



Pacific
Community

Communauté
du Pacifique

STRATEGIC PLAN 2022–2031

*Sustainable Pacific development
through science, knowledge
and innovation*

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Original text: English

Pacific Community Cataloguing-in-publication data

Strategic Plan 2022-2031: sustainable Pacific development through science, knowledge and innovation / Pacific Community

1. Pacific Community.
2. International agencies – Oceania.
3. Technical assistance – Oceania.
4. Strategic planning – Oceania.
5. Regionalism – Oceania.

I. Title II. Pacific Community

341.246

AACR2

ISBN: 978-982-00-1331-5

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FOREWORD

CHAIR OF THE TWELFTH CONFERENCE OF THE PACIFIC COMMUNITY

On behalf of the Pacific Community's (SPC) governing council, it gives me great pleasure to present the Pacific Community's Strategic Plan 2022 to 2031.

It has been a privilege to chair the consultations amongst SPC members and stakeholders in endorsing this Plan. I thank the Subcommittee for their work on the Strategic Plan and SPC's Secretariat for their commitment to ensuring a member-driven, inclusive and consultative approach, despite the challenges caused by the COVID-19 pandemic. The Plan's completion and endorsement is testament of our shared stewardship towards developing and transforming our Blue Pacific Continent.

'Blue Prosperity and Pacific Well-Being' is the thematic session of the Twelfth Conference of the Pacific Community, reflecting our new Strategic Plan's vision: A peaceful and prosperous region committed to a people-centred approach to sustainable development that is unique to the Blue Pacific, and that defines our progress and ambitions through our own interpretation of well-being and success, beyond traditional measures like GDP. We acknowledge the centrality of our blue resources and our shared custodianship for the Ocean, as set out in the long-term vision for prosperity in the [2050 Strategy for the Blue Pacific Continent](#).

The Plan reflects a commitment to resourcing and transforming the Pacific Community's interventions, serving its members as One SPC and holding itself accountable through professional development, institutional effectiveness, good governance and equitable partnerships in its application of Pacific science, knowledge and innovation for sustainable development. The strategic results framework combined with the values enshrined in the Plan, will ensure that our indicators of success are anchored in a Pacific context and measured in an accountable and constructive manner.

I encourage all SPC members and partners to use this Strategic Plan as a navigational tool to support our efforts and aspirations over the coming decade as we embark together on this collective journey.

We are stronger together, as one Blue Pacific.



Honourable Johnny Koanapo Rasou, MP

Minister of Finance and Economic Management of the Vanuatu Government, and Chair of the 12th Conference of the Pacific Community

DIRECTOR-GENERAL OF THE PACIFIC COMMUNITY

On our 75th anniversary, we the Pacific Community have our eyes firmly fixed on the future. With millennia of cultural wisdom, science and learning filling our sails, our course is charted for 2031. I am pleased to present the Pacific Community's Strategic Plan 2022 to 2031, outlining our ten-year commitment to developing a resilient Blue Pacific: a region of peace, harmony and prosperity for all.

As the premier scientific and technical intergovernmental organisation in the Pacific, SPC is proud to be applying our collective capabilities in science, knowledge and innovation to serve the people of the Pacific in reaching their sustainable development goals and aspirations. By placing Pacific people at the centre of our approaches, and with our deep understanding of Blue Pacific contexts and worldviews, we embark on the journey to implement the Strategic Plan that encompasses the insights and foresight of our members, staff and key stakeholders. It builds on learning from our previous plans and aligns with the 2050 Strategy for the Blue Pacific Continent.

We hold ourselves accountable to the Pacific values enshrined in this Strategic Plan and to serving our Blue Pacific region in progressing our four development goals:

Goal 1: All Pacific people benefit from sustainable development

Goal 2: All Pacific communities and cultures are empowered and resilient

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

Goal 4: One SPC delivers integrated programmes through streamlined services

As a member-owned organisation, SPC commits to transforming and adapting as an institution to respond to our members' unique and evolving priorities, including the ongoing impacts of the COVID-19 pandemic. In doing so, we draw on the strength of our diversity, including the vast interdisciplinary expertise and multi-cultural backgrounds of our 650+ staff located across the region.

SPC has proudly served its members for 75 years. Guided by this new Strategic Plan, we begin our voyage into the next decade with the confidence and determination to support all Pacific peoples to meet the many challenges and opportunities ahead.

We welcome all those who wish to join our vaka as we begin this journey.



Dr Stuart Minchin,
Director-General of the Pacific Community



INTRODUCTION

Pacific people have been wayfinders and stewards of our region for centuries, using knowledge to sustain life, livelihoods and well-being. The Pacific Community Strategic Plan 2022–2031 guides the Pacific Community in developing and transforming our Blue Pacific Continent.

