new ways of working and strengthening the operation of several areas.
14. In 2022, SPC staff in New Caledonia and Fiji ended prolonged periods of working from home as both countries altered their COVID-related public health strategies. While there was a return to a sense of normalcy for some PICTs, others experienced their first COVID outbreak and brought in travel restrictions that further affected implementation.

15. Work plans, budgets, travel plans, deliverables, staff health and well-being, staff workloads and staff recruitment continue to be impacted by COVID-19. Programme implementation plans are being continually revised to address changing timelines and needs. Divisions have had to focus on recruiting suitable candidates for vacant positions, engaging in-country coordinators and consultants to help expedite implementation of projects, building capacity for managing hybrid forms of service delivery, and re-forecasting budget and programme design documents. At senior management level, this has meant a number of director positions have remained in acting capacity during the year, with final stages of recruitment now underway in the final quarter. Together with the resignation of Deputy Director-General Operations and Integration, Cameron Diver, in August, this has caused additional strain on management in the second half of the year and is an area of focus in the final quarter and into early 2023.
16. Remote working changes made throughout the pandemic (2020–2021) were cemented in 2022. Activities include the central helpdesk project, remote working, and strengthening digital channels (e.g. video conferencing, learning management system, portals, collaboration areas, and cybersecurity). These services and infrastructure provide opportunities for service delivery options that did not exist before COVID-19. Hybrid modes of programme delivery are now a normal part of implementation across SPC and have been especially useful as some countries ease border restrictions while others still limit travel.
17. In the first half of 2022, there were fewer adjustments to work plans and budgets due to COVID-19 compared to 2021 (58% compared to 68% in 2021). However, the percentage was still high. These adjustments also included improved planning based on lessons learned during the pandemic; for example, divisions took more precautionary approaches to revision of workplans with partners, and virtual or hybrid activity implementation.
18. Budget re-forecasting for 2022 had to factor in the ongoing disruption and travel restrictions in some countries, and lifting of restrictions in others. This created a significant shift in travel and associated programme execution rates. However, travel costs also increased considerably. SPC demonstrated resilience and ability to adapt to the pandemic, including through leveraging resources and influencing opportunities for partnership and collaboration, while continuing to deliver on planned activities.
19. Key issues related to border reopening are highlighted below:
 - i. **Utilising local in-country capacity combined with virtual support for implementation**

Blended delivery methods, combining virtual and face-to-face communication, have supported both meaningful stakeholder engagement and rapid response. This has involved building capacity in-country to support local face-to-face implementation with simultaneous virtual communication. The Land Resources Division (LRD) has improved country engagement by assigning in-country focal

points – a model adopted under the Pacific Seeds for Life (PS4L) project. EQAP² has recruited local officers to support teacher training delivered via the Moodle online training platform. The Human Rights and Social Development (HRSD) Division continued to build its in-country capacity and footprint across the Pacific, with 15 staff members located across nine members.

ii. **Flexible funding enables responsive, outcome-focused programming**

The ongoing operational consequences of COVID-19 have reinforced the many benefits of flexible funding. We have repeatedly found, across numerous divisions, that flexible programme funding from trusted donor partners provided permission space and allowed for the speed required to revise modalities and approaches in programming to ensure effectiveness and results, despite constraints. The use of programmatic funding provided a critical mechanism to respond to both national requests and to the unforeseen activities generated by COVID-related adaptation. Project funds are limited in that they can only be used for activities and timelines agreed in advance (input focused), whereas programmatic and core funds from Australia, New Zealand, France, Sweden and USA enable SPC to respond, adapt and adjust as the need arises (outcome focused).

iii. **Ongoing improvement to internal systems will better support new ways of working**

COVID-19 has shown the need to invest in both systems and capabilities across a range of key organisational areas. Adaptability and flexibility in management and operations are a must to enhance responsiveness in emergencies and reduce delays due to procurement and other administrative requirements. There is a need to engage in discussions on funding with key partners and donors to ensure there is adequate coordination to reduce duplication and increase the development of local capacity.

iv. **Harnessing innovation**

Divisions have continued to explore innovative approaches and tools since the pandemic began. In addition to using new apps and technologies to facilitate learning and data collection (e.g. by EQAP and the Fisheries, Aquaculture and Marine Ecosystems (FAME) Division), innovative programmatic approaches have been used to harness resilience in communities, and enhance local capacity, data generation and dissemination across all key focus areas (KFAs). The Geoscience, Energy and Maritime (GEM) Division, through the Disaster and Community Resilience Programme (DCRP), is developing online training courses that are hosted on SPC's Moodle (LearnBook) platform. The courses are free and accessible for member countries. These short courses on disaster risk management include awareness of how incident management systems function, how to operationalise emergency operations centres, diversity and inclusion in disaster risk management, leadership during disasters, and conducting

² Educational Quality and Assessment Programme.

simulation exercises. To date, over 800 people have registered for the courses across multiple agencies in more than 28 countries.

III. Institutional strengthening

Reviews and learning

20. We are drawing on findings from reviews and evaluations to inform our efforts to strengthen the organisation. The Capstone Evaluation of the SPC Strategic Plan 2016–2020 found SPC was a stronger organisation in 2020 than in 2016 following improvements to financial management, planning, reporting systems, resourcing, and organisational culture including reflection and learning. The report also made findings in relation to SPC in the regional context and the extent to which the Strategic Plan enabled SPC to align with regional decisions. These findings will be useful when SPC contributes to the Regional Architecture Review.
21. There are, of course, areas where we did not fulfil our ambition and where there is room for improvement. Some of the recommendations hold from the 2018 mid-term review, namely the need to:
 - i. strengthen systems and processes to work effectively as OneSPC and through integrated services and programmes;
 - ii. better define national priorities and SPC's capability to respond (specifically including capacity building);
 - iii. strengthen data collection and coherent monitoring and reporting, including of results over time and results at the national level and for specific population groups.
22. We also supported the partnership evaluations conducted by Australia and New Zealand, and the Friend of the Chair process as part of an independent review called for by the Chair of the SPC Conference. The findings from these activities will inform discussion and improvements to our implementation activities in 2023.

Implementing the new Strategic Plan

23. The ambition of our Strategic Plan for 2022–2031 is clear. Each of the KFAs has a 2031 vision statement. We cannot get there alone and will work together with our CROP sisters and partners.

KFA 7

Transforming Institutional Effectiveness

CURRENT STATE 2021

SPC serves the region through scientific and technical expertise, capabilities and assets. Innovative partnerships based on shared values are demonstrating genuine collaboration with members and between partners for impact.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitisation and technology

Capability and influence

PATHWAYS

Coordinated strategy and planning improves integrated governance across the Blue Pacific architecture, shifting toward a OneCROP approach.

Regional data ecosystems and improved data governance enable greater data sharing and empower members to use evidence for decision making.

Strengthened cross-SPC planning and communication, innovations in our business systems and funding for internal innovation, drives necessary transformation.

Appropriate technology and digital investments provide evidence and enable effective engagement for shared and inclusive decision making, networking and learning.

SPC invests in staff and member capabilities and develops gender sensitive systems supported by appropriate facilities and by communities of practice with deep sectoral capabilities and leadership skills.

SPC leads information sharing through the [Pacific Data Hub \(PDH\)](#), the central repository of open data and knowledge products about the Pacific region. [Digital Earth Pacific](#) data, information and decision-ready products will strengthen planning, decision making and reporting.

FUTURE STATE 2031

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

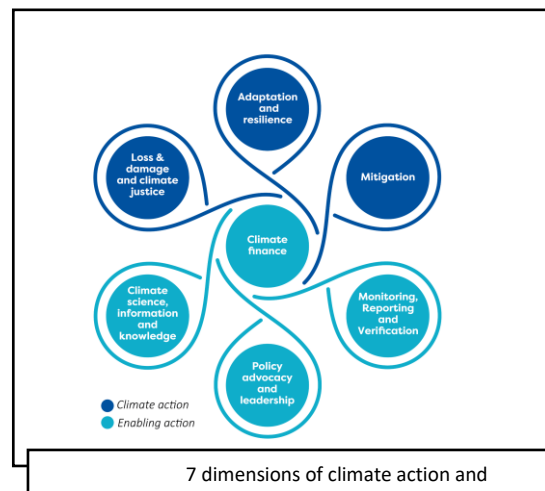


24. We have focused our action on regional priorities as One SPC, based on integrated approaches and programmes. Some involve the whole organisation through the ‘flagship’ mechanism. Our four flagships of Climate Change, Oceans, Gender, and Food Systems bring together capabilities from across the organisation. They have ambitious targets and work at scale to achieve collective impact.
25. We have continued to deliver services through integrated programmes that include capabilities from several divisions, but take a more iterative approach than the flagships. An integrated programme may be a primer for a flagship, e.g. LRD and Public Health Division (PHD) activities under One Health may lead to a Planetary Health flagship. The Pacific Data Hub is another example of an integrated programme that contributes to all KFAs and leverages data and information across all divisions of SPC as well as from stakeholders at country, regional and international level.
26. We have continued to deliver on sectoral commitments made during regional meetings of Pacific heads of health, fisheries, nursing, transport, education, culture, and disaster risk. SPC is charged with convening at least ten of these meetings and implementing over 20 regional frameworks. These mechanisms ensure we receive guidance from members throughout the year (see Annex 1).
27. Our divisions are revising their business plans in accordance with the Strategic Plan and sectoral needs and commitments. During the year, FAME presented its business plan for 2022–2027 to Heads of Fisheries for endorsement. GEM and EQAP have taken part in consultations as part of the revision process. The Statistics for Development (SDD) Division has led consultation on, and development of a new Strategic Framework for Pacific Statistics 2022–2030. The framework will be the basis for a new business plan that will be a rolling annual working document for the division.

