



**FIFTY-SECOND MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(23–24 November 2022, Port Vila, Vanuatu)

Working Paper

**Agenda item no. 3: Friends of the Chair group (FCG)—Technical review report prepared for
the Chair of the Twelfth Conference of the Pacific Community**
(Paper presented by the FCG)

Paper summary

1. This paper presents the findings of a technical review undertaken by a Friends of the Conference Chair Group (FCG), appointed by Vanuatu as Chair of the 12th Conference of the Pacific Community. The review aims to ensure that SPC is in the best possible position to implement the Pacific Community Strategic Plan 2022–2031, and participate strongly in the implementation of the 2050 Strategy for the Blue Pacific Continent.
2. The initiative of the Chair of Conference, the FCG process and technical review was launched with the best interest of SPC and its membership at heart. The FCG report is a positive report couched in the spirit of joint learning and mutual understanding of how SPC can best work with members going forward. This is notwithstanding SPC's Strategic Plan 2022–2031, the 2050 Strategy for the Blue Pacific Continent and pending 2023 Regional Architecture Review.
3. The primary objective of the review is to inform the 12th Conference, through CRGA 52, and provide recommendations on a way forward to meet the concerns and expectations of members as communicated in the FCG report.

Key points

4. With the limited time available, the FCG formulated key questions (see Appendix 1 of the report) that it felt could capture the intent of the review and circulated it to SPC members to provide answers.
5. Outcomes of the virtual consultations and written feedback from SPC members enabled the FCG to identify some common themes. Besides

commendations from SPC members on the general service that SPC provides them, the responses show:

- i. that not all SPC members enjoy the same level of support;
 - ii. that service delivery was not particularly effective;
 - iii. the provision of technical support during major disasters, such as the COVID-19 pandemic, needs to be addressed;
 - iv. the need to strengthen SPC's sub-regional capacity through its in-country offices and reprioritise the current funding model to allocate more resources to support in-country programmes based on member country priorities.
6. The FCG noted some concerns, such as current funding models and staff recruitment. These findings are also contained in the report.

Recommendations

7. CRGA is invited to:
- i. **consider** the findings of the Friends of the Conference Chair Group (FCG) report and discuss the recommendations contained therein;
 - i. **determine** the feasibility for a full independent organisational review;
 - ii. **recommend** possible courses of action to the Conference, for implementation of FCG recommendations.

Background

8. In May 2022, the Chair of 12th Conference proposed an independent, member-driven review to inform a potential reform agenda for SPC. The need for such a review arose from concerns expressed by certain members that they were not receiving the necessary and expected support from SPC at a critical juncture, i.e. post-COVID-19 pandemic, and in the face of the extreme hardships brought on by the related economic devastation and the ongoing climate emergency.
9. Moreover, with ongoing member discussions on an implementation and monitoring plan for the 2050 Strategy, some members are doubly concerned and wish to know what shifts SPC needs to make to address their national priorities and to combat climate change, recover from the economic devastation of the pandemic and more broadly, progress the Pacific as a region.
10. The aim was to ensure that SPC is in the best possible position to implement the new Strategic Plan 2022–2031 and respond to the ambitions of the 2050 Strategy. The initiative was shared with the CRGA Subcommittee for the Strategic Plan meeting in June 2022 and followed up with a high-level delegation visit to SPC Headquarters in Noumea in July 2022.
11. The Chair of Conference appointed a high-level FCG to undertake a technical review of SPC services with SPC Pacific Island members. A Team Lead supported the FCG to compile the technical review report.
12. The methodology proposed by the Chair included virtual and in-person consultations with government technical sector leads in Pacific Island countries and territories. These recommendations seek to ensure that SPC excels strategically and improves member-level execution and impact through transformed institutional effectiveness.
13. The Secretariat provided the Ministry of Foreign Affairs focal point with documentation, including assessments, business plans, evaluations, six results reports (2016–2021), the synthesis evaluation of the 2016–2021 Strategic Plan, [the Capstone Report](#), reviews as well as information on the role of the CRGA Subcommittee for the Strategic Plan and the [Results Explorer](#) which provides interactive national-level reporting on the Pacific Data Hub. As requested, the Secretariat provided support for costs associated with FCG members travel and a local consultant as drafting support to the FCG.

Analysis and Conclusion

14. 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 Conference.
 15. This Report will inform CRGA 52 and the 12th Conference of the Pacific Community, and provide recommendations on a way forward to address the concerns and expectations of members.
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