

TECHNICAL REVIEW REPORT PREPARED FOR THE CHAIR OF THE TWELFTH CONFERENCE OF THE PACIFIC COMMUNITY

NOVEMBER 2022

This Technical Review Report is an internal document only to be presented to the Fifty-Second Committee of Representatives of Governments and Administrations (CRGA 52) and the Twelfth Conference of the Pacific Community to be held in Port Vila, Vanuatu from 23 to 25 November 2022.

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ACKNOWLEDGEMENTS

We, the Friends of Chair Group (FCG), would like to offer our sincere gratitude to the Chair of the Twelfth Conference of the Pacific Community for having the trust and confidence in us to undertake this Technical Review on his behalf. We would also like to thank Vanuatu's Ministry of Foreign Affairs team for their assistance in facilitating the collection of primary and secondary data for this review and for validating the findings presented. A special thanks goes to SPC members for their contributions through the virtual consultation as well as their written feedback¹. The FCG review team commend the Chair of Twelfth Conference for initiating the review as an essential step towards enhancing the services and support given to all member countries and territories.

¹ The FCG make the following disclaimers on the content of this review. 1. The FCG did not have the opportunity to undertake virtual consultation or receive written feedback from every SPC member due to the short notice given to undertake this review. 2. As this is an independent review intended for the Chair of Twelfth Conference, there was not a chance to represent the recommendations to all SPC members. Therefore, the content of this review only reflects the views of SPC members that were interviewed.

EXECUTIVE SUMMARY

The purpose of this report was to compile and synthesise the findings of the Technical Review conducted by the six members of the Friends of the Chair Group (FCG) on behalf of the Chair of the Twelfth Conference of the Pacific Community. The Technical Review conducted by the FCG sought to understand how SPC provides technical expertise and support to enable members to deliver on their own national development strategies and to deliver on regional commitments and agreements, in particular the recently endorsed 2050 Strategy for the Blue Pacific Continent. Based on the findings of the Technical Review, this report provides recommendations to address concerns raised during the review process and support SPC in better meeting member expectations. Furthermore, this report proposes to CRGA 52 that an in-depth Institutional Review could be helpful alongside the planned Regional Architecture Review.

All findings and recommendations presented in this report are based on information gathered by the FCG during the following activities outlined in the FCG Terms of Reference: (i) to meet with all SPC island member states and territories, in person or virtually, at the technical line ministry/department/agency level; (ii) to discuss and assess SPC's technical service delivery and the relevancy of those services, as experienced by each island member at the technical line ministry/agency level and against their wider national development plan achievement, as well as contribution to regional progress against Pacific aspirations (e.g., the Pacific Plan [2005], Samoa Pathway [2014] and 2050 Strategy [2022]); (iii) Considering the climate emergency and COVID-19 pandemic, establish if SPC is on target to deliver technical and scientific services appropriately for members under the new Strategic Plan and as part of the 2050 Strategy; (iv) provide recommendations to CRGA 52 and Twelfth Conference as to possible actions that the Secretariat could undertake to address member concerns, improve member-level impact and inform members on views for an in-depth organisational Independent Review.

With the limited time available, the FCG formulated key questions (see Appendix 2) that it felt could capture the intent of the review and circulated them to SPC members. Outcomes of the virtual consultations and written feedback from SPC members enabled the FCG to identify some common themes. Besides the commendations by SPC members of the general service SPC provides, the responses show: (i) that not all SPC members receive the same level of support; (ii) service delivery was not particularly effective; (iii) the provision of technical support during a major disaster, such as the COVID-19 pandemic, needs to be addressed; and (iv) there is a need to strengthen SPC's sub-regional capacity through its regional in-country offices and reprioritise the current funding model to allocate more

resources to support in-country programs based on member country priorities. Among other things, the FCG also noted some concerns raised relating to current funding models and staff recruitment. All these findings form the basis of the recommendations, which are summarised in the following section.

1. KEY RECOMMENDATIONS

RECOMMENDATION 1: RECOGNISING THE IMPORTANCE OF CULTURAL KNOWLEDGE OF STAFF AS PART OF TECHNICAL COMPETENCY

- Members reiterated the importance of receiving technical support and advice from SPC, particularly given the Pacific regional context. However, technical knowledge and execution are best delivered by those who know and understand that regional context.
- Therefore, SPC should seek to recruit its staff from the Pacific region. Technical assistance could be sought internationally but specialists should use Pacific counterparts to provide some transfer of knowledge and skills.
- An Institutional Review examining the staff recruitment process, job descriptions, salaries and working conditions could provide guidance to SPC on how to improve and enable technical competencies in Pacific staff.

RECOMMENDATION 2: IMPROVED REGIONAL PARTNER AND CROP COORDINATION

- For SPC to ensure regional and programme alignment with other partners, it should take on the role as a regional programme manager that coordinates inputs from a range of regional and international organisations as well as from their own experts, either in-house or technical assistants.
- SPC should be more proactive on some issues, e.g. seabed mining and climate change issues, such as food and water security. SPC should assist with building a legal framework around these issues in the region.

