



SECRETARIAT OF THE PACIFIC COMMUNITY (SPC)

CORPORATE STRATEGIC PLAN

(2013–2015)

HELPING PACIFIC PEOPLE ACHIEVE
THEIR DEVELOPMENT GOALS

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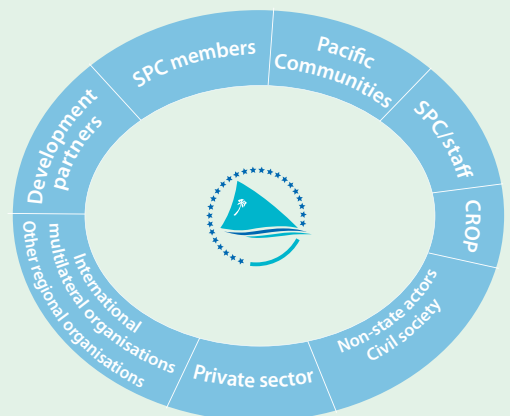
Secretariat of the Pacific Community

Members

The Pacific Community has 26 members: American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United States of America, Vanuatu, and Wallis and Futuna.

SPC was established as an international organisation in 1947 under the Canberra Agreement and works to serve the development goals of its 22 island member countries and territories. Its working languages are English and French.

Stakeholders



Foreword – Chairperson of CRGA

The Secretariat of the Pacific Community (SPC) is at an exciting moment in its development. The reform of the regional institutional framework and resulting merger of the Pacific Islands Applied Geoscience Commission (SOPAC) and South Pacific Board for Educational Assessment (SPBEA) with SPC have created a 'new SPC' with strong comparative advantages in many of the technical and scientific areas that are critical to the Pacific region. It has also created new opportunities to develop integrated solutions to cross-cutting regional challenges, such as climate change, food and water security, and achieving the Millennium Development Goals, that impact on Pacific Island communities and governments. This corporate plan for 2013–2015 is designed to ensure SPC seizes these opportunities on behalf of its members.

In the 66 years since the signing of the Canberra Agreement – the treaty that established SPC as an international, bilingual organisation – SPC has become the principal provider of technical and scientific assistance in the region. A consistent strength of SPC is its broad membership encompassing all 22 Pacific Island countries and territories (PICTS) and four metropolitan members – Australia, France, New Zealand and the United States of America.

The independent external review of SPC in 2012 reaffirmed its central role in the region's development agenda, stressing that SPC's pan-Pacific coverage and broad membership, and scientific and technical strengths, placed it in a unique position to address important regional and transnational development challenges. The review described the 'law of diminishing country size' – that is, as country size falls, countries are more reliant on SPC's technical services. This observation underpins the review team's assessment that 'for many client PICTs, SPC's provision of services is not an option, it is an imperative'.

From its inception, SPC has worked to ensure its programmes add value to national development outcomes. As part of the broader regional institutional framework, SPC will continue to strive for greater complementarity between its work and the work of other Pacific regional organisations and stakeholders.



Hadelin de La Tour-du-Pin

Ambassador,

Representative of France to the Pacific Community,

Permanent Secretary for the Pacific



Foreword – Director-General

It is my great pleasure to present SPC's corporate plan for 2013–2015. The plan provides an overview of our strategic direction for the next three years and outlines our key priorities in striving to deliver optimum services to our 22 Pacific Island members.

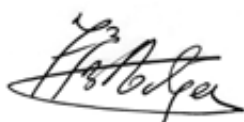
The plan period has been shortened to three years, rather than the six-year period of previous plans, to ensure it remains current in the rapidly evolving Pacific context and to take into account expected transformations in SPC. The plan reflects SPC's broader mandate with the completion of the reform of the regional institutional framework and responds to the recommendations of the independent external review of the organisation carried out in the first half of 2012.

The central theme of the plan is: 'Helping Pacific people achieve their development goals'. This theme recognises the unique role of SPC as the Pacific's principal implementing organisation for the delivery of technical and scientific services.

The plan emphasises the importance of doing business differently, drawing on the major strengths of SPC and its comparative advantages in relation to other regional or international organisations working in the Pacific. This includes increasing SPC's focus on key sector and agreed multi-sector priority areas, and further developing areas of excellence. It also includes working closely with members and donors to clarify the provision and support of 'regional public goods' – critical services that SPC provides for the region and many small island states.

The plan highlights the importance of strategic partnerships in service delivery and of positioning SPC to be the best and most effective organisation it can be.

SPC is fortunate to have a highly capable and committed group of staff. I am confident they, together with the skills and resources of our members and partners, will make the ambitious goals of this plan a reality for the benefit of the Pacific region.



Dr Jimmie Rodgers
Director-General



SPC's vision and mission

Our vision for the region is a secure and prosperous Pacific Community whose people are educated and healthy and manage their resources in an economically, environmentally and socially sustainable way.

Our vision for the organisation is a highly professional, technically competent, bilingual and dynamic regional organisation that delivers excellent services to members in technical areas under its jurisdiction, which add value to and complement members' own efforts to achieve their national sustainable development goals.

Our mission is to help Pacific Island people position themselves to respond effectively to the challenges they face and make informed decisions about their future and the future they wish to leave for the generations that follow.

SPC's corporate values

Our corporate values define the organisation's character and identity, what it stands for, and how it operates to achieve its vision.

- » **Members** – We devote our expertise and energy to delivering services that make a positive difference in the lives of Pacific Island people. We are committed to maintaining a transparent relationship with our members.
- » **Development partners and stakeholders** – We value our development partners and stakeholders and endeavour to maintain a transparent relationship with them.
- » **Staff** – We value the people who work for SPC and their families. They are the ones responsible for delivering SPC's services to members.
- » **Commitment to excellence and relevance** – We strive to deliver excellent services that are directly relevant to members' priorities and add value to their development outcomes.
- » **Commitment to achieving results** – We are committed to a performance framework that enables the impacts and outcomes of our work to be measured.
- » **Governance and leadership** – SPC aims to meet the highest standards of good governance, transparency and accountability, and to exercise sound leadership of the organisation.
- » **Gender equity, cultural diversity and human rights** – We are committed to promoting gender equity, cultural diversity and human rights for all, including in relation to disability and sexuality.
- » **Focus on small island states** – We pay particular attention to the needs and priorities of our small island state members.
- » **Sustainable development** – We are committed to the three pillars of sustainable development: economic development, social development and environmental protection.
- » **Communication** – We are committed to open and transparent communication with our members, staff, partners and stakeholders.

1. Who we are

SPC is an international organisation that works to help Pacific people achieve their development goals by delivering technical, scientific, research, policy and training services.

SPC is owned and governed by the 26 members of the Pacific Community, which include 22 Pacific Island countries and territories (PICTs).

SPC's work programme is driven by PICTs' national development priorities as outlined in the joint country strategies developed with each member. Services delivered by SPC include building and supplementing capacity, and on occasion providing complete services in areas where a PICT has no capacity of its own.

SPC focuses on areas where a regional approach can clearly add value to national efforts and where it has a comparative advantage based on experience and expertise. It also frequently leads or coordinates regional efforts to enhance the impact of development initiatives.

Sectors SPC works in

SPC works across more than 20 different sectors and seeks to leverage added impact through the depth of work made possible by a regional, multi-sector approach. For example, climate change and non-communicable diseases are two critical issues for the Pacific that cannot be tackled adequately by a single-sector approach. SPC's priority sector areas and multi-sector areas for the period of the plan are illustrated below.

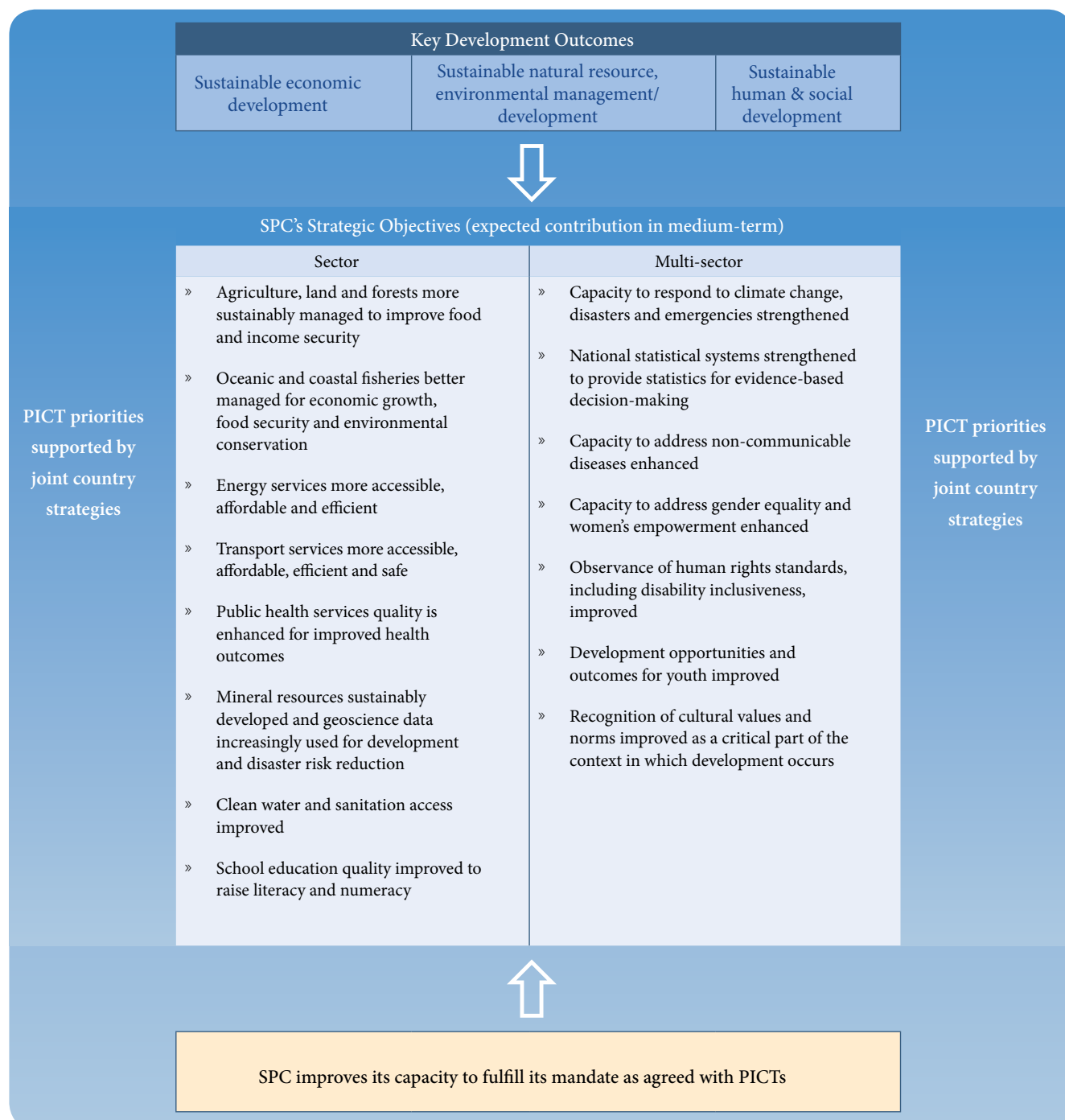
SPC focuses on areas where a regional approach can clearly add value to national efforts and where it has a comparative advantage based on experience and expertise.



SPC's strategic focus

Key development outcomes and links with members' priorities

Vision: A secure and prosperous Pacific Community whose people are educated and healthy and manage their resources in an economically, environmentally and socially sustainable way



Outlook for 2013–2015

SPC sees 2013 to 2015 as a critical period for the Pacific and an exciting time for the organisation. At the end of this period, SPC will be further recognised by PICTs as the key Pacific-owned organisation helping them exploit opportunities and overcome barriers to achieving development results.

