

## RECOMMENDATIONS OF CRGA 45 FOR CONSIDERATION BY THE 9TH CONFERENCE OF THE PACIFIC COMMUNITY

### AGENDA ITEM 1: OPENING

1. The 45th meeting of the Committee of Representatives of Governments and Administrations (CRGA 45) opened on 30 October 2015 at the Millennium Hall in Alofi, Niue. The meeting was chaired by the Republic of Nauru with New Caledonia as Vice-Chair and was attended by representatives of the following members of the Pacific Community – American Samoa, Australia, Cook Islands, Fiji, France, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Papua New Guinea (PNG), Samoa, Solomon Islands, Tokelau, Tuvalu, United States of America and Vanuatu – and by observers and partners including Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Pacific Islands Forum Secretariat, Singapore, and the Secretariat of the Pacific Regional Environment Programme (SPREP).

### AGENDA ITEM 2: DIRECTOR-GENERAL'S REPORT

2. The Director-General presented an overview of key activities undertaken in 2015 to consolidate SPC's position as the leading scientific and technical agency in the Pacific region supporting sustainable development in member states and territories. The SPC 'Change Agenda' initiated in 2014 to ensure SPC's fitness for the future, including analysis of priorities and retention of core capabilities, continued in 2015 with a focus on developing the new Pacific Community Strategic Plan 2016–2020. Multi-year business plans for SPC's technical work, including integrated programming approaches, will align with the strategic plan, and monitoring, evaluation and learning will be strengthened to underpin improvements in effectiveness. A sustainable and predictable financing regime is critical for the future, with SPC's current reliance on project funding and the imbalance between project and core funding bringing risks and constraining strategic allocation of resources. In this regard, the partnership agreements signed between SPC and Australia, New Zealand and the European Commission allow greater flexibility of resource use. Improving the way CROP (Council of Regional Organisations in the Pacific) agencies work together, particularly in implementing the Framework for Pacific Regionalism, is also fundamental to more efficient use of resources and the best development outcomes for the people of the Pacific Islands region.

### Recommendations

3. CRGA recommends to Conference that it:
  - i. acknowledge the Pacific Community's (SPC's) achievements in 2015;
  - ii. note progress on the SPC 'Change Agenda', including the new 'headline' structure that was discussed during consultation on the new Strategic Plan;
  - iii. direct the secretariat and encourage members to participate actively in the CROP Governance and Finance Review;
  - iv. approve the efforts of the secretariat and members to enhance the Pacific Community's outreach, visibility and partnerships, and mandate continuation of these efforts;
  - v. endorse the secretariat's initiative to clearly identify priority areas of work and to focus resources accordingly, in line with the Pacific Community Strategic Plan 2016–2020;

- vi. provide guidance, as appropriate, to the secretariat on the key challenges facing SPC in terms of governance, partnerships, the regional architecture and CROP agency coherence;
- vii. note the fragile financial situation of SPC, approve the objective of increasing core funding to around 35% of the total budget and agree on exploring opportunities for cost-sharing on specific services and resource mobilisation in general, with a full financial outlook statement to be presented to CRGA 46 in June 2016;
- viii. note that the secretariat has determined that the organisation should revert to using its formal name 'the *Pacific Community*' ('*la Communauté du Pacifique*'), adopted by the 37th South Pacific Conference in 1997 to replace 'the South Pacific Commission' and reaffirmed by Resolution of the 8th Conference of the Pacific Community. This will rectify the informal practice of referring to the organisation as 'the Secretariat of the Pacific Community', which has developed over past years. Note also that the Pacific Community ('*la Communauté du Pacifique*') refers to members and the secretariat as a whole, as does the abbreviation, 'SPC' ('CPS');
- ix. note the updated Pacific Community logo and associated visual identity.

### **AGENDA ITEM 3: GOVERNANCE REVIEW: IMPLEMENTATION OF RECOMMENDATIONS**

- 4. The Governance Review conducted in 2014 made nine recommendations designed to strengthen the organisation's governance. As a result, CRGA meetings will now take place mid-year rather than at the end of the year; the role of the Conference of the Pacific Community has been clarified; the scope of the Audit and Risk Committee has been widened to include budget and major assets acquisitions; a CRGA subcommittee was established to lead the development of SPC's new Strategic Plan; and an orientation session for delegates will be held before CRGA 46. A preliminary draft of the terms of reference for CRGA has been developed for consultation, and will be shared in the near future with members. Members themselves must implement the recommendation encouraging continuity of representation at meetings, acknowledging that some members have retained the same representatives over a period of time. There will also be a review of increasing SPC's presence in strategic locations around the region.

