GLOSSARY

SPC Strategic Plan 2022 – 2031

The strategic plan has been crafted using a blend of global strategy language, Pacific ways of knowing and being and organisational concepts specific to SPC. At the request of the CRGA Subcommittee for the Strategic Plan, this glossary serves to provide a shared understanding of definitions and terminologies through a single reference point across policy, programming and planning language.

These terms are consistent with those utilised by other SPC glossaries including from the Pacific Regional Culture Strategy, Planning Monitoring, Evaluation and Learning (PMEL) glossary, SPC programming, the Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy and the Social and Environmental Responsibility (SER) policy.

These terms are presented alphabetically.

TERMS

Blue Pacific:

The Blue Pacific is about all Pacific people. It is about people in an ocean of islands who recognise their needs and potential, who plan and own their development agenda, and who can act collectively for the good of all, rather than a few (Pacific Islands Forum leaders, 2017). The 2050 Strategy for the Blue Pacific Continent seeks to "secure the viability of our region by 2050 and realise the Leaders vision for the Pacific and guides all regional stakeholders, including partners and donors".

Business plan:

Each division or programme business plan contains a description of context, key stakeholders, budget and resource mobilisation plan, risk matrix, theory of change and results framework clearly linked to SPC's Strategic Results Framework, as well as a workplan linked to results.

Capabilities:

A capability is the ability to perform a particular task or activity; the specific scientific and technical knowledge and expertise; the operational and technological competencies our SPC staff bring to the value proposition of SPC.

Capacity development:

Methods used to strengthen individuals, communities, institutions or organisational capacity or to achieve specific learning goals, which in turn support SPC members to achieve their development objectives. Capacity development interventions at SPC can take the form of formal or informal, accredited or non-accredited training, train-the-trainer, mentoring, coaching, on-the-job support, leadership development, demonstration, remote support, attachment, workshop, conference, participant-driven peer exchanges, other expert-driven technical assistance and capacity effectiveness.

Country programmes:

Country programming is a participatory prioritisation process with national governments to strengthen engagement and collaboration with members and partners. Country programmes are informed by national priorities and national development policies, SPC's strategic plan and SPC capabilities. The aim is to support the shared objectives of SPC and its member countries and to improve programmes and project designs that deliver measurable outcomes in line with country priorities. A strong focus is on multi-sectoral and multi-disciplinary approaches to provide solutions to complex problems and issues identified as priorities for members.

Culture:

Culture is defined as and refers to the way of life of a particular group of people including their values and belief systems, worldviews, philosophies, and knowledge systems expressed through their language(s).

Data:

Data, in the context of the strategic plan, refers to facts, statistics or pieces of information collected for reference or analysis. Data can be structured (such as comma separated values or CSV) and unstructured (such as in portable document format or PDF), can include text, spatial, audio, images and video information. It can be 'big data', which are larger, more complex data sets, often collected with higher frequency and from new data sources. The proliferation of data in organisations like SPC, has resulted in added emphasis on data management to ensure quality, accuracy, documentation and currency of data. SPC is focused on being datacentric and considers data an asset for the public good.

Digitalisation:

Digitalisation refers to enabling or improving processes by leveraging digital technologies and digitised data. It is the integration of digital technologies and data into everyday life, the running of business operations and the delivery of public services. One way to look at digitisation, digitalisation and digital transformation from a business context is described below:

Technology
i. We digitise information
ii. We digitalise processes and roles that make up the operations of a business

People and culture
iii. We digitally transform the business and its strategy.

Equality:

Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and abilities. It is the belief that people in all their diversities must be treated fairly.

Equity:

Equity recognises that everyone does not begin in the same place in society. Hence, to ensure fairness, resources and measures must be allocated so that people benefit equally.

Flagship programme:

Significant/scalable programmes for the key areas of SPC's cross-cutting work. They bring together and connect capabilities and resources – the projects, funding, and people – from across the organisation to achieve collective impact in the key thematic focus areas in the strategic plan.

(Strategic) Foresight:

An established discipline that allows the creation of functional views of alternative futures and possibilities. Through this process, organisations and people are better prepared for potential threats and can capitalise on hidden opportunities.

Gender-sensitive systems:

An organisational-wide system where the needs and priorities of people in all their diversities are routinely applied across processes and practices.

Good governance:

Good governance provides an important foundation for any organisation. It builds trust, accountability and enables a participatory and inclusive decision-making process, resulting in better outcomes for its members and the increased confidence of our partners. SPC has focused on improving our internal governance processes, and building a culture of accountability, that better serves members and partners. SPC good governance video

Integrated programmes:

Long-term programmes that bring together SPC's sectoral capabilities for greater impact in addressing key development opportunities and challenges in the Pacific region. These programmes have clear impact pathways, including long-term goals and medium-term development outcomes.

Key focus areas:

Our interconnected key focus areas have been shaped by the analysis of member plans and priorities, COVID-19 assessments, SPC's mandate, capabilities, regional commitments and the SDGs. They promote working in more integrated and interconnected ways, while enhancing the technical and scientific capabilities that we are known for, and the relationships across the region, and beyond.

KFA 1 – Resilience and climate action: Sustainable, resilient systems for effective decision-making, informing coherent climate, oceans and land action, and resilience to changing conditions and extreme events; improving access to capacity, finance, Pacific knowledge, and science and technology. We work across disciplines to optimise our capabilities and resources, with Pacific data statistics and knowledge providing relevant analysis for action.