Our member PICTs have chosen SPC – their own scientific and technical implementing agency – to support them in achieving their development goals in the areas of work under SPC’s jurisdiction. In this period SPC will take significant steps to achieve excellence in responding to national needs to fulfill its overall aim: *Helping Pacific people achieve their development goals*.

Between 2007 and 2012, SPC experienced considerable growth, both through an increase in programmes and funding and through the merger of the greater part of the Pacific Islands Applied Geoscience Commission (SOPAC) and the South Pacific Board for Educational Assessment (SPBEA) into the organisation. The 2012 Independent External Review (IER) of SPC recognised the accomplishment behind the integration of three previously separate organisations and the expansion of SPC’s programme scope, but also the increasing pressure on its management systems and funding arrangements. The IER outlined a programme of reform to better position SPC to continue to support PICT development needs and its recommendations have helped inform this plan.

The plan highlights how SPC will do business differently as an organisation that now has a broader scope of expertise, a focus on managing for development results, and the ability to take an increasingly multi-sector approach to issues. This necessitates reaching out to a wide range of stakeholders and continuing efforts to work in strong and effective partnership with other agencies, including CROP (Council of Regional Organisations in the Pacific). In this regard, the plan recognises the principles of aid effectiveness embodied in international instruments, particularly the need to respond to and align with PICTs’ own development priorities and context, to improve partnerships, and to coordinate the efforts of development actors based on the capacity of countries and territories to utilise assistance. SPC’s aid effectiveness practice will include furthering its commitment to synchronise missions to member countries with development partners and to play a leadership role in better coordinating development efforts where possible.

The following sections describe how SPC will deliver on these priorities, with specific indicators, baselines and targets included in the Corporate Results Framework (Section 5). The separate strategic plans of SPC’s seven technical divisions contain more detailed objectives within each programme area.



2. SPC's approach to delivering results

SPC's ability to add value comes not only from what we do, but the way we do it. SPC is more than simply a regional service provider; it also has an understanding of the needs of small island states and the importance of tailoring services to meet those needs.

How SPC adds value to development for regional, subregional and targeted groups, and individual members:

1. **Providing cost-effective specialist services due to economies of scale.** SPC facilitates services where they can be provided more cost effectively through a regional organisation and adds value to individual national efforts. Wherever feasible, this includes utilising and developing existing skills in PICTs.
2. **Supporting the sustainable management of shared natural resources and the environment.** For example, SPC holds unique regional knowledge and expertise in programmes on oceanic fisheries and seabed resources and in facilities such as the regional repository for geological data and the Centre for Pacific Crops and Trees.
3. **Promoting region-wide norms and standards** and supporting the collection and monitoring of high-quality data and statistics.
4. **Facilitating transboundary coordination,** south-south cooperation and regional alignment of skills and resources around specific issues, e.g. climate change and disaster risk reduction.
5. **Piloting initiatives** where a regional approach can provide impetus and wider expertise.
6. **Influencing global agendas relevant to the Pacific** to position PICTs by providing international organisations, including the United Nations and its agencies, with evidence derived from SPC's resources of data and experience and from implementing technical programmes in the Pacific context.

Joint country strategies (JCS)

The JCS developed between members and SPC provide the platform for service delivery. The JCS currently present in one document the totality of SPC's support to each member across all of SPC's technical and scientific programmes. Each JCS presents the agreed outputs and results that all SPC programmes are expected to produce in each PICT together with the appropriate success indicators to link them to the higher-level development outcomes they contribute to.

During the plan period, SPC will further refine JCS processes to ensure they are efficient, useful and relevant, and that they align closely to national development priorities.

How SPC will do business differently

In line with the recommendations of the 2012 independent external review and to strive for excellence, respond better to members and deliver results, SPC will adapt its ways of doing business over the period of this plan. In particular, SPC aims to focus on the following organisational goals intended to improve its own capacity to deliver results towards the key development outcomes:

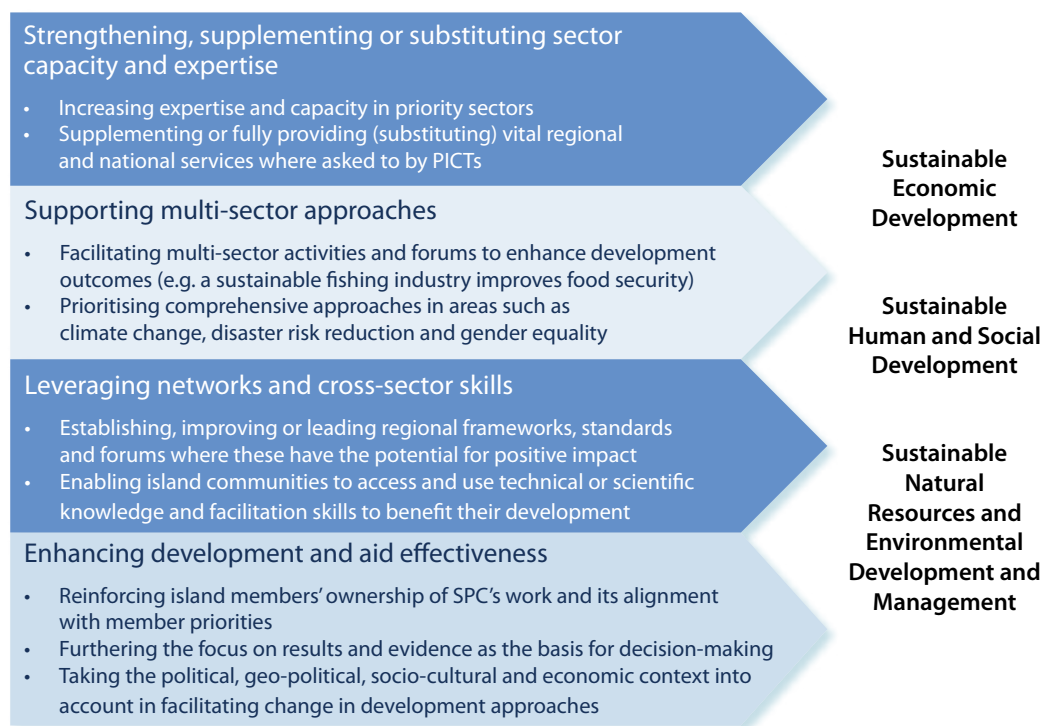
- Prioritising services and approaches with the largest potential impact
- Improving responsiveness and partnership with island members, including refining the approach to joint country strategies and tailoring services to the needs of small island states
- Increasing results-focus in planning, monitoring, evaluation and accountability
- Institutionalising a learning approach to facilitate continuous improvement and innovation
- Strengthening the focus on larger, more cohesive, priority-oriented programmes and further development of areas of excellence
- Developing more cohesive multi-sector approaches to create greater impact and effectiveness
- Fostering action-focused collaboration with worthy partners for more effective service delivery
- Agreeing on long-term partnerships with members, donors and CROP agencies to deliver regional and sub-regional 'public goods'¹
- Improving core capacity of SPC support services and governance

¹ At the time of producing this plan, the concept of 'public goods' was the subject of debate in the Pacific, amplified by the Pacific Plan Review. For the purposes of this plan, the term is not meant in the economic sense. Rather, it designates services responding to generally recognised needs of a group of Pacific countries where it makes sense (e.g. because of economies of scale) for a regional organisation to provide them wholly or partly. Further, the term as it is used in this document implies that donors and recipient countries not only agree that a regional approach is best to provide these services, but also that there is a long-term (e.g. 10 year) commitment to fund and deliver them.

SPC will closely monitor the implementation of these organisational goals. The corporate results framework for these, including expected medium-term outcomes and indicators, is in Section 5.

SPC aims to be an innovative development resource for the Pacific and is using four complementary approaches to achieve this. The approaches are intended to help the whole of SPC's impact be 'greater than the sum of its parts' in supporting Pacific Island countries and territories to achieve their development goals.

Key development outcomes



How SPC sets its work priorities

SPC works in areas where it can add value with a regional approach. Within these areas, SPC uses the following principles and tests to determine priorities.

Key principles guiding SPC's prioritisation process:

- The priorities of our members determine our direction.
- We are committed to helping PICTs achieve the Millennium Development Goals.
- We focus on providing key services in areas where SPC has a comparative advantage, and where PICTs have limited or no capacity.
- We focus on services that add value to national development goals across the priority sectors SPC works in.

Tests of regionalism – guiding whether the service is best provided by a regional organisation:

- Market test*, to determine if the market is providing a service well (if so, involvement by national governments and/or regional bodies should be minimal).
- Subsidiarity test*, to determine if national or local governments provide the service well (if so, involvement by regional bodies should be minimal).
- Sovereignty test*, to ascertain if the proposed regional initiative increases the effective sovereignty of national governments, acknowledging that regional initiatives shift the management of services to regional bodies but do not shift policy-making, which is a national priority. Where it is agreed by national governments that sovereignty should be shared through a regional approach, this should be clearly articulated.

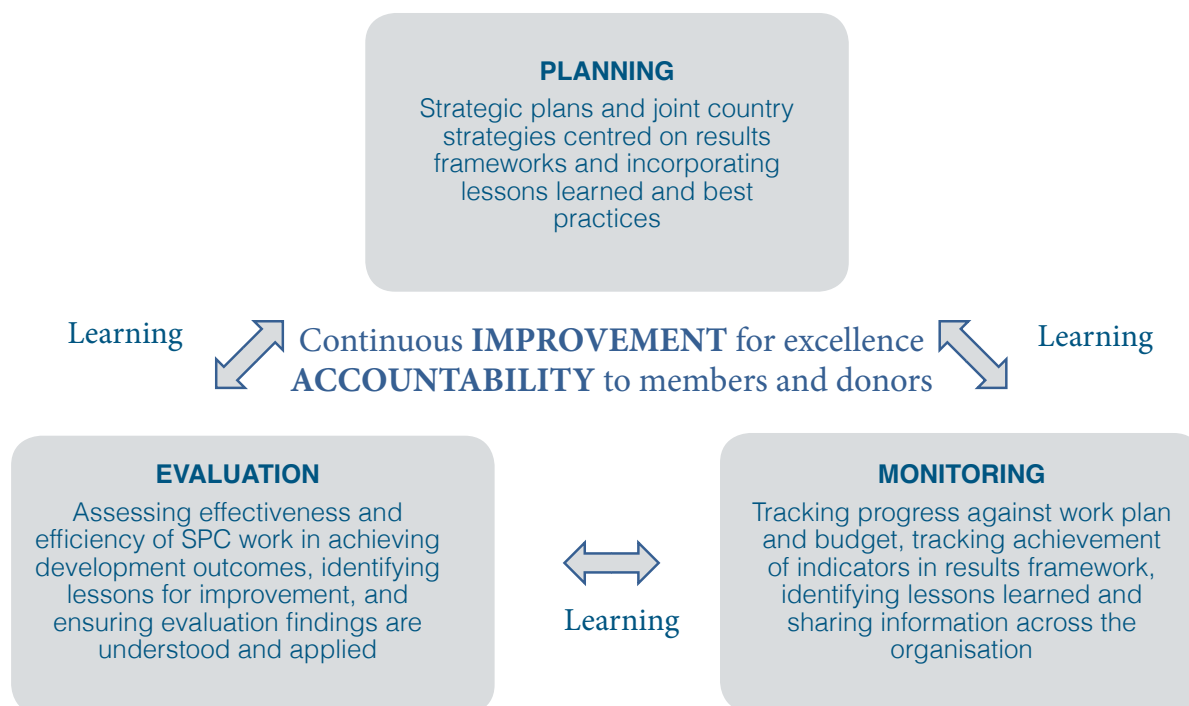
Modes of delivery

SPC uses various **modes of service delivery** to respond to different contexts in planning and executing regional services. Broadly, these include:

- Fully fledged regional programmes involving all PICTs;
- Programmes addressing specific priorities common to a smaller subgroup or subregion of PICTs, such as small island states;
- Implementation of initiatives funded under bilateral arrangements where the recipient member does not have the capacity to manage the initiative and requests that SPC manage the project on its behalf.

