Pacific Community
Communauté du Pacifique

Pacific Community Strategic Plan

2016–2020

Pacific Community Strategic Plan 2016–2020

Sustainable Pacific development through science, knowledge and innovation

Pacific Community
Communauté du Pacifique

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Foreword by the Chair of the Pacific Community Conference

It was an honour to host the Niue launch of this Strategic Plan for the Pacific Community 2016–2020 on behalf of the Pacific Community Conference.

The Pacific Community is the largest scientific and technical international organisation in the Pacific, working at both the regional and national level to support members in achieving their development goals. This unique organisation brings together the leadership and guidance of member countries and territories and the specialist scientific and technical skills and knowledge of the staff of its secretariat. It is our responsibility to continue to adapt our organisation to remain responsive to our members' priorities. This Strategic Plan articulates the Pacific Community's commitment to maintaining our deep understanding of the Pacific region to ensure that our work remains relevant to the contexts and the cultures of Pacific people.

Each of our Pacific Island country and territory members has its own set of development challenges, many of which are common to the region. The Framework for Pacific Regionalism, which was approved by Pacific Leaders at the 2014 Pacific Islands Forum Meeting, will be a key reference point in shaping how the Pacific Community will support our members, collectively and individually, over the next five years. The newly minted Sustainable Development Goals will provide a common framework for tracking progress in the region.

Members strongly endorsed the Pacific Community Strategic Plan 2016–2020 at the Pacific Community Conference held in Niue, in November 2015. I would like to thank my Conference colleagues for their skilled stewardship in the shaping of this plan and Marshall Islands, which chaired the subcommittee.

I commend this Strategic Plan to all stakeholders who have a keen interest in supporting our region in achieving our development aspirations.

Hon. Toke Talagi
Premier of Niue
Chair, Conference of the Pacific Community

Foreword by the Director-General

I have great pleasure in presenting the Pacific Community's Strategic Plan 2016–2020. This plan sets out our strategic direction and priorities for the next five years. It is the result of an extensive process of consultation with member countries and territories, development partners and staff. We have adopted the vision of the Pacific Islands Forum leaders as our own regional vision to demonstrate how greatly we value a united regional approach. We have also adapted our mission to articulate how the Pacific Community will contribute to this shared vision.

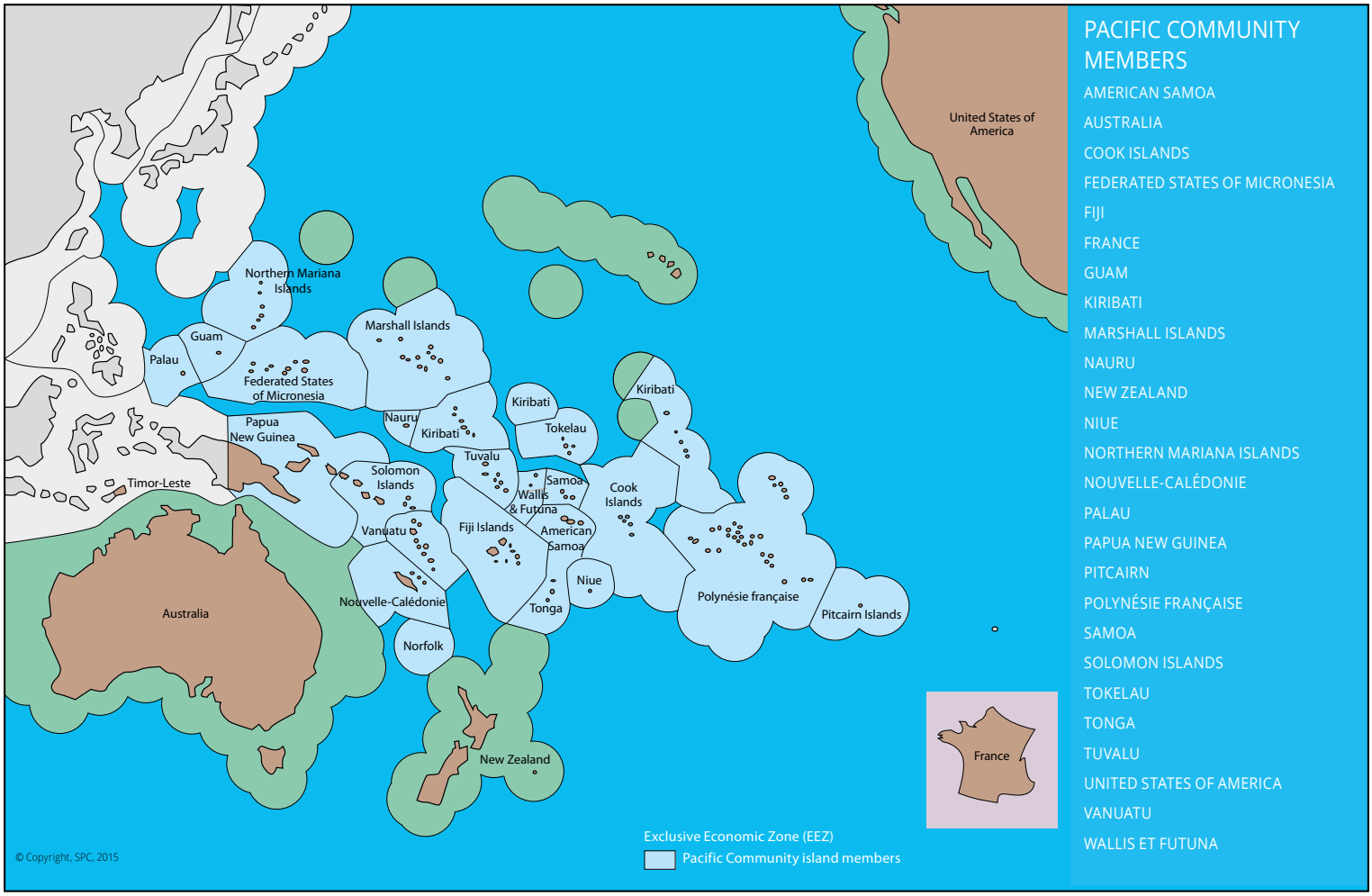
Two important messages can be distilled from this plan. First, in supporting our members to achieve their development priorities, we will continue to seek to increase the effectiveness of our work, including by enhancing our specialist skills and bringing a multi-disciplinary approach to tackling complex issues. Second, to ensure that our work is continually responsive and effective in the evolving Pacific context, we will actively strengthen engagement between the secretariat and its members and partners.

