SPC/CRGA 50 (2020)

Paper no. 4
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FIFTIETH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(17–19 November 2020, Virtual Meeting)

Working Paper

AGENDA ITEM No. 4: Pacific Community Strategic Plan 2021+ and results reporting

(Paper presented by the Chair of the Subcommittee for the Implementation of the Strategic Plan, and the Secretariat)

Summary

1. This paper presents three interrelated issues:

   i. An update on progress against the revised roadmap for the Pacific Community Strategic Plan 2021+ (Annex A) since the CRGA Subcommittee for the Implementation of the Strategic Plan presented a paper out of session (Circular 20/12, 2 July 2020), which included:

      a. information relevant to planning at national, regional and international levels, in an effort to increase coherence with regional strategic development(s);

      b. an introduction to the Pacific Pathfinder Toolkit for strategic planning incorporating futures thinking/foresight.

   ii. Draft terms of reference for the Subcommittee (Annex B) to facilitate the continuation of its current membership for the duration of the transition plan.

   iii. A proposed 12-month transition plan for 2021 – *Foundations for a resilient future: Response to recovery* for consideration and approval. The draft transition plan (Annex C) provides continued strategic guidance, and measures to track and monitor the delivery of regional and national services, transparent planning, budgeting and reporting.

Recommendations

2. CRGA is invited to:

   i. note the progress made against the revised roadmap for the Pacific Community Strategic Plan 2021+;

   ii. approve the revised terms of reference for the CRGA Subcommittee for the Implementation of the Strategic Plan, which will facilitate the continuation of its current membership for the life of the transition plan;

   iii. approve the Pacific Community 12-month transition plan: *Foundations for a resilient future: Response to recovery*.

Pacific Community Strategic Plan 2021+ and results reporting

Progress against revised roadmap for Strategic Plan 2021+

3. The CRGA Subcommittee recommended that CRGA approve the revised roadmap for the Strategic Plan 2021+ (SPC Circular 20/12). It was approved out of session, with no changes requested by CRGA members.

4. Since receiving CRGA's approval, the Secretariat has continued with:

   i. virtual engagement with staff on the Strategic Plan 2021+ and the 2050 Strategy for the Blue Pacific Continent;

   ii. gathering evidence of the impact of COVID-19 and related needs at national and regional level through bilateral dialogue, country programming discussions and commissioning of a meta-synthesis of over 300 COVID-19 assessments and reports;

   iii. evidence gathering and synthesis of the results of the Secretariat's pivot towards adaptations necessitated by COVID-19, through the regular mid-year reflection and reporting process;

   iv. triangulation and sensemaking of the three processes above to inform the transition plan, through futures thinking/foresight, needs assessment, reflection, and pivots.

   v. development of a Pathfinder Pacific toolkit to share the Secretariat's foresight work in easy-to-apply, accessible formats.

Revised terms of reference for the Subcommittee

5. The Subcommittee expressed support for continuing its work over the transition period (January 2021 to December 2021). It also supported opening membership of the Subcommittee to other Pacific Community members that may wish to join (with the caveat that this would require national consideration of capacity to engage, including exploring the opportunity for members' strategic and national planners to engage in participatory activities). The revised terms of reference were circulated to the Subcommittee out of session and an updated version incorporating its feedback is included in Annex B.

Transition plan

6. At its meeting in May 2020, the Subcommittee discussed the impacts of COVID-19 on SPC and its members. Given the need to focus planning efforts on response and recovery, the proposed pivot towards a 12-month transition plan was approved out of session by the full CRGA in July 2020. A 'continuum approach' is being taken to enable transitioning from the urgent responses required by COVID-19, to reshaping development work for recovery. This approach supports a gradual emergence from pandemic conditions, and allows for managing uncertainty and allocating support and resources appropriately to recovery efforts, as part of the longer-term development of the Blue Pacific Continent (as envisioned by Pacific Leaders).

7. The draft transition plan (Annex C) has a one-year horizon and includes guiding principles and a theory of change in relation to response and recovery.