Integrated programming and resource mobilisation

28. SPC's new Resource Mobilisation and Integration arm was established in late 2021. It has focused on organisation-wide mapping to support continued building of integrated approaches and drive more strategic resourcing for SPC. Other initiatives include progressing the climate finance leveraging capability of SPC as an accredited entity to the Green Climate Fund and Adaptation Fund, as well as other sources of climate finance, given the breadth of our climate change coverage.
29. This has included progressing the four flagship programmes on Climate Change, Oceans, Gender and Food Systems, with each one at different stages of design and implementation. The flagship design process can be summarised in six key steps: (1) identify a core internal taskforce and divisional leads to take the work forward; (2) stocktake and map existing services and capabilities; (3) build, and align ambition to SPC's KFAs and related regional and national priorities in the area; (4) engage with members at national and regional level; (5) identify governance and management arrangements, and capabilities needed for the flagship to deliver; and (6) develop a results framework that streamlines tracking and reporting through SPC's Strategic Results framework.

- **Climate Change Flagship** – We are building an integrated Climate Change Flagship to support a strategic and measured approach to delivering on climate action for our members. We are currently conducting a stocktake of our collective services and capability across seven dimensions of climate action, and required enabling services, in order to incrementally build the necessary support for members in climate change.



KFA 1: Resilience and Climate Action is the central KFA in our Strategic Plan as every area of SPC's work contributes to building resilience and must mainstream the required climate change action to respond to this critical priority for the region. This area requires strong collaboration, both internally given the breadth of our related services and capability in climate change, and externally with our key partners in the region through the One CROP Plus mechanism and the FRDP³ Pacific Resilience Partnership, among others.

³ Framework for Resilient Development in the Pacific.

- **Food Systems**

Flagship: SPC is unique not only in the region, but globally, for its breadth and depth of expertise in different elements of the food system, from production to consumption, trade and policy. Our work in agriculture, fisheries and aquaculture sits



alongside our provision of expertise and support to members in health, climate, ocean science, disaster resilience, landscape management, water, energy, culture, human rights, youth, gender and statistics. SPC supported strong Pacific engagement in the UN Food Systems Summit, including hosting a regional food systems dialogue, supporting national dialogue, and building the evidence base for policy, action and influence. Together, these have helped to identify game-changing solutions for Pacific food systems, with commitments articulated in the Food Systems' pathways. SPC is working with members to highlight the importance of Blue Foods through conversations on regional and global food systems. SPC hosted events leading up to and during the Our Oceans Conference in Palau, and supported the Global Blue Foods Alliance. This dialogue and resulting evidence are informing our Food Systems Flagship and are being used to leverage resources for Pacific food systems. They have also been articulated in national food systems pathways. *Photo: Talanoa on Blue Foods at the Our Ocean Conference in Palau (convened by SPC and the Global Blue Foods Alliance).*

- **Gender Flagship – Expanding and strengthening our GESI⁴ capability:** SPC's Gender Flagship, through its three core components (Pacific Women Lead, Women in Leadership and divisional gender-specific work), strives to integrate and mainstream gender across all of SPC's work, with the aim of effectively contributing to our renewed regional commitment to gender equality. The addition of the Pacific Women Lead team to HRSD offers both SPC and the region an important value-add across all our areas of work, development and resilience building through an AUD 56 million investment. Women in Leadership (WIL) focuses on promoting gender equality and women's empowerment within SPC. SPC launched a WIL audit between May and July 2022, with the aim of enhancing SPC's corporate direction by embedding substantive equality through a change in organisational culture, and strengthening accountability mechanisms, policies and procedures. WIL is well placed to be a catalyst in supporting and promoting women's leadership roles and pathways through the CROP agencies and PICTs. Initiatives supported by WIL through the CROP Women of the Wave network demonstrate SPC's role in advancing women's leadership.

⁴ Gender Equality and Social Inclusion.

- **Ocean Flagship** – At a recent retreat, the Pacific Community Centre for Ocean Science (PCCOS) discussed approaches for developing the Ocean Flagship. It was clear that the existence of PCCOS meant there was already a significant cross-organisation focus on oceans. It was also clear that a broader definition of SPC’s ocean-related work would be valuable for stakeholders. An SPC Ocean Flagship will build on the solid foundation of PCCOS to articulate all the work SPC undertakes in this area, not just through a science lens but also through incorporating policy, cultural, legal and governance support to members.
30. Value of flagships: Flagships have both strategic and operational value. In terms of resource mobilisation, they articulate SPC’s brand in a manner that generates increased recognition of all our capabilities; enhance visibility and trust that our work is aligned to members’ priorities; build financial value; and inspire strategic partnerships. Once fully established, the flagships will provide a conceptual framework that will allow members and donors to track investment more readily, and enable our members to recognise and access the full range of our capabilities, wherever they are housed, more easily.
 31. The flagships are at different stages of development for practical reasons, the foremost of which is funding. Consistent with the organisational learning documented throughout the pandemic, we are clear that flexible funding over longer grant timeframes is key to realising the strategic value of each flagship.
 32. Each of the four flagships houses a range of initiatives, some of which are large enough to anchor future initiatives. For instance, the anchor initiatives of the Gender Flagship are Pacific Women Lead, the Triennial Conference of Pacific Women (Pacific Platform for Action on Gender Equality and Women’s Human Rights), and WIL. The Ocean Flagship was foreseen in the creation of PCCOS in 2017, and PCCOS will likely serve as its anchor. The Food Systems Flagship will receive initial support from the European Union through two interconnected projects supporting coastal food systems that are currently in negotiation and design. The Climate Change Flagship, which includes SPC’s important role as an accredited entity to the Green Climate Fund and Adaptation Fund, is exploring anchor investment to expand SPC’s organisation-wide capability to deliver climate finance for scaled-up climate action in the region.

Business performance and service delivery

33. SPC’s Subregional Offices for Melanesia, Micronesia and more recently Polynesia are an important part of its architecture. These offices are our ‘eyes and ears on the ground’, enabling divisions to work closely with members to tailor our support to the unique characteristics and priorities of each subregion. During the pandemic, these offices informed SPC’s response to rapidly changing circumstances and needs, and provided a vital link between members and our technical divisions. For example, EQAP used the Melanesia Regional Office to provide regular and direct contact with education departments in PNG, Vanuatu and Solomon Islands and to support consultation and in-depth country planning using video conferencing and face-to-face meetings. The

interaction was highly successful. The country plans for EQAP work were fully consulted on and are being rolled out with full services. This way of delivering services, which EQAP formulated in response to the pandemic, is continuing, including more use of locally based staff, backstopped by the SPC Regional Office. The Micronesia Regional Office in Pohnpei continues to play a key role as a meeting place and host for SPC regional and virtual meetings, linking government partners and stakeholders to SPC technical divisions, teams and projects located across the Pacific. This was of particular importance during the Federated States of Micronesia's (FSM) border closure to August 2022. Examples of the meetings supported include the FSM Disaster Resilience and Emergency Workshop co-organised with the UNDP EDCR Project in Pohnpei; the Palau Disaster Resilience and Emergency Management Workshop; the 14th Triennial Women's Conference and 7th Pacific Women's Ministers Meeting; and CRGA subcommittee meetings and meetings on the development of SPC's Strategic Plan.

34. As noted above, working remotely during the pandemic has established the infrastructure for new ways of working and highlighted possibilities for the future. SPC has had to accommodate different staff circumstances during COVID and may face similar challenges in the future. These approaches have allowed staff to provide services remotely, sometimes from their own home countries during the COVID crisis. Benefits include continued support of families during the COVID period, and often additional support to their own country as well. As a result, SPC was able to follow up on several matters in member countries where we would not normally have someone on the ground. SPC will look at what adjustments of staff policies might be needed to facilitate these modes of operation in the future.
35. Challenges for the new modes of service delivery, particularly as they relate to staff support in other locations, can include remote working policies, coverage of duty, support arrangements for staff, and taxation and privileges where SPC does not have host agreements or associated privileges and immunities. If we are to explore new service options for members, these are some of the issues that will need assessment and discussion.
36. SPC must also strengthen its own corporate services to enable more effective project delivery. A dedicated project to strengthen and professionalise SPC's procurement and grants functions has updated processes and procedures, provided new tools and training, and increased capacity in these areas. The project has delivered observable improvements and changes in practice, but is just the first step towards improving customer service and results-focused support services for our projects.