#### **Recommendations**

- 5. CRGA recommends to Conference that it:
  - i. acknowledge continued progress in implementing the recommendations of the Governance Review and the constraints to full implementation of some recommendations;
  - ii. note the importance of the principle of continuity of representation at CRGA and that members have provided an update to CRGA;
  - iii. note that CRGA has decided to convene CRGA 46 in the second half of June 2016.

### **AGENDA ITEM 4: MEMBERSHIP POLICY**

#### **AGENDA ITEM 4.1: UPDATE ON TIMOR LESTE MEMBERSHIP**

- 6. CRGA 43 and the 8th Conference of the Pacific Community approved a resolution extending the territorial scope of the Community to include Timor Leste. This resolution entered into force on 19

November 2014. On that basis, CRGA 44 mandated the secretariat to extend a formal invitation to Timor Leste to join the Pacific Community. By diplomatic note dated 9 February 2015, the Government of Timor Leste was formally invited to join the Pacific Community and informed of the procedure that must be followed to accede to the Canberra Agreement and thus become a Participating Government. The secretariat was advised that this accession would require the approval of Timor Leste's Council of Ministers and Parliament and, following meetings with the Minister and Vice-Minister of Foreign Affairs of Timor Leste, is awaiting further information on the completion of these internal processes. It is expected they will be completed in the near future.

#### **Recommendation**

7. CRGA recommends to Conference that it note the progress of discussions with Timor Leste on its potential membership of the Pacific Community.

#### **AGENDA ITEM 4.2: POLICY ON MEMBERSHIP AND PERMANENT OBSERVER STATUS**

8. Following the decision of CRGA 43 that a working group should explore new categories of associate membership and observer status, CRGA 44 requested that the secretariat develop, in consultation with members, an SPC Policy on Permanent Observer Status setting out the criteria, admission procedure, treatment and expectations associated with such status and to provide a draft of the policy to the 9th Conference of the Pacific Community for adoption. The Pacific Community Policy on Membership and Permanent Observer Status that has been developed for approval is a non-legally binding document that aims to provide a clear administrative and procedural guide to membership of the Pacific Community and to permanent observer status. It is also an important tool for facilitating outreach and developing long-term partnerships for the benefit of the region. The policy has undergone legal review and is consistent with the existing provisions of the Canberra Agreement. It thus does not require any amendment of the Agreement and preserves the status of all current members of the Pacific Community.

#### **Recommendation**

9. CRGA recommends to Conference that it adopt the resolution that will introduce the Pacific Community Policy on Membership and Permanent Observer Status.

#### **AGENDA ITEM 5: GOVERNANCE AND FOCUS OF EDUCATIONAL QUALITY AND ASSESSMENT PROGRAMME (FORMERLY SPBEQ)**

10. A special meeting of the Pacific Board for Educational Quality (PBEQ) in February 2015 agreed that the name PBEQ will be retained and that the work programme will be named the Educational Quality and Assessment Programme (EQAP). It was also agreed that, since EQAP is now an integral part of SPC, the governing body for EQAP will be CRGA and, ultimately, the Conference of the Pacific Community. However, due to the specialised nature of EQAP's activities, it was proposed that PBEQ should become a specially mandated subcommittee of CRGA, retaining its advisory roles and all other functions, which include accreditation of high school qualifications, providing advice to SPC on developments in educational assessment and quality, and priority areas for its work. The programme will therefore be accountable directly to the Director-General of SPC and the PBEQ will report to CRGA annually on EQAP activities at governance level. The Director-General also clarified how EQAP services will be delivered to members.

