



Pacific
Community
Communauté
du Pacifique

Pacific Community

Results Report 2018



SPC
Corporate

Pacific Community Results Report

2018



Noumea, New Caledonia, 2019

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

*AMERICAN SAMOA, AUSTRALIA, COOK ISLANDS,
FEDERATED STATES OF MICRONESIA, FIJI, FRANCE,
FRENCH POLYNESIA, GUAM, KIRIBATI, REPUBLIC OF THE
MARSHALL ISLANDS, NAURU, NEW CALEDONIA, NEW ZEALAND,
NIUE, NORTHERN MARIANA ISLANDS, PALAU, PAPUA NEW GUINEA,
PITCAIRN ISLANDS, SAMOA, SOLOMON ISLANDS, TOKELAU, TONGA,
TUVALU, UNITED STATES OF AMERICA, VANUATU AND
WALLIS AND FUTUNA*

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CONTENTS

ACKNOWLEDGEMENTS	iv	CHAPTER 6:	63
FOREWORD	v	Advancing social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people	
ABBREVIATIONS	vi	CHAPTER 7:	73
ABOUT THIS REPORT	viii	Improving multi-sectoral responses to prevent non-communicable diseases and enhance food security	
EXECUTIVE SUMMARY	xi	CHAPTER 8:	83
INTRODUCTION	1	Strengthening regional public health surveillance and response	
OVERVIEW OF 2018	4	CHAPTER 9:	91
THE PACIFIC COMMUNITY'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS	9	Improving education quality	
CHAPTER 1:	15	CHAPTER 10:	97
Strengthening sustainable management of natural resources		Achieving SPC's organisational objectives	
Fisheries	17	CHAPTER 10 A:	99
Agriculture, forestry and land use	21	Strengthening engagement and collaboration with members and partners	
Oceans, minerals and water	23	CHAPTER 10 B:	109
CHAPTER 2:	31	Strengthening scientific and technical knowledge and expertise	
Improving pathways to international markets		CHAPTER 10 C:	113
CHAPTER 3:	37	Addressing members' development priorities through multidisciplinary approaches	
Strengthening sustainable transport and energy security		CHAPTER 10 D:	116
CHAPTER 4:	45	Improving planning, prioritisation, evaluation, learning and innovation	
Strengthening access to and use of statistics in policy development and monitoring of progress		CHAPTER 10 E:	121
CHAPTER 5:	53	Enhancing the capabilities of spc's people, systems and processes	
Improving multi-sectoral responses to climate change and disasters		LEARNING FROM OUR RESULTS	126
		INDEX	130

ACKNOWLEDGEMENTS

As an intergovernmental organisation, the Pacific Community works in close partnership with our 26 member countries and territories:

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

We thank them for their support.

Our members, through the Committee of Representatives of Governments and Administrations (CRGA), are the key audience for this report. The CRGA Subcommittee on the Implementation of the Strategic Plan supports the preparation of the report, including by reviewing drafts and presenting detailed recommendations for improvements.

SPC acknowledges the contributions made by all our members and development partners to achieving the results highlighted in this report. We also acknowledge the strong partnership of CROP (Council of Regional Organisations in the Pacific) agencies.

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

DEVELOPMENT PARTNERS

In 2018, financial support was received from the following development partners

Asian Development Bank (ADB)	Green Climate Fund (GCF)	Swedish International Development Cooperation Agency (SIDA)
Asia Pacific Network for Global Change Research (APN)	International Foundation for Aids to Navigation (IFAN)	The Nature Conservancy (TNC)
Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (AFPNet)	International Fund for Agricultural Development (IFAD)	Tuvalu
Australian Centre for International Agricultural Research (ACIAR)	International Maritime Organization (IMO)	United Kingdom Foreign and Commonwealth Office
Australian Department of Foreign Affairs and Trade (DFAT)	International Seafood Sustainability Foundation (ISSF)	United Nations Children's Fund (UNICEF)
Bioversity International	International Union for Conservation of Nature (IUCN)	United Nations Development Programme (UNDP)
Central Pacific Shipping Commission (CPSC)	Kreditanstalt für Wiederaufbau (KfW)	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
Comic Relief	National Institute of Water and Atmospheric Research (NIWA)	United Nations Population Fund (UNFPA)
Conservation International (CI)	National Marine Fisheries Service (NMFS)	United States Agency for International Development (USAID)
The Crop Trust	New Zealand Ministry of Foreign Affairs and Trade (MFAT)	United States Centers for Disease Control and Prevention (CDC)
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Pacific Fund of the French Ministry of Foreign Affairs	United States Embassy in Fiji
DigitalGlobe	Pacific Islands Forum Fisheries Agency (FFA)	University of Cambridge
The European Union (EU)	Papua New Guinea	University of Wollongong
Food and Agriculture Organization of the United Nations (FAO)	Pew Charitable Trusts	Western and Central Pacific Fisheries Commission (WCPFC)
French Biodiversity Agency	PNG Ports Corporation Limited	World Bank Group
French Development Agency (AFD)	Secretariat of the Pacific Regional Environment Programme (SPREP)	World Meteorological Organization (WMO)
French Facility for Global Environment		World Wildlife Fund (WWF)
Global Environment Facility (GEF)		
The Global Fund		



FOREWORD

Dr Colin Tukuitonga
Pacific Community Director-General

In 2019, SPC's Director-General, Dr. Colin Tukuitonga, will complete his six-year term of office. In his final contribution to the Results Report, we asked him for his reflections on this period and the outlook for the future:

Under my term as Director-General of SPC, we embarked on an important change and transformation process to reposition SPC, to consolidate our priorities, to secure long-term funding, to improve and modernise our systems and to institutionalise professional development opportunities for staff – all of the strategies that help to strengthen an organisation.

Internally, we worked on policies and guidelines to standardise the way we work. We have introduced new business systems to improve our financial management. In regard to programming, we commissioned independent external reviews of all our divisions,¹ which told us how SPC was performing. These reviews supported the redesign of programming strategies and divisional structures to allow us to better meet the needs of our members now and into the future. They culminated in 2018 in the Mid-Term Review of the Pacific Community Strategic Plan 2016–2020, which showed an overall positive picture of how members and partners perceive our work.

We've also placed strong emphasis on maintaining respectful and effective working relationships with our members, particularly our Pacific Island members. This has allowed us to start a conversation about programming priorities in relation to their needs. This conversation is not over. We still have a huge and fairly ambitious work programme that we will need to further review, given the

availability of resources for the region and the increasingly competitive development environment.

In retrospect, we could have done more to advance our integrated approach to programming. This approach aims to capitalise on the diversity of expertise within SPC to help address some of the region's challenges through collective efforts, and contribute to regional and global frameworks for action, such as the SAMOA Pathway and Sustainable Development Goals. I am happy to see that social, economic and environmental issues now permeate the work of divisions. Initiatives such as the Pacific Community Centre for Ocean Science (PCCOS) represent an attempt to bring together all of SPC's ocean, marine-related and fisheries expertise in one centre of excellence. This is the kind of multidisciplinary work we can do more of.

It has been difficult for SPC to drive innovation other than what happens in projects. Many of our programmes are not funded in ways that encourage and support innovation from proof of concept to scale. However, we have had some support from the Government of New Zealand through the Incubator Fund to kick-start pilot projects. We have also trialled an internal innovation fund, using our core funding, to support exploration of several great ideas. New challenges require new thinking and it is important for SPC's vitality as a development organisation that innovation is supported and funded.

In closing, I want to say to development partners and to our members and the leadership of the region that SPC is a good organisation. We have delivered significant milestones for this region in our 72 year history. I have no doubt that we will continue to do so in the future in responding to the needs of our Pacific Island members.

To SPC staff – your work with our members, your scientific and technical ability and strong family orientation to the organisation and to our mission are key strengths. Thank you for your dedication and commitment.

To my successor – my warmest wishes. SPC has been through a sizeable change and transformation process. A period of consolidation and resource mobilisation to support the priorities chosen would be a good approach to continue with.

The results we achieve are the culmination of the collective work of members, implementing and donor partners and the staff of the Secretariat. We submit this summary of results to the Committee of Representatives of Governments and Administrations (CRGA) as an account of our use of membership fees and programmatic investment in 2018 and of our efforts to increase the efficiency and effectiveness of our work.

Dr Colin Tukuitonga
Pacific Community Director-General

¹ The performance of the Public Health Division will be reviewed in 2019.

ABBREVIATIONS

ACIAR

Australian Centre for International Agricultural Research

ACP

African, Caribbean and Pacific Group of States

ADB

Asian Development Bank

AFD

Agence Française de Développement

CCES

Climate Change and Environmental Sustainability (SPC)

CEDAW

Convention on the Elimination of All Forms of Discrimination against Women

CePaCT

Centre for Pacific Crops and Trees (SPC)

CRGA

Committee of Representatives of Governments and Administrations

CROP

Council of Regional Organisations in the Pacific

CRVS

civil registration and vital statistics

DFAT

Department of Foreign Affairs and Trade (Australia)

DRR/DRM

disaster risk reduction/disaster risk management

EEZ

exclusive economic zone

EQAP

Educational Quality and Assessment Programme (SPC)

EU

European Union

EVAW

End Violence Against Women

FAD

fish aggregation device

FAME

Fisheries, Aquaculture and Marine Ecosystems Division (SPC)

FAO

Food and Agriculture Organization of the United Nations

FFA

Pacific Islands Forum Fisheries Agency

FRDP

Framework for Resilient Development in the Pacific

FSM

Federated States of Micronesia

GCF

Green Climate Fund

GEF

Global Environment Facility

GEM

Geoscience, Energy and Maritime Division (SPC)

GHG

greenhouse gases

GIS

geographic information system

GIZ

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

HIES

Household Income and Expenditure Survey

HOPS

Heads of Planning and Statistics

IATA

International Air Transport Association

INTEGRE

Pacific territories initiative for regional management of the environment

KfW

(German government-owned development bank)

LRD

Land Resources Division (SPC)

MEL

monitoring, evaluation and learning

MFAT

Ministry of Foreign Affairs and Trade (New Zealand)

MOU

memorandum of understanding

NCDs

non-communicable diseases

NGO

non-governmental organisation

NDMO

National Disaster Management Office

MTCC-Pacific

Maritime Technology Cooperation Centre in the Pacific

NDCs

Nationally determined contributions

NSO

National Statistics Office

OCT

Overseas countries and territories

OIE

World Organisation for Animal Health

PCCOS

Pacific Community Centre for Ocean Science

PCREEE

Pacific Centre for Renewable Energy and Energy Efficiency

PDNA

Post disaster needs assessment

PEARL

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

PIHOA

Pacific Island Health Officers' Association

PHD

Public Health Division (SPC)

PICs

Pacific Island countries

PICTs

Pacific Island countries and territories

PIFS

Pacific Islands Forum Secretariat

PILNA

Pacific Islands Literacy and Numeracy Assessment

PIRFO

Pacific Islands Regional Fisheries Observer

PMEL

planning, monitoring, evaluation and learning

PNG

Papua New Guinea

POETCom

Pacific Organic and Ethical Trade Community

PPHSN

Pacific Public Health Surveillance Network

RAB

Radiology Across Borders

REDD+

Reducing emissions from deforestation and forest degradation

RESCCUE

Restoration of ecosystem services and adaptation to climate change

RMI

Republic of the Marshall Islands

RRRT

Regional Rights Resource Team (SPC)

SAMOA Pathway

Small Island Developing States Accelerated Modalities of Action

SDGs

Sustainable Development Goals

SDD

Statistics for Development Division (SPC)

SDP

Social Development Programme (SPC)

SIDS

small island developing states

SIPA

Solomon Islands Ports Authority

SIS

small island states

SPC

Pacific Community

SPL

Strategy, Performance and Learning (SPC)

SPREP

Secretariat of the Pacific Regional Environment Programme

STCW

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

TC

tropical cyclone

UN

United Nations

UNDP

United Nations Development Programme

UNESCAP

United Nation's Economic and Social Commission for Asia and the Pacific

UNESCO

United Nations Educational, Scientific and Cultural Organization

UNICEF

United Nations Children's Fund

UPR

Universal Periodic Review

USP

University of the South Pacific

VNR

Voluntary National Review

WCFPC

Western and Central Pacific Fisheries Commission

WCPO

Western and Central Pacific Ocean

WHO

World Health Organization

ABOUT THIS REPORT

This report focuses on the results achieved and lessons learned by SPC through our work with our members and partners.

Report structure

Our performance is described against each of the nine development objectives and five organisational objectives set out in the Pacific Community Strategic Plan 2016–2020 (Strategic Plan). Each of the 10 chapters includes:

- performance stories
- data from the results frameworks for divisions and programmes
- challenges faced in the delivery of our programmes, and
- lessons learned.

This year, we also highlight SPC's key achievements in relation to the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, SPC's 10 priority areas of work, and partnerships. The sections on the SDGs and partnerships can be extracted from the report and used as stand-alone documents.

Results reporting methodology

Results reporting is a collaborative, organisation-wide process at SPC that goes hand-in-hand with learning, as set out in our Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy. The process is coordinated by the Strategy, Performance and Learning (SPL) team at SPC, with active engagement from division and programme directors and MELnet (our monitoring, evaluation and learning network).

In 2018, at mid-year and end-of-year, divisions collated results of their work against the key result areas of their business plans (which are aligned to the Strategic Plan). They also hold reflection and results-reporting workshops twice a year. These serve as opportunities to capture and make sense of results, and foster learning. Divisions also use these workshops to develop the

performance stories in this report, which are based on robust evidence of results and learning.

The executive, senior managers and MELnet meet annually for the One SPC learning and results workshop to assess divisional results overall and draw lessons.

The SPL team guides divisions through this process, providing quality assurance and synthesising results.



Improving our results report

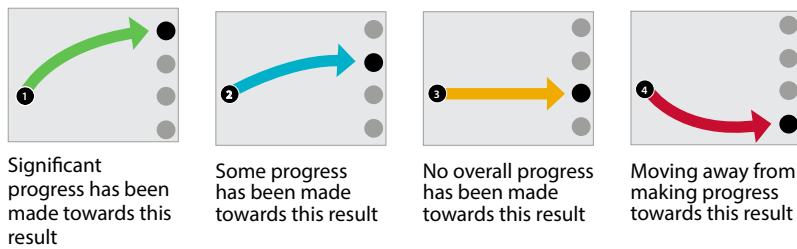
Based on feedback from the 2018 CRGA Subcommittee meetings and the Mid-Term Review of SPC's Strategic Plan 2016–2020 (the Mid-Term Review), we have made some changes to the 2018 results report, including:

- **strengthening our reporting and analysis of our results against the SDGs:** In describing our results, we have mapped the link between the results under each development objective, and the SDGs, to provide a preliminary indication of the scale of the contribution of each objective to the SDGs. Each performance story is mapped down to SDG target level. When reading the report, note that not all results map against a goal, and some map against more than one. We will advance our organisational methodology for reporting against the SDGs in 2019;
- **triangulating the results reported with the findings of the Mid-Term Review;**
- **documenting organisation-wide lessons** from performance stories and reflection sessions;
- **improving our performance assessment methodology.**

Performance assessment

Scale

Following the assessment of each key result area, performance is rated according to the scale below:

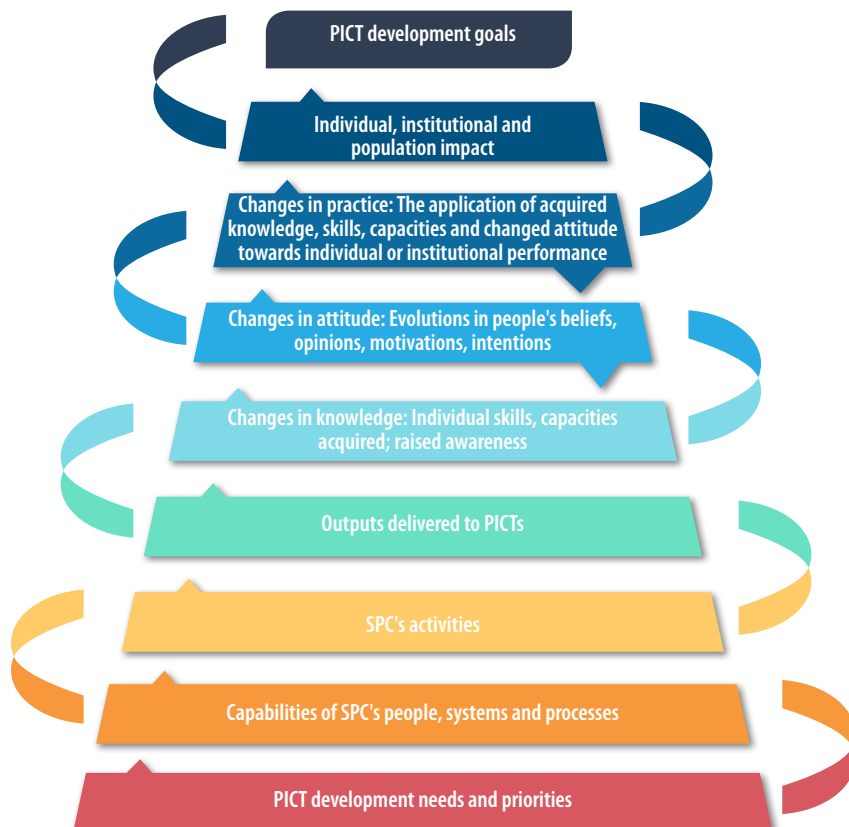


Weighting

In 2018, we reviewed the methodology we use to assess our progress. To reduce bias related to the number of outputs reported, a weighting method was applied to the type of result (output, changes in knowledge, attitude, practice, impact) to ensure higher-level outcomes were given more consideration than outputs.

We have applied weightings to aggregated performance assessments for each development and organisational objective. This is intended to provide a better indication of our performance against Key Result Areas. Impact-level results are given the highest weighting (.5) followed by outcomes (changes in knowledge, attitude and practice) (.35) and outputs (.15).

Our results hierarchy



... SPC continued to contribute relevant
scientific research and technical innovation,
and to use its experience and knowledge
of the Pacific to support its members'
development objectives ...

EXECUTIVE SUMMARY

About SPC

The Pacific Community (SPC), founded in 1947, is a member owned scientific and technical organisation serving the Pacific region. In 2018, SPC had 578 staff and a budget of EUR 82.2 million.

SPC contributes scientific research and technical innovation to support the development objectives of the 22 Pacific Island countries and territories (PICTs). In 2018, our work continued to produce measurable shifts in knowledge, attitudes and practices in PICTs. In some areas where SPC has been working over sustained periods and in coordinated efforts, longer-term impacts at the community, institution or country level are being demonstrated.

Summary of results

Findings from the Mid-Term Review

In 2018, we commissioned a Mid-Term Review to assess progress towards the goals of SPC's Strategic Plan 2016–2020, to enable necessary adjustments to be made for the remainder of the plan period, and inform our future direction. The review consisted of a partnership survey, a performance analysis based on a literature review and targeted interviews.

The results of the review showed that our national and regional partners are satisfied with SPC's overall performance, effectiveness and efficiency. However, we can improve our responsiveness to member needs and refine how we measure progress and evaluate effectiveness. Detailed findings from the Mid-Term Review are referenced throughout this report.



Summary of results and performance assessments (performance assessment and Mid-Term Review) against SPC's objectives

Results in 2018

588 results across
9 development objectives and
5 organisational objectives

13 impact level

322 outcome level

253 output level

Results in 2017

478 results across
9 development objectives and
5 organisational objectives

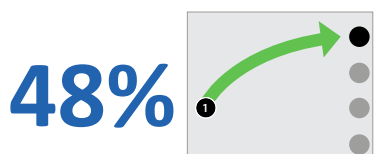
11 impact level

284 outcome level

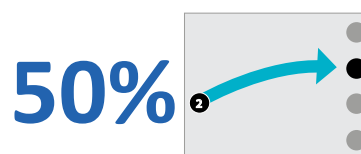
183 output level

Overall, SPC's performance assessment process for 2018 produced a positive assessment of the performance of our divisions in implementing the strategic objectives of the Pacific Community Strategic Plan. Areas where no progress was made relate to internal work streams and are a result of delayed implementation. In particular, progress

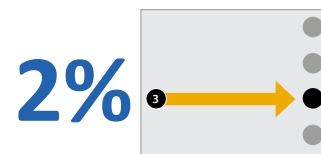
on multidisciplinary approaches to address members' needs stalled in some areas due to lack of funding to make planned integrated programmes a reality. These issues were discussed at the One SPC results and learning workshop and will be prioritised in 2019.



of results showing
significant progress
(unweighted)



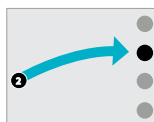
of results showing
some progress
(unweighted)



of results showing
no overall progress
(unweighted)

1. Strengthen sustainable management of natural resources: 94 results, of which 60% are outputs

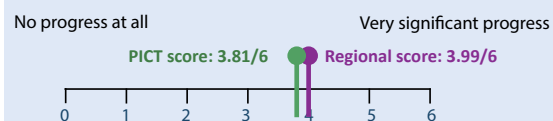
2018 performance assessment



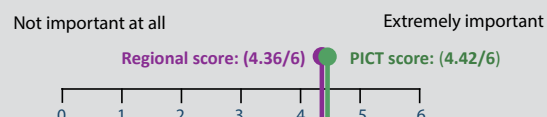
Some progress was made related to fisheries, forestry, land use, agriculture, minerals and water, based on a weighted average

Mid-Term Review assessment

Progress towards this objective

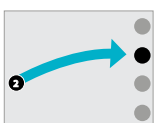


Importance of SPC's contribution to this progress



2. Improve pathways to international markets: 26 results, of which 42% are outputs

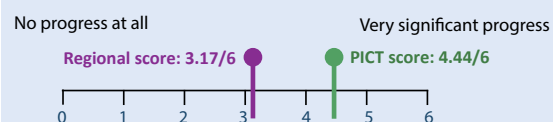
2018 performance assessment



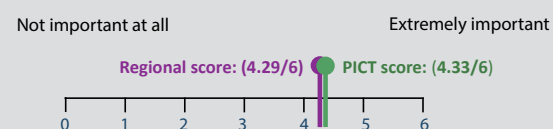
Some progress was made related to market access for farmers and private enterprise, and phytosanitary and biosecurity standards supporting trade, based on a weighted average

Mid-Term Review assessment

Progress towards this objective

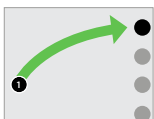


Importance of SPC's contribution to this progress



3. Strengthen sustainable transport and energy security: 41 results, of which 56% are outputs

2018 performance assessment



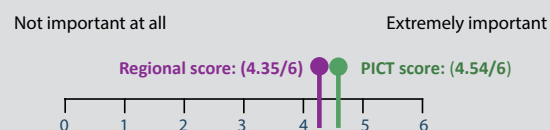
Significant progress was made related to sustainable transport and energy security, based on a weighted average

Mid-Term Review assessment

Progress towards this objective

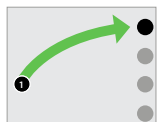


Importance of SPC's contribution to this progress



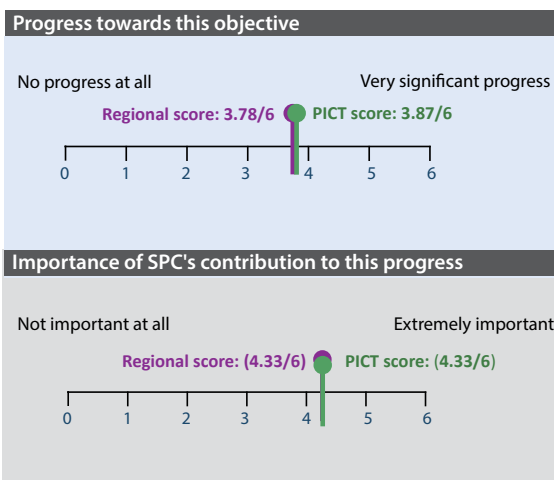
4. Strengthen access to and use of development statistics: 28 results, of which 61% are outputs

Our 2018 self-assessment



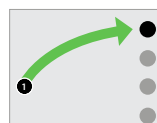
Significant progress was made related to access to and use of development statistics

Mid-Term Review assessment



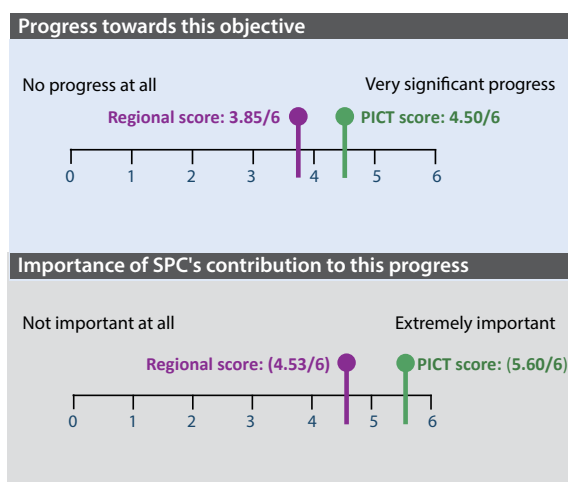
5. Improve multi-sectoral responses to climate change and disasters: 89 results, of which 42% are outputs

Our 2018 self-assessment



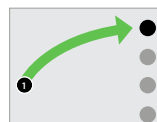
Significant progress was made related to multi-sectoral responses to climate change and disasters, based on a weighted average

Mid-Term Review assessment



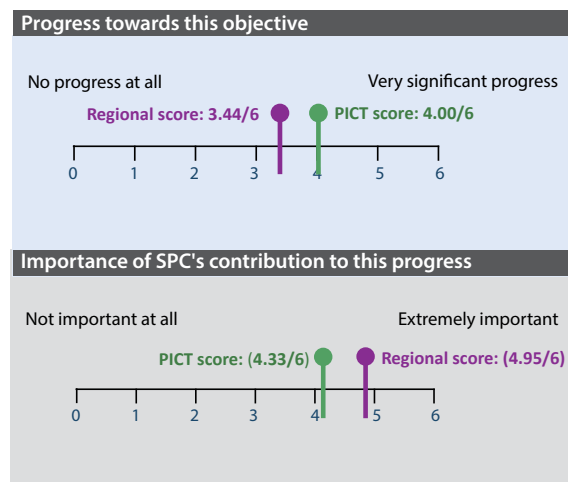
6. Advance social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people: 66 results, of which 44% are outputs

Our 2018 self-assessment



Significant progress was made related to social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people, based on a weighted average

Mid-Term Review assessment



7. Improve multi-sectoral responses to non-communicable diseases (NCDs) and food security: 31 results, of which 48% are outputs

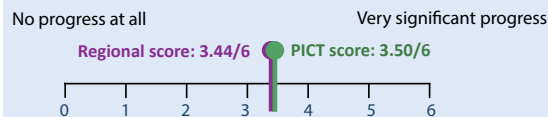
Our 2018 self-assessment



Significant progress was made related to multi-sectoral responses to NCDs and food security, based on a weighted average

Mid-Term Review assessment

Progress towards this objective

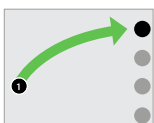


Importance of SPC's contribution to this progress



8. Strengthen regional public health surveillance and response: 13 results, of which 8% are outputs

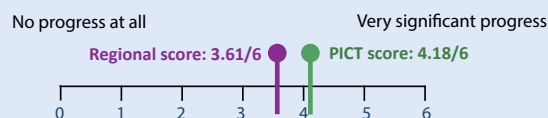
Our 2018 self-assessment



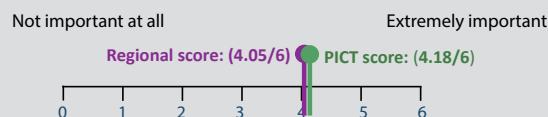
Significant progress was made related to regional public health surveillance, based on a weighted average

Mid-Term Review assessment

Progress towards this objective

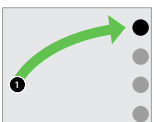


Importance of SPC's contribution to this progress



9. Improve education quality: 34 results, of which 41% are outputs

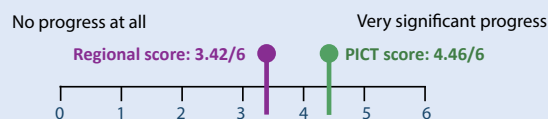
Our 2018 self-assessment



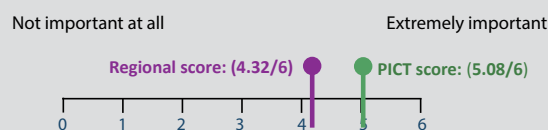
Significant progress was made related to improving education quality, based on a weighted average

Mid-Term Review assessment

Progress towards this objective



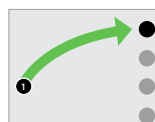
Importance of SPC's contribution to this progress



Organisational objectives

a). Strengthen engagement and collaboration with members: 49 results, of which 47% are outputs

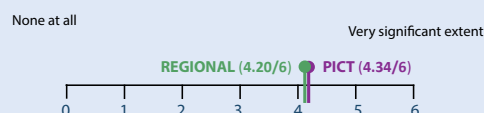
Our 2018 self-assessment



Significant progress was made related to strengthened engagement and collaboration with members and partners, based on a weighted average

Mid-Term Review assessment

Extent of progress



b). Strengthen technical and scientific knowledge and expertise: 14 results, of which 57% are outputs

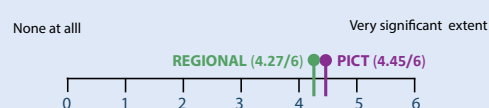
Our 2018 self-assessment



Significant progress was made related to strengthened scientific and technical expertise, based on a weighted average.

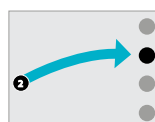
Mid-Term Review assessment

Extent of progress



c). Address members' development priorities through multidisciplinary approaches: 32 results, of which 37% are outputs

Our 2018 self-assessment

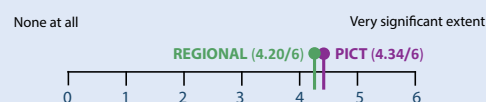


Some progress was made related to addressing member priorities through multi-disciplinary approaches, based on a weighted average.

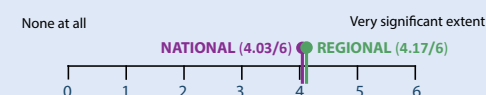
Mid-Term Review assessment

Extent of progress

Extent of progress towards delivering work through multidisciplinary approaches

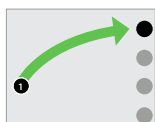


Extent of progress towards addressing members' development priorities



d). Improve planning, prioritisation, evaluation, learning and innovation: 21 results, of which 19% are outputs

Our 2018 self-assessment

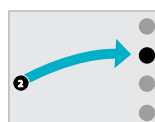


Significant progress was made related to improved planning, prioritisation, evaluation, learning and innovation

Organisational objective d. was not assessed in the Mid-Term Review as it is an internally focused objective

e). Enhance the capabilities of our people, systems and processes: 51 results, of which 20% are outputs

Our 2018 self-assessment



Some progress was made related to enhancing the capabilities of SPC's systems, people and processes.

Organisational objective e. was not assessed in the Mid-Term Review as it is an internally focused objective

Progress against our priorities

We continue to embed our 10 priority areas into our programmatic and operational decision-making.



Developing and applying fisheries science (striving to develop an area of excellence)

PICTs are increasingly assessing, responding to and engaging with scientific findings and advice from SPC on the impact of climate change on tuna fisheries. They are discussing adaptation and planning and are preparing for the future. More information is on page 17.



Developing and applying plant and crop genetic resources (planning to develop an area of excellence)

CePaCT (Centre for Pacific Crops and Trees) made strides to meet international genebank standards for the acquisition, evaluation and distribution of genetic resources, with the aim of becoming a centre of excellence for plant and crop genetic resources in the Pacific (page 74).



Regional education qualifications and assessment (a regional public good)

A new sustainable funding modality in the form of a partnership between SPC and the Governments of Australia and New Zealand was agreed, with line of sight until 2027. SPC administered the Pacific Islands Literacy and Numeracy Assessment (PILNA) in 15 PICTs, reaching 40,195 pupils across 925 schools in 10 languages.

Three micro-qualifications have been completed for accreditation (page 92).



Public health surveillance (a regional public good)

A funding agreement was signed with the Agence Française de Développement (AFD) - the French Development Agency - to strengthen the Pacific Public Health Surveillance Network (PPHSN) to promote public health and response in the region (page 103).



Climate change and disaster risk resilience/management (including GIS mapping)

Some of SPC's work in the areas of disaster risk reduction, climate change adaptation and water and sanitation was reorganised under one programmatic umbrella to better operationalise the Framework for Resilient Development in the Pacific (FRDP) (page 53).



Ocean management and governance (including maritime transport and boundaries) and the development of the Pacific Community Centre for Ocean Science (PCCOS)

Internal and external mapping and a regional needs assessment on ocean science capacity were completed to lay the groundwork for PCCOS (page 11).



Regional data coordination and dissemination

The five components of the Pacific Statistics Governance Framework are now operational (page 46). SPC assisted 16 National Statistics Offices (NSOs) in the Pacific to identify sources for SDG data collection, and six PICTs to align the 2030 Agenda to their national development priorities.



Human rights, including gender equality and youth issues

Internal mainstreaming of human rights and gender issues is progressing well. The diversified human rights funding portfolio is enabling notable improvements in human rights governance and access to services for survivors of violence.

A funding agreement was signed with the Government of Australia to progress gender equity in the Pacific. Phase 2 of the 'Regional Culture Strategy: Investing in Pacific Cultures 2017-2020' was endorsed by Ministers of Culture. The Youth@Work programme continues to build employment skills and prospects for youth (pages 13, 67 and 102).



Energy

The Sustainable Energy Entrepreneurship Facility of the Pacific Centre for Renewable Energy and Energy Efficiency's (PCREEE) was launched with funding from the Government of Norway to spark new local business activities in renewable energy and energy efficiency (page 37).



Non-communicable diseases

With SPC's support, PICTs have completed dashboard reports on their progress towards NCD targets. The dashboards, produced under the Pacific Monitoring Alliance for NCD Action (MANA), will be updated regularly to enable PICTs to make informed decisions based on current strengths and areas requiring more action (page 77).

SPC results and the Sustainable Development Goals

In 2018, SPC made important contributions to support members' efforts towards achieving the Sustainable Development Goals (SDGs), including through direct support for thought leadership and coordination, and leading statistical measurement of SDG targets and indicators in the region. Our results in 2018 are contributing to all of the SDGs.

Notable contributions include:



regional leadership on affordable and clean energy and sustainable energy solutions (SDG 7)

13 CLIMATE ACTION



support for integrated approaches for coping with and managing climate change and disaster risks (SDG 13)

14 LIFE BELOW WATER



thought leadership on the sustainable use and conservation of marine biodiversity in areas beyond national jurisdiction (SDG 14)

A full summary is available on page 19

Learning from our results

SPC continues its commitment to learning and to investing in the time required to reflect on our work and identify what is going well, where we need to change course, and how we can improve. Responding to these lessons is key to accelerating

progress on complex development challenges. Lessons and key challenges are identified in each chapter, with a summary on page 128.

One of the main lessons for 2018 relates to the need to think more critically and purposefully about

how our members use and apply our high quality scientific and technical data, analysis, and advice. We need to be more strategic in our design and implementation to encourage the uptake of science to achieve evidence-based, inclusive decision-making.

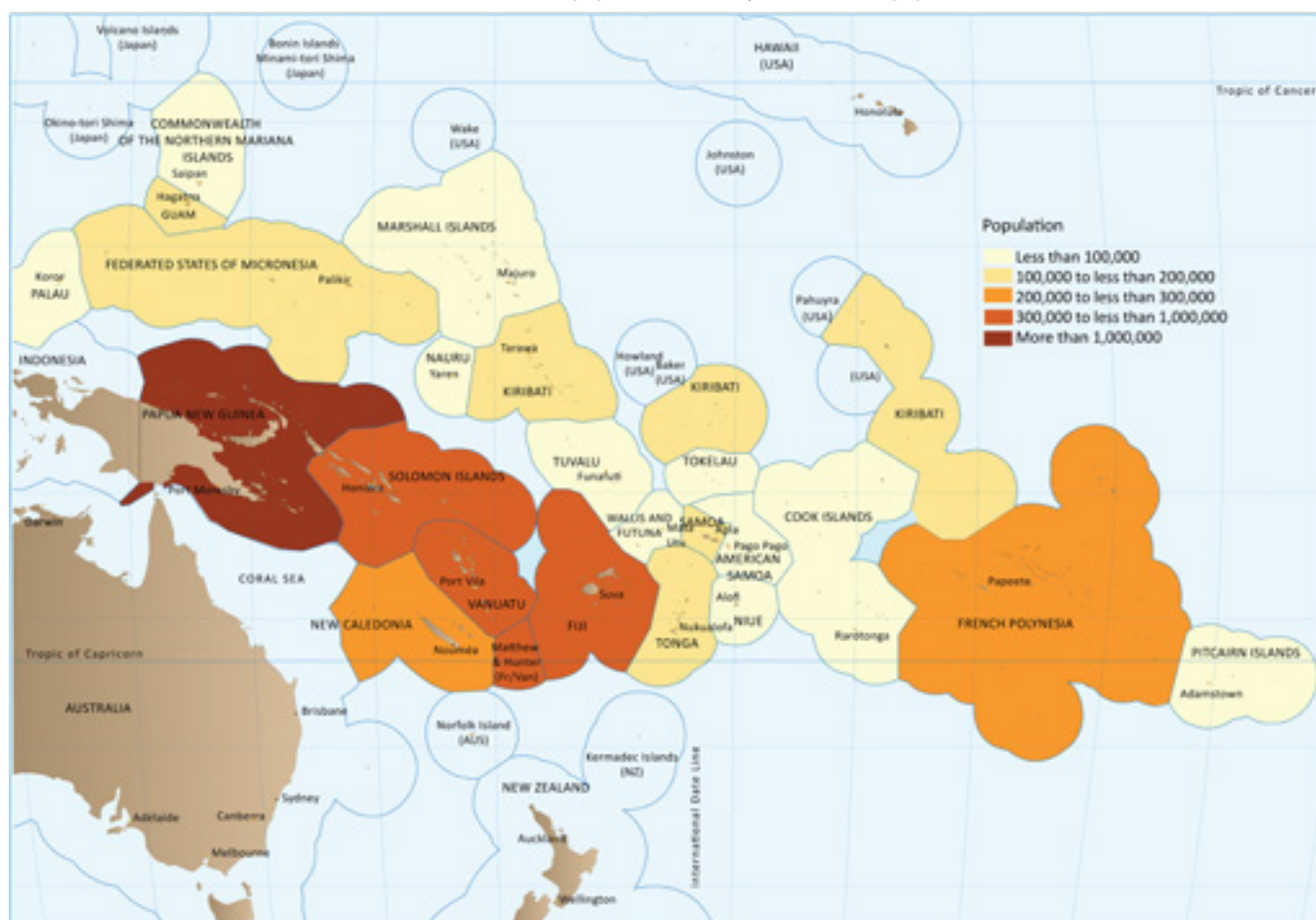


INTRODUCTION

Today international development is based on regional and global frameworks for action. In the Pacific region, these include the **SAMOA Pathway**,² the **Framework for Pacific Regionalism**,³ the **Blue Pacific**,⁴ and the **2030 Agenda for Sustainable Development**.⁵ Our 22 Pacific Island members are embracing the goals of these frameworks as a way to guide and measure their work, as is SPC.

To support members' achievement of their long-term development goals, we continue to adapt our business model and the way we work to ensure we deliver member-driven, evidence-based programmes. This report highlights how, together with our members and development partners, we endeavour to ensure our work is coherent and relevant, and aligned to national, regional and global goals.

SPC's Pacific Island member countries and territories, and their populations at mid-year 2018 (total population: 11,928,968)



² See <http://www.sids2014.org/index.php?menu=1537>

³ See <https://www.forumsec.org/wp-content/uploads/2017/09/Framework-for-Pacific-Regionalism.pdf>

⁴ See Pacific Regionalism and the Blue Pacific: <https://www.forumsec.org/pacific-regionalism/>

⁵ See <https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>



Vision

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

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

Mission

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

Values

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

Theory of change (Pacific Community Strategic Plan 2016–2020)

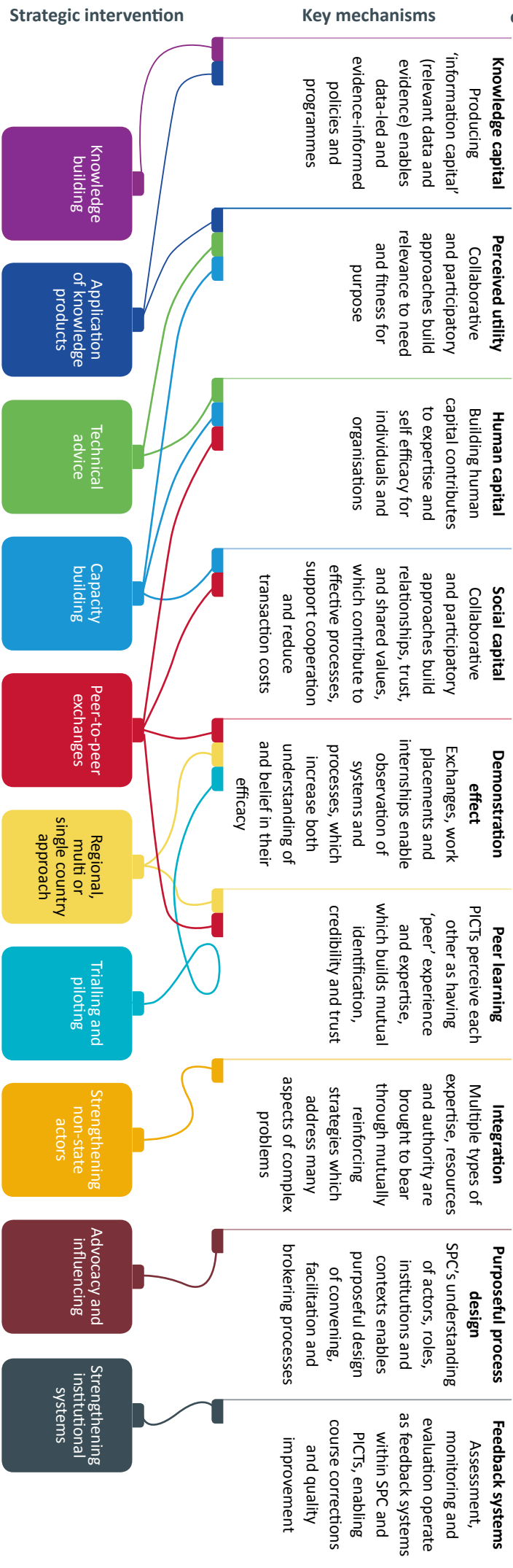
SPC's **theory of change** maps how we expect our programmes and initiatives to change an existing condition or situation to achieve a desired development outcome.

The theory of change (diagram opposite), which is a cornerstone of the Strategic Plan, was revised for the purpose of the Mid-Term Review to better illustrate how SPC programmes intend to produce outcomes and impacts for and with PICTs.