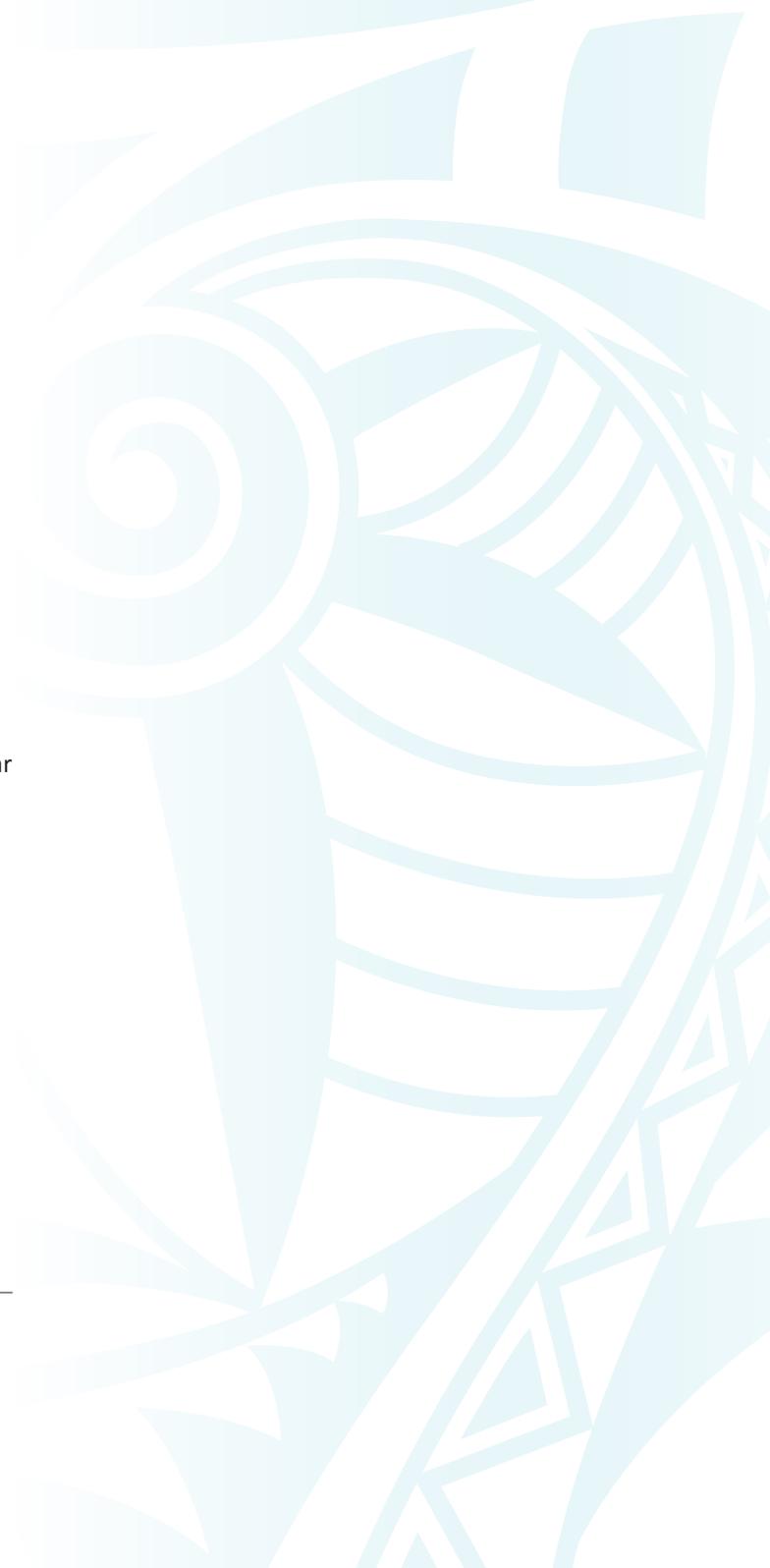
The Pacific Community (SPC) is the principal scientific and technical organisation supporting development in the Pacific region. We are an international organisation with a mandate articulated in [Article IV of the Canberra Agreement](#); and one of nine member agencies of the Council of Regional Organisations of the Pacific (CROP).

As a Pacific organisation, we interweave science, technology and innovation with cultural wisdom and indigenous knowledge for our region's collective betterment. We serve the people of the Blue Pacific. Across the 27 members of our Pacific Community, the region's unique and vibrant cultures are 'the breath that blows the conch shell of a nation's identity, intellectual, moral and spiritual life'¹. We support SPC staff well-being and build trusted partnerships, secure in our shared identity and worldview.

This plan is shaped by foresight, evidence and analysis generated by SPC members, staff and partners. The participatory approach was inclusive of diverse perspectives, creating ownership and identifying pathways of action toward our shared future visions.