In the coming years we face significant challenges in our region. Pacific development is complicated by geography and scale, and by a confluence of regional cross-cutting issues, such as climate change, natural disasters, non-communicable diseases, gender equality and youth employment, with a range of pressing national priorities. The Pacific Community will continue to be at the forefront of using creative thinking and innovation to help members address their development challenges.

We will be courageous in adapting our organisation to ensure that it is prepared to face these challenges. We will strengthen how we manage the performance of our programmes and improve the way we measure the achievement of our objectives, and we will continue to review the appropriateness of our systems and structure. We will invest in improving our financial sustainability, and we will continue to look for opportunities to attract more resources for the Pacific.

It is the competencies, skills and leadership of our staff, at every level that will translate these priorities into concrete actions. I am inspired by their diverse talents and their commitment to serving the people of the Pacific. Our staff will do the hard work required to realise the aspirations of this plan, and our members can be truly proud of them.

Dr Colin Tukuitonga
Director-General



PACIFIC COMMUNITY MEMBERS

AMERICAN SAMOA
AUSTRALIA
COOK ISLANDS
FEDERATED STATES OF MICRONESIA
FIJI
FRANCE
GUAM
KIRIBATI
MARSHALL ISLANDS
NAURU
NEW ZEALAND
NIUE
NORTHERN MARIANA ISLANDS
NOUVELLE-CALÉDONIE
PALAU
PAPUA NEW GUINEA
PITCAIRN
POLYNÉSIE FRANÇAISE
SAMOA
SOLOMON ISLANDS
TOKELAU
TONGA
TUVALU
UNITED STATES OF AMERICA
VANUATU
WALLIS ET FUTUNA

Introduction

The *Pacific Community Strategic Plan 2016–2020* sets out our organisation's strategic direction and priorities. The Pacific Community (SPC) recognises that our programmes and services need to consider the changing development landscape at national, regional and global levels. As a key institution in the regional architecture of organisations supporting the Pacific, our programmes must reflect the strategic direction set out in the Framework for Pacific Regionalism, the regional priorities identified in the SAMOA Pathway (Small Island Developing States Accelerated Modalities of Action) and the commitments in the Sustainable Development Goals.

Over our history we have achieved significant and enduring impact in cooperation with our members and development partners. We are recognised for our multi-disciplinary scientific and technical expertise, and for how we apply our expertise in responding to the specific development needs of our members.

The Pacific Community

The Pacific Community is the principal scientific and technical organisation supporting development in the Pacific region.

It is an international organisation established by treaty (the Canberra Agreement) in 1947 and is owned and governed by its 26 members including all 22 Pacific Island countries and territories. Its working languages are English and French.

For more than 68 years, through its secretariat, the Pacific Community has been providing the Pacific Islands region with essential scientific and technical advice and services.

To achieve genuine and lasting improvement in people's lives, its focus is on working with all members, at all levels, to deliver integrated services that advance their progress towards addressing their development challenges and achieving their aspirations.

The Pacific Community's headquarters are in Noumea, New Caledonia, and it has regional offices in Fiji and Federated States of Micronesia, a country office in Solomon Islands, and field staff in other countries and territories.

It is one of nine member agencies of the Council of Regional Organisations of the Pacific (CROP).

This plan expresses our resolve to enhance our performance by focusing on the quality of our expertise, the effectiveness of our interventions, the strength of our partnerships, and on innovation.

