



Pacific
Community
Communauté
du Pacifique

Pacific Community

Results Report 2017



SPC
Corporate

Pacific Community Results Report

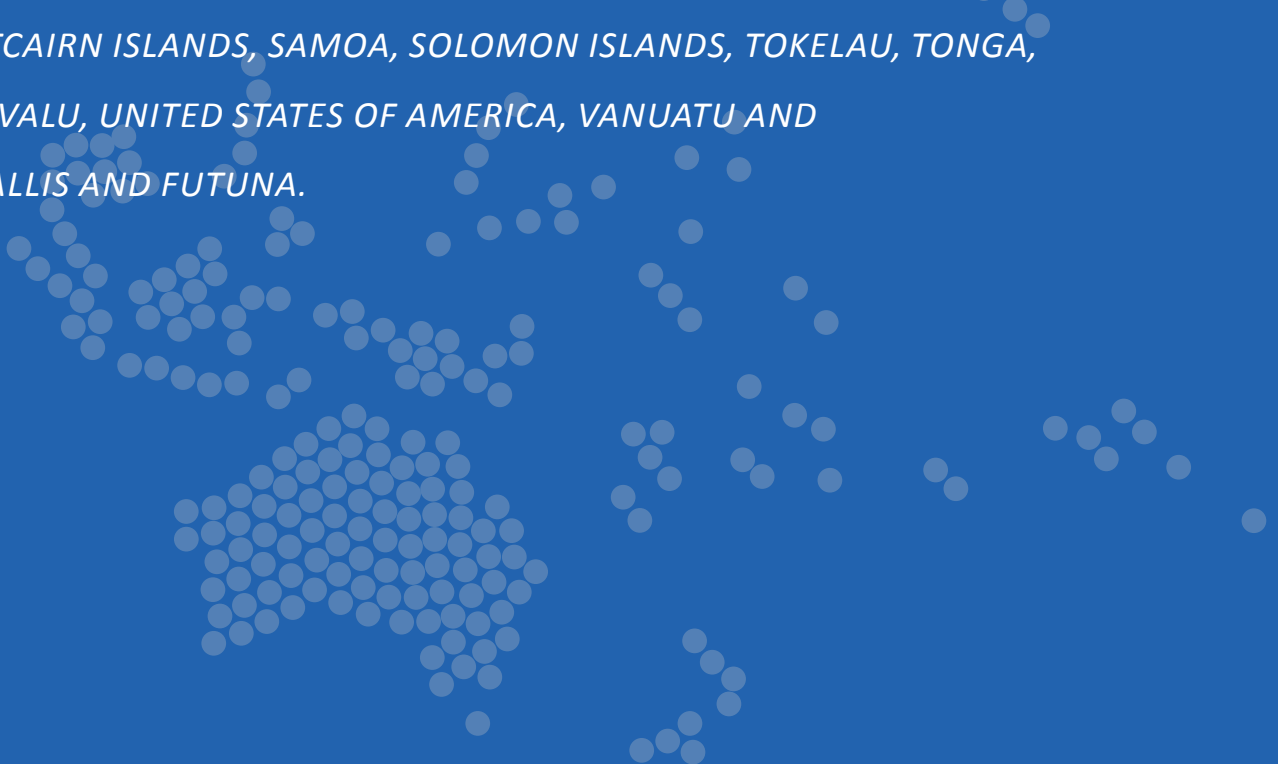
2017



Noumea, New Caledonia, 2018

THE **PACIFIC COMMUNITY** IS
AN INTERGOVERNMENTAL
ORGANISATION THAT WORKS IN CLOSE
PARTNERSHIP WITH ITS MEMBER
COUNTRIES AND TERRITORIES:

*AMERICAN SAMOA, AUSTRALIA, COOK ISLANDS,
FEDERATED STATES OF MICRONESIA, FIJI, FRANCE,
FRENCH POLYNESIA, GUAM, KIRIBATI, REPUBLIC OF THE
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.*



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ACKNOWLEDGEMENTS

The Pacific Community is an intergovernmental organisation that works in close partnership with its member countries and territories.

We thank them for their support.

Our members, through the Pacific Community's Committee of Representatives of Governments and Administrations (CRGA), are the key audience for this report. The CRGA Subcommittee on the Implementation of the Strategic Plan plays a vital role in supporting the preparation of the report, including through reviewing drafts and presenting detailed recommendations for improvements.

SPC acknowledges the contributions made by our members and development partners to achieving the results highlighted in this report.

Australia, France, New Zealand and Sweden significantly enhance efforts to improve development effectiveness through their specific investments in core and programme funding.

DEVELOPMENT PARTNERS

In 2017, financial support was received from the following development partners

| | |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Asia Pacific Network for Global Change Research (APN) | Kreditanstalt für Wiederaufbau (KfW) |
| Asian Development Bank (ADB) | National Institute of Water and Atmospheric Research (NIWA) |
| Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (AFPNet) | National Marine Fisheries Service (NMFS) |
| Australian Center for International Agricultural Research (ACIAR) | New Caledonia |
| Australian Council for Educational Research (ACER) | New Zealand Ministry of Foreign Affairs and Trade (MFAT) |
| Australian Department of Foreign Affairs and Trade (DFAT) | Pacific Biosecurity |
| Central Pacific Shipping Commission | Pacific Islands Forum Fisheries Agency (FFA) |
| Comic Relief | Papua New Guinea |
| Conservation International (CI) | Pew Charitable Trusts |
| Crop Trust | PNG Ports Corporation |
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) | Secretariat of the Pacific Regional Environment Programme (SPREP) |
| European Union (EU) | Swedish International Development Cooperation Agency (SIDA) |
| Food and Agriculture Organization of the United Nations (FAO) | Technical Centre for Agricultural and Rural Cooperation (CTA) |
| French Biodiversity Agency | The Nature Conservancy (TNC) |
| French Development Agency (AFD) | United Nations Children's Fund (UNICEF) |
| French Pacific Fund | United Nations Development Programme (UNDP) |
| Global Environment Facility (GEF) | United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) |
| Government of the United States of America | United Nations Industrial Development Organization (UNIDO) |
| Green Climate Fund (GCF) | United Nations Population Fund (UNFPA) |
| International Atomic Energy Agency (IAEA) | University of Wollongong |
| International Foundation for Aids to Navigation (IFAN) | US Centres for Disease Control and Prevention (CDC) |
| International Fund for Agricultural Development (IFAD) | Western and Central Pacific Fisheries Commission (WCPFC) |
| International Maritime Organization (IMO) | World Bank Group |
| International Renewable Energy Agency (IRENA) | World Health Organization (WHO) |
| International Seafood Sustainability Foundation (ISSF) | WWF |
| International Union for Conservation of Nature (IUCN) | |



Development goals of Pacific Community members

- 1 Goal 1: Pacific people benefit from sustainable economic development
- 2 Goal 2: Pacific communities are empowered and resilient
- 3 Goal 3: Pacific people reach their potential and live long and healthy lives

FOREWORD

On behalf of the Pacific Community (SPC), I am proud to present this report of the results of our work in 2017 – the year in which SPC marked 70 years of service since the signing of the Treaty of Canberra in 1947. Today SPC is considered the leader in providing scientific research and knowledge resources for addressing development challenges in the Pacific.

Our members often refer to SPC as the Pacific's 'own organisation', not least because in 1983, the 23rd South Pacific Conference gave all Pacific Island countries and territories full and equal membership and ownership of SPC, making it the first Pacific intergovernmental organisation to put regionalism into practice. SPC's successes since then are testimony to the strong commitment and effective governance provided by our 26 members, and to the contribution made by our regional and international partners, who share our vision of a prosperous and resilient Pacific.

This report of SPC's results in 2017 focuses on how our scientific, technical and evidence-based approaches are changing knowledge, attitudes and practices, increasing the well-being of communities and populations, and contributing to achieving the Sustainable Development Goals. The report also includes honest reflection on what has worked well and less well, and the lessons we have learned. We can always do better and we intend to keep trying, even when progress is slow.

We recognise that the complexity of some development challenges requires input from more than one sector, or from other agencies along with SPC. In particular, two initiatives were approved by the Tenth Conference of the Pacific Community in 2017 –

the establishment of the Pacific Community Centre for Ocean Science, and research on a Pacific Learning and Innovation Hub for the region. Both will expand the impact and effectiveness of our work. The Centre for Ocean Science will bring together our scientific expertise in all areas of ocean research and improve access to our bank of information and intellectual resources. We will be working collaboratively with our CROP (Council of Regional Organisations in the Pacific) partners to explore the design of a Learning and Innovation Hub to advance novel ideas and develop solutions to some of the Pacific's toughest development challenges.

On the corporate side, in 2017 SPC's internal governance documents were brought up to date and our financial systems were upgraded and unified to greatly improve executive oversight and accountability. These are important changes in maintaining the confidence of our members and donors and ensuring our resources are used wisely.

The CRGA Subcommittee on the Implementation of the Strategic Plan closely oversees the direction of this report and we are grateful to members for their guidance. I also acknowledge our development partners for making SPC's work possible. Finally, I wish to recognise the work of SPC staff, their knowledge and expertise, and their commitment to supporting the development of our region.


Dr. Colin Tukuitonga
Pacific Community

Abbreviations

ACIAR

Australian Centre for International Agricultural Research

ACP

African, Caribbean and Pacific Group of States

ADB

Asian Development Bank

AFD

Agence Française de Développement

CC/DRM

climate change and disaster risk management

CCES

Climate Change and Environmental Sustainability (SPC)

CEDAW

Convention on the Elimination of All Forms of Discrimination against Women

CePaCT

Centre for Pacific Crops and Trees (SPC)

COP

Conference of the Parties [to the 1992 United Nations Framework Convention on Climate Change]

CPI

Consumer Price Index

CRGA

Committee of Representatives of Governments and Administrations

CROP

Council of Regional Organisations in the Pacific

CRVS

civil registration and vital statistics

DFAT

Department of Foreign Affairs and Trade (Australia)

DRR/DRM

disaster risk reduction/disaster risk management

EDD

Economic Development Division (SPC)

EEZ

exclusive economic zone

EQAP

Educational Quality and Assessment Programme (SPC)

EU

European Union

EVAW

End Violence Against Women

FAD

fish aggregation device

FAME

Fisheries, Aquaculture and Marine Ecosystems Division (SPC)

FAO

Food and Agriculture Organization of the United Nations

FFA

Pacific Islands Forum Fisheries Agency

FSM

Federated States of Micronesia

GCF

Green Climate Fund

GEF

Global Environment Facility

GEM

Geoscience, Energy and Maritime Division (SPC)

GHG

greenhouse gases

GIS

geographic information system

GIZ

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; (English) German Corporation for International Cooperation GmbH

GSD

Geoscience Division (SPC)

HIES

Household Income and Expenditure Survey

HOAFS

Heads of Agriculture and Forestry Services

HOF

Heads of Fisheries

HOH

Heads of Health

HOPS

Heads of Planning and Statistics

IATA

International Air Transport Association

INTEGRE

Pacific territories initiative for regional management of the environment

KfW

(German government-owned development bank)

LRD

Land Resources Division (SPC)

MEL

monitoring, evaluation and learning

MFAT

Ministry of Foreign Affairs and Trade (New Zealand)

MOU

memorandum of understanding

NCDs

non-communicable diseases

NGO
non-governmental organisation

NDMO
National Disaster Management Office

NSO
National Statistics Office

OCT
Overseas countries and territories

OHCHR
Office of the High Commissioner for Human Rights

PEARL
Planning, evaluation, accountability, reflection and learning [policy]

PHAMA
Pacific Horticultural and Agricultural Market Access Program

PHD
Public Health Division (SPC)

PICs
Pacific Island countries

PICTs
Pacific Island countries and territories

PIFS
Pacific Islands Forum Secretariat

PILNA
Pacific Islands Literacy and Numeracy Assessment

PIRFO
Pacific Islands Regional Fisheries Observer

PMEL
Planning, Monitoring, Evaluation and Learning

PNG
Papua New Guinea

POETCom
Pacific Organic and Ethical Trade Community

PQRS
Pacific Register of Qualifications and Standards

PTF
Petroleum Task Force

REDD+
Reducing emissions from deforestation and forest degradation

RESCCUE
Restoration of ecosystem services and adaptation to climate change

RMI
Republic of the Marshall Islands

RRRT
Regional Rights Resource Team (SPC)

SAMOA Pathway
Small Island Developing States Accelerated Modalities of Action

SDGs
Sustainable Development Goals

SDD
Statistics for Development Division (SPC)

SDP
Social Development Programme (SPC)

SIDS
small island developing states

SIPA
Solomon Islands Ports Authority

SIS
small island states

SPC
Pacific Community

SPL
Strategy, Performance and Learning (SPC)

SPREP
South Pacific Regional Environment Programme

SSB
sugar sweetened beverage

STCW
International Convention on Standards of Training, Certification and Watchkeeping for Seafarers

TC
tropical cyclone

UN
United Nations

UNDP
United Nations Development Programme

UNESCAP
United Nations Economic and Social Commission for Asia and the Pacific

UNESCO
United Nations Educational, Scientific and Cultural Organization

UNFCCC
United Nations Framework Convention on Climate Change

UNICEF
United Nations Children's Fund

UNISDR
United Nations Office for Disaster Risk Reduction

UN OHCHR
United Nations Office of the High Commissioner for Human Rights

USP
University of the South Pacific

WASH
water, sanitation and hygiene

WCFPC
Western and Central Pacific Fisheries Commission

WHO
World Health Organization

HOW TO READ THIS REPORT

This report focuses on results achieved, lessons learned and adaptations made by Pacific Community members through SPC's scientific and technical assistance.

Our performance in 2017 is described against each of our nine development objectives (Chapters 1 to 9) and five organisational objectives (Chapter 10). The results of our work are illustrated by performance stories from countries, and data from our divisions and programmes. The contribution of these results towards achieving the Sustainable Development Goals (SDGs) is also highlighted.

In 2017, we continued our efforts to improve our results reporting by incorporating the learning and adaptation that occurs through our work with our members, as well as by responding to a request from CRGA for greater self-reflection.

The following icons are used throughout the report to highlight outcomes related to key areas that have been acknowledged by SPC's governing bodies as priorities:



gender



youth



climate change and disaster risk resilience/
management



regional data coordination and dissemination



multi-disciplinary approaches to address members'
development priorities



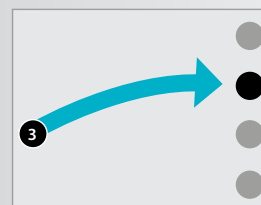
engagement with members, partners, private sector
and civil society

PERFORMANCE ASSESSMENT TOOL

This year, the report includes a self-assessment scale. As divisions and programmes reported against their results frameworks for 2017, they used evidence-based information to assess their progress against their key result areas or performance indicators relative to baselines, and quantitative or qualitative targets. Based on the assessment of each key result area, one of the following ratings was chosen:



Significant progress has been made toward this result



Some progress has been made towards this result



No overall progress has been made towards this result



Moving away from making progress towards this result

Ratings against individual key result areas were then averaged to provide an assessment of achievement for each development and organisational objective. These ratings are provided at the beginning of each chapter.

Summary of self-assessment against the development objectives

1. Strengthen sustainable management of natural resources



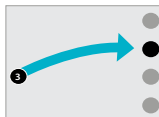
Our self-assessment

On average, significant progress was made across 52 results related to fisheries, forestry, land use, agriculture, minerals and water

Results example

Development and application of a large body of scientific evidence to improve management of fisheries, forestry, land use, agriculture, minerals and water (more than 6000 assessment, surveys, data collections, reviews and analyses conducted)

2. Improve pathways to international markets



Our self-assessment

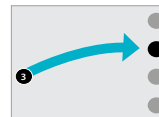
On average, some progress was made across 7 results related to mobility of learners, market access for private enterprise, and phytosanitary and biosecurity standards supporting trade

Results example

13 improved practices to support access to new or higher value markets, including biosecurity laws for complying with sanitary and phytosanitary measures, and procedures for meeting organic standards

Impact sustained in improved port efficiency in 2 PICTs

3. Strengthen sustainable transport and energy security



Our self-assessment

On average, some progress was made across 25 results related to sustainable transport and energy security

Results example

13 instances of shaping and influencing national or regional transport and energy strategies and legislation

4. Strengthen access to and use of development statistics in developing policy and monitoring progress



Our self-assessment

On average, significant progress was made across 54 results related to access to and use of development statistics in policy-making and monitoring of progress

Results example

22 instances of improved understanding, knowledge and capacity in statistical systems, processes and methods, demonstrating SPC's regional leadership and coordination role in data-collection methodologies and standardisation

5. Improve multi-sectoral responses to climate change and disasters



Our self-assessment

On average, significant progress was made across 17 results related to multi-sectoral responses to climate change and disasters

Results example

129 results demonstrating multi-sectoral responses in climate change and disaster risk resilience or management, from enhanced preparedness and awareness to mitigation or adaptation

Impact sustained in production of climate-resilient plants and integrated management of specific areas in 3 PICTs

6. Advance social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people



Our self-assessment

On average, some progress was made across 45 results related to social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people

Results example

Capacity development (1369 government and civil society representatives trained or mentored) generating improved knowledge and capacity to promote, monitor and report on human rights, gender, culture and youth

Impact sustained in expansion of services for survivors of domestic violence and increased national budget for gender in 5 PICTs

7. Improve multi-sectoral responses to non-communicable diseases (NCDs) and food security



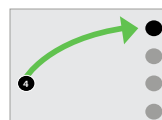
Our self-assessment

On average, significant progress was made across 52 results related to multi-sectoral responses to NCDs and food security

Results example

Success of sustained efforts to improve national knowledge and skills, commitments and engagement on NCDs (230 changes in knowledge, 31 changes in attitude and 34 changes in practice)
Impact sustained in conservation of tree and plant genetic (33 resources)

8. Strengthen regional public health surveillance and response



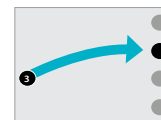
Our self-assessment

On average, significant progress was made across 27 results related to regional public health surveillance

Results example

Public health surveillance strengthened through quality assessment of systems, training and awareness raising on public health management, and increased reporting (105 results)

9. Improve education quality



Our self-assessment

On average, some progress was made across 19 results related to improving education quality

Results example

Significant strides made in improving education systems (including assessments), qualifications and learner outcomes (31 changes in practice)
Impact sustained in improved educational data management in 6 PICTs

Organisational objectives

a) Strengthen engagement and collaboration with members



Our self-assessment

On average, some progress was made over 53 results related to strengthened engagement and collaboration with members and partners

Results example

100 instances of improved collaboration and engagement with members and partners (through increased participation, dialogue and partnerships)

b) Strengthen technical and scientific knowledge and expertise



Our self-assessment

On average, significant progress was made over 26 results related to strengthened scientific and technical expertise

Results example

35 instances of strengthened technical and scientific knowledge and expertise (SPC's scientific and technical publications; development of Learning and Innovation Hub concept; refinement of PILNA instruments)

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



Our self-assessment

On average some progress was made over 11 results related to addressing members' development priorities through multi-disciplinary approaches

Results example

11 instances of multi-disciplinary approaches addressing members' development priorities (climate change mainstreaming at SPC, collaboration between SPC divisions)

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



Our self-assessment

Significant process was made over 15 results related to improving planning, prioritisation, evaluation, learning and innovation

Results example

16 instances of improved planning, prioritisation, evaluation, learning and innovation (investment in MEL resources, processes and tools, strengthened divisional systems, updated business plans)

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



Our self-assessment

On average, some progress was made over 41 results related to enhancing the capabilities of SPC's people, systems and processes

Results example

38 instances of enhanced capability, systems and processes (new systems, new approaches and methods, updated policies, rationalisation of use of resources)

A description of the self-assessment process undertaken by SPC is found in the "How to read this report" section.

Learning from our results

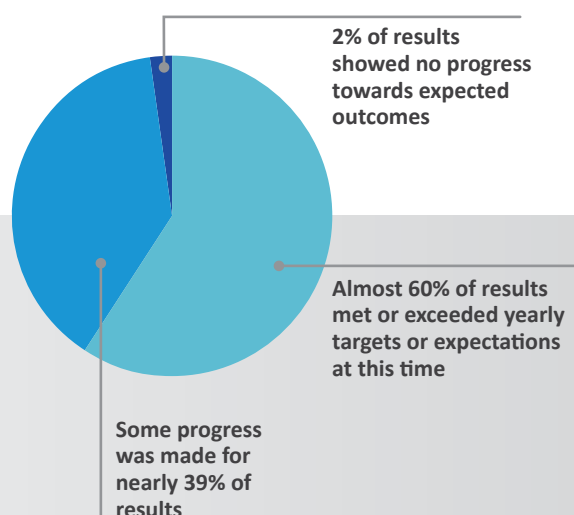
SPC continued to contribute relevant scientific evidence through both primary research and synthesis and analysis of existing data and information. Change occurring through the application of SPC's scientific and technical advice was evident in measurable shifts in knowledge, attitudes and practices in Pacific Island countries and territories (PICTs). In some areas, where SPC has been working over sustained periods and in coordinated efforts, longer-term impacts at the community, institution or country level are being demonstrated.

Reflecting SPC's commitment to learning, several tools were developed in 2017 to help better communicate and report our results. One of these tools is the results hierarchy, which sets out our 'pathways of change'. Our 2017 highlights are reported against this hierarchy.

The secretariat also conducted a self-assessment of its performance in 2017 using the performance assessment tool described on page viii.

Overall, this process produced a positive assessment of the performance of our divisions in implementing the strategic objectives of the Pacific Community Strategic Plan. Results showing some progress will be monitored and adaptations made in 2018. Areas where no progress was made will be explored in detail in 2018 to better understand performance bottlenecks and learn from setbacks.

The Pacific Islands Literacy and Numeracy Assessment (PILNA) conducted by SPC's **Educational Quality and Assessment Programme (EQAP)** is an example of significant progress. This year's results highlight EQAP's successes in further developing region-specific educational assessments and systems to monitor and assess learner outcomes and the performance of teachers and school leaders. In doing so, EQAP is making headway in supporting education ministries to achieve their targets and improve the quality of the education they deliver.



The self-assessments also brought to light priority areas where SPC can strengthen its approach:

- **Gender equality** is recognised as a long-term undertaking requiring multiple programme entry points to achieve transformational change. Our Social Development Programme (SDP) learned several key lessons during the first phase of implementing the project, *Progressing Gender Equality in the Pacific*. In future, the project will target institutional strengthening through a deeper assessment of government systems. It will also work on strengthening enabling environments, reducing discriminatory social norms, and increasing women's and girls' agency in participating in development processes.
- **Non-communicable diseases (NCDs)** remain the leading cause of death in the Pacific despite concerted and increasing efforts. Childhood obesity is a particular curse, affecting over one in five Pacific children – the highest rates of childhood obesity in the world occur in French Polynesia and Federated States of Micronesia (FSM). SPC's Public Health Division (PHD) has focused on building regional and national leadership and policy environments for the prevention and control of NCDs, but is now moving more strongly towards multi-sectoral and multi-stakeholder approaches, requiring engagement at government level as well as work and partnerships with civil society, and potentially with private sector entities. Empowerment of people and communities is paramount in tackling the social and environmental determinants of NCDs.

- **SPC's Centre for Pacific Crops and Trees (CePaCT)** contributes to the conservation, development and promotion of plant and crop genetic resources across the region. However, its ability to improve food supplies and nutritional quality, and help build resilient livelihoods for Pacific people, is limited by continuing bottlenecks in seed availability, access and utilisation at national level. In 2018, our Land Resources Division (LRD) will focus on improving country-level knowledge and skills in developing and operationalising effective national seed systems to increase the resilience of food production systems and enhance the sustainability of food and nutrition security.
- **Finally, regional coastal and oceanic fisheries science and, more broadly, ocean management and governance** are expected to develop significantly in 2018 with two initiatives – operationalisation of the Pacific Community Centre on Ocean Sciences, as approved by the Tenth Pacific Community Conference, and development of the first regional, multi-disciplinary research project on natural and anthropogenic contaminants in fish and shellfish. Both initiatives are of immediate relevance to the well-being of Pacific people.

EXAMPLES OF LEARNING IN 2017 AGAINST OUR RESULTS HIERARCHY

PRACTICE

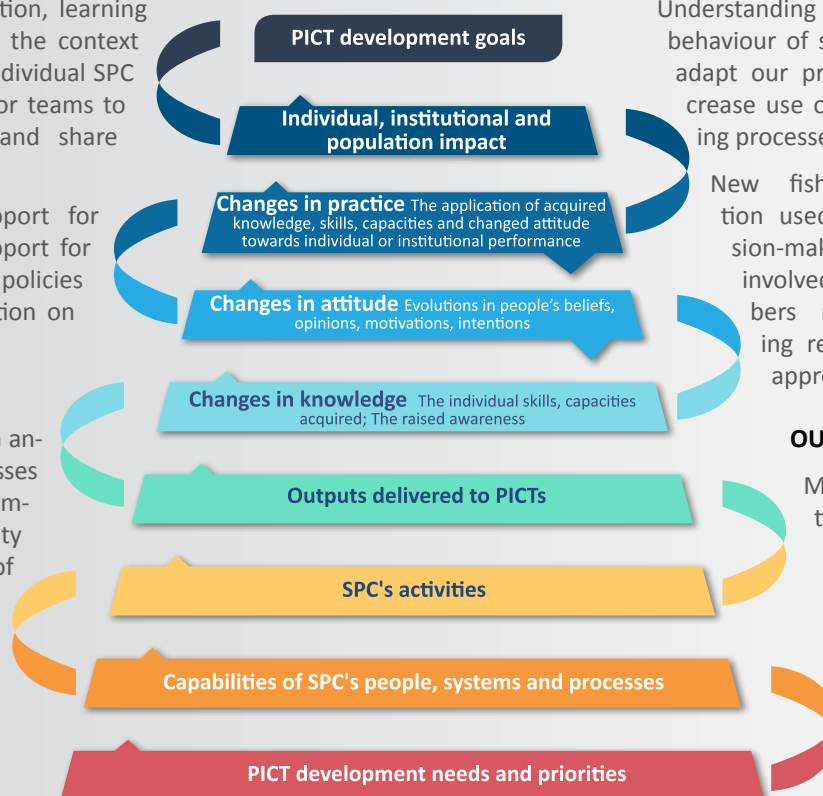
Adapting bi-annual reflection, learning and planning sessions to the context and ways of working of individual SPC teams is creating space for teams to better assess progress and share learning.

Shifting focus from support for legislative drafting to support for implementing laws and policies is leading to practical action on domestic violence.

ATTITUDE

Involving host ministries in annual work planning processes is leading to increased commitment to gender equality work and expectation of results.

Working alongside government agencies helps to shift attitudes and behaviours toward a more proactive approach to groundwater management and operation.



KNOWLEDGE

Understanding the information needs and behaviour of statistics users is helping us adapt our products and services to increase use of statistics in decision-making processes.

New fisheries scientific information used to inform regional decision-making tests both scientists involved in the work and members responsible for interpreting results and responding with appropriate recommendations.

OUTPUT

Making small and cost-effective adaptations to our scientific and technical products is facilitating improved member engagement and reframing member needs.

EXAMPLES OF RESULTS IN 2017 AGAINST OUR RESULTS HIERARCHY



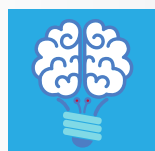
Impact

12 instances of PICTs improving institutional performance, increasing public service resourcing or availability, enhancing disaster preparedness or climate change resilience, protecting genetic resources, and improving the fulfilment of human rights commitments



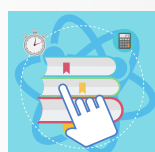
Changes in practice

Over 120 quantitative and qualitative descriptions of PICTs embedding SPC's products and services in their systems and practices



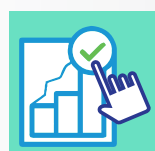
Changes in attitude

Nearly 30 changes in attitude, with PICTs demonstrating increasing willingness to change processes or ways of working, committing to action, actively engaging in SPC processes, or endorsing new legislation or policies



Changes in knowledge

More than 50 changes in knowledge resulting from SPC interventions, including SPC training, coaching, mentoring, and on-the-job support, South-South exchanges



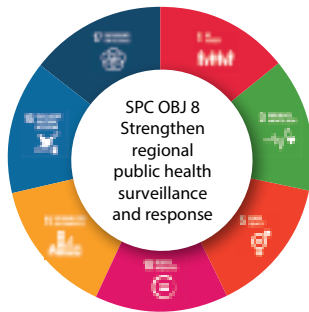
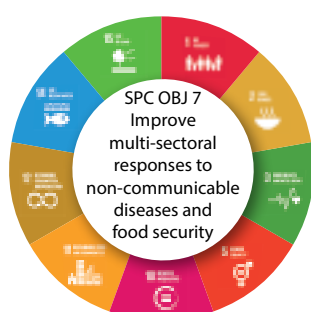
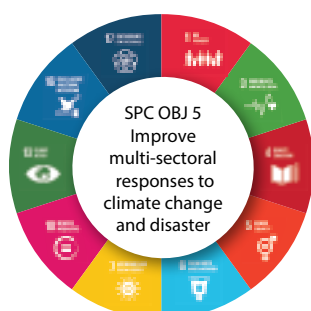
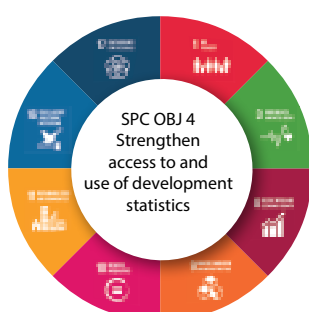
Outputs delivered to PICTs

Over 130 scientific and technical outputs, including:

- methodology, protocol, proposal and budget development
- data collection, analysis and assessment

- expert advice, and policy and legislation drafting
- peer-reviewed publications and information dissemination
- convening, consulting and negotiating

SUSTAINABLE DEVELOPMENT GOALS AND SPC'S DEVELOPMENT OBJECTIVES



SPC's Strategic Plan 2016–2020 recognises the global environment in which our members operate. This environment includes the commitments contained in the Sustainable Development Goals (SDGs), which reflect many of our members' national development priorities, international and regional frameworks, and multilateral agreements. SPC contributes to the achievement of members' global and regional commitments by supporting their capacity to implement their national development agendas.

The matrix below shows specific areas of synergy between the 17 SDGs and SPC's development objectives.

| | |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SPC OBJECTIVE 1 Strengthen sustainable management of natural resources | SPC OBJECTIVE 6 Advance social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people |
| SPC OBJECTIVE 2 Improve pathways to international markets | SPC OBJECTIVE 7 Improve multi-sectoral responses to non-communicable diseases and food security |
| SPC OBJECTIVE 3 Strengthen sustainable transport and energy security | SPC OBJECTIVE 8 Strengthen regional public health surveillance and response |
| SPC OBJECTIVE 4 Strengthen access to and use of development statistics | SPC OBJECTIVE 9 Improve education quality |
| SPC OBJECTIVE 5 Improve multi-sectoral responses to climate change and disaster | |



INTRODUCTION

The **22** Pacific Island member countries and territories of the Pacific Community (SPC) are home to approximately **11** million people. **Fourteen** of these members are small island developing states (SIDS).

Our Pacific Island members have diverse characteristics and cultures, but all share the challenges of life in remote areas with limited human and natural resources, small economies and distant markets. They are highly vulnerable to the impacts of external geopolitical and economic events, and even more so to the effects of climate change and intensifying natural disasters.

Close cooperation between Pacific Island governments, international and regional organisations and development partners is essential to support their continued sustainable development.

SPC has been working with its members for 70 years, contributing scientific and technical assistance and advice to address the region's complex developmental challenges.

To support members in achieving their long-term development goals, we continue to adapt the way we work to ensure we are effective, efficient and responsive. The Strategic Plan highlights three overall goals and sets out development and organisational objectives that direct its implementation and frame how we measure, monitor and report on our performance.



SPC THEORY OF CHANGE

(PACIFIC COMMUNITY STRATEGIC PLAN 2016–2020)

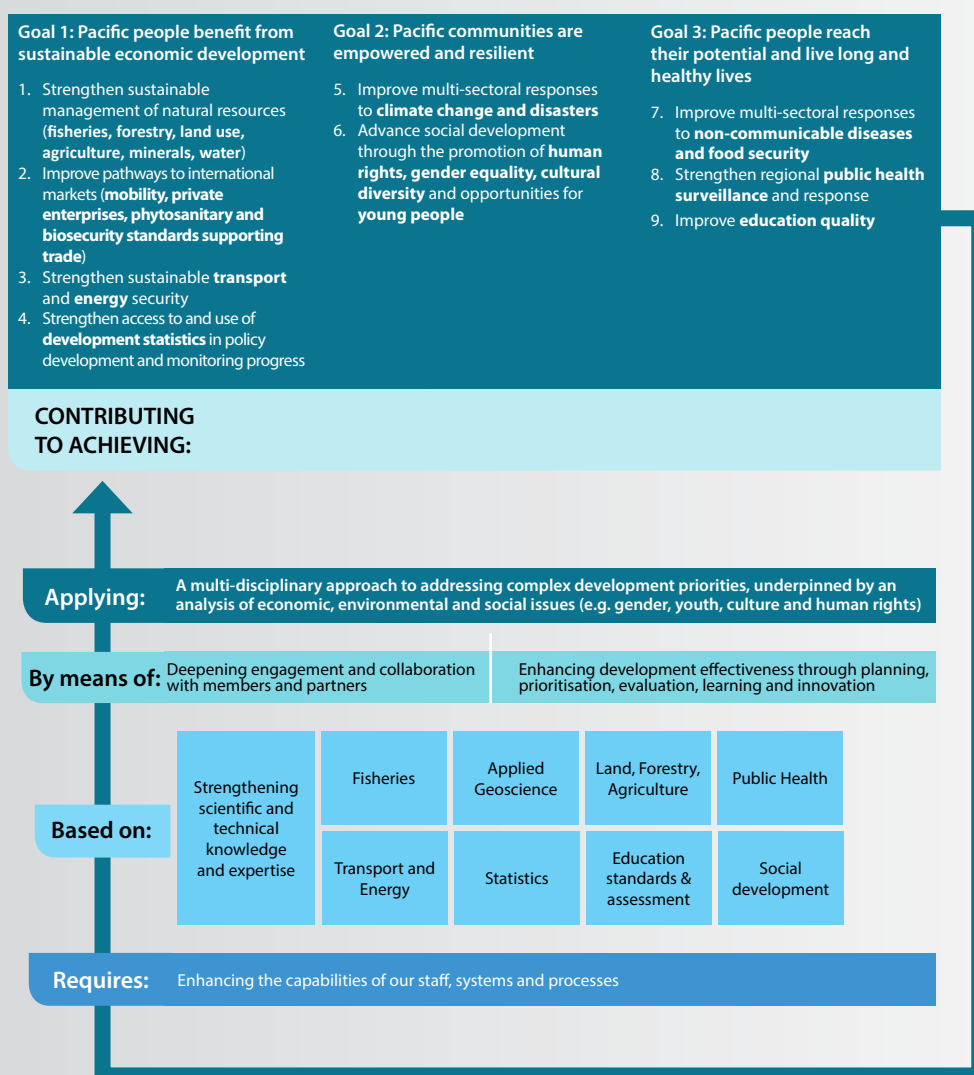
VISION

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

This is a shared vision for the Pacific under the Framework for Pacific Regionalism.

MISSION

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



SPC values

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

WHAT HAPPENED IN 2017?

REGIONAL CONTEXT

PICTs were affected by the recurrent effects of long droughts, persistent flooding, and small or medium-sized storms. Though no major disasters occurred in 2017, the region continued to deal with the aftermath of Tropical Cyclones Pam (March 2015) and Winston (February 2016).

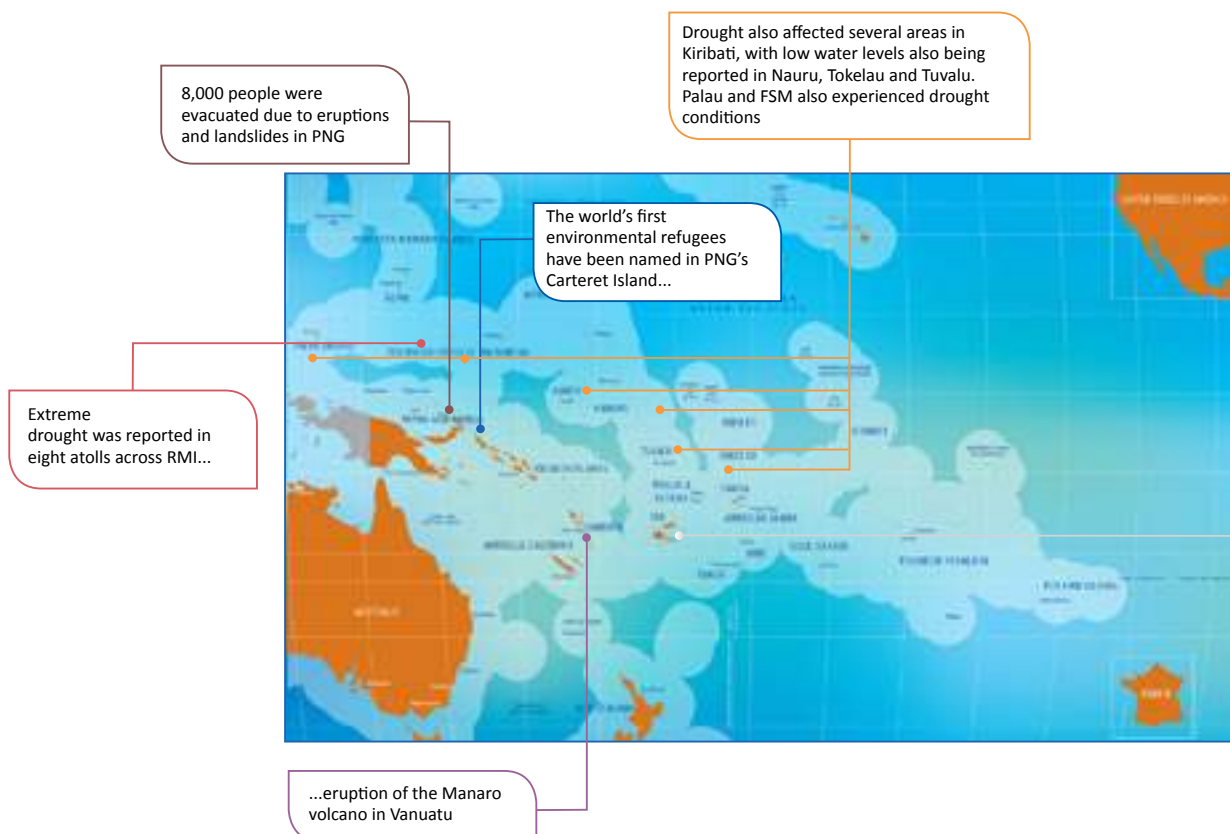
The people of Carteret Island in Papua New Guinea (PNG) were named as the world's first environmental refugees.