Setting course through to 2031, we build on previous strategies, COVID-19 recovery efforts, sustainable development commitments and the onward voyage to the Blue Pacific of 2050. We will continue to collaborate, mobilise resources and capabilities to strengthen and complement existing regional mechanisms. Through our convening power, we will amplify Pacific voices across regional and international forums. With a focus on learning and adaptation, as well as results to impact, this strategy will be reviewed at the third, fifth and eighth year milestones to remain relevant, responsive and coherent with other regional strategies.

¹ [Regional Culture Strategy: Investing in Pacific Cultures 2010-2020](#)



VISION

We are voyaging towards a resilient Pacific. A region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy, sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment and resources of our Blue Pacific Continent. We recognise our role as stewards of our Pacific Ocean and are responding with urgent collective action to the threat of climate change.

Mission

To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.

Value Proposition

The Pacific Community supports sustainable development by applying a people-centred approach to science, research and technology across all of the Sustainable Development Goals (SDGs). We serve our members by interweaving and harnessing the nexus of climate, ocean, land, culture, rights and good governance; through trusted partnerships; investing in Pacific people; and understanding Pacific contexts.

Values

Our Pacific values² guide us - respect, solidarity and mutuality - in navigating towards our collective well-being and prosperity. Voyaging together as we serve our Blue Pacific, we embrace:



Enginkehlap | Generosity

*We provide for each other.
We work together towards
our shared mission valuing
all contributions.*



Kaitiakitanga | Stewardship

*We are the stewards of our
Blue Pacific. Our history,
knowledge and science
hold the solutions for
contemporary challenges.*



Gida Gaituvwa | Unity

*We progress together.
Leaving no one behind, we
harness the richness of our
history and culture across
generations.*



Aroha | Care

*We care for each other.
The well-being of our
people and places are at
the centre of our efforts.*

These values are SPC's navigational markers, steering us as an organisation that transforms and adapts to our region's realities in serving our members' evolving needs and priorities.

² Our shared values emphasise the connection between language and identity and highlight the rich linguistic diversity of Pacific people. *Aroha* and *Kaitiakitanga* share Polynesian origins, *Gida Gaituvwa* comes from Pentecost Island in Vanuatu and *Enginkehlap* from Pohnpei State in the Federated States of Micronesia.

OUR THEORY OF CHANGE



OUR GOALS AND KEY FOCUS AREAS

GOAL 1:

All Pacific people benefit from sustainable development.

GOAL 2:

All Pacific communities and cultures are empowered and resilient.

GOAL 3:

All Pacific people reach their full potential and live long and healthy lives.

GOAL 4:

One SPC delivers integrated programmes through streamlined services.

The Pacific Community contributes to four development goals for a unified, safe, just, equitable and resilient Blue Pacific. It is cognisant of the science, data and digital assets, statistics and analytics that connect to the strategy and provide the evidence to underpin products and services for the region. These goals are further shaped by the transformations required for institutional effectiveness and good governance of SPC's regional commitments, members' national priorities and global commitments.



Five pathways guide the high-level actions towards our goals across SPC's key focus areas. These pathways are: Policy to action; data, statistics, and knowledge; innovation and research; digitalisation and technology; and capability and influence. We weave the delivery of regional public goods through Pacific centres of excellence, frameworks, networks, and partnerships across our key focus areas.

Through our connections between culture, traditional and indigenous knowledge, and the land and sea of the region, to the Pacific people, their rights and aspirations, we give meaning to our key focus areas.

Our sectors and disciplines

- Sustainable agriculture
- Biosecurity
- Culture
- Coastal, oceanic fisheries and aquaculture
- Earth and marine observation
- Economic and social statistics collection, analysis and dissemination
- Education quality
- Energy security
- Food systems
- Gender equality and social inclusion
- Genetic resources (plant, fish, livestock)
- Governance
- Institutional strengthening
- Health system strengthening
- Human rights
- Integrated disaster risk reduction and climate resilience
- Sustainable livelihoods
- Maritime safety
- Sustainable fisheries
- Public health governance, NCDs and health security
- Ocean science
- Regional micro-qualifications
- Sustainable georesources
- Sustainable forests and landscapes
- Water and sanitation



KEY FOCUS AREAS (KFAs)

KFA 1

Resilience and Climate Action

CURRENT STATE 2021

The climate crisis is the greatest challenge facing our vibrant Blue Pacific Continent.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

PATHWAYS

Climate, disaster risk information, indigenous knowledge and the rights and needs of the most vulnerable inform decision making, management and response.

Coherent and accessible data collection and analysis inform the development of decision-ready products for oceans, land, water and people.

Pacific-led developments in adaptation and mitigation actions and technologies scale from small to large system-level solutions.

Data integration and innovation support better decisions and technology adoption including for low carbon transition; water and sanitation; and climate and disaster resilience.