Our work will be underpinned by our deep knowledge and experience of the Pacific and of our members' social, environmental and economic contexts. We will collaborate across our sectoral specialties to generate a dynamic interplay of capabilities, leading to creative approaches to development challenges. We will mobilise the skills, resources and action of partners, utilising and strengthening the existing regional mechanisms to pragmatically address the critical development challenges facing Pacific Island countries and territories (PICTs). We will assist our members to have their voices heard at regional and global levels, and our activities will reflect regional and global trends.

Vision for our region

The Pacific Community shares the vision for our region adopted by Pacific Islands Forum Leaders under the Framework for Pacific Regionalism:

> *Our Pacific vision is for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy and productive lives.*

Mission of the Pacific Community

To work for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures.

Our values

- We treasure the rich and diverse cultures, traditions and environments of the people of the Pacific, and our sustainable solutions are based on a sound understanding of their strengths and needs, and of the challenges they face.
- We are committed to adding value to the scientific and technical capacities of our members, in pursuing transformational development.
- We are committed to the principles of good governance, to the defence and promotion of gender equality and human rights, and to ensuring that the needs of the most vulnerable in our societies are at the forefront of our work.
- We work collaboratively with existing partners and build new relationships so that the collective strength of all can be harnessed for the interests of our members.
- We are committed to developing an organisational culture that enables our staff to continually improve their effectiveness in working for the people of the Pacific.

Our region

The Pacific Community and our stakeholders – navigating regional challenges in working towards sustainable development

Pacific people have vibrant cultures and diverse social structures, and a history of resilience based on their understanding of their environments and traditions of sustainable use of resources. But the very nature of their islands means they are especially vulnerable to climate change and disasters, and to the social and economic challenges that come with living as small populations in remote locations.

Major global developments influence the Pacific's socio-economic and political landscape. The dynamic international economic and political environment presents a challenging context for development, and economic growth in the region has been mixed.

Life expectancy in many areas of the Pacific has increased, and infant mortality rates have declined in all countries overall. However, gender inequity, increasing inequality and poverty, water and food insecurity, youth unemployment and shortages of skilled labour remain challenges. There have been successes in reducing the incidence of infectious disease across the region, but the high prevalence of non-communicable diseases (NCDs) is putting new strain on public health systems and finances. Ensuring that all Pacific children have access to high-quality education continues to be a challenge.

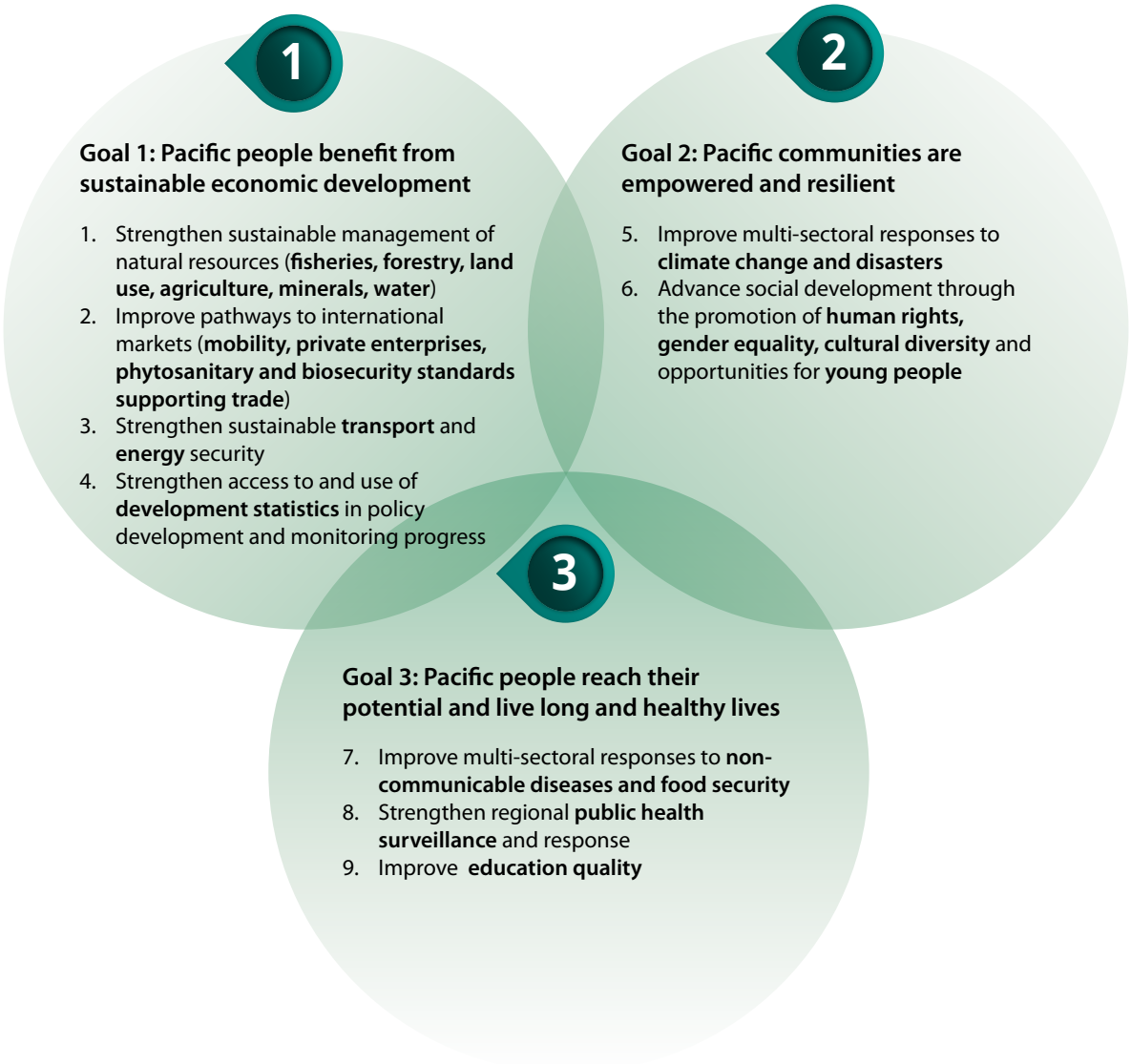
Environmental degradation, climate change and disasters threaten Pacific economies, livelihoods and cultures, and impact a range of sectors, including natural resources, agriculture, food security, education, public health and infrastructure. Responding to disasters means that resources must be diverted to humanitarian assistance and recovery, potentially interrupting development progress. Some Pacific Island countries and territories experience among the highest average annual disaster losses, as a percentage of GDP, in the world.