OUR THREE GOALS			1		2		3	
			Sustainable development		Resilient and empowered communities		Pacific people reach their potential and live long and healthy lives	

Strengthen sustainable management of natural resources	Improve pathways to international markets	Strengthen sustainable transport and energy security	Strengthen access to and use of development statistics in policy development and monitoring progress	Improve multi-sectoral responses to climate change and disasters	Advance social development (human rights, gender equality, cultural diversity, opportunities for young people	Improve multi-sectoral responses to non-communicable diseases and food security	Strengthen regional public health surveillance and response	Improve education quality
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Intermediate outcomes		Quality programming delivered to PICTs		Utility of SPC deliverables		Uptake of SPC deliverables		Embedding of SPC's products and services in PICT systems and practices	
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SPC'S PROGRAMME PILLARS

Oceanic Fisheries, Coastal Fisheries, Oceans and Maritime, Georesources and Energy, Genetic Resources, Sustainable Forests and Landscapes, Sustainable Agriculture, Livelihoods, Regional Statistics Coordination and Governance, Data Collection and Dissemination, Social Development, Human Rights, Public Health Surveillance, Non-Communicable Diseases, Climate Change and Disaster Risk Resilience, Education Quality and Assessment

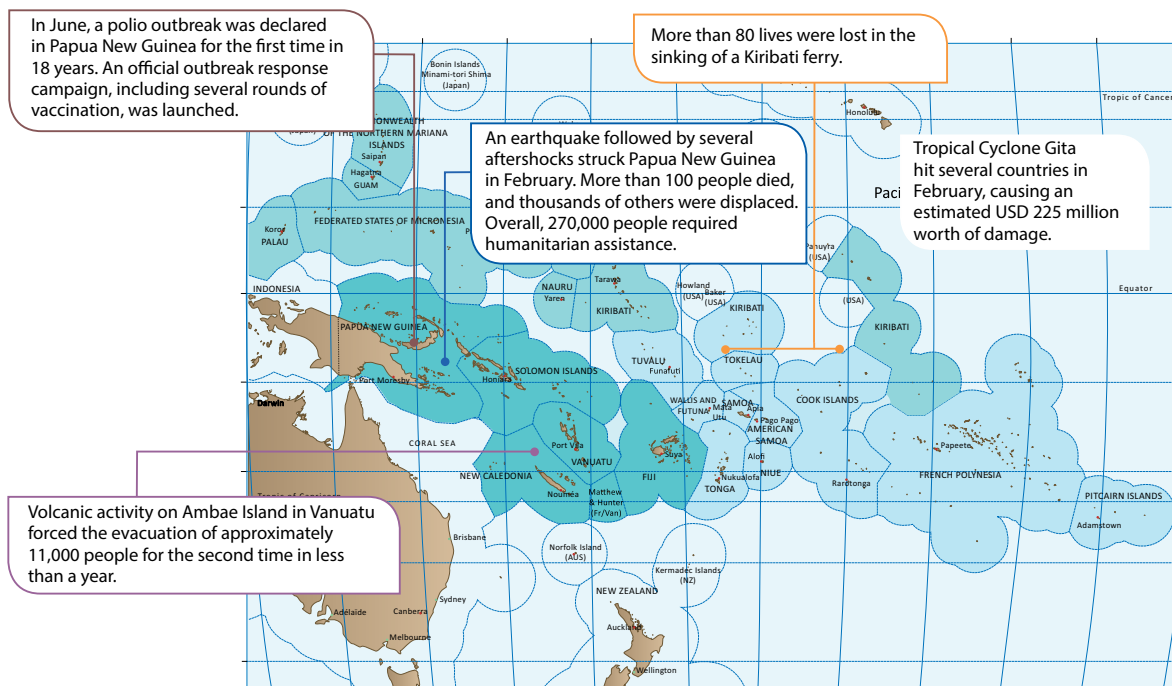
OVERVIEW OF 2018

Regional context

Pacific leaders reaffirmed their commitment to the Framework for Pacific Regionalism and to greater coherence in the region's development and political aspirations. They endorsed the Blue Pacific narrative, which articulates the importance of the Pacific Ocean in determining the social, economic and cultural dimensions of life in island countries. It highlights the importance of Pacific people taking ownership of their future and emphasises the region's collective potential. Importantly, the Blue Pacific provides the foundation for a strong regional voice on the global stage.

The Boe Declaration⁶ on Regional Security, signed during the 2018 Pacific Islands Forum, reaffirmed that climate change is the greatest challenge and starkest threat to the livelihoods, security and well-being of Pacific people. The Declaration provided an expanded view of regional security to include human security (protection of lives, resources, health and prosperity).

The vulnerability of PICTs to climate change, humanitarian disasters and human security challenges was shown again in 2018. Some examples are found below:



In 2018, the United Nations General Assembly convened regional preparatory meetings and an interregional meeting for small island developing states (SIDS) to review the progress and implementation of the SAMOA Pathway at the national and regional level in preparation for the mid-term review of the Pathway in 2019. At the interregional

meeting held at the end of 2018, SIDS representatives reaffirmed their commitment to sustainable development and to the full implementation of the SAMOA Pathway. They also endorsed the Samoa Declaration on Climate Change in the Context of Sustainable Development for SIDS.

⁶ See <https://www.forumsec.org/boe-declaration-on-regional-security/>

High-level dialogue on climate change and biodiversity



High-Level dialogue with French President Macron and Pacific Leaders



In May 2018, SPC convened a high-level dialogue (HLD) on climate change and biodiversity between the President of France, Emmanuel Macron, and Heads of State and Government, and ministers and delegates from SPC's members. Participants showed close agreement on issues such as the management of coastal and marine resources and biodiversity, and reaffirmed their commitments to climate action under the Paris Agreement.

Four months later, at the One Planet Summit in New York, Australia, the European Union, France and New Zealand launched a new Pacific initiative for climate change, biodiversity and resilience. This initiative, initially announced by President Macron at the first One Planet Summit in Paris in December 2017, is in line with many of the themes discussed at the HLD.

Organisational context

In 2018, SPC worked in more than 20 sectors across the 22 Pacific Island countries and territories (PICTs).

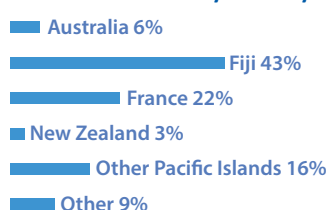
SPC's headquarters are in Noumea, with regional offices in Suva, Port Vila and Pohnpei, and a country office in Honiara.

SPC employed 578 staff at the end of 2018, down from 584 at the end of 2017.

- 59% of staff were citizens of Pacific Island countries (43% Fiji; 16% other).
- French citizens (including those residing in New Caledonia) made up the next largest group (22%).
- 52% of staff were women (298). More women occupied locally advertised, lower-banded positions, while more men occupied professional and executive positions in higher bands.
- In 2018, SPC conducted a baseline assessment of the recruitment of women and Pacific Island nationals to analyse our performance on this issue over time.



Staff distribution by country of origin



Staff distribution by contract type



SPC's actual 2018 budget totalled EUR 82.2 million, while actual expenditure equalled EUR 78.7 million, reflecting a programme and project execution rate of 99%, above the prescribed minimum organisational execution threshold of 85%.

SPC's change and transformation process continued in 2018, with a number of key initiatives designed to consolidate previous work to rationalise and prioritise our services.

Our Mid-Term Review was an opportunity to analyse our performance and to get feedback from members and other partners on their perceptions of our work. The findings of the review will be used to inform divisional business plans, the revision of SPC's Performance, Evaluation, Reflection, Accountability and Learning (PEARL) policy, and development of the new Strategic Plan.⁷

The change and transformation process also included improving the efficiency of our internal services, policies, infrastructure and management systems. The upgrade of our financial and management information system yielded gains in efficiency and accountability, and more system integration and functionality enhancements are underway. A new Human Resources system was also rolled out this year and good progress is being made in implementing full cost recovery for SPC's internal services.⁸

SPC's Social and Environmental Responsibility (SER) policy and the SPC Climate Change Framework, adopted in April 2018, provide the foundation for integrating climate change and environmental sustainability into our programmes and operations.⁹ Significant progress was made toward accreditation to the Green Climate Fund, with accreditation pending board approval in 2019.

SPC secured a number of significant long-term financial commitments this year, notably in the areas of gender equity and women's rights, climate change, renewable energy and energy efficiency, and health. These commitments pave the way for more financial stability, longer-term programming and better outcomes for Pacific people.¹⁰

Several SPC divisions and programmes consolidated restructure and reprioritisation processes this year, while others are preparing for – or prioritising responses to – independent external reviews to assess performance and help refocus priorities. SPC is working more collaboratively internally and with PICTs to integrate its programming. Gender equity, social inclusion, human rights, and social and environmental responsibility are increasingly being mainstreamed at programme planning and implementation stages.

Finally, SPC and the Government of Vanuatu signed a new country programme this year, following an extensive consultation process with stakeholders. Country programmes, which replace 'joint country strategies', set the direction for our engagement with members over several years. They showcase development sectors in which SPC will be a key partner and support further integration of our work towards the achievement of national development outcomes. Country programmes between SPC and the Governments of the Republic of the Marshall Islands, New Caledonia, Papua New Guinea, Solomon Islands and Tuvalu will be finalised early in 2019.



Vanuatu's Minister of Foreign Affairs, Hon. Ralph Regenvanu, at the signing of a new country programme between the Government of Vanuatu and SPC.

7 See performance story on page 118

8 See performance story on page 125

9 See performance story on page 123

10 See the partnership highlights on page 101



... country programmes, which replace 'joint country strategies', set the direction for our engagement with members over several years



In 2018, SPC worked in more than 20 sectors across

22 Pacific Island countries and territories

THE PACIFIC COMMUNITY'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, which includes the 17 SDGs, is an important driving force in global development efforts. Pacific Island Countries and Territories (PICTs) have embraced the goals to guide and measure their work through their National Development Plans. The Pacific Community (SPC) increasingly relies on these plans to develop its own work programmes with members.

SPC's Strategic Plan has three development goals:

Goal 1: Pacific people benefit from sustainable economic development

Goal 2: Pacific communities are empowered and resilient

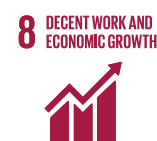
Goal 3: Pacific people reach their potential and live long and healthy lives

Our development goals and objectives align very closely to the SDGs, particularly in the areas of management of natural resources, oceans, climate, disaster resilience, energy, transport, economic growth, human rights, education and well-being.

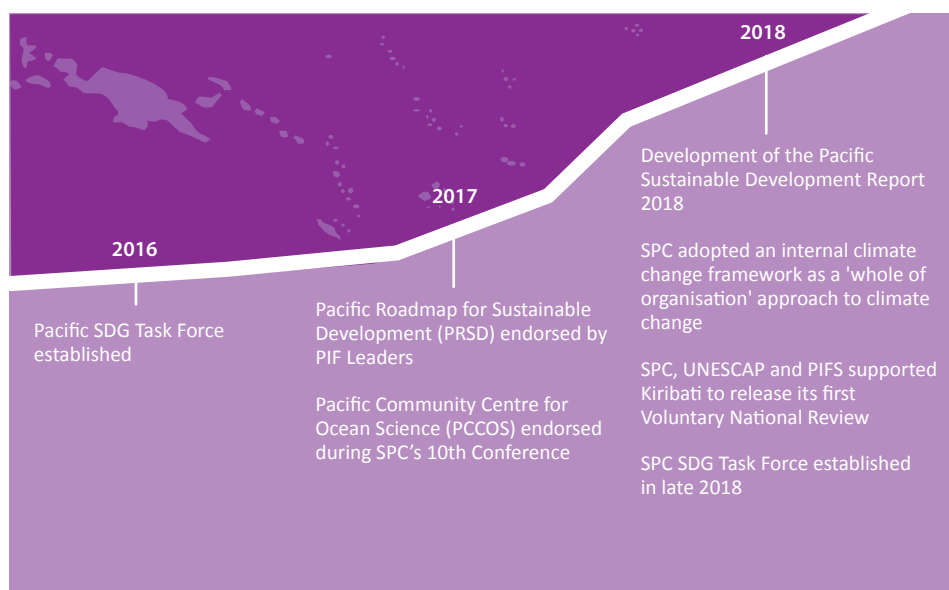
In 2018, SPC made important contributions to support our members efforts towards achieving the SDGs, as outlined on the following pages.



The SDG progress wheel enables member countries and development partners to visualise and track progress towards the 132 Pacific SDG indicators



Supporting thought leadership and coordination on the SDGs in the region



The SDG targets and indicators enable PICTs to use a common framework for measuring their progress both individually and regionally. Much work was needed to contextualise global commitments to regional and national priorities, and to enhance PICT capacity to collect data and report on national, regional and global development commitments.

In 2016, a **Pacific SDG Task Force** was established under the leadership of the Pacific Islands Forum Secretariat (PIFS). SPC provided critical inputs on all aspects of the Task Force's mandate, with emphasis on identifying Pacific SDG indicators.

With guidance from SPC, the SDG Task Force developed **the Pacific Roadmap for Sustainable Development (PRSD)**, which was endorsed by Forum Leaders in 2017. The roadmap contains a regional set of 132 Pacific SDG indicators. In 2018, SPC, as the organisation responsible for data collection and compilation against the Pacific indicators, provided data sheets, sector briefs and analysis **towards the development of the Pacific Sustainable Development Report 2018**.

At their 2018 Apia meeting, small island developing states (SIDS) recommitted to key priority areas including climate change mitigation, disaster risk reduction, and the sustainable management of oceans. To support members' efforts to build a more resilient Pacific, SPC, alongside the Council of Regional Organisations in the Pacific (CROP) and other regional organisations, is playing a key leadership role in advancing sustainable development in the areas of climate change and disaster risk reduction, energy, and ocean management.



SPC was instrumental in developing the Framework for Resilient Development in the Pacific, providing PICTs with high-level strategic guidance, through a set of priority actions, to support the use of integrated approaches for coping with and managing climate change and disaster risks, contributing towards achievement of **SDG 13 (Climate action)**.



Through the Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE), SPC is providing regional leadership on **SDG 7 (Affordable and clean energy)** and sustainable energy solutions. New funding was secured in 2018 for PCREEE's operations through a contribution from the Government of Norway.



SPC has provided high-level support, advice and thought leadership to members who are participating in negotiations to develop a new legal instrument that will guide the sustainable use and conservation of marine biological diversity in areas beyond national jurisdiction. The management and traceability of benefits from marine fisheries and other resources in the high seas beyond their exclusive economic zones (EEZ) is of critical interest to PICTs.

The Pacific Community Centre for Ocean Science (PCCOS)



which was endorsed during SPC's 10th Conference in 2017, provides a science information and data platform for ocean science, management and governance. It was established in response to SPC members' adoption of national ocean policies to better manage the Pacific and its resources. SPC will use the PCCOS framework to focus its scientific and technical assistance on providing solutions that will build, sustain, and drive blue economies in PICTs, and support the achievement of **SDG 14 (Life below water)**.



SPC adopted an internal climate change framework as a 'whole of organisation' approach to climate change, with the combined capabilities of SPC's divisions and programmes pulled

together to respond to climate change challenges of members at local, national, regional and international level, thus contributing to **SDG 13 (climate action)** achievement.

Internally, SPC has been exploring ways of strengthening coordination between programmes to assess and monitor our contribution to achieving sustainable development in the Pacific region. An SPC SDG Task Force, established in late 2018, will promote a coherent, integrated approach towards sustainable development for and with PICTs. It will also enable SPC to demonstrate more visibly how it supports members by delivering programmes that support their own work towards sustainable development, as measured by the SDG targets and indicators.

Contributing to the measurement and reporting of the SDGs

In 2018, SPC played an essential role in supporting PICTs to bring the SDGs to life. When the Pacific Roadmap for Sustainable Development was agreed, most PICTs were only able to collect data on a small proportion of the Roadmap's indicators, and data that was collected did not follow consistent standards across countries.

To address these issues, SPC assisted 16 National Statistics Offices (NSOs) in the Pacific to identify sources for data collection, and six PICTs to align the 2030 Agenda to their national development priorities. The 2030 Agenda encourages member states to 'conduct regular and inclusive reviews of progress at the national and subnational levels', to assess progress in implementing the agenda. With support from SPC, UNESCAP and PIFS, Kiribati released its first Voluntary National Review (VNR) in 2018, committing to realign its national goals and indicators to those of the 2030 Agenda. Fiji, Nauru, Palau, Tonga and Vanuatu have committed to the VNR process in 2019. Solomon Islands' VNR is scheduled for 2020.

"As the Kiribati Development Plan (KDP) broadly aligns to the 2030 Agenda, the integration of the mid-term review of the KDP with the Voluntary National Review (VNR) aims to assess national goals alongside international and regional commitments in a single report."

Kiribati Voluntary National Review 2018.



SPC also led efforts to improve access to Pacific SDG data and usability. These efforts included the establishment of a Pacific SDG database and dashboard within SPC's Pacific Data Hub. The Hub features the **SDG progress wheel**.¹¹

The aim of the SDG database and dashboard is to centralise and store data on the SDG indicators and other development indicators, and their analysis, and to improve data access for PICTs and interested parties.

SPC is also supporting the development of SDG monitoring and reporting toolkits and participated in the co-creation of a monitoring, evaluation and learning (MEL) handbook for **SDG 14 (Life below water)** at a workshop in Dakar, Senegal, in November. The workshop brought together international expertise in MEL, fisheries, oceans, marine science, SDGs, national governments and UN systems.

In 2018, SPC's Educational Quality and Assessment Programme (EQAP) gained recognition of its technical capacity to independently manage large-scale educational assessment processes. The UNESCO Institute for Statistics (UIS) now recognises the Year 6 Pacific Islands Literacy and Numeracy Assessment (PILNA), administered by SPC in 15 PICTs in 2018, as a measure of **SDG indicator 4.1.1**, which relates to students' level of proficiency in maths and reading at the end of primary and lower secondary schooling.

SPC's new country programming incorporates reporting against both SDG and national indicators for the strategic priorities specified in each programme.

Direct contributions to achieving the SDGs

SPC is reviewing the current alignment of its objectives and key results areas with the SDGs at goal and target level, with the aim of realigning them where necessary to support member countries' own SDG reporting. Below are some examples of achievements that directly contributed to the SDGs in 2018.

Readiness for El Niño

Under the three-year (2017–2020) Readiness for El Niño (RENI) project, communities in the Federated States of Micronesia (FSM), Marshall Islands and Palau work together to secure food and water resources ahead of drought. RENI works at the intersection of several SDGs, including **SDG 2 (Zero hunger)**, **SDG 3 (Good health and well-being)**, **SDG 6 (Clean water and sanitation)**, **SDG 13 (Climate action)**, while promoting gender equity and human rights (**SDG 5** and **SDG 16**).

RENI aims to mitigate potential shocks and insecurities from future El Niño related droughts by building community resilience, including by improving food and water security. At the heart of RENI's approach is giving a voice to local communities, in particular women and marginalised groups, to ensure the project addresses their specific needs.

RENI interventions, based on community consultations, include conducting disaster risk and sectoral assessments and supporting revision of disaster risk management plans or related legislation and policies to ensure resilience is part of planning. RENI also financially supports 'resilience measures', that is, projects designed and implemented by community members, including women's groups, e.g. community-led assessments of the impact of pests on food crops in the northern atolls of Marshall Islands, and implementation of water conservation measures in Federated States of Micronesia, which will improve water access for over 1200 people.



Empowering women's groups in community-based climate resilience



¹¹ see pacificdata.org

Working towards implementation of human rights treaties



With technical support from SPC and other partners, SPC member countries are increasing their capacity to meet international human rights commitments and making headway towards achieving **SDG 5 (Gender equality)** and **SDG 16 (Peace, justice and strong institutions)**. Fiji and Marshall Islands ratified key UN human rights treaties in 2018 and submitted national reports to the UN treaty bodies on time. As testimony to their increasing capacity and confidence in human rights matters, PICTs are requiring less external technical support. Governments are also moving towards a coordinated approach to implementing the UPR (Universal Periodic

Review) process and UN treaty recommendations. At the start of 2018, five Pacific countries had implementation plans in place – Federated States of Micronesia, Marshall Islands, Tonga, Tuvalu and Vanuatu. During the year and with SPC's support, Nauru completed its plans for the Committee on the Elimination of Discrimination against Women (CEDAW) and the UN Convention on the Rights of the Child (CRC), and Kiribati and Solomon Islands began implementation planning for UPR. UN treaty implementation planning brings us another step closer to the promotion and fulfilment of human rights.

Contributing to accelerated action to end domestic violence



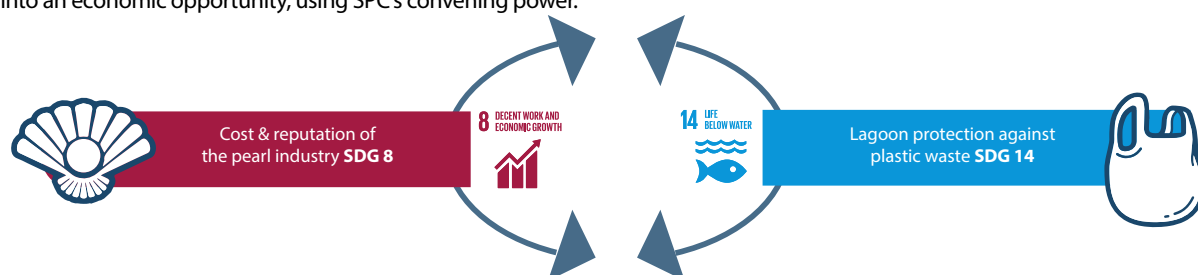
Key targets for **SDG 5 (Gender equality)** and **SDG 16 (Peace, justice and strong institutions)** centre on supporting development and enactment of legislation on domestic violence and family protection. For many years, SPC has supported PICTs in developing domestic violence legislation. However, despite successes in the adoption of legislation, resource and capacity constraints, combined with entrenched attitudes and social norms condoning domestic violence, have limited the effective implementation of these laws. In late 2018, SPC's efforts to support PICTs in this area culminated in a regional consultation at which 11 PICTs agreed to establish a regional working group on the implementation of domestic violence legislation.

SPC has established two pilot 'access to justice' projects in Tonga and Solomon Islands to strengthen the judiciaries' capacity to apply the legislation and protect survivors of domestic violence. This year in the Solomon Islands, following training under the SPC project, 10 interim protection orders were issued, the first orders since the Family Protection Act was enacted in 2014. The Tonga Family Protection Legal Aid Centre, less than one year after opening, has provided services to 227 clients, sensitised over 700 individuals on their rights, and supported 65 protection orders. The Tongan government is planning to integrate the centre as a division of the Ministry of Justice in the near future.

Pearl farming in French Polynesia

The RESCCUE project (Restoration of ecosystem services and adaptation to climate change), implemented by SPC, turned a trade-off situation between **SDG 8 (Decent work and economic growth)** and **SDG 14 (Life below water)** into an economic opportunity, using SPC's convening power.

Pearl farming is an important export industry in French Polynesia, but waste, particularly plastic waste, is a significant issue. There was therefore a trade-off between economic growth and conservation of biodiversity.



Between 2016 and 2018, SPC created opportunities for dialogue between many stakeholders – the French Polynesian government, local authorities, academia, the private sector, and professional associations – on the delicate question of plastic waste in lagoons where pearl farming is located. Gambier Islands was nominated as a pilot site. Technical expertise was provided to assess existing waste from pearl farming in the Gambier lagoon and to demonstrate the economic viability of recycling high-density plastic waste locally.

The local plastics industry expressed interest in launching new product lines (buoys, pallets), paving the way towards a circular economy for the industry in French Polynesia. Pearl farmers' professional associations are now updating their commercial narrative to include sustainability and quality certification.



MANA dashboard presentation at Pacific Heads of Health Meeting 2018

Looking to 2019

Strong collaboration with partners and clarity of roles have resulted in less duplication and improved planning of work. The results are evident in the development of a comprehensive set of Pacific SDG indicators relevant to Pacific priorities, and PICTs' focus on strengthening their capacity to both collect these indicators and align them with national planning. Overall, there is now better access to Pacific SDG data. PICTs have shown genuine willingness to engage with SPC and the SDG process, and many are actively integrating SDG targets and priorities into their national development plans and conducting voluntary national reviewing processes, which SPC will continue to support with other major partners.

SPC's work touches on each of the SDGs either directly or indirectly. Highlighting these connections and their potential to strengthen SPC's regional and international partnerships will be an important part of our work in 2019.

CHAPTER 1: STRENGTHENING SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

In 2018, SPC provided a wide range of scientific and technical assistance to strengthen PICTs' capacity to sustainably manage their resources. We are increasingly working collaboratively to provide high-quality science, analysis and institutional strengthening that contribute to the protection of the environment and the development of integrated strategies for the use of natural resources. Increasingly, these strategies pay attention to culture, gender equity, social inclusion and human rights.

The Mid-Term Review found that SPC's work towards the sustainable management of natural resources was regarded as highly relevant by our members and external partners.

Outcomes in brief

Sustained work on coastal fisheries and aquaculture legislation and strategy development is supporting finalisation of aquaculture or aquatic biosecurity legislation in 7 PICTs, and coastal fisheries legislation in 4 PICTs

Invasive species have been eliminated from 2 islands in the Gambier Archipelago of French Polynesia, including yellow crazy ants (1 island) and rats and cane toads (1 island)

Fiji mining legislation was reviewed and amended to enable greater participation of women in the industry

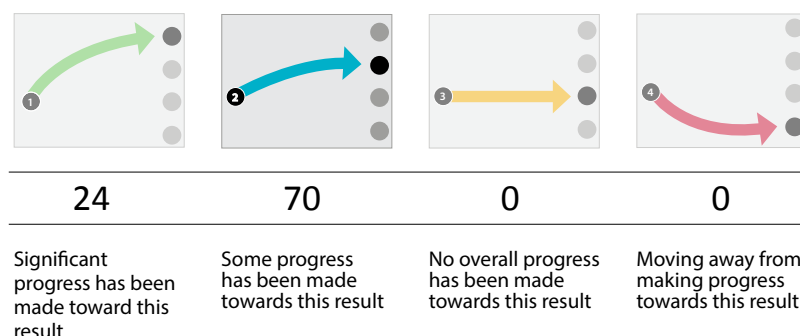
Contributing to SDGs



Challenges

- SPC is working towards a more strategic regional leadership approach on coastal fisheries. In beginning to implement this strategic shift in 2018, challenges arose in attending to specific country needs to better protect, rehabilitate and manage their coastal fishery and marine resources.
- There are challenges in providing high-quality scientific advice and service delivery to member countries while also exploring emerging technologies and innovations, particularly when teams are under-resourced or stretched too thinly.
- Strengthened approaches are needed to link science to informed decision-making so that good management of natural resources continues to support increased food security, sustainable economic development, a resilient Pacific Community and human well-being in the face of climate change and rapid loss of biodiversity.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

Planned investment in new technologies for data collection and analysis, reporting and information management will ensure our work in fisheries science and land resources management remains fit for purpose into the future. Coastal fisheries and agriculture, in particular, will benefit from a greater focus on innovation, collaboration and longer-term approaches to ensure the underlying factors of climate change are addressed in a sustainable way.

Strategic partnerships forged or strengthened in 2018 in the areas of conservation of crop genetic resources and use, sanitary/phytosanitary standards and biosecurity, and sustainable agriculture and improved livelihoods will enable pooling of resources in these sectors and better monitoring of trends in the region. This will mitigate the financial risks associated with large projects ending in 2018.

In the georesources sector, the changing funding landscape and number of service providers mean SPC must rethink its resource mobilisation efforts and the structure of the georesources programme.

The proclamation of the Decade of Ocean Science for Sustainable Development (2021–2030) is drawing our attention to the key importance of ocean health and science-based decision-making on ocean issues in our region. We will continue to engage with these processes, which are likely to influence the direction of our work, particularly that of PCCOS, in coming years.

FISHERIES

The performance review of FAME¹² (Fisheries, Aquaculture and Marine Ecosystems Division) in 2017 highlighted SPC's ability to respond well to the region's current priorities and challenges. The review made 15 recommendations designed to ensure our fitness for purpose in this sector into the future. In 2018, we implemented 18 key actions to respond to the recommendations. Notable progress was made in:

- *setting up PCCOS as a centre of excellence for ocean science, management and governance, and maritime governance in partnership with the Geoscience, Energy and Maritime (GEM) Division and Climate Change and Environmental Sustainability (CCES) Programme;*
- *establishing a Coastal Fisheries Working Group and subregional networks to support a more strategic regional leadership approach on coastal fisheries;*
- *creating an internal forum for increased interaction and collaboration between the oceanic and coastal fisheries teams.*

Outcomes in brief

An extension project to examine 125 otoliths from bigeye tuna enabled revision and updating of age and growth estimates based on new data and strengthened the growth analysis reported last year

20,000 fishing trips (and counting) have been uploaded from the 'Tails' data entry app. There are now nearly 100 data collectors operating in 10 PICTs, with 451 unique species logged, and 564,092 kg of fish recorded

27 community freshwater aquaculture farms were established or rehabilitated in rural communities in 2 PICTs

Performance story



Fishers Adapting to Climate Change in Tuna (FACCT)



TARGET 14.7

CONTEXT

The rich tuna resources of the Western and Central Pacific Ocean (WCPO) supply 60% of the world's tuna. About half of the catch is extracted from the exclusive economic zones (EEZs) of SPC's 22 PICT members, which span much of this large oceanic region.

Management of these resources by the Western and Central Pacific Fisheries Commission (WCPFC), which is the Regional Fisheries Management Organisation (RFMO), is dependent on estimating catch levels that will optimise the economic and social benefits of tuna fishing for coastal states and distant water-fishing nations, and on keeping exploitation of tuna resources within sustainable limits. The good news is stocks are healthy in the WCPO.

However, we already know from examining catch records and past El Niño/La Niña events that these stocks move in response to changes in ocean temperatures.

Latest ecosystem modelling science for these stocks predicts significant decreases in the tuna available (tuna biomass) in the Western Pacific, due to a shifting of the biomass of tropical tunas to the east, and some declines in overall biomass.

Climate change is having impacts at the national level for coastal countries in the Pacific. The main driver of change is the warming ocean temperature, while ocean acidification is predicted to have limited impact.

12 See Performance Review of the Fisheries, Aquaculture and Marine Ecosystems Division of SPC: <http://purl.org/spc/digilib/doc/7shzr>

CHANGE PROCESS

In 2017, SPC provided science advice that saw a major change in the status of bigeye tuna stocks in our region. A bigeye stock assessment provided new data showing that the stock was in a healthier condition than previously thought.¹³

In 2018, SPC carried out ecosystem modelling on tuna species under various climate change scenarios, which, for the first time, included all four tuna species at once. The analysis also included additional data, integrating multiple science disciplines, and incorporated techniques recommended by the Intergovernmental Panel on Climate Change (IPCC) for climate change modelling, bringing international standards to the region.

Another change involved advice to reformat outputs to ensure members more clearly understand consequences. This new advice was first presented to the Tuna Commission's Scientific Committee in June, and then to various regional and subregional meetings, including the 49th Pacific Islands Forum Meeting, showing how new pathways can be used to influence change.

RESULTS AND IMPACT

As a result, in 2018 countries are for the first time discussing, responding to and engaging with scientific findings and advice from SPC on the impact of climate change on tuna fisheries. Member countries are discussing adaptation and planning and are preparing for the future.

Fiji and Tonga have expressed their intention to use the science to make decisions on building resilience to climate change. The Iceland/PICT fisheries exchange in October (run with Conservation International) has led to discussions about new high-seas governance arrangements in WCPO, based on climate change impacts and adaptations in the Arctic region. Solomon Islands is already taking a lead in moving forward with this initiative. Tokelau has joined the debate, especially in the context of economic sustainability.

"The tuna fishery, like other sectors, has not been spared from the indiscriminate impacts of climate change. Tuna stocks have already been impacted by climate change and the impact is predicted to accelerate over the coming decades. The most likely and significant change for Pacific Islands Forum members is a strong eastward shift in the distribution and abundance of skipjack and yellowfin tuna, resulting in reduced abundance of both stocks in the WCPO overall. There will obviously be differential impacts on the different EEZ of Forum members and Pacific territories." – **Feleti Teo, OBE, Executive Secretary, Western and Central Pacific Fisheries Commission (WCPFC) Secretariat.**

LESSONS LEARNED

- With predictions for massive change in the distribution of tuna, fishers and fisheries managers will need to act strategically to ensure economic returns and food security, and ongoing sustainable management.
- The knowledge that the region's key stocks are currently in good health empowers members to discuss and address issues strategically for the future of the region's fisheries. More than ever, national and regional planning and decision-making will require accurate and accessible scientific information, analyses and advice.

Division: FAME

Donors: Conservation International (CI) as part of the GEF-funded, World Bank-implemented Ocean Partnerships for sustainable fisheries and biodiversity conservation (OPP), a sub-project of the Common Oceans ABNJ Program led by UN-FAO

13 See Pacific Community Results Report 2017: What happened with bigeye tuna?

Performance story



OnBoard – a new app for reporting long-line tuna catches



TARGET 14.A

CONTEXT

Much of the tuna catch, especially of southern albacore, comes from long-line fishers. Over the past 30 years, PICTs have been using standardised paper-based logsheets to record catches. The logsheets, which are completed by vessel captains, record the type and number of fish caught or discarded. When vessels return to port, the logsheets are collected by national government fisheries staff for data entry.

However, there have been problems with the quality and timeliness of data generated by the paper-based system for many years, preventing PICTs from making responsive decisions based on accurate information on tuna stocks in their EEZ. High-quality, timely data is essential for fisheries scientists and managers.

CHANGE PROCESS

In 2017, FAME developed OnBoard – a tablet-based app that fishers can use instead of paper logsheets. The user-friendly app, which was improved with the help of feedback from a network of motivated fishers, includes systems for checking data quality. The data collected by OnBoard is uploaded wirelessly to the regional fisheries database, TUFMAN2, when vessels return to port. The logsheet data is compared and validated against other types of data (such as a vessel's tracks). The outcome is that PICTs will be able to make informed management decisions based on high-quality information available in near real time.

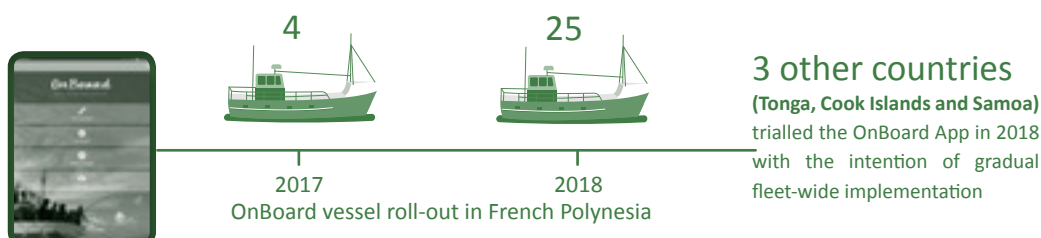
Key aspects of implementing the OnBoard project included:

- communicating frequently with fishers and managers to ensure they developed a sense of ownership;
- ensuring training was well planned and delivered to get captains 'hooked';
- gradually rolling out OnBoard to allow all stakeholders to build their capacity and governance arrangements, which in some cases required amending laws, guidelines, etc.

RESULTS AND IMPACT

The impact on the way vessels report their catches has been significant. An increased number of logsheets are being uploaded using OnBoard (a threefold increase from 2017 to 2018). There are several other indicators of the success of this rollout, e.g.:

- the quality of data from fishers has improved significantly, including increased reporting of bycatch and shark discards per fishing trip;
- fishers are reporting in near real-time – for the majority of vessels, logsheets are uploaded within 24 hours of returning to port compared to up to 12 months for manual data entry of paper logsheets;
- staff of PICT fisheries departments and regional agencies (such as data technicians at SPC) spend less time entering paper-based logsheet data and more time verifying data and using the information to make science-based management decisions.



'The implementation of OnBoard in French Polynesia is a major project for the country and we hope it will also have echoing effects in the region. OnBoard saves us data collection time and also allows us to integrate logsheet data with other fisheries data for making timely and informed management decisions. We are very happy to have benefited from the assistance of SPC staff during OnBoard's roll-out and we encourage our fellow member countries to consider this new tool and create a collaborative environment to allow for its successful implementation.' – **Mrs Vaiana Joufouques, Directorate of Marine and Mineral Resources (DRMM), French Polynesia** (Source: SPC Fisheries Newsletter no. 155).

LESSONS LEARNED

- Technology can only be applied effectively when we create and maintain good human relationships.
- Continual communication and feedback result in improved practices.
- It is important to identify 'champions' – in this case, captains who will motivate and inspire others to get 'OnBoard'.

Division: FAME

Donors: International Seafood Sustainability Foundation (ISSF) and Government of New Zealand



OnBoard Yellowfin – Captain Soane Mataila has been an OnBoard user since July 2018



OnBoard Vini Vini 9 – Captain Tauraa Tehahe has been an OnBoard user since March 2018

AGRICULTURE, FORESTRY AND LAND USE

Our agriculture, forestry and land management work is being reorganised to increase collaboration within the Land Resources Division (LRD) and with other SPC divisions. This represents a significant departure from working in silos in uncoordinated operations, and has required time to consider how to remove barriers to integration of our work and provide more effective services to members. Following this 'pause and reflect' exercise, LRD's structure has been streamlined with flagship programmes being established in the areas of genetic resources/seed systems, healthy ecosystems, atoll agriculture, capacity building for disaster risk reduction, sanitary/phytosanitary (SPS) measures and biosecurity, and food quality systems. These changes are expected to achieve greater impact in improving climate resilience, food security, nutrition and trade, and health.

Outcomes in brief

3 new community agroforestry sites were established (1 in Vanuatu and 2 in Fiji)

2490 sawn logs were moved and disposed of at a burn site on the outskirts of Honiara as part of the coconut rhinoceros beetle (CRB-G) clean-up

Following the sandalwood regulation enacted in Tonga in 2017, which established systems to verify legality of ownership, communities have reported increased planting of sandalwood¹⁴

Performance story



Purposeful integration – LRD's pathway to improved working and service delivery

CONTEXT

Like other development partners and agencies, SPC is facing the question of how to best manage its resources while improving the efficiency and impact of its work with member countries. A more integrated approach was considered as one response to this question.

The need for greater integration of SPC divisions to strengthen cohesion, resource use and service delivery has long been discussed, but progress has been slow in some areas. Taking up the challenge, in 2018 LRD went to the drawing board and created a two-part strategic approach: (i) reflecting, analysing evidence and consulting, and (ii) developing a five-year business plan grounded in integrated programming and partnership enhancement.

CHANGE PROCESS

Internal consultation and design followed, with numerous reviews. All staff were affected by changes in programmes and reporting arrangements. Staff have had to begin conversations with partners and personnel in new specialist areas; and everyone has had to take stock of the past, look at achievements and failures, and devise new ways of working together. The process has taken patience and humility and created a new sense of respect between peers, with the results being positive and promising.

RESULTS AND IMPACT

LRD now has four pillars with six integrated programmes (Fig. 1.1). The new structure is designed to provide internal cohesion and coordination, facilitate integration of sections, and enable the division to look outward to other SPC divisions and the region to enhance cross-divisional integration and sustainable service provision (Fig. 1.2).

¹⁴ See Pacific Community Results Report 2017, Creating a 'chain of custody' through sandalwood regulations Performance Story, page 13

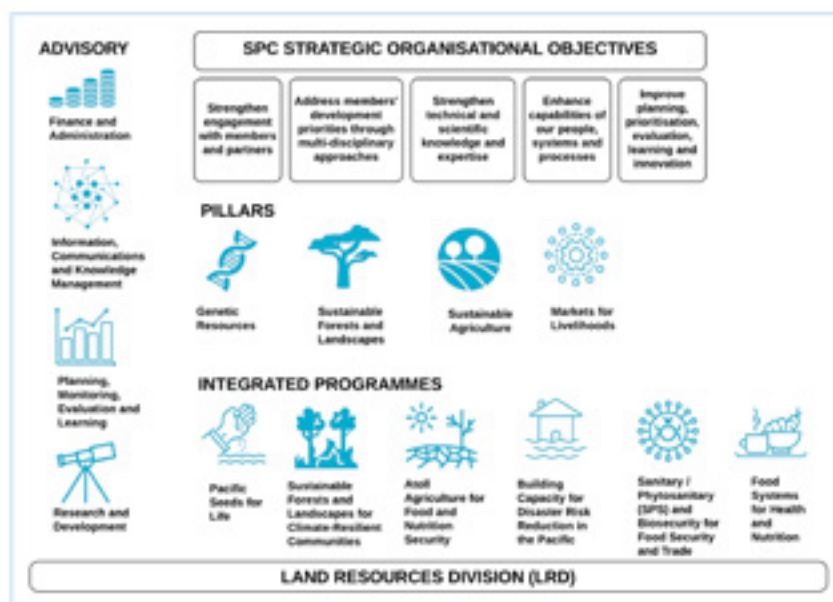


Figure 1.1: LRD new programmatic and organisational structure

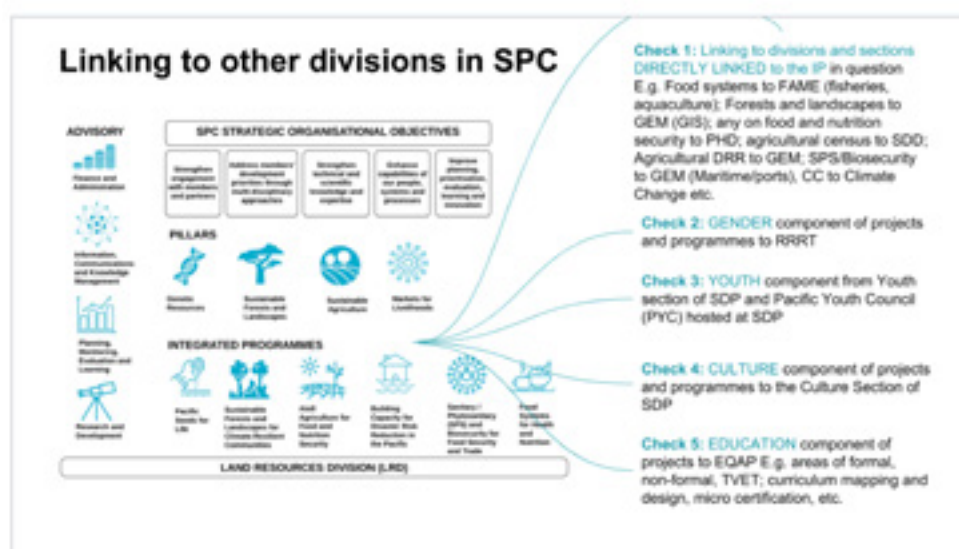


Figure 1.2: LRD ways of working with purposeful integration

This new way of working should strengthen the impacts of our operations, given the complementary nature of the sections in LRD and the direct pathways to SDG targets. Examples include:

- genetic resources working with biosecurity to improve distribution of plant material;
- markets for livelihoods working with plant health to improve yields;
- forests and landscapes working with organics and genetic resources and biosecurity to strengthen implementation of initiatives.

This is a new culture for LRD, and getting it right within the division will mean a stronger likelihood of getting it right in working with other SPC divisions.

LESSONS LEARNED

- Building awareness and developing a common understanding of the need for cohesion across programmatic areas are critical for responding effectively to complex development challenges.
- Early socialisation of the changes in LRD's structure, and a focus on the priorities and engagement of staff throughout the process, are critical to building trust and ensuring a smooth transition.
- Applying the principle of 'form follows function' has been instrumental in realigning LRD's core team to better serve members' priorities and needs.

Division: LRD

Donors: ACIAR, APFNET, Bioversity International, Crop Trust, CTA, FAO, French Pacific Funds, the European Union, GIZ, Governments of Australia, New Zealand and Papua New Guinea, IFAD, SPREP, UNDP

OCEANS, MINERALS AND WATER

SPC's Geoscience, Energy and Maritime (GEM) Division undertook a process of transformation in 2017 and 2018 to better integrate our work in disaster resilience, ocean and maritime issues, and georesources. GEM also reviewed its partnerships and member engagement strategies to improve collaboration.

SPC is the regional agency mandated to support Pacific SIDS on water, sanitation and hygiene (WASH), providing assistance through the development and delivery of a range of partner-funded projects.

Outcomes in brief

Survey respondents from 15 PICTs reported that they highly valued and frequently used Tide Calendars, the Ocean Portal and Ocean Bulletin

Around 6000 people in Kiribati gained sustainable access to clean, safe drinking water following provision of a water supply system

Regional Deep Sea Minerals Agreement was reviewed and distributed to PICTs

Performance story



Sustainable access to safe, clean water for the people of Kiritimati Island



TARGET 6.1

CONTEXT

Kiritimati Island, one of the low-lying atolls that make up the Republic of Kiribati, is home to around 6400 people. The island relies on groundwater resources for its water supply. Improved infrastructure to access the water, and better understanding of how to manage the groundwater lenses, were critical to increasing the population's water security, especially the supply of clean, safe drinking water.

Mr Teraira Bango, Kiritimati Island's Medical Officer, said that before the project his community did not have reliable water access.

"At times, the hospital staff had to source water from nearby houses to be able to cater for the sick and injured. Especially when we have a case for the operating theatre, emergency cases, those are the times we cannot wait for water so we have to go and fetch water from nearby houses, and the surgeon, the nurses, the team members, have to do their scrubbing before attending to the surgery."

CHANGE PROCESS

Since 2014, SPC has been implementing the 'Improved drinking water for Kiribati Island' project, focusing on three areas of work:

- Increasing community and government engagement and understanding of the need to conserve and manage the water on the island.
- Improving infrastructure to increase the quality and reliability of water access for London and Tennessee.
- Developing a better understanding of the island's freshwater lenses and how to manage them sustainably to ensure water security for Kiribati communities into the future.

Detailed scientific and technical assessments were carried out to determine the best way to improve access to drinking water for the communities of London and Tennessee and for the local hospital. Based on the findings, work was carried out to refurbish the existing infrastructure and install new head tanks and infrastructure. Extraction of water from the groundwater lens was increased by installing solar and wind pumps.

