



SOLOMON ISLANDS GOVERNMENT
MINISTRY OF HEALTH AND MEDICAL SERVICES
C/- PO Box 349, HONIARA, Solomon Islands

Tel: [677] 20831

Fax: [677] 20085

12 July 2023

Dr Tedros Adhanom Ghebreyesus
WHO Director-General
c/o World Health Organization – Office of the Legal Counsel
Office 7058
20, Avenue Appia
1211 Geneva 27
Switzerland

Dear Director General

Subject: Solomon Island Government nominates Dr. Jimmie Rodgers, former Director General of the Secretariat of the Pacific Community [SPC] and current Secretary to Prime Minister for the Regional Director of the Western Pacific Regional Office of the World Health Organization

The government of Solomon Islands hereby submits its proposal to nominate Dr Jimmie Rodgers, a former Director General of the Pacific region's largest technical and scientific organisation, the Secretariat of the Pacific Community [SPC] and current Secretary to Prime Minister of Solomon Islands for the Regional Director of the Western Pacific of the World Health Organization.

We believe Dr Rodgers fully meet the 'qualifications and characteristics, personal commitment, and skills required for a candidate nominated for the post of Regional Director, as articulated in WPR/RC50.R8 and reproduced in the 'Standard Form for the Proposal of Names of Persons for Nomination of the Regional Director of the Western Pacific Region of the World Health Organization' appended to the Code of Conduct.

We attach to this letter our proposal [Annex 1] using the standard form as advised. The proposal provides more details of Dr Rodgers claims against the five criteria listed in the standard form as follows:

- i. Criterion 1: A strong technical and public health background and extensive experience in international health
- ii. Criterion 2: Competency in organizational management
- iii. Criterion 3: Evidence of public health leadership
- iv. Criterion 4: Sensitivity to cultural, social, and political differences
- v. Criterion 5: A strong commitment to the work of WHO

In addition to the proposal [Annex 1] we also attach the following supporting documents to this nomination letter:

1. Annexes 1.1 – 1.9 - Copies of [unsolicited] commendation letters about Dr Rodger's Competency in Organisational vision, leadership, and management.
2. Annex 2 - Dr Jimmie Rodgers Annotated Profile and CV which presents a much more complete synopsis of Dr Rodgers' experience, skills, and attributes
3. Annex 3. 1 — FSM Diploma in Surgery and Medicine
4. Annex 3.2 — UNSW — Master of Health Administration

Please accept Director General the assurances of my highest consideration.

Yours Sincerely



Hon. Dr Culwick Togamana
Minister
Ministry of Health and Medical Services
Honiara
Solomon Islands



SOLOMON ISLANDS GOVERNMENT
MINISTRY OF HEALTH AND MEDICAL SERVICES C/- PO
Box 349, HONIARA, Solomon Islands

Tel: [677] 20831

Fax: [677] 20085

ANNEX 1

Proposal from the Solomon Islands Government
providing details of the qualifications and characteristics of its
Nominee for the Regional Director of the Western Pacific Region of
the World Health Organization using the standard form in
accordance with the criteria contained in Resolution WPR/RC50.R8,
para. 2 and reflected in the standard form annexed to the Code of
Conduct.

Nominating Country	Solomon Islands
Nominee's Name	Dr Jimmie Rodgers

WPR/RC50.R8 details the personal commitments, qualifications, skills, and attributes needed for the Regional Director's position. Below is a brief summary of Dr Rodger's claims against each of the criteria listed in the standard form Annexed to the Code of Conduct for the Nomination of the Regional Director [WPR/RC63.R7]. More details are provided Annex 2 – Dr Rodgers' annotated profile and Curriculum Vitae.

1. **Criterion 1: A strong technical and public health background and extensive experience in international health.**

Dr Rodgers has strong technical and public health background. His involvement in international health transcends his work at international, regional, and national levels. Listed below are some examples of Dr Rodgers' work and experiences under this criterion.

1.1. Oversaw the Secretariat of the Pacific Community's [SPC's] role in the joint development and launch of the Pacific Health Surveillance Network [PPHSN] with WHO in 1996.

The PPHSN is a voluntary network of countries, areas, and organisations that was jointly established and launched by SPC [Secretariat of the Pacific Community] WHO in 1996. At the time of its creation, its principal purpose was to improve public health surveillance and response capacity in the Pacific Islands countries and territories / areas. Dr Rodgers was at the time the Director of Programs at the SPC [later redesignated deputy Director General] when he oversaw SPC's role in the joint development and launch of PPHSN with the WHO.

Since its launch PPHSN has expanded its platform where PPHSN has established or created other specific networks as well as becoming an important platform for enhanced communication, capacity building and addressing of outbreaks. Dr Rodgers was at SPC initially as deputy Director General and then as Director General until January 2014, hence was also involved in many of the progressive enhancement of PPHSN and its activities since its launch in 1996 including during the SARS and Avian Influenza outbreaks where he was also involved.

Relevance of the above information to the RD Role - This experience demonstrates Dr Rodgers' knowledge and experience in developing public health platforms and tools that can empower countries in their response to new emerging or re-emerging diseases. It also demonstrates his unquestionable commitment to the protection of the health of populations, a commitment Dr Rodgers will share with the WPRO region of WHO.

1.2. Co-led the development of the first [successful] multi-country, multi-disease, grant proposal to the Global Fund to fight HIV/AIDS, TB, and Malaria covering HIV/AIDS [11 countries], Tuberculosis [10 countries], and Malaria [2 countries], in 2003.

More than eleven Pacific countries benefited from the first successful multi-country, multi-disease grant from the Global fund in 2003.

Following his participation at a meeting of the Global Fund Board on funding for round two applications to the global fund in Geneva in early 2003, Dr Rodgers led the SPC team that collaborated with WHO to develop the inaugural successful multi-country, multi-disease grant proposal covering HIV/AIDS [11 countries], Tuberculosis [10 countries] and Malaria [2 countries]. Prior to this, Dr Rodgers *advocated for the extension of Global Fund Grants to include small island states at the UNGA Special Session on HIV/AIDS, TB and Malaria.*

SPC was appointed Principal Recipient for the grant. Dr Rodgers coordinated the setup of the governance framework required by the Global Fund for the disbursement, monitoring and management of approved funds. This involved setting up a Regional

Mechanism [Pacific Islands Regional Country Coordinating Mechanism [PIRCCM] managed by SPC and a country coordinating mechanism in each of the beneficiary countries responsible for their portions of the grant funds disbursed to them which for most countries were for HIV/AIDS and Tuberculosis, and for two countries included Malaria. He developed the operating procedures for the regional and national CCMs based on global fund templates.

Relevance of the above information to the RD Role - *This experience demonstrates the depth and breadth of Dr Rodgers' knowledge, experience, and his ability to*

- (i) *advocate at the highest international political level [the UNGA Special Session],*
- (ii) *(ii) advocate at the appropriate international financing level [the Global Fund],*
(iii) co-lead the development of the financing proposal on behalf of for 11 Pacific countries together with WHO,
- (iii) *(iv) take management accountability and fiduciary responsibility as the appointed Principal Recipient for the development of implementation plans, disbursement, monitoring and reporting of each grant for each of the recipient countries, and*
- (iv) *(v) communicate with the coordinating mechanisms in each of the eleven countries to ensure timely reporting on more than twenty individual grants across the three diseases.*

Dr Rodgers will bring to WPRO a rare mix of vision, astute political leadership, technical, human and financial management skills, advocacy, and resource mobilisation skills that will be extremely useful for the WPRO office of WHO.

He will also bring unquestionable commitment to work of the WHO and to the protection of the health of populations of the WPRO region of WHO

- 1.3. *Team Leader for Australia's [DFATs] Indo-Pacific Centre for Health Security's (IPCHS) high-level scoping mission to Papua New Guinea and several Pacific island countries¹ to assess and recommend measures to strengthen country and regional capacity for prevention, preparedness, timely detection and response to new and emerging infectious diseases (EID) [2018].*

The outcome of this mission together with the outcome of a similar mission covering the Asian region informed Australia's response to support countries in the Indo Pacific in their preparedness and response programs to address new and emerging infectious diseases including epidemics and pandemics.

In addition to his public health experience, during his time at the SPC, Dr Rodgers also oversaw the organisation's agriculture and animal regional health program covering SPC's 24 member countries and areas. This experience was particularly useful noting

¹ [Dr Jimmie Rodgers to Head Pacific Scoping Mission | indopacifichealthsecurity.dfat.gov.au](https://indopacifichealthsecurity.dfat.gov.au)

that Asia [in addition to Africa and South America] is where most of the zoonotic driven infections / epidemics derive from. This background and experience will also be extremely helpful for the WPRO region of WHO.

Relevance of the above information to the RD Role – *This mission demonstrates Dr Rodger’s experience in applied research, epidemiological analysis, strategic positioning to work with countries to put in place tools to assist countries can use or share defend against emerging infectious and other diseases.*

The experience also demonstrates Dr Rodgers’ unquestionable commitment to the protection of the health and resulting economic prosperity of the people and countries and areas in the WPRO region of WHO and his total commitment to the work of WHO.

1.4. Co-led a team commissioned by the Commonwealth Secretariat during the 2016/17 period that produced the Commonwealth Secretariat publication titled – ‘A sustainable Future for Small Island States – Pacific 2050’².

A Sustainable Future for Small States: Pacific 2050, examined the likely development outcomes in 2050 for the Commonwealth Pacific small states; whether they can achieve the Sustainable Development Goals (SDGs) by 2030 or 2050, and whether they will realise the Pacific 2050 Vision that was set by Pacific Islands Leaders for the region.

The publication focussed six critical areas or ‘game changers’ that can catalyse change in the region - Political governance, Development effectiveness and coordination, Ocean governance, Non-communicable diseases, Information and communication technology and Climate change with a focus on Migration and climate change, and Energy.