3. Monitoring, evaluation and learning for results

SPC is committed to achieving sustainable development outcomes through enhancing its results focus in the areas of planning, monitoring, evaluation, learning and reporting. This commitment focuses on learning for excellence as well as accountability to members and donors. To achieve these aims, SPC has developed a comprehensive framework that enhances the organisation's ability to monitor and evaluate its performance. Through this framework SPC seeks to understand the extent to which its services contribute effectively to development outcomes for members.



We recognise that attribution is difficult to assess as the link between SPC outputs and outcomes and impacts is not a simple linear cause-and-effect relationship. Many external factors influence these relationships, including political, economic, socio-cultural and environmental factors. The impact of actions of national governments and other development partners must also be taken into account. Evaluations will be conducted to better understand SPC's contribution towards these outcomes and the impact of external factors, and to identify lessons for improvement.

This Corporate Strategic Plan is supported by a results framework that presents key indicators for measuring results, along with baselines and targets (Section 5).

Underpinning this high-level corporate results framework are more detailed results frameworks:

- at PICT level – results frameworks are being developed within each JCS to tailor results to each member's national development strategy, and
- at division/sector level – results frameworks are being developed within each division's strategic plan.

During the plan period, SPC will finalise the implementation of the integrated reporting information system (IRIS) system that will enable the organisation, members and development partners to track SPC's outputs and estimated costs by PICT, by funding source, by project or by technical programme or multi-sector priority. This monitoring information from IRIS focuses mainly on the 'what' and 'who' of performance. It provides basic information making it possible to conduct evaluations that examine the 'how', 'why' and 'so what' by gathering additional information, often using a combination of quantitative and qualitative methods (e.g. stakeholder feedback from interviews, surveys and focus groups).

The table below shows how planning, monitoring and evaluation are embedded in every level of SPC's work. Plans set out the results to be monitored, evaluated and reported against. In addition, SPC's work programmes are reviewed regularly, both internally and with key partners, with external reviews taking place during the last year of the strategic plan cycle.

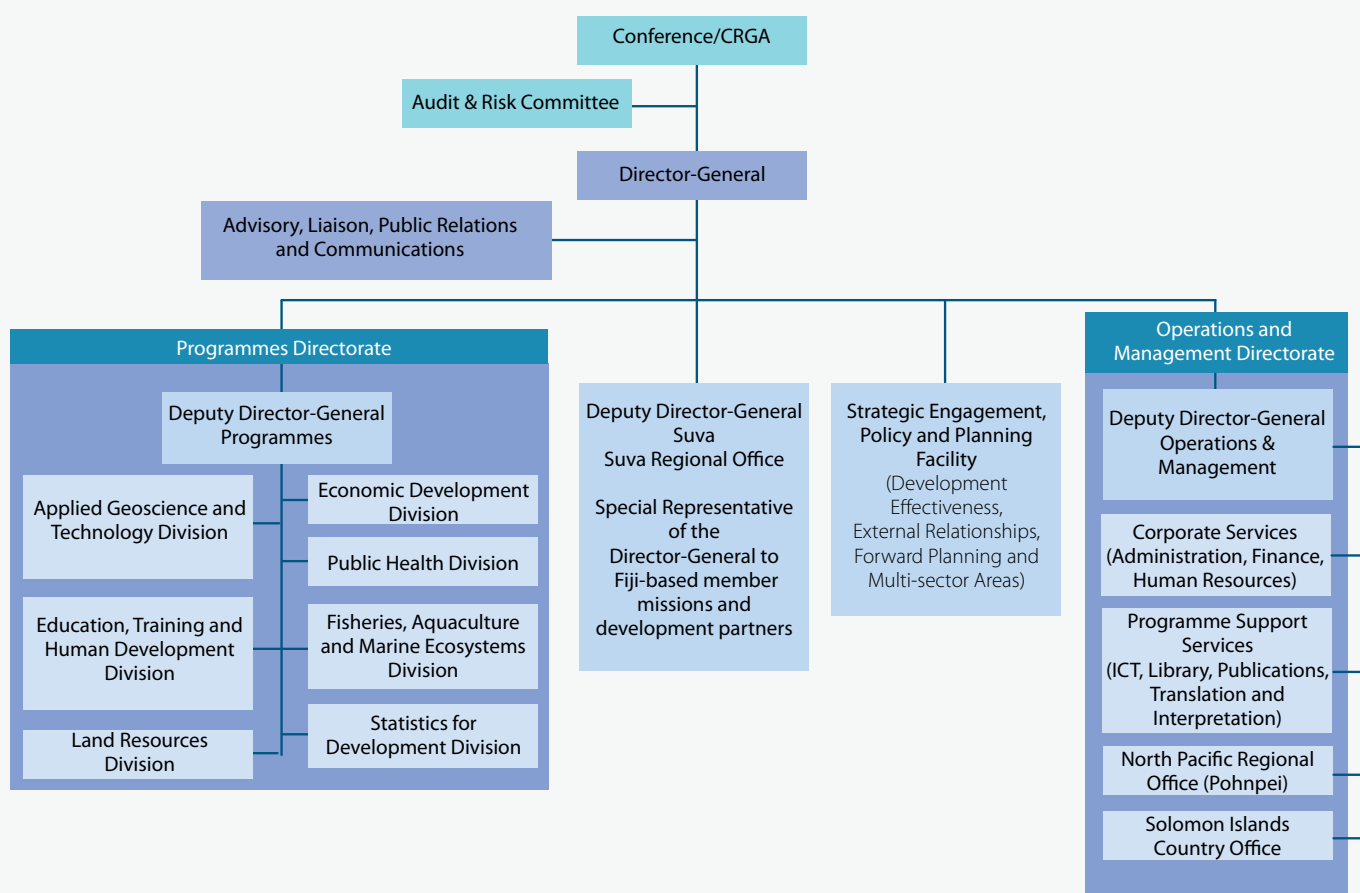
Level	Planning	M&E	Reporting
International/ regional/ national	International conventions; regional frameworks and declarations and national sustainable development plans	National minimum development indicators (NMDI)	MDG and NMDI reports Pacific Plan Report
Corporate	SPC Corporate Strategic Plan	Corporate results framework	Director-General's annual report to Conference and CRGA
	SPC annual budget	Evaluations of multi-sector issues	SPC Annual Report Review of Corporate Plan Reporting on cross-cutting issues
	JCS	JCS results framework and JCS reviews	Country annual report and end of JCS review
Divisional	Divisional strategic plan, annual work plan, annual budget	Division results framework (aligned with Corporate Strategic Plan and JCS)	Divisional report to CRGA – annual Divisional annual reporting Divisional report to feed into corporate JCS annual report
Project	Project plans	Project-specific results framework and evaluation	Project-specific reports to donors
Individual staff members	Individual work plans in performance development system (PDS)	Individual performance framework in PDS	Individual performance assessments in PDS: annual

4. SPC's capacity to implement the corporate strategic plan

Structure

As part of the positioning of SPC for the future and in response to the IER, SPC will be recruiting a new Deputy Director-General, Programmes who will have oversight of all the technical divisions. The aim is to enable further cross-divisional work to enhance and deepen sector and multi-sector impact. In addition to the broader executive, a senior management team will provide a regular focus on organisational issues. This team comprises the Director-General, three Deputy Directors-General and the Director, Strategic Engagement, Policy and Planning Facility (SEPPF).

SPC organisational structure



Technical divisions

SPC delivers its services to members through seven technical divisions, which also work together to address multi-sector priorities, as discussed in the next section. The table below outlines the divisions and illustrates the main programmes in each division (a brief overview of the key work areas in each Division is provided in Annex 1).

Integrating multi-sector priorities across SPC

With its wide range of expertise SPC is able to develop integrated solutions to challenges requiring inputs from multiple sectors.

This approach is part of SPC's new way of doing business, which includes joint programming and delivery across technical service boundaries to achieve better results. The approach strengthens SPC internally, is attractive to development partners seeking integrated solutions and will deliver more comprehensive benefits to PICTs at the national level.

During the 2013–2015 period, SPC will prioritise a number of multi-sector issues, including climate change and disaster risk reduction, gender equality, non-communicable diseases, national and regional statistics and human rights. SPC will also work in the multi-sector areas of food and water security, urbanisation, integrated ecosystems management, youth and culture.

Applied Geoscience and Technology Division	Multi-Sector
<ul style="list-style-type: none">• Ocean and Island Programme• Water and Sanitation Programme• Disaster Reduction Programme	
Economic Development Division (EDD)	
<ul style="list-style-type: none">• Energy Programme• Transport Programme	
Education, Training and Human Development Division (ETHD)	
<ul style="list-style-type: none">• Human Development Programme (Gender and Culture)• Regional Rights Resource Team• Secretariat of the Pacific Board for Educational Assessment	
Fisheries, Aquaculture and Marine Ecosystems (FAME) Division	
<ul style="list-style-type: none">• Oceanic Fisheries Programme• Coastal Fisheries Programme	
Land Resources Division (LRD)	Multi-Sector
<ul style="list-style-type: none">• Biosecurity and Trade Programme• Food and Nutritional Security Programme• Sustainable Agriculture and Forestry Programme	
Public Health Division (PHD)	
<ul style="list-style-type: none">• Research, Evidence and Information Programme• Policy, Planning and Regulation Programme	
Statistic for Development Division (SDD)	Multi-Sector
<ul style="list-style-type: none">• Data collection• Statistical analysis• Data dissemination	

As an example, in food security, SEPPF undertakes a coordination function; the Public Health Division works in the area of nutrition; the Land Resources Division is involved in provision of climate ready seeds, food production, biosecurity/invasive species management and trade; the Fisheries, Aquaculture and Marine Ecosystems Division contributes to food production; the Education, Training and Human Development Division works in the areas of nutrition and community development; the Economic Development Division addresses issues relating to transport (access) and energy (fuel wood, electricity, gas); the Statistics for Development Division contributes to indicators and monitoring, information systems, and trade statistics; and the Applied Geoscience and Technology Division works in disaster preparedness and water.

The following table demonstrates SPC's comparative advantage in providing integrated solutions.

How SPC divisions can respond to multi-sector priorities

Multi-sector		Priority in plan period
Priorities	Gender	Build capacity in Pacific Island communities to address gender issues - further developed during plan
	Human rights approach, including disability inclusiveness	Provide support for PICT compliance with obligations and conventions Apply a human rights approach across SPC programmes and increase awareness of disability inclusive development
	Reducing risks and responding to climate change	Strengthen capacity of Pacific Island communities to respond effectively to climate change
	National and regional statistics	Ensure Pacific national and regional statistics are accessible and are being utilised
	NCDs	Develop a 'whole of organisation' strategy to help PICTs address the NCD crisis
Additional focus areas	Food and water security	Support 'comprehensive and integrated solutions' to address food security
	Urbanisation	Support PICTs to develop solutions, in collaboration with other agencies including the UN System, and contribute to tangible progress in advancing the Pacific Urban Agenda
	Integrated ecosystems management	Focus on an ecosystems-based management approach to achieve a balance between development and conservation of resources
	Youth	Increase engagement in target programmes, e.g. public health and climate change
	Culture	Improve recognition of cultural values and norms as a critical part of the context in which development occurs

Below are details in two example areas – non-communicable diseases and climate change/disaster risk reduction – making clear SPC’s comparative advantage. Where identified, summary goals, objectives and results indicators for these multi-sector issues are included in Section 5.