Women in Leadership (WIL)

37. As presented last year, WIL is an internal programme that SPC has taken on board, with the support of funding from Australia, to strengthen engagement of women in strategic decision-making and other roles in the organisation. The work is led by an outstanding appointee, Mrs Mereseini Rakuita, Principle Strategic Lead of WIL and PWL. A leadership audit of SPC presented recommendations that are being worked through to provide the basis for a strategy to support women's effective participation in leadership, including taking up leadership positions in SPC. This work is being actively shared with other CROP agencies to foster similar support for Pacific Women in CROP, through the Women of the Wave (WoW) network.

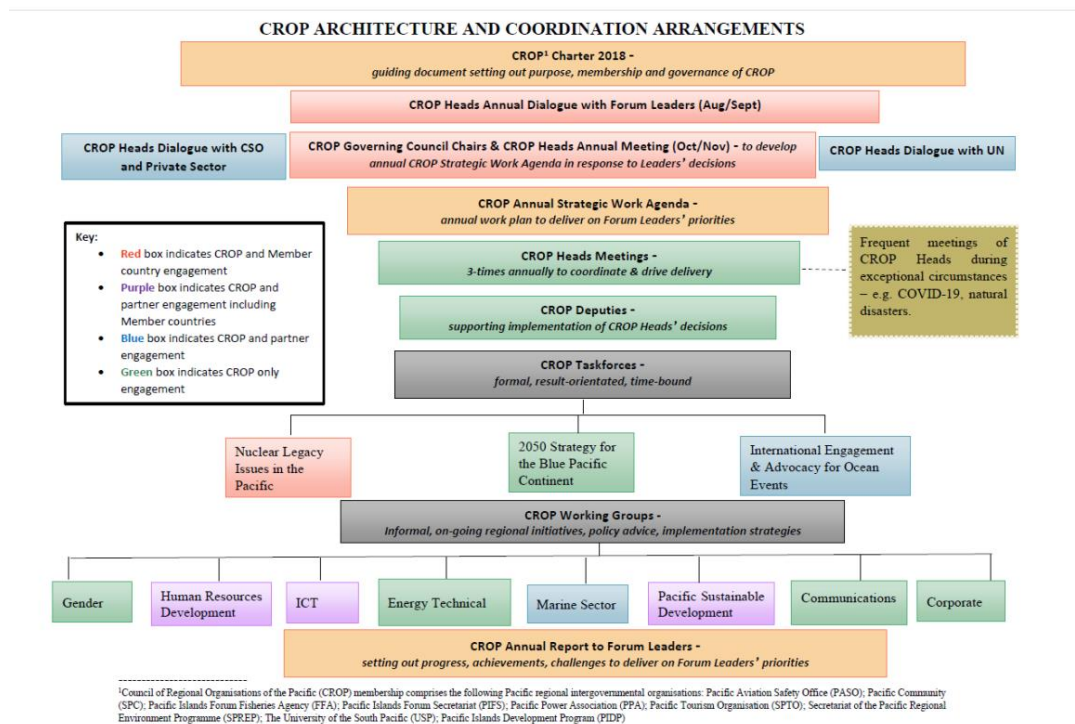
IV. Partnerships

38. Our partnerships are a key institutional enabling asset that bolsters our ability to deliver on the Strategic Plan. SPC values the support of its trusted partners and continues to direct effort to nurturing and optimising our existing partnerships, while recognising that new partners are important for innovation and exploring the best modalities for supporting the region.
39. In 2022, with international travel opening, we have convened multilateral and regional meetings after a three-year hiatus from in-person connection. Key bilateral engagements included leadership-level discussions with the Governments of Vanuatu, Fiji, Tonga, Palau, Samoa, Marshall Islands, Tuvalu, New Caledonia, French Polynesia, Cook Islands, Niue, Guam, New Zealand, Australia, USA and France, and with the EU.
40. We also engaged with a selection of new partners, including from the private sector and non-governmental organisations (NGOs), to direct resource mobilisation opportunities to partners that enhance our ability to deliver results, such as academic institutes, think tanks and civil society organisations. These new partnerships will take time to develop as we work with new and existing partners to align values and interests to regional priorities and workstreams.
41. Evaluations of the Government of Australia Partnership (2014–2023) and the New Zealand MFAT Partnership Arrangement (2014–2024) are underway at the time of writing. These strategic partnerships provide flexible, predictable multi-year funding. The reviews are a timely opportunity to examine how these funding modalities enable SPC programming to be more responsive to global and regional challenges, and offer a chance to learn and refine from a strong and positive base.

V. Regional and international engagement

CROP collaboration

42. As Chair of CROP, the Pacific Islands Forum Secretariat (PIFS) maintains a central webpage where members can access the CROP Charter, CROP architecture, CROP reports and coordination arrangements, and information on other guiding documents, taskforces and working groups. SPC contributes to and is guided by these arrangements to simplify separate reporting on a range of matters.



43. As reported previously, and covered in more detail in agenda item 5, our collaborative efforts as part of CROP are guided by the CROP annual work plan. The 2021 CROP Strategic Work Agenda is based on CROP collaboration on Forum Leaders' priorities in ten areas: (a) 2050 Strategy for the Blue Pacific Continent and Regional Architecture Review; (b) COVID-19 response and recovery; (c) climate change and disaster resilience; (d) sustainable ocean – advocacy and implementation; (e) sea-level rise and maritime zones; (f) nuclear legacy issues; (g) regional security; (h) regional fisheries; (i) regional health issues; (j) and regional aviation.
44. The development of the 2050 Strategy has been a significant focus of many of SPC's joint CROP efforts throughout 2022 as it sets out the long-term direction for all CROP agencies. Aligned with this is the Regional Architecture Review, which may change the architecture's future structure.
45. On behalf of CROP, SPC delivered a statement to Forum Leaders during the 50th Pacific Islands Forum, outlining opportunities presented by the 2050 Strategy for the regional architecture to strengthen its support to members. Also, on behalf of CROP, SPC's Director-General made a presentation to development partners and economic ministers on critical issues for accessing climate and disaster finance for the region.
46. Key areas of coordination with CROP in 2022 are summarised below:

- i. **2050 Strategy Subcommittee and Taskforce** – SPC has been engaged in these mechanisms from 2020 to the point of final endorsement of the 2050 Strategy by Forum Leaders in June this year. The implementation plan for the 2050 Strategy, the monitoring, evaluation and learning framework and Regional Architecture Review will likely be the focus going forward.
- ii. **International Advocacy Taskforce** – This taskforce has been important in informing the region’s overarching priorities for advocacy of the Pacific position across a range of issues that may be further elaborated on in various forums. SPC has informed these discussions with the priorities highlighted in its heads of sector meetings and the priorities of the SPC Strategic Plan.
- iii. **Ocean Taskforce** – This has enabled CROP collaboration at heads and officials’ level to support members’ engagement in the Our Oceans Conference (Palau, April) and at the United Nations Ocean Conference (June). It also included representation of the Pacific in activities relating to the UN Decade of Ocean Science (2021–2030), and evolving partnerships in the blue economy space.
- iv. **OneCROP Plus** – This has facilitated coordinated CROP approaches to support the ability of Pacific Island countries to negotiate effectively at COP⁵ and related events. In addition, the Climate Champions (Forum Island Leaders and Ministers) received support for advocating key priorities for the region under COP. SPC has increased its capability to engage in this mechanism given the demand from members to connect policy positions with informed science and practice. Amongst other things, this has included requests from fisheries ministers to ensure key fisheries priorities and concerns are elevated in UNFCCC and COP mechanisms.
- v. **Nuclear Legacy Taskforce** – This has been used as the mechanism to coordinate regional consideration of, and response to the Fukushima wastewater discharge. The SPC team has participated in all related meetings and provided input to the development of technical work in this area.
- vi. **CROP Heads and UN Heads** – As envisaged under the CROP Charter of 2018, annual meetings of CROP and UN Heads were to facilitate improved coordination amongst CROP and the UN. The first meeting of Heads of CROP and UN Agencies was held in the wings of the Forum Leaders Meeting and has established a good foundation to work from. A CROP UN Taskforce is being set up to build on this work.
- vii. **Technical Reference Group for the Revitalisation of the Pacific Leaders Gender Equality Declaration** – SPC has actively participated in this work, which is led by PIFS.

⁵ United Nations Climate Change Conference.