Dr Rodgers co-authored the opening chapter of the publication titled ‘Realising the Pacific Vision 2050: Building on Basics’ and authored the chapter on ‘Non-communicable diseases – unlocking the constraints to effective implementation of policy interventions’

Relevance of the above information to the RD Role - *This cross-sector work is very important in health where more than 70% of the outcomes are determined by factors that exist outside of the health sector – the health determinants. Dr Rodgers brings extensive experience and research capabilities across many sectors which can be harnessed to enhance opportunities to achieve better health outcomes. The paradigm of thinking needs to be transformed to harness resources from outside the health sector to help deliver health outcomes.*

1.5. Board Director of Asia Pacific Leaders Malaria Alliance Board [2016 – 2019] and Vice Chair of Board [2016 – 2018]

² [A Sustainable Future for Small States: Pacific 2050 | Commonwealth library \(thecommonwealth-ilibrary.org\)](https://thecommonwealth-ilibrary.org/)

Dr Rodgers's involvement with the APLMA Board exposed him to the Malaria and broader health issues and priorities of the Asian members of the WHO WPRO region. During his tenure at APMA Board, Dr Rodgers also chaired the Board's Governance Committee which was responsible for the development and oversight of the Board's governance and fiduciary policies.

Relevance of the above information to the RD Role - *The APLMA role exposed Dr Rodgers to the malaria infested countries in the Asian region of WPRO. This Chairmanship role demonstrated his ability to strengthen the governance and fiduciary functions of an International organisation serving many countries.*

2. Criterion 2: Competency in organizational management - *Listed below are some examples of Dr Rodgers' experiences under this criterion.*

2.1. Proven Competency in organisational leadership and management at regional / international level.

Dr Rodgers will bring a proven track record of visionary organisational leadership and management after having led the Pacific region's largest and oldest bilingual technical and scientific regional organisation – the Secretariat of the Pacific Community [SPC] as its longest serving Director General for eight years, and prior to that had served as its senior deputy Director General for almost ten years.

Attached to this application are copies of [unsolicited] letters of commendation of Dr Rodgers's vision, leadership, and management abilities as the director general of the SPC. These letters, signed by the leaders that wrote them, including the then Secretary of State of the United States of America, Hon. Senator John Kerry; the then Minister of Foreign Affairs of France, Hon Laurent Fabius; the then Foreign Minister of Australia, Hon. Julie Bishop; the then Prime Minister of Fiji, Hon. J. V. Bainimarama; the then Chair of the SPC Conference and Minister of Foreign Affairs of Fiji, Hon Ratu Inoke Kubuabole; and others are testaments to the vision, leadership, management capacity, dedication, commitment, humility and respect that Dr Rodgers will bring to the WPRO office of the WHO should he be successful.

These commendations, more than anything Dr Rodgers has written in this application about himself, provide independent validation of Dr Rodgers and his work. They demonstrate the type of person and type of leader he is – acknowledged by one for ... "his visionary leadership, guidance and dedication"... "and acted with unquestionable integrity, intellect, commitment, compassion, and a legendary capacity for hard work, and many other personal qualities which provide inspiration for us all".

These experiences will be critical to the leadership and management style needed at the WPRO office of the WHO to rebuild confidence, and embark on a change management process that regalanise trust, transform the work environment within WPRO, streamline processes for efficient and effective delivery of services, value and empower staff, drive

innovation, and put the Regional Office at WPRO on a trajectory that will enthruse confidence in the WPRO membership, given the recent challenges faced by the office and its staff.

A brief summary about the Secretariat of the Pacific Community [SPC] that Dr Rodgers led for 8 years as Director General and served as its deputy Director General for almost 10 years prior to his appointment as Director General.

SPC was established on 6 February 1947 under an international Treaty – the ‘Canberra Agreement’ by six founding members, Australia, France, Netherlands, New Zealand, United Kingdom, United States of America. It was the earliest example of regional cooperation in the Pacific.

SPC was [at the time Dr Rodgers was its Director General] and still is the Pacific region’s largest and oldest bilingual technical and scientific regional organisation. It provides technical, social, and scientific services including advisory and research services to 22 Pacific island countries and areas. During Dr Rodgers’ tenure as director general, SPC provided services to its members across twenty sectors and cross-cutting thematic areas including Public health, agriculture and biosecurity, aquaculture, coastal fisheries, coastal zone management, culture, education quality and standards, energy, geological sciences including terrestrial and deep-sea minerals, infrastructure, forestry, ICT, maritime boundaries, maritime transport, oceanic fisheries, statistics and demography, youth, women and gender, and water and sanitation. SPC also implement programmes in many cross-cutting areas including climate change, disability, disaster risk reduction and management, food security, human rights, integrated ecosystems management, non-communicable diseases, and urbanisation

The SPC employed more than six hundred staff from more than thirty nationalities in its workforce in all its three main offices and field operations. Its international staff accounted for almost forty percent of total staff at the time.

Dr Rodgers also brings proven track record in driving, leading and / or implementing organisational reforms to enhance the organisation’s ability to deliver more effective services more efficiently.

During Dr Rodgers’ tenure as the director general of the SPC, Pacific Forum leaders directed a rationalisation of the twelve regional organisations in the Pacific in 2008. Dr Rodgers led SPC’s involvement in this process which resulted with the incorporation of two previously stand-alone organisations into the SPC bringing in about 150 additional staff, resulting in an even larger SPC with almost 700 total staff when the reform process was completed in mid-2011. Dr Rodgers headed the change management process to ensure that the efficiencies sought from the rationalisation and eventual merger were addressed and met from the organisational, programming, and staff perspectives.

To ensure the continued relevance of the larger organisation, Dr Rodgers sought the approval of the SPC governing body in November 2011, to commission an Independent External Review of the enlarged SPC. The review team led by the former Regional Vice-President of the East Asia and Pacific Regional Office of the World Bank, Mr James W Adams commenced its work in December 2011 and presented their report with 42

recommendations to and were accepted by a Special session of the SPC governing body August 2012.

Dr Rodgers led the implementation of the 42 recommendations with 37 of the recommendations fully implemented and the remaining five being progressively implemented by the time he presented his final report as director general to the SPC governing body in November 2013.

Relevance of the above information to the RD role – Dr Rodgers will bring vast experience in organisational leadership, management, programming, change management processes, and enhancing staff welfare to make sure they are valued and respected.

Further information on can be found in Dr Rodgers' profile and annotated CV.

2.2. Competency in organisational leadership and management at country / national level.

Dr Rodgers also demonstrate competent organisational leadership and management at country level. Below are three current examples demonstrating Dr Rodgers' competency in organisational leadership and management at country level.

- 2.2.1. **2018 – current: Secretary to Prime Minister [Solomon Islands]** - Dr Rodgers is the administrative head of the Office of the Prime Minister and Cabinet, and is responsible for the Ministry's strategic direction, corporate plan, personnel, and budgets. He is also responsible for coordinating 'whole of government' programs involving all twenty-four government ministries. In addition, his office is the focal point for the private sector and non-government / civil society organisations engagement with the government and is also the focal point for external partners and foreign dignitaries that pay courtesy visits to the Prime Minister.

Relevance of this to the RD Role - This role demonstrates the numerous organisational skills across different sectors Dr Rodgers has acquired and can bring to the WHO RD role

- 2.2.2. **2018 – current: Chair of the National Hosting Authority [NHA] to plan and deliver the 2023 Pacific Games in Solomon Islands from 19 November to 2 December 2023.** The NHA is an independent authority established by an Act of Parliament. Its principal role is to plan for and deliver the largest sporting event in the Pacific involving twenty-four countries and areas including Australia and New Zealand. This event is held every four years, and Solomon Islands is the host in 2023. Dr Rodgers led the planning and resource mobilisation for all sports venues and athletes accommodation villages and mobilise the funding for the Games Organising Committee to actually deliver the games. Both as the

Chair of the National Hosting Authority and Secretary to Prime Minister Dr Rodgers also oversees the preparation and resourcing health program for the games. The 2023 Pacific games is a 2.5 billion Solomon Island dollars [approx. USD301,248,985.60]³ undertaking with strict fiduciary requirements. The NHA is on track to deliver the 2023 Pacific Games on schedule and on budget in November 2023

Relevance of this to the RD Role – Dr Rodgers brings vast experience in leading the resource mobilisation, budget management, and disciplined time-bound delivery of multiple outputs in a complex project with multiple deliverables. This skillset will be useful for the RD to have.

- 2.2.3. **2018 – current: Chair of the Solomon Islands National Provident Fund Board** – This is the country's largest retirement / superannuation fund. As a result of the Board's strategic and competent management, the fund is growing and benefiting its 60,000 plus members despite the economic downturn due to the COVID-19 pandemic

Relevance of this to the RD Role – Dr Rodgers brings experience financial investments and budgetary discipline to achieve results, which will be a useful trait for the RD to poses.

3. Criterion 3: Evidence of public health leadership

Dr Rodgers has demonstrated public health leadership at the regional and country levels including examples articulated in criteria 1 above. Listed below as other examples showing Dr Rodgers' public health leadership.

3.1. Examples of Public health leadership at regional / international level.

- 3.1.1. *Contribution to enhancement of the training programs at the region's oldest Health Workforce training institution, the then 'Fiji School of Medicine [FSM]', and now 'College of Medicine, Nursing and Health Sciences of the Fiji National University'.*

Dr Rodgers was involved twice in the reviews and strengthening of the training program of the then Fiji School of Medicine and now College of Medicine, Nursing and Health sciences as follows:

- i. The first was in 1994 when Dr Rodgers was a member of the Australian government funded design team for the Fiji School of Medicine Redevelopment Plan' whose recommendations were tabled at the inaugural Pacific Ministers of Health Meeting at Yanuca Island in Fiji, in March 1995. The recommendations were adopted and implemented Fiji government heralding the commencement of post graduate programs at the medical school.