The eruption of the Manaro Voui volcano in Vanuatu forced the evacuation of 11,000 people. In PNG, 8000 people were evacuated due to volcanic eruptions and landslides.

Extreme drought was reported in eight atolls across Marshall Islands, including Wotje and Utirik, affecting an estimated 6400 people. Drought affected several areas in Kiribati, with low water levels reported in Nauru, Tokelau and Tuvalu. FSM and Palau also experienced drought conditions.

Against this backdrop, Fiji made history by becoming the first SIDS to preside over the annual Conference of the Parties – namely COP23, which was held in Bonn, Germany, in November 2017.

With the Government of Sweden, Fiji co-chaired the 'United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development', which took place in New York in June 2017.



SPC ORGANISATIONAL CONTEXT

SPC celebrated its 70th year of operation in 2017. To mark the occasion, artists across the Pacific were invited to enter a design for a distinctively Pacific logo. The winning logo was created by Pascale Gery from New Caledonia. SPC's Publishing and Communications teams also produced a photographic exhibition for CRGA and Conference – *The Pacific Community 1947–2017: Then and now* – which presented a fascinating insight into SPC's mutual engagement with members over 70 years of Pacific history.



The prioritisation of SPC's work continued in 2017, building on the work undertaken the previous year and reinforcing the four areas of focus that members identified in the Strategic Plan:

- Developing and applying fisheries science (towards the goal of developing an area of excellence)
- Developing and applying plant and crop genetic resources (planning to develop an area of excellence)

- Regional education qualifications and assessment (a regional 'public good')
- Public health surveillance (a regional 'public good')

Further analysis identified SPC's specific capabilities, comparative advantages and opportunities in another six areas:

- Climate change and disaster risk resilience/management (including GIS mapping)
- Oceans management and governance (including maritime transport and boundaries) and the development of the Pacific Community Centre for Ocean Science
- Regional data coordination and dissemination
- Human rights, including gender equality and youth issues
- Energy
- Non-communicable diseases



The Pacific Community 1947–2017: Then and Now photographic exhibition

CHAPTER 1

STRENGTHENING SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

In 2017, SPC provided multi-sectoral scientific and technical assistance to strengthen PICTs' capacity to sustainably manage their resources. For example:

- **44 new debriefers** (39 males, 5 females), **8 new trainee trainers**, and **21 new debriefer assessors** were trained as part of the Pacific Islands Regional Fisheries Observer (PIRFO) programme, which allows observer training to be increasingly delivered by national trainers through PIRFO-recognised national maritime schools.
- **1800 tide calendars** were printed and distributed to 14 PICs and used by national meteorological services to provide public early warning of king tides and inundation events, and by other sectors in decision-making related to ocean-based activities.



CONTRIBUTING TO THE SDGs

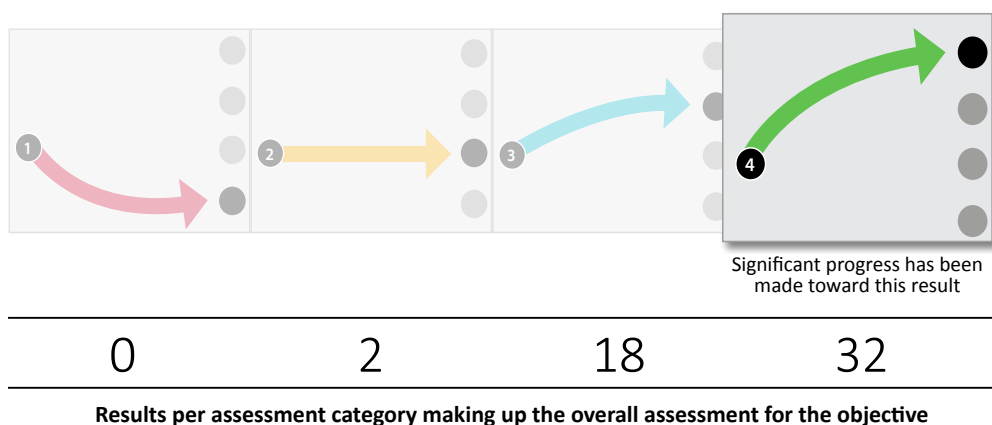
Challenges

Key challenges in this area include:

- A new biotype of the coconut rhinoceros beetle has invaded five PICTs. Its highly adaptive nature poses risk of greater infestation across the region, threatening coconut palms and the livelihoods that depend on coconut products.
- Increased local supplies of fish are needed for food security. By 2030, it is estimated that 115,000 metric tonnes of fish will be needed to feed Pacific people. The small pockets of effective coastal fisheries management that exist at present will not be enough to maintain a sustainable level of stock.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that, on average, significant progress has been made.



Looking to 2018

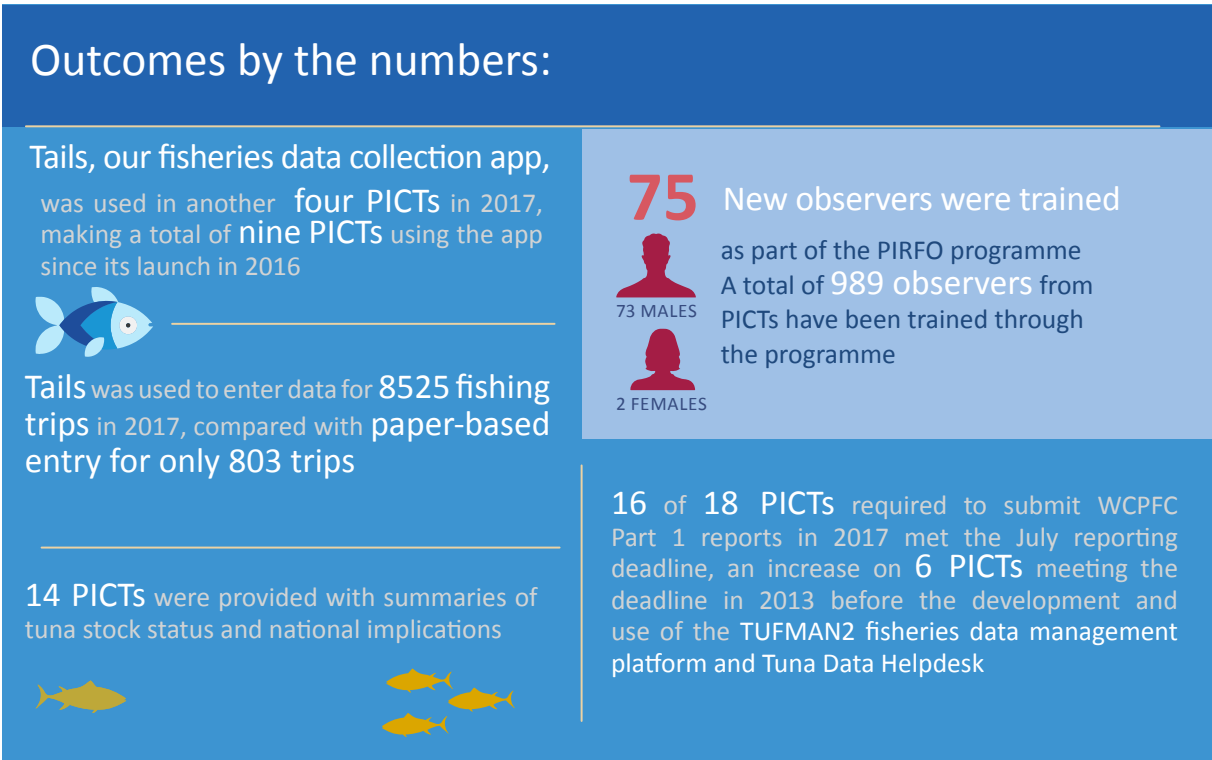
- Ocean management and governance – a focus area for SPC – is strongly supported by our technical and scientific work in sectors such as fisheries, maritime transport, ocean and coastal monitoring and prediction services, and maritime boundaries. The planned Pacific Community Centre for Ocean Science will provide an information and data platform for ocean science, management and governance;
- New partnerships between SPC and the Australian Centre for International Agricultural Research (ACIAR) and the Food and Agriculture Organization of the United Nations (FAO) will contribute to renewed agriculture and food security work with countries across the Pacific.

FISHERIES

SPC provided scientific, technical and management advice to PICTs and regional agencies to support the sustainable management of oceanic, nearshore and coastal fisheries resources for economic growth, food security and environmental conservation. SPC continued to be recognised as the region’s centre for tuna fisheries science and information. The development of an area of excellence in fisheries science was identified in the Strategic Plan and was one of the priorities set in 2017.

There were many examples of knowledge integration informing practice in 2017, e.g.:

- Fiji and Solomon Islands limited longline fishing licences;
- the Western and Central Pacific Fisheries Commission (WCPFC) Tropical Tuna Measure was informed by the SPC analysis presented to the WCPFC’s annual session;
- Six community-based management plans were developed in Vanuatu;
- The Tonga marine aquarium fishery management and development plan was implemented.



PERFORMANCE STORIES

WHAT HAPPENED WITH BIGEYE TUNA?

At the 13th Regular Session of the Scientific Committee (SC13) of WCPFC held in Cook Islands in August 2017, around 190 participants from 29 countries, territories and organisations met to discuss 56 papers authored or co-authored by staff of SPC's Oceanic Fisheries Programme (OFP).

A major topic of debate was the new bigeye tuna (*Thunnus obesus*) stock assessment. In 2014, SPC scientists estimated that bigeye tuna stocks in the western and central Pacific Ocean were 'overfished and overfishing was still occurring'. In 2017, the assessment by the same group of scientists was that the 'bigeye tuna stock is not overfished and overfishing is not occurring'.

What changed in the 2017 assessment?

WCPFC funded a major OFP project on bigeye tuna age, growth and reproductive biology. A pilot study (2009–2011), which collected 313 otoliths¹, gave the first indications that the size of the oldest bigeye tuna in the western and central Pacific Ocean (WCPO) might be smaller than previously thought. This was followed by a full-scale otolith and gonad² sampling programme that analysed an additional 1100 otoliths and 300 gonad samples (2016–2017).



Measuring bigeye tuna in Gilbert Islands, Kiribati. Photo: Bruno Leroy, Pacific Community

1 Otoliths are small 'ear' bones that help fish maintain their orientation. In many fish, including tuna, growth rings (usually annual but sometimes daily) can be detected in microscopic sections of the otolith, assisting scientists to determine the age of the fish. This is similar to aging trees from the growth rings seen in cross sections of trunks.

2 Gonads in female fish are the reproductive organs, the ovaries, that are responsible for the production of eggs. Their size and internal structure are used by scientists to estimate the level of maturity of the fish.

The conclusion was that the mean size of the oldest fish in the population, around 150 cm, estimated from these new data is considerably smaller than the size of 184 cm assumed in the 2014 assessment. Further, new information on size and age at maturity found that bigeye reach reproductive maturity at a younger age than previously assumed (50% of females are mature around 3 rather than 4 years of age) and that bigeye tuna keep reproducing at higher rates until older than previously thought.

Outcome

In short, new biological data on bigeye tuna corrected assumptions used in previous assessments on the age, growth and reproductive maturity of bigeye. This new scientific information substantially changed the results of previous assessments of stock status and led to a stock assessment that was both more optimistic and more accurate. SC13 accepted the results of the new assessment with recommendations relating to taking a precautionary approach with the new information, and to do some additional research to further improve the dataset and check that the latest assessment is robust.

Despite the more optimistic outlook for bigeye tuna provided by this latest assessment, WCPFC recognised that the previous measures designed to limit bigeye fishing mortality – primarily the seasonal closure of the purse-seine fishery using fish aggregation devices (FADs) and longline catch limits - needed to be maintained to keep the stock at its current level. These measures were relaxed slightly by WCPFC14 but should still allow management objectives to be substantially achieved.

Achieving these outcomes required OFP to work closely with members and to develop the technical capacity necessary to obtain the volume of samples required from seventeen PICTs. A multi-disciplinary approach was also needed, with OFP involving statisticians, biologists, ecologists and geospatial scientists in informing the new assessment.

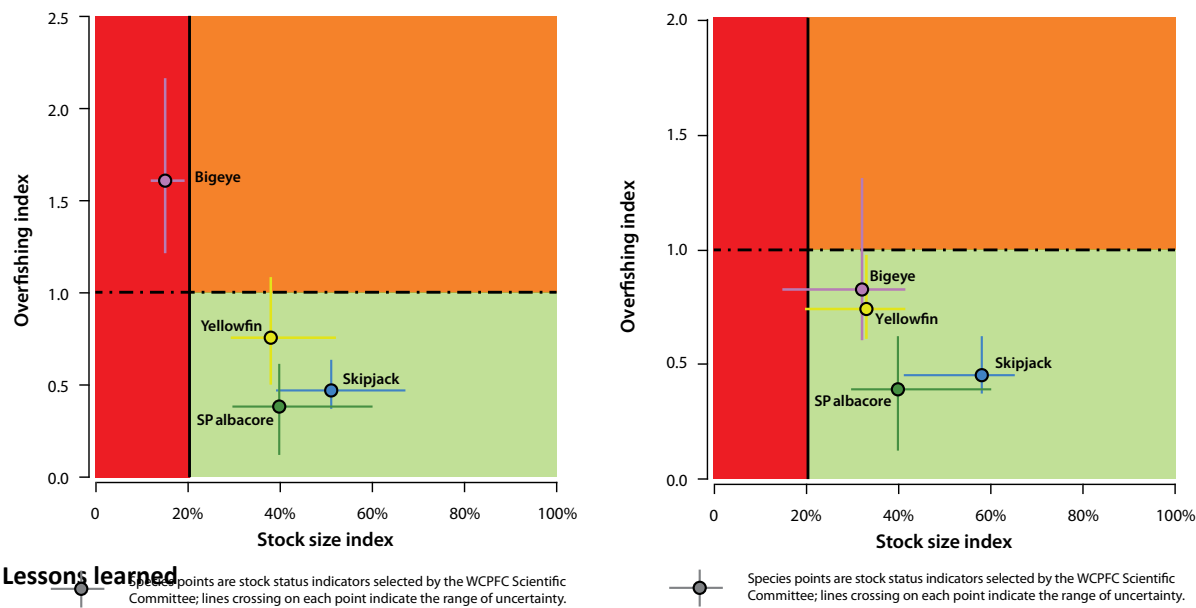


Figure 1.1: ‘Majuro plot’ showing assessed status of bigeye tuna in 2014 (before) and 2017 (after)

Rapid and substantial change is rarely comfortable. The changes resulting from the 2017 bigeye tuna assessment certainly tested the scientists involved in the work.

‘We were acutely aware of the impact that the new assessment would have, and there was pressure on everyone involved to ‘get it right’ within the limits of the information at our disposal. There was a feeling that our credibility, and that of the science process generally, would be under intense scrutiny.’ – Dr John Hampton, OFP Chief Scientist, SPC

The representatives of WCPFC members participating in SC13 were also tested in interpreting the results and reacting with appropriate recommendations. Many of those representatives had to explain to fisheries managers and industries in their home countries why the assessment changed and why the outlook now seems to be considerably better. These were not easy conversations, particularly where difficult decisions were made in the past.

On the positive side, the science process has worked as it should. Uncertainties in earlier assessments were identified. Research to address those uncertainties was designed, funded and implemented. The results of the research were incorporated in a new assessment, with appropriate follow-up research and management responses formulated – continuing the process of improving assessments and the management decisions that flow from them.

Reference: J Hampton, 'What is going on with bigeye tuna?', Fisheries Newsletter #153

The article is available in English and French:

In English: http://www.spc.int/DigitalLibrary/Doc/FAME/InfoBull/FishNews/153/FishNews153_23_Hampton.pdf

In French: http://www.spc.int/DigitalLibrary/Doc/FAME/InfoBull/FishNews_VF/153/FishNews153_23_Hampton_VF.pdf

INNOVATION IN SPECIES IDENTIFICATION FOR COASTAL FISH

Coastal fisheries resources play a crucial role in the food security and livelihoods of coastal communities across the Pacific. Managing these resources effectively requires accurate information to inform management and policy.³ To progress consistent monitoring of finfish resources across the region, standardised survey methods were developed by SPC's Coastal Fisheries Programme for market and creel surveys.⁴ The development of the survey manual was based on lessons learned that indicated it was time for simpler, more affordable survey approaches for PICTs. Since 2012, market and creel surveys, and training in conducting them, have been undertaken in seven PICTs (FSM, Fiji, Kiribati, Nauru, Palau, PNG and Tonga). The surveys were published as a manual in 2016 following four years of trialling and training across the region.⁵

The trials showed that PICT counterparts often had difficulty in species identification. A species identification resource was therefore developed to complement the survey manual and improve accuracy in identifying fish. One fishing trip by an artisanal fisher or market seller may include a wide variety of species, requiring fishers and data collectors to be able to tell species apart. Closely related species often exhibit very different life histories (growth rates, maturity, etc.) and therefore have different vulnerabilities to fishing pressure that require different management responses.

³ 'Adequate and relevant information to inform management and policy' is Outcome 2 of 'A New Song Strategy for Coastal Fisheries'. Available online: <http://www.spc.int/coastfish/component/content/article/461-a-new-song-for-coastal-fisheries.html>

⁴ Creel surveys, which are sometimes called fisher surveys or landing site surveys, collect information on the catch landed by fishers. Market surveys focus on fish and invertebrates that are traded or sold through a fish market, stall or shop, and the economic value of fish products.

⁵ Kaly U., Preston G., Yeeting B., Bertram I. and Moore B. (2016) Creel and market surveys: A manual for Pacific Island fisheries officers. Pacific Community, Noumea. Available online: <http://www.spc.int/coastfish/en/component/content/article/44-handbooks-a-manuals/478-creel-and-market-surveys-manual.html>

Results and impact:

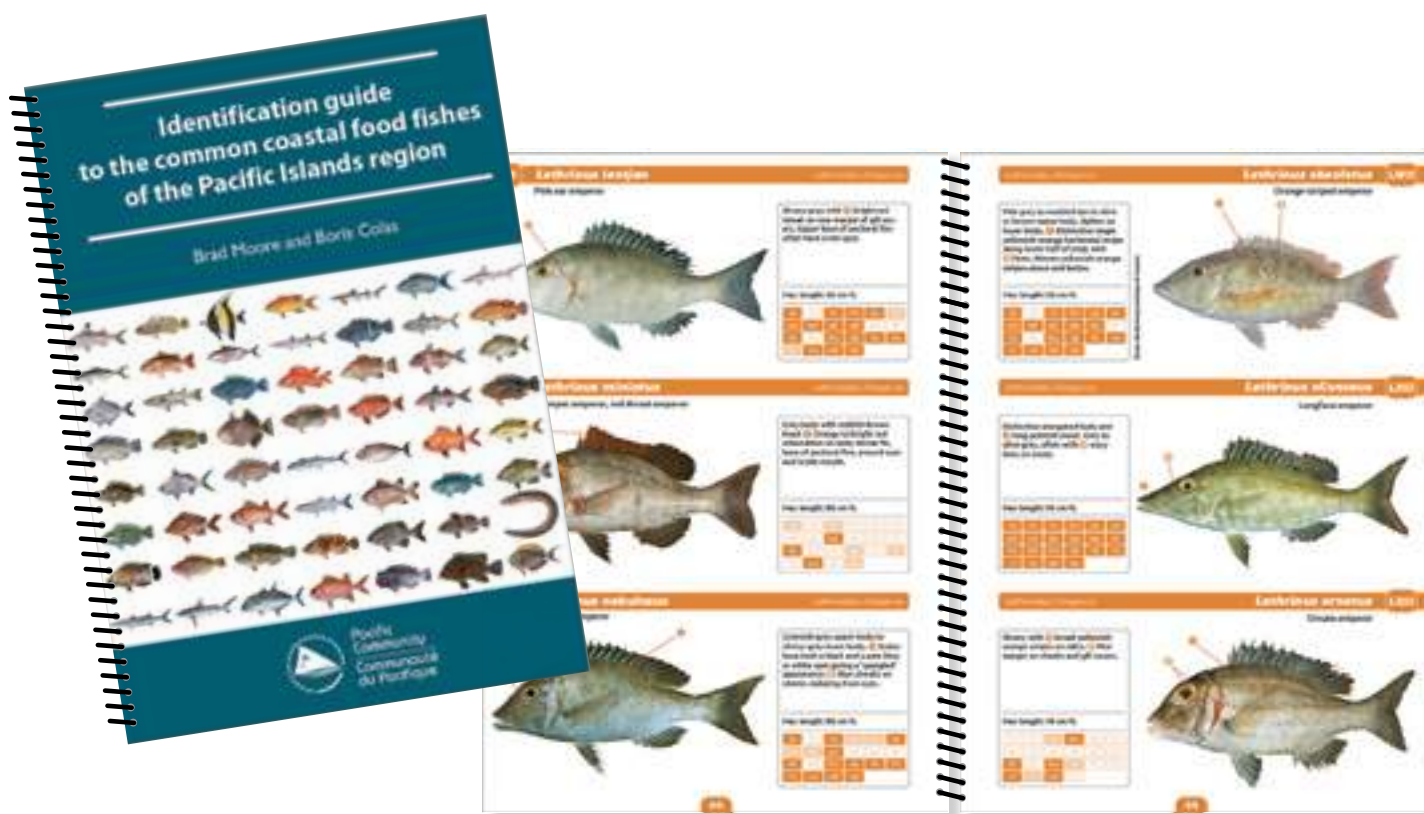
In response to the needs identified, a comprehensive Coastal Fishes Identification Guide (ID Guide) was developed by SPC to assist in fish identification across the region. The guidebook includes 320 of the most commonly targeted coastal fishes, sharks and rays in the Pacific. Since its publication in a waterproof format in 2016, 900 copies of the ID Guide have been distributed to 30 countries, including all 22 PICTs.

For each species, there is a high-resolution photo, the scientific and common English names, a description of the key identifying features linked to the photo, the species' likely presence or absence in each PICT, and key features that can be used to distinguish between species.

The availability of the guide has led to greater capability and willingness to properly identify coastal fish across the region and improved the accuracy of data used to inform management measures. In 2017, community-based data collectors using the ID Guide scored highly in species identification tests following training. For locations where the guides have been distributed to data collectors, an increased variety of reef fish are being identified in data submitted to SPC.

While the ID Guide was developed to use with market and creel surveys, its application has been much broader. Fishers who need to fill logsheets and those who just like to know what fish are in their catch also use it. Qualitative feedback indicates that increased skill in species identification and data accuracy has led to greater community empowerment and ownership in understanding catch information and using data to implement management measures.

'It helps us a lot because it makes work easier for finding the fish codes!' – Community-based data collector from Naluvea, Fiji



Coastal fishes identification guide covering 320 species

Lessons learned, innovations and adaptations

Developing multiple formats for information resources

Because the hard-copy waterproof guidebook is expensive to produce and distribute, SPC's Fisheries, Aquaculture and Marine Ecosystems Division (FAME) also developed a free mobile app (PacFishID), which gives access to all the information contained in the guide. The app has already been downloaded 8500 times since its March 2017 release (3350 installations for Android with approximately 1500 'active installations', and 5193 downloads for Apple IOS).

Choice of images available through the app

As the guide was intended to aid fisheries officers in the identification of species that are encountered during their catch or market surveys, it was considered important to include photos of dead fish, rather than underwater images, as these would be similar to the states and colours of the fish that officers see during market surveys. The quality of the resource has led to its use in a wider range of contexts than anticipated. As such, the app will be further developed to give access to a variety of images for each species to assist those using it for other purposes.

Adjusting planned project deliverables to increase relevance and effectiveness

The creel and market survey manual was a significant undertaking that took longer to complete after we recognised the need to develop the accompanying species ID Guide. Continued funding was required to support the adapted outputs once the initial project ended. Field trials and drafting of the survey manual were supported by the European Union (EU) through the SciCOFish project (Scientific support for the management of coastal and oceanic fisheries in the Pacific Islands region). To adapt the manual to serve the further needs identified and to produce the additional ID Guide, FAME was able to use flexible programme funding from Australia's Department of Foreign Affairs and Trade (DFAT) for the final production and distribution of the manual, and development and production of the guide.

AGRICULTURE, FORESTRY AND LAND USE

SPC provided technical advice and support to PICTs in policy development and economic and environmental analysis of agriculture, forestry and land management. In 2017, developing and applying plant and crop genetic resources as an area of excellence was identified as a key area of focus for SPC.

Outcomes by the numbers:

1 forestry plan and associated regulations were launched - the Tonga Forest and Trees Management Plan (2017) and Sandalwood Regulations (2016) support sustainable forest management



1 association,

the Marshall Islands Organic Farmers Association (MIOFA), is now well established and assisting its members with access to markets for organic produce



1 toolkit was produced and published – the Pacific Regional Organic Policy Toolkit, is a regional support tool for all PICTs



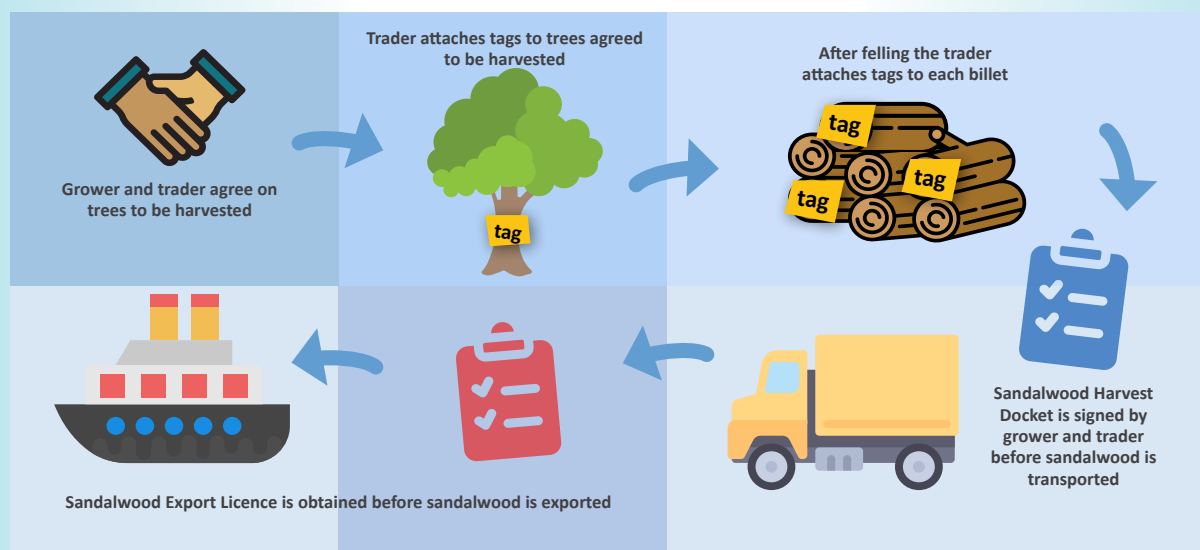
In 2 PICTs – Kiribati and RMI – community farmers and local supporting partners continued work on improving soil health



Sandalwood as part of an agroforestry system in Tonga

PERFORMANCE STORIES

CREATING A 'CHAIN OF CUSTODY' THROUGH SANDALWOOD REGULATIONS



Summary of regulatory requirements for harvesting and trade of sandalwood

Sandalwood, a small native tree, is considered by the Government of the Kingdom of Tonga to have the potential to make a substantial contribution to the income of landowners and the national economy.

Sandalwood is an ideal commercial tree for Tonga and the Pacific islands. Its advantages (high value, low costs for management, harvesting and transportation, and non-perishability) counter some of the challenges for small island countries of lack of economies of scale and long distances from markets. However, the relative ease of processing sandalwood, and availability of local markets have contributed to unsustainable and premature harvesting of the trees.

Faced with these challenges, in 2015 the Government of Tonga asked SPC to assist in designing a system to provide a secure investment environment to enable landholders to expand and manage their sandalwood resource on a sustainable basis. Agriculture and forestry contribute around 16 per cent of Tonga's GDP. According to the last agriculture census (2015), over 2400 agricultural households engage in forestry, focusing mainly on commercial tree crops such as sandalwood.

SPC assisted in developing the 2016 Sandalwood Regulations under which Tonga is implementing a 'chain of custody' certification system to ensure that any sandalwood product traded in the country comes from a legal source.

International experience shows that governments have a key role to play in providing landholders with information that they can use to make informed decisions about planting and harvesting sandalwood on their land. However, constraints such as harvesting moratoriums, size limits and price fixing distort the market, discourage landholders from planting sandalwood, and result in the criminalisation of local people who operate outside the regulatory framework.

The Tongan regulations reflect this experience and were designed to be simple and practical to implement by landholders, traders and the government, while meeting international market expectations for rigour, transparency and credibility.



Training in the proper management of young sandalwood trees in Tonga

SPC continued to assist stakeholders to ensure the effectiveness of the regulations and implementation of the certification system. In 2017, SPC organised law enforcement training for forestry officers and supported the launch of the regulations by the Minister of Agriculture.

An immediate outcome was increasing interest in sandalwood planting, including planting in bush allotments in 'Eua, Vava'u and Tongatapu. This was difficult previously because of the possibility of tree theft and unregulated trade. In addition, farmers are now forming local sandalwood councils to share information and safeguard their interests. The benefits of a regulated industry are expected to increase in the longer term as awareness and compliance increase.

Lessons learned and scaling out

Other sandalwood producing countries have expressed interest in implementing a similar management regime. SPC is currently supporting Fiji in developing a system that will help promote more planting and improved management of the resource. This technical assistance will build on some of the lessons learned in Tonga, including challenges in developing supportive legislation. At the international level, SPC has been facilitating a series of regional discussions on encouraging sandalwood-producing PICTs to work together to promote a high-quality and legally sourced product from the region. This approach will help address several issues for producers, including market-related constraints such as price fixing and lack of economies of scale.

OCEANS, MINERALS AND WATER


SPC's Geoscience, Energy and Maritime (GEM) Division assisted PICTs in delimitation of maritime zones, shared boundary solutions and extended continental shelf submissions, and supported the development of the marine cadastral systems that PICTs require to exercise their jurisdictional rights and responsibilities over ocean space. SPC also supported work on legislative policies for PICTs interested in managing deep sea mineral resources (DSM).

SPC supported water resource management strategies through capacity building, awareness raising and advocacy, monitoring, assessment and resource protection, with a focus on the availability of water resources in climatic extremes such as droughts and flooding.

Outcomes by the numbers:

1 policy endorsed – Solomon Islands National Minerals Policy (2017–2021), which provides a legal framework for improving regulatory authority, industry scrutiny and revenue accountability

14 instances of knowledge building technical assessment and analysis, including assessment of ground water in atoll islands, hydrogeological understanding for resilient community water supplies



1 law enacted

Kiribati Seabed Mineral Act, 2017



9 hydrogeology staff

are integrating knowledge for improved practice in Vanuatu, Fiji and Solomon Islands

PERFORMANCE STORIES

IMPROVING WATER SECURITY AND CLIMATE ADAPTATION IN ATOLLS



Climate change and disaster risk resilience/
management

Research on the behaviour of a fresh groundwater lens in an atoll has resulted in improved water security for the community of South Tarawa, Kiribati.

Groundwater in atolls is best understood as a thin freshwater lens that floats on denser underlying seawater. These freshwater lenses are often the only natural source of freshwater in these islands and are critical to the communities living there. The freshwater lens increases naturally with rainfall recharge and becomes thinner and more brackish during periods of low rainfall, especially drought. Considering the dynamic nature of the groundwater system, and the need to maintain consistent water quality, a tailored approach to groundwater management is required for atoll freshwater lenses.

In research supported by the EU-funded ACP Secretariat, SPC investigated the impacts of climate and abstraction on freshwater lenses in atolls. The results from numerical groundwater modelling of the Bonriki Water Reserve, Kiribati, have given insight into how the freshwater lens behaves under certain stresses and allowed the development of options for future monitoring and management.

The Bonriki Water Reserve is the main source of freshwater for a population of more than 56,000 people living in South Tarawa. The population – and its water needs – continues to increase. With a long-term sustainable yield estimated at 1.6 million litres of fresh water per day, the reserve is one of the most ‘worked’ aquifer systems in the Pacific. Demand outstrips supply.

Using historical records and monitoring data collected during the project, SPC and its partners constructed a 3D numerical groundwater model for this small (0.7 km²) but important aquifer. By projecting possible rainfall and storm surge scenarios, it has been possible to model the behaviour of the freshwater lens and the impact of severe droughts and wave overtopping on the lens, including timing of impacts and recovery of the lens under different climate conditions. The result has been a rethink of how these unique and dynamic groundwater systems can be best operated and managed for improved water security.



Tide prediction calendars save lives

With sufficient data, tide predictions can be calculated precisely years in advance. This knowledge of highest and lowest tides is saving lives in the Pacific.

‘People are using the Annual Tide Prediction Calendars to know when to cross between islands to avoid loss of lives and capsizing of boats.’ – Mr Reginald White, Director, Marshall Islands Weather Office

The tide prediction calendars are produced through the Climate and Ocean Support Program in the Pacific (COSPPac). Since 2015, the design of the calendars has been much improved after consulting with stakeholders and responding to their requests. The full-colour calendars now include a local map, table of highest and lowest predicted tides of the year, phases of the moon, indicators of highest and lowest tides of the month, and a fact sheet about tidal variability and extreme high tides (or ‘king’ tides). More than 1800 Annual Tide Prediction Calendars were distributed for 19 Pacific locations in 2017.

The Pacific Regional Navigational Initiative considers that the COSPPac Tide Prediction Calendars are usually more accurate than the Admiralty Tide Tables - the official tables published for mariners around the globe. SPC aims to have these tables officially recognised in 2018, where relevant, to ensure countries and mariners are using the most accurate tide tables available.



Tuvalu maritime police demonstrate the Tide Prediction Calendar in use on board their national vessel

In South Tarawa, the modelling results have guided the development of a pragmatic drought management approach for the aquifer. Focusing on the quality rather than the quantity of water to ensure the supply is suitable for its intended purpose is a fundamental shift in managing freshwater lenses in atoll environments.

Working alongside government agencies involved in the South Tarawa drought committee, including resource managers, water supply operators, disaster managers, meteorologists, and environmental and health officers, we were able to clarify the roles and responsibilities of each agency and develop an evidence-based framework for action and mitigation. The project has resulted in a shift in attitude and behaviour from the ‘pump and forget’ model to a more proactive approach to groundwater management and operation.

Additional support, through bilateral funding within Kiribati from DFAT and MFAT (New Zealand’s Ministry of Foreign Affairs and Trade), has seen the installation of variable speed pumps on the horizontal water supply wells. Being able to vary the rate and amount of water pumped at any one time allows operators to actively manage the salinity of the groundwater abstracted and optimise the available water to an agreed quality, thus increasing efficiency and sustainability.

Lessons learned and scaling out

Through applying science, this project successfully demonstrated a new approach to groundwater management in atolls, resulting in an improved and more robust drought management response plan. The lessons from Bonriki have been applied successfully elsewhere, including to the Laura lens in RMI, and have contributed to operationalising a more active and responsive approach to groundwater management. While South Tarawa is still some way from meeting its future freshwater demands, the results of this project provide a sound basis for improved groundwater management, contributing to water security and drought resilience in these unique environments.