Multi-sector example 1: Non-communicable diseases (NCDs)

Non-communicable diseases (NCDs) such as heart disease, diabetes and cancer are the cause of 75% of all adult deaths in the Pacific. The rapid rise in NCD incidence is linked to unhealthy diets, tobacco and alcohol use, and lower levels of physical activity associated with changing lifestyles and urbanisation. Factors influencing how people eat, live, work and play are largely outside the control of the health sector.

Many of the solutions to NCDs are also outside the remit of the health sector, including legislation on alcohol and tobacco, and imports of fatty, salty, and sugary foods (legislative bodies); importation of goods (trade ministries and the private sector); customs and tariffs (finance ministries); curriculum development (education ministries); and exercise and healthy living (the community as a whole).

SPC is uniquely placed to lead a multi-sector approach to the prevention and control of NCDs through a coordinated strategy of providing information, support and technical advice through its health, fisheries, land resources, education and training, and statistics for development divisions. A joint campaign by the fisheries and land resources divisions to encourage availability and consumption of fish and locally grown crops could have significant health benefits for the people of the region.

Multi-sector example 2: Climate change and disaster risk reduction

SPC works with other CROP agencies to address the effects of climate change and reduce the risks from disasters in the Pacific Islands. Knowing and managing risk is key to preventing or minimising the impact of events such as natural disasters and disease epidemics. It also underpins the identification, planning and application of many of the adaptation strategies for climate change.

Climate change presents a range of challenges to Pacific Island countries and territories with respect to achieving their development objectives. The region’s climate has already experienced change and significant additional changes are projected to occur over the coming decades. Increased temperatures, changes in rainfall patterns, more intense tropical storms, sea level rise, more frequent and intense floods and droughts, and changes to pest and disease regimes are likely to have profound effects on the health and livelihoods of the people of the Pacific Community. It is essential that climate related risks be managed effectively across all sectors and that appropriate adaptation and risk management responses be fully embedded in sector development plans and programmes.

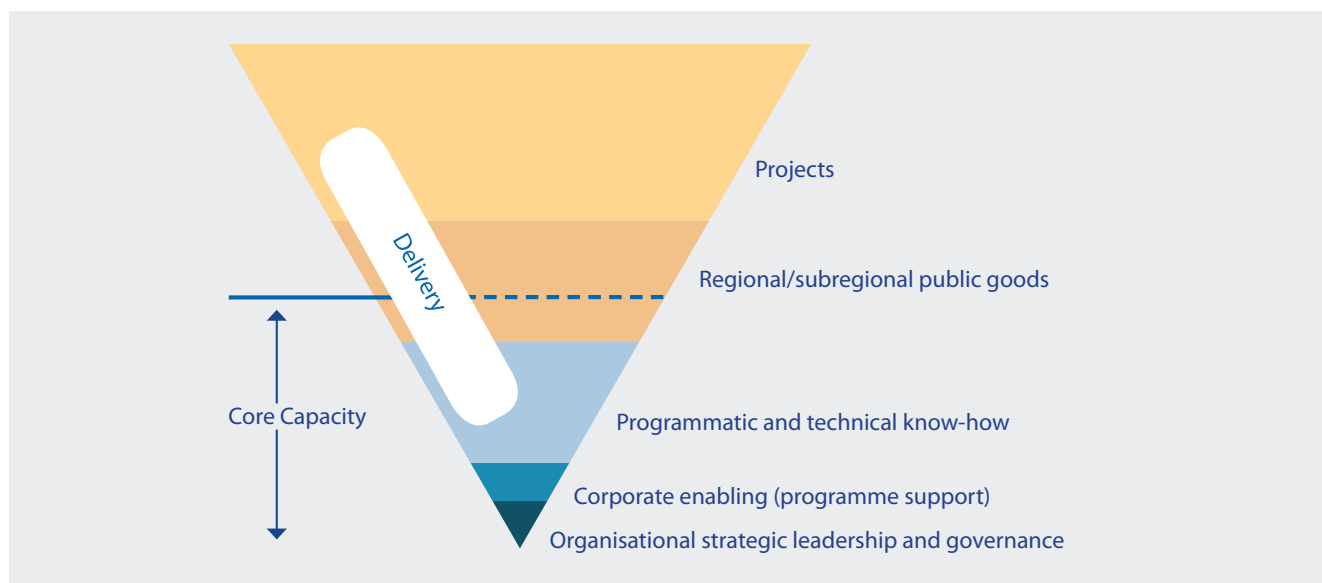
SPC has already put in place a range of measures including establishing internal coordination and monitoring mechanisms across all divisions and programmes. SPC undertakes joint multi-divisional consultation and technical support missions at the country level, and works in partnership with member PICTs and other development partners to formulate and implement multi-sector adaptation initiatives. SPC has also attracted considerable financial resources to expand the level of climate change support services it provides to members.

SPC is supporting communities in their efforts to adapt to climate change through two multi-sector community-based projects (in Lifuka, Tonga and Choiseul Province, Solomon Islands) that tackle climate change vulnerabilities across a range of different sectors simultaneously, and target a specific geographic area to enable maximum impact.

SPC has commenced the important process of integrating its climate change and disaster risk management (DRM) support activities to form a single integrated approach, noting that disaster risk reduction focuses on other risks in addition to climate change. An objective of this plan is to consolidate and build on the cross-agency integration work that has already begun and fully embed best practice climate change and DRM approaches across all of SPC’s programmes and operations over the coming years.

Budget

In 2012, SPC had an annual budget of approximately 106 million CFP units. Income includes assessed contributions from members plus programme and project income. This budget is expected to remain at a similar level over the plan period. In line with the IER recommendations, SPC will be aiming to increase its core budget. This represents the income required to cover the core capacity needed to run the organisation efficiently and effectively including governance, leadership, programme support, having quality programmatic and intellectual technical capacity and providing baseline services. As described in 'How SPC will do business differently', the aim is also to have a sub-set of SPC's services recognised and funded as 'public goods'. As such, the expected composition of SPC's budget is described below. Core budget for 2015 is estimated at 42 million CFP units. Overheads across SPC are around 15% (2012).



Risks to implementation of the plan

During the plan period SPC's Audit and Risk Committee, established by CRGA, will provide oversight to enhance internal audit and risk management processes. While there are numerous risks in delivering development results in the Pacific, two organisational risks stand out as particularly critical to SPC during the plan period:

- The risk of SPC not meeting its core funding target. This is liable to have a significant impact on the ability of SPC to meet the organisational development targets of this plan.
- The risk of SPC not being able to recruit sufficient skilled specialist staff critical to delivering programmes due to funding, salary competition and location. Staff add the value and capacity that makes SPC and the inability to recruit talented staff would also undermine the ability of SPC to meet the targets of this plan.

Strategies for mitigation of these risks are included in the organisational goals described in this document with targets identified in the results framework (Section 5).

5. Corporate results framework – measuring SPC's impact

Tables 1 and 2 below give an overview of the results framework.

Table 1 shows the desired medium-term outcomes that SPC aims to achieve under each strategic objective in division plans, along with some indicators that represent key performance measures. This table does not try to capture all of SPC's work or indicators but provides a summary under each strategic objective area. The key indicators for measuring these results (along with baselines and targets) provide the basis of tracking our progress. Full sector results frameworks (with further measurement indicators) are being developed as a part of each division's strategic plan. The indicators will also be supplemented by assessment of achievements at the national level in joint country strategies. Table 2 provides key indicators to measure progress against the organisational priorities.

Table 1. Results framework for strategic objective areas

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)
Land, agriculture and forestry resources			
1. Improved food and nutritional security	Number of PICTs with improved sustainable and diverse farming systems for food and nutritional security	To be reported at CRGA 2013	6 PICTs
2. Improved land, agricultural and forestry resource management	Number of PICTs with newly adopted/revised national forestry, agriculture, or land use policies, plans, strategies or legislation	4 PICTs have agricultural strategies; 4 have forestry strategies	6 PICTs
3. Improved agriculture and forestry trade	% increase in revenue from trade among small enterprises receiving SPC trade promotion support and assistance	Based on 2013 revenue	10% increase
	% increase in trade volume among enterprises receiving SPC trade-related support and assistance	Based on 2013 revenue	10% increase
	PICTs have improved capacity to develop effective, coordinated biosecurity efforts, as measured by the number of PICTs that carry out at least one pest risk analysis	To be reported at CRGA 2013	At least 5
Energy services			
4. Improved access to affordable and efficient energy services	% increase in households with access to electricity	9 PICTs with over 50% access in 2009 (last survey)	2 additional PICTs with over 50% access
	Number of PICTs with at least a 10% increase in their share of electricity generated by renewable sources	4 PICTs as of 2009	2 additional PICTs
Transport services			
5. Improved access to safe, affordable and efficient transport services	Number of PICTs with enforceable national laws that comply with recent amendments to international maritime obligations	9 PICTs with national laws	9 PICTs with laws reflecting recent amendments
	Number of PICTs that have adopted a new/revised policy or law to promote domestic ship safety	2 PICTs	5 PICTs
Fisheries			
6. Coastal fisheries are better managed for economic growth, food security and environmental conservation	Number of new science-based management plans implemented for nationally managed fisheries	By 2011: 10 management plans in 6 PICTs	8 new management plans
	Number of PICTs with sustainable fish aggregating device programmes established to enhance food security and livelihoods	10 PICTs assisted	7 PICTs have sustainable programmes with data collection
	Number of new aquaculture production systems becoming operational and enterprises established or expanded with SPC support	3 new enterprises and one cluster supported	3–4 viable enterprises per year

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)
7. Oceanic fisheries are better managed for economic growth, food security and environmental conservation	Tuna stock assessment results are accepted by the annual Scientific Committee of the Western and Central Pacific Fisheries Commission (WCPFC) as shown in the meeting record; peer reviews are favourable	2009–2012: all accepted; first peer review favourable	Maintain acceptance; 1–2 additional peer reviews anticipated
	Observer coverage meets agreed regional level of coverage and data standards	Regional standard of 100% observer coverage on purse seiners achieved since 2010, and 14 of 23 national observer programmes audited and passed	Maintain purse-seine coverage, develop monitoring for longline coverage, improved data transmission
	Number of PICTs submitting estimates of annual catches (ACE) and operational catch effort data (C/E) to WCPFC by 30 April	2011: ACE 16/17; C/E 14/16	Maintain above 90% for timely submission of both data sets for 2013–2014
	Ecosystem based models operational and used for developing spatially explicit management measures and ecosystem status indicators	2011: SEAPODYM functional for 3 out of 4 species; Ecopath model functional	Improved functionality, incorporation of tagging data, complete Y/F model
Public Health			
8. Enhanced quality of public health services for improved health outcomes	Number of PICTs with increased legislative compliance with Framework Convention on Tobacco Control (FCTC) as a result of SPC legislative and policy assistance	PICTs at varying low levels of compliance	14 PICTs
	Number of PICTs fully implementing the recommended comprehensive sexually transmitted infection control and prevention strategy for the Pacific	10 PICTs	16 PICTs
	Number of PICTs conducting in-country HIV confirmatory testing at level 1 laboratory	14 PICTs	18 PICTs
9. Enhanced capacity of PICTs to address socio-economic determinants of non-communicable diseases (NCDs)	Number of PICTs with improved policies and legislation that addresses the socio-economic determinants of NCDs (e.g. legislation on alcohol, and imports of fatty, salty, and sugary foods; education, and exercise and healthy living)	4–5 PICTs	10 PICTs
10. Increased field epidemiology capacity at national and regional levels	Number of specialised field epidemiologists and mid-level technicians (EpiTechs) enrolled and receiving training to enhance capacity at national and regional levels	Appropriate field epidemiology training non-existent in 2013	Cohort of specialised field epidemiologist and 5–10 EpiTech trainees receiving training, finalising field project and/or qualified from Fiji National University
	Number of National EpiNet Teams (multi-disciplinary national/territorial outbreak response) trained and working across disciplines (clinic, lab and epidemiology) in investigating, reporting and diagnosing suspected public health events	National EpiNet Teams untrained for over 5 years	Two-thirds of the National EpiNet Teams trained and reporting investigation results of public health events
11. Improved knowledge and understanding on the Pacific Public Health Surveillance Network priority target diseases	Operational research (OR) agenda endorsed regionally with ongoing implementation	No OR agenda to date, and around 1 peer-reviewed publication per year	5 OR projects running and 5 agenda-related papers published

