



SECRETARIAT OF THE PACIFIC COMMUNITY
FORTY-FOURTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(Noumea, New Caledonia, 4–7 November 2014)

AGENDA ITEM 5: PROGRAMMES DIRECTORATE REPORT

AGENDA ITEM 5.1 REPORT ON PROGRAMME RESULTS

(Paper presented by the Secretariat)

SUMMARY

1. This paper and session focus on SPC's first Programme Results Report (PRR). The development of the PRR comes in response to members' guidance on institutional focus and direction, and marks an important evolution in SPC's continuing effort to deliver the most effective possible development support to its members. The paper presents the substantive highlights of the PRR and invites discussion and feedback on the overall scope and approach of the report.
2. The PRR highlights key results achieved in 2013–2014 across a broad range of sectors contributing to the three overarching development goals that guide the work of SPC:
 - i. The Pacific Region and its people benefit from inclusive and sustainable economic growth
 - ii. Pacific Communities are empowered and resilient
 - iii. Pacific Island people reach their potential and live long and healthy lives

It also reports on SPC's progress towards achieving specific organisational development objectives set out in its Corporate Strategic Plan (2013–2015).

RECOMMENDATIONS

3. CRGA is invited to:
 - i. note the presentation of SPC's first Programme Results Report (2013–2014) and its emphasis on how SPC's work contributes to members' long-term sustainable development goals;
 - ii. endorse SPC's increased focus on an integrated, multi-sector approach and the organisational changes being made to facilitate this approach.
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REPORT ON PROGRAMME RESULTS

Purpose

4. The paper presents the highlights of SPC's first Programme Results Report, which describes the results of SPC's work over the 2013–2014 period, and invites discussion and feedback on the overall scope and approach of the report.

Background

5. Members asked the secretariat to maximise the effectiveness of its recognised traditional strength – its technical and scientific sectoral expertise – by applying it through a better integrated, more developmentally focused, multi-sector approach to development challenges.
6. Spurred by the Independent External Review (2012) and the development of the SPC Corporate Strategic Plan (2013–2015), and informed by extensive consultation with members and other development partners, SPC has undertaken a process of significant change. This process has been driven by the will to more deliberately focus on the actual developmental effectiveness and responsiveness of our work.¹ At the heart of the agenda for change have been the creation of a unifying Programmes Directorate; the establishment of the Deputy Director-General (Programmes) role; the strengthening of SPC's evaluation and learning capability and culture; and several organisational development initiatives.
7. Leading and implementing this organisational change – and associated changes in capacity, systems, procedures, team dynamics and culture – have been an overarching priority of the Programmes Directorate. This has meant shifting the focus progressively from project activities to results and programmatic impact. It has also meant creating the conditions for teams to evolve from a silo-based, vertical structure to one Programmes Team that approaches development challenges with a joined-up outlook and, while drawing from sectoral technical knowledge, makes the most of *all* the expertise available in-house.
8. A key ingredient of SPC's effectiveness lies in *responsiveness* – in the ability of the organisation to listen sensitively and attentively to countries' specific needs and circumstances with an understanding of their overall development strategy. In recognition of the complex, interrelated nature of development, and with our commitment to maximise the effectiveness of our contribution, SPC is developing an enhanced process of programme development at country level. Under this process, country programming will be based on proactive, ongoing and broadly based consultation with each country or territory, with a view to delivering technical quality that best aligns with members' overall development priorities. The objective is to shape a technical cooperation programme that is as developmentally effective and sustainable as possible in meeting the needs of the societies we serve.

Programme Results Report 2014–2014

9. The Programme Results Report (PRR) is a tangible result of the evolutionary changes described above and embodies the commitment to quality and rigour, passion, collegiality and professionalism of all SPC staff. The PRR highlights key results achieved in 2013–2014 across a broad range of sectors contributing to the three overarching development goals that guide the work of SPC:
 - i. The Pacific Region and its people benefit from inclusive and sustainable economic growth

¹ Please refer also to CRGA Paper 6.1, 'Corporate Agenda for Change: Enhancing Programme Effectiveness and Impact/Development Effectiveness'.

- ii. Pacific Communities are empowered and resilient
 - iii. Pacific Island people reach their potential and live long and healthy lives
10. It also reports on SPC's progress towards achieving specific organisational development objectives set out in its Corporate Strategic Plan (2013–2015). The Country Programme Reports provide specific information on the results of work done in cooperation with our 22 island member countries and territories.