RESULTS AND IMPACTS

By 2018, the project had established a water supply system that can sustainably provide around 6000 people with access to clean, safe drinking water.

The project's results have significantly improved community living standards. The hospital now has regular access to safe, treated water for the first time in more than a decade. The neighbouring communities of London and Tennessee are able to depend on a regular supply without having to order and pay for water delivery or rely on rainfall. At local schools, water comes from taps connected to the system so students no longer have to carry their own water from home, which has helped to reduce absenteeism. The benefits for the Kiribati community are profound, and improved health and education outcomes are already noticeable, as witnessed by a school director and local doctor.

The Minister for Line and Phoenix Islands Development, Hon. Mikarite Temari, said this project has changed the lives of many people and improved the population's understanding of the need to conserve water for the future.

"As the way of the Kiribati people, we don't know that there will be a problem with water in future. We think that water will be available anytime until we die. But now we've realised that the population is going up in Kiribati Island."

LESSONS LEARNED

- Raising community and government understanding of the need to protect the island's groundwater resources was crucial to the project's success. The SPC project team ran regular community and school awareness sessions and talked to students about the need to conserve water for future generations.

Division: GEM

Donors: European Union and Government of New Zealand

Performance story

Baseline assessment of development minerals in Fiji



TARGET 8.4

CONTEXT

The development and maintenance of PICT infrastructure, including buildings, water systems, renewable energy sources and transport networks, require construction aggregates such as gravel, sand and limestone. These resources are classified as 'development minerals'.

The environmentally and socially responsible extraction and use of these finite resources are essential for preserving our unique environment and ensuring the continued prosperity of Pacific people and cultures.

CHANGE PROCESS

Through the ACP-EU Development Minerals Programme, SPC undertook a detailed baseline study of the sector in Fiji. The study was part of a larger three-year capacity building programme to build the profile and improve the management of development minerals in ACP (African, Caribbean and Pacific) countries.

The 'Baseline Assessment of Development Minerals in Fiji' was the first study of its type in the Pacific and the findings have already supported evidence-based decision-making in several areas of the sector. In addition to the study, SPC championed the Pacific perspective on the Development Minerals Technical Committee.

RESULTS AND IMPACT

The study highlighted key findings on social, environmental and economic conditions in Fiji's development minerals sector, including:

- the true contribution of the sector to Fiji's GDP is up to 500% higher than previously reported (approximately FJD 300 million), which has important implications for both public and private sector stakeholders, particularly in terms of administering the sector and assisting private sector businesses to build business cases and access finance;
- the sector supports a large number of small and medium-sized domestic enterprises, with 2325 people directly employed. Many more are employed in support services (e.g. mechanical) and downstream activities (e.g. construction);
- only 4% of sector staff are female, which is significantly lower than in other participating ACP countries, notably Uganda (44%), Zambia (41%), Guinea (41%), Cameroon (18%) and Jamaica (12%);
- extraction of river gravel is associated with numerous environmental and social issues. The study presented a pathway for transitioning to a more sustainable and efficient alternative by developing a network of hard rock quarries in strategic locations.

One significant outcome of the study is already visible. The study team lobbied the Fijian Parliamentary Committee for more equal opportunities in the mining sector, highlighting the importance of opening up pathways for women, including by amending legislation on gender discrimination where necessary. As a result, the Fijian government has recently altered the Mining Act to provide equal opportunities for women in the sector.



A dredging operation in the Pacific



River extraction with no sediment control

LESSONS LEARNED

- Lack of available data necessitated the use of innovative investigation techniques, e.g. estimating gravel consumption using proportional calculations associated with cement sales, and assessing the volumes of material used by major operators such as the Fiji Roads Authority.
- There is considerable scope for novel research to inform national development. Through the study, SPC has played a role in providing a valuable dataset to the Fijian government, private sector businesses and Fijian communities to underpin advancement of the sector. The study also revealed the social, environmental and economic impacts of the sector in Fiji.

Division: GEM

Donors: European Union; UNDP

IMPACT-LEVEL PERFORMANCE INFORMATION – Evidence of long-term change for institutions, ecosystems or populations	
PROGRESS IN 2018	COUNTRY
Invasive species have been eliminated from 2 islands in the Gambier Archipelago, including yellow crazy ants (1 island), rats and cane toads (1 island). The RESCCUE project supported ongoing ecological monitoring and biosecurity on several other islands in the Archipelago.	French Polynesia
Fiji mining legislation was amended to facilitate greater participation of women in the mining industry	Fiji
CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance	
PROGRESS IN 2018	COUNTRY
Application of knowledge products in policy, management or practice	
6400 people gained sustainable access to clean, safe drinking water following provision of a water supply system	Kiribati
Online organic policy toolkit is being used to inform and develop the National Organic Policy	Vanuatu
Marae Moana Fisheries impact analysis and economic analysis was completed. Analyses were used to justify elimination of commercial longline fishing by overseas-flagged vessels within 50 nautical miles (nm) of land, with exemption for local companies	Cook Islands
Development and testing of an online mobile data collection system that improves the capacity of agriculture researchers (efficiency and effectiveness). System is now used by Ministry of Agriculture staff in projects to control coconut rhinoceros beetle through site and clean-up assessments; and also in cocoa tree phenology studies	Fiji, Samoa, Solomon Islands
Pacific Agricultural Information System (PAIS) launched online and accessible to all research and extension practitioners and farmers. Recognised by PICTs as their information system	Regional (all PICTs)
New species-specific Minimum Diameter Limit Tables incorporated in Harvesting Code and endorsed by Ministry of Forestry, directly contributing to more sustainable management of forestry resources, reducing environmental impacts due to logging, and maintaining species diversity (particularly of slow-growing species)	Fiji
Survey respondents from 15 PICTs reported they highly valued and frequently used SPC-produced Tide Calendars, Ocean Portal and Ocean Bulletin	Regional (all PICTs)
Strengthened institutional systems – regional coordination	
All 7 regional members of the World Organisation for Animal Health (OIE) are up to date with aquatic disease reporting	Australia, Federated States of Micronesia, Fiji, New Caledonia, New Zealand, Papua New Guinea and Vanuatu
Pacific Islands Extension Strategy (PIES) endorsed by Pacific Islands Rural Advisory Services (PIRAS) Board and launched at Seed Forum	Regional (all PICTs)
Two additional PICTs required to submit WCPFC Part 1 reports met the July deadline. All 16 member PICTs met the WCPFC Part 1 reporting requirement	Regional (all PICTs)
Coordination of regional and national workshops to progress bilateral maritime boundary agreements resulted in increased awareness, and development of 2 new projects and an innovative concept note on maritime boundary and extended continental shelf claims	Regional (all PICTs)

Strengthened institutional systems – national policy and strategies	
Legislation on coastal fisheries enacted. Process represented a significant milestone	French Polynesia
National aquaculture strategies launched	Cook Islands, Tonga
Ministry of Agriculture, Livestock, Fisheries Forestry and Biosecurity is restructuring to establish a new unit for delivery of extension services in response to review of extension services and National Extension Strategy	Vanuatu
Harmonisation of obligations and requirements achieved under the Rotterdam Convention for management of hazardous chemicals through updates to the Pesticide Stock Management System	Fiji, Solomon Islands, Regional (all PICTs)
Subnational coastal fisheries legislation revised after coordinated and consultative process	American Samoa
National strategies on aquatic biosecurity finalised and adopted	Cook Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga
Communities report increased planting of sandalwood following the sandalwood regulation enacted in 2017 to establish a system to verify legality of ownership	Tonga
Final draft of coastal fisheries legislation completed, following coordinated and consultative process	Kiribati, Samoa
Industry-level adoption of improved management practices	
20,000th fishing trip was uploaded from the 'Tails' data entry app, marking a significant milestone for tablet-based small-scale fisheries data collection in the Pacific region. First 'Tails' logsheet was entered in 2016. There are now nearly 100 data collectors operating in 10 PICTs, with 451 unique species logged, and 564,092 kg of fish recorded. Data has been used for making management decisions, tracking nearshore Fish Aggregating Device (FAD) effectiveness, and reporting small-scale tuna catch to the WCPFC Tuna Fisheries Commission	Cook Islands, Fiji, Kiribati, Nauru, Niue, Samoa, Tokelau, Tonga, Tuvalu, Vanuatu
Waste from pearl farming in Gambier Archipelago reduced, including through collecting and recycling used buoys. Results of this work are informing the Strategy for Pearl Farming Waste Management, currently under development	French Polynesia
Community-level adoption of agriculture and aquaculture practices	
27 community freshwater aquaculture farms were established or rehabilitated in rural communities. 23 are now operational and managed by community-based farmers	Fiji, Vanuatu
Transfer of tilapia incubator hatchery technology, and adoption by small-scale tilapia farmers and Fiji Ministry of Fisheries	Fiji
Four different compost mixtures developed and trialled in 5 pilot sites (Tet Noth, Apemama, Nonouti, Beru, Apaianca), with at least 30 farmers now accessing new compost and creating their own. 10 farmers now using bucket irrigation	Kiribati
3 farmers adopted bucket irrigation and composting techniques adapted to atoll agriculture, with comparison of productivity of 'compost' and 'no compost' sweet potato plots	Tuvalu
Civil society organisations contributing to sustainable agriculture, forestry and natural resource management	
Three community agroforestry sites established (1 in Vanuatu and 2 in Fiji), with objective of developing a sustainable production system resilient to perturbation (climate and market). System involves women and youth and is linked to buyers	Fiji, Vanuatu
Island Organic Farmers Association set up a Night Market and Organic Basket Scheme for organic produce with at least 10 participating local producers, including 5 young farmers	Niue
Watershed reforestation and riparian restoration work completed in 35 locations in Ra Province, and 10 in Kadavu Province, with 62,000 seedlings planted over 75 hectares	Fiji
Pilot of local market-based approach to hunting invasive game meat (deer and wild boar), including provision of sanitary processing facilities to 1 local hunting association, complemented by legal and economic studies of constraints and opportunities for a viable economic undertaking	New Caledonia
CHANGE IN ATTITUDE PERFORMANCE INFORMATION - Evidence of SPC's results in relation to changing opinions, motivations and intentions	
PROGRESS IN 2018	COUNTRY
Increased engagement	
Communities have increased awareness of the importance of sustainable management of mangroves. Members voicing their concern about the need to conserve mangroves and the need for community based management	Fiji

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to increased knowledge, skills, capacities and awareness

PROGRESS IN 2018	COUNTRY
Knowledge available to decision-makers	
An extension project examined 125 otoliths from bigeye tuna and revised/updated age and growth estimates based on new data, strengthening the growth analysis reported by Farley (2017). The additional analysis indicated there were differences in the growth rate of bigeye tuna across the Pacific, with faster growth in the Eastern Pacific Ocean relative to the Western Central Pacific Ocean. The assessment update was presented to the WCPFC	Regional (all PICTs)
Capacity building needs assessment for agricultural extension services completed, informing the Pacific Islands Extension Strategy	Regional (all PICTs)
Increased capacity and expertise	
94% of participants in FAME training indicated they gained new knowledge (Certificate IV in Fisheries and aquaculture compliance, Marine finfish parasites, Freshwater parasites, Fisheries policy and management plans and Subregional electronic monitoring)	Regional (all PICTs)
96% of participants in FAME training indicated they would incorporate their new knowledge into their work (Cert. IV in Fisheries and aquaculture compliance, Marine finfish parasites, Freshwater parasites, Fisheries policy and management plans and Subregional electronic monitoring)	Regional (all PICTs)
14 officers from 5 PICT forestry and education departments participated in a study tour to Tasmania, Australia. Participants were exposed to high-standard regulations for logging, fire management, value addition for forest products, and community involvement in management of plantations and forest resources	Fiji, Niue, Solomon Islands, Tonga, Vanuatu
Learning through trials and pilots	
Trial to assess productivity of compost on taro completed in 3 pilot sites, with farmers and the Organic Farmers Association participating	Marshall Islands
New knowledge generated and shared with farmers on adaptation of farming practices to reduce sweet potato weevil infestation, which affects yields	Fiji
OUTPUT Performance Information – Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Knowledge Building - Development and dissemination of knowledge products	
420 documents added to FAME digital library in 2018 – 330 in English, 84 in French and 6 in local languages. >290,000 documents were downloaded in 2018.	Regional (all PICTs)
Publication of 3 SPC Fisheries Newsletters, 3 special interest bulletins, Western and Central Pacific Tuna Fishery overview, information sheets for fishers, vendors and consumers, 3 newsletters on the Biopelagos project in French	Regional (all PICTs)
Annual tide prediction calendars designed for 23 locations in the Pacific (including 3 new locations)	Regional (all PICTs)
Maritime boundaries information provided to FFA for Fishing Vessel Monitoring Systems through tailored database	Regional (all PICTs)
Pacific Ocean Portal on line and 100% functioning as of April 2018	Regional (all PICTs)
Dissemination of fisheries information products (Federated States of Micronesia: Most common food fish of Kosrae (poster); Vanuatu: Fisheries data collection (poster); French Polynesia: Analyse de risques à l'importation des crustacés décapode; Wallis and Futuna: KO LE 'Ū'Ū Ko le fakaanoano o le m'auli o le 'ū'ū (poster on coconut crab regulations), KO LE 'ŪLA Ko le fakaanoano o le ma'uli o le 'ula (poster on lobster regulations)	Federated States of Micronesia, French Polynesia, Vanuatu, Wallis and Futuna
Capacity development	
81 participants (44 males, 37 females) were trained in oceanic fisheries data management (including the use of SPC-developed data management platform TUFMAN2, and data entry applications, Tails and OnBoard)	ACP, Regional (all PICTs)
30 participants (16 males, 14 females) from 12 PICTs trained in stock assessment and modelling	Regional (all PICTs)
130 participants (122 males and 8 females) trained through mentoring and demonstration sessions in small fish operations, FAD work and various fishing techniques for small fish such as pelagic and diamond squid	Regional (all PICTs)
142 participants (95 males and 47 females) trained in aquatic biosecurity, and through mentoring and demonstration of hatchery construction and operations (giant clam, tilapia, sandfish and oyster) and techniques in beche-de-mer processing	Regional (all PICTs)
41 participants (24 males and 17 females) were trained in development of coastal fisheries policies and management plans, coastal fisheries and aquaculture legislation, community-based management plans and climate change surveys and analysis	Regional (all PICTs)
12 participants (9 males and 3 females) were trained in fisheries monitoring, control and surveillance skills, attaining competency stages 1 and 2	Regional (all PICTs)

33 Pacific Islands regional fisheries observer (PIRFO) debriefers (32 males and 1 female) were trained in biological sampling debriefing and subregional Part C debriefing	Regional (all PICTs)
6 participants (4 males and 2 females) were trained in coastal fisheries data management	ACP, Regional (all PICTs)
17 PIRFO debriefers (all male) participated in shark tagging training	Regional (all PICTs)
29 participants trained in GIS and remote sensing, and an additional 30 in co-facilitated workshops. Of this total, 21 were trained in basic QGIS in Nauru; 8 in Kiribati in coastal change using QGIS and ERDAS, and 30 in Fiji in GIS for development minerals. Radar training also delivered to 5 participants.	Fiji, Nauru, Regional (all PICTs)
Screening for World Organisation for Animal Health (OIE) notifiable diseases undertaken in 3 PICTs	Fiji, Marshall Islands, Vanuatu
Control of invasive pests and diseases	
2490 sawn logs moved and disposed of in a burn-site on the outskirts of Honiara as part of coconut rhinoceros beetle clean-up involving cutting down dead standing palms, which act as breeding sites	Solomon Islands
Knowledge building - data collection or analysis	
Roll-out of OnBoard app started in 2018, with French Polynesia being the first country to equip 25 of its longline fishing vessels	Cook Islands, Fiji, French Polynesia, New Caledonia, Samoa, Tonga
69 papers delivered to WCPFC (49 to the Scientific Committee, 14 to the 15th Regular Session of the WCPFC and 6 to the technical and compliance committee)	Regional (all PICTs)
Contributed to analysis of the status of invertebrates (lobster and coconut crab)	Wallis and Futuna
Contributed to analysis of sea cucumber fishery of Chesterfield Reefs	New Caledonia
Contributed to census of mud crabs for Pohnpei	Federated States of Micronesia
Field assessment of climate change impacts on marine coastal finfish, invertebrates and habitats for Majuro completed	Marshall Islands
Niue marine ecological analysis completed and report published	Niue
National-level analysis of purse-seine fishing during FAD closure periods provided to 9 PICTs	Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Papua New Guinea, Solomon Islands, Tokelau and Tuvalu
3559 additional tissues samples collected for the Tuna Tissue Bank in 2018. This brings the overall total for the Tissue Bank to 98,650 samples collected from 1075 trips, with analysis of 34,977 samples	Regional (all PICTs)
Data collected on invertebrates in two PICTs (Federated States of Micronesia and Marshall Islands) and finfish in two PICTs (Marshall Islands and New Caledonia). Data will contribute to regional assessment of life history of targeted species	Federated States of Micronesia, Marshall Islands, New Caledonia
In 2018, 1278 fishing trip logsheets were processed by SPC for purse-seine (722) and longline (556) vessels flagged to 10 countries (6 PICTs and China, Japan, Korea and Taiwan)	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Papua New Guinea, Tuvalu
In 2018, 454 fisheries observer trips were processed from 11 PICT observer programmes and regional arrangements	Cook Islands, Fiji, French Polynesia, Kiribati, Marshall Islands, New Caledonia, Palau, Papua New Guinea, Solomon Islands, Tonga, Tuvalu
Statistical information (based on 40 years of historical wave data) on wave height for all communities in Tuvalu	Tuvalu
17 oceanographic instruments deployed and 180 days of oceanography data collected to calibrate ocean model – extreme wave inundation event captured by array of oceanographic instruments	Regional (all PICTs)
Real-time wave buoy data supported mooring, including 15 temperature sensors and 3 pressure sensors	Fiji
Coastal baseline data (Bathy-Topo) for Coral Coast (60 km of coastline)	Fiji
Coastal baseline data (Bathy-Topo) for Lenakel, Tanna (third largest town in Vanuatu)	Vanuatu
Report summarising general characteristics of South Pacific albacore longline fisheries provided to FFA countries	Australia, Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu
Report on analyses of artisanal fishing data for last 2 years sent to Tokelau	Tokelau
New tide gauge installed and commissioned	Tonga

New Fiji Global Navigation Satellite System (GNSS) Continuously Operating Reference Station (CORS) installed for precision positioning	Fiji
Land-use planning mapping completed using GIS	Nauru
Sea-level station levelling survey conducted and technical report drafted for 9 PICTs	Regional (all PICTs)
Technical assistance – review or development of policies, strategies and legislation	
Territorial sea baselines, 12 M, 24 M, and EEZ finalised and gazetted	Federated States of Micronesia
12 M and 24 M coordinates and chart finalised and submitted for gazetting	Fiji, Solomon Islands, Tonga
Contributed to review of fisheries legislation	Federated States of Micronesia
Situation analysis completed for development of Fiji Organic Policy	Fiji
Fiji Forest Harvesting Code of Practice strategies submitted to Ministry of Forestry for endorsement	Fiji
National rural and forest fire management strategy drafted for submission to Ministry of Agriculture and Rural Development	Fiji
Sandalwood Management Strategy finalised and submitted to Ministry of Forestry for endorsement	Fiji
Regional value-chain roadmap for development of coconut veneer products finalised and endorsed by Regional Value-Chain Roadmap Steering Committee	Regional
Fiji development minerals baseline assessment completed, including legal assessment, socio-economic analysis, and resource evaluation	Fiji
Regional Deep-Sea Minerals Agreement reviewed and distributed to PICTs	Regional (all PICTs)
National aquaculture strategies drafted	Federated States of Micronesia, Fiji
Draft aquaculture development plan completed	French Polynesia
Draft aquaculture regulation reviewed	Kiribati
Draft Pearl Strategic Plan completed	Fiji

CHAPTER 2: IMPROVING PATHWAYS TO INTERNATIONAL MARKETS

In 2018, SPC provided scientific and technical support to strengthen the ability of PICTs to access international markets, and strengthen biosecurity.

To assist PICTs in increasing trade and meeting import and export standards for agricultural, forestry and aquatic products, SPC supported capacity development, technology and knowledge transfer, value-chain development, pest and disease management, improved production systems, strengthened legislation, and increased international exposure for Pacific products.

Outcomes in brief

Local producers in Niue are utilising newly developed value chains for coffee, coconut oil, coconut products, organic fruit and vegetable baskets to develop their products and markets

152 virgin coconut oil and coffee producers in 4 locations in Fiji gained access to local and international (Australia and New Zealand) markets for their products

Import/export biosecurity standards for aquatic live organisms and aquatic products have been developed or updated in 7 PICTs

Contributing to SDGs



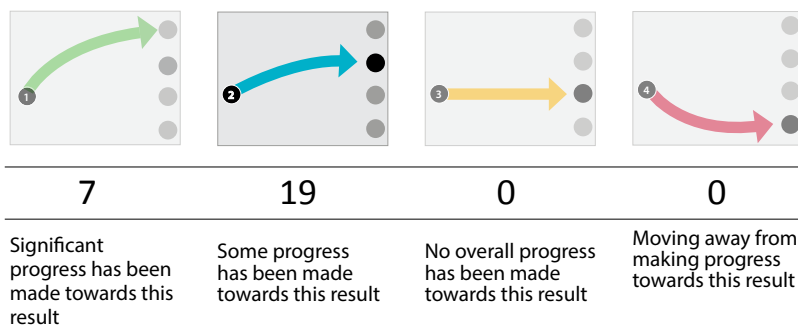
Challenges

Ongoing compliance with market standards and biosecurity requirements, and the cost of transporting produce, have been the biggest bottlenecks for Pacific countries seeking to export aquaculture products for human consumption.

With increasing demand from members for biosecurity services, it is important we work with donors to mobilise more resources.

Even in established commodity markets, such as sugar, Pacific producers are vulnerable to changes in international conditions and agreements. For example, in Fiji, sugar industry reforms affected farmers, mill workers and whole communities whose livelihoods depend on the industry in various ways.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

SPC will continue to monitor emerging trends in the safety of imported food and compliance with national food safety standards, and to encourage import replacements.

Performance story



Overcoming challenges to export of Pacific aquaculture products



TARGET 14.7

CONTEXT

The Pacific is a large exporter of live animals produced by aquaculture, especially for ornamental markets (e.g. giant clams, corals and ornamental fish). FAO estimates that exports of live aquaculture species generate USD 200 million dollars per annum in our region. However, most of these exports are not intended for human consumption.

Compared to fishing, aquaculture still has limited commercial significance in the Pacific. However, many Pacific countries have accepted that fish stocks are becoming depleted and expansion of capture fisheries is limited. Aquaculture of seafood for human consumption is therefore seen as an opportunity for economic development.

Pacific countries have faced several challenges to exporting aquaculture products for human consumption, including:

- existing volumes of production were too low to cover local demand or generate interest from exporters;
- high transportation costs affected profitability;
- product quality did not meet export standards;
- cost of production was higher than in other countries (e.g. Asian countries);
- farmed species did not have niche markets internationally;
- aquaculture-producing countries lacked the capacity and resources to comply with international standards for biosecurity and food safety.

In addition, the region's major market, Australia, does not allow importation of fresh and frozen aquaculture produce from countries that are not free of notifiable OIE diseases.

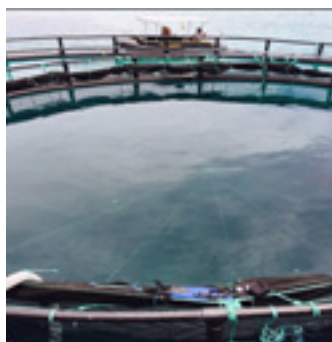
However, in the last few years, more operators in the Pacific have begun producing on a commercial scale and have shown interest in species that are in high demand and of high value on international markets (such as shrimp or some marine finfish). There is international market demand for these products for human consumption and the Pacific region has the advantage of being free of most notifiable diseases that affect aquaculture.

CHANGE PROCESS

Over the past five years, SPC has provided support in three main areas to assist countries to comply with export requirements and address challenges:

- **Biosecurity:** Increase in capacity and capability of national biosecurity authorities, and establishment of epidemiological surveillance programmes based on OIE protocols. Application of basic on-farm biosecurity measures.
- **Food safety:** Monitoring of residues, including antimicrobials, steroids, heavy metals, etc. Management of veterinary drugs and chemicals, including listing of authorised drugs and chemicals.
- **Food security standards:** Development of new regulations, management guidelines and monitoring of residues in aquaculture products.

RESULTS AND IMPACT



Marshall Islands exported 60 metric tonnes of  moi to Hawaii

The first shipment in 2016 generated USD100,000 into Marshall Islands economy

In 2018, Vanuatu exported 20 MT of shrimp  to Australia

Papua New Guinea exported 20 MT of shrimp  to Australia

In addition, a processing plant in Vanuatu has received HACCP¹⁵ certification from the Ministry of Fisheries.

LESSONS LEARNED

- Consistent and sustainable production is critical for meeting market demands for reliable supply and quality.
- Addressing capacity and capability gaps for farmers and monitoring authorities has been a crucial element of success.

Division: FAME

Donor: Government of New Zealand

¹⁵ HACCP (Hazard Analysis and Critical Control Points) – an international system for identifying and managing food safety hazards

Performance story

Upgraded rural roads benefit more than 10,000 people



TARGET 9.A

CONTEXT

The Fiji sugar industry's preferential rate for access to the EU market ended in October 2017, directly impacting the livelihoods of sugar-cane farmers, employees and communities that depend on the industry.

To reduce the social, economic and environmental vulnerability of people affected by the sugar industry reforms, the EU has financed several projects in Fiji's sugar-cane belt. The projects are being implemented by SPC. They include the four-year Rural Access Roads and Associated Infrastructure (RARAI) project, which began in January 2015.

CHANGE PROCESS

Cane access roads are essential arteries for remote cane farming communities, particularly for transporting cane to the mill and accessing local services and markets. The project aimed to upgrade selected cane access roads to the rural road standard used by the Fiji Roads Authority to provide a stable road structure usable in normal weather conditions.

Key stakeholders including the Fiji Sugar Corporation, Sugar Cane Growers Council and Ministry of Sugar Industry were involved in deciding which roads should be upgraded based on criteria such as farm productivity.

Construction began near the end of 2016 with the rehabilitation of 29 km of roads in the Malolo sector followed by roads in Drasa and Koronubu. All work has now been completed in Malolo and Drasa and only 20% is still to be finished in Koronubu.

RESULTS AND IMPACT

An end-of-project study (September–November 2018) highlighted several socio-economic impacts of the RARAI project:

- The upgraded roads directly benefit approximately 10,465 individual residents, 70% of whom are active cane growers producing a total of 124,170 tonnes of sugar cane.
- Access to markets and facilities has significantly improved.
- A 3% increase in school enrolment in Drasa can be attributed to the upgraded roads, according to school heads.
- Disposable incomes increased for lorry operators. Lorry operators in Malolo saw an estimated increase in profitability (disposable income) of 240%. The corresponding figure for Drasa lorry operators was 23%, and for Koronubu lorry operators, 86%.
- Short-term employment was provided for 70 locals by roading contractors (these employees came from the same socio-economic background as local community members). The total value of employment creation was FJD 117,313.

LESSONS LEARNED

- Close collaboration with stakeholders is important through all stages of a roading project.
- Contingency planning is essential for this type of project; e.g. extreme weather events such as flooding can only be mitigated up to a certain point (over 300 mm of rain fell in a single 24 hour period).
- Monitoring of contractors' use of recognised and accepted standards for road construction is critical.

Malolo sugar-cane farmer, Arvind Kumar, says that the EU-SPC RARAI project has made a huge difference to farmer's lives.

"Three or four years ago, farming went very low and sugar-cane farming was very bad. Before we used to harvest 300 or 400 tonnes and now we've come down, but with the SPC and EU help we are so happy that now we can go up again. We are so happy that this much help is coming to us, that there is someone who wants to help us."

Division: Director-General's Office – Special projects
Donor: European Union



CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance

PROGRESS IN 2018	COUNTRY
Producers have access to new markets	
152 virgin coconut oil and coffee producers in 4 locations (Matuku, Toyota, Nabouwalu and Buca Bay) gained access to local and international (Australia and New Zealand) markets for their products	Fiji
Local producers are using newly developed value chains for coffee, coconut oil, coconut products, and organic fruit and vegetable baskets to develop their products and markets	Niue
Third-party certification of Pacific Organic Standard adopted for use in export markets to the USA for turmeric (Fiji) and coconut oil (French Polynesia)	Fiji, French Polynesia
Members and partners applying new technologies and skills	
Ministry of Agriculture developed and is producing a patented Protein Bait Lure using machinery and technical assistance provided by SPC. The results will facilitate compliance with Bilateral Quarantine Arrangement trade standards for the export of eggplant, papaya, breadfruit, mango and papaya to New Zealand and Australia	Fiji
3 biosecurity officers from the Department of Biosecurity in Guadalcanal demonstrated improved confidence, knowledge and competency in the production of Metharizium fungus, an effective biological control for coconut rhinoceros beetle (CRB-G), which is severely damaging the coconut and palm industries	Solomon Islands
14 biosecurity, environment and agriculture officers demonstrated improved knowledge and practical skills in installing early warning systems for detection of CRB-G and exotic fruit flies	Wallis and Futuna
Stronger institutional systems for biosecurity and pest management are supporting market access	
Import risk assessment (IRA) conducted for potted horticultural plants from Fiji, identifying biosecurity risks. Following the IRA, an import permit was issued by Tuvalu Biosecurity with conditions on treatment regimes to eliminate biosecurity risks	Tuvalu
Participatory Guarantee System for vegetables adopted by Ministry of Agriculture	Fiji
Import/export biosecurity standards for aquatic live organisms and aquaculture products developed or updated	Marshall Islands, Papua New Guinea, Vanuatu
Global Pest and Disease Database updated with new diseases in 5 islands (Aneityum, Tanna, Santo, Pentecost, Efate) post Tropical Cyclone (TC) Pam. Results are accessible to the Pacific region for export market requests	Vanuatu, Regional (all PICTs)
Global Pest and Disease Database updated with new diseases in 2 islands (Guadalcanal, Malaita) post TC Pam. Results are accessible to the Pacific region for export market requests	Solomon Islands, Regional (all PICTs)
Regional Pesticide Registration System plan developed (and endorsed by Heads of Agriculture and Forestry Services) to enable PICTs to register environmentally friendly pesticides to safeguard human health and the environment	Regional (all PICTs)

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to increased knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Increased capacity and expertise	
CePaCT provided training to 6 tissue culture technicians, who were able to demonstrate improved practical knowledge of tissue culture mass propagation and field acclimatisation techniques and processes	Fiji
7 technical participants from 7 PICT government agencies attended training on coconut plantation management in Sri Lanka. They have now taken lead roles in developing the coconut industry in their countries	Federated States of Micronesia, Kiribati, Papua New Guinea, Samoa, Tonga, Tuvalu, Vanuatu
8 biosecurity and environment officers of the Department of Biosecurity in Santo showed improved confidence, knowledge and skills in plant pathology, pest and disease surveillance, field sample collection, laboratory techniques, detection and management as a result of SPC training and joint field surveillance	Vanuatu
32 Ministry of Agriculture officials completed paraveterinary certification	Fiji
13 MAFF officials, 1 youth representative, 1 representative from a growers federation (4 female, 11 male, 4 youth) received training in tissue culture, seed production and pest and disease control. 10 MORDI (Mainstreaming of Rural Development Incorporated) staff (5 female, 5 male, 10 youth) were trained in tissue culture transfer, nursery and field management. Previously trained MAFF official became a trainer and reported improved confidence and application of skills acquired during training	Tonga
OUTPUT Performance Information – Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Training and capacity development	
Training of trainers in pest and disease management for coconut plantations delivered to 35 participants from 15 ACP countries. Included development of training manual	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Timor Leste, Tonga, Tuvalu and Vanuatu
Training of trainers in coconut production and seed systems delivered to 30 participants (1 female) from 18 countries. Included development of training manual	Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Timor Leste, Tonga, Tuvalu, Vanuatu
Collaboration with civil society organisations	
Draft MOU completed with civil society organisations representing the agricultural sector (Pacific Islands Private Sector Organisation, Pacific Island Farmers Organisation Network, POETCom (Pacific Organic and Ethical Trade Community) and Pacific Islands Association of Non-Government Organisations) for joint working relationship to pursue sustainable development objectives	Regional (all PICTs)
Knowledge building – assessment or analysis	
Import risk analysis completed for the introduction of moi and milkfish from Marshall Islands to Kiribati	Kiribati, Marshall Islands
Import risk analysis completed for introduction of ornamental fish, koi carp, from Singapore and Malaysia to Papua New Guinea	Papua New Guinea
Import standards developed for introduction of goldfish from Singapore to Vanuatu	Vanuatu
Value chain for high-value copra oil completed and endorsed by Regional Value-Chain Steering Committee	Solomon Islands
Value-chain roadmap for production of virgin coconut oil and coconut veneer products completed and endorsed by Regional Value-Chain Steering Committee	Regional (all PICTs)
Infrastructure assistance	
Greenhouse set up for Soil Health Pacific to enhance off-season production of vegetables for local market	Samoa

CHAPTER 3: STRENGTHENING SUSTAINABLE TRANSPORT AND ENERGY SECURITY

SPC worked to strengthen sustainable transport and energy security by providing applied science, technical, legal and policy advice, and to spark investment and entrepreneurship in the renewable energy sector, including through the Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE). In 2018, SPC supported the trial and installation of renewable energy infrastructure, including biogas and solar PV (photovoltaic), in several PICTs. SPC also provided technical and policy advice to the maritime transport sector, including support for the safety of navigation systems, and efficient energy management.

Outcomes in brief

Active promotion and selection of women for ocean and maritime sector training in 2018 (87 women trained out of 490 people)

Samoa Energy Efficiency Regulation 2018 approved

PCREEE Sustainable Energy Entrepreneurship Facility launched to spark new local business activities in renewable energy and energy efficiency

Contributing to SDGs



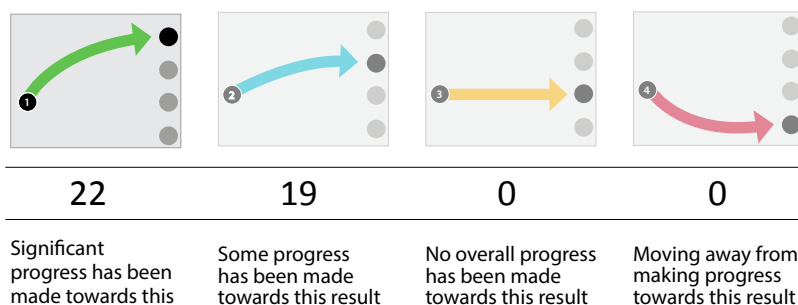
Challenges

PICTs face logistical challenges in scaling up the installation and maintenance of new technologies in remote locations.

Supporting the implementation of ship safety by flag states has been a major focus of SPC since 2010.

10 PICTs are now on board. However, the significant challenges of ship overloading and other safety issues were highlighted by a major accident and loss of life in 2018.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

SPC will continue to engage in research and demonstration activities that can be scaled up to increase access to energy.

PICTs are committed to achieving their Nationally Determined Contributions (NDCs) under the Paris Agreement. With that in mind, SPC's georesources and energy programmes aim to design and implement projects that address climate change (mitigation or adaptation) and GHG emission challenges.

In maritime transport, SPC will continue to advance the concept of sustainable transport for all, promoting shipping that is safe, accessible and efficient, with low emissions. This includes improving gender equality in the maritime sector, and tracking progress and enhancing safety management systems on board vessels.

The progress of the Green Ports initiative will continue to be monitored to collect evidence for applying this approach in other PICTs.

Performance story



Sustainable energy saves money and helps produce root crops on Tuvalu atolls



TARGET 7.2

CONTEXT

Communities in remote areas of the Pacific Islands increasingly need access to energy. In Tuvalu, biogas digesters are being used not only to provide a source of renewable energy but also to support agriculture production and food security.

Tuvalu consists of nine atoll islands that on average sit only 3 m above sea level. Island dwellers largely depend on subsistence farming, but saltwater intrusion and lack of arable soil make agriculture difficult.

CHANGE PROCESS

Through the 'Adapting to Climate Change and Sustainable Energy' (ACSE) project (2016–2019), SPC was tasked with installing 40 biogas digesters across seven Tuvalu atolls, with a focus on remote populations. The biogas digesters provide sustainable access to energy and reduce the environmental risks posed by livestock waste (in this case, from pigs). In addition to improving environmental outcomes, the digesters also produce arable soil as a by-product that can be used for agriculture.

SPC led the project and coordinated stakeholder engagement with the Tuvalu Ministry of Public Utilities and Energy and the local government (Kaupule) to determine where the digesters should be installed. Forty community members were selected to take part in the project. Each case required installation of a piggery (where necessary), a small-scale biogas digester, and a stove connected to the system, with a family garden to use the soil produced as a by-product.

RESULTS AND IMPACT

To date, 22 of the 40 digesters have been installed. Nine units are fully functional, with families cooking using the biogas, which is funnelled through to the stove. To ensure the longevity of the project, SPC provided training in the installation, operation and maintenance of the biogas system for the 40 beneficiaries. PacTVET (Pacific Technical and Vocational Education and Training) and the University of the South Pacific assisted with training. SPC also produced a 14 minute documentary on the project, a biogas toolkit in Tuvaluan and English, and a best practice report highlighting beneficiaries' experiences.

One community used the soil to develop a community garden to provide sustainable access to food. The community garden on Funafala, an islet to the south of Funafuti (the capital), was set up by the Funafuti Town Council. It makes full use of the digestate produced by the digester to improve the garden soil.

SPC hopes to enhance the uptake of biogas technology both nationally and regionally based on the lessons from this work.



Taliao, from Vaitupu Island, no longer has to wash her pots in the sea as they do not get as dirty on the new stove. The project enables her family to access affordable energy for cooking – LPG is expensive on Vaitupu Island at about AUD 55 per 13 kg cylinder. Taliao plans to be an advocate for sustainable use of energy in the communities. *"Biogas is a cleaner source of energy and I prefer cooking with biogas than with normal LPG."*

Mrs Apinelu, Assistant Secretary, Ministry of Public Utilities and Infrastructure, noted that the project had several challenges.

"One challenge was storage capacity, particularly for digester systems and construction materials for the project. As such, the implementation of this project requires close dialogue and assistance with various stakeholders including the Kaupule (Head of Funafuti), manager of TEC (Tuvalu Electricity Corporation), Director of PWD (Public Works Department) and the wider community to ensure the successful continuity of such an important undertaking."

LESSONS LEARNED

- Proper planning and agreements must be in place well before actual implementation begins. The time required for these processes should be factored into the overall project plan and not taken out of the implementation timeframe.
- It is essential to envision and design a project that is easy to understand, affordable and able to be replicated in local communities.
- There must be a succession plan in place. It should be mandatory to have an assistant in-country project coordinator who can help to continue the work on the ground if key personnel resign. Processes should be well documented by the ministry.
- Regular updates should be provided and meetings (communication) held with all stakeholders, particularly to assist logistics and procurement in outer islands.

Division: GEM
Donor: European Union, GIZ

Performance story



Low-carbon development reduces greenhouse gas emissions from ports in Fiji and Solomon Islands



TARGET 7.A

CONTEXT

The Maritime Technology Cooperation Centre in the Pacific (MTCC-Pacific) is hosted by SPC in collaboration with the Secretariat of the Pacific Regional Environment Programme (SPREP). It is part of a global network, linking centres in Africa, Asia, the Caribbean and Latin America that have developed and promoted low-carbon maritime transport systems.

CHANGE PROCESS

MTCC-Pacific, together with internal SPC's Innovation Fund, supported the Green Pacific Port initiative to implement quality, energy, and environmental management for port operations in Fiji, Kiribati, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu through integrated approaches.

The ports of Suva and Honiara demonstrated strong leadership and with SPC's technical assistance successfully implemented strategies to improve the efficiency and resilience of their operations and infrastructure and reduce the ports' environmental and carbon footprint.

RESULTS AND IMPACT



Investments in solar power to supply LED perimeter lighting for Honiara ports resulted in the following savings, reported by the Solomon Islands Port Authority (SIPA)

An overall decrease of 8% in energy use, amounting to a reduction of 185,760 kWh of energy in the 12 months from October 2017 compared to the previous 12 months, reducing greenhouse gas emissions by 160 tonnes and creating savings of SBD 904,000.

A new policy of 'Switch the light off' at the main berth enabled savings of around 7800 kWh/ SBD 40,358.20, or 6.7 tonnes of GHG in just 2 months. SIPA almost reached its ambitious target of an annual 10% reduction in GHG emissions to contribute to national efforts to reduce energy consumption and emissions.



To improve energy management and reduce GHG emissions, Fiji Ports Corporation Ltd (FPCL) implemented these recommendations from MTCC-Pacific's ports energy audit

LED lighting system installed in head office. Annual power reduction = 75,000 kWh. Savings = FJD 31,000 and 32 tonnes of GHG emissions.

Power factor correction installed (cost FJD 70,000). Monthly electricity cost saving = FJD 26,000. Expected annual saving = around FJD 300,000.

Port vehicle drivers adopting eco-driving – an energy-saving behaviour change.

More women accessing senior jobs – a woman appointed as an energy manager is receiving training abroad in port management, with support from SPC Women in Maritime network.

These results contribute directly to achieving goal 2 of the regional Framework for Resilient Development in the Pacific, which focuses on low-carbon development. SPC will continue to develop and support innovative proposals to make low-carbon development a reality.

LESSONS LEARNED

- Small behaviour changes, such as switching off lights when the port is not in operation, can result in very big savings and energy reduction. Once savings are generated, investments can be made in support of bigger changes that drive efficiencies and reduce greenhouse gas emissions.
- A challenge for ongoing monitoring is to make sure that savings made to date are invested in energy efficiency.
- The demonstration effect is very important. Showing both financial savings and GHG emission reductions from Fiji and Solomon Islands has generated interest from other ports around the Pacific.