## Recommendations

11. CRGA recommends to Conference that it:
  - i. approve the role and function of the Pacific Board for Educational Quality as a subcommittee of CRGA;
  - ii. acknowledge and approve the new name of the programme, that is, the Educational Quality and Assessment Programme;
  - iii. approve the awarding and accrediting authority of SPC;
  - iv. authorise the development and adoption of a revised mandate and terms of reference for the Pacific Board for Educational Quality as a subcommittee of CRGA.

### **AGENDA ITEM 6: AGENDA ITEM 6 A: FRAMEWORK FOR PACIFIC REGIONALISM**

12. In a joint presentation by the Pacific Islands Forum Secretariat (PIFS) and SPC, CRGA was updated on the implementation of the Framework for Pacific Regionalism and the secretariat's submissions to the Specialist Sub-Committee on Regionalism (SSCR) of the Forum Officials' Committee (FOC). The SSCR recommended five priorities to Forum Leaders that were submitted through the inclusive, public policy process: (a) increased economic returns from fisheries activity and maritime surveillance; (b) climate change and disaster risk; (c) information and communications technologies; (d) West Papua; and (e) cervical cancer screening and prevention. SPC is committed to implementation of the Framework, in areas within SPC's mandate, recognising it as a public priority setting process, but also recognising that not all its members are involved in the Framework process and that no new resources are currently available to address the priorities referred to it.

## Recommendations

13. CRGA recommends to Conference that it:
  - i. acknowledge the secretariat's engagement in the Framework for Pacific Regionalism and the submissions made to the Specialist Subcommittee on Regionalism;
  - ii. decide that the submissions on the *Pacific Youth Development Framework*, and *Organic Islands: Growing our future through organic and ethical trade* should be further analysed and presented to CRGA 46 for consideration;
  - iii. urge continued efforts by the secretariat to make progress on the submissions to the Specialist Subcommittee, particularly those requiring the attention of Pacific ministers, and ask that their status be reported to CRGA 46;
  - iv. recognise that SPC would require additional resources to implement leaders' decisions on regional priorities that are relevant to SPC, and urge that these resources should not be drawn from existing budgetary allocations.

**AGENDA ITEM 6 B: STRENGTHENING COHERENCE THROUGH THE COUNCIL OF REGIONAL ORGANISATIONS IN THE PACIFIC (CROP)**

14. Noting that CROP exists to ensure that regional organisations, including SPC, pursue their collective aim of achieving sustainable development in Pacific Island countries and territories in the most effective and efficient manner, CRGA was updated on the CROP Chair's report on issues including the role of CROP in the Framework for Pacific Regionalism; strengthened regional coordination in engaging with external development partners/financiers; and coordinated support to countries both regionally and internationally. The report proposed several recommendations that later became the decisions of the Forum Officials Committee including encouraging CROP agencies to continue their coordinated engagement with external development partners, e.g. in relation to the 11th European Development Fund. A proposed study of regional governance and financing will serve to identify opportunities to strengthen the collective work of CROP. Draft terms of reference being developed for the study, with input from SPC, will take into account recommendations from the Pacific Community's governance review.

**Recommendations**

15. CRGA recommends to Conference that it:
- i. acknowledge the report of the Chair of the Council of Regional Organisations in the Pacific (CROP) and approve the recommendations of the report;
  - ii. reaffirm that the secretariat should continue working towards improved CROP coordination, while preserving the interests of the Pacific Community;
  - iii. note that management of CROP cohesion in relation to the Pacific Community rests with the Director-General, who will initiate requests to CRGA for guidance when faced with issues impacting the governance of the organisation;
  - iv. decide to actively participate in the study of regional governance and financing, ensuring adequate representation from Pacific Community members on any review team or working group;
  - v. urge that CROP agencies increase their efforts to improve cohesion with the aim of enhancing service delivery to member countries and territories.

**AGENDA ITEM 7: PACIFIC COMMUNITY STRATEGIC PLAN 2016–2020**

*(Closed session for CRGA members)*

16. A special session of CRGA met on 1 November 2015 to make final recommendations to CRGA on the draft Pacific Community Strategic Plan 2016–2020 and its implementation. The meeting discussed and agreed on amendments that had been put forward after the final draft of the Plan was circulated to members for comment. It was also agreed that a CRGA subcommittee (CRGA Subcommittee on Strategic Plan Implementation) should be established to monitor the implementation of the Plan. The draft terms of reference for the subcommittee and its scope and membership were discussed. CRGA requested that the members of the Pacific Community Strategic Plan Subcommittee consider the composition of the new subcommittee and make recommendations to CRGA.