Transdisciplinary programme design, engagement in international dialogue, pathways for young professionals and Pacific women in scientific and technical leadership influences regional and international action.

FUTURE STATE 2031

Pacific people are thriving, with enhanced resilience from better informed decision making and necessary resources that also enable the achievement of low carbon, climate resilient sustainable development.



The Pacific Community continues to strengthen its organisation-wide capabilities in climate change and resilience building, including through the deployment of a flagship programme on climate change as well as multi-sectoral approaches through regional public goods, including [the Pacific Nationally Determined Contribution \(NDC\) Hub](#), the Maritime Technology Cooperation Centre in the Pacific (MTCC-Pacific) and the [Framework for Resilient Development in the Pacific \(FRDP\)](#). SPC's accreditation to the Green Climate Fund and Adaptation Fund supports members to access and manage climate finance.

Natural Resources and Biodiversity

CURRENT STATE 2021

Natural systems, biodiversity and ecosystems underpin community livelihoods and security. Increasing pressures on and modification of ecosystems threaten the health of the region’s natural resources and biodiversity.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

PATHWAYS

Pacific science and knowledge inform international and bilateral treaty negotiations, legislation and natural resource policy, genetic resource management and integrated management of natural resources.

Applied science in ecological and resource assessments, surveys and mapping; generates evidence and informs monitoring for sustainable management.

Cutting-edge scientific capacity and Pacific traditional knowledge improves biosecurity, management of diverse land, water and ocean natural resources, ecosystems, the conservation and utilisation of Pacific genetic and renewable resources.

Through earth, water and marine observations, integrated data supports natural resources management, ecosystem restoration and evidence informed decision making.

Multiple pathways for growing scientific and technical capabilities that incorporate traditional knowledge, fosters Pacific scientists, professionals and future leaders.

FUTURE STATE 2031

Thriving, productive and resilient ecosystems and communities, responsibly harnessing our natural resources and biodiversity for security and prosperity.



The Pacific Community leads on Pacific applied science, and research interrogation that enables Pacific voice and agency. Through regional public goods, including the [Pacific Community Centre of](#)

[Ocean Science \(PCCOS\)](#), [the Centre for Pacific Crops and Trees \(CePACT\)](#), the Pacific Geospatial and Surveying Council, the Pacific Marine Specimen Bank and the Pacific Partnership for Atoll Water Security.

KFA 3

Food Systems

CURRENT STATE 2021

The key food systems in the region are the coastal food system and the regional tuna food system. The Pacific faces the combined challenges of an eroding resource base, climate change, a reliance on food imports and a crisis of non-communicable diseases (NCDs).

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

The Pacific Community leads on transdisciplinary approaches to integrated programming. Through regional public goods, including the Pacific Monitoring Alliance for NCD Action (MANA) dashboard, the Pacific Nutrient Database, Organic

PATHWAYS

Pacific knowledge and stewardship are combined with cutting-edge science and inclusive governance for the holistic sustainable management of food systems, inland, coastal and marine.

Data collection and analysis support evidence-based policy making across the food-water-health-trade nexus to create healthier, more equitable food systems.

Pacific-led food systems, innovation and research inform climate resilient and sustainable production and consumption, enhanced biosecurity and nutritious food consumption.

Testing and developing appropriate technologies regenerates and revitalises the environment, contributes to more productive farms and fisheries, healthier communities and economies.

Global awareness of the role of the Pacific Ocean in the global food system and shared responsibility for stewardship is championed by Pacific Food Systems leaders, who drive local and global transition to nutritious and sustainable food systems.

Pasifika and the New Song for Coastal Fisheries Strategy, SPC assists Pacific Island countries and territories (PICTs) to conserve and utilise the region's diverse genetic resources for health and nutrition.

FUTURE STATE 2031

Pacific food systems are accessible, regenerative, biodiverse, equitable and resilient to shocks. They provide access to safe and nutritious food and contribute to healthy people, ecosystems, vibrant cultures, and prosperity for all.



Equity, education and social development

CURRENT STATE 2021

Current investment in socio-development systems, including education, cultural industries and institutions, is inadequate and has created inequities that are exacerbated by the impact of climate change and COVID-19, particularly for women, youth and people with disability.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

PATHWAYS

Progress toward regional goals on education, training, culture, human rights, gender equality and social inclusion, through mainstreaming and concrete investments strengthens good governance.

Collection and dissemination of robust and accessible social, economic, education and cultural statistics and information informs decision making, measuring progress and improving accountability of policy outcomes.