8. As the region navigates the threats of climate change and natural disasters, the pandemic and consequent economic crises, and other health challenges, the transition plan acknowledges there are multiple development areas that deserve attention and support.

9. The transition plan identifies four goals and six key focus areas that are interconnected by the themes of sustainable systems, climate action and knowledge integration. Three are existing goals under the current strategic plan and the fourth integrates previous organisational objectives:

   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
   Goal 4: One SPC delivering integrated programmes through streamlined services

10. The six key focus areas are: Natural Resources and biodiversity; Food systems; Blue Pacific livelihoods and economies; Transformative institutional effectiveness; Blue Pacific health (planetary health); and Equity, education and social development.

11. The Secretariat will strengthen its collaboration across sciences, sectors and communities with actions that target progressive change. Central to this strategy are enhanced integrated programming, science, data for knowledge and action, and strengthening of digital bridges to connect the region to sustainable solutions. Traditional knowledge and observations will contribute to inclusive and equitable research and decision-making across biological, physical, cultural and linguistic systems. The Secretariat will seek to mainstream social and environmental responsibility considerations in all these efforts.

12. Progress against the transition plan will be monitored through a lean strategic results framework (SRF) in line with SPC's Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy. The SRF contains headline indicators that are linked to the Sustainable Development Goals and then to key result areas in divisional and corporate results frameworks. This hybrid SRF will be focused on monitoring COVID-19 specific results, and also the results of the longer-term advice, goods and services delivered to members.

Conclusion

13. The Secretariat has worked closely with members to manage the disruptions caused by COVID-19 and remains fully committed to supporting their long-term sustainable development objectives and goals. The COVID-19 crisis will continue to require significant attention and recovery efforts and may also accelerate the Secretariat's move towards more digital service delivery and low-carbon operation. The pandemic will not, however, divert the Secretariat from providing scientific, social and technical services to support members' efforts to rebuild more resiliently and achieve their sustainable development objectives.

14. This context provides an opportunity to build a Strategic Plan 2021+ that provides greater clarity on SPC's capability for response to natural disasters and disruptions and to longer-term development commitments. In addition to providing a framework for COVID-19 recovery efforts, the Plan will look towards short, medium and longer-term modalities and investments for genuine transformative development in the Pacific.

Recommendations

15. CRGA is invited to:

i. note the progress made against the revised roadmap for the Pacific Community Strategic Plan 2021;

ii. approve the revised terms of reference for the CRGA Subcommittee for the Implementation of the Strategic Plan, which will facilitate the continuation of its current membership for the life of the transition plan;

iii. approve the Pacific Community 12-month transition plan: *Foundations for a resilient future: Response to recovery*.

List of annexes to CRGA 50 Paper No. 4

Annex A: Summary of strategic planning activity: 2020 revised roadmap for the Pacific Community Strategic Plan 2021+

Annex B: Revised Terms of Reference for the CRGA Subcommittee on the Implementation of the Strategic Plan

Annex C: Pacific Community 12-month transition plan – Foundations for a resilient future: Response to recovery

Annex A

Summary of strategic planning activity: 2020 revised roadmap for the Pacific Community Strategic Plan 2021+

Note: SPC's strategic planning processes have been disrupted by COVID-19 in terms of timing, consultation platforms and resource restraints. A large part of strategy development now includes Pathways to Recovery. The strategic planning process has been framed by members' COVID-19 recovery strategies and assessments, national development goals and priorities, and 2050 Blue Pacific advocacy.