Division: GEM

Donors: ADB, Government of Japan, SPC's initial Innovation Fund

IMPACT-LEVEL PERFORMANCE INFORMATION – Evidence of long-term change for institutions, ecosystems or populations	
PROGRESS IN 2018	COUNTRY
Following extensive mapping, consultation and the establishment of legal frameworks, Samoa declared its' maritime boundary, with 12 and 24M deposited with UN Division for Ocean Affairs and the Law of the Sea.	Samoa
Energy use in Honiara port dropped by 185,760 kWh in 2018 compared to the prior 12 months, reducing greenhouse gas emissions by 160 tonnes CO ₂ e- in 12 months	Solomon Islands
Energy use in Suva port reduced by 21% due to efficiency measures introduced after an SPC audit. Following a lighting upgrade, further reductions of 32 tons of greenhouse gas emissions per year are expected	Fiji
CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance	
PROGRESS IN 2018	COUNTRY
Members and partners are applying new technologies, skills and practices	
38 domestic vessels have ship energy efficiency management integrated in their management system	Regional (all PICTs)
26 vessels in 4 PICTs have adopted Safety Management Systems to date	Kiribati, Solomon Islands, Tonga, Vanuatu
Safety of navigation risk assessments in 4 PICTs used an international SIRA tool developed and piloted by SPC, to achieve compliance with international requirements	Cook Islands, Kiribati, Solomon Islands, Vanuatu
Supply and installation of solar PV hybrid system for Abemama Alfred Sadd Memorial College, which is now used to generate electricity	Kiribati
Stronger institutional systems	
Pacific Islands Domestic Ship Safety programme expanded to two new PICTs	Cook Islands, Fiji
8 maritime safety management system audits conducted	Kiribati
Samoa Energy Efficiency Regulation 2018 approved (Approved Energy Using Products Standards)	Samoa
Gender equality and increased participation of women	
Active promotion and selection of women for ocean and maritime sector training (87 women trained out of 490 people)	Regional (all PICTs)
Strengthening non-state actors (civil society and private sector)	
Women in Maritime Associations established in 9 PICTs	Cook Islands, Fiji, Kiribati, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu

PCREEE Sustainable Energy Entrepreneurship Facility was launched, to spark new local business activities in renewable energy and energy efficiency	Solomon Islands
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of SPC's results in relation to changing opinions, motivation and intentions	
PROGRESS IN 2018	COUNTRY
Increased commitment	
A review of the Framework for Action on Energy Security in the Pacific was endorsed during the 9th Pacific Energy Advisory Group (PEAG)/Pacific Energy Oversight Group (PEOG) Meeting, laying the foundation for a revised version of the framework to be completed by 2030	Regional (all PICTs)
Kiribati Integrated Energy Roadmap endorsed	Kiribati
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
2018 needs evaluation regional workshop on safety of navigation informed the design for a second phase of the safety of navigation initiative. Based on this, risk assessment was identified as a priority. Now carrying out risk assessment which means countries can meet international obligations	Regional (all PICTs)
Vanuatu achieved International Hydrographic Organisation level 1 maturity model	Vanuatu
Kiribati and Vanuatu achieved IHO level 1 maturity model, contributing to safety of navigation due to improved hydrography	Kiribati, Vanuatu
OUTPUT Performance Information – Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Training and capacity development	
73 seafarers (4 women) and 294 non-sea-going professionals (54 women) trained in safety management and inspection, security and energy management	Regional (all PICTs)
123 professionals (29 women) trained in maritime boundaries, ocean observation, geodesy and wave modelling	Regional (all PICTs)
Convening	
MOU signed with the Association of Development and Financing Institutions in the Pacific (ADFIP), paving the way towards a capital fund for renewable energy investments	Regional (all PICTs)
Distribution of safety equipment	
Distribution of 66 grab bags - 10 full emergency grab bags to Solomon Islands and 56 small mini grab bags to Vanuatu. SPC also contributed additional gear to complement 60 mini grab bags for canoe fishing in Niue	Niue, Solomon Islands, Vanuatu
Knowledge building – assessment or analysis	
8 port energy audits conducted and further assistance in energy management provided	Regional (all PICTs)
Completion of 13 safety of navigation legal, economic and technical assessments	Regional (all PICTs)
Gap Analysis Report for the development of Kiribati Energy Bill completed	Kiribati
Geo-engineering studies of the Fanga'uta Lagoon Bridge site completed	Tonga
Completed and delivered on 7 economic assessments for Pacific Safety of Navigation	Regional (all PICTs)
Collaboration between PCREEE and PRDR (Pacific Regional Data Repository) to collect data related to private sector investment in renewable energy and energy efficiency	Regional (all PICTs)
Strengthening non-state actors (civil society and private sector)	
56 people (9 women) participated in a workshop that raised private sector and public awareness about business opportunities in renewable energy and energy efficiency	Solomon Islands

PCREEE Capacity Building Framework and Strategy was developed and presented to the 3rd PCREEE Steering Committee meeting. The aim of this framework is to increase the involvement of the private sector in renewable energy and energy efficiency initiatives	Regional (all PICTs)
Technical Advice - legislation, policy or strategy development	
Regulation drafted for Standards of Training Certification and Watchkeeping for Seafarers (STCW)	Federated States of Micronesia
National Search and Rescue (SAR) Regulations drafted	Fiji, Niue, Tuvalu
1 final draft of Central Pacific Shipping Commission Protocol and Bylaws submitted to 5th CPSC AGM (Annual General Meeting)	Regional (all PICTs)
Legal review of Port Authority Tonga submitted to the Board of Directors	Tonga
3 templates included in PIMLaws: 2 for SAR and 1 for ship energy efficiency	Regional (all PICTs)
Draft regulations for STCW submitted for adoption	Federated States of Micronesia
Tuvalu Petroleum Act reviewed	Tuvalu
Review of the Tuvalu National Energy Policy	Tuvalu
Niue Electric Power Supply Act (1960) revised	Niue
Draft Kiribati Minimum Energy Performance Standards and Labelling Regulation developed	Kiribati
Honiara fuel depot study completed	Solomon islands



... the Ministry of Internal Affairs convened a
'dissemination and lessons learned' workshop ...

CHAPTER 4: STRENGTHENING ACCESS TO AND USE OF STATISTICS IN POLICY DEVELOPMENT AND MONITORING OF PROGRESS

SPC continued reshaping its statistics work in 2018 to cement its role as statistics systems leader in the Pacific region and strengthen data analysis and dissemination for evidence-based decision-making. Several Pacific statistics governance bodies were established and are already at work. Key partnerships were also formed to pool resources for assisting data collection.

SPC is a member of the Pacific SDG Taskforce, providing critical input to identifying statistical aspects of the taskforce's mandate, and was nominated as the regional organisation responsible for SDG-related data collection and compilation.

Outcomes in brief

Pacific Statistics Partnership Programme and Five-Year Regional Collection Plan were developed and endorsed at the 2018 PSSC (Pacific Statistics Steering Committee) meeting

Newly established Pacific Statistics Methods Board is already at work

Central compilation of SDG indicators is ongoing, based on newly developed SDG dashboard and user friendly 'progress wheels'

Contributing to SDGs

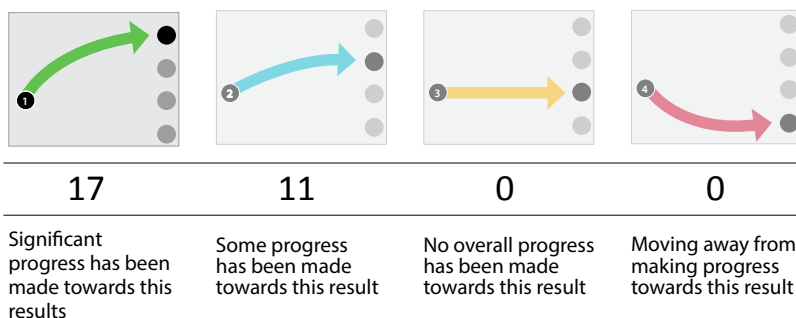
27
Results



Challenges

The demand for technical support for data collection and analysis is increasing, including for timely and disaggregated statistics for measuring and reporting progress on the SDGs and SAMOA Pathway. However, SPC resources dedicated to collections have decreased.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

To address the increased demand for data collection support, SPC plans to mobilise additional resources to help meet member countries' priority statistical needs. SPC will also prioritise its delivery of services to smaller national statistics offices (NSOs) where capacity needs are greatest. NSOs face severe capacity constraints and will continue to rely heavily on SPC and other development partners for technical support.

Upgrading data dissemination and analysis, which started in 2018, will continue throughout 2019, facilitated by website redevelopment, the introduction of new database management software and the development of an online SDG dashboard on the Pacific Data Hub.¹⁶

Enhanced governance of regional statistics



TARGET 17.18

In 2018, SPC's Statistics for Development Division (SDD) put its new business plan into action. It includes an enhanced regional statistics governance framework with five components: Forum Economic Ministers Meeting (FEMM); Heads of Planning and Statistics (HOPS); Pacific Statistics Standing Committee (PSSC); Pacific Statistics Methods Board (PSMB); and Donor and Development Partners Group (DDPG). Each of these bodies has a distinct role in providing strategic decision-making and oversight for regional statistics development; monitoring and guiding the progress of the Ten Year Pacific Statistics Strategy (TYPSS); developing best practice standards (methods, systems and procedures) for use in PICTs for core censuses and surveys; and improving coordination of resources and action in the sector.

All these bodies are now operational. HOPS, which last met in 2017, will report to the next FEMM. The PSSC, guided by its new terms of reference (ToR), met in November 2018 to review TYPSS phase 3 developments. The PSMB, also guided by its new ToR, met twice in 2018, and is working to identify solutions to regional challenges (e.g. sampling; use of technology in remote areas), drawing on regional and international expertise. The DDPG, which first met in August to clarify roles, responsibilities and coordination objectives among partners, has already resulted in an increase in shared initiatives.

The Pacific-led governance framework provides clarity to Pacific NSOs on the priorities and direction of regional statistics development.

Performance story



Counting what matters: SPC support for Kiribati's population census



TARGET 17.18

CONTEXT

Accurate and up-to-date population estimates are essential in the development of national planning and budgeting. They are also important for designing economic and social surveys, such as the census, Demographic and Health Surveys (DHS) and Household Income and Expenditure Surveys (HIES), which are used to produce nationally representative information on populations for targeted policy interventions. However, smaller PICTs do not have the in-house capacity or technology required to produce and map accurate population estimates and projections. Kiribati, as a Least Developed Country, is one such PICT, and this has affected the country's ability to allocate budgets proportionally to population demographics, including by age, gender and location.

CHANGE PROCESS

In 2018, SPC supported the Kiribati NSO to update its population estimates by conducting a 'listing' of all households and institutions in the country. The emphasis of SPC's efforts was on supporting the PICT to build its capacity in the process, to develop tools that could be used in other surveys, to utilise new technologies to enable more accurate results, and to ensure proper representation of women and children. The work was undertaken in partnership with UNFPA and UNICEF, with peer-to-peer exchange support from Tuvalu's NSO.

¹⁶ See the performance story on page 115

In partnership with the NSO, SPC produced the field plan, mapping instruments and manuals, and delivered training to field workers on data collection and computer-assisted personal interviews (CAPI) using tablets to collect and transmit data – a task made more complex by the setting of a remote Pacific Island state. SPC also provided technical support on data processing and editing, and use of mapping technologies to produce population estimates by administrative areas.

SDD ensured the mapped grids of the country (called ‘enumeration areas’) were harmonised with those used by the Ministry of Environment, Lands and Agricultural Development, and delivered training on the demarcation of enumeration area boundaries and the production of enumeration area maps to facilitate the upcoming Social Development Indicator Survey. Finally, SPC supported peer-to-peer collaboration by enabling the Tuvalu NSO to assist in delivering the training and to act as a technical resource in implementing tablet-based collection – the first of its kind in Kiribati.

RESULTS AND IMPACT

The exercise provided an updated population estimate for Kiribati, strengthened capacity and enabled stronger collaboration between ministries and agencies. The new population estimates are being used in infrastructure management and will inform future surveys and disaster responses. For example, the Social Development Indicator Survey is a statistical collection that provides data to report against 25 SDG indicators. It specifically focuses on women and children. The updated population estimates facilitated the collection of nationally representative data through the provision of population maps and ensured that the sample was sufficiently representative of the target population.

LESSONS LEARNED

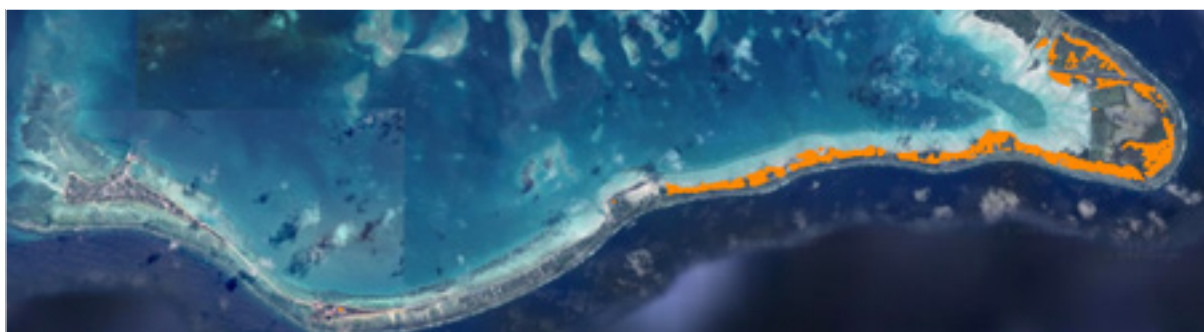
- One feature that made this exercise especially successful was the collaboration between the NSOs of Kiribati and Tuvalu and between UNFPA, UNICEF and SPC.
- Compared to the 2015 census, the use of new technology enabled improved field management approaches and digitisation of household location and enumeration areas.
- The technology enabled live transfer of data and detection of errors, which meant the NSO was able to overcome the challenge of missing households throughout the listing.



Enumeration area demarcation in the densely populated island of Betio, South Tarawa



Map produced after the listing exercise to guide enumeration for the Social Indicator Survey (London Village, Kiritimati)



Household GPS points from week 1 of listing activities in South Tarawa

Division: SDD
Donor: UNFPA

Performance story



Gender analysis provides a bridge to gender-responsive policies in Marshall Islands



TARGET 5.C.1

CONTEXT

SPC's experience in gender mainstreaming in the Pacific has identified two key enablers of gender-responsive policies **(1)** leadership for these policies, including mandating change, and **(2)** production and use of data to inform their development and allow monitoring of progress.

Recent developments in the Republic of the Marshall Islands (Marshall Islands) illustrate both enablers. President Hilda Heine and other senior government leaders have been strong advocates of gender equality and ending violence against women. As part of advancements in this area, the public sector, through the Ministry of Internal Affairs, produced a gender mainstreaming policy in 2015 with the support of SPC.

CHANGE PROCESS

While government agencies have progressed elements of the policy, they have recognised the need to bridge the gap in gender data. Agencies chose to do this by compiling and producing a gender statistics publication titled, Gender equality: Where do we stand? SPC has also supported the development of the publication in four other PICs as a way of consolidating and improving access to gender statistics and, in the process, building capacity in the collection, analysis and utilisation of gender statistics. The initiative is part of SPC's 'Progressing Gender Equality in the Pacific' project, which addresses capacity limitations in gender mainstreaming and statistics in 14 member countries.

SPC provided technical assistance for the Marshall Islands publication over two years. Production required building relationships and trust with agencies both in and outside government, robust discussions on the need for gender statistics, and sifting out and interpreting data from across agencies, service providers and NGOs.

Most of the key stakeholders were aware of the importance of gender data, but lacked knowledge in gender analysis. SPC used the publication as the method for building analytical capacity. In addition, SPC's Gender Statistics Advisor supported each key sector, including the Ministry of Health and Human Services, and the Public School System (education sector), to strengthen the quality of disaggregated statistics and analysis in their own annual reporting.

The process of bringing together gender focal points from each ministry with other key stakeholders and statisticians provoked a change in perception, especially in how data is viewed. For example, participants looked at how statistics quantified women's and men's contribution to the economy, in decision-making spaces and also in their families. They realised how the use of gender statistics and analysis can inform policy decisions and reduce gender inequality.

RESULTS AND IMPACT

'Gender equality: Where do we stand?' was launched in the Marshall Islands parliament in August 2018 and has since been used to support national planning and reporting processes as well as resource mobilisation. SPC supported the Public School system and Ministry of Health and Human Services in progress reporting by using additional indicators from the publication to illustrate results and lessons learned. The publication was also the source of almost all the background situation analysis in the funding proposal for the Marshall Islands 50:50 Innovation Fund, which has mobilised USD 1 million to provide transformative grants for organisations, groups, networks and communities to achieve outcomes that accelerate progress towards gender equality.

LESSONS LEARNED

- While government leaders may set the direction for inclusive policies, policy makers need to be familiar with gender data and able to interpret it to develop, implement and monitor policies that will have positive impacts for men and women.
- The production of 'Gender equality: Where do we stand?' was an important step in ensuring that decision-makers remain aware of the need for gender analysis and are resourcing the production of gender statistics. This was clearly demonstrated in August 2018 when the Ministry of Internal Affairs convened a 'dissemination and lessons learned' workshop for the publication. Senior government officials confirmed its usefulness in providing a snapshot of gender issues in Marshall Islands, affirming the demand for sex-disaggregated statistics and indicators, and highlighting the need for similar evidence-based publications for other sector policies and geographic locations.
- SPC has learned that while work to progress gender mainstreaming and gender statistics can be slow, the efforts are important in creating a space for dialogue between agencies on gender issues and setting the foundation for progress as leadership comes. Marshall Islands's experience shows that building meaningful relationships with and between government agencies is integral to collation of high-quality gender statistics/data, together with appropriate tools and support for building capacity in gender analysis.



Division: SDP
Donor: Government of Australia

CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance

PROGRESS IN 2018	COUNTRY
Strengthened regional statistics governance	
ToR for new regional statistics governance structure approved. Structure includes: Forum Economic Ministers Meeting (FEMM), Heads of Planning and Statistics (HOPS), Pacific Statistics Standing Committee (PSSC), Pacific Statistics Methods Board (PSMB), and Donor/Development Partners Group (DDPG)	Regional (all PICTs)
The Pacific Statistics Partnership Programme and Five-Year Regional Collection Plan were developed and endorsed at the 2018 PSSC meeting. A draft regional statistics dissemination plan was tabled	Regional (all PICTs)
The Donor/Development Partner Group met for the first time in August, approving the Partnership Agreement and Five-Year Data Collection Plan and initiating shared planning on resourcing and capacity development for PICTs	Regional (all PICTs)
The Pacific Statistics Methods Board met twice, agreeing on ToR and working on standardised methodologies, systems and processes related to poverty measurement, and a Household Income and Expenditure Survey (HIES) pilot in Marshall Islands	Regional (all PICTs)

Strengthened coordination on data analysis of civil registration and vital statistics through work of Brisbane Accord Group. Ongoing collaboration and clear delineation of roles with PIFS and other partners on SDGs is enabling efficiencies in data collection, compilation and analysis	Regional (all PICTs)
Strengthened institutional systems	
National Statistics Development Strategies finalised and launched	Tonga, Tuvalu
Work to strengthen metadata, archiving, documentation and data access commenced as part of the World Bank Trust Fund for Statistical Capacity Building project	Regional (all PICTs)
Increase in datasets uploaded to SPC's SDD website	Regional (all PICTs)
Methods Board is overseeing HIES in Marshall Islands, which is testing methodology, digital technologies, data collection, and survey modules as discussed by the Board (test HIES has support from New Zealand MFAT Incubator Fund, and SPC's innovation fund). The Board's work on HIES in 2018 is important in informing the implementation of 8 HIES surveys across PICTs in 2019	Regional (all PICTs)
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Statistical data and knowledge products available to users	
Targeted engagement with users occurred through presentations on SDD statistics, including SDG indicators, to regional workshops, SPC divisions and a multi-university forum for Pacific post-graduate students in New Zealand These have led to greater awareness and use of these statistics for research and policy development	Regional (all PICTs)
Improved data dissemination thanks to efforts in increasing visibility of data online and through social media; upgrade of SDD's website, ongoing updates and dissemination of SDG dashboard; and SPC's membership of OECD's Statistical Information System Collaboration Committee	Regional (all PICTs)
Responded to 249 customer enquiries on Pacific data and statistics – 63% from SDD website's live chat channel and 37% from email. All but one of these enquiries were responded to within 5 working days	Regional (all PICTs)
National and regional statistical publications improve knowledge	
Contributed to the production of 4 HIES reports	Cook Islands, Niue, Tonga, Tuvalu
Pacific Quadrennial SDG report was launched. SPC contributed data inputs and two analyses (poverty and inequality), and plays a key role as the repository of Pacific SDG indicators	Regional (all PICTs)
Improved data quality for 8 indicators in the Coastal Fisheries Report Card using HIES data. Data included from 10 PICTs in 2018, compared to 7 in 2017. Coastal Fisheries Report Card presented to Fisheries Ministers and Forum Leaders	Regional (all PICTs)
SDG data, knowledge products and statistics produced by SPC form a major contribution to the review of the SAMOA Pathway	Regional (all PICTs)
3 peer-to-peer activities completed, involving 5 PICTs: i) Kiribati household listing with support from Tuvalu NSO; ii) Tonga economic statistics plan and Business Register development with support from Fiji NSO; and iii) Vanuatu civil registration records preserved with support from Fiji. Recipient ministry staff gained knowledge and skills and at the end of each mission, were able to complete their respective projects on their own	Fiji, Kiribati, Tonga, Tuvalu, Vanuatu
OUTPUT Performance Information – Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Technical assistance – development and dissemination of knowledge products	
Responded to 13 microdata requests from regional organisations, development partners, and universities in Australia, France, UK and USA. Data requested informs research and policy papers, including for Pacific governments	Regional (all PICTs)
Central compilation of SDG indicators ongoing; and available on SPC's SDD website, based on newly developed SDG dashboard and user-friendly 'progress wheels'	Regional (all PICTs)
Technical assistance – development of policies or strategies	
National Statistics Development Strategies at draft stage	Federated States of Micronesia, Fiji
Technical assistance – national statistical data collections	
Contributed to planning and design of HIES	Vanuatu
Contributed to planning and design of census	Wallis and Futuna

Contributed to planning and design of household listing	Kiribati
Contributed to planning and design of agricultural survey	Solomon Islands
Contributed to design of MICS (Multiple Indicator Cluster Survey) workshop	Fiji, Kiribati, Nauru, Tuvalu
Planning and design of national disability survey	Tonga
Regional coordination	
Collaboration with World Bank to put in place a clear process for cleaning, processing and validating data. Process has been endorsed, in principle, by the Methods Board and PSSC and an initial workshop to review the data curation process took place in November	Regional (all PICTs)
Draft standard MOU developed with World Bank to formalise access to unit record datasets. At the same time, there is ongoing discussion with PICT NSOs on better access to unit record microdata to ensure the availability of data from censuses and surveys	Regional (all PICTs)



... Partnerships are critical to support Pacific National Meteorological Services to develop high-quality and efficient scientific models ...

CHAPTER 5: IMPROVING MULTI-SECTORAL RESPONSES TO CLIMATE CHANGE AND DISASTERS

SPC assisted PICTs, in areas within its mandate, to plan climate change and disaster risk management interventions and strengthen national responses. We supported regional collaboration on Nationally Determined Contributions (NDCs) and assisted PICTs to access climate finance, while progressing our own accreditation to the Green Climate Fund.

SPC's work in the areas of disaster risk reduction, climate change adaptation and water and sanitation was reorganised under the same programmatic umbrella to better operationalise the Framework for Resilient Development in the Pacific (FRDP) through provision of coordinated technical support to Pacific SIDS.

The Mid-Term Review of our Strategic Plan gave us confidence in the direction we are taking in the climate change and disaster resilience realm as it showed that partners consider it important that we respond to climate change alongside working towards other development objectives.

Outcomes in brief

Newly released varieties of nutritious and resilient sweet potato (1) and taro (2) were distributed to 171 farmers by Fiji's Ministry of Agriculture

A variety of stakeholders, including commercial farmers and women's groups, accessed open-pollinated vegetable seeds and training in 4 PICTs

82,000 people now have access to resilient infrastructure services in 2 PICTs

Disaster risk management plans or frameworks implemented in 7 PICTs

Contributing to SDGs



Challenges

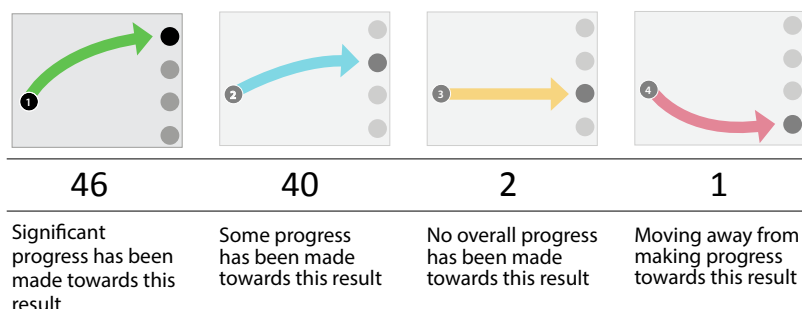
To mitigate potential crises and improve their adaptation strategies, PICTs need better early-warning systems. Global meteorological predictions need to be tailored to inform potential local impact.

Local early-warning systems and capacity building provide links between global and community-based awareness. However, the present lack of impact information prevents the conversion of information about hazards into predicted impacts for PICTs. SPC is working with other regional partners to build in-country capacity to collect relevant impact data. We will work closely with

the Regional Meteorological Office in Fiji to support the implementation of an inundation early-warning system.

Responding to climate change requires mainstreaming climate-smart practices in all sectors of economies and societies. Sectors that use natural resources (fisheries, agriculture and forestry, in particular), energy and transport industries, and economy-wide activities such as tourism must factor climate change impacts (actual and potential) fully into their planning and encourage the adoption of practices that both mitigate carbon emissions and enable adaptation to changing scenarios.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

In the Mid-Term Review, 'Improving multi-sectoral responses to climate change and disasters' was frequently ranked as the second or third most relevant SPC development objective in relation to our members' and partners' own areas of work. This speaks to the importance of climate change as a cross-cutting theme.

SPC submitted an application for Green Climate Fund (GCF) accreditation at the end of 2017 to enable access to GCF funds to finance projects and programmes. While the accreditation process proceeds (accreditation is expected in the first quarter of 2019), we will continue to submit GCF funding proposals as a delivery partner to PICT governments.

Performance story



Fiji's largest Marine Conservation Park established with innovative funding method



TARGET 13.B

CONTEXT

RESCCUE (Restoration of ecosystem services and adaptation to climate change) is a five-year regional project with the overall objective of increasing the resilience of PICTs to the impacts of climate change through integrated coastal management. Since 2015, RESCCUE, in partnership with the Wildlife Conservation Society-Fiji (WCS-Fiji), has worked with Fiji's Ra Province office and communities to create a formal protected area for the waters of the Vatu-i-Ra seascape.

The traditional fishing ground is shared by all 28 villages in the Nakorotubu District. The area attracts approximately 36,000 tourists per year and is a world-class diving destination. In 2012, the waters immediately surrounding Vatu-i-Ra Island – about 110 km² in area – were designated a traditional tabu area (periodically closed to harvesting) by the 28 villages. However, poaching by outside fishers remained a threat.

CHANGE PROCESS

A key focus of RESCCUE's work in Ra Province was to support the development and implementation of the Ra Province Integrated Coastal Management (ICM) plan, which was formally endorsed in October 2017.

A feasibility study of economic and financial mechanisms to support ICM in Ra identified potential means of funding for the protected area around Vatu-i-Ra Island. In parallel, RESCCUE, together with WCS-Fiji, consulted extensively with the stakeholders and communities to develop a management plan for the protected area. In 2018, the Vatu-i-Ra

Conservation Park was formally established by the villages and a management plan was endorsed by traditional leaders and community representatives, national ministries and Suncoast Tourism, a consortium of three tourism operators.

A sustainable financing mechanism was then implemented to support the Conservation Park and community development, with the members of Suncoast Tourism setting up a scheme for voluntary contributions to conservation. Divers and other visitors to the park can pay a voluntary contribution of FJD 15.00, which will be placed in a trust fund; 30% of the fund will support park management and 70% will go towards education grants for tertiary students from Nakorotubu District.

A Board of Trustees is entrusted with day-to-day management of the financial mechanism. The board comprises one representative of each party – community and tourism operators – and a neutral representative.



RESULTS AND IMPACT

The trust fund for the Vatu-i-Ra Conservation Park is functional. The expected annual budget is humble for now (between FJD 15,000 and 30,000 per year), but new diving operators are interested in joining and the fund is likely to grow.

In 2018, the sustainable financing model enabled the trustees to endorse the first education grants to 18 students studying a variety of disciplines. The collection of tourists' voluntary contributions will begin in 2019. Key to the long-term success and sustainability of the initiative will be maintenance of trust between communities and tourism operators.

LESSONS LEARNED

- Investment in the project is considered sound. Due to voluntary work, the cost of operating the trust itself is low, at around FJD 1000 per year, while the estimated income from tourism contributions is FJD 15,000 to 30,000 per year.
- Setting up the trust fund, including the trust deed and associated funding mechanism (voluntary contributions from tourists) required significant investment of both time and financial resources from the different stakeholders. This was in addition to the extensive amount of work and consultation needed to develop the marine park.
- In supporting the successful implementation of the Vatu-i-Ra Conservation Park and its associated financial mechanism, the RESCCUE project not only focused on developing ICM plans in its pilot sites (Ra and Kadavu Provinces), but reinforced ICM practices and networks of stakeholders throughout the project. These will be key factors in the sustainability of the activities implemented.



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Programme: CCEs

Donors: The French Development Agency (AFD), FFEM and French facility for Global Environment (FFEN)

Performance story



Success of an integrated approach to renewing agriculture in post-cyclone rebuilding



TARGET 13.1

CONTEXT

In the aftermath of Tropical Cyclone Pam, which devastated Vanuatu in March 2015, SPC implemented a multi-sectoral response to support renewal of agriculture in the islands of Shefa and Tafea Provinces as a means of restoring food security and livelihoods.

The islands, previously reliant on fisheries and marine resources for subsistence and livelihoods, successfully increased their agricultural output, not only for subsistence but also for commercial production.

CHANGE PROCESS

SPC's fully integrated approach involved teams with expertise in genetic resources, forestry, land-use planning, livestock, pests and diseases, organics, culture and extension. Cultural issues were incorporated in the co-design of the intervention. Building on initial work on organics carried out by POETCom, SPC undertook a participatory approach with the 10 villages on Emae to conduct land-use planning and design a landscape approach to agriculture and forestry. We facilitated the sourcing of locally available planting material, replanting of coconuts and yams, and provided almost 200 families with poultry for eggs as an alternative protein source. SPC also arranged provision of solar-powered coolers for post-harvest storage of fresh vegetables.

RESULTS AND IMPACT

Three years on, Emae has been successful in achieving post-cyclone food security, moving beyond the traditional focus on fishing and marine harvests. Yams have been sold commercially at Port Vila market and island growers won the 2018 National Yam Competition. Given the residents' enthusiasm and success, the Department of Agriculture has decided to station an agriculture extension officer on the island to sustain the results and impact of SPC's intervention.

LESSONS LEARNED

Vanuatu wishes to use Emae as a case study to raise awareness of the success of this integrated approach in a bid to scale up the intervention to national level.

Division: LRD
Donor: KfW

Performance story



Localised disaster preparedness and rapid response established in Vanuatu



TARGET 13.1

CONTEXT

Vanuatu is made up of 82 small islands spread across 1300 km of ocean, which makes it difficult to maintain access and communications to support humanitarian responses in a disaster.

The Post Disaster Needs Assessment (PDNA) in Vanuatu following TC Pam identified the need for provincial governments to have greater local capacity and capability to manage response efforts. Improved coordination points at provincial level were recommended as provinces lacked adequate facilities, equipment and capability to collect and disseminate information and supplies.

CHANGE PROCESS

As part of implementing the PDNA recommendations, SPC's Building Safety and Resilience in the Pacific (BSRP) project provided funding and project management support for the construction of two provincial emergency operation centres (PEOCs) in Malampa and Santo. The centres were also furnished with communication equipment. A third EOC was under construction in Ambae, but due to volcanic activity and the need to evacuate the population, work was interrupted in its final stages.

For consistency and standardisation throughout Vanuatu, the design of the PEOCs was based on the government's designs for two other PEOCs (World Bank funded) in consultation with the provincial government and National Disaster Management Office (NDMO). Contracts for constructing the three EOCs were awarded to local companies, bolstering the local economy.

The EOCs are designed to withstand cyclones and have a functional layout to accommodate a range of emergency response personnel. They are fully equipped (including for communications to national level) and have facilities for men and women and access for people with a disability.

In 'peacetime', the EOCs have interacted with the community through preparedness activities. They act as a hub for data collection, analysis, communication and coordination with local stakeholders, provincial authorities, the National Emergency Operation Centre (NEOC) and NDMO. They are also a place for pre-positioning supplies and equipment ahead of distribution.

RESULTS AND IMPACT

In the wake of the mass evacuation of Ambae in 2018 as a result of volcanic activity, the PEOC was activated and has become the hub for the humanitarian response. Sixty per cent of the population was relocated to Maevo, where the PEOC is based.

This operation of the PEOC has provided evidence of how investment in appropriate workspaces can positively impact practices, including by enabling collaboration. This is particularly important when personnel have to work in a high-pressure environment for long hours. The design has been shown to be effective and is now being considered by Tonga for its outer island EOCs. Standardising the EOC design greatly facilitates interoperability in the region, particularly where surge support has to be brought in.

Through BSRP, a training course 'Working in an EOC' has been accredited by SPC's Educational Quality and Assessment Programme. It will be used for both train-the-trainer and in-country courses across the Pacific region in 2019, supported by BSRP and the Pacific Islands Emergency Management Alliance (PIEMA) project. The training will support standardisation of skillsets in EOCs and build capacity through peer-to-peer exchange.

LESSONS LEARNED

- Investment in infrastructure and equipment should not occur in a vacuum but in an enabling regulatory environment that empowers all stakeholders involved in disaster preparedness and response, and that clarifies lines of responsibility.
- Staff involved in disaster response must understand their roles and know how an EOC should function. To address this, SPC is providing training for provincial government staff in Vanuatu on managing and coordinating EOCs.
- It is essential to understand, prioritise and effectively implement disaster risk management activities that meet local needs, acknowledging the importance of strengthening local capacity to prepare for and respond to disasters in relative isolation if necessary.

Division: GEM

Donors: European Union, World Bank, KfW

Performance story



New technology enables early-warning systems and forecasting of swell-driven inundation in Fiji



TARGET 13.1

The Coral Coast, located on the eastern side of Fiji's most highly populated island, Viti Levu, is characterised by tens of kilometres of narrow, low-lying coastal zone. The area is highly vulnerable to southerly swell-driven inundation, usually without warning, which causes damage to homes and hotels, disrupts services and floods the Queen's Highway.

Previously, tide predictions and a low-resolution global wave forecast model provided the Fiji Meteorological Service (FMS) with information on potential inundation events. However, to understand the impact these large swells could have on communities and the coastline and be able to take action, inundation forecasts need to be locally tailored to account for the coastal processes that occur on reef-fronted islands (e.g. generation of infra-gravity waves).

As a result of this localised need, SPC, in partnership with FMS, developed a high-resolution inundation forecast system for the Coral Coast. The model allows FMS to better understand and predict the risk of large swells that could cause coastal flooding and risk to communities. The FMS team can develop clear warnings for at-risk areas ahead of time, reducing the risk of economic loss and increasing community preparedness.

In 2018, FMS predicted two severe inundation events using the new forecast system (27–28 May and 7 November), which showed when large swells were expected to cross the coastline into low-lying zones. FMS developed and issued timely, impact-based weather bulletins to inform the public of the flood events and the imminent danger.

To complement the forecast system, SPC, in partnership with FMS, the French National Research Institute for Development (IRD), and the University of the South Pacific (USP) also deployed a wave buoy and temperature-monitoring mooring in the area.

This scientific equipment provides ocean researchers, forecasters, mariners, surfers and the public with real-time information about wave conditions and ocean temperatures. As a result, communities, businesses, tourists and decision-makers have access to localised and specific information. This information is critical to coastal early-warning systems and to understanding the impact of ocean warming on coral reefs. The wave buoy is the first deployed in a non-US affiliated PICT in the South Pacific since the early 1990s.

Division: GEM
Donor: Government of Korea

IMPACT-LEVEL PERFORMANCE INFORMATION – Evidence of long-term change for institutions, ecosystems or populations

PROGRESS IN 2018	COUNTRY
Newly released varieties of nutritious and resilient sweet potato (1) and taro (2) were distributed to 171 farmers by the Ministry of Agriculture's Koronivia Research Station in an event launched by the Hon. Inia Seruiratu	Fiji
Marine conservation agreement and Trust Fund established for the Vatu-i-Ra Marine Park (Fiji), providing finance to sustain integrated approaches to climate resilience	Fiji
Small-pond aquaculture of tilapia contributes to rural nutrition during post-cyclone recovery and rehabilitation of fisheries-dependent communities. In 2016, Cyclone Winston sharply reduced communities' weekly consumption of fresh fish. For some, tilapia from ponds was the only source of fresh animal protein available for 2–3 months after the cyclone until international relief efforts could be mobilised	Fiji

CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for individual or institutional performance

PROGRESS IN 2018	COUNTRY
Adoption of climate-smart agriculture practices	
20 commercial farmers of 2 climate-smart agriculture (CSA) communities in Tarawa received open-pollinated vegetable seeds and adopted new CSA practices, including saving seeds and using water-smart practices and compost; new climate-smart varieties (3) are now available to farmers on 3 islands	Kiribati
10 Organic Farmers Associations received access to open-pollinated vegetable seeds and adopted new CSA practices, including bucket irrigation, seed saving, water-smart methods and use of compost	Marshall Islands
30 households, 4 schools and 2 women's groups in 2 islands received access to open-pollinated vegetable seeds, increased their production and consumption of fruit and vegetables, and adopted new CSA practices, including saving Hawaiian papaya seeds for the first time	Tonga
Application of knowledge or technology to mitigate disaster risk and adapt to climate change	
Following a feasibility study, rehabilitation and erosion-control activities started on the main public beach in Moorea (Ta'ahiamanu), with funding from the Government of French Polynesia	French Polynesia
PALARIS information management database developed, installed and used to store disaster management spatial data to inform decision-making	Palau
Tsunami hazard report used to inform Suva Tsunami Early Warning System development	Fiji
Wave inundation forecast system developed in 1 location on the Coral Coast and made ready to hand over to Fiji Met Service	Fiji

Impact on roads, buildings and population from a tsunami with likelihood annual rate of exceedance of 5%, 0.1%, 0.05% and 0.04% assessed, including Nuku'alofa (Tonga) wharf; and existing evacuation road reviewed	Tonga
Evacuation roads designed with community and used for tsunami evacuation drill in Lenakel, Tanna Island, based on 30 tsunami inundation modelled scenarios	Vanuatu
Tuvalu Met Service now has capacity to predict waves and sea level in all 9 islands 7 days in advance after 9 staff (1 female) trained on new wave forecast	Tuvalu
Monthly ocean outlook available to the public through national met service	Samoa, Tonga, Tuvalu
Palau National Drought Plan (2016) used as basis for selecting resilience-building measures for Readiness for El Niño (RENI) project	Palau
2017 post disaster needs assessment (PDNA) used as basis for government to select resilience building measures for RENI project	Marshall Islands
Overall assessment of DRM activities and PDNA informed choice of sector (food security) for RENI project; agricultural assessment of Ailuk Atoll informed selection of specific activities for the project	Marshall Islands
Geoportal and application developed and used to store data on population with disability, community assets, etc.	Cook Islands
13 fact sheets and manual for atoll agriculture available online outlining soil improvement technologies and nutritional facts for 12 locally available crop varieties, with reported use by Kiribati's and Tuvalu's Ministry of Health and Agriculture Department for community engagement	Regional (all PICTs)
Community disaster recovery	
Technical support and advice provided to rebuild hatcheries destroyed by TC Pam and Winston. Hatcheries were rebuilt to withstand cyclones and other disasters, with technical capacity of staff strengthened	Vanuatu, Regional (all PICTs)
130 small poultry farms established in response to TC Pam	Vanuatu
Strengthened institutional systems – national disaster or climate change management planning	
Fiji National Planned Relocation Framework developed and adopted	Fiji
Joint National Action Plan II (2016–2020) implemented	Cook Islands
National Disaster Risk Management Plan (2016) implemented	Cook Islands
Disaster Risk Management Framework/Plan implemented	Palau
Rapid deployment units funded by SPC provided more localised seismic information that informed evacuation decisions	Papua New Guinea
Samoa National Disaster Management Plan (Policy Framework) 2017–2020 implemented	Samoa
Samoa National Fire Reduction Strategy 2017 implemented	Samoa
Nauru Disaster Management Act implemented	Nauru
Strategic Roadmap for Emergency Management (SREM) Action Plan being implemented	Niue
National Disaster Response Plan implemented	Federated States of Micronesia
National Disaster Management Action Plan implemented	Samoa
14 sector DRM mainstreaming plans implemented	Samoa
National Forestry Monitoring System enhanced for improved compliance with REDD+ reporting requirements on reference emission level / reference levels of mangrove forests	Fiji
Strengthened institutional systems – subnational disaster or climate change management planning	
8 outer island DRM plans implemented	Tuvalu
5 outer island District Emergency Management Plans implemented	Tonga
85 school evacuation plans implemented and tested through evacuation exercises and drills	Tonga
DRM component of 126 Community Development Plans implemented	Tonga
Integrated Coastal Management plans developed in Fiji (Kadavu and Ra Province), Vanuatu (North Efate), New Caledonia (Province Sud) and French Polynesia (Gambier and Moorea/ Opunohu); 3 have been adopted by provincial or national authorities	Fiji, French Polynesia, New Caledonia, Vanuatu
4 Joint State Action Plans implemented (Yap, Pohnpei, Kosrae, Chuuk)	Federated States of Micronesia

Financing mechanism for resilience initiatives	
Payout policy for Tuvalu Survival Fund developed and approved	Tuvalu
Significant financial investment in resilient infrastructure and equipment in the region	Regional (all PICTs)
Conservation Fund established in North Efate	Vanuatu
SPC Green Climate Fund (GCF) accreditation reached stage II in July, enabling member countries to develop and implement GCF projects	Internal
Marine conservation agreement and Trust Fund established for Vatu-i-Ra Marine Park, providing finance to sustain integrated approaches to resilience	Fiji
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of SPC's results in relation to changing opinions, motivations and intentions	
PROGRESS IN 2018	COUNTRY
Review of National Disaster Risk Management Arrangements and Action Plan endorsed by Cabinet	Marshall Islands
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Increased awareness	
Regional REDD+ campaign strategy developed and implemented in 4 PICTs (Fiji, Solomon Islands, Vanuatu and PNG), with officers of Ministries of Forestry and Agriculture and Environment using the materials for awareness raising in communities and government	Fiji, Papua New Guinea, Solomon Islands, Vanuatu
Study conducted on 'greening' taxation and subsidies systems to support objectives including climate change adaptation, biodiversity conservation and integrated coastal management, and the SDGs. French Polynesia subsequently co-financed a study on 'greening' taxes subsidies in the primary sector	Fiji, French Polynesia, Vanuatu
Increased capacity and expertise	
15 government officials trained in a post-graduate unit on monitoring and evaluation for climate change and disaster resilience	Regional (all PICTs)
First National REDD+ Committee meeting resulted in the Committee and REDD+ unit better understanding their role and responsibilities, roles of the REDD+ Secretariat and procedure for committee meetings (supported by peer-to-peer exchange with Fiji REDD+ Secretariat)	Solomon Islands
Climate Change and Disaster Risk Finance Assessment report developed and proposed	Federated States of Micronesia
Kiribati Climate Change and Disaster Risk Finance Assessment developed and shared for comment	Kiribati
Climate Public Expenditure and Institutional Review report published and disseminated to key stakeholders	Vanuatu
Tsunami mapping used to inform evacuation zones and signage	Palau
Lessons from more than 5 years of integrated approaches to resilience captured in INTEGRATE regional workshops, and 'lessons learned' workshop in all RESCCUE pilot sites. INTEGRATE results shared through reports, publications and videos, available on the project websites	Fiji, Vanuatu, EU-OCTs
Choiseul Integrated Climate Change Programme evaluation completed. Findings presented and disseminated to stakeholders	Solomon Islands
OUTPUT Performance Information – Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Capacity development	
170 marginalised people have improved knowledge of human rights and disaster resilience	Marshall Islands
60 marginalised people have improved knowledge of disaster resilience	Federated States of Micronesia
29 government officials trained in monitoring and evaluation for climate change and disaster resilience	Fiji
20 government and non-government officials trained in monitoring and evaluation for climate change and disaster resilience	Kiribati
18 government and non-government officials trained in monitoring and evaluation for climate change and disaster resilience	Vanuatu
22 government and non-government officials trained in monitoring and evaluation for climate change and disaster resilience	Federated States of Micronesia

16 participants (4 from each country), took part in a study tour to Germany to learn about forest and climate, sustainable forest management and value adding	Fiji, Papua New Guinea, Solomon Islands, Vanuatu
Post-Graduate Diploma in Geological Hazards and Risk Management – qualification/modules developed. Adopted by UPNG Council and Department of Mineral Policy and Geohazards Management	Papua New Guinea
Infrastructure assistance	
Populations of 8000 now have access to 3 upgraded emergency operation centres (EOC)/ evacuation centres	Cook Islands
Populations of 74,000 now have access to services of 3 completed provincial EOC	Vanuatu
Disaster preparedness of 536 people living on Nukufetau improved, with construction of a pre-position supply facility for disaster response	Tuvalu
Ecological purification system for community water treatment being trialled in 2 communities in Yap	Federated States of Micronesia
Suva Tsunami Early Warning System (EWS) operational and tested	Fiji
Tsunami EWS operational for Dili, Timor Leste	Timor Leste
Technical assistance – policy or strategy development	
'Global Climate Change Alliance: Pacific Adaptation to Climate Change and Resilience Building' inception phase completed, and implementation modalities finalised and agreed	ACP countries
National Building Code finalised	Cook Islands
GCF Readiness Country Programme endorsed by the President	Federated States of Micronesia
Provincial Education in Emergencies and DRM policies implemented	Papua New Guinea
Oil spill plan drafted	Kiribati
Kiribati Health Quarantine Bill drafted	Kiribati
Fiji Disaster Risk Management Act reviewed	Fiji
Kiribati Disaster Risk Management review begun	Kiribati
SREM and Action Plan developed	Cook Islands, Kiribati
16 State Disaster Plans finalised	Palau
8 outer island DRM plans finalised	Tuvalu
6 outer island District Emergency Management Plans developed and 5 approved	Tonga
Community Disaster Plans developed (Makira and Isabel provinces)	Solomon Islands
Disaster Risk Management Plan review began	Fiji
Federated States of Micronesia Spatial Data Policy Framework developed, embedding use and exchange of geospatial data for decision-making across multiple government agencies	Federated States of Micronesia
Tonga Disaster Risk Management Regulations developed	Tonga
Vanuatu Fire and Emergency Services Act finalised	Vanuatu
Technical assistance – data collection support	
Fiji Forest Change Detection carried out for 2006, 2012 and 2016. Processed imagery presented to Fiji Ministry of Forestry and REDD+ project	Fiji
Landslide hazard mapping completed for the Highlands Highway, Simbu Province	Papua New Guinea
Outer island household surveys completed to inform DRM	Cook Islands
Persons with disabilities/needs database developed to inform disaster responses	Papua New Guinea
Integrated vulnerability assessment database developed (but not approved at government level)	Fiji
Hydrological assessment conducted to determine potential sustainable extraction from 2 river systems	Palau

CHAPTER 6: ADVANCING SOCIAL DEVELOPMENT THROUGH THE PROMOTION OF HUMAN RIGHTS, GENDER EQUALITY, CULTURAL DIVERSITY AND OPPORTUNITIES FOR YOUNG PEOPLE

SPC's human rights and social development work is growing in scope and size, with gender and social inclusion, and human rights internal mainstreaming at the forefront of integrated programming efforts.