³ 1 USD = 8.29878 SBD

- ii. The second was in 2005 when Dr Rodgers led the review team commissioned by the Fiji School of Medicine Council that recommended improvements to the program structures for the undergraduate and post graduate programs with new funding streams from development partners for program and staff development to lift the school to international standards. .

Relevance of experience to the RD Role – Dr Rodgers brings knowledge and skills on health workforce analysis, planning and development and the types of skills and attributes Pacific countries needed from their health professionals and recommended their incorporation into the FSM curricular for undergraduate and post-graduate trainings, thereby enhancing the quality of graduates and subsequently the quality of services provided to countries by the graduates.

3.1.2. Escalating the Pacific Health Ministers Declaration of ‘NCD Crisis in the Pacific’ to the Pacific Leaders level

Dr Rodgers assisted in securing the consideration of the then Forum Secretary General of the Pacific Island Forum to escalate the Pacific Health Ministers Declaration of ‘NCD Crisis in the Pacific’ to be considered by and incorporated in the 2011 Declaration by Pacific Islands Forum Leaders on the NCD Crisis in the Pacific.

Relevance of experience to the RD role - This example illustrates the ability to advocate for and escalate critical priorities impacting on health of Pacific people to the premier political decision-making body in the Pacific – a skill Dr Rodgers will bring to the role of RD.

3.1.3. Facilitating the joint signing by the three Prime Ministers of PNG, Solomon Islands and Vanuatu of the Asia Pacific Leaders Malaria Alliance [APLMA] Roadmap to eliminating Malaria from the Asia Pacific region.

Dr Rodgers coordinated the efforts of the APLMA Secretariat with the offices of the Prime Ministers of Papua New Guinea, Solomon Islands, and Vanuatu in March / April 2018, which resulted in the three Prime Ministers jointly signing the APLMA Roadmap to eliminate malaria from the Asia Pacific region during the Commonwealth Leaders Malaria Summit at the margins of the Commonwealth Heads of Governments meeting in London in April 2018

Relevance experience to the RD role – This example illustrates Dr Rodgers’ ability to reach out strategically to the political leadership at country level which is a useful skill the RD should have.

3.2. Examples of Public health leadership at country level.

- 3.2.1. **Coordinated the government's fight against COVID-19 [2020 – 2022]:** Dr Rodgers was at the forefront of the government's fight against COVID-19, coordinating the 'whole-of government' response to the COVID-19 pandemic. Dr Rodgers was vice-chair of the Cabinet sanctioned 'COVID-19 Oversight Committee [OSC]' that was responsible for coordinating government's national response to the COVID-19 pandemic to protect the population, minimize morbidity and mortality from COVID-19 while keeping the country's economy afloat.

Dr Rodgers developed assessment protocols for all international vessels coming into the country to ensure COVID-19 does not enter the country through the shipping route. He chaired the OSC's Vessel's Exemption Committee that implemented protocols to assess risks of transmitting COVID-19 through crews of international ships that travelled to Solomon Islands.

With his strong Public Health background and being at the highest administrative office in the country, he, together with the health team and key members of the oversight committee spear-headed the whole of government response to control and contain the community outbreak of COVID1-9 in the country between January and May of 2022 thereby minimising the morbidity and mortality from COVID-19 in the country.

Dr Rodgers was the main author of the Prime Minister's weekly COVID-19 updates and public health messaging to the nation during the height of the COVID-19 pandemic – demonstrating his ability to craft a seamless application of public health knowledge to effective public health messaging delivered at the Prime Minister's level .

He also co-chaired a 'two-hours weekly radio-talkback show' to the nation every Sunday afternoon to regularly update the nation on the COVID-19 status, actions taken, and deliver weekly key public health messages to keep the population informed and safe from COVID-19.

Relevance of the experience to the RD role – This example highlights his ability in utilising his PH skills in pandemic response across the whole of government and sectors outside of government including the private sector which as skill that would be useful for the RD to posses

- 3.2.2. **Commissioning of the first comprehensive review of the national health service -** In 1995 Dr Rodgers [then as Under Secretary of Health Care] commissioned and led the first-ever comprehensive review of the Solomon Islands health and medical services that laid the foundation for improvements to the health services planning, financing, and delivery of more effective health services to the country at the time.

4. Criterion 4: Sensitivity to cultural, social, and political differences

Having been at the helm of and leading SPC, the largest regional technical and scientific bilingual regional organisation in the Pacific for 8 years and having served as deputy director general for almost 10 years before that, Dr Rodgers is very familiar with the importance of organisational culture and importance of respecting and being sensitive to cultural, social, religious, and political differences. He will bring vast experience that will put WPRO in good stead in dealing with these important areas.

The WPRO Office of WHO like other organisations will have its own organisational culture shaped collectively by its vision and mission, its values, its rules of engagement and operation [including its various operational policies and procedures, human resources policies, financial policies etc, and other more specific policies such as gender equality / equity policy, non-discrimination policy, sexual misconduct – zero tolerance policy, and the more generic policy guidelines such as on cultural, social, religious, and political sensitivity and tolerance.

In addition, organisational policy and practice across many areas within the organisation can shape or influence, workplace norms, culture, and staff morale including zero-tolerance policies. However, it is very important that all staff must feel valued, respected, secure [for their jobs, and personal security], supported, recognised and promoted for high performance, but also accept disciplinary processes that exist in organisations to deal with non-performance and / or disciplinary matters. Staff must also have a recourse if they feel the organizational processes do not consider their situations fairly.

WPRO also employs a multinational staff hence it is important for the RD to acknowledge the multiplicity of cultures, social norms, religious and political perspectives as a strength and tread sensitively to get the best from each of the staff while acknowledging their differences.

In practice, many organisations do not have major issues and policy observance and implementation is a matter of course. However, even in such organisations some areas need constant vigil because they can often be more difficult to detect including:

- **Cultural, social, religious, or political differences** – it is extremely important the organisation has a policy that promotes cultural, social, religious, political diversity, and tolerance. Insensitivity to these cannot be tolerated.
- **sexual misconduct** – sexual exploitation, sexual abuse, sexual harassment and sexual violence are simply not acceptable, and the WHO Zero tolerance policy already provides the framework to deal with this.
- **Unfair dismissal** - This is an area that should already be in WHO's HR policies and procedures to deal with.
- **Fear of victimisation or punishment** – this cannot be entertained. Again, there should already be a policy in place. If not, a dedicated anonymous electronic box can be setup within the HR department where staff can submit any concerns they may have confidentially and anonymously [no names and not traceable] so that such concerns are picked up before they reach crisis points
- **Recourse pathway for staff who felt unfairly dealt with**

It is important staff know they have a mechanism to be heard if they felt unfairly treated or harassed in any way.

Given the recent experiences at WPRO that led to the vacancy of the RD position, it would be critical to appoint a person whose leadership and management style will rebuild the confidence, and trust of staff and members. A leader that will work with staff through a change management process that regalanise comradery, transform the work environment within WPRO into a more conducive workplace, streamline processes for efficient and effective delivery of services, make staff feel value and empowered, drive innovation, and put the Regional Office at WPRO on a trajectory that will enthuse confidence in the WPRO membership, given the recent challenges faced by the office and its staff.

Many of points raised by Dr Rodgers above are not based on theory. They are some of the best practices he had implemented with success as director general of SPC that would also benefit WPRO.

In addition to the vast experience Dr Rodgers brings to this area, he also brings another strength to the role. His wife of more than forty years, Dr Elizabeth Rodgers is Chinese which ensured Dr Rodgers is exposed to and is well-schooled in Asian culture. This is an advantage for Dr Rodgers in terms of understanding social and cultural sensitivities at WPRO. Dr Elizabeth Rodgers also has a professional background. She was the head of Paediatrics (2000 to 2014) while concurrently holding the role of the Head of the School of Medical Sciences of the College of Medicine, Nursing and Health Sciences of the Fiji National University (2005 to 2014) hence she also supports Dr Rodgers professionally.

5. Criterion 5: A strong commitment to the work of WHO.

Dr Rodgers is totally committed to the work of WHO. He has a good knowledge of WHO's work and has collaborated with WHO at country level as Under Secretary Health and at the regional level during his tenure at SPC as deputy Director General [1996 – 2005] and Director General [2006 – 2014] and Board Director of the Asia Pacific Leaders Malaria Alliance [APLMA] Board [216 – 2019].

He is familiar with the work process of the WHO including its mode of service delivery and governance mechanism. He is cognisant of the varies programs within the WHO.

He is privileged to have collaborated and worked with four Regional Directors of WHO - Dr S. T. Han, Dr Shigeru Omi, Dr Shin Young-Soo, and Dr Takeshi Kasai.

Dr Rodgers is totally committed to the work of WHO and will work hard to further enhance its reach to all member countries in WPRO.

Dr Rodgers is in good physical, mental and spiritual health, and he is fluent in English.



THE HON JULIE BISHOP MP

Minister for Foreign Affairs

Dr Jimmie Rodgers
Director General
Secretariat of the Pacific Community
BP D5
98848 Noumea
NEW CALEDONIA

Dear Director-General

Congratulations on your successful tenure as Director-General of the Secretariat of the Pacific Community (SPC). Australia commends you for your strong leadership, vision and commitment to regional development in the Pacific.

Your engagement and preparedness to take on reform of the SPC and the challenge of improving the regional architecture has benefited all members of SPC, including Australia.

We look forward to continuing Australia's partnership with SPC and working closely with your successor, Dr Colin Tukuitonga.

I wish you well in your future endeavours.