Phase 2: Visioning and engagement	Process/Activity	Key outputs/Findings
March – May	**Building future-fitness** in the Pacific Community: a five-part webinar series for staff, including horizon scanning, mapping uncertainty, and exploring SPC systems mapping.	The webinars identified 13 core insights for potential and preferred futures for a resilient organisation: culture; integrated work; capabilities and capacity building; relationships and engagement; people-centred, collaborative partnerships; identity; centralised/decentralised workforce. The series highlighted a need to **work in more integrated ways** for efficient collective impact and regional coherence. To keep connected to our members, we must grow **digital capacity, assets and services**, designing purposeful digital engagement to avoid 'virtual fatigue'. **Knowledge integration** augments our innovation capabilities across multiple sectors.
June	Visioning Panel – **Sharing regional strategic development** (a virtual talanoa with PIANGO, PIFS, PIPSO,* the Regional Cultural Strategy and SPC) *to identify strengths, align policy actions and develop a shared vision for implementation of important strategies.* Eight Pacific-based regional organisations, and three SPC members are developing long-term strategies – providing a unique opportunity for improving coordination and coherence for connected strategic design.	The talanoa built on the **2050 Blue Pacific Vision**: *The Blue Pacific Continent is a region of peace; harmony; security, social inclusion; and increased prosperity so that all Pacific people are leading free, healthy and productive lives. Our Blue Pacific identity reinforces the potential of our shared stewardship of the Pacific Ocean and reaffirms the connections of Pacific peoples with their natural resources, environment, cultures and livelihoods*. According to panellists, this vision can only be achieved through regional collective action that is authentic in its partnership (cultural values and inclusivity) and that recognises that inclusion of civil society and the private sector is critical for effective implementation in the Decade of Action.

July	**Youth engagement** through collaboration between the Social Development Programme, youth representatives, disability and LGTBQI advocates from nine countries sharing **94 insights** and hopes for a safe, secure and equitable 2030 through an online questionnaire and virtual talanoa.	Five emerging themes from youth insight (based on surveys and virtual talanoa) **leverage inter-generational wisdom**: inclusiveness, culture and traditions, leadership and civic participation, climate action and well-being. As the Pacific's next generation demonstrates its willingness to take on some of our toughest development issues, the need for investment in the leadership of young people has never been more important.
August	**Connecting with the 2050 regional and national consultations** framed by four advocacy priorities of climate change and resilience; sustainable ocean management, use and conservation; regional security; and sustainable development. Exploring connections with SPC's integrated and country programming discussions to strengthen coherence at the design phase of internal work programmes with member priorities and regional conversations in real time.	Convergence of evidence of the demand for **immediate action** for realising the transformation to a Blue Pacific Continent as the region navigates a global pandemic, recovery from a category 5 tropical cyclone and the climate crisis. Influential drivers of change include **climate change and geopolitical competition, and regional solidarity** to support national and regional capacity for anticipating and responding to opportunities (and challenges) to secure our shared Blue Pacific vision.
September	**Transition planning – Building resilience by design, not disaster**: Triangulation and sensemaking of evidence from foresight; needs assessment; mid-year performance assessment and reflection; and pivots. **Applying foresight** to SPC programming design and planning (connecting to business planning and country priorities during COVID-19).	The synthesis of three sources of evidence identified **six key focus areas for SPC planning and programming,** connected by the themes of **sustainable systems, Pacific people, climate action and knowledge integration**: Natural resources and biodiversity; Food systems; Resilient Blue Pacific livelihoods and economies; Transformative institutional effectiveness; Blue Pacific health (planetary health); and Equity and education for social development. We will apply our core **capabilities from across 20+ sectors** to these focus areas to add value to members' own efforts and other regional efforts.

October	**Identifying touchpoints** (on-going) – Tracking National Sustainable Development Plans, regional meetings and regional architecture activity to better understand linkages and comparative advantages; and to strive for integrated and coordinated work across the regional architecture. This activity aims to *deepen* and improve collective responsibility and accountability for delivering **regional public goods**.	Emerging thematic headings from **regional mapping** include: climate action; sustainable management of land and ocean resources; inclusive health and well-being; connectivity (air, sea, ICT); culture; and regional security. Co-designing of the **Pacific Pathfinder** strategic foresight toolkit to support members' systematic long-term planning initiatives throughout the entire governance architecture, including policy analysis, engagement and decision-making.
November	Presentation of the draft 2021 **transition plan** to CRGA 50	The transition plan acknowledges multiple development areas that deserve attention and support, and identifies four goals and six key focus areas interconnected by sustainable systems, Pacific people, climate action and knowledge integration. Three are existing goals under the current strategic plan and the fourth integrates previous organisational objectives.
December to May 2021	Renewed member and partner engagement	

* PIANGO: Pacific Islands Association of Non-Governmental Organisations; PIFS: Pacific Islands Forum Secretariat; PIPSO: Pacific Islands Private Sector Organisation.