VI. International engagement and representation

47. Again, this year, SPC made a conscious effort to support consistent informed messaging from the region in international forums. This effort has helped raise awareness of the Blue Pacific's importance, contribution, needs and opportunities, and to inform the development of important regional strategies. Below are examples of initiatives:
- i. **Leading scientific and programming input to climate change – ocean nexus discussions ahead of COP27:** Coordinated SPC and CROP-wide input to a regional position paper on the oceans and climate change nexus, and organised a special side event at COP27. Coordinated and facilitated Pacific participation in ocean and climate change dialogue at the June UNFCCC meetings. Exploring opportunities for leveraging climate finance in the ocean space.
 - ii. **Inaugural Pacific Disaster Risk Reduction (DRR) Ministers Meetings (PDRMM)** took place in September in Nadi, Fiji, a few days ahead of the **Asia Pacific Ministerial Conference on Disaster Risk Reduction (APMCDRR)** in Brisbane, Australia. The meeting in Nadi was convened by SPC as the mandated organisation for disaster risk management (DRM) in the Pacific with co-convening support from PIFS. The Government of Fiji hosted the meeting with funding assistance from the Governments of Australia and New Zealand. The inaugural meeting was the first opportunity in the region for a ministerial-level meeting. It enabled Pacific ministers responsible for DRM to present a collective voice in helping to guide the implementation of the Framework for Resilient Development in the Pacific (FRDP), the Boe Declaration and the 2050 Blue Pacific Strategy. The meeting concluded with a Declaration⁶ detailing firm commitments to provide a way for the resilience community to move forward. The ministerial meeting was a precursor for the inaugural APMCDRR, jointly hosted by the Government of Australia and the United Nations Office for Disaster Risk Reduction. The Pacific was prominent at the meeting, with its ability to share its experience and know-how in climate and disaster resilience.
 - iii. **Supporting the provision of legal and technical assistance to members to establish and protect PICT maritime zones, including EEZ⁷ boundaries** in line with the 2021 Leaders Declaration on Preserving Maritime Zones in the face of Climate Change-related Sea-Level Rise. This included the first maritime boundary signing in six years between two members, Fiji and the Solomon Islands, at the margins of the Pacific Islands Forum on 11 July 2022 in Suva.

⁶ [Declaration by the Pacific Ministers for Disaster Risk Management](#)

⁷ Exclusive economic zone.



- iv. **Coordinating and advocating the region's needs through the UN Decade of Ocean Science for Sustainable Development** and highlighting the importance of indigenous science and traditional knowledge in this context. This included representation at the UN Ocean Conference, Our Oceans Conference (Palau) and many virtual engagements.

- v. **Providing continued technical support for the protection of biodiversity** through BBNJ⁸ negotiations, and support for the development of the post-2020 Global Biodiversity Framework (Convention on Biological Diversity (CBD), COP15). SPC technical and legal experts supported the PICT BBNJ negotiating team at the 4th and 5th Intergovernmental Conferences hosted at the UN in March and August. There was significant progress in bedding down several Pacific priorities on traditional knowledge, the special case of Small Island Developing States (SIDS), capacity building and transfer of marine technology in the latest version of the text. In preparation for COP15 CBD, and in close coordination with SPREP and the Pacific Islands Roundtable for Nature Conservation, SPC hosted a high-level segment of the **10th Pacific Islands Conference on Nature Conservation and Protected Areas**. The conference aimed to influence the post-2020 Global Biodiversity Framework, guide and stimulate conservation action at a national and regional level, and secure sustainable

⁸ Biological Diversity of Areas Beyond National Jurisdiction.

funding for nature conservation in Oceania.



- vi. **Coordinating regional conversations and engagement following the UN Food Systems Summit**, in particular convening multiple events on Blue Foods within the global food system, and supporting the development of the Global Blue Foods Alliance with a strong Pacific voice.
- vii. **Representing the Pacific at the MONDIACULT 2022 Conference**. The largest world conference devoted to culture in the last 40 years brought together around 2600 participants from 150 states, 135 of which were represented by Ministers for Culture. The theme for the conference was 'Cultural policies and sustainable development'. SPC's participation included a side event on 'Partnerships in culture', moderating a ministerial session on 'Renewed and strengthened cultural policies' and delivering a statement during a ministerial session focusing on the new Pacific Regional Culture Strategy 2022–2032 and the interrelationship between culture and climate change.

VII. Successes and results

- 48. Despite challenges in 2022, SPC has continued to deliver value and demonstrate results to our members. Between January and June of 2022 over 3700 people took part in training or capacity development activities delivered by SPC; around 60% were female.
- 49. Results were achieved through each of the five pathways: policy to action; data, statistics, and knowledge; innovation and research; digitalisation and technology; and capability and influence. More than 80% of reported results are through activities around capability and influence, data, statistics and knowledge, and policy to action.

Brief examples of successes and results are listed below, generally grouped under the related KFAs of the Strategic Plan.

Resilience and climate action (KFA 1)

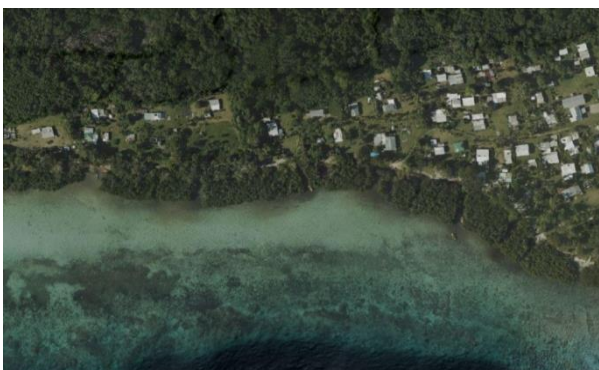
Future state 2031: Pacific people are thriving, with enhanced resilience from better informed decision-making and necessary resources that also enable the achievement of low carbon, climate-resilient sustainable development

- 50. SPC’s Climate Change Flagship Programme is likely to play a key role in realising the future state of KFA 1 together with broader approaches to resilience building in the region, which were recently reinvigorated by the inaugural Pacific Disaster Risk Ministers Meeting in September 2022. The development of the flagship has clarified SPC’s services and capabilities across climate change, and facilitated opportunities for more integrated approaches and scale-up of investment and action.



Performance story 1 – Enhancing climate finance in the Pacific region

SPC is rapidly becoming a leading Direct Access Entity to the Green Climate Fund (GCF) and Regional Implementing Entity to the Adaptation Fund. In less than one year of accreditation, SPC has supported two Pacific countries to submit concept notes to the Adaptation Fund (one of which has already been endorsed). Similarly, since its accreditation to the GCF, SPC has developed the largest pipeline of projects and concept notes in the region of any single accredited entity and achieved the fastest disbursement after project approval globally. SPC also supported the Federated States of Micronesia in achieving several milestones, including approval of the region’s first Enhancing Direct Access programme, the first GCF Country Programme and the first multi-year Readiness grant approved for the Pacific. **(CCES)**



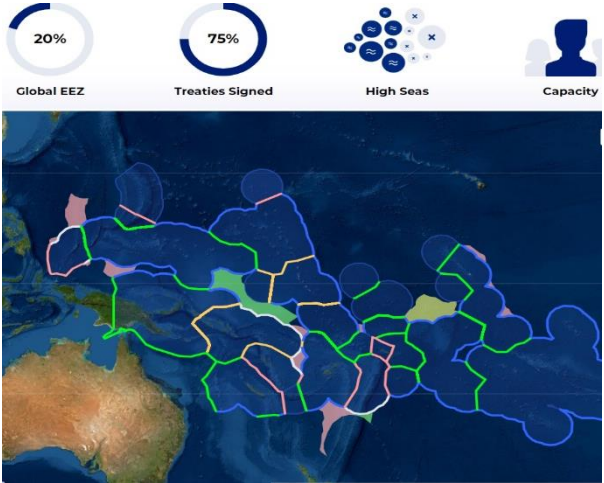

Performance story 2 – Accessible disaster and climate resilience knowledge resources

The Pacific Resilience Nexus (PRN) is now launched, providing easy, unified and integrated access to resources. It also provides a platform for those wanting to know about the Pacific Resilience Partnership, and act as the face of the PRP. **(GEM)**

Natural resources and biodiversity (KFA 2)

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

- 51. Achievements in digitalisation and technology have supported this KFA. The Pacific Data Hub partnered with New Zealand’s National Institute of Water and Atmospheric Research (NIWA) to develop an interactive web portal for sharing environmental exposure datasets from the Pacific. In fisheries, 19 PICTs are now using data apps developed by FAME (Onshore, Onboard, OLLO, Ikasavea, TUFMAN 2 and Tails), stepping up the quality and availability of real-time fisheries data for decision-making.