Shallow well, Bonriki,
South Tarawa, Kiribati



Bonriki Water Reserve, South Tarawa, Kiribati

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge building, e.g. data collection and mapping (more than 5000 instances) | |
| Data collected on invertebrates and finfish in 3 PICTs, with a total of 352 stations surveyed | Federated States of Micronesia, Niue, Wallis and Futuna |
| 3123 additional tissue samples were collected for the Tuna Tissue Bank in 2017. Samples were collected from 10 PICTs and 1600 otoliths were analysed in partnership with CSIRO. This brings overall totals for the Tissue Bank to 95,307 samples collected from 996 trips, with analysis undertaken for 27,223 samples | Regional (All PICTs) |
| Logsheet data was processed for 1626 fishing trips (purse-seine and longline trips) for vessels flagged to 16 countries, i.e. 10 PICTs, New Zealand and 5 Asian countries | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| 1140 observer trips were processed by SPC from 14 PICT observer programmes and regional arrangements (FSM Arrangement and US Treaty) | Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Marshall Islands, Nauru, New Caledonia, Palau, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| Baseline monitoring guidelines for monitoring environmental state and socio-cultural information, and waste-water monitoring manual made available | Regional (All PICTs) |
| Methodology developed for diagnostic analysis to determine range of indicators such as biological, environmental and socio-economic conditions in PICTs | Regional (All PICTs) |
| Pacific Islands Extension Support (PIES) successfully developed by LRD and endorsed by HOAFS | Regional (All PICTs) |
| Knowledge building, e.g. assessment and analysis (111 instances) | |
| 68 papers delivered to WCPFC in 2017 (56 to Scientific Committee and 8 new or revised papers to TC and Commission meetings) | Regional (All PICTs) |
| Fiji development minerals industry profiled | Fiji |
| Summary of tuna stock status and national implications provided to 14 PICTs | Cook Islands, Fiji, French Polynesia, Kiribati, Marshall Islands, Nauru, New Caledonia, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Vanuatu |
| National-level analysis on purse-seine fishing during FAD closure periods provided to 9 PICTs | Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Papua New Guinea, Solomon Islands, Tokelau, Tuvalu |
| National-level analysis on the status of invertebrates (sea cucumber or trochus) provided to 3 PICTs | Federated States of Micronesia, Tonga, Wallis and Futuna |
| Contributed to analysis of the marine ecosystems of Niue island and Beveridge Reef | Niue |
| Contributed to analysis of the socioeconomic cost of the sea cucumber fishery | Fiji |
| Information on seasonality and value of target tuna and important bycatch species in the longline fishery within PICT EEZs provided to 7 PICTs | American Samoa, Kiribati, Nauru, Niue, Samoa, Tokelau, Tuvalu |
| PacFish / DFATFish | Regional (All PICTs) |
| Four publications: <ul style="list-style-type: none"> i. Projected fish gap (in draft) ii. Benefit of fish for food security and nutrition (in draft) iii. Calorie availability (in draft) iv. Hidden Harvest publication | |
| Groundwater assessment results presented at international conference | Fiji |
| Maritime boundaries of a number of PICs negotiated | Regional (All PICTs) |
| Workshop on Integrated Catchment Management/Integrated Water Resources Management investments conducted | Regional (All PICTs) |

| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Development of draft structure and content for the State of the Coast report | Regional (All PICTs) |
| Regional Ridge to Reef communications strategy developed | Regional (All PICTs) |
| Enhanced visibility of Ridge to Reef project | Regional (All PICTs) |
| Systems building, e.g. app/programme development (10 instances) | |
| New app 'Onboard' developed for longline electronic reporting by fishing captains. Piloted in three PICTs | Regional (All PICTs) |
| A resource for accessing commercial fisheries data and plots provided to 9 PICTs | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness



| Progress in 2017 | Country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Increased knowledge (8502 instances) | |
| Otolith analysis provided new scientific information on age and growth of bigeye (previously unknown), which was used in the 2017 bigeye stock assessment | Regional (All PICTs) |
| Free mobile application developed for coastal species identification (PacFishID). The app has already had 8500 downloads since its March 2017 release (3350 installations for Android and 5193 for Apple IOS) | Regional (All PICTs) |
| Representatives of selected PICs trained on maritime boundaries | Regional (All PICTs) |
| Increased capacity (155 instances) | |
| 75 new observers were trained (73 males, 2 females). In total, the PIRFO program has now trained 898 observers from PICTs. | Regional (All PICTs) |
| 44 new debriefers (39 males, 5 females), 8 new trainee trainers, and 21 new debriefer assessors were trained. | Regional (All PICTs) |
| Strengthened partnership in the assessment, development and management of groundwater resources in atoll islands | Regional (All PICTs) |
| Improved understanding of climate and abstraction impacts on groundwater sources in atoll environments | Kiribati |
| Habitat mapping conducted; University of Fiji staff trained in field survey methods; satellite-derived bathymetry analysed; and a report prepared in two locations on the Coral Coast | Fiji |
| Improved hydrogeological understanding increased resilience of community-water supply in Qerelevu, Benai, Nadhari, Malele, Wailevu/Nanuku and Volivoli, as part of TC Winston response | Fiji |
| Improved technical capacity of hydrogeology staff | Fiji, Solomon Islands, Vanuatu |

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing PICTs' beliefs, opinions, motivations and intentions



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Regional commitment (1 instance) | |
| Existing regional commitments to coastal fisheries management, including New Song, the Regional Roadmap and SDG 14, expanded the definition of 'fisheries' to include coastal fisheries | Regional (All PICTs) |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| On-time reports (16 instances) | |
| 16 of 18 PICTs required to submit WCPFC Part 1 reports met the July reporting deadline in 2017, an increase from the 6 PICTs that met the deadline in 2013 prior to the development and use of TUFMAN2 and the Tuna Data Helpdesk | Regional (All PICTs) |
| Knowledge integration informing practice (25 instances) | |
| Limits on longline fishing licences based on bio-economic analysis | Fiji, Solomon Islands |
| CMM2017-01 (tropical tuna measure) was informed by SPC-OFP analyses presented to the WCPFC meeting (WCPFC14-2017-10_rev1) and updated evaluation (WCPFC14-2017-30B) | Regional (All PICTs) |
| Support provided for the development of community-based fisheries management plans for 6 communities | Vanuatu |
| Tonga marine aquarium fishery management and development plan developed and implemented | Tonga |
| Kiribati Seabed Minerals Law enacted | Kiribati |
| Solomon Islands minerals policy endorsed | Solomon Islands |
| Tails app used in 4 new PICTs, bringing the total to 9 PICTs by end of 2017. Fisheries staff trained in Cook Islands, Fiji, Niue, Tonga and Vanuatu. 8525 trips entered using Tails in 2017 (only 803 entered from paper) | Cook Islands, Fiji, Nauru, Niue, Samoa, Tokelau, Tonga, Tuvalu, Vanuatu |
| LRD supported the official launch of the Tonga Sandalwood Regulations (2016) | Tonga |
| SPC-LRD supported the official launch of the Tonga Forest and Trees Management Plan (2017) | Tonga |
| Fiji Kava Quality Manual and the Fiji Kava Standard published by SPC-LRD in partnership with PHAMA | Fiji |
| Pacific Agriculture Information System e-platform developed and endorsed | ACP, Regional (All PICTs) |
| Biosecurity Information Facility - Cook Islands Biosecurity Operations Manual launched and accessible online | Cook Islands |
| Technical assistance provided for development of the Biosecurity Act, passed in 2017 | Federated States of Micronesia |
| POETCom technical and policy support provided to Marshall Islands Organic Farmers Association, which is now well established and helping members access markets for organic produce | Marshall Islands |
| Fiji Forest Harvesting Code of Practice - progress made on the development of strategies for implementation of the Code | Fiji |
| Pacific Regional Organic Policy Toolkit produced and published by SPC (LRD and POETCom) as a regional support tool for PICTs | Regional (All PICTs) |
| Atoll soil health remediation implemented successfully with community farmers and local supporting partners, with a focus on targeted nutrient and composting techniques | Kiribati, Marshall Islands |

CHAPTER 2

IMPROVED PATHWAYS TO INTERNATIONAL MARKETS

In 2017, SPC provided multi-sectoral scientific and technical assistance to strengthen the capability of PICTs to access international markets. Private enterprises received support for accessing markets, and the capacity of PICTs to meet biosecurity standards and operate ports that comply with international standards was improved.

Outcomes by the numbers:

2 ports, in Kiribati and Marshall Islands, reported more efficient turnaround times for processing incoming and outgoing ships



7 PICTs

passed laws related to biosecurity and were assisted to comply with harmonised regional and international sanitary and phytosanitary standards, including biosecurity legislation



1 national strategy on aquatic biosecurity (Tonga) was developed

First pest surveillance of herbs in Niue was conducted as part of a successful request for New Zealand market access for fresh herbs



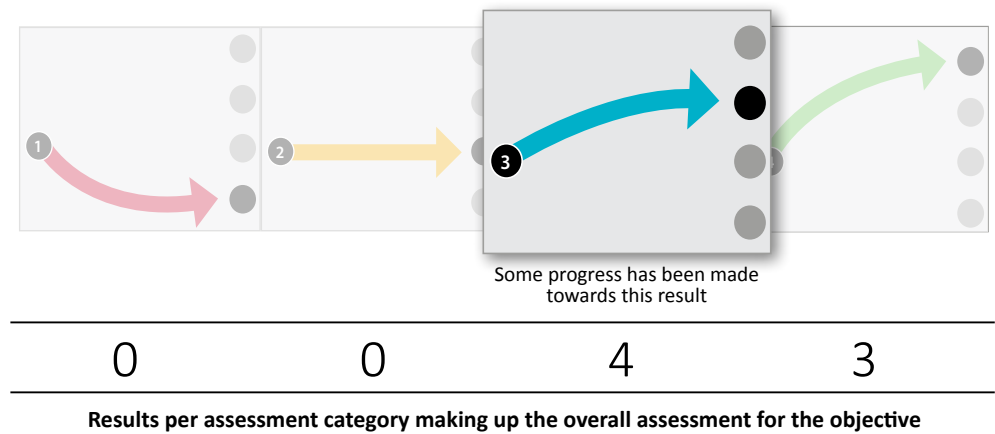
CONTRIBUTING TO THE SDGs

Key challenges in this area include:

- The aquaculture sector has the potential to make a positive contribution to food security and livelihoods in the Pacific, but development of the sector lags far behind that in other regions, particularly Asia.
- Within the region, better integration of currently disparate markets along the coconut value chain could bolster the Pacific coconut sector.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, some progress has been made.



Looking to 2018

Emerging markets at a global level for all coconut and coconut oil products provide opportunities for the Pacific to learn from industry experiences in Asia to improve the coconut industry value chain in the Pacific. Specific research on the prospect of non traditional products such as virgin coconut oil, coconut water, cream and timber products will be supported in 2018.

SPC will continue to support research, extension services and advice on import substitution on exports of fruit and vegetables, accessing new export markets and biosecurity compliance with farmers in Fiji.

PERFORMANCE STORIES

MARKET ACCESS FOR NIUE HERBS BIOSECURITY TECHNICAL ASSISTANCE OPENS PATHWAY



Strengthen engagement and collaboration with members, partners and private sector

When a local herb producer expressed interest in exporting herbs to New Zealand, the Government of Niue asked SPC for assistance from the biosecurity and trade programme of the Land Resources Division (LRD).

Niue Fresh uses a hydroponic system to produce herbs. This type of system is ideal for Niue and also has potential for growing cash and niche vegetable crops in atoll countries where soil fertility is an issue.

The biosecurity and trade and plant protection teams began by working with their Niue counterparts to develop its first pest surveillance of herbs. The results were sent to New Zealand for identification, and Niue's profile in LRD's plant pests and diseases database was updated. This process provided capacity building in biosecurity and plant protection for Niue counterparts – a necessary step towards access to the New Zealand market.

SPC's support for the Niue National Plant Protection Organisation (NPPO) focal point and the exporter, Niue Fresh, included:

- technical expertise, advice and assistance in developing a market access herb request report, a required tool for engaging with New Zealand counterparts. The report was accepted by the New Zealand Ministry of Primary Industries (NZMPI) as the only new market access request from the region for the year 2017–2018;
- a specific herb pest survey, with support from New Zealand's LandCare Research;
- collation and assessment of information and data involving national stakeholders, Niue Fresh and relevant authorities in Niue and New Zealand;
- risk assessment using data on pest occurrences in herbs in Niue and New Zealand (Auckland);
- review of Niue's import and export system and herb pathway;
- recommendations for the pack-house facility.

During the pest and disease survey, 18 pests were identified. The 10 varieties of herbs being grown for export were considered 'trap herbs' for pests, and herb companion planting (e.g. dill with mint, basil with coriander) was therefore recommended as a pest control measure and an alternative to pesticides.

After evaluating the pack-house facility, the SPC team recommended stricter protocols around harvesting and inspection. These included installing sticky traps to monitor the presence of flying insects; inspecting herb crops for pests before and during harvesting; and sealing exhaust air vents to prevent pest entry.

SPC's technical assistance has made it possible for Niue Fresh and potentially other herb growers in Niue to access markets in New Zealand after meeting biosecurity and trade standards for agricultural produce.

Lessons learned

The capacity building of Niue counterparts was a critical part of providing technical assistance. The lessons from Niue have the potential to be adapted to the provision of biosecurity and plant protection assistance and advice in other member countries and will be incorporated in planning for delivery of LRD services in 2018.

The work in Niue also highlighted that biosecurity, trade and plant protection support is required to complement existing market access projects such as the DFAT-funded Pacific Horticultural and Market Access (PHAMA) programme. Given that many small PICTs do not have their own capacity to conduct pest surveys and analyse results, SPC's scientific and technical expertise in this area should be viewed as an initial step in seeking access to international markets.

AQUATIC BIOSECURITY FOR FOOD SAFETY, FOOD SECURITY AND INCOME GENERATION



Strengthen engagement and collaboration with members

Aquaculture is probably the fastest growing food-producing sector globally, contributing around 50 per cent of the world's food fish.⁶ It is especially important in regions where fish is the main source of animal protein.

Aquaculture production in the Pacific region is currently of little commercial significance, amounting to 3 per cent of total production in the Asia-Pacific region in 2014. The total value of Pacific aquaculture production in 2014 was about 3.6 per cent of the value of all fish production in the region.⁷ In contrast, aquaculture in the Philippines accounted for 39 per cent of total fish production⁸ in 2014.



Giant clam hatchery in Tonga



Pearl farming in Tonga

Photos © Poasi Fale

Against this backdrop, SPC launched a five-year project in 2016 to improve food security and economic growth through aquaculture development. The project has a component dedicated to aquatic biosecurity, i.e. a set of standardised protocols and measures to minimise possible biological risks in aquatic environments, such as the risk of aquatic diseases, pests and invasive species. Through skill development, mentoring and technology transfer, SPC is building the national capacity of governments, fish farmers and businesses to improve aquatic animal health management and biosecurity and meet international trade standards to ensure food safety, food security and income generation.

Tonga is among 12 PICTs that requested SPC's technical assistance on aquatic biosecurity in 2017. The Tongan aquaculture sector is fast growing and will become an important commercial activity for local communities. It is seen as a valid income-generating activity as well as contributing to decreasing fishing pressure on wild fish stocks. Tonga has a comprehensive regulatory framework for aquatic biosecurity and general biosecurity. However, an

⁶ <http://www.fao.org/fishery/aquaculture/en>

⁷ See FAO Fisheries and Aquaculture Circular N°1135/5.

⁸ See Philippines Fisheries Profile 2014.

assessment of the status of aquatic biosecurity in Tonga by the Ministry of Fisheries and SPC highlighted major gaps and needs in terms of animal health management, guidelines on import and export requirements, laboratory and quarantine facilities and capacity development.

Following a national stakeholder consultation on the status of aquatic biosecurity, two Tongan National Fisheries Officers were attached to SPC's aquaculture team in 2017 to facilitate the development of the Tonga National Strategy on Aquatic Biosecurity. The strategy was completed and endorsed by the Ministry of Fisheries in late 2017. It sets out a specific work plan to manage aquatic species health, develop and enforce import and export requirements, improve on-farm biosecurity practices, update the national regulatory framework on aquatic biosecurity, and develop an 'emergency plan' for aquatic disease outbreaks.

Lessons learned

While it is too early to draw substantive lessons from the project, experience gained by SPC from the work in Tonga will be highly relevant to how SPC undertakes similar work in other member countries. SPC learned that broad consultation with a wide range of government agencies and other stakeholders was important to ensure plan needs and priorities were grounded in reality. SPC also gained a clearer understanding of the priority areas for capacity development to support aquaculture management and development in Tonga and other PICTs.

The assistance provided by SPC to date includes aquatic biosecurity assessments, support for aquatic biosecurity plan development, capacity development (in aquatic biosecurity planning, parasitic diseases, shrimp disease diagnosis, animal health, import risk analysis, quarantine protocols and operations, emergency planning, hapa-based hatcheries, cage culture management, etc.), disease testing, development of production manuals and support for cluster farming. This work has the potential to benefit fisheries officials and fish farmers in Cook Islands, FSM, Fiji, French Polynesia, New Caledonia, Palau, PNG, RMI, Samoa, Solomon Islands, Tonga and Vanuatu.

Looking ahead, implementation of aquatic biosecurity plans, which are key to meeting international trade standards and improving socio-economic benefits from aquaculture development, will for most participating PICTs require substantial investment in basic laboratory equipment for diagnosis of aquatic diseases, quarantine areas and farming systems. Awareness raising for policy-makers and the public on the importance of aquatic biosecurity will also be required. Implementation of the plans will be technically supported by SPC in some areas but will also require commitment of resources and technical support by PICTs and their development partners.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



Knowledge building, e.g. meetings, assessments (10 instances)

Progress in 2017

Country

Knowledge building through 5 essential initial port audits and 4 follow-up port audits completed

Cook Islands, Fiji, Kiribati, Niue, Solomon Islands, Tonga

Carried out a delimiting survey for herb pests and compiled a comprehensive market access report for Niue to fulfil the needs of New Zealand's Ministry of Primary Industries for export of various herbs

Niue

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance



National strategy on aquatic biosecurity developed and implemented

Tonga

7 PICTs passed laws related to biosecurity with assistance to comply with harmonised regional and international standards (SPS) including biosecurity legislation

Regional (All PICTs)

Evidence produced by SPC used for decision-making on NZ market access for fresh herbs

Niue

POETCom continues to build capacity of private sector and community-based entities (such as Ranadi Plantation in Fiji, MIOFA in RMI) to meet organic standards for Pasifika Organic certification

Federated States of Micronesia, Fiji, Marshall Islands, Niue

IMPACT PERFORMANCE INFORMATION

Evidence of the difference SPC has made towards achievement of PICTs' development objectives



Ports in Kiribati and Marshall Islands have reported more efficient turnaround times for processing incoming and outgoing ships

Kiribati, Marshall Islands

CHAPTER 3

STRENGTHENING SUSTAINABLE TRANSPORT AND ENERGY SECURITY

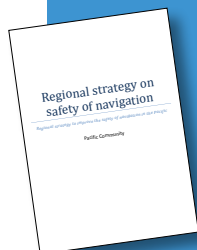
SPC worked to strengthen sustainable transport and energy security by providing technical, legal and policy advice and services to promote reliable, affordable, safe and clean transport and energy services. In the transport sector, the focus was on energy efficiency and maritime safety, including 'Green Ports'. In the energy sector, the focus was on capacity building in low-carbon energy for climate change mitigation. Regional coordination and governance was a focus of SPC's work in both sectors.

Outcomes by the numbers:

1 Maritime Technology Cooperation Centre successfully established and launched in Suva to support the region



16 instances of awareness raising via country energy rating awareness reports and country product registration indicator reports completed



1 regional strategy endorsed - Safety of Navigation in the Pacific at the Regional Energy and Transport Ministers' Meeting in Tonga

2 Minimum Energy Performance Standard and Labelling laws – one tabled in Samoa, one adopted in the Solomon Islands

400 Solar Household Systems installed



1 national Search and Rescue plan for Nauru prepared for tabling at the National Search and Rescue Committee



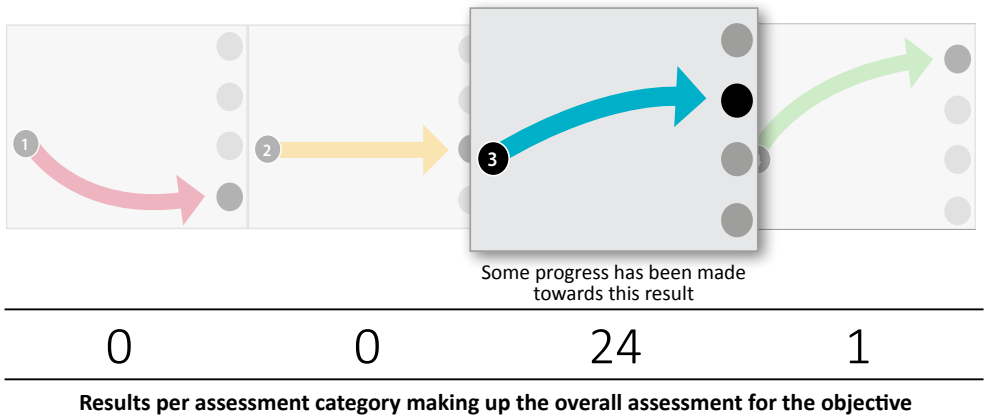
CONTRIBUTING TO THE SDGs

Key challenges in this area

- In the Pacific, 67 per cent of GDP is accounted for by total imports of goods and services compared to the world average of 30 per cent. These goods are mainly carried by sea and handled by ports.
- Maritime transport is often the only means of access for outer islands.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, some progress has been made.



Looking to 2018

SPC will continue to:

- focus on energy efficiency in maritime transport, maritime safety, 'Green Ports' and maritime boundaries; ocean/coastal monitoring and prediction services; capacity building in low-carbon energy for climate change mitigation; and brokering public-private partnerships in renewable energy including geothermal energy;
- promote private sector investment and public-private partnerships in areas such as the solar sector, where there are many stakeholders and the market is ready for private sector investment.

PERFORMANCE STORIES

IMPROVING PACIFIC SEARCH AND RESCUE



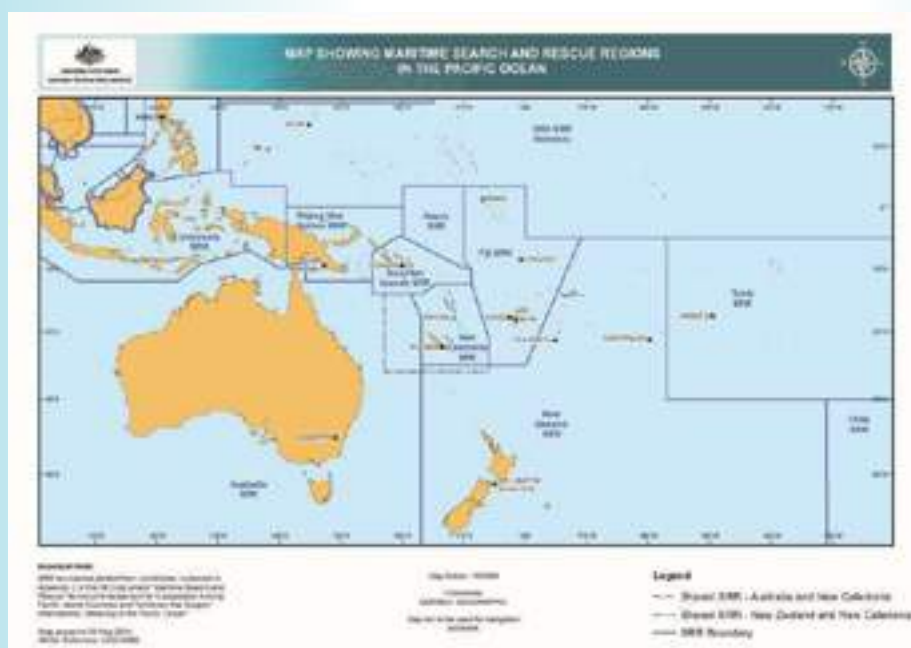
Climate change and disaster risk resilience/management

Between 2015 and 2017, a total of 1076 maritime search and rescue (SAR) incidents were reported for Cook Islands, Guam, Kiribati, PNG, Solomon Islands and Tuvalu. Many incidents involved fishers or people travelling between outer islands on outboard-powered boats. Causes included miscalculated tides, storm surges, or mechanical issues that sometimes led to boats being adrift for hours, days or even weeks.

The expanse of ocean that each country covers, and the minimal resources available to respond in the event of a natural disaster or maritime incident create challenges for Pacific SAR. Small boats are difficult to monitor and often drift across maritime boundaries, further complicating rescue efforts for PICT governments.

There are international legal and moral obligations to save persons in distress at sea. Ocean areas are divided into search and rescue regions (SRR) where responsible maritime nations must provide harmonised and standardised SAR services. While some PICTs, such as Fiji, Nauru, PNG and Solomon Islands, have responsibilities over wide SRRs, other PICTs are in the SRRs of Australia, France, New Zealand and USA. Regardless, all countries must provide or coordinate the delivery of SAR services with neighbouring countries. To facilitate this process, SPC has developed, and is the depository of, the regional SAR Technical Arrangement for Cooperation (SAR TAfC).

In May 2017, nine Pacific countries signed the SAR TAfC at the seventh Regional SAR Workshop in Auckland, New Zealand. The Arrangement will aid in improving SAR efforts at a regional scale. This is a major achievement since the first Regional SAR Workshop in 2005 and is the result of significant effort in terms of regional collaboration and coordination supported by SPC and the Pacific SAR Steering Committee established with Australia, France, New Zealand and USA.



'With us signing the SAR Arrangement, upon receiving information of a maritime incident where any person is in distress within our respective geographic area of maritime SAR responsibility, we intend to take urgent measures to provide assistance, regardless of the nationality or status of such a person, or the circumstances in which the person is found.'

Maara Tevata,
Cook Islands
Commissioner of Police

Figure 3.1: Maritime search and rescue regions in the Pacific Ocean

GREEN PACIFIC PORTS



Climate change and disaster risk resilience/management

Pacific maritime ports are the gateway for global trade and the location for collecting import taxes and other duties. Port development is therefore an important component of PICT economic infrastructure.

Such development needs to consider energy efficiency and sustainability, climate change threats and disaster risk management and resilience, as well as environmental impact. Recognising the need to address these national, regional and international interests, SPC is providing technical advice and assistance through its Green Pacific Port initiative. The initiative includes activities to create an enabling environment for improving the efficiency of port operations and energy use and reducing environmental impact.

SPC assisted some ports in the region to undertake an energy audit and engage in energy management and saving. These ports are leading by example and showing that they can contribute to global efforts to reduce greenhouse gas (GHG) emissions.

In 2017, an audit commissioned with assistance from SPC found that ports in Honiara, Solomon Islands, consumed 800,000 kWh of electricity, 250,000 litres of diesel and 12,000 litres of petrol annually over 2016/2017, which corresponded to 1400 tonnes of GHG emissions (CO2-e) and cost SBD 5,900,000. These costs make up a large proportion of operational costs, which are then passed on to port users. Recognising the need to address the rising costs of trade and operations, the Solomon Islands Ports Authority (SIPA) requested SPC assistance and technical advice on improving the efficiency of the Honiara and Noro ports.

SPC supported the development of an Energy Policy and Energy Management Plan and made recommendations for energy savings. These included installing a manual yard-lighting control system, upgrading yard and office lighting to LED, installing a rooftop solar PV system, conducting an eco-driver training programme including installing fuel flow meters, rationalising vehicle yard movements, changing modes of transport and installing occupancy sensors on indoor lighting.

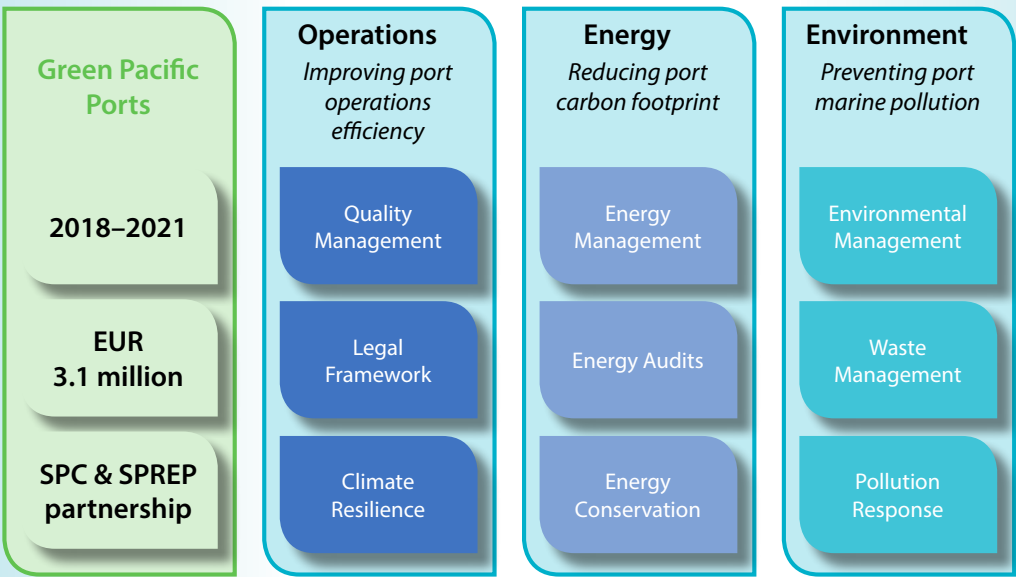


Figure 3.2: SPC concept for Green Pacific Ports

Lessons learned

SIPA decided to implement the recommendations, first by manually switching off lights at the new wharf when no ship was berthed, and lighting the ship operation area only when in active use. In September, SIPA reported a saving of SBD 40,358.20 compared to the previous month. This translates to 7800 kWh in electricity savings and a reduction of 6.7 tonnes in GHG emissions. At the 2017 Conference of the Maritime Technology Cooperation Centre in the Pacific, SIPA Chief Executive Officer, Eranda Kotelawala, highlighted the benefits of SPC assistance in engaging in energy management and confirmed that the other energy-saving projects were being implemented.

SIPA achieved ... *‘a milestone benefiting from the energy management audit through SPC. The outcome of this energy management audit report paved the way to see positive changes/results.’* – Hugo John Baulo, SIPA Manager Operations and Shipping

On the international political stage, Pacific leaders are calling for larger nations to increase their commitments to reducing GHG emissions and the impacts of climate change. The Green Port initiative and better energy management are opportunities to lead by example.



Upgrading lighting to reduce energy consumption at Honiara Port

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Knowledge building, e.g. advice, review, analysis, audit (12 instances) | |
| Review of gaps in the energy sector to identify areas needing strengthening | Kiribati, Niue, Tuvalu |
| Technical advice to conduct gap analysis for energy bill | Kiribati, Tuvalu |
| Compliance audits completed to ensure minimal standards are met by national maritime bodies, such as Maritime Designated Authority audit, International Ship and Port Security audit, Standards of Training, Certification and Watchkeeping for Seafarers (STCW) audit for administration and Maritime Training Institutes (MTI) | Kiribati, Nauru, Niue, Tuvalu |
| Maritime Technology Corporation Centre (MTCC) successfully established and launched in Suva to support the region | Regional (All PICTs) |
| Several Standard Operating Procedures (SOPs) audited in 2017 | Solomon Islands, Vanuatu |
| Systems building, e.g. programme development (1 instance) | |
| Pacific Regional Data Repository (PRDR) linked to the Pacific Climate Change Portal (PCCP) to ensure information across the two portals are linked and mirror each other | Regional (All PICTs) |
| Goods delivered (400) | |
| Installation of 400 solar household systems under 5 SPC-managed projects | Regional (All PICTs) |
| Convening (3 instances) | |
| PTF meeting convened in October in Suva, Fiji | Regional (All PICTs) |
| Regional petroleum workshop convened in March | Regional (All PICTs) |
| Regional workshop on energy management in ports convened | Regional (All PICTs) |
| Awareness raising (16 instances) | |
| Country energy rating awareness reports completed and circulated in 10 PICTs | Cook Islands, Fiji, Kiribati, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| Country product registration indicator reports completed and circulated in 6 PICTs | Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities, awareness



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------|---------------------------|
| Increased knowledge (4 instances) | |
| The Pacific region was represented in the international arena on work toward energy efficient ports | Regional (All PICTs) |
| Capacity building of hydrographic focal points, including handover of hydrographic laptop to Tuvalu focal point | Kiribati, Tuvalu, Vanuatu |

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing PICTs' beliefs, opinions, motivations, intentions



| Progress in 2017 | Country |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Active engagement (3 instances) | |
| Countries actively sought advice and assistance for updating relevant maritime laws and standards | Regional (All PICTs) |
| Consultation on Minimum Energy Performance Standard and Labelling (MEPSL) law with government ministries or parliamentarians | Kiribati, Papua New Guinea |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| MEPSL laws adopted | Solomon Islands |
| MEPSL laws tabled in Parliament | Samoa |
| Update of the Shipping Act Cap 53 and review of regulatory gaps | Solomon Islands |
| Preparation of a national Search and Rescue plan to be tabled at the National Search and Rescue Committee (NSARC) | Nauru |
| Preparation for International Maritime Organization Member State Audit Scheme (IMSAS) audit | Samoa |
| Regional strategy on Safety of Navigation in the Pacific (SON) developed and endorsed at the Regional Energy and Transport Ministers' Meeting in Tonga | Regional (All PICTs) |
| Data from Pacific Regional Data Repository (PRDR) portal used for Integrated Energy Roadmap development - Energy Efficiency (EE) components | Kiribati |
| Support for Intended Nationally Determined Contributions efforts. Data reporting to the Global Tracking Framework currently ongoing with access data provided to the World Bank team | Niue |
| Following the regional petroleum workshop and Energy and Transport Ministerial Meeting, a taskforce was established to build networks and facilitate discussion on issues facing the petroleum sector in the region. The taskforce has met and mapped out a possible way forward | Regional (All PICTs) |



Training of enumerators for the Vanuatu 2016 Mini-Census, Port Vila

CHAPTER 4

STRENGTHENING ACCESS TO AND USE OF DEVELOPMENT STATISTICS IN POLICY DEVELOPMENT AND MONITORING OF PROGRESS

SPC reviewed its provision of technical support to the regional statistics sector in 2017 in the light of increasing demand for statistics (including for SDG reporting) and the need to strengthen the dissemination and use of statistical information.

To improve existing systems, including data dissemination and accessibility, SPC's Statistics for Development Division (SDD) surveyed users to gain a better understanding of their product and data needs, their data-searching behaviour and other general requirements (see performance story below).

Outcomes by the numbers:

89% of respondents to the user survey overwhelmingly supported SDD acting as the brokering house for official statistics in the Pacific



12 instances of changes in practice occurred

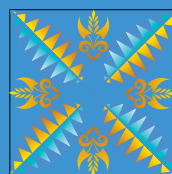
The Pacific SDG Regional Workshop resulted in the endorsement of **119 indicators**, and the SDG Data Taskforce Technical Working Group reported on the availability of baseline data for the SDGs



1 vital statistics report

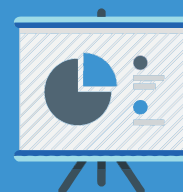
was developed for Tuvalu, including population statistics disaggregated by age, sex and other demographic characteristics

1 Consumer Price Index (CPI) was published

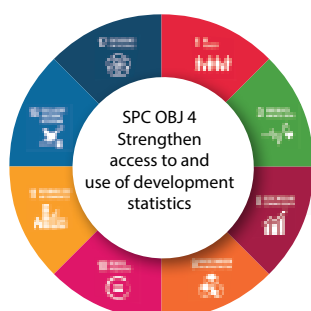


1 census, the 2017 Niue Census of Population and Housing was completed, with final datasets produced by Niue

1 statistical business register was established in American Samoa through South-South exchange with Fiji



1 Census report was released in 2017 – the 2016 Census of Population and Housing in Tonga, Volume 1



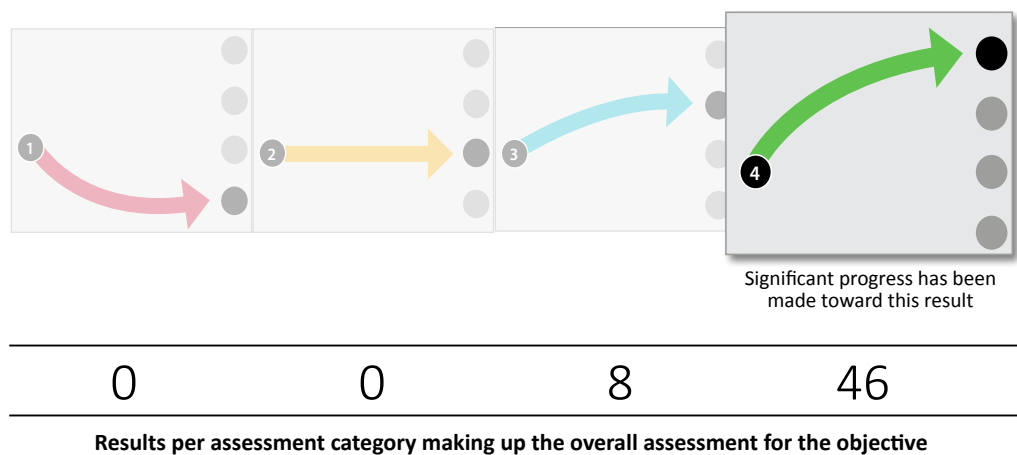
CONTRIBUTING TO THE SDGs

Key challenges in this area

- There is rapidly increasing demand for statistical information to inform allocation of resources and policy decisions in PICTs.
- High demand but limited resources must influence SPC’s decisions on how to best support timely production, analysis and dissemination of statistics.

Self-assessment of progress

The self-assessment by SPC’s divisions and programmes reporting against this development objective found that on average, significant progress has been made.



Looking to 2018

SPC will continue to:

- focus on improving data dissemination to PICTs and strengthening data integration and analysis approaches to improve policy development in various sectors and in SPC programmes;
- provide critical support in collections methodology and standardisation as part of its regional coordination and leadership role, although SDD will decrease its direct support for in-country collections in PICTs with sufficient capacity of their own.

PERFORMANCE STORIES

USER-FOCUSED DATA DISSEMINATION



Regional data coordination and dissemination

An enormous amount of statistical data and indicators are collected in PICTs. Data comes from population and housing censuses, agricultural censuses, household income and expenditure surveys, demographic health surveys, and various administrative data sources including registration of births and deaths, and travellers' arrival/departure cards. There are also reports, infographics, factsheets and other publications. All this information needs to be disseminated in usable ways to those who require it for evidence-based decision-making.

Demand for statistics strengthened during implementation of phase 2 of the Ten Year Pacific Statistics Strategy (TYPSS) 2010–2020, which is the regional framework for development of the sector. But despite high demand, statistics have been insufficiently used in decision-making.

'Currently, most demand for data comes from external parties and there is little use of data for national planning and decision-making. Raising awareness of the value of statistics, and training government officials to produce and use data, should lead to a clearer understanding of national data needs and better application of statistical information to policies and programmes.' – Mid-term evaluation of TYPSS (September 2017).

Through TYPSS and its own efforts, SPC has been helping PICTs to set up the websites of their national statistics office (NSO) to enable sharing of data and reports. SPC has also developed a regional National Minimum Development Indicators database to provide access to harmonised core indicators, a web-based mapping application called PopGIS, and a range of other online products and services.

To improve these existing systems and prioritise future work, SPC first needed to understand users' product and data needs.

In collaboration with Statistics New Zealand (Stats NZ), and with funding support from MFAT, SPC conducted a user survey between September and October 2017. There were 69 respondents:

- 68% were from PICTs
- 35% were advisors/specialists
- 14% were division/department heads across a range of regional organisations, government agencies, etc.
- 38% were from development agencies
- 19% were from statistics offices
- 19% were from universities or other research institutions.

Results showed that 89 per cent of respondents overwhelmingly supported SPC acting as the brokering house for official statistics in the Pacific. The survey also highlighted areas where SPC's online products could be improved. One respondent commented 'I need to learn to find my way through what's [in SPC's websites] and I am not going there often enough'.