## **AGENDA ITEM 8: PRESENTATION OF PACIFIC COMMUNITY STRATEGIC PLAN 2016–2020**

17. The Pacific Community's Strategic Plan 2016–2020 sets out its strategic direction and priorities for the next five years. CRGA acknowledged with gratitude the work of the Chair and members of the CRGA Pacific Community Strategic Plan Subcommittee in developing the Plan, which is the result of an extensive process of consultation with member countries and territories, development partners and staff. It adopts the vision of the Pacific Islands Forum leaders as a regional vision to demonstrate the value of a united regional approach, with the mission articulating how the Pacific Community will contribute to this shared vision. The five objectives of the Strategic Plan are to: strengthen engagement and collaboration with members and partners; strengthen technical and scientific knowledge and expertise; address members' development priorities through multi-disciplinary approaches; improve planning, prioritisation, evaluation, learning and innovation; and enhance the capabilities of staff, systems and processes.

### **Recommendations**

18. CRGA recommends that Conference:
- i. approve the draft Pacific Community Strategic Plan 2016–2020 as submitted, and as edited (in accordance with discussion between members) to reflect requests to:
    - a. clarify the role of the secretariat within the Pacific Community;
    - b. emphasise and prioritise the mainstreaming of social development (gender, culture, youth and human rights);
    - c. base further 'areas of excellence' on appropriate evidence and in consultation with CRGA;
    - d. pursue further internal effectiveness and efficiencies;
    - e. recognise that in respect of climate change SPC should work in areas within SPC's mandate.
  - ii. establish a CRGA Subcommittee on Strategic Plan Implementation to assist CRGA's governance role in overseeing the implementation of the Strategic Plan and to provide regular opinions and advice to CRGA (terms of reference for the subcommittee are attached);
  - iii. direct the secretariat to call for nominations to the CRGA Subcommittee by the end of November 2015. Ideally the subcommittee's membership will represent the composition of the organisation, in particular to include the following constituencies: Melanesia, Micronesia, Polynesia, metropolitan members and French-speaking members.

## **AGENDA ITEM 9: OPERATIONS AND MANAGEMENT DIRECTORATE REPORT**

### **AGENDA ITEM 9.1 A: AUDIT AND RISK COMMITTEE REPORT**

19. The SPC Audit and Risk Committee's report on its work in 2015 expressed confidence that recognition and acceptance of the importance of probity, sound policies and strong financial management and control are well established in SPC. The report noted that with the support of the SPC internal auditor, satisfactory progress has been made in strengthening policies and procedures

for procurement; cash management and investment; foreign exchange management; consultant engagement; travel management and approval; and grant management. Future work by an international accounting firm will focus on asset management, information technology governance and control – which the committee considers an area of high risk – and business continuity and disaster recovery. There had been plans to present SPC’s 2014 accounts using the International Public Sector Accounting Standards (IPSAS), but because the work was more complex and time-consuming than anticipated the transition to the IPSAS format has been deferred to the 2015 accounts. Following the European Union’s ‘seven pillar’ assessment of SPC’s systems and procedures, SPC has strengthened its policies to address weaknesses identified in three assessment areas and should be fully compliant by mid-2016.

#### **Recommendation**

20. CRGA recommends that Conference note the report from the Chair of the Audit and Risk Committee.

#### **AGENDA ITEM 9.1 B: RENEWAL OF THE AUDIT AND RISK COMMITTEE**

21. The Audit and Risk Committee was created by CRGA 42 with a three-year tenure for committee members, from October 2012 to December 2015. The committee has met regularly over this period and provided valuable guidance to the secretariat, at the same time developing in-depth insight into SPC operations. For reasons of continuity and quality of advice, the secretariat requested that CRGA consider reappointing the current committee members for a further three years and proposing the renewal of the Chair to Conference, while noting the need for succession planning to ensure the excellent work of the committee carries on in future.

