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**FIFTY-FOURTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(5–6 November 2024, Papeete, French Polynesia)

Working Paper

**WORKING PAPER NO. 3: REPORT FROM THE CRGA SUBCOMMITTEE FOR THE STRATEGIC
PLAN**

(Paper presented by the Secretariat)

Paper summary

1. This paper provides an overview from the CRGA Subcommittee for the Strategic Plan (the Subcommittee) and their consideration of agenda items and discussions arising from the July 2024 meeting.
2. The CRGA Subcommittee acknowledges the Secretariat's diligent efforts in implementing the Pacific Community (SPC) Strategic Plan 2022–2031 despite the challenges posed by the ongoing unrest in New Caledonia.
3. The Secretariat's scientific and technical guidance across its sectoral convenings and progress across its flagships, divisional business plans and as One SPC demonstrate leadership and an adaptive approach to supporting regional priorities. Advice provided by the Subcommittee will further strengthen SPC's impact across the region.

Key points

4. Members acknowledged the impact of the New Caledonia crisis on staff and their families and discussed the long-term implications of the current situation in New Caledonia on SPC's business continuity and programme delivery.
5. The Secretariat presented progress made in implementing the Strategic Plan 2022–2031, including through the sectoral platforms for which SPC is *kaitiaki*; the four flagships of Climate Change, Food Systems, Gender Equality and Ocean; through Digital Earth Pacific (DEP) products and services and resource mobilisation, including new and flexible funding modalities; and towards One SPC, CROP coordination and collaboration.
6. A number of strategic engagement mechanisms led by the Executive and the regional directors in 2024 demonstrate SPC's strengthening understanding of and response to the needs of members and how best to engage strategically.
7. To improve cohesion across agenda-setting and sectoral reporting, members approved in principle the proposal to invite Chairs of the sectoral ministerial meetings convened by SPC to CRGA and to provide the support required to attend CRGA 54.

8. Members discussed the findings of evaluations conducted in 2023 and lessons learned, and approved the independent institutional review inception report, methodology and high-level timelines.
9. The improvements to result reporting were commended, and it was recommended the Pacific Community Results Report 2023 be provided to CRGA for out-of-session endorsement.

Recommendations

10. CRGA is requested to:
 - i. note the work of the Subcommittee in their role of oversight of the implementation of the Pacific Community Strategic Plan;
 - ii. discuss the areas the Subcommittee suggests the Secretariat can strengthen; and
 - iii. make further suggestions in relation to the Subcommittee discussions.

Analysis

11. The Subcommittee met in Noumea on 2–3 July 2024. The full membership was in attendance, plus a representative from the Marshall Islands. The meeting agenda included items to support the Subcommittee in meeting its advisory functions to:
 - a. provide recommendations to CRGA and the Conference of the Pacific Community (Conference) on key themes, priorities and issues to be included in SPC's Strategic Plan;
 - b. review and provide feedback to the Secretariat on the draft strategic plan before it is submitted to CRGA and then Conference for endorsement;
 - c. review and provide feedback to the Secretariat on the draft Results Framework before it is submitted to CRGA for endorsement;
 - d. provide an opinion to CRGA on the Secretariat's progress in implementing the strategic plan, as assessed against the Results Framework and reported annually in the Pacific Community Results Report;
 - e. consider the outcomes of any reviews and evaluations of the strategic plan and provide recommendations to CRGA and Conference on any revisions or updates that may be needed.
12. The full outcomes document of the meeting was provided to members in *Circular No. 24/77 – Update on the Independent Institutional Review of the Pacific Community* on 17 September 2024. This paper summarises the engagement between the Subcommittee, Executive and the Senior Leadership Team to provide advice to CRGA.
13. **Update on external challenges – New Caledonia crisis:** Members expressed solidarity with and support for New Caledonia and SPC staff in Noumea. SPC's operations have been impacted by the ongoing unrest in New Caledonia which began in May 2024 and has led to psychological and physical challenges, economic hardship and uncertainty, service restrictions such as health and medical services, school disruptions and supply chain interruptions. Members commended SPC leadership and their response in activating crisis management protocols, providing well-being support and adjusting operations to ensure continuity of service to members, while prioritising the safety of staff and their families.
14. **Implementation of SPC's Strategic Plan 2022–2031:** Members noted the mechanisms for implementing the Strategic Plan 2022–2031 and discussed the progress made through the sectoral platforms SPC convenes, highlighting the scientific and technical contributions to regional priorities contributing to the Regional Collective Actions in the 2050 Strategy for the Blue Pacific Continent. The strategic engagement led by the Executive and the regional directors is shaping One SPC efforts by sharpening the focus on member needs. However, improvement is needed to increase visibility of SPC's annual programme of works to members, especially Small Island States (SIS), to enable them to better track assistance.
15. To improve coherence between sectoral and regional priorities, members discussed and approved in principle the proposal to invite the Chairs of the sectoral ministerial meetings convened by SPC in 2024 to CRGA.
16. SPC has made some progress in transforming its internal systems and processes to enhance **institutional effectiveness**. Members discussed the need for organisational cohesion and integration, aligning SPC's operations with the region's development needs and engaging more closely towards CROP cohesion. The focus to date has been on improving internal

structures, promoting accountability and ensuring SPC is fit-for-purpose to respond to the evolving challenges in the Pacific, including the New Caledonia crisis.

17. **Resource mobilisation and engagement:** SPC has advanced efforts under its Resource Mobilisation Strategy, with initiatives like Unlocking Blue Pacific Prosperity (UBPP) aimed at securing sustainable funding for large-scale, game changing initiatives, including flagships. While the members noted the progress made, discussions highlighted the need for continued emphasis on securing sustainable, flexible funding mechanisms.
18. Members appreciated interactions on the four **flagships:** Climate Change, Food Systems, Gender Equality and Ocean. Noting the challenges with integration, members look to SPC to share learning on scaling and aligning its work with regional and international commitments where SPC provides the most value to maximise efficiency and effectiveness in its service delivery.
19. Members noted the implementation of **Digital Earth Pacific (DEP)** products and services, which provide satellite data to make informed decisions around land use and changes to coastlines, and address critical development challenges like climate change, food security and disaster risk management.
20. **Evaluations and independent institutional review (IIR):** The Subcommittee noted the findings and recommendations from the evaluations conducted in 2023 and their importance to enhancing delivery of programmes and services. Six evaluations will be conducted in 2024 plus the independent intuitional review (see working paper 6 for details). Members expressed the need for comprehensive engagement with the entire membership and diverse stakeholders in the IIR process and requested that the IIR report include a defined list of high-impact recommendations (approximately 10 in total) that are clearly aligned with the review of the regional architecture (RRA) and the future direction of SPC.

Conclusion

21. The Subcommittee expressed confidence in the Secretariat's ongoing efforts and looks forward to continued progress in implementing the strategic plan. The Subcommittee appreciates SPC's scientific and technical capabilities, its convening leadership in advancing national and regional priorities, and its strategic contributions towards the 2050 Strategy Regional Collective Actions. Continued efforts towards integration, resource mobilisation and utilising the findings from reviews and evaluations will further strengthen SPC's impact.

Recommendations

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 - iii. make further suggestions in relation to the Subcommittee discussions.
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