These challenges affect the Pacific region's capacity to alleviate and prevent poverty, achieve sustainable development and help people realise their human rights and reach their potential. Responses to these challenges require regional cooperation, political leadership and effective alignment of support from development partners, and must be informed by members' needs and a deep understanding of context. Effective solutions must be based on multi-sectoral responses aligned to national priorities, and the application of high-quality scientific and technical knowledge and innovation.

We recognise the global environment in which this Strategic Plan operates. The commitments contained in the Sustainable Development Goals (SDGs), agreed in 2015, reflect many of our members' national development priorities, in addition to myriad global and regional frameworks and multilateral agreements. This plan will contribute to the achievement of members' global and regional commitments by enabling members to enhance their capacity to implement their national development agendas.

Development goals of Pacific Community members

The Pacific Community contributes to the following development goals



Through its secretariat, the Pacific Community provides multi-sectoral contributions to the achievement of its members' development goals. These are described below.

Goal 1: Pacific people benefit from sustainable economic development

1. **Strengthen the sustainable management of natural resources.**

    a. **Fisheries:** SPC provides scientific, technical and management advice to PICTs and regional agencies to support the sustainable management of oceanic, nearshore and coastal fisheries resources for economic growth, food security and environmental conservation. SPC is the region's centre for tuna fisheries science and information.

    b. **Agriculture, forestry and land use:** SPC provides technical advice and support to PICTs in policy development and economic and environmental analysis of agriculture, forestry and land management.

    c. **Land and deep sea minerals:** SPC assists PICTs in the development of legislation for the regulation and management of land and deep sea minerals across the Pacific. This includes providing assistance in the delimitation of maritime zones, shared boundary solutions and extended continental shelf submissions. SPC supports the development of marine cadastre systems that is required for PICTs to exercise their jurisdictional rights and responsibilities over ocean space.

    d. **Water resources:** SPC supports water resource management strategies, including through capacity building, awareness raising and advocacy, monitoring, assessment and resource protection, with a particular focus on water resources in climatic extremes (such as droughts and flooding).

2. **Improve pathways to international markets** by facilitating the mobility of learners and workers, assisting private enterprises to access international markets, and providing support to PICTs to improve their capacity to meet phytosanitary and biosecurity standards to safeguard trade.

3. **Strengthen sustainable transport and energy security** by providing technical, legal and policy advice and services to promote reliable, affordable, safe and clean transport and energy services.

4. **Strengthen access to and use of development statistics in policy development and monitoring of progress.** SPC provides technical support to PICTs for the sound collection and analysis of statistical data to inform evidence-based policy-making as a prerequisite for social and economic development. SPC maintains the Pacific regional statistics database, which includes around 200 indicators on strategic sectors and is instrumental in ensuring comparability of data across PICTs. This is especially valuable in tracking progress towards development goals such as the SDGs.

Goal 2: Pacific communities are empowered and resilient

5. **Improve multi-sectoral responses to climate change and disasters**, in areas within SPC's mandate, by supporting PICTs to plan climate change and disaster risk management and strengthen national responses through using integrated approaches to community adaptation, including initiatives based on education, ocean and coastal geoscience, risk assessment, and GIS and related technology.

   SPC also contributes to improving the adaptation of agricultural systems and coastal fisheries to climate change by supporting PICTs in the development of adaptive management techniques and tools to improve livelihoods.