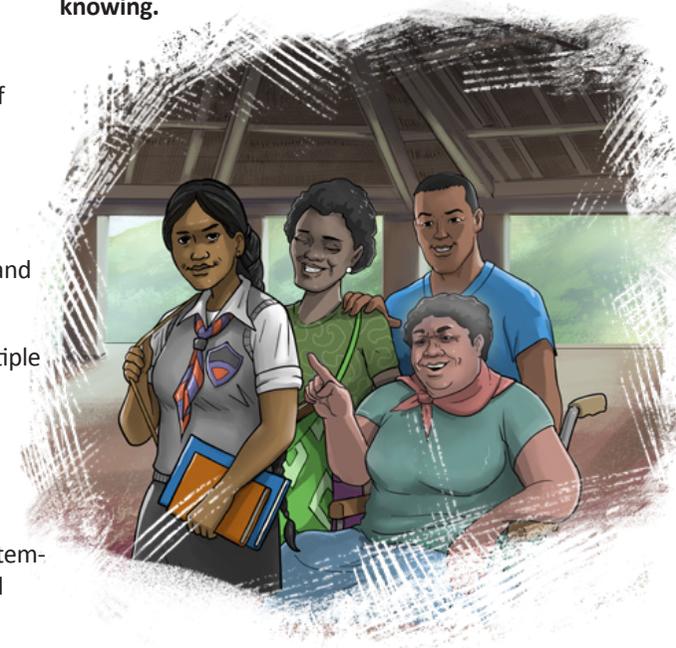
Research in education and training, human rights, gender equality and social inclusion, informs investments in legislative reform, curriculum development, and opportunities for young people and emerging professionals.

Appropriate technology is harnessed to design multiple learning pathways (formal and informal education training) supporting equity in benefits from the digital economy.

Strengthened individual and institutional capacity, leadership development and advocacy, embeds system-level inclusion of human rights; gender equality and social inclusion; and improves governance.

FUTURE STATE 2031

Social development systems result in real gains for education, gender equality and social inclusion through a contextualised approach to human rights and good governance that incorporates Pacific cultures and ways of knowing.



SPC leads efforts to improve the quality of learning pathways, regional and national education ([Pacific Regional Education Framework](#)) and works to advance human rights, and good governance, equality and social inclusion for all Pacific people ([the Pacific Youth Development Framework](#)),

grounded in cultural values and principles ([Pacific Regional Culture Strategy](#)). SPC leads the Pacific Islands Literacy and Numeracy Assessment (PILNA) and is the statistical systems lead for the Pacific and is a key partner to the Pacific Platform for Action on Gender Equality.

Sustainable Economies and Livelihoods

CURRENT STATE 2021

COVID-19 has exacerbated existing vulnerabilities and had far-reaching effects across nearly all services, economic and social activities. Growing interest in partnerships for strengthening capabilities that support improved market access and protects the region from transboundary pests and diseases.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

SPC leads resource analysis to inform opportunities and decision making for economies and livelihoods. Through regional public goods, including the Regional Maritime Boundaries Consortium of Partners and the Pacific Biosecurity Information Facility,

PATHWAYS

Development of roadmaps and strategies that use systems approaches and Pacific science and knowledge, are inclusive and targeted increases the potential to realise sustainable economies, livelihoods and well-being.

Social research and the integration of e-monitoring and e-reporting enables live information sharing, targeted responses and robust sustainable resource management practices.

Investment in strategic research assets and facilities, sustainable maritime transport and ports, emerging technologies, advanced modelling, biosecurity and capabilities enables research, monitoring, modelling and uptake of science.

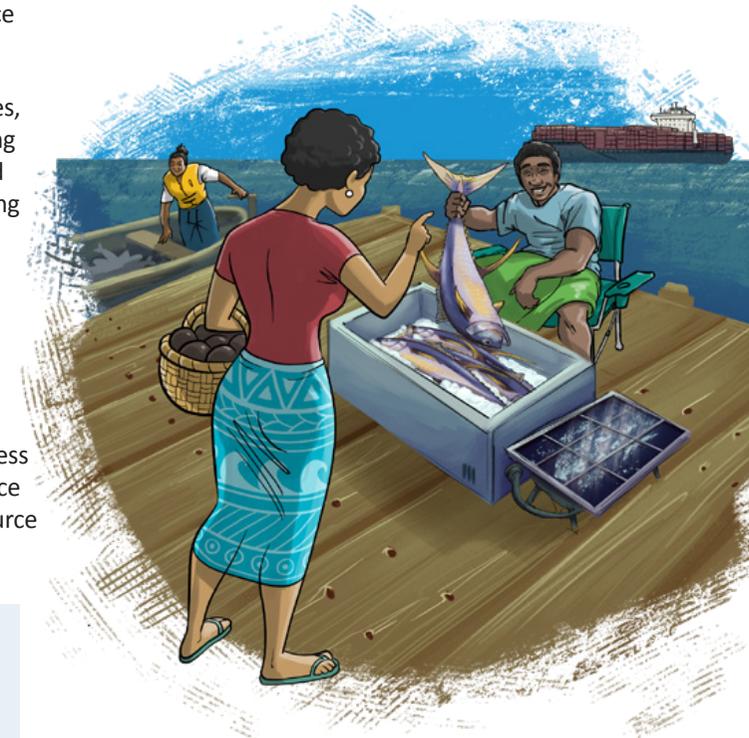
Technology availability and uptake encourages Pacific digital entrepreneurs and supports efforts for the diversification of economies and livelihood opportunities.