	<p>Performance story 3 – Interactive Pacific Maritime Boundaries Dashboard launched</p> <p>This tool provides access to publicly available maritime boundary data hosted on the Pacific Data Hub. The dashboard was showcased during the High-Level Dialogue and the UN Accessible Ocean Lab in May 2022, with a public launch during the Forum Leaders meeting in 2022 as part of a maritime boundaries side event.</p> <p>https://pacificdata.org/dashboard/maritime-boundaries (PDH and GEM)</p>
	<p>Performance story 4 – Raising school children’s awareness of the functioning of water in the lower and upper islands</p> <p>The Territorial Department of the Environment (STE) and the PROTEGE SPC team developed an educational kit on the theme of water in Wallis and Futuna. The kit includes sheets on water consumption, health and disease, soil erosion and pollution, and experiments on soil erosion and on the issues of overconsumption of freshwater natural wells paired with the risk of saltwater intrusion. The kit also contains magnetic sheets that schoolchildren will need to replace in order to identify the water track and cycles.</p> <p>https://protege.spc.int/en/news/water/educational-kit-theme-water-wallis-and-futuna (CCES)</p>



Performance story 5 – Contributing to the Ocean Decade through five ocean labs

The labs reached a wide audience and increased understanding of ocean issues while raising expert voices from the Pacific. Topics included inspiring interest, weaving traditional and modern science together to understand current and future ocean conditions, and supporting a healthy, safe, accessible and resilient Pacific Ocean. The concept of ‘Vaka Moana’ was used throughout the bilingual labs. Recordings are available at www.spc.int/pccos. **(PCCOS)**

Food systems (KFA 3)

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

52. SPC’s first ‘Food Systems Flagship Programme’ is currently under development. It includes cross-division collaboration to achieve food systems outcomes across relevant areas of SPC’s work, such as nutrition, health, land and sea/coastal resource management and natural resources and biodiversity.
53. The CePaCT⁹ DNA/molecular facility was officially opened by New Zealand’s Climate Change Ambassador, Kay Harrison, in April. CePaCT continue to provide member countries with easy access to crops and genetic materials tolerant to changing environment conditions and with enhanced nutritional properties. CCES, under PROTEGE, also continued to further the protection, restoration, and management of ecosystems benefiting both people and nature.
54. As part of building capacity and action on NCD, over 90% of those participating in training on nutrition and the ‘Pacific guidelines for healthy living’ reported that they had increased their knowledge and skills.



Performance story 6 – Strengthening legislative measures to address the Pacific non-communicable disease crisis

SPC led the development and implementation of a Pacific Legislative Framework for NCD to strengthen NCD-related laws in all relevant sectors. It is the first regional framework to guide countries and territories in reforming NCD-related laws. Content areas include tobacco/liquor control, health

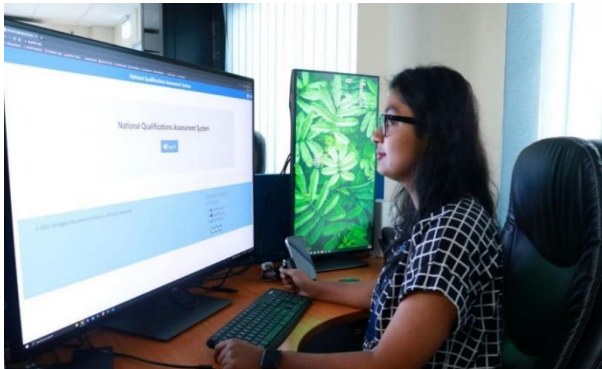
⁹ Centre for Pacific Crops and Trees (SPC).



	<p>promotion, marketing of breast milk substitutes, marketing of unhealthy food, NCD taxation and regulation of salt, sugar and trans-fats. Since the endorsement of the framework, there has been increased awareness and requests from PICTs to support them in strengthening their NCD legislation.</p> <p>(PHD)</p>
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Equity, education and social development (KFA 4)

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

55. The Pacific Regional Culture Strategy (PRCS) 2022–2032 was endorsed by Pacific Ministers of Culture this year. A technical working group chaired by Fiji and the PRCS Secretariat are working towards resource mobilisation and socialisation of the strategy. The report of the review of the Festival of Pacific Arts and Culture (FestPAC) was also endorsed by Pacific Ministers of Culture. A technical working group chaired by Aotearoa New Zealand is progressing this work.
56. Strengthening multilingual learning in Pacific classrooms – The theme of International Mother Language Day in 2022 was ‘Using technology for multilingual learning: Challenges and opportunities’. The Pacific Islands Literacy and Numeracy Assessment (PILNA) is currently administered in ten different languages across 15 participating countries.

	<p><i>Performance story 7 – Improved student data management using a new national qualifications software application</i></p> <p>A centralised software application, the National Qualifications Assessment System (NQAS), now captures the progress of tertiary students to support national quality assurance agencies. The software was initially designed to help the Fiji Higher Education Commission (FHEC) manage the conduct of assessment and compiling assessment evidence for learners pursuing national qualifications. It is now available for adoption by other national quality assurance agencies across the region. FHEC has trained 11 higher education institutions to maintain student records and carry out assessments on national qualifications.</p> <p>https://www.spc.int/updates/news/2022/05/new-national-qualifications-software-application-improves-management-of (EQAP)</p>
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	<p><i>Performance story 8 – Celebrating the inaugural International Day for Women in Maritime</i></p> <p>This year marked the first International Day for Women in Maritime, highlighting and celebrating the role of women in a historically male-dominated industry, and supporting efforts to address the current gender imbalance. Through SPC’s support via the Pacific Women in Maritime Association (PacWIMA), the Pacific rallied for recognition of the date by the International Maritime Organization. They adopted a resolution in December 2021 designating 18 May as International Day for Women in Maritime. (GEM)</p>
	<p><i>Performance story 9 – Hosting the Pacific Government Learning Exchange for the Committee on the Elimination of Discrimination against Women (CEDAW)</i></p> <p>The event was in held over three days in a hybrid format. Hosts included SPC, the UN Human Rights Office (OHCHR) and the UN Women Fiji Multi-Country Office. The event highlighted the importance of transparent reporting, enhancing the capability of PICTs for treaty reporting and forging strong collaboration between government and CSOs to end violence against women and girls. (HRSD)</p>

Sustainable economies and livelihood (KFA 5)

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

57. Ongoing work included support to promote sustained growth through the trade, energy and maritime sectors, and to enhance the development of diversified livelihood strategies and opportunities. Key achievements were facilitated through multiple pathways, such as the coming together of NGOs and non-state actors involved in the management of coastal fisheries and aquaculture, discussion of important technical and scientific gaps, needs, challenges and opportunities, support for relevant laws and regulations that align countries with international maritime safety conventions, and promoting value-chain development and livelihood opportunities in the agriculture sector at community level.



Performance story 10 – Improving welfare data through innovation and sharing knowledge

SDD collaborated with the World Bank to improve the quality and efficiency of welfare data collection, and accessibility to welfare data. The project, Statistical Innovation and Capacity Building in the Pacific Islands (PACSTAT) developed statistical methods associated with the collection and use of consumption data, enhanced welfare economics capacity, and undertook a series of innovative experiments to identify how the region can efficiently collect and compile data required to measure poverty. The impact of the project will result in improved access to, and capacity to produce statistics on Pacific populations living in poverty, which are ultimately used to guide planning and policy, with the objective of achieving SDG Goal 1 (to end poverty in all forms everywhere). **(SDD)**



Performance story 11 – Cultivating change through Vanuatu's cocoa industry

A cocoa farm in Northern Vanuatu found a way to keep the chocolate churning by partnering with the NGO, Activ. Although Activ's chocolate-based business collapsed during the pandemic, it found that by processing the beans from this farm into smooth and mellow chocolate, they could send it back to farmers and small vendors and businesses based on Vanuatu's other islands to establish a local market. These farmers and producers have partnered with the SPC project *Aligning genetic resources, production, and post-harvest systems*, with funding from the Australian Centre for International Agricultural Research (ACIAR), to help identify which cocoa varieties perform best. In partnering with the Vanuatu Agricultural and Research Technical Centre (VARTC), communities are adding value to their cocoa and strategically developing Vanuatu's cocoa and chocolate industry. **(LRD)**

Planetary health (KFA 6)

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

- 58. COVID-19 has demonstrated the importance of a One Health approach to addressing human health and factors that directly affect human health such as zoonotic and environmental health risks. PHD collaborated with other divisions, including GEM, LRD and FAME, to progress this KFA, and the One Health Flagship Programme now in development. SDD also worked in collaboration with PHD to update and monitor data on the number and status of COVID-19 cases, disability, and key health indicators for the region. SPC supported the regional Pacific Health Ministers Meeting (PHMM) and PPHSN Coordinating Body meeting where regional health priorities were discussed. The Pacific NCD legislative framework was endorsed at the 2022 PHMM.



Performance story 12 – Strengthening health services for the COVID-19 response in Kiribati

Critical Care Support and IPC were strengthened amidst the COVID-19 pandemic in Kiribati. Extensive stakeholder networking, detailed planning and coordination were required to ensure continuity of essential health services while responding to increasing demands to prioritise and manage COVID-19 patients. A team of health experts from PHD assisted the Ministry of Health and Medical Services in the areas of infection, prevention and control, laboratory, clinical services, biomedical engineering, coordination, and data management.

<https://www.spc.int/updates/blog/photo-story/2022/03/strengthening-health-services-for-covid-19-response-in-kiribati> (PHD)



Performance story 13 – Establishing early detection and warning surveillance capacity for transboundary and endemic zoonotic diseases

The One Health project aims to strengthen sectoral collaboration to address One Health related issues confronting humans, animals and environments. There is a need for a collaborative response among the human, animal, and environmental health sectors to engage effectively in integrated disease surveillance, prevention and response. Terms of reference were developed to guide the

	<p>working group. Two workshops were held to identify synergies among stakeholders, programmes and projects. Funding from the Department of Agriculture, Fisheries and Forestry (DAFF) was secured to support coordination and operationalisation across Pacific countries. (LRD)</p>
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Transforming institutional effectiveness (KFA 7)

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

- 59. Underpinning all our results is KFA 7, which focuses on strengthening our internal capability to serve our members. Key work in the first half of 2022 included coordination of regional convening; the review and development of divisional business plans nesting under our new Strategic Plan; and strengthening procurement and grants functions across SPC. All SPC divisions contributed to this KFA, along with ongoing work to support the implementation of the Strategic Plan and Social and Environmental Responsibility (SER) Policy. SDD continues to provide cross-sectoral support to strengthen data generation at regional and national levels.