Yours sincerely


Julie Bishop

SPC Headquarters
BP D5
98848 Noumea Cedex
New Caledonia
Telephone: +687 26 20 00
Fax: +687 26 38 18



Siège de la CPS
BP D5
98848 Noumea Cedex
Nouvelle Calédonie
Téléphone : +687 26 20 00
Télécopieur : +687 26 38 18

SPC file no.: SPC 10/45/1

17 November 2013

Dr Jimmie Rodgers
Director-General
Secretariat of the Pacific Community
NOUMEA
New Caledonia

Dear Dr Rodgers

It is my honour to write to you at the request of the Conference of the Pacific Community to offer our most sincere and heartfelt thanks for your outstanding service as Director-General of SPC.

We are keenly aware that this Conference is the last one you will attend as Director-General. We cannot let our Captain leave the ship without acknowledging your visionary leadership, your guidance and your dedication to SPC and the region.

As a governing body we have asked much of you and you have given much. You have never let us down. From the start, you have never been satisfied with the status quo if change means SPC can deliver better services, reach out further, make a difference to more people.

Among the many onerous tasks we set you was leadership of SPC's part in the reform of the Regional Institutional Framework. No-one fully understood what a difficult task this would be. You not only took on the challenges, you worked tirelessly with us and many others to overcome the obstacles, not without personal cost, to ensure the reform was completed successfully.

The independent external review of SPC was another test. It cannot be easy to allow outsiders to put the organisation you lead under the microscope. But you showed you were not afraid to be accountable. Nor were you afraid to make the hard decisions required to implement the recommendations of the review.

Now we are reaping the rewards of several years of change and growth under your watch, with SPC seen not only as the region's principal scientific and technical organisation, but also as one member said at CRGA – 'the people's organisation'.

As you have often reminded us, Jimmie, the Pacific is its people and they are at the heart of everything you have set out to achieve in your eight years at the helm of SPC. In their service, and in our service, you have acted with unquestioned integrity, intellect, commitment, compassion, and a legendary capacity for hard work. We pay tribute to you for all these and many other personal qualities, which provide inspiration for us all.

SPC Headquarters: Noumea, New Caledonia. Regional offices : Suva, Fiji and Pohnpei, Federated States of Micronesia
Country office: Honiara, Solomon Islands. For contact details – Website: www.spc.int Email: spc@spc.int

Siège de la CPS : Nouméa (Nouvelle-Calédonie). Antennes régionales : Suva (Fidji) et Pohnpei (États fédérés de Micronésie)
Bureau de pays : Honiara (îles Salomon). Site Web : www.spc.int Courriel : spc.@spc.int

In your final address to CRGA and Conference as Director-General, you said that CRGA and Conference are family. We agree. And because you are family, this is not goodbye. We know you will go on to serve your beloved region in other ways. Meanwhile, we say thank you from the bottom of our hearts and au revoir.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kubuabola', with a stylized flourish at the end.

Ratu Inoke Kubuabola
Minister of Foreign Affairs and International Cooperation of Fiji, and
Chairperson of the 8th Conference of the Pacific Community
Ministry of Foreign Affairs and International Cooperation
Suva, Fiji



PRIME MINISTER
SUVA, FIJI

19th November, 2013

Dr Jimmie Rodgers
Director General
Secretariat of the Pacific Community
Noumea
NEW CALEDONIA

Dear Dr Rodgers

I write this Appreciation Letter in Fiji's capacity as both Host and Chair of the 8th Conference of the Pacific Community that was held in Suva on Monday 18th – Tuesday 19th 2013, and in due recognition of the sterling efforts that you have demonstrated as Director General over the past eight years of the Secretariat of the Pacific Community.

During your eight year term in office, you have instigated many transformational changes in both direction and structure of the Noumea-based organization and contributed immensely to its success story of being the most impactful CROP Agency in the Region in terms of both its inclusive coverage and its results based drive in partnership with the Pacific Communities.

We as Pacific Leaders, acknowledge with deep appreciation that you are now leaving the SPC as a very well-oiled machinery in delivery.

We acknowledge that through your sterling Leadership, Dr Rodgers, and on this eve of your departure, your SPC Executive Team implemented 37 of the 42 recommendations made by the Independent External Review (IER) team that undertook an extensive review of the organization in 2012.

This is an excellent record, leaving the organization in good hands for your successor, whilst positioning it in a more relevant preparedness to uptake the challenges of aligning the regional architecture to the post-2015 global agenda on the Sustainable Development Goals, and in developing the technical, professional, scientific, research, planning and management capability of Pacific Island people in a way that will enable them to make informed decisions about their future resilience and well-being.

2.

I wish you well in all your future endeavours.

Vinaka vakalevu.

Yours sincerely

A handwritten signature in black ink, appearing to read 'J.V. Bainimarama', with a long horizontal stroke extending to the right.

J.V. Bainimarama
Prime Minister



DEPARTMENT OF FOREIGN AFFAIRS

of the

FEDERATED STATES OF MICRONESIA

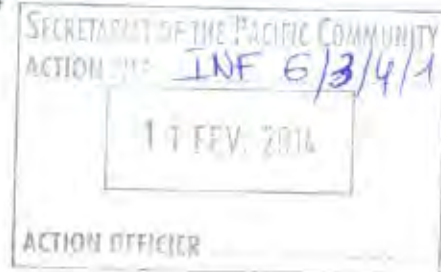
P.O. Box P.S. 123

Palikir, Pohnpei FM 96941

Telephone: (691) 320-2641/2613 Fax: (691) 320-2933

January 7, 2014

Dr. Jimmie Rodgers
Director-General
Secretariat of the Pacific Community
Noumea, New Caledonia



Dear Director General Rodgers

I present my compliments and wish to extend to you best wishes for this New Year. As we near the final stretch of your illustrious leadership of the Secretariat of the Pacific Community (SPC), may I extend to you my personal appreciation for all your efforts and dedication, which the FSM has benefited so greatly from. The opening of the North Pacific Regional Office here in Pohnpei is only one example of your unwavering support and vision to ensure that the SPC deliver its assistance regardless of geographical proximity and communication barriers. While your presence at SPC will be missed, we are pleased to learn that the transition phase with the new incoming Director General is going smoothly.

I am looking forward to your farewell visit next week, and would be pleased to also meet with the new incoming Director General. I have instructed my staff to work closely with your office here in Pohnpei to ensure a successful visit.

With best regards, I am,

Sincerely,

Lorin S. Robert
Secretary

SPC TRANSLATION

FROM: The Minister, Laurent Fabius
MINISTRY OF FOREIGN AFFAIRS
FRENCH REPUBLIC

DATE: 23/12/13

TO: Mr Jimmie Rodgers
SPC Director General

Dear Mr Director General,

On behalf of my country, I would like to express my very warm thanks for all that you have accomplished at the Pacific Community during your eight years as its Director General.

As a founding member and host for Headquarters, France is very committed to SPC, the Pacific's oldest cooperation organisation. SPC's bilingualism and the fact it embraces all the Pacific island countries and territories, including the three French Pacific territories, are strengths that you have put to very good use.

You have also successfully carried out the difficult reforms brought about by the integration of two regional organisations and several departments within SPC and the doubling of staff numbers over a period of just a few years. With the help of a stronger Executive team, the staff of SPC's seven technical division and other services and the regional offices, you have further developed the organisation's international dimension.

All of SPC's members, both the PICTs and the four founding countries, and the donor agencies involved in the region have acknowledged the high quality of the work SPC carried out under your guidance for the benefit of the Pacific as a whole.

Thanks to your commitment to SPC and the region, the Pacific Community is now recognised as a key development player in the Pacific and a major partner in the Pacific and beyond, particularly for the European Union.

Please allow me to once again thank you for all your efforts.

Yours faithfully,

(Signed) Laurent Fabius



Jean-Claude BRIAULT

Minister for Public Education, Youth and Sports

Subject: 2nd Pacific Youth and Sports Conference

Nouméa,

3 0 DEC. 2013

On behalf of the Government of New Caledonia, I wish to express my warm thanks for your active participation to the 2nd Pacific Youth and Sports Conference which was held in New Caledonia from the 2nd to the 7th of December 2013.

I hereby congratulate you for the quality of your contribution which made this conference a successful gathering for the youth of the Pacific region. This event has been very much appreciated by all the participants and especially the French Minister for Youth and Sports Mrs Valérie FOURNEYRON who travelled from Paris especially for this occasion.

This has been a great moment for the regional cooperation and the friendship between the youth of the 17 participating countries of the Pacific. This important gathering of an unbounded youth working on the theme of sport for development could not have reached such scale and success without the commitment of important organizations such as yours.

Please receive my sincere gratitude and my best regards.



Jean-Claude BRIAULT

Gouvernement de la Nouvelle-Calédonie

Tél. : (+687) 24 65 65 - Fax : (+687) 24 66 20

8, route des artifices - BP M2 - 98 849 Nouméa Cedex

www.gouv.nc

THE SECRETARY OF STATE
WASHINGTON

The Honorable
Dr. Jimmie Rodgers
Director General
Secretariat of the Pacific Community
98848 Noumea
New Caledonia

Dear Dr. Rodgers:

I congratulate you for your significant contributions to the Pacific region as you conclude an unprecedented four terms of service as director general of the Secretariat of the Pacific Community (SPC). Under your leadership, the SPC successfully integrated two previously independent regional structures – no small task for any organization – and has been actively engaged in a critical process to improve corporate management and governance following the recommendations of an independent external review.

As you know, the United States has worked in the SPC with our partners in the Pacific since 1947 and is proud to continue as a member today. Your eight-year tenure has left the organization stronger and better positioned to meet key regional challenges, including climate change, public health, food security, energy security, fisheries, environmental stewardship, disaster risk management, and economic development. The Pacific region has become stronger thanks to your vision both as the leader of the SPC and by your participation in the development of the Pacific Plan.