Equitable and inclusive learning pathways and access to formal qualifications strengthens national science capability and collaboration on scientific and resource use and planning.

the [Pacific Centre for Renewable Energy and Energy Efficiencies \(PCREEE\)](#) and the [Framework for Energy Security and Resilience](#), SPC assists strengthening sustainable and secure energy markets, industries and innovation.

FUTURE STATE 2031

The Blue Pacific is a well-being economy through a balance of sustainable economic growth, protection and inclusive distribution of resources, energy secure, healthy and resilient communities with livelihoods sustained through trade, maritime connectivity and harmonious relationships with the land and the sea.



Planetary Health

CURRENT STATE 2021

Pacific people face a triple disease burden: An epidemic of NCDs, outbreaks of infectious and zoonotic diseases, compounded by low levels of access to safe water, sanitation and hygiene facilities and the health impacts of climate change and COVID-19.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

SPC thought and capability leadership at the nexus of human, animal and environmental health is underpinned by regional public goods, including [the Pacific Public Health Surveillance Network](#), the Plant Health Laboratory and the [Pacific Health Information Network \(PHIN\)](#).

PATHWAYS

A regional well-being framework integrates human, animal, environmental and ecosystem health into transdisciplinary policy and practice. Cross-sectoral partnerships accelerate the action needed to secure universal access to safe water, sanitation and hygiene.

The collection, analysis and use of a regional set of health, nutrition and well-being indicators inform planning, investment and policy decision making.

Dedicated planetary health research and innovation hubs with transdisciplinary Pacific researchers inform investments in stronger systems.

Digital planetary health services including telehealth, e-diagnostics and reporting, complement access to improved physical services and enables integration across human, animal and environmental systems.

The promotion and incorporation of planetary health curricula strengthens individual and institutional capacity.

FUTURE STATE 2031

Collaboration and stewardship of our Blue Pacific for healthy islands; where children and vulnerable groups are nurtured in body and mind; environments invite healthy lifestyles learning and leisure; people work and age with dignity; ecological balance is a source of pride; people maintain their cultures and traditions with the land; water and oceans are protected.



Transforming Institutional Effectiveness

CURRENT STATE 2021

SPC serves the region through scientific and technical expertise, capabilities and assets. Innovative partnerships based on shared values are demonstrating genuine collaboration with members and between partners for impact.

Policy to action

Data, statistics and knowledge

Innovation and research

Digitilisation and technology

Capability and influence

PATHWAYS

Coordinated strategy and planning improves integrated governance across the Blue Pacific architecture, shifting toward a One CROP approach.

Regional data ecosystems and improved data governance enable greater data sharing and empower members to use evidence for decision making.

Strengthened cross-SPC planning and communication, innovations in our business systems and funding for internal innovation, drives necessary transformation.

Appropriate technology and digital investments provide evidence and enable effective engagement for shared and inclusive decision making, networking and learning.

SPC invests in staff and member capabilities and develops gender sensitive systems supported by appropriate facilities and by communities of practice with deep sectoral capabilities and leadership skills.

SPC leads information sharing through the [Pacific Data Hub \(PDH\)](#), the central repository of open data and knowledge products about the Pacific region. [Digital Earth Pacific](#), data, information and decision-ready products will strengthen planning, decision making and reporting.

FUTURE STATE 2031

One SPC is values-based and working with members and partners to provide coherent, social and environmental responsible learning for enhanced representation of Pacific people and gender equality across the organisation and at all levels of decision making.



IMPLEMENTING OUR STRATEGIC PLAN

Our strategic efforts will be guided by our business plans and we will continue to grow our flexible multi-year programmatic and outcomes-based funding for financial sustainability. Our pursuit of resource mobilisation will continue through strategic partnerships and accreditations.

Staff expertise, capabilities and organisational sustainability underpin the implementation of the strategic plan. The governance, structures and policies of the organisation will support the strategic plan's culture, values and goals.

By ensuring a connected approach, supported by our regional offices and embedding Blue Pacific contexts and values in our work, SPC will collaborate more closely with CROP agencies and partners to optimise resources, networks and assets for our region's benefit. We will actively work together across disciplines within our focus areas to deliver on agreed outcomes through continued investments in integrated and country programmes.

Our strategic planning process has embedded shared ownership and collective responsibility for implementation and performance. To navigate forward together, we will work through mutual partnerships to monitor our progress, identify changes in direction and achieve collective impact.