#### **Recommendation**

22. CRGA recommends that Conference reappoint the current Chair of the Audit and Risk Committee for a further three-year term, and note CRGA’s decision to reappoint the two other members of the Audit and Risk Committee for the same term.

#### **AGENDA ITEM 9.2: FINANCIAL YEAR 2014 ACCOUNTS AND UPDATE ON ASSESSED CONTRIBUTIONS**

23. The audited 2014 SPC financial statements and audit reports and an update on the status of membership contributions were presented for the consideration of CRGA. For the 19th consecutive year, the records for both SPC’s overall finances and the Staff Provident Fund received unqualified audit opinions for the financial year 2014. As at 1 November 2015, 17 of SPC’s 26 members have fully settled their assessed contributions to SPC. The majority of members made significant efforts to make payments in full or in part during the year. The total outstanding amount of assessed contributions was 2,806,958 CFP units (approximately USD 3.1 million). Seven members have outstanding 2015 contributions but no significant arrears, while two members have significant arrears totalling 711,370 CFP units.

#### **Recommendations**

24. CRGA recommends that Conference:

*concerning the 2014 financial statements:*

- i. accept the 2014 audited financial statements as unqualified, and as presenting a true and fair view of the financial position and financial performance of the Pacific Community and of its Staff Provident Fund, and note that proper accounting records have been kept;

*concerning the status of assessed contributions:*

- ii. acknowledge the significant efforts made by many members;
- iii. request those members with outstanding contributions, in particular those with arrears, to settle these as early as possible;
- iv. request members in financial difficulty to agree on a payment plan with the secretariat.

### **AGENDA ITEM 9.3: 2015 REVISED BUDGET AND 2016 PROPOSED BUDGET**

25. SPC's revised budget for 2015 and proposed budget for financial year 2016 were presented to CRGA. The revised 2015 budget was a balanced budget, totalling 113.978 million CFP units. Overall, the 2015 revised budget reflected a small increase of 3.027 million CFP units compared to the original budget of 110.951 million CFP units. For 2016, a balanced budget of 93.39 million CFP units was proposed, comprising a core budget of 26.986 million CFP units, and programme and project funding of 66.404 million CFP units. This is a decrease from previous years due mainly to a gap between the end of cycles of project funding and the start of new cycles (e.g. European Development Fund). CRGA's attention was drawn to a projected deficit of 2.597 million CFP units in 2017 and 3.818 million CFP units in 2018. To balance the 2016 budget, the secretariat was able to cover a deficit of 1.2 million CFP units by means of internal cost savings across technical divisions and operations and management. The secretariat contributed funding to SPC's reserves in the 2016 budget in response to previous requests from CRGA to build up the reserves, noting that further details on this issue will be presented to CRGA 46. The secretariat is committed to addressing the projected budget deficits and to raising the resources necessary to fund initiatives under the Pacific Community Strategic Plan 2016–2020, including through the appointment of a new Director of Finance and the full implementation of sustainable financing initiatives over the next three budget cycles and thereafter as a matter of course.

### **Recommendations**

26. CRGA recommends that Conference:
  - i. note the revised 2015 budget;
  - ii. approve the proposed budget for financial year 2016;
  - iii. approve the secretariat's request to use 600,000 CFP units from reserves to fund priorities and initiatives under the new Pacific Community Strategic Plan in 2016;
  - iv. recognise the serious budgetary situation for 2017 and 2018;
  - v. acknowledge the positive efforts made by the secretariat to strengthen SPC's reserves;
  - vi. approve the secretariat's plans to further develop and fully implement a sustainable financing strategy, including cost recovery and priority setting mechanisms, over the next three budget cycles and thereafter as a matter of course.

**AGENDA ITEM 9.4 A: COUNCIL OF REGIONAL ORGANISATIONS IN THE PACIFIC (CROP) –  
TRIENNIAL REVIEW 2015**

27. Four members of CROP – the Forum Fisheries Agency (FFA), Pacific Islands Forum Secretariat (PIFS), Pacific Community (SPC) and Secretariat of the Pacific Regional Environment Programme (SPREP) – have adopted a ‘harmonised’ approach to their remuneration principles and practices, with triennial reviews of remuneration principles and practices, including terms and conditions, for positions advertised internationally. The 2015 CROP Triennial Review was conducted by AON Hewitt, which recommended establishing a separate banding structure for CEOs that reflects the size of the organisation and scope of the role; bonuses for high-performing staff; extension of the current reference market used to set remuneration for internationally recruited staff; and a change in the reference currency from Special Drawing Rights (SDR) to a new currency. The review also recommended the establishment of an inter-agency committee of the four participating CROP governing bodies to support and facilitate recommendations and decision-making in relation to implementation of CROP harmonisation.