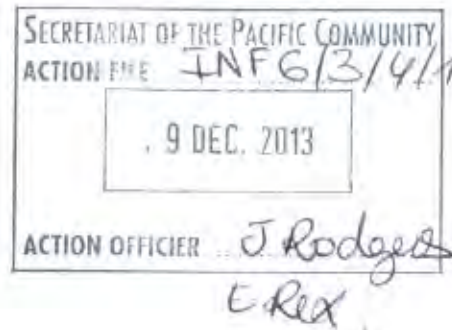
As a founding member of the SPC, the United States thanks you for your leadership and service. We look forward to working with your successor and continuing our engagement in this vital Pacific forum.

Sincerely,



John F. Kerry

Professor Rajesh Chandra
Vice-Chancellor and President



The University of the South Pacific
Laucala Campus, Private Mail Bag
Suva, Fiji

Ph: (679) 323 2312
Fax: (679) 323 1521 or 323 1520
Email: chandra_r@usp.ac.fj
www.usp.ac.fj

Our Ref: 2013/238

26th November 2013

Dr. Jimmie Rodgers
Director General
Secretariat of the Pacific Community Headquarters
Noumea
NEW CALEDONIA

Dear Jimmie,

On behalf of the University of the South Pacific, I wish to extend to you our heartfelt gratitude and appreciation, as you bid farewell to the Secretariat of the Pacific Community.

Your contribution to the region has been immense through the various roles you have played. You have been associated with the development of the Pacific Plan from the beginning and have also provided your directions and thoughts during its review which is now with the Pacific Islands Forum Leaders for discussion. The Regional Institutional Framework (RIF) reform process was another initiative that you were part of and which resulted in an expansion of SPC's scope of work and the size of the organization. The effective transformation of SPC is indeed commendable. You have achieved numerous milestones but one of the most outstanding one is that of your strong-willed leadership capacity to lead SPC into a new era.

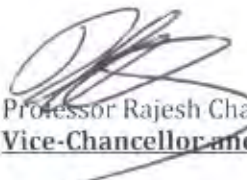
As you depart, we remember you for forging a closer relationship with USP through signing of a MOU and also various Letters of Agreements in specific areas that will bring our two organizations even closer. I look forward to continuing the same level of cooperation with your successor --- a friend and USP alumnus who will undoubtedly understand not only the importance of our partnership but its significance as well.

Your initiatives have laid the groundwork for long-term gains in our partnership, and you will be remembered through many initiatives as they continue to yield results over the years. On our part we will continue to join forces in equipping Pacific Islands people with the skills needed to effectively respond to challenges through quality education and training.

I personally have been very fortunate to have had acquaintance with a highly-reputable professional like you. May God continue to give you success in your next assignment.

Best wishes for the future.

Yours sincerely,


Professor Rajesh Chandra
Vice-Chancellor and President

**GOUVERNEMENT DE LA
RÉPUBLIQUE DE VANUATU**

**VICE PREMIER MINISTRE ET
MINISTÈRE DES
AFFAIRES ÉTRANGÈRES ET DU
COMMERCE EXTÉRIEUR**



**GOVERNMENT OF THE
REPUBLIC OF VANUATU**

**DEPUTY PRIME MINISTER
AND MINISTRY OF
FOREIGN AFFAIRS AND
EXTERNAL TRADE**

26 November 2013

**Dr. Jimmie Rodgers
Outgoing Director General
Secretariat of the Pacific Community (SPC)
BP D5
98848 Noumea
NEW CALEDONIA**

Dear Dr Rodgers,

It is with a profound sense of appreciation and satisfaction that I write to commend and thank you on behalf of the Government and people of the Republic of Vanuatu for your sterling and outstanding leadership at the helm of the Secretariat of the Pacific Community (SPC), for your successful completion of what has been a prolific eight years; and to suggest that you have left the organization better equipped and oriented to effectively responding to members' needs.

I further commend you for the humility and forbearance with which you and your team had responded to the various reviews and realignment that the SPC had undergone, the latest being the Independent External Review (IER) of 2012, and in further ensuring that the SPC kept its place as the Pacific's most prestigious inter-governmental organization.

May I also profit from this opportunity to wish you and your family the Lord's blessings and success in your future endeavours.

The Vanuatu Government places great significance on the work of the SPC and its various divisions and for the manner with which they fittingly complement annual work programmes of the Vanuatu Government and its various departments and ministries.

In so saying, may I also and on behalf of the Vanuatu Government extend our warmest Congratulations to the incoming Director General, Dr. Colin Tukuitonga who was confirmed at the eighth Conference of the Pacific Community recently concluded in Suva, Fiji. The Vanuatu Government further acknowledges the unique strengths that Dr. Tukuitonga brings to the organization and looks forward to working closely with Dr. Tukuitonga and new members of SPC's senior executive management team going forward.

Respectfully Yours.



Mr Johnny Koanapo
Director General



Copy:

Dr. Colin Tukuitonga
Incoming Director General of the Secretariat of the Pacific Community

ANNEX 2

Dr Jimmie Rodgers – Annotated Profile and curriculum vitae.

Section 1: Personal details

Family name:	Rodgers
Given name:	Jimmie
Middle name:	N/A
Date of birth:	01/04/56
Gender:	Male
Nationality:	Solomon Islander
Residency status:	Citizen of Solomon Islands

Section 2: Contact details

Postal address:	Office of Prime Minister and Cabinet, P. O. Box G1, Honiara, Solomon Islands
Fax Number:	N/A
Email address - work	jroddgers@pmc.gov.sb [until 31/12/23]
Email address - personal	drjimmier@gmail.com
Telephone – work	677 21863 [until 31/12/23]
Telephone – home	677 8744704
Mobile:	677 7472750
Contact details for someone who can contact me	Dr Elizabeth Rodgers Email address – elizrodgers@gmail.com

Section 3: Education and Qualifications

University of New South Wales Master in health administration, (incl. health policy, health planning, health economics, health services law and ethics, health services management and administration)	Sydney, Australia 1990 – 91
Auckland Hospital Board Certification in Anaesthesia	Auckland, New Zealand 1995 – 96
Fiji School of Medicine Diploma in Medicine and Surgery	Suva, Fiji 1977 – 80
University of the South Pacific Preliminary Studies	Suva, Fiji 1975 – 76
King George VI School Secondary School Education	Honiara, S. Islands 1970 - 74

Section 4.1: Professional Profile



A medical doctor and an experienced executive with extensive track record in leading and developing organisations and people to achieve health, cultural, social and economic development outcomes regional, international and country levels.

Good knowledge of the Pacific region's health, cultural, social, economic, and political environment and its development agenda and challenges

Good knowledge of the international development agenda and its implications to the development agenda of our region,

Reasonable knowledge of the challenges in health in countries covered under the Western Pacific Regional Office of the WHO

Reasonable knowledge of the key partners and stakeholders for health at country and regional levels as well as internationally.

Respect for the sovereignty of countries and territories/areas

Skilled in diplomacy

Strong commitment to the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals

Strong Commitment to the Pacific region's 2050 Strategy for the Blue Pacific

Ingrained values and respect for others based on his strong christian principles and respect for other religions and beliefs.

Personal commitment to gender equality, human rights

Personal commitment to excellence, transparency, respect, and accountability.

4.2 Demonstrated ability to:

- Lead, drive, develop, and implement vision, strategy, reforms, and change management in organisations to deliver results including in complex settings.
- Develop and manage high-level relationships for effective partnerships, cooperations, advocacy, and resource mobilisation.
- Implement support mechanisms for effective governance, transparency, and accountability.
- Build coalition amongst parties and stakeholders to achieve common goals, through strategic responses to key priorities of mutual importance to the parties to achieve win-win outcomes.
- Build and manage high-performing, collegial teams.
- Mobilise Resources
- Monitor and evaluate development progress, systems, and programmes.

4.3 Principles Underpinning Dr Rodgers' approach to service.

- *Empowering people* - help people realise their potential and assist them to a path that will enable them to achieve their visions and aspirations. Involves people-centred approaches to development.
 - *Empowering organizations* – help organizations understand their potential in the spaces they are in, where and how they might expand. Highlight the importance of fostering essential strategic partnerships to move forward. Bring focus to product development, their marketing and measuring success.
 - *Strategic positioning of organisations / programmes* in competitive environments through visioning, forecasting of future scenarios / preferred outcomes and strategic positioning / planning and reforms to achieve outcomes to get ahead of the game.
 - *Resources Planning, implementation, and management* – focusses on planning and forecasting of resource requirements, their acquisition, and their successful management (covers human and financial resources including work force planning)
 - *Linking people, organizations, priorities to resources* – focusses on developing people and / or organizational skills to link to and / or acquire resources for development.
 - *Performance and outcome-based principles* – the impact and / or outcome of empowerment needs to be evidenced and measured through indicators that demonstrate performance and outcome-based principles.
- Respect, Integrity, and humility* driven by a passion to making a positive difference in the lives of all people.

4.4 Summary of Relevant Experiences - Involvement and participation in the region's health and its broader development agenda at national and regional levels 1981 – 2023.

Dr Jimmie Rodgers first joined the national health and medical service of Solomon Islands as a senior medical officer in 1981 and later obtained his certification in anaesthesia in 1986 in Auckland, New Zealand. From 1987 to 1989 and from July 1992 to April 1996 he served concurrently as Under Secretary of Health Care of the Ministry of Health and Medical Services in Solomon Islands, and chief medical officer in anaesthesia at the country's national referral hospital. Following postgraduate studies in Health Administration from 1990 to mid-1992 in which he expanded his knowledge in public health, health services management and planning, health administration, health economics, epidemiology, health services law and ethics, health workforce planning, health financing and health insurance, he continued in the role of undersecretary health care until he joined the Secretariat of the Pacific Community as its Director of Program in May 1996. This role was later re-designated Deputy Director General later in the same year.