Our commitment to accountability is guided by our values and embedded in our annual results reporting. The Audit and Risk Committee will continue to oversee internal audit and risk management processes. The Subcommittee for the Strategic Plan will continue to oversee the progress of implementation and necessary course corrections. Our communication and engagement with members and partners will foster transparency and sharing of information for learning and exchange.



STRATEGIC RESULTS FRAMEWORK

As we navigate toward our shared vision, we remain committed to measuring our progress to understand where we are on the journey, where we have come from, where we need to be and how to correct our course as needed. The Strategic Results Framework (SRF) is our critical navigational tool for SPC's strategic journey of the coming decade.

SPC's results reporting and learning will build on our current strengths and further improve our approaches to monitoring, evaluation and learning (MEL) to support development effectiveness, transparency and accountability. Reporting on strategic plan implementation will continue through annual results reporting and supporting mechanisms, as guided by our Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy, which outlines a holistic approach to planning, monitoring, reporting and learning.

Detailed results frameworks nest under this high-level SRF at KFA, division and programme levels, including indicators and targets, enabling SPC to demonstrate the combined outcomes, contributions and impact of our sectoral, country programme and integrated work, from PICTs to regional level.

SPC is committed to strengthening the use of Pacific MEL approaches, both within SPC, with our members, and supporting Pacific-led MEL across the region. This will also support greater external monitoring and validation of our results with members and partners. We will continue to review and refine our approach to MEL throughout the life of the strategic plan, to support ongoing relevance and strengthen SPC as a learning organisation.