RECOMMENDATION 3: ALIGNMENT OF SPC PROGRAMMES WITH COUNTRY PRIORITIES

- SPC needs to align its programs with existing country-specific national priority plans and strategies. Each member should have its own country program.
- SPC should review its modes of delivery and funding model to establish more sub-regional or in-country member offices. There is a need to consider the concept of decentralising offices and

staff. This should focus on SPC as a Pacific regional institution, where senior managers are recruited from within the region with the appropriate training support programs.

- Furthermore, SPC should consider developing a database of Pacific regional in-country technical and scientific experts so that they can be matched with programmes and projects. This would enable a more targeted and decentralised approach for technical and scientific support; recruitment and capacity building programs; co-financing and resource allocation; country strategy planning (to identify actual needs); and annual evaluations of programmes and projects.

RECOMMENDATION 4: ADDRESS SPC DEFINITIONS OF REGIONAL VERSUS GLOBAL ORGANISATION

- Members raised concerns at how SPC positions itself regionally and globally. First and foremost, SPC is a Pacific-owned regional organisation—it is not an international organisation. We should not be investing in global human resources but focus on building Pacific human resources.

RECOMMENDATION 5: FUNDING OF TECHNICAL ASSISTANCE

- Members highlighted that during the COVID-19 pandemic they struggled to receive technical assistance from SPC because it was tied to projects. SPC should consider funding models that prioritise larger programs with a proportion of that funding to be managed internally by members. During the COVID-19 pandemic, members highlighted that projects were stalled due to the inability of SPC staff to travel.
- SPC also needs to consider the concept of decentralising offices and staff. This should focus on SPC as a Pacific regional institution where senior managers are recruited from within the region with the appropriate training support programs.

2. METHODOLOGY

As per the Terms of Reference (Appendix 1), the Chair of Twelfth Conference appointed the FCG, who were supported by a Team Leader, Mr Anote Tong (a non-member of the Secretariat). The following FCG technical team members with their specialist consultants undertook the Technical Review of SPC services with SPC island members.

The Friends of Chair technical team (FCG) comprised of the following members:

- Mr Anote Tong (Team Leader)
- Dr Jimmie Rodgers
- Dr Tapugao Falefou
- Dr Audrey Aumua
- Mr Jimmy Naouna
- Mr Moses Amos
- Ms Vanessa Fread

2.1 METHODS

2.1.1 Secondary Data: Literature Review

Secondary data was collected through a literature review of the three most relevant documents concerning the mandate and operations of the SPC. These were:

- 2050 Strategy for the Blue Pacific Continent;
- Pacific Community Strategic Plan 2022–2031;
- 2012/13 Independent External Review of SPC and Management Response.

The findings from the literature review helped to inform the survey design and questions for the SPC member interviews.

2.1.2 Primary Data: SPC Member Interviews

On 11 October 2022, a memo from the Office of the Chair of Conference was emailed to each SPC member country to inform them about the review process. A questionnaire with discussion points was attached, which outlined nine major themes for the review and provided discussion questions under each theme (Appendix 2). There was also an advisory note on how to schedule their online interview. Twelve online interviews were conducted from Port Vila with SPC member country representatives between 12–15 October 2022 (refer to the interview schedule in Appendix 3). These interview discussions were led by the FCG technical team with notes being taken by specialist consultants for the FCG. Video recordings and audio transcripts were made and later reviewed and summarised by the consultants according to the key points provided as feedback for each of the nine themes. Four countries also submitted more detailed and comprehensive written comments to the questionnaire.

2.1.3 Analysis

Triangulation of draft interview notes, written responses and secondary data were collated and discussed amongst the FCG technical team with their specialist consultants. A draft report was represented to the FCG technical team for validation and approval prior to the final report being submitted to the Chair of Twelfth Conference. This report will inform CRGA 52 and the Twelfth Conference of the Pacific Community and provide recommendations to address the concerns and expectations of SPC's members.

3. KEY THEMES

Key findings from the triangulation of both primary and secondary data are presented under nine themes. These themes were shared to representatives of each of the 22 island member countries and were also used as a semi-structured guide for online interviews (refer to Appendix 2).

THEME 1: SCOPE OF SPC SERVICES TO MEMBERS

The majority of the SPC members interviewed were grateful for the support received from the SPC, particularly during the COVID-19 pandemic. Their feedback was centred on the pre-pandemic period with a view to any improvements and the creation of opportunities going forward.

- There was a strong belief that the SPC had a clear mandate to operate as a Pacific regional entity and to target specific programs and projects at its member countries.
- SPC was generally recognised as the region’s premier technical, scientific and social development organisation. It played an important and vital role in assisting member countries develop the scope of services across 25 sectors and disciplines articulated in the Pacific Community Strategic Plan 2022–2031.
- There was common sentiment amongst SPC members that more in-country planning was required using SPC staff and experts to identify each member country’s needs and national priorities.