6. **Advance social development through the promotion of human rights, gender equality, cultural diversity (traditional knowledge and cultural practices) and opportunities for young people.** Social development will increasingly underpin SPC's programmes. SPC promotes resilience and empowerment in relation to complex challenges, such as climate change, environmental degradation and non-communicable diseases. This work includes assistance for gender mainstreaming activities, developing policies and legislation, and improving the capacity of governments and civil society for advocacy and for monitoring the implementation of human rights standards.

Goal 3: Pacific people reach their potential and live long and healthy lives

7. **Improve multi-sectoral responses to non-communicable diseases and food security.** SPC works in the areas of agricultural genetic resources, coastal fisheries and aquaculture to ameliorate the negative impacts of climate change and overfishing on food security. SPC's Centre for Pacific Crops and Trees (CePaCT) assists PICTs to conserve and use the Pacific region's genetic resources, including providing growers with access to both traditional and improved crop cultivars. The sustainable management of fisheries resources, and the development of aquaculture, across the region, supports ongoing access to the main source of protein for communities across the Pacific.

8. **Strengthen regional public health surveillance and response.** SPC is the coordinator of the region's Pacific Public Health Surveillance Network (PPHSN) – a voluntary network of countries and organisations working together to improve public health surveillance in the region through early detection and response.

9. **Improve education quality.** SPC assists PICTs to improve the quality of their educational achievement by supporting curriculum development, the development of teacher and school leadership standards and frameworks, educational assessment, research, and policy development. SPC also maintains the Pacific Register of Qualifications and Standards.

Strategic organisational objectives

In supporting members to achieve their development goals, SPC works with a range of partners, drawing on our scientific and technical expertise, and our knowledge of and experience in wider social, economic and environmental issues to realise lasting improvement in Pacific people's lives.

SPC will focus on five strategic organisational objectives to further improve our effectiveness, including adapting to our members' evolving development contexts and priorities. The following diagram illustrates how these organisational objectives support our members.

a. Strengthen engagement and collaboration with members and partners

Strong member engagement is critical in ensuring the ongoing relevance and effectiveness of SPC's work. A key priority for SPC, elaborated in this Strategic Plan, is to enhance our engagement with members to deepen our understanding of their priorities, values, cultures and contexts. We will continue regular dialogue with members and explore options for increasing SPC's presence in countries. SPC will continue to broker partnerships between members to facilitate intra-regional collaboration and sharing of skills in key areas. SPC will also strengthen existing partnerships, including with CROP agencies, build new relationships, and contribute to strengthening regional mechanisms to address development challenges.

Expected result:

- Strong engagement by members in SPC's programmes and closer collaboration between SPC and its partners, which enhances the relevance and effectiveness of SPC's work.

b. Strengthen technical and scientific knowledge and expertise

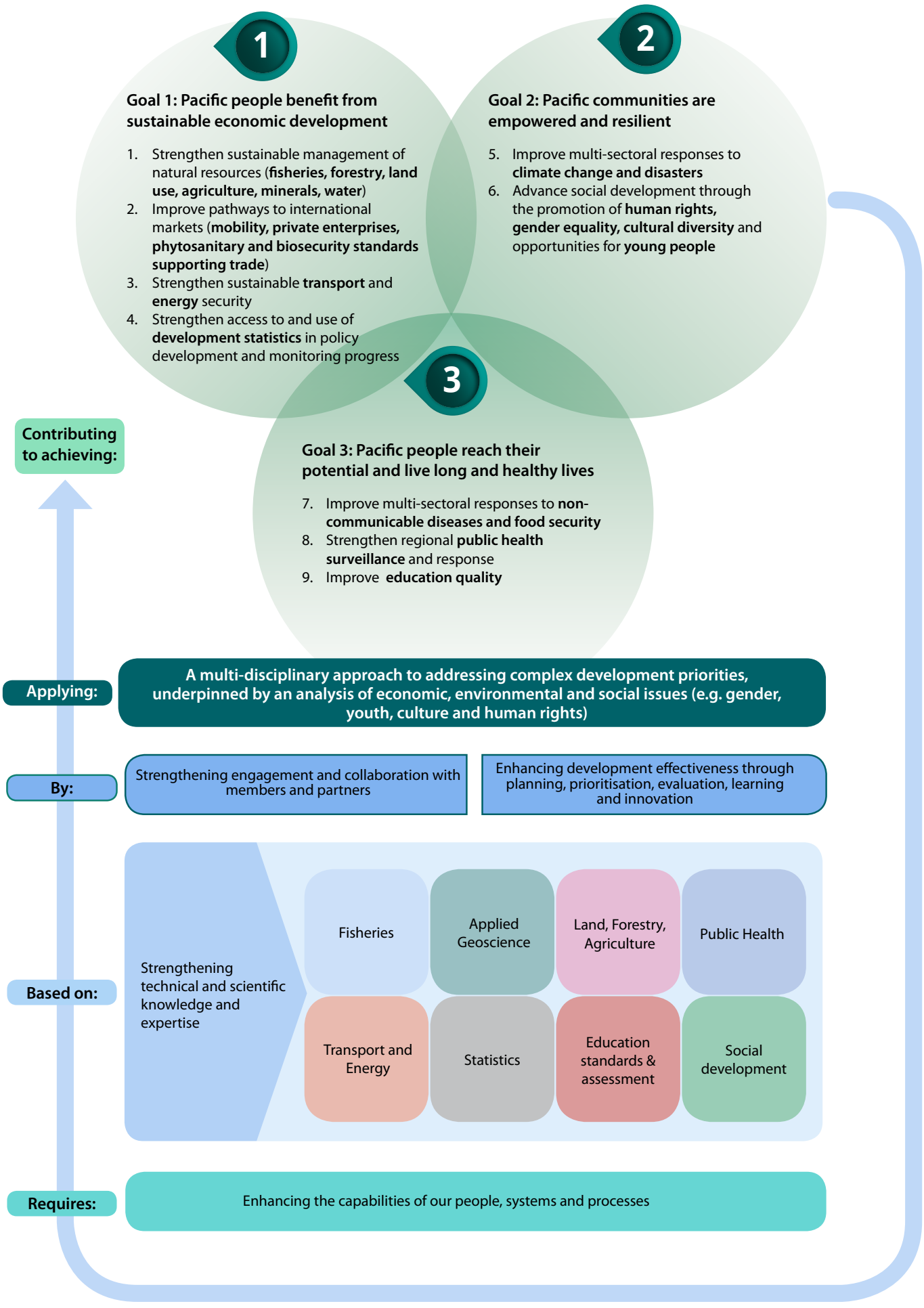
SPC provides a regional resource of specialist technical expertise to strengthen or, in some cases, supplement regional and national capacity. These approaches have advantages of economies of scale in addressing regional and national development challenges across sectors.