**Recommendations**

28. CRGA recommends that Conference approve:
- i. retention of the principle of CROP harmonisation, while endorsing the need to update the guiding principles and strategies to ensure a balance between consistency and flexibility;
  - ii. SPC engaging with the future inter-agency committee on remuneration of the four CROP agencies;
  - iii. provide more analysis of the suggested provision of bonuses for high performers and the existing performance management system no later than CRGA 46;
  - iv. refer to the inter-agency committee, the issues of:
    - a. creation of a separate salary band for the position of SPC Director-General, consistent with the recommendation of the triennial review;
    - b. extension of the reference market for positions advertised internationally to include the United States of America and organisations under the International Civil Service Commission;
    - c. adoption of the US dollar or the Euro as a new reference currency for SPC operations.

**AGENDA ITEM 9.4 B: ANNUAL MARKET DATA REVIEW AND FISCAL YEAR 2016 SALARY SCALES AND  
SALARY REVIEW**

29. The 2016 SPC salary scales for positions advertised internationally (PAI) and for positions advertised locally (PAL) in each of SPC’s four host countries were proposed in accordance with the recommendations of the 2015 CROP Triennial Review. Noting that remuneration harmonisation between CROP members continues to be challenging and that the Pacific Community generally has the lowest salary scales among the CROP agencies, a general salary increase of 2% was recommended across all position types and locations. The cost is provisioned in the 2016 budget. An increase of 4% in the mid-point of all salary bands was also proposed as a means to allow scope for movement to staff at the top end of their bands. This measure will not have a significant budgetary impact. Members also requested that the secretariat include in budget summary

documents the total salary mass of the organisation and how it develops and changes over time, especially when CRGA is asked to approve a salary increase.

#### **Recommendations**

30. CRGA recommends that Conference approve, with effect from 1 January 2016:
- i. an increase of 4% at the mid-point for all SPC salary scales (international and local), in all locations (Federated States of Micronesia, Fiji, New Caledonia and Solomon Islands);
  - ii. a 2% salary increase for all SPC employees in all locations.

#### **AGENDA ITEM 10: DIRECTOR-GENERAL'S PERFORMANCE ASSESSMENT (in camera)**

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

#### **AGENDA ITEM 11: FORTY-SIXTH CRGA: VENUE, CHAIRPERSON AND VICE-CHAIRPERSON**

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

#### **Recommendations**

33. CRGA recommends that Conference note that:
- i. the venue for the meeting of CRGA 46 in 2016 will be Noumea, New Caledonia, and that members will be advised of the meeting dates in due course;
  - ii. the Chairperson for CRGA 46 will be provided by New Caledonia and the Vice-Chairperson by New Zealand.

#### **AGENDA ITEM 12: STATEMENTS FROM OBSERVERS**

34. CRGA noted with interest and appreciation the statement made by the Republic of Singapore and those tabled by GIZ, the Pacific Islands Forum Secretariat, Pacific Islands Development Forum, and Secretariat of the Pacific Regional Environment Programme.

#### **AGENDA ITEM 13: OTHER BUSINESS**

35. CRGA received an update on the draft Strategy for Resilient Development in the Pacific (SRDP) prepared jointly by representatives from SPC, PIFS and SPREP.
36. CRGA recommends that Conference:
- i. note the information provided in the joint update on the draft SRDP;

- ii. support the preliminary procedural measures proposed to address the concerns of member countries relating to the draft SRDP;
- iii. direct the secretariat to continue its active participation in the work to finalise a draft SRDP for submission to the 2016 Pacific Islands Forum Leaders Meeting, Pohnpei, Federated States of Micronesia.