THEME 2: MEMBER PRIORITIES

Although SPC members priorities are set out in the *Pacific Community Strategic Plan 2022–2031*, there were concerns that the plan’s objectives are too general, with little evidence of application within national strategic development plans and relevance to local contexts. More effort will need to be made to better align SPC’s regional objectives and country-specific plans. There is also a need for SPC to evidence better alignment between country programmes and the 2050 Strategy for the Blue Pacific Continent, while ensuring that the Strategy does not take a broad-brush approach to regional implementation.

- The two most pressing issues member countries were requesting SPC's technical and financial support for were COVID-19 recovery (health and economy) and climate change mitigation (natural disaster management). In relation to these issues there was also a need for more support with mental health issues.
- Building on the lessons learnt from the COVID-19 period, there was an ongoing need to provide more online and remote training programmes across all sectors.
- Other priority areas included ocean sciences, agriculture and forestry programs, in particular their links to food and water security issues. SPC should also provide support on the legislative review work required for these areas and issues.
- Infrastructure projects, particularly in relation to climate change impacts, and security issues, were also cited as high priority programme areas.

THEME 3: GAPS IN SERVICE PROVISION / DELIVERY

While member countries recognised the disruptions in service delivery and the lack of resources for approved projects and programs, it was thought that SPC needs to have a model of support that works in emergencies and in the case of border closures. For example, it could be useful for SPC to utilise local consultancy firms and/or technical capacity and locate them in member countries so that service continuity and support is continued in these situations.

- Some of the smaller and more remote island member countries thought the increased costs of shipping and freight for imported essential goods and supplies was causing inflation rates to increase. However, SPC and other agencies were not yet assisting with this problem.
- There was a need for better in-country understanding of the funding process, timelines and project management.
- It was recommended that SPC increase the number of Pacific islanders employed at SPC. It was also suggested that SPC develop leadership programmes, internships, attachment and apprenticeship programmes, so that young Pacific island professionals could obtain skills and experience.

THEME 4: MODE OF DELIVERY OF TECHNICAL SERVICES

As a reaction to the COVID-19 lockdown period, where remote island countries felt particularly isolated, there was a strong feeling that the SPC should decentralise its technical support services and resources through the establishment of more sub-regional and/or in-country SPC offices.

- Modes of delivery should concentrate more on capacity building and using in-country experts, initially as counterparts.
- It was recognised that decentralised SPC offices would require more resources with the need to align with SPC procurement and accountability processes and follow SPC rules and regulations. But this approach could also help avoid duplication by using funding resources more efficiently through better programme and project coordination, particularly between Council of Regional Organisations in the Pacific (CROP) agencies. An in-country holistic approach could achieve more efficiency in service delivery and better alignment with national development priorities.
- Some respondents suggested that the SPC should be more proactive in its approach. Examples provided included seabed mining, fisheries management and climate change mitigation, where SPC should provide a template, or a sample of the legislative frameworks required to manage these issues.
- One member country provided an outline of a staged approach as follows:
 - a) Agree with SPC on the country strategy;
 - b) Continue with normal delivery mode in terms of SPC expert visits and funding;
 - c) Appoint local Ministry counterparts to coordinate implementation and monitoring;
 - d) Establish an in-country field office staffed by local experts;
 - e) Appoint a locally based SPC coordinator to liaise with all Ministries and programs.

THEME 5: CONTRASTING SPC'S SERVICE DELIVERY WITH OTHER REGIONAL AND INTERNATIONAL ORGANISATIONS

While it was accepted that more coordination was required between the different regional and international support agencies, SPC was viewed as the lead Pacific regional organisation where member countries actually had a voice and some control over its work plan and priorities. It was considered that the priorities and work programmes of international agencies, including the United Nations (UN)

agencies, are determined outside the region. Many of these programs do not readily align with national priorities.

- SPC is regarded as the premier technical, scientific and social development regional organisation with its work programme priorities determined by its members that should align to their national priorities.
- SPC's governance and work program is approved by the bi-annual Conference of the Pacific Community and at annual meetings of the Committee of Representatives of Governments and Administrations (CRGA). Other CROP and international agencies need to heed these outcomes.
- Most CROP and international agencies do share a commitment to achieving the UN's Sustainable Development Goals (SDGs).
- More could be done to encourage the co-financing of certain programmes and projects with other international agencies. This would also encourage better coordination and service delivery.

THEME 6: MEMBER VIEWS ON HOW SPC CAN IMPROVE ITS MODE OF DELIVERY OF TECHNICAL SERVICES

Many respondents believed that they had a particularly good understanding and rapport with SPC, however there were many requests for an increased flow of online information, remote learning and training programmes and increased online consultations and meetings with SPC staff and experts.