Goal 1: The Pacific region and its people benefit from inclusive and sustainable economic growth

11. Key results that SPC contributed to under this development goal include the following:

Sustainable management of strategic natural resources: Fisheries represent the region's largest renewable resource, providing employment and significant revenues. As the regional centre for tuna fisheries science and information, SPC collates and analyses oceanic fisheries data to provide scientific advice to countries, subregional and regional agencies to inform appropriate conservation and management measures. It also contributes to enhancing country capacity in many areas and continues to manage the region's tuna data holdings using the Tuna Fisheries Database Management System.

Land, agriculture and forestry management: SPC contributed to more effective resource management by developing capacity in policy development, economic analysis, and technical advice on forestry and agricultural practices.

Deep Sea Minerals (DSM): DSM presents an alternative economic development opportunity that could bring about significant economic prosperity if managed appropriately and sustainably. SPC contributed to laying the foundations to this end through providing legal and policy advice, which has been adopted by Pacific Island countries and territories (PICTs).

Maritime boundaries: Defining boundaries allows for improved ocean governance and management of resources within national jurisdictions. SPC provides technical assistance and data to support PICTs in mapping their territorial sea limits and protecting their natural resources. Currently, 58% of all boundaries have been defined in the region.

Exports to international markets: SPC provided support for 42 small and medium enterprises from 15 PICTs in the forestry, agriculture, and aquaculture sectors in areas ranging from production to processing, value-adding, and marketing. It also provided technical assistance in the phytosanitary and biosecurity strategic areas. This assistance contributed to job creation, export revenue and access to new markets.

Qualified labour force: SPC was instrumental in the benchmarking of national qualifications, international recognition of Pacific qualifications and nationalisation of the Form 6 Pacific Senior Secondary Certificate, for greater labour mobility, national ownership and accountability.

Infrastructure – Transport: Sound infrastructure is key to improving conditions for economic growth.

Working closely with governments and the private sector, SPC was instrumental in strengthening the reliability and affordability of shipping for four island states through the formation of the Central Pacific Shipping Commission. SPC also provided technical assistance to support efficient and safe movement of shipping cargo, safety and security for seafarers, and continued compliance with international requirements.

Infrastructure – Energy: To increase the reliability and affordability of energy, SPC worked with six PICTs to develop national energy plans and national legislation and regulations to strengthen enabling conditions for stronger economic and social development.

Data for sound policies: SPC provided technical support for sound statistical data collection and analysis to inform evidence-based policy making as a key prerequisite for economic growth and development throughout the region. SPC developed and maintains the Pacific regional statistics database with some 200 indicators on strategic sectors in PICTs, and has been instrumental in improving the comparability of data across the Pacific.

Goal 2: Pacific Communities are empowered and resilient

12. SPC contributed to the following key results under this development goal:

Human rights: To support the efforts of PICTs to pursue sustainable and inclusive development, SPC worked with development partners to support six countries in complying with the United Nation’s Universal Periodic Review process, as part of accountability on human rights standards. It contributed to national capacity development and good governance through extensive training.

Empowerment of women and protection against violence: Through expert legislative support, gender mainstreaming stocktakes, awareness-raising, and dedicated interventions, SPC has been instrumental in promoting change across government policies, plans and programmes, and in supporting members’ commitment to legislative change to protect women and children from violence. This work has contributed to the passing of Family Protection Bills in three PICTs to-date, with national consultations underway in a fourth.

Resilience to disasters and the effects of climate change: SPC led the development of the regional Strategy for Climate and Disaster Resilient Development in the Pacific (SRDP). SPC was instrumental in mobilising EUR 19 million in new funding to support PICTs to better prepare for, respond to, and recover from, disasters and climate change. In addition, SPC worked closely with PICTs to address country-specific vulnerabilities to natural disasters.

A key part of SPC’s work draws on its comparative advantage of being able to bring multi-sector, integrated approaches to strengthen community resilience to climate change and disasters, e.g. working with 11 PICTs on a community-based ecosystem bringing together government and other partners across all sectors that impact on coastal fisheries. This community centred, multi-sector, ‘ridge-to-reef’ approach has empowered women and youth to participate more actively in fisheries management.

Through applied geoscience, SPC delivered practical scientific and technological assistance to address the challenges of climate change and disasters, including risk assessment of inundation of coastal zones; GIS and remote sensing technology for disaster recovery and rehabilitation; and scientific research and analysis of impacts of climate change on tuna stocks, coastal fisheries, and aquaculture.

Improved food security and livelihoods: To strengthen food security in the face of climate change and disaster risks, SPC’s Centre for Pacific Crops and Trees (CePaCT) conserves and distributes improved crop diversity and genetic resources, including nutrient-rich, disease-resistant and climate-resilient varieties of traditional crops. A large quantity of crop plant material has been distributed to 16 PICTs. SPC also assists communities with post-disaster recovery efforts through the development of local field genebanks.