- 60. SPC’s social media engagement has continued to expand, exceeding 90,000 subscribers in early September. Our Facebook audience increased by 10%.

	<p><i>Performance story 14 – Building cross-SPC financial capability and coordination</i></p> <p>Finance developed an induction program to introduce new staff members to the role of finance in the organisation. Starting in 2022, central OMD finance staff and key finance staff from all divisions meet weekly to foster shared capabilities and coordination across SPC. Customer service training has also been delivered to the central OMD finance team to equip them to better serve divisions as our customers. Changes to payment processing has addressed divisions’ concerns about late payments. (OMD)</p>
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	<p><i>Performance story 15 – Launch of first divisional business plan under the new Strategic Plan 2022–2031</i></p> <p>The FAME Business Plan, inspired by Te wa as the canoe is known in Kiribati, sets a course to ensure the fisheries and aquaculture sector is resilient, managed sustainably, contributes to economic growth, supports food security, and maintains cultural and environmental conservation. The business plan, which was the first one finalised under the new Strategic Plan, was endorsed by the 14th Heads of Fisheries Meeting.</p>
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Practising our values

61. SPC divisions have indicated that they are working together towards the shared vision and upholding the values that underpin the organisation.

VIII. Conclusion

62. In summary, 2022 has been a year of transition, moving from COVID-19 lockdown to operating at full speed ahead within the region. We have continued to progress internal reforms and cultural change, with a focus on systems improvement, financial sustainability and improved delivery of services, positioning SPC for continued success. This has been achieved with the strong and active support of our engaged Senior Leadership Team and 700 dedicated staff members across SPC. I would like to thank them for all their commitment and effort during the year, working with and for our members.

IX. Recommendation

63. CRGA is invited to:
- i. acknowledge the Director-General's report.

ANNEX 1: SUMMARY OF KEY MEETINGS CONVENED BY SPC TECHNICAL DIVISIONS IN 2022

In addition to CRGA and Conference, the work of SPC's divisions is guided by, and reported at sector meetings throughout the year. These meetings, which are led by SPC divisions, most often involve experts from line ministries and/or ministers and implementing partners. The events listed in the table below indicate the breadth of SPC's engagement with various sectors. They are one of the key avenues for reporting on SPC's work and receiving guidance from members and sectoral experts, which in turn informs the budgets presented to CRGA.

Division	Meeting/Event	Date	Focus	Outcomes
Fisheries, Aquaculture, & Marine Ecosystems (FAME)	14th SPC Heads of Fisheries Meeting (HoF14)	14–17 June 2022	HoF is a regional meeting of the heads of SPC members' fishery agencies, or their appointed deputies. HoF also provides strategic guidance to SPC FAME.	HoF14 Outcomes document here
	5th Regional Technical Meeting on Coastal Fisheries and Aquaculture (RTMCFAS)	10–14 October 2022	RTMCFAS is an annual meeting to discuss and address the main technical issues affecting coastal fisheries and aquaculture. It includes dialogue with non-state actors through the Community-Based Fisheries Dialogue Session.	https://fame1.spc.int/en/meetings/261
Key related events led by others	WCPFC Commission	29 Nov. to 7 Dec. 2021	The Western and Central Pacific Fisheries Commission SC and TCC provide advice to annual Commission meetings. SPC, specifically the FAME Oceanic Fisheries Programme, is the scientific services provider to the WCPFC.	WCPFC18 https://meetings.wcpfc.int/meetings/wcpfc18
	WCPFC Scientific Committee (SC)	10–18 Aug. 2022		SC18 https://meetings.wcpfc.int/meetings/sc18
	WCPFC Technical and Compliance Committee (TCC)	21–27 Sept. 2022	Various WCPFC meetings provide broad engagement with members on the science and technical work required to support the Commission's functions.	TCC18 https://meetings.wcpfc.int/meetings/tcc18
	Regional Fisheries Ministers Meeting	25 August 2022	Joint event that deals with regionally significant items requiring ministerial-level	Statement of Outcomes here

			input and decisions on fisheries work from Pacific regional organisations – FFA, SPC, SPREP, PIF and PNA.	
	Our Blue Pacific Food Systems: Land and Sea Webinar	6 April	A webinar featuring an intergenerational panel of speakers from the region to address a range of significant issues impacting the health, vitality and sustainability of coastal and blue food systems. The webinar is a follow-up to the Pacific Food Systems dialogue held in 2021 that produced recommendations for a set of game-changing actions to tackle Pacific challenges including climate change, nutrition and non-communicable diseases.	https://www.spc.int/events/our-blue-pacific-food-systems-land-and-sea
	Tools for Agroecology Performance and Evaluation (TAPE) Methodology review	3–12 August	A regional workshop to complete consultations and participatory review of the TAPE methodology with Tonga and Fiji counterparts.	
	IATA Safe Transport of Dangerous Goods by Air Virtual training	26–29 April	Training on strengthening and improving laboratory services to combat the emergence of pests, diseases and health risks in the Pacific.	https://www.spc.int/updates/news/2022/04/spc-addresses-pacific-pests-diseases-and-health-risks-through-new-virtual
	Strengthening the Sea Container Hygiene System Workshop	21–23 June	Training for the three Pacific subregions (Melanesia, Micronesia and Polynesia), which included an introduction to SCHS (Sea Container Hygiene System), technical details on SCHS operation, promotion of a holistic approach to clean sea containers, and sharing country experiences.	https://www.spc.int/updates/news/media-release/2022/06/biosecurity-risks-addressed-through-improving-sea-container

	Expert workshop on Pacific regional capacity needs to support animal health	July	A regional consultation focusing on ways to assess veterinary services and identify gaps, with a view to building regional capacity around animal health services, such as paravet training, disease surveillance, endemic disease control, diagnosis and reporting, welfare and production, humane slaughter, and meat inspection.	https://www.spc.int/updates/blog/2022/07/strengthening-veterinary-services-in-the-pacific-to-improve-animal-health-and
	Draft International Standards for Phytosanitary Measures Regional workshop	22–26 August	Review of regional and international biosecurity standards to help prevent the spread of plant pests and diseases and mitigate trade-related biosecurity risks in the region.	https://www.spc.int/updates/news/2022/08/resistant-pest-strains-and-increasing-plant-diseases-probed-at-critical
Key related events led by others	Pacific Ecological Security Conference	3–5 October	A gathering of national leaders from across the region, development partners, regional organisations, agricultural/food security and natural resource managers, and the media, to discuss the importance of managing and preventing the spread of invasive species in Pacific Island environments.	https://www.pacificrisa.org/pesc/
Geoscience, Energy and Maritime Division (GEM)	Pacific Resilience Meeting (biennial)	5 July (Youth Forum) 6–8 July	The biennial Pacific Resilience Meeting (PRM) is a key component of the Pacific Resilience Partnership (PRP) governance arrangements. It provides a platform that brings together all stakeholders within the resilience space to elevate and demonstrate relevant Pacific-led resilience actions that inspire genuine learning and	https://www.resilientpacific.org/en/prm-2021 https://gem.spc.int/meetings/inaugural-pacific-disaster-risk-reduction-ministers-meeting-14th-16th-september-2022

	<p>Pacific Disaster Risk Reduction Ministers Meeting</p>	15–16 Sept 2022	<p>networking. The theme of the 2nd PRM was ‘Our people, our journey: Nurturing Pacific resilience from home’.</p>	<p>https://gem.spc.int/meetings/inaugural-pacific-disaster-risk-reduction-ministers-meeting-14th-16th-september-2022</p>
	<p>Pacific Regional Disaster Managers Meeting</p>	14 Sept 2022	<p>Inaugural Pacific Disaster Risk Reduction (DRR) Ministers Meetings (PDRRMM) was convened by SPC as the mandated organisation for disaster risk management (DRM) in the Pacific with co-convening support by PIFS. It was hosted by the Government of Fiji with funding assistance from the Governments of Australia and New Zealand.</p>	
	<p>Endorsement of FESRIP by Forum Leaders</p>	6 Aug	<p>Ahead of the PDRRMM, Regional Disaster Managers held their 26th Managers Meeting in Nadi, Fiji. The focus was on preparation for the ministerial and dialogue for a regional HADR mechanism.</p> <p>The Framework for Energy Security and Resilience in the Pacific (FESRIP) 2021–2030 was initially approved by CROP Heads and the Chair of the Energy Ministers Meeting. It was finally endorsed by Pacific Forum Leaders during their meeting on 6 August.</p>	
	<p>Pacific Regional Energy Strategy Workshop</p>	28–30 Sept.	<p>Workshop with national directors of energy, CEOs of power utilities and development partners to identify priority areas for the next 3 years and co-develop strategies to strengthen collaboration among partners for implementation of FESRIP.</p>	<p>Strengthened partnerships and coordination for implementation of FESRIP activities.</p>