- French Polynesia raised an interesting point about a novel approach and mode of delivery that would better suit them as a more developed and aligned French territory. Hence, they had a different level of expectations. They required technical cooperation rather than just technical assistance. They would like to regard SPC more as a development partner with the sharing of technical expertise and support.
- Many called for better alignment, streamlining and rationalisation of service delivery from the CROP agencies so as to use resources more efficiently.
- SPC is Pacific-owned organisation and should be delivering support to the Pacific region. Those people employed by SPC should understand the regional context and in particular have a deep understanding of the cultural diversity including a cultural knowledge of the region.

- While SPC member countries need to get the best scientific advice from around the world (i.e. best practice scientific capability) we also need to look within the Pacific region first for such experts. However, staff members, particularly senior managers should be recruited from within the Pacific region, preferably from member countries. This would ensure that cultural capability continued to be retained within the organisation. However, it is recognised that where skills did not exist that capability may be brought into the region.
- There is no fundamental challenge as to what SPC actually does but there seems to be difficulty with the appointment of staff and their conditions. In particular, whether staff from outside the Pacific region should be appointed. It is clear SPC is involved in providing technical excellence and the transfer of those skills. But the challenge is to get the balance right. Training programs are important to assist with this.

THEME 7: IMPLICATIONS OF THE 2050 STRATEGY CALL FOR REVIEW OF REGIONAL ARCHITECTURE

Majority of respondents believed that the consultations and reviews undertaken as part of the Pacific Community Strategic Plan 2022–2031 and the more recent SPC membership review had already addressed many of the issues. They also thought that these could be further reviewed to align more with the 2050 Strategy for the Blue Pacific Continent. In particular, there was a need to rationalise and streamline the number of CROP agencies to allow for more efficient use and distribution of resources.

- There are still many areas of overlap and potential duplication among several of the nine CROP agencies. There is a greater need for SPC to play more of a coordination role between CROP and other regional and international agencies. A rationalisation of services to eliminate duplication and wastage of resources is needed.
- There was also a need for SPC to align its work plan with the 2050 Strategy for the Blue Pacific Continent and with the member countries national development plans.
- SPC has a mandate to create value and provide value-for-money solutions. It must remain competitive with other regional and international organisations. The political culture demands the use of Pacific region-based skills and experience.

THEME 8: FINANCING OF PRIORITY PROGRAMS FOR MEMBERS DELIVERED REGIONALLY THROUGH SPC

While many regionally delivered services are well funded there was general concern about the duplication of services and programmes between SPC, CROP, UN, EU and other bilateral and multilateral development agencies. This led to a wastage of resources and underfunding in some important programme areas, such as non-communicable diseases, disaster management, maritime safety and renewable energy.

- There should be more core programme funding rather than project funding. SPC could take a programme management fee. In particular, co-financing should be used to form committed partnerships.
- Some respondents were aware of the budget limitations in meeting the numerous areas for development but were firm advocates for transparency and accountability.
- The other complex challenge for SPC is its funding model. SPC is well resourced at the moment but much of its funding is tagged to projects, which means much of the technical support is tagged to individuals and activities that require SPC staff to move around the region. SPC takes a lot of funding from the EU, and this is both a challenge and an opportunity for members.
- SPC has a mandate to create value and provide value-for-money solutions. It must remain competitive with other regional and international organisations.
- Also, there is a need for more funding for export capability in agriculture products, from compliance to phytosanitary requirements and market access, and for downstream processing and market access for forestry products.

THEME 9: STATUS OF MEMBER-ASSESSED CONTRIBUTIONS TO SPC

Most respondents were not familiar with their assessed contributions. They understood the bulk of the funding came via the developed member countries of Australia, New Zealand, France, United Kingdom and the United States of America. Many thought previous comments made under Themes 8 and 5 were also relevant to this Theme 9.

- It is important for all SPC members to be up to date with their own commitments to support SPC's service delivery. Sometimes members expect services without fulfilling their own commitments to the organisation.

- Maybe reassess the member contributions for the next three-year period based on the lower level of services received during the pandemic period.
- Assessed contributions could include the shared costs of establishing and operating a sub-regional or in-country SPC office.

4. APPENDICES

1. **Project Terms of Reference**
2. **Questionnaire for Interviews and Written Feedback**
3. **SPC Member Countries Interview Schedule**

APPENDIX 1: TERMS OF REFERENCE

Friends of Chair Group formation and tasking to undertake a technical review of SPC on behalf of Chair of SPC Conference 2021-2023 (Vanuatu)

August-November 2022

A. Background/context

The Chair of SPC Conference is appointing the Friends of the Chair Group (FCG) to undertake a technical review of SPC services with SPC island members. The discussions will investigate, at the technical level, the impact of SPC services as experienced by SPC members.

The team will explore how SPC provides Island Members with the technical expertise and science to enable members to deliver on their own national development strategies and to deliver on regional commitments and agreements, particularly with respect to the recently endorsed 2050 Strategy for the Blue Pacific Continent.

It is envisaged that consultations inform Conference on what SPC needs to do better to deliver on national priorities for members and regional common priorities. Further, that this technical review stands to inform further discussions on a possible Institutional Review, at the CRGA and Conference in November, as well as complement the planned Regional Architecture Review.