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)
12. Enhanced coordination of LabNet activities at the regional level (i.e. 3-tier network of public health laboratory services)	Number of L2 regional referral laboratories fully functional	Two L2 labs are functional	Four L2 labs fully functional
Geoscience			
13. Regional mineral resource law and policy frameworks developed, improved understanding of potential resources and responsible management of exploration and extractive activities	Number of PICTs with sound minerals policy in place and implemented to regulate best practice exploration and extractive activities	To be reported to CRGA in 2013	To be reported to CRGA in 2013
14. Marine geophysical, oceanographic and coastal science baselines and data collected and available to PICTs to improve decision-making	Number of PICTs that adopt/use SPC products/services based on SPC sector work (specific product/service to be determined on country-by-country basis pending initial review of needs)	To be reported to CRGA in 2013	To be reported to CRGA in 2013
15. Geoscience data and information collected and managed	Number of regional requests to view, download and analyse data increases	To be reported to CRGA in 2013	To be reported to CRGA in 2013
Water and sanitation			
16. Increased sustainable access of Pacific communities to safe drinking water and basic sanitation	Number of PICTs with reductions in the proportion of people living without sustainable access to safe drinking water and basic sanitation	Data from 2012 Joint Monitoring Programme Update and national census	18
17. Increased capacity of PICTs to sustainably manage and protect their freshwater resources	Number of PICTs with demonstrable improvements in their capacity to sustainably manage and protect their freshwater resources	To be reported to CRGA in 2013	22
18. Increased resilience of PICTs to the water-related impacts of climate change and disaster	Number of PICTs water sectors with increased engagement and contribution to national efforts in disaster risk reduction, response, and climate change adaptation	To be reported to CRGA in 2013	22
Climate change (CC) and disaster risk management (DRM)			
19. Strengthened capacity of Pacific Island communities to respond effectively to climate change and disasters	Number of PICTs with improved capacity through SPC scientific advice/training to implement their national CC/DRM policies and plans (specific indicators to be developed)	Low levels of institutional capacity in PICTs	14 PICTs
20. Improved understanding and management of environmental hazards/risks, water resources, geological resources, and fragile geological environments	Increased capacity of PICTs to make informed CC/DRM policies and plans as measured by the number of records in the Pacific Disaster Net and related information systems (e.g. DRR Project Portal, DesInventar etc.)	To be reported to CRGA in 2013	To be reported to CRGA in 2013
	Number of national risk profiles strengthened based on hazard and risk models and quantitative risk assessments	To be reported to CRGA in 2013	To be reported to CRGA in 2013
21. DRM and CC mainstreamed into development processes	An integrated regional strategy for DRM and CC is formulated for consideration by CRGA in 2014 and Pacific Leaders in 2015	Initial discussions	In place by 2015
Gender equality			
22. Strengthened capability for Pacific Island communities to advance gender equality and women's empowerment	Number of PICTs with legislation that complies with the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)	Fewer than 50% of PICTs	More than 50% of PICTs
	Engagement of gender issues within SPC programmes	Varying levels of engagement across SPC	Increased engagement in target programmes
	SPC's capability to work with members to analyse, target and address significant gender issues in the Pacific	Current gender programme	Increased capability to influence gender issues recognised by CRGA in 2015

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)
Development statistics			
23. Pacific national and regional statistics are accessible and are being utilised	Increased reference to official national statistics in Pacific national policy, planning and budget documents as well as regional and international statistics reports (e.g. Pacific Regional MDGs Tracking Report)	To be reported to CRGA in 2013	To be reported to CRGA in 2013
	Number of Pacific Island statistics offices adopting common regional methodologies, including a core set of census questions, Pacific Household Income and Expenditure Survey methodology, and statistical classifications (Pacific Classification Of Individual Consumption by Purpose – PACCOICOP)	New developments since 2011–2012	Adoption by 2 out of 3 Pacific Island countries' national statistics offices
	Number of 'hit-rates' and downloads by PICT users from the SPC National Minimum Development Indicator (NMDI) website	NMDI database launched Nov. 2012	Regular use by PICTs, as illustrated in quarterly country-specific 'hit-rates' and downloads
Literacy and education			
24. Improved quality of school education	Improved results framework developed for SPC's work in education	Review of SPBEA conducted in 2013 which will inform the new SPBEA strategic plan	Clear results framework developed on SPC's work in education
Human rights			
25. Increased compliance with international human rights standards and obligations	Number of PICTs with increased compliance with international human rights standards through improved legislation, policies and practices	Human rights country status as noted in the Universal Periodic Review country reports	2 additional PICTs adopt treaties to protect civil and political rights and economic, social and cultural rights; 3 additional PICTs adopt treaty to protect people with disabilities
Youth			
26. Improved implementation of Pacific Youth Development Framework to increase development opportunities and outcomes for youth	Engagement of youth in SPC programmes	Varying levels of engagement across SPC	Increased engagement in target programmes e.g. Public Health and Climate Change
Culture			
27. Strengthened cultural sectors in PICTs	Preparation for 12th Festival of Pacific Arts, drawing on SPC multi-sector technical assistance	Preparation has begun	Preparations successfully underway and endorsed by the Council of Pacific Arts and Culture
	Number of PICTs implementing national cultural policies	2 PICTs	6 PICTs

Table 2. Results framework for organisational priorities

Medium-term outcome	Indicator	Baseline	Target (by end 2015)
Improved responsiveness and partnership with island members			
1. Refined and strengthened joint country strategy (JCS) process established	New joint country strategy process in use with future reviews scheduled	Initial discussions	By CRGA 43 in Nov. 2013
2. JCSs including a strengthened results framework – using an evidence-based approach	Number of PICTs with updated and refined JCS developed including strengthened results framework	1–2 in progress	15 by end 2015
Increasing results-focus in monitoring, evaluation and accountability			
3. Improved results-focus demonstrated in divisional strategic plans and annual reports through clearer results frameworks	Number of divisions with results-focused strategic plans and annual reports using clear results frameworks	1–2	7 by end 2015
4. Evaluations completed on effectiveness and efficiency of SPC's contribution to specific development outcomes and lessons learned for further improvement	Targeted programme or multi-sector evaluations completed with clear recommendations/lessons	No corporate evaluation schedule in place	Evaluation schedule operating by end 2013
Institutionalising a learning approach to facilitate continuous improvement and innovation			
5. Regular targeted learning activities embedded across SPC to increase cross-divisional sharing of experience and lessons	Number of learning events held across SPC to discuss and apply lessons derived from programme experience, evaluations and external expertise	Initial discussions	Average one per month in Suva and Noumea by end 2015
Developing more cohesive multi-sector approaches to create greater impact and effectiveness			
6. Effective divisional collaboration and impact demonstrated in addressing multi-sector priorities	Number of multi-sector areas reviewed that identify lessons and opportunities for improving collaboration and impact	0	2 by end 2015
Fostering action-focused collaboration with worthy partners for more effective service delivery			
7. Enhanced cooperation, where useful, with other development partners in planning and delivery at country and regional level	Number of JCS reviews and/or programme evaluations that assess collaboration with development partners and identify lessons for improving impact	1	3 by end 2015
8. Regional meetings and SPC's participation and role in them are frequently reviewed to ensure best impact and value	Executive and divisions rank meetings based on priority and coordinate with development partners to increase efficiency and generate savings	Initial discussions	Priorities recorded with examples of improved coordination and efficiency
Agreeing on long-term partnerships with members, donors and CROP agencies to deliver regional and subregional 'public goods'			
9. Regional and subregional public goods to be provided by SPC are identified, with member and donor partnerships secured	Subset of public goods identified with member and donor funding secured	Initial discussions started	By end 2015
10. Increased financial stability	A core budget is secured to provide financial stability for the core capacity of SPC; this includes the capacity needed to govern and manage SPC and support programmes in providing key technical services	23 million CFP units (2012)	42 million CFP units by end 2015 (estimated)

Medium-term outcome	Indicator	Baseline	Target (by end 2015)
Strengthening the focus on larger, more cohesive priority programmes and further development of areas of excellence			
11. SPC's large portfolio of over 200 projects is consolidated to fewer focused core programmes	Number of focused core programmes	To be defined and determined	50 focused core programmes by end 2015
12. SPC further recognised for its development of regional 'areas of excellence and innovation' in strategic areas	Media coverage and specific recognition by members and development partners	Not captured systematically	Recorded each year to assess improvement
13. Enhanced coordination of SPC's programme portfolio, including design, funding and quality	Process embedded for centralised tracking of current and pipeline funding including quality assurance for funding proposals	Under development	Completed by end 2013
Improved core capacity of SPC support services and governance			
14. Improved effectiveness of financial budgeting and reporting	Improved corporate budgeting processes and financial report	Current annual budget report	Improved management accounts and 2014 annual budget report
15. Leadership, and support services such as IT, human resources and communications, meet the needs of an organisation striving for excellence	Strategy to enhance effectiveness of leadership and support services implemented and recognised in staff satisfaction survey	Staff satisfaction survey 2011	By end 2015
16. Enhance effectiveness of SPC governance systems	Members have reviewed governance systems to ensure they are fit for purpose as SPC evolves	Current CRGA governance system	By end 2015
17. Minimise SPC's greenhouse gas emissions footprint associated with its internal operations and activities and implement measures to reduce climate-related risks to SPC assets and staff	Total carbon dioxide equivalent (CO ₂ e) emissions	1719 tonnes CO ₂ e (for internal operations, excluding staff travel) in 2011	15% reduction
	CO ₂ e emissions per staff member	To be determined	15% reduction



ANNEX 1: SPC's divisions

SPC's technical divisions develop their strategic plans in line with this corporate plan.

Programmes Directorate

Applied Geoscience and Technology Division

The major part of the Pacific Islands Applied Geoscience Commission (SOPAC) merged with SPC in 2010, becoming the Applied Geoscience and Technology Division.

The division's purpose is to ensure that PICTs are better able to monitor and assess natural resources, systems and processes; develop, manage and govern their natural resources; and manage vulnerability and risks.

The Ocean and Islands Programme (OIP) works across a broad range of marine, coastal and island resource use and applied science issues and offers specialised technical capacities, skills and tools. OIP's primary technical role is the collection of baseline data such as bathymetric data, maritime boundary data, oceanographic and geophysical data, geodetic data, geological and geomorphologic assessments. It includes collection of environmental baseline data through activities such as marine ecosystem habitat mapping, modelling of hydrodynamic processes, and sea-level and shoreline monitoring. OIP makes use of complementary tools such as resource economics, remote sensing and geographic information systems (GIS); maintains a multi-million dollar technical workshop that provides support to in-house technical and scientific teams and direct support to members; and actively preserves and manages geoscience data and information via its 'Geonetwork' system.