**AGENDA ITEM 14: ADOPTION OF CRGA DECISIONS**

37. CRGA adopted its decisions.
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**Proposed CRGA Subcommittee on  
Strategic Plan Implementation**

**Draft Terms of Reference**

**1 Background**

- 1.1 CRGA has endorsed the Pacific Community Strategic Plan 2016–2020 (Strategic Plan) and has a duty to play a strong governance role in encouraging and assessing the progress of its implementation.
- 1.2 Accordingly, CRGA has agreed to establish a subcommittee – the CRGA Subcommittee for Strategic Plan Implementation (CRGA Subcommittee) – to assist in overseeing the implementation of the Strategic Plan and to provide regular opinions and advice back to CRGA.
- 1.3 The CRGA Subcommittee is part of ongoing efforts to strengthen accountability and evidence-based decision-making in the Pacific Community, and to enable members to be more effectively engaged in steering the direction and priorities of their organisation.

**2 Objective and Scope**

- 2.1 The objective of the CRGA Subcommittee is to provide oversight and advice to the senior management team of the secretariat of the Pacific Community (SPC) on SPC's progress in implementing the Strategic Plan, and to provide an opinion on progress back to CRGA.
- 2.2 The CRGA Subcommittee will not have executive authority and, accordingly, any significant issues identified by the CRGA Subcommittee would be referred back to CRGA.
- 2.3 The CRGA Subcommittee will:
  - i. review and provide feedback on the draft Strategic Results Framework before it is presented for endorsement at CRGA;
  - ii. consider performance on progress against the Strategic Results Framework, as described in a brief mid-year update as well as in a full annual Programme Results Report, both of which will be prepared by the secretariat;
  - iii. based on its consideration of these two reports, prepare an annual opinion for CRGA and Conference on SPC's key achievements, challenges and lessons learned;
  - iv. consider the performance described in the findings of the 2018 mid-term review of the Strategic Plan, and provide recommendations to CRGA on any revisions or updates that may need to be made to the Strategic Plan for the remainder of the period of the Strategic Plan;
  - v. consider the performance as described by the findings of the 2020 final evaluation of the Strategic Plan, and provide recommendations to CRGA and Conference on key priorities and issues that the CRGA Subcommittee believes should shape the next strategic plan; and
  - vi. be a reference group for priority setting under the plan

**3 Output**

- 3.1 The main output of the CRGA Subcommittee will be an annual opinion to CRGA on SPC's progress in implementing the Strategic Plan, as assessed against the Strategic Results Framework. This includes providing recommendations to CRGA on the organisation's priorities and resources allocation for the next year, based on an assessment of SPC's key achievements, challenges and lessons learned.

#### **4 Members**

- 4.1 The membership of the CRGA Subcommittee will be determined by CRGA, and ideally will represent the composition of the organisation, in particular to include the following constituencies: Melanesia, Micronesia, Polynesia, metropolitan, and French-speaking members.
- 4.2 Each member should serve on the CRGA Subcommittee for the entire duration of the Strategic Plan period, to ensure consistency in the oversight and monitoring and evaluation functions.

#### **5. Principles**

- 5.1 In fulfilling their role, members of the CRGA Subcommittee will be guided by the following principles and considerations:
  - i. The principles and priorities identified in the Pacific Community Strategic Plan 2016–2020.
  - ii. The interests of the Pacific Community are paramount. Members of the Pacific Community have their own national interests. However, the primary consideration of members in their capacity as members of the CRGA Subcommittee is on the well-being of the organisation.
  - iii. The CRGA Subcommittee acts in an advisory capacity.

#### **6.0 Working arrangements**

- 6.1 The CRGA Subcommittee will be supported by officers appointed by the secretariat.
  - 6.2 The secretariat will:
    - i. support the development of agendas of meetings of the CRGA Subcommittee;
    - ii. facilitate meetings of the CRGA Subcommittee;
    - iii. develop papers and reports for consideration at meetings of the CRGA Subcommittee; and
    - iv. support the presentation of the reports of the CRGA Subcommittee to CRGA and Conference; and
    - v. set proposed dates for meetings of the CRGA Subcommittee at least 8 weeks in advance of such meetings.
  - 6.3 The CRGA Subcommittee will normally meet half yearly. It may meet by tele-conference or video conference, or in person, as feasible.
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