In 1994, Dr Rodgers was a member of the Australian government funded 'design team for the Fiji School of Medicine Redevelopment Plan' whose recommendations were tabled at the inaugural Pacific Ministers of Health Meeting at Yanuca Island in Fiji, in March 1995, at which he was one of the rapporteurs.

In 1995, Dr Rodgers commissioned and led the first-ever comprehensive review of the Solomon Islands health and medical services. The outcome of this review laid the foundation for improvements to the planning, financing, and delivery of more effective health services to the country at the time.

Shortly after joining SPC in May 1996, Dr Rodgers, as the then Director of Programmes assisted SPC's epidemiologists in the creation and eventual joint launch of the '**Pacific Public Health Surveillance Network [PPSHN]**' with WHO in the same year.

Dr Rodgers supported and oversaw the growth of SPC's Regional Public Health programme to become the largest regional health technical advisory service delivered through a regional organisation and dedicated solely to supporting its twenty-two Pacific island countries and territories/areas during his tenure at the SPC between May 1996 through to January 2014 first as deputy director general [1996 – December 2005] and then as director general [Jan 2006 – Jan 2014]. The growth of SPC's regional public health program complemented WHO's programs, leading to a strong partnership with WHO to ensure complementarity and to avoid duplication. SPC and WHO often jointly execute activities at country and regional levels.

From 2001, WHO invited the SPC to co-host the Biennial Pacific Ministers of Health Meeting making the fourth Pacific Ministers of Health Meeting in PNG in 2001 the first jointly hosted meeting of Pacific Health Ministers between WHO and SPC. Thanks to WHO's invitation this practice had since become the norm.

Around 2003 Dr Rodgers with WHO's support jointly led the first-ever successful 'Pacific region's multi-country, multi-disease grant application to the Global Fund for HIV/AIDS, Tuberculosis and Malaria. Following the success of the grant application, SPC was appointed the Principal Recipient for the first multi-country GF grants for Pacific countries covering the three diseases – a role he directly oversaw and supervised at the time. Dr Rodgers oversaw SPC's PR role.

While serving as SPC's deputy DG, Dr Rodgers was appointed a member to the Fiji School of Medicine Council in 1997 until 2007. He was the region's representative to the FSM Council. While serving in the FSM Council, Dr Rodgers led the Corporate Review of the Fiji School of Medicine in 2005. The outcome and recommendations of this comprehensive review further enhanced the institution's governance processes, program structure, and delivery of training programs at the region's oldest health and medical training institution.

From 2008, Dr Rodgers led SPC's involvement in implementing what was the single largest regional reform process of regional organisations in the Pacific Islands region, involving the rationalisation of twelve separate standalone regional organisations. At the close of the reform process in mid-2011, two previously standalone organisations and some programs of another organisation were merged into the SPC resulting in a sudden expansion of SPC's program offering and staffing numbers.

In November 2011, Dr Rodgers with the approval of SPC's governing body commissioned an independent external review of the SPC to affirm its continued relevance following its expansion after the regional reform process. The review reaffirmed SPC's role and relevance to its members. It made 42 recommendations, 37 of which were fully implemented and five progressively implemented by the time Dr Rodgers presented his final report as director general of SPC at his final governing body meeting in November 2013.

This wide-ranging independent review of the Pacific region's oldest and largest bilingual technical, scientific, and social, regional organisation transformed and re-focussed the work of SPC. The review came with forty-two recommendations, of which thirty-seven fully implemented and five progressively implemented by the time Dr Rodgers presented his final report as director general of SPC at his final governing body meeting in November 2013 – a no mean feat, achieved within two years of the commissioning of the independent review, and 16 months after the presentation and approval of the review recommendations in August 2012.

From November 2016 to March 2019, Dr Rodgers served as Board Director in the Board of Directors of the 'Asia Pacific Leaders Malaria Alliance [APLMA]' whose mission is to see a 'malaria free Asia Pacific region' by 2030. Between 2016 and 2017 he also served as Vice Chair of the Board. While with APLMA, Dr Rodgers jointly facilitated with the APLMA Secretariat the signing of the APLMA Roadmap by the Prime Ministers of Papua New Guinea, Solomon Islands and Vanuatu during the Malaria Summit held at the margins of the Commonwealth Heads of Governments Meeting in London in April 2018.

In early 2018 Dr Rodgers led a high-level scoping mission funded by the Australian Indo-Pacific Centre for Health Security to Papua New Guinea, Solomon Islands, Fiji and Samoa to assess each country's level of preparedness and capacity to detect, respond to, and contain emerging infectious disease outbreaks and the growing threat posed by antimicrobial resistance. This was a timely initiative by the Australian government in light of 2019 COVID-19 pandemic.

In June 2018, Dr Rodgers joined the public service of Solomon Islands as the Secretary to Prime Minister, the role he holds until now.

This role provided Dr Rodgers with in-depth understanding of the nexus between political government's visions and aspirations and the administration's ability to translate these and deliver results. During this time, he also drove the implementation of several innovative and transformative initiatives that had and will continue to deliver dividends for the government and country in years to come.

The Office of the Prime Minister is the coordinating ministry of all government ministries, the private sector, faith-based organisations, and civil society on matters of national interest. This mandate was particularly useful during the COVID-19 pandemic when Dr Rodgers, as the Vice Chair of the Cabinet sanctioned 'COVID-19 Oversight Committee', assisted the chair to coordinate the implementation of the 'whole of government and whole of society' response to the COVID-19 pandemic in Solomon Islands on behalf of the oversight committee and in collaboration with the Ministry of Health and the national disaster management office. As a result of the measures implemented by the OSC, Solomon Islands experienced one of the shortest periods of community transmission lasting approximately four months with relatively low rates of mortality attributable to COVID-19.

The contributions from Dr Rodgers' health and medical background coupled with his strategic and operational experience at regional and national coupled with his ability to foster effective partnerships with development partners and his ability to mobilise resources, assisted the COVID-19 oversight committee to regularly provide appropriate advice to country's political leadership on the implementation of a 'whole of government, whole of society, and development partners collaboration strategy' which successfully combatted the COVID-19 pandemic in Solomon Islands.

Between 2018 and now, Dr Rodgers also serves as the Chair of the National Hosting Authority [NHA] for the 2023 Pacific Games established under legislation to plan and deliver the 17th Pacific Games involving 24 Pacific countries and areas including Australia and New Zealand in November 2023. The NHA is an independent authority. Dr Rodgers led the early planning for the games venues and villages. He led much of the negotiation for funding and he oversees the Board's facilities committee and the Games Organising Committee on the delivery of the games. This is a 2.5 billion Solomon Island dollars [approx. USD301,248,985.60]¹ undertaking with strict fiduciary requirements. It is a very complex undertaking, but the NHA is on track to deliver the 2023 Pacific Games on schedule and on budget. Between June and December 2023, the NHA will be the single largest employer in Solomon Islands for a period of about six months with a total workforce including volunteers and contractors of between 8,000 – 10,000 people.

Between 2019 and now, Dr Rodgers also serves as the Chair of the Solomon Islands National Provident Fund Board – the country's largest superannuation fund. As a result of the Board's strategic and competent management, the fund is growing and benefiting its 60,000 plus members despite the economic downturn due to COVID-19.

4.4 Other Strengths Dr Rodgers will bring to the role of the Regional Director in WPRO

- i. **Strategic Analyst and Reformer** - Dr Rodgers is a strategic analyst and reformer of organisations he is involved with to ensure they reach their optimum potential to maximize the delivery of services they are required to deliver to their clients in a timely and cost-effective manner. The examples alluded to above including the reviews he was involved with including (i) the redevelopment plan of the Fiji School of Medicine [1994] and its further enhancement [2005], (ii) the review of the provision of health and medical services in Solomon Islands [1995], and (iii) the Independent External review of the SPC [2012] demonstrates proven track record of strategic visioning and alignment of institutions to ensure they maximise their ability to serve their member countries and territories / areas more effectively.
- ii. **Results and Outcome Driven** – Organisations exist to serve a purpose. Dr Rodgers will build on current successes, through learning from lessons of past, the realities of today's world to help chart the roadmap for the future focussed on maximizing efforts to achieve more results and benefits to members countries and territories / areas.
- iii. **Drive Research that will contribute to improved health, wellbeing, and livelihood of people** – Research is critical in learning from lessons, understanding of challenges, and the shaping of strategy and responses that benefit populations. Dr Rodgers will champion research that will protect and improve the health, wellbeing, and livelihood of people.
- iv. **Reasonably familiar with challenges facing the twenty-two Pacific Island countries and territories / areas** - During his near-eighteen-year tenure at the SPC, Dr Rodgers had established good rapport and relations with all twenty-two Pacific island countries and territories / areas.

¹ 1 USD = 8.29878 SBD

- v. ***Some familiarity with the health priorities of the Asian members of WPRO*** – While this had not been an area of focus for Dr Rodgers apart from the work of APLMA, however he has reasonable familiarity with the key health priorities [and challenges] of Asian member countries of WPRO.
- vi. ***Reasonably familiar with WHO and the RD role at WPRO*** - Dr Rodgers is reasonably familiar with WHO having collaborated with WHO from his time as Under Secretary of Health in Solomon Islands up to his eighteen-year tenure at the SPC. He is honoured to have been associated with four RDs during his career, Dr S. T. Han, Dr Shigeru Omi, Dr Shin Young-Soo and Dr Takeshi Kasai.
- vii. ***Skilled in diplomacy, negotiations and consultations*** - Dr Rodgers has built his diplomatic, consultation and negotiation skills he can bring to bear. He has had exposure at very senior levels of international agencies and development partners.
- viii. ***Strong advocate to address the Social, cultural, environmental, and political determinants of health that exist outside the health sector*** – Dr Rodgers is a strong believer that in order to achieve good health outcomes, more focus and attention must be accorded to the social determinants of health {SoDH} including social and economic factors, environmental factors and behavioural factors that contribute to around 80% of health outcomes².