Coastal fisheries: SPC was instrumental in facilitating community-based management approaches amongst coastal communities, strengthening institutional and staff capacity and conducting coastal fisheries resource assessment and habitat surveys. Such surveys inform strategic policy development,

including coastal fisheries management plans, regulations and climate change adaptation measures. SPC supported the development of alternative livelihood and food security opportunities, and worked with governments and local enterprises in six PICTs to develop their aquaculture sectors, under the framework of a Regional Aquaculture Strategy.

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

13. SPC contributed to the following key results under this development goal:

Health: Supporting better responsiveness to regional public health challenges, SPC played a lead role in strengthening regional coordination including through the development of the Pacific Health Development Framework 2014–18, the Pacific Non-Communicable Diseases (NCD) Partnership, and the Pacific Sexual Health and Well-being Shared Agenda 2015–2019. With SPC support, 11 PICTs are now fully implementing the recommended comprehensive STI control and prevention strategy for the Pacific. As part of the fight against NCDs, four PICTs have increased taxes on tobacco, with some also imposing a tax on sugar sweetened beverages and other unhealthy products. SPC continued to coordinate the Pacific Public Health Surveillance Network (PPHSN), which provides a critical regional service in early outbreak detection and response. To strengthen capacity in epidemiology, SPC led the establishment of an accredited training programme at Fiji National University, which has trained 86 health professionals from eight PICTs since its inception in August 2013. SPC also continued to manage regional health grants through which PICTs can access major funding programmes such as the Global Fund Multi-Country Grant.

Water and sanitation: To improve access to safe water and sanitation, SPC supported 14 PICTs and development partners in implementing the Pacific Integrated Water Resources Management (IWRM) programme. This has led to improved community access to water and sanitation and 13 PICTs have drafted National IWRM strategy action plans, most of which have been endorsed by their governments. The IWRM also successfully strengthened capacity and sustainability at national and regional levels through upgrading skills, effective twinning programmes and sharing information and knowledge across the region.

Social statistics: SPC worked with 14 PICTs in assessing their civil registration and vital statistics system and identifying national priorities for improvement. Tangible results are already emerging, such as improvements in the birth registration of children in some PICTs. SPC has also been working with PICTs and development partners to improve educational statistics and associated management information systems.

Literacy and numeracy: SPC worked with PICTs in the development and implementation of a new regional baseline assessment of literacy and numeracy as well as a new benchmarking system focusing on education systems. This provides useful national and regional information for education policy makers, school authorities, and teachers planning and implementing interventions to improve literacy and numeracy across the region.

Thriving culture: SPC provided support to strengthen cultural sectors across the Pacific, fostering the development and implementation of national cultural policies and working closely with the Council of Pacific Arts and Culture.

Programme Management Development

14. To continue strengthening the effectiveness of its work and its responsiveness to the development needs of PICTs, SPC encourages learning within all programmes with the aim of informing long-term programme design and delivery. The following lessons learnt will be prioritised in improving delivery of services to SPC's Pacific Island members in the coming year:

- Complex development challenges require multi-sector approaches.
- Improving stakeholder ownership tends to improve programme outcomes.
- Retaining skilled and experienced staff is critical to programme improvement.
- Quality data is critical in properly assessing results.
- Multi-level engagements require vigilance on transaction costs.

Progress in organisational reforms to improve effectiveness and efficiency

15. The PRR presents an update on progress made towards the following organisational goals identified in the SPC Corporate Strategic Plan (2013–2015), which were based on the recommendations of the 2012 Independent External Review:
- Prioritising services and approaches with the largest potential impact
 - Improving partnership with island members, refining the approach to joint country strategies and tailoring services to the needs of small island states
 - Increasing the focus on results in planning, monitoring, evaluation and accountability
 - Institutionalising a learning approach to facilitate continuous improvement and innovation
 - Strengthening the focus on larger, more cohesive, priority-oriented programmes
 - Developing more cohesive multi-sector approaches to create greater impact and effectiveness
 - Fostering action-focused collaboration with appropriate partners for more effective service delivery
 - Forming long-term partnerships with members, donors and CROP agencies to deliver regional and ‘subregional’ public goods
 - Improving the core capacity of SPC support services and governance
16. As this work progresses, learning and experience will feed into the design of the next Corporate Strategic Plan, which will take effect in 2016.

Recommendations

17. CRGA is invited to:
- i. note the presentation of SPC’s first Programme Results Report (2013–2014) and its emphasis on how SPC’s work contributes to members’ long-term sustainable development goals;
 - ii. endorse SPC’s increased focus on an integrated, multi-sector approach and the organisational changes being made to facilitate this approach.
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