The Water and Sanitation Programme (WSP) provides technical support through capacity building, awareness raising and advocacy in three areas: (i) Water resources, assisting members to assess, develop, manage and protect their surface water (including rainwater) and groundwater resources with particular emphasis on water resources management in climatic extremes; (ii) Water services, assisting members to improve sanitation and drinking water supply services by promoting international best practice such as drinking water safety planning and water demand management, and promoting rainwater harvesting; and (iii) Water governance, advising on and demonstrating improvements to national institutional arrangements in the critical water sector via methodologies such as integrated water resources management. In-country counterparts include national hydrological services, water resources managers, public water supply and wastewater service providers, water regulators, ministries responsible for water governance and civil society partners.

The Disaster Reduction Programme (DRP) provides technical and policy advice and support to strengthen disaster risk management (DRM) practices. DRP provides the following services: coordination of the activities of the Pacific DRM Partnership Network; facilitation of the Pacific Platform for DRM; coordination of DRM National Action Plan development and implementation; economic impact assessments of disasters; analysis of budgeted DRM in PICTs; hazard and risk assessment including mapping, modelling and the development of risk databases and country risk profiles; technical advice and support for early warning systems; post-disaster impact technical assessments; reviews of DRM governance arrangements; facilitation of DRM training courses; technical advice and support for community-level DRM; and technical advice for strengthening national disaster operational systems.

The Director's Office provides cross-cutting support to all programmes in areas including administration, finance, systems, databases, publications, communication, reporting and economic analysis. In 2012 the division had around 80 staff and an annual budget of approximately 11 million CFP units.

Economic Development Division

The Economic Development Division (EDD) is based in Suva, Fiji and includes the Energy and Transport programmes. The goal of EDD is sustainable economic development through accessible, affordable, efficient, secure and safe energy and transport services.

The Energy Programme, as the lead coordinating agency for the regional energy sector, provides leadership for and raises the profile of energy as a key priority sector in the Pacific Islands region. The Energy Programme focuses on the following key responsibilities: coordination and facilitation of activities in the energy sector; advisory support to PICTs to better plan and manage their energy sectors; petroleum advisory aimed at fair, cleaner, more cost-effective and reliable supplies; productive uses

of renewable energy for economic development/project management supplementation and coordination; energy efficiency in the transport sector; and coordination of regional energy/mitigation funding proposals and monitoring and evaluation of the energy sector. Its effort is guided by the Framework for Action on Energy Security in the Pacific (adopted by the Pacific Islands Forum and endorsed by Pacific energy ministers) and its implementation plan.

The Transport Programme's overall objective is to coordinate developments in the maritime and aviation transport sectors in the Pacific region and support national priorities including developing transport policies and regulatory frameworks to ensure safe and secure transport services. The Transport Programme focuses on the following key responsibilities: facilitate effective leadership, governance, coordination and partnerships; support effective transport policy, and regulatory and legislative frameworks; strengthen relevant human resource capacity; enhance transport services in Pacific communities, including in rural areas and remote islands; support effective technical services to ensure safe and secure transport; and monitor and evaluate transport development in the Pacific region. Its effort is guided by the Framework for Action on Transport Services (endorsed by Pacific transport ministers) and its implementation plan.

The Director's Office provides cross-cutting support to all EDD programmes in areas including administration, finance, databases, publications, communication, reporting and economic analysis. In 2012, the division had around 32 staff and an annual budget of approximately 7 million CFP units.

Education, Training and Human Development Division

The Education, Training and Human Development (ETHD) Division's work recognises that in addition to economic factors, sustainable development depends on strong communities with access to knowledge and education, adequate livelihoods, and enjoyment of human rights including freedom from physical violence. It includes the following programmes.

The Human Development Programme (HDP) works with SPC programmes and stakeholders at national level, including national ministries, to mainstream issues relating to gender and promotion of culture. Programme activities include working in partnership with the Pacific Islands Forum Secretariat to promote gender equality and the advancement of women at the regional level; research on gender-based violence and child abuse and support for prevention; and technical support for the development of Pacific cultural industries, including working with the World Intellectual Property Organisation to develop cultural intellectual property protection measures.

The Community Education Training Centre (CETC) is based in Suva and provides targeted community development training to meet the needs of women, youth and community enterprises. CETC celebrates its 50th year of operation in 2013 and has to date trained over 1,657 women from the Pacific region in its community development programme in addition to a pool of 160 business training facilitators and advisers and entrepreneurs from the Pacific. Following the recommendations of the independent external review (IER) in 2012, CETC's activities will transfer to the University of the South Pacific in January 2014.

The Regional Rights Resource Team (RRRT) provides training, technical support, and policy and advocacy services in human rights. Its work focuses on building the capacity of policy-makers and service providers through providing training for members of parliament, judges and magistrates, lawyers, civil servants and members of civil society. RRRT supports members in ratifying, complying with and reporting on international commitments and conventions, including CEDAW (Convention on the Elimination of all forms of Discrimination Against Women) in collaboration with HDP, and in meeting Universal Periodic Review reporting requirements. Technical assistance is also provided to PICTs in drafting legislation in areas such as violence against women (and families) and HIV/AIDS. In partnership with the Pacific Islands Forum Secretariat, RRRT is exploring the development of a proposed regional human rights mechanism for the Pacific.

The Secretariat of the Pacific Board for Educational Assessment (SPBEA) merged with SPC in 2010 as part of the reform of the regional institutional framework. Its core function is to assist member countries by developing assessment procedures for national or regional certificates. SPBEA is the Pacific authority on the use of assessment to enhance learning, and the Pacific repository for academic and professional standards and qualifications. The programme administers two regional qualifications: the Pacific Senior Secondary Certificate and the South Pacific Form Seven Certificate. It also implements the Literacy and Numeracy Project, Pacific Register of Qualifications and Standards, and Pacific Benchmarking for Education Results. A review of SPBEA in 2013 will assess its future role in improving educational quality in the Pacific.

The division is headed by the Deputy Director-General (Suva), who provides oversight and leadership, supported by the managers of the five programmes. In 2012, the division had around 70 staff and a budget of 6.7 million CFP units.

Fisheries, Aquaculture and Marine Ecosystems Division

The Fisheries, Aquaculture and Marine Ecosystems (FAME) Division is based in Noumea and includes the Oceanic Fisheries Programme and Coastal Fisheries Programme. The division's overall objective is to support PICTs in the sustainable management of their fisheries resources for economic growth, food security and environmental conservation. There is a strong emphasis on science-based management to combat the growing problem of overfishing.

The Oceanic Fisheries Programme aims to ensure that the region's resources of tuna, billfish and related species are managed for economic and ecological sustainability using the best available scientific information. There are four main areas of work.

The Stock Assessment and Modelling Section assesses tuna resources and other oceanic stocks impacted by fishing, providing advice to inform management. The Oceanic Fisheries Monitoring Section concentrates on data collection from the fishery, with an emphasis on training observers for the national observer programmes. The Data Management Section handles the huge volume of data collected from the fishery and maintains the regional database; while the Ecosystem Monitoring and Analysis group is responsible for developing information on the biology of key species and the ecosystems that support them, and manages the very successful tuna tagging programme. Each section delivers services to the Western and Central Pacific Fisheries Commission, the Pacific Islands Forum Fisheries Agency and other regional groups, and directly to member countries and territories.

The Coastal Fisheries Programme's goal is the sustainable development and management of coastal fisheries, nearshore fisheries and aquaculture. The emphasis is on improving management of inshore resources, while providing alternatives for food security and livelihoods for coastal communities. There are three main work areas.

The Coastal Fisheries Science and Management Section develops capacity in members to assess the status of inshore resources and supports the development of management measures (including legislation) at national and community levels. The Nearshore Fisheries Development Section promotes sustainable development opportunities, including small-scale fishing for tuna. The section also provides economic analysis of opportunities, helps countries meet export requirements and supports fishers' associations. The Aquaculture Section provides members with assistance in aquaculture planning, development, training and biosecurity to develop the potential of this sector.

The Director's Office provides oversight and support for the two programmes, with responsibility for information and communications and cross-cutting initiatives – notably climate change adaptation. This includes the information unit, which produces a wide range of fisheries information materials, most of which are available online. In 2012 the division had around 85 staff and an annual budget of approximately 13 million CFP units.

Land Resources Division

The Land Resources Division (LRD) is based in Suva and has an integrated work programme that covers three sectors: land, agriculture and forestry. The goal of the division is to improve the food and nutritional security of the Pacific Community through the sustainable management and development of land, agriculture and forestry resources.

The Biosecurity and Trade Programme aims to ensure that the region's trade in agriculture and forestry products is increased and impact of invasive species is reduced through improved biosecurity services. The four main areas of work in the sector are: strengthening of national capacity to comply with international and other relevant standards; development and strengthening of national capacity to increase domestic and export trade; development and promotion of sustainable and viable post-harvest technologies; and improving availability of information on plant and animal health status.

The four main areas of work of the Food and Nutritional Security Programme are: supporting the development of policies to promote the production, utilisation and consumption of locally grown food; conservation, development, promotion and utilisation of agrobiodiversity; promotion of diverse food supply systems; and preservation, enhancement, utilisation and acknowledgment of traditional knowledge.

The Sustainable Agricultural and Forestry Programme aims to ensure sustainable resource management and development in the region. It works with members on developing and promoting sustainable forest, agriculture and land-use management policies and practices; strengthening capacity to respond to climate change and natural disasters; supporting identification and response to invasive species, pests, and diseases affecting crops and livestock; and strengthening capacity in extension outreach and information services.

The Director's Office provides oversight and support for the three programmes. LRD operates an integrated structure based on teams working in seven thematic areas: genetic resources, forest and agriculture diversification, forests and trees, plant health, animal health and production, biosecurity and trade facilitation, and crop production and extension. There are also three support teams: information and knowledge management; land management and resource policy support; and administration and finance. Cross-cutting issues such as climate change adaptation, land management, land use and conflict minimization, and private sector development are incorporated into the work of the division. In 2012 the division had 90 staff and an annual budget of approximately 13 million CFP units.

Public Health Division (PHD)

The Public Health Division (PHD) has staff based in Noumea, Suva, Honiara and Pohnpei. The key outcome expected from all PHD activities is to support the ability of PICTs to achieve high-quality core public health functions and by doing so strengthen their public health service delivery. Under its (draft) strategic plan for 2013–2022, the division includes two programmes: Research, Evidence and Information; and Policy, Planning and Regulation.

PHD's overall goals are to:

- improve population health and well-being, and prevent disease and injury
- reduce gender disparities in health
- reduce prevalent/priority disease rates and risk factors

In view of the demand for high-quality public health services in the region and the limited capacity of SPC to meet all demands, PHD has selected three priority areas where it can add the most value, with a particular focus on the provision of regional public goods. These areas are: NCD prevention and control; STI prevention and control, including HIV and AIDS; and communicable disease surveillance and response. For SPC's purposes, regional public goods are services responding to the generally recognised needs of a group of Pacific countries where it makes sense (e.g. economies of scale) for a regional organisation to provide them wholly or in part.

PHD seeks to achieve its outcomes and goals by providing evidence-based scientific and technical advice and assistance to PICTs and other stakeholders. Its activities are aligned to SPC's core business of capacity building, capacity supplementation and capacity substitution, and regional coordination. In some small island states, PHD supplements and/or substitutes core public health functions where governments are unable to provide these services.