SPC Strategic Results Framework

Vision and Mission	<p>SPC Vision: We are voyaging towards a resilient Pacific. A region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment and resources of our Blue Pacific Continent.</p> <p>We recognise our role as stewards of our Pacific Ocean and are responding with urgent collective action to the threat of climate change.</p> <p>SPC Mission: To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.</p>							
	Goals	<p>All Pacific people benefit from sustainable development All Pacific communities and cultures are empowered and resilient All Pacific people reach their full potential and live long and healthy lives</p>					<p>One SPC delivers integrated programmes through streamlined services</p>	
KFAs	1. RESILIENCE AND CLIMATE ACTION	2. NATURAL RESOURCES & BIODIVERSITY	3. FOOD SYSTEMS	4. EQUITY, EDUCATION & SOCIAL DEVELOPMENT	5. SUSTAINABLE ECONOMIES & LIVELIHOODS	6. PLANETARY HEALTH	7. TRANSFORMING INSTITUTIONAL EFFECTIVENESS	
SRF Level 1: Impact results	SDG indicators 11.5.2, 13.1.2, 13.2.1, 13.b.1, 14.2.1 2050 Strategy Thematic Areas: People-Centred Development, Climate Change and Disasters, Ocean and Natural Environment	SDG indicators 6.1.1, 14.3.1, 14.5.1, 15.1.1, 15.5.1 2050 Strategy Thematic Area: Ocean and Natural Environment	SDG indicators 2.1.1, 2.1.2, 2.5.1, 3.4.1, 14.4.1 2050 Strategy Thematic Areas: Resource and Economic Development, Ocean and Natural Environment	SDG indicators 4.1.1, 4.2.2, 4.7.1, 4.C.1, 5.1.1, 5.2.1, 5.2.2, 16.1.3, 16.7.2 2050 Strategy Thematic Area: People-Centred Development	SDG indicators 1.2.1, 1.2.2, 7.2.1, 7.a.1, 7.b.1, 8.6.1, 9.a.1, 10.2.1, 12.b.1, 14.6.1, 14.7.1 2050 Strategy Thematic Areas: People-Centred Development, Peace and Security, Resource and Economic Development, Climate Change and Disasters, Technology and Connectivity	SDG indicators 3.8.1, 3.c.1, 3.d.1, 6.2.1 2050 Strategy Thematic Area: People Centred Development	SDG indicators 13.a.1, 16.9.1, 17.6.2, 17.17.1, 17.18.2, 17.18.3, 17.19.1, 17.19.2 2050 Strategy Thematic Areas: Political Leadership and Regionalism, Peace and Security, Technology and Connectivity	
Future state 2031	Pacific people are thriving, with enhanced resilience from better informed decision making and necessary resources that also enable the achievement of low carbon, climate resilient sustainable development.	Thriving, productive and resilient ecosystems and communities, responsibly harnessing our natural resources and biodiversity for security and prosperity.	Pacific food systems are accessible, regenerative, biodiverse, equitable and resilient to shocks. They provide access to safe and nutritious food and contribute to healthy people, ecosystems, vibrant cultures and prosperity for all.	Social development systems result in real gains for education, gender equality and social inclusion through a contextualised approach to human rights and good governance that incorporates Pacific cultures and ways of knowing.	The Blue Pacific is a well-being economy through a balance of sustainable economic growth, protection and inclusive distribution of resources, energy-secure, healthy and resilient communities with livelihoods sustained through trade, maritime connectivity and harmonious relationships with the land and the sea.	Collaboration and stewardship of our Blue Pacific for healthy islands; where children and vulnerable groups are nurtured in body and mind; environments invite healthy lifestyles learning and leisure; people work and age with dignity; ecological balance is a source of pride; people maintain their cultures and traditions with the land; water and oceans are protected.	One SPC is values-based and working with members and partners to provide coherent, social and environmental responsible learning for enhanced representation of Pacific peoples and gender equality across the organisation and at all levels of decision making.	
SRF Level 2: High-Level outcome areas by KFA at years 2024, 2026 and 2029	Integrated adaptation, mitigation and risk reduction to enhance resilience to climate change and disasters. Disaster preparedness, response and recovery. Multi-hazard early warning systems. Enabling environments for financing, monitoring and innovation.	Ecosystem services and management, nature based solutions. Scientific information integrated with traditional and cultural knowledge. Integrated ocean science and governance.	Health and well-being. Access to high nutrition food (production and trade). Climate resilience applied to the food system.	Pacific approach to human rights and good governance. Quality standards of education, training and learning. Equality (gender, age, disability) and social inclusion.	Blue economies and livelihoods (coastal and ocean resource management). Access to market infrastructures. Maritime boundaries, security and transportation.	Integrated surveillance, preparedness and response. Non-communicable diseases. Clinical services. Safe food, water and healthy ecosystems.	Integrated user-centred business and information services and systems. Relationships, communication and engagement with members and partners. Talent retention, inclusive career pathways, and representation at all levels.	
SRF Level 3: Pathway output and outcome indicators across all KFAs (annual monitoring)	PATHWAY	OUTPUT INDICATOR^{1,2,3}			OUTCOME INDICATOR^{1,2,3}			
	Policy to action	Number of legislation/regulations/policies developed or reviewed			Number of laws/regulations/policies endorsed, adopted and implemented			
	Data, statistics and knowledge	Stakeholder engagement in legislation/regulation/policy development by gender, age, traditional knowledge holders, other relevant target groups			Mechanisms to promote active participation in legislation/regulation/policy by gender, age, traditional knowledge holders, other relevant target groups			
		Total number of documents/data products published on the SPC digital library and Pacific Data Hub			Number of Pacific Data Hub visits and downloads. Pacific Development Indicators up-to-date and accessible			
	Innovation and research	Number of regional convenings on data and statistics supported by SPC			Use and uptake of data in decision making, reporting and other applications			
		Number of research outputs published/made available (including peer-reviewed publications)			Use and uptake of innovation and research in practice, decision making and other applications			
	Digitalisation and technology	Number of SPC initiatives supporting innovation and culture in research and creative industries						
		Number of SPC initiatives supporting digital infrastructure, technology and digitisation			Use and uptake of digital technology initiatives by gender, age, traditional knowledge holders, other relevant target groups			
	Capability and influence	Number of people accessing capacity building activities by pathway, gender, age, traditional knowledge holders, other relevant target groups			Proportion of people accessing capacity building activities demonstrating increased knowledge/skills			Strengthening individual and institutional capacity: Number of SPC staff by gender, nationality, employment type
		Number and type of capacity building initiatives			Evidence of changes in ways of working or application of learning among those accessing capacity building initiatives			Number and % of SPC staff participating in learning by gender, age, and other
Number of followers across all of SPC's media channels in the reporting period			Reach and influence through SPC's online platforms, including social media			Number of women participating in decision-making mechanisms/platforms		
SRF Level 4: Approach measures across all KFAs (annual monitoring)	Relevance, responsiveness, and effectiveness of what SPC delivers, given member contexts, needs and priorities							
	Adaptations in how SPC works to respond to changes in context and key learning, including review and adjustments to planning and budgets							
	The extent to which the way SPC works, systems and processes aligns with SPC's vision, mission, goals, values, including consideration of cross-cutting issues, internal good governance, diversity and inclusion							
SRF Level 4: Approach measures across all KFAs (annual monitoring)	Working in culturally, contextually responsive and people-centred ways and building trusted relationships							
	Number and type of collaborations and partnerships							
SRF Level 4: Approach measures across all KFAs (annual monitoring)	Values: SPC's navigational markers steering us as an organisation							
	   							

Footnotes:

1. This is a 1-page summary of the high level SRF. For a full version please contact planning@spc.int.
2. All indicators will be disaggregated by PICT to enable both regional and national level results reporting.
3. Specific indicators across each key focus area are found in the results frameworks for each KFA and SPC's Divisions and Operations which will nest under this Strategic Results Framework.

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