B. Purpose, objectives, scope of services

The purpose of the technical review is based on the concern of several members that they are not receiving what they need and expect from SPC at this critical juncture. With the incoming 2050 Strategy, some members are doubly concerned and wish to know what shifts are needed by SPC to address their national priorities and to progress the Pacific as a region to combat climate change and to recover from the economic devastation of the pandemic.

The primary objective of the work is to inform CRGA 52 and the 12th Conference of the Pacific Community and provide recommendations on a way forward to meet concerns and expectations of members.

With the 2050 Strategy and the Regional Architecture Review being prepared for implementation, the consultations will also inform the region what SPC can do differently and better.

The major activities to be undertaken by Friends of Chair are as follows:

- Meet with all SPC Island Member States and Territories, in person or virtually, at the technical line ministry/department/agency level;
- Discuss, explore and assess SPC technical service delivery and relevancy of said services experienced by each Island Member at the technical line ministry/agency level and against wider national development plan achievement, as well as contribution to regional progress against Pacific aspirations (e.g., Pacific Plan, Samoa Pathway and 2050 Strategy);
- Considering the Climate Emergency and COVID19 pandemic, establish if SPC is on target to deliver technical and scientific services appropriately for members under the new SPC Strategic Plan and as part of the upcoming 2050 Strategy; and

- Make recommendations to CRGA 52 and the 12th Conference as to possible actions that the Secretariat can undertake to address member concerns, improve member-level impact, and inform members on views on possible organisational Independent Review.

C. Management arrangements

The Friends of Chair Group will be comprised of technical experts who will work as a team to consult with all 22 Island members. A final report will be presented to CRGA 52 and the 12th Conference of the Pacific Community to be held in Vanuatu in November 2022.

The review team will be supported by a High-Level lead (not a member of the Secretariat) who is answerable to the Chair of SPC Conference.

The Secretariat will assist the review team with travel logistics and setting up appointments for consultations.

The Friends of Chair technical team will comprise of the following members:

NAME	DESIGNATION/EXPERTISE	COUNTRY	CONTACT DETAILS
Mr. Anote Tong former KI President	Team Leader: Analysis and Presentation to CRGA/Conference	Kiribati	anotetong8@gmail.com +686 73026756
Dr. Jimmie Rodgers, Secretary to SI PM & former SPC DG	Geoscience, Statistics	Solomon Islands	drjimmier@gmail.com +677 7472750 land line- +677 21863 Ext 207
Dr. Tapugao Falefou, Secretary to Govt, PhD Climate Change	Climate Change and Disaster and Water	Tuvalu	Tfalefou@gov.tv +688 20102
Ms. Vanessa Fread	Marine Science, Human & Social Development	FSM	freadv@yahoo.com
Dr. Audrey Aumua CEO Fred Hollows Foundation NZ Ex- WHO Country Manager SI Public Health Expert	Health and Education	Fiji	ceo@hollows.nz +64 21 198 3194
Mr. Jimmy Naouna New Caledonian Government	Outgoing Chair on Subcommittee of Strategic Plan	New Caledonia	jimmy.naouna@gouv.nc +687 250046
Mr. Moses Amos DG MALFFB	Lead advisor for Chair Fisheries, Biosecurity	Vanuatu	mjamos@vanuatu.gov.vu +678 775 4454

D. Taking the review findings and recommendations forward

Following the completion of the review, the Secretariat will circulate the final report to members for their initial information and comments by October 5th. SPC will provide a management response by October 30th, 2022. Members will then have an opportunity to provide further feedback leading to decision-making on the recommendations in the report during CRGA 52 and the 12th Conference meetings to be held in November 2022, in Port Vila.

The CRGA 52 meeting will have an agenda item to consider:

- i. the findings and recommendations of the review
- ii. the Secretariat's response to the review findings and recommendations
- iii. recommendations to be made to Ministers during Conference 12 on next steps (Agenda Item Conference 12) and possible Independent Review

E. Timelines

- Consultancy for technical team members is for 2 weeks, starting on October 10, 2022 and ending October 21, 2022. Team leader will also have additional 3 days of work to present findings at CRGA and Conference.

F. Reporting and contracting arrangements

The Friends of Chair report to the Chair of Conference, Minister Jotham Napat in Port Vila, Vanuatu.

G. Schedule of Payments for Friends of Chair, Team Leader and Technical Lead:

Milestone/output	Deadline*	% Payment honorarium	Amount
FOC group technical members complete member consultations (7 Friends of Chair appointees, 1 TL) Over 1 week period in Vanuatu under guidance of Chair, submit findings to Technical Lead	October 25 th , 2022	100%	7 persons x daily honorarium of USD \$500 per day x 5 days = USD 17500
Technical lead compile and submit final report over 1 month period	October 28 th , 2022	100%	1-month local consultancy rate = USD 2000
Team Leader present final report to CRGA and Conference	November 23-25, 2022	100%	Daily honorarium of USD 500 per day x 3 days = USD 1500
Total payments			USD 21000

H. Travel requirements

All team members will be required to travel to Port Vila, Vanuatu, for one-week period to work under the Chair's on member consultations as a team. Consultations will be done virtually with some in-country inputs from Vanuatu, Fiji, Kiribati, FSM, and Tuvalu where group members are located.