To ensure PHD's support is well targeted, countries are classified into groups according to their burden of disease, capacity level and needs as expressed in their national plans. PHD's responses are tailored to each group based on its following core functions:

- Research, evidence and information for policy and action
- Planning, policy and regulation, including public health legislation
- Monitoring and evaluation
- Health promotion and communication (strategic health communication)
- Training and development, including leadership for public health

Factors such as people's physical and social environment, gender, culture and education are important determinants of health. SPC is uniquely placed to contribute to addressing these wider determinants of health and PHD works on developing multi-sector approaches (e.g. in fisheries, agriculture, water and sanitation, human and economic development) with other technical divisions that contribute to improving the health status of populations.

SPC is an important convener, facilitator and coordinator of regional strategies and activities. This is a key role because of the number of regional and international organisations working in the health sector in the region. SPC is also well placed to lead and coordinate activities that cross borders, e.g. communicable disease surveillance.

The scientific and technical quality of PHD's work and outputs is supported by a Public Health Scientific & Technical Expert Group made up of regional experts in public health, who also contribute to programme evaluation.

In 2012, PHD had 50 staff and an annual budget of about 25 million CFP units.

Statistics for Development Division

The Statistics for Development Division (SDD) aims to strengthen the capacity of national statistical systems and social and economic planning agencies to ensure the region's policy-makers and analysts, as well as international stakeholders, have access to a wide range of development statistics and key indicators to support evidence-based decision-making.

Implementing this strategic goal is at the core of the Ten Year Pacific Statistics Strategy, 2011–2020, which features three distinct operational phases. SDD's 2011–2014 strategic plan is aligned with the first phase of the Pacific Statistics Strategy Action Plan (2011–2014), focusing on:

- improved collection of statistics, including emphasis on assisting members in developing functioning and sustainable administrative databases across key sectors;
- high-quality analysis and information on key demographic, economic, and social statistics, and meeting needs for data to effectively address multi-sector issues such as gender and youth, climate change, food security, NCDs and urbanisation; and
- facilitating more user-friendly access to such information and in the process promoting greater data utilisation.

Implementation of this plan is the responsibility of three operational working groups: data collection, statistical analysis and data dissemination, with statistical training and capacity building an integral part of the work of all three groups.

Support for population censuses and household surveys has been core SDD business for many years, with these forms of statistical collection providing the foundation for most PICTs' statistical systems. To provide access to more timely statistics to enable regular tracking of policy performance and development progress, improving national administrative databases and developing associated management information systems in key social and economic sectors is a priority objective of Phase 1 of the ten year strategy.

To assist statistical agencies to produce quality statistics that are comparable over time and at sub-national levels requires staff with skills to undertake core and specialist statistical functions, and statistics and indicators that are truly comparable. With statistical training and capacity building for national staff featuring prominently in the SDD work programme, increased attention is accorded to a greater harmonisation of statistical concepts, classifications and systems, to ensure compatibility between countries, and regions within countries, of socio-economic statistics and indicators that provide meaningful and policy-relevant development information.

An important part of SDD's work is to ensure high-quality and timely statistics are eventually put to good use and assist informed decision-making, policy development, planning and monitoring of development progress. Tangible progress is being made in increasing access to data, in the form of improving the user-relevance of statistical outputs commensurate with varying user needs, and making access to statistical data and information more user-friendly, with web-based applications becoming more prominent.

The Statistics for Development Division (SDD) is based in Noumea and has around 20 staff. Two staff members are based at SPC's North Pacific Regional Office in Pohnpei. The division's annual budget is approximately 4 million CFP units.

Operations and Management Directorate

The Operations and Management Directorate (OMD) comprises Corporate Services (Administration, Finance and Human Resources) and Programme Support Services (Information and Communication Technology, Library, Archives, Registry and Information Management, Publications, and Translation and Interpretation).

OMD is responsible for functions such as staff recruitment, finance and payroll services, event and travel management, production of publications, translation and interpretation, record keeping and maintenance of ICT systems and networks that are essential to support the ability of technical programmes to deliver services to members. OMD has staff at headquarters and in regional offices, with decisions on location guided by the size or type of activities undertaken by various offices. The Suva Regional Office, for example, has staff from all sections.

The expansion of SPC and its decentralisation, together with advances in technology and changes in international standards of practice, mean that OMD must ensure its systems are up to date and capable of meeting organisational requirements and member and donor expectations. As part of its effort to meet the requirements of the new and larger SPC, OMD reviewed its systems and services in 2011 and has undertaken several projects to optimise their efficiency.

Operating and administrative policies have been revised or new ones introduced.

Improvements were made to financial systems in 2012, including integration across offices, and OMD's 2013 work programme includes the review of financial regulations and policies. The presentation of SPC's annual budget continues to be refined to improve clarity.

Human resources systems have been integrated across all offices. An online human resources information system introduced in 2013 will reduce transaction costs and provide management and staff with access to more detailed information.

The ICT Section completed a major infrastructure upgrade and also upgraded interpretation and conference equipment in both Noumea and Suva. There are plans to move server facilities in Noumea to more secure purpose-designed facilities. There will also be an expansion of videoconferencing facilities to reduce staff travel, which will contribute to lowering SPC's carbon footprint.

Regional offices – Oversight of operations at SPC's North Pacific Regional Office in Pohnpei and its country office in Honiara also come under OMD.

The North Pacific office is a geographically based office in that it provides a central point for the delivery of regional services. It is the only SPC office that has staff representing all seven technical divisions under the Programmes Directorate. These staff are the first point of contact for North Pacific members when they request services from SPC. However, given SPC's regional role, staff can be called on to provide services to other members as the need arises. The Director of the North Pacific office is the Director-General's resident representative for SPC's North Pacific members.

The focus of the Solomon Islands Country Office is on coordinating the implementation of a large country programme resulting mainly from investments by the Global Fund to Fight AIDS, Tuberculosis and Malaria through a regional approach, and in-country programmes in agriculture and forestry.

The role and work of both offices will be kept under review during the plan period.

Director-General's Office

The term of the current Director-General will end at the beginning of 2014. Recruitment of a new Director-General will be undertaken in 2013 with the appointment to be made by the 8th Conference of the Pacific Community in November 2013.

Strategic Engagement, Policy and Planning Facility

The Strategic Engagement, Policy and Planning Facility (SEPPF) is the strategic, analytical, corporate planning and monitoring and evaluation arm of the Director-General's Office. It has four key result areas:

- Increasing development effectiveness – Supporting SPC to refine and improve services for members to achieve better development results. A key part of this work includes monitoring, evaluation and learning for improvement and accountability.
- Coordinating external relationships – Serving as a coordination point for much of SPC's corporate engagement with external stakeholders, including ensuring regular communication, consistent messages to stakeholders and high quality corporate reporting.
- Forward planning – Supporting planning including tracking future income and funding opportunities and providing advice and analysis to support executive strategic discussions and planning.
- Managing and advising on multi-sector areas – Coordinating multi-sector initiatives that involve a number of SPC divisions, such as climate change and disaster risk reduction. It is likely that management and implementation work in this area will transfer to the Directorate of Programmes in 2013.

Advisory, liaison, corporate communication and outreach

Advisory/liaison will be established to support the Director-General in the execution of the office.

Communication

Corporate communication/advocacy expertise will be enhanced to improve internal and external communication and help raise the profile of SPC regionally and internationally.

ANNEX 2: Strategic planning context

An appreciation of the geographic, environmental and socio-economic context for SPC's members is important in understanding the overall strategic planning context. The specific characteristics of individual PICTs, including their inherent vulnerabilities and the natural resources and human capital available to them, ultimately determine opportunities.

Geographic and environmental considerations

Large ocean island states

For SPC's PICT members, the Pacific Ocean is an environmental, economic, cultural and strategic force that unites rather than divides them. The total land area of the 22 PICTs is just over 550,000 square kilometres, with the five Melanesian countries accounting for about 98% of this land and 98% of the region's land-based resources. The 17 countries and territories of Micronesia and Polynesia have a combined land area of just over 11,000 square kilometres (about 2% of the total PICT land area). This is less than the land area of Vanuatu, the smallest of the five Melanesian countries. However, they account for approximately 72% of the area of the region's combined exclusive economic zones (EEZs). Fifteen of these 17 countries have total land areas of less than 815 square kilometres, with four of them having total land areas less than 26 square kilometres each (Tuvalu – 26 km²; Nauru – 21 km²; Tokelau – 12 km² and Pitcairn Islands – 5 km²). The oceanic resources of these PICTs are therefore extremely important, as is their ability to ensure they are used sustainably.

Pacific Island ecosystems are fragile and have suffered from the impact of natural disasters and human activities such as overfishing and logging, which are amplified by the effects of population growth and climate change. An ecosystems-based management approach is called for to ensure ecosystems are protected to the greatest extent possible when considering development initiatives.

The increased frequency and severity of natural disasters and their widespread impacts on many communities, in some cases resulting in frequent 'states of emergency', highlight the inherent vulnerability of the Pacific Islands. In addition, threats posed to PICTs by global epidemics show their susceptibility as well as their limited capacity to respond effectively. These events demonstrate the importance of having appropriate preparedness and response plans.

Climate change continues to affect all areas of Pacific development and livelihoods – from subsistence production for food security to public and private infrastructure, industry and commerce. Climate change will impact the ocean, land and forest resources that sustain livelihoods and economic activity for Pacific people. It will also affect human rights and political landscapes as well as social, cultural and economic aspects of the Pacific Community.

Socio-economic context

Food and water security will be major challenges for PICTs in the next few decades. Their capacity to produce their own food varies with the amount of land and sea resources they have.

The global economic crisis that began in 2008 had a negative impact on the development agenda of all PICTs, demonstrating their high level of vulnerability to external global events. PICTs continue to face unprecedented economic challenges at global, regional and national levels. These challenges, some of which are listed below, demand the development of appropriate strategic and tactical responses. Rising oil prices in 2008 led to price increases across all economic sectors including in transport and the region's fishing industry and also led to the curtailing of services by many countries. This challenge is ongoing, given PICTs' near total dependence on fossil fuel for energy.

NCDs (non-communicable diseases) including heart disease (stroke, high blood pressure, heart attacks), diabetes, obesity, cancers, accidents and injury, are the single largest killer of Pacific people. They are thought to be responsible for 75% deaths in the region. In 2011, Forum Leaders and Pacific health ministers declared that 'the Pacific is in an NCD crisis', recognising that NCDs threaten economic and human development and undermine the achievement of overall development goals, including the Millennium Development Goals (MDGs). PICTs are also vulnerable to rapid spread of communicable diseases and need to be able to implement well-designed preparedness plans to deal with threats.

The rate of urbanisation presents challenges in the region. In 11 out of 22 PICTs, the majority of people live in towns. In many PICTs, urban population growth outpaces rural growth, placing burdens on infrastructure and provision of services. In some urban areas, social stress could undermine efforts to achieve good governance. Better urban planning is needed in PICTs with increasing populations.

Regular, reliable and affordable sea and air transport continues to be a major challenge for many PICTs, and requires long-term solutions. Sustainable livelihoods, particularly in smaller island states, depend on consistent transport services to facilitate trade in goods and services.

The Pacific fisheries sector is under increasing pressure. Coastal fisheries, which underpin food security and sustainable livelihoods in the region, have reached maximum exploitation levels in some PICTs, necessitating measures to allow regeneration of stocks. The region continues to seek ways to maximise the economic benefits to PICTs from their tuna fisheries – the region's last major renewable resource – and at the same time introduce conservation measures to promote sustainable harvesting. The need for intensified science-based management action to address overfishing is paramount.