Our human rights programming includes work on human rights governance and advocacy, and access to essential services.

SPC continued generating knowledge and building capacity on gender, social inclusion and human rights, while applying this knowledge to support the development of legislation. Mainstreaming gender and social inclusion (GESI) in governments and public institutions is an important focus.

In 2018, our members re-affirmed our mandate to support cultural development in the region and the second phase of the Regional Culture Strategy began.

Outcomes in brief

2 PICTs ratified key UN human rights treaties: The International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), and Convention against Torture

Solomon Islands' judiciary issued 10 interim protection orders in 2018 – the first orders since the Family Protection Act was passed in 2014

Tonga Legal Aid Centre supported 65 protection orders

194 youth in Youth@Work have completed internships and continued in employment

3 PICTs were supported to develop and use gender analysis knowledge products to inform implementation and revision of gender policies

Contributing to SDGs

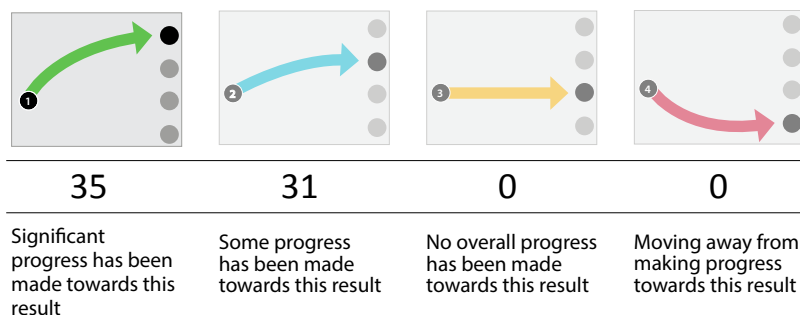


Challenges

Generating attitudinal and behavioural change to build support for human rights, gender and social inclusion is complex, given entrenched social dynamics that favour the status quo. The processes of building political will and momentum for change require understanding the country context and specific drivers for change.

With regards to culture, the challenge of assisting SPC divisions and PICTs to understand the importance of promoting and embedding culture across programmes, and ways to achieve this, is even more complex. What constitutes cultural development varies, with diverse priorities across PICTs, especially francophone and anglophone PICTs. Culture ministries have very limited resources and capacity.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

Our Mid-Term Review showed that SPC's work in social development is relevant to our members and valued by regional partners. Though progress towards gender equality, social inclusion and human rights has been moderate, partners recognised that SPC's contribution has been significant. There is still work required to improve mainstreaming of gender, social inclusion and cultural issues across SPC.

The 48th CRGA meeting affirmed SPC's role in the protection and promotion of our region's cultures. Similarly, the Fourth Pacific Ministers for Culture Meeting endorsed phase two of the Regional Culture Strategy, giving us a clear mandate to renew efforts, including resource mobilisation, to strengthen our work in support of Pacific cultures.

SPC's Social Development Programme (SDP) will mobilise resources for key business plan objectives, including enabling women, youth and socially excluded people to build economic assets through entrepreneurship, cultural industry, and sustainable livelihood initiatives. SDP will also support PICT reviews of the 'Beijing Platform for Action +25 (2020)' as part of the global review to assess progress made towards gender equality, the empowerment of women and the human rights of women and girls. We will be launching the regional overview report at the Asia Pacific High-Level Meeting in November 2019, as well as the companion Regional Gender Statistics Atlas.

Finally, there is a growing appetite from development partners to invest in human rights work in the Pacific. This translated into diversified funding opportunities for SPC's human rights programme in 2018. However, we foresee some hurdles ahead in ensuring the desire for human rights and good governance results in improved human rights for Pacific people.

Performance story



Supporting community-based advocacy for human rights



TARGET 16.7

CONTEXT

Civil society has an important role to play in realising human rights in the Pacific. Civil society groups are at the heart of the community, with the ability to influence women, men, girls and boys.

However, community-based organisations struggle to obtain funding despite their roles in providing services to communities, building a culture of human rights and transforming harmful social norms. Lack of resources results in lost opportunities for meaningful advocacy by the organisations that are often best placed to work with communities.

CHANGE PROCESS

SPC has prioritised and sustained support for civil society organisations alongside its work with governments, recognising that it is important to assist at both the micro (community) and macro (national) levels. An independent evaluation of SPC's human rights work¹⁷ confirmed that its support for civil society has built the capacity of groups to create coalitions for change and engage in dialogue that holds states accountable for meeting human rights obligations.

We have adapted our approaches in response to lessons learned and changing needs. Initial support for civil society in 2009 took the form of an advocacy toolkit to assist those interested in lobbying for legislative change, especially to criminalise domestic violence and provide support services for survivors. SPC actively encouraged community members to believe they could influence lawmakers to take action.

SPC subsequently engaged with civil society groups in Solomon Islands, Tonga and Vanuatu, funding and mentoring seven campaign coalitions. The campaigns tackled issues such as early marriage, youth unemployment, women's political participation, gambling and employment relations.

By 2017, it was evident that the effectiveness of capacity building would be strengthened by adopting a mix of modalities. It was initially thought that training would suffice, but civil society itself suggested that support for institutional strengthening through small grants and mentoring would have greater impact. This advice, and experience from other parts of SPC's work in building and applying knowledge and skills, led to the redesign of our overall capacity building programme.

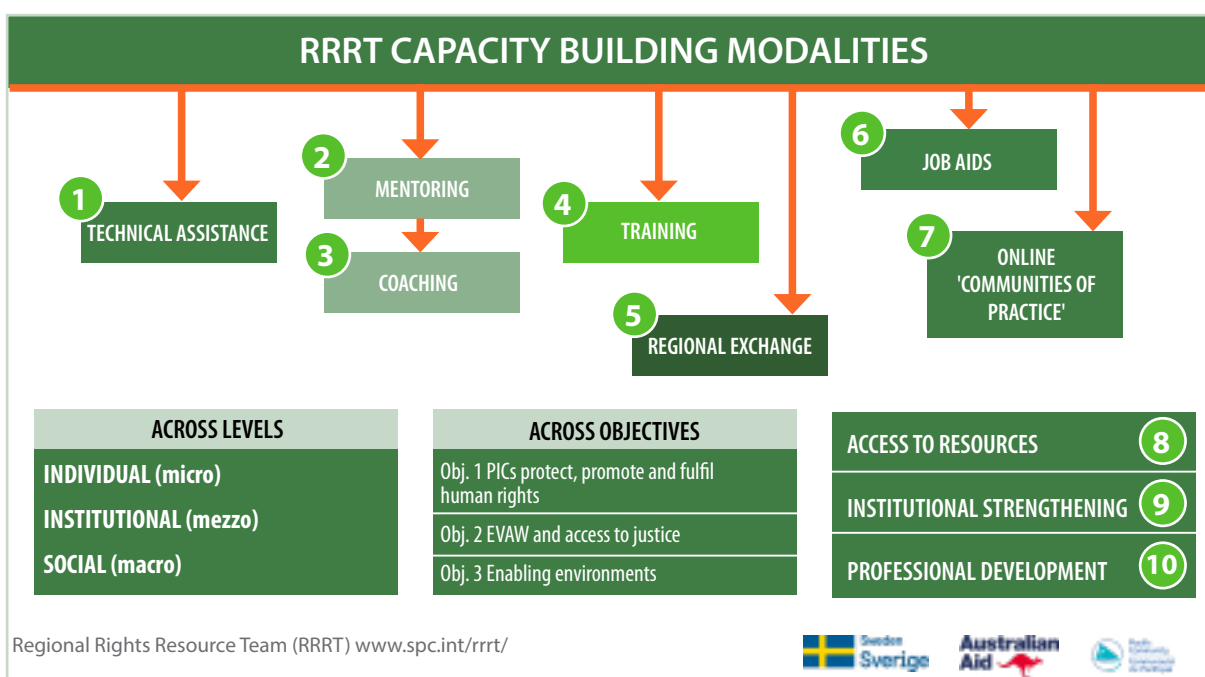


Figure 6.1: Capacity building programme modalities provided by SPC's Regional Rights Resource Team (RRRT)

RESULTS AND IMPACT

Under the current 'Pacific People Advancing Change' (PPAC) programme, SPC offers a package of assistance that includes advocacy training workshops, ongoing and tailored mentoring, small grants to implement campaigns, and regional exchanges.

In response to member needs, the programme has been extended to two new countries, Federated States of Micronesia and Marshall Islands, at the request of their governments. The programme is now offered to civil society organisations located in remote areas of five countries, in recognition of the importance of provincial advocacy.

¹⁷ The Government of Australia commissioned the evaluation in 2016.



RRRT staff and representatives of civil society groups from Pohnpei that are beneficiaries of the current PPAC programme

To reflect the Pacific context, we developed resources based on lessons learned and the growing expertise of SPC's human rights staff. For example, an animated video, 'Six steps of Pacific-style advocacy', describes how advocacy that embraces cultural protocols and engagement based on traditional stories or talanoa can be effective in the Pacific.

The programme has also been streamlined. Civil society groups that attend training undertake a practical exercise to design an advocacy campaign. This campaign planning can then be used in responding to the call for small grants that follows. Once a grant is distributed, mentoring sessions are held to deliver further advice on implementation, monitoring and evaluating. The effectiveness of this package of support is yet to be determined by current PPAC beneficiaries. It will be evaluated in 2019 and 2020.

LESSONS LEARNED

- Investing in civil society extends the reach of SPC's efforts in advocacy and lobbying on human rights issues.
- Using a mix of modalities can increase the effectiveness of capacity building and lead to better outcomes for civil society groups.
- Providing training and small grants to civil society groups enables advocacy and lobbying. The extent to which ongoing mentoring throughout a campaign adds value is worth investigating.

Division: RRRT

Donors: Governments of Australia and Sweden

Performance story



Youth@Work: Expanding the programme to rural areas



TARGET 8.6

Twenty-four per cent of young people in the Pacific are unemployed, compared to the global average of twelve per cent. Youth who are not in employment, education or training (NEET) present a priority issue for the region as they are unable to participate fully in long-term social and economic development.

SPC's Youth@Work programme is designed to assist unemployed young people by providing pre-employment training, internship opportunities, and entrepreneurship support. Youth@Work has been implemented since 2012 in Niue and Vanuatu and is currently being implemented in Solomon Islands.

2016 RESULTS

Support for youth-led action to promote youth employment and entrepreneurship in nine PICs and to establish youth employment services in Vanuatu

Youth@Work programme redesigned and implemented in five sites across three countries

2017 RESULTS

Increase in knowledge

367 youth not in education or training were supported with start-ups and training

Change in practice

137 females and 206 males started their own businesses (Solomon Islands)

Change in practice

22% of youth completed internships and continued in employment (Solomon Islands)

2018 RESULTS

Increase in knowledge

460 additional youth not in education or training were supported with start-ups and training

Change in practice

75 females and 122 males started their own businesses (Solomon Islands)

Change in practice

40% (194) of youth completed internships and continued in employment

Solomon Islands established Youth in Business Association
Provincial governments looking to adopt rural Youth@Work model

In addition to building employment skills and prospects, SPC is also testing employment and entrepreneurship approaches that regional and national governments can adopt in their own programmes. Over 2018, the programme worked closely with the Provincial Youth Division in Gizo and Malaita, the Young Professionals for Agriculture Development Association (YPARD), the Malaita Youth in Business Association (MYIBA), Young Entrepreneurship Council Solomon Islands and the Gizo Youth in Business Association.



Youth at a Y@W resources centre



"After the four weeks of basic business training, which included business awareness around what is a viable business for the community, and business planning which supports youth to plan their small business, start-up materials were then procured according to the business plans. Twenty-four of us participated. We were asked to come up with a business concept and plan. I immediately thought I could put my fabric dyeing and sewing skills to good use in my own business. At the end of the training, Youth@Work provided me with a sewing machine and all the other materials that I needed to dye, design, sew and sell. Youth@Work continued to support me by registering me to participate in the Youth Market and public events where I can sell and showcase my products and also make networks with other small businesses, plus business mentoring, refresher training, and opening of a bank account."

Mary, a programme participant



Youth selling local products to tourists in Honiara

The Youth@Work programme gave Mary the space, skills and resources to pursue an income-generating activity to enhance her economic opportunities. It was also through Youth@Work that she felt empowered enough to exercise her agency, supported by the network she built with other young business owners through programme activities and events. Mary has gone on to co-develop a school uniform project in her community, which is providing a service, an income and role modelling. *"Together with parents, we agreed on a colour and design, and within six months, more than 200 school children are now wearing their uniforms to school."*

Programme: SDP

Donors: Government of Australia, Queen's Young Leaders Programme, UNDP

IMPACT-LEVEL PERFORMANCE INFORMATION – Evidence of long-term change for institutions, ecosystems or populations	
PROGRESS IN 2018	COUNTRY
Ratification of ICCPR and ICESCR	Fiji, Marshall Islands
Ratification of Convention against Torture	Marshall Islands
Review of all legislation and policies to ensure compliance with CEDAW and Convention on the Rights of Persons with Disabilities (CRPD)	Marshall Islands
CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance	
PROGRESS IN 2018	COUNTRY
Policy and legislation developed or reviewed	
National gender policies updated or passed in 4 PICTs	Cook Islands, Federated States of Micronesia, Palau, Tonga
8 policies incorporate human rights or gender equality in their review/ development	Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Tonga, Tuvalu, Vanuatu
2 regional policies reviewed or developed with SPC's input (State of Pacific Youth Report, Regional Cultural Strategy)	Regional (all PICTs)
2 land-use plans drafted and validated with participation from communities	Fiji, Vanuatu
Treaty reports submitted by PICTs or civil society	
5 PICTs submitted Convention on the Rights of the Child (CRC) reports	Federated States of Micronesia, Palau, Solomon Islands, Marshall Islands, Tonga
Civil society in 3 PICTs submitted CEDAW 'shadow' reports	Cook Islands, Marshall Islands, Samoa
Civil society in one PICT submitted CRC 'shadow' report	Solomon Islands
Civil society in one PICT submitted CRPD 'shadow' report	Vanuatu
8 PICTs showing a planned approach to implementing domestic violence or family protection legislation	Federated States of Micronesia, Kiribati, Nauru, Marshall Islands, Solomon Islands, Tonga, Tuvalu, Vanuatu
8 PICTs tracking UN Treaty/UPR implementation	Federated States of Micronesia, Kiribati, Nauru, Marshall Islands, Tonga, Tuvalu, Solomon Islands, Vanuatu
Strengthening institutional systems	
<i>Human rights coordination mechanisms</i>	
5 PICTs scoping or establishing a national human rights institution, which provides independent guidance and advice on human rights issues	Cook Islands, Federated States of Micronesia, Nauru, Marshall Islands, Tuvalu
5 PICTs have active national human rights committees, which are cross-government committees that oversee national human rights commitments	Federated States of Micronesia, Kiribati, Marshall Islands, Tuvalu, Vanuatu
2 PICTs developed social citizenship/human rights curriculums	Marshall Islands, Tuvalu
2 PICTs implemented social citizenship/human rights curriculums	Kiribati, Vanuatu
Evidence-based policy development	
Federated States of Micronesia, Marshall Islands and Palau Social Security Administrations joined forces with statistics and gender counterparts to analyse formal sector employment through a gender perspective, including deriving gender wage gaps (gross earnings) for the first time	Federated States of Micronesia, Palau, Marshall Islands
3 PICTs used SPC publications to inform gender policy, CEDAW reporting, or sectoral planning	Tonga, Kiribati, Marshall Islands
Access to justice	
65 clients of Tonga Legal Aid Centre received protection orders for cases of domestic violence	Tonga
Solomon Islands judiciary issued 10 interim protection orders in 2018, the first orders since the Family Protection Act was passed in 2014	Solomon Islands
Strengthening civil society organisations or communities	
Women respondents to survey for gender analysis of aquaculture sector reported benefits from small-pond tilapia aquaculture, including cash income for personal needs and community obligations. Impacts include empowerment in decision-making, and greater recognition in formal structures within communities	Fiji, Samoa
9 civil society networks are making progress towards objectives of human rights campaigns or participating in high-level meetings with government and business	Federated States of Micronesia, Solomon Islands, Regional (all PICTs)
3 new rural youth business associations established through support from Youth@Work	Solomon Islands
75 females and 122 males started their own business (mostly piggery or poultry agri-businesses) through Youth@Work	Solomon Islands
44% (194) of youth in Youth@Work have completed internships and continued in employment	Solomon Islands

CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of SPC's results in relation to changing opinions, motivations and intentions	
PROGRESS IN 2018	COUNTRY
Government willingness to progress human rights and gender equality	
2018 meeting of Ministers of Culture affirmed that culture should remain an SPC priority	Regional (all PICTs)
7 PICTs participated in regional planning on National Human Rights Institutions	Federated States of Micronesia, Fiji, Kiribati, Nauru, Marshall Islands, Samoa, Tuvalu
11 PICTs agreed to establish a regional working group on domestic violence legislation implementation, with Fiji as Chair, Samoa as Deputy Chair and SPC as Secretariat	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
Prioritisation of Pacific Conclusion at Commission on the Status of Women (CSW) meeting in New York	Regional (all PICTs)
Agency to access justice and government responsiveness	
In 5 PICTs, the judiciary is demonstrating evidence of increased responsiveness to cases of domestic violence	Federated States of Micronesia, Nauru, Marshall Islands, Tonga, Vanuatu,
6 PICTs show an increase in cases reported or enquiries made by women on domestic violence, with the SPC-supported Tonga Legal Aid Centre having 227 clients in less than one year of operation	Federated States of Micronesia, Nauru, Marshall Islands, Vanuatu, Solomon Islands, Tonga
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION - Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Increased competency	
81% of government officials trained reached competency in human rights standards	Fiji, Federated States of Micronesia, Kiribati, Nauru, Palau, Marshall Islands, Solomon Islands, Vanuatu
67% of women and youth networks supported by SPC have evidence of increased capacity in advocacy, policy/programme engagement or other GESI/cultural development	Federated States of Micronesia, Regional (all PICTs)
62% of civil society members trained are reaching competency in human rights advocacy and lobbying	Federated States of Micronesia, Kiribati, Marshall Islands, Solomon Islands, Tonga, Tuvalu
Improved skills for women and youth employment	
At least 500 youth participated in value-chain development of high-value crops for local and export markets	Regional (all PICTs).
527 women and youth participating in intensive business, employment or youth entrepreneurship skill building through Youth@Work (475) and 'Pacific Women Growing Business' (57) programmes	Federated States of Micronesia, Solomon Islands
Use of tools and data	
5 PICTs producing their own knowledge products on gender statistics with SPC support	Cook Islands, Kiribati, Marshall Islands, Solomon Islands, Tonga
5 PICTs applying tools on gender-sensitive application of family violence legislation	Federated States of Micronesia, Tonga, Marshall Islands, Solomon Islands, Tonga, Vanuatu
OUTPUT PERFORMANCE INFORMATION - Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Knowledge building	
<i>Human rights and gender resources</i>	
3 gender mainstreaming toolkits developed	Federated States of Micronesia, Tonga, Marshall Islands
1 video on culture, faith and violence against women in the Pacific produced	Regional (all PICTs)
1 reference guide developed for use by the judiciary when adjudicating cases of domestic violence	Regional (all PICTs)
<i>Gender statistics data and publications</i>	
3 PICTs compiled and produced 'Gender Equality, Where Do We Stand?' publications	Marshall Islands, Tonga, Tuvalu
<i>Gender assessments</i>	
Gender analysis of aquaculture sector undertaken in 2 PICTs	Fiji, Samoa
9 gender assessments (and associated reports) conducted on fisheries, agriculture, rural development and climate change	Federated States of Micronesia, Fiji, Samoa, Solomon Islands, Tonga, Vanuatu

Capacity development	
<i>Technical assistance to government officials on human rights, GESI and culture</i>	
1169 government officials received technical support in human rights/good governance standards	Fiji, Federated States of Micronesia, Kiribati, Nauru, Palau, Marshall Islands, Solomon Islands, Tonga, Tuvalu
Central agencies in 4 PICTs receiving assistance on gender mainstreaming	Federated States of Micronesia, Marshall Islands, Solomon Islands, Palau
10 PICTs assisted on monitoring, reporting and implementing national and international gender/human rights commitments	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Samoa, Solomon Islands, Marshall Islands, Tonga, Vanuatu
In 3 PICTs, gender assessments of fisheries sector were conducted	Fiji, Tonga, Vanuatu
3 PICTs received technical input on gender/climate change considerations	Federated States of Micronesia, Palau, Marshall Islands
In 5 PICTs, gender assessments of agriculture were conducted	Fiji, Samoa, Solomon Islands, Tonga, Vanuatu
Regional Cultural Strategy Technical Working Group supported with monitoring and evaluation framework	Regional (all PICTs)
<i>Technical assistance in gender statistics and analysis</i>	
6 PICTs received technical assistance to develop gender statistics publications	Federated States of Micronesia, Kiribati, Nauru, Marshall Islands, Solomon Islands, Tonga
6 PICTs received technical assistance on gender statistics queries related to census, surveys and publications	Federated States of Micronesia, Fiji, Kiribati, Palau, Marshall Islands, Vanuatu
Technical input into 2 regional publications (SDG report and UN Women 10-year strategy)	Federated States of Micronesia, Kiribati, Nauru, Marshall Islands, Solomon Islands, Tonga
7 PICTs received technical assistance in gender, youth and cultural analysis	Cook Islands, Marshall Islands, Federated States of Micronesia, Palau, Tonga, Tuvalu, Solomon Islands, Regional (all PICTs).
<i>Technical assistance to government and judiciary on domestic violence and family protection legislation</i>	
196 government officials received technical assistance in domestic violence and family protection legislation	Federated States of Micronesia, Kiribati, Nauru, Marshall Islands, Solomon Islands, Tonga
209 justice service providers received technical assistance around their roles and responsibilities relating to domestic violence and family protection legislation	Federated States of Micronesia, Fiji, Kiribati, Palau, Marshall Islands, Vanuatu
<i>Technical assistance to civil society and networks</i>	
Training, mentoring and technical assistance provided to 36 civil society networks on influencing decision-making and advocating on issues, including gender equality, youth development, climate change, violence against women, and disability rights	Federated States of Micronesia, Fiji, Marshall Islands, Solomon Islands, Tonga, Vanuatu, Regional (all PICTs)
Training, mentoring and technical assistance to 3 groups representing interests of LGBTQI persons	Federated States of Micronesia, Vanuatu, Regional (all PICTs)
Technical assistance to 5 business and entrepreneurship networks related to women's economic empowerment, youth employment and youth entrepreneurship	Federated States of Micronesia, Solomon Islands
<i>Awareness raising on domestic violence and family protection legislation</i>	
Community outreach on human rights and gender equality in churches, outer islands and other settings in 6 PICTs	Federated States of Micronesia, Kiribati, Marshall Islands, Solomon Islands, Tonga, Vanuatu
3801 people sensitised on domestic violence and family protection legislation	Federated States of Micronesia, Kiribati, Nauru, Marshall Islands, Solomon Islands, Tonga, Vanuatu
43 community facilitators trained to support access to justice for domestic violence survivors	Solomon Islands
Regional coordination	
<i>Gender and culture coordination mechanisms</i>	
2 regional cultural coordination mechanisms supported (Festival of Pacific Arts and Culture coordination committee and Regional Cultural Strategy Technical Working Group)	Regional (all PICTs)
3 regional coordination mechanisms supported (Pacific Women research reference group, Pacific regional portal, CROP Gender Working Group)	Regional (all PICTs)
2 PICT gender accountability mechanisms supported	Solomon Islands, Tonga



Raising awareness of non-communicable diseases
with graffiti art

CHAPTER 7: IMPROVING MULTI-SECTORAL RESPONSES TO PREVENT NON-COMMUNICABLE DISEASES AND ENHANCE FOOD SECURITY

Non-communicable diseases (NCDs) are the leading cause of death in PICTs, accounting for 60% to 75% of all deaths. To scale up action in the Pacific, SPC has strengthened collaboration with national governments, non-health sectors and other stakeholders. SPC also generated knowledge on healthy living and priority areas for action to raise national awareness of NCDs and contribute to evidence-based food and nutrition policies.

To enhance food security in PICTs by supporting the production, marketing and consumption of locally grown food, SPC has strengthened extension approaches, policies and services, and increased the availability of seeds and plants through the Centre for Pacific Crops and Trees (CePaCT). SPC dedicated significant efforts to developing plant and crop genetic resources as an area of excellence this year, conducting regional consultations, building partnerships and mobilising funds for CePaCT.¹⁸

Outcomes in brief

Newly established Seed Centre in Tonga promotes community resilience and food security

5270 plants or accessions (of banana, breadfruit, pineapple, sweet potato, etc.) were made available to Ministries of Agriculture in 3 PICTs for further mass multiplication

12 PICTs have strengthened diabetes associations and are using findings from the Pacific Diabetes Association survey to improve decision-making and monitor progress

9 PICTs demonstrated use of the MANA dashboard¹⁹ to guide decision-making on NCDs

Contributing to SDGs



Challenges

The Pacific region faces a double burden of high levels of under-nutrition coupled with high obesity rates. The prevalence of overweight and obesity in some Pacific Island nations is among the highest in the world. The complexity and interrelatedness of these problems means coordinated efforts are critical to making significant positive change.

SPC takes advantage of its Fiji location to convene multi-agency meetings and dialogue in attempts to improve the coherence of all NCD efforts. Despite this, partner agencies

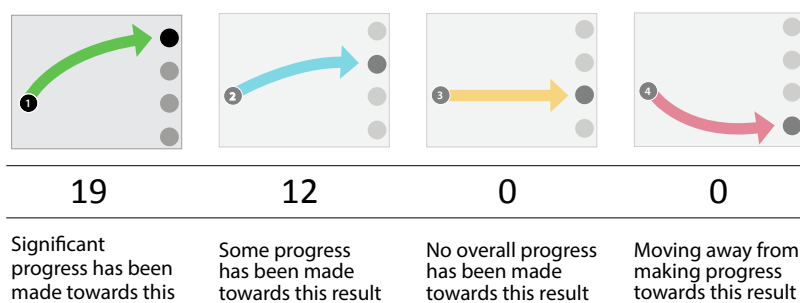
have competing priorities and interests, which can lead to duplication. At country level, Ministries of Health also have competing priorities, resulting in lack of commitment to initiatives in some PICTs.

Humble successes, such as the mobilisation of diabetes associations to scale up action to address diabetes, and SPC's leadership role as part of the UN thematic group on NCDs, are part of SPC's response to the coordination challenge.

¹⁸ See performance story on page 74

¹⁹ See performance story on page 77

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

SPC will continue to meet ever-increasing PICT demands for technical support to strengthen NCD prevention and control. At the same time, we need to take a step back and scan the NCD landscape more strategically to identify fit-for-purpose, integrated approaches and actions and form new partnerships to effectively combat NCDs in the Pacific.

In 2019, SPC will continue to develop an integrated regional programme on Food Systems for Health and Nutrition, combining the expertise of our fisheries, agriculture and public health teams to maximise impact and deliver results for our members.

The 2018 Pacific Regional Food Security Atlas, the first of its kind for the Pacific, is one of the tools that will help us improve our understanding of the core interrelated factors contributing to NCDs and the risks that underlie food security, poverty and vulnerability across the Pacific. The atlas and other possible information management platforms will provide a solid basis for putting into action an ambitious and comprehensive plan for National Food and Nutrition Security and Adaptation.

Performance story



CePaCT – Improving Pacific food and nutritional security using our plant genetic resources



TARGET 2.5

CONTEXT

The crop plant varieties that are most commonly grown and eaten by Pacific Island people have a narrow genetic base. This means whole crops are more likely to be destroyed by disease, which has huge implications for food and nutrition security and economic livelihoods. This situation has been called a silent challenge for PICTs, with understanding of the issue mostly limited to specialists in government ministries (agriculture and forestry) and partner institutions.

CePaCT, the Pacific's only regional genebank, was established to conserve important crops and trees. However, CePaCT's work is not widely known, despite its success in conserving irreplaceable plant genetic resources and distributing improved plant material throughout the Pacific and other parts of the world.

RESULTS AND IMPACT

In 2018, CePaCT made significant efforts to put in place the mechanisms needed to reach international genebank standards for acquiring, evaluating and distributing genetic resources, with the aim of becoming a centre of excellence for plant and crop genetic resources in the Pacific. Meeting these standards was a requirement before pursuing options for resource mobilisation.

The centre now has a business plan and investment plan to establish strategic partnerships for the long-term sustainability of its work. It is also using a framework for achieving global genebank standards through a quality management system designed in conjunction with the Crop Trust, including the development of standard operating procedures.

CePaCT is also paying more attention to developing seed systems, such as the distribution, evaluation and use of seed resources throughout the Pacific and globally.

The centre holds 1165 taro accessions, the largest collection in the world. It has earned the distinction of being the world taro centre and is mandated to introduce, conserve and share new taro genetic diversity with farmers, plant breeders and other scientists. This work was central to the development of varieties tolerant to taro leaf blight (TLB). The new varieties have helped restore Samoa's food security and taro exports²⁰ and strengthened the resilience of other PICTs to similar losses of important crops. Recently, CePaCT distributed taro genetic diversity to West and Central Africa in response to the outbreak and spread of TLB there.

CEPACT'S CONTRIBUTION TO FOOD AND NUTRITION SECURITY



2004–2017 Distribution of about **22,000 plant samples** to the Pacific and across the world

Distribution of **plant genetic resources to 47 countries** in the Pacific, Africa, Latin America, Asia and Caribbean regions

The exchange and benefits flow both ways. Working with the Crop Trust and the Consultative Group on International Agricultural Research (CGIAR), CePaCT now has access to plant genetic material from other regions, which contributes to Pacific plant genetic diversity.



Figure 7.1: Global distribution of taro by CePaCT

²⁰ Samoa's taro plantations and export trade were devastated by taro leaf blight in 1993.

CePaCT also acts as a central hub for an effective local seed system, and works to strengthen networks and regulatory mechanisms to support PICT farmers and national food and nutrition security.

The centre is an example of SPC's scientific and technical work having far-reaching and deep impacts, which include:

- ensuring the acquisition and conservation of Pacific plant genetic resources;
- facilitating access to improved crop varieties to support food and nutrition security;
- improving the resilience of Pacific food production systems to changing climate, drought, saltwater intrusion, and pests and diseases.



© Neil Turner, Crop Trust, 2018

Taro field bank. Mr Savenaca Cuquma, Senior Research Officer at Koronivia Research Station, Fiji, showing some of the taro varieties received from CePaCT, which are being bred for taro leaf blight resistance

LESSONS LEARNED

- To respond to the increasing demand from countries for planting materials, CePaCT will need to assess its capacity to adopt semi-commercial production systems as well as consider how other plant tissue culture facilities in the region could be mobilised to support CePaCT in the multiplication and distribution of crop varieties.
- The successful distribution of sterile tissue culture plants from CePaCT depends on solid partnerships and collaboration with several stakeholders. CePaCT will continue to make efforts to strengthen these partnerships to ensure its crop materials reach recipients on time and in good health.
- Quality is essential to maintain customer satisfaction with crop varieties. CePaCT is working to boost its quality management systems to improve all parts of its processes.
- Currently, the majority of CePaCT's distributions to PICTs are covered under project funding. However, in line with SPC's introduction of full cost recovery, CePaCT will need to raise awareness with member countries on the need for support to meet some of these distribution costs in the long term.

Division: LRD

Donors: Governments of Australia, New Zealand and United States; European Union; Global Crop Diversity Trust; ACIAR; FAO Treaty Benefit-sharing Fund; FAO (Technical Cooperation Programme)

Performance story



MANA dashboards – an NCD accountability mechanism



TARGET 3.4

CONTEXT

The Pacific region has been called the 'NCD capital of the world'. PICT leaders have declared an NCD crisis and in 2014 they committed to taking action on the Pacific NCD Roadmap, which specifies policy and legislative measures aimed at prevention.

There was no accountability mechanism to monitor and report on progress in implementing the Roadmap. The Pacific Monitoring Alliance for NCD Action (MANA), which was formed in 2015, therefore initiated the development of a mutual accountability mechanism in the form of a dashboard for PICTs to use.

CHANGE PROCESS

Pacific Health Ministers endorsed the MANA Dashboard in 2017. It comprises indicators across the areas of leadership and governance, preventative policies (tobacco, alcohol, food, physical activity), and health system response and monitoring processes, and uses a 'traffic light' rating scheme to track progress.

The MANA Coordination Team (WHO, Pacific Research Centre for Prevention of Obesity and NCDs [C-POND], Pacific Island Health Officers' Association [PIHOA] and SPC) collaborated with national NCD focal points and completed dashboards for 21 PICTs in an agreed completion and validation process in 2018. The country dashboards were presented at the Pacific Heads of Health Meeting in 2018, raising health leaders' awareness of gaps in their national NCD policy and legislation. Leaders committed to taking urgent action to address the gaps and weaknesses identified.

SPC chaired the MANA Coordination Team and led the completion of MANA dashboards for nine PICTs – New Caledonia, French Polynesia, Wallis and Futuna, Nauru, Tonga, Niue, Solomon Islands, Kiribati and Papua New Guinea. SPC led in collating all 21 endorsed dashboards, also producing a consolidated MANA regional report and presenting key findings at regional and national NCD events.



Figure 7.2: Lead agencies from the MANA Coordination Team supported completion of dashboards for PICTs for 2017–2018. (Agencies included WHO, C-POND, PIHOA and SPC)

RESULTS AND IMPACT

PICTs reported that the completion of the dashboards was a useful exercise at national level, with both the process and the dashboards informing them of current strengths and areas requiring more action. For example, key policy gaps were identified, particularly in preventing tobacco industry interference, restricting alcohol advertising, reducing trans-fats in the food supply and limiting marketing of unhealthy food to children.

Several positive awareness-raising outcomes have resulted from this initiative. For example, PICTs have been using MANA dashboards to (1) determine current strengths and guide the national identification of priority areas for action; (2) influence policy makers, government ministers and key stakeholders to engage in NCD policy action; and (3) provide a mutual accountability mechanism to monitor and report PICTs' progress on implementing the Pacific NCD Roadmap.

"The MANA dashboard has enabled countries to identify policy gaps and track progress in addressing the Pacific NCD crisis." – Dr Siale Akauola, CEO, Tonga Ministry of Health.

LESSONS LEARNED

- 2018 was the first year of data collection and validation of dashboard information for all PICTs. The process proved to be time-consuming, but in the next rounds the dashboards will only require updating, which should take less time.
- The effort required for data collection and validation varied from two to 12 months between PICTs, depending on the availability of data and supporting documents. However, the establishment and implementation of this accountability mechanism has demonstrated the efforts of PICTs and partner agencies, and more importantly of Pacific leaders in addressing the NCD crisis.

Division: PHD

Donor: Government of Australia

Performance story



Wake Up! 2018: Graffiti project to engage youth in NCD prevention



TARGET 3.4

CONTEXT

Recognising that young people have the power to inspire their own generation to become involved in NCD issues, and following on from the success of the Wake Up! 2017 project, SPC, in collaboration with the UNDP Pacific Office, initiated a second Wake Up! project²¹ based on using graffiti art to raise NCD awareness.

CHANGE PROCESS

In June 2018, SPC called for competitive proposals from youth (18 to 30 years) to raise NCD awareness through the media and arts. Groups from Fiji, Tonga, Vanuatu and Wallis and Futuna submitted successful proposals. With funding support from SPC, UNDP and the French Pacific Fund, these groups were given opportunities to learn about NCDs from health experts and more about graffiti/mural painting from professional artists.

SPC provided training, technical guidance and administrative support throughout the project, and followed up on the art projects that resulted. Each youth group was given materials including spray paint, and support for a social media campaign based on validated NCD awareness messages. Country local authorities were contacted to ensure the trainees had spaces to apply their new skills.

RESULTS AND IMPACT

Participants reported that the training improved their NCD knowledge. They also strongly agreed that the project encouraged young people's creativity, created a Pacific youth network for further collaboration and provided an opportunity to take part in efforts to combat NCDs in the Pacific.

"This is the first time I have ever learned about NCDs from health experts and graffiti art from professional artists. I would like to encourage young people in the Pacific to take a leading role in raising awareness and combating NCDs using your talent and creativity."– Member of the youth group from Tonga.

Youth participants from Fiji and Vanuatu took part in NCD awareness campaigns and displayed their graffiti art in their countries. SPC has continued to assist the youth groups in liaising with NCD focal points in their countries' Ministry of Health and in engaging them in NCD awareness campaigns. Under the supervision of health experts and professional artists, their graffiti art, which addresses NCDs (diabetes, cardiovascular diseases, cancer and chronic lung diseases) and associated risk factors (physical inactivity, unhealthy diet, tobacco use and alcohol abuse) has been accepted and supported by their communities.



Graffiti art produced by and for youth

21 See Pacific Community Results Report 2017, Wake up! Youth: Empowering young people to take part in preventing NCDs

LESSONS LEARNED

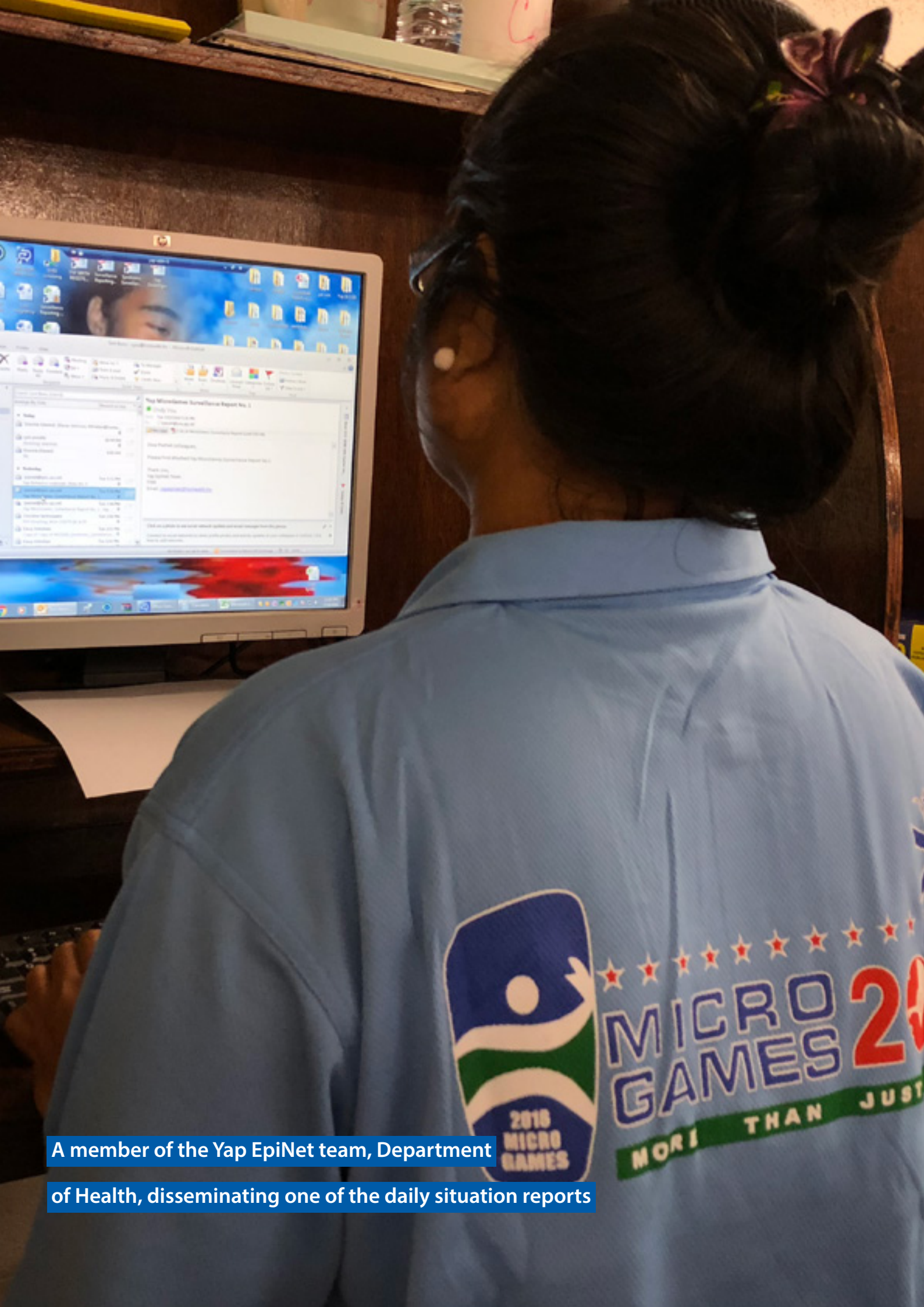
- The project would have greater impact if it reached youth groups from all PICTs and was able to establish a larger network of youth across the region. Despite this, the results drew considerable youth interest and media attention.
- When considering potential scale out, other forms of mural art may be more suitable for raising NCD awareness in some PICTs, given attitudes towards graffiti (and availability of materials).