The Team Leader will be required to travel to Port Vila to attend the CRGA and Conference meetings on November 23-25 and present findings of the team.

Airfares and per diems will be provided to team members and Team Leader for all travels.

I. Annexes to the Terms of Reference

2012 Independent External Review of SPC and Management Response

[SPC Strategic Plan 2022-2031](#)

[Blue Pacific Strategy 2050](#)

Regional Architecture Review (planned) draft ToR

APPENDIX 2: QUESTIONNAIRE FOR INTERVIEWS AND WRITTEN FEEDBACK

SOME SUGGESTED QUESTIONS TO BE ASKED BY FCG		
<p>The Pacific Community Strategic Plan 2022–2031 states that it delivers technical and scientific services to members across 25 sectors and disciplines [listed below] through seven Key Focus Areas [KFAs]: Resilience and climate action; Natural resources and biodiversity; Food systems; Equity, education and social development; Sustainable economies and livelihoods; Planetary health; and Transforming institutional effectiveness.</p>		
<ul style="list-style-type: none"> • Sustainable agriculture • Biosecurity • Culture • Coastal, oceanic fisheries and aquaculture • Earth and marine observation • Economic and social statistics collection, analysis, and dissemination • Education quality • Energy security 	<ul style="list-style-type: none"> • Food systems • Gender equality and social inclusion • Genetic resources (plant, fish, livestock) • Governance • Institutional strengthening • Health system strengthening • Human rights • Integrated disaster risk reduction and climate resilience • Sustainable livelihoods 	<ul style="list-style-type: none"> • Maritime safety • Sustainable fisheries • Public health governance, non-communicable diseases and health security • Ocean science • Regional micro-qualifications • Sustainable geo-resources • Sustainable forests and landscapes • Water and sanitation

No	THEMES FOR ENQUIRY	QUESTIONS	TO ELUCIDATE
1	SCOPE OF SPC SERVICES TO MEMBERS	Are your priorities to be delivered regionally by SPC covered under the scope of services listed in the Pacific Community Strategic Plan 2022–2031?	To assess completeness of SPC’s technical programs.
2	MEMBER PRIORITIES	Given that SPC’s scope of service is very broad, what are the most important priorities for your country that you expect SPC to deliver to your technical ministries / programs?	Demonstrate prioritisation by each member of most important areas SPC should focus on.
		<ul style="list-style-type: none"> • Are your technical ministries receiving the level of support your country expects to receive from 	To assess level of effective delivery of services by SPC.

		SPC in your priority areas? Please give examples.	
		<ul style="list-style-type: none"> Do services provided by SPC respond to your national, regional and/or international priorities? 	To assess alignment of SPC services to priorities of members.
		<ul style="list-style-type: none"> Do the services deliver the desired impact in your country? Do they build capacity or address critical gaps in your country? 	To assess impact of SPC's service and how it enables members' capabilities.
		<ul style="list-style-type: none"> Are the services delivered in a timely manner i.e. when you need them? 	To assess timeliness of SPC responses / service delivery.
		<ul style="list-style-type: none"> Was there any difference in SPC's service delivery to your country before and then during the COVID-19 pandemic? 	To assess if problems experienced in SPC's service delivery were worsened by COVID-19 restrictions imposed by members.
		<ul style="list-style-type: none"> How do you think SPC could have enhanced its service delivery during the COVID-19 pandemic? 	To hear from members how SPC or other regional agencies could still provide continuity of service during future pandemics.
3	GAPS IN SERVICE PROVISION / DELIVERY	Are there important gaps in SPC's scope of service for your country? Please list these.	To assess important gaps.
		<ul style="list-style-type: none"> Are there programmes in SPC's current scope of service that need more prominence than they currently have? Please list and explain why they need more prominence and funding? 	To inform SPC which programmes need more prominence, e.g. the NCD epidemic that is responsible for between 70–80% of all deaths in each country.
4	MODE OF DELIVERY OF TECHNICAL SERVICES	Delivery of regional services by ALL regional and international organisations is usually through country projects and country visits by 'regionally-based' technical experts, working with partner ministries.	To elucidate if there are other modes of delivery for regional services that could provide better delivery and lower costs.
		<ul style="list-style-type: none"> Do regional organisations need to change their mode of service 	