Users were asked to rank SPC's data dissemination products in order of preference. These preferences were weighted (3 points for first choice, 2 for second, and 1 for third) to produce the information in the graphic below:

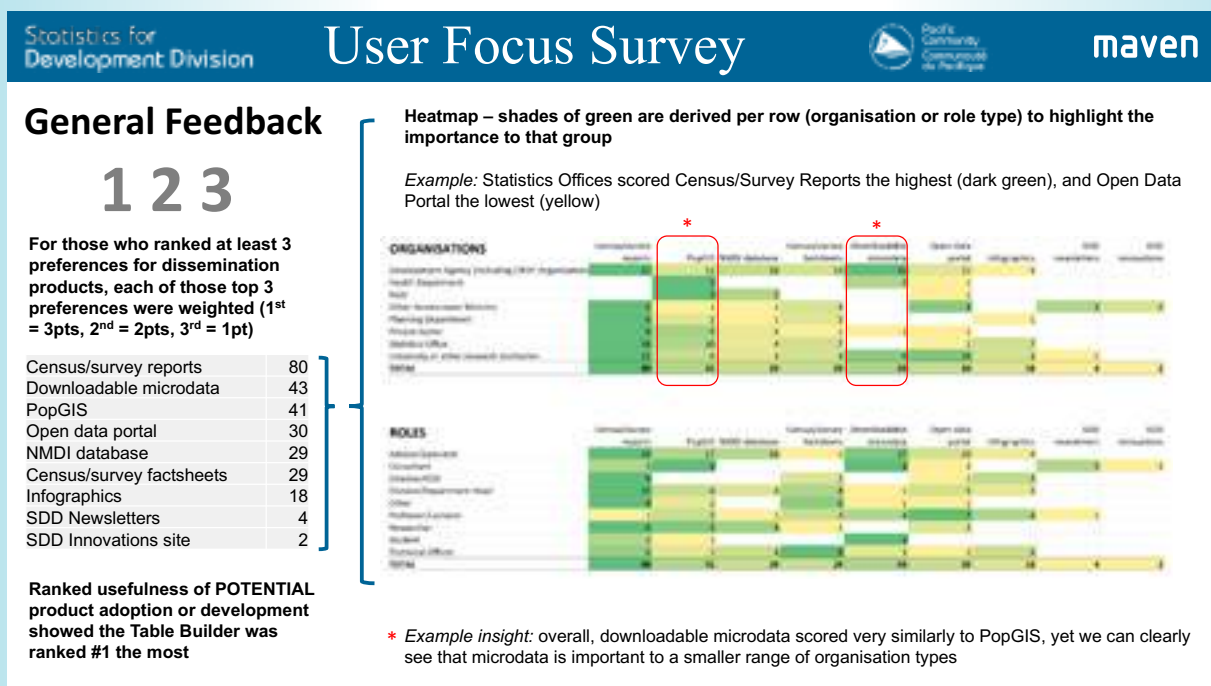


Figure 4.1: Ranking of SPC's data dissemination products (by organisation and by role) based on the results of a user survey

Interestingly – and unexpectedly – census and survey reports were ranked by far the highest, followed by PopGIS and downloadable microdata. PopGIS is used by a wide range of users in a variety of roles, while microdata caters to a specific group of users.

Four primary **'User Personas'** were then developed based on the survey responses and telephone conversations with 14 respondents to get a better understanding of how they look for data and documents, in which formats, and what they do with them.



'Fred' the fact finder: Encompasses the policy developer, influencer, decision-maker end of the user spectrum. Fred uses statistics for reports, presentations, business cases and proposals, and hence needs big picture, macro-level information, such as facts on countries, populations, areas, sector indicators and baselines.

'Inga' the inquirer: Represents government agencies or other stakeholders (non-governmental organisations [NGOs], donors, information managers, etc.) in need of already aggregated data and general indicators, while paying attention to time trends, sector-level statistics and GIS maps, to be used in reports, business cases, proposals, presentations and workshops.

This process has provided SPC with valuable insight into the behaviour and needs of these two user types. Based on this understanding, SPC will adapt and improve its products and services to cater for their needs and potentially strengthen the use of statistics in decision-making processes.

'Andy' the analyst: Characterises researchers, official statistics producers, SPC divisions, universities, policy analysts and academics. They are frequent users of statistics, need subnational data and access to historical data sets, conduct more complex analysis and are likely to be champions of statistics use. They pay attention to the quality and completeness of data, which they use for policy development, reports, data dissemination and brokering of data to others.

‘Sally’ the specialist: Represents NSO statisticians, expert technicians and data scientists, who demand quality data, question data validity, need microdata and open data portals to develop data models, put data into systems and disseminate data.

SPC dissemination products have traditionally catered for these two user types. Improvements in products and services will focus on ensuring timely release, higher quality and more frequent use of data through better communication and user-friendly websites.

The survey results will enable SPC to refine its dissemination strategy and develop a data dissemination plan. SPC will also actively promote the use of statistics by engaging more regularly with Pacific users through statistics release events and other avenues.

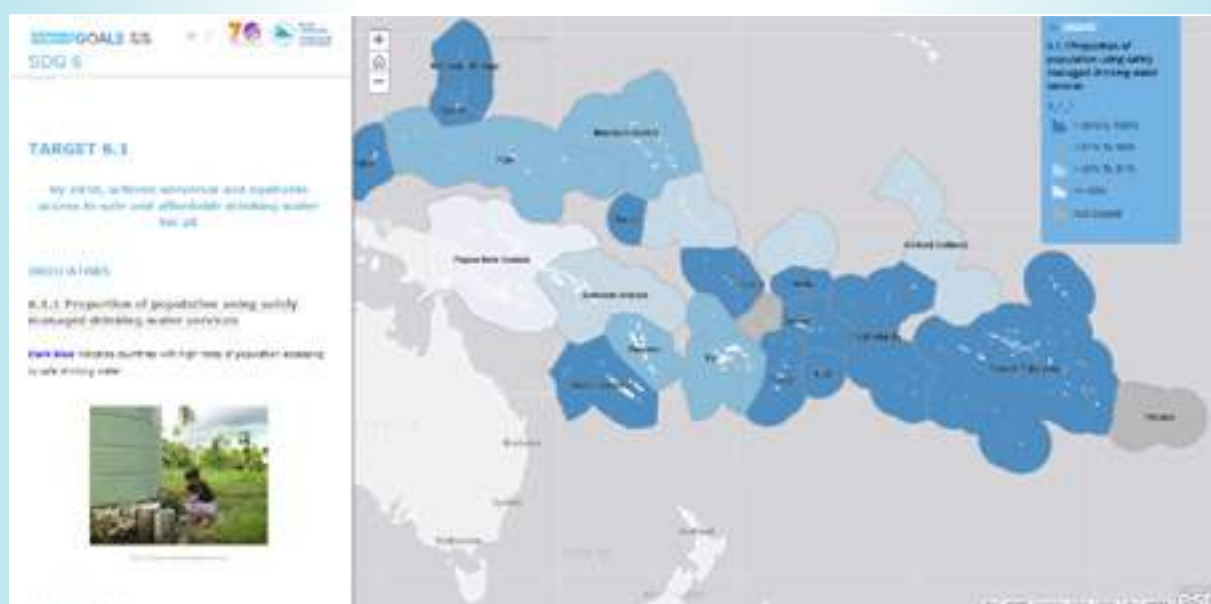


Figure 4.2: Example of SPC data dissemination for SDG 6 - Access to safe drinking water

SPC and the Sustainable Development Goals



Regional data coordination and dissemination

The 2030 Agenda for Sustainable Development presents opportunities for SPC to support PICT national statistical systems in analysing and interpreting their statistics. SPC is a member of the Pacific SDG Taskforce, which established the Pacific Roadmap for Sustainable Development ‘to guide and consolidate the region’s efforts to implement and monitor the 2030 Agenda and SDGs, SAMOA Pathway and Framework for Pacific Regionalism’.

As part of its regional data dissemination strategy, SPC is developing an online platform to release PICT-level sustainable development indicators. This will expedite uploading to other regional and international databases and reporting frameworks and reduce the need for NSOs to field multiple data requests. A quadrennial regional reporting timeline was agreed to by the Pacific SDG Taskforce, with the 2018 Pacific Sustainable Development Report to be the first of four reports. SPC will be a key contributor to the 2018 report through data collation, trend analysis/interpretation, and commentary on data challenges.

EMPOWERING COUNTERPARTS TO UNLEASH GENDER STATISTICS IN RMI



Gender – Regional data coordination and dissemination

Political will for progress towards gender equality has grown over recent years in the Pacific region. However, it has not yet translated into significant gains in terms of gender-sensitive national strategies and adequate resourcing. This lack of progress is in part due to limited government capacity to mainstream gender and monitor progress through available gender statistics.

The five-year project, *'Progressing gender equality in the Pacific'* (PGEP), which started in 2013, addresses capacity limitations in gender mainstreaming and statistics in 14 member countries. The project approach centres on providing long-term, on-the-job assistance to government partners to build gender capability around their existing work. The 2017 mid-term evaluation highlighted the positive contribution that PGEP made through support for the post-disaster needs assessment (PDNA) in the Republic of Marshall Islands (RMI).

'[The SPC Gender Statistics Advisor] wasn't simply getting data together. It's like she was coaching along the women in the office. Showing them how much we can accomplish in a short amount of time, really encouraging and pushing them. The women needed more of that hands-on time, we were in such a good environment together. It wasn't like we were at a computer with one woman. It was a team to joke and laugh. I think that really helped build confidence. I think those are ways SPC can do it.'

Molly Helkena,
Assistant Secretary,
Ministry of Culture and Internal Affairs

In 2016, SPC was asked to assist with gender aspects of a PDNA to assess the effects and economic impact of a severe drought. The RMI government welcomed PGEP's involvement, viewing the extended period of support and mentoring as an opportunity to strengthen capacity to mainstream gender across government and improve the collection, compilation and analysis of gender statistics. The main PDNA took place over one month, with teams compiling baseline statistics and conducting qualitative and quantitative surveys to assess disaster effects and impacts from human, socio-cultural, economic and environmental perspectives. The gender team was all female, with SPC's Gender Statistics Advisor acting as coach and mentor to three members of the team from the Ministry of Internal Affairs and Culture and the Environmental Protection Agency.

During the PDNA, the gender team members were able to apply the knowledge they had gained on gender statistics, research methods and data analysis through PGEP training. On-the-job capacity strengthening provided by SPC throughout the PDNA process empowered the team to identify, collect or sometimes demand information on the 'gendered' nature of disaster vulnerability.

The skills and competencies acquired in sex-disaggregated data collection, compilation, and analysis benefited other PDNA clusters as well. The gender team was approached to ensure sex disaggregation and gender-sensitive analysis in other sectors and to help collect the required data.

The PDNA gender analysis found that contrary to popular belief, men and boys were largely responsible for collecting water from public distribution points, while women managed the water brought home. However, when water was at its most scarce, all family members went to collect water. Another 'myth busted' was that women were more stressed by the drought than men because no matter what amount of water was available to the household, it was largely managed by women who had to make difficult choices about how to best use it. The psycho-social impacts cited by both women and men included increased stress, anxiety and worry about managing and/or securing drinking water, and general fatigue and lethargy, particularly among children and older people as a result of the hot, dry conditions and insufficient drinking water.

On-the-job application proved to be very valuable for the team who at the end of an intensive four weeks of work, when attendance by other teams was decreasing, turned up every day, enthusiastic to produce more gender statistics and analysis and help other teams. As an unintended consequence, the gender team developed effective personal networks across all the other clusters, which will serve them well in sourcing sex-disaggregated information from their colleagues across government in future.

The detailed gender analysis and gender statistical information for both the baseline (pre-drought) and impact assessments informed the final PDNA report, with the information collected utilised by other clusters including WASH and Livelihoods. This information is available for the RMI government and development partners for future use.

Because the gender team was so efficient in compiling the available statistics for the PDNA, members were coached to collect a range of gender statistics. They will make use of their increased capacity to provide statistics for the forthcoming publication '*Gender equality: where do we stand?*' (RMI/SPC), and to update gender statistics in an Asian Development Bank publication.



Photos from the PDNA team research for gender, agriculture and livelihoods conducted in Arno

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Knowledge building, e.g. survey (2 instances) | |
| Completed survey of statistics users and started updating data dissemination strategy | Regional (All PICTs) |
| Collaboration with UNESCAP on the Capacity Screening Survey to assess capacity and capability in Asia-Pacific National Statistics Organisations, with SPC assisting with the Pacific subregion | Regional (All PICTs) |
| Systems building, e.g. legislation, index, table, plan, plugin (17 instances) | |
| Implementation of Consumer Price Index (CPI) rebase projects | Federated States of Micronesia, Fiji, Tonga |
| Revision of civil registration legislation | Solomon Islands |
| Development of national civil registration and vital statistics (CRVS) plan and constitution of CRVS committee | Tuvalu |
| Review of national CRVS policy documents with CRVS committee, and development of CRVS performance monitoring framework (the CRVS regional action framework) | American Samoa |
| Review and draft recommendations for implementation of CPI | American Samoa |
| Remote assistance on emerging issues regarding CPI and other indices, based on country requests | Guam, Palau, Samoa, Solomon Islands |
| Regional tables on GDP, international merchandise trade statistics, visitor arrivals, government finance statistics and inflation rates compiled and published on SPC website | Regional (All PICTs) |
| Standard industrial classification compiled | American Samoa |
| Proof-of-concept for Pacific CPI software; confirmed participation of Vanuatu in pilot project for implementation | Regional (All PICTs) |
| PopGIS QGIS plugin development to allow easy sharing of development statistics with geospatial and other systems | Regional (All PICTs) |
| Development of systems and support to SDD around SDMX (Statistical Data and Metadata eXchange) data | Regional (All PICTs) |
| Web presence, information management (and rapporteuring) support for Pacific MTCC | Regional (All PICTs) |
| Capacity development (10 instances) | |
| 19 people, including doctors and health information staff, trained on medical certification of causes of death | Cook Islands, Fiji, Samoa, Tonga, Tuvalu, Vanuatu |
| Ongoing REDD+ work in Melanesian countries contributing to Goal 2 of the Framework for Resilient Development in the Pacific | Fiji, Papua New Guinea, Solomon Islands, Vanuatu |
| Goods and services delivered | |
| Various updates implemented; open data portal piloted to replace existing National Minimum Development Indicator database platform | Regional (All PICTs) |
| Convening, facilitation (8 instances) | |
| Provided secretariat support to the Brisbane Accord Group (BAG) of partners and continued to coordinate partner interventions and support to countries | Regional (All PICTs) |
| SPC-Australian Bureau of Statistics workshop on CPI base revisions | Cook Islands, Fiji, Niue, Northern Mariana Islands, Papua New Guinea, Solomon Islands, Timor Leste, Tonga, Vanuatu |
| Attended a workshop on revenue statistics conducted by the Organisation for Economic Co-operation and Development to create awareness of and buy-in for official statistics compiled and published by them using their methodology | Regional (All PICTs) |

| Progress in 2017 | Country |
|-------------------------------------------------------------------------------------------------------------------------|----------------------|
| Meetings with FAO on the agriculture and forestry commodities of the Central Product Classification | Regional (All PICTs) |
| Attended the Oceania Customs Organisation Conference | Regional (All PICTs) |
| Participated in the Asia-Pacific Regional Program on Economic Statistics | Regional (All PICTs) |
| Participated in the UN Expert Group Meeting on Classifications | Regional (All PICTs) |
| Attended the International Monetary Fund's Pacific Financial Technical and Assistance Centre Steering Committee Meeting | Internal |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Increased knowledge (15 instances) | |
| Thematic factsheets providing information on the importance of civil registration data developed and posted on SPC website | Regional (All PICTs) |
| Training for selected PICTs on the development of national CRVS plans. All countries developed a draft CRVS plan | American Samoa, Cook Islands, Nauru, Niue, Tokelau, Tuvalu |
| HIES data user workshop. Factsheets produced after training on tabulation from the HIES | Solomon Islands, Tonga |
| SPC facilitated South-South exchange between registration offices of Tokelau and Niue, which increased Tokelau's understanding of registration processes and practices | Niue, Tokelau |
| Subregional training workshops in Vanuatu and Fiji conducted on Collect Earth tool to investigate the potential of sustainable forest management to mitigate carbon dioxide emissions from forestry operations. Activity was part of REDD+ actions on awareness and training support in the 4 REDD+ Melanesian countries | Fiji, Papua New Guinea, Solomon Islands, Vanuatu |
| Increased capacity (10 instances) | |
| Capacity developed in setting up and running a Statistical Business Register through in-country technical assistance | American Samoa |
| Regional training on fertility estimation – 6 participants were trained on the use of indirect techniques to estimate fertility from census data. Preliminary results for countries attending were produced during training | Fiji, Samoa, Tonga, Vanuatu |
| National SDG consultation workshop (funded by UNDP) in Pohnpei, bringing together sectors and representatives from the four states to discuss priority SDG indicators, proxies and other national indicators needed to measure development | Federated States of Micronesia |
| Pacific Standard Classification of Occupations compiled, published and officially launched at the 5th Heads of Planning and Statistics (HOPS) meeting | Regional (All PICTs) |

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing PICTs' beliefs, opinions, motivations and intentions



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| South-South exchange with Tonga national statistics office (NSO) assisted Tuvalu with its 2017 Census and Fiji with its Agricultural Census, increasing confidence of NSO staff members | Fiji, Tonga, Tuvalu |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance



| Progress in 2017 | Country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Censuses and surveys (9 instances) | |
| Completion of 2016 census of population and housing for Tonga, with Volume 1 report released (final output tables from processed questionnaire results). Information is being used by the Tongan government for planning purposes | Tonga |
| Tuvalu 2017 census of population and housing | Tuvalu |
| Completion of 2016 Vanuatu mini-census | Vanuatu |
| Completion of Fiji 2017 census enumeration | Fiji |
| HIES completed | Cook Islands, Tonga, Tuvalu |
| Completion of Niue 2017 census of population and housing with final datasets produced by Niue | Niue |
| Technical support for inclusion of civil registration questions in census questionnaires. Census questionnaires included questions to assess performance of civil registration | Tonga, Tuvalu |
| Improved statistical systems, processes, products (12 instances) | |
| Set-up of Statistical Business Register through South-South exchange with Fiji | American Samoa |
| Finalised CPI rebase project, with first rebased index published | Tokelau |
| Collaborated with Oceania Customs Organisation on two workshops on International merchandise trade statistics/Pacific Harmonised Classification – one for PICTs to check and endorse the inclusion of the commodities traded by their country, the other to edit the classification prior to sending it for review to the World Customs Organisation | Regional (All PICTs) |
| Development of vital statistics report, which includes population statistics disaggregated by age, sex and other demographic characteristics | Tuvalu |
| Draft classification on Pacific Harmonised System compiled and reviewed by all the countries in the Pacific and the World Customs Organisation | Regional (All PICTs) |
| ICT survey | Wallis and Futuna |
| Pacific SDG Taskforce – Data Technical Working Group reported on baseline availability for SDGs. Key messages are being used by donors to assess where they should focus their support | Regional (All PICTs) |
| Pacific SDG Regional Workshop brought 65 participants together to agree on a set of Pacific Headline SDG Indicators; 119 indicators were endorsed and passed on to the Pacific SDG Taskforce for final consultation with key stakeholders | Regional (All PICTs) |
| Regional Framework for Pacific Agricultural Statistics (P-SPAFS) finalised in partnership between SPC and FAO and presented at meetings of Heads of Agriculture and Forestry Services; Ministers of Agriculture and Forestry; and Heads of Planning and Statistics | Regional (All PICTs) |
| Support provided to Vanuatu, through the Regional Forest Inventory Support Facility, to enable its forestry authorities to finalise the Vanuatu National Forestry Inventory (NFI) Roadmap. The Facility supports PICTs with capacity building, knowledge sharing, forest data analysis, design and formulation of NFIs to assist PICTs to meet UNFCCC obligations | Vanuatu |
| Pacific Region Pesticide Registration Scheme finalised in partnership with FAO. This registration scheme brings together harmonised obligations and requirements for PICTs under various international and multilateral conventions for chemical management. A PICT forum has been established to facilitate information exchange, and strengthen capacity amongst countries on pesticide regulations and risk management | Regional (All PICTs) |
| Adoption of the Marine Environmental Data and Information Network bathymetry/shipping data standards for the Pacific Regional Navigation Initiative | Regional (All PICTs) |

CHAPTER 5

IMPROVING MULTI-SECTORAL RESPONSES TO CLIMATE CHANGE AND DISASTERS

SPC assisted PICTs (in areas within its mandate) to plan climate change and disaster risk management interventions and strengthen national responses through using integrated approaches to adaptation. Work included field action and initiatives on education and awareness, the ocean and coasts, reduction of vulnerability, risk assessment, and use of GIS and related science and technology to map risks and understand climate-related change.

SPC's internal Climate Change Framework details its approach to the broad thematic area together with specific areas of priority.

Outcomes by the numbers:

4 new lines of climate resilient and leaf blight resistant taro were produced by SPC's Centre for Pacific Crops and Trees (CePaCT) working in partnership with the PNG National Agriculture Research Institute



35 instances of change in practice, including:

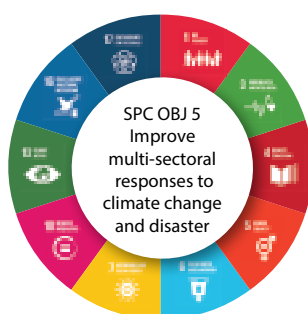
1 private sector disaster-ready toolkit completed, launched and implemented for a disaster-resilient private sector in Fiji



10 instances of emergency-related infrastructure construction, refurbishment or maintenance



1 climate change and disaster risk finance assessment completed for Solomon Islands, with findings validated by the government and the report published



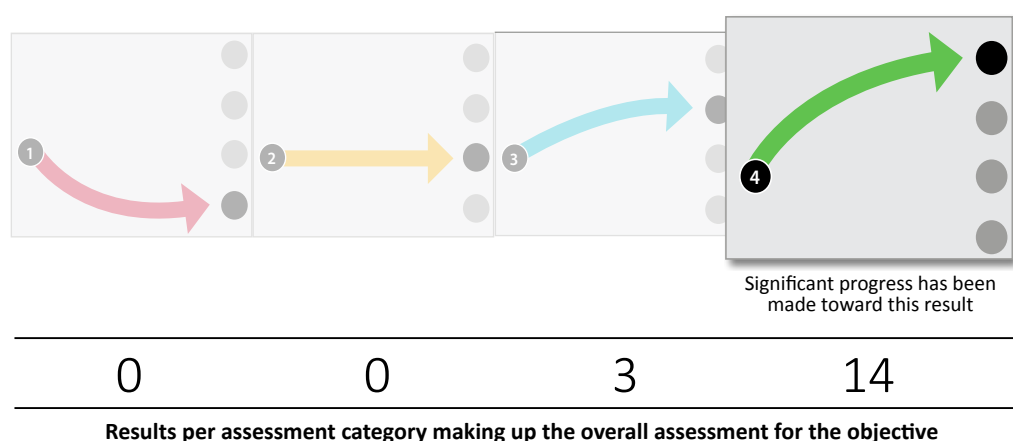
CONTRIBUTING TO THE SDGs

Key challenges in this area

- Climate change continues to be one of the greatest challenges to the Pacific region. Pacific SIDS are among the most vulnerable in the world to disaster risk, with Vanuatu and Tonga the two most vulnerable.
- Sectoral and multisectoral work with PICTs to respond to the risks and impacts of climate variability and climate change requires adequate finance and capabilities, and also flexibility.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, significant progress has been made.



Looking to 2018

- In relation to climate change, SPC will consolidate, organise and publicise a body of science-based knowledge to inform members, international forums and development partners, and underpin its work to design policies, strengthen capacity, and identify mitigation and adaptation options. This work will include:
 - advocacy and partnerships on climate change and environmental matters
 - representation and participation in regional/international mechanisms and meetings
 - management of a portfolio of climate change projects
 - increased capacity to support climate finance projects to the benefit of members (complementary role with SPREP to be clarified);
- In relation to disaster risk reduction, SPC will focus on community resilience; building capacity in disaster risk management; and strengthening geoinformatics expertise to serve all SPC programmes and inform evidence-based decision-making. SPC will also work to build local capacity in disaster risk management, while reducing its capacity substitution work in this area.

PERFORMANCE STORIES

MANAGING HAZARDOUS WASTE IN WALLIS AND FUTUNA



Climate change and disaster risk resilience/management

Unmanaged waste was a serious problem for Wallis and Futuna. For more than 20 years, household waste, car engines and batteries, wrecks, animal carcasses, etc. were dumped without control at the Nanu'u dumping site on Futuna. This hazardous waste was stockpiled in the open, with high risk of heavy metal pollution and contamination of groundwater, the lagoon and soil by seepage and runoff.

Wallis and Futuna had no regulatory framework for processing hazardous waste. There were also difficulties in exporting the waste for disposal because of distance and high processing and shipping costs.

Transport and disposal of hazardous waste are regulated by two main conventions in the Pacific region: the Basel Convention, ratified by the European Union, which relates to the control and monitoring of transboundary waste movement and disposal in accordance with international standards; and the Waigani Convention, which regulates transboundary movement of hazardous wastes in the South Pacific region. Pacific countries are signatories to one or other of these conventions (rarely to both). As a result, waste cannot be moved between countries that are not signatories to the same convention.

The INTEGRÉ project, which was completed at the end of 2017, endeavoured to promote integrated coastal zone management in European Pacific overseas countries and territories (OCTs) for the benefit of communities and to strengthen regional cooperation in sustainable development. Between 2013 and 2017, INTEGRÉ helped implement practical integrated management activities with local stakeholders, contributing to pollution management, local economic development, protection of lagoon resources, invasive species control, watershed management and capacity building for OCT stakeholders.



Stockpile of car batteries in Wallis and Futuna

In response to a request from Wallis and Futuna authorities in 2017, INTEGRÉ supported the development of a sustainable hazardous waste export system, involving sorting, collections from households and businesses, testing, packaging, and removing existing stockpiles.

SPC called for tenders and awarded a contract to Socadis, a New Caledonian company specialising in shipment of hazardous waste. Socadis worked with the Wallis and Futuna Territorial Environment Department on packaging the stockpile of used oil and batteries to international standards for shipment and processing or re-use.

INTEGRÉ also funded a technical and legal assessment of Pacific hazardous waste management and shipment to consider options for waste export. The aim was to identify solutions suitable for OCTs and other Pacific countries, recognising convention obligations and other regulations prohibiting the import of hazardous waste among OCTs and some Pacific countries. For example, the regulations prevented the shipping of hazardous waste from Wallis and Futuna to New Caledonia for consolidation, forcing Wallis and Futuna to set up its own waste export procedures. The assessment was able to identify a waste shipping route through four transit countries (Fiji, Marshall Islands, Kiribati and Tuvalu) to a destination in New Zealand.

Based on the Secretariat of the Pacific Regional Environment Programme's (SPREP) estimates of used-oil and battery stockpiles on Wallis and Futuna, Socadis provided capacity development for Territorial Environment Department officers on the various stages of waste management and packaging to international standards; awareness raising among communities and businesses on waste hazards; conclusion of waste-transit agreements with the countries concerned; supervision of waste collection, packaging, transit and transshipment authorisation applications; and monitoring of container loading and shipment to processing facilities in New Zealand.



Hazardous waste ready for shipment

Extensive awareness-raising exercises were carried out with the companies and operators involved and agreements were signed with key stakeholders to sustainably manage the waste. The activities were widely reported in the local media, leading to keen involvement by the community and associations, who were informed about the various stages in the shipping process. Collection campaigns were held on both islands to consolidate all the waste on controlled landfill sites. The activity was both a first and a resounding success for the territory as no hazardous waste had previously left Wallis and Futuna. Nearly 300 tonnes of batteries and 200,000 litres of used oil were shipped out for processing and re-use in New Zealand. At the

same time, sustainable collection and shipping businesses were set up to mitigate pollution hazards and preserve water resources. As a result of the INTEGRÉ initiative, the waste stockpile was packaged, shipped, analysed and processed, and a sustainable waste collection and shipment activity was set up in Wallis and Futuna to reduce pollution hazards. The industry will be sustained with the territory's own funds.

Lessons learned

In the longer term, the INTEGRÉ study will form a basis for the territories to examine the potential for setting up joint activities to streamline hazardous waste management in the Pacific. SPC's experience in navigating through numerous conventions and regulations to find suitable transit and export routes, as well as in sensitising businesses and communities on waste collection, will be invaluable in this process.

PARTNERING WITH THE PRIVATE SECTOR: DISASTER-READY TOOLKIT SUPPORTS BUSINESS RESILIENCE



Climate change and disaster risk resilience/management

A disaster-ready toolkit developed by SPC in partnership with the Fiji Business Disaster and Resilience Council (FBDRC) and the Pacific Islands Private Sector Organisation (PIPSO) is increasing the resilience of businesses in the Pacific region. Development of the toolkit, which was led by SPC's Building Safety and Resilience in the Pacific project, has been followed by targeted private sector training on how to develop and use business continuity plans.



*Estimates show more than **25 per cent** of businesses fail after a disaster and **75 per cent** of businesses without business continuity plans fail within 3 years of major disasters.*

*In the Pacific, more than **80 per cent** of the private sector consists of small-to-medium businesses (SMEs) and anecdotal reports suggest most SMEs do not have business continuity plans.*

*In 2016, Tropical Cyclone (TC) Winston cost Fiji **FJD 1.99 billion** in loss and damages. The private sector accounted for **64 per cent** of these losses, amounting to **FJD 1.5 billion**.*

*In 2015, TC Pam caused the loss of **64.1 per cent** of Vanuatu's GDP.*

Helping the private sector to become more resilient supports overall community resilience by keeping people in employment and maintaining economies.

The disaster-ready toolkit was launched in June 2017 after being presented at the United Nations Global Platform for Disaster Risk Reduction in Mexico in 2017. A working group was established and research on the cost and impact of disasters on the private sector was undertaken by the SPC team in June–December 2016. Workshops were held and a survey of more than 200 businesses asked how they communicated, what did they already know about resilience, and did they have their own business continuity plans.

The responses, and existing loss and damage statistics available at SPC, were collated and used in developing six key information packages, including infographic videos and factsheets and a Pacific-focused business continuity template. The toolkit was then uploaded to the PIPSO website (www.pipso.org.fj/stayopen) to ensure it was sustainable and accessible.

The Fiji Business Disaster Resilience Council, a leader in this area in the region, has secured a training grant from the USAID Climate Ready project to roll out business continuity planning for the private sector across Fiji, with support from the SPC team. More than 30 business leaders have already received training on using the toolkit, with a focus on their supply chains to ensure increased resilience from the ground up.

National disaster management offices (NMDOs) in Cook Islands, Fiji, Samoa, Solomon Islands and Tonga have requested localised versions of the tool and Chambers of Commerce in these countries want to be partners in the process.



Climate change and disaster risk resilience/
management



Ms Morika Hunter holding a toolkit

‘This is an innovative initiative that supports effective engagement with the private and public sectors... Research shows a resilient private sector supports a resilient community, so ensuring Pacific businesses are able to reduce the cost of disaster impact on their bottom line is critical to also ensuring communities are supported.’
– Ms Morika Hunter, Chair of the Fiji Business Disaster Resilience Council

Lessons learned

The SPC team has since secured an additional FJD 85,000 to complete a regional roll-out of the toolkit, with translation into the local language and business continuity training planned for three more countries in 2018. As a result of lessons learned from the process in Fiji: (1) toolkits will be developed and launched simultaneously in English and local language versions; (2) localised statistics and disaster impacts for each country will be incorporated in the toolkit in Phase 2; and (3) exploratory workshops in each country will bring both NDMOs and private sector agencies together in the same room.

Tukuraki Village: Refusing to disappear

After being displaced by a landslide that wiped out 80 per cent of their community in 2012, the people of Tukuraki Village in the highlands of Fiji’s Ba Province had to move to makeshift houses nearby. Disaster struck twice more with TC Evan in 2012 and TC Winston in 2016.

In October 2017, more than 100 community members moved into a new disaster-resilient village. A project led by the Fiji Government in partnership with SPC helped build the new village on a safer site in the same district.

‘For almost two years we lived in different locations without our extended families. As Fijians, the land is everything, it connects us to each other. When we lost that part of our community, it was a really hard time for us – we didn’t know whether we would ever get the village back again. We felt powerless.’ – Livai Kidiromo, Tukuraki Village spokesperson

The Tukuraki project was presented at COP23 in Bonn, Germany, and is being deemed a model for the Pacific by the Fiji Government. Lessons for similar projects are that appropriate site selection and disaster assessment are critical for gifted land, and partnerships are important in ensuring that all aspects of social and economic development are taken into account in relocating communities.

See SPC website <http://www.spc.int/blog/tukuraki-village-relocates-to-new-site-post-land-slide-disaster/>



Left: Vilimaina Ratu, Tukuraki village member, standing in front of the cave. Right: Tukuraki village relocation.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Infrastructure assistance (25) | |
| Completion of renovation/refurbishment of Fua'amotu Meteorological Office to withstand a category 5 tropical cyclone and continue operations in such an event | Tonga |
| Installation of tsunami safe area and evacuation route signs in Pohnpei | Federated States of Micronesia |
| Ongoing maintenance and calibration of Pacific Sea Level Monitoring Stations | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| New Pacific Sea Level Monitoring Station installed | Tuvalu |
| Covalima Evacuation Centre construction in progress | Timor Leste |
| Completion of final design of three-storey building for Tonga's Ministry of Meteorology, Energy, Information, Disaster Management, Climate Change and Communications | Tonga |
| Relocation of Tukuraki Village, Ba province | Fiji |
| Refurbishment of Tavua District emergency operations centre (EOC) | Fiji |
| Demolition of existing National Disaster Management Office complex, Vavaya ridge | Solomon Islands |
| Construction of traditional plant nursery at Nimpal, Yap | Federated States of Micronesia |
| Construction of water reservoir at Pehleng, Pohnpei | Federated States of Micronesia |
| Refurbishment of Yap EOC | Federated States of Micronesia |
| Knowledge building, e.g. survey, review, information, education, communication (29 instances) | |
| Geodetic and UAV survey of outer islands completed by Tuvalu Lands & Survey and SPC, contributing toward effort to modernise geodetic infrastructure and better understand land changes and prepare for climate change and disasters | Tuvalu |
| Information support provided to Pacific DDR community via Pacific Disaster Net and pdalo.net | Regional (All PICTs) |
| Completed final Kiritimati Island field survey focused on inundation risk and the impact of El Niño on central Pacific atoll environments | Kiribati |
| Evaluation of the Choiseul Integrated Climate Change Programme approach | Solomon Islands |
| Review of Environment Protection Regulations and Environmental Social Safeguards completed to support the National Implementing Entity (NIE) accreditation application to the Adaptation Fund | Tuvalu |
| Review of disaster risk management arrangements and proposed 14 sectors to strengthen DRM | Samoa |
| Strategic framework drafted for National Emergency Management Office | Tonga |
| Review of damage assessment model | Solomon Islands |
| Review of Quarantine Act | Kiribati |
| Outer Island Disaster Committee planning | Kiribati |
| Development of Community-Based Disaster Risk Reduction Toolkit | Palau |
| Conducted Community-Based Disaster Risk Reduction sessions in Makira and Isabel provinces | Solomon Islands |

| Progress in 2017 | Country |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PacSAFE - Development of rapid disaster impact mapping tool for the Pacific | Fiji, Tonga |
| International Day for Disaster Reduction activities | Federated States of Micronesia |
| New Tide Prediction Calendar for Neiafu, Tonga, and new factsheets on Traditional Ocean Knowledge and Tide Datums, in response to Technical Coordination Committee requests | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| Systems building, e.g. programme, tools, systems, policy development (7 instances) | |
| Early warning software received by Timor Leste from Badan Meteorology, Klimatologi, Dan Geofisika (BMKG) Indonesia. The JISVIEW will allow Timor Leste to access BMKG Indonesia's seismology and sea-level monitoring stations and run its own analysis | ACP |
| PartNER/Riskscape - Risk assessment tool and data integration support for project | Samoa, Vanuatu |
| Deployment of Pacific Risk Information System – an open data repository funded by the World Bank | Samoa, Tonga, Vanuatu |
| Environmental and Social Management Framework (ESMF) and Land Acquisition and Resettlement Policy Framework completed and disclosed by Marshall Islands government | Marshall Islands |
| Capacity development, including training, mentoring, coaching, etc. | |
| Facilitated a 4 day course attended by all emergency agencies for improved inter-agency coordination in emergencies and disasters | Samoa |
| Convening, facilitation (17 instances) | |
| Coordination of Pacific Resilience Week | Regional (All PICTs) |
| Participation at the Pacific Resilience Partnership Technical Committee meetings to finalise governance arrangements for the Framework for Resilient Development in the Pacific (FRDP) | Regional (All PICTs) |
| Samoa's first Climate Finance Forum convened in May 2017 | Samoa |
| Pacific Island Emergency Management Alliance - Twinning arrangements expanded to include other PICTs and partners of Australasian Fire and Emergency Service Authorities Council | Regional (All PICTs) |
| Facilitated the Annual Meeting of Pacific Fire Chiefs under the Pacific Islands Fire and Emergency Service Association (PIFESA) secretariat hosted by SPC | Regional (All PICTs) |
| Participation at the DFAT-funded Pacific Climate Change Information Management (iCLIM) project inception meeting to identify joint activities in selected PICTs | Regional (All PICTs) |
| Participation at the 2017 Pacific Climate Change Roundtable & Resilience Regional Meeting | Regional (All PICTs) |
| Regional Climate Change Finance Meeting | Federated States of Micronesia, Fiji, Kiribati, Palau, Samoa, Solomon Islands, Tuvalu, Vanuatu |
| Advisor role to Global Platform for Disaster Risk Reduction (UNISDR) | Regional (All PICTs) |
| Brokering partnerships between partners, SPC and member countries to facilitate open data frameworks to support DRR and climate change | Regional (All PICTs) |
| Goods or services delivered (3 instances) | |
| Under KfW assistance for TC Pam response, undertook a needs assessment resulting in support for affected communities (e.g. farming tools, vegetables, crops and tree seeds, and training). Land use maps were developed to aid communities in developing their own land resource management plans in partnership with government authorities and NGOs | Vanuatu |

| Progress in 2017 | Country |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Improved resources made available to support DRM and emergency management through procurement of a structural fire appliance. Funded additional radios to support communication by NDMO during emergencies and disasters | Niue |
| Installation of solar panel and battery for HF system | Federated States of Micronesia |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness



| Progress in 2017 | Country |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Increased knowledge (6 instances) | |
| Cooperation and research with Fiji Ministry of Agriculture in development of climate-resilient production technologies to reduce impact on vegetable and crop production, with two new varieties of capsicum evaluated | Fiji |
| Climate change finance and disaster risk assessment consultations completed and findings validated | Palau |
| Climate finance side event for the Pacific at COP23, United Nations Framework Convention on Climate Change | Fiji, Palau, Regional (All PICTs), Solomon Islands, Vanuatu |
| Climate Finance Partners' Coordination Group meeting convened and terms of reference for group drafted. The group will keep partners updated on development and progress of projects/programmes in the region relating to climate finance | Regional (All PICTs) |
| Increased disaster awareness through communications campaign completed, tested and launched | Fiji |
| Regional media training on disaster awareness and resilience, with trained reporters using the information provided in training | Regional (All PICTs) |
| Increased capacity (5 instances) | |
| Improved disaster preparedness and coordination by strengthening human resources in the NDMO | Niue |
| Training provided by Country Fire Authority, Victoria, Australia, on fire truck usage, maintenance and basic firefighting | Tuvalu |
| Level II Certificate in Procurement and Supply successfully delivered to 25 Pacific participants from countries, SPC and PIFS | Internal, Samoa, Tonga |

CHANGE IN PRACTICE PERFORMANCE INFORMATION -

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance (37 instances)



| Progress in 2017 | Country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Private sector disaster-ready toolkit completed, launched and implemented. Increased disaster resilience for the private sector across Fiji | Fiji |
| Resource mobilisation (provision of equipment, training and mentoring) through twinning arrangements via Pacific Islands Emergency Management Alliance (PIEMA) | Regional (All PICTs) |
| Drill rig for accessing underground water supplies in water-scarce communities now in operation | Vanuatu |
| More than 1800 tide calendars printed and distributed to 14 PICTs, where they are being used by National Meteorological Services to provide public early warning of king tides and inundation events, and by tourism operators, fishers, shipping companies, and others for monitoring/decision-making purposes related to ocean-based activities | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |

| Progress in 2017 | Country |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| Ocean Outlooks established in 3 PICTs following ocean forecasting training and stakeholder engagement | Kiribati, Tonga, Tuvalu |
| Establishment and operationalisation of Office of Project Management at the Bureau of Budget and Planning, Ministry of Finance, through dedicated project specialist capacity | Palau |
| Climate change and disaster risk finance assessment completed, findings validated by government, and report published | Solomon Islands |
| Operationalisation of Climate Finance Taskforce under the National Advisory Board for Climate Change and Disaster Risk Management (NAB) | Vanuatu |
| Multiple agency (SPC, PIFS, SPREP, GIZ, UNDP) country missions undertaken to support implementation of joint country work plans in selected PICTs | Kiribati, Palau, Samoa, Solomon Islands, Tuvalu, Vanuatu |
| Formal agreement signed between Country Fire Authority, Victoria, Australia, and Tuvalu Police and Fire for twinning arrangements that will formalise support from CFA for emergency management services via PIEMA | Tuvalu |
| Twinning arrangement between Timor Leste Bombeiros and Northern Territory Fire and Emergency Services (NTFES) in progress, with Memorandum of Agreement in place | ACP |
| Review of 2009 national DRM arrangements and plan completed | Cook Islands |
| Review of the National Building Code undertaken by BECA consultants and managed by Infrastructure Cook Islands. Building Code review process in final stages with update to reflect latest international standards and include guidance on the overall building permit application process and design requirements | Cook Islands |
| Payment of salary for EOC Manager in Yap and Chuuk | Federated States of Micronesia |
| Embedding of previously SPC-supported Joint National Action Plan Coordinator in the NDMO | Marshall Islands |
| NDMO deployed its EOC manager to Queensland Fire & Emergency Services to observe and participate in preparation for and response to Tropical Cyclone Debbie | Solomon Islands |
| Climate change strategy adopted and implemented | Wallis and Futuna |

IMPACT PERFORMANCE INFORMATION

Evidence of the difference SPC has made towards achieving PICTs' development objectives



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| CePaCT work in partnership with PNG National Agriculture Research Institute (NARI) successfully producing 4 new lines of taro varieties resistant to taro leaf blight disease and demonstrating improved climate resilience | Papua New Guinea, Regional (All PICTs) |
| Integrated management of Raiatea-Tahaa lagoon | French Polynesia |
| Integrated management of whole-of-area pilot sites (including integrated coastal zone management pilot sites and watershed areas) with activities across all sectors. Sites include Great South Lakes Ramsar area in New Caledonia, Moorea in French Polynesia (marine area management plan), and Kadavu and Ra Provinces in Fiji | Fiji, French Polynesia, New Caledonia |

CHAPTER 6

ADVANCING SOCIAL DEVELOPMENT THROUGH PROMOTION OF HUMAN RIGHTS, GENDER EQUALITY, CULTURAL DIVERSITY AND OPPORTUNITIES FOR YOUNG PEOPLE

Social development increasingly underpins SPC's programmes. The work of SPC's Social Development Programme (SDP) and Regional Rights Resource Team (RRRT) includes technical assistance to support mainstreaming gender and human rights standards in PICT government policies and programmes. SPC has developed, reviewed and supported implementation of policies and legislation related to gender equality, domestic violence, family protection, child protection, youth development and education. SPC also supports governments in fulfilling international human rights commitments and is building the capacity of civil society to advocate for and monitor human rights.