Division: PHD

Donors: Government of Australia, French Pacific Fund, UNDP

IMPACT-LEVEL PERFORMANCE INFORMATION – Evidence of long-term change for institutions, ecosystems or populations	
PROGRESS IN 2018	COUNTRY
Improved food security from the production and home consumption of farmed fish; political recognition of the importance of aquaculture in contributing to food security and livelihoods in many of the participating countries, leading to improved political and financial support for aquaculture development	Fiji, Kiribati, Samoa and Vanuatu
CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance	
PROGRESS IN 2018	COUNTRY
Strengthened institutions supporting food security	
Newly established Seed Centre promotes community resilience and food security with over 7kg of assorted seeds made available to 6 villages in 'Eua for rehabilitation following Tropical Cyclone Gita	Tonga
Adoption of legislation to combat NCDs	
Tobacco legislation approved	Wallis and Futuna
Increased taxation of sugar-sweetened beverages endorsed	Fiji
Implementation of plans to combat NCDs	
3 PICTs endorsed, and demonstrated implementation of Pacific guidelines for healthy living	Niue, Tokelau and Tonga
2 PICTs implementing NCD plans in collaboration with stakeholders	Guam, Tonga
6 collaborative NCD initiatives are strengthening engagement of key stakeholders at regional and country level	Regional (all PICTs)
Application of knowledge products	
9 PICTs strengthened NCD implementation at national or subnational levels using SPC-trained staff and SPC health promotion and education resources	Cook Islands, Fiji, French Polynesia, Guam, Nauru, Tokelau, Tonga, Vanuatu, Wallis and Futuna
9 PICTs demonstrated use of the MANA dashboard to guide NCD-related decision-making	French Polynesia, Papua New Guinea, Kiribati, Niue, Nauru, New Caledonia, Solomon Islands, Tonga, Wallis and Futuna
Civil society strengthening	
12 PICTs have strengthened diabetes associations and are using Pacific Diabetes Association survey findings to improve decision-making and monitor progress	American Samoa, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Marshall Islands, Nauru, Papua New Guinea, Solomon Islands, Tonga, Vanuatu
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of SPC's results in relation to changing opinions, motivations and intentions	
PROGRESS IN 2018	COUNTRY
Additional PICTs have established functioning national multi-sectoral NCD committees or have national NCD initiatives chaired/led by ministers/parliamentarians/high-level politicians	Guam, Tonga

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Increased capacity and expertise	
3 health staff had improved skills and knowledge after attending training on 'NCD and law'	Guam, Niue, Tonga
25 health staff had improved skills and knowledge after attending training on diabetes	Marshall Islands
25 health staff trained on NCD risk factors. Participants scored 45% in the pre-test and 65% in the post-test	Niue
15 youth participated in training on 'NCDs and youth' as part of the Wake Up! project, developing strategies for awareness raising through social media and art	Cook Islands, Fiji, French Polynesia, New Caledonia, Tonga, Vanuatu and Wallis and Futuna
OUTPUT PERFORMANCE INFORMATION –Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Collection and conservation of accessions to support food security	
Towards establishing CePaCT as an area of excellence, a final business plan and draft investment plan were completed and two new standard operating procedures for distribution and conservation submitted to the Crop Trust for audit	Regional (all PICTs)
7 breadfruit field varieties established in tissue culture at CePaCT	Regional (all PICTs)
2183 accessions of food crops (taro [Alocasia, Cyrtosperma and Xanthosoma], banana, bele, breadfruit, cassava, ginger, pandanus, pineapple, potato, sandalwood, sugar cane, sweet potato, yam and vanilla) safely conserved at CePaCT in both in vitro and field collections	Regional (all PICTs)
Facilitating access to plants to support food security efforts	
2570 banana, breadfruit, pineapple and sweet potato plants made available for use by Ministry of Agriculture to support food security and market access efforts	Fiji
80 sweet potato, 20 cassava and 100 swamp taro plants made available for use by Ministry of Agriculture to build food security and climate resilience	Tuvalu
To support development of resilient and nutritious crop diversity, CePaCT made 340 sterile in vitro plantlets of sweet potato, yam and breadfruit available to the International Atomic Energy Agency for irradiation purposes	Regional (all PICTs)
2500 accessions of banana, sweet potato, pineapple and ginger made available to Ministry of Agriculture, Food and Forests, with 500 banana seedlings evaluated and distributed to Hango Agricultural College for access by 6 villages in 'Eua Island	Tonga
Technical assistance – data collection or analysis	
To enhance fruit production and post-harvest handling systems, breadfruit surveys were completed in 3 PICTs and molecular studies on the varieties found were carried out at the University of the Sunshine Coast, Australia	Fiji, Samoa, Vanuatu
To support the availability and accessibility of crop diversity, CePaCT has completed virus testing on 26% of all accessions; 224 yam accessions were tested for badnavirus	Regional (all PICTs)
A pilot study involving 100 households tested a quantitative tool to assess the nutritional adequacy of local diets and contribution of community-based food production to diets	Fiji
Infrastructure assistance	
8 FADs deployed (7 in Vanuatu and 1 in Cook Islands)	Cook Islands, Vanuatu
Capacity development	
15 health staff received data management training	French Polynesia
Technical assistance – convening and brokering	
Technical support provided for workshop for Cook Islands Ministers of Parliament on NCDs, and for NCD interventions following the workshop	Cook Islands
Technical support provided for conduct of Guam national NCD collaboration meeting attended by high-level government officials and politicians, and for NCD interventions following the meeting	Guam
Advocacy and technical support provided for implementation of a national NCD plan, national diabetes conference, and ongoing interventions	Tonga
Technical and funding support provided for Tokelau NCD Summit and Marshall Islands high-level multi-sectoral NCD workshop, and for NCD interventions following the summit/workshop	Marshall Islands, Tokelau



A member of the Yap EpiNet team, Department of Health, disseminating one of the daily situation reports

CHAPTER 8: STRENGTHENING REGIONAL PUBLIC HEALTH SURVEILLANCE AND RESPONSE

SPC continues to support health surveillance in the region, strengthening capacity for disease surveillance and response, laboratory services, health system preparedness and risk communication. The Pacific Public Health Surveillance Network (PPHSN) is a voluntary network of countries and organisations working together to improve public health surveillance in the region through early detection and response, which SPC coordinates. PPHSN, established in 1997, is being further strengthened to promote public health and response in the region.

Outcomes in brief

Successful conduct of enhanced mass gathering surveillance during the 9th Micronesian Games

2 PICTs are taking steps to address gaps in their laboratory quality management systems

4 PICTs are using updated public health surveillance plans for surveillance, and disaster and response

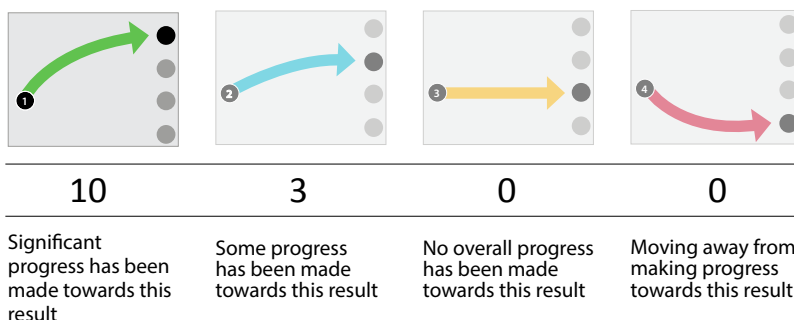
Contributing to SDGs



Challenges

Outbreaks of mosquito-borne diseases, compounded by limited vector control capacity in most PICTs, will require increased focus on strengthening entomological surveillance systems, targeting vectors of dengue and other arboviruses.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

SPC will contribute to the 'One Health' movement championed by WHO by delivering new activities to improve health and well-being through the prevention of risks and mitigation of the effects of crises that originate at the interface between humans, animals and their environments.

Performance story

Scaling up action to control leptospirosis in Fiji



TARGET 3.3

CONTEXT

Human leptospirosis is a neglected zoonotic disease that has a significant negative public health impact in many populations of the world including in PICTs. It disproportionately affects impoverished and vulnerable communities and is often under-diagnosed or misdiagnosed.

Leptospirosis is one of the PPHSN's priority outbreak-prone diseases. SPC, as the PPHSN focal point, has worked with partners to highlight and address the problem through various forums and publications from as early as 2000.

Fiji has been struggling with an increased burden of leptospirosis since the flash floods of 2012 (Fig. 8.1). Weak diagnostics, lack of clear management guidelines and late referral contributed to severe manifestation of the disease and case fatality. This situation was further exacerbated after Tropical Cyclone Winston in 2016, with an increase in the incidence rate from 2010 to 2018.

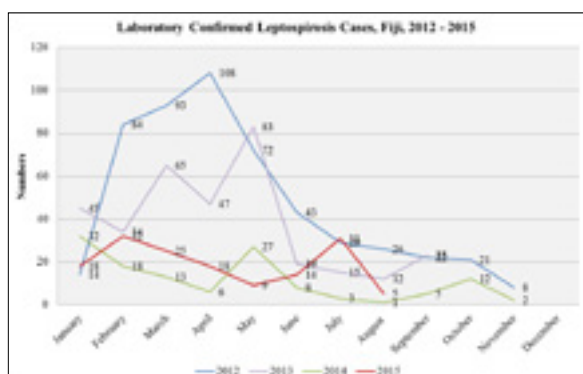


Figure 8.1: Laboratory confirmed leptospirosis cases, Fiji, 2012–2015. Source: LTD Update, Fiji MHMS

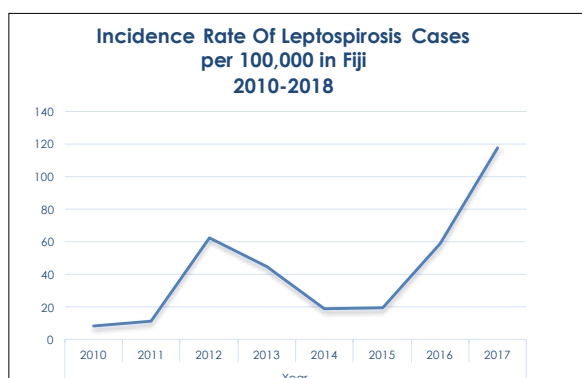
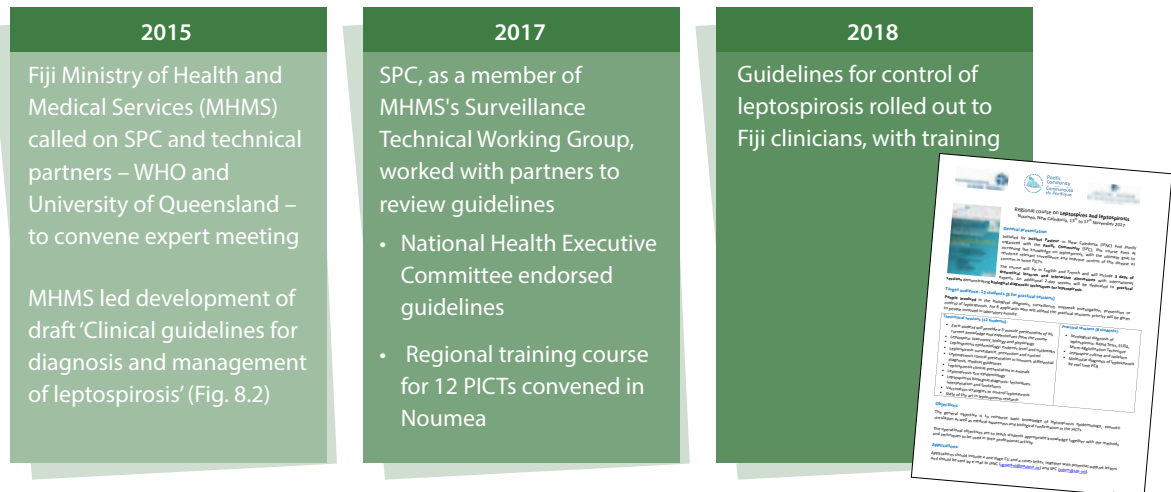


Figure 8.2: Incidence rate of leptospirosis cases per 100,000 in Fiji, 2010–2018. Source: Dr Maika Seru: *Descriptive Study of the Outcome of Leptospirosis at the Adult Intensive Care Unit, CWM Hospital, Suva—A Retrospective Study (1 January 2008 – 31 December 2017)*

CHANGE PROCESS

GUIDELINES DEVELOPED FOR CONTROL OF LEPTOSPIROSIS IN FIJI



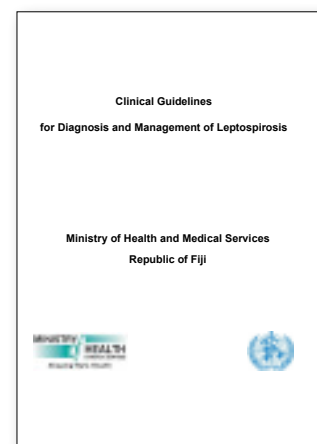
In November 2017, Institut Pasteur, New Caledonia (IPNC) and SPC convened a regional training course in leptospires and leptospirosis in Noumea, New Caledonia. The course brought together 21 health professionals from 12 PICTs and three countries in Asia countries (Cambodia, Myanmar and Vietnam). The training included both teaching sessions and hands-on laboratory work in using modern technologies to test for leptospirosis, such as rapid tests (ELIZA, MAT and real-time PCR).

RESULTS AND IMPACT

Following the Noumea training course, the Fiji Clinical Services technical working group disseminated the leptospirosis guidelines to all health professionals, with the roll-out including training in their use.

"I used a lot of information and material from the SPC leptospirosis training to conduct the guideline roll-out, in particular Dr Colleen Lau's research and materials." – Dr Ravi Naidu.

Clinical Guidelines for Diagnosis and Management of Leptospirosis



The guidelines have drastically changed the management of severe leptospirosis. The team from Mataika House (Fiji Centre for Communicable Disease Control) started printing charts and sensitising clinicians on a systematic referral system in 2018.

In 2010, the mortality of severe leptospirosis admitted to the intensive care unit at Suva's main hospital was 100%. A study by Dr Maika Seru, anaesthetist at CWM Hospital in Suva, found a marked reduction in mortality to about 14% in 2018. A change in the behaviour and practice of clinicians has resulted in appropriate triaging and early referral of cases. Dr Seru commented in his study that the guidelines and early referral were possibly contributing to better survival of severe cases.

In addition, the sustained technical and funding support provided by SPC has enhanced collaboration and country relationships with Fiji and PPHSN partners, including Institut Pasteur and regional training institutions.

Looking ahead, SPC teams from several divisions will be working together to use the One Health approach to tackle leptospirosis in all affected PICTs. This will entail situational analysis, collaborative research to fill evidence gaps, and strengthening of both human and animal health laboratories.

LESSONS LEARNED

- Technical support coupled with capacity building provided by SPC and other partners have been key in lifting efforts to prevent and control leptospirosis in Fiji.
- Collaboration and strategic partnerships bring together the necessary expertise to better support countries such as Fiji in reversing the burden of leptospirosis.

Division: PHD

Donors: Governments of Australia and New Zealand

Performance story



Single-team approach enhanced public health surveillance and response for 2018 MicroGames in Yap



TARGET 3.D

CONTEXT

The 9th Micronesian Games (15–27 July 2018) was the largest event ever held in Federated States of Micronesia's Yap State. The influx of around 1200 athletes from six neighboring countries, plus visitors, presented increased health risks, such as importation and transmission of communicable diseases and potential for injuries. The event was a major challenge for the local public health system and strengthening the existing state surveillance system was essential.

SPC worked with Yap State Department of Health, CDC (U.S. Centers for Disease Control and Prevention) and Federated States of Micronesia's National Health Office to enhance public health surveillance and response.

CHANGE PROCESS

"We were fortunate that SPC offered to assist us in the planning for mass gathering surveillance. They have an enormous wealth of experience and we were able to tap into this." - Martina Reichhardt, Yap State Health Services Director and Medical Committee Co-Chair for the MicroGames Organising Committee.

Each mass gathering surveillance experience is unique. In Yap, the collaboration between PPHSN partners worked well, with clinicians, epidemiologists, laboratory and risk communication specialists acting as one team together with Yap health professionals to strengthen existing systems.

Work included revising surveillance recording and reporting tools, developing a laboratory-testing algorithm, producing risk communication materials, and providing training for clinicians, surveillance officers and other auxiliary service providers. Assessment of the capacity of Yap health staff following the training demonstrated their readiness to implement enhanced mass gathering surveillance.

RESULTS AND IMPACT

The incident command system that was set up greatly assisted surveillance. The collective efforts of the multidisciplinary team broadened the scope of the existing surveillance system. Injury, event-based and environmental health surveillance was set up to complement syndrome and laboratory surveillance. The number of sentinel sites was expanded from four to nine. Each sentinel site collected data for eight syndromes and sports-related injuries. Daily collection and analysis of data were conducted with daily situation reports produced and shared widely with national and Pacific stakeholders.²² These daily reports enabled informed decision-making and implementation of immediate control and mitigation measures.

From 15 to 29 July 2018, 242 patients with one or more syndromes were reported and 136 injuries were notified. The most common syndrome was diarrhoea (140 cases). Laboratory surveillance screened and tested 171 suspect cases. A rotavirus outbreak was detected in the community with prompt intervention by the team to reduce further transmission of the disease.

This was the eighth mass gathering event supported by SPC since 2012 in collaboration with PPHSN partners. With each event, SPC has enhanced the technical skills, knowledge and experience required for effective surveillance, including laboratory and risk communication. This expertise is recognised by PICTs with more countries requesting such support. For each event, SPC adapts to the country's needs and focuses on using and strengthening existing surveillance systems.

22 <https://microgames2018.com/the-games/health-advisories/>

LESSONS LEARNED

- This was the first time that technical partners assisting surveillance efforts in the Pacific had come together as a single team under the umbrella of SPC and PPHSN. The approach facilitated collaboration and coordination of technical support provided by SPC, CDC and the Federated States of Micronesia National Health Office to the Yap Department of Health.
- It was also the first time that a health incident command system was fully engaged in a cohesive way in support of health surveillance and response.
- The integration of syndromic, laboratory, environmental, event and injury surveillance, coupled with the availability of trained multidisciplinary teams, proved an effective means of strengthening surveillance and response in small island states.

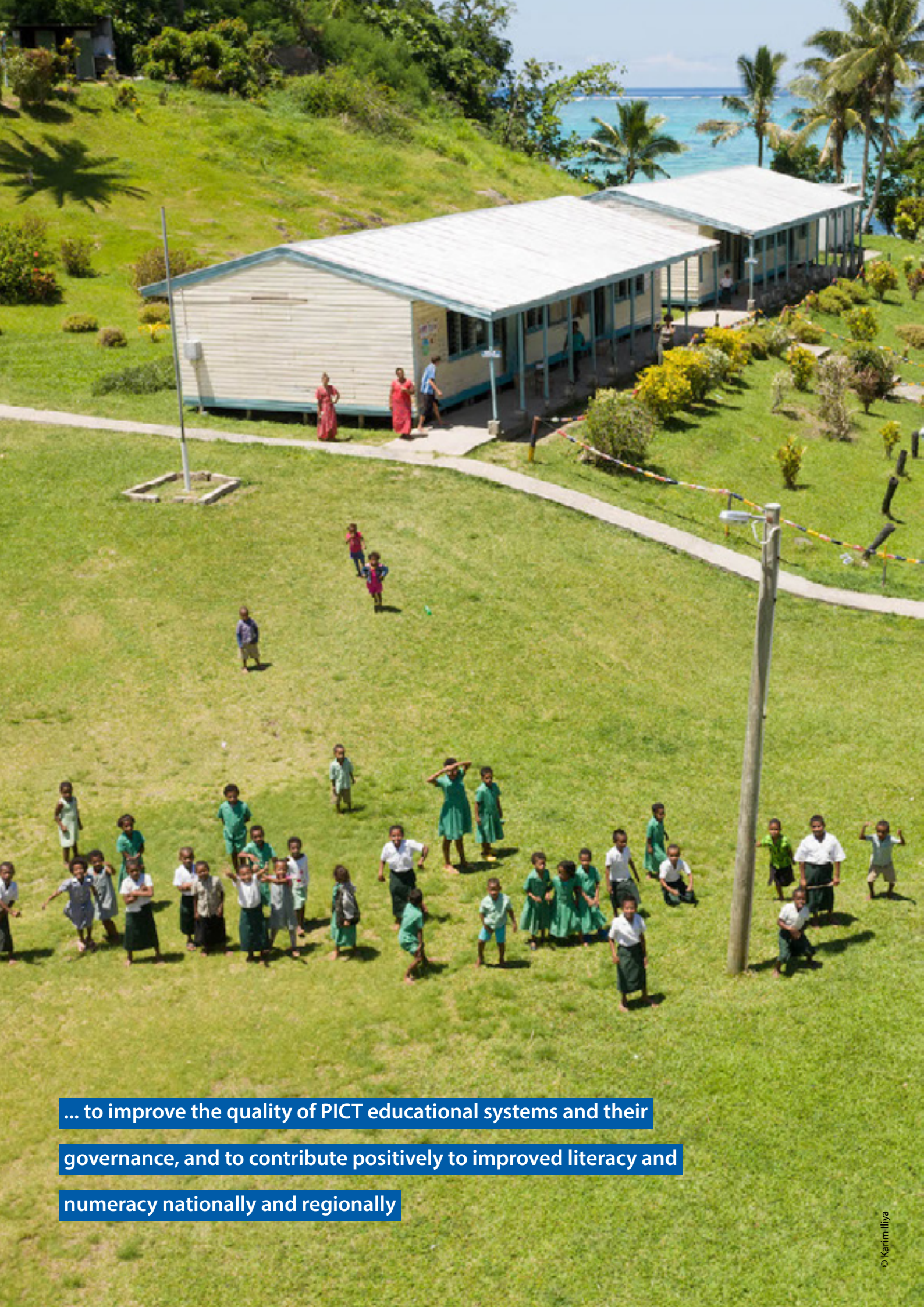
Division: PHD

Donors: the Government of Australia and Government of New Zealand



From left to right: Maria Marfel (Yap State Department of Health Services), Dr Eliaser Johnson (Federated States of Micronesia National Health Office) and Onofre Edwin A. Merilles Jr (SPC), discussing syndromic data received from one of the Micronesian Games sentinel sites.

CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills and capacities for improved individual or institutional performance	
PROGRESS IN 2018	COUNTRY
Strengthened institutional systems	
4 PICTs using updated public health surveillance plans for surveillance and disaster response	Federated States of Micronesia, Guam, Tuvalu, Vanuatu
17 PICTs now have functional public health surveillance units	Regional (all PICTs)
Successful conduct of enhanced mass gathering surveillance during 9th Micronesian Games – 3rd example of effective mass gathering surveillance since 2016	Federated States of Micronesia
Application of knowledge products	
67% of PICTs experiencing outbreaks posted situation reports directly on PacNet compared to 35% in 2016, and 73% in 2017	Regional (all PICTs)
All PICTs confirmed receiving and adopting or adapting updated Pacific Outbreak Manual for their local use	Regional (all PICTs)
3 PICTs are using updated or adapted regional Infection Prevention and Control guidelines	Vanuatu, Tonga, Tuvalu
2 PICTs have taken steps to address gaps in their laboratory quality management systems related to quality control and process improvement, identified in SPC-led assessments, and now have capacity to conduct annual self-assessments	Kiribati, Vanuatu
7 PICTs are sustaining their capacity to ship lab specimens for further testing overseas	Fiji, Nauru, Niue, Kiribati, Solomon Islands, Tuvalu, Vanuatu
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Increased capacity and expertise	
Participants in laboratory quality management training improved their knowledge and skills	Kiribati, Marshall Islands, Nauru, Solomon Islands, Tuvalu, Vanuatu
At least 2 laboratory staff from each of 7 PICTs where International Air Transport Association (IATA) training was conducted met the required pass mark and are recognised as certified IATA shippers	Fiji, Kiribati, Nauru, Niue, Solomon Islands, Tuvalu, Vanuatu
EpiNet teams from 4 PICTs improved their understanding of roles and responsibilities during a disease outbreak, and learned how to respond in an effective and coordinated manner	American Samoa, Federated States of Micronesia, Guam, Marshall Islands
15 PICTs participated in a regional outbreak simulation exercise, with participants demonstrating improved knowledge and skills for managing outbreaks	American Samoa, Federated States of Micronesia, Fiji, French Polynesia, Guam, Marshall Islands, Niue, Northern Mariana Islands, Kiribati, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu
PICTs can now consult a directory of services provided by partner organisations and individuals during public health and climate change health-related emergencies	Regional (all PICTs)



... to improve the quality of PICT educational systems and their governance, and to contribute positively to improved literacy and numeracy nationally and regionally

CHAPTER 9: IMPROVING EDUCATION QUALITY

SPC continued generating knowledge, developing capacity and providing technical and financial support to improve the quality of PICT educational systems and their governance, and to contribute positively to improved literacy and numeracy nationally and regionally.

SPC supported the third administration of the Pacific Islands Literacy and Numeracy Assessment (PILNA) across 15 countries.

SPC is the regional quality assurance agency for PICs' tertiary education qualifications and training providers. We continued accrediting regional qualifications in 2018. SPC also further supported national quality assurance agencies.

Outcomes in brief

PILNA 2018 was administered in 15 PICs in 10 languages, with 40,195 Year 4 and Year 6 pupils participating in 925 schools

1 institution and 5 qualifications were accredited in Kiribati, and 3 regional micro-qualifications were developed and registered on the Pacific Qualifications Framework (PQF)

1154 students in 19 schools in 5 PICTs completed the South Pacific Form Seven Certificate programme, which enables entry to tertiary institutions or work placements

7 PICTs are participating in the newly established Regional Education Research Network

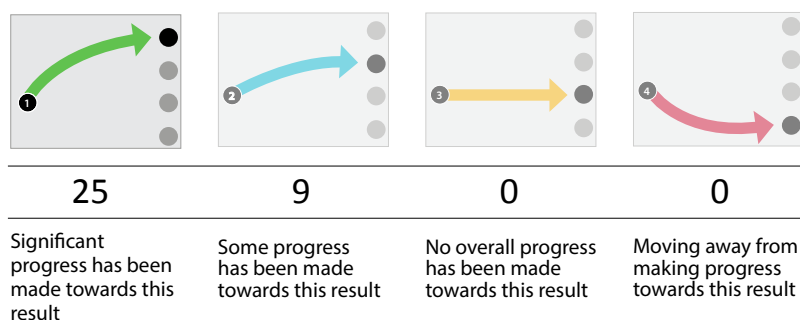
Contributing to SDGs



Challenges

SPC works with Ministries of Education in member countries to establish mutually agreed work plans. Although plans are confirmed in advance of the agreed dates, we are frequently faced with changes in timing, pre-requisite elements not being in place, people not being available, etc. This has a domino effect on SPC's work plans with rescheduling affecting upcoming work, availability of appropriate officers, and ability to execute the planned work.

Performance assessment



Results per assessment category making up the overall assessment for the objective

Looking to 2019

SPC's Educational Quality and Assessment Programme (EQAP) will be implementing a new business plan and results framework in 2019.

Performance story



First accredited micro-qualifications for the Pacific region



TARGET 4.3

CONTEXT

Many organisations, including SPC, develop and deliver short training packages to address gaps in skills and competencies. However, most of this training is not formally recognised as there are no pre-defined systems for the development and accreditation of such training.

CHANGE PROCESS

To trial the concept of accredited short training courses, SPC initiated a project on the development of micro-qualifications. A micro-qualification is a subset or component of a qualification designed to address a specific need for which only certain skill sets are required.

Micro-qualifications have distinctive features. Training is less expensive and shorter in duration than for a full qualification. They can be aligned to an organisation's needs, and there may be provision for on-the-job training. The training leads to a recognised award, enhances the qualifications of participants and may provide pathways to other qualifications.

Micro-qualifications exist to meet the needs of learners, industry, society and the economy. They therefore need to be current, relevant and fit for purpose.



EQAP supported the development of micro-qualifications in seafood safety and quality, and business management



The EQAP team visited counterparts at the NZ Qualifications Authority in December, 2018. From left, Director Michelle Belisle, Pranil Prabhakar, Rajendra Prasad (Team leader Qualifications) and Selai Waqainabete-Nainoca

RESULTS AND IMPACT

Three micro-qualifications were developed in 2018: Seafood safety and quality; Small seafood business management; and Assessment instrument development.

To ensure the relevance and currency of the competencies of the micro-qualifications, stakeholders from the fisheries and education sectors were involved in identifying areas in which micro-qualifications were needed. They were also involved in the development and endorsement of the qualifications. The stakeholder groups included representatives of PICT Ministries of Education and Fisheries, staff of education and training organisations, community representatives and experts from the education and fisheries sectors.

The micro-qualifications were endorsed at a regional meeting held in 2018 and have been accredited on the Pacific Qualifications Framework. They are available for delivery by organisations and training providers.

LESSONS LEARNED

- The success of this project has generated much interest and shown that demand exists. Training providers and other organisations that provide short training courses have been seeking discussions and arrangements for the packaging and recognition of their training as micro-qualifications.
- Through this project, SPC was able to form partnerships and work in collaboration with national and regional organisations and also build cross-divisional work.

Division: EQAP

Donor: SPC's internal innovation fund

Performance story



Vanuatu's new curriculum for Year 11–13 places students at the centre of learning



TARGET 4.1

CONTEXT

In 2013, the Vanuatu Ministry of Education, through its Curriculum Development Unit (CDU), embarked on a national curriculum review for Year 11–13 with SPC, as part of its Vanuatu Education Roadmap and Vanuatu Education Sector Programme.

CHANGE PROCESS

The partnership faced many challenges and delays after the initial deliberations between the CDU and SPC, including changes of senior personnel. While the original request from Vanuatu was for the traditional scoping and sequencing activities commonly carried out in a curriculum review, SPC suggested the benefits of using an outcomes-based approach, which was accepted.

The curriculum writing team comprised experienced teachers and curriculum development officers from both anglophone and francophone systems.

RESULTS AND IMPACT

After several years of effort, the CDU is now ready to take the new Year 11 subject syllabuses and prescriptions to teachers and schools. The first workshop for teachers in Efate and Shefa provinces was held in late 2018. Workshops for other provinces will follow in early 2019.

The new Year 11 syllabus will be implemented nationally in 2019 followed by implementation for Year 12 in 2020 and Year 13 in 2021.

The curriculum review was facilitated by the long-standing partnership between the Vanuatu CDU and SPC.

LESSONS LEARNED

- Face-to-face conversations between writers are essential in any curriculum review. In this instance, there were numerous changes in draft documents, which went back and forth between the writers and SPC. Often the intention of changes was not clear, but any confusion or differences in opinion were able to be resolved in face-to-face meetings.
- To ensure the success of a curriculum review programme, SPC must be able to sustain several visits to the member country for curriculum writing workshops.
- Embarking on a curriculum review with a country, especially where new principles (e.g. the outcomes-based approach) are to be applied, may need several years during which progress must be monitored and supported on a regular basis, requiring sustained effort on both sides.
- Relying on traditional ideas of capacity building is not sufficient. Rather, the modality must be adapted to fit the member's needs. In this case, capacity support and capacity supplementation were essential.
- Effective leadership by Vanuatu and a desire for change were key factors in the success of this partnership. In any national curriculum review where EQAP's assistance is sought, the national leader coordinates two groups – the national team and the EQAP team. Good communication and regular feedback are essential.

"These curriculum reforms in Year 11–13 will change the tradition of a dual system of education by harmonising the content and the pedagogical approaches. It will place the students at the centre of learning, providing them with the knowledge and skills to be innovative, making Vanuatu self-reliant and a developed country – a strong and independent sovereign country in this region and internationally." – Acting Principal Education Officer, Vanuatu Curriculum Development Unit, 2018.



EQAP staff member Doreen Tuala (first from left with back to camera) assists senior officials of Vanuatu's Education Ministry with reviewing their secondary school curriculum



Texts of the revised syllabuses for biology, chemistry and agriculture. An outcomes-based format is one of the key features of the revised texts. Year 11 students are using the new syllabuses this year, and a gradual introduction of the revised texts is planned for the remaining levels

IMPACT-LEVEL PERFORMANCE INFORMATION – Evidence of long-term change for institutions, ecosystems or populations	
PROGRESS IN 2018	COUNTRY
Students were awarded South Pacific Form Seven Certificates, which enable entry to tertiary institutions or work placements	Kiribati, Samoa, Solomon Islands, Tuvalu, Vanuatu
CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of use of acquired knowledge, skills or capacities for improved individual or institutional performance	
PROGRESS IN 2018	COUNTRY
Application of knowledge and technology	
30 experts in literacy and numeracy from 15 PICTs collaborated to select and refine items for 2018 PILNA instruments, with selection based on evidence from a field trial	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu
Pacific Schools Information Management System (PacSIMS), developed by SPC, has improved student enrolment and registration processes, fee capture, assessment processes and reporting capabilities.	Kiribati, Samoa, Solomon Islands, Tuvalu, Vanuatu
Independent final evaluation of Pacific Fisheries Training Programme (PFTP) in 2018 found that the extent to which participants applied learning from PFTP-funded training 1–2 years later was high – among the highest of any programme the lead evaluator has reviewed	Regional (all PICTs)
8 officers are now able to use PacSIMS for national exams	Vanuatu
Strengthened institutional systems	
1 institution, 5 qualifications and 2 micro-qualifications accredited on Pacific Qualifications Framework	Kiribati
15 PICTs successfully implemented 2018 PILNA protocols	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu
Fiji Ministry of Education enabled to compare national literacy and numeracy assessment results with regional PILNA results, following provision of technical guidance and conversion reference	Fiji
Senior officers from Kiribati and Tuvalu trained in strengthening school leader accountability processes. Teacher appraisal system in Samoa revised	Kiribati, Samoa, Tuvalu
17 schools and Year 13 teachers and school leaders in 5 PICTs were supported in implementing 2018 cycle of South Pacific Form Seven Certificate, contributing to enhanced systems in these schools and improved teaching	Kiribati, Samoa, Solomon Islands, Tuvalu, Vanuatu
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of SPC's results in relation to changing opinions, motivations and intentions	
PROGRESS IN 2018	COUNTRY
Increased awareness and motivation	
Increased awareness of importance of research in informing Ministry of Education decisions	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
Vaka Pasifiki Education Conference showcased EQAP's role as a leader in the region in collaboration with USP	Regional (all PICTs)
24 education officials in 7 PICTs have enhanced awareness of SABER (Systems Approach for Better Education Results) processes and tools for teacher quality	Fiji, Kiribati, Nauru, Tokelau, Tonga, Tuvalu, Vanuatu
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of SPC's contribution to improved knowledge, skills, capacities, awareness	
PROGRESS IN 2018	COUNTRY
Increased capacity and expertise	
38 assessment officers in 3 PICTs were trained in developing national literacy and numeracy tests	Fiji, Tokelau, Tuvalu
24 participants from 7 PICTs received training on roles and responsibilities of instructional leaders in improving teaching and learning	Fiji, Kiribati, Nauru, Tokelau, Tonga, Tuvalu, Vanuatu

15 senior officers of the Ministry of Education received training on education policy development, increasing their understanding (awareness) of matters for consideration when developing policies	Tonga
Capacity of national primary curriculum officers to unpack existing curriculum content and learning outcomes to clearly reflect expected student skills was enhanced	Kiribati, Nauru, Samoa
Capacity of Ministry of Education research units to conduct, manage and use research further developed	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
Technical support to Sangam Nursing Council, Labasa, for curriculum and assessment development, enabling development of quality-assured course outlines in nursing. Extended EQAP's skills to a new professional area – curriculum writing for nursing courses	Fiji
OUTPUT PERFORMANCE INFORMATION – Evidence of SPC's scientific and technical assistance provided to PICTs	
PROGRESS IN 2018	COUNTRY
Regional coordination	
Established Regional Network for Educational Research as a platform to support national research units of Ministries of Education and promote use of research to inform decision-making	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Palau, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
Stakeholders have increased awareness of SPC EQAP's role, ensuring the programme is up to date with most recent developments in education	Internal
Technical assistance	
Education officers' capacities to carry out policy data integration enhanced, enabling them to use education data to inform decisions	Kiribati
Year 11 subject syllabuses and prescriptions for 13 subjects finalised, as part of package of support for development of outcomes-based curriculum for Year 11–13 to improve teaching and learning	Vanuatu
Contributed to development of high-quality examination papers for national examinations in 5 PICTs. Quality-assured scoring of student scripts provided to Vanuatu and Solomon Islands	Kiribati, Nauru, Solomon Islands, Tuvalu, Vanuatu
Tuvalu National Assessment Policy reviewed and draft revised policy produced. Capacity of Tuvalu officers to analyse and review policies enhanced	Tuvalu
3 data quality assessment framework (DQAF) country reports produced, presented and received by senior management teams of Ministries of Education in 3 PICTs. DQAF mission to Solomon Islands completed	Papua New Guinea, Solomon Islands, Tuvalu
3 micro-qualifications – 1 in education and 2 in fisheries – developed and endorsed by regional stakeholders	Regional (all PICTs)
Supported the development of a Teachers Resource Kit on Fisheries – third such kit developed by SPC in partnership with national administrations (Cook Islands in 2014, Vanuatu in 2016)	Kiribati
Kiribati National Assessment Policy review identified scope and extent of implementation at all levels	Kiribati
In 2018 EQAP achieved level of technical capacity required to independently manage large-scale assessment process. UNESCO Institute for Statistics now recognises Year 6 PILNA as a measure of SDG 4.1.1 reporting	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu
PILNA 2018 administered in 15 PICTs with 40,195 pupils in Year 4 and 6 participating	Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu
Solomon Islands Standardised Test of Achievement (SISTA) was administered in 2017, and reported in 2018 with SPC's technical support	Solomon Islands
Technical assistance – accredited training	
143 participants (135 males, 8 female) completed training as part of the Pacific Islands Regional Fisheries Observer (PIRFO) programme (observer training, observer trainees and longline observers). 47 participants (44 males, 3 females) undertook Certificate IV in training, evaluation and assessment run by PIRFO in partnership with USP	Regional (all PICTs)
16 participants (10 males, 6 females) undertook Certificate IV in coastal fisheries and aquaculture compliance in 2018 – the first year that it was offered	Regional (all PICTs)

CHAPTER 10: ACHIEVING SPC'S ORGANISATIONAL OBJECTIVES

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



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

- a. engaging with our members, building understanding of their priorities, values and cultures, and strengthening regional collaboration and partnerships*
- b. clarifying and strengthening our scientific and technical knowledge and expertise*
- c. bringing a multidisciplinary approach to our members' development challenges*

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

- d. increasing our capability to prioritise, evaluate, learn and innovate*
- e. enhancing our people, systems and processes.*

Challenges

The Mid-Term Review asked questions about our performance in terms of progress towards our organisational objectives a, b and c. While progress is generally positive and our international partners perceived that SPC was performing well against its organisational objectives, our members gave a less positive assessment of SPC's performance in 'addressing members' development priorities'.

Work is still needed to improve our capacity to deliver on large internal change processes.



Highlights

The Mid-Term Review found there has been clear progress towards organisational objectives, especially in financial management, MEL, and integration of cross-cutting issues such as gender and human rights in our work. Our members gave us feedback on our performance and engagement in their priorities and needs, which we have been able to analyse and respond to.

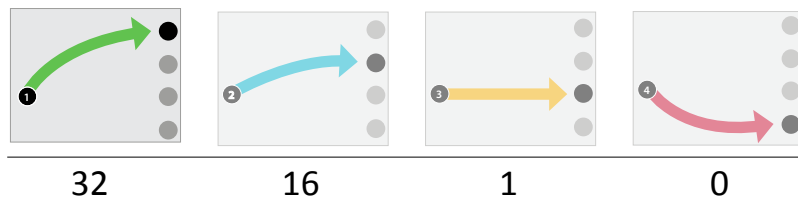
Significant progress has been made towards strengthening human resources (HR) systems, procedures and policies and enhancing our financial stability. Improvements to our internal systems have also sought to build a One SPC culture, increasing collaboration across the organisation and work efficiency.

Performance assessment

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

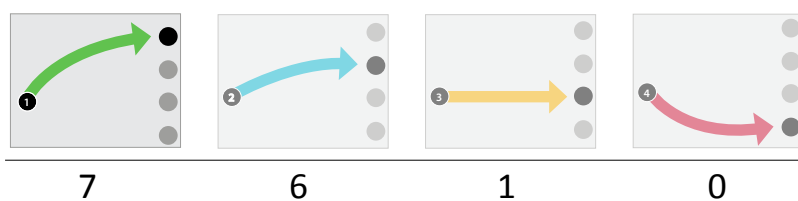
Global assessment for objective

10A: Strengthen engagement and collaboration with members and partners: significant progress has been made



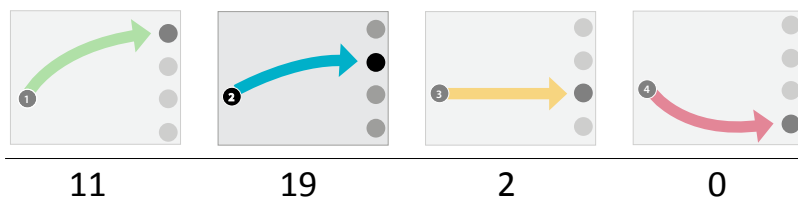
Significant progress has been made towards this result

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



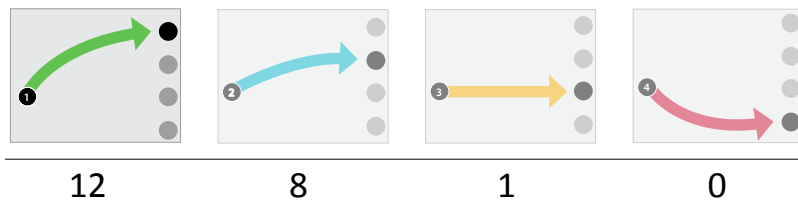
Significant progress has been made towards this result

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



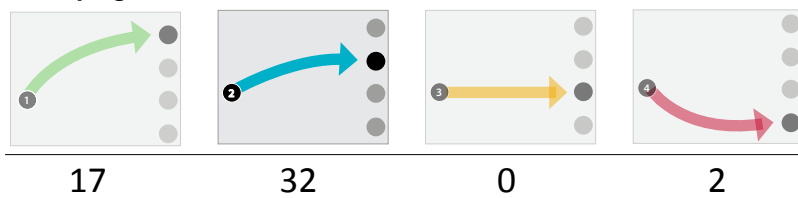
Some progress has been made towards this result

10D: Improve planning, prioritisation, evaluation, learning and innovation: significant progress has been made



Significant progress has been made towards this result

10E: Enhance the capabilities of our people, systems and processes: some progress has been made



Some progress has been made towards this result



Looking to 2019

Plans for 2019 include:

- strengthening the way we work as One SPC through our programming, systems and relationships, and fostering collaboration that delivers results for our members
- maintaining strong relationships with our members and partners
- reviewing the effectiveness of our service delivery strategies, in particular the quality of our science and effects of our capacity development approaches, and measuring our influence
- disseminating and responding to the findings of the Mid-Term Review and SPC staff survey
- broadening the reach of MELnet, SPC's network of MEL practitioners, to staff at all levels across SPC to improve practices at the project and programme level and contribute to the organisation's strategic objectives, including through understanding how results are achieved

CHAPTER 10 A: STRENGTHENING ENGAGEMENT AND COLLABORATION WITH MEMBERS AND PARTNERS

Strong member engagement is critical to the relevance and effectiveness of SPC's work. The Mid-Term Review partnership survey highlighted members' and partners' perceptions of SPC's alignment with country priorities and needs, and gave feedback on recommendations for increasing SPC's effectiveness. SPC was identified as the partner of choice in many of its areas of work.

In 2018, SPC used a range of modalities to engage members, including regional heads of sector meetings (e.g. health, fisheries, statistics); peer-to-peer exchanges; and meetings of CRGA, the CRGA Subcommittee on the Implementation of the Strategic Plan, and the Audit and Risk Committee.

A new 'principles-based' approach to country programming was piloted in 2018, with a country programme agreed between SPC and Vanuatu. Development of country programmes with Papua New Guinea, Marshall Islands, Solomon Islands and Tuvalu is continuing.

In addition to our engagement with our members, SPC worked with over 50 strategic partners in specific projects or programmes.



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PARTNERSHIP HIGHLIGHTS

The complex challenges faced by PICTs require us to work with partners across sectors and societies to ensure we bring together the resources and expertise needed to achieve sustainable results for Pacific people.

Our most important partnerships are with our 26 members, in particular our 22 island members, who drive our priorities and ensure our work stays relevant.



In 2018 for instance, we provided significant support to our members in preparation of – and during – the COP 24 - Climate Change Conference. As part of the One CROP team, we supported our members, organising several side-events to shine a light on Pacific initiatives, speaking on issues such as the Ocean-Climate nexus, joining the NDC Partnership and signing a Memorandum of Understanding with GGGI (Global Green Growth Institute) to help set up the Pacific NDC Hub, hosted by SPC.

Following COP 24, SPC, together with the Governments of Australia, New Zealand and the United Kingdom, the Pacific Islands Forum Secretariat (PIFS), several Pacific Island countries, and other stakeholders, participated in the Wilton Park Forum on 'Navigating Pacific futures: climate change and resilience', and contributed to developing policy proposals on the Pacific in the United Nations Framework Convention on Climate Change (UNFCCC) process, climate change and security, climate finance, climate and ocean, and climate-induced displacement.

We engaged in strategic, innovative, technical and research partnerships with a wide range of development partners, intergovernmental and regional organisations, non-government organisations, civil society organisations, foundations, the corporate sector, knowledge and research partners, and media and communication partners, to achieve transformational change for specific development challenges.

SPC recognises the importance to our work of our ongoing, flexible, multi-year partnerships with Australia, France, New Zealand and Sweden.



Presentation on major Pacific challenges and the Pacific Community to the Council of the European Union

New innovative multi-stakeholder partnerships



Following the high-level dialogue on climate change and biodiversity between the President of France, Emmanuel Macron, and other Heads of State and Government, SPC is now working with the Government of France to develop and design a multi-year development partnership similar to the ones in place with the Governments of Australia and New Zealand.



The Government of Australia, the European Union, PIFS, UN Women – Fiji Multi-Country Office and SPC have partnered on a comprehensive five-year programme to end violence against women and girls. **The Pacific partnership to end violence against women and girls**, which targets nine PICTs, is the largest single investment in gender equality and human rights issues to date. PIFS, UN Women and SPC will each implement one of three programme components (youth education, promoting social norms and civil society capacity development) to enhance gender equality and prevent violence against women and girls.



In education, the new five-year partnership between the Governments of Australia and New Zealand, the Australian Council for Educational Research (ACER) and SPC will contribute to **addressing regional and national education priorities** in the areas of literacy and numeracy levels; improving teacher and principal accountability; enhancing the quality of education; increasing the capacity of education systems to use high-quality data; strengthening national accreditation and assessment systems; and providing high-quality programmatic technical services and policy advice. The technical partnership with ACER will provide longer-term improvements in learning informed by research-based knowledge from the region.