		delivery to ensure members continue to receive regionally delivered services even during events as the recent COVID-19 pandemic?	
		<ul style="list-style-type: none"> • What mode of service delivery would your country prefer for regionally delivered programs? 	
		<ul style="list-style-type: none"> • Should SPC further decentralise service provision by having more sub-regional or country field offices? Would such a strategy improve service provision? Noting it may also increase the cost for program delivery. 	
5	CONTRASTING SPC'S SERVICE DELIVERY WITH OTHER REGIONAL AND INTERNATIONAL ORGANISATIONS	There are regional organisations and many international organisations such as the UN agencies that use the same mode of delivery for regional services. Under CROP, you have nine regional agencies: PIFS, FFA, PIDP, PPA, PASO, SPC, SPREP, SPTO and USP.	Important not to just focus on SPC alone. Need to compare with other CROP agencies and international agencies. It may turn out that SPC might still be better than many others.
		<ul style="list-style-type: none"> • Please contrast service delivery by each of the nine CROP agencies to your country. • Do the other eight regional organisations deliver services better than SPC? 	
		<ul style="list-style-type: none"> • Please contrast SPC's service delivery to other international agencies such as UN agencies. 	
6	MEMBER VIEWS ON HOW SPC CAN IMPROVE ITS MODE OF DELIVERY OF TECHNICAL SERVICES	How do you think SPC can further improve its service delivery?	Important to elucidate from the members perspective how SPC can improve its service delivery.
		<ul style="list-style-type: none"> • Is it a simple matter of refining the existing delivery mode? 	
		<ul style="list-style-type: none"> • Does it need a radical change? Or a restructure of the organisation? If so, what change? 	

		<ul style="list-style-type: none"> Does your country already have a streamlined process to maximise the effectiveness of regionally delivered programmes by SPC or other CROP agencies? 	
7	IMPLICATIONS OF THE 2050 STRAEGY CALL FOR REVIEW OF REGIONAL ARCHITECTURE	The 2050 Strategy for the Blue Pacific Continent proposes a major review of the Regional Architecture to streamline and further enhance regional mechanisms and delivery of regionally delivered services to members. The last major review of the Regional Architecture [RIF – Regional Institutional Framework] was completed about 10 years ago [2011-2012]. This review rationalised the number of CROP agencies from twelve to nine.	It is important to align any review of individual regional organisation to the broader review of the Regional Architecture proposed under the 2050 Strategy for the Blue Pacific Continent.
		<ul style="list-style-type: none"> Should the review of the Regional Architecture also involve further review of all regional organisations? 	
		<ul style="list-style-type: none"> Should there be further rationalisation of the nine CROP agencies to fewer CROP agencies? 	
		<ul style="list-style-type: none"> If the review of the Regional Architecture involves review of all CROP agencies, how do you see SPC's role being affected as the current premier technical and scientific organisation in the region? 	
8	FINANCING OF PRIORITY PROGRAMS FOR MEMBERS DELIVERED REGIONALLY THROUGH SPC	SPC relies on development partners for the bulk of its funding to deliver programs to its island members. From your country's perspective:	It is important to always consider funding limitations on regionally delivered programmes.
		<ul style="list-style-type: none"> Are regional programmes of high priority to your country well funded and supported by donors? 	

		<ul style="list-style-type: none"> • What program areas would you recommend higher funding allocation to by donors and why? 	
		<ul style="list-style-type: none"> • Would your country be prepared to co-finance, through bilateral funding arrangements, important priorities for your country that may not be fully funded through SPC's regionally delivered program? 	
9	STATUS OF MEMBER-ASSESSSED CONTRIBUTIONS TO SPC	<p>SPC also receives funding through member contributions, provided as member-assessed contributions. The bulk of this is provided by the four metropolitan members. Around 10% is shared between the twenty-two island countries and territories.</p>	<p>It is important for all SPC members to be up to date with their own commitments to support SPC's service delivery. Sometimes members expect services without fulfilling their own commitments to the organisation.</p>
		<ul style="list-style-type: none"> • Is your country up to date with your country's member-assessed contributions to the SPC? 	

APPENDIX 3: INTERVIEW SCHEDULE

Friends of the Chair Group (FCG) Virtual Consultation Schedule, with Island Members