Capacity development in the form of training and mentoring continued to be a key focus for RRRT:

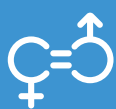
- 588 officials across nine Pacific Island countries received human rights training, mentoring on technical review of policies/legislation and assistance with related public consultations. Strategic support and coordination were provided for national human rights taskforces.
- 95 judiciary members, police and other officials in six countries received training/mentoring on implementing legislation.
- 209 civil society members in six countries were assisted with capacity building, institutional strengthening, mentoring on advocacy and lobbying, small grants, and shadow reporting for human rights treaties.

Outcomes by the numbers:

5 PICTs expanded services for survivors of domestic violence



5 PICTs prepared a National Human Rights Action Plan



1 country, Marshall Islands, increased its national budget for gender

343 young people (137 female and 206 male) started their own businesses

6 countries put forward national budget submissions for increased gender, culture or youth budgets



1 country, Fiji, ratified the Convention on the Rights of Persons with Disabilities



1444 people were trained and mentored by RRRT and SDP



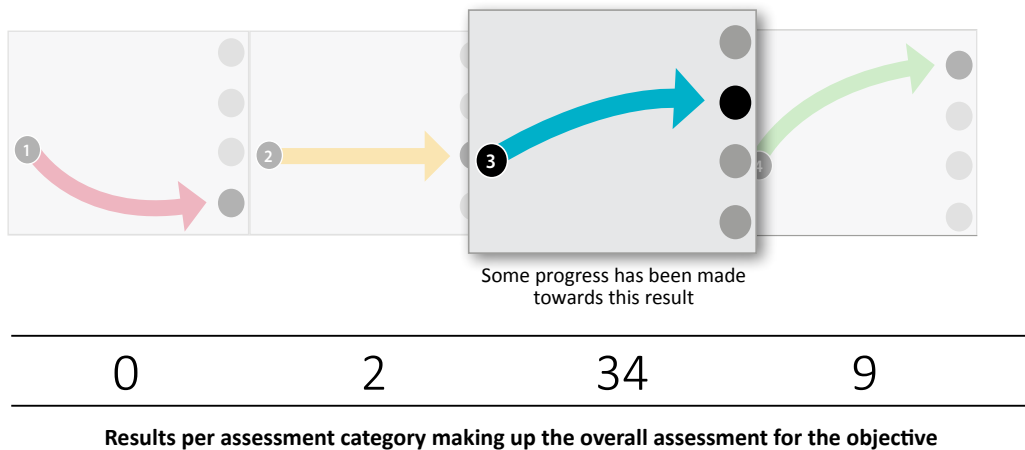
CONTRIBUTING TO THE SDGs

Key challenges in this area

- Adapting capacity building methods and messaging to the needs of different PICTs, and finding key entry points in working with our partners, require SPC to understand the local context, language and culture. An emphasis on supporting and building countries' sovereignty is also important.
- A focus on attitude and behavioural change around human rights, gender equality and violence against women must be integrated across programmes. SPC is working to find ways to measure social change related to attitudes, behaviours and practices around violence against women.
- When responding to requests from countries, striving to balance a 'country led' approach with our available resources and programme priorities can lead to challenges. For example, certain sensitive human rights issues may not necessarily align with the understanding or priorities of government stakeholders, or we may lack resources to meet all requests.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, some progress has been made.



Looking to 2018

SPC will continue to:

- strengthen mainstreaming and integration of social development in SPC programmes;
- focus on the economic empowerment and resilience of women, youth and marginalised groups and provide targeted support to countries on policies and governance. Relevant country-level interventions will be reconfigured and incorporated in work promoting economic empowerment and resilience;
- support the implementation of laws, as described in the following performance story.

PERFORMANCE STORIES

ACT TO ACTION: PUTTING DOMESTIC VIOLENCE LEGISLATION INTO PRACTICE



Through its RRRT programme, SPC has supported countries to develop and strengthen domestic violence and family protection legislation. Now SPC is working with governments to ensure the legislation is put into practice.

Implementation of domestic violence legislation, which gives effect to the right of women and children to be safe, remains a challenge in many countries because of a lack of dedicated budgets and technical capacity. This means survivors of violence, especially on remote and outer islands, often have no access to the protection mechanisms, or health, police, legal and counselling services that the legislation is meant to provide.

Learning and adaptation

In response to this gap, the focus of SPC's support for governments is shifting from legislative drafting to implementation of laws and policies. SPC is helping governments to develop costed implementation plans and build the capacity of the judiciary and public prosecutors/lawyers to apply the law in domestic violence cases.

The Governments of Tonga and Solomon Islands both requested SPC's assistance with implementing legislation designed to give survivors access to legal protection.

In 2016, SPC consulted with ministries, the judiciary and NGOs in both countries to identify specific gaps in implementation. The first questions were: 'Is the law doing what it is meant to do? If not, then what is the problem?' SPC then worked with the stakeholders to design pilot projects to address the needs identified.

Should the projects be successful and cost effective, the governments will be able to use the proposed model to increase women's access to justice and roll out services nationally. Both projects have a strong monitoring, evaluation and learning (MEL) component to ensure progress is tracked and adaptations made where required.

Improving access to justice for survivors of domestic violence requires behaviour change to generate women's demand for police and judicial services, and availability of high-quality services. A robust MEL plan will help determine the right mix of supply and demand to ensure services are available and women access them.

In Tonga, discussions with government and non-government stakeholders showed that shortcomings in implementing the Family Protection Act included the cost of legal services to survivors, lack of services for outer islands, and insufficient information for women about their legal protections. With the Ministry of Justice as its key partner, and funding from the Governments of Sweden and Australia, SPC is supporting the establishment of the first free legal centre in Tonga for survivors of domestic violence. The centre's legal staff will receive capacity building in understanding and responding to cases of domestic violence and in related family law issues. The project was launched in December 2017 and the centre will open in the first quarter of 2018.

In Solomon Islands, women outside Honiara had no access to formal justice mechanisms (i.e. a magistrates' court) to obtain protection orders. To bridge this gap, SPC and stakeholders identified that 'Authorised Justices' (people of standing in rural communities selected to provide local court services relating to the domestic violence law) could be trained to issue 'interim' protection orders, enabling rural women to obtain legal protection. In collaboration with the Ministry of Women, the judiciary, NGO partners and the Ministry of Justice, SPC is training

Authorised Justices to apply the law in a gender-responsive way that does not further victimise survivors of family violence. The project also establishes ‘community facilitators’ who will help women access the services of Authorised Justices and others. The project, which began in May 2017, is supported by funding from the UN Trust Fund to End Violence Against Women and the Government of Australia (DFAT) post in Solomon Islands.

The approach in Solomon Islands has a community-centred focus, while the Tonga project extends formal legal services to women through the Ministry of Justice.

While it is too early to assess specific results, SPC has been able to obtain solid in-country support based on its preference for country-led and community-centred approaches, and long-standing relationships of trust with governments and NGOs. SPC used established relationships with counterpart ministries and parliamentarians to build new relationships with ministries of justice and judicial officials. Comprehensive consultation with these stakeholders is critical for obtaining support and developing a ‘fit for purpose’ design.

The shift from act to action has required adaptation on RRRT’s part, with skills in legislative drafting and lobbying now complemented by skills in implementation planning, project design, MEL and resource mobilisation.

Another adjustment is the focus on changing attitudes and mindsets around violence against women among both judicial officials and women. Attitudes that condone, excuse or justify violence against women continue to prevail, even among the judiciary. The training and activities of the Solomon Islands and Tonga projects therefore also focus on gender equality, gender roles and the cycle of violence, and both projects work directly with survivors of violence to increase their knowledge and agency in seeking and accessing justice.

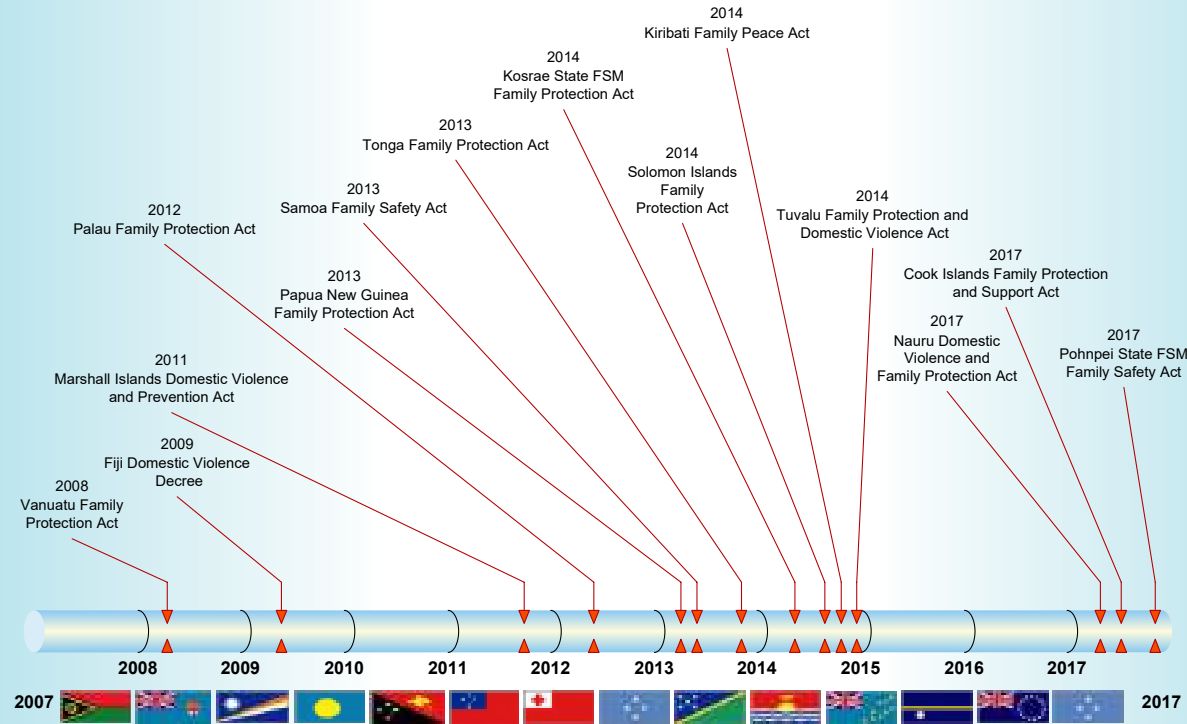


Figure 6.1 Timeline of Domestic Violence/Family Protection legislation enacted across the Pacific, most with technical advice from SPC RRRT

INCREASING POLITICAL WILL AND COUNTRY-LEVEL OWNERSHIP TO ADVANCE SUSTAINABLE SOCIAL DEVELOPMENT



Gender – Youth – Strengthen engagement and collaboration with members and civil society



Youth at Y@W resource centre

Photo © Rigina Lepping

Social development requires political will and country-level ownership to drive progress. Political will is demonstrated when enough decision-makers share a common understanding of a particular problem and are committed to acting on stated commitments.⁹ In 2017, SPC's Youth@Work programme and the Thirteenth Triennial Conference of Pacific Women both provided examples of how political will and country-level ownership can be leveraged to achieve change. These two examples represent many years of endeavour, including at grassroots levels, and substantial reflection and learning.

Youth@Work

Since 2012, the Youth@Work programme has provided a practical response to high youth unemployment in the region. It has two major streams: internships, which provide work placements, training and mentoring support; and youth entrepreneurship, with training and grants for starting micro-enterprises. The sustainability of Youth@Work is based on its relevance to government priorities, local management structures and demand; the active participation of governments and other key stakeholders; and appropriate capacity development to strengthen local programme management and staff.

Lessons learned and adaptation

In 2017, a concerted effort was made to ensure the programme's sustainability through provision of more country-specific support in Solomon Islands and Vanuatu. After learning from the successful transition of the Youth@Work pilot model into the government structure and budget in Niue, a similar approach was taken for Vanuatu, while a transition with more incremental milestones is underway for Solomon Islands.

In Vanuatu, following the introduction of the pilot programme in Sanma Province, SPC provided financial support to the government to host a National Forum on Youth Employment and Empowerment to work with stakeholders to map a way forward, including integration of the Youth@Work model into government structures, systems and existing partnerships. SPC provided additional human resource capacity to the Department of Youth and Sports to support the planning process, engagement of stakeholders and resource mobilisation. This approach resulted in the development of the National Economic Empowerment Programme, which is one of five national programmes that serve to implement the Vanuatu Youth Empowerment Strategy 2010–2019.

In Solomon Islands, where Youth@Work has already operated for five years, the first step was to engage relevant government ministries and departments, and representatives of donor-supported programmes, in the overall governance of the programme for more efficient coordination. A Strategic Advisory and Support Group has been established to provide leadership, guidance and support for the implementation, coordination and management of the programme. The Group ensures that Youth@Work is aligned with the National Youth Development Policy Framework. In addition, an exit strategy has been developed to allow transition towards full government ownership of the programme.

⁹ Post et al. 2010. Defining political will. *Politics & Policy*. Volume 38, Issue 4; August 2010. 653–676.

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Increased knowledge (4 instances) | |
| 108 government officials, census area coordinators and statistics staff demonstrated increased knowledge and awareness of gender statistics and data analysis; and 22 officials demonstrated increased knowledge and awareness of Treaty reporting and implementation | Regional (All PICTs) |
| 93 police prosecutors and lawyers reached 'competency' around gender equality and their duties under the Family Protection Act | Kiribati, Solomon Islands |
| 367 youth not in education or training (NEET) were supported with start-ups and training through Youth@Work | Solomon Islands |
| Use of data and statistics (9 instances) | |
| Gender statistics and sex disaggregated data used in CEDAW reporting in 2 PICs | Kiribati, Marshall Islands |
| Increased access to and use of gender statistics in 7 PICTs | Cook Islands, Fiji, Kiribati, Marshall Islands, Tonga, Tuvalu, Vanuatu |

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing PICTs' beliefs, opinions, motivations and intentions



| Progress in 2017 | Country |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Willingness for gender and human rights mainstreaming (5 instances) | |
| More systematic consideration of gender and youth demonstrated at a regional workshop to develop SDG headline indicators; civil society dialogue at the Forum Leaders meeting; and the gender and social inclusion analysis in climate finance assessment in Palau | Regional (All PICTs) |
| Greater willingness to mainstream gender demonstrated by the Public Service Commission, provincial government and fisheries sector | Solomon Islands |
| Greater willingness to mainstream gender demonstrated by central agencies, heads of Ministries of Social Affairs, senior staff of planning and finances, and public service commissioners in 13 PICTs at a regional workshop on gender analysis | Regional (All PICTs) |
| Increased representation of, and influence by youth and gender networks (Pacific Youth Council, Micronesian Women's Conference) in regional and national dialogues on development issues – e.g. the Pacific Youth Council successfully lobbied for the establishment of a Regional Working Group on Youth, and the Micronesian Women's Conference represented a shift towards civil society influencing regional policy | Regional (All PICTs) |
| SPC's North Pacific RENI (Readiness for El Niño) climate resilience project integrates a people-centred approach when working with PICTs | Internal |
| Knowledge and agency to access justice (7 instances) | |
| Seven PICs reported an increase in women accessing emergency and support services, making complaints to the police, or applying for protection orders around domestic violence | Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Solomon Islands, Tonga, Vanuatu |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance



| Progress in 2017 | Country |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Policy and legislation drafted or reviewed (16 instances) | |
| National gender policies updated or drafted in 4 PICs | Federated States of Micronesia, Palau, Solomon Islands, Wallis and Futuna |
| Domestic violence or family protection legislation reviewed in 3 PICs | Cook Islands, Federated States of Micronesia, Nauru |
| 29 other policies reviewed in 9 PICs on youth, gender in education, culture, historic preservation, public sector training, child protection, national sustainable development strategy, rape and incest, trafficking, disability, age of marriage, national human rights institutions | Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Tonga, Tuvalu, Vanuatu |
| National and regional policy or frameworks adopted (10 instances) | |
| 2 gender policies approved | Samoa, Solomon Islands |
| 1 culture policy approved | Samoa |
| Legislation passed to set up a National Human Rights Institution in Tuvalu | Tuvalu |
| 3 Family Law Bills enacted during 2017 | Cook Islands, Federated States of Micronesia, Nauru |
| Pacific Platform for Action revised and endorsed by government and civil society at 13th Triennial Conference of Pacific Women | Regional (All PICTs) |
| Phase 2 of the Regional Culture Strategy (2017–2020) and Investing in Culture 2010–2020 developed, along with USP, SPREP, PIFS, SPTO and UNESCO | Regional (All PICTs) |
| Strengthening governance structures and systems (22 instances) | |
| UN Treaty reports were submitted by 4 PICs – 2 reported on CEDAW and 2 on the Convention on the Rights of People with Disabilities | Cook Islands, Palau, Samoa, Vanuatu |
| Boards of state-owned enterprises now include at least one woman member | Marshall Islands |
| 4 National Human Rights Institution scoping studies completed after requests from governments | Cook Islands, Federated States of Micronesia, Marshall Islands, Nauru |
| Budget submissions made for increases in gender, culture or youth budgets in six PICs | Federated States of Micronesia, Kiribati, Marshall Islands, Palau, Tonga, Tuvalu |
| One PIC self-produced a gender statistics publication and another 2 have drafted them | Cook Islands, Kiribati, Tonga |
| Implementation of a human rights curriculum for primary schools | Kiribati |
| Human rights curriculum for schools developed, but not yet implemented | Marshall Islands |
| One National Human Rights Action Plan and one action plan for gender and social inclusion in education produced | Marshall Islands, Tuvalu |
| Strengthening communities and coalitions (8 instances) | |
| Arts and Culture organisations becoming more established. Viti Association of Visual Artists (VAVA) and Fiji Islands Dance Association (FIDA) formed an unincorporated association. Solomon Islands Arts Alliance/Council collaborating with Culture Division to establish new craft market in Honiara | Fiji, Solomon Islands |
| Pacific Youth Council strengthened through re-election of Board at June General Assembly, sustainability planning, and legal registration as a non-government organisation in Fiji | Fiji |

| Progress in 2017 | Country |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Six civil society networks progressing towards coalition objectives around women's representation in government, labour rights, right to information, youth development, gambling addiction, and disability | Solomon Islands, Tonga, Vanuatu |
| 137 females and 206 males from Youth@Work started their own businesses | Solomon Islands |
| 22% of youth in Youth@Work have completed internships and continued in employment | Solomon Islands |

IMPACT PERFORMANCE INFORMATION

Evidence of the difference SPC has made towards achieving PICTs' development objectives



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Ratification of the Convention on the Rights of People with Disabilities (UN) | Fiji |
| Increase in national budget for gender | Marshall Islands |
| Some expansion of legal and support services for survivors of domestic violence has occurred in five PICs | Kiribati, Marshall Islands, Solomon Islands, Tonga, Tuvalu |

CHAPTER 7

IMPROVED MULTI-SECTORAL RESPONSES TO NON-COMMUNICABLE DISEASES AND FOOD SECURITY

SPC worked to improve multi-sectoral responses to non-communicable diseases (NCDs) in PICTs by strengthening top-level leadership and ownership of action and by engaging in whole of society approaches to address NCDs nationally and regionally.

Re-engagement with nutritionists across the region energised country interest in supporting the scale-up of national nutrition interventions.

SPC also continued working with PICTs to enhance food and nutritional security through focusing on sustainable forest and land management, sustainable agriculture/food production, and markets for livelihoods. Directly relevant work includes SPC's conservation and development of agricultural genetic resources, with availability of suitable seed being a key element for climate-smart food security, and support for coastal fisheries management to address the negative impacts of climate change and overfishing on food security.

Outcomes by the numbers:

217 government staff have improved knowledge of NCDs



10 PICTs demonstrated commitment and willingness to address NCDs, including through national NCD summits and strengthened implementation of national NCD plans

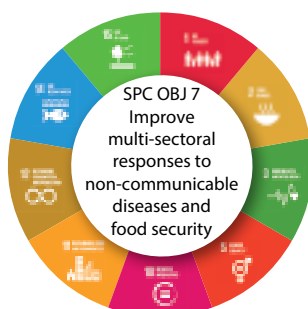
4 PICTs prepared NCD-related papers or bills for endorsement

1 piece of legislation was amended in Marshall Islands to increase import duty on tobacco, alcohol and sugar-sweetened beverages (SSB)



Enhancing safety in the fishing industry through SPC distributed safety grab bags: **two lives of fishers saved at sea**

Protection of genetic resources continued with at least **16 new Fiji tree species** and **17 new crops** being conserved



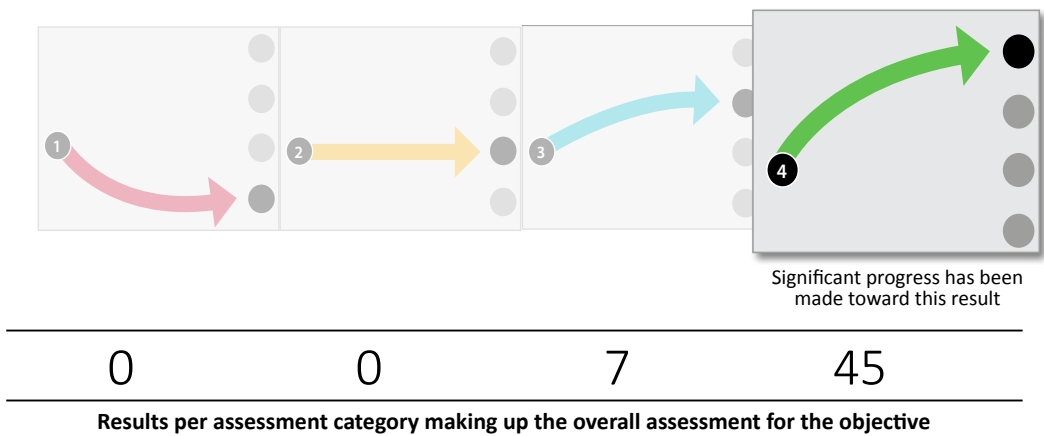
CONTRIBUTING TO THE SDGs

Key challenges in this area

- Regional challenges include the effects of climate change; degradation of ecosystems due to unsustainable use of land and marine resources; and the need for capacity building to produce healthier food and generate economic opportunities for growing island populations.
- Increased consumption of imported, refined foods, and decreased local food production and consumption are damaging people's health.
- NCDs, mainly heart disease, cancer, chronic lung diseases and diabetes, are the leading cause of death in the Pacific region.
- PICTs rank among the top 10 countries in the world for prevalence of diabetes.
- Progress against the 2014 Pacific NCD Roadmap has been a mix of positive results in some areas and slow headway in others.
- In many PICTs, less than 20 per cent of adults eat the recommended five servings per day of fruit and vegetables.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, significant progress has been made.



Looking to 2018

- SPC's work on genetic resources for agriculture will respond to the increasing need for good planting stock for food and tree crops. Its scope will continue to expand from conservation of genetic resources to a strategic and operational business pillar, with a focus on seed supply.
- SPC will continue to strengthen its work in sustainable forest and land management, sustainable agriculture, and markets for livelihoods to enhance food and nutrition security, and economic opportunities in PICTs.
- SPC will continue to work with nutritionists and development partners to develop national action plans to support the implementation of the Pacific Guidelines for a Healthy Diet and Lifestyle.
- Collaborations, including between SPC and FAO, will focus on the importance of agriculture as a source of nutrition for Pacific communities to counter current trends of high consumption of imported and processed food. Poor diets contribute to the increasing prevalence of NCDs.

PERFORMANCE STORIES

CLIMATE-SMART FOOD GARDENS: USING TRADITIONAL CROP CULTIVATION TO IMPROVE ATOLL SOIL HEALTH



Climate change and disaster risk resilience/management

Declining soil health is a constant challenge for agriculture in PICTs, especially in the atoll countries of FSM, Kiribati, Marshall Islands and Tuvalu. Climate change, low biodiversity, poor control of pests and diseases, limited water and loss of traditional knowledge also make food production difficult. The result is reduced food security and poorer diets, leading to malnutrition and NCDs.

To find solutions to these problems, SPC has worked with affected communities to develop sustainable methods of improving soil health based on local knowledge, scientific understanding and use of readily available sources of organic material to rebuild soils.

In Kiribati, through a participatory approach in several schools and communities, SPC provided support for taking the concept of the traditional *babai* pit, which was dug by hand to the water table, and adapting the flat pit system to a modified terraced food garden. The ground layer is suitable for growing giant swamp taro (*Cyrtosperma merkusii*), followed by taro and sweet potato. Vegetables and leafy crops grow on the upper terraces, with banana and fruit trees and a leguminous cover crop (*Vigna marina*) on the top terrace.

This farming system, based on traditional knowledge, incorporates composting, diversified food cropping and integrated pest and disease management. Climate-resilient crop varieties sourced from SPC's Centre for Pacific Crops and Trees are being used to increase the resilience of the food production system.

Atoll soils are frequently deficient in key minerals. After analysis of soil samples from several atolls, e.g. in northern Kiribati, SPC was able to advise on improving soil health through specific composting regimes.

Further analysis of soil and compost samples collected from across Kiribati and Tuvalu showed which manure supplements, made using local materials, were consistent with high levels of most essential nutrients. The nutrient content of leaves from atoll plant species (indigenous varieties such as *te mota* and *te buka* and introduced *chaya* and drumstick), and addition of ash from cooking fires and fish by-products were also assessed. This analysis was used to select the leafy green vegetables introduced to the modified *babai* pits.

The modified *babai* pits resulted in improved yields of several crop varieties. Trials of the modified system have been more successful in the northern atolls of Kiribati compared to those in the south. Findings showed that women in the north of Kiribati used brown breadfruit leaves with *te mao* green leaves in their composting and had less need to apply large amounts of organic compost due to more fertile soil with better water-holding capacity. Cultural differences also mean there are more *babai* pits in the north where people prefer to eat giant swamp taro.

Pesticides and fertilisers are prohibited in atoll countries, posing a challenge for management of pests in the modified pits. One solution proposed is use of biological controls, including encouraging 'natural enemies' already present in the environment.

Lessons learned



Modified 'babai' pits –
Kiribati's traditional food gardens

Key challenges for the atoll soil project in its first year of implementation included the availability of good quality land, the capacity of stakeholders on the ground to carry out technical interventions, and sources of essential nutrients for composting.

Research partnerships with agencies such as ACIAR, FAO, and the International Fund for Agricultural Development (IFAD) are important for the collection of much needed data, including data on value chains for food production systems in Kiribati, which showed the supply chain for crops is affected by unreliable transport/shipping. This data complemented findings from SPC's own research on atoll soil health and development of potential solutions.

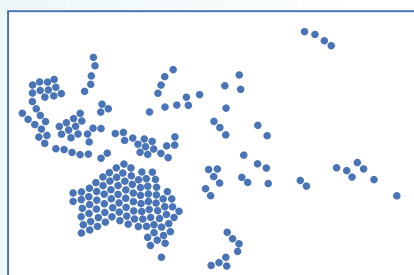
Simple interventions that combine local and traditional knowledge with scientific understanding, such as modification of the *babai* pits based on accurate soil analyses, can create positive and sustainable solutions that local farmers can manage themselves.

DIABETES ASSOCIATIONS: A 'WHOLE OF SOCIETY' APPROACH TO TACKLING THE EPIDEMIC



Youth – Addressing members' development priorities through multi-sector approaches

The Pacific has some of the highest rates of diabetes in the world.



The estimated global prevalence of diabetes is 10%. Rates among PICT adult populations include

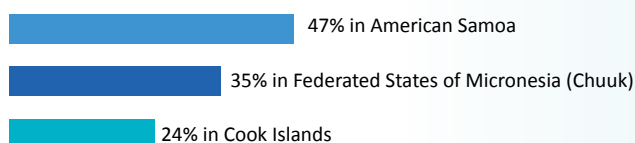


Figure 7.1: Prevalence of diabetes in the Pacific (for people aged 25–64 years)

Several declarations, commitments and strategies at global and regional level recognise diabetes as an epidemic and consistently highlight the urgent need for whole of government and whole of society approaches to the disease. For example, the Pacific Non-Communicable Diseases (NCDs) Roadmap endorsed by Pacific leaders in 2014 emphasised multi-stakeholder involvement, as did Pacific leaders at the 2016 Pacific NCD Summit.

SPC is committed to supporting PICTs to engage with civil society to address NCDs more effectively, and is providing technical support for tackling diabetes through a multi-sectoral approach.

In 2017, the SPC-led inaugural Pacific Diabetes Associations Meeting was held in Fiji with the purpose of strengthening the associations and enhancing their collaboration. Representatives (62% female) from 12 PICTs including American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Marshall Islands, Nauru, Papua New Guinea, Solomon Islands, Tonga and Vanuatu attended the regional meeting along with development partners and other stakeholders.

'This meeting enabled countries to share experiences in diabetes prevention and care, and strengthened collaboration between diabetes associations, governments and other stakeholders across the Pacific.' – Dr Paula Vivili, SPC

Participants developed an action plan for their national diabetes association and identified future focus areas and collaboration initiatives. They were also able to discuss their needs with representatives from development partner agencies and obtain support to strengthen the functions of their associations.

This is the first time a regional meeting has focused on strengthening the effectiveness of key stakeholders such as diabetes associations in addressing NCDs in the Pacific.

'I have diabetes and had an amputation 17 years ago, but now I have learned to manage my diabetes and to help others.' – Mr Masing Retur Lauru, Vanuatu

All participants agreed that the meeting created opportunities for in-country and regional networking to exchange knowledge and share evidence-based practice for better diabetes prevention and care.

Lessons learned and adaptations

Similar meetings in future will benefit from engaging with youth associations and including sessions on advocacy and health communication strategies to assist associations to scale up efforts to address diabetes.

Following the meeting, there has already been action at country level. For example, Cook Islands has initiated the establishment of a national diabetes association; Solomon Islands has committed to reactivating its association; Fiji's association has organised diabetes related events; and Guam is applying to become a member of the International Diabetes Federation. Diabetes Australia, New Zealand, Guam and Fiji have offered support (e.g. a practical learning programme on how to operate and sustain a diabetes association) to other Pacific associations through South-South collaboration.

'We cannot just focus on providing clinical care to people with diabetes. We need to focus on the whole community.' – Dr Patricia-Maire Tuheiava, French Polynesia

SPC's Public Health Division (PHD) will continue to provide support to implement the action plans developed by Pacific diabetes associations to ensure they are robust, functioning well, and can advocate for the needs and rights of people with diabetes.



Twelve PICTs were represented at the first meeting of Pacific Diabetes Associations (Fiji, September 2017)

WAKE UP! YOUTH: EMPOWERING YOUNG PEOPLE TO TAKE PART IN PREVENTING NCDs



Young Pacific people must be involved in finding solutions to the NCD crisis, which is holding back health and economic development in the region.

Most of the behaviours and addictions that cause NCDs start when people are young. In the Pacific, approximately **26–34 per cent** of those **aged 13–35 years** in Kiribati, Samoa and Wallis and Futuna are current smokers; **approximately 78–89 per cent** of youth in Niue and Samoa first drink alcohol **before the age of 14**; and in Cook Islands, French Polynesia, Niue, Tonga, Tuvalu, and Wallis and Futuna, **over 20 per cent of students aged 13–15 years** are obese.



Figure 7.2: Prevalence of NCD risk factors in Pacific youth populations

SPC, in collaboration with the United Nations Development Programme (UNDP) Pacific Office, led the implementation of the ‘Wake-up! Youth’ project, which gave young people professional help to develop audio-visual material on NCD prevention and control.

In 2017, SPC issued a call for competitive proposals from youth aged 15 to 25 years to present a concept for tackling NCDs using traditional or social media platforms appropriate to the Pacific. The project, which was funded by the French Pacific Fund, began with a call for proposals through secondary schools and universities in the three French territories (French Polynesia, New Caledonia and Wallis and Futuna) and countries with Alliance Française offices (Fiji, Tonga, Vanuatu and New Zealand).

As a result, seven youth groups from the eligible countries were selected to participate in a training workshop in which to refine their short film concepts and receive guidance on health promotion and social marketing. In 2018, the completed films will be disseminated through social media and used for advocacy and health messaging in the region.

SPC's NCD team, in collaboration with the Youth, Media and Communication teams is providing technical guidance, training and logistic support throughout the project.

The project, which is based on peer education principles, is the first to focus on youth, NCDs and media communication in the Pacific and is informed by evidence of effective NCD interventions. It has helped to develop a network of NCD youth ambassadors competent in media communication and to promote cultural and technical collaboration between PICTs.

'People in general do not consider NCDs a youth issue. That's a mistake! We are all affected one way or another. We need to be part of the solution.' – A member of the youth group from Vanuatu

Following the project's training workshop (attended by 33 young people, over 50% female), the groups are now in different stages of developing and finalising their short films with ongoing technical support from SPC, UNDP and their respective Ministries of Health. The films, and also songs, address NCDs and risk factors (physical inactivity, unhealthy diet, and tobacco use and alcohol abuse) in locally appropriate ways, e.g. 'If only I knew' – a film from Tonga; 'NCD rap' – a song from Vanuatu; and 'The after-effect' – a film from Fiji.

In addition to helping address the NCD crisis among their peers, the young people involved will have skills in the fields of public health and NCDs, health messaging and audio-visual production that will benefit them beyond the project.

Lesson learned

Seven PICTs were represented in the project. Including youth groups from all PICTs would have the benefit of producing a larger network of youth ambassadors.