Annex B

Terms of reference for the CRGA Subcommittee for the Strategic Plan

1. Purpose

1.1 The CRGA Subcommittee for the Strategic Plan (Subcommittee) is part of ongoing efforts to strengthen accountability and evidence-based decision-making in the Pacific Community (SPC) and to enable members to be more effectively engaged in steering the direction and priorities of their organisation. The CRGA Subcommittee assists CRGA in its governance role of monitoring the implementation of the Pacific Community Strategic Plan and providing guidance to the Secretariat on its strategic direction.

2. Functions

2.1 The Subcommittee has the following functions:

(i) Provide recommendations to CRGA and the Conference of the Pacific Community (Conference) on key themes, priorities and issues to be included in SPC's Strategic Plan.

(ii) Review and provide feedback to the Secretariat on the draft Strategic Plan before it is submitted to CRGA and then Conference for endorsement.

(iii) Review and provide feedback to the Secretariat on the draft Results Framework before it is submitted to CRGA for endorsement.

(iv) Provide an opinion to CRGA on the Secretariat's progress in implementing the Strategic Plan, as assessed against the Results Framework and reported annually in the Pacific Community Results Report.

(v) Consider the outcomes of any reviews and evaluations of the Strategic Plan and provide recommendations to CRGA and Conference on any revisions or updates that may be needed.

2.2 The Subcommittee's role is advisory. Any decision-making power remains with the governing bodies.

3. Membership

3.1 Subcommittee representation will, where possible, reflect the composition of the organisation. It will consist of two members from each of the following constituencies: Melanesia, Micronesia, Polynesia, metropolitan members, and francophone members. In the event that more than two countries or territories from any one constituency express interest in Subcommittee membership, the Secretariat will request that members within that constituency decide their two representatives among themselves.

3.2 CRGA may approve any other members of the Subcommittee, taking into account the need for expertise, diversity of views and the balance of the membership. The Subcommittee's current membership is attached (Attachment A).

3.3 Subcommittee members are encouraged to maintain consistent and senior-level representation at Subcommittee meetings. Subcommittee members are expected to liaise with members of their respective constituencies and within their own administrations on matters requiring specialist attention.

3.4 Each Subcommittee member is encouraged to serve on the Subcommittee for the duration of a Strategic Plan period, to ensure consistency in the oversight and monitoring and evaluation functions. Members of the Subcommittee will nominate and agree on a Chair. The Chair will be rotated at least once every two years. CRGA will re-open membership of the Subcommittee in the final year of a Strategic Plan, or where the membership from a constituency drops below two.

4. Principles

4.1 In fulfilling their role, members of the Subcommittee will be guided by:

(i) the principles and priorities identified in the Pacific Community Strategic Plan;

(ii) the well-being of the organisation. While each member will have their own national interests, their primary consideration in their capacity as members of the CRGA Subcommittee is SPC.

5. Meetings

5.1 The Subcommittee will meet at least once a year. It may meet by teleconference or video conference, or in person, as feasible and appropriate.

5.2 SPC's Executive, and the Director responsible for evidence-generation and reporting on the Strategic Plan, will be invited to participate in Subcommittee meetings. Other members of the staff of the Secretariat may attend at the Subcommittee's discretion.

6. Secretariat support

6.1 In fulfilling its functions, the Subcommittee will be supported by the Secretariat.

6.2 The Secretariat will:

(i) support the development of agendