



# SPC

PROGRAMME  
RESULTS REPORT  
2013 – 2014



# SPC PROGRAMME RESULTS REPORT

---

2013 – 2014



Secretariat of the Pacific Community  
Noumea, New Caledonia, 2014

© Copyright Secretariat of the Pacific Community (SPC) 2014

All rights for commercial / for profit reproduction or translation, in any form, reserved. Original SPC artwork may not be altered or separately published without permission.

Original text: English

Secretariat of the Pacific Community Cataloguing-in-publication data

SPC Programme Results report: 2013-2014 / Secretariat of the Pacific Community

1. Secretariat of the Pacific Community.
2. Technical assistance — Oceania.
3. International organization — Oceania.

I. Title II. Secretariat of the Pacific Community

341.246

AACR2

ISBN: 978-982-00-0755-0

By using Cocoon Offset rather than a nonrecycled paper, the environmental impact was reduced by:



**306** kg of landfill



**41** kg CO<sub>2</sub> and greenhouse gases



**8,474** litres of water



**781** kWh of energy



**497** kg of wood

Carbon footprint data evaluated by Labelia Conseil in accordance with the Bilan Carbone® methodology.

Calculations are based on a comparison between the recycled paper used versus a virgin fibre paper according to the latest European BREF data (virgin fibre paper) available.

# Contents

Foreword	i
Acknowledgements	ii
<b>1</b>	<b>8</b>
Executive summary	1
<b>2</b>	<b>7</b>
Overview: The Pacific Island Region and SPC	7
<b>3</b>	<b>13</b>
3.1 Sustainable management of resources for economic growth in the Pacific	14
3.2 Expanding Pacific trade for economic growth	20
3.3 Developing a more qualified workforce	23
3.4 Strengthened infrastructure for economic growth	24
3.5 Accessible statistics for evidence-based policy that enables economic growth	28
<b>4</b>	<b>31</b>
4.1 Enhanced understanding of human rights standards	32
4.2 Improved governance for empowerment of women and protection against violence	33
4.3 Improved regional planning and coordination of climate change and disaster risk management across the Pacific	35
4.4 Strengthened national-level responses to disasters and climate change	36
4.5 Applied science for mitigating the impact of climate change and disasters	38
4.6 Improved food security and livelihoods in the face of climate change and disaster risk	40
<b>5</b>	<b>45</b>
5.1 Coordinated and effective responses to regional public health challenges	46
5.2 Improved access to water and sanitation	49
5.3 Improved access to social statistics	50
5.4 Improving literacy and numeracy standards across the Pacific	51
5.5 Thriving and resilient cultural sectors	51
<b>6</b>	<b>52</b>
Lessons learnt to improve SPC's future performance	52
<b>7</b>	<b>53</b>
Progress in organisational reforms to improve effectiveness and efficiency	53
7.1 How SPC is doing business differently	54
Annex 1	61
Annex 2	62



# Foreword

---

It gives me great pleasure to present SPC's Programme Results Report for 2013–2014.

This report is the first of its type for SPC and as such it represents a significant step in the way we approach our work and communicate about that work.

With its focus on the results – short and longer term – of SPC's overall programmes, rather than on the purely technical aspects of our activities, the report reflects increased accountability to our 26 members. It is also about being accountable to our many generous donors, who through their support of SPC demonstrate their commitment to Pacific Island countries and territories and their people. Above all, the report seeks to capture the advances our members are making towards achieving their own development goals with SPC's support.

The change in approach began with our members' endorsement of the Corporate Strategic Plan 2013–2015, which challenged SPC to rethink the way it does business and to strengthen its focus on development results.

I want to stress that this change in no way negates the traditional strength of SPC's work in providing technical and scientific expertise in sectors that are important to our members and that affect people's everyday lives. Instead it is a deepening of our focus on delivering results towards critical development goals and providing measurable evidence of progress.

The change is also aimed at putting our organisation in a better position to respond to the needs and aspirations of the Pacific Community, whose partnership is our most valued asset and a secure platform for increasing the effectiveness of our work.

I hope the report also reflects the dedication of SPC's staff, of our counterparts in member countries and territories, and of all donors and development partners whose energy and engagement have benefited the region.

There are lessons learnt as well. We invite you to work with us to shape the best ways and means to apply these lessons so that SPC continues to evolve as a development organisation in the Pacific, of the Pacific and for the Pacific.



Colin Tukuitonga  
*Director-General, SPC*

---

# Acknowledgements



SPC is a membership organisation that works in close partnership with its Members:

American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Marshall Islands, Nauru, New Caledonia, Kiribati, 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.

We thank them for their support.

We would also like to thank our principal donor partners for their generous support of Pacific development outcomes:

Asian Development Bank, Australia, Commonwealth Secretariat, European Union, Food and Agriculture Organization of the United Nations, France, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global Environment Facility, International Maritime Organization, Korea, New Zealand, Pacific Islands Forum Secretariat, United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), UN WOMEN, United States of America, Western and Central Pacific Fisheries Commission (WCPFC), World Bank.

Secretariat of the Pacific Community | [spc@spc.int](mailto:spc@spc.int) | [www.spc.int](http://www.spc.int)

Headquarters: Noumea, New Caledonia | Suva Regional Office  
North Pacific Regional Office | Solomon Islands Country Office



# Executive summary



This report presents an overview of the contribution that the Secretariat of the Pacific Community (SPC) makes through its work in the Pacific Island region. It also describes SPC's progress towards achieving the specific organisational objectives set out in its Corporate Strategic Plan 2013–2015, which include a more integrated way of working. SPC's regional and subregional work complements country-specific work carried out in cooperation with each island member. More details on this work are presented in the Country Programme Reports prepared for each of the Pacific Island countries and territories (PICTs).

With an annual budget of over USD 100 million, SPC works with its members to provide technical and scientific assistance across a broad range of sectors to address the following development goals:

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

**Goal 2:** Pacific communities are empowered and resilient

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

The report provides an overview of the **key results of SPC's work in 2013–2014** that contribute toward achieving these overarching goals. It also includes summaries of lessons learnt, which provide a basis for improving future performance, and progress in organisational reform.

Annex 1 lists SPC income by type and source of funding and Annex 2 provides the corporate results framework.

*SPC is an international development organisation owned and governed by its 26 members including all 22 Pacific Island countries and territories.*

*Much of SPC's work across sectors is delivered through regional or subregional approaches in partnership with members to enhance the effectiveness of its services and take advantage of economies of scale.*

*To achieve sustainable development results, SPC draws on skills and capacities from around the region and the world, and supports building and sharing of expertise and skills between member countries.*

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



## Key SPC contributions:

### a. Sustainable management of strategic natural resources

- **Fisheries** represent the largest renewable resource of the Pacific, providing employment and significant revenue. As the region's centre for tuna fisheries science and information, SPC produced scientific analyses of oceanic fisheries data to provide scientific advice to countries and subregional and regional agencies to inform appropriate conservation and management measures. It also enhanced country capacity in many areas and continues to manage the region's tuna data holdings using the Tuna Fisheries Database Management System.
- **Improved land, agriculture and forestry management** – SPC contributed to more effective resource management by developing capacity in policy development and providing economic analyses and technical advice on forestry and agricultural practices.
- **Improved framework for management of deep sea minerals** – Deep sea minerals present potential economic development opportunities but only if they can be managed appropriately. SPC contributed to laying the foundations for such management through legal and policy advice, which can be adapted or adopted by PICTs.
- **Defining maritime boundaries** allows for improved ocean governance and management of resources within national jurisdictions. SPC provides technical assistance and data to support mapping of PICTs' territorial sea limits and protection of their natural resources. Currently 58% of all boundaries have been defined in the region.

### b. Increasing Pacific exports to international markets: SPC supported 42 small and medium enterprises from 15 PICTs in the forestry, agriculture,

and aquaculture sectors in areas ranging from production and processing to value-adding and marketing. It also provided technical assistance for phytosanitary and biosecurity measures. This assistance contributed to access to new markets, job creation and increased export revenue.

### c. A better qualified labour force: SPC was instrumental in benchmarking of national qualifications, international recognition of Pacific qualifications, and nationalisation of the Form 6 Pacific Senior Secondary Certificate, enabling greater labour mobility, national ownership of qualifications systems and accountability.

### d. Improved infrastructure to foster economic growth

- Working closely with governments and the private sector, SPC was instrumental in strengthening **reliability and affordability of shipping** for four island states through supporting the establishment of the Central Pacific Shipping Commission. SPC's technical assistance also helped ensure **efficient and safe movement of shipping cargo and safety and security for seafarers**, and continued compliance with international requirements.
- To increase the **reliability and affordability of energy**, SPC worked with six PICTs to develop national energy plans and national legislation and regulations to strengthen enabling conditions for stronger economic and social development.

### e. Improved data for policy and decision making – SPC provided technical support for sound **statistical data collection and analysis** to inform evidence-based policy development as a prerequisite for economic growth and development throughout the region. The Pacific regional statistics database, which SPC developed and maintains, includes around 200 indicators on strategic sectors in PICTs and has been instrumental in improving the comparability of data across the Pacific.

## Goal 2: Pacific communities are empowered and resilient



### Key SPC contributions:

- a. **Enhanced incorporation of human rights standards** – To support the efforts of PICTs to pursue sustainable and inclusive development, SPC worked with development partners in assisting six countries to submit their Universal Periodic Review reports to the United Nations as part of their accountability to human rights standards. Through extensive training, SPC also contributed to national capacity development and good governance.
  - SPC delivered applied scientific and technological assistance to address the challenges of climate change and disasters, including risk assessment of inundation of coastal zones; GIS and remote sensing technology for disaster recovery and rehabilitation; and research and analysis of the impacts of climate change on tuna stocks, coastal fisheries and aquaculture.
- b. **Empowerment and protection against violence** – Through stocktakes, awareness-raising, interventions and expert legislative support, SPC has been instrumental in promoting change across government policies, plans and programmes, and in supporting members' commitment to legislative change to protect women and children from violence. This has led to the passing of the Family Protection Bill in three PICTs to date, with national consultations underway in a fourth.
- c. **Strengthened resilience to disasters and the effects of climate change**
  - SPC led the development of the Strategy for Climate and Disaster Resilient Development in the Pacific and was instrumental in mobilising EUR 19 million in new funding to support PICTs to better prepare for, respond to, and recover from disasters and the effects of climate change.
  - SPC worked closely with PICTs to address country-specific vulnerability to natural disasters.
  - A key part of SPC's work draws on its comparative advantage of being able to take multi-sector, integrated approaches to strengthening community resilience to climate change and disasters. This includes working with 11 PICTs on a community-based ecosystem approach that brings together government and other partners across all sectors that impact on coastal fisheries. This community centred, multi-sector, ridge-to-reef approach has empowered women and youth to participate more actively in fisheries management.
- d. **Improved food security and livelihoods in the face of climate change and disaster risk**
  - SPC contributed to increasing food security through its regional Centre for Pacific Crops and Trees (CePaCT), which conserves and maintains biodiversity and trials cultivars of Pacific staple crops and trees. CePaCT distributed large quantities of planting material for disease-resistant and climate-tolerant varieties of traditional crops. Local field facilities were also set up to assist communities to re-establish crops during recovery efforts after disasters.
  - SPC was instrumental in developing a subregional approach to coastal fisheries management through facilitating community-based management approaches by coastal communities, strengthening institutional and staff capacity, and conducting coastal fisheries resource assessments and habitat surveys. The surveys inform strategic policy development, including coastal fisheries management plans and regulations and climate change adaptation measures. SPC supported the development of alternative livelihood and food security opportunities, and worked with governments and local enterprises in six PICTs to develop their aquaculture sectors under the framework of the Regional Aquaculture Strategy.

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



## Key SPC contributions:

- a. **Increased responsiveness to regional public health challenges** – SPC played a lead role in strengthening regional coordination, including through the Pacific Health Development Framework 2014–2018, the Pacific NCD Partnership, and the Pacific Sexual Health and Well-being Shared Agenda 2015–2019. With SPC assistance, 11 PICTs are now fully implementing the recommended comprehensive STI (sexually transmitted infection) control and prevention strategy for the Pacific. As part of the fight against NCDs (non-communicable diseases), four PICTs have increased taxes on tobacco, with some also imposing a tax on sugar sweetened beverages and other unhealthy foods.

SPC continued to coordinate the Pacific Public Health Surveillance Network (PPHSN), which provides a critical regional service in early outbreak detection and response. To strengthen capacity in epidemiology, SPC led the establishment of an accredited training programme at Fiji National University, which has trained 86 health professionals from eight PICTs since its inception in August 2013. SPC also continued to manage regional health grants through which PICTs access major funding programmes such as the Global Fund Multi-Country Grant.

- b. **Better access to water and sanitation across the region** – SPC supported 14 PICTs and development partners in implementing the Pacific Integrated Water Resources Management (IWRM) programme, leading to improved community access to water and sanitation. Thirteen PICTs have drafted national IWRM action plans, most of which have been endorsed by their governments. The IWRM programme also successfully strengthened capacity and sustainability at national and regional levels through upgrading skills, implementing effective twinning programmes and sharing information and knowledge across the region.

- c. **Enhanced access to social statistics** – SPC worked with 14 PICTs to assess their civil registration and vital statistics system and identify national priorities for improvement. Tangible results are already emerging, such as improvements in birth registration in some PICTs. SPC has also been working with PICTs and development partners to improve educational statistics and associated management information systems.

- d. **Improved literacy and numeracy standards** – SPC worked with PICTs in the development and implementation of a new regional baseline assessment of literacy and numeracy and a new benchmarking system focusing on education qualification systems. This provides useful national and regional information for education policy makers, school authorities and teachers in developing interventions to improve literacy and numeracy across the region.

- e. **Strengthened cultural sectors across the Pacific** – To foster thriving and dynamic cultural sectors, SPC supported the development and implementation of national culture policies in PICTs and worked closely with the Council of Pacific Arts and Culture.

## Challenges and lessons learned

To strengthen the effectiveness of its work and its responsiveness to the development needs of member PICTs, SPC encourages learning within all programmes to inform long-term programme design and delivery. The lessons learnt that will be taken into account in improving delivery of services to members in future include the following:

- a. **Multi-sector approaches** are required for complex development challenges.
- b. **Improving stakeholder ownership** improves programme outcomes.
- c. **Retaining skilled and experienced staff** is critical to programme improvement.
- d. **Quality data are critical** in properly assessing results.
- e. **Multi-level engagements** require vigilance on transaction costs.



## Progress in organisational reforms to improve effectiveness and efficiency



- 4) This report also includes updates on progress made on the following organisational goals, which were identified in the SPC Corporate Strategic Plan (2013–2015) based on the recommendations of the 2012 Independent External Review:

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

As this work progresses, learning and experience will feed into the design of the next Corporate Strategic Plan, which will take effect in 2016.







# Overview: The Pacific Island Region and SPC

## Large ocean small island states

*The Pacific Islands region is made up of 22 countries and territories spread across the world's largest ocean. The total population of this huge region is around 10 million people.*

The islands are generally characterised by their isolation, and small land areas and populations, except for Papua New Guinea. However, there is great physical diversity between PICTs in terms of land mass relative to ocean area, mountainous versus low-lying terrain, and availability of fertile, arable land.

PICTs are traditionally grouped into Polynesia, Melanesia and Micronesia. As shown in the box below, the total land area

of the 22 island countries is just over 550,000 square kilometres, with the five Melanesian countries accounting for about 98% of this total and all of the region's land-based resources. The 17 countries and territories of Micronesia and Polynesia have a combined land area less than the land area of Vanuatu. However, they account for approximately 72% of the region's combined exclusive economic zones (EEZs), making their oceanic resources extremely important.

Pacific Island countries and territories	Land area (km <sup>2</sup> )	EEZ (km <sup>2</sup> )	Population (mid-2013 estimate)	GDP/ capita (USD)
American Samoa	199	390,000	56,500	9,333
Northern Mariana Islands	457	1,823,000	55,600	11,622
Cook Islands	237	1,830,000	15,200	17,565
Federated States of Micronesia	701	2,978,000	103,000	3,031
Fiji	18,272	1,290,000	859,200	3,639
French Polynesia	3,521	5,030,000	261,400	26,667
Guam	541	218,000	174,900	25,420
Kiribati	811	3,550,000	108,800	1,651
Marshall Islands	181	2,131,000	54,200	3,158
Nauru	21	310,000	10,500	8,379
New Caledonia	18,576	1,740,000	259,000	36,405
Niue	259	390,000	1,500	15,807
Palau	444	616,000	17,800	10,314
Papua New Guinea	462,840	3,120,000	7,398,500	18,437
Pitcairn Islands	5	800,000	60	3,385
Samoa	2,935	120,000	187,400	3,680
Solomon Islands	30,407	1,340,000	610,800	1,676
Tokelau	12	290,000	1,200	n.a.
Tonga	650	700,000	103,300	4,557
Tuvalu	26	900,000	10,900	3,407
Vanuatu	12,281	680,000	264,700	3,099
Wallis and Futuna	255	300,000	12,100	12,324
<b>Total</b>	<b>553,631</b>	<b>30,546,000</b>	<b>10,566,560</b>	<b>223,556</b>

Subregion	Land area (km <sup>2</sup> )	EEZ (km <sup>2</sup> )	Population (mid-2013 estimate)	Number of PICTs
Melanesia	542,376	8,170,000	9,392,200	5
Micronesia	3156	11,626,000	524,800	7
Polynesia	8099	10,750,000	649,560	10

## Economic growth

Economic growth in the Pacific region has been slow, with some estimates indicating it will be the slowest growing regional economy globally by 2015.<sup>1</sup> In 2011–2012, some countries showed signs of improvement in terms of growth in Gross Domestic Product (GDP), but others showed a decline.<sup>2</sup>

**Fisheries** represent the Pacific's largest renewable resource, providing growing employment, and significant export revenues and access fees, which in some countries make up a large proportion of all government revenue. All countries and territories have extensive EEZs. The ratification of the Law of the Sea Convention gives them exclusive rights over the sea area extending 200 nautical miles from their shorelines. The majority of the region's population lives in, or close to, coastal areas and depends to a large extent on inshore fisheries for food security, and for primary or secondary sources of income.<sup>3</sup>

**Agriculture and forestry** are important contributors to the overall economy, household income and export earnings in Fiji, Papua New Guinea, Solomon Islands, Vanuatu and Tonga. **Tourism** accounted for 10.7% of the region's GDP in 2012<sup>4</sup> and represents a significant source of foreign exchange for some PICTs. For example, 90% of foreign exchange in Cook Islands is produced through tourism.<sup>5</sup> In Samoa, Fiji and Vanuatu, tourism has surpassed all other industries in terms of revenue and remains a major source of formal and informal employment. However, inadequate transport infrastructure and services, and a lack of coordination in the sector are key constraints for tourism.

**Mining** is currently important only in Melanesian PICTs.<sup>6</sup> The **Pacific seabed** is rich in minerals, and deep sea minerals have

emerged as a potential economic development opportunity. Sound legal frameworks, scientific understanding and reliable data will be crucial to supporting evidence-based decision making, good governance and sustainable management of these resources and their possible exploitation.

The majority of PICT exports are based on **natural resources**: marine (fresh and canned fish, pearls, seaweed), agricultural (copra, coconut oil, cocoa, fruit, kava), forestry (timber), and mining (gold, nickel, etc.).<sup>7</sup> But small size and isolation from major markets means small island states face high costs when trading primary goods. **Transport** by sea is expensive and intermittent and represents a significant barrier to sustainable trade and service delivery. Heavy reliance on **fossil fuels**, which accounted for 95% of the total Pacific energy supply in 2006,<sup>8</sup> exposes PICTs to volatility in petroleum prices. Increasing export earnings from the agriculture and forestry sectors are part of PICT development strategies and several countries are exploring value-added production possibilities based on small-scale manufacturing. A **decline in agricultural production and productivity** since the 1990s as a result of loss of arable land to industry and tourism, lower soil fertility, and loss of labour due to urbanisation and migration, impacts on PICTs' ability to trade competitively, as does price volatility in international commodity markets. Most countries operate a substantial trade balance deficit, with imports up to five times the value of exports. This deficit is partly offset by remittances, tourism receipts and international aid.<sup>9</sup>

1 PIFS (2013). Pacific Plan review. Pacific Islands Forum Secretariat: Suva.  
2 ADB (2013). Asian development outlook 2013. Asian Development Bank: Mandaluyong City, Philippines.  
3 SPC Coastal Fisheries Programme.

4 World Travel and Tourism Council report cited in: Tourism as a pillar of the economic growth (FEMM 2013). Paper produced by the Pacific Islands Forum Secretariat.  
5 South Pacific Tourism Organisation (2013).  
6 Duncan, R & Nakagawa H. Obstacles to economic growth in six Pacific Island countries. World Bank: Washington DC.  
7 PIFS (2013). Pacific Plan review. Pacific Islands Forum Secretariat: Suva.  
8 SPC Economic Development Division.  
9 PIFS (2013). Pacific Plan review. Pacific Islands Forum Secretariat: Suva.

## Vulnerability to natural disasters and climate change

PICTs are highly vulnerable to geophysical (earthquakes, tsunamis, volcanic eruptions) and meteorological disasters (cyclones, floods, droughts). Of the 20 countries in the world with the highest average annual disaster losses in proportion to GDP, eight are Pacific Island countries: Vanuatu, Niue, Tonga, Federated States of Micronesia, Solomon Islands, Fiji, Marshall Islands and Cook Islands.<sup>10</sup> These natural disasters often have devastating social and economic impacts, with affected PICTs experiencing economic losses equivalent to several percentage points of their GDP.<sup>11</sup> PICTs are deemed particularly vulnerable to the adverse effects of climate change, which is likely to further exacerbate extreme weather events.<sup>12</sup>

With most of the region's infrastructure and 80% of its population located close to the coast, or within river basins, sea level rise and coastal erosion present major threats to water and food security but also to essential physical infrastructure.<sup>13</sup> Ocean acidification and its effect on the availability of fish, changing patterns of agricultural production and access to water, and higher sea levels are significant impacts of climate change that especially affect PICTs. Sea-level rise as a result of global warming has already resulted in loss of livelihoods in Kiribati and Tuvalu,<sup>14</sup> and current climate change models project that temperature rise will continue to affect ecosystems, undermine traditional



sources of livelihood, and eventually threaten the existence of some PICTs.<sup>15</sup> Climate change may worsen the effects of natural disasters, which already repeatedly erode or destroy infrastructure such as roads and wharves, requiring costly rebuilding, upgrading and strengthening of sea defences.

## Human and social development

There has been mixed progress on various measures of human and social development across the region. Life expectancy has increased and infant mortality rates have declined as have infectious disease rates. Nevertheless, poverty and inequality, particularly gender inequality, food insecurity, youth unemployment and shortages of skilled labour remain major challenges.

Though *extreme* deprivation (hunger) is low in the region, there is evidence that hardship and vulnerability are on the rise. Hardship means that people are unable to meet their basic needs for food, fuel or medicine. The proportion of people living below the **poverty** line has risen or remained the same in recent years, mainly due to the recent economic and financial crises. Increasing **urbanisation** in most PICTs has contributed to pressure on families to meet non-food costs. **Inequalities** among urban dwellers are reflected in declining health and nutrition levels, an increase in school drop-outs, and more unemployment and squatting, which all cause particular hardship for women and children. National poverty surveys suggest that income inequality is rising, even in countries where basic-needs poverty is declining, such as in Fiji.

**Gender equality** is recognised as essential to achieving sustainable development but commitments are yet to be fully integrated into national and regional development agendas, and countries are struggling to meet their obligations. Legislation and practices still often discriminate against women, and societal and cultural norms tend to limit the role of women in the public sphere. Baseline surveys on **gender-based violence**, in particular, show alarming prevalence rates, with up to two in every three women and girls in Pacific Island countries thought to be affected.

Despite significant progress and investment in the health sector, the region is facing a double burden of communicable and **non-communicable diseases**. Use of tobacco and excessive alcohol consumption along with poor diets<sup>16</sup> and lack of physical activity are factors that have led to a **non-communicable diseases** (NCDs) crisis, with some PICTs having extremely high prevalence of diabetes and obesity.<sup>17</sup> NCDs seriously affect progress towards development goals. Premature morbidity and mortality lead to loss of productivity and providing treatment, typically over a long period, has high costs for health and welfare systems and economies. The high prevalence of **sexually transmitted infections** (STIs)

10 World Bank (2013). Acting on climate change & disaster risk for the Pacific. World Bank: Washington.

11 World Bank press release (2014). Hardship and vulnerability are pressing issues for Pacific Island countries.

12 World Bank (2012). Acting today for tomorrow. World Bank: Washington.

13 World Health Organization (2013). Pacific Island countries: Country cooperation strategy at a glance.

14 PIFS (2012). Pacific Plan annual progress report. Pacific Islands Forum Secretariat: Suva.

15 World Bank (2012). Acting today for tomorrow. World Bank: Washington.

in PICTs is also a concern. Though HIV infection rates are low (except in PNG), behaviour patterns, cultural taboos, low awareness and the high incidence of STIs mean that the spread of HIV remains a threat.

Access to safe, reliable and affordable drinking **water and sanitation** facilities is another critical issue for the region's health and sustainable development. All PICTs have made progress in water and sanitation but more efforts are needed to keep up with population growth. Meeting the proposed sustainable development goals for universal access to safe water and sanitation will require providing improved drinking water facilities to approximately 7 million more people and improved sanitation to some 10 million more people across the region, with rural Papua New Guinea accounting for the majority of demand.

Population growth rates vary across the region, not only because of different fertility patterns, but also because of emigration. With the exception of Fiji, there are lower population growth rates in PICTs that have easier access to foreign labour markets. **Loss of skilled labour** through migration is a significant issue for PICTs, particularly in the health and education sectors.<sup>18</sup> The growing number of youth<sup>19</sup> who are unemployed and do not have the right skills to participate in the productive sector is another area of concern. More than half of the region's population is under the age of 25 and average **youth unemployment** rates in the Pacific are 23%<sup>20</sup> compared to a global average of 12.6%.

Though most countries are on track to achieving universal education by 2015, **quality of education** varies significantly across the Pacific region.<sup>21</sup> According to assessments carried out in 14 PICTs by SPC through SPBEA (Secretariat of the Pacific Board for Educational Assessment), a high rate of pupils are finishing their schooling without attaining good literacy and numeracy skills.

16 WHO, SPC, C-Pond and UNDP (2013). Trade, trade agreements and non-communicable diseases in the Pacific Islands. UNDP Pacific Centre: Suva.

17 UNDP (2013). UNDP Annual report 2012/ 2013. United Nations Development Programme: New York.

18 PIFS (2013). Pacific Plan review. Annex 9. Pacific Islands Forum Secretariat: Suva.

19 For statistical purposes, UN defines youth as the 15–24 age cohort.

20 ILO (2013). Global employment trends for youth 2013: A generation at risk. International Labour Office: Geneva.

21 PIFS (2013). Pacific Plan review. Pacific Islands Forum Secretariat: Suva.

## SPC programmes



SPC works with its 22 Pacific Island members through a Programmes Directorate comprising seven technical divisions. The technical team is supported by SPC's Operations and Management Directorate and Strategic Engagement, Policy and Planning Facility. The table below outlines the sectoral specialisations of the technical divisions and their main programmes.

The chart on the next page gives a breakdown by sector of SPC's total programme expenditure of approximately USD 100 million for 2013 (details are presented in Annex 1).



### SPC Programmes Directorate

#### Applied Geoscience and Technology Division

Ocean and Island Programme  
Water and Sanitation Programme  
Disaster Reduction Programme

#### Economic Development Division (EDD)

Energy Programme  
Transport Programme

#### Education, Training and Human Development (ETHD) Division

Human Development Programme (Gender and Culture)  
Regional Rights Resource Team  
Secretariat of the Pacific Board for Educational Assessment

#### Fisheries, Aquaculture and Marine Ecosystems (FAME) Division

Oceanic Fisheries Programme  
Coastal Fisheries Programme

#### Land Resources Division (LRD)

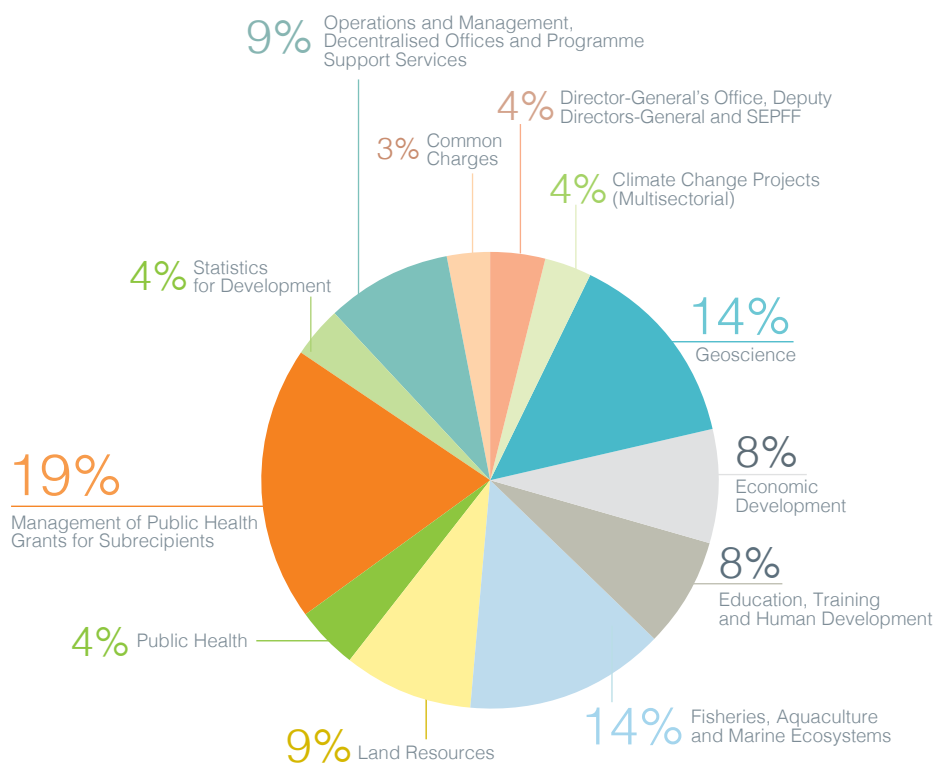
Biosecurity and Trade Programme  
Food and Nutritional Security Programme  
Sustainable Agriculture and Forestry Programme

#### Public Health Division (PHD)

Health Protection Programme (Surveillance, Operational Research, STIs including HIV/AIDS)  
Health Advancement Programme

#### Statistics for Development Division (SDD)

Data collection  
Statistical analysis  
Data dissemination



## Summary of expenditure for 2013 (breakdown by Core and Project funds)

EXPENDITURE BY CHAPTER	Core (CFP units)	Project (CFP units)	Total (CFP units)	Equivalent in USD*	
Director-General's Office, Deputy Directors-General and SEPFF	2,455,500	1,401,631	3,857,131	\$4,484,515	4%
Climate Change Projects (Multi-sector)	-	3,458,536	3,458,536	\$4,021,086	4%
Geoscience	2,013,500	12,004,635	14,018,135	\$16,298,262	14%
Economic Development	536,500	7,436,465	7,972,965	\$9,269,812	8%
Education, Training and Human Development	2,501,400	5,276,484	7,777,884	\$9,043,000	8%
Fisheries, Aquaculture and Marine Ecosystems	2,911,100	10,970,260	13,881,360	\$16,139,240	14%
Land Resources	1,642,000	7,512,178	9,154,178	\$10,643,155	9%
Public Health	1,226,100	3,161,832	4,387,932	\$5,101,653	4%
Management of Public Health Grants for Subrecipients		19,109,220	19,109,220	\$22,217,440	19%
Statistics for Development	1,063,100	2,589,184	3,652,284	\$4,246,348	4%
Operations and Management, Decentralised Offices and Programme Support Services	7,805,400	915,423	8,720,823	\$10,139,313	9%
Common Charges	2,924,903		2,924,903	\$3,400,655	3%
<b>TOTAL EXPENDITURE</b>	<b>25,079,503</b>	<b>73,835,848</b>	<b>98,915,351</b>	<b>115,004,477</b>	

\* 1 USD = 86.01 CFP





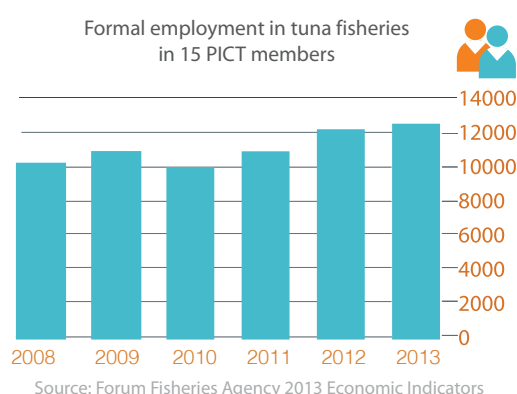
# Goal 1: The Pacific region and its people benefit from inclusive and sustainable economic growth

## Context

*Economic growth is vital to drive and sustain the development efforts of Pacific societies. Some estimates suggest that by 2015 the Pacific will constitute the slowest-growing region of the world.<sup>1</sup> It is estimated that over 20% of people in most PICTs currently live in hardship (meaning they are unable to meet their basic needs), and many more are hovering only marginally above the poverty line.<sup>2</sup> Pacific communities are also highly vulnerable to shocks in the prices of imported food and fuel, agricultural commodity exports, and remittances.<sup>3</sup> However, while the Pacific is hard-pressed to compete globally in terms of economic growth, its extensive oceanic and land-based natural and mineral resources are of considerable importance.*

It is difficult to overstate the importance of Pacific fisheries: the region's largest renewable resource. Of particular significance is the tuna fishery in the western and central Pacific Ocean, which provides around 60% of the world's tuna production. The total annual catch in recent years has reached 2.6 million tonnes with a landed value of USD 5–7 billion. The fishery is of profound importance to the Pacific Islands region:

- Approximately half of the total catch occurs in the EEZs of PICTs.
- Access fees from foreign fishing are now approximately USD 240 million annually, and represent up to 60% of all government revenue in some PICTs. Access revenue has increased sharply in recent years, and has the potential to increase further if fisheries remain profitable.
- Export revenue from tuna products is increasing and is currently about USD 350 million annually.
- Employment in this sector across the region has increased over 20% in the last 5 years



While fishery resources are important to all PICTs, the economic importance of the agriculture and forestry sector varies across the region.<sup>4</sup> Increasing trade in agriculture and forest products is an essential component of most countries' development strategies. Agriculture and forestry are the mainstays of the economy in Fiji, Papua New Guinea, Solomon Islands, Vanuatu and Tonga and contribute significantly to household income and increasingly to vital export earnings. However, in some of the smaller PICTs, agriculture is mainly based on subsistence farming. Overall, the contribution of agriculture to GDP is less than 3% in most Micronesian PICTs, less than 10% in most Polynesian PICTs and about 20% in most Melanesian PICTs. Increasing agricultural productivity across the region and sustainably trading in forest products is essential to Pacific economies. Work to protect valuable forest resources from the effects of unsustainable logging in some PICTs is important to their long-term economic and social prosperity.

Although these traditional sectors are the backbones to economic growth in most Pacific Islands, a potential 'game changer' for some PICTs may lie in deep sea minerals (DSM), given the increasing global demand for metals, some of strategic value. For PICTs, deep sea minerals present an alternative economic development opportunity that could bring about significant prosperity. This development area would need to be managed properly, to ensure appropriate policies are developed and implemented, along with the requisite institutional and human capacity. Manifold implications – regulatory, environmental, legal, among many others – would need to be the object of informed expert advice.

<sup>1</sup> Pacific Plan Review (2013), p. 12.

<sup>2</sup> Hardship and vulnerability in the Pacific Island Countries (2014), The World Bank.

<sup>3</sup> *ibid.*

<sup>4</sup> The contribution of the forestry sector to GDP is as follows: Fiji – 3%, PNG – 7.5%, Solomon Islands – 11.7%, Samoa – 3.5%, Tonga – 0.8%, Vanuatu – 2.9%. FAO (2011) Pacific Subregional Report. Asia-Pacific Forestry Sector Outlook Study 11.



Nevertheless, many issues constrain inclusive and sustainable economic growth across the Pacific. Most PICTs are smaller and more isolated than countries in other parts of the world. Due to their geographic isolation and small population size, movement of goods and services is costly, making it very difficult for production from these countries to compete in world markets.<sup>5</sup> Affordable and reliable transport for goods and services across the vast area of the Pacific Islands is therefore a priority.

Other challenges include the need for sound legal instruments to govern and administer seabed mineral resources; reliable statistical information that informs evidence-based decision-making across the Pacific; and standardised, updated science and technology to inform the collective management of regional fishery resources. These are compounded by shortages of labour in some specialised areas; undeveloped infrastructure; and the absence of data to support the development of maritime boundaries for improved governance and management of key resources within national jurisdictions.

During 2013–2014, SPC worked with PICTs to address some of these issues by adding value with regional approaches, exploiting economies of scale, protecting regional public goods and working with PICTs to sustainably manage precious resources for the benefit of their people. Key results in five main areas of work are highlighted in the following section:

- **Sustainable management of resources for economic growth in the Pacific:** tuna fisheries; land, agriculture and forestry; and deep sea minerals
- **Expanding Pacific trade for economic growth: increased exports from small and medium enterprises;** improving plant health and meeting biosecurity and export standards
- **Developing a more qualified workforce:** register of qualifications and standards; and nationalisation of form 6 certificate
- **Strengthened infrastructure for economic growth:** transport; energy; and coastal management and maritime boundaries
- **Accessible statistics for evidence-based policy that enables economic growth:** access to national and regional data; capacity supplementation through South–South deployment; common regional methodologies and statistical classifications; and national strategies for development of statistics

<sup>5</sup> Hardship and vulnerability in the Pacific Island Countries (2014). The World Bank.

## 3.1 Sustainable management of resources for economic growth in the Pacific

### 3.1.1 Improved management of tuna fisheries



*SPC's Oceanic Fisheries Programme (OFP) is the Pacific region's centre for tuna fisheries science and information. A critical aspect of the fishery is that it is a regional resource. Generally, the fish come from populations that extend across the region, and most fish spend their life in the exclusive economic zone of more than one country or territory. For this reason it is important that fisheries science and management work is undertaken at the regional level to consider the overall resource, and at the national level to assist countries in utilising their share. The aim of the SPC OFP is to ensure that the region's resources of tuna, billfish and related species are managed for economic and ecological sustainability using the best available scientific information. In pursuit of this goal, SPC:*

- Compiles comprehensive data from tuna fisheries in the western and central Pacific;
- Provides assistance to countries in monitoring the fisheries and management of the data that are collected;
- Conducts targeted research on the biology and population dynamics of key resources;
- Monitors the environmental impacts of fishing, e.g. bycatch of non-targeted species; and
- Conducts stock assessments and evaluations of fisheries management strategies.

This work assists countries and other regional agencies to devise management policies that ensure long-term sustainability of the resources and allow profitable fisheries. During 2013–2014, SPC achieved three key results:

- Enhancing country capacity to monitor fisheries by training at-sea observers and developing regionally standardised data collection methodologies.
- Managing the region's tuna data holdings with the Tuna Fisheries Database Management System.
- Producing scientific analysis of oceanic fisheries data to provide scientific advice to countries as well as subregional and regional agencies to formulate appropriate conservation and management measures.

These results are explained below.

#### \* Enhancing country capacity to monitor fisheries by training at-sea observers and developing regionally standardised data collection methodologies

SPC assists countries in collecting data on how many of each type of fish are caught by fishing boats. It is critical that the right information is collected in a consistent manner across the region. This involves training observers who work onboard fishing vessels to collect information on fishing activities independent of that provided by the fishing vessel operators. In recent years, the training of observers and observer debriefers to meet new regional standards for observer coverage (100% of purse seiners, 5% of longliners) has been a particular focus. During 2013, SPC facilitated the training of 151 observers (143 men and 8 women) and 62 observer debriefers (58 men and 4 women), all of whom received certification. This work has been instrumental in raising the observer coverage on purse seiners in terms of observer data provided to SPC to over 60% – up from just 20% five years ago (see figure). The coverage rate for recent years may increase as additional

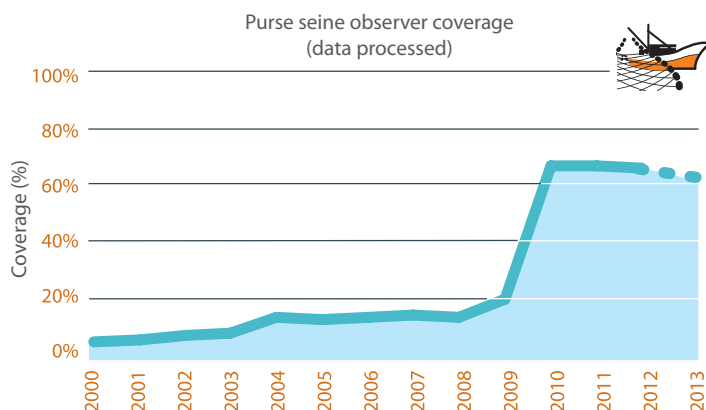
#### Creating employment for Pacific youth as fisheries observers

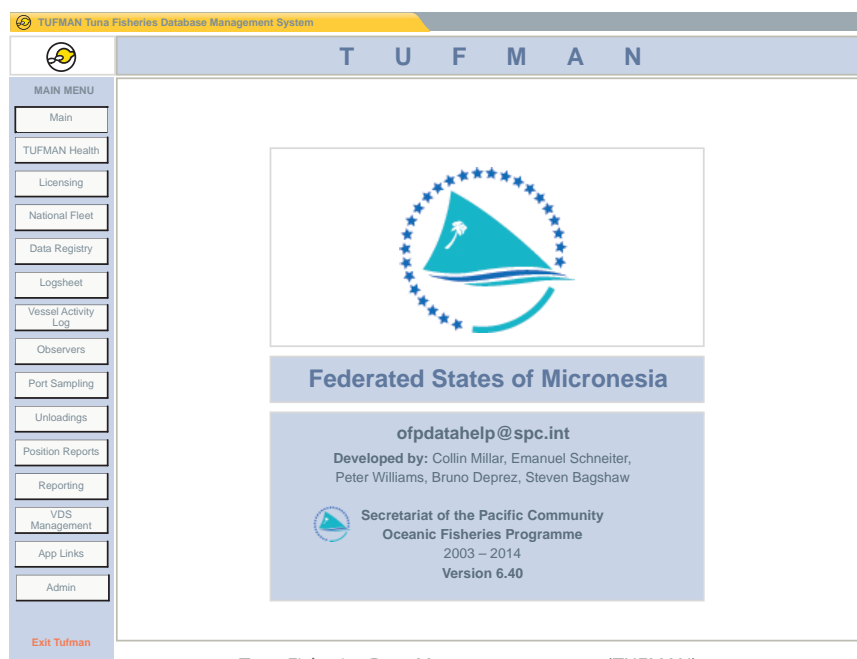
The training of observers – approximately 600 over the past 4 years – has made a significant contribution to youth employment in the fisheries sector in several countries. This work has been instrumental in raising the observer coverage on purse seiners in terms of observer data provided to SPC to over 60% – up from just 20% five years ago.

data are provided. With SPC's support, most Pacific Island domestic longline fleets now have over 5% coverage from observers. This increased coverage will reduce data falsification and enhance data reporting and fisheries management. To ensure data collection is consistent across the region, SPC has developed standardised data collection methodologies and forms, and is currently working on new electronic technologies to improve the quality and timeliness of data collection.

#### \* Managing the region's tuna data holdings with the Tuna Fisheries Database Management System

SPC continues to manage the region's tuna data holdings. The regional tuna database captures catch data from fishing operations provided on log sheets, observer data, sampling data from when vessels are unloaded, satellite-based vessel monitoring system (VMS) data, and tagging and other biological data. The maintenance of this centralised repository allows SPC to compile data sets for regional stock assessment and other analyses and provide scientific support to the Western and Central Pacific Fisheries Commission (WCPFC), the Forum Fisheries Agency (FFA) and subregional fisheries management arrangements. It also enables countries to examine the performance of vessels fishing in their waters. The Tuna Fisheries Data Management system (TUFMAN) is a database developed to enable PICTs to manage their national tuna fishery data. It allows entry, management and quality control of data and reporting. The tool is customisable to meet the specific needs of individual countries. TUFMAN forms a pivotal part of comprehensive national fisheries information management systems, now being developed as a collaborative effort by members, FFA and SPC. These systems are significant as they enable countries to link data of various types to better inform management and combat illegal, unregulated and unreported fishing in their EEZs.





Tuna Fisheries Data Management system (TUFMAN)

SPC also developed a tool for examining data, called the Catch and Effort Query System, which is a menu driven system that allows members to extract summaries (including maps) of the various types of fisheries data collected from fishing vessels. This information is important for managing domestic fisheries and for negotiating with foreign fleets for fishing access. The availability of these tools, as well as the training and other support, has allowed all SPC members to submit their national data to WCPFC by the 30 April deadline in each of the past two years. This work has been particularly beneficial for developing the capacity of women in Pacific Island fisheries administrations; 63% of participants at the last four Regional Tuna Data Workshops were women.

### ❁ Producing scientific analysis of oceanic fisheries data to provide scientific advice to countries as well as subregional and regional agencies to formulate appropriate conservation and management measures

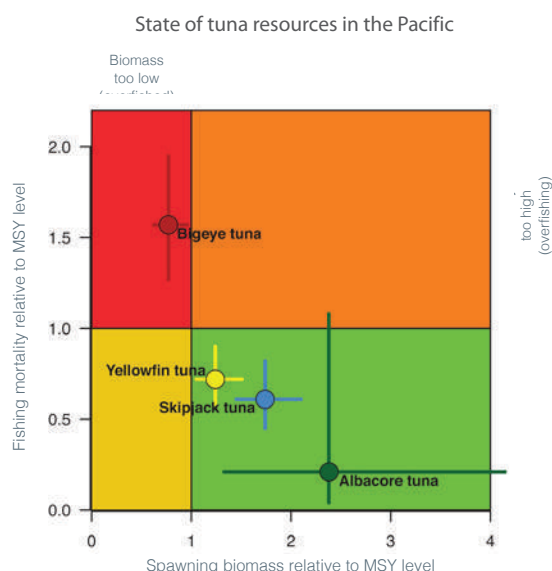
A 2012 independent review of this work concluded:

*'The stock assessment for big eye tuna in the [western and central Pacific Ocean] is based on state-of-the art methods and is analytically very thorough.'*

SPC is continuing long-term scientific analysis on the biology and ecology of fish and their environment. Studies of growth and reproductive cycles provide insights into how resilient fish populations are to fishing pressure. Tag and release studies provide critical information on fish movement and mixing, while examining stomach contents provides an indication of the reliance of tuna on different food sources. Ecosystem models

are developed from these studies to help predict how fish populations respond to changes in the environment from short-term events such as the El Nino Southern Oscillation and long-term events such as climate change. A focus of this work in recent years has been the development, with French collaborators, of a Spatial Ecosystem And Population Dynamics Model (SEAPODYM), which integrates fishery observations, knowledge of tuna biology and environmental variation to provide predictions of tuna abundance, distribution and fishery impacts at a high spatial resolution. Models can provide estimation of stock sizes, fishing impacts and the impact of environmental change for individual countries' tuna resources. The results of this work are now being used to inform national management plans and subregional discussions regarding the allocation of EEZ-based catch or effort limits.

SPC utilises the various fishery data and biological information described above to conduct regional assessments for the key tuna stocks and important billfish and shark species. These assessments provide scientific inputs to WCPFC for the development of conservation and management measures. Assessments are reviewed by WCPFC's Scientific Committee and by independent experts.



Over the past three years, assessments of all key tuna stocks, South Pacific swordfish, South Pacific striped marlin, and several shark species have been conducted



and accepted by the Scientific Committee. In addition to informing regional management processes, the stock assessments and other analyses also provide important information to help countries determine which management measures will provide the best economic return while ensuring sustainable resources, and SPC has provided support to PICTs in this process. Examples of this work conducted over the reporting period include: annual workshops for national fisheries staff to improve understanding of stock assessment results, development of country-specific websites to increase accessibility of stock assessment information, and country-specific reports on issues such as the impacts of the seasonal prohibition on the use of fish aggregating devices and

interactions between small-scale and commercial tuna fisheries. There is evidence of the positive impact that national tuna management plans are having on national revenue performance, for example in Vanuatu, where the annual revenue from tuna foreign license fees has more than quadrupled over the past decade from USD 700,000 in 2000 to USD 3,300,000 in 2013.

By providing scientific input into regional, subregional and national decision-making about this important fishery, SPC helps ensure the sustainable management of this resource for the region's food security, livelihoods and economic development.

### 3.1.2 Improved land, agriculture and forestry management



*SPC's Land Resources Division (LRD) is committed to supporting sustainable economic growth in the Pacific Island region through effective management of land, agriculture and forestry resources. Its aim is to improve food security, increase trade and assist Pacific communities to be more prosperous and healthy and manage their agricultural and forest resources in a sustainable way. To this end, LRD provides technical support, training, knowledge sharing and advice to both government authorities and communities in the following areas: agriculture and forestry statistics; economic analysis; animal health and production; conservation and use of plant genetic resources; plant protection and production; agroforestry; sustainable systems for agriculture, forestry and land management (including organics); agribusiness; biosecurity and trade facilitation; and climate change mitigation and adaptation.*

LRD's work spans each of SPC's three key development outcomes. During 2013–2014, this team's work achieved two results that enhanced resource management for economic growth in the Pacific:

1. Strategic policy development and economic analysis in support of policy decision-making; and
2. Enhanced capacity for more effective resource management through training, technical assistance and advice on sustainable land, agriculture and forest management.

These results are further explained below.

#### Strategic policy development and economic analysis in support of policy decision-making

During 2013–2014 SPC assisted the Niue Government in drafting Niue's Forest Management Plan. This plan, now endorsed by cabinet, is based on a national forest inventory and consultations with stakeholders. It provides the essential elements for the sustainable management of forests in Niue.

Similarly in Tonga, SPC assisted the government in developing a system for regulating the harvesting of sandalwood so that the resource can be managed on a sustainable basis and provide vital income to landowners. Sandalwood is a valuable resource, with trees often reaching USD 8,000–10,000 on the open market.<sup>6</sup> SPC also worked with Fiji in developing a new code for forest harvesting practice. This code is now being implemented and ensures that logging, both in native and plantation forests, has minimal environmental impacts, facilitating the quick recovery of residual trees after the logging operation is completed.

Through LRD's Food and Nutrition Security Programme, SPC worked with eight Pacific countries that are non-contracting parties to the International Treaty on Plant Genetic Resources for Food and Agriculture established by the Food and Agriculture Organization of the United Nations (FAO). Assistance was provided to countries on their cabinet submissions for ratification and accession to the treaty. Countries will be able to access diverse resilient crop varieties available in the multilateral system of the

<sup>6</sup> The current export price for sandalwood is at least USD 100,000/tonne.

treaty important for sustainable food security. Two countries (Marshall Islands and Tonga) have indicated willingness to ratify the treaty in the near future.

Sound economic analysis is a requisite to policy formulation. During 2013–2014, SPC provided technical assistance to conduct several cost–benefit analyses, including assessing:

- the potential viability of producing bele (a local variety of spinach) in Vanuatu, New Caledonia, Fiji, Solomon Islands and Papua New Guinea;
- the impact of transport costs on sugar cane profitability in Fiji; and
- the establishment of piggeries and the purchase of biogas digesters in Solomon Islands.

SPC also worked on a multi-agency initiative to train more than 50 government participants from agriculture, fisheries, infrastructure and finance ministries in Palau, Vanuatu and Solomon Islands in the use of cost–benefit analysis.<sup>7</sup> Training of this kind has improved policy development.

In the area of statistics, SPC has contributed to the update of the national minimum development indicators for agriculture, which provide a core set of indicators for countries to monitor the importance of agriculture and its impact on Pacific communities. Missions were conducted in Tuvalu and Nauru to work with a wide group of stakeholders for the collection and analysis of agricultural statistics. SPC's LRD and its Statistics for Development Division (SDD) worked to design new household income and expenditure surveys (HIES) for the collection of national statistics. The new surveys will ensure timely collection of quality statistics which can be compared at a regional level.

✱ **Enhanced capacity for more effective resource management through training, technical assistance and advice on sustainable land, agriculture and forest management**

The work of SPC has significantly contributed to development of capacity for effective management of land, agriculture, and forestry resources in the Pacific.

Training workshops are reinforced with the provision of ongoing targeted technical support, the provision of appropriate country-specific manuals, the establishment of demonstration plots and the provision of planting material for priority tree species. During 2013–2014, SPC published three manuals (on soils, crop margins and

crop suitability maps) for Fiji. These manuals are currently being used by the Ministry of Agriculture to improve land use management. At the same time, SPC is supporting agroforestry demonstration farms in Fiji to exhibit good land management on sloping plots. Furthermore it has signed a material transfer agreement with Fiji, Tonga, Vanuatu and Papua New Guinea to facilitate the supply of planting material for tree species to member countries.

Over this reporting period the team trained:

**23 senior staff** in policy-making government agencies from seven countries in forest policy analysis and formation;

**400 Fijian farmers in soil**, seed and seedling technology;

**45 Ni-Vanuatu and Fijian farmers and extension officers** in agroforestry;

**41 Fijian and Samoan forestry staff** in tree seed technology;

**60 Fijian extension officers** in soil management;

**15 Ni-Vanuatu forestry staff** in forest inventory;

**4 staff from Vanuatu, Tuvalu and Samoa** in tissue culture and virus indexing technology;

**70 extension officers, women and youth groups, teachers and students** in Marshall Islands in transplanting of tissue culture plantlets; and

**50 agricultural staff in Fiji, Tonga, Samoa, Vanuatu, Kiribati and Solomon Islands**

in climate change and food security vulnerability and adaptation analysis, including 15 LRD staff, to support SPC LRD/United States Agency for International Development (USAID) project.

<sup>7</sup> Partners included the Secretariat of the Pacific Regional Environment Programme (SPREP), the Pacific Islands Forum Secretariat (PIFS), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the University of the South Pacific (USP) and the United Nations Development Programme (UNDP).

### 3.1.3 Improved management of deep sea minerals



*Deep sea minerals (DSM) can significantly contribute to economic growth in many PICTs. Prudent management of revenue and benefits emanating from deep sea mining is necessary for PICTs to realise long-term sustainable economic development and well-being. Similar to other natural resources, DSM can stimulate growth in other sectors of the economy and contribute to improved standards of living, poverty alleviation and healthy Pacific communities.*

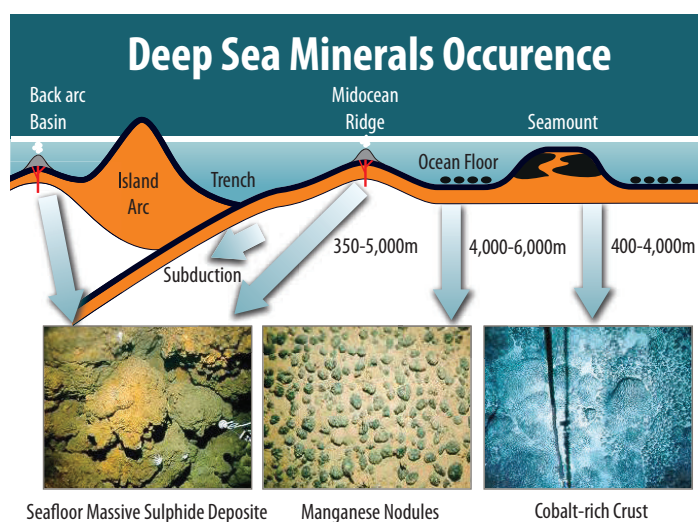
The DSM work of SPC's Geoscience Division is supported by the European Union. This project is providing relevant assistance to strengthen governance systems and the capacity of Pacific members of the African, Caribbean and Pacific Group of States (ACP) through:

- development of sound regional and national legal frameworks;
- training workshops and other capacity building initiatives; and
- sharing of relevant DSM information with all stakeholders.

All DSM activities are performed in collaboration with relevant government agencies and partners. In 2013–2014, SPC's work has contributed to two major result areas: a) improved law for regulation and management of deep sea minerals across the Pacific; and b) strengthened capacity for managing deep sea mineral exploration in the Pacific. These results are briefly outlined below.

#### ❁ Improved law for regulation and management of deep sea minerals across the Pacific

The development and enforcement of national DSM policy, law and regulations is vital. This enables Pacific Island nations to regulate DSM activities within their respective jurisdictions, as well as in the international seabed area. Over the last 18 months SPC, working with members, has developed a DSM policy guide and 'model law' template that have been adopted across the Pacific. SPC is also working on drafting seabed minerals bills and regulations with Niue, Tuvalu, the Federated States of Micronesia and Marshall Islands. Furthermore, it is currently reviewing draft versions of environmental permitting regulations for Cook Islands (to include DSM), and the national seabed mineral policies of Vanuatu, Federated States of Micronesia and Kiribati. To strengthen long-term Pacific capacity in protecting these vital minerals, SPC's DSM initiative has trained law graduates and government lawyers under the project's legal internship programme. It also promotes the internship through universities. To date, the project has successfully trained 25 legal interns (14 females and 11 males) from 11 Pacific Island countries.



*'The Deep Sea Minerals Project has significantly increased knowledge and awareness about deep sea minerals and it has also helped to identify gaps in the legal and regulatory regime of my government, especially weaknesses in our institutional and human capacity.'*

Ambassador Gerson Jackson of Federated States of Micronesia

#### ❁ Strengthened capacity for managing deep sea mineral exploration in the Pacific

The Pacific is now a region that needs to be taken seriously by bodies such as the International Seabed Authority. SPC has worked across the region alongside Pacific Island governments to raise awareness and capacity for the effective management of deep sea minerals. Over the last 18 months, the team has conducted four regional training workshops on different DSM thematic areas attended by representatives of government, international and national organisations, civil society organisations, the private sector and local communities. Technical and financial support has been provided for national and local DSM stakeholder consultations and awareness in Solomon Islands, Papua New Guinea, Cook Islands and Vanuatu. Furthermore SPC has helped formulate Fiji's International Seabed Minerals Management Decree 2013 and reinforced capacity building efforts through ongoing networking, publications and updates.

## 3.2 Expanding Pacific trade for economic growth

*SPC is working with PICTs to increase exports to international markets. Exports play a vital role in development as they pave the way for increased income and employment and produce foreign exchange reserves to finance development plans. Traditionally, many Pacific Islands have relied on a narrow range of export commodities with limited value addition. Small-holder production and export of agricultural commodities such as copra, cocoa and coffee are common, however these are frequently subject to volatility in commodity markets resulting in unstable export earnings. As a result, small-holder production often drops quickly when international prices fall.*

SPC works with PICTs to sustainably increase Pacific trade. It works across the spectrum, providing specialist technical assistance in production and biosecurity, processing and certification, and business and marketing, as well as capital expenditure assistance for equipment, machinery,

seedlings and packaging. Key achievements during the last 18 months include: a) increased exports from small and medium enterprises and b) improved plant and livestock health, meeting biosecurity and export standards. These results are briefly explained below.

### 3.2.1 Increased exports from small and medium enterprises



SPC has been working with Pacific countries to fuel economic growth by strengthening and promoting the export capacity of small and medium enterprises. The IACT (Increasing Agricultural Commodity Trade) project works with 42 small and medium sized enterprises across 15 Pacific Island countries.<sup>8</sup> This initiative works to: a) strengthen national systems and frameworks, b) develop trade capacity, and c) increase private sector competitiveness and access to international markets. In this work, SPC is employing a 'value chain' approach. This approach encompasses the entire process of production from raw material to final products. It includes production, processing and value-adding, marketing, and meeting biosecurity and export standards. This work has contributed to a marked increase in exports over a three-year period. A survey of 26 Pacific enterprises supported by the project provided an indication of its impressive achievements:

- The number of jobs in the 26 enterprises has increased by 25%;
- The number of farmers participating in the initiative has increased by 54%; and
- The combined export revenue from these enterprises has increased by 19% over the three-year period from FJD 9.2 million to FJD 11 million (see inset graphs).

*'...we are very happy that our Fiji-grown products have begun to capture a small share in the vast and expanding USA market.'*

Bula Island Food Supplies, General Manager,  
Khushboo Sharma.

Evidence from a recent survey of seven Fiji businesses further illustrates the results of SPC's IACT engagement. The seven businesses reported:

- Combined total sales revenue increased by 8% (total revenue increased by FJD 2.5 million);
- The number of export markets increased from nine in 2009 to eleven in 2013;
- The number of different products sold increased from 21 products in 2009 to 41 products in 2013;
- SPC-assisted enterprises have hired an additional 96 employees between 2009 and 2014 (a 52% increase); and
- The farmers supplying these enterprises have employed an additional 43 employees (an increase of 18%).

The examples below illustrate the outcomes of this work for Fiji exports.

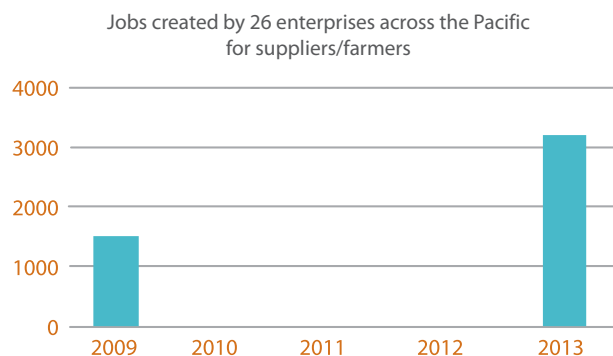
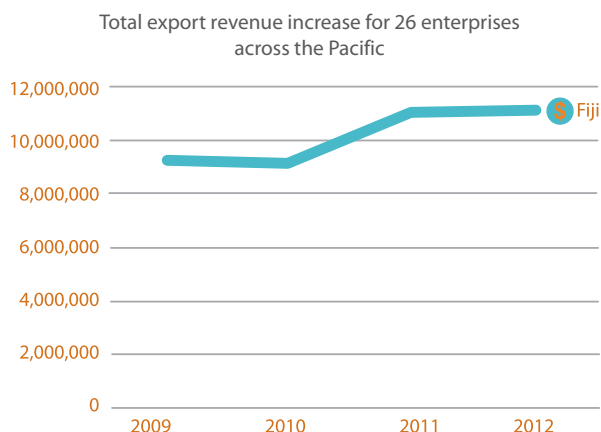
**Opening up exports to the USA.** Support to Fiji's Bula Island Food Supplies LTD (an export-oriented agricultural enterprise) has boosted the company's export volume from 457 tonnes to approximately 720 tonnes in two years. It also helped the company send its first consignment of around 13 tonnes of frozen vegetables, fruits, root crops and fish to the United States. Five similar shipments are expected to be sent by the end of 2014.

**Organic certification scheme opens new markets for new products.** SPC's work with the regional Pacific Organic and Ethical Trade Community has led

<sup>8</sup> The IACT project is funded by the European Union. The 15 countries are: Cook Islands, Federates States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Timor Leste, Tonga, Tuvalu and Vanuatu.

to the introduction of a new form of organic certification. Participatory guarantee systems (PGSs) are low-cost, locally managed organic guarantees, making them more accessible for small holders. Through implementation of a PGS, the island of Cicia has recently become the first certified organic island in the South Pacific and has secured niche markets in virgin coconut oil through Sofitel Resorts in Fiji. The island's producers are also exporting to Korea. A second PGS established with youth in Sabeto

has recently secured a market in organic papaya. This will be the first organically certified papaya from the Pacific. The development of an online portal and manual on 'Pacific Agriculture and Forestry Value Chains' reinforced the work on increased trade. The online portal offers reliable, up-to-date information and advice. Training, technical input and tools like these have led to an improved understanding of the value chain and greater commercial production across a range of products throughout the Pacific.



### 3.2.2 Improving plant health and meeting biosecurity and export standards



A major element of SPC's contribution to Pacific trade is providing phytosanitary and biosecurity support to Pacific nations in controlling or eradicating pests that threaten valuable export crops, as well as technical assistance in meeting safety standards in export markets. Examples of this work, from across the Pacific, are described below.

**SPC scientists support Pacific countries in regional biosecurity.** SPC provides training in pest awareness, updates the pest status of each member country and provides expert scientists to carry out pest surveillance. As a direct result of biosecurity training, officers are better equipped to carry out the necessary surveillance and eradication work in their respective countries.

A good example of the importance of this work was the infestation of the Oriental Fruit Fly in Cook Islands during 2013. The Oriental Fruit Fly is one of the most destructive fruit flies in the world, causing huge economic losses to food production annually. With a host range of over 117 plant species and a record of attacking up to 95% of fruits in a single crop, this pest could have had considerable economic impact on the economy of Cook Islands and beyond.

During 2013, an entomologist, a biosecurity officer and a biosecurity technician were deployed to Cook Islands to

support an emergency response. SPC provided assistance with purchasing requisite chemicals and equipment to enable trapping systems and to facilitate an intensive eradication campaign. With the combined expertise of SPC and the Ministry of Agricultural technicians, three methods of eradication were put into place. The result of this work has been the eradication of Oriental Fruit Fly from the island of Rarotonga since September 2013. Furthermore, no Oriental Fruit Flies have been recorded in the Aitutaki group of islands since early 2014. Another example from Niue is summarised in the box.



Niue honey is now free from European Foul Brood. As a result, in 2013 Niue exported **13,340 kg** of Biogro NZ certified organic honey to New Zealand, earning revenue of **NZD 66,700**.



**Soil management and breeding improved varieties to increase crop production.** Taro is an important crop in Samoa for both food security and export. Prior to the leaf blight outbreak in 1993, which devastated both local and export markets, taro exports provided over half of Samoa's foreign exchange earnings. SPC has since been working with the Government of Samoa in reviving the Taro industry, to maintain food and nutritional security, and boost the industry's capacity to supply taro competitively. Part of this work includes addressing the issue of declining soil fertility in collaboration with the Australian Centre for International Agriculture Research and Samoa's Ministry of Agricultural and Fisheries to identify the best soil management practices to maintain healthy soil and increase yields. At the same time, SPC's Centre for Pacific Crops and Trees (CePaCT) has led a breeding programme to produce taro varieties tolerant to leaf blight. Taro exports have resumed, but the taro industry's capacity to be successful is limited by a shortage of readily available planting material. SPC's collaboration with Samoa also developed a rapid multiplication system using sterile laboratory techniques for producing good-quality planting material for taro. As a result, new and improved taro breeding lines are currently being mass propagated for selected commercial farmers to boost the exports of taro.

**Supporting Pacific countries to meet export market standards and requirements.** Seafood processing is becoming an increasingly important sector in Papua New Guinea. Over the past five years, employment in the sector has grown rapidly from 5,370 persons employed in 2009 to 8,255 in 2014, of which 70% are women. Over the same period the total quantity of seafood that PNG exported to the European Union has increased six-fold, resulting in an increase in revenue from USD 12.5 million to USD 181 million in three years.

As 80–90% of Papua New Guinea fisheries products are destined for foreign markets, maintaining the success of

the country's fisheries sector will rely on its ability to keep these markets open. The EU has emerged as a particularly attractive market for canned sea food and cooked tuna loins, however it has rigorous standards for sanitary inspections and catch documentation. In addition, the EU's market regulations change frequently. Failure to maintain accreditation would result in immediate loss of access to the EU market.

Since 2011, SPC has been working with Papua New Guinea's National Fisheries Authority to implement recommendations of a review into food safety standards. SPC worked with the National Fisheries College to build its capacity through the delivery of thermal process operational training for fish canning operations and providing mentoring to fish inspectors in thermal processing. SPC also provided technical assistance and training to the five major seafood canneries in PNG, assisting them with meeting international standards for safe food processing such as HACCP (Hazard Analysis and Critical Control Point) and ISO 22000 Food Safety Management Systems, and with internal auditor training. Notable progress has been made since SPC's assistance begun in 2011. The National Fisheries Authority has maintained its status as competent authority, and a food testing laboratory was accredited in November 2013. Employment in the seafood processing sector has increased by just under 2,500 employees, their total revenue by USD 94 million, and three of the seafood processing companies have been accredited for exporting to the EU market. This work has produced many useful lessons that SPC can adapt to help other PICTs develop their seafood processing sector – most notably in Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Samoa, Solomon Islands and Vanuatu, where lessons from Papua New Guinea are already applied. In addition SPC also provided training to PICTs in terrestrial and aquatic disease reporting, which resulted in the PICTs maintaining EU market access for giant clams and ornamental species.



*'There is a strong and urgent need for updates and improvements in the areas that SPC has covered; there is also a critical need for sustainability and maintenance of all those knowledge and capabilities in the light of the stringent requirements from the buyers and the importing countries from time to time. The assistance that SPC has provided, therefore, will go a long way in improving the current capabilities and in the awareness that need to be sustained all the time as we are dealing in a critical commodity which is food.'*

Pete Celso, Managing Director of RD Tuna Canners LTD in PNG

### 3.3 Developing a more qualified workforce

An educated workforce is crucial to economic development. SPC's SPBEA (Secretariat of the Pacific Board for Educational Assessment) team contributes to developing quality standards across the Pacific with a view to raising educational standards and helping students progress onto higher education or compete for jobs. Two key results during the last 18 months have contributed to supporting PICTs in building a smarter, more educated workforce: a) the development of a register of qualifications and standards in the Pacific to facilitate benchmarking and labour mobility; and b) the nationalisation of the Form 6 Pacific Senior Secondary Certificate. These are briefly explained below.

#### 3.3.1 The development of a register of qualifications and standards in the Pacific to facilitate benchmarking and labour mobility



*'The introduction of the PRQS... had brought a real sense of international frameworks and standards to the Pacific. It is the most significant development in higher education throughout the Pacific since the establishment of USP in 1968.'*

Dr Steve Currow, Principal of Fulton University College

The quality of education varies significantly across the Pacific region, resulting in varied and sometimes poor-quality learning outcomes. SPC's 2012 Pacific Island Literacy and Numeracy Assessment of 14 countries showed that 70% of year 6 pupils have not mastered regional standards in literacy and 50% have not mastered regional standards in numeracy. SPC administers the literacy and numeracy test in response to a directive from the education ministers of Pacific Islands Forum countries to enable national and regional performance benchmarks by which to measure how students, schools and countries perform in this area. In addition, it established the Pacific Register of Qualifications and Standards (PRQS) – covering basic, primary, secondary, technical and vocational education and higher education – to enable benchmarking of national qualifications against international standards and qualifications. As of 2014, the database is operating, guided by a Pacific Quality Assurance Framework.

The outcomes of this work are clear. The PRQS project has supported the development of national qualifications frameworks in all Pacific Island countries. Fiji, Samoa, Vanuatu, Tonga and Papua New Guinea have well established systems but regularly receive support through quality audits and advice. Furthermore, the process has encouraged more rigorous quality assurance processes in country through quality audits, and has provided decision-makers with comparable qualifications at regional level. Agreements have been made on the registering of professional occupations and licensing authorities for Tier 1 occupations (as categorised in the Pacific Island Countries Trade Agreement [PICTA]) such as teachers, nurses, and engineers, and work is in progress to look at Tier 2, which includes various trades. To date, 29 accredited qualifications and 50 providers from Tonga, Samoa and Fiji are registered. Of these, 24 providers are in Fiji, and 21 of the qualifications are national trade qualifications. This facilitates international recognition of country qualifications and mobility of learners/workers between countries.<sup>9</sup>

*'The PRQS has lent support to the development of the Fiji Qualifications Framework (...) for the ultimate purpose of achieving regional recognition, and thereafter, international recognition of Fiji's qualifications.'*

Salote Rabuka, Director of Fiji Higher Education Commission

<sup>9</sup> The Pacific Quality Assurance Framework (PQAF) has been referenced against the European Association for Quality Assurance Agencies, the International Network of Quality Assurance Agencies for Higher Education and the Asia Pacific Quality Network.

### 3.3.2 The nationalisation of the Form 6 Pacific Senior Secondary Certificate

---

The Pacific Senior Secondary Certificate (PSSC) was a qualification awarded by SPC's SPBEA to high school students in the Pacific since 1989. SPC has been working with Pacific Island governments to design, develop and administer their own qualification to enable greater national ownership and accountability. Over the last 18 months, Kiribati, Vanuatu, Solomon Islands, Tuvalu and Tonga have nationalised their PSSC. There is evidence of strengthened capacity and full ownership at national level. Countries now develop their own, appropriate, national-level certificates.

Forty examiners and moderators have the capacity to produce Form 6 examinations papers. More than 7,000 students have sat the new Form 6 examinations since nationalisation. This has enabled SPC to address quality issues in other areas that impact education quality and therefore workforce quality – governance, curriculum, and pedagogy.

## 3.4 Strengthened infrastructure for economic growth

*The Pacific region is characterised by remote islands, with a high cost of doing business. Developing infrastructure – in particular safe, reliable transport and access to affordable energy – is essential to drive sustainable economic growth. So too, is improving coastal management and defining national maritime boundaries so that PICTs can have full jurisdiction over their sea resources such as fisheries, seabed mining and maritime transport. SPC's Economic Development Division (EDD) and Geoscience Division provide SPC Pacific Island members with specialised technical advice, exploiting economies of scale and providing services that improve infrastructure with a view to facilitating sustainable growth in the Pacific.*

### 3.4.1 Supporting transportation across the Pacific

---



Transport is essential to economic development in the Pacific. It supports the growth of productive sectors such as agriculture, fisheries and tourism. Good leadership at the highest level, both nationally and regionally, is crucial to establishing plans to create an enabling environment for improved regional transport services in the long term. In their 2004 declaration,<sup>10</sup> Pacific Islands Forum Leaders called for improved coordination and delivery of safe, secure and competitive regional transport services. In response, Pacific Island governments, together with their partners, developed the regional Framework for Action on Transport Services. Coordinated by SPC, the framework provides guidance to PICTs to enhance national efforts and achieve safe, reliable and affordable transport services. In this regard, SPC's Transport Programme has focused on supporting PICTs in addressing maritime transport challenges and meeting international standards and requirements. SPC is the only regional agency dealing with maritime matters in the Pacific region. Its core regional services include:

- Provision of technical, legal and policy advice on transport issues;
- Assistance to countries to maintain compliance with international maritime obligations;
- Building capacity of PICTs to meet international maritime safety and security requirements and enhance transport services;
- Monitoring and evaluation of transport development in the Pacific region;
- Provision of transport statistics, information and networking; and
- Provision of inter-agency coordination and secretariat services.

Following are some key contributions that SPC's Transport Programme has made to Pacific development outcomes over the last 18 months.

---

<sup>10</sup> Forum Principles on Regional Transport Services.



### ❁ Improved reliability of shipping services to small island states

The call by Pacific leaders for improved international, regional and domestic shipping services led to the formation of the Central Pacific Shipping Commission (CPSC) in 2013. The commission, brokered by SPC, was developed to address shipping issues in smaller PICTs. CPSC comprises Kiribati, Marshall Islands, Nauru and Tuvalu. The commission helps these countries address significant development barriers through collectively improved access to international trade markets, more regular shipping of essential goods and reduced freight rates thanks to more efficient shipping methods and economies of scale. CPSC also facilitates public-private dialogue on improving maritime shipping. Once the commission was up and running, SPC's Transport Programme strengthened it by helping it issue entry assurance certificates (EACs) for commercial carriers in the region. Carriers awarded an EAC are required to fulfil the requirements of the agreements and provide services to internationally accepted standards. To date, CPSC countries have benefited from a higher frequency of ships and more competitive freight rates. Moreover, there is evidence of improved shipping services to remote islands in Kiribati and Marshall Islands.

*'It is through the Central Shipping Commission [...] that we could enjoy cheaper freight rates and consumers will be able to save a bit more money from their trips to the supermarket.'*

President Baron Waqa, Nauru

### ❁ Ensuring efficient and safe movement of cargo

The International Ship and Port Facility Security (ISPS) Code sets the international security standards for ships and port facilities. Failure to comply with the ISPS Code has repercussions for ships and ports in terms of travelling and docking at international ports. This has critical implications for international trade as it leads to fewer trading opportunities and shortages of essential supplies. SPC's Maritime Transport Audit Programme works with PICTs by conducting a series of audits that help ports identify deficiencies and ensure that they are addressed. The audits are initially conducted by SPC auditors; however, training is also provided to local staff to become certified lead auditors, which provides local capacity building and paves the road towards sustainable local solutions. Port efficiency together with affordable and reliable shipping are critical to trade facilitation and economic growth in PICTs; in particular they enable it by ensuring safe storage and efficient transport of perishable agricultural and marine produce.

#### Ensuring compliance with international port security standards:

*From July 2013 to June 2014, the SPC Transport Programme team conducted ISPS Code audits in Cook Islands, Federated States of Micronesia (all states), Niue, Papua New Guinea, Marshall Islands, Samoa, and Tonga. Following completion of the audits, reports are submitted to the state agencies highlighting areas of non-compliance (if any) that need to be addressed to meet ISPS standards.*

### ❁ Improved safety and security for seafarers

In small island states the economic contribution of seafarers to the local economy is critical to national development. In Tuvalu and Kiribati for example, remittances from seafarers make up 30% and 25% of gross national product respectively.

To ensure the safety and security of seafarers, it is important that small island states comply with international standards, such as the Standards for Training, Certification and Watchkeeping (STCW). The STCW Code sets out training requirements for maritime training institutes and minimum competency requirements to enable governments to issue seafarers certificates. Failure to comply with the STCW Convention and Code prevent PICT seafarers from being certified to work on international ships. SPC's Transport Programme offers technical assistance to PICTs to review and amend and/or update legislation in line with the 2010 Manila Amendments to the STCW Convention and Code. As a result of SPC assistance, Tuvalu became the first Pacific Island nation to pass amended legislation addressing the 2010 STCW amendments, and Kiribati's revised legislation was endorsed by government in early 2014. This updated legislation will ensure seafarers continue to be eligible to work on both domestic and foreign vessels.

### ❁ Hydrographic surveys in support of maritime trade and safety of navigation

The Safety of Life at Sea Convention is progressively requiring passenger vessels (2014), tankers (2015), and cargo vessels (2016) to use electronic navigations charts. The seabed of all areas and ports visited by these vessels will need to be mapped to international hydrographic standards in order to modernise the marine charts used for navigation. There have been very few hydrographic surveys in the PICTs since the Second World War, and some nautical charts have not been updated for more than 100 years. Not having modern navigational charts will result in significant economic harm to PICTs' economies as maritime transport is a lifeline for these states. For example, a recent study by SPC highlighted that every dollar invested in hydrographic services in Vanuatu would provide a return of at least 91 dollars through the continuance and expansion of cruise ship tourism in the country.

In response to a mandate by the Pacific Ministers of Energy and Transport in April 2014, SPC formed a dedicated

unit with modern specialised equipment to provide hydrographical services to map the PICTs' seafloors and produce nautical charts. Vanuatu is the first country to benefit from this service. Four areas have now been surveyed and new charts are currently being finalised through the support of the United Kingdom Hydrographic Office, which will significantly improve navigational and maritime safety in Vanuatu. Building on current work in Vanuatu, a five-year Regional Pacific Navigation Initiative was created in July 2014 with the aim of developing up-to-date navigation charts for safe and reliable passage through Pacific waters. New Zealand is investing NZD 5 million towards this initiative, which will initially focus on Tonga, Cook Islands, Niue, Samoa, and Tokelau. The initiative will comprise hydrographic risk assessments in PICTs, regional hydrographic capacity building initiatives through Land Information New Zealand and SPC to provide training and up-skilling of local technicians in hydrography and maritime safety information, and development of hydrographic surveys and mitigation measures in key areas of maritime risk.

## 3.4.2 Supporting energy infrastructure and analysis



Energy security is vital to PICTs' social and economic development. A key challenge in the energy sector is the region's heavy reliance on fossil fuels, with resulting economic and environmental effects. About 70% of the region's ten million people still do not have access to electricity, and the electricity that is supplied is mostly generated from fossil fuels. In fact, fossil fuels were the source of 95% of total Pacific energy supply in 2006. This heavy dependence means that PICTs are highly exposed to worldwide price volatility.<sup>11</sup> Given the physical distances, the lack of economies of scale and the weak PICT economies, affordability is a major challenge. To assist countries in addressing their energy needs, SPC's energy programme focuses on delivering the following regional services:

- Coordination of the implementation of the Framework for Action on Energy Security in the Pacific;
- Provision of technical, legal and policy advice on energy issues;
- Improvement of energy efficiency;
- Development and synchronisation of standards across the region;
- Provision of petroleum advisory services to PICTs;
- Capacity building in PICTs and provision of energy statistics, information and networking; and
- Monitoring and evaluation and applied research.

Key results from SPC's Energy Programme are briefly explained below.

### ❁ New energy plans developed by Fiji, Marshall Islands, Palau, Solomon Islands and Nauru

A core component of SPC's Energy Programme has been to provide technical assistance to PICTs for the revision and/or drafting of national energy policies and plans. National energy plans set out actions and targets needed to support the economic and social development needs of a country. SPC worked with countries to review policies and plans and develop recommendations in key areas such as investments in renewable energy technologies, improving energy efficiency, allocations in national budgets for purchasing of fossil fuels based on future price predictions, national energy data collection and energy financing. Between July 2013 and June 2014, SPC's team provided support to six Pacific Island countries, including revised national plans for Fiji, Marshall Islands, Palau, and Solomon Islands that were submitted for government endorsement. As a result of collaboration with SPC, GIZ and the International Renewable Energy Agency, the Nauru government endorsed its Energy Roadmap in June 2014.

*Renewable electricity supplied to **7500 people**.*

*One recipient commented: 'The solar system has allowed me to continue my handicrafts at night. I am also able to charge my mobile phone and contact the mainland for supplies or medical assistance if needed.'*

<sup>11</sup> Forum Principles on Regional Transport Services.

### ❁ Increasing renewable energy supplies in Federated States of Micronesia

A key achievement during 2014 has been the revitalisation of the Nanpil Hydropower plant in Pohnpei, Federated States of Micronesia. The hydropower plant, built in 1986, had been non-operational for some time. The rehabilitation work, undertaken through a partnership between SPC and the European Union,<sup>12</sup> started in 2013 and was completed in 2014. The completion of this initiative has contributed an additional 0.725 MW of renewable energy to the national energy production reserves serving 34,000 people in Pohnpei. This work has helped the country progress towards its policy target of 30% total installed renewable energy capacity. A 100 kW grid-connected photovoltaic system is also installed in Kosrae, increasing the renewable energy contribution to about 32% of the installed capacity. In Chuuk, stand-alone solar systems producing a total of 63 kW have been installed at eight sites in the outer islands, providing electricity to 10 schools and 5 health centres. The installation of micro-grids on five outer islands of Yap has increased access to electricity there by 17%. These interventions have made it possible to avoid 1,239 kg of CO<sub>2</sub> emissions, which is equivalent to saving about 685,000 l of diesel.



for PICTs are twofold. Firstly the energy efficient items are more expensive, and awareness needs to be created regarding the long-term benefits of savings gained. Secondly, an enabling environment needs to be created to encourage energy efficiency labelling and programmes.

SPC's work on the Pacific Appliance Labelling Standards (PALS) programme is an important initiative to help create that enabling environment. The programme is currently operating in 11 PICTs. At the 2013 annual steering committee meeting, PALS countries agreed on a regional approach

to drafting necessary legislation and regulations to support performance standards and energy labelling. SPC convened country consultations and provided technical assistance to review and amend relevant existing national legislation and develop new legislation. So far, Cook Islands, Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu have all approved the drafting of national legislation and regulations that ensure that major electrical appliances meet enforceable performance standards and that energy rating labels inform consumers of energy efficiency. Efforts in this area are just beginning. However, if a similar standards and labelling programme was extended to 14 PICTs, it is estimated that electricity use in 2025 could be reduced by approximately 12%. This would produce energy savings estimated at between USD 582 million and 895 million over a 15-year period.

### ❁ Electrification of 1500 households on 14 atolls in Marshall Islands

Nearly 14% of the population of Marshall Islands live in outer island atolls and do not have access to basic electricity services. SPC, through its Energy Programme, has been supporting the Marshall Islands government with its national priority of providing access to remote populations through the purchase of solar home systems. As a result of this work, 1500 households on 14 low-lying atolls have recently been provided with electricity using solar home systems. Electricity has enabled them to have access to light and communications. This initiative has contributed to Marshall Islands meeting its national energy policy target of 95% electrification of rural outer island households by 2015.

### ❁ Supporting energy efficiency through labelling and standards

With the increase in global prices of fossil fuels over the years, PICTs are concerned with reducing their dependence on expensive and limited imports. Household appliances such as refrigerators and lights account for the highest percentage of total household use. Therefore, programmes that promote the use of more efficient appliances through energy performance standards and product labelling have an important role in reducing fossil fuel use. The challenges

### ❁ Exploring the Pacific's potential for harvesting energy from waves and tides

SPC's Geoscience Division has broad expertise and specialised instruments for physical oceanography and geodesy. One area that the team is currently exploring is the potential to harvest wave energy in the Pacific. Three 35-year high resolution wave hindcasts (from Tongatapu in Tonga, Samoa and Rarotonga in Cook Islands) are being used to evaluate the potential benefit of harvesting wave energy.<sup>13</sup> An analysis of the model shows the locations of high wave energy, most favourable for harvesting energy. Research indicates that there are some locations, for example in Tonga and Fiji, where countries could greatly benefit from wave energy harvesting.

<sup>12</sup> NorthREP is an EU-supported multi-country project that provides energy support to Federated States of Micronesia, Marshall Islands and Palau. It aims to improve the overall efficiency of the energy sector through energy efficiency and grid-connected renewable energy, and to increase access to reliable renewable electricity services for remote populations in Marshall Islands and Federated States of Micronesia.

<sup>13</sup> The hindcasts were generated as part of the Wave and Coasts in the Pacific (WACOP) project, which seeks to improve understanding of regional wave dynamics and their influence on shoreline processes.

### 3.4.3 Improving coastal management and defining maritime boundaries



*Sound coastal management is necessary to PICT economies as it supports sustainable tourism, coastal development and shipping, among other sectors. Many SPC teams contribute to this area of work.*

#### Numerical models support improved coastal management in Cook Islands

A model of Aitutaki lagoon developed by the SPC geoscience team has been used to investigate the impact of new designs for a shipping channel. Aitutaki, a Cook Islands tourism hot spot, features an enclosed lagoon that is only accessible through a narrow and shallow navigational channel. The potential for economic growth is, in part, constrained by the limited port handling capabilities and the costs associated with unloading containers. Vessels currently have to remain offshore while goods are unloaded and transported by barge to Arutanga Port. Plans to deepen and widen the entrance channel would reduce shipping costs and boost the number of visiting tourist yachts. Since the first model for Aitutaki was developed in 2010, SPC has worked with the Cook Islands Government to investigate five designs for channels and wharves. The latest design, tested early this year, satisfactorily minimised the impact of widening and deepening the channel. This is a good example of the use of numerical modelling for coastal management purposes.

#### Defining maritime boundaries enabling PICTs to protect their natural resources

SPC's regional maritime boundaries team provides data and support to PICTs to map the limits of their territorial sea and protect their natural resources. This includes contiguous zones (24 nautical miles), exclusive economic zones (200 nautical miles) and the continental shelf (200 nautical miles), and where applicable, the extended continental shelf. In addition, the team supports bilateral negotiations between countries with overlapping exclusive economic zones to resolve and settle outstanding maritime boundaries in the form of formal and legal treaties. Formalised boundaries provide legal foundation and the essential framework under International Law of the Sea for various purposes, such as fisheries management, seabed mining, and maritime transport and trade. This allows for improved ocean governance and management of resources within national jurisdiction. Currently, 50% of all boundaries have been defined in the region. Kiribati signed a maritime treaty with the United States for three boundaries at the Pacific Islands Forum Leaders Meeting in Majuro in September 2013.

President Tong of Kiribati at the Pacific Islands Forum Leaders Meeting in 2013:

*'This signing of the Maritime Boundary Delimitation Agreement between the Government of the United States and my country signifies the vital importance of clearly establishing the national limits of jurisdictions [...] This marks the final maritime treaty to be signed by Kiribati with her neighbouring states. I am immensely proud of this milestone that my country has taken in finalising her maritime jurisdiction to enhance her management and governance over its ocean resources.'*

## 3.5 Accessible statistics for evidence-based policy that enables economic growth

*Well informed decisions are sound decisions. SPC's work in statistics supports PICTs' need to have the best 'business intelligence' to support policy development and decision-making. Accordingly, systematic collection and management of statistical data, and informed decision-making are key enabling factors for attaining sustainable economic growth across all sectors. SPC's Statistics for Development Division provides specialised technical support across the region in the collection and analysis of statistics to enable evidence-based planning and decision-making, realistic benchmarking and the provision of data to monitor progress against PICTs' national development objectives, including inclusive and sustainable economic growth.*



### 3.5.1 Improved access to national and regional data



As requested by Pacific Leaders in the Pacific Plan, SPC developed the Pacific's regional statistics database: the National Minimum Development Indicator (NMDI) database. Designed as a one-stop shop, this database provides users with easy access to statistics and indicators across major sectors. The database contains over 200 indicators which provide an accurate and comprehensive snapshot of the state of development or 'health' of specific sectors of each country. It provides information on:

- The performance of national economies and labour markets in the region;
- The health and overall well-being of Pacific Island people; and
- Agriculture and fisheries.

The indicators were chosen based on their relevance to monitoring national development progress set out in national development plans and reporting frameworks, as well as international reporting commitments such as the United Nations Millennium Development Goals (MDG) framework.<sup>15</sup>

Recent systems improvements include the translation of the entire website into French. By November 2014, these data will also include the six Pacific French and US territories, providing – for the first time – truly comprehensive statistical coverage, with regionally comparable development statistics and indicators for all PICTs.



As it is a source of accurate and accessible information, the use of the NMDI database is increasing. Between June 2013 and July 2014 there were 1,826 new users accessing the website, totalling 5,176 sessions. Over two-thirds (69.5%) of the users are from the Pacific region. Annual improvements are seen in the coverage of indicators in the Pacific regional MDG tracking reports, with the 2013 edition providing more comprehensive regional MDG coverage (derived from the NMDI database) compared to the United Nations official global MDG database.

### 3.5.2 Supporting capacity supplementation thorough South–South deployments

The SPC statistics team supports national statistics offices (NSOs) to collect, manage, analyse and use statistical data. Yet most NSOs in the Pacific still face technical capacity constraints. This problem is compounded by frequent staff turnover, as experienced staff often leave for greater remuneration elsewhere. SPC has been taking a regional approach to addressing this national problem. Where possible, the SPC team helps deploy experienced staff from one PICT NSO to another lacking such skills, assisting in building collective regional capacities in certain technical areas. In addition, the SPC team works across PICTs to employ

*National data sets are regularly updated by **trained webmasters in 9 PICTs**. Three of these national webmasters have the programming skills to provide South–South support to other national statistics offices.*

skilled technical specialists to co-teach formal training workshops with SPC or train others in their home countries. In this way, SPC supports national efforts through a regional approach. Vanuatu's Government Statistician and Chair of the Pacific Statistics Committee commented, '[This way of working] helps build effective regional collaboration – learning from experience in other countries [...] and taking the Pacific to another level.'

(Tables, graphs and maps are on the division's other main website at [www.spc.int/prism](http://www.spc.int/prism)).

<sup>15</sup> All population-based statistics are sex-disaggregated and underlying data sources are documented. To maximise user-friendliness and utility, the system allows users to look at these indicators through online.

### 3.5.3 Increased adoption of common regional methodologies and statistical classifications

Over the past 18 months, technical support and advice from SPC's statistics team has significantly improved the comparability of data across the Pacific. As a result of detailed work, recently completed household income and expenditure surveys (HIES) in Nauru, Solomon Islands and Federated States of Micronesia, and the HIES currently being implemented in Palau, have all used a common Pacific HIES methodology. Similarly, four PICTs (Nauru, Solomon Islands, Federated States of Micronesia and Palau) have begun using a common expenditure

classification system for their household economic surveys (PACCOICOP). There is comparable work underway for Tuvalu, Cook Islands, Tokelau, Kiribati and Tonga.<sup>16</sup> The adoption of common statistical classification systems is essential for data comparability across the region. The adoption of comparable methodologies also enables tangible efficiency gains and cost savings in processing, analysing and reporting data across PICTs.

<sup>16</sup> Referring to both the PACCOICOP 2012 household expenditure classification and Pacific HIES regional methodology.

### 3.5.4 More countries with national strategies for development of statistics



Through its Statistics for Development Division, SPC is working closely with partner organisations to ensure the long-term sustainability of data collection and analysis in the region. Australia is providing substantial financial support for the implementation of the Ten Year Pacific Statistics Strategy (2011–2020), both regionally to SPC and on a bilateral basis to PICTs. In partnership with the international Partnership in Statistics for Development in the 21st Century (Paris21), SPC assisted seven Pacific Island countries thus far in developing long-term national strategies for the development of statistics. The strategies, which are currently at various stages of completion, provide the foundation for the collection and use of statistics for evidence-based decision-making in those countries.

*'Statistics are important for us in justifying policy changes we need to make. As a Minister of State, the most use I make of statistics is to justify to my colleagues in cabinet, in parliament, changes we want to make to laws and to policy. You have to have a good evidence for that need for a change [...] which comes from statistics we can compile and provide.'*

Minister of Lands, Vanuatu, Hon. Ralph Regenvanu

*'Statistics are not only for government, they are for the people of Fiji; people from university, civil society should have access to up-to-date statistics. Social statistics are becoming very critical [...] if government is going to put in a programme to support a targeted group like disadvantaged women, we need statistics.'*

Secretary of Planning and Statistics, Fiji, Mr Pita Wise

Source: Putting Statistics at the heart of Development Efforts, video, 14 min, Paris21/SPC co-production, Noumea 2014: <http://www.spc.int/prism/stats-video-2014>

## Goal 2: Pacific communities are empowered and resilient

### Context

*Ensuring all Pacific Island communities are empowered to achieve their development goals and are resilient to economic, social and environmental threats and shocks involves many inter-related issues. These include the protection of basic human rights, particularly for vulnerable and marginalised members of society; addressing gender-based violence and gender disparities; and addressing environmental risks from climate change and natural disasters.*

Human rights are important for inclusive and sustainable development as they set acceptable norms and standards for the delivery of services and opportunities so that all members of the community can enjoy basic rights and freedoms. Gender equality is acknowledged as a critical condition for achieving development goals. Pacific Island countries have committed to advancing gender equality through a number of regional and global platforms and conventions,<sup>17</sup> however these commitments are yet to be fully integrated into national and regional development agendas and countries are struggling to meet their obligations.<sup>18</sup> Indeed, laws, policies and practices that discriminate against women still exist, and societal norms effectively limit the role of women in the home, community and society. In many PICTs there are high rates of violence against women and girls, sexual harassment is common in the workplace, schools and in public spaces, and there are low numbers of women in decision-making roles.<sup>19</sup>

The Pacific region is exceptionally vulnerable to climate change and disaster risks. Most Pacific Island nations are not only small and surrounded by a vast ocean but also located in disaster-prone areas. This means that the islands' exposure to natural hazards, both geophysical (including volcanic eruptions, earthquakes and tsunamis) and climate related (such as cyclones, flooding, landslides and droughts) is high. Of the top 20 countries with the highest average annual losses to gross domestic product from disasters, eight are Pacific Island countries (Vanuatu, Niue, Tonga, Federated States of Micronesia, Solomon Islands, Fiji, Marshall Islands and Cook Islands).

The effects of climate change intensify extreme weather events, with the likelihood of exacerbating hydro-meteorological disasters. Indeed, hydro-meteorological disasters account for 75% of all reported natural disaster events in the Pacific. These events are likely to continue.

Sea level rise may eventually threaten the survival of entire island nations. Ocean acidification is another long-

term issue affecting coral reefs, reef ecosystems and fish stocks. Furthermore, climate change is also likely to cause progressive and long-term degradation to the natural environment and to ecosystems on which people's livelihoods depend, affecting food security, water security, biodiversity, human health and human security. For example, climate change can lead to a decline of mangrove forests on which fish depend, and to reduced agricultural yields and loss of arable land and freshwater. Atoll nations are particularly vulnerable to sea level rise, as increased salt-water intrusion will further limit what can be grown in these harsh environments. The effective management of natural resources, such as the management of forest and marine resources, and key ecosystems like mangroves, is central to building an environment that is more resilient to climate change and disasters and conducive to sustainable economic development.

During 2013–2014, SPC worked with Pacific Island governments, civil society organisations and community-based organisations to empower and build the resilience of vulnerable communities. It worked across the region in ways that add value to national efforts and where it has a comparative advantage based on experience and scientific expertise. Key results in four main areas of work are highlighted in the section below:

1. Enhanced understanding of human rights standards
2. Improved governance for empowerment of women and protection against violence
3. Improved regional planning and coordination of climate change and disaster risk management across the Pacific
4. Strengthened national level responses to disasters and climate change
5. Applied science for mitigating the impact of climate change and disasters
6. Improved food security and livelihoods in the face of climate change and disaster risk.

<sup>17</sup> The Pacific Platform for Action on Advancement of Women and Gender Equality, the Convention for the Elimination of All Forms of Discrimination against Women, the Beijing Platform for Action and the Millennium Development Goals.

<sup>18</sup> 2013 Regional MDG Tracking Report, PIFS/SPC.

<sup>19</sup> *ibid.*

## 4.1 Enhanced understanding of human rights standards

SPC's Regional Rights Resource Team (RRRT) supports Pacific Island governments and their people to pursue sustainable and inclusive development through a better understanding of human rights standards and how to enshrine them in policy, legislation and programmes. RRRT provides a comprehensive range of assistance to enhance human rights, with key results in the following areas: a) enhanced accountability regarding human rights standards, and b) building leadership and good governance in the region.

### 4.1.1 Enhanced accountability regarding human rights standards



SPC supports country and territory governments to monitor and report on the implementation of human rights standards through the UN Human Rights Council's Universal Periodic Review (UPR) process, as well as reporting to other Treaty Body conventions. This monitoring process encourages countries to review their own progress and reminds them of their human rights obligations, which they have taken on through the ratification of conventions. It has led to a substantial increase in ratification internationally, and application of human rights through changes in domestic legislation in human trafficking, gender equality, domestic violence and disability rights. In 2013–2014, SPC with partners PIFS and the Office of the High Commissioner for Human Rights (OHCHR), assisted six countries in submitting their UPR reports, including assisting civil society stakeholders in submitting reports for the process.<sup>20</sup>

*'For Vanuatu the priority human rights issues that were highlighted included violence against women, the rights of persons with disabilities and children, prison conditions, slow judicial systems and corruption. And we are very grateful to our regional partners: SPC RRRT, PIFS and OHCHR for the great support in educating the government and civil society partners on the UPR process and the reporting requirements.'*

Head of Geneva Delegation,  
Department of Foreign Affairs Vanuatu

<sup>20</sup> Tonga, Tuvalu, Vanuatu, Fiji, Kiribati and Marshall Islands

### 4.1.2 Building leadership and good governance in the region

To improve advocacy for human rights standards, SPC provides two weeks of teaching towards the Professional Diploma in Legal Practice in human rights law and family. This course is offered to students graduating with law degrees from the University of the South Pacific (USP). In 2013–2014, 139 law students (66 men and 73 women) undertook this training, all of whom are now practicing lawyers.

The Diploma in Leadership, Governance and Human Rights, jointly developed by SPC and USP, is the first course on leadership, governance and human rights in the region.

Pacific leaders, both current and future, now have the opportunity to build on their practical experience with formal leadership studies. The diploma course develops students' understanding of ethical leadership, good governance and the protection of human rights, building student understanding of the importance of these concepts for the development of their countries. Currently the course has 197 enrolled students (76 men and 121 women), including civil society actors, church leaders, police officers, nurses, and government civil servants.



## 4.2 Improved governance for empowerment of women and protection against violence

Gender equality has long been acknowledged as a critical condition for achieving development goals. Laws, policies and practices that discriminate against women still exist and norms and values determine and effectively limit the role, place and behaviour of women in the home, community and society. SPC pursues gender equality in the Pacific through: supporting governments of countries and territories to mainstream gender into policies, programmes and services in line with regional and global commitments; supporting joint community/government policy development in support of women's empowerment and protection; and mainstreaming gender through all of SPC's programming and operations.

Key results during 2013–2014 include: a) improved policy and capacity to mainstream gender equality in countries and territories, and b) legislative changes to protect women and children from violence. These are explained further below.

### 4.2.1 Improved policy and capacity to mainstream gender equality in countries and territories



The work of SPC's Human Development Programme is focused on progressing gender mainstreaming with country and territory governments. Beginning in June 2013, with the assistance of the Australian Aid Programme, SPC conducted gender mainstreaming capacity stocktakes in eight countries.<sup>21</sup> The information gathered outlines country context as well as priorities and needs, and provides a baseline on which to design and deliver interventions to mainstream gender across government policies, plans and programmes.

Policy changes subsequently made by Pacific Island governments include:

- A gender mainstreaming approach being institutionalised across all ministries in Solomon Islands (see below);
- Tuvalu's Gender Affairs Department being moved to the Office of the Prime Minister and the Tuvalu National Gender Policy being endorsed by cabinet in February 2014 and integrated into Tuvalu's National Development Plan;
- Tonga and Niue adopting new national gender policies following review processes in 2014; and
- The development of a gender policy in Marshall Islands beginning in 2013.

*'We live in a world burdened with increasingly diverse and complex development challenges. Ad hoc approaches to addressing key national and priority issues is not sustainable development and neither is it economical. Regional and national institutions need to strengthen systems already in place to support gender mainstreaming. It is not the role of national women's machineries to implement gender mainstreaming across government.... The job of gender mainstreaming however – is the responsibility of the whole of government.'*

Hon. Prime Minister Enele Sosene Sopoaga, Tuvalu

*The Solomon Islands Government, with the support of SPC, has successfully implemented the following measures to strengthen its capacity to address gender inequality issues:*

- **Capacity building activities** targeting the Ministry of Women, Youth, Children and Family Affairs;
- **Delegation of responsibility to mainstream gender into corporate policies, plans and programmes** to all government permanent secretaries, with key performance indicators in their contracts;
- **Identification of gender focal points in each ministry** and inclusion of specific responsibilities for gender mainstreaming in corporate and sectoral plans;
- **Introductory workshop on gender mainstreaming and statistics** for senior government officials;
- **Development of a three-year strategy for gender mainstreaming** and the improved production and use of gender statistics.

<sup>21</sup> Fiji, Kiribati, Nauru, Niue, New Caledonia, Samoa, Tuvalu, Wallis and Futuna.

## 4.2.2 Protecting women and children from violence



Violence within the family predominantly affects women and children; and as many as 68% of women experience violence in some PICTs. Legislation that criminalises domestic violence will contribute, over time, to the reduction of violence within the home, ensuring that women and children have healthier, happier homes and are able to participate more fully in education and employment.

SPC has focused a significant amount of its work on supporting legislative change to protect women and children from violence. Pacific countries have seen significant results in this area in the period, including:

- Passage of the Tonga Family Protection Bill;
- Passage of the Kiribati Family Peace Bill, and draft legislative implementation plan;
- Completion of the draft Solomon Islands Family Protection Bill; and
- The start of national consultations for the Tuvalu Family Protection Bill.

SPC has taken an integrated approach, including providing regional tools and resources; supporting legislative development and implementation; and supporting joint civil society and government campaigns. Each of these areas of support is elaborated upon below.

### Long-term change in Tonga

*Legislative change of this nature is a long-term process, involving many stakeholders. Tonga, like many Pacific nations, already had a national group devoted to lobbying for changes in laws to address violence. SPC RRRT worked with Tonga through training on legislative models that would address violence against women and children and then through support to government and civil society to advance legislative change. Support included training; provision of information, legislative analysis and drafting options; legislative lobbying and advocacy training and drafting an initial bill.*

**Providing regional tools and resources.** SPC published the Supplement to the Law for Pacific Women in 2013, which reviewed all Pacific legislation that affects women, including family, criminal, property and employment law, and other matters. This publication assists in monitoring progress and advocating for improvements in legislation to address gender discrimination in the region. Specifically to address violence against women, SPC has developed model legislative drafting options for the Pacific based on international standards of good practice. This is a regional resource, available for all countries and territories to use and adapt.

**Supporting legislative development and implementation.** SPC then assisted governments to further refine this within their own context. In 2013–2014 Tuvalu, Solomon Islands and Kiribati received support in the drafting of their respective domestic violence laws. SPC is providing continued assistance to these countries in the development of legislative implementation plans. This means legislation is passed in an environment in which there is a clear and costed strategy for implementation. Evidence suggests that SPC RRRT Country Focal Officers have been key to the legislative reform process.<sup>22</sup>

**Supporting joint civil society and government campaigns.** SPC also trains members of civil society organisations in how to lobby and advocate for improved human rights. In the reporting period, joint government and civil society campaign groups received support in seven countries<sup>23</sup> with campaign results including:

- Changes in laws on domestic violence in Tonga, Kiribati, Tuvalu and Solomon Islands (see results above);
- Electoral quotas for women in politics under new 'temporary special measures' for women in municipal elections in Vanuatu; and
- An increase in the Vanuatu national minimum wage.

<sup>22</sup> Legislative Lobbying Review.

<sup>23</sup> Solomon Islands, Vanuatu, Tonga, Tuvalu, Kiribati, Samoa, Nauru.

## 4.3 Improved regional planning and coordination of climate change and disaster risk management across the Pacific

*The overall coordination of climate change and disaster risk management responses is vital to the Pacific. Effective coordination reduces duplication, minimises competition and helps maintain the central principle that Pacific Island people should determine, and lead, their own climate change and disaster mitigation responses.*

SPC has taken a lead role in creating a joint regional platform on climate change and disaster risk management. It has also led the development of the Strategy for Climate and Disaster Resilient Development in the Pacific (SRDP) – a process referred to as the ‘Roadmap’. Key achievements in this work include:

- Coordinating the first Joint Meeting of the Pacific Platform for Disaster Risk Management and Pacific Climate Change Roundtable, at which the SRDP strategy was formally launched in July 2013;
- Setting up a steering committee which guides and oversees the implementation of the SRDP and other Roadmap deliverables;<sup>24</sup>
- Managing a technical working group<sup>25</sup> which provides advice and support to the development of the SRDP and other Roadmap deliverables; and
- Organising consultation processes at national level (consultations were held in Fiji, Niue, Papua New Guinea, Samoa, Vanuatu, the US territories and Tonga) as well as regional level.

<sup>24</sup> The steering committee comprises PICT representatives from the SPC CRGA, SPREP Meeting, Regional Disaster Managers Meeting, Forum Economic Ministers Meeting, Pacific Climate Change Roundtable, Pacific Meteorological Council, as well as a representative from the French territories and the Chair of the Pacific Islands Association of Non-Governmental Organisations.

<sup>25</sup> The technical working group comprises representatives from SPC, SPREP, USP, the United Nations Office for Disaster Risk Reduction (UNISDR), UNDP and PIFS.

The SRDP is innovative. It is the first integrated strategy on climate change and disasters developed at the regional level. It is the fruit of considerable effort to bring together two communities that have traditionally worked separately through different policies, projects, programmes and coordinating mechanisms. The process of developing the strategy has been noted for its inclusiveness. The results of this undertaking will be seen at national level over the course of the years to come, as the SRDP is translated into action.

### Mainstreaming gender in regional planning on climate change and disaster preparedness

*A strong component of SPC's work on disaster risk management and climate change has been to ensure that gender equality issues are mainstreamed throughout the process. In June 2013, SPC in partnership with GLZ organised a three-day regional workshop attended by 30 representatives from 10 countries. The workshop was followed by a regional dialogue on gender, climate change and sustainable development involving 50 participants from 12 countries. This workshop introduced a toolkit that SPC developed with key partners to provide guidance on the systematic integration of gender into climate change, disaster preparedness and natural resource-based management policies, programmes and services.*

## 4.4 Strengthened national-level responses to disasters and climate change

*SPC provides scientific advice, technical assistance, regional and national planning and capacity development to support PICTs to manage risks from disasters and climate change, including integrated, holistic community adaptation approaches. These are explained further below.*

### 4.4.1 Supporting PICTs to manage risk from disasters and climate change



*SPC has been very active in supporting Pacific communities in reducing the risks of environmental disasters and improving responses when disasters strike. During 2013–2014, significant new funding was invested in supporting Pacific Island countries to better prepare for, respond to, and recover from disasters and climate change. SPC has been instrumental in mobilising 19 million Euros to work on building safety and resilience across 15 Pacific Island countries. Progress has already been made at both regional and national levels after 18 months' implementation.*

In Federated States of Micronesia a National Platform for Disaster Risk Management and Climate Change was held in June 2014. This meeting brought together, for the first time, national players within the climate change and disaster risk reduction community. At the regional level, the Pacific Islands Emergency Management Alliance (PIEMA) has initiated a common incident management system across the Pacific. Twinning arrangements also have been established between PICT national disaster management offices and fire and emergency services at state level in New Zealand and Australia. PIEMA is working towards a Strategic Roadmap for Emergency Management in the Pacific.

- Improved monitoring of rainfall and hydrological events by Fiji Meteorological Services;
- Improved flood warning in the Nadi Town area;
- A Flood Management Plan guiding community-based activities to improve flood preparedness and response; and
- Significant ownership and leadership by Nadi stakeholders through involving community representatives, government, private sector and civil society.

#### Addressing flood risk in the Nadi basin

Floods have both a human and an economic impact. The devastating floods in Fiji in 2009 claimed more than 11 lives, left 12,000 people temporarily homeless and caused FJD 113 million of damage. Three years later, the 2012 Fiji floods affected more than 150,000 people. Integrated flood management approaches incorporate a mix of strategies which effectively reduce flood hazard and exposure and preserve national resources within the floodplain and catchment. SPC's Geoscience Division worked with the Fiji Government to address flood risk in the Nadi basin, with support from the World Bank and Australia. Remote sensing technology was used to capture topographic data. This facilitated the development of flood inundation models and maps that provide the basis for planning and development, including the identification of suitable mitigation measures. Importantly, SPC's approach integrated water resource management and flood management, resulting in:

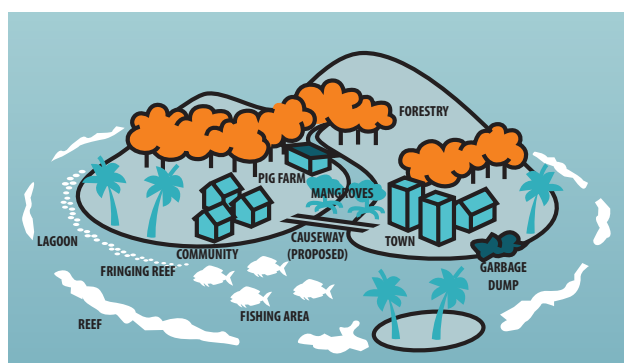
#### Improved evacuation centres in Samoa

Samoa is exposed to a large number of natural disasters. Most recently the Samoan community suffered a tsunami in 2009 and a cyclone in 2012. During disasters, people often seek refuge in ad hoc shelters such as community halls and schools, although these are not always well suited for the purpose. During 2013–2014, SPC supported Samoa to prepare for future emergencies by providing training to government and non-government organisations in the selection, maintenance and management of evacuation centres. This training has increased participants' knowledge and skills in disaster response. It has also helped strengthen the relationship between the Disaster Management Office and response agencies and guided the development of national guidelines for evacuation centre inspection.

## 4.4.2 Promoting multi-sector, integrated approaches to community adaptation

Many Pacific Island communities are heavily dependent on the land, freshwater and marine ecosystems for food security and their livelihoods. These ecosystems are often closely linked to relatively small catchment areas that connect the mountains, coastline and reefs. For example, marine ecosystems and fish stocks are threatened by many common human impacts apart from overfishing. These include sewage and nutrients entering coastal waters, garbage dumps located at the sea's edge, excessive coastal development, silt entering the sea and the loss of beaches due to sand mining. Strengthening community resilience to climate change and disasters requires multi-sector approaches to address these complex interactions.

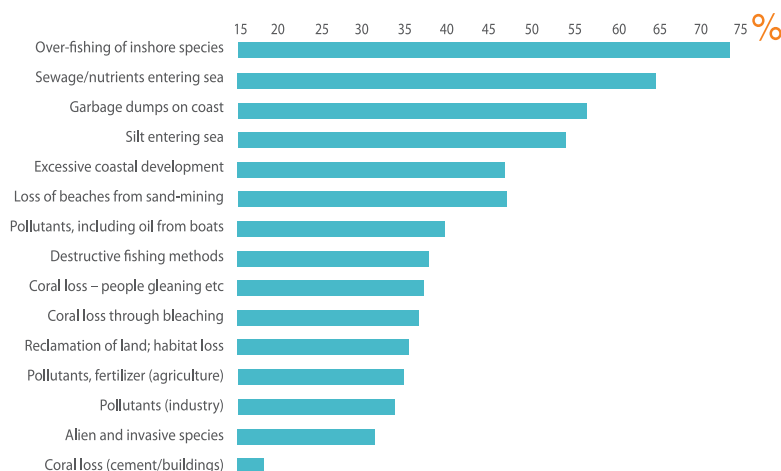
SPC has been working with 11 PICTs on expanding conventional fisheries management to a community-based ecosystem approach.<sup>26</sup> This approach involves the management of fisheries within an ecosystem context by local communities and working with government and other partners across all the sectors that impact on fisheries. It is based on consultation and decision-making that includes all community stakeholders and also empowers women to actively participate in fisheries management.



In Choiseul Province, Solomon Islands, a multi-sector, 'ridge–community–reef' programme is being led by the national and provincial government. The aim of this work is to strengthen local resilience to climate change and disasters. Achievements of this programme to date include:

- Agreement between diverse partners to work together, reducing competition for resources in the province;
- Development of a multi-year implementation plan based on vulnerability adaptation assessments linked to key national policies;
- Commitment to implementation from national and provincial government, communities and development partners;
- Establishment of processes to secure sustainable funding and technical support; and
- Sharing of human, financial and technical resources between development partners and national ministries.

Coastal fisheries: threatened by population growth, urbanisation, habitat degradation and climate change



Sources of damaging impacts identified by fisheries managers in 21 Pacific Island countries and territories

SPC is one of the key partners working with the Solomon Islands national government and the provincial government on this initiative.<sup>27</sup> As with most pilot initiatives (particularly those involving collaboration between many different partners working across sectors), there are logistical challenges that take time and resources to work through. As a result, implementation may take longer than envisaged and require developing provincial capacity to coordinate and manage the programme while ensuring its sustainability. There are useful lessons being learned in this pilot that will help SPC improve the effectiveness of its future multi-sector work.

<sup>26</sup> Including American Samoa, Federated States of Micronesia, Kiribati, Tuvalu, Marshall Islands, Samoa, Solomon Islands, Vanuatu, Nauru, Tonga, Niue and the Coral Triangle Initiative.

<sup>27</sup> GIZ, SPREP, UNDP, the Nature Conservancy, Government of Australia – Department of the Environment, Ecological Solutions and USAID.



## 4.5 Applied science for mitigating the impact of climate change and disasters

*A number of SPC teams, particularly from the Geoscience and Fisheries, Aquaculture and Marine Ecosystems divisions, have been working with PICTs to apply scientific and technological solutions to the challenges of mitigating the impact of climate change and disasters. Key results during 2013–2014 have included the following.*

- Ocean and coastal geoscience used to assess risk of inundation of coastal zones;
- Environmentally sustainable sand and gravel mining helps mitigate impacts of climate change and disasters;
- GIS and remote sensing technology used for disaster recovery and rehabilitation; and
- Scientific research and analysis of impacts of climate change on tuna stocks and fisheries.

These are explained further below.

### 4.5.1 Ocean and coastal geoscience used to assess risk of inundation of coastal zones

*The majority of the population and infrastructure of Pacific Island countries and territories is in coastal zones. Most PICTs strongly depend on sound coastal and lagoon management and are highly vulnerable to flooding and inundation caused by swells, cyclones or tsunamis.*

SPC's Geoscience Division has used its expertise and instruments to undertake scientific assessments to develop sound coastal management solutions for mitigating the impacts of climate change and disasters. During 2013–2014, SPC worked with the governments of Kiribati and Tonga to assess the risk of coastal zone inundation and improved mitigation strategies.

Bonriki hosts the most important fresh groundwater lens in South Tarawa, Kiribati. Swell waves are likely to cause flooding as the sea level rises, and a single extreme wave event may result in significant impact on the Bonriki freshwater supply. SPC modelled likely wave build up in the area, determined wave and water level fluctuations, forecast coastline response and determined the frequency, extent and depths of inundation of the Bonriki water reserve. These studies, coupled with assessments of the effects of inundation on freshwater supplies and cost benefit analysis of mitigation options, will help the Government of Kiribati consider these options. With appropriate responses it will help reduce the impact of sea level rises on South Tarawa's freshwater supplies.

SPC has also been working, alongside the Government of Tonga and the Tonga Community Development Trust, with the communities of Lifuka to assess their vulnerability to sea level rise and develop appropriate adaptation strategies.

This work has included modelling potential inundation in Lifuka. Scientific modelling has shown that flooding of up to five meters above today's average sea level might result from a severe tropical cyclone event or possible sea level rise. Such a rise would impact 79% of existing infrastructure and homes as well as groundwater resources. These findings and possible adaptation options were presented to the community by SPC scientific and human development staff along with the associated benefits and costs for each option.

Water resource and sanitation assessments were undertaken, and a number of measures were recommended to improve the availability and protection of fresh groundwater supplies.

In the aftermath of Cyclone Ian, further assessments were conducted on the impacts of the cyclone on the coastal zones and freshwater resources, housing and households, which were used to generate an animated wave model. This has guided reconstruction efforts and planning for future cyclone events.

## 4.5.2 Environmentally sustainable sand and gravel mining helps mitigate impacts of climate change and disasters

Mined beach sand has traditionally been a source of building materials in Kiribati. Extraction of significant amounts of sand and gravel has caused severe coastal erosion. This has left the population, infrastructure and freshwater supplies of Tarawa Atoll vulnerable to flooding and destruction. During 2013–2014, SPC worked with the Government of Kiribati to:

- Identify safer, more sustainable sources of sand and gravel;
- Build community awareness of the negative impacts of beach sand mining;

- Carry out sand resource assessments in the Tarawa lagoon;
- Construct a dredging vessel and deliver it to Tarawa;
- Set up a state-owned dredging company and provide support for it to become commercially viable; and
- Begin dredging and plan for the potential sale of sand and gravel.

The Tarawa community now has access to reliable and environmentally safe construction materials, which will reduce its reliance on beach mining. This in turn will reduce the harmful effects of beach mining on coastal erosion.

## 4.5.3 GIS and remote sensing technology used for disaster recovery and rehabilitation



SPC's Geoscience Division has a specialised team working on geographical information systems (GIS) and remote sensing. This team provides satellite imaging technology useful in forestry, land use planning, agriculture, geology, fisheries, port operations, disaster management, infrastructure, urban planning, maritime boundaries, biodiversity conservation, climate change adaptation, and education. The technology also permits Pacific Island countries to replace long-outdated aerial maps and cartographic data. The team recently received two awards (for innovation and for 'partner excellence') from the world's leading supplier of satellite imagery, DigitalGlobe Inc. During 2013–2014 the geoscience team has been working with six Pacific Island countries to complete country-wide land cover mapping.

After the damaging 2014 floods in Solomon Islands, one part of SPC's assistance was to conduct an aerial survey and terrain mapping exercise to assess the destruction. An unmanned aerial vehicle was employed to capture high-resolution aerial photographs which were then used to produce a digital terrain model. This was accomplished in four days, when conventionally it would have taken weeks. This mapping process assisted disaster assessment and informed decision-makers regarding areas to avoid for resettlement. Solomon Islands Government staff were trained in surveying, mapping and analysing results. The spatial data have been compiled into a database and are available to the government for future planning.



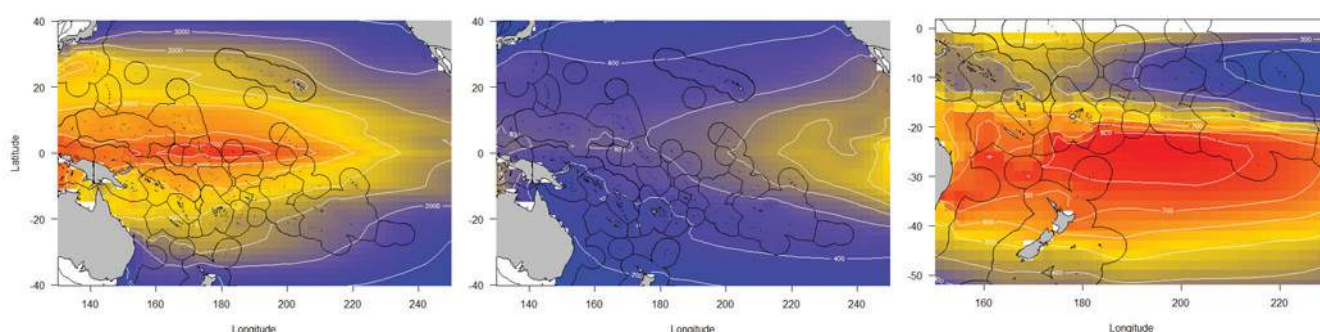
Vara Tatai, April 2014, flooded areas in red

The SPC Statistics for Development Division has produced PopGIS spatial (GIS) databases of socio-economic data which can be used in conjunction with bio/geo-physical information. These maps can be used by national disaster offices when responding to emergencies. For example, population data, providing numbers of potentially affected children and adults, can be overlain on maps showing areas affected by the disaster. Such maps can be combined with information on housing conditions (permanent, semi-permanent) and available water tanks to inform decision-making during relief operations.

#### 4.5.4 Scientific research and analysis of impacts of climate change on tuna stocks and fisheries



Through its Oceanic Fisheries Programme, SPC has undertaken to evaluate the possible impacts of climate change on tuna stocks and fisheries. The evaluations involve modelling of oceanographic variables – such as temperature and currents – combined with spatial modelling to simulate changes in the populations of key tuna species and their fisheries. The evaluations of climate change impacts allow policy responses to be developed to assist tuna fisheries management.



Projections of the mean distribution of skipjack (left), bigeye (middle) and south Pacific albacore (right) in 2020 under the Intergovernmental Panel on Climate Change (IPCC) A2 scenario using the SEAPODYM model optimised with the IPSL physical forcing coupled with the biogeochemical model PISCES. This scenario is close to the RCP8.5 'business-as-usual' scenario defined for the last IPCC Assessment Report AR5.

#### 4.6 Improved food security and livelihoods in the face of climate change and disaster risk

SPC is working with PICTs to enhance their food security and improve understanding of the potential impact of climate change in order to respond effectively in the agricultural and fisheries sectors.

##### 4.6.1 Strengthened crop diversity, genetic resources and capacity to respond to climate change and disasters



The agricultural sector represents a major source of livelihood and food security for up to 80% of the population of PICTs.<sup>28</sup> However, since the 1990s, studies indicate that agricultural production and productivity have declined in the region, due to loss of arable land to industries and tourism, declining soil fertility, increasing incidences of pests and diseases, poor water quality, poor genetic resources, and loss of labour due to urbanisation and migration. The threat of natural disasters, climatic variability and the rise in extreme weather events leave PICTs vulnerable to loss of food security and livelihoods.

SPC's Land Resources Division (LRD) works with PICTs to improve food security in the region by strengthening domestic agricultural production and marketing systems, increasing the diversity and nutritional value of locally grown foods and facilitating access to traditional and improved crop diversity.

<sup>28</sup> LRD Strategic Plan.

Key achievements over the last 18 months include:

1. increased food security through crop diversity and genetic resources;
2. greater country and farmer capacity to manage the impacts of climate change on agriculture; and
3. development of national food security and climate change frameworks. These results are outlined below.

### \* Increased food security through crop diversity and genetic resources

SPC's regional Centre for Pacific Crops and Trees (CePaCT) has been working to enhance the region's crop diversity to increase access to healthy, locally grown food, and to safeguard countries against the negative impacts of climate change on food security. SPC has established various collections comprising traditional crops and varieties that are nutrient-rich and disease and climate-resilient. The

#### Promoting genebanks

*SPC's Centre for Pacific Crops and Trees (CePaCT) assists PICTs to conserve the Pacific region's genetic resources, and provides growers with access to traditional and improved crop diversity. This work addresses many of the key development priorities in the Pacific region today, including climate change, food security, non-communicable diseases and income generation.*

climate-resilient collection consists of crop varieties (e.g. taro, yam, sweet potato, cassava and banana) with desired climate-resilient traits, such as tolerance to drought, salt, high temperature and waterlogging. Since the start of 2013, a large variety of these crops have been distributed to American Samoa, Cook Islands, Fiji, Guam, Kiribati, Nauru, New Caledonia, Niue, Pitcairn, Papua New Guinea, Solomon Islands, Tuvalu,

Vanuatu, Tokelau, Palau and Samoa, as well as to four project countries outside of the region. SPC also provided training and capacity building in areas such as soil fertility and water improvement. This work has enhanced capacity to produce good yields in harsh conditions using climate-resilient crops.

Another important part of CePaCT's work is to conserve Pacific plant genetic resources using tissue culture and seed technology at its premises in Suva, Fiji for future generations. SPC works closely with countries for the establishment of local field genebanks. Genebanks serve as a source of food and planting materials to assist communities with post-recovery efforts, thus enhancing Pacific communities' adaptive capacity and reducing vulnerability to disasters. For example, genebanks, established in Tonga since 2004, recently provided food aid and planting materials to communities affected by a cyclone on the island of Ha'apai in February 2014.

### \* Greater country and farmer capacity to manage the impacts of climate change on agriculture

SPC is assisting PICTs to develop climate change adaptation strategies that build on the resilience of traditional food production systems. This work strengthens the capacity of rural communities to identify, evaluate and use locally appropriate adaptation approaches. As a first step, assistance was provided to undertake food security vulnerability assessments in order to evaluate the implications of climate change on agro-biodiversity. These assessments took place in Fiji, Tonga, Vanuatu, Samoa, Kiribati, and Solomon Islands, and have led to the development of local adaptation action plans, integrating mitigation and adaptation strategies. SPC also provided training in climate change and disaster management at community level and assisted with farmer school training and the construction of community nurseries. This work contributes to increasing the resilience of subsistence and commercial farming systems.

### \* Development of national food security and climate change frameworks

SPC has raised awareness levels and strengthened the technical capacities of community farmers and agriculture sector officers in Tonga, Samoa and Solomon Islands to plan climate adaptation strategies for food security. As a result, national food security and climate change frameworks have been developed for Solomon Islands and Tonga, providing information on the interrelationship between climate change and food security and highlighting ways in which the agricultural sector can adapt to climate change.

## 4.6.2 Improved adaptation of coastal fisheries to climate change

*Coastal fisheries support large numbers of Pacific Island families who harvest fish, shellfish and seaweed for food and livelihoods. They provide around 50% of coastal households with their first or second source of income. The catch from coastal fisheries is estimated at 155,000 tonnes per year with a value of USD 320–500 million. Fish and shellfish provide 50–90% of protein intake for coastal communities. This represents healthy forms of non-imported protein essential for food security and addressing the high prevalence of health problems like diabetes and heart disease. However, coastal fisheries are anticipated to bear the brunt of climate change over the coming decades, threatening productivity and food security.*

SPC supports coastal fisheries management across the Pacific to enhance food security and livelihoods and to build Pacific communities' resilience and ability to adapt to the possible effects of climate change. Key achievements over the last 18 months include: a) development of a subregional approach to coastal fisheries management in Melanesia; b) completed resource assessments and surveys for improved adaptive management; and c) introduction of adaptive tools to improve livelihoods. These results are briefly outlined below.



*The sea cucumber (or beche-de-mer in its processed form) fishery is a lucrative export industry and a vital source of income for many PICTs. However, unsustainable management practices have put the fishery in danger of collapse. SPC is assisting PICTs to assess the present state of their sea cucumber stocks and to develop improved management arrangements to ensure sustainable economic returns.*

### \* Development of a subregional approach to coastal fisheries management in Melanesia

Unlike the industrial tuna fishery, there is no regional approach for coastal fisheries management – it is the responsibility of each PICT to sustainably manage its own coastal resources. However, with SPC's technical assistance, one subregional group, the Melanesian Spearhead Group, has developed a roadmap for inshore fisheries management and sustainable development (2014–2023), with national implementation plans. This is the first attempt at managing coastal resources using a subregional approach and will allow the countries to work together on common approaches to their fisheries management issues, which are similar across Melanesia.

### \* Completed resource assessments and surveys for improved adaptive management

SPC has worked with national fisheries staff to develop standardised methodologies for consistent stock assessments to inform science-based management measures.

During 2013–2014, SPC conducted coastal fisheries resource assessment and habitat surveys, including training for fisheries staff, in nine PICTs. These surveys inform coastal fisheries management plans, regulations, and mitigation measures; and empower coastal communities to develop community-based management approaches. The surveys provide essential information to understand the effects of climate change through the establishment of baseline data, and assist in assessing adaptive management measures over time. They have already resulted in development of new management measures in some countries, including measures for the management of sea cucumber in Cook Islands, Marshall Islands, French Polynesia and Vanuatu. As part of this work, SPC has trained seven junior professionals to address the region's shortage of monitoring and analytical skills in the field of marine science and conservation.





### ✿ Introduction of adaptive tools to improve livelihoods

SPC has also worked across the region to establish sustainable nearshore fish aggregating device (FAD) programmes. FADs work by attracting baitfish and providing a reference point for the congregation of larger oceanic fish like tuna, mahi-mahi and marlin closer to local communities. FADs thereby provide local communities with a close source of food and an alternative income generation, accessible by canoe. They enhance sea safety for small-scale fishermen by concentrating fishing activity within a specific area, so there is a greater chance of assistance if a vessel is in trouble. The use of FADs also eases pressure on vulnerable coral reefs and lagoon areas, which contributes to improving the health of reef ecosystems rendering them more resilient to the impacts of climate change.

SPC assistance has made possible the development of sustainable FAD programmes (i.e. incorporated in the government's annual recurrent budgets) that include ongoing data collection in French Polynesia, New Caledonia, American Samoa, Cook Islands and Niue. A further three countries and territories have sustainable FAD programmes but have not yet begun data collection. SPC has also provided training in FAD rigging and deployment and FAD fishing skills to a total of 148 people (15 women and 133 men) from six PICTs during the period July 2013 to June 2014.

### Developing aquaculture as an alternative source of food security and livelihoods

*SPC worked with PICTs and local enterprises to develop their aquaculture sectors and address the projected impacts of climate change. This work is guided by a Regional Aquaculture Strategy. Some country-specific examples of this work during the reporting period include:*

- *Developing scallop and lobster farming in New Caledonia*
- *Finfish culture in French Polynesia*
- *Seaweed and tilapia cage culture in Papua New Guinea*
- *Clam farming in Palau and Kiribati*
- *Crab farming and marketing in Fiji*
- *Sponges for the aquarium trade in Federated States of Micronesia*
- *Sea cucumber in Tonga.*

*Aquaculture enterprises were supported through training, technical advice and the provision of equipment to improve processing, production and access to markets. Assistance was also provided to clusters of small and medium sized farms, including clam farm clusters in Palau and tilapia clusters in Fiji and Papua New Guinea. Cluster farming techniques have led to an overall 5–10% increase in production due to better hatchery supply and a reduction in production costs.*







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

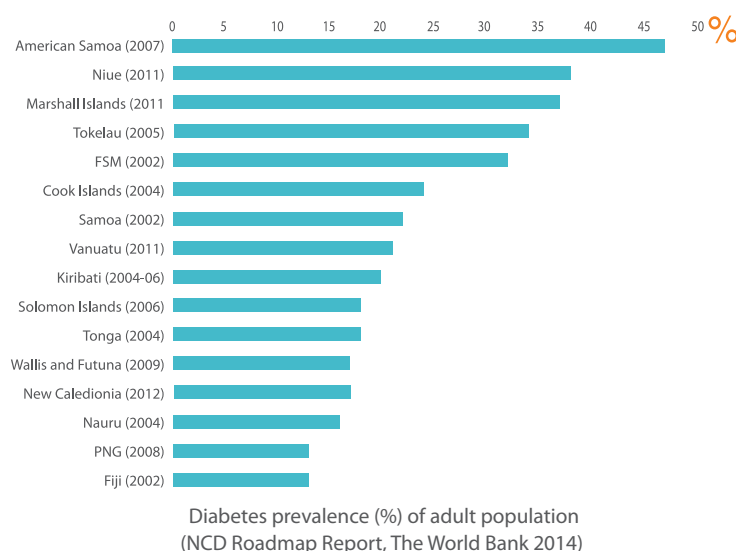
### Context

*The health status of the Pacific is relatively good by global standards, although several Pacific Island countries and territories are unlikely to meet the health-related MDGs by 2015. It is also a concern that the Pacific region now has higher rates of premature deaths compared to other countries of similar income levels and the world as a whole.<sup>29</sup> Chronic non-communicable diseases (NCDs) such as diabetes and heart diseases have become the most common cause of death and disability in many PICTs. Between 60% and 75% of all deaths are now attributable to NCDs, which impose large, but often preventable social and economic costs on PICTs, with treatment costs taking up more than 50% of the total health budget. The prevalence of risk factors for NCDs in the Pacific region, such as smoking, unhealthy diets and obesity, are among the highest in the world.*

Some island states also continue to suffer from infectious diseases such as malaria and tuberculosis and childhood diseases attributable to poor environmental conditions. Sexually transmitted infections (STIs) are 'hyper-endemic' in the region, with the prevalence being one of the highest reported in the world. Although most PICTs have low rates of HIV infection, the high prevalence of STIs, low condom use and poor awareness mean that the spread of HIV remains a serious risk. Environmental changes influenced by climate change are likely to compound existing health concerns and lead to a resurgence of endemic diseases such as dengue fever.

Across the Pacific, access to safe, reliable and affordable drinking water and sanitation facilities remains a critical development issue. In 2011, only 53% of Pacific people had access to improved drinking water and 30% had access to improved sanitation. These rates are amongst the lowest in the world and impact significantly on the region's health and economic development. While these figures are heavily influenced by the large and growing rural population of PNG, which has extremely limited access to safe water and sanitation facilities, this still leaves almost half the region's rural population without access to improved sanitation facilities.

A majority of PICTs are on track to achieve universal primary education, with a few countries reporting mixed progress. Education access in rural/outer island areas remains a challenge for most of the region. The quality of education is also a concern for most island states with many students finishing school without basic literacy and numeracy skills. Common challenges relate to the quality and number of teachers, inadequate school infrastructure and lack of suitable transport to schools on the main islands.



SPC works across all these sectors, seeking to leverage impact through the depth of work made possible using a regional approach. Ongoing work on improving civil registration and vital statistics (CRVS) and development of a regional Education Management Information System (EMIS) technical support facility illustrate this process.<sup>30</sup> During 2013–2014, SPC's work contributed to supporting Pacific Island people to meet the challenges of reaching their full potential and leading healthy lives. Key results areas are described in the section below (performance on key indicators in the Corporate Strategic Plan results framework are reported in Annex 2):

1. Improved coordination of effective responses to regional public health challenges;
2. Better access to water and sanitation across the region;
3. Greater access to social statistics;
4. Improved understanding of literacy and numeracy levels for targeted action; and
5. Strengthened cultural sectors across the Pacific.

<sup>29</sup> See section 2

<sup>30</sup> 30% average rate of premature deaths (age 30-69 years) in 15 Pacific Island countries compared to global average of 22%. Source: NCD Roadmap Report 2014.

## 5.1 Coordinated and effective responses to regional public health challenges

SPC's Public Health Division (PHD) focuses on promoting population health and well-being, preventing disease and injury, restoring health and reducing inequalities in health.<sup>31</sup> Recognising that many of the determinants of health rest outside the immediate purview of the division, PHD increasingly takes a programmatic, cross-cutting approach to its work. Specialist teams work in ways that add value regionally and where regional cooperation and collaboration makes best sense for public health. The team targets key diseases that burden this region including NCD prevention and control; surveillance of and response to communicable diseases; and STI prevention and control, including HIV and AIDS. During 2013–2014, the public health team achieved the following key results:

- Strengthened regional coordination for public health.
- Detecting and controlling disease outbreaks in the Pacific region.
- Strengthened country responses to public health challenges.

These results are briefly explained below.

### 5.1.1 Strengthening regional coordination for public health



*Several global and regional stakeholders fund and implement health programmes in the Pacific. Furthermore, public health is a multi-sector issue and many of the factors impacting health sit outside the health sector – in economics, education, employment, trade, transport and others. In 2013–2014, SPC worked with key partners to strengthen regional health coordination and planning and, in doing so, strengthen national responses to public health challenges.*

In April 2014, SPC facilitated the second Heads of Health meeting for Directors of Health in PICTs. This meeting was designed to give countries and territories greater ownership of regional health priorities, influence the agenda for the subsequent ministerial meetings and determine the inputs that they require from technical organisations. In collaboration with WHO, SPC has also organised special biannual Pacific Health Ministers Meetings and in July 2014, SPC worked with PIFS to organise the first Joint Meeting of Forum Economic Ministers and Pacific Health Ministers. The outcome of these processes is greater clarity on priorities and coordination across the region.

In response to Pacific leaders' call for a clear strategic direction for health, SPC coordinated the development of The Pacific Health Development Framework 2014–2018. This multi-sectoral framework sets out a comprehensive approach to achieving improved health outcomes for the Pacific with an emphasis on social determinants, universal health coverage and efficient use of available resources. The framework was approved by the Pacific Health Ministers Meeting in July 2014.

In efforts aligned to the overarching regional framework, SPC has worked with Pacific countries and partners to develop specific regional action plans in two key areas of public health:

#### A regional, coordinated, multi-sector approach to NCD prevention and control

In 2013, SPC, in collaboration with the Quintilateral Partners in Health (DFAT, Australia; New Zealand Aid Programme; SPC; World Bank; and WHO) developed the NCD Roadmap Report.<sup>32</sup> This report outlines a multi-sector country and regional response to the NCD crisis in the Pacific. It sets out four key strategies: tobacco control; regulation of food and drink products; improved efficiency of current health spending by reallocating existing health resources to targeted primary and secondary prevention; and strengthened research and evidence for better planning. SPC is facilitating the coordination of the Pacific NCD Partnership to implement the Roadmap, which recently received support from Pacific Islands Forum Leaders.

<sup>31</sup> PHD Strategy 2013–2022.

<sup>32</sup> World Bank. 2014. Non-Communicable Disease (NCD) Roadmap Report. Washington, DC: World Bank Group.

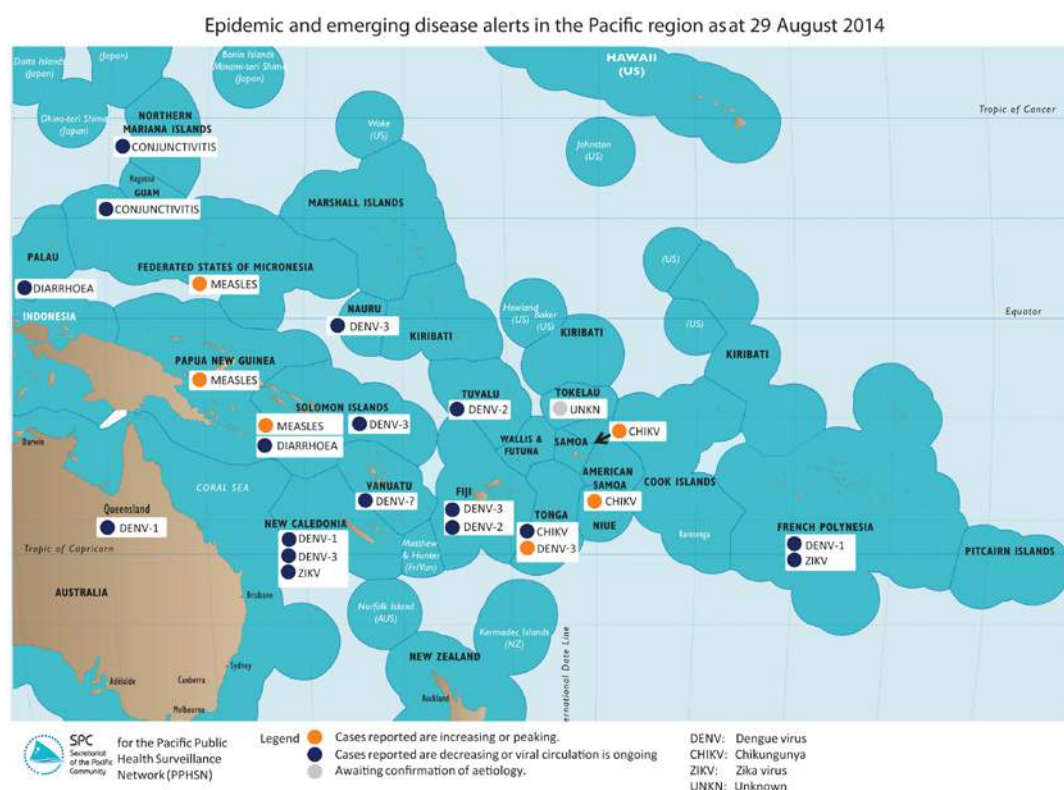
## \* A shared agenda for action on sexual and reproductive health

In another important effort to coordinate public health action across the region, SPC, in collaboration with partners, led the development of the Pacific Sexual Health and Well-being Shared Agenda 2015–2019.<sup>34</sup> The Shared Agenda provides

a regionally agreed set of principles and priorities to achieve sexual health and well-being in Pacific Island countries and territories. It will guide the region's response to sexual health needs and priorities, including STIs and HIV, over the next five-year period.

34 SPC. 2014. Pacific Sexual Health and Well-being Shared Agenda 2015–2019. Suva: SPC. (Replaces the Pacific Regional HIV and other STIs Strategy 2009–2013).

## 5.1.2 Detecting and controlling disease outbreaks in the Pacific region



The Pacific Public Health Surveillance Network (PPHSN) works to sustainably improve public health surveillance in the Pacific through early outbreak detection and response. PPHSN is a voluntary network of countries and organisations, with SPC playing a coordinating role, focused on the development of effective models for surveillance and response. Between January 2013 and June 2014 there were 383 records of outbreaks in the Pacific region. The following are examples of PPHSN achievements during 2013–2014:

- Assisting French Polynesia with entomology, risk communication and epidemiology expertise in collaboration with WHO, in response to complex concurrent outbreaks of mosquito-borne dengue-1, dengue-3 and Zika viruses.

- Identification of the cause of diarrhoeal outbreaks in the region through high-quality diagnosis provided by the network of laboratories called LabNet. A specific example in 2013 was the rotavirus outbreak in Kiribati.

*'The rapid identification of the pathogen responsible for this outbreak is really appreciated. It is instrumental in understanding the outbreak and validating the control measures we have taken.'*

Dr Tiira, Director of Public Health, Ministry of Health and Medical Services, Kiribati

- Public health surveillance of the Pacific Mini Games held in Wallis and Futuna through risk assessment, outbreak investigation training, and real-time web-based symptom surveillance before, during and after the event.
- Provision of an interactive, web-based real-time interface showing epidemic threats to the region: <http://www.spc.int/phd/epidemics/> (see figure).



### 5.1.3 Strengthened country response to public health challenges



*In line with the coordinated regional response, SPC's Public Health team has worked with PICTs to strengthen their national responses to key public health challenges. Three areas of achievement are explained below.*

#### Well-planned, coordinated and effective responses in-country

In American Samoa, where an estimated 60% of deaths are caused by NCDs, SPC provided funding and technical assistance for the National Strategic Plan for NCD Prevention. SPC is also supporting partnerships between health and other key sectors such as agriculture, education and fisheries, and community groups such as churches and NGOs.

In the area of STIs, with SPC assistance, 11 PICTs are now fully implementing the recommended comprehensive STI control and prevention strategy for the Pacific. For example, in Cook Islands, the Ministry of Health, with SPC's technical assistance, has implemented a comprehensive programme of prevention, symptom management and drug supply management for health-care workers. Cook Islands has been able to scale up STI testing and screening considerably, resulting in reducing STI rates in targeted populations, including attendees at antenatal classes.

#### Legislation to control unhealthy foods and beverages

*'In Tonga, we have already taken action to raise taxes on tobacco products, high-sugar drinks and lard, in an effort to combat the negative health impacts they cause. These actions and others outlined in the NCD Roadmap provide achievable and affordable options that we can use to help reduce NCDs.'*

Hon. Dr 'Aisake Valu Eke,  
Minister of Finance and  
National Planning in Tonga

With SPC's support, PICTs have proactively implemented recommendations of the NCD Roadmap. Cook Islands, Tonga, Fiji, Samoa and Palau have all increased taxes on tobacco, with some also imposing a tax on sugar sweetened beverages and other unhealthy foods.

The Palau Government, with the support of SPC, has developed a National NCD Strategic Plan and has trained key stakeholders in tobacco legislation enforcement.

With SPC's support, Papua New Guinea drafted amendments to current tobacco control legislation to highlight and limit tobacco industry interference, resulting in some of the most comprehensive tobacco control legislation in the region.

#### Stronger health services and workforces

In a key achievement in strengthening public health capacity, many countries and territories can now perform HIV tests themselves, with immediate results. SPC has worked with 12 PICTs<sup>34</sup> to strengthen laboratories through training for laboratory technicians and other health-care professionals. To date, 13 PICTs (with a combined total of 22 Level 1 labs) have developed sufficient capacity to conduct HIV confirmatory testing.

As part of the Comprehensive STI Prevention and Control Strategy, SPC has implemented the Cross Pacific Sharing and Skills Transfer Programme, which builds capacity and strengthens leadership in strategic health communication used to spread health messages, such as getting tested for STIs and using condoms correctly and consistently. This regional 'South-South' initiative provides opportunities for trained Pacific Islanders who have demonstrated leadership, training and facilitation skills, to co-facilitate strategic health communication training alongside SPC staff in neighbouring countries. Some master trainers have also conducted training in neighbouring countries without requiring SPC support. This peer-to-peer and inter-PICT capacity building model enables PICTs to further build their capacity in strategic health communication and represents a real opportunity for countries to share and learn from each other's experiences. The Pacific now has a pool of 13 regional strategic health communication master trainers to draw from.

Strengthening national and regional capacity in epidemiology is a key recommendation from Pacific Health Ministers. In response, SPC led the revitalisation of the PPHSN Data for Decision-Making training programme for the Pacific. SPC has worked with Fiji National University (FNU) to develop an accredited programme with five modules: 1) Outbreak surveillance and response; 2) Basic applied epidemiology and data analysis; 3) Advanced applied epidemiology and data analysis; 4) Public health surveillance; and 5) Surveillance or research project.

Since August 2013, 86 health professionals (49 women and 37 men) from eight PICTs (Guam, Palau, Marshall Islands, Northern Mariana Islands, Federated States of Micronesia, Kiribati, Nauru and Solomon Islands) have completed Module 1 and 30 have completed Module 2 (26 women

<sup>34</sup> Cook Islands, FSM, Kiribati, RMI, Niue, Northern Mariana Islands, Palau, Samoa, Tonga, Vanuatu, Tuvalu and Fiji.

and 4 men). SPC is currently leading the development of Module 3 for first delivery in October 2014. Participants who complete course modules and a surveillance or research project receive accreditation, up to a post-graduate certificate in Data for Decision-Making (DDM) from FNU.

Further to the DDM course, SPC has supported capacity building in operational research (OR) and contributed to regional public health evidence. In collaboration with the International Union Against Tuberculosis and Lung Disease and FNU, SPC runs an OR course. The course aims to build the capacity of national health programme staff to plan, conduct and publish operational research and to influence policy and practice with their results. The course curriculum consists of three modules over one year. The last module was finalised in 2013 with an impressive outcome: several published studies ranging over communicable and non-communicable diseases with first authors from PICTs, including a full issue of Public Health Action:

<http://www.ingentaconnect.com/content/iuatld/pha/2014/00000004/a00101s1>

SPC has also published a broad range of OR papers, for example on regional risk assessments for Zika and

Chikungunya viruses, outbreak investigations, and contextualization for the Global Burden of Disease report for the Pacific region.

The impact of DDM and OR training in improving surveillance is starting to emerge in national/regional surveillance reporting for the PPHSN target diseases, emerging infectious diseases and public health emergencies. The rolling out of expert assistance for public health surveillance of mass-gatherings is also contributing to the improvement in surveillance data. As an extension of these programmes, SPC is developing a Masters-level programme for strengthening essential public health functions and services in PICTs.

### Providing access to global health grants

SPC's Grant Management Unit (GMU) manages regional health grants. This team ensures PICTs have access to major funding programmes such as grants from the Global Fund multi-country grant and response fund. The unit also coordinates a regional procurement mechanism, enabling PICTs to benefit from economies of scale.

## 5.2 Improved access to water and sanitation



*Compared to other areas of the world, PICTs face unique challenges in securing safe drinking water and sanitation. These challenges include: small communities in remote locations; limited and extremely vulnerable water resources; under-utilised human resources and scarcity of funds; and heightened vulnerability to natural hazards such as drought and floods. These challenges are further aggravated by urban and rural population growth and the impacts of an increasingly variable climate.*

SPC's Geoscience Division has contributed to improved access to water and sanitation via: a) the successful implementation of a regional programme integrating community-based water and sanitation solutions, capacity strengthening and water governance; and b) mobilising significant resources and partnerships towards further water and sanitation work. These efforts are explained further below.

### More integrated water resource management across the region

Fourteen participating PICTs, in partnership with SPC, UNDP and UNEP, implemented the Pacific Integrated Water Resources Management (IWRM) programme between 2008 and 2014, funded by the Global Environment Facility.<sup>35</sup> The successful programme has recorded the following results.

### Community access to improved water and sanitation

Successful country responses to priority water and wastewater needs have been implemented. Responses were community-based and built links between community and government. Lessons learned and innovations in water and sanitation have been replicated within countries and the region. For example, the Tuvalu-designed falevatia composting toilet has been scaled-up within Tuvalu and replicated in Vanuatu, Marshall Islands, Federated States of Micronesia, Tonga and Nauru.

The management of water and land around the Laura water lens, on Majuro Atoll, Marshall Islands, has improved. The Laura water lens provides 30 per cent of the water required by the people of Majuro Atoll, and at times of drought has been the only source of fresh water for the population. SPC, with the GEF, EU, UNDP and UNEP, has successfully

<sup>35</sup> Cook Islands, FSM, Fiji, Kiribati, RMI, Nauru, Niue, Palau, PNG, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

supported the Marshall Islands Government in developing a cooperative partnership with traditional leaders, landowners and Laura residents. This has resulted in an improvement in water quality in the Laura water lens.

### ✿ IWRM strategy action plans in place

Thirteen Pacific countries have drafted national IWRM strategy action plans, most of which have been endorsed by their governments.<sup>36</sup> National awareness of water and wastewater threats and the solutions to these are being embedded in government policy and plans. As a result, water governance capacity in countries has significantly improved.

<sup>36</sup> Cook Islands, FSM, Fiji, Kiribati, RMI, Nauru, Niue, Palau, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

### ✿ Strengthened capacity for sustainable results

The IWRM programme successfully strengthened capacity at national and regional levels through upgrading skills, implementing effective twinning programmes and sharing information and knowledge. This approach has ensured the sustainability of the results achieved in improving access to water and sanitation.

*The IWRM Project was recently assessed as being 'truly catalytic in the extent to which regional and national replication, scaling-up, capacity building and co-financing have been achieved... placing some countries ahead of many developing nations, in terms of having national IWRM policies and implementation plans'.*

IWRM Programme Terminal Evaluation Report

## 5.3 Improved access to social statistics



*Reliable information on the reality of men's and women's everyday life is critical to developing policies and programmes that better address the specific needs of both men and women. In the Pacific region, many countries lack the capacity to produce statistics that show the different experiences and needs of men and women. SPC's Statistics for Development Division (SDD) works to provide accessible and comparable demographic, economic and social statistics for the region. This enables evidence-based decision-making, policy development and planning and measurement of development progress. While details of SDD's work and results can be found in Section 3.5 of this report, the specific examples below illustrate how SPC has contributed to improvements in social statistics in the region.*

**Civil registration and vital statistics.** SPC, as part of a consortium of development partners,<sup>37</sup> has worked to improve civil registration and vital statistics (CRVS) across the region. The work has demonstrated that through the combination of strong political commitment from countries and sustained support from development partners, it is possible to make significant improvements to the availability of civil and vital statistics. To date, 14 Pacific Island countries and the US-affiliated Pacific territories have conducted some assessment of their CRVS system, started to identify national priorities for improvement and formed a national committee to oversee this work. Tangible changes are being made. For example, in 2013, birth registration of children under the age of five improved from 40% to 52% in Vanuatu and 68% to 82% in Kiribati. Solomon Islands has recently introduced a computerised civil registration database.

**Education statistics.** SPC has been working with countries to (i) improve educational statistics and associated management information systems, including collaborative work with Australia, PIFS, UNESCO, UNSIAP (United Nations Statistical Institute for Asia and the Pacific), UNESCAP, UIS (UNESCO Institute for Statistics), USP and other education specialists; (ii) redesign school census questionnaires; (iii) produce statistical digests and yearbooks; and (iv) work with

demographer colleagues to revise school-age population projections. With Australian funding, a new regional technical support facility is in the process of being set up with SDD to provide support to PICTs to increase the effectiveness of their education management information system (EMIS) to enhance monitoring and evaluation, resulting in better informed education policies, decision-making and resource allocation. Existing EMIS-related data enabled SPC, through SPBEA, and PIFS to develop the first tracking report (May 2014) of the regional Pacific Education Development Framework, which is part of the Pacific Plan. This report provided indicator data on the progress of PIFS members against key performance targets in education.

**Gender statistics.** An SPC-organised event in 2014 brought together human rights focal officers and representatives of national statistics offices and women's ministries from 13 countries and territories. Discussions focused on improving the production and use of gender statistics and other statistics for human rights reporting and on supporting effective policy development and monitoring at the country level.

<sup>37</sup> The Brisbane Accord, currently coordinated by SPC, was established in 2010. It includes SPC, University of Queensland, UNFPA, WHO, UNICEF, Pacific Health Information Network, Australian Bureau of Statistics, Queensland University of Technology, University of New South Wales and Fiji National University.

## 5.4 Improving literacy and numeracy standards across the Pacific

A4BCD  
1R67IK

*Literacy and numeracy are basic building blocks of learning and the levels achieved have implications for productivity, employability, quality of life and national development. Quality education is key to Pacific Islanders achieving high standards of literacy and numeracy. SPC's SPBEA plays a key role in monitoring education standards and providing quality assurance for education systems, with this work providing crucial information for education policy-makers, school authorities, teachers and learners to ensure quality of learning, teaching and systems.*

A key result for SPBEA in 2013–2014 has been the development of a regional baseline assessment of literacy and numeracy. The Pacific Island Literacy and Numeracy Assessment (PILNA), covering 14 Pacific Island countries and approximately 26,000 pupils, showed that only 30% of Year 6 pupils are performing at the expected level in literacy. Forum Ministers of Education have recognised the importance of understanding the reasons for these low levels and have approved running PILNA again in 2015.

The new regional literacy and numeracy baseline has enabled Pacific educators to see how they perform nationally and regionally. It has led to specific interventions by some countries, such as Samoa. It has also led to the

development of a new benchmarking mechanism focusing on education 'systems', which aims to equip policy-makers in Papua New Guinea, Samoa and Solomon Islands with the information and knowledge they need to drive improvements in learning results. These three countries are part of a pilot, through the Pacific Benchmarking for Education Results (PABER) project, which involves benchmarking education policies and systems that have a direct influence on literacy and numeracy achievement. Evidence from these assessments is then used to target interventions to improve literacy and numeracy. The results of the project have led to Ministers of Education approving (May 2014) the roll out of the benchmarking approach to more countries in the Pacific.

## 5.5 Thriving and resilient cultural sectors



*Culture is an important context for development and is a direct contributor to development itself. Cultural identity is a source of personal and community well-being, and traditional knowledge and cultural practices have the potential to provide appropriate and sustainable solutions to complex challenges such as food security, climate change and environmental degradation. In 2013–2014, SPC's Human Development Programme (HDP) team has contributed to stronger cultural sectors in the Pacific in two key ways: a) ensuring the success of the Festival of Pacific Arts and b) national culture policy development.*

### Successful Festival of Pacific Arts

The four-yearly Festival of Pacific Arts, which was held in Solomon Islands in 2012 and will take place in Guam in 2016, brings the rich and diverse cultural heritage of the Pacific to the attention of regional and international visitors. The festival involves hundreds of artists, craftspeople and performers from PICTs, improving their livelihoods through the active promotion of their work and the broader cultural industry.

SPC provides support and technical assistance to the Festival's organising body and to host governments to ensure the success of the Festival in areas such as public health, bio-security, water and sanitation, agriculture, media and industry development. SPC supports the Council of Pacific Arts and Culture in its governance and management, overseeing improvements in the festival manual. The

development of the Solomon Islands cultural sector was stimulated by the festival, with an increase in the number of cultural events, the adoption and launch of the National Kalsa Policy in 2013, the development of a national culture implementation strategy and the establishment of a culture calendar.

### Culture policy development

Cultural policies provide a road map for the development of a country's culture sector. During 2013–2014, SPC provided technical assistance to eight PICTs to support the development and implementation of strong cultural policies.<sup>38</sup>

<sup>38</sup> Fiji, Solomon Islands, Tonga, Samoa, Palau, Tuvalu, French Polynesia and Wallis and Futuna.

# Lessons learnt to improve SPC's future performance

*In striving to continually improve its work and the development results it supports PICTs to achieve, SPC encourages learning within all programmes to inform long-term programme design and delivery.*

*This section provides a summary of the key lessons that came from a specific workshop on results held in SPC in August 2014.*

*The following reflects some prominent lessons identified, which will serve as priorities for improving delivery to SPC's Pacific Island members in the coming year. The lessons were derived from both formal evaluation and the experience and observations of SPC staff.*

**1. Quality data are critical in properly assessing results.** Appropriate indicators and benchmarks are critical to measure and understand results. SPC acknowledges that, particularly in the design phase of a programme, more attention should be given to identifying performance benchmarks and effectively assessing or 'measuring' (both qualitative and quantitative) results. This includes making better use of Pacific regional and national statistics as well as engaging in inclusive performance assessment processes that involve feedback and critical assessment by member countries.

**2. Improving stakeholder ownership tends to improve programme outcomes.** International best practice calls for greater national ownership of development interventions. SPC staff recognise that greater involvement of SPC's member countries in project/programme design and implementation through to the final assessment tends to improve effectiveness and sustainability of results. In 2015 SPC will be engaging with members to develop a new country programming process. Through these discussions and further country work, SPC will develop processes to improve the relevance and usefulness of its work with PICTs while minimising the transaction costs of consultation.

**3. Retaining skilled and experienced staff is critical to programme improvement.** SPC's work is mostly dependent on short-term project funding (averaging 3 year terms, although some projects have only one year's funding). This can lead to skilled and experienced staff resigning to move elsewhere between funding cycles. SPC's Senior Leadership Team is conscious of SPC's vulnerability in this regard, and the cost incurred in loss of knowledge and performance, and is working on strategies to secure long-term funding so experienced scientific and technical appointees can be retained.

**4. Multi-level engagements require extra vigilance on transaction costs.** To ensure a greater reach of work, to share and leverage knowledge and good practice, SPC works in partnership with multiple parties at different levels (national, regional, international and implementing partners). Where multiple parties are involved, there is also a need to reduce transaction costs, particularly multi-agency meetings. Coherent approaches are required to guard against duplication, minimise reporting burdens and ensure that efforts to achieve development results are not diluted by high transaction costs. As part of these efforts, SPC will be conducting a 'stocktake' of all SPC regional meetings in 2015.

**5. Complex development challenges require multi-sector approaches.** There is recognition in SPC that development issues are multi-dimensional and cannot be solved by single-sector approaches alone. While sector-based technical and scientific knowledge is crucial, and informs the approach to those development challenges, good practice requires that SPC's developmental response also incorporates considerations from other sectors. SPC will work towards developing an integrated programming approach in late 2014 to make best use of the wide range of expertise across the organisation, and to further improve development effectiveness and development results with PICTs.

Multi-sector development approaches that are designed to address often complex, cross-cutting issues will take longer to set up and implement. However, once established, such approaches are more likely to be effective in achieving sustainable development outcomes.



## Progress in organisational reforms to improve effectiveness and efficiency



*Following the 2012 Independent External Review, the SPC Corporate Strategic Plan (2013–2015) emphasised the importance of an increased focus on development outcomes and results and of doing business differently. The Plan identified the following organisational goals intended to improve SPC's capacity to deliver results towards key development outcomes.*

The results framework has a specific section on organisational priorities, which provide indicators and targets relevant to many of these priorities. These indicators are reported on specifically in Annex 2.

In early 2014, under new leadership, SPC has focused on many of these priorities. As this work progresses, learning and experience will feed into the design of the next Corporate Strategic Plan, which will take effect in 2016. The new Plan will be developed with members (starting in late 2014) and is intended to be presented for final endorsement at CRGA in November 2015. As such, this report illustrates work in progress towards these goals, focusing on how business is starting to be done differently and early reflections on what a focus on achieving these goals may mean to SPC in the future.



**Prioritising services** and approaches with the largest potential impact

**Improving partnership** with island members and refining the approach to joint country strategies, and tailoring services to the needs of small island states

**Increasing results-focus in planning,** monitoring, evaluation and accountability

**Institutionalising a learning approach** to facilitate continuous improvement and innovation

**Strengthening the focus** on larger, more cohesive, priority-oriented programmes

**Developing more cohesive multi-sector approaches** to create greater impact and effectiveness

**Fostering action focused collaboration** with appropriate partners for more effective service delivery

**Establishing long-term partnerships** with members, donors and CROP agencies to deliver regional and 'subregional' public goods

**Improving the capacity** of SPC's support services and governance structures

## 7.1 How SPC is doing business differently

### 7.1.1 Overall approach to SPC's work programme – in pursuit of greater development effectiveness



In early 2014, our Senior Leadership Team defined a **Corporate Agenda for Action** to set out how SPC would start to do business differently and the priority areas of work. This included clarifying SPC's programme with member PICTs (what SPC will do), how SPC will achieve impact (effectiveness), and the organisational development priorities required to support SPC's future work programme.

In line with the Corporate Strategic Plan, the aim of the agenda is that SPC will be recognised as the Pacific's own development organisation – an organisation known for excellence, relevance and innovation in delivering technical and scientific advice and applying it in the Pacific context to support members to achieve real development outcomes.

*'Our responsibility will not stop at producing good science and technical advice – we must ensure that it makes a difference in people's lives. Our comparative advantage lies in how we actually apply knowledge to achieve development outcomes. This includes the way we work with members and formulate integrated programmes to tackle development challenges by marrying scientific and technical knowledge with a deep understanding of the prevailing operational development context.'*

Colin Tukuitonga, SPC Director General,  
Letter to SPC Staff (May, 2014).

There has been increased recognition, internationally and in SPC, that development issues such as non-communicable diseases, resilience to climate change and disasters, or the challenges of economic growth in remote island communities are complex and multi-dimensional. As such, they cannot be solved by sectoral approaches alone. Technical and scientific knowledge informs, crucially, the approach to these development challenges, but they must also incorporate other considerations and variables (e.g. economic, social, environmental, context-specific) from other sectors, approaches and perspectives. As such, 'doing business differently' means moving SPC from a predominantly project-based sectoral approach to an integrated programming approach. This will ensure SPC's support for members is as relevant as possible in working with them to address their critical development issues.

In working with members and internally in SPC, the programming approach calls for a consistent and systematic process of project/programme formulation, design, implementation and evaluation. This process seeks, among other things, to recognise and identify the broader socio-economic context in which the project takes place, strategic priorities at country level, opportunities for adding value through integration, connections to key development challenges and outcomes, the role of, and complementarity with, other development actors, and likely resources and opportunities. The programming approach will also be useful to identify links between national and regional development challenges and help define the level at which SPC's work will have most impact. In short, this process will help SPC and members determine the development outcomes they strive to achieve and whether the work should comprise one or many elements or sectors.

The programming approach is being developed and fine-tuned initially in an integrated programme to address NCDs in the Pacific and in developing SPC's programme for the next round of the European Development Fund (EDF 11), which is likely to exceed EUR 100 million and be delivered between 2016 and 2022.

A challenge for SPC and members in implementing an integrated approach, and for donors in supporting such an approach, is that while all stakeholders may believe this is the best approach, SPC divisions, government departments and donor funding streams are predominantly structured along sectoral lines. Open dialogue and engagement with staff, members and development partners, combined with new processes, skills and structures will therefore be required to enable a more integrated approach to be implemented in practice. This is work in progress.

A specific part of this challenge is developing a new approach to working with members. SPC currently has a joint country strategy (JCS) with each member and, as agreed at CRGA in 2013, will review these to determine what shape a successor should take. The objective of the review is to improve the relevance, quality, delivery, and efficiency of work SPC does to support each member. This review has not yet happened as intended due to timing and cost. The timing relates to the development of the integrated programming approach and the governance review, both of which will influence how a new country programming process could be developed and implemented. It is expected the review will now be done in early 2015.

## Some key areas for corporate action (June 2014)

Programme Direction and Content ("What")		Programme Effectiveness ("How")	Organisational Development
Implementing an integrated programming approach		Responding to integrated development challenges vs addressing discrete sectoral issues	Establishing an effective resource mobilisation capacity <ul style="list-style-type: none"> <li>Strategic communications and advocacy</li> <li>Fundraising</li> </ul>
Attributes of the integrated programming approach		Adopting an enhanced project development process (identification, formulation and design)	
Focus and coherence Relevance and quality Knowledge management and Innovation Partnerships Contextual and economic analysis Environmental impact assessment Realise opportunities to project globally the Pacific development agenda		Creating enabling conditions for strengthened monitoring, evaluation and learning	Improving Governance <ul style="list-style-type: none"> <li>Members governance review</li> </ul>
Rationalisation of portfolio areas:		Developing a new country programming process (ex JCS)	Human Resources <ul style="list-style-type: none"> <li>Leadership/management development</li> <li>Staff professional development</li> <li>Revamped policies &amp; performance management</li> <li>Health and medical insurance</li> <li>Staff security and business continuity</li> </ul>
Mainstreaming social development: Gender Rights Youth Culture	Ensure coordination of Climate Change/DRM	Strengthening reporting on impact and results to be more development outcomes focused (donors, CRGA and broader audience)	Financial Management <ul style="list-style-type: none"> <li>Financial information</li> <li>Budgeting process</li> <li>Full-cost recovery</li> <li>Financial regulations</li> <li>Foreign management</li> </ul>
Developing a compelling flagship initiative	Implementing an NCD programme		Offices/Field Presence <ul style="list-style-type: none"> <li>Facilities in Suva &amp; Noumea</li> <li>Representation in PICTs, Brussels, Washington, etc.</li> </ul>
			ICT <ul style="list-style-type: none"> <li>IT and communications</li> </ul>
Change Management			

## 7.1.2 SPC managing for development results: improving monitoring, evaluation and learning



### Critical to SPC's corporate reform agenda

Improving monitoring, evaluation and learning (MEL) is a critical part of SPC's corporate reform. It enhances the results and impact of SPC's work through examining whether SPC is doing the right thing, in the right place, at the right time to make the most difference for Pacific Island communities. It also improves SPC's accountability to its partners through demonstrating development effectiveness, value for money, and opportunities for improvement. Finally, MEL better positions SPC to tell its story and mobilise resources on behalf of its PICT members.

### Progress in strengthening MEL to date

An independent review of SPC's MEL was undertaken in late 2013 with support from Australia. The review noted that MEL processes were steadily strengthened across SPC in 2012–2013 with particular achievements reported at CRGA in 2013, including the increased focus on results in the new Corporate Strategic Plan, new divisional plans and country reports. At the same time, the review recognised SPC still faces significant challenges in advancing MEL due to resource constraints and a tendency towards project-focused, activity-based reporting, with inadequate attention given to assessing outcomes achieved and lessons learnt across SPC programmes. The review made some recommendations for strengthening SPC's MEL. These are listed below along with progress to date:

**Develop and institutionalise SPC-wide planning, MEL systems and processes that enhance accountability to members and meet the needs of donors;** This has commenced as part of the corporate agenda to improve development effectiveness. It includes institutionalising a new 'programmes appraisal process' that systematically incorporates MEL from programme design to implementation and evaluation. To promote sharing and discussion of SPC's key contributions towards Pacific development outcomes, challenges and lessons learned, a new cross-divisional results workshop was successfully trialled over two days this year with active participation by 45 staff representing all divisions. Very positive feedback was received about the value of the workshop in facilitating cross-divisional sharing, discussion and learning. This

workshop will be established as an important regular event in SPC's internal MEL process. Other learning events continue to be held frequently to share information across SPC (with 13 sessions held in 2013 and 8 from January to July in 2014).

**SPC's annual report to CRGA:** As part of (a) above, agree and initiate processes for annual reporting against the SPC Corporate Strategic Plan, including streamlining the number of CRGA reports and improving coherence in reporting against organisational priorities, results and impact. This recommendation has been fully implemented this year as evidenced by the presentation of this integrated results report to CRGA. This was a key outcome from the cross-divisional results workshop described above.

**CRGA country reports:** Agree and initiate processes for producing annual country reports in a more efficient manner, which includes opportunities for PICTs to provide feedback. This has also been implemented as evidenced by the 22 country reports to members distributed at CRGA this year. The reports include feature stories and summaries of training and activities completed across all programmes. Each member was able to provide input into the preparation of the feature stories for their country and to review the draft report before it was finalised.

### Priorities for the year ahead

**Recruitment of MEL staff in divisions to address capacity constraints:** Due to resource constraints, progress on increasing MEL capacity has been slow. A key priority is to improve cost recovery within donor-funded projects to increase funding for essential processes such as MEL. To date, only two of the seven divisions have recruited an MEL adviser. The Strategic Engagement Policy and Planning Facility (SEPPF), which provides corporate leadership and coordination of MEL, is expecting to increase its MEL capacity from 2 full time positions to 3.5 by the new year.

**Update of SPC's MEL policy and plan:** by the end of this year to incorporate the recommendations of the 2013 review and the new reporting processes and products trialled in 2014.

Review, agree needs and roll out management information systems (MIS) designed to improve tracking and reporting of SPC work across programmes and countries and territories.

Information across all SPC programmes is now entered into SPC's Integrated Reporting Information System (IRIS) to enable easier tracking and reporting of the work SPC is engaging in, in which countries, and funded by which donors. However due to lack of supporting resources and procedures to institutionalise the system, progress has been slow. A dedicated IT developer was recruited in January 2014 (with two-year support from Australia) to improve the system. The focus for the year ahead will be to align this system with the upgraded corporate finance system being rolled out in January and to embed the system in SPC's processes and policies to support integrated programme planning, monitoring and reporting.

Processes for country evaluations and regional evaluations to be developed in line with improved joint country strategy processes. Guided by the outcomes of the current review of SPC's governance arrangements, this work will include incorporating MEL into the new country programming approach, undertaking case studies and evaluations at country and regional levels (based on participatory approaches involving relevant country-level partners), and continuing to facilitate processes for cross-divisional discussion of results and sharing of lessons learnt.

### 7.1.3 Developing and agreeing partnerships with development partners



*Developing and agreeing effective, genuine, constructive long-term engagements with development partners was emphasised in the Corporate Strategic Plan as underpinning SPC's sustainable future and results for members. With some of our key donor members, notably Australia and New Zealand, good progress has been made. These partnerships will enable greater funding predictability, flexibility based on accountability and trust, and improved reporting focused on results.*

Australia and SPC signed a formal partnership agreement in March 2014, which includes a long-term ten year mutual commitment, a more flexible funding arrangement progressively focusing on strategies rather than on projects, a results reporting process that aligns with CRGA (rather than back to Australia with a separate report), and other targets including learning and regular high-level consultations.

New Zealand and SPC are finalising a similar arrangement, with New Zealand already committing to and progressing longer term funding. The intention is for this agreement to be signed at CRGA 44 in 2014.

EU and SPC are developing a stronger Memorandum of Understanding and intend to commence partnership talks in November 2014.

While CROP executives meet regularly, the strength of practical partnerships between CROP agencies varies and there has been no significant change recently. SPC is committed to playing its part to make this regional process work and intends to hold some bilateral CROP meetings in late 2014 and early 2015.

A challenge for SPC and for development partners is to retain the spirit of partnerships when key people in organisations move on. Another challenge is making accountability genuinely two-way, and facilitating the non-financial aspects of donor partnerships so they carry greater weight than currently.



## 7.1.4 Strengthening support services and governance



*SPC has worked on a number of critical support service challenges and a review of governance in 2014. These are detailed below.*

### Offices/field presence

As an international organisation working in 22 Pacific Island countries and territories, field presence and the capacity to effectively deploy services and assistance are key factors in delivering sustainable and concrete development outcomes. Other than its two main centres in Noumea (headquarters) and Suva, SPC has invested in strengthening its North Pacific Regional Office in Pohnpei, Federated States of Micronesia, and the Solomon Islands Country Office. Efforts have been made to identify the respective needs of both decentralised offices in terms of corporate and programme support and SPC is working to ensure that distance is not an obstacle to their complete integration in corporate systems and culture.

Moreover, SPC plans to enhance its programme delivery capacity from both offices so as to better tailor assistance and services to the specific development context of its North Pacific members and Solomon Islands. Consultations and funding possibilities are under consideration to enable SPC to transform its decentralised offices into true regional and subregional platforms for development and technical assistance.

### Finance

Recovering all costs of programmes: Following the recommendation at CRGA 2013, terms of reference were developed for proposals from qualified contractors to assist SPC to implement a full cost recovery programme. AEC, which was awarded the contract, has produced a report and started work on costing different aspects of SPC services.

Facilitating access to financial information: A new financial information system has been introduced. It is currently being tested and is expected to go live in January 2015. This centralised system will facilitate reporting against a range of categories (including development outcomes) and tailoring reporting to a variety of stakeholders. It will also enable managers to see the SPC wide financial position and can be adjusted to specific project management needs, with definite benefits for timely decision making.

Financial reporting: Improvements in reporting should also be achieved through the use of budget narratives analyzing data and through the presentation of financial statements based on internationally recognised accounting reporting standards. By the end of 2015, the introduction of new outcomes-oriented reporting mechanisms and a new internal budget process will clearly link resource allocation to strategic priorities and development outcomes.

Improving the regulatory environment: Compliance with international best practice and harmonising rules and regulations across SPC and with CROP agencies is progressing, with draft regulations tabled at the Audit and Risk Committee in mid-2014.

### Human Resources

Weaknesses in the recruitment process were addressed in 2014. New recruitment experts have strengthened the HR team and the recruitment process has been streamlined, resulting in faster, more efficient recruitment of new staff.

In the modern environment, no organisation can afford to be without a clear plan for staff security and business continuity. SPC has developed a new, robust policy that sets out the steps necessary to preserve staff security and well-being in a time of crisis (be it political unrest or an environmental catastrophe), together with safeguarding important assets and data. This plan draws on the advantages of SPC's multiple sites around the region and will ensure that, in a time of crisis or emergency, the organisation is in a position to function and continue to provide its services to the Pacific region.

Solutions for equitable and appropriate health and medical insurance are being sought to harmonise differences between locations (particularly Suva and Noumea).

The assignment of HR focal points to each SPC technical division and section has helped to streamline and improve all HR functions throughout the organisation, from staff management to yearly evaluations and recruitment.

## ICT

In 2014, the ICT section contributed to streamlining a number of internal systems including HR, finance, procurement, translation and library systems. Increased efficiency in these areas means lower overheads.

A component of the overall ICT strategy has been a move to cloud systems for many SPC systems currently run in-house. This not only provides better access to centralised services for the whole organisation and country offices, but also a reduction in costs. Systems earmarked to move soon to cloud-based systems include the SPC website, email system, and finance and procurement systems.

## Publishing

Improving the accessibility of SPC's information resources for all members of the Pacific Community including sector audiences from government to community level has been a key focus in 2013–2014. Redevelopment of the SPC website is currently planned following an external assessment of requirements from both user and organisation perspectives and submission of proposals for the technical platform. The new website will provide more scope for online publishing. However, there is still a demand for printed publications in many areas of SPC's work.

The emphasis on a multi-sector approach is introducing more complexity to the management, quality control and timeliness of publication processes and efforts are being made to ensure that multi-disciplinary reports meet audience needs as well as overall standards for accurate and accessible information.

## Strategic Communication

In the international development context, our communications have a key role in strategically positioning the organisation, informing our members and the public, and attracting funding. To this end, SPC has created a new position of Director of Strategic and Corporate Communications. Recruitment for this position has been completed and the successful candidate should be on board in November 2014. This position will provide SPC with much needed internal capacity in terms of formulating communication strategies, operationalising and implementing communications plans and protocols, ensuring SPC's credibility and reputation are professionally managed, overseeing and supporting the achievement of high-quality national and international events, and developing and facilitating internal communications to foster a 'whole of SPC' mindset and culture.

These new initiatives will directly contribute to SPC's capacity to tell the story of its member countries and territories and give high visibility to the challenges they face.

Increased communications capacity will also strengthen SPC's ability to maintain existing partnerships and develop new ones for the benefit of its members and the region as a whole.

## Investing in building staff and leadership of SPC

In any organisation, leadership and management development are critical components of healthy organisational development. SPC has invested in both with the objective of building a high performing Senior Leadership Team (SLT). An ongoing consultancy is assisting the SLT in working towards that objective and ensuring that SPC's senior leaders and managers are provided with a space for frank and open dialogue and the tools to function as the high performing team SPC requires.

Internally, SPC's Operations and Management Directorate (OMD) will hold the first 'OMD Leadership Seminar', designed to provide mid-level managers in OMD with the opportunity to learn more about leadership as part of their continuous professional development. This seminar will be the first in a series of 'SPC Certificate programmes', which SPC is creating to enable all staff to benefit from in-house expertise and enhance their learning and skills in areas ranging from leadership, to health and safety and ICT. These initiatives illustrate SPC's commitment to developing its staff and building internal capacity that will be of benefit to the region.

## Reviewing SPC's governance

In 2014, SPC undertook to review its governance arrangements based on the limitations noted by the 2012 independent external review (IER). In particular, the IER noted that CRGA functions well as a body comprising delegates from the membership who represent the interests of their respective countries, but does not operate as a 'board' that considers and makes decisions on SPC's core business including strategy and accountability. The role of CRGA vis-a-vis regional sector meetings in overseeing SPC's technical programme delivery is also an issue. Other challenges include the current format and mandate of CRGA, the respective roles of CRGA and Conference, the timing of meetings in relation to the financial year, level of representation at meetings, and costs.

Following discussion at the 8th Conference in 2013 on how SPC's governance might be improved, the Director-General was asked to commission an external review to analyse current governance arrangements and likely future requirements and make recommendations to CRGA in 2014. The review process included the creation of a Working Group representing the membership, which has undertaken extensive consultations on optimal governance arrangements. The review recommendations will be tabled at CRGA 44.





## Income by type and by source of funding

(breakdown by country or development agency)

Development Partner	2013 ACTUAL			
	Core	Project	Total	Equivalent in USD*
Metropolitan members				
Australia	12,018,235	22,335,118	34,353,353	39,941,115
France	2,864,000	347,696	3,211,696	3,734,096
New Zealand	2,044,447	3,635,710	5,680,157	6,604,066
United States of America	1,417,665	939,802	2,357,467	2,740,922
Total - metropolitan members	18,344,347	27,258,326	45,602,673	53,020,199
Island members				
American Samoa	58,600		58,600	68,132
Cook Islands	52,000	889	52,889	61,492
Federated States of Micronesia	69,000		69,000	80,223
Fiji	186,989	12,962	199,951	232,474
French Polynesia	131,000	276,727	407,727	474,046
Guam	69,000		69,000	80,223
Kiribati	69,000		69,000	80,223
Marshall Islands	52,000		52,000	60,458
Nauru	56,000	879	56,879	66,131
New Caledonia	1,395,464	1,407,906	2,803,370	3,259,354
Niue	43,000		43,000	49,994
Northern Mariana Islands	58,600		58,600	68,132
Palau	52,000		52,000	60,458
Papua New Guinea	131,000	44,701	175,701	204,280
Pitcairn Islands	43,600		43,600	50,692
Samoa	85,000		85,000	98,826
Solomon Islands	85,000		85,000	98,826
Tokelau	56,600		56,600	65,806
Tonga	85,000		85,000	98,826
Tuvalu	56,000	11,320	67,320	78,270
Vanuatu	85,000		85,000	98,826
Wallis and Futuna	43,600	940	44,540	51,785
Total island members	2,963,453	1,756,324	4,719,777	5,487,477
Total all members	21,307,800	29,014,650	50,322,450	58,507,676
Non-members				
ACIAR		1,111,006	1,111,006	1,291,717
Asian Development Bank		513,639	513,639	597,185
European Union		30,214,631	30,214,631	35,129,207
GIZ (Germany)		501,499	501,499	583,071
Global Fund		9,475,790	9,475,790	11,017,079
WCPFC ('Tuna Commission')		1,669,365	1,669,365	1,940,896
UNDP		929,277	929,277	1,080,429
Other non-members		6,597,157	6,597,157	7,670,219
Non-members	-	51,012,364	51,012,364	59,309,804
Total	21,307,800	80,027,014	101,334,814	117,817,480

\* 1 USD = 86.01

# Annex 2

## Corporate results framework – measuring SPC's impact Results framework for strategic objective areas

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
<b>Land, agriculture and forestry resources</b>					
<b>1. Improved food and nutritional security</b>	1a) Number of PICTs with active sustainable and diverse farming system plans and food and nutritional security strategies in place, including support for value chains	4 PICTs requesting 1 plan and 1 strategy each	8 PICTs with 1 plan and 1 strategy each	On track: 4 PICTs (Tonga, Solomon Islands, Niue, Kiribati).	Indicator refined to improve clarity and measurability.
	1b) Number of PICTs supported in active engagement between farmers and suppliers of genetic resources (crop, tree, and animal)	8 PICTs	11 PICTs	On track: 9 PICTs crop/tree (Tonga, Solomon Islands, Samoa, Tuvalu, Marshall Islands, Kiribati, Fiji, Palau, Federated States of Micronesia); 3 PICTs animal (Cook Islands, Fiji and Niue).	Indicator revised to better measure SPC's contribution (to replace previous indicator: 'Number of PICTs where there is an increased number of farmers using improved germplasm').
<b>2. Improved land, agricultural and forestry policy decisions, practices, research, management and development</b>	Number of PICTs with newly adopted agricultural and forestry legislation, strategies and/or evidence-based frameworks that promote a coherent national/regional approach	2 PICTs have updated sustainable land management plans (Fiji - 2006 and Cook Islands - 2009)  2 PICTs have updated sustainable forest management plans (Fiji - 2007 and Vanuatu - 2011)	6 additional plans/policies and 1 regional framework	On track: Niue forest management plan endorsed; Fiji code of forest harvesting launched; draft Tonga sandalwood management regulation undergoing legal drafting and stakeholder consultation.	Indicator refined, baseline and target updated to improve measurability and alignment with Land Resources Division Strategic Plan.
<b>3. Improved advocacy, knowledge sharing on sustainable land, agriculture and forestry development</b>	Number of farmers utilising new technologies based on SPC knowledge/outreach activities	N/A - New research area for SPC	One pilot programme that measures impact or uptake of technology or new practices to be commissioned by 2015	N/A (new indicator).	New indicator adapted from Land Resources Division Strategic Plan.
<b>4. Improved agriculture and forestry trade</b>	4a) Percentage increase in revenue from market access and trade among small and medium enterprises receiving SPC trade promotion support and assistance	FJD 556,500 (average 2012 export revenue of 17 enterprises )	5% increase above 2012 baseline	On track: FJD 787,910 average for 14 exporting enterprises, i.e. 41% increase.	Indicator and baseline refined to improve clarity and measurability.
	4b) Number of export relevant certifications (HACCP, ISO, organic, FSC, Fairtrade, etc) obtained by enterprises receiving SPC support and assistance	Based on 2012 certifications (6)	At least 5 additional	On track: Four HACCP and one ISO certifications achieved.	New indicator proposed as the old indicator measuring trade volume was too similar to indicator #4a above.
	4c) PICTs have improved capacity to develop effective, coordinated biosecurity efforts, as measured by the number of PICTs that carry out market access activities (PRAs, disease surveys, surveillance, diagnostics, etc)	3 pest risk analysis (PRAs) completed (2013)	At least 5 additional	On track: Import risk analysis (same as PRA) has been completed for Kiribati; 2 currently being worked on i.e. pineapple crown heads to Niue and sea grapes to Australia and France; crop pest surveillance for FSM and Palau completed.	Indicator refined to improve measurability and to cover both plant and animal products.



Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Energy services					
5. Improved access to affordable and efficient energy services	5a) Percentage increase in households with access to electricity	9 PICTs with over 50% access in 2009 (last survey)	2 additional PICTs with over 50% access	Data from 2010, 2011 and 2012 are currently being updated.	The data update currently underway is part of the effort to establish the Pacific Regional Data Repository for Sustainable Energy for All and a joint exercise with PRIF to update the Pacific Infrastructure Performance Indicators.
	5b) Number of PICTs that have adopted new/revised legislation or policy to promote energy efficiency	5 PICTs have revised policies to promote energy efficiency	Support 2 PICTs with fuel cost effectiveness reviews	On track: Vanuatu launched its Energy Roadmap in April 2014; Nauru Cabinet adopted its Energy Roadmap in May 2014; submitted the final draft of the revised National Energy Policy and the Energy Efficiency and Petroleum Strategies for Solomon Islands in May; first draft of the revised National Energy Policy for Marshall Islands produced in June	Additional indicator proposed, adapted from SPC Economic Development Division (EDD) Strategic Plan 2013-2015 and Framework for Action on Energy Security in the Pacific - Implementation Plan.
	5c) Number of PICTs with at least a 10% increase in the share of electricity they generate by renewable sources, thereby reducing reliance on fossil fuels for power generation	4 PICTs as of 2009	2 additional PICTs	Data from 2010, 2011 and 2012 are currently being updated; new installations are currently taking place, including North REP's 725 kW Nanpil hydropower project in Pohnpei and a 150 kW grid-connected PV system at Koror, Palau. The current data update will capture impacts of installations funded from commitments made at the 2013 New Zealand Energy Summit, including the PEC Fund, the Abu Dhabi Fund, EDF 10, New Zealand, etc.	Minor refinement of indicator to improve measurability.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Transport services					
6. Improved access to safe, affordable and efficient transport services	6a) Number of PICTs that have initiated processes to reform maritime transport services legislation and regulations to comply with recent amendments to international maritime obligations	As of 2013, EDD has supported legislative review in 2 PICTs	3 PICTs supported with legislative review	EDD has supported reviews of maritime legislation in Tuvalu and Kiribati to be compliant with recent STCW Manila Amendments; these have subsequently been endorsed and passed nationally.	Indicator refined to improve clarity and measurability.
	6b) Number of PICTs that have adopted new/revised policy or law to promote domestic ship safety	2 PICTs	5 PICTs	<p>"On track: 4 PICTs</p> <p>(i) Marshall Islands (1-5 July 2013) - Consultation and PIDSS training</p> <p>(ii) Vanuatu (9-13 Sept 2013) - Consultation and PIDSS training, Note: Follow-up on PIDSS implementation is required"</p>	
	6c) Number of PICTs that have reviewed their port operation regulations/policies to comply with regional and international standards	As of 2013, EDD has supported port regulation reviews in 3 PICTs (Cook Islands, Tuvalu, FSM)	Reviews initiated with 7 PICTs	On track: EDD has conducted training, audits and technical assistance (including review of the Pacific Facility Security Plan and Pacific Facility Security Assessment) for 8 PICT ports and provides secretariat role to Pacific Maritime Transport Alliance conference and Port Committee.	Minor refinement proposed to improved measurability of indicator - measure number of ports in PICTs rather than just number of PICTs.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Update on performance as of June 2014	Comment
<b>Fisheries</b>				
7. Coastal fisheries are better managed for economic growth, food security and environmental conservation	7a) Number of new science-based management plans implemented for nationally managed fisheries	By 2011: 10 management plans in 6 PICTs	On track: SPC assisted in the development of improved coastal fisheries management plans in a total of 12 PICTs.	<ul style="list-style-type: none"> <li>• Cook Islands: Aitutaki bonefish management plan</li> <li>• Marshall Islands, French Polynesia, Vanuatu, Kiribati: national sea cucumber management plans and regulations</li> <li>• Fiji, Solomon Islands, Samoa, FSM, Cook Islands, Marshall Islands and Vanuatu: draft plans covering invertebrate species or aquarium fish trade at various stages of completion</li> <li>• Tokelau and Kiribati (Tarawa and Kiritimati Island): national coastal fisheries plans also in draft form</li> </ul>
	7b) Number of PICTs with sustainable fish aggregating device (FAD) programmes established to enhance food security and livelihoods.	10 PICTs assisted	On track: Key achievements to date include ensuring that 5 PICTs have sustainable FAD programmes (i.e. incorporated in the government's annual recurrent budgets) that include ongoing data collection.	A further 3 PICTs have sustainable FAD programmes but no data collection has begun yet; training in FAD rigging and deployment and FAD fishing skills conducted in 11 PICTs.
	7c) Number of new aquaculture production systems becoming operational and enterprises established or expanded with SPC support	3 new enterprises and one cluster supported	On track: Key achievements to date include - <ul style="list-style-type: none"> <li>• Four enterprises assisted in 2013/2014</li> <li>• Four farm clusters established and or supported"</li> </ul>	Enterprises assisted include: giant clam farming in Kiribati, crab culture and marketing in Fiji, aquarium products in FSM through improved packaging and access to markets, and sea cucumber hatchery design and development strategy in Tonga.  Farm clusters assisted include: Palau clam farm cluster (50 farms); 2012/2013, tilapia farm clusters in Fiji - Western Division (5 farms) and Central Division (8 farms); 2013 tilapia cluster farm in PNG (5 farms).
	8a) Tuna stock assessment results are accepted by the annual Scientific Committee of the Western and Central Pacific Fisheries Commission (WCPFC) as shown in the meeting record; peer reviews are favourable	2009–2012: all accepted; first peer review favourable	On track: New assessments for skipjack, yellowfin and bigeye tuna are presented at the 2014 WCPFC annual Scientific Committee in August.	These assessments have responded to the 2012 external peer review recommendations.
8. Oceanic fisheries are better managed for economic growth, food security and environmental conservation	8b) Observer coverage meets agreed regional level of coverage and data standards	Purse-seine observer coverage since 2010 has increased from <20% to 70-80%; longline coverage overall is 1-2%, but exceeds 5% for most Pacific Island fleets	On track: Measurement of observer coverage is based on good quality data imported into OFP databases. There are considerable time lags in receiving data, and the current figures will likely improve when all data are received. Inevitably, there will be some data that do not meet standards, and some purse seine trips that are purely domestic do not legally require observers; therefore absolute 100% coverage cannot be attained; 90% might be a more realistic target	Baseline updated with latest data. SPC provides training of fisheries observers and data management; however, responsibility over implementing observer coverage lies with PICTs.
	8c) Number of PICTs submitting annual catch estimate (ACE) and operational catch/effort data (C/E) to WCPFC by 30 April	2011: ACE 16/17; C/E 14/16	Achieved: All PICTs provided required 2013 data to WCPFC by the required 30 April 2014 deadline.	
	8d) Ecosystem-based models operational and used for developing spatially explicit management measures and ecosystem status indicators	2011: SEAPODYM functional for 3 out of 4 species; Ecopath model functional	On track: New model incorporating tagging data now available for 2 species (skipjack and albacore tuna), with work progressing on new model including tagging data for 2 other species (bigeye and yellowfin tuna).	Revised multispecies mass balance (Ecopath) model developed with a detailed report in progress.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Public health					
9. Enhanced quality of health services for improved health outcomes	9a) Number of PICTs with increased legislative compliance with Framework Convention on Tobacco Control (FCTC) as a result of SPC legislative and policy assistance	PICTs at varying low levels of compliance	14 PICTs that are party to FCTC	On track	Discussions with WHO currently being carried out for better role delineation.
	9b) Number of PICTs fully implementing the recommended comprehensive sexually transmitted infection control and prevention strategy for the Pacific	10 PICTs	16 PICTs	On track: 11 PICTs	Requiring further review of testing population and sites in those PICTs already implementing the strategy.
	9c) Number of PICTs with sufficient capacity to conduct in-country HIV confirmatory testing at level 1 laboratory	12 PICTs	18 PICTs	13 PICTs (with a combined total of 22 L1 labs) have sufficient capacity to conduct HIV confirmatory testing.	Indicator refined and baseline revised to reflect different capacity needs in PICTs, with larger PICTs requiring more L1 labs than smaller PICTs.
10. Enhanced capacity of PICTs to address socio-economic determinants of non-communicable diseases (NCDs)	Number of PICTs with improved policies and legislation that addresses the socio-economic determinants of NCDs (e.g. legislation on alcohol, and imports of fatty, salty, and sugary foods; education, and exercise and healthy living)	4–5 PICTs	15 PICTs to demonstrate adoption of new policies and/or legislation that addresses risk factors and socio-economic determinants of NCDs	Off track	More work needs to be done on legislative measures and also trade.  Target updated from 10 to 15 PICTs to reflect agreement between PHD and Australia."
11. Increased field epidemiology capacity at national and regional levels	11a) Number of specialised field epidemiologists and mid-level technicians (EpiTechs) enrolled and receiving training to enhance capacity at national and regional levels	Appropriate field epidemiology training non-existent in 2013	One cohort of specialised field epidemiologists and 5–10 EpiTech trainees receiving training, finalising field project and/or qualified from Fiji National University	On track: 117 members of EpiNet Teams (multi-disciplinary national/territorial outbreak response) and other health professionals have been trained in collection, compilation and usage of health-related data through the Data for Decision Making DDM-1 (80) and DDM-2 (35) courses since DDM inception in August 2013.  47% of them (55/117) have enrolled with FNU for formal EpiTech qualification.	Close to 50 surveillance improvement projects are being implemented by the participants as part of the courses.
	11b) Number of National EpiNet Teams (multi-disciplinary national/territorial outbreak response) trained and working across disciplines (clinic, lab and epidemiology) in investigating, reporting and diagnosing suspected public health events	National EpiNet Teams untrained for over 5 years	Two-thirds of the National EpiNet Teams trained and reporting results of investigations of public health events	On track: 9/21 (42%) national EpiNet Teams have been trained (DDM-1), i.e. from Palau, FSM, Guam, Northern Mariana Islands, Marshall Islands, American Samoa, Solomon Islands, Kiribati and Nauru.	Further national and subregional EpiNet training courses (DDM-1) are already planned for early 2015.  Target should be reached on time, if not exceeded.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Public health – continued					
12. Improved knowledge and understanding on the Pacific Public Health Surveillance Network priority target diseases	12a) Operational research (OR) agenda endorsed regionally with ongoing implementation	No OR agenda to date, and around 1 peer-reviewed publication per year	5 OR projects running and 5 agenda-related papers published"	Achieved: Over 5 OR projects have been conducted.  3 are still being implemented, but 8 related papers were already published in peer-reviewed journals.	OR agenda drafted.  Still being shared with regional partners and countries (ongoing consultation).
	12b) Improved national/ regional surveillance systems for the PPHSN target diseases, emerging infectious diseases and public health emergencies, in collaboration with PPHSN partners	Weekly syndromic surveillance reports with often inadequate response	Alerts timely and adequately responded to nationally and regionally	On track: Between January 2013 and June 2014, there were 383 entries on PacNet concerning outbreaks in the Pacific (including Australia, New Zealand and the Philippines)  Regular mapping of regional epidemic threats were updated with PICTs input and published on PacNet.  Daily updates for the Pacific Mini Games (Wallis and Futuna, Sept. 2013), and the 8th Micronesian Games (Pohnpei July 2014) were produced and published on PacNet and online on PPHSN website.	
13. Capacity of PICT public health laboratories strengthened and meeting regional and/ or international standards	Number of PICTs with national level 1 laboratories strengthened with laboratory quality management system (LQMS) to test PPHSN target diseases	18 PICTs at varying levels of capacity"	18 PICTs fully functional with LQMS and meeting regional and/ or international standards"	"5 labs are currently fully accredited and compliant with LQMS standards (Guam, American Samoa, CNMI, Institut Pasteur NC and Institut Louis Malarde in French Polynesia).  For the rest of the region, about 50% of the L1 (national) labs are on track and developing LQMS policies and standards.	For those 50% not yet on track, training is currently being implemented gradually by PPHSN LabNet partners, i.e. mostly SPC, WHO, US CDC, PPTC and FNU. Future lab training sessions will be run within the wider context of surveillance improvement, i.e. lab specific training sessions will be incorporated within a Data for Decision Making level1 module course, in order to foster cross-disciplinary improvement of overall national surveillance, i.e. syndromic, lab-based and event-based surveillance systems.
14. Enhanced coordination of LabNet activities at the regional level (i.e. 3-tier network of public health laboratory services)	Number of L2 regional referral laboratories fully functional	Two L2 labs are functional	Four L2 labs fully functional	On track: 3 out of 4 L2 labs are currently fully accredited and compliant with LQMS standards (Guam, Institut Pasteur NC and Institut Louis Malarde in French Polynesia).  As for Mataika House, in Fiji, progress towards appropriate LQMS standards and full accreditation is currently on track.	
15. Improved governance and leadership for public health development in the region	Country-led (with support of SPC and partners) Heads of Health (HOH) and Pacific Ministers of Health meetings – attendance of at least 80% of PICTs in organised meetings and endorsement of papers presented (with secretariat support provided by SPC)	Limited forums for HOH to participate, develop, implement and monitor the Pacific health agenda	Stronger regional participation and leadership by PICTs	On track - successful HOH meeting was organised by SPC in April 2014. Subsequent Health Ministers Meeting and Joint Economic and Health Ministers Meeting (July 2014) was a success and agreed that SPC would coordinate multi-sectoral work on Pacific NCD Partnership.	Additional indicator proposed to reflect important role of SPC.



Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
<b>Geoscience</b>					
<b>16.</b> National deep-sea mineral (DSM) resources law and policy frameworks developed; improved understanding of potential resources and responsible management of exploration and exploitation activities	Number of PICTs with sound minerals policy implemented to regulate best practice exploration and extractive activities	1 PICT (Cook Islands) provided with DSM policy and law in 2011	13 PICTs to have DSM policy or law (or both) completed	On track: 7 national DSM policies prepared (Cook Islands, Tonga, FSM, Marshall Islands, Vanuatu, Tuvalu, Kiribati); 7 national DSM laws prepared (Cook Islands, Tonga, FSM, Marshall Islands, Tuvalu, Niue, Fiji).	Objective was re-worded slightly to improve clarity, baseline updated and target increased.
<b>17.</b> Marine geophysical, oceanographic and coastal science baselines and data collected and available to PICTs to improve decision-making	17a) Number of coastal hazard maps developed	2 hazard maps	A further 2 hazard maps are developed	On track: 36 new hazard maps were developed for Lifuka in Tonga and 36 hazard maps were developed for French Polynesia.	Indicator revised to improve measurability (original: number of PICTs that adopt/use SPC products/services based on SPC sector work).
	17b) Number of PICTs with early warning system (EWS) and decision support system (DSS) developed	Zero EWS/DSS (as in year 2012)	One PICT with operational EWS in the region	On track: - Decision support system developed for Aitutaki channel design.  -Hazard map developed for Lifuka used as decision support system for reconstruction effort by World Bank.	
<b>18.</b> Defined maritime boundaries	Maritime boundaries defined by agreed geographical coordinates with all neighbouring PICTs	Approximately 50% (2012)	A further 20% of boundaries agreed	On track: An estimated 58% of all boundaries are now defined in the region  (1) Kiribati signed a maritime treaty with USA for 3 boundaries at the 2013 Pacific Islands Leaders Forum Meeting in Majuro, 2013.  (2) Technical solutions prepared for an additional 4 boundaries ready to be finalised into legal treaties for 6 countries.	

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Water and sanitation					
19. Increased sustainable access for Pacific communities to safe drinking water and basic sanitation	Number of PICTs reporting increases in the proportion of people with access to both improved water supply and sanitation	2012 coverage as reported by countries through the UNICEF/WHO Joint Monitoring Programme (JMP)	All PICTs reporting increased proportional coverage through JMP reporting	Off track: While all PICTs are making progress in increasing the coverage of improved water and sanitation facilities, data are showing that in some cases this progress is not keeping pace with pressures such as population growth. SPC is currently working with UNICEF and WHO to gain a better understanding of coverage data, with a view to producing a regional synthesis report by the end of 2014.	Indicator refined to improve clarity and measurability.  While SPC is supporting its members to achieve development goals for water and sanitation through multiple activities (including support for monitoring and assessment, water services and water governance, as well as capacity building, advocacy and awareness), the achievement of this target is dependent on the efforts of multiple actors."
20. Increased capacity of PICTs to sustainably manage and protect their freshwater resources	Number of PICTs assisted to demonstrably improve their capacity to collect, assess and manage essential water resource information	National capacities vary greatly across the region but generally remain inadequate to enable sustainable management of freshwater resources; improvements will be gauged against an estimate of PICT capacities as of 2012	7 PICTs supported to collect, assess and manage essential water resource information	On track: Needs-based support is ongoing in several PICTs with significant activities underway in Kiribati, and this will be extended through emerging subregional programmes such as the New Zealand-funded project, Strengthening Water Security of Vulnerable Island States.	Indicator revised to better measure SPC's contribution.  Original indicator was 'Number of PICTs with demonstrable improvements in their capacity to sustainably manage and protect their freshwater resources'.
21. Increased resilience of PICTs to the water-related impacts of climate change and disaster	Number of PICTs assisted to demonstrably strengthen their capacity to mitigate the effects of, prepare for and respond to hydrometeorological hazards	National capacities vary greatly across the region but are generally inadequate to support resilience efforts; improvements will be gauged against an estimate of PICT capacities as of 2012	5 PICTs supported to collect and manage water resource information essential for anticipating, preparing for and responding to drought events (supported through the New Zealand Water security Project)	On track: Relevant PICTs have contributed to the design of a 5-year programme to support water security in atoll countries, to commence in the last quarter of 2014 with the support of New Zealand.	"Indicator revised to better measure SPC's contribution.  Original indicator was 'Number of PICTs water sectors with increased engagement and contribution to national efforts in disaster risk reduction, response, and climate change adaptation'."

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Climate change (CC) and disaster risk management (DRM)					
22. Strengthened capacity of Pacific Island communities to respond effectively to climate change and disasters	22a) % of PICTs that have strengthened disaster preparedness and response e.g. emergency operations centres (EOC), SOPs, emergency communication protocols	8 PICTs have purpose built EOCs	4 more PICTs have purpose built EOCs	Delayed: No additional EOCs constructed since December 2013. To await the implementation of the EDF10 BSRP project.	Indicator revised to improve clarity and measurability. Original: Number of PICTs with improved capacity through SPC scientific advice\ training to implement their national CC/DRM policies and plans (specific indicators to be developed).
	22b) Number of PICTs with revised disaster risk management (DRM) governance arrangements/ plans	100% require revisions	+ 3 completely revised	Delayed: No action thus far in 2014.	To be pursued under the EDF10 BSRP project.
23. Improved understanding and management of environmental hazards/ risks, water resources, geological resources, and fragile geological environments	23a) Number of PICTs receiving training and workshops to improve national recovery capacities	25 courses delivered; Post-disaster needs assessment (PDNA) training conducted in 1 country.	PDNA training delivered in 3 countries	PDNA training to commence under new World Bank project.	"Indicator revised to improve measurability. Previous indicator was 'Awareness activities for the Pacific Catastrophe Risk Assessment and Financing Initiative/Pacific Risk Information System risk profiles undertaken for PICTs'.
	23b) Improved access to regional information hubs for disaster risk management	Pacific Disaster Net (PDN), Pacific Damage and Loss and Pacific Risk Information System (PacRIS) developed and online	PDN, PDaLo and PacRIS updated and maintained	PDN updates undertaken on a weekly basis. PacRIS strengthening to be pursued in connection with the Pacific Catastrophe Risk Assessment and Financing Initiative 3 project with the World Bank.	Indicator revised to improve measurability.
24. DRM and CC mainstreamed into development processes	An integrated regional strategy for DRM and CC is formulated for consideration by CRGA in 2014 and Pacific Leaders in 2015	Initial discussions	Integrated regional strategy approved	On track: Draft Strategy for Climate and Disaster Resilient Development endorsed by the 6th Session of the Pacific Platform for Disaster Risk Management. Revisions are being made to the SRDP and this will be tabled at the 2014 SPREP Meeting in September and the 2014 CRGA meeting.	Target refined to improve clarity.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Gender equality					
25. Strengthened capacity for Pacific Island communities to advance gender equality and women's empowerment	25a) Number of PICTs with capacity to mainstream gender across national sectoral policies and plans	Less than 15%	30%	On track: Stocktake work on track in 9 countries; follow-up gender mainstreaming training for specific agencies of government conducted in two countries – Cooks and Solomon Islands; and policy work progressed in Marshall Islands, Niue, Fiji, Kiribati and Tuvalu.	Indicator revised to improve measurability. Replaces original indicator 'SPC's capability to work with members to analyse, target and address significant gender issues in the Pacific'.
	25b) Number of programmes and strategies implemented by SPC including gender analysis and with appropriate integration of gender perspective in programme formulation, budget, monitoring, evaluation and reporting.	Not consistently applied across SPC	by June 2015, this will apply to all new programmes and strategies developed at SPC	CRGA country reports continue to provide gender-disaggregated data on participation in SPC training. The new Programme Results Report shows some progress on mainstreaming gender equality within programme work and describes the development of a new programmes appraisal approach currently being developed which will enable SPC to address gender issues more effectively in programme formulation, monitoring, evaluation and reporting.	Indicator in Australian partnership agreement revised to improve measurement of SPC progress. Previously: 'Improved reporting on gender equality within SPC programmes'.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Development statistics					
26. Pacific national and regional statistics are accessible and are being utilised	26a) Increased reference to official national statistics in Pacific national policy, planning and budget documents as well as regional and international statistics reports (e.g. Pacific Regional MDG Tracking Report)	2011 Pacific Regional MDG Tracking Report	Increased reference to official national statistics in national and regional reports	<p>1. National documents: Increased reference to performance and outcome indicators in national policy frameworks, such as the national strategies for development of statistics (NSDS) developed by several countries (assisted by Paris21-SPC technical partnership), with flow-on effect on policy development, development plans, monitoring.</p> <p>2. Regional MDG Tracking Report: Substantial increase in reference to national statistics and indicators (sourced from SPC-MDG database on <a href="http://www.spc.int/nmdi">www.spc.int/nmdi</a>) since 2011 report.</p>	6 countries at different stages of NSDS development: Samoa - complete; Cook Islands and Vanuatu - completed design, to be submitted to cabinet before end of 2014; Tonga, PNG, Solomon Islands - work is in progress; Fiji - to start in 2015.
	26b) Increased number of Pacific Island statistics offices adopting common regional methodologies, including a core set of census questions, Pacific Household Income and Expenditure Survey methodology, and statistical classifications (Pacific Classification of Individual Consumption by Purpose - PACCOICOP) to provide regionally comparable statistics that are in line with international standards	<p>i) 2010 world round of censuses, all PICTs used different census forms</p> <p>ii) Standard Pacific HIES Methodology developed in 2012 replacing 5 separate versions previously used</p>	<p>i) Commitment by all PICTs at 2014 census planning meeting to adopt Pacific core set of census questions</p> <p>ii) Adoption of common HIES methodology by 5 PICTs</p>	<p>1. Census: On track - next round does not start until 2015, so no reporting yet possible, but ALL have committed to use the common core set of question (not common questionnaire).</p> <p>2. Pacific HIES Methodology: On track - great success, with 4 of 5 countries having undertaken an HIES since development of common methodology was completed having adopted this approach (Nauru, Solomon Islands, FSM, Palau). Four others planning to undertake one between now and end of 2015 are also committed to using the regional methodology, so performance indicator will be met.</p> <p>3. PACCOICOP: On track - development finalised and published, and already in use by several countries.</p>	Baseline and target updated to align with agreement with Australia.
	26c) 'Hit rates' and downloads by PICT users from the SPC National Minimum Development Indicator (NMDI) website	NMDI database launched Nov. 2012	Regular use by PICTs, as illustrated in quarterly country-specific 'hit rates' and downloads	<p>On track: 1. Between 15 July 2013 and 15 July 2014, user sessions have increased by 35.3%, to 5,176 sessions overall (meaning, we attracted 1,826 new users).</p> <p>2. Most users come from the region (69.5%), which also represented the highest proportion of all new users (63%), indicating that the NMDI database is showing 'regional traction'. The largest increases in users were from the Americas (48%) and Europe (47%).</p>	Average session time was 5:35 minutes, with session times within Oceania on average 3 times longer than those from elsewhere, which could reflect either greater interest or slower internet connections - something we need to follow up. (Data source: Google Analytics, 15 July 2014.)



Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
<b>Literacy and education</b>					
27. Improved quality of school education	Improved results focus for SPC's work in education as measured by the number of PICTs adopting outcomes-based assessment	3 countries have outcomes-based assessment (2012)	Outcomes-based assessment and reporting implementation in 5 countries	"On track: Outcomes-based assessment completed for the first time for Form 7 qualification in Tuvalu, Vanuatu, Solomon Islands, and Kiribati.	"Indicator, baseline and target refined to improve measurability.
28. Increased PICT capacity to deliver better quality education	Number of member PICTs implementing revised or new national assessment policies and standards (literacy, teacher, principal standards) to monitor and evaluate the quality of education (PaBER)	All nine SPBEA member countries have policies but these need to be updated	3 PICTs implement revised or new assessment policies and education standards	On track: Five countries in progress – Kiribati, Tuvalu, Samoa, PNG and Solomon Islands.	Baseline increased and target decreased to reflect updated baseline.
29. Improved literacy and numeracy levels nationally and regionally	Number of PICTs implementing relevant policy interventions to improve literacy and numeracy levels (including PaBER) based on evidence	Regional baseline for literacy and numeracy, and country positions, available in 2013 for 14 PICTs; this will allow evidence-based policy development	10 PICTs with research-based intervention programmes	On track: 6 PICTs in progress (Samoa, Solomon Islands, PNG, Kiribati, Tuvalu and Fiji).	Indicator and baseline refined to improve clarity.
30. A regional system is established that facilitates international recognition of Pacific qualifications and supports national and regional quality assurance processes	Currency of information on the Pacific Register of Qualifications and Standards (PRQS) database	29 qualifications and 50 registered providers in 3 PICTs (Tonga, Samoa, Fiji) in 2013	2 additional PICTs (PNG, Vanuatu) and 30 new qualifications uploaded and 20 newly registered providers	On track: In-country consultations held with representatives of professional associations and regulatory authorities in Fiji, Samoa, Tonga and Vanuatu.	Indicator and target refined to improve clarity.
<b>Human rights</b>					
31. Increased compliance with international human rights standards and obligations	Number of PICTs with increased compliance with international human rights standards through improved legislation, policies and practices	Human rights country status as noted in the Universal Periodic Review country reports	2 additional PICTs adopt treaties to protect civil and political rights and economic, social and cultural rights; 3 additional PICTs adopt treaty to protect people with disabilities	On track: Increased ratification of human rights conventions - Palau signed all human rights conventions in 2012; Nauru, PNG, Kiribati, Tuvalu all ratified the Convention on the Rights of Persons with Disabilities from 2011 to 2013. Palau, Nauru and Vanuatu all ratified the Convention against Torture in 2011.	In 2013-2014, RRRT supported Fiji, Tonga, Tuvalu, Vanuatu, Kiribati and Marshall Islands in completing their UN Universal Periodic Review human rights reports.
<b>Youth</b>					
32. Improved implementation of Pacific Youth Development Framework to increase development opportunities and outcomes for youth	Number of programmes and strategies implemented by SPC including youth analysis and with appropriate integration of youth perspective in programme formulation, budgets, monitoring, evaluation and reporting	Not consistently applied across SPC	By June 2015, this will apply to all new programmes and strategies developed at SPC	SPC's new 2014 annual report to CRGA shows some progress on mainstreaming youth within programme work and describes the development of a new programmes appraisal approach which will enable cross-cutting issues like youth to be more effectively addressed in programme formulation, monitoring, evaluation and reporting.	Indicator revised.
<b>Culture</b>					
33. Strengthened cultural sectors in PICTs	33a) Preparation for 12th Festival of Pacific Arts, drawing on SPC multi-sector technical assistance	Preparation has begun	Preparations successfully underway and endorsed by the Council of Pacific Arts and Culture	On track with detailed update presented by Guam at the Council of Pacific Arts meeting in May and endorsed by the council.	
	33b) Number of PICTs implementing national cultural policies	2 PICTs	6 PICTs	Solomon Islands delayed to end of year due to floods; Samoa showing progress but may be delayed due to SIDS preparations; cultural industries work in Fiji on track.	


Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Improved responsiveness and partnership with island members					
1. Refined and strengthened joint country strategy (JCS) process established	New joint country strategy process in use with future reviews scheduled	Initial discussions	By CRGA 43 in Nov. 2013	Delayed due to timing and resource constraints. The development of the integrated programming approach and the governance review were prioritised in 2014, as both of these will influence how a new country programming process will be developed and implemented.	It is now expected that the review will be done in early 2015.
2. JCSs including a strengthened results framework – using an evidence-based approach	Number of PICTs with updated and refined JCS developed, including strengthened results framework	1–2 in progress	15 by end 2015	Delayed - see comment above.	
Increasing results-focus in monitoring, evaluation and accountability					
3. Improved results-focus demonstrated in divisional strategic plans and annual reports through clearer results frameworks	Number of divisions with results-focused strategic plans and annual reports using clear results frameworks	1–2	7 by end 2015	On track	2 more divisions (Statistics and SPBEA) will revise their strategic plans this year, which includes improving their results framework. In addition, the new integrated 2014 annual report to CRGA presents improved results reporting from all divisions against the Corporate Strategic Plan results framework.
4. Evaluations completed on effectiveness and efficiency of SPC's contribution to specific development outcomes and lessons learned for further improvement	Number of country and/or regional sector evaluations completed and lessons learned applied for further improvement	No corporate evaluation schedule in place	Evaluation schedule operating by end 2013  By end 2014: Evaluation schedule finalised and 2 evaluations completed  By end 2015: 4 evaluations completed	Delayed: Due to resource constraints in SEPPF (only 2 monitoring, evaluation and learning staff), the focus this year was on the following priorities:  a) 22 improved country reports to members;  b) a new integrated results report for CRGA reporting against the Corporate Strategic Plan;  c) providing support to divisions where possible in independent project evaluations commissioned by donors.	Indicator refined slightly to improve measurability.  Additional funding has been received in mid-2014 to recruit additional monitoring and evaluation staff by early 2015, which will enable programme evaluations to be undertaken in 2015 to inform the development of improved country and multi-sector programming processes.
4a. Development of an SPC-wide planning, monitoring, evaluation and accountability system that enables demonstration of results to members and donors and improved development effectiveness	Improved organisation-wide monitoring, evaluation and reporting against agreed upon national and regional development outcomes set out in SPC's Corporate Strategic Plan and joint country strategies	Integrated Reporting Information System developed and piloted with half of SPC divisions, enabling improved output reporting; needs to be supported with a clear process for organisation-wide monitoring, evaluation and learning analysis and reporting against the Corporate Strategic Plan	Improved annual report against Corporate Strategic Plan demonstrating SPC outcomes/ impact and lessons learned	On track: This new Programme Results Report presents for the first time results across all SPC divisions in an integrated manner that more coherently describes how SPC is helping members achieve their development goals. It also includes reporting against specific indicators in the corporate results framework.  SPC's monitoring, evaluation and learning plan will be revised (from its original 2012 policy) and updated by the end of 2014 to incorporate the recommendations of the 2013 independent review and the new reporting processes and products trialled in 2014.	New indicator added.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Institutionalising a learning approach to facilitate continuous improvement and innovation					
5. Regular targeted learning activities embedded across SPC to increase cross-divisional sharing of experience and lessons	Number of learning events held across SPC to discuss and apply lessons derived from programme experience, evaluations and external expertise	Initial discussions	Average one per month in Suva and Noumea by end 2015	On track: A new cross-divisional results workshop was successfully trialled over 2 days with active participation by 45 senior management staff (directors and deputies) representing all divisions. It will be established as a regular internal process that promotes cross-divisional sharing, discussion and learning on SPC's key contributions towards Pacific development outcomes, key challenges and lessons learned. Other learning events continue to be held frequently to share information across SPC (with 13 sessions held in 2013 and 8 from January to July in 2014).	
Developing more cohesive multi-sector approaches to create greater impact and effectiveness					
6. Effective divisional collaboration and impact demonstrated in addressing multi-sector priorities	Number of multi-sector areas reviewed that identify lessons and opportunities for improving collaboration and impact	0	2 by end 2015	On track: See above description of cross-divisional results workshop. In addition, the development of EDF 11 programming has brought together all technical divisions and corporate services (e.g. Finance) to work on the emerging identification and design of potential programmes.	
Fostering action-focused collaboration with appropriate partners for more effective service delivery					
7. Enhanced cooperation, where useful, with other development partners in planning and delivery at country and regional level	Number of JCS reviews and/or programme evaluations that assess collaboration with development partners and identify lessons for improving impact	1	3 by end 2015	Delayed (JCS). For 'Other' area, including the development of proposals for EDF 11, partners are being engaged earlier in the process.	SPC will be developing a new country programming process to replace the JCS in 2015.
8. Regional meetings and SPC's participation and role in them are frequently reviewed to ensure best impact and value	Executive and divisions rank meetings based on priority and coordinate with development partners to increase efficiency and generate savings	Initial discussions	Priorities recorded with examples of improved coordination and efficiency	Some progress, for example the Director-General and the Senior Leadership Team reviewed SPC's attendance at SIDS to reduce numbers.	A more comprehensive review will take place in late 2014 as part of the request in August 2014 by Forum Leaders for CROP agencies to review Pacific regional meetings.
Agreeing long-term partnerships with members, donors and CROP agencies to deliver regional and subregional 'public goods'					
9. Regional and subregional public goods to be provided by SPC are identified, with member and donor partnerships secured	Subset of public goods identified with member and donor funding secured	Initial discussions started	By end 2015	Some progress. Working Group on Regional Public Goods was established and started work, however this was overtaken by SPC developing a new programming approach including public goods.	SPC's governance review and the development of the next corporate strategic plan in 2015 will provide opportunities to review SPC's priorities in relation to public goods.
10. Increased financial stability	A core budget is secured to provide financial stability for the core capacity of SPC; this includes the capacity needed to govern and manage SPC and support programmes in providing key technical services	23 million CFP units (2012)	42 million CFP units by end 2015 (estimated)	Estimated core income at end of 2014: 30 million CFP units.	Unlikely to meet the 42 million target at end of 2015. Planned cost recovery, resource mobilisation and internal reallocation of core funding internally should assist to increase stability. Revised indicator required.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Strengthening the focus on larger, more cohesive priority programmes and further development of areas of excellence					
11. SPC's large portfolio of over 200 projects is consolidated to fewer focused core programmes	Number of focused core programmes	To be defined and determined	50 focused core programmes by end 2015	Significant progress with Australia, New Zealand (in partnership agreement) and the EU (in positive words) to move to fund divisional and corporate programmes rather than many small projects.	SPC's move to a programme dialogue with members will assist SPC to aggregate project work with members to focus on two or three critical and integrated programmes.
12. SPC further recognised for its development of regional 'areas of excellence and innovation' in strategic areas	Media coverage and specific recognition by members and development partners	Not captured systematically	Recorded each year to assess improvement	Some progress. SLT has prioritised non-communicable diseases (NCDs) and climate change and disaster risk management (CCDRM). Launch of NCDs partnership at SIDS conference; the CCDRM Strategy and Renewable Energy in Northern Pacific are examples of coalescing areas of excellence.	This will be a continually developing area, to focus resources on specific areas, stimulate innovation and increase media coverage. A revised indicator is required for 2015.
13. Enhanced coordination of SPC's programme portfolio, including design, funding and quality	Process embedded for centralised tracking of current and pipeline funding, including quality assurance for funding proposals	Under development	Completed by end 2013	Delayed. New programme development process being designed and due for implementation in January 2015.	A programming approach was introduced at SPC in 2014. While still relying heavily on technical and scientific knowledge, it calls for the systematic integration of other considerations and variables (e.g. economic, social, environmental, context-specific) from other sectors, approaches and perspectives. It includes a consistent and systematic process of project/programme formulation, design, implementation and evaluation, currently being further developed and formalised within SPC.
Improved core capacity of SPC support services and governance					
14. Improved effectiveness of financial budgeting and reporting, by more clearly linking resource allocations to key priorities in the Corporate Strategic Plan	Improved corporate budgeting processes and financial report	Current annual budget report	Increase in resources for Corporate Strategic Plan priorities reflected in 2015 budget	On track: Financial reporting is expected to improve with the upgrade of SPC's financial system to Navision 2013, which will allow reporting against a range of categories (including development outcomes). This should, in turn, result in definite benefits for timely decision-making and accurate organisation-wide resource tracking. Improvements in reporting should also be achieved through the use of budget narratives analysing data and through the presentation of financial statements based on internationally recognised accounting reporting standards.	By the end of 2015, with the introduction of new outcomes-oriented reporting mechanisms and a new internal budget process, the aim is to clearly link resource allocation to strategic priorities and development outcomes.

Medium-term outcomes in PICTs targeted by SPC programmes	Indicators of performance (attributable in whole or in part to SPC's work)	Baseline	Target (end 2015)	Update on performance as of June 2014	Comment
Improved core capacity of SPC support services and governance – continued					
15. Leadership, and support services such as IT, human resources and communications, meet the needs of an organisation striving for excellence	Strategy to enhance effectiveness of leadership and support services implemented and recognised in staff satisfaction survey	Staff satisfaction survey 2011	By end 2015	"On track: ICT developed a strategy, including moving to a cloud system (vs. in-house), thereby providing access to all centralised services from any location and reducing costs spent on internal corporate systems. ICT systems involved in HR, Finance, Procurement, Translation and Library systems were also improved and streamlined.	SPC Senior Leadership Team is receiving support through a consultancy that aims to ensure that it is a high-performing team.
15a. Improved human resource capability and service	Average recruitment time	Baseline currently being measured, but HR team recognises recruitment time has been too long, sometimes over 1 year	Length of time from inception of recruitment process (i.e. decision made to start recruitment) to when job offer is made to successful candidate does not exceed 4 months	Achieved: The recruitment system was significantly improved with the addition of new recruitment experts into the SPC HR team, and streamlining the recruitment process to eliminate bottlenecks.	New indicator added.
16. Enhance effectiveness of SPC governance systems in line with recommendation of the independent external review	Members have reviewed governance systems to ensure they are fit for purpose as SPC evolves	Current CRGA governance system	Agreed governance review recommendations are implemented by SPC and members	On track: A new model for SPC governance arrangements will be proposed to CRGA in 2014 following a review of SPC governance including broad consultations with members and beyond and research on best practice in governance. This work was led by a Governance Working Group made up of a subset of CRGA members.	
17. Minimise SPC's greenhouse gas emissions footprint associated with its internal operations and activities and implement measures to reduce climate-related risks to SPC assets and staff	Total carbon dioxide equivalent (CO2e) emissions	1413 tonnes CO2e (for internal operations, excluding staff travel) in 2011	15% reduction	On track: Emission reduction is about 11.9% at end of 2013; results show we are on track to achieve 15% emission reduction by end of 2015.	
	CO2e emissions per staff member	To be determined	15% reduction	Achieved: End of 2013 emission reduction per staff was already at 18.5% (2.46 tonnes eq/staff).	





SPC is a membership organisation that works in close partnership with its Members: American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Marshall Islands, Nauru, New Caledonia, Kiribati, 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. We thank them for their support

We would also like to thank our principal donor partners for their generous support of Pacific development outcomes: Asian Development Bank, Australia, Commonwealth Secretariat, European Union, Food and Agriculture Organization of the United Nations, France, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global Environment Facility, International Maritime Organization, Korea, New Zealand, Pacific Islands Forum Secretariat, United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), UN WOMEN, United States of America, Western and Central Pacific Fisheries Commission (WCPFC), World Bank