Youth groups from seven PICTs learned how to develop audio-visual messages for NCD prevention and control (August 2017)

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge building, e.g. survey, strategy (17 instances) | |
| Diabetes project and childhood obesity intervention research project initiated and conducted | Wallis and Futuna |
| Childhood obesity survey conducted | Marshall Islands |
| Adult NCD survey conducted | Guam |
| Survey on the status of diabetes' associations undertaken in 13 PICTs | American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Marshall Islands, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu |
| Launch of revised regional Youth in Agriculture strategy | EU-OCTs |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Increased knowledge (34 instances) | |
| 8 participants with increased skills and knowledge after attending training on Oceania food composition, NCDs and law, diabetes, food security and health promotion | Federated States of Micronesia, Guam, Marshall Islands, Niue, Tonga, Vanuatu |
| Nutrition training attended by 20 participants - trainees scored 70% in the pre-test and 85% in the post-test | Solomon Islands |
| Training on NCD risk factors convened for 25 participants – trainees scored 45% in the pre-test and 65% in the post-test | Niue |
| After NCD workshop for parliamentarians, over 95% of the 45 participants reported increased knowledge of NCDs | Cook Islands, Fiji |
| After training in NCDs/youth and media, over 95% of the 34 young participants reported increased knowledge of NCDs | Cook Islands, Fiji, French Polynesia, New Caledonia, Tonga, Vanuatu, Wallis and Futuna |
| Over 95% of 70 participants reported increased knowledge of NCDs after NCD training | Tonga |
| Over 95% of 16 participants reported increased knowledge of NCDs after data management training | French Polynesia, New Caledonia, Vanuatu, Wallis and Futuna |
| A survey of Pacific diabetes associations provided guidance on decision-making processes and monitored the progress made by the associations in 11 PICTs | American Samoa, Federated States of Micronesia, Fiji, French Polynesia, Guam, Marshall Islands, Papua New Guinea, Solomon Islands, Tonga, Vanuatu |
| SPC cooperated with the Fiji Ministry of Agriculture in research and development of climate-resilient production technologies to reduce impacts on vegetable and crop production, with a focus on chilli evaluation (for completion in 2018) | Fiji |
| The EU/SPC PAThe EU/SPC Pacific Agriculture Policy Programme launched a compendium of agricultural policies in the Pacific | Regional (All PICTs) |

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing PICTs' beliefs, opinions, motivations and intentions



| Progress in 2017 | Country |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Commitment to action (10 instances) | |
| Governments committed to address NCDs, and to develop and strengthen multi-sectoral NCD strategies and committees | Kiribati, Nauru, Niue, Solomon Islands |
| Governments committed to take up NCDs as a national health priority, develop their national NCD strategic plan and establish their NCD committee | French Polynesia, Wallis and Futuna |
| National NCD summit convened for the development of a national multi-sectoral NCD plan | Marshall Islands |
| Strengthened implementation of multi-sectoral national NCD plan | Tonga |
| Strengthened NCD committee and conducted NCD workshop for parliamentarians | Fiji |
| Leaders engaged in national NCD summit and committed to take NCD action | Tokelau |
| Development of policies and papers demonstrating change in attitude (5 instances) | |
| Developed policy to ban a range of sugary products | Nauru |
| Submitted a paper on taxation of sugar-sweetened beverages (SSB) for endorsement | Papua New Guinea |
| Prepared a paper on SSB taxation | Solomon Islands |
| Developed a healthy trade tax bill and tobacco control legislation for endorsement | Federated States of Micronesia |
| Food-based dietary guidelines adapted for local use | Niue |
| Change in attitude as a result of SPC support (16 instances) | |
| 21 PICTs were equipped with healthy lifestyle promotion resources and trained staff committed to implement their national NCD plans | Regional (All PICTs) |
| NCD committee meetings conducted | Fiji, Tonga |
| Drafted terms of reference for national multi-sectoral NCD committee | Kiribati, Solomon Islands |
| Pacific Monitoring Alliance for NCD Action (MANA) dashboard developed and action committed to | French Polynesia, Nauru, New Caledonia, Niue, Tonga, Wallis and Futuna |
| Committed to develop and use M&E framework for national NCD plans | Kiribati, Solomon Islands |
| National multi-sectoral NCD plans drafted | Kiribati, Nauru, Solomon Islands |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance



| Progress in 2017 | Country |
|--------------------------------------------------------------------------------|---------------------------------------------------------|
| Implementation of policies, legislation and initiatives (34 instances) | |
| MANA dashboards endorsed and use demonstrated | French Polynesia, Nauru, Niue, Tonga, Wallis and Futuna |
| Amended legislation to increase import duty for tobacco, alcohol and SSBs | Marshall Islands |
| Implemented NCD risk factor interventions, with resources and/or trained staff | Fiji, Cook Islands, Guam, Vanuatu, Tokelau |

| Progress in 2017 | Country |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| Implemented awareness campaigns, particularly for tobacco control, with resources and/or trained staff | French Polynesia, Nauru, Wallis and Futuna |
| National multi-sectoral NCD plan in place and being implemented with stakeholders' collaboration | Tonga |
| National NCD plan in place and implementation demonstrated in collaboration with stakeholders | Cook Islands, Fiji, Tokelau |
| 22 initiatives implemented in collaboration with partner agencies, academic institutions, other SPC divisions and countries at national and regional levels | Regional (All PICTs) |
| National NCD plans developed and launched successfully | Fiji, Tokelau, Tonga |
| Ban approved on a range of sugary products and enforcement demonstrated | Nauru |
| Amended legislation to increase import duty on tobacco, alcohol and SSB approved, and enforcement demonstrated | Marshall Islands |
| Increase in SSB tax approved and implementation demonstrated | Papua New Guinea |
| Food-based dietary guidelines endorsed and implementation demonstrated | Niue |
| National NCD initiatives led by government ministers and parliamentarians, Ministry of Health/ Minister of Health and/or CEO, and senior public servants | Cook Islands, Fiji, French Polynesia, Marshall Islands, Tokelau |
| Pacific Nutrition Acquisition Database and user manual produced and being used in food policy publications | Regional (All PICTs) |
| Pacific strategic plan for agriculture and fisheries statistics – implementation document drafted | Regional (All PICTs) |
| EU/SPC PAPP project completed support for development of State Agriculture Plans (Yap and Pohnpei) | Federated States of Micronesia |

IMPACT PERFORMANCE INFORMATION

Evidence of the difference SPC has made towards achieving PICTs' development objectives



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Distributed 62 safety grab bags for small-scale fishers, along with grab bags distributed by PICTs themselves and other development partners (ADB and FAO). In 2016 and 2017, lives have been saved at sea due to these grab bags. At least 4 cases occurred in Tuvalu (2 in 2016 and 2 in 2017) of boats being rescued due to having a grab bag on board and using its safety devices | Regional (All PICTs), Tuvalu |
| 102 lb (46 kg) yellowfin tuna caught by Ollei fishers trained by SPC in fish handling. Improved practices led to fish being sold at higher price to a community member | Palau |
| Conservation of forest genetic resources carried out by the Pacific Island Tree Seed Centre: at least 16 Fiji tree species were added to its current collection through expeditions | Regional (All PICTs) |
| Conservation of plant genetic resources continued at CePaCT with at least 17 crops conserved forever | Regional (All PICTs) |

CHAPTER 8

STRENGTHENING REGIONAL PUBLIC HEALTH SURVEILLANCE AND RESPONSE

SPC is the coordinator of the Pacific Public Health Surveillance Network (PPHSN) – a voluntary network of countries and organisations working together to improve public health surveillance in the region through early detection and response. Leading support for public health surveillance, as a regional ‘public good’, was identified as a priority in SPC’s Strategic Plan and is a key area of focus.

Outcomes by the numbers:

85% of surveyed countries found PacNet postings useful in their day-to-day work



73% of PICTs that experienced outbreak/virus circulation posted situation reports directly on PacNet

7 PICTs demonstrated improved lab-based surveillance reporting



17 PICTs have functional surveillance units



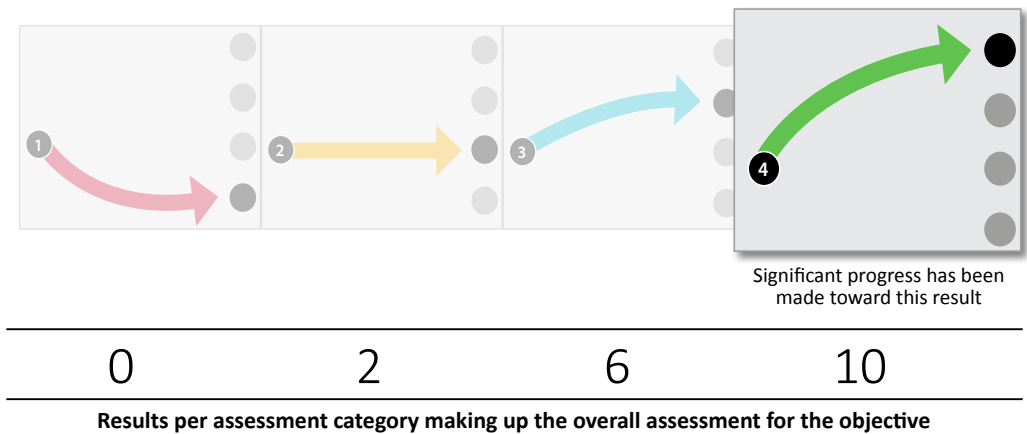
CONTRIBUTING TO THE SDGs

Key challenges in this area

- There is limited human capacity in epidemiological science, including disease surveillance and outbreak response, within the region.
- Lack of quality data compilation and analysis hampers health service reporting, planning, disease monitoring and surveillance.
- New skills and knowledge must be integrated into the local practice culture of PICT health workforces.
- Adapting to the requirements of new organisational policies, including for procurement, has posed challenges both internally and for partner organisations.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, significant progress has been made.



Looking to 2018

- Implementation of a new AFD-funded project that addresses capacity building around surveillance and laboratory strengthening will potentially strengthen the PPHSN.
- Greater collaboration between Public Health Division and programmes that share areas in common will improve the coherence of our work and strengthen collective action and impact.

PERFORMANCE STORIES

‘BUILD BACK BETTER’: STRENGTHENING VANUATU’S SURVEILLANCE SYSTEM AFTER TROPICAL CYCLONE PAM



Climate change and disaster risk resilience/management

Pacific people live in one of the most disaster-prone regions in the world. The impact of disasters is compounded by fragile health systems with staff often required to perform several roles due to shortages of human resources and capacity.

In March 2015, immediately after Vanuatu was devastated by Tropical Cyclone (TC) Pam, the Government of Vanuatu and the World Health Organization (WHO) requested technical support from SPC on post-disaster surveillance, investigation and response to potential disease outbreaks. At the time, Vanuatu’s Ministry of Health had one national surveillance officer and untrained provincial surveillance focal points. Considering the difficulties the country faced, the SPC team responded to a call from Dr Yvan Souares to ‘build back better’.

‘This response extends beyond the immediate threat of disease post-cyclone. Together we will continue to help strengthen the existing surveillance system for detecting and responding to future outbreaks.’ – Dr Yvan Souares, former Deputy Director of SPC’s Public Health Division

In the months that followed, SPC epidemiologists and laboratory experts, in consultation with Vanuatu officials, developed support packages intended to restore and strengthen core public health functions as part of the extended cyclone recovery activities funded by KfW (German Development Bank).

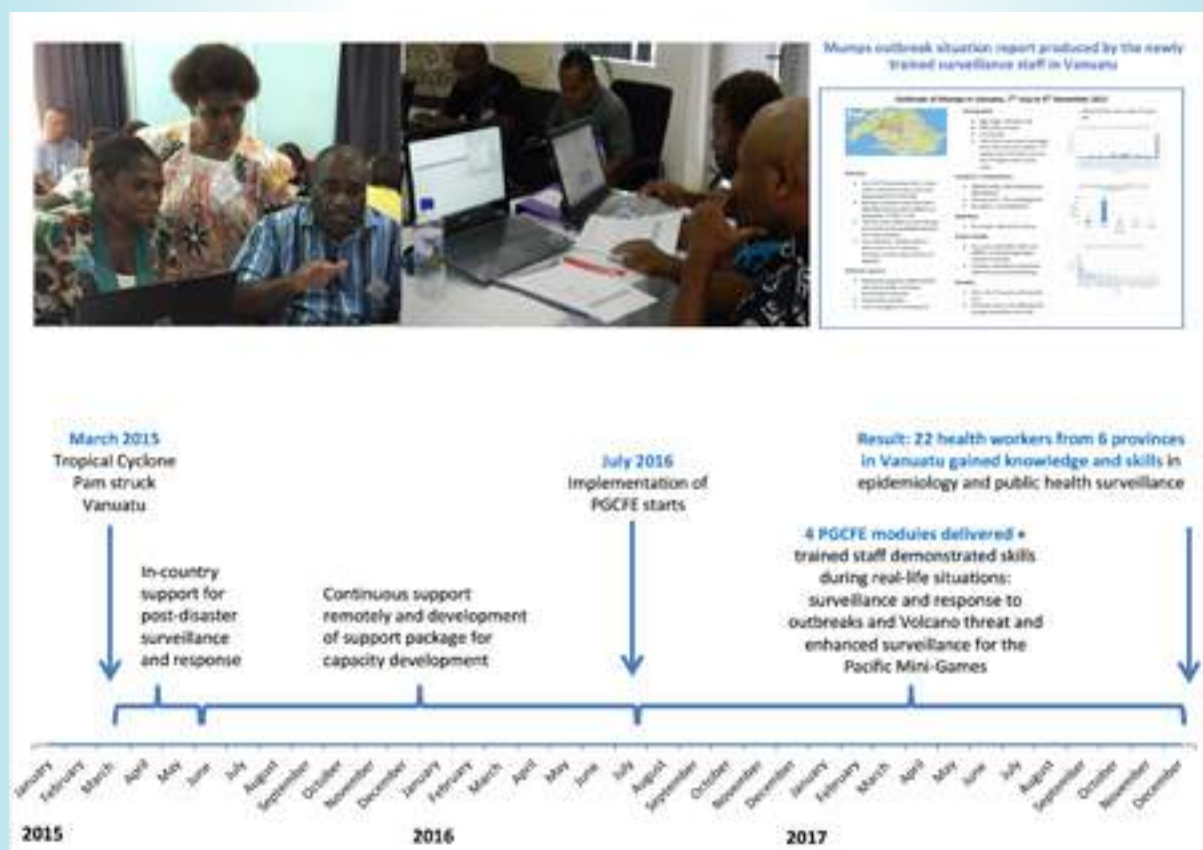


Figure 8.1: Timeline of SPC’s health-related support activities following Tropical Cyclone Pam

A key initiative was the delivery of the Postgraduate Certificate in Field Epidemiology (PGCFE), with the goal of developing a ni-Vanuatu health workforce with skills in epidemiology to catalyse improvements in health information systems.

Fifteen months after TC Pam, implementation of the PGCFE programme began. Between July 2016 and August 2017, experts from SPC, WHO and Hunter New England Local Health District Population Health delivered four PGCFE modules on public health surveillance, outbreak investigation and management, introduction to epidemiology and field epidemiology, and computing for public health practice.

While still undergoing their training, the health staff were able to successfully demonstrate public health surveillance and response capacities in four real-life situations:

1. A dengue serotype 2 outbreak that affected more than 2900 people from November 2016 to June 2017, with no deaths;
2. Ongoing surveillance and response to a mumps outbreak from July 2017 to the present;
3. The Manaro Voui volcano threat on Ambae Island, which caused the evacuation of thousands of people in September 2017;
4. Participation in providing enhanced public health surveillance for the 10th Pacific Mini Games in Port Vila.

‘The surveillance officers performed a very vital role in assuring the health of everyone present during the Games via an enhanced surveillance system. They carried out their responsibility with exceptional dedication, cooperation and professionalism, and we are very grateful to WHO and SPC for assisting us to prepare them well for this task through the Postgraduate Certificate in Field Epidemiology courses and the careful pre-Games planning.’ – Len Tarivonda, Director of Public Health, Vanuatu

By the end of 2017, 22 health workers from all six provinces in Vanuatu had knowledge and skills in epidemiology and public health surveillance. Vanuatu national and provincial surveillance units are now operated by trained health staff, and the Ministry of Health has created additional surveillance posts in recognition of the importance of the discipline. The ni-Vanuatu officers are now working to address gaps and weaknesses they have identified in existing surveillance systems. The SPC team will continue to provide technical guidance and mentoring support as the final step in the PGCFE programme.

Lessons learned

Throughout the project, the SPC team learned valuable lessons that will be put into practice in providing similar support for other PICTs:

- Disasters and health emergencies are moments of acute human suffering. During such events, SPC should do whatever it can to assist.
- The post-disaster environment may present opportunities to strengthen existing resources and systems. SPC should leverage these opportunities.
- It is more valuable to conduct a capacity development programme than a training activity. We need to ensure that appropriate capacities and skills are transferred and used.
- A community of practice can be established with follow-through to ensure continuity in learning and a conducive work environment.
- Improvements in surveillance systems are more relevant if co-developed with users.
- An inclusive approach to partnership is a key ingredient for success, and initiatives are easier to sustain if co-owned by the country.

IMPROVED LABORATORY-BASED SURVEILLANCE AND QUALITY MANAGEMENT SYSTEMS IN VANUATU



Strengthen engagement and collaboration with members

Laboratory-based surveillance is important for national and global health security, but in many PICTs, the bulk of laboratory resources are earmarked for clinical laboratory services, not surveillance. Quality management, systems and processes are also inadequate to support effective laboratory surveillance.

Responding to Vanuatu's request for assistance after TC Pam, SPC helped to strengthen the capability of its health laboratories with a focus on public health laboratory-based surveillance and laboratory quality management systems (LQMS).

Given the lack of investment in public health laboratory surveillance in Vanuatu and many other PICTs, the first task for SPC was to advocate the need for national champions, or focal points, for laboratory-based surveillance. SPC then supported the participation of national focal points in Data for Decision Making training to ensure they understood the important role of clinical laboratories in public health surveillance.

SPC also developed appropriate algorithms for disease-specific tests in alignment with national syndromic surveillance reporting. With KfW funding for extended recovery activities in Vanuatu, SPC was able to broaden its support to provincial laboratories, where staff were given training to strengthen networks and surveillance capacity. To put their training into practice, these staff participated in investigating a real outbreak, with hands-on mentoring by SPC staff.

An important component of laboratory surveillance is shipment of laboratory specimens to offshore reference laboratories for confirmatory testing. In 2017, SPC conducted IATA-certified training on shipping infectious substances for 10 Vanuatu laboratory workers.

SPC worked with the Vanuatu Ministry of Health to conduct audits of quality management systems in provincial laboratories. To help Vanuatu improve its standing against accepted benchmarks for laboratory quality management systems in the Pacific, SPC followed up the assessments with training for 15 ni-Vanuatu laboratory staff on the key principles of quality management.



Vanuatu staff take part in IATA-certified training on shipping infectious substances



Provincial staff at Lenakel Hospital, Vanuatu, participated in laboratory strengthening training

As a result of SPC's advocacy, Vanuatu's Ministry of Health now has two laboratory officers who are national champions for strengthening lab-based surveillance activities. The dedicated focal points will help ensure sustainability in this area.

Another achievement is the improved surveillance network in Vanuatu, with enhanced links, communication and information sharing between the national medical laboratory and provincial hospital laboratories. At the regional level, SPC's support has improved relationships and networking between the Vanuatu national health laboratory and surveillance reference laboratories in the Pacific.

'With the continuous strong support and the proactive involvement of SPC in Vanuatu, there is great improvement in the Vanuatu national surveillance network and links to the provincial hospital labs throughout Vanuatu. This has strengthened the laboratory diagnostic service in providing quality needs...Vanuatu lab surveillance has built a good relationship with other surveillance reference laboratories in the Pacific region with the great assistance of SPC.' – George Pakoa, Laboratory Director, Vanuatu

With 10 new IATA-certified shippers, the Ministry of Health has improved its capacity to ship specimens to reference laboratories abroad in compliance with standards. Meanwhile, as a result of audits of quality management systems in several provincial laboratories, staff and health managers now know how their laboratories rate against the desired benchmarks. Follow-up training in laboratory quality management has enhanced the capacity of 15 ni-Vanuatu laboratory workers, including in meeting requirements for accurate and timely reporting.

Lessons learned

- Securing support at the highest level (e.g. involving laboratory directors), assigning local champions and working with frontline staff are all critical for local buy-in and the sustainability of improvements.
- Health staff are often shift workers. SPC's approach of delivering all training modules twice during a country visit caters for workers' availability at different times.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge building, e.g. assessments (9 instances) | |
| Laboratory quality management systems assessed in 3 PICTs | Kiribati, Nauru |
| Surveillance systems assessment supported in 7 PICTs | Federated States of Micronesia, Guam, Samoa, Tokelau, Tonga, Tuvalu, Vanuatu |
| Capacity development, including training and mentoring (22 instances) | |
| Training on Laboratory Quality Management Systems conducted in 3 PICTs | Kiribati, Nauru |
| 55 health staff participated in outbreak simulation exercises | American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Niue, Northern Mariana Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu |
| 166 health staff trained in public health surveillance and/or outbreak investigation | Tokelau, Tonga, Tuvalu, Vanuatu |
| Convening, facilitation | |
| PPHSN meeting convened and attended by 22 PICTs; 22nd meeting of PPHSN Coordinating Body convened and attended by 11 out of 12 members | Regional (All PICTs) |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness (7 instances)



| Progress in 2017 | Country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| All PICTs entrusted to SPC for IATA training maintained their IATA certification (IATA training conducted in 3 PICTs in 2017) | Kiribati, Nauru, Vanuatu |
| Mumps advisory disseminated through PacNet | Regional (All PICTs) |
| Health advice provided for travellers to the Mini Games | |
| WHO Guidance for Influenza Vaccination for 2018 Southern Hemisphere Flu Season, and PPHSN Guidance for Influenza Sample Testing and Confirmation disseminated | |
| More than 90% of PacNet subscribers receive PacNet postings | |
| 39 of 46 (85%) of health staff who participated in the Data for Decision Making training attained the pass mark | Tuvalu, Vanuatu |
| All PICTs have access to the 2016 Updated Pacific Outbreak Manual | Regional (All PICTs) |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance (16 instances)



| Progress in 2017 | Country |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| All PICT are utilizing the registered PPHSN reference laboratories | Regional (All PICTs) |
| 7 PICTs have demonstrated improved lab-based surveillance reporting | Federated States of Micronesia, Fiji, Guam, Kiribati, Samoa |
| Mataika House is able to perform PCR on arbovirus infections | Fiji |
| Public Health Laboratory has begun to process validation of gonorrhoea samples to ensure the accredited process | Guam |

| Progress in 2017 | Country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| A review of PacNet at the April PPHSN meeting revealed 85% (11 of 13) of countries find PacNet postings useful for their day-to-day work | Regional (All PICTs) |
| 73% of PICTs that experienced outbreaks/virus circulation (in comparison to outbreaks/virus circulation reported) posted situation reports directly on PacNet | Regional (All PICTs) |
| 17 PICTs have functional surveillance units | Regional (All PICTs) |
| 15 PICTs submitted surveillance reports | Regional (All PICTs) |
| 4 of 5 (80%) of PICTs supported by SPC are able to operate functional enhanced surveillance systems during mass gatherings or post-disaster situations | Federated States of Micronesia, Fiji, Guam, Vanuatu |

CHAPTER 9

IMPROVING EDUCATION QUALITY

In 2017, SPC assisted PICTs to improve the quality of their educational systems by supporting the development of curriculums, standards and frameworks for teachers and school leadership, educational assessment, and research and policies. SPC also maintained the Pacific Register of Qualifications and Standards. Leading support for regional education qualifications and assessment, as a regional 'public good', was identified in SPC's Strategic Plan as a key area of focus for SPC. The prioritisation process in 2017 reaffirmed this status.

Outcomes by the numbers:

5 PICTs gained time and cost efficiencies in educational data management linked to newly introduced data collection processes and tools

1 post-secondary and training provider, Kiribati Institute of Technology, was granted provisional accreditation

15 PICTs participated in the Pacific Islands Literacy and Numeracy Assessment (PILNA) trial, strengthening knowledge and practice in preparation for PILNA 2018

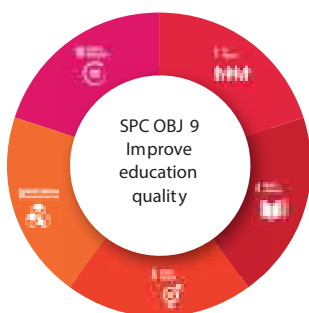
3 regional qualifications in sustainable energy were accredited by SPC



73 teachers in 'treatment' schools



61 teachers in 'control' schools were observed, assessed and supported in trials to improve reading competencies



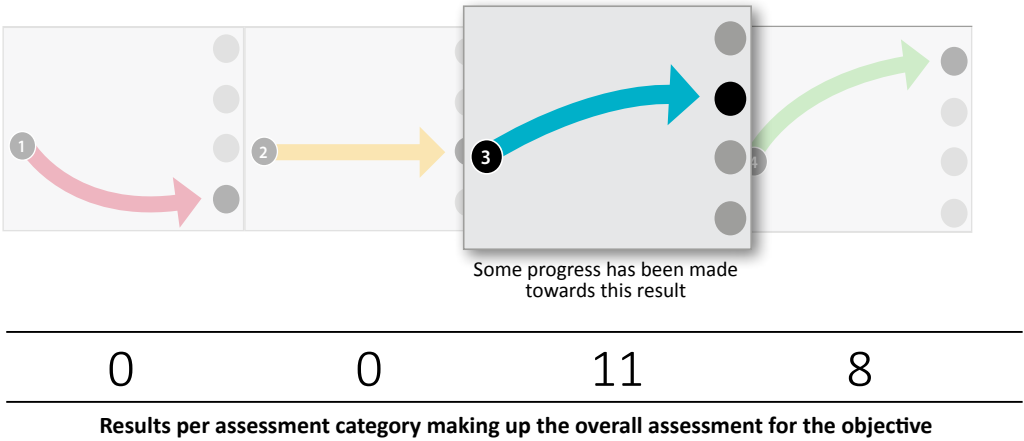
CONTRIBUTING TO THE SDGs

Key challenges in this area

- Maintaining a regional service requires balancing multiple requests for support against timelines and available resources, while remaining responsive and flexible in meeting member countries' changing needs throughout the year.
- There are challenges in developing methodologies to measure impacts at the country level that are attributable to SPC, and contributions by SPC including through its 'sphere of influence'.

Self-assessment of progress

The self-assessment by SPC divisions and programmes reporting against this development objective found that on average, some progress has been made.



Looking to 2018

SPC will continue to lead the way in supporting regional education qualifications and assessment, including through

- provision of an external regional quality assurance agency for tertiary educational qualifications and training providers
- implementation of PILNA 2018, incorporating lessons learned from the PILNA trial in 2017.

PERFORMANCE STORIES

SPC CREATES HISTORY BY BECOMING A REGIONAL QUALITY ASSURANCE AGENCY



Strengthen engagement and collaboration with members

For the first time, the Pacific region as a whole has a quality assurance (QA) agency for tertiary educational qualifications, micro-qualifications and training providers. SPC can now provide QA support for all PICTs, giving them access to accreditation and QA mechanisms that are recognised and practised both regionally and internationally.

Larger countries, such as Fiji, Papua New Guinea, Samoa, Tonga and Vanuatu, have set up their own national QA agencies, but this is not practical for many PICTs due to limited funding and the small size of their higher education sectors.

SPC achieved two major milestones by taking a different approach to its qualifications' work. In Kiribati for example, the government passed a cabinet decision to adopt the Pacific Qualifications Framework (PQF) and Pacific Quality Assurance Framework (PQAF) as the country's qualifications and QA frameworks. The decision allowed SPC to provide external accreditation services for qualifications and providers in Kiribati, as demonstrated by the accreditation of the Kiribati Institute of Technology (KIT).



Kiribati's Minister for Labour and Human Resource Development accepts the Certificate of Provisional Accreditation of the Kiribati Institute of Technology

SPC's recognition of the Kiribati Institute of Technology will empower it to... 'achieve its vision of becoming a leading training and education institute in the Pacific. It will serve to provide skills, knowledge and attitudes for I-Kiribati and other Pacific Islanders to obtain decent opportunities nationally and internationally. We therefore would like to thank and congratulate SPC for setting up a regional quality assurance agency.' – Kiribati's Minister for Labour and Human Resource Development



Dr Sarah Hemstock (left) receives the Certificate of Accreditation for Certificate 4 in Sustainable Energy

SPC achieved another milestone with the accreditation of three regional qualifications in sustainable energy, which was facilitated by the Pacific Technical and Vocational Education and Training (PacTVET) project with EU funding support.

'It's not just a regional first, but a global first,' said Dr Sarah Hemstock.

The qualifications (Certificate 1, Certificate 2 and Certificate 4 in Sustainable Energy) were developed by the Sustainable Energy Industry Association of the Pacific Islands, whose members are representatives of PICTs. In a demonstration of the spirit of regionalism, the qualifications have been developed to serve the purposes and collective interests of not one but many countries.

Lessons learned

Consultation, dialogue and engagement were essential in gaining the support of key stakeholders and their active involvement in the initiatives described above.

With SPC's support in 2016 and 2017, PICT institutions managed to build their capacity and develop qualifications that are relevant to the needs of industry and meet the requirements for accreditation. The outcome is greater recognition of the qualifications and institutions, both inside and outside national borders.

In 2018, SPC will continue to work towards accreditation of four regional qualifications in climate change adaptation and disaster risk reduction; accreditation of providers and qualifications in Kiribati; and accreditation of micro-qualifications. Having consolidated its QA processes, SPC is ready to assist other PICTs and organisations to improve the quality of their education and training.

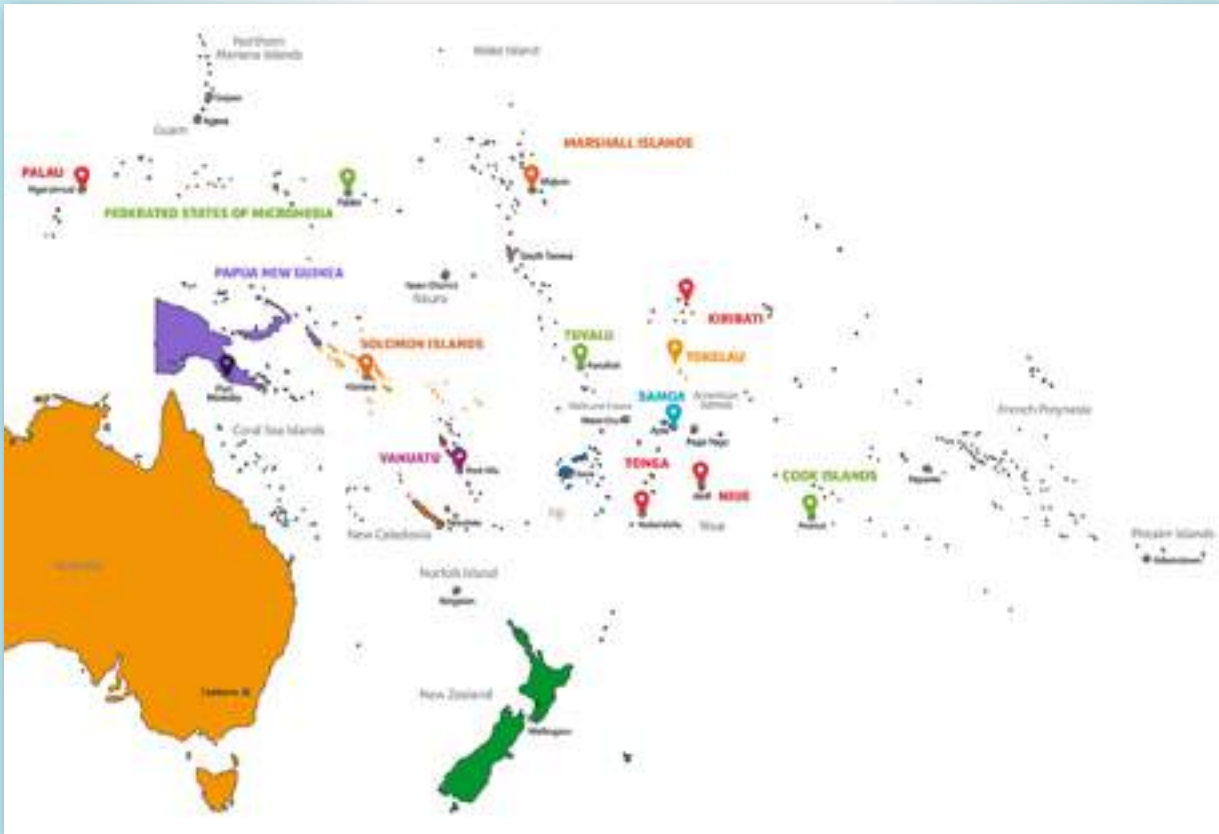


Figure 9.1: Countries with qualifications registered on the Pacific Register of Qualifications and Standards, which facilitates benchmarking of Pacific qualifications against international standards



Cook Islands students participating in PILNA trial

FIELD TRIAL IMPROVES PROCESSES FOR ASSESSING STUDENT LITERACY AND NUMERACY



Strengthen engagement and collaboration with members

In past cycles of the Pacific Islands Literacy and Numeracy Assessment (PILNA), constraints on time, budget and support from countries have stood in the way of comprehensive field trials. Recognising the importance of a high-quality, relevant and valid set of instruments and procedures, New Zealand's MFAT supported a field trial in 2017 in preparation for the main PILNA study in 2018. The field trial for years 4 and 6 was conducted in all of the 15 countries¹⁰ that will participate in PILNA 2018.

With the MFAT funding, SPC's Educational Quality and Assessment Programme (EQAP) was able to trial PILNA processes, including:

- trialling a large pool of items across all outcomes (two complete trial assessments from which to select the best-performing items for the 2018 main study);
- translating items prior to the trial to check for performance differences across languages or language groups;
- implementing full processes (distribution of materials, in-country scoring, data capture and questionnaires, and the test month for all countries – October);
- testing the use of tablet technology for data capture and on-the-fly data validation, eliminating the need to return papers to SPC for data entry.

By carrying out the field trial in all 15 countries, including in-country scoring sessions, officers were able to get first-hand feedback from teachers, head teachers and ministry staff on the test itself and administration procedures. In several countries, EQAP officers visited schools when the test was being administered to observe how well the process went and potential issues for the main study. Their visits and support were well received and enhanced relationships between SPC and PICT education authorities.

Lessons learned and adaptation

The field trial has enabled SPC to improve PILNA 2018 instruments and processes, which will increase its value for teachers, ministries and decision-makers. In particular, the trial highlighted that:

- communication methods are critical. Lengthy written instructions for teachers, school coordinators and national coordinators are not always read, or if they are read, may not be well understood. Email messages may be missed or not shared with the right people. EQAP is now working on audio-visual training materials, such as videos and podcasts, to raise awareness of PILNA and ensure the consistency and validity of its implementation across participating schools in the region;
- despite efforts already made, there is a need to improve QA around translated instruments. This is an important finding for improving the quality of the main study and further measures will be taken in advance of the 2018 assessment.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC scientific and technical assistance provided to PICTs



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Knowledge building, e.g. meetings, assessment, analysis, information, education, communication (30 instances) | |
| Two national reports on Early Grade Reading Assessment produced and disseminated | Kiribati, Tuvalu |
| Survey conducted on the extent to which PILNA data has been used at system level to inform policy change. Over 70 education ministry officials were consulted and interviewed | Cook Islands, Kiribati, Niue, Papua New Guinea, Solomon Islands, Tokelau, Tuvalu, Vanuatu |
| Survey conducted on decision-makers' perceptions, behaviour and attitude in relation to the use of data for decision-making. Findings analysed and country reports subsequently produced | Kiribati, Solomon Islands, Vanuatu |
| To raise awareness on effective data utilisation, a regional workshop was convened. High levels of satisfaction were recorded during post-summit evaluation attended by 15 PICTs and representatives of several development partners (ADB, DFAT, PIFS, UNESCO, UNICEF, UIS, USP, World Bank) | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu |
| Systems building, e.g. products and processes developed, standards reviewed (4 instances) | |
| Review and revision of teachers' and school leaders' standards | Kiribati, Samoa |
| Development of competency assessment criteria for nurses, with health nursing provider and Ministry of Health | Fiji |
| External verification conducted for higher education provider towards the recognition of quality assured national institutions and qualifications | Kiribati |

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing PICTs' knowledge, skills, capacities and awareness (22 instances)



| Progress in 2017 | Country |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 32 people trained on the development of systems and school standards. The training enabled the Ministry of Education and Human Resources Development to develop its 'Whole School Standards' to improve system efficiency and school effectiveness | Solomon Islands |
| 10 PICTs participated in training on using assessment data and learning outcomes to conduct educational research, as part of phase 1 of research on utilisation of PILNA results to inform policy change | Cook Islands, Kiribati, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tuvalu, Vanuatu |
| 114 people trained in use of assessment outcomes (PILNA results) to inform teaching and learning. Country recommendations in EGRA reports widely disseminated and consulted on in Tuvalu and Kiribati. Support for classroom-based assessment ongoing in Samoa and Vanuatu | Kiribati, Samoa, Tuvalu, Vanuatu |
| 130 persons trained and ongoing technical support provided to countries to maintain and strengthen national systems to meet international quality standards for national examinations | Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on PICTs' individual or institutional performance (31 instances)



| Progress in 2017 | Country |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 130 people trained in PILNA processes and procedures in 15 PICTs for PILNA trial. Engaging national PILNA counterparts in the processes and procedures strengthened knowledge and practice in preparation for actual PILNA administration in 2018 | Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu |
| Significant strides made in improving systems for national examination; for the first time, national senior F7 results were processed, analysed and released promptly in 2017. Tonga Exams Unit has now taken full responsibility for processing its senior national examinations | Tonga |
| Supported people have increased awareness and demonstrated increasing capacity in instituting change in policy and practice at the systems level. Noticeable change in practice was noted in the post- PaBER (Pacific Benchmarking for Education Results) project follow-up study, with findings indicating Samoa, Solomon Islands and Papua New Guinea are making good progress in implementing project recommendations on systems changes | Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| Standard and credibility of SPC senior secondary school qualification (SPFSC) maintained | Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu |
| 73 teachers in treatment schools and 61 teachers in control schools were observed, assessed and supported in improving the reading competencies of children. Results indicated gradual and consistent improvements in teaching and student learning | Tonga |
| SPC granted provisional accreditation to the Kiribati Institute of Technology (KIT) as a post-secondary and training provider | Kiribati |
| SPC accredited three regional qualifications in sustainable energy: Certificate 4, Certificate 2 and Certificate 1 | Regional (All PICTs) |

IMPACT PERFORMANCE INFORMATION

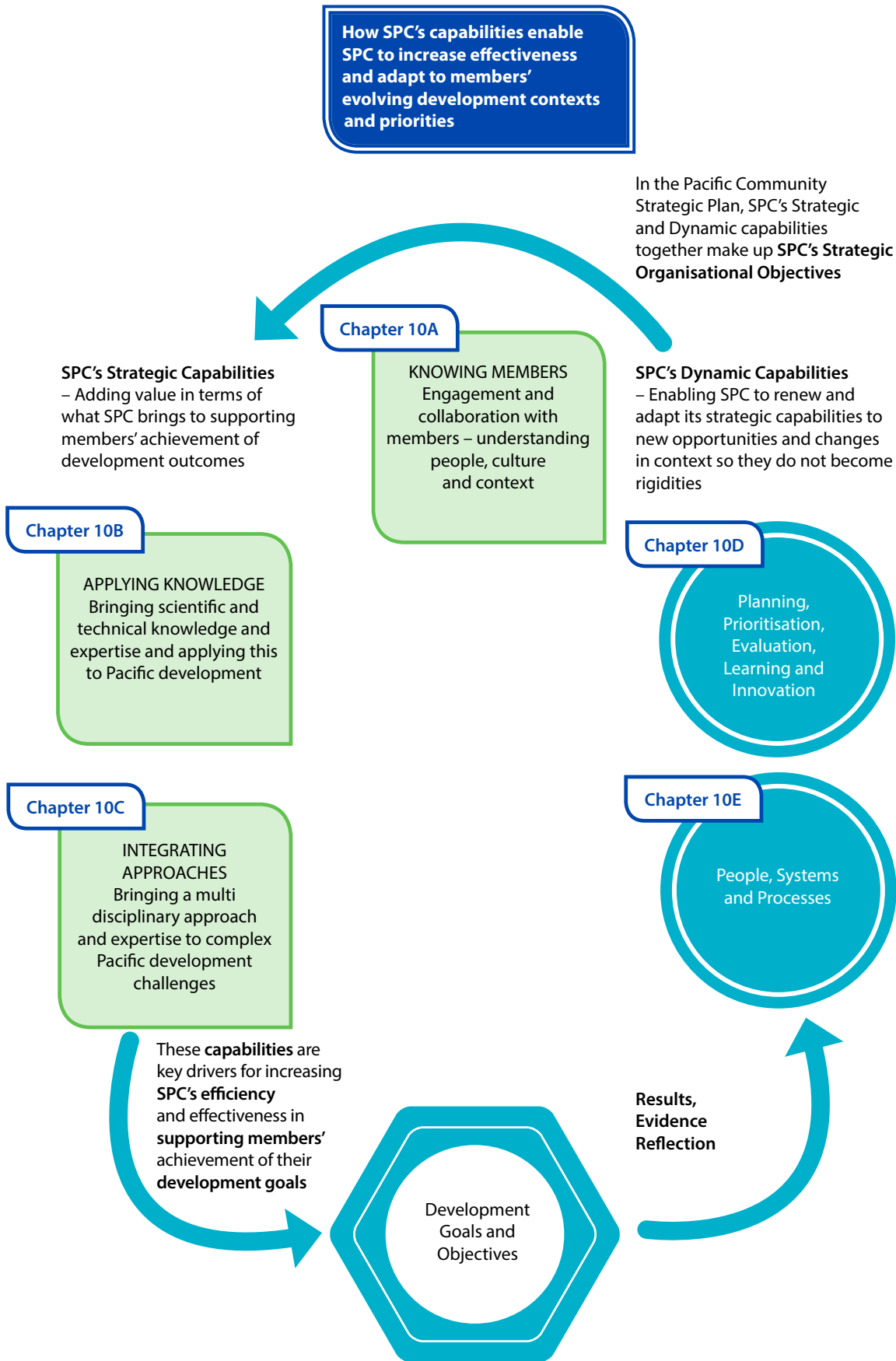
Evidence of the difference SPC has made towards achieving PICTs' development objectives



| Progress in 2017 | Country |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Time and cost efficiencies in educational data management linked to newly introduced data collection processes and tools | Kiribati, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu |

Capabilities

SPC's Strategic Organisational Objectives underpin the achievement of our member's Development Objectives. Each of these Strategic Organisational Objectives, or capabilities, is the subject of a part of **Chapter 10** of this report.



CHAPTER 10

SPC'S ACHIEVEMENT AGAINST ORGANISATIONAL OBJECTIVES

SPC's organisational objectives are fundamental to achieving our members' development goals. These objectives embody our core values and underpin our capabilities, providing our comparative advantage in responding to our members' priorities and delivering the support they require to achieve their development goals.

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

The Pacific Community Strategic Plan 2016-2020 is based on our conviction of the importance of:

1. understanding our members' contexts and engaging with them
2. clarifying and strengthening our scientific and technical knowledge and expertise
3. bringing a multi-disciplinary approach to development challenges

Two other objectives ensure our services are dynamic and always being improved:

4. Increasing our capability to prioritise, evaluate, learn and innovate
5. Enhancing our people, systems and processes.

Highlights

- A number of programmes and divisions were revised or restructured in 2017: the Statistics for Development Division transformed its support for regional statistics processes; the Land Resources Division's technical teams were reorganised into four business pillars; and the Economic Development (EDD) and Geoscience Divisions merged to form the Geoscience, Energy and Maritime Division.
- Planning, evaluation, accountability, reflection and learning processes continued to be strengthened across SPC.
- SPC's Planning, Monitoring, Evaluation and Learning toolkit was strengthened with the development and implementation of several new tools – the performance story guidelines, results framework and reporting tool, performance assessment tool, results hierarchy and results glossary.
- Use of evidence from Monitoring, Evaluation and Learning work and country engagement is strengthening business planning and project design (Fisheries, Aquaculture and Marine Ecosystems Division; Regional Rights Resource Team).
- An end-of-year results workshop brought together staff from all SPC divisions and offices to reflect on our work, share learning and plan adaptations.
- Resource mobilisation and programming areas were strengthened.

Key challenges

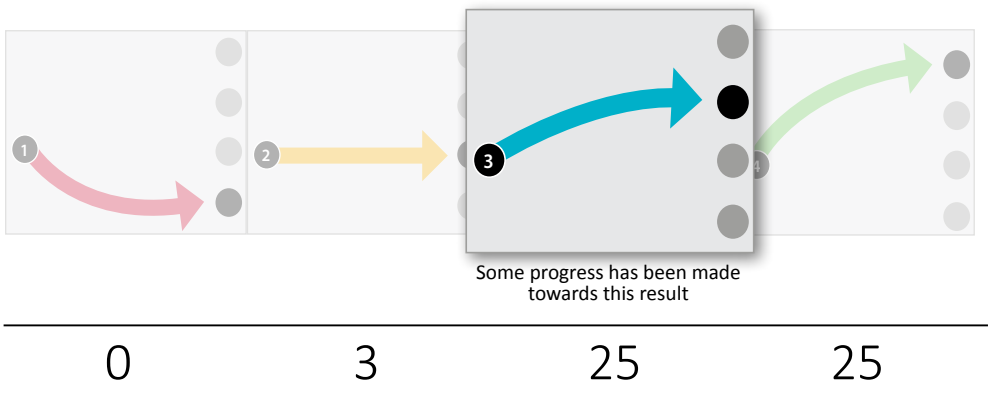
- Staff turnover in the human resources team has limited its capacity to implement recruitment efficiencies and fully standardise employee benefits across SPC.
- Corporate services functions rely too heavily on good relationships with internal stakeholders to overcome poor systems.
- There is a need to find the right balance between scientific expertise and project management skills, from leadership positions through middle management to project staff.
- The secretariat remains challenged in ensuring that projected 2019/2020 deficits can be addressed through improving resource mobilisation and project execution rates.

Self-assessment of progress

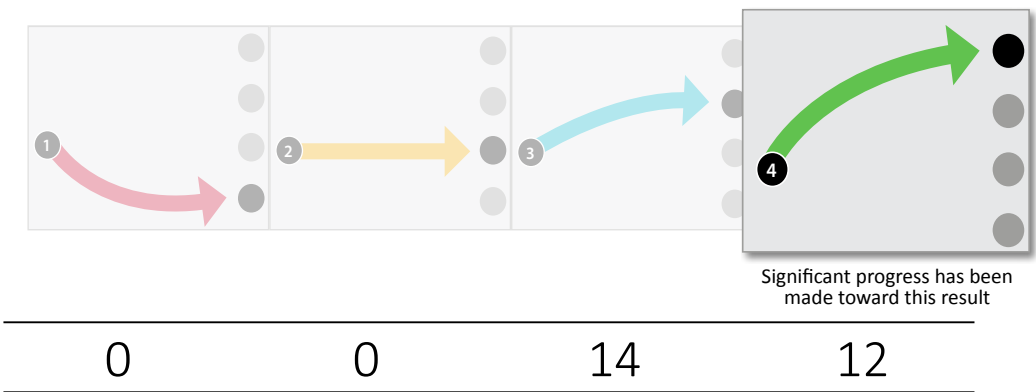
The self-assessment by SPC divisions and programmes reporting against five organisational objectives described in Chapters 10A, 10B, 10C, 10D and 10E found that on average:

Global assessment for objective

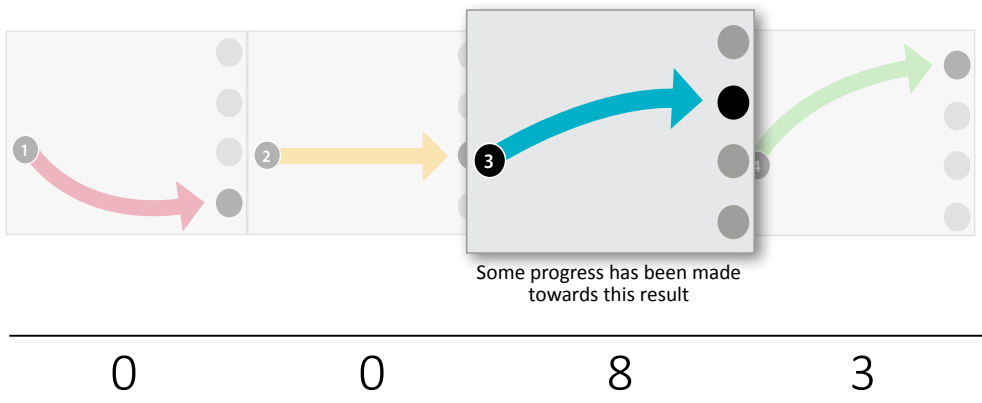
10A Strengthen engagement and collaboration with members and partners – some progress has been made.



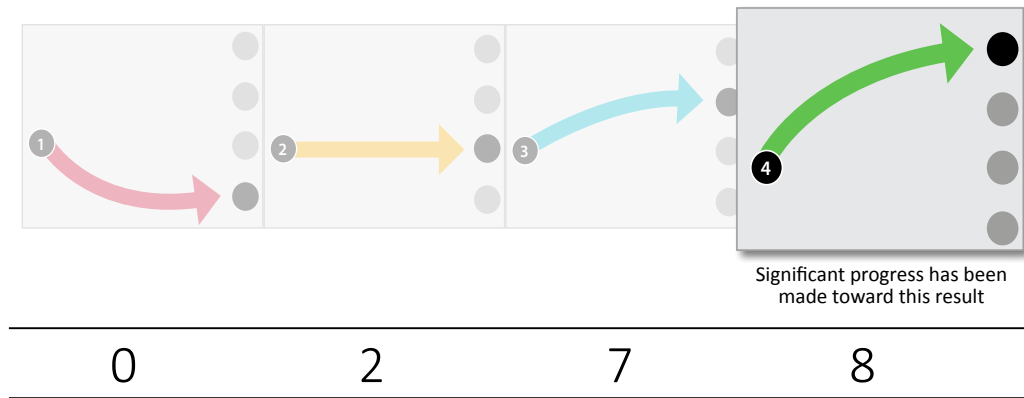
10B Strengthen technical and scientific knowledge and expertise – significant progress has been made.



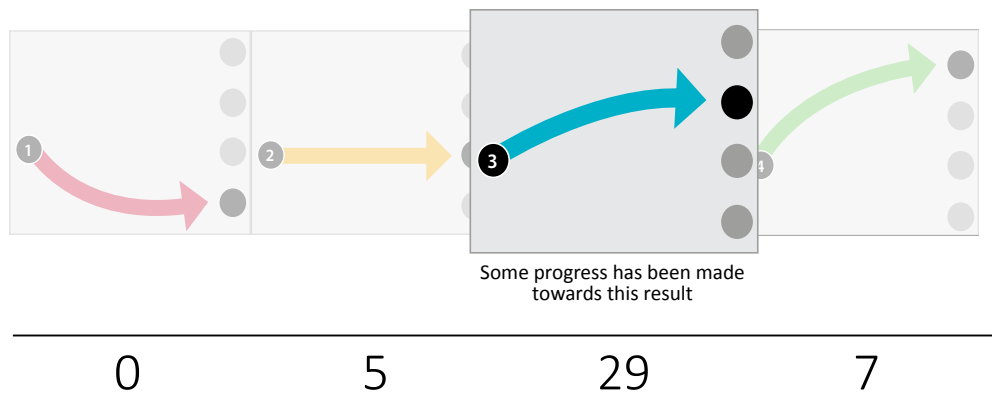
10C Address members' development priorities through multi-disciplinary approaches – some progress has been made.



- 10D** Improved planning, prioritisation, evaluation, learning and innovation – significant progress has been made.



- 10E** Enhance the capabilities of our people, systems and processes – some progress has been made.



Looking to 2018

SPC will:

- facilitate an internal innovation fund to support concept development aligned with prioritisation outcomes, and to leverage strategic growth;
- launch a revised intranet and internet to facilitate access to information and data for decision-making;
- embed prioritisation throughout all systems and processes, from concept design, funding negotiations and structural considerations to implementation and MEL.

CHAPTER 10A

STRENGTHENING ENGAGEMENT AND COLLABORATION WITH MEMBERS AND PARTNERS

Strong member engagement is critical to increasing the relevance and effectiveness of SPC's work. A key priority for SPC, elaborated in the Strategic Plan, is to enhance our engagement with members to deepen our understanding of their priorities, values, culture and contexts. SPC uses its convening power to host dialogue, raise common national issues to the regional level, and facilitate learning spaces to enable members to share their experiences.

In 2017, we:

- continued to strengthen and develop our regional convenor role (see performance story);
- sought input from members on the proposed LRD restructure at the meetings of Heads of Agriculture and Forestry Services and Pacific Ministers of Agriculture and Forestry, which were held during the Pacific Week of Agriculture in Vanuatu (October 2017);
- incorporated input from members and partners on realigning our services to ensure the best development outcomes, e.g. the realignment of SDD's priorities was the outcome of thorough consultation with member countries, development partners and donors (see performance story);
- explored new funding arrangements, e.g. RRRT's agreement with Sweden and DFAT to support a Solomon Islands post;
- drafted the SPC – New Caledonia partnership agreement based on an evaluation of the first partnership.

CONVENING PRODUCTIVE REGIONAL MEETINGS



Strengthen engagement and collaboration with members and partners

As part of efforts to reinforce productive engagement and collaboration on development priorities, SPC was keen to move on from regional sectoral meetings featuring SPC and development partners in the driving seat, with member countries unable to voice their issues fully, and limited ownership of recommendations and follow-through on commitments.

In 2017, SPC-convened meetings - including Pacific Heads of Agriculture and Forestry Services (HOAFS), Heads of Fisheries (HOF), Heads of Health (HOH), Heads of Planning and Statistics (HOPS), and the Triennial Conference of Pacific Women - had renewed purpose and broke new ground in terms of focus and outcomes. SPC sought to facilitate rather than lead discussions on sectoral issues, increase alignment with the work of other regional organisations and development partners, and most importantly, enable renewed engagement by members.

- HOAFS sought to re-energise engagement with and between senior Pacific Agriculture and Forestry Officials, after a five-year hiatus. The meeting showed readiness to map a regional agriculture development plan that matched resourcing opportunities, build improved linkages between regional and national-level efforts, and avoid siloed support.

HOPS was the opportunity for SPC, PICTs, and regional technical agencies to agree on rationalising technical assistance for regional data collection through partnerships. The Triennial Conference focused on economic empowerment as a key issue for women and provided a mechanism to make strategic connections between member countries, development partners and regional and global gender equality processes.

- All meetings and conferences included focused discussion on relevant sectoral topics, ensuring member countries' voices and perspectives were captured. HOF feedback indicated that 77 per cent of respondents considered they had the opportunity to provide feedback when they wanted to.
- During HOAFS, HOF and HOPS, the SPC divisions concerned presented new draft business plans based on performance reviews and consultation and proposed a vision, mission and structure to better address regional needs, with members having further opportunities to guide SPC priorities and work.
- Finally, a more focused meeting purpose meant target outcomes were reached, e.g. the review of the Healthy Islands Monitoring Framework during HOH – the Pacific Healthy Islands Vision was developed in 1995 but was fully operationalised only recently after HOH tasked SPC and WHO with developing the framework in 2016; and during HOF, fisheries officials workshopped draft coastal fisheries indicators to be monitored and reported against in the Regional Coastal Fishery Report Card. The Report Card, published in August 2017, is the first time a single reporting mechanism has been adopted for the region's coastal fisheries.

TRANSFORMING THE DELIVERY OF SUPPORT FOR REGIONAL STATISTICS



Strengthen engagement and collaboration with members and partners

SPC's prioritisation exercise created the opportunity for a fresh look at the role and functions of SPC's Statistics for Development Division (SDD), especially given the rapid increase in demand for Pacific statistics.

Review of SDD services

In November 2016, an external review considered how SDD could improve its performance in the medium-term and adapt to regional and global changes in statistical development. The external reviewer consulted key stakeholders including member countries, development partners, donors, SPC's executive management team and SDD staff.

The findings recognised SDD's comparative advantage in terms of knowledge, connections and insight into the whole regional statistical system. There was a perception, however, that SDD had not shifted its strategic focus in line with stakeholder thinking.

The review recommended improving coordination among technical partners and donors in the sector, and more timely and targeted dissemination of Pacific statistics to inform decision-making in PICTs. The view was that providing technical support through regional partnerships would allow for more efficient use of SDD's limited resources and consistency in the type of statistical support provided.

The review also recommended that SDD should lead the Pacific region's statistical system, and take the role of coordinating delivery of statistical support through technical partnerships and outsourcing, which would both broaden the resource base and help prevent duplication of effort.

Change process

Staff workshops were held to present the findings and recommendations of the review, and an SDD Transformation Project Steering Committee was set up to oversee the process.

SDD presented its new business plan to the Fifth Conference of Heads of Planning and Statistics (HOPS) in Noumea (November 2017) together with proposals for significant change, including a revised regional statistics governance framework, technical partnerships for statistical collections, a five-year regional collection plan, a new data dissemination strategy, and a Pacific Regional Statistics Methods Board. In three days of intensive discussion, the Conference approved the proposals, subject to finalising the terms of reference for the new Methods Board and governance framework.

HOPS was considered a resounding success by many stakeholders

'I hear from multiple sources that the HOPS meeting was a smashing success. You and your team deserve a commendation for an excellent meeting. I was very happy that the Methods Board was passed.' – Kristen Himelein, Senior Methodologist, World Bank, Washington DC

New roles and structures

Statistics system leader

SDD's role in leading the Pacific statistics sector will be supported by new regional frameworks. For example, the establishment of the Methods Board, with members from PICT national statistics offices and international institutions, will allow the development of harmonised regional methods, standards, systems and procedures to ensure statistical collections are based on best practice, produce relevant information, and fit the different needs of large and small PICTs.

Technical partnerships programme and five-year statistical collection plan

PICTs are highly dependent on household-based statistical collections to guide evidence-based policy making and evaluation. Establishment of regional technical partnerships and the five-year statistical collection plan will facilitate resource mobilisation, allow for more effective and efficient use of resources, and improve planning and coordination among partners.

Regional data dissemination strategy

To improve the usability of statistical information, the strategy will facilitate access by policy analysts and decision-makers to more timely and fit-for-purpose Pacific statistics, supported by the establishment of a regional data repository. Currently, accessing data, especially up-to-date data, is a challenge for users.



Fifth Conference of Heads of Planning and Statistics, 14-16 November 2017, Noumea

IMPROVING INTERNAL GOVERNANCE



Strengthen engagement and collaboration with members and partners

Good governance is one of the values reflected in the Pacific Community Strategic Plan 2016–2020. However, several of SPC’s key governance documents were out of date, or difficult to read or access. For example:

- there was no approved version of the text of the Canberra Agreement (SPC’s founding treaty) following amendment;
- the rules of procedure for SPC’s governing bodies (Committee of Representatives of Governments and Administrations (CRGA)/Conference) and subcommittees were disaggregated and not entirely up to date with current practice;
- the manual of delegations referred to positions that no longer existed;
- SPC’s finance policies had not been updated, leaving a critical gap in accountability.

As a consequence, SPC did not pass three pillars of the European Union’s (EU) seven-pillar assessment – an external assessment of SPC’s internal control system, accounting system, external audit rules, and procedures for providing financing through grants, procurement, financial instruments and sub-delegations. This jeopardised SPC’s relationship and funding arrangements with EU, and with other donors.

SPC corporate newsletter



SPC launched and distributed Pacific Progress at the 2017 CRGA to provide an accessible overview of the scope and impact of its work. The first issue was a print version, which meant some content was dated at release and there was no way to accurately track distribution or engagement. Production costs were also high, making the goal of quarterly editions unrealistic.

The online newsletter was released on schedule in October 2017. The platform provided tracking information on who received and opened the publication, where they were located, what stories they clicked on and if they shared the content. Changing to a digital-only format reduced the complexity and cost of producing the newsletter, while increasing the topicality and visibility of the information, and engagement with SPC.

| | |
|-----------------------------------------|-------|
| Original Distribution: | 1371 |
| More than 1500 new subscriber requests: | +1500 |
| More than 2400 opens: | +2400 |

SPC's Operations and Management Directorate (OMD) drove the review of key governance document and policies in 2017, including:

- preparing a consolidation of the Canberra Agreement with its current approved text for the first time in 20 years;
- gaining the agreement of the Tenth SPC Conference to the new Pacific Community Governance Arrangement, which sets out the rules and procedures for CRGA/Conference and its subcommittees;
- creating current instruments of delegation and authorisation;
- reviewing, updating and implementing more than a dozen finance and finance-related policies.

This renewed focus on governance is contributing to improved accountability, transparency and access to information and strengthening the confidence of members and donors. SPC successfully met the requirements of the EU seven-pillar reassessment, affirming EU's confidence in SPC's capacity to deliver, and reinvigorating negotiations for funding under the 11th European Development Fund (EDF). The improvements were welcomed by SPC's member countries, which recognised the significance of the updates.

While the new governance documents are now in effect, they still have to be embedded in day-to-day practice across SPC. Recent capacity development on internal governance and compliance have increased awareness of the issues across SPC and lessons have been learned, including:

- the importance of consistently and regularly updating all key internal governance documents;
- the need to identify methods of embedding a commitment to accountability and good governance across SPC;
- the critical need for ongoing sensitisation and support for all staff in matters of governance;
- the need for early and regular consultation with divisions when developing policies and procedures.

These lessons will inform planning and development of targeted management actions in 2018.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC's organisational outputs



Progress in 2017

10th SPC Heads of Fisheries held (HOF 10), with feedback workshop on new FAME BUSINESS PLAN, including FAME objectives, followed by HOF 10 endorsement, and first Regional Technical Meeting on Coastal Fisheries convened in response to HOF 10 request

The 3rd Pacific Regional Energy and Transport Ministers and Officials meetings were held in Tonga. A Pacific Energy Oversight Group meeting was conducted at the margins of the Pacific Power Association Conference in Samoa. The 8th Pacific Energy Advisory Group meeting was held in Suva

Supported the organisation of the 13th Triennial Conference of Pacific Women (involving 260 participants from government, civil society, regional organisations, development agencies and academic institutions) and the Micronesian Women's Conference

20 (91%) of the 22 PICTs were represented at the 2017 HOH meeting; 19 (86%) PICTs had appropriate representation (e.g. Secretary, Deputy Secretary, Director of Public Health, or of Clinical services or Nursing services)

Organisation of 5th HOPS Conference

Co-organisation of Special Session of HOAFS

15 PICTs participated in the PILNA trial

SPC's SPL team contributed strategic perspectives to the business systems group with a view to ensuring functionality in linking finance to results

Donor Relations Advisor job description drafted for further circulation

Progress towards the Framework for Action on Energy Security in the Pacific was reported at the April meetings of ministers and officials in Tonga

National 'Ridge to Reef' project networks and inter-ministerial committees were established and strengthened in terms of policy, technical and other concerns relating to 'Ridge to Reef'

Maintained GISPacNet mailing list for the Pacific region. Facilitated communication regarding GIS and RS (remote sensing) opportunities and advancements relating to the Pacific.

SPC 'whole of organisation' Climate Change Framework developed, finalised and implemented, enhancing collaboration with other organisations

SPC's Research, Evidence and Information Programme (REIP) convened the meeting of the Pacific Public Health Surveillance Network (PPHSN – a voluntary network of countries, areas and organisations dedicated to the promotion of public health and response in the Pacific

Specialised Clinical Services in the Pacific activities were planned/implemented in collaboration with directors of clinical services, Pacific clinical organisations and individual doctors and nurses

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing our knowledge, skills, capacities and awareness



Progress in 2017

Accountabilities of teachers and school leaders enhanced through the development of standards to improve systems monitoring mechanisms

SPL coordinated the results reporting process for SPC's 2016 Results Report, contributing to significant improvements in content, including results summaries, performance stories and use of graphics and photos as suggested by CRGA Subcommittee members

Substantial Planning, Monitoring, Evaluation and Learning (PMEL) capacity supplementation provided to SDD, OMD and SDP in absence of dedicated PMEL resource, contributing to increased understanding of processes and requirements

Improved awareness and understanding of SPL's work across SPC, facilitated by

- 1) SPL communications plan;
- 2) Successful rebranding campaign: two short videos, an email campaign and creation of a banner on reflection and learning at SPC;
- 3) SPL booth at CRGA, four short videos on SPC results and learning produced;
- 4) Improved SPL intranet pages;
- 5) Banners, displays, publications for SPL related events

Progress in 2017

Technical support provided to newly appointed Resource Mobilisation Advisor with transfer of skills from SPL to Resource Mobilisation Advisor

Participation in Pacific Resilience Partnership Technical Committee meetings to finalise governance arrangements for the Framework for Resilient Development in the Pacific (FRDP)

Participation in the 2017 Pacific Climate Change Roundtable and Resilience Regional Meeting

Cultural dimensions of the Ocean brief provided to the Office of the Pacific Ocean Commissioner along with technical assistance on traditional knowledge and culture dimensions for biological diversity beyond national jurisdiction (BBNJ) negotiations

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing our beliefs, opinions, motivations and intentions

**Progress in 2017**

CRGA endorsement of the evaluation agenda for the Strategic Plan to ensure evidence-based learning informs adaptation, maintaining ongoing relevance to members

Improved engagement and dialogue with MFAT on MFAT/SPC partnership through learning agenda: 2016 South-South funding evaluated, and MFAT invited to participate in MELNet workshop

SPL team prepared and convened 2 CRGA Subcommittee meetings, and actively engaged CRGA Subcommittee members in assessing progress made against the Strategic Plan, using the 2016 Results Report, and 2017 mid-year update report. The 2016 Results Report was endorsed by CRGA, while the 2017 mid-year update triggered discussions and recommendations for improvement by the Subcommittee (December)

23 MEL focal points and other relevant staff received DFAT MEL practitioner training

1 annual MELnet workshop held and 4 MELnet support sessions held, providing consistency in engagement and participation of Noumea/Suva divisions, programmes and corporate teams in the results reporting process

Negotiated terms of reference for 2 climate change evaluations, demonstrating willingness of divisions to ensure line of sight to Strategic Plan

All WCPFC members, including non-SPC members, provided operational logsheet data to FAME to utilise in regional tuna stock assessments. FAME contributed to this result through evaluating data submission and data gaps, capacity and systems development, and advocating for data submissions

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on our performance

**Progress in 2017**

Strong engagement by SPL with all divisions/programme areas to ensure business plans (including revised plans) and results frameworks align with the Strategic Plan

Drafted the SPC-New Caledonia partnership agreement, based on learning from evaluation of first partnership

Improved engagement and dialogue with DFAT on DFAT/SPC partnership, leading to signing of new funding agreement for 2018–2020

AFD Public Health funding project development finalised and approved by AFD committee

Signed French Pacific Fund agreements for 2017, resulting in funding of EUR 92,600 for French OCTs

2018 call for proposals: SPL contributed to the design of three new projects sent to the FPF committee (total amount EUR 100,000 euros), with the decision to be made in early 2018

Workplan data entered into IRIS by divisions and programmes increasingly without SPL support or resources

22 country workplans available on SPC website (increase in Senior Leadership Team's (SLT) requests for workplans)

SPL informed the prioritisation process, resulting in SLT using strategic foresight to decide on organisational priorities

5 PMEL tools for results reporting were developed and socialised within MELnet and SPC, contributing to enhancing results reporting skills and improved results reporting; 100% of divisions, programmes and corporate teams used the results framework tool for 2017 reporting

Progress in 2017

New funding agreements with Sweden and the DFAT Solomon Islands bilateral post are a first for RRRT, and for SPC as a whole

MOUs were developed with UN Women, UN OHCHR, and the Pacific Judicial Strengthening Initiative

Regular joint planning occurred with both UN OHCHR on UPR/UN Treaty implementation, and with UN Women/DFAT/SPC Social Development Programme on programming relating to EAW and gender equality

Partnerships were expanded within SPC and with new sectors (e.g. climate change, faith-based organisations, judiciary)

Transformation of SPC's SDD was the outcome of thorough consultation with member countries, donors and development partners

CPI training was offered collaboratively between SDD and ABS, and CRVS training in partnership with UNICEF, WHO and UNFPA

SPC worked in partnership with UNICEF and UNFPA for data collection; with Stats NZ and the World Bank for data collection; and with the World Bank for HIES

Multiple agency (SPC, PIFS, SPREP, GIZ, UNDP) country missions were undertaken to support implementation of joint country work plans in selected PICTs

The draft LRD business plan was shared with members for their input at the Heads of Agriculture and Forestry Services meeting, and Pacific Ministers of Agriculture and Forestry meeting

Countries are demonstrating increased ownership of national FAD programmes. More PICTs are funding or seeking funds for their own materials, deploying their own FADs and conducting their own training. They are also establishing their own FAD sections and teams

PHD's PPRP is part of the UN NCD Thematic working group for various NCD issues in the Pacific. PPRP worked with UNDP, the Pacific Island Health Officers Association (PIHOA), WHO, the McCabe Centre for Law and Cancer among others to implement initiatives for PICTs

PHD's REIP worked closely with PIHOA, WHO, CDC and a number of universities to plan and implement activities for strengthening public health surveillance in PICTs

PHD's SSCSiP (Strengthening Specialised Clinical Services in the Pacific) programme worked with the Royal Australasian College of Surgeons, WHO and Fiji National University to plan/discuss a number of initiatives to strengthen clinical services in the Pacific

SPC regularly engages with CROP agencies through the Gender Working Group. SPC's focus has been on providing technical assistance and advocacy around the social determinants of health, women's economic empowerment, social development and gender e-learning. SPC also engages with the SDGs working group and FEMM processes to align monitoring and integrate a gender perspective

CHAPTER 10B

STRENGTHEN TECHNICAL AND SCIENTIFIC KNOWLEDGE AND EXPERTISE

SPC provides a regional resource of specialist technical expertise to strengthen or in some cases supplement regional and national capacity. This approach has the advantage of economy of scale.

We are committed to building on our scientific and technical strengths in areas relevant to our members' development priorities. We are also continuing to explore the establishment of areas of excellence by strengthening links with leading external institutions, leveraging complementarities with other sectors, and developing more innovative ways of working across SPC's programme areas.

In 2017, a prioritisation process further refined SPC's areas of technical and scientific expertise, placing greater focus on:

- developing and applying fisheries science (striving to develop an area of excellence)
- developing and applying plant and crop genetic resources (planning to develop an area of excellence)
- regional education qualifications and assessment (a regional 'public good')
- public health surveillance (a regional 'public good')
- climate change and disaster risk resilience/management (including GIS mapping)
- oceans management and governance (including maritime transport and boundaries) and the development of the Pacific Community Centre for Ocean Science
- regional data coordination and dissemination
- human rights, including gender equality and youth issues
- energy
- non-communicable diseases

Resource Centre

Search SPC's online publications

The SPC Digital Library is SPC's global search engine for access to SPC published publications that have been deposited into the system by the SPC member states. The SPC Digital Library is a global search engine for access to SPC published publications that have been deposited into the system by the SPC member states. The SPC Digital Library is a global search engine for access to SPC published publications that have been deposited into the system by the SPC member states.

Search

Scientific and technical publications

In 2017, 26 peer-reviewed scientific and technical journal papers and books were authored by SPC staff across its divisions and programmes, e.g.:

- Pacific Islands Literacy and Numeracy Assessment – collaboration and innovation in reporting and dissemination
- Fossil fuel subsidies in the Pacific Island context: Analysis of the case of Kiribati
- A case for formal education in the technical, vocational education and training (TVET) sector for climate change adaptation and disaster risk reduction in the Pacific Islands region
- A comparison of weighted time-product dummy and time dummy hedonic indexes
- The biology of coral reefs (book)

In addition, SPC contributed significantly to grey literature resources in the form of books, newsletters, bulletins, policy briefs and reports subject to internal review. SPC also engaged experts to undertake research and write publications on its behalf, and supported PICTs in initiating and undertaking studies and finalising reports.

SPC's 'Digital Library' – a global search engine for online access to SPC publications – currently holds 20,000 documents. In 2017, 513 documents were uploaded to the Digital Library, with 321 of them published during the year.

SUPPORTING SUSTAINABLE AGRICULTURE ALONG THE VALUE CHAIN

SPC, through its Land Resources Division (LRD) provides support for agriculture and forestry development in member countries. LRD's focus areas include plant genetic resources; crop production; plant health; biosecurity; organic agriculture; forestry and sustainable land management; policy development; and rural advisory services.

LRD's services in these areas are integral to achieving SPC development objective 1: Strengthen sustainable management of natural resources.

In seeking to address objective 1 more effectively, LRD took on board feedback from a 2015 performance improvement review, which recommended a repositioning of the division.

To respond to the review and strengthen its existing areas of expertise, LRD established four business pillars: genetic resources; sustainable forestry and land use; sustainable agriculture for food and nutrition security; and markets for livelihoods. This new structure addresses the review's recommendations to strengthen operational and managerial capacity, and to foster more effective partnerships with donors and scientific partners by better aligning services to their priorities for resource allocation.

The implementation of the business pillars in 2017 has seen greater integration of work across the value chain, from plant genetic resources through to markets for livelihoods.

As an example of this integration, the work of the Centre for Pacific Crops and Trees (CePaCT)¹¹ is linked to plant health and plant protection in a successful collaboration with the Australian Centre for International Agricultural Research (ACIAR), a key partner in a trial of using open-pollinated seeds of selected vegetables (tomatoes, capsicum and eggplant).

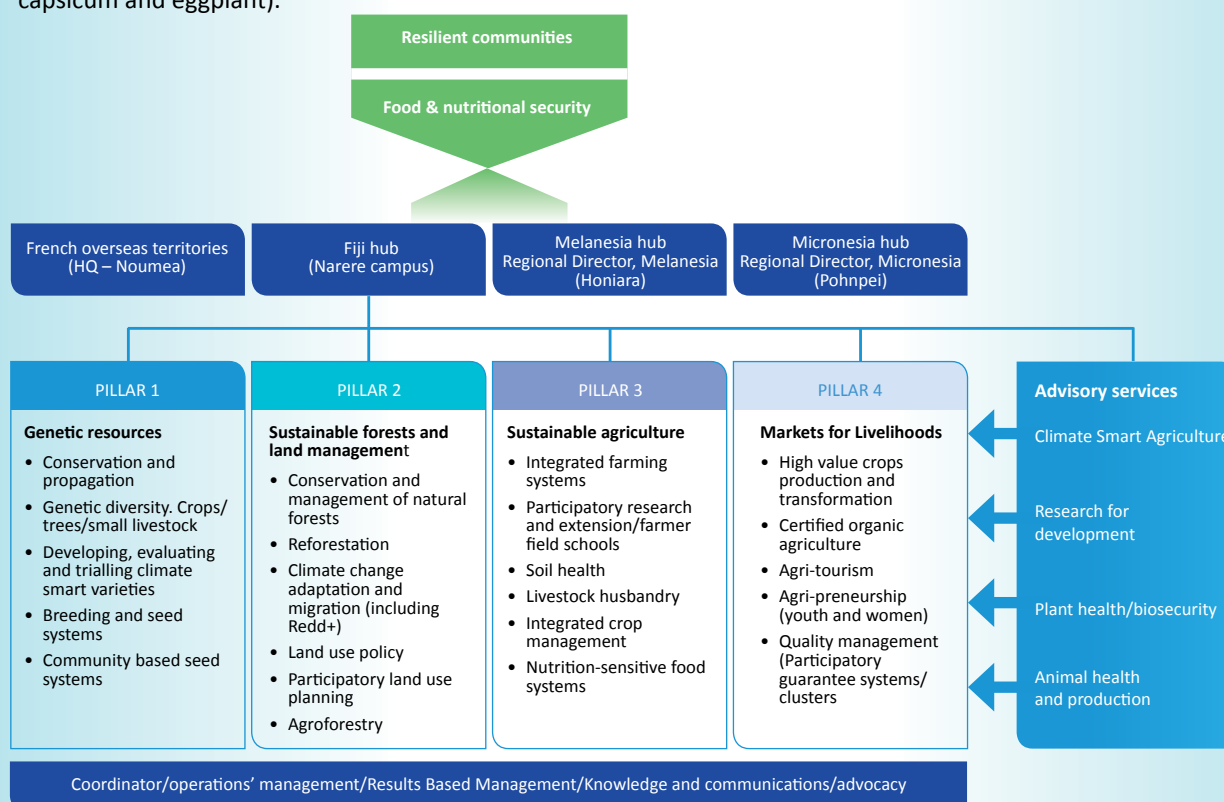


Figure 10.1: LRD's four business pillars

11 SPC's Centre for Pacific Crops and Trees was identified in 2016 as one of two specialised technical areas that could be developed into Centres of Excellence.

At a country level, this collaboration by LRD, both internally and with ACIAR, has significant benefits for farmers who have had to buy hybrid seeds for each cropping season. Farmers can now maintain seeds for their next harvest from their own previous crops, e.g. from crops that have fared well during an abnormally dry season. The farmers have seed maintenance skills and the technical understanding needed to run open-pollinated seed markets themselves, with both knowledge and products being shared within a community of practice. Successful trials of the process have been conducted in Fiji and Solomon Islands.

This integrated approach will contribute to the potential to expand similar approaches to other member countries, with continued support from partners such as ACIAR.

LRD's revised business approach and increased capacity for integration will also improve the scope of project proposals. During a dedicated session of the meeting of Heads of Agriculture and Forestry Services (HOAFS) in October 2017, member countries requested special consideration of atoll countries during project design and proposal stages. Members supported the business pillar approach for LRD as being fit for purpose but requested further discussion of the governance structure.