Finally, Dr Rodgers is motivated by a passionate desire to making a positive difference in the lives of people, and to making a genuine and positive contribution to each country's and the region's development agenda by bringing to bear vision, leadership, respect, managerial skills, advocacy, monitoring and evaluation, coordination, resource-mobilisation and partnership building skills and gained regionally, nationally and through on-ground experience.

Section 5: Career & work Experience – Inclusive of Job-Related Knowledge & Experience

5.1 Secretary to Prime Minister – Solomon Islands Government June 2018 – Current

The Secretary to Prime Minister is the Permanent Secretary to the Office of Prime Minister and Cabinet (OPMC) in Solomon Islands. Following are the functions of this role:

- Administrative head of the ministry and one of the three primary advisers to the Prime Minister of Solomon Islands on all national, regional, and international policy matters, initiatives, and priorities [the other advisers being the Secretary to Cabinet and the Special Secretary to Prime Minister who deals with political matters].
- Plan and coordinate Prime Minister's high-level engagement with Foreign Leaders visiting the country and bilateral engagements with Leaders of countries he visits, including meeting with Leaders during Forum meetings.
- Accountable Officer for the OPMC – responsible for planning and managing the human and financial resources required to deliver annual objectives and outputs of the OPMC.
- Responsible for coordinating the delivery of services on all areas that come under the Prime Minister's assigned responsibilities.
- Develop policy frameworks and platforms to assist the Prime Minister and Cabinet translate, transform, operationalise, and implement the government's political priorities and agenda into development outcomes for the nation.

² [Social Determinants of Health 101 for Health Care: Five Plus Five - National Academy of Medicine \(nam.edu\)](https://www.nam.edu/Health101)

- Ensure coherent and consistent approach to progressing Cabinet’s decisions and coordinate the whole-of-government machinery to implement decisions and monitor progress of implementation.
- Assist the Secretary to Cabinet in briefing of Cabinet, and in determining Government Business during sittings of the National Parliament
- Coordinate and drive whole of government priorities across all government ministries through (i) regular convening of Permanent Secretaries meetings, and (ii) chairing of PS’s task groups to deliver on common priorities, and (iii) regularly driving reforms to enhance effectiveness of government regulations, policies and procedures.
- Focal point for private Sector, Civil Society and Faith-based organisations within the Office of Prime Minister and Cabinet
- Coordinate development partner liaison, negotiations, and relations for whole-of-government priorities
- As vice-chair of the Cabinet sanctioned COVID-19 Over-sight committee led the coordination of the whole of government national response to the COVID-19 pandemic to minimize morbidity and mortality whilst sustaining a viable economy.
- Chair of the vessel exemption committee (VEC) of the Oversight Committee and personally developed protocols and vessel assessment and reporting templates applied to assessment of all foreign vessels entering Solomon Islands between July 2020 and June 2022 to prevent the importation of Covid 19 through international shipping.
- Chair of the country’s 2023 Pacific Games National Hosting Authority – He personally leads the planning and mobilisation of resources to implement the 2.5 billion Solomon Islands dollars [USD301,248,985.60]³
- Chair of the Solomon Islands National Provident Fund – the country’s largest superannuation fund with an active membership of more than sixty thousand workers charged with the responsibility to grow the member’s fund even during the COVID-19 driven economic slowdown in the country.

‘A sustainable Future for Small Island States – Pacific 2050’

5.2 Between 2014 and May 2018:

- Co-led a Commonwealth Secretariat Pacific 2050 Consultancy Project in 2016 which led to a publication in early 2017 titled *‘A sustainable Future for Small Island States – Pacific 2050’*. A team of seven consultants authored different chapters based on topics that are important for the region’s journey toward 2050. Dr Rodgers co-authored the opening chapter *‘Realising the Pacific Vision 2050: Building on Basics’* and authored the chapter on *‘Non-communicable diseases – unlocking the constraints to effective implementation of policy interventions’*.
- Consultancy with the Pacific Islands Forum Secretariat on *‘the Review of the Council of Regional Organisations in the Pacific (CROP) Working Groups.’*
- Consulting and provided Advisory Services to the Ministry of Women, Youth and Sports in Solomon Islands to (a) review current national youth policy, and in collaboration with the ministry (b) developed a new national youth policy and, (c) a strategic framework for youth development in Solomon Islands,

³ 1 USD = 8.29878 SBD

- iv. Led a high-level scoping mission funded by the Australian Indo-Pacific Centre for Health Security to Papua New Guinea, Solomon Islands, Fiji and Samoa to assess each country's level of preparedness and capacity to detect, respond to, and contain emerging infectious disease outbreaks and the growing threat posed by antimicrobial resistance.

5.3 Board Director of Asia Pacific Leaders Malaria Alliance [APLMA] Board– November 2016 – March 2019 and Vice Chair [2016-2018].

Dr Rodgers was appointed Board Director along with 9 other Directors to the Board of the Asia Pacific Leaders Malaria Alliance (APLMA) in 2016. The APLMA mission is to support and facilitate elimination of malaria across Asia Pacific by 2030: Driving implementation of the APLMA Leaders Malaria Elimination Roadmap by benchmarking progress against priorities, coordinating regional action and brokering policy and financing solutions to regional challenges. Solomon Islands, Papua New Guinea and Vanuatu are part of the APLMA initiative aiming to eliminate malaria by 2030. Dr Rodgers served as Board Vice-Chair as well as Chair of the Board's Governance Committee during his tenure.

During his tenure as Board Director representing the 3 malaria endemic Melanesia countries, Dr Rodgers assisted in coordinating the joint signing by the Prime Ministers of PNG, S. Islands and Vanuatu the APLMA Malaria Elimination Roadmap at the Malaria Summit convened at the margins of the 2018 Commonwealth Heads of Governments Meeting in London and also helped drive the development of the Solomon Islands malaria elimination roadmap 2030.

5.4 Secretariat of the Pacific Community (SPC)

May 1996 – January 2014

A. Director General

January 2006 – January 2014

SPC is the Pacific region's largest and oldest bilingual technical, scientific and social regional organisation delivering technical, scientific and social services, advice, and research support to 22 Pacific island countries and territories across twenty sectors and cross-cutting thematic areas. These include agriculture, aquaculture, coastal zone management, culture, education quality and standards, energy, geological sciences including terrestrial and deep-sea minerals, infrastructure, fisheries, forestry, ICT, maritime boundaries, maritime transport, public health, statistics and demography, youth and water and sanitation. SPC also implement programmes in many cross-cutting areas including climate change, disability, disaster risk reduction and management, food security, gender, human rights, integrated ecosystems management, non-communicable diseases, and urbanisation.

During his tenure as Director General, Dr Rodgers:

- a. **Led and consolidated the work of SPC** – Dr Rodgers' tenure as Director General of SPC coincided with a period in which the region faced unprecedented challenges flowing on from the global financial crisis resulting in rising oil prices; rising food prices coupled with the negative impacts of more frequent and more severe natural disasters – all of which demanded the attention of leaders at all levels in the region including the region's political leadership. These unprecedented challenges required careful and strategic analysis, advice, and responses at national and regional levels.

- b. ***Led SPC's decentralisation policy that shifted SPC services closer to its members*** - through strengthening of SPC's regional office in the North Pacific, at Pohnpei, Federated States of Micronesia; and the opening of the SPC Country Office in Honiara, Solomon Islands in February 2009.
- c. ***Spear-headed SPC's involvement with and implementation of the Pacific Plan for Strengthening Regional Cooperation and Integration*** - Dr Rodgers was involved with the development of the Pacific Plan and oversaw its implementation at SPC as Director General following its approval by Pacific Forum Leaders in October 2005. In 2004 Dr Rodgers was a member of the 'Reflections Group' that supported the work of the Eminent Persons' group that reviewed the Forum.
- d. ***Led SPC's involvement in the implementation of the Regional Institutional Framework (RIF) Reforms directed by Forum Leaders*** - Dr Rodgers led SPC's involvement in implementing what was the single largest regional reform process of regional organisations in the Pacific Islands region. It involved the rationalisation of twelve different standalone regional organisations, two of which plus some programs of another organisation were merged into the SPC by the close of the RIF reform process in 2011.
- e. ***Commissioned the Independent External Review (IER) of SPC [November 2011]*** - The RIF reform resulted in an expansion of the scope of work for the SPC. Dr Rodgers with approval from the governing body of the SPC, commissioned an independent external review of the organisation to (i) validate its continued relevance to the region, (ii) re-affirm its role in the region's development agenda and (iii) clearly identify what areas / priorities it should focus on to achieve the greatest development impact with and for its members, in light of the fact that SPC is only one of many development actors assisting the 22 Pacific islands countries and territories in the region. The review made 42 recommendations which were accepted by the SPC governing body in August 2012. 37 of the 42 recommendations were fully implemented and five progressively implemented between August 2012 and November 2013, when Dr Rodgers presented his final director general's report at his final governing body meeting.
- f. ***Led and coordinated SPC's involvement in the broader regional and international development agenda*** – Dr Rodgers actively pursued a strategy to develop and manage high-level relationships for effective partnerships, resource mobilisation and advocacy throughout his tenure as Director General. These engagements included but were not limited to strategic issues such as the then discussions relating to the Pacific region's involvement and positioning in the MDGs and the post 2015 development agenda and the sustainable development goals. He also played key roles in helping the region position itself to address two of its most serious development challenges – Climate change and non-communicable diseases. Dr Rodgers championed the political advocacy to secure the buy-in from Pacific Forum Leaders and the joint response by the region's Ministers of Health and Ministers of Finance and Economic Planning to combat NCDs.
- g. ***Led SPC's involvement and inputs the review of the Pacific Plan that led to the development of a new regional prioritisation process to replace the Pacific Plan*** which has now been endorsed by Pacific Leaders as the 'Framework for Pacific Regionalism.'
- h. ***Oversaw the work of the Education Quality and Assessment Programme*** – formerly the South Pacific Board for Education Assessment (SPBEA). This regional programme supports; (i) Pacific Island countries with assessment programmes on literacy and numeracy; (ii) five countries including Solomon Islands implement that South Pacific Form Seven Certificate (SPFSC); and (iii) the Pacific Qualifications Framework which hosts

the Pacific Register of Qualifications and Standards (PRQS) – which allows the benchmarking of Pacific qualifications against international standards.