The **Pacific European Union Marine Partnership Programme (PEUMP)** began in 2018. The programme is funded by the EU with an additional contribution from the Government of Sweden. PEUMP represents a large-scale, region-wide partnership between SPC (lead agency), FFA, SPREP and the University of the South Pacific (USP), with each agency also having additional implementing partners. A partnership approach is considered crucial to achieving the overall programme objective of improving economic, social and environmental benefits for 15 Pacific ACP states through stronger regional economic integration and the sustainable management of natural resources and the environment.



The **Pacific Fisheries Leadership Programme (PFLP)** is an applied learning programme offering advanced leadership development and accreditation opportunities to senior managers to address issues facing Pacific fisheries. It is funded by the Government of New Zealand (Ministry of Foreign Affairs and Trade – MFAT) and implemented by a consortium of partners led by SPC, including FFA, University of Queensland – International Development, People Focus (NZ) and the Centre for Leadership and Adaptation. Drawing on the expertise and experience of the consortium partners, the PFLP offers an integrated, academically rigorous and experiential learning approach to strengthen participants' effectiveness in their roles. The first cohort of emerging fisheries leaders from member countries was selected in 2018. They will embark on 12 months of learning and coaching sessions in 2019.



SPC will contribute to addressing
regional and national education priorities
in the areas of literacy and numeracy levels

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Peer-to-peer cooperation



The **Pacific Partnership for Atoll Water Security** is a collaboration between SPC member countries facing similar challenges in ensuring that remote island communities maintain access to safe drinking water in all conditions. Supported by SPC, with the assistance of a five-year New Zealand-funded programme, the partnership is bringing together regional experience, lessons learned and technical assistance to help atoll communities build the skills, systems and basic infrastructure required to better anticipate, respond to and withstand the impacts of drought. The partnership is progressing with the guidance and active participation of Cook Islands, Kiribati, Marshall Islands, Tokelau and Tuvalu, and is now reaching out to other PICTs with similar water security issues to broaden the sharing of experience, knowledge and approaches.



AFD – the French development agency – and SPC are **scaling up health security in the Pacific by strengthening the Pacific Public Health Surveillance Network (PPHSN)**, which was established in 1996 by WHO and SPC to promote public health and response in the region. PICTs, together with existing and new PPHSN partners, will implement activities in three key public health areas: epidemiology, laboratory outbreak surveillance and response at the national and provincial level; entomology and vector control; and new risks such as antimicrobial resistance.



Kiribati Island Water Project

Technical partnerships



SPC entered into a partnership with UNICEF to support the **strengthening of data collection and data analysis** to improve the lives of the most vulnerable children, women and people with disabilities across PICTs. Pacific Island countries lag behind other regions in statistical capacity, which hampers the targeting of resources to achieve the SDGs. This technical collaboration aims to improve collection, analysis and use of data for evidence-based decision-making and policy development supporting vulnerable people.



SPC has been **aligning its agriculture, forestry and land management strategy** to that of FAO and made use of FAO's country programme frameworks to guide our own country programming. SPC has also tapped into FAO's Technical

Cooperation Project facilities as a means of strengthening capacity and providing technical assistance, including in building and enhancing the capacities of PICTs to apply the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests. In 2018, FAO and SPC signed an MOU, allowing discussions on developing a longer-term platform for sanitary and phytosanitary standard systems in the region.



SPC is partnering with the **Intergovernmental Oceanographic Commission of UNESCO** in the areas of marine and ocean science, paving the way for more international attention and support for the work we do, and are planning to do, in ocean monitoring, modelling, capacity building, policy advice and advocacy.



Research partnerships

SPC strengthened existing partnerships or established new bilateral and multi-stakeholder research partnerships with public and private entities and the NGO sector for more productive and sustainable agriculture and improved livelihoods. In 2018, **SPC** and **ACIAR (Australian Centre for International Agricultural Research)** signed a Strategic Partnership Agreement for 2018–2021. ACIAR is a key science partner for SPC and the agreement will support agricultural research efforts across the region, with a focus on adaptation to climate change and nutrient-sensitive agriculture.



SPC has formed partnerships with **Bioversity International**, the **International Potato Center**, the **International Center for Tropical Agriculture**, and the **Asia-Pacific Association of Agricultural Research Institutions** with the goal of introducing innovative methodologies for enhanced food and nutrition security and sustainable land management, and to expedite processes to improve adaptation to climate change through use of genetic resources. These partnerships have led to a financial partnership with the **Crop Trust**, which is supporting **CePaCT's** goal of becoming a centre of excellence for the conservation of the Pacific's key staple crops.

The Pathways Project, which began in 2018, is jointly funded by the **Government of Australia**, **ACIAR** and the **University of Wollongong (UOW)**. It is a collaboration between researchers and regional and national networks and agencies to support community-based fisheries management in the region. The project brings together the **Australian National Centre for Ocean Resources and Security (ANCORS)** at **UOW**, **WorldFish** and **SPC (FAME and SDD)**. Fisheries departments for each project country (**Kiribati**, **Solomon Islands** and **Vanuatu**) play a key role in the project's implementation. The collaboration extends beyond these partners to non-fisheries agencies, to empower local staff and communities to build capacity in sustainable coastal fisheries and promote scaling of community-based fisheries management (CBFM).



Looking to 2019

The Mid-Term Review provided insights on how we can enhance our work with our partners, notably by ensuring that we tailor strategies to their different needs and interests, maintain close engagement with our members, improve our communication, and facilitate a more collaborative culture. We will progressively work towards addressing these recommendations.



CePaCT centre, Suva, Fiji



CePaCT centre, Suva, Fiji

Performance story

Tuvalu provides regional leadership on improving the safety of local fishers



TARGET 14.B

CONTEXT

The accident rate for the Pacific's small-scale fishers is among the highest in the world. Local fishers in small vessels face risks including bad weather, engine failure and fire. Overloading, long trips, limited safety equipment and the use of unsuitable or poorly constructed boats, such as single-outboard skiffs, create further risks.

Most maritime incidents in the region involve small vessels. Many PICTs do not have well-developed safety regulations for small vessels or a strong culture of sea-safety awareness among small-vessel operators and fishers.

CHANGE PROCESS

SPC has been spearheading the use of safety grab bags for fishers since the mid-1990s. The compact, waterproof bags ensure that local fishers on small vessels have essential safety equipment at hand to enable them to signal for help and survive in an emergency.

RESULTS AND IMPACT

In 2018, SPC distributed 66 grab bags (10 full emergency grab bags to Solomon Islands and 56 mini grab bags for canoes to Vanuatu). Tuvalu was one of the first countries to request SPC's assistance with safety-at-sea training and safety grab bags.

With support from SPC, 30 bags were issued to Tuvaluan fishers. The Tuvalu Fisheries Department then secured funding to distribute a further 168 emergency grab bags to fishers on Funafuti and the outer islands between 2015 and 2017. Tuvalu now provides its own training, with Fisheries Extension Officers delivering training on the outer islands when the grab bags are distributed.

Tuvalu has become a leader in the region in terms of demonstrating how SIDS can sustain their own programmes after SPC's support, and has offered to provide assistance to fishers in other PICTs, highlighting its ownership of the grab bag initiative.

GRAB BAGS SAVE LIVES – TUVALU



- 2015** 4 reported rescues using grab-bags
- 2016** 3 fishers experienced engine failure and were rescued after drifting for 4 hours
- 2017** 2 fishers on board a small vessel were rescued after engine failure
- 2018** after spending 29 hours adrift, fishers were located and rescued when they activated their personal locator beacon from the grab bag



Early in 2018, SPC did a cost-benefit analysis of Tuvalu's grab bag programme.²³

COSTS AND BENEFITS OF TUVALU’S GRAB BAGS



AUD 1.00 invested in the programme =	around AUD 20.00 of benefits
Current net benefits for society	over AUD 2.87 million
Undiscounted annual average amount	over AUD 14.36 million
In addition, saved household costs and improved productivity	

LESSONS LEARNED

- Tuvalu’s success in taking over the grab bag programme demonstrates the efficacy of providing initial support to PICTs that leads on to country ownership, sustainability and peer-to-peer support. After assistance from SPC, Tuvalu was able to continue the programme and also gain support from other donors.
- Tuvalu has offered to share its model with other PICTs and has become an advocate for small boat safety region-wide, as demonstrated at the Second SPC Regional Technical Meeting on Coastal Fisheries (Noumea, November 2018).²⁴
- The provision of grab bags and training does not replace the need for national law reform but rather supplements the effectiveness of national regulations.



Grab bag distribution in Tuvalu



Grab bag distribution in Tuvalu

Division: FAME
Donor: ADB and the Government of New Zealand

23 <http://purl.org/spc/digilib/doc/zn57z>
24 http://www.spc.int/DigitalLibrary/FAME/Events/RTMCF_02

Performance story

Members drive development in geospatial science and surveying



TARGET 9.1

CONTEXT

The Pacific Geospatial and Surveying Council (PGSC) was established in 2014, driven by member requests to form a community of practice for land, geospatial and survey professionals in the region. SPC provided funds to bring the group together and provide a secretariat (partnership desk).

The role of PGSC is to support Pacific surveyors, with the aim of increasing the quality of geospatial information and data available to inform development decisions at regional, national and subnational levels.

CHANGE PROCESS

Initially, SPC helped coordinate the PGSC Regional 10 Year Strategy (2017–2027), which was developed through participatory processes from 2015 to 2017. It is the first regional geospatial and surveying strategy in the world and has gained significant recognition from the International Federation of Surveyors and UN Global Geospatial Information Management.

As a result of participating in developing the strategy, Tonga sought to increase its local capacity in the geospatial sector. Tonga hired its first female geodetic surveyor, and SPC in partnership with the government funded a two-week attachment for her with Geoscience Australia. Tonga's Ministry of Lands, Surveys, Natural Resources and Environment funded a second participant and this team then worked to develop the National Geodetic Strategy, using the PGSC strategy as a guideline and justification. The strategy focuses on upgrading Tonga's geodetic network and capacity.

RESULTS AND IMPACT

Tonga has approved the draft geodetic strategy and agreed to invest in upgrading its geodetic infrastructure – an important first step. This strategy, once implemented, will ensure Tonga is recognised on the international grid system. Its charts, maps, and coordinate system will be at an international standard, ensuring map users will be able to access accurate information.

A more robust and accurate geodetic system is important for industry (aviation, utilities, GPS and other key services) and for sectors such as tourism, e.g. cruise ships will be able to navigate confidently within Tonga's boundaries.



Tonga's first female geodetic surveyor, Ms Siotaisa Malolo, received support from SPC and the Government of Tonga for training in Australia. PGSC Strategy Goal 4 promotes gender equality in the profession.

"The modernising of Tonga's geodetic reference frame will be a big milestone for Tonga. It will take Tonga to a whole new level in terms of positioning. Knowing where you are is very important. Though this will take years for it to be implemented, I'm happy that we are taking it one step at a time."
– Ms Siotasia Malolo, Geodetic Surveyor, Tonga.

A new sea level monitoring station, including Tonga's second Global Navigational Satellite System (GNSS) Continuously Operating Reference Station (CORS), was installed in 2018 and launched during the World Meteorological Organization meeting in October 2018. *"We are so very grateful for the real-time environmental intelligence that the new tide gauge and earth-monitoring station brings to Tonga. The data gathered and shared via these systems will continue to make a difference in the years ahead to our communities, businesses and government initiatives."* – Hon. Samiuela 'Akilisi Pohiva, Prime Minister of Tonga.

LESSONS LEARNED

- The participatory process used to establish the PGSC, and its influence in the development of Tonga's geodetic strategy, shows that how we do things matters. Countries must take the lead and drive the process, with support and technical advice provided at key junctures.
- Supporting champions in countries is key to achieving sustained success and progress.
- Regional strategies can influence outcomes and have impacts at the national level.
- PGSC is helping to raise the profile of essential geodetic infrastructure, which is critical for government and donor investment.

Division: GEM

Donor: Government of Australia

Performance story

New partnerships strengthen clinical radiology expertise in the Pacific



TARGET 3.8

CONTEXT

In most PICTs, Ministries of Health are unable to provide the full range of health services available in large countries. Given their low capacity and scarce and dispersed resources, some aspects of PICT health systems can be more efficiently supported through regional mechanisms. SPC provides support for these mechanisms by performing a partnership brokering and funding role.

There is, for example, a dire lack of radiology specialists in the Pacific, mainly because there has been no postgraduate radiology training programme or Continuing Professional Development (CPD) opportunities for radiology. In 2018, SPC negotiated with Radiology Across Borders (RAB), an Australian volunteer organisation that had conducted a VITAL workshop in Samoa, on working more widely in the Pacific.

CHANGE PROCESS

SPC invited RAB to the 2018 Regional Clinical Services meeting – an annual forum organised by SPC where Directors of Clinical Services from 14 PICs meet to discuss common clinical challenges and opportunities. RAB was recommended to the meeting as an organisation that could deliver CPD and work with Fiji National University (FNU) to provide postgraduate radiology training for PICTs.

Engaging Pacific Directors of Clinical Services in the discussion of this issue, and inviting RAB to present at their 2018 meeting, gave PICTs the opportunity to forge an important partnership. They welcomed RAB as a partner in developing radiology in the region and endorsed its activities in PICTs, with support from development partners.

RESULTS AND IMPACT

Following this endorsement, RAB conducted a regional VITAL workshop in Fiji. This first workshop involved partnership and collaboration between multiple actors – Ministries of Health, FNU (which provided the venue and catering), RAB (which provided facilitators), SPC (which supported regional participants) and Fiji Airways (which provided free freight for teaching equipment and materials).



Regional VITAL workshop in Fiji, 2018



According to feedback from workshop participants, they gained new knowledge and were eager for more CPD opportunities. One month after training, further feedback indicated a change in practice for Kiribati, with ultrasound outreach programmes conducted by the obstetrics and gynaecology team, and training of other staff using RAB resources. For Vanuatu, the training resulted in improved ultrasound techniques leading to earlier and more accurate detection of pathology, and training of other staff based on the VITAL RAB training.

With their new and up-to-date knowledge, Pacific radiology practitioners are able to identify and diagnose pathology earlier and more accurately, leading to better patient care.

"The training improved our reporting on obstetrics and gynaecology ultrasound by using worksheets provided by RAB." – Participant from Kiribati.

To provide a longer-term solution to the lack of specialist radiologists in the region, a partnership at the next level is now being formed between RAB and FNU. RAB has submitted a letter of intent to FNU on the development of a Postgraduate Diploma in Radiology. If this partnership eventuates, PICTs will have access to a full-time, sustainable radiology training programme.

LESSONS LEARNED

- In addition to convening stakeholder meetings to provide a forum for PICTs to identify common issues, challenges, and opportunities, there is merit in partners such as SPC proactively seeking solutions for development of scientific and technical expertise and presenting these to PICTs at their meetings.
- The success of RAB's activities is the result of collaboration between several stakeholders – PIC Ministries of Health, FNU, RAB, SPC and Fiji Airways.
- The inclusiveness of the approach of SPC's Public Health Division (PHD) enables Fiji's Clinical Services Programme to explore opportunities for improving clinical services throughout PICTs and to collaborate with partners who are willing to contribute resources to support a successful outcome.

Division: PHD
Donor: Government of Australia

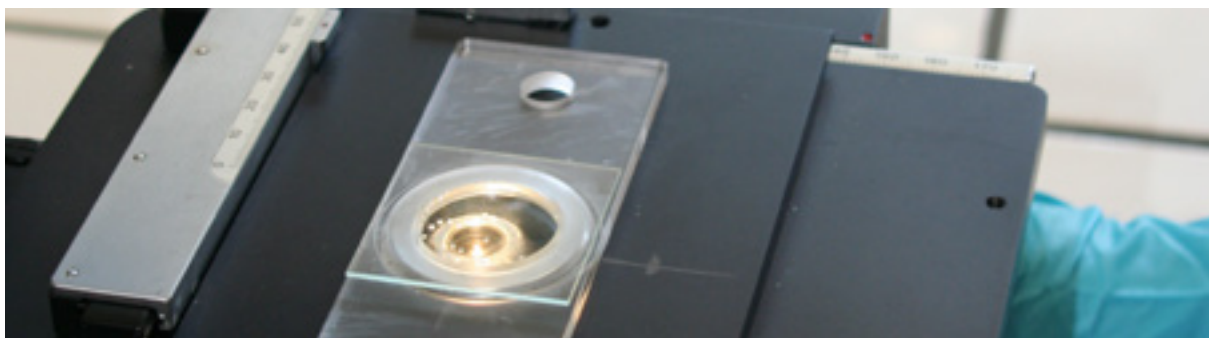
CHANGE IN PRACTICE PERFORMANCE INFORMATION –Evidence of use of acquired knowledge, skills and capacities towards improving our performance
Progress in 2018
Strengthened regional mechanisms to address development challenges
Enhanced governance for coastal fisheries at the regional level through establishment of the annual Regional Technical Meeting on Coastal Fisheries (its second meeting was held in November 2018) and commitment by fisheries ministers to extend current regional ministerial meetings to discuss coastal fisheries and other issues. Regional mechanisms now provide for coastal fisheries issues to be discussed at all levels, from officials to ministers and Forum Leaders
20 (91%) of the 22 PICTs were represented at the 2018 Heads of Health meeting. All participating PICTs had representation (e.g. Secretary, Deputy Secretary, Director of Public Health, Clinical Services or Nursing Services).
12 out of 13 (92%) members of the CRGA Committee on the Implementation of the Strategic Plan engaged in the May subcommittee meeting, and 9 out of 13 (69%) in the November meeting
SPC's Social Development Programme (SDP) organised Ministers of Culture meeting in May, which produced a strong outcome statement leading to CRGA prioritising culture and reaffirming SPC's coordination role
SPC chaired the CROP Working Arm on Resilient Development
Engagement with members and the Strategic Plan supports the relevance and effectiveness of SPC's work
All 6 divisional and programme business plans updated in 2018 (CCES, EQAP, GEM, LRD, SDD, and SDP) are aligned with the Strategic Plan
The meeting of Heads of Agriculture and Forestry Services delivered critical input on the direction of LRD and recommendations to include in its draft business plan
Partnerships advance member and regional priorities
PHD's Clinical Services Programme worked with Australasian clinical colleges, WHO and FNU to plan and implement several initiatives. A new partnership with Radiology Across Borders (RAB) is supporting PICTs to develop postgraduate clinical radiology training; and the Australian Health Practitioner Regulation Agency (AHPRA) will support efforts to strengthen registration of health workers in the region
Partnerships formed with PIHOA, WHO, CDC and several universities to plan and implement activities to strengthen public health surveillance in PICTs
Partnerships with other health development partners amplified the impact of SPC's work on NCDs. Partners included the UN thematic working group, MANA working group, Pacific ECHO (Ending Childhood Obesity) Network, NCD and maternal and child health and tobacco working group
Partnership agreements with statistical agencies were developed and signed before the first meeting of the Pacific Statistics Methods Board. These included the World Bank Trust Fund, OECD, UNFPA, UNICEF, FAO, Australian Bureau of Statistics, ESCAP, Stats NZ and the Australian National University
SPC joined Climate Neutral Now, a coalition of climate-neutral organisations under the auspices of the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC)
Concept for a Greener Crop developed
SPC disseminated the Kiribati Early Human Capabilities Index results through its collaboration with the World Bank, Kiribati Ministry of Education and Island Education Coordinators
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of change in our opinions, motivations, intentions
Progress in 2018
7 Heads of State including the President of France, and 14 ministers, took part in a high-level dialogue on biodiversity and climate change, demonstrating SPC's ability to convene leaders and partners to discuss key issues
The Pacific Community Results Report is relevant and responds to the needs of PICTs, with the CRGA Subcommittee on the Implementation of the Strategic Plan commending the 2017 report as a 'great improvement on previous years' reports'
8 PICs (Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Tonga, Tuvalu and Vanuatu) reviewed policy/legislation relating to human rights compliance
15 countries participated in PILNA 2018. Reports from trial countries indicate increasing country confidence and competence in administering PILNA in 2018
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of our improved knowledge, skills, capacities, awareness
Progress in 2018
Mid-term Review of the Pacific Community Strategic Plan 2016–2020 (performance analysis, revised theory of change and partnership survey) provided evidence of SPC's performance, and responsiveness to a changing regional context, to inform its strategic direction
276 individuals from members and partners participated in the partnership survey during the Mid-Term Review, providing valuable insights into members' perceptions of SPC's relevance and effectiveness, and progress towards our development and organisational objectives
9 PICTs participated in 4 peer-to-peer capacity exchanges in the areas of beche de mer processing, civil registration and vital statistics, business statistics and transparency in fuel pricing. Exchanges were hosted by American Samoa, Solomon Islands, New Caledonia and Fiji

CHAPTER 10 B: STRENGTHENING TECHNICAL AND SCIENTIFIC KNOWLEDGE AND EXPERTISE

SPC provides a regional resource of specialist technical expertise to strengthen, or in some cases supplement, regional and national capacity. Our approach to developing and sharing expertise has advantages of economies of scale in a region with small populations and limited human resources.

We are committed to building on our scientific and technical strengths in areas relevant to our members' development priorities. In 2018, we made good progress in establishing areas of excellence in ocean science through the Pacific Community Centre for Ocean Science (PCCOS), and in plant and crop genetic resources through the Centre for Pacific Crops and Trees (CePaCT). Partnerships were used as opportunities to enhance our technical expertise, including between our Educational Quality and Assessment Programme (EQAP) and the Australian Council for Educational Research (ACER).

In 2018, SPC processed and published 80 scientific or technical publications, including 24 in French. These publications were in full compliance with the SPC publishing process. They were issued International Standard Book Numbers (ISBN) and published in SPC's official bi-monthly publication list.



Performance story

Growing an evidence-based culture

CONTEXT

SPC is strengthening its capacity in monitoring, evaluation and learning (MEL) and working towards an evidence-based culture.

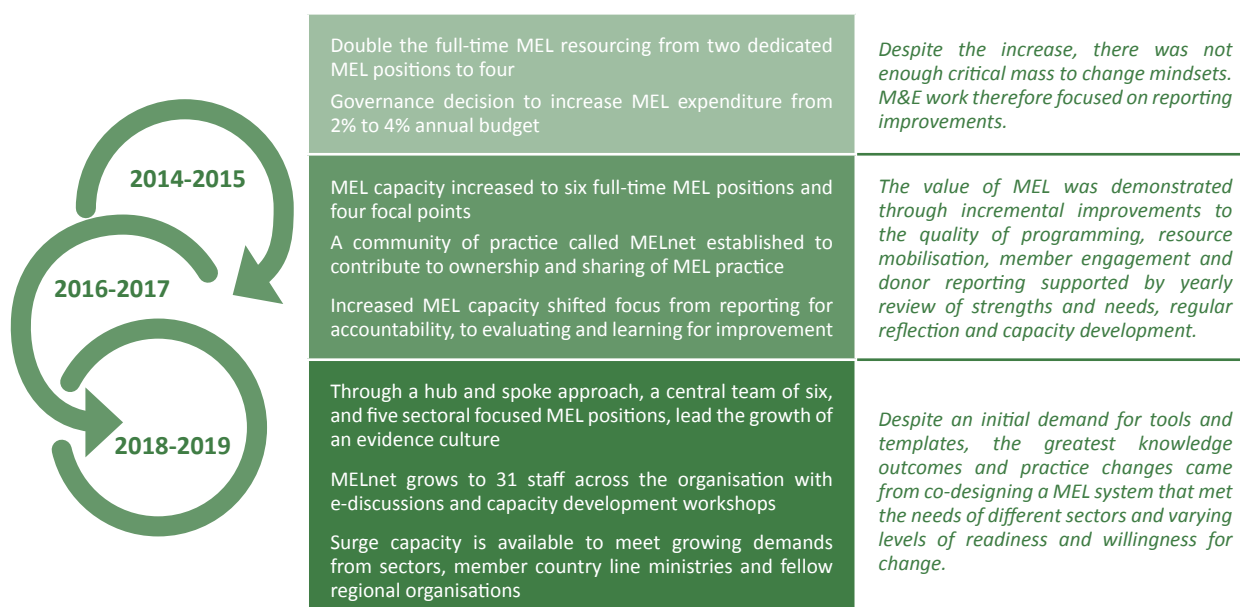
An independent review of MEL practices in 2013 found that resource constraints and a predominantly short-term project focus had created a culture of activity-based reporting. There was too little attention to assessing achievement of outcomes and lessons learned across SPC programmes,²⁵ which was affecting our conversations with members and donor partners on the value we added.

To change MEL thinking and practices, through its Regional Assistance Scheme, the Australian Department of Foreign Affairs and Trade (DFAT) invested in development of SPC's MEL capacity, providing mentoring, co-conducting evaluations, and drawing up a roadmap for a strong results and learning culture.

In response, SPC has increased human resources for MEL and continued with its own capacity development and awareness raising, focusing on the difference we make through our scientific and technical work – that is, outcomes not activities.

25 Review funded by AusAID and undertaken by Rosalind David (August–December 2013).

CHANGE PROCESS



RESULTS AND IMPACT

1. Ownership of the organisation's MEL strategic objectives

The growing community of MEL practitioners (MELnet) is contributing to ownership of our results and learning. Annual MELnet capacity development workshops support SPC's strategic direction and respond to annual MEL needs assessment. Peer-to-peer learning is facilitating the contextualisation of evidence gathering approaches for design and monitoring, e.g. authentic assessments for quality of education were adapted to the human rights sector, with different variations of the original tool trialled.

2. Supporting shifts in mindset with practical guidance for behaviour and practice change

Provision of locally developed tools, templates, guidelines and technical assistance is contributing to improvements in the design of MEL for programmes and projects. For example, training in the theory of change (ToC) has contributed to increased uptake of the approach for design, course correction and evaluation. ToC sessions have been conducted to design an integrated One Health programme, co-design an interagency climate change and disaster preparedness meeting, and redefine our own Strategic Plan. There is evidence of changes to mandate and function to support the efficiency and effectiveness of sectoral divisions, based on applying learning from reflective practice and responding to recommendations from performance improvement reviews.

3. Good communication and sharing of results and learning

The biannual CRGA Subcommittee meeting provides valuable consultation and collaboration on SPC's performance. Members have used the Country Results Summaries as evidence for requests to their Treasury to include SPC membership fees in national budgets. The recent broadening of SPC's donor base is related to the ability to demonstrate results and negotiate investment against evidence-based business plans. Applying the evidence on what worked well and not so well for one project helped us secure funds to scale up the work through consecutive projects.

Since going live in January 2018, our online and digital platforms are improving outreach. Website analytics show good use of our online MEL resources, with spikes around mid-year reporting and preparation for learning and results workshops.



One of the outcomes of the 2018 workshop is a shared vision for Pacific evaluation practice, led by SPC, that is contextually relevant and culturally responsive



The 2018 One SPC learning and results workshop was attended by 60 staff over two days to discuss results, challenges, lessons and opportunities. Forty-two performance stories were peer reviewed using various methods including quality criteria and sense-making. Feedback from the workshop evaluation indicated that sharing performance stories from across SPC was the main highlight for 43% of staff.

LESSONS LEARNED

- Developing a culture that values evidence is critical to support changes in MEL practice. There are various organisational subcultures across SPC and tailored approaches are required to meet the needs of divisions and teams and to achieve One SPC.
- Understanding context, culture and behaviours across the Pacific is important to designing support that is relevant and useful. A 'one size fits all' approach does not get the best response or results.
- Capacity development, co-conduct of evaluations, action learning, provision of tools and templates, and ongoing mentoring and peer learning have shown the most promising results.
- Capacity for and culture towards evidence are changing. This requires us to adapt to meet current needs and context by broadening our reach to non-MEL technical staff using similar tailored approaches.

Unit: Strategy, Performance and Learning

CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of our improved knowledge, skills, capacities, awareness

Progress in 2018

In 2018

- Oceans portal launched under the COSPPaC (Climate and Oceans Support Program in the Pacific) project
- Regional climate portal developed and launched for the ISAAC (Institutional Strengthening in PICs to Adapt to Climate Change) project
- Current agreement being prepared with UNDP to revive the Pacific Disaster Net/Pacific Damage and Loss (PDaLo) portals
- Climate portal designed for Tuvalu

SDD staff engaged in formal training and regional and international forums to bring up-to-date statistical techniques to the region. These included workshops on Multiple Indicator Cluster Surveys (MICS), prevalence of undernourishment, food security, and statistical systems collaboration, and the CRVS Innovation Conference

EQAP technical and scientific capacity improved through partnership with ACER

Consultations held to develop business and investment plans for CePaCT with assistance from Government of Australia

SPC processed and published 80 scientific or technical publications, including 24 in French. These publications were in full compliance with SPC publishing process. They were issued International Standard Book Numbers (ISBN) and published in SPC's official bi-monthly publication list

PCCOS design and governance structures reviewed and further developed

Development and application of fisheries science is ongoing. In regard to efforts to develop an area of excellence, recommendations from the independent review of FAME included ensuring scientists in the Oceanic Fisheries Programme (OFP) are adequately resourced to continue innovation and scientific exploration, and that OFP continues to attract and retain high-level scientists. For the Coastal Fisheries Programmes, the review recommended a strategic planning process and greater focus on leadership in coastal fisheries, including building innovation and collaboration and developing a long-term approach to advising countries on data collection

OUTPUT PERFORMANCE INFORMATION
Progress in 2018
Maintenance of following data repositories: <ul style="list-style-type: none"> - PacGeo – open access geospatial data repository for the Pacific region - GeoNetwork for sharing spatial data - PacRIS – Pacific Risk Information System - PRNI – Pacific Regional Navigation Initiative - PCRAFI – Pacific Catastrophe Risk Assessment and Financing Initiative
Development of: <ul style="list-style-type: none"> - Climate change portal - MTCC-Pacific (Maritime Technology Cooperation Centre-Pacific) project website - Get Ready Fiji website
NCD Prevention and Control Programme supports the Pacific NCD Roadmap and Tobacco-free 2025 strategy. These are linked to the Western Pacific Regional Action Plan for the Prevention and Control of NCD (2014–2020) and the Global Action Plan for the Prevention and Control of NCD 2013–2020. All these strategies are evidence-based
The Surveillance, Preparedness and Response Programme's (SPRP) work in 2018 on strengthening health security in the region continued to support the latest Pacific Health Security Strategy and Asia-Pacific Strategy for Emerging Diseases (APSED III). These strategies are evidence-based
In 2018, SPRP convened the annual PPHSN meeting and participated in activities promoting the One Health approach
In 2018, the Clinical Services Programme (CSP) worked with WHO to collect data (evidence) on overseas medical referrals and PICT's broader capacity to deliver specialist clinical services. CSP's work on improving perioperative care in PICTs is guided by best evidence
CSP activities are planned/implemented in collaboration with PICT Directors of Clinical Services, Pacific clinical organisations, nursing groups, and individual health practitioners
42 performance stories were developed and peer reviewed through an interactive process of divisional reflection and whole of organisation reflection by staff with increasing MEL technical capability

CHAPTER 10 C: ADDRESSING MEMBERS' DEVELOPMENT PRIORITIES THROUGH MULTIDISCIPLINARY APPROACHES

SPC is making progress in mainstreaming social issues (gender, youth, culture and human rights) and environmental and economic issues in its programming cycle. New internal tools and systems facilitate the integration of cross-cutting themes at the project design stage. The new Social and Environmental Responsibility (SER) policy includes a process of assessment of the potentially adverse social and environmental risks or impacts of new projects.

In 2018, 116 out of 188 active SPC projects (62%) mainstreamed cross-cutting issues, most frequently gender and climate change.

There were numerous instances of cross-sectoral work by SPC divisions and programmes in 2018. The development of two integrated programmes – One Health and Food Systems for Health and Nutrition – as well as iterative development of tools for integrated programming, generated opportunities for learning. The One SPC learning and results workshop included a focus on organisational objective C to capture this learning and carry it forward.

Performance story

Pacific Data Hub: Improving internal collaboration

CONTEXT



SPC is the custodian of a large and diverse collection of data from key sectors, including population statistics, fisheries, geoscience, agriculture, aquaculture, energy, health, education, human rights, climate change and oceans. We also play a critical role in the compilation, management and dissemination of the Pacific Sustainable Development Indicators to assist countries in meeting SDG reporting requirements.

The challenge is how to best collate, analyse and disseminate this data and information to assist the region

with its development decisions. In the past, each of SPC's divisions has developed its own platforms and methodologies, but this results in inconsistencies in data management, tagging practices and metadata standards, and creates problems for finding, collating and using SPC's data both in divisions and across the organisation.

CHANGE PROCESS

In March 2018, both PCCOS and the Statistics for Development Division (SDD) needed portals and were preparing to invest in two separate web development projects. For the first time, SPC chose to pool resources across different web portal projects with the aim of developing a shared centralised platform that would not only meet the needs of SDD and PCCOS but could also be used by other divisions and projects.

SPC's Information Services was tasked with managing the project. The team established a project board with representation from across SPC. Cross-organisational representation was critical to achieving the vision of building a platform that could handle most of SPC's dissemination needs.

RESULTS AND IMPACT

Creating a single centralised portal is a disruptive idea for SPC and moving away from the old model of separate portals has produced its challenges. Donors and members are used to funding programme-specific portals. Pooling resources from across different projects to create a single entry point was a novel approach.

There were also concerns that a central platform might not be of sufficient quality to meet divisional needs, and programmes/projects would lack independence if their separate sites became part of one central site.

To address these concerns, the project team took an inclusive approach, drawing on the diverging views and expertise of its members. A week-long workshop in Noumea reached agreement on a general strategy and core technology platform for the Pacific Data Hub and selected a strong service provider. The workshop gave project owners an opportunity to be directly involved in the decisions.

The data hub was designed from the start as a core technology platform with a view to supporting access to existing portals. This approach allayed concerns that the Pacific Data Hub would subsume all other sites. It has allowed the data hub to coexist within the large ecosystem of SPC websites and services and also within the regional ecosystem of portals and sites.

The project team also used communities of practice and ongoing dialogue with divisions and key partners to collaboratively build the platform. In addition, there was a focus on raising awareness of the project through various online platforms to encourage engagement from outside the areas directly involved.

LESSONS LEARNED

- The team has worked hard to consult with key staff in divisions on the approach, goals, and potential of the data hub. While they have made progress, these efforts have highlighted the fact that introducing coordinated change at SPC can be a challenge, and that change driven centrally may be met with scepticism.
- With limited resources, the team has struggled to communicate internally as much as necessary, even with an internal communications plan focused on raising awareness.
- While the data hub is still in development, the effort is an example of how, when working across divisions in a coordinated way, SPC can use project-specific funds to create value for the region over and above the original intent of the funding. It is also an example of Information Services taking a stronger role in supporting divisions in their work for the region and helping SPC maintain a leadership role in regional data dissemination.

Division: Operations and Management Directorate
Donor: SPC's internal innovation fund

CHANGE IN PRACTICE PERFORMANCE INFORMATION – Evidence of the use of acquired knowledge, skills and capacities towards improving our performance

Progress in 2018

Development of multidisciplinary programmes to address regional development challenges, based on evidence and consultation
Development of two integrated, cross-divisional flagship programmes – One Health and Food Systems for Health and Nutrition – with tools for designing integrated programmes rolled out through workshops in Suva and Noumea
SPC's innovation fund was used to pilot intra-divisional integration, and provide an example of an integrated programme
To improve cross-divisional collaboration, LRD is holding more consultation meetings, with representatives from all four LRD pillars engaging in discussions
Pacific Data Hub beta version developed in partnership between ICT and SPC divisions. Beta version includes PCCOS portal and SDG dashboard, and is supporting the use of multidisciplinary data to drive development approaches
LRD agreed to lead the Food and Nutrition Working Group to develop and operationalise strategic approaches to improved food security in the region
FAME, PHD and LRD discussed possible areas of collaboration/shared positions. RRRT and SDP business plans were reviewed to identify potential areas for collaboration

Analysis of and responses to social issues (gender, youth, culture and human rights) and environmental and economic issues prioritised and mainstreamed
8 projects in 4 SPC divisions plus one SPC integrated programme engaged RRRT to strengthen mainstreaming of a rights-based, people-centred approach. The Readiness for El Niño (RENI) and Pacific-European Union Marine Partnership (PEUMP) projects include a human rights-based approach in project design documents
5 pilot projects have undertaken environmental and social monitoring screening and are implementing action (GEM, EQAP, PHD, FAME, CCES)
Social and environmental considerations integrated into draft procurement and travel policies
FAME works closely with SDP to improve gender equity and social inclusion in delivery of outcomes relating to sustainable management of natural resources. Initiatives include development of the Pacific Handbook for Gender Equity and Social Inclusion in Fisheries and Aquaculture (to be published March 2019), and gender analysis of the aquaculture sector in Fiji and Samoa
400 tonnes of CO ₂ offset over the life of RESCCUE, SPC's first 'carbon neutral' project, demonstrating an approach that can be replicated by other projects in the Pacific
Use of statistics to support programme development and implementation
EQAP engaged in a combined mission with UNESCO Institute of Statistics to conduct data quality assessment for 5 PICTs
To support work on Pacific Data Hub and World Bank Trust fund initiatives, stocktake and review of SDD and other Pacific statistical datasets, including National Minimum Development Indicators, completed. Access will be supported by SDD website redevelopment and the Pacific Data Hub
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of change in our opinions, motivations, intentions
Progress in 2018
Action is continuing to 'green SPC' (Environment Day and 'no plastic' pledge; all emissions offset for CRGA meeting; Green Trophy awarded, etc.)
Introduction of GESI considerations in SPC programme planning and into review of Strategic Plan
10 projects or programmes were supported to integrate gender and culture
9 SPC projects conducted gender or culture assessments
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION –Evidence of our improved knowledge, skills, capacities, awareness
Progress in 2018
A cross-SPC project portfolio, collected at mid-year, includes information about the extent of inclusion of gender, human rights and climate change in our projects
Member feedback was sought on the extent to which progress is being made on multidisciplinary programmes, programming that meets member needs, and integration of gender and human rights-based approaches. Gaps were identified

CHAPTER 10 D: IMPROVING PLANNING, PRIORITISATION, EVALUATION, LEARNING AND INNOVATION

The effectiveness of SPC's work with members depends on having appropriate planning, prioritisation, evaluation and learning processes in place. This year's Mid-Term Review was the opportunity to critically assess our progress and performance and to reflect on immediate and longer-term course correction for improved delivery and outcomes. Based on the review's findings, participants in SPC's annual learning and results workshop identified ways to embed lessons from three years of change and improve the planning of our future work.

SPC's divisions and programmes continued to invest in improved planning and MEL, including increasing staff capacity and trialling new systems and methods to measure development outcomes. In 2018, we completed five internal or external final programme evaluations, five programme mid-term reviews, and conducted three situational analyses or programme baselines.

PICTs are increasingly requesting SPC support for capacity development in MEL. SPC will need to refocus its MEL agenda to ensure it remains fit for purpose.

Performance story

Mid-Term Review of SPC Strategic Plan 2016–2020

CONTEXT

In 2018, SPC was at the mid-point of the Pacific Community Strategic Plan 2016-2020, which is the basis for our business planning and results reporting. It is important that we review the evidence of our performance and seek feedback from members to ensure the ongoing relevance and effectiveness of our work.

SPC's Strategy, Performance and Learning (SPL) team selected a 'realist evaluation' methodology for the Mid-Term Review because it provided a robust basis for understanding what works, and challenged us to think about in what context, why, and for whom our work is effective.

CHANGE PROCESS

The evaluation had two components:

- A performance analysis, which assessed evidence of progress against the nine development and five organisational objectives in the Strategic Plan, and enablers and barriers to progress based on a literature review and targeted interviews²⁶.
- A partnership survey of 276 stakeholders from member governments and other national and regional stakeholders²⁷.

The aims were to build a comprehensive understanding of the relevance, effectiveness and efficiency of our work in the Pacific region and the integration of cross-cutting social development issues, and also to identify any course corrections for the remainder of the Strategic Plan.

Significant achievements reported over 2016–2018:

- Improving the quantity, quality and accessibility of data to underpin evidence-based policies, including for management of natural resources and for health, education and gender equality
- Developing legislation, regulations, standards and policies in PICTs
- Supporting the implementation of legislation, regulations, standards and policies
- Improving safety and PICTs' responses to natural disasters
- Building the capacity of PICTs to manage their own affairs

(Charles Darwin University, 2018)

²⁶ The performance analysis executive summary will be available on www.spc.int/resource-centre

²⁷ See partnership survey executive summary: <http://purl.org/spc/digilib/doc/ryhzc>

RESULTS AND IMPACT

The partnership survey indicated that SPC's partners were positive regarding SPC's alignment with country priorities and needs, alignment with countries' strategic objectives, and responsiveness to changing country priorities and needs.

RELEVANCE OF SPC'S DEVELOPMENT OBJECTIVES

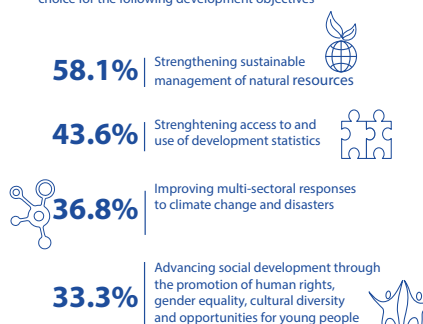
The **national survey** asked participants to rank the relevance of SPC's nine development objectives in relation to their own areas of work.

National survey respondents: Identified the following development objectives as **the most relevant (first-ranked) to their work**



Participants in the **regional survey** were asked to identify areas of work reflected in the nine development objectives for which SPC is the perceived partner of choice.

Regional survey respondents: Identified SPC as a partner of choice for the following development objectives



The relevance of SPC Development Objectives to national and regional partnership survey respondents

They felt moderate progress had been made toward the development objectives. Differences between respondents show that we need to do more to target our communications and engagement, and more to integrate gender and human rights in our country-level engagement.

Although the performance analysis was unable to quantify progress toward development objectives, there has been significant activity in this area. It noted progress in the evidence we collect about our results, but a need to improve how we measure the impact of our work for the communities we serve.

Both reports identified, in the environment of shrinking resources, the need to prioritise work not just by thematic area but by strategies and interventions. The partnership survey identified gaps in meeting member priorities through multidisciplinary approaches, and the performance analysis noted impediments to breaking down silos and working in a more integrated way.

SPC is responding to the results. For instance:

- the 2018 One SPC learning and results workshop included an in-depth discussion of organisational objective C: 'Address member priorities through multidisciplinary approaches' – an area that the partnership survey identified needed improvement;
- divisions are further analysing the partnership survey data to understand the feedback from their specific stakeholder groups, overlaying the findings with other evidence and using them to inform their business planning;
- the performance assessments for this report have been improved, based on recommendations from the performance analysis.

LESSONS LEARNED

- A key reminder from the process has been the invaluable insights that we gain from engaging with our members and partners.
- It is important to build a stakeholder engagement strategy into the design of any evaluation activity.
- The findings of the review will:
 - influence implementation of the Strategic Plan, including through divisional business plans and revision of SPC's PEARL policy planned for early 2019.
 - provide guidance on improving performance, demonstrating impact and engaging more effectively with members.
- The Mid-Term Review also presented findings on larger strategic opportunities that will need to be considered as part of the next Strategic Plan. Identifying these issues at the mid-term gives SPC time for discussion as an organisation and consultation with members.



Performance story

Building national capacity for monitoring and evaluation of climate projects



© Karim Iliya

When disaster strikes

CONTEXT

In 2016, under the ISACC project (Institutional strengthening for Pacific Island countries to adapt to climate change) a regional institutional assessment was done to identify PICs' capacity and institutional gaps and needs in accessing, managing and implementing climate change finance.

Following this, national assessments of climate change and disaster risk finance were done in Solomon Islands, Palau, Vanuatu and Federated States of Micronesia. A similar assessment for Kiribati was expected to be completed by the end of 2018.

These baseline assessments identified monitoring and evaluation (M&E) as being an area of significant need for PICs. With the large inflow of climate change finance to the region, and the complex reporting requirements of global mechanisms such as the Green Climate Fund, Adaptation Fund, Global Environment Fund and Least Developed Country Fund, PICs require capacity and tools to analyse, monitor, evaluate and report on how funding is being used for programmes and projects.

Project M&E in PICs is constrained by limited technical skills, data gaps and financial resources, especially for impact assessments.

Lack of M&E capacity constrains government and donor understanding of successful and effective approaches to reducing climate vulnerability and impedes efforts to scale up good practice for adaptation action. The strengthening of M&E for climate resilience systems and associated capacities is crucial to ensure informed decision-making, prioritisation and resource allocation at national and subnational levels.