KFA 2 – Natural resources and biodiversity: A thriving, productive and resilient ecosystem and community, conserving, managing, integrating and restoring our ecosystems: wetlands, water sources, oceans, oceanic and coastal fisheries resources and international waters, biodiversity, landscapes, energy, geo-resources, soil and plant genetic resources. We address societal challenges and make gains in wellbeing and biodiversity by protecting, managing, and restoring our natural and modified ecosystems and habitats.

KFA 3 – Food systems: A food system is the interaction of food-related activities, including production, distribution, consumption and waste management, that are carried out across different socio-economic and environmental contexts, centred in the Blue Pacific and its interlinkages across land and oceans, fisheries and agriculture, production and trade.

KFA 4 – Equity, education and social development: Equity focuses on promoting and protecting human rights in the region. Education takes action on quality, relevant and accessible learning pathways, with a well-supported teaching profession to deliver meaningful student learning outcomes and wellbeing. Social development integrates and considers gender equity, youth, culture and diverse identities and abilities in ensuring no one is left behind.

KFA 5 – Sustainable economies and livelihoods: Pacific people, our human resources and capabilities are central to economies, livelihoods and technical training. Valuing the balance between developing and growing our economies, ensuring people's wellbeing, and addressing risks and ecological scarcity, we inform and engage in formal and informal systems, encompassing economies, resources and social protection.

KFA 6 – Planetary health: Human health links inextricably with the health of our planet, and our Blue Pacific region depends on human health, nourishing natural systems, and the wise stewardship of natural resources. Beyond just human health, we relate health to the environment, ecology, animals, and the system that supports the health and wellbeing of Pacific people. Securing a healthy region will require collaboration between human health and veterinary sectors, focusing on healthy futures, innovating for health protection and promotion.

KFA 7 – Transforming institutional effectiveness: Effective institutions are essential to good governance, socio-economic development, peace and prosperity. There are multiple pathways to transformation as context matters; Pacific-specific reforms lead to more resilient and embedded transformation. Complexities, uncertainties on top of political and environmental challenges require localised solutions, ownership and partnerships.

Mainstreaming:

At SPC, mainstreaming describes the process of integrating gender, human rights, culture, youth, climate change or disaster risk management concepts, standards, etc., into projects, initiatives, government policies or legislation, individual or group practices, etc.

Matrix management:

Capabilities are harnessed from SPC Divisions to contribute to an integrated programme or flagship. In matrix arrangement, teams report to multiple managers (usually the Divisional Director and a project lead). The matrix design strengthens collaboration, enhances cross-team communication, systematically exposes teams to new or alternative ideas, and stimulates bottom-up innovation.

One SPC:

Serving our members as One SPC, with a transformed structure, capabilities, programmes and processes across the Pacific Community system. We strive for interconnectedness to ensure all our members' interactions with us are as meaningful, relevant and seamless as possible – encompassing our divisions, regional offices, finance, procurement and legal teams. Our own effectiveness as an institution, with a valued, well cared-for staff across the region, translates into our own effectiveness as an institution in service of our membership.

Pathway:

The sequence of actions over the three-, five-, eight- to 10-year horizon that, with SPC capabilities, partnerships with members and other organisations, will take us from the current state to the 2031 vision.

Resilience:

The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management."

Social and environmental responsibility:

Aims to manage, in an ethical and sustainable way, the social and environmental risks and impacts inherent in all SPC activities in three key areas – people, operations and programmes. A **people-centred approach** focuses on improving sustainability, social justice and participatory decision-making. It is based on the values of respecting, protecting, promoting and fulfilling the rights of the Pacific people in all their diversities.

Social inclusion:

The process of improving the terms of participation in society (with a focus on the marginalised and disadvantaged) through enhancing opportunities, facilitating better access to resources, giving people in all their diversities more voice, and respecting human rights.

Socialisation guide:

A live aid-to-navigation to increase the relevancy and ownership of the strategic plan. It seeks continued engagement required for the implementation of the strategic plan. It provides tips on having conversations about the strategic plan, its availability and content, allows the collection of feedback and ideas to strengthen interactions and applying learning and adapting over the strategic plan's lifetime.

Strategic results framework:

The visual depiction of the change process from a current state (baseline) to a future state (target). Using outputs (products, goods or services we deliver) and outcomes (changes in knowledge, attitude and practices) and institutional changes required for impact. Indicators provide sign posts of progress towards the targets set or adaptations made during implementation.

Theory of change:

The explicit and measurable description of social, environmental and economic change that maps the causal pathways from goals through results (outcomes and outputs) to inputs, including who we work with, how we work, our capabilities and the assumptions made about how we will effect and contribute to change.

Values:

Guide the way in which strategy and mission are executed and support the organisation's vision and shape its culture. They constitute the beliefs that guide the behaviours, conduct, activities and goals of the Pacific Community. The embodiment of the values is foundational to the success of the implementation of the strategic plan.

Value proposition:

A clear definition of how SPC works with members in ways that members value, and how SPC serves the region uniquely amongst its CROP sister agencies and implementing partners.

Wellbeing economy/indicators:

A wellbeing economy recognises that people need to restore a harmonious relationship between society and nature, enjoy a fair distribution of resources, and live in healthy and resilient communities.