The ocean is an important part of the lives and culture of Pacific people. The positive outcomes of Rio +20 on the conservation and sustainable use of oceans and fisheries will provide the basis for building global consensus on the importance of sustainable development of the Pacific Ocean for the benefit of the peoples of the Pacific. Recent progress on the Oceanscape initiative, including political commitments made by many PICTs, provides the basis for greater engagement by the region in managing and benefiting from this resource. Maritime boundaries remain an important priority for a number of PICTs. Once agreed on, these boundaries determine the physical jurisdiction of each PICT and rights over the resources within.

The Pacific Leaders Gender Equality Declaration at the 43rd Pacific Islands Forum in 2012 highlighted their commitment to addressing gender inequality, in particular noting that the representation of women in Pacific legislatures is the lowest in the world; violence against women is prevalent; and women's economic opportunities remain limited. Human rights principles are a fundamental part of development and must be mainstreamed into all interventions with the aim of providing a secure and healthy economic and social environment for all members of society including vulnerable groups.

The increasing need to monitor and measure development progress against national, regional and globally agreed development goals, such as the MDGs and other development outcomes, has further highlighted the importance of accurate statistics that are readily available and accessible in a timely manner across all areas of development.

ANNEX 3: SPC's organisational context

Since 2000, SPC has developed into a much larger organisation providing a wider range of services to members than was the case when the previous corporate strategic plan was prepared. Several major changes have occurred in the region, including the implementation of the Pacific Plan for Strengthening Regional Cooperation and Integration (under review in 2013), the reform of the regional institutional framework, and the Cairns Compact on Strengthening Development Coordination in the Pacific. These changes, and the challenging context for many PICTs, call for SPC to reinforce its strategic position as the principal provider of technical services to PICTs.

The 2012 independent external review of SPC found that SPC has achieved excellent outcomes through its many programmes at national, regional and international levels yet has done relatively little to promote its achievements in contributing to the development of PICTs. The IER recommended a suite of actions, many included in this plan, aimed at strategically positioning SPC to engage more effectively in the region's changing development agenda. Notably, the IER also observed the 'law of diminishing size', which states that the smaller the member country or territory, the greater its reliance on SPC services. As the IER states, '...for many client PICTs, SPC's provision of services is not an option, it is an imperative.'

The previous corporate plan (2007–2012) covered some of the most dynamic and challenging years in SPC's history. Significant issues included the following.

- SPC played a central role in implementing the reform of the Pacific regional institutional framework in a process that began in 2006 and was completed in 2011. This reform resulted in the merging of the South Pacific Board for Educational Assessment (SPBEA) and the greater part of the Pacific Islands Applied Geoscience Commission (SOPAC) into SPC to form a 'new SPC' with an expanded scope of work.
- SPC was the lead implementing agency for most of the priorities outlined in the Pacific Plan during the period 2006–2012. The Pacific Plan, while not a blueprint for regional development, has provided the region with a unique framework aimed at maximising sustainable social and economic development, governance and security at national levels, enhanced through the delivery of regionally coordinated or implemented services to members. Many aspects of SPC's core business cover the Pacific Plan's priority sectors.
- On the instructions of the 4th Conference of the Pacific Community (2005), SPC decentralised the provision of services to members beyond its Noumea headquarters and Suva Regional Office by opening the North Pacific Regional Office in Pohnpei (2006) and Solomon Islands Country Office in Honiara (2009). In addition, host country agreements were signed with the governments of Vanuatu (2009), Marshall Islands (2010), Palau (2010) and Tonga (2011).

The global development meeting calendar is already set for the next few years and it is important that the Pacific engages strategically in the relevant discussions, decisions and processes. Events that will have significant impacts for PICTs during the plan period include the Joint Global Platform for Disaster Risk Reduction and Climate Change (May 2013); the Preparatory Meeting of the Small Island Developing States Conference – SIDS (2013) followed by the Third International Conference on SIDS to be hosted in the Pacific in 2014; the MDG Summit in 2015; and the Sustainable Development Goals (SDGs) agenda. All these events are central to SPC's core work and SPC will take a technical leadership role in supporting PICTs in these and other areas.

Governance of SPC

The Canberra Agreement is SPC's foundation document. It is the international treaty that was signed by the six founding members that established SPC as the Pacific region's first regional organisation on 6 February 1947.

The Tahiti Nui Declaration outlines the governance arrangements for the organisation. SPC's governing body is the Conference of the Pacific Community, which meets every two years. The Committee of Representatives of Governments and Administrations (CRGA), a committee of the Conference consisting of senior officials, meets annually and is empowered to make decisions regarding SPC's governance in years in which the Conference does not meet.

Recent governance decisions relevant to this plan include:

- The dual role of CRGA – In 2010 at its 40th meeting, CRGA approved a dual role for its future meetings, comprising (i) oversight of technical programme delivery, and (ii) policy and governance. This dual role means that delegations from members to CRGA now include representatives from technical ministries/departments that SPC works with. Each sector also holds meetings of ministers or heads of sector, which are responsible for determining and reviewing the work programme of each technical division.
- The Audit and Risk Committee – In 2011, the 7th Conference of the Pacific Community approved the establishment of a CRGA Audit and Risk Committee, which will provide independent, systematic and objective evaluation and guide improvement of the organisation's internal control, risk management and governance processes.
- As highlighted in the results framework (Section 5), SPC members will undertake a review of governance structures and processes during the plan period to ensure they remain appropriate.

ANNEX 4: Summary of key corporate initiatives and alignment of strategic documents

Summary of key initiatives for this plan

a. Enhancing effective service delivery to our island members

- Joint country strategies
- Prioritisation of SPC's core services to members
- Maximising opportunities for delivery of multi-sector, multidisciplinary services to members based on teamwork between SPC's technical programmes
- Special attention to the priorities of SPC's small island state members
- Special attention to gender mainstreaming and empowerment
- Optimising service delivery models to members
- Complementarity between SPC's regional services and those provided by other actors in the same sectors or areas

b. Creating strategic alliances, effective partnerships and meaningful engagement at national, regional and international level

- Increased engagement at the regional level
- Increased international advocacy and representation of the Pacific Island region
- Translating international requirements into regional and national standards and frameworks
- Translating development partner priorities into development opportunities for the Pacific Community
- Strengthening links with Pacific Island ambassadors to the United Nations (UN) and European Union (EU)
- Developing and implementing a strategy to engage with emerging donors and partners

c. Strategic positioning of the organisation

- Implementing the new organisational structure
- Strengthening human resources services
- Strengthening SPC's long-term financial health
- Strengthening SPC's governance, accountability and fiduciary mechanisms
- Strengthening SPC's ICT backbone to support a decentralised organisation
- Strengthening SPC's advocacy and outreach
- Strengthening the focus on managing for development results
- Enhancing effective service delivery to island members
- Creating strategic alliances, effective partnerships and meaningful engagement at national, regional and international levels
- Strategic positioning of the organisation to deliver effective results

Alignment of strategic documents

Key development outcomes (KDOs)	Sustainable economic development	Sustainable human and social development	Sustainable natural resource and environment management and development
↑			
Corporate Strategic Plan	The Corporate Strategic Plan outlines SPC's strategic direction and key priorities in contributing to the three key development outcomes. It is supported by a results framework that presents key indicators for measuring results, along with baselines and targets.		
Joint country strategies (JCS) Each JCS will be structured according to the three KDOs and will capture the contribution by each division to each KDO in each PICT.	JCSs describe contributions to each of the three key development outcomes by: <ul style="list-style-type: none"> • Land Resources Division (LRD) • Fisheries, Aquaculture and Marine Ecosystems (FAME) Division • Public Health Division (PHD) • Education, Training and Human Development (ETHD) Division • Economic Development Division (EDD) • Applied Geoscience and Technology Division • Statistics for Development Division (SDD) 		
Divisional strategic plans Each divisional strategic plan will reflect how its objectives contribute to achieving the KDOs	Each division's strategic plan objectives contribute to all three key development outcomes. For instance the objectives of the FAME Division are as follows: The coastal and oceanic fisheries programmes: <ul style="list-style-type: none"> • assist Pacific Island countries and territories to participate in and benefit from regional and national fisheries development and management activities • provide technical advice, assistance and training on developing small to medium-scale commercial tuna fisheries • conduct research and monitoring of the region's tuna and reef fisheries • provide and disseminate information to assist in the development and management of fisheries • assist Pacific Island governments in providing an enabling environment for economically and ecologically sustainable aquaculture. 		
Budget (from FY 2014) From fiscal year 2014, the budget will begin reflecting divisional expenditure estimates for some PICTs against each KDO based on divisional annual work plans	Divisional expenditure estimates per PICT contributing to KDOs under the following categories: <ul style="list-style-type: none"> • National interventions • Regional interventions 		
Monitoring and evaluation framework Includes results frameworks at corporate, division and JCS level, supported by SPC's integrated reporting information system (IRIS)	Output monitoring and reporting will be facilitated by the IRIS system; evaluations will be conducted to assess the contribution of these outputs to key development outcomes as measured by indicators identified in the results frameworks		

SPC at a glance

The Secretariat of the Pacific Community (SPC) is an international organisation established by treaty (Canberra Agreement) in 1947. Its operational policies are set out in the Tahiti Nui Declaration. SPC's working languages are English and French.

SPC is the principal technical and scientific organisation supporting the Pacific Island countries and territories. It delivers technical, scientific, research, policy and training services in fisheries, agriculture, forestry, water resources, geoscience, transport, energy, disaster risk management, public health, statistics, education, human rights, gender

and culture. Much of SPC's sector-based work also addresses cross-cutting areas including climate change adaptation, disaster risk reduction, food and water security, human rights and urbanisation.

SPC has its headquarters in Noumea, regional offices in Suva and Pohnpei, a country office in Honiara and field staff in other countries and territories. SPC has 26 members comprising 22 Pacific Island countries and territories and four metropolitan members, Australia, France, New Zealand and the United States of America. In January 2013, it had nearly 600 staff members and a 2013 budget of 94.7 CFP million units.

Pacific Island countries and territories – Facts

Pacific Island countries and territories	Land area (km ²)	EEZ (km ²)	Population (2011 estimate)	GDP/ capita (USD)
American Samoa	199	390,000	66,692	8,448
Northern Mariana Islands	457	1,823,000	63,517	15,006
Cook Islands	237	1,830,000	15,576	9,992
Federated States of Micronesia	701	2,978,000	102,360	2,889
Fiji	18,272	1,290,000	851,745	3,155
French Polynesia	3,521	5,030,000	271,831	21,071
Guam	541	218,000	192,090	24,827
Kiribati	811	3,550,000	102,697	1,622
Marshall Islands	181	2,131,000	54,999	3,130
Nauru	21	310,000	10,185	5,447
New Caledonia	18,576	1,740,000	252,331	34,719
Niue	259	390,000	1,446	10,360
Palau	444	616,000	20,643	10,692
Papua New Guinea	462,840	3,120,000	6,888,297	1,062
Pitcairn Islands	5	800,000	66	n.a.
Samoa	2,935	120,000	183,617	3,277
Solomon Islands	30,407	1,340,000	553,254	1,054
Tokelau	12	290,000	1,162	n.a.
Tonga	650	700,000	103,682	3,925
Tuvalu	26	900,000	11,206	3,498
Vanuatu	12,281	680,000	251,784	2,332
Wallis and Futuna	255	300,000	13,193	n.a.
Total	553,631	30,546,000	10,012,373	

Subregion	Land area (km ²)	EEZ (km ²)	Population (2011 estimate)	Number of countries
Melanesia	542,376	8,170,000	8,797,411	5
Micronesia	3156	11,626,000	546,491	7
Polynesia	8099	10,750,000	668,471	10



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