- i. ***Supported and strengthened the work of the Regional Rights Resource Team [RRRT]*** - which is the human rights program of the SPC that provides technical assistance and training to assist the 22 Pacific Island member countries and territories of SPC to increase observance to international human rights standards through improved service delivery, access to justice, and effective governance
- j. ***Participated in the process to develop the AusAID funded Pacific 2020 Project*** in 2006.
- k. ***Was invited as guest speaker on several international and regional events*** including:

Topic	Event
The humanitarian, social and security implications of the global economic crisis for the Pacific Islands region	Pre-Forum Conference on 'Pacific Islands and the World: The Global Economic Crisis [GEC]' - convened by the Lowy Institute for International Policy, Brisbane, Australia, August 2009.
Converting natural resources wealth into higher living standards in the Pacific Islands – practices, lessons, and opportunities	Pre-Forum Conference on 'The Pacific Islands and the World: Realising the Pacific's Potential' convened by the Lowy Institute for International Policy; September 2011, Auckland, New Zealand
Catalysing Pacific Engagement: Future Directions, Challenges and Opportunities:	International Forum convened by the University of Sydney in September 2012, Sydney, Australia
'Small islands, big challenges, maximising opportunities for development – A Pacific perspective'	International Symposium: Beyond the Millennium Development Goals - the Future of International Development in Asia and the Pacific 2015 – 2013; jointly convened by the Lowy Institute for International Policy and University of Melbourne, May 2013
Regional Synopsis on Sustainable Development in the Pacific Islands	Regional Summit convened by the Pacific Islands Development Forum on the Theme – 'From RIO to the Pacific – Overview on global and regional status on sustainable development and the green economy' August 2013; Nadi, Fiji
Addressing threats to security due to climate change	Pre-Forum Conference on Climate Leadership in Majuro, Marshal Islands, September 2013

B. Senior Deputy Director General

January 1998 – December 2005

Dr Rodgers was deployed to SPC's regional office in Suva, Fiji in January 1998 to be the Director General's resident representative in Fiji and headed SPC's Fiji office. The role liaised with the host government (Fiji) and the Fiji based 'member missions' of SPC; liaised with Fiji-based development partners and led and coordinated the development and delivery of SPC's regional services provided from its Fiji office. During this

period, SPC's office in Fiji grew almost four-fold from around fifty staff in 1998 to just over two hundred staff in by 2005 delivering regional services in agriculture, forestry, community education, transport, ICT, reproductive health, and regional media training.

Advocated at the UNGA Special Session on HIV/AIDS for the inclusion of the Pacific in the Global Fund Initiative at the UNGA meeting in 2001

In 2005 Dr Rodgers led the review team for the corporate review of the then Fiji School of Medicine, helping it to set its strategic vision and mission to better respond to the health workforce development requirements in Fiji and the rest of the Pacific region.

Dr Rodgers served as a member of the then Fiji School of Medicine Council as the representative for the Melanesian countries from 1997 to 2007.

C. Deputy Director General / Programmes April 1996 – December 1997

Dr Rodgers, initially appointed as Director of Programmes was responsible for the leadership and oversight of all SPC's technical programmes when first appointed into SPC in May 1996. At that stage SPC was a much smaller organisation with a total staff of around 170 with around 140 at headquarters in Noumea and around thirty in its regional office in Fiji.

In 1996, Dr Rodgers oversaw the finalisation and launch of the Pacific Public Health Surveillance Network (PPHSN) after taking up the role of Director of Programs at the SPC.

5.5 Ministry of Health and medical Services, Solomon Islands January 1981 – April 1996

A Under Secretary Health Care

1986 – 1990, 1992 – March 1996

The Under-Secretary for Health Care in the Solomon Islands' Ministry of Health and Medical Services was responsible for the visioning, planning, strategy development, management and delivery of health service services in Solomon Islands – the third largest health delivery system in the Pacific behind PNG and Fiji. The position develops and advises on health policy, is responsible for development of health legislations and Chairs all the statutory health boards including the Medical and Dental Board; the Nursing Council; the Pharmacy and Poisons Board and the Health Services Board. The position was primarily responsible for health services planning, health facilities planning and health workforce planning and development of the whole ministry's annual budgets. The position also oversaw the construction of the national Referral Hospital funded at the time by Taiwan.

In 1995 Dr Rodgers led the first and only locally commissioned comprehensive review of the Solomon Islands health services. Implementation of the review recommendations led to much improved provision of health services delivery and health workforce planning and deployment throughout the country at the time.

Dr Rodgers was a member of the design team for the 'Fiji School of Medicine Redevelopment Plan' in 1994. (The plan had been implemented by the Fiji Government with the commencement of all the clinical and PH Post-graduate programs)

- B Chief Medical Officer, Anaesthesia, National Referral Hospital 1986 – 1990, 1992 – March 1996 (NRH)*
- Held this position concurrently with the role of the Under-Secretary Health Care.
 - The role involved both assisting the head of department in the planning and administration of the Anaesthetic services in the country as well as the actual delivery of anaesthetic services.
- C Anaesthetic Registrar, NRH, Solomon Islands 1984*
- Provided anaesthetic services at the NRH.
- D Senior Medical Officer, Malaita Provincial Health Services, Solomon Islands 1983*
- Provided public health and clinical services in a province of about 60,000 people at the time with a team of five doctors.
- E Senior Medical Officer, NRH, Honiara, Solomon Islands 1981 – 1982*
- Provided general medical and public health services at the national referral hospital.

FIJI SCHOOL OF MEDICINE

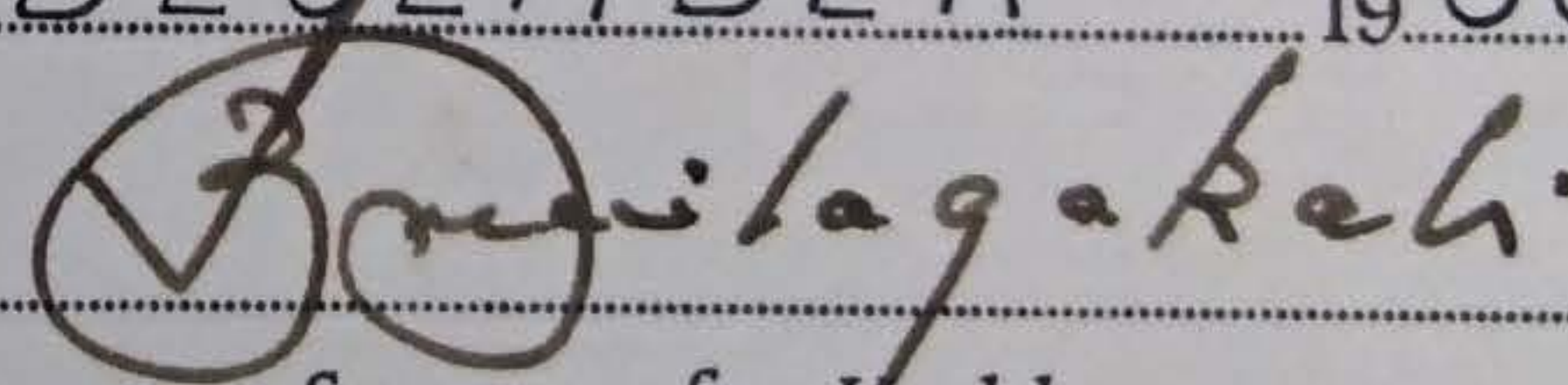


Diploma

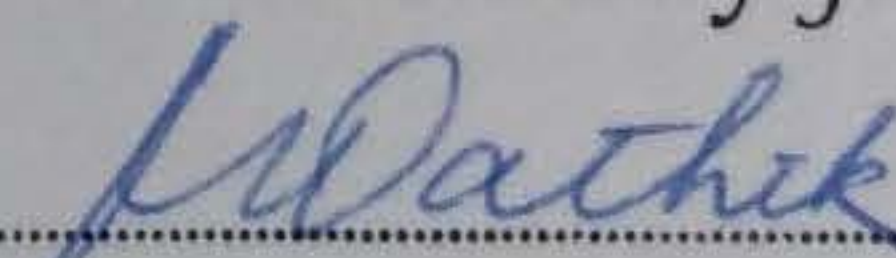
THIS IS TO CERTIFY that JIMMIE RODGERS
of SOLOMONS
has completed the prescribed course of training and having passed the requisite
examinations is now granted the

DIPLOMA IN SURGERY AND MEDICINE of the Fiji School of Medicine

Dated this 5th day of DECEMBER 19 80



Secretary for Health



Principal, Fiji School of Medicine



THE UNIVERSITY OF NEW SOUTH WALES

THIS IS TO CERTIFY THAT

JIMMIE RODGERS

HAS THIS DAY BEEN ADMITTED BY THE COUNCIL
TO THE DEGREE OF

**MASTER OF HEALTH
ADMINISTRATION**

[Signature]
CHANCELLOR

[Signature]
VICE-CHANCELLOR

BY AUTHORITY OF THE COUNCIL THE SEAL
OF THE UNIVERSITY IS HEREUNTO AFFIXED
THIS ELEVENTH DAY OF OCTOBER 1991

[Signature]
REGISTRAR AND
DEPUTY PRINCIPAL