SPC is committed to building on our scientific and technical strengths in areas relevant to members' development priorities.

SPC will be proactive in exploring the establishment of *areas of excellence*. These will be based on areas in which we have comparative advantages in terms of specialised skills, knowledge and experience, and on identified priorities in the Pacific region. In these areas we aim to be recognised for our effectiveness and outstanding performance. Developing these areas of excellence may involve strengthening linkages with leading external institutions, leveraging complementarities with other sectors, and developing more innovative ways of working across SPC's programme areas. We anticipate that initial areas of excellence will be developed around SPC's internationally recognised regional public goods, including fisheries science, public health surveillance and the conservation and use of plant and tree genetic resources. Further areas of excellence may be developed later, based on appropriate evidence and in consultation with CRGA.

Expected result:

- SPC's scientific and technical expertise is further enhanced to increase the relevance and effectiveness of its work in supporting achievement of members' development goals.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Goal 1: Pacific people benefit from sustainable economic development
1. Strengthen sustainable management of natural resources (fisheries, forestry, land use, agriculture, minerals, water)
2. Improve pathways to international markets (mobility, private enterprises, phytosanitary and biosecurity standards supporting trade)
3. Strengthen sustainable transport and energy security
4. Strengthen access to and use of development statistics in policy development and monitoring progress
2
Goal 2: Pacific communities are empowered and resilient
5. Improve multi-sectoral responses to climate change and disasters
6. Advance social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people
3
Goal 3: Pacific people reach their potential and live long and healthy lives
7. Improve multi-sectoral responses to non-communicable diseases and food security
8. Strengthen regional public health surveillance and response
9. Improve education quality
Contributing to achieving:
Applying:
A multi-disciplinary approach to addressing complex development priorities, underpinned by an analysis of economic, environmental and social issues (e.g. gender, youth, culture and human rights)
By:
Strengthening engagement and collaboration with members and partners
Enhancing development effectiveness through planning, prioritisation, evaluation, learning and innovation
Based on:
Strengthening technical and scientific knowledge and expertise
Fisheries
Applied Geoscience
Land, Forestry, Agriculture
Public Health
Transport and Energy
Statistics
Education standards & assessment
Social development
Requires:
Enhancing the capabilities of our people, systems and processes

c. Address members' development priorities through multi-disciplinary approaches

SPC has a strong comparative advantage in being able to bring a multi-disciplinary approach to addressing some of the region's most complex development challenges, including climate change, disasters, non-communicable diseases, gender equality, youth employment, food and water security, and biosecurity for trade.

SPC will design, develop and implement relevant multi-disciplinary programmes, based on evidence and consultation. Analysis of, and responses to, social issues (gender, youth, culture and human rights), and environmental and economic issues, will be prioritised and mainstreamed, wherever possible, in all SPC programmes, and this will be facilitated by the regular collection of statistics. We will work closely with our members and partners to improve cross-sectoral coordination at national and regional levels.