CHANGE PROCESS

An 'M&E for resilience' training course was developed by an SPC MEL advisor in conjunction with the USAID ISACC project team. The course was piloted in Vanuatu in September 2018 before being conducted in Kiribati in October and Federated States of Micronesia in November. The training drew positive feedback from country participants, who reiterated the need for capacity development in M&E.

The five-day course aims to equip practitioners working in government and NGOs with the skills, knowledge and tools necessary for designing, monitoring and evaluating climate change programmes, projects and policies.

Twenty-two participants attended the training in Federated States of Micronesia, including representatives from national governments, state governments (Yap, Chuuk, Kosrae and Pohnpei) and NGOs, including some based in Pohnpei and Kosrae. Most of the participants currently work in the climate change, environment and disaster sector. Unfortunately, due to high demand for the limited places offered, participants from other government sectors (e.g. health and agriculture) were unable to attend.

RESULTS AND IMPACT

Most participants commented that this was the first time they had received specific training on M&E, even though a large number were aware of some of the concepts through their work. Participant feedback at the end of the course was positive, reflecting their high engagement over the five days.

"Practical experience applied through interesting group projects. Learned a lot more by applying knowledge than by lecture. Very engaged and motivated speakers with patience." – Comments from course participants.

Short interviews were conducted with some of the participants to discuss their key areas of learning and how they would apply the training in their professional roles.



"This training is very important as it provides basic principles of having a project in place where you can put together proposals and state your needs. This training is very important for me in my position." – Ismael H. Mikel, Executive Director, Environment Protection Agency, Chuuk.

Division: GEM

Donor: Government of the United States

CHANGE IN PRACTICE – Evidence of use of acquired knowledge, skills and capacities towards improving our performance

Progress in 2018

Increased monitoring, evaluation and learning capacity across SPC

The number of MEL staff in divisions increased by 5, with new appointments in RRRT (Lead, Monitoring, Evaluation and Knowledge Management), FAME (MEL Officer) and LRD (MEL Adviser and Information, Communication and Knowledge Management Specialist)

Provision of technical support to RRRT, SDP, SDD, OMD and GEM on data collection methodologies and tools, project development and project after-action review, leading to one funded proposal (SDD pilot of methodology for household income and expenditure surveys (HIES) in Marshall Islands) and intranet user satisfaction survey (OMD)

Production and dissemination of Pacific Community Results Report 2017, demonstrated use of improved MEL processes and tools and greater learning and adaptation.

Improved planning and project design

EQAP has put in place a country request methodology to support work planning processes and engagement with members

Following the FAME division-wide performance review in 2017, 49 key actions for 2018–2019 were identified in February 2018 to implement review recommendations. By December 2018, 18 of these actions were fully implemented, 26 had started and 5 were yet to start. Actions are focused on enhancing core business, leadership and governance, collaboration and communication and people development within the division
Theory of change developed for LRD business plan, and for separate pillars of the business plan and flagship programmes including CePaCT. Multi-stakeholder meetings fostered dialogue between LRD staff and government officials, international donors, partner agencies and the private sector. Outputs have been used for successful resource mobilisation
Increased use of mid-and end-of-year reflection sessions
10 out of 11 (91%) divisions and programme areas held end-of-year reflection sessions. 9 out of 10 (90%) of these sessions were self-facilitated with limited input required from SPL, demonstrating increased capacity of staff to prepare for and conduct planning and reflection processes. 8 out of 11 divisions held reflection sessions at mid-year
Increased capacity used to provide planning, monitoring, evaluation and learning (PMEL) support to our members and partners
FAME provided technical support at the national level for the first time to enhance PMEL for national fisheries policies and plans (Vanuatu)
SPL provided PMEL, technical advice and capacity to support regional partners (PIFS) and initiatives (Framework for Resilient Development in the Pacific). Other divisions provided technical support to members, including FAME (technical assistance to Vanuatu Fisheries Department) and GEM (MEL for climate change adaptation training)
CHANGE IN ATTITUDE PERFORMANCE INFORMATION – Evidence of change in our opinions, motivations, intentions
Progress in 2018
Staff highly engaged in One SPC learning and results workshop – 69% of respondents to the end-of-workshop survey reported high or very high engagement
PEARL policy embedded across all divisions and programmes, leading to systems improvements in reporting evidence-based results and an improved learning and adaptation cycle
Result scorecards by development objective produced for mid-year organisational reporting led to increased engagement and analysis by the Senior Leadership Team
5 proposals annually prepared as a collaborative effort, reflecting integrated programme approaches in GEM, with each proposal showing clear results and indicators
Completed 5 final programme evaluations, 5 programme mid-term reviews, and 3 situational analyses or programme baselines
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of improved knowledge, skills, capacities, awareness
Progress in 2018
A postgraduate unit on Monitoring and Evaluation for Climate Change and Disaster resilience developed in partnership with USP; 15 government officials trained
OUTPUT PERFORMANCE INFORMATION
Progress in 2018
PMEL toolkit enhanced with 6 new guidance notes (What is evidence? Theory of change, business plan guidance note, performance story interview guide, PEARL guidance on divisional reflections and PEARL guidance on One SPC learning and results reporting) to support consistent approaches

CHAPTER 10 E: ENHANCING THE CAPABILITIES OF SPC'S PEOPLE, SYSTEMS AND PROCESSES

The ongoing consolidation of SPC's internal systems towards a One SPC business model bore fruit in 2018, with the new integrated financial management information system close to roll-out, and the new HR leave management and performance development system in place. An employee engagement survey was undertaken to better understand our workforce, their perceptions and priorities. A baseline for recruitment of women and Pacific Island nationals was established to help SPC monitor our performance in this area over time. HR policies were developed and updated in consultation with staff.

Our new intranet went live in 2018 and a new video-conferencing system was set up. These resources have improved communication between our Noumea headquarters and Suva, Pohnpei and Vanuatu regional offices, promoting a One SPC culture and reducing travel costs.

Project management training conducted across SPC's divisions, programmes and internal services is building a group of agile project managers and having positive effects on project execution rates.

Performance story

SPC adopts its first Social and Environmental Responsibility policy



The Pacific Safety of Navigation Project was one of the five SPC projects selected to test implementation of the new SER policy and procedures

SPC's first social and environmental responsibility (SER) policy was adopted on 3 April 2018. The policy is designed to manage the social and environmental risks and impacts of all SPC activities in an ethical and sustainable way in three key areas: people, operations and programmes.

The SER was developed to enhance the fulfilment of staff and others involved in SPC activities, with SPC promoting diversity and inclusion, ensuring equal rights and providing a safe, healthy and dynamic work environment. The policy also applies to operations, with SPC committing to environmental protection with a focus on carbon neutrality and zero waste. Finally, the SER policy engages SPC in committing to support programmes and projects to deliver activities that maximise benefits while taking measures to avoid, minimise and manage negative social and environmental impacts.

Before the policy was adopted, there was extensive consultation with staff on the concept of social and environmental responsibility and the processes required to ensure SPC sustainability. There was also SPC-wide consultation to understand staff perceptions and requirements for an SER policy. This process was led by SPC's environmental sustainability coordinator in partnership with an environmental lawyer. The consultations informed the design of the policy, which not only meets staff needs but also meets the IFC standard PS1-8²⁸ as a requirement of Green Climate Fund accreditation.

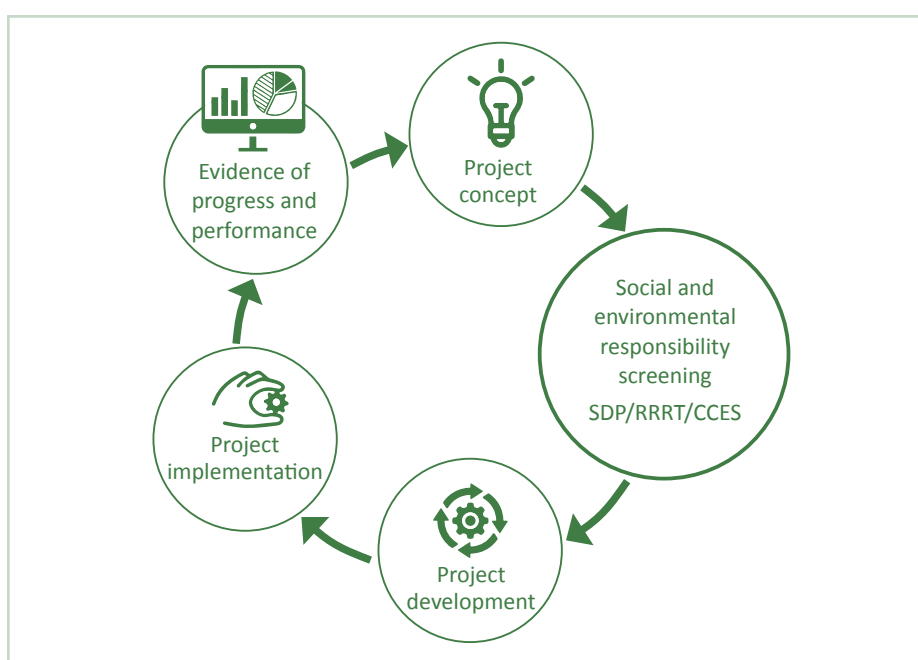
Since its adoption, the policy has been applied to five SPC projects – three during the design phase and two during the implementation phase. This process provided early feedback on implementation of the policy and how it can be practically applied to our projects. Project managers reported that the SER process is important to ensure we are taking steps to be more socially and environmentally responsible. The process itself was found to be positive and to not add too much work. Efforts now need to be made to ensure screening of as many SPC projects and programmes as possible.

28 International Finance Corporation Performance Standards

“Personally, I appreciated the possibility of carbon-offsetting my flights, as a practical and logical component of a social responsibility policy. I would like to see SPC adopt more of this kind of very practical ‘green’ action.”

– Francesca Pradelli, Policy and Legal Officer, SPC

As part of the policy implementation, a survey started in October 2018 to assess managers’ perceptions of project efficiency factors. To date, interviews with five senior project managers suggest that the decision-making process and stakeholder engagement are crucial to making sure projects are successful. As a tool designed to ensure stakeholder consultation and involvement from the project design stage, the SER screening process therefore seems a relevant tool for improving project performance.



Steps were taken to establish a social and environmental resource group with staff from cross-cutting SPC teams – the Regional Rights Resource Team (RRRT), Social Development Programme (SDP) and Climate Change and Environmental Sustainability (CCES) programme. The group exchanges knowledge on social and environmental responsibility, builds capacity and cooperates in mainstreaming social and environmental safeguards in SPC activities.

The policy has been timely, with the review of the programming process providing an opportunity to embed SER screening in the project appraisal process.

Division: CCES

Donor: Government of the United States

Performance story

Implementing organisation-wide projects

The Operations and Management Directorate's (OMD) three main teams (Finance, Human Resources and Information Services) initiated multiple projects with delivery dates in 2018. These included:



A new intranet. SPC had four intranet systems with out-of-date and irrelevant information. Creating a single authoritative access point to keep staff up-to-date and informed on governance, policies and procedures and activities within SPC was an important step in improving internal communication.



A video-conferencing system. SPC's highest cost is travel. Establishing a reliable video-conferencing system has the potential to improve internal meeting capacity and significantly reduce travel costs.



A new financial management information system (FMIS). Following the introduction of a single currency and One SPC in 2017, the building blocks were in place for a new FMIS with the potential to provide programme- and project-centric financial insights.



A new electronic performance development system and leave management system. Many of our HR processes were either manual or reliant on systems that were time-consuming and unreliable. The new HR systems will automate and streamline many day-to-day functions.



An update of staff regulations and policies. SPC's employee relations framework needed modernising, requiring significant investment of time in updating and reviewing staff regulations and policies.

RESULTS AND IMPACT

These projects required active change management to ensure OMD was successful in bringing the rest of SPC along. Lessons from previous reflection sessions revealed the need to improve project management practices, better understand client needs and involve clients in the design stage. It was also important to better coordinate within OMD, improve communication around change, and develop ways to measure results.

Based on these lessons, OMD chose to adopt a formal project management structure for each of its main projects. Each one had a project board and clear governance structure, with cross-team representatives to provide input.

Different methods of internal communication were trialled for each project, with teams learning from the experiences of other projects. For example, for the first time, videos were embedded in all staff emails to raise awareness of the launch of the new intranet and its features. The intranet itself allows for novel communication, with news stories alerting staff to cross-organisational projects. There is also an online method for providing feedback. Other forms of communication were trialled with more or less success, including all-staff information sessions, drop-in sessions and workshops on design content.

Each of the projects have had their own levels of success in both delivery and management of change. For example, the intranet has proved to be a valuable internal communication tool, with more than 200 stories being published in 2018, nearly 500 active users a week, and a high level of trust in the site. The video-conferencing system has helped reduce travel costs and encouraged innovative ways of holding remote workshops.



The new intranet, creating a single authoritative access point to keep staff up to date and informed on governance, policies and procedures.

LESSONS LEARNED

- The biggest lesson for OMD has been about how to manage change in practices across SPC. This process has helped to identify weaknesses and further areas for improvement.
- Good quality change management is time consuming and requires particular skills. The importance of early consultation must not be underestimated, though at times all the internal communication will still be seen as not enough.
- As OMD develops its new business plan for 2019 and beyond, there will be a renewed focus on change management, embedding project management standards, and continuing to improve internal communications.

Division: OMD

Donor: Governments of Australia and New Zealand with respect to the FMIS

CHANGE IN PRACTICE – Evidence of use of acquired knowledge, skills and capacities towards improving our performance

Progress in 2018

Improved financial stability and efficiency of services

Improved project financial execution, with 99% allocated budget spent (up from 73.4% in 2017)

Full-cost recovery implemented for ICT (100%) and Facilities. New cost recovery models introduced for Language Services, and for commercialisation of SPC services (interpretation and conference services)

Translation and interpretation cost recovery exceeded the target

Publishing cost recovery exceeded the transitional target

Project management fees represented 9.35% of project budgets (up from 5.25% in 2015). The increase contributes to SPC's financial stability and our ability to deliver for our members

Directors discussed a revised model for the allocation of core funds, improved cost recovery and co-resource utilisation, and implemented a pilot of core reallocation with the internal innovation fund

Annual financial statements were produced three months earlier than in 2015

Finance performance reports are distributed monthly and include detailed information on SPC's financial situation

Better use of our space

SPC's Suva campus has been consolidated and refurbished; the number of office sites has reduced from 7 to 5; and HQ office space has been optimised

Occupancy rates for Noumea housing have improved (93.4% occupancy)

Staff are engaged and supported

A succession planning model was piloted jointly by FAME and HR to trial tools for workforce planning and address skill and gender gaps. A succession plan for Deputy Director positions was formulated in response to the recommendations of the FAME performance review to ensure continuity of expertise and corporate knowledge. The plan supported a successful leadership transition for the Deputy Director, Coastal Fisheries Programme, in 2018

HR and systems issues related to restructure of GEM and LRD divisions were managed effectively. LRD retreat was used as a forum to get staff input on the new LRD business case and divisional structure. Other seminars included the Seeds Forum in June 2018

In 2018, all SDD job descriptions were revised and agreed to by staff, HR and Senior Management. The job descriptions align with the new SDD business plan

Recruitment efficiency increased, with average lead time (from requisition to offer) reduced by 11 days to 82 days. More than 6600 applications were received, 550 interviews were conducted and staff placements were made in 10 countries

Digital transformation and IT systems enable SPC staff to deliver effectively

Efficiencies achieved through implementation and development of:

- electronic performance development system
- improved financial management system
- improved leave management system
- payroll system

Improved network stability and increased bandwidth provide staff with more reliable ICT systems

Travel costs and CO₂ emissions reduced through implementation of improved video-conferencing services

Improved cross-organisational collaboration and management

Formal project teams established for key cross-organisational projects, including intranet, finance management system, leave and performance development systems, and Pacific Data Hub

New intranet improves access to trusted information for all SPC, with OMD posting regular updates and updating its own forms and templates

CHANGE IN ATTITUDE PERFORMANCE INFORMATION –Evidence of change in our opinions, motivations, intentions
Progress in 2018
Improved sense of OMD managers working as a team, based on their feedback at OMD's reflection session
PMEL evidence and learning used to support development of internal systems, processes and initiatives, including the financial management information system, country programming, incubator fund, innovation fund, One Health, PCCOS, and SDG alignment
SPC Executive committed to maintaining a cohesive Strategy, Performance and Learning team through short-term and long-term recruitment to ensure delivery of team objectives during a period of high turnover and change
CHANGE IN KNOWLEDGE PERFORMANCE INFORMATION – Evidence of improved knowledge, skills, capacities, awareness
Progress in 2018
Understanding our people
Established baseline for recruitment of women and Pacific Islanders, with the goal of improved representation of these groups in our workforce
Employee engagement survey (November 2018) provided a baseline for staff engagement, and identified priorities for internal communication, collaboration, learning and development
Review of SPC's overall remuneration, in tandem with outcomes of the staff engagement survey, have indicated areas for further investigation and follow-up
Capacity development and training
Improved leadership capacity within SPC following the delivery of leadership training
Increased knowledge of project management practices across SPC with more than 50 staff now certified as project managers, and improved knowledge of office software programmes with 40 staff trained
SPL invested in training and development of MEL practitioners across SPC through peer-to-peer learning opportunities, and external training based on learning needs identified in PMEL needs assessment and 2017 MELnet workshop
Data and information for decision-making
Governance compendium produced for the first time, providing easy access to SPC's governance documents and greater understanding
Financial performance reporting produced monthly and provided to the Senior Leadership Team. Includes inputs from areas across OMD relevant to SPC's overall health
Learning by doing
Pilot of master annual procurement plan complete. Lessons from the pilot, including the need for quarterly plans to respond to emerging needs, will be implemented in 2019
Organisational projects with significant data management components (PCCOS and Pacific Data Hub) piloted
Procurement post-approval audits at division level identified areas of poor compliance with procurement policy and need for training
OUTPUT PERFORMANCE INFORMATION
Progress in 2018
11 audits completed in 2018, including 6 for EU, 5 related to external specific project audits; 3 completed without management letter points.
Ineligible expenditure with EU significantly reduced from EUR 6.5 million to EUR 1.3 million (including EUR 750,000 for FFA) with all amounts fully provided for and internal measures taken to minimise such expenditure in future
EUR 34.5 million procurement processed for 11th EDF projects
Risk register updated and considered by the Audit and Risk Committee. Used to identify and target internal audits for 2018
Director-General's awards reinvigorated for 2018 with over 60 nominations across the 5 categories.
Improved satisfaction with IT services based on findings from customer satisfaction survey
Baseline set for translation and interpretation timeframes and client satisfaction
Quality of SPC publications improved with more than 80 fully compliant (including 4 in French) with publishing standards (including dissemination through the digital library)
PMEL requirements and reference to Strategic Plan included in upgrades to the finance system
Enhanced process for performance development, with an online system achieving 100% participation and more robust managers' assessments

Learning from our results

SPC's theory of change was revised in mid-2018, as part of the Mid-Term Review. The revision included identifying nine mechanisms, or ways of working, through which we achieve results. The following table summarises some of our lessons reported in this document through the lens of these nine mechanisms.

1. Knowledge capital: Data or evidence produced by SPC was used to inform policy or programmes	Decision-making by our member governments involves complex considerations beyond the technical advice and support that SPC provides. We can better support our member governments by making efforts to connect the delivery of our scientific advice to their decision-making, e.g. through the timing and format of advice; and through practical guidance and tools to apply the advice, such as in assisting members to prepare for the potential impact of climate change on tuna fisheries.
2. Perceived utility: A collaborative and participatory approach made outputs more relevant to local needs	Established systems and ways of working can hinder collaboration, with the potential for silos to form at regional, national, organisational, team or individual level. These can impact the extent to which our work reaches the people who can put it into action. More collaborative approaches in our work with Marshall Islands helped to break down these silos. With the support of SPC, Marshall Islands was able to advance gender mainstreaming and knowledge in gender analysis by including focal points from different ministries with other key stakeholders and statisticians in the process. This inclusive approach has helped to build a broad appreciation of the uses of gender statistics and how data is viewed by different stakeholders.
3. Human capital: Expertise and efficiency gains and application of skills in practice	Capacity building forms a crucial component of our work with members across all divisions and programme areas. National respondents to the partnership survey found that SPC could improve its effectiveness by focusing on sustainable capacity development, so that national staff have the ability and autonomy to operate independently of SPC.
4. Social capital: A collaborative and participatory approach helped to foster trust, and shared norms and values, contributing to effectiveness	The findings of the partnership survey revealed that we could do more as an organisation to build a One SPC culture and increase collaboration and communication between divisions and programme areas. These findings resonated with staff at the One SPC learning and results workshop, where it was acknowledged that internal partnerships are critical to the success of our external partnerships. Collaboration and partnership were similarly identified as important values for guiding multidisciplinary work to address our members' development objectives.
5. Demonstration effect: Exchanges, work placements or internships enable observation, understanding and trust in systems and processes presented	The demonstration effect occurs when individuals see the benefits of a particular way of working and then apply it in their own context. In our context, this may involve highlighting positive results achieved in one or several PICTs, which could act as a catalyst for action in other PICTs. For example, by taking the lead on the use of grab bags as a national programme, sharing its model with other PICTs and advocating for region-wide use, Tuvalu is providing an example of the demonstration effect.

6. Peer learning: Building mutual learning and cooperation between PICTs

Rather like the demonstration effect, peer learning is central to SPC's programme of capacity building. We recognise that in SPC and in member countries, specialist technical skills in the region are finite and we must leverage capacity where it exists. One way in which peer learning is facilitated by SPC is through peer-to-peer arrangements. In 2018, peer-to-peer was used to support Kiribati's population census. The Tuvalu National Statistics Office assisted in delivery of training and was a technical resource for implementation of a tablet-based collection – the first of its kind in Kiribati.

7. Integration: Multiple types of knowledge and resources were integrated to address complex problems

We recognise that addressing the big issues affecting our region, including climate change and NCDs, requires multiple types of *knowledge and resources*. This is reflected in our Strategic Plan. In recent years, SPC has been transitioning to new ways of working to adapt to the region's new realities. Several divisions and programme areas, including LRD and GEM, have been restructured, which affected how we delivered our work in 2018. While this process has been disruptive, staff also recognise that it has led to more strategic and integrated approaches.

8. Purposeful process design: SPC's understanding of different actors, institutions and contexts resulted in effective group facilitation

Much has been said about SPC's unique contribution to the region, based on our staff's knowledge of the different actors, institutions and contexts in the sectors we operate in. In 2018, RRRT redesigned its capacity building programme based on lessons learned and changing needs over time.

9. Feedback system: Assessment, monitoring and evaluation tools and processes contributed to useful feedback and improvement

Over the past five years, SPC has been working towards building a culture of evidence, which has meant leaving our comfort zones and increasing our capabilities in effectively monitoring and evaluating our work. Not only are reflective processes being held at divisional and programme level through the PEARL policy, we are also seeing demand for monitoring and evaluation tools and processes to assess and improve the performance of external and internal projects.



LOOKING TO 2019

The findings of the Mid-Term Review will guide the course corrections necessary to maintain the relevance, effectiveness and efficiency of our work. We are responding to our members' feedback in shaping the roadmap for planning and strategising for 2021 onwards. We are also preparing for the appointment of the next Director-General, whose leadership will be key in SPC's contribution to the Blue Pacific and 2030 Agenda for Sustainable Development.

Throughout this period of transition and change, we will keep our focus on our priority areas. We will continue to be creative in our approach to working in ways that meet members' needs, and to be fit for purpose and contextually relevant. Recent improvements in systems and processes have strengthened our organisation. Now, with an integrated platform and highly experienced staff, SPC is ready to progress to the next level of organisational maturity, working in partnership to support our members' realisation of their goals and aspirations for sustainable development.

INDEX

2030 Agenda for Sustainable Development 1, 9, 11 *see also* Sustainable Development Goals

A

accountability 77–78
accounting *see* finances
Achieve gender equality (SDG 5) 13, 48–49
Achieving SPC's organisational objectives 97–98 *see also* organisational objectives
ACIAR (Australian Centre for International Agricultural Research) 104
Adapting to Climate Change and Sustainable Energy (ACSE) project 38–39
Addressing members' development priorities 115–117
Advancing social development 63–71 *see also* social development
Affordable and clean energy (SDG 7) xviii, 11, 38–41
agriculture *see also* aquaculture; Centre for Pacific Crops and Trees; food security and safety; forestry; Land Resources Division
 partnerships 103–104
 post-disaster 56–57
 sustainable and adaptable 16, 38–39, 53
ANCORS (Australian National Centre for Ocean Resources and Security) 104
aquaculture 15, 17, 32–33 *see also* fisheries
Asia-Pacific Association of Agricultural Research Institutions 104
atolls 103
attitudes, performance information 27, 42, 61, 70, 80, 95, 110, 117, 122, 127
Australian Centre for International Agricultural Research 104
Australian government 104
Australian National Centre for Ocean Resources and Security 104

B

bigeye tuna 17–18
biodiversity xviii, 5, 11
biogas 38–39
biosecurity 15–16, 31–33 *see also* health
Bioversity International 104
Blue Pacific 1, 4
Boe Declaration on Regional Security 4
Build resilient infrastructure (SDG 9) 34–35, 107–108
businesses 37

C

capabilities 123–127
carbon footprint *see* climate change
censuses 46–47
Centre for Pacific Crops and Trees (CePaCT) 74–76, 104

child protection 13, 63
clean energy 38–39
Clean water and sanitation (SDG 6) 12, 23
climate action (SDG 13) xviii, 10–12, 54–59
climate change
 adapting to xviii, 5–6, 17–18, 53–59
 monitoring and evaluation of climate change projects 120–121
 partnerships 101–102
 vulnerability to 4
Climate Change Framework 6, 10–11
clinical radiology 108–109
coastal fisheries 15, 17
Coastal Fisheries Working Group 17
coconut oil 31
coconut rhinoceros beetles 21
coffee 31
collaboration *see also* Strengthening engagement and collaboration
 learning from results 128–129
 Looking to 2019 14
 strengthening 99–110
community-based organisations 64–66
conservation *see* environmental sustainability
Conserve and sustainably use the oceans (SDG 14) 11–13, 17–20, 32–33, 105–106
Convention against Torture 63
COP 24 - Climate Change Conference 101
Crop Trust 104
crops *see* agriculture; Centre for Pacific Crops and Trees
cultural diversity 63–64
curriculums 93–94
cyclones 56–57

D

data *see* statistics
Decade of Ocean Science for Sustainable Development (2021–2030) 16
Decent work and economic growth (SDG 8) 13, 25–26, 67–68
demonstration effect 128
Developing and applying fisheries science 17–20, 32–33, 102
Developing and applying plant and crop genetic resources 21–22, 74–77, 103–104
Development Minerals Programme 25–26
Development Objectives
 1: 15–30 *see also* natural resources
 2: 31–36
 3: 37–43 *see also* energy; transport, maritime
 4: 44–51 *see also* monitoring; statistics
 5: 52–62 *see also* climate change; disasters

- 6: 63–71 *see also* social development
- 7: 72–81 *see also* food security and safety; non-communicable diseases
- 8: 82 *see also* health
- 9: 90–96 *see also* education
- relevance of 119
- self-assessment against viii–x, xii–xv
- synergy with SDGs 9
- development partners *see* partner engagement
- diabetes 73
- Directorate of Marine and Mineral Resources 20
- disasters
 - managing xviii, 53–54, 56–59
 - vulnerability to 4
- disease *see* health; non-communicable diseases
- diversity 63–64
- domestic violence 13, 63, 102
- donors *see* funding
- E**
- economics 13
- education
 - improving 12, 90–96, 102
 - partnerships 102
- Educational Quality and Assessment Programme (EQAP) 12
- efficiency 128
- El Niño 12
- employment *see* staff; Youth@Work
- End hunger (SDG 2) 12, 74–76
- energy
 - clean energy 11, 37–43
 - prioritisation of xviii
- engagement 99–110
- Enhancing the capabilities of SPC's people, systems and processes 123–127
- Ensure access to affordable, reliable, sustainable and clean energy (SDG 7) xviii, 11, 38–41
- Ensure availability and sustainable management of water and sanitation (SDG 6) 12, 23
- Ensure healthy lives (SDG 3) 12, 77–80, 84–88, 108–109
- Ensure inclusive and equitable quality education (SDG 4) 12, 92–94
- environmental sustainability *see also* climate change
 - Pacific European Union Marine Partnership Programme 102
 - in pearl farming 13
 - prioritisation of xviii
 - sustainable agriculture and aquaculture 15–30
- epidemiology *see* health
- EQAP (Educational Quality and Assessment Programme) 12
- evaluation 118–122 *see also* self-assessment
- evidence-based culture 111–113
- executive summary xi–xviii
- expertise 128
- F**
- FAME (Fisheries, Aquaculture and Marine Ecosystems Division) 17, 19, 104
- family protection 13, 63, 102
- Federated States of Micronesia 83, 87–88
- feedback 129 *see also* evaluation; monitoring
- Fiji
 - agriculture 31, 34–35, 53
 - disaster management 58–59
 - health 84–86
 - Marine Conservation Park 54–56
 - mining 15, 25–26
 - ports 40–41
 - roads 34–35
- finances v, 6, 125
- fisheries *see also* aquaculture; Pacific Community Centre for Ocean Science
 - adapting to climate change 17–18
 - legislation 15
 - MEL handbook 12
 - OnBoard 19–20
 - partnerships 102, 104
 - progress in 17
 - safety of 105–106
- Fisheries, Aquaculture and Marine Ecosystems Division 17, 19, 104
- Five-Year Regional Collection Plan 45
- flooding 58–59
- FMIS (financial management information system) 125
- food security and safety 12, 33, 73–76 *see also* agriculture; fisheries
- forestry 21–22, 103
- Framework for Pacific Regionalism 1
- Framework for Resilient Development in the Pacific 10
- French Polynesia 13, 15, 19–20
- funding v, 6
- G**
- Gambier Islands 13, 15
- GEM (Geoscience, Energy and Maritime) Division 23
- gender equality *see also* domestic violence
 - employment 5, 12, 15, 37, 107
 - promoting 63
 - using statistics 48–49
- Gender equality (SDG 5) 13, 48–49
- Geoscience, Energy and Maritime Division 23

geospatial science 107–108
 global warming *see* climate change
 Goals 1–3: 9
 Good health and well-being (SDG 3) 12, 77–80, 84–88, 108–109
 governance, internal v, 123–127
 Green Climate Fund 6
 Green Pacific Port initiative 40–41
 greenhouse gases 40–41 *see also* climate change

H

health *see also* non-communicable diseases
 Pacific Public Health Surveillance Network 103
 partnerships 108–109
 public health surveillance and response 82–89
 RENI project 12
 Honiara 21, 40
 human capital 128
 human resources 5–6, 125–126 *see also* people, systems and processes
 human rights 12–13, 63–66 *see also* social development
 hygiene 12, 23

I

ICCPR (International Covenant on Civil and Political Rights) 63
 ICESCR (International Covenant on Economic, Social and Cultural Rights) 63
 impact performance information 26, 41, 59, 69, 80, 95
 Improving education quality 90–96 *see also* education
 Improving multi-sectoral responses to climate change and disasters 52–62 *see also* climate change; disasters
 Improving multi-sectoral responses to non-communicable diseases and food security 72–81 *see also* food security and safety
 Improving pathways to international markets 31–36
 Improving planning, prioritisation, evaluation, learning and innovation 118–122 *see also* learning from results; prioritisation
 Incubator Fund v
 Industry, innovation and infrastructure (SDG 9) 34–35, 107–108
 information services and technology 125–126
 infrastructure 53
 innovation 118–122
 integrating approaches v, 21–22, 56–57, 129
 Intergovernmental Oceanographic Commission of UNESCO 103
 internal governance v, 123–127
 International Center for Tropical Agriculture 104
 International Covenants 63
 international markets 31–36
 International Potato Center 104

Intranet 125
 inundation 58–59
 invasive species control 15
 IST (information services and technology) 125–126

K

Kingdom of Tonga 21, 63, 73
 Kiribati 23–24, 46–47, 104
 Kiribati Development Plan 11
 Kiribati Voluntary National Review 11
 Kiritimati Island 23–24
 knowledge *see also* scientific and technical advice
 capital 128
 performance information 28–30, 36, 42, 50, 61, 70, 81, 89, 95–96, 110, 113, 117, 122, 127

L

Land Resources Division 21–22
 land use 21–22, 103 *see also* agriculture; forestry
 learning from results
 executive summary xviii
 improving 118–122
 ways of working and 128–129
 leave management 125
 legislation 13, 15 *see also* names of specific Acts
 leptospirosis 84–86
 Lessons learned
 aquaculture 20, 33, 106
 climate change 56
 development priorities 116
 disasters 58
 education 93–94
 energy 39, 41
 food security 76
 health 86, 88
 LRD 22
 member engagement 108
 mineral industry 26
 NCDs 78
 partnerships 109
 people, systems and processes 126
 planning, prioritisation, evaluation, learning and innovation 119
 rural roads 34–35
 scientific and technical advice 113
 social development 66
 statistics 47, 49
 water 24
 Life below water (SDG 14) 11–13, 17–20, 32–33, 105–106
 local businesses 37
 Looking to 2019: 129

- climate change and disasters 54
- education 91
- environmental sustainability 16
- international markets 32
- NCDs and food security 74
- organisational objectives 98
- partnerships 104
- public health 84
- SDGs 14
- social development 64
- statistics 46
- transport and energy 38
- low-carbon energy 38–39

M

- M&E (monitoring and evaluation) 120–121
- Macron, Emmanuel 5
- MANA (Monitoring Alliance for NCD Action) 14, 73, 77–78
- maritime industry 37–38, 40–43 *see also* aquaculture
- markets 31–36
- Marshall Islands 33, 48–49
- mechanisms of working 128–129
- MEL (Monitoring, Evaluation and Learning) viii, 12, 111–113
- member countries and territories iv, 1 *see also* Strengthening engagement and collaboration
- Micronesia 83, 87–88
- micro-qualifications 92–93
- Mid-Term Review of the Pacific Community Strategic Plan 2016–2020
 - findings of v, xi–xvi, 6, 97
 - performance story 118–119
- minerals 23–26
- mission 2
- moi 33
- monitoring 120–121 *see also* Strengthening access to and use of statistics
- Monitoring, Evaluation and Learning viii, 12, 111–113
- Monitoring Alliance for NCD Action (MANA) 77–78

N

- National Statistics Offices 11
- natural resources *see* agriculture; energy; environmental sustainability; forestry; land use; water
- New Zealand v
- Niue 31
- non-communicable diseases (NCDs) 72–74, 77–80

O

- objectives *see* Development Objectives; organisational objectives

- Ocean Bulletin 23
- Ocean Portal 23
- oceans xviii, 11–12, 23–26 *see also* fisheries; Intergovernmental Oceanographic Commission of UNESCO; maritime industry; Pacific Community Centre for Ocean Science; Pacific Ocean
- OMD (Operations and Management Directorate) 125–126
- OnBoard 19–20
- One Planet Summit 5
- Operations and Management Directorate 125–126
- organisational context 5–8
- organisational objectives viii–ix, xvi, 97–98 *see also* Improving planning, prioritisation, evaluation, learning and innovation; knowledge; learning from results; people, systems and processes; Strengthening engagement and collaboration
- output performance information 28–30, 36, 42–43, 50–51, 61–62, 70–71, 81, 96, 114, 122, 127

P

- Pacific Centre for Renewable Energy and Energy Efficiency 11, 37
- Pacific Community
 - about xi
 - member countries and territories iv, 1
 - organisational context 5–8
 - self-assessment *see* self-assessment
 - theory of change 2–3, 128–129
 - vision, mission and values 2
- Pacific Community Centre for Ocean Science v, 11, 17
- Pacific Community Strategic Plan v, 2–3, 97 *see also* Mid-Term Review of the Pacific Community Strategic Plan 2016–2020
- Pacific Data Hub 12, 115–116
- Pacific European Union Marine Partnership Programme 102
- Pacific Fisheries Leadership Programme 102
- Pacific Geospatial and Surveying Council 107–108
- Pacific Heads of Health Meeting 2018 14
- Pacific Islands Literacy and Numeracy Assessment 12
- Pacific Ocean 4, 17, 32–33
- Pacific Partnership for Atoll Water Security 103
- Pacific People Advancing Change 64–66
- Pacific Public Health Surveillance Network 103
- Pacific Roadmap for Sustainable Development 10
- Pacific Safety of Navigation Project 123
- Pacific Statistics Methods Board 45
- Pacific Statistics Partnership Programme 45
- Pacific Sustainable Development Goals Taskforce 10–11
- Pacific Sustainable Development Report 2018 10
- Papua New Guinea 33
- Paris Agreement 5

- partner engagement 99, 101 *see also* funding
 - clinical radiology 108–109
 - Looking to 2019 104
 - multi-stakeholder partnerships 102
 - performance information 110
 - research partnerships 104
 - technical partnerships 103
 - Partnerships for the goals (SDG 17) 46–47
 - Pathways Project 104
 - PCCOS (Pacific Community Centre for Ocean Science) v, 11, 17
 - PCREEE (Pacific Centre for Renewable Energy and Energy Efficiency) 11, 37
 - Peace, justice and strong institutions (SDG 16) 13, 64–66
 - pearl farming 13
 - peer-to-peer cooperation 103, 129
 - people, systems and processes 123–129
 - perceived utility 128
 - performance assessment *see* self-assessment
 - performance development system 125
 - performance information
 - climate change and disasters 59–62
 - development priorities 116–117
 - education 95–96
 - engagement and collaboration with members and partners 110
 - environmental sustainability 26–30
 - health 89
 - international markets 35–36
 - NCDs and food security 80–81
 - people, systems and processes 126–127
 - planning, prioritisation, evaluation, learning and innovation 121–122
 - scientific and technical advice 113–114
 - social development 69–71
 - statistics 49–51
 - transport and energy 41–43
 - performance stories
 - climate change and disasters 54–59
 - development priorities 115–116
 - education 92–94
 - environmental sustainability 17–20, 21–26
 - international markets 32–35
 - NCDs and food security 74–80
 - partnerships 105–109
 - people, systems and processes 123–126
 - planning, prioritisation, evaluation, learning and innovation 118–121
 - scientific and technical advice 111–113
 - social development 64–68
 - statistics 46–49
 - transport and energy 38–41
 - pests 15
 - PEUMP (Pacific European Union Marine Partnership Programme) 102
 - PFLP (Pacific Fisheries Leadership Programme) 102
 - PGSC (Pacific Geospatial and Surveying Council) 107–108
 - PILNA (Pacific Islands Literacy and Numeracy Assessment) 12
 - planning 118–122
 - plants *see* agriculture; forestry
 - plastic waste 13
 - Polynésie Française 13, 15, 19–20
 - population 1, 46–47
 - ports 40–41
 - Post Disaster Needs Assessment 57–58
 - PPAC (Pacific People Advancing Change) 64–66
 - PPHSN (Pacific Public Health Surveillance Network) 103
 - practice performance information 26–27, 35, 41–42, 49–50, 59–61, 69, 80, 89, 95, 110, 116–117, 121–122, 126
 - prawns 33
 - prioritisation v, xvii, 115–122
 - process design 129
 - processes, people and systems 123–129
 - Promote peaceful and inclusive societies (SDG 16) 13, 64–66
 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work 25–26, 67–68
 - PRSD (Pacific Roadmap for Sustainable Development) 10
 - public health *see* health
 - Public health surveillance 87–88, 103
- Q**
- Quality education (SDG 4) 12, 92–94
- R**
- radiology 108–109
 - ratings *see* self-assessment
 - Readiness for El Niño (RENI) project 12
 - recycling 13
 - Regional data coordination and dissemination 19–20, 46–49, 103
 - Regional Deep Sea Minerals Agreement 23
 - Regional education qualifications and assessment 92–94, 102
 - Regional Fisheries Management Organisation (RFMO) 17
 - Regional Rights Resource Team 64–66
 - renewable energy 11
 - RENI project 12
 - report, about viii–x
 - Republic of Marshall Islands *see* Marshall Islands

RESCCUE project 13
 research partnerships 104
 resources *v see also* natural resources
 Restoration of ecosystem services and adaptation to climate change project 13
 results, learning from *see* learning from results
 results hierarchy and framework ix
 results reporting methodology viii–ix
 reviews *v see also* self-assessment
 RFMO (Regional Fisheries Management Organisation) 17
 rights *see* human rights
 RMI *see* Marshall Islands
 roads 34
 RRRT (Regional Rights Resource Team) 64–66
 rural roads 34

S

Samoa Energy Efficiency Regulation 37
 SAMOA Pathway 1, 4
 sandalwood 21
 sanitation 12, 23
 schools *see* education
 scientific and technical advice
 climate change and disasters 61–62
 education 96
 environmental sustainability 28–30
 international markets 36
 NCDs and food security 81
 social development 70–71
 statistics 50–51
 strengthening 111–114
 transport and energy 42–43
 SDD (Statistics for Development Division) 104
 security 4
 Seed Centres 73
 self-assessment *see also* Mid-Term Review of the Pacific Community Strategic Plan 2016–2020
 climate change and disasters 54
 development objectives xii–xv
 education 91
 of environmental sustainability 16
 international markets 32
 methodology viii–ix
 NCDs and food security 74
 organisational objectives xii, xvi, 98
 public health 83
 social development 64
 statistics 45
 transport and energy security 37
 using the performance assessment tool ix

SER (Social and Environmental Responsibility) policy 6, 123–124
 shrimp 33
 small island developing states (SIDS) 4
 Social and Environmental Responsibility policy 6, 123–124
 social capital 128
 social development *v*, 63–64, 69–71 *see also* economics; gender equality; human rights; Youth@Work
 Solomon Islands 40–41, 63, 104
 SPC *see* Pacific Community
 staff 5–6, 125–126 *see also* people, systems and processes
 statistics
 measuring and reporting SDGs 11–12, 14
 OnBoard 19–20
 partnerships 103
 strengthening access to and use of 45–51
 Statistics for Development Division 104
 strategic organisational objectives *see* organisational objectives
 Strategic Plan *v*, 2–3, 97 *see also* Mid-Term Review of the Pacific Community Strategic Plan 2016–2020
 Strengthen the means of implementation and revitalize the global partnership (SDG 17) 46–47
 Strengthening access to and use of statistics 44–51 *see also* monitoring; statistics
 Strengthening engagement and collaboration 99–110 *see also* collaboration
 Strengthening regional public health surveillance and response 82–89 *see also* health
 Strengthening sustainable management of natural resources 15–30 *see also* environmental sustainability; natural resources
 Strengthening sustainable transport and energy security 37–43 *see also* energy; transport, maritime
 sugar cane 34–35
 surveying 107–108
 Sustainable Development Goals
 2: 12, 74–76
 3: 12, 77–80, 84–88, 108–109
 4: 12, 92–94
 5: 13, 48–49
 6: 12, 23
 7: xviii, 11, 38–41
 8: 13, 25–26, 67–68
 9: 34–35, 107–108
 13: xviii, 10–12, 54–59
 14: 11–13, 17–20, 32–33, 105–106
 16: 13, 64–66
 17: 46–47
 compilation of 45
 contributions to xviii, 9–14, 31, 37, 45, 53, 63, 73, 91

Looking to 2019 14
measurement and reporting of 11–12
progress wheel 9, 12
supporting thought leadership and coordination on
10–11
in this report viii
Sustainable Energy Entrepreneurship Facility 37
sweet potatoes 53
systems, people and processes 123–129

T

Tails (app) 17
Take urgent action to combat climate change (SDG 13)
xviii, 10–12, 54–59
taro 53
technical advice *see* scientific and technical advice
technical partnerships 103
theory of change 2–3, 128–129
Thunnus obesus 17–18
Tide Calendars 23
Tonga 21, 63, 73
trade 31–36 *see also* maritime industry
transport, maritime 37–38, 40–43
trees *see* forestry
tropical cyclones 56–57
tuna 17–18
Tuvalu 38–39, 105–106

U

UNESCO 12, 103
United Nations 4, 13, 63
universities *see* Improving education quality
University of Wollongong (UoW) 104
utility 128

V

values 2
Vanuatu
country programme 6
disaster response 56–58
education 93–94
partnerships 104
trade 33
Vatu-i-Ra Conservation Park 54–56
video-conferencing 125
vision 2

W

Wake Up! 79–80
waste 13
water 12, 23–26, 103 *see also* oceans

ways of working 128–129
Western and Central Pacific Fisheries Commission
(WCPFC) 17–18
women *see* gender equality
work 63, 67–68 *see also* staff
WorldFish 104

Y

Yap 87–88
Youth@Work 63, 67–68

Z

Zero hunger (SDG 2) 12, 74–76

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