11–14 October 2022

Country	Time slot	Official contacts
American Samoa	1:00pm Wednesday 12 Oct. 2022 Vanuatu time – 3:00pm Tue 11 Oct. 2022, American Samoa time	Mr Tauapai T. Laupola - Tel +1 (684) 633 41 tauapai.laupola@go.as.gov
Cook Islands	1:30pm Wednesday 12 Oct. 2022 Vanuatu time – 4:30pm Wed 12 Oct. 2022, Cook Islands time	Ms. Tapaeru Herrman - Tel +682 29347 tepaeru.herrmann@cookislands.gov.ck /secfa@cookislands.gov.ck
Federated State of Micronesia (FSM)	2:00pm Wednesday 12 Oct. 2022 Vanuatu time – 2:00pm 12 Oct. 2022, FSM Time	Hon. Kandhi A. Elieisar - Tel +691 320-2613 foreignaffairs@mail.fm
Fiji	2:30pm Wednesday 12 Oct. 2022 Vanuatu time – 3:30pm Wednesday 12 Oct. 2022 Fiji time	Mr Yogesh Jitendra Karan - Tel +679 3309631 - +679 3301741 karan.opm@gmail.com
French Polynesia	9:00am Thursday 13 Oct. 2022 – 12:00pm Wednesday 12 Oct. 2022 FP time	Monsieur Edouard Fritch - Tel +689 47 22 68 direction.daiep@presidence.pf
Guam	9:30am Thursday 13 Oct. 2022 Vanuatu time – 8:30am Thursday 13 Oct. 2022 Guam	Ms Melanie Mendiola - Tel. (671) 647-4332 x 123/121 mel.mendiola@investguam.com
Kiribati	10:00am Thursday 13 Oct. 2022 Vanuatu time – 11:00am Thursday 13 Oct. 2022 Kiribati time	Mr Michael Sarbane Foon - Tel +686 21342 secretary@mfa.gov.ki
Marshall Islands	10:30am Thursday 13 Oct. 2022 Vanuatu time – 11:30am Thursday 13 Oct. 2022 RMI time	Ms Anjanette Kattil - Tel +692 625 3181 / 625 3012 secfat.rmi@gmail.com mofatsec.rmi@gmail.com
Nauru	11:00am Thursday 13 Oct. 2022 Vanuatu –	Mrs Chitra Jeremiah - Tel +674 5573133 x 241 chitra.jeremiah@gmail.com

	12:00pm Thursday 13 Oct. 2022 Nauru time	
New Caledonia	1:00pm Thursday 13 Oct. 2022 Vanuatu time – 1:00pm Thursday 13 Oct. 2022 NC time	M. Jimmy Naouna jimmy.naouna@gouv.nc
Niue	1:30pm Thursday 13 Oct. 2022 Vanuatu time – 1:00pm Wednesday Oct. 2022 Niue time	Ms Peleni Talagi - Tel +683 4200 niue.secgov@mail.gov.nu
Northern Mariana Islands (CNMI)	1:00pm Thursday 13 Oct. 2022 Vanuatu time – 12:00pm Thursday 13 Oct. 2022 Northern Mariana Islands time	Wil Castro - +670 7831115
Palau	1:30pm Thursday 13 Oct. 2022 Vanuatu time – 11:30am Thursday 13 Oct. 2022 Palau time	Mr Jeffrey Antol - Tel No. (680) 767-2490/ (680) 767-2509 Email Address: antoljeffrey@gmail.com/bfat.mos@gmail.com
Papua New Guinea	2:00pm Thursday 13 Oct. 2022 Vanuatu time – 1:00pm Thursday 13 Oct. 2022 PNG time	Mr Elias Wohengu - Tel. +675 3014122 ewohengu@gmail.com
Pitcairn	9:00am Friday 14 Oct. 2022 Vanuatu time – 2:00pm Thursday 13 Oct. 2022 Pitcairn time	Mr. Evan Dunn - Tel +64 (09) 3660186 Evan@pitcairn.gov.pn - admin@pitcairn.gov.pn
Samoa	2:30pm Thursday 13 Oct. 2022 Vanuatu time – 4:30pm Thursday 13 Oct. 2022 Samoa time	Peseta Noumea Simi - Tel +685 21171 noumea@mfat.gov.ws
Solomon Islands	3:00pm Thursday 13 Oct. 2022	Mr. Collin Beck - Tel +677 21250 CBeck@mfaet.gov.sb
Tokelau	9:30am Friday 14 Oct. 2022 Vanuatu time – 11:30am Friday 14 Oct. 2022 Tokelau time	Mr. Tino Vitale - Tel +685 20822 tino.vitale@tokelau.org.nz
Tonga	10:00am Friday 14 Oct. 2022 Vanuatu time – 12:00pm Friday 14 Oct. 2022 Tonga time	Mr. Viliami Malolo - Tel +676 23 600 lpseal4@gmail.com
Tuvalu	12pm Thursday 13 Oct. 2022	Dr Tausi Minute Taupo - Tel. +688 20117 (work) / +688 7115 322 (mobile)

		jtaupo@gmail.com / ttaupo@gov.tv
Vanuatu	1:00pm Friday 14 Oct. 2022	Mr. Kalfau Kaloris - Tel +678 33180 kkaloris@vanuatu.gov.vu / kkaloris@gmail.com
Wallis & Futuna	1:30pm Friday 14 Oct. 2022 Vanuatu time – 2:30pm Friday 14 Oct. 2022 WF time	M. Antonio ILALIO - antonio.ilalio@wallis-et-futuna.pref.gouv.fr
Australia	2:30pm Friday 14 Oct. 2022 Vanuatu time	

Note: This schedule was put together as a guide and was not strictly followed, for several reasons, which included the unavailability of members during the sought date and time. Furthermore, and since most FCG Members were mobile (i.e. traveling between more than one location) during the consultation period, they also conducted on-location consultations e.g. in Pohnpei, Port Moresby, Honiara, Port Vila, Noumea, Wellington, Canberra and Suva, to name a few.