Expected result:

- Enhanced, evidence-based, multi-disciplinary approaches to the design and implementation of programmes addressing national and regional development issues (including the analysis and prioritisation of responses to social, environmental and economic issues).

d. Improve planning, prioritisation, evaluation, learning and innovation

The effectiveness of SPC's work with members depends on having in place appropriate planning, prioritisation, evaluation and learning processes. In our programming we will focus on understanding what is working, what is not working, and why, and will apply this knowledge to further improve programme design and implementation and develop innovative approaches. We will further engage our members in programme design and evaluation to increase joint accountability for programme performance and to ensure better understanding of the impact of SPC's work.

Expected result:

- An enhanced organisational performance management system is implemented, which strengthens the alignment between planning, prioritisation, evaluation and learning, and improves the effectiveness of SPC's work with members.

e. Enhance the capabilities of our people, systems and processes

To achieve members' development goals and the objectives of this Strategic Plan, SPC will need to ensure that it is 'fit for purpose', which will include improving the effectiveness and efficiency of internal services, systems, policies, infrastructure and management. To better serve our members, we will invest in developing an organisational culture that embodies our values, promotes greater internal collaboration, and ensures our staff are engaged and supported and their skills are developed. We will further improve our communication, systems and processes to increase awareness of SPC's services, and to enhance the visibility of the impact of our work, in conjunction with members and development partners.

To assure the sustainability of SPC's functions, we will increase our resource mobilisation efforts and strengthen financial management. We will further integrate risk management principles and practices into finance and administrative systems. This will be accompanied by improved alignment of governance, management and administrative systems, and transparent and accountable decision-making.

Expected result:

- An efficient organisational culture championed by motivated and committed staff. Enhanced organisational support services and improved financial and risk management that underpin efficient service delivery and organisational sustainability.

Implementing the Strategic Plan

Achieving the strategic objectives of this Strategic Plan depends on aligning SPC's work to the priorities outlined in this plan, and managing organisational performance with appropriate recognition of finite resources.

Priority setting

Members value SPC's range of expertise and the opportunities this provides for integrated and creative approaches to complex development challenges. SPC recognises that finite resources require targeted work planning, and we will prioritise our work and allocate resources according to the development priorities of members, SPC's comparative advantages, the strategic objectives of this plan, and the challenges of regionalism. These criteria are elaborated below.

1. **Relevance to regional priorities and regional public goods.** SPC will support programmes and projects that are identified as regional priorities and those that can be characterised as regional public goods. These include programmes and projects that would be defined, in the Framework for Pacific Regionalism and the SAMOA Pathway, as services that can be most effectively and efficiently provided through cooperation at the subregional or regional level. These services should support national priorities, complement national capacity, promote a regional issue, position or norm, and result in economies of scale and increased sustainability. They include the provision of fishery science information, public health surveillance, registration of qualifications, large-scale educational assessment, and conservation and use of agricultural genetic resources.

2. **Relevance to national contexts and priorities.** SPC will focus on providing services that contribute to achieving PICTs' national priorities, where in-country ownership and commitment is clear and the context is conducive to achieving programme objectives. We will maintain our commitment to understanding and responding to national contexts and perceptions, and to formulating effective interventions.

3. **SPC's specialist scientific and technical expertise and experience add value.** SPC will undertake programmes or projects that are within our areas of technical and scientific expertise and experience, and where PICTs have limited capacity. In special circumstances SPC will also consider projects in emerging priority areas of importance to members in which we may wish to develop our expertise. SPC will phase out aspects of programmes where expertise can be provided effectively through country-based suppliers, other development partners or through South-South cooperation between members or more widely.

4. **Strong likelihood of effective development outcomes.** SPC will prioritise programmes that have a clear purpose and realistic expectation of effective development outcomes. We will also incentivise good programme design, evaluation, learning and innovation.

5. **Value for money.** SPC will prioritise programmes where investment models predict the efficient uses of resources. This process includes ensuring that SPC's costs are benchmarked for efficiency and are properly included in project budgets.

SPC's priority-setting approach

Performance management

This Strategic Plan sets out the Pacific Community's strategy and objectives for the next five years. Progress will be monitored through a planning, evaluation, learning and reporting system that will manage, incentivise and track progress towards the implementation of the strategy. The diagram below outlines the key components of this system, which aligns strategy, planning, budgeting, evaluation, learning and reporting, from the corporate level through to programmes, teams and individual staff. By aligning programme and financial management, the Strategic Plan ensures that evaluation and learning informs decision-making about ways to improve programme performance and financial allocation. It also ensures SPC's accountability to members and to all internal and external stakeholders.