	Pacific Energy Officials Meeting	5–7 July 2022	Meeting of PICT energy officials and development partners to provide an update on countries' progress on energy transition; progress made against the energy outcomes of the 4 th Pacific Regional Energy and Transport Ministers Meeting (PRETMM).	Preparation for 5 th PRETMM to be held in Vanuatu in May 2023.
	High-level Maritime Boundaries Dialogue	16–17 Nov.	Review progress made on collective efforts to complete maritime boundaries in accordance with UNCLOS. Ensure that activities carried out under the Pacific Maritime Boundaries Programme are co-designed and responsive to member needs. Progress country teams' maritime boundaries priorities with required training and access to experts.	Foster awareness and active commitment to implement SDG14 14.C and priority 1 of the Framework for a Pacific Oceanscape, effectively concluding outstanding claims for maritime zones and extended continental shelf areas.
	Heads of Maritime Meeting and Pacific MoU	9–12 Nov	Review progress on priorities agreed for implementation at the 4th Pacific Regional Energy and Transport Ministers Meeting. Initiate update on the Framework for Action on Transport Services (FATS) and Transport Services Implementation Plan (TSIP). Review the operation and effectiveness of the Pacific MoU and outlook for the next years.	Updated workplan and pathway towards 5th ministerial meeting (May 2023).
	Earth observation/Digital Earth Pacific National consultations	3 June 11 June 11 August	Subregional workshops with senior national government officials (DG/CEO) from relevant ministries (Lands, Agriculture, Statistics, etc.) in three countries (RMI, Tonga, Vanuatu) to guide the development of Digital Earth Pacific.	Needs assessment report: https://www.spc.int/DigitalEarthPacific
	Pacific Regional Transport Officials meeting	15,16 and 18 Nov. 2022	Review and provide updates on progress with the implementation of priorities from the 4th Pacific Regional Energy and Transport Ministers' meeting held in	Recommendations on the Framework for Action on Transport Services 2011–2020 (FATS); the Recognition Framework for Pacific Ports Vision 2030–2050 and

			Samoa in 2019, and discuss preparations for the 5th Pacific Regional Energy and Transport Minister's meeting, which is planned to be held in person in May 2023 in Port Vila, Vanuatu	recommendations; and improved regional co-operation and engagement with international development partners to address our common challenges.
	Pacific Clean Energy Workshop and Women in Energy Conference	4–6 Oct 2022	The Pacific Energy Gender Strategic Action Plan (PEGSAP) was officially launched, followed by the signing of the grant agreement for the Tuvalu biogas project between the US Bureau of Energy Resources, SPC and the Government of Tuvalu. The conference highlighted many issues relating to energy transition and Women in Energy in the region and agreed on ways to address priority issues in the next 3 years. PEGSAP is a platform for mainstreaming gender through the work of the GEM Division in the regional energy sector.	Agreement on a Pacific Energy Gender Regional Steering Committee to foster collaboration among member countries and development partners.
	OPERA Annual Meeting and Training	11–14 Oct 2022	With ADB's funding support, the 1 st annual meeting of the Office of the Pacific Energy Regulator Alliance (OPERA) was held in Nadi, Fiji, to discuss energy regulation issues in the Pacific, share best practices and information, and discuss the OPERA business plan and implementation plan. The training covers tariff setting, service quality indicators, power purchase agreement practices and electricity grid operation.	OPERA is hosted at SPC's Suva office, and SPC and OPERA members have signed an MoU.
	Pacific Islands Electric Mobility Workshop	28–30 Nov 2022	The workshop will be held in Suva and key stakeholders will: (i) discuss priority areas for e-mobility in the region and matters to be brought to the attention of the 5th Energy Ministers Meeting in 2023; (ii)	PCREEE is leading SPC's work on e-mobility and SPC will collaborate with other partners in organising this workshop.

			discuss SIDS–SIDS co-operation on e-mobility and establish a coordination mechanism for e-mobility in PICTs; (iii) learn more about e-mobility developments in PICTs, SIDS and globally; (iv) establish networks and share experiences; and (v) agree on next steps and ways forward for e-mobility in PICTs.	
Key related events led by others	Energy Regulators Alliance Workshop (ADB)	30 Aug. – 3 Sept.	Hybrid meetings with heads of national regulatory agencies seeking guidance on the establishment of a dedicated Office of the Pacific Energy Regulators Alliance (OPERA), to be hosted at SPC’s Suva Office, and the areas to be funded by ADB through the Pacific Renewable Energy Investment Facility.	Members confirmed support for SPC’s hosting of OPERA at its Suva office. ADB will provide technical assistance funding for 2–3 years in support of OPERA.
	Pacific Resilience Partnership (PRP) Task Force (TF) Meetings	2 Feb 2021 July 2022	A multi-stakeholder representation of member countries and regional partners, the TF forms a key part of the governance mechanism for PRP, to support implementation of the Framework for Resilient Development in the Pacific (FRDP). SPC is the current CROP representative on the PRP TF.	Highlights included the work of the technical working groups, Pacific resilience standards, and endorsement of PRP tenure to 2030 at the Pacific Islands Forum Leaders Meeting, Aug. 2021. https://www.resilientpacific.org/en/technical-working-groups https://www.resilientpacific.org/en/pacific-resilience-standards
	Asia Pacific Ministerial Meeting on DRR (APMCDRR)	19–22 Sept 2022	United Nations Office for Disaster Risk Reduction (UNDRR) convened the APMCDRR, which was hosted by the Government of Australia. It is the main regional platform in Asia Pacific for promoting coordination and co-operation on DRR. The Pacific was well represented, coordinating the Pacific Pavilion at the	https://apmcdrr.undrr.org/

			conference and supporting Pacific engagement including at the ministerial level. The inaugural ministerial the week before made a strong declaration on several critical areas.	
Climate Change & Environmental Sustainability (CCES) Programme	PACRES Steering Committee	31 August	PACRES held its annual committee meeting with member countries, who provided guidance to the committee on project implementation.	
	Biodiversity Convention COP15	17–21 Oct	Pacific Regional Preparatory Meeting for COP15 CBD.	
	UNFCCC COP27 preparation and support	Throughout the year	Preparation for COP27 (31 Oct.–12 Nov.): Comments on IPCC WGII and III draft reports, leading preparation of ocean–climate negotiation briefs and supporting loss and damage briefing for Pacific champions, and PSIDS preparatory meetings.	
	Kiwa Initiative	10 Dec., 4 March, 19 July	The Kiwa Initiative held three steering committees with donors, country representatives and partners (IUCN, SPREP and SPC).	Kiwa website
		20–22 April	Three subregional webinars for eligible members’ focal points to introduce and promote the Kiwa Initiative and the concept of nature-based solutions for climate change adaptation.	Capacity of eligible PICTs to access Kiwa Initiative funding was strengthened.
	NDC Hub	8 April 23 Feb. 30 Aug – 1 Sept.	Launch of the long-term 2030 strategy for the NDC Hub: Participated in Pacific High-level NDC Dialogue. Annual focal point meeting and media dialogue held in person in Fiji. Evaluated 1 st and 2 nd phases of the NDC Hub to shape phase 3 (July 2022 – August 2024);	https://we.tl/t-eV37VLuD6W https://pacificndc.org/sites/default/files/2021-04/Strategy%202030_0.pdf Article on LTS (and YouTube video): https://pacificndc.org/articles/ndc-hub-launches-10-year-strategy-climate-action-pacific

			established the new Steering Committee and Chair; and networked with partners, stakeholders and media.	
	Climate Finance Unit	23–25 Sept	GCF Global Programming Meeting to progress pipeline development.	Progressing Pacific pipeline of projects.
	PROTEGE	4–11 July 2022	POETCom regional workshop to analyse governance review and NOAB reading guide (PROTEGE/KIWA co-financing and BPWP project) and launch of the first guidebook	https://www.spc.int/updates/news/media-release/2022/07/launch-of-the-first-guidebook-of-the-pacific-organic-standard
		3–6 October 2022	1st regional workshop of PROTEGE demonstration farms and the Pacific Organic Learning Farms network farms in Bourail, New Caledonia, with regional and international guests.	https://protege.spc.int/en/node/1087
Education Quality and Assessment Programme (EQAP)	Pacific Board for Education Quality – Annual meeting	24 March	EQAP's governing body, the Pacific Board for Education Quality (PBEQ), met following member country consultations and the PILNA Steering Committee meeting.	See Paper 11.c
Human Rights and Social Development Division (HRSD)	5th Meeting of Pacific Culture Ministers	27–28 April	National country reports on culture; consideration of the Pacific Regional Culture Strategy 2022–2032 and of the recommendations from the review of the Festival of Pacific Arts and Culture.	Report available on the SPC Digital Library from 7 November 2022.
	35th Meeting of the Council of Pacific Arts and Culture	13–14 April	National country reports on culture; consideration of the Pacific Regional Culture Strategy 2022–2032, and of the recommendations from the review of the Festival of Pacific Arts and Culture.	Report available on the SPC Digital Library from 3 November 2022.
	3rd Annual Meeting of the Regional Working Group on the	24–26 August	Consideration of good practice in implementing domestic violence/family protection legislation; report on the status	Report not yet available.