The review provided a telling set of lessons for the repositioning of LRD. While areas of technical delivery have remained consistent, there are ongoing lessons for improving LRD's efficiency and management of support to members along the value chain.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC's organisational outputs



Progress in 2017

SPC's Learning and Innovation Hub concept note was drafted and shared internally and with the CRGA Subcommittee

26 peer-reviewed scientific and technical journal papers and books were authored by SPC staff across its divisions and programmes

SPC's human rights (HR) programmes are grounded in best practice, including technical assistance on HR Treaty reporting, HR training for law students at USP, or new programmes on HR education in schools and applying a people-centred approach

Four multimedia resources were completed for SPC divisions, government officials, civil society and other key partners: Pacific Guide on Statistical Indicators for Human Rights Reporting – how to interpret key statistical indicators from a rights perspective; and three multimedia resources on 1) the story of human rights adapted for the Pacific (video), 2) applying a rights-based approach, and 3) the core human rights conventions (whiteboard animations)

Downscaled swell hindcast was completed for Tanna, Vanuatu, to improve understanding of the regional wave climate and ability to assess future hazards

1:10,000 digital terrain models produced for Fiji and Vanuatu

Accuracy assessment was completed by project officer with Forestry Department for Forest Change Detection and presented at the Pacific GIS & RS Users Conference

Postgraduate Certificate (PGC) in Ridge to Reef Sustainable Development offered

FSM Green Climate Fund Country Programme developed

Two Scientific and Technical Expert Group (STEG) meetings were convened

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing our knowledge, skills, capacities and awareness



Progress in 2017

SPC contributed as follows;

- i. Co-authored the UNESCO Bangkok report on Analysing and Utilizing Assessment Data for Better Learning Outcomes
- ii. Was contracted by UNICEF to do preliminary mini-research on attendance at ECCE programmes and academic performance
- iii. Presented a paper on the findings of PaBER and PILNA at the UK FEIT Education Forum for Development, Oxford University
- iv. UNESCO Institute of Statistics recognised and endorsed PILNA as a regional assessment in the Pacific relevant to measure SDG 4
- v. Collaborated with University of Alberta in presenting a research paper entitled Management consultations in education and accuracy of appraisal: Halo effects or horned judgements? at the New Zealand Association for Research in Education Conference (NZARE 2017) held at the University of Waikato

PILNA instruments trialled and tested with the collaboration of, and advisory technical support from ACER. PICTs' capacity enhanced during 2017 regional workshop attended by over 80 participants from 15 countries

Study on fuel subsidies in Kiribati was peer reviewed and published

In-house capacity building for accuracy assessment was carried out, with LRD, Forestry Department, USP and Geoinformatics representatives

Facilitated and organised running of Pacific GIS & RS Annual Conference, for benefit of regional GIS & RS users and organisations

Supported spatial data infrastructure training and implementation of servers for meteorological office in Vanuatu and Samoa

The bigeye stock assessment utilised new biological data and analytic approaches. The new scientific information substantially changed the results and led to a stock assessment that was both more optimistic and more accurate

Gender assessment of fisheries sector in Solomon Islands was initiated with FAME

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on our performance



Progress in 2017

Increased collection and analysis of biological samples occurred due to improved collection processes in partnership with PICT fisheries observers, and improvements to storage and dissemination (publications)

Innovation and advancement in electronic monitoring and reporting for both commercial and small-scale fisheries data. New applications and approaches were developed using in-house technical expertise to support electronic data collection and management by both community-based data collectors, fishing vessels, and government fisheries officers

Approval at HOPS Meeting for SDD and World Bank to review Household Income and Expenditure Survey (HIES) methods through testing in RMI

Director of SDD appointed as a member of the Pacific SDG Taskforce and secretariat to the SDG Taskforce Data Group

SDD demographer is a member of the UNESCAP-Social Statistics Steering Committee-CRVS Steering Committee and Economic Statistics Steering Committee

Facilitated establishment of Pacific GIS and RS Council, launched at the Pacific GIS and RS Users Council

PPRP's work supports the Pacific NCD roadmap and Tobacco-free 2025 strategy. These are linked to the Western Pacific Regional Action Plan for the Prevention and Control of NCDs (2014–2020) and the Global Action Plan for the Prevention and Control of NCDs 2013–2020. All these strategies are evidence-based

REIP's work on strengthening health security in the region supports the latest Pacific Health Security Strategy and the Asia Pacific Strategy for Emerging Diseases (APSED III). These strategies are evidence-based

SSCSIP's work on strengthening the clinical workforce in the Pacific supports effort to monitor and achieve the required number of licensed surgical, anaesthesia and obstetrics (SAO) providers per 1000 population and POMR targets in the Pacific. SSCSiP collected and compiled data from PICTs on SAO provider to population ratio and POMR

CHAPTER 10C

ADDRESS MEMBERS' DEVELOPMENT PRIORITIES THROUGH MULTIDISCIPLINARY APPROACHES

SPC has a strong comparative advantage in bringing a multi-disciplinary approach to addressing some of the region's most complex development challenges.

SPC continues to design, develop and implement multi-disciplinary programmes, based on evidence and consultation. Social issues (gender, youth, culture and human rights), and environmental and economic issues, are prioritised and mainstreamed wherever possible in all our programmes and we work closely with members and partners to improve cross-sectoral coordination at national and regional levels.

There were numerous instances of cross-sectoral work by SPC divisions and programmes in 2017, e.g.:

- LRD and the Climate Change and Environmental Sustainability (CCES) programme worked together on climate change action, including representation of SPC at COP23;
- climate change was mainstreamed in the work of key SPC divisions and programmes;
- RRRT worked with SPC divisions and PICT governments to apply a rights-based approach across programmes – an important part of supporting progress towards achieving the SDGs;
- South-South assistance was evaluated, with findings applied to the call for the 2017 round of South-South funding;
- SDD implemented a WorldFish project in consultation with FAME;
- SDD conducted training on civil registration and vital statistics in consultation with PHD;
- SDD carried out an Education Management Information System project in consultation with EQAP.

ENHANCED INFORMATION ON FOOD SECURITY, NUTRITION, AND POVERTY THROUGH THE PACIFIC NUTRITION ACQUISITION DATABASE



Addressing members' development priorities through multi-disciplinary approaches – Regional data coordination and dissemination

The Pacific Nutrition Acquisition Database (PNAD), developed by SPC in collaboration with FAO and the University of Wollongong, fills a regional gap in linking household-level food acquisition with food nutrition data to strengthen research and policy development addressing food security, nutrition and poverty. While household income and expenditure surveys (HIES) serve national economic purposes, the data are not currently classified for comparable use in poverty and nutrition studies.

The need for PNAD was identified when it was found that HIES data users apply different caloric and nutritional conversion factors to food items that households acquire. This jeopardises the accuracy, comparability and efficiency of poverty and nutritional analyses, and policy formation. PNAD will overcome this, enabling more responsive policies to be devised to reduce poverty, improve nutritional outcomes and reduce NCDs in the Pacific.

PNAD links food and beverages with micro and macro nutrition variables to allow for timely and comparable estimates of household caloric and nutrient acquisition.

'PNAD provides a comprehensive nutrient database of regularly consumed foods within the region and will primarily be used for analysis of food expenditure data to determine household nutrition profiles. Additionally, the database will be useful for ongoing assessment of the region's nutrition profile and calculating the nutritional profile and status of individuals and specific populations. These analyses will assist with assessment of the ongoing health status of a region as well as inform health policies and agricultural practices.' – Dr Joanna Russell, School of Health and Society, University of Wollongong.

The use of PNAD will enable more timely construction of the food poverty line (an integral component of estimating the prevalence of poverty) and support the conduct of nutrition studies. The information will also be useful for estimating the prevalence of undernourishment, identifying opportunities for food fortification, and creating an evidence base for policy to improve food security and reduce dietary-related NCDs. PNAD will facilitate reporting against SDG 1 on ending poverty and SDG 2 on ending hunger.

PNAD is currently being used in a study of the evolution of food systems in the Pacific using HIES data. An upcoming study will also use PNAD to identify the value of fish for nutrition in the Pacific and the projected fish production gap in 2030.

PNAD will be finalised and a user manual drafted in January 2018. Both will be made available to all PICTs conducting HIES and to all users of HIES data. PICTs that adopt the PNAD classification will be able to take advantage of the opportunity for additional use of HIES data for poverty and nutrition analysis.

INTEGRATED PROGRAMMING – MAINSTREAMING GENDER IN FISHERIES



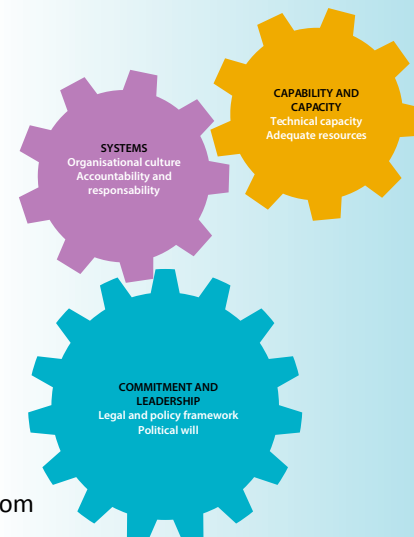
Addressing members' development priorities through multi-disciplinary approaches – Gender

SPC has committed to mainstreaming gender across the organisation. Gender mainstreaming is a means to achieve gender equality and is an ongoing process, i.e. it does not end. It requires a combination of commitment and leadership, capacity and systems. The whole of SPC is responsible for mainstreaming gender.

SPC's Social Development Programme (SDP) and FAME Division have been working in partnership for several years to mainstream gender in fisheries programmes. FAME had already recognised the importance of working with women in fisheries, whether at the community level, by supporting scientists in the division, or by promoting women in fisheries sciences and management. But even though there was commitment to mainstreaming gender, FAME still needed to develop 'capacity' and a 'system'.

The process began with work with five staff from the aquaculture programme. In 2016, FAME took a more proactive approach by including a question on gender mainstreaming in the recruitment of new staff and integrating elements of the gender mainstreaming strategy in its business plan.

SPC is currently implementing a programme for building PICTs' capacity to mainstream gender across government programmes and services (Progressing Gender Equality in Pacific Island countries, funded by DFAT). In 2017, the outreach of the project was expanded by working with ministries in synergy with other SPC programmes. SPC will take stock of the capacity of fisheries' stakeholders to mainstream gender and conduct a gender assessment in the coastal fisheries and aquaculture sector.



The findings of those assessments will be used to support projects in developing legislation and regulations, and to manage gender-responsive coastal fisheries strategies. A first gender assessment was conducted in Solomon Islands in 2017 and at least four more will be conducted in 2018.

In 2017, case studies were done on gender in aquaculture in Samoa following similar studies in 2016 in Fiji. The objective was to assess the role of women and men in aquaculture and identify what can be done to ensure women benefit from aquaculture projects.

In 2017, in a collaboration between SPC, PacFish, WorldFish, the University of Technology Sydney and FAO, a Pacific toolkit on gender and social inclusion in fisheries was produced to support the implementation of the New Song for Coastal Fisheries and the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (FAO). The toolkit will be used for building the capacity of fisheries practitioners in mainstreaming gender and social inclusion. Regional workshops are planned for 2018.

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing our knowledge, skills, capacities and awareness



Progress in 2017

Collaborated with World Bank through sub-contract terms with Et4d (Education Technology for Development) to monitor implementation of Pacific Early Age Readiness and Learning. SPC developed a strong working relationship with both Et4d and the Ministry of Education in Tonga

Conducted joint mission with UIS in Tuvalu and PNG and presented recommendations to improve system mechanisms in using quality data to support evidenced-based decision making

CHANGE IN ATTITUDE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in changing our beliefs, opinions, motivations and intentions



Progress in 2017

Increasing work with SPC divisions and governments to apply a rights-based approach across programmes, which is an important aspect of supporting SPC and governments to make progress towards the SDGs

Developed the FSM European Development Fund 11 Action Document

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on our performance



Progress in 2017

Climate change mainstreamed in key SPC divisions enabling them to develop climate-change cognisant activities

LRD coordinated with CCES Division on climate-change related actions, including representation of SPC at UNFCCC COP23

The PPR programme worked with youth groups, national diabetes associations, national NCD committees, parliamentarians, trade and law enforcement officers, etc. to plan and implement NCD prevention and control activities

WorldFish project conducted in consultation with FAME and SDD

CRVS training workshop conducted in consultation with PHD and SDD

EEducation Management Information System project conducted by SDD in consultation with EQAP

CHAPTER 10D

IMPROVING PLANNING, PRIORITISATION, EVALUATION, LEARNING AND INNOVATION

The effectiveness of SPC's work with members depends on having appropriate planning, prioritisation, evaluation and learning processes in place. In our programming in 2017, we focused on applying knowledge of what is working, or not working and why, to further improve programme design and implementation and develop innovative approaches. We also engaged members in programme design and evaluation to increase joint accountability for programme performance and to better understand the impact of our work.

Internal systems were strengthened through more constructive reflection sessions, proactive planning and strategic engagement with members. The result was an improvement in both process and product, and greater alignment with the Strategic Plan.

Strengthening SPC's performance toolkit

In addition to the performance assessment tool described at the beginning of this report, 2017 saw the development and roll-out of:

- the performance story template;
- the results hierarchy, which shows the causal pathways between SPC's capabilities, the goods and services delivered to PICTs, intended mid to long-term outcomes, and how these contribute to PICTs' development goals, as described in SPC's Strategic Plan 2016–2020;
- the results glossary, which provides a description and examples of the most common results achieved by SPC divisions, programmes and corporate teams at the output, outcome and impact level;
- the results framework and reporting tool, which addresses the need for more user-friendly planning, monitoring, evaluation and learning tools to improve SPC's corporate performance reporting process.

More standardised planning, monitoring, evaluation, and learning processes and tools are in the pipeline for 2018 to further strengthen performance management and reporting at SPC.

Using evidence to clarify priorities and inform adaptations to business planning, monitoring and evaluation processes

A shifting human rights landscape has changed the role of SPC's human rights programme. Previously, SPC's Regional Rights Resource Team (RRRT), as the sole human rights programme in the region, was called on to respond to a range of priorities, especially legislative change around domestic violence. Increasingly, governments now take ownership in addressing their human rights issues and request support from SPC on a wider range of priorities (e.g. treaty commitments, child rights, disability and climate change). At the same time, a range of agencies now offer assistance to governments on human rights and gender issues.

The need for RRRT to clarify its role in the light of these changes was highlighted in a 2015/2016 independent evaluation, which was conducted at the end of a four-year business plan and DFAT funding cycle. This prompted a two-year, intensive planning and prioritisation process, with the development of a new business plan and monitoring and evaluation framework. The process included stakeholder consultation and participatory planning with staff to create a programme vision and strategies and a draft business plan.

- The refinement of the business plan focused on clarifying the areas where SPC added the greatest value and where there was strong evidence for continuing the work. Throughout 2017, SPC held regular planning discussions with host ministries in countries and engaged with donors and other development partners on planned priorities. Staff developed 'concept notes' to inform each new priority area, and these were used to assist in communicating consistent messages.

- The refinement of the monitoring and evaluation framework focused on ensuring these priorities were captured in clear, measurable results, and on developing and testing systems to track, report on and learn from results. The outcomes and indicators in the draft results framework were tested in early 2017 when producing RRRT’s annual report. MEL systems were then developed and rolled out to staff throughout 2017.

The business planning and monitoring and evaluation processes were woven together through bi-annual staff reflection and planning sessions, which were introduced organisation-wide as part of the PEARL policy in 2016 (see box). These sessions have served as a place for staff to understand new priorities and systems and identify how learning from old priorities can strengthen new ones.

This intensive planning and prioritisation process produced several results:

- RRRT produced a 2017–2021 business plan, monitoring and evaluation framework and programme budget, with clearly articulated priorities and systems for tracking and learning from results across the programme as a whole.
- The programme’s funding portfolio was diversified, with an increasing number of donors expressing interest in its activities.
- Staff and host ministries have demonstrated buy-in and understanding of the work programme and anticipated results, and are concentrating their efforts on the agreed programme.
- Reporting and reflection systems were developed together and complement each other, meaning that monitoring indicators are used actively for learning purposes, especially in new project areas.

The 2016 independent evaluation was timely in signalling the initial changes required. The other source of evidence was the voice of countries. The planning and prioritisation process and business plan development were ‘country led’, resulting in alignment of RRRT and country priorities. Annual work planning processes enable continual input from countries. Work plans for RRRT’s country focal officers are jointly developed with host ministries, and there is regular communication with ministries. In addition, the business plan enables SPC to ‘plan for the unplanned’ and respond to emerging issues in countries, as long as they fit under the plan’s broad priorities. These requests for ‘unplanned’ activities indicate governments’ confidence in SPC.



Jayshree Mangubhai, at RRRT staff training on monitoring, evaluation and learning



From left to right: Albert Seluka, RRRT Senior Human Rights Advisor, Tarjo Arelong, Marshall Islands CFO, Ameroti Nkora, Kiribati CFO and Stella Duburiya, Nauru CFO

A revolution in organisational reflection, learning and adaptation

As part of SPC's planning, evaluation, accountability, results and learning (PEARL) policy, bi-annual reflection, learning and planning sessions were introduced organisation-wide in 2016. In the short time since then, the culture has changed markedly within SPC, with evaluative terms increasingly being used in staff language, an increased demand for monitoring, evaluation and learning (MEL) based professional development activities (e.g. requests from several areas for training on measuring behaviour change), individual divisions and programmes increasingly willing and able to undertake genuine reflection, and the recognition of MELnet as an important resource for the entire organisation.

In 2017, 92 per cent of divisions and programmes held bi-annual reflection sessions. The contrast between the quality of information provided in 2017 compared to previous years – and more importantly, the improvement and commitment that it represented – was stark. Early challenges for these sessions included building a safe place for honest reflection on successes and setbacks, and understanding different cultures within teams and levels of comfort with giving feedback. The broad framework for reflection sessions recognises these dynamics, with directors and divisional MEL focal points adapting sessions according to team context and ways of working.

The shift in supply and demand for MEL support from SPC's Strategy, Performance and Learning (SPL) team is another demonstration of the rapid organisational change, with SPL being increasingly invited to plan, participate in and/or facilitate MEL frameworks, plans, projects and activities with divisions and programmes. This sits alongside the increased demand for SPL's corporate work, which includes convening MEL focal points from across the organisation to share practices that have worked well or less well and aggregating results and learning at the organisational level at mid-year and end of year to provide a self-critical analysis of performance against SPC's Strategic Plan to the Senior Leadership Team, member countries and development partners.

Pacific Islander junior professionals



Strengthen engagement and collaboration with members and partners

In 2013, the Coastal Fisheries Programme (CFP) created a new position of 'Pacific Islander Junior Professional' (PIJP) to enable young Pacific fisheries staff to access professional development opportunities by working at SPC and supporting the delivery of the work programme. From 2013 to 2016, eight PIJPs completed a term with CFP. In 2017, the programme was expanded to include an additional five positions across both CFP and the Oceanic Fisheries Programme (OFP) for the first time. A total of 13 PIJPs have been recruited since 2013.

The roles are internationally recruited positions with a 12 month term, attractive salary and other benefits. Requirements are as follows:

- Only applicants who are nationals and residents of PICTs are eligible to apply.
- Applicants must be employed in or contracted by a Pacific Island fisheries department or equivalent agency, and actively working in the field of fisheries science, fisheries policy or other technical aspects of fisheries management.
- Applicants must have their employer's agreement to release them for 12 months and reinstate them following the completion of the contract, with a signed letter of endorsement.

In March 2017, the Tenth Heads of Fisheries meeting ‘acknowledged CFP’s ongoing commitment to the Pacific Islander Junior Professional programme, and supported OFP’s move to recruit a similar position’. Despite this, implementation of the programme has not been without challenges. During the five years it has been operating, the programme has undergone continuous improvement and adaptation in response to feedback and lessons learned from PIJPs, their SPC supervisors and their own agencies. As funding for the PIJP programme comes from a range of sources, planning and prioritisation have been necessary to build a sustainable programme in response to growing demand.



Navneel Singh, PIJP from Fiji, surveying underwater

*To date there have been **13 PIJPs (8 past and 5 current)**. Most have been in CFP, with the programme being expanded to include three current positions in OFP. PIJPs have been from **Fiji (3), Kiribati (1), Niue (1), PNG (2), RMI (1), Samoa (2), Tuvalu (1) and Vanuatu (2)**. **Six of the 13 PIJPs** have been women, with gender being a consideration during recruitment to promote and support equitable opportunities for women in fisheries.*

As part of strengthening internal MEL processes, and because the programme had grown, an independent review was commissioned in 2017. In particular, while the programme was continuously adapted in response to learning, there was limited follow-up of past PIJPs to assess the longer-term impact of the programme.

The review found that PIJPs found the experience both challenging and rewarding. Difficulties included the stress of arriving in a new country and concerns about lack of oversight and guidance in some cases. Most seemed to take considerable satisfaction from the role, and all felt positively towards SPC. Most have remained in the fisheries sector in the region.

The review also found that SPC has adapted the programme in response to some of the issues experienced by PIJPs by providing more support for settling in, better mentoring and a 'buddy' system; moving from a strong focus on 'professional development' to a more work-focused approach; and broadening the programme to include a range of areas.

In relation to longer-term impact, participants spoke positively about applying the knowledge learned at SPC to their current roles:

'My experience has been vital in leading and assisting in conducting training, collecting data, doing monitoring and evaluation of data collection.'

'They [workplace] really appreciated and acknowledged the skills I brought back to the organisation.'

For one, implementing a national survey on returning home was the 'biggest accomplishment out of SPC work ... I produced the report directly using what I learned at SPC'.

As noted in the review, the most positive outcomes were the increased confidence of PIJPs in their ability to deliver technical work and to face the challenges presented by working in new environments.

Lessons learned

In short-term project funding environments, it can be difficult to implement division-wide initiatives such as the PIJP programme. Including it as a priority and a formal part of the work programme has assisted in planning for PIJP positions and ensuring sustainability through using a combination of project funds where projects have had capacity development components, and programme funding.

While it might seem counterintuitive to spend limited MEL resources on reviewing the evidently successful PIJP programme, the expansion of the programme in 2017 was seen as an opportune time to invest in conducting follow-up interviews with past PIJPs, to learn from their feedback and further improve the programme design and implementation.

Similarly, while MEL and innovation considerations are often limited to project-specific activities, shared priorities like the PIJP programme provide an opportunity for division-wide review, adaptation and learning, and the assessment of longer-term impacts after projects have ended.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC's organisational outputs



Progress in 2017

MEL Framework being developed for new GEM division

Choiseul Integrated Climate Change Programme approach for Solomon Islands evaluated

Evaluation of Kiribati 'Whole of Island' approach completed

Improved monitoring tools developed for FAME's training and workshops, including complete gender disaggregated training data, and feedback surveys for workshops

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing our knowledge, skills, capacities and awareness



Progress in 2017

Internal EQAP systems strengthened through more constructive reflection sessions, proactive planning actions and more strategic engagement with members. Members recommended TA for the development of a more structured, systematic and robust system for engaging with PICTs – a lesson learned from past years

4 Pacific Cafés delivered, contributing to enhanced learning on innovative programming within SPC. Pacific Café enables sharing of experience in areas relevant to others, including carbon neutrality, organics, getting more out of your ICT applications and GIS and remote sensing

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on our performance



Progress in 2017

83.3% of teams conducted mid-year or end-of-year reflection sessions (10 out of 12 divisions or programmes). MELnet reported improvement in quality of process and product(s)

Regional cultural framework, regional gender framework MEFs, RRRT and EQAP have strengthened MEL and alignment with SPC Strategic Plan and strategic results framework through technical assistance provided by SPL

After five years of operation, an independent review was done of FAME's Pacific Islands Junior Professional Programme

RRRT's 2017–2021 business plan was completed after a rigorous internal and external development process

RRRT's new monitoring and evaluation framework and MEL systems were developed and implemented, building capacity of staff in this area

Production of knowledge resources was key to sharing RRRT learning more actively externally

A full time Planning and M&E advisor joined PHD in 2016, and worked with the PHD teams to meet their planning and M&E obligations

Whole of PHD reflection/learning meetings were held mid-year and end of year, and are becoming routine for staff

Monthly financial reports for each programme (disaggregated by BP DO) were received by the PHD Director and Deputy Directors by first week of the following month

CHAPTER 10E

ENHANCING THE CAPABILITIES OF SPC'S PEOPLE, SYSTEMS AND PROCESSES

To achieve members' development goals and the objectives of the Strategic Plan, SPC is working to ensure that our systems are 'fit for purpose', which includes improving the efficiency of internal services, policies, infrastructure and management.

To better serve our members, we worked on improving our communication, systems and processes to increase awareness of SPC's services, and to enhance the visibility of the impact of our work in conjunction with members and development partners. The refining of internal processes enabled the delivery of high-quality products to support SPC's 70th birthday campaign in 2017.

To assure the sustainability of SPC's functions, we increased our resource mobilisation efforts and strengthened financial management with the development of a new project system.

We sought to better integrate risk management principles and practices into finance and administrative systems, and improve alignment of governance, management and administrative systems.

During the prioritisation process, divisions were assisted to make the transition to new structures, and relevant human resources policies and staff regulations were reviewed.

In the area of climate change and environmental sustainability, we developed a Social and Environmental Responsibility policy and submitted an application for SPC accreditation under the Green Climate Fund.

OMD's contribution to prioritisation

In 2016, we recognised that we needed to change SPC's budgeting approach to link resources with priority areas. Consequently, all of SPC's work areas, including the Operations and Management Directorate (OMD), went through a prioritisation process.

At the start of the process, OMD had eight separate operating units, all reporting to the Deputy Director-General Noumea. The prioritisation process involved consultation with staff, divisions and programmes, with the intent of refocusing SPC's resources on the most critical functions. As a result, OMD chose to concentrate its resources and efforts on three pillars:

- finance, including travel and procurement
- information services
- human resources.

This approach was endorsed by the CRGA Subcommittee on the Implementation of the Strategic Plan in December 2016.

OMD updated its business plan to reflect its new strategic objectives and put emphasis on improving SPC's systems and processes to reinforce the principle of 'one SPC', where systems are flexible, and OMD operates as one team and is held accountable.

To execute the outcomes of prioritisation, structural changes were implemented in January 2017. Teams were consolidated, devolved or relocated with a view to focusing on strategic delivery of services. OMD also aspired to achieve more for less, and through this consolidation was able to return EUR 2.5 million to SPC's global budget, while still investing in new high-level strategic positions to help drive the changes and manage risk.

Overall, the changes contributed to reduced OMD demand for core funding in 2017. While this did not result in additional allocations to programmes (due to negative external factors reducing core funds overall), it did mean that core funding reductions at the programme level were mitigated to the extent of the savings. In addition, Finance's focus on improving project management fee recoveries contributed a further EUR 670,000 to the budget. These achievements also helped embed the principles of full-cost recovery and financial sustainability across all of SPC, while improving performance and gaining traction in areas that had previously languished.

As a result of the prioritisation process and renewed focus, there were some notable gains in OMD priority areas in 2017, including:

- improved financial reporting and management
- improved IT infrastructure (due to consolidation of resources)
- introduction of harmonised medical benefits for all staff at SPC
- a strong move towards harmonisation of processes and systems across SPC and between Noumea and Suva, triggered by the various finance reforms
- improved internal governance, with training on delegations and procurement
- delivery of quality products for SPC's 70th birthday celebrations and CRGA/Conference
- sustained contributions to organisational realignment projects
- consolidation of SPC premises in Suva, which reduced the number of office locations from seven to four, resulting in improved occupational health and safety.

In addition, OMD began developing four new business systems: a new intranet, financial management information system, travel management system, and human resources information system. All are expected to be released in 2018. These new systems are the direct result of reallocating resources to processes and systems in these high priority areas. They are all critical to SPC's efficiency and to maintaining donor confidence. The new systems will be properly integrated to drive further efficiencies and reduce the need for double entry.

These changes also contributed to developing a 'one OMD' culture. Teams that used to operate in isolation now recognise the importance and significance of working collaboratively and integrating their processes with other teams. All four information systems being released next year are the fruit of cross-team projects. There is also a significant shift in ensuring that policies and procedures are applied in the same way wherever staff are located.

Lessons learned

A critical lesson is that the pace of change has been unequal between OMD and divisions and programmes, and even at times between the three OMD pillars. While OMD has a clear vision for how these improvements will assist SPC (through improving efficiency, donor confidence and resource mobilisation), this vision is not yet shared. This means that in cases where change management may be weaker, some of the improvements are being overshadowed or undermined by a focus on process. OMD recognises it needs to adapt and find ways to reach out and engage divisions and programmes in all these changes, and that there is an opportunity for teams to learn from each other to best manage change holistically. There is still more work to do to embed a 'one SPC' culture across the organisation: while the structure, governance and policies are in place, they are not yet lived.

One company, one SPC

SPC has long recognised that its weak financial systems held back greater efficiencies. SPC has long recognised that its weak financial systems were holding back greater efficiencies. The financial management information system (FMIS) consisted in effect of four separate operating companies all using different primary currencies, which created significant challenges in overseeing financial operations. The need to cross-post information, create inter-company transfers, run separate payrolls and revisit currency exchange rates resulted in unnecessary complexity, delayed delivery of financial statements, and lack of oversight.

In January 2017, with the adoption of the euro as SPC's new operating currency, the Finance Department led the consolidation of finance systems. For the first time, all SPC's finance information was available in one FMIS. Anticipated benefits of the change included:

- improved financial reporting
- more timely and better management accounts reporting
- better integration of payroll processing
- efficiencies through reduction of double entries
- the potential to further improve project management and finance tracking by implementing complementary technologies
- improved donor confidence

Recognising the significance of the change to the principle of 'one company', the Finance team relocated a senior finance officer from Noumea headquarters to Suva to lead the harmonisation of processes and practices. Time was also invested in working with and training the finance officers in each division to ensure they understood the changes.

In 2017, monthly management accounts covering core and project activities were consistently prepared and distributed to the Senior Leadership Team within 30 days of the end of the month. It is expected that the end-of-year trial balance will be able to be generated by February 2018, a significant improvement on the cumbersome consolidation and reconciliation process that previously took till mid-year.

Throughout the year, key finance indicators, including project execution rates, advances to partners and subrecipients, commitment tracking and management of procurement, were all added to the reports for the first time. The improved financial reporting raised awareness of the importance of quality financial reporting across SPC and demonstrated the need for additional investment in other systems (such as a modern human resources information system and project management processes) if SPC's financial reforms are to be fully achieved.

The changes enhanced cash management as the improved tracking allowed SPC to:

- reduce the number of separate project bank accounts
- consolidate foreign currency holdings, leading in turn to improved management of cash investments
- reduce levels of underutilised cash balances sitting in different locations, (particularly in FJD in Suva)
- identify the need for further efforts in cash management.

In addition, the operations of SPC's Micronesian Regional Office (MRO) were fully integrated for the first time. This allowed the identification, reconciliation and clearance of a significant amount of outstanding project expenditure that had been an issue for several years.

Projects also benefited from the improved data quality and reporting. Data inputs for Noumea, Suva and the MRO taking effect in real time allowed project reports to be generated easily and promptly, instead of requiring

significant reworking and long delays. In addition, SPC's multi-location and multi-divisional projects, such as the response to TC Pam, were able to run financial reporting in one system and generate regular reports without the need for complex consolidation and reconciliation processes.

While the change to 'one company' seemed simple and many of its anticipated benefits have been realised, its implementation quickly threw light on inconsistent practices across all five of SPC's official locations. This undercut the desired outcomes of timely and accurate financial management and reporting. For example, different payroll processes in Noumea and Suva limited Finance's ability to run the payroll from a single location. To pursue its reform, SPC has been forced to confront these fractured systems and look to embed consistent interpretation of policies, implement harmonised practices, and aim to provide equivalent levels of service regardless of location.

Another unintended outcome is that with greater visibility and oversight of financial management and execution, there has been an increase in identified compliance issues. SPC continues to analyse the reasons for this, though it is expected to be a transitional issue.

Key lessons of the roll-out of the FMIS

- New systems can drive change
- Staff require appropriate support and change management
- One new corporate system will impact on all corporate systems, so SPC needs to work collaboratively
- New systems need to be supported by clear and current policies and procedures
- Decentralisation only works when there is strong guidance and expectations around behaviours
- There is a continued need to align, streamline and simplify divisional processes.

SPC recognises that there remains a lot to do to build on the platform of the one company structure, particularly with respect to harmonising internal processes and practices. This will require ongoing change management support across the whole of SPC, which will be offered as the proposed financial project management system is developed and implemented.



SPC green trophy winners – On World Car Free Day, the Fisheries and Ecosystem Monitoring and Analysis (FEMA) team recorded the highest number of kilometres travelled to work using sustainable transport options

SPC's emissions reduction strategy

Yearly greenhouse gas inventories have been carried out at SPC since 2011 to measure progress against baseline emissions data. Results from the 2016 inventory showed that SPC has decreased its carbon footprint by 12 per cent per staff member on average since 2011, a drop from 2015 results that showed a 24 per cent reduction.

This result can be explained by staff movement/relocation between SPC offices, the discrepancy between the energy efficiency of different SPC offices, and yearly climatic conditions. Energy consumption increased from 2015 to 2016 in the Fiji and Solomon Islands offices, while the Noumea office footprint continued to get smaller. If we wish to reduce our overall carbon footprint, energy consumption and related costs, we need to:

- consider upgrading our regional offices (e.g. Fiji, Solomon Islands) by implementing energy efficiency measures as a priority;
- continue communication efforts to ensure staff ownership of the emission reduction programme in all SPC offices.

Environmental sustainability work in SPC has included the development of a stand-alone Social and Environmental Responsibility (SER) policy – an overarching framework for other SPC policies, which was initiated after staff consultation in 2017. The SER is also a requirement for Green Climate Fund accreditation, which SPC is currently seeking.

At the regional level, SPC has been implementing a project supported by the French Pacific Fund to strengthen SER in CROP and other development agencies. A first regional workshop took place in July 2017 and a follow-up meeting will take place in 2018.

OUTPUT PERFORMANCE INFORMATION

Evidence of relevance of SPC's organisational outputs



Progress in 2017

- Options for potential to reallocate resources to priorities were identified, and an internal innovation fund was established
- Number of Suva offices was reduced, leading to an increase in OHS, through relocation of staff to Narere, and from town to the Nabua campus
- More effective financial processes implemented with development of new project system
- Standardisation of employee benefits improved across SPC with implementation of new insurance scheme
- GSD, EDD and SDD were supported through their prioritisation processes to assist transition to new structures
- PDS (performance development system) reviewed, and review started of the remaining HR policies and staff regulations
- New HRIS identified for roll out in 2018
- New business systems for intranet and travel management have been identified and are being implemented
- High-quality products were delivered to support SPC's 70th birthday campaign by refining internal processes
- Full cost recovery methodology developed for language services
- New intranet developed
- Cross-OMD collaboration on key projects improved, with ongoing work on improving cross-team business systems
- Master budget for GEM for 2018-2021 developed to accurately capture all operational costs and identify gaps in funding
- EDD and GSD staff worked on various activities towards the merger to form GEM
- Draft Social and Environmental Responsibility policy developed
- Application for SPC to be accredited under the Green Climate Fund submitted
- SPL input provided to business systems roadmap
- LRD continued development of its business plan and reorganisation of its technical teams into business pillars and advisory services

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION

Evidence of effectiveness of SPC's outputs and actions in increasing our knowledge, skills, capacities and awareness



Progress in 2017

- New approach to facilities management developed to ensure improved return on investment for HQ, Suva campuses and housing
- Improved procurement policy and new delegations with accompanying processes implemented
- Improved travel policy and new delegations with accompanying processes implemented
- RRRT built staff capacity in new HR issues, including climate change and a faith-based integration with EVAW. RRRT also held a climate change workshop; and faith and human rights training for RRRT staff
- RRRT built staff capacity in MEL, the PDS process and leadership (through staff participation in the SPC leadership programme)
- CHANGE IN ATTITUDE PERFORMANCE INFORMATION - Evidence of effectiveness of SPC's outputs and actions on changing our beliefs, opinions, motivations and intentions
- OMD reviewed and updated key internal governance documents, resulting in improved awareness of requirements
- Cross-OMD collaboration on key projects was improved, with ongoing work on improved cross-team business systems

CHANGE IN PRACTICE PERFORMANCE INFORMATION

Evidence of the effects of the application of acquired knowledge, skills, capacities, and changed attitudes on our performance



Progress in 2017

Full cost recovery (FCR) was implemented across SPC for ICT, and introduced for facilities in the 2018 budget, with models of cost recovery being introduced for language services. FCR was introduced into new budget proposals

More effective financial processes were implemented with the introduction of 'one company' for SPC's financial management information systems

External risk was reduced through implementation of new finance policies

PEARL has been positively socialised with middle management and MELnet, and informed 6 recruitment processes for MEL related positions

After discussion with ICT, SPL decided to discontinue work planning in IRIS due to limited ICT capacity to support the system, which requires significant investment to meet current business needs

SPL implemented PEARL processes for work planning, monitoring and measuring results, reflection and reporting

Call for South-South cooperation proposals sent to SPC’s divisions and programmes, with timely submission of proposals and improved proposal quality; 11 proposals were received and evaluated against selection criteria; 6 exchanges were completed in the areas of statistics, cultural heritage, sustainable energy and sandfish; 3 PICTS (American Samoa, Niue and Tokelau) participated in exchanges for the first time since they began

1 mid-term and 1 end-of-cycle review was completed for Transport Programme staff

SPC’s greenhouse gas footprint was reduced

RESCCUE fully offset its emissions

LOOKING TO 2018

A key activity for 2018 is the mid-term review of the Pacific Community Strategic Plan 2016–2020. The Plan was endorsed as a dynamic document that would be refined and adapted to guide SPC through the five-year period and the review will be done in stages.

A focus on strengthening evidence of results across SPC will see a ‘What is evidence at SPC?’ tool being added to the PMEL toolkit and rolled out through MELnet, along with other activities identified through our reflection and learning processes, including provision of training in measuring behaviour change.

Following the prioritisation of SPC’s work, the remainder of the Strategic Plan period will focus on 10 priorities:

- developing and applying fisheries science (striving to develop an area of excellence)
- developing and applying plant and crop genetic resources (planning to develop an area of excellence)
- regional education qualifications and assessment (a regional ‘public good’)
- public health surveillance (a regional ‘public good’)
- climate change and disaster risk resilience/management (including GIS mapping)
- oceans management and governance (including maritime transport and boundaries) and the development of the Pacific Community Centre for Ocean Science
- regional data coordination and dissemination
- human rights, including gender equality and youth issues
- energy
- non-communicable diseases

In addition to these priorities, SPC will provide research and consultation to respond to CRGA’s request for the establishment of a Pacific Learning and Innovation Hub.

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