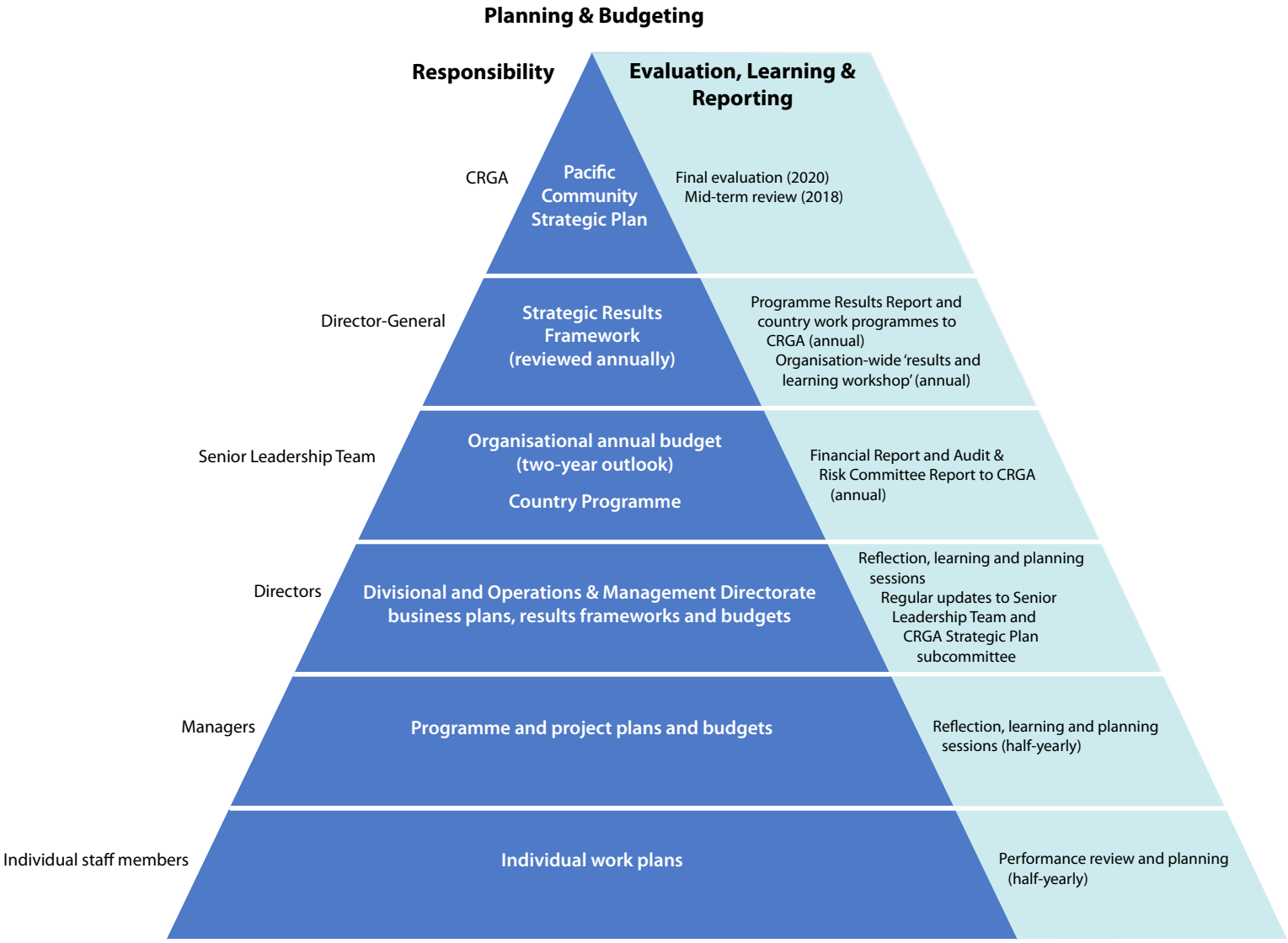
A key part of the planning, evaluation and learning system is SPC's Strategic Results Framework. The framework outlines performance information (including both quantitative indicators and qualitative evidence) for assessing progress in achieving the development and organisational objectives of this Strategic Plan. The Strategic Results Framework is a high-level descriptive document to allow holistic assessment of progress across SPC's programmes during the five-year period of the Strategic Plan. More specific indicators for each objective are included in business plans at the programme level. Progress achieved against the expected results will be assessed by teams across SPC at regular (half-yearly) 'reflection, learning and planning' sessions. Key achievements, challenges and lessons learned will be discussed, and these will be used to inform programme management and improvement, and will also be reported annually to CRGA in SPC's Programme Results Report. A mid-term review of progress against the Strategic Plan's goals and objectives will be conducted in 2018, and the results will inform any revision or updating of the plan. The final evaluation in 2020 will inform the development of the new Strategic Plan for the next period.

SPC's members have had significant input to the Strategic Plan and will continue to take lead roles in shaping and monitoring its implementation through a CRGA subcommittee established for that purpose. The subcommittee's oversight will contribute to ensuring that SPC delivers the greatest possible value to its members at the most effective cost.

Risk management

During the plan period SPC's Audit and Risk Committee, established by CRGA, will continue to provide oversight of internal audit and risk management processes. At a programmatic level there are numerous risks to delivering development results in the Pacific, and programmes are required to identify risks and mitigation measures during programme design and implementation.

Managing implementation of the Strategic Plan



Sustainable Pacific development through science, knowledge and innovation

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