Key events led by others	Implementation of Domestic Violence / Family Protection Legislation		of work on agreed priority actions for implementation of the legislation.	
	1st Meeting of the Pacific Women Lead Governance Board	12–14 October	Consider and take decisions on the implementation of the Pacific Women Lead programme and the 2023 work programme.	Report not yet available.
	51st Pacific Islands Forum Leaders Meeting	11–14 July	Consider and take decisions on the revitalised Pacific Leaders Gender Equality Declaration and the outcomes of the Triennial Conference of Pacific Women.	Outcomes document
	1st Pacific Islands Forum Women Leaders Meeting UNESCO-MONDIACULT 2022 Conference	9 June 28-30 September	Consider cultural policies in the context of sustainable development.	Conference declaration
Public Health Division (PHD)	Pacific Heads of Health (PHoH) – Virtual meeting	20–21 September 2022	Main objectives of the meeting: To review, discuss, and make decisions and recommendations to the Pacific Health Ministers Meeting (PHMM) on COVID-19 related matters.	Meeting outcomes will be circulated in due course.
	Pacific Health Ministers Meeting	22–24 March 2022	Main objectives were leveraging the COVID-19 pandemic to build sustainable systems and advance universal health coverage; putting health at the centre of the climate change discussion; and	Meeting outcomes will be circulated in due course.

			accelerating action on non-communicable disease.	
	Directors of Clinical Services (DCS)	29–30 August 2022	Main objectives of the 13th DCS meeting: To review, discuss and make recommendations on important issues related to and/or impacting on clinical services in the region, with special emphasis on COVID-19.	The decision points and recommendations/outputs from this meeting will feed into the PHoH meeting and PHMM.
	Pacific Heads of Nursing and Midwifery (PHoNM)	1–2 September 2022	Main objectives of the 2nd PHoNM meeting: To review, discuss and make recommendations on important issues related to and/or impacting on nursing and midwifery services in the region, with special emphasis on COVID-19.	The decision points and recommendations/outputs from this meeting will feed into the PHoH meeting and PHMM.
Statistics for Development Division (SDD)	9th and 10th Pacific Statistics Methods Board Meetings (PSMB)	12–13 April 2022; 17–18 Oct. 2022	Oversight and guidance on the statistical methods, systems and procedures used by PICTs. This is to ensure they are in line with international best practice, while at the same time being relevant to the region's unique situation. SPC is the secretariat.	
Statistics for Development Division (SDD)	3rd, 4th and 5th meetings of the Pacific Gender Statistics Coordination Group	16 Feb., 27 May, and 31 Aug. 2022	Coordinate and monitor progress against the Pacific Roadmap on Gender Statistics and identify common solutions for the production and use of gender data. It is chaired by SPC and UN Women, with the support of DFAT.	
	4th Pacific Statistics Standing Committee (PSSC)	8–9 Nov. 2022	PSSC is an official subsidiary body of Pacific Heads of Planning and Statistics (HOPS). It meets in the years when HOPS does not. PSSC is able to make decisions on operational matters and is empowered to make recommendations to HOPS/FEMM on strategic issues of importance for	

			statistics development in the region. SPC is the secretariat.	
PCCOS	UN Decade of Ocean Science: A healthy and resilient ocean – Virtual lab	11 Mar 2022	The objective of this event was to showcase the variety of activities that the Pacific (SPC, partners and members) carries out in support of increasing understanding and protection of marine ecosystems. ‘Vaka Moana: A healthy and resilient Pacific Ocean’ satellite event is part of a series of Pacific contributions to the UN Decade of Ocean Science.	https://youtu.be/NKHhpy9ih-M?list=PLCq-WnF3Hdrj7mvUbM9cqrZ1rwWTJX7yV
	UN Decade of Ocean Science: A safe ocean – Virtual lab	7 April 2022	‘Vaka Moana: A safe Pacific Ocean’ satellite event is part of a series of Pacific contributions to the UN Decade of Ocean Science. This satellite event focused on the theme of ‘a safe Pacific Ocean’ where society understands and values the ocean in relation to human well-being and sustainable development.	https://youtu.be/b-j3kOIMFbl?list=PLCq-WnF3Hdrj7mvUbM9cqrZ1rwWTJX7yV
	UN Decade of Ocean Science: An accessible ocean – Virtual lab	11 May 2022	Our panellists navigated us towards the Blue Pacific we want, drawing from our culture, traditional knowledge and stewardship. ‘Vaka Moana: An accessible Pacific Ocean’ took place as part of the UN Ocean Decade Laboratories on 11 May 2022	https://youtu.be/K-3nu5h7P4A?list=PLCq-WnF3Hdrj7mvUbM9cqrZ1rwWTJX7yV

Annex 2: Staff Representative Committee (SRC) reports to CRGA 52

Noumea

The 2022 Noumea SRC General Assembly took place on 29 April 2022. Following a successful meeting, some committee members who had served for three years in a row resigned and new members joined the team. Roy Benyon, who served as co-chair for three years, had to leave the committee and was replaced by Christelle Petite (Interpretation Team Leader) as co-chair alongside Béryl Fulilagi, who remained as the other co-chair. The new committee is currently made up of 12 staff – two men and ten women, including five locally recruited (PAL) and seven internationally recruited (PAI) staff.

The Noumea SRC wishes to warmly thank Roy Benyon for his dedication and involvement for the past three years.

Since the General Assembly, one co-chair took maternity leave and was replaced by Kristel Griffiths as acting co-chair. During the first few months, the new co-chairs met with D-G Stuart to introduce themselves and reach out to management. One SRC member, who had been actively involved in the PDS issue, asked for a meeting with Human Resources (HR) to discuss the review of the 'Behaviours' section. This meeting culminated in an exchange between SRC and HR on the content of the meeting minutes, which were not returned to the committee for some time.

The new committee met and decided on the working groups that would pursue various issues of importance to staff: PDS, local staff conditions, pensions and allowances. These are in addition to the personal issues brought to SRC by individual members of staff. The two co-chairs always deal with these issues in a confidential manner. Another topic to continue to work on this year is the change of place of domicile for some locally recruited PAI, which is dealt with on a case-by-case basis by HR and the D-G.

Following this initial meeting, SRC met again and decided to put all the different topics to management (D-G and HR Director) before CRGA. The Noumea SRC has not had time to meet often since being elected but is dedicated to working on the topics of interest to staff. This year, it intends to carry out a survey to find out what Noumea staff would like the committee to focus on.

The Noumea SRC also intends to keep up the excellent work undertaken by the previous committee, including regular meetings with D-G Stuart on issues of concern to staff.

Suva

Suva SRC's Annual General Meeting (AGM) was held on 28 April 2022. Five current members agreed to serve another term and six new members joined, bringing the committee's total membership to eleven (seven women, four men). The committee consists of eight PAI and three PAL staff, representing five divisions.

Specific matters under consideration

Since the AGM, SRC Suva has facilitated discussions with the Deputy Director-General (DD-G), HR manager and staff to address issues of concern. The following items are currently under consideration:

- **Salary adjustment:** SRC Suva acknowledges the recent adjustment to the per diem rates for Suva and the Coral Coast to address higher travel costs. However, it notes ongoing concern on the disparity between the cost of living in Suva and current salaries and benefits.
- SRC Suva has engaged with the DD-G and HR to highlight the need for a market analysis, and to gather information and seek clarification on the per diem and salary adjustment process.
- **Health insurance:** SRC Suva is aware of the financial difficulties staff face in bridging the 20% medical insurance gap, particularly local/support staff. Understanding that 100% coverage may not be feasible with the current health insurance provider, SRC Suva is in talks with the Executive to determine if alternative support measures might be available. Also being explored is a revision of SPC's definition of dependents.
- **Local staff internal mobility and promotion:** SRC Suva has been engaged in discussions with employees and HR to provide guidance and support to local staff seeking internal mobility and professional development.
- **Parental leave:** While acknowledging and appreciating SPC's efforts towards gender equality outcomes, SRC Suva is working on a proposal for revision of parental leave to address the gap between paternity and maternity leave.

Notes of appreciation

SRC Suva is appreciative of the support of SPC Suva staff and the collaboration of the DD-G and HR on all improvement efforts. Most recently of note:

- the safety and well-being of employees during the pandemic, with regular updates keeping staff informed and up to date on COVID-19 protocols. Special mention: PHD and the Health and Safety Committee;
- facilities improvements, including the new car park and breastfeeding room at Nabua campus, as well as the upcoming breastfeeding room in Narere;
- the coordinated response to the Tonga eruption. Special mention: GEM and all staff for their generosity;
- addressing the issue of rising education fees at international schools; and
- First Aid training. Special mention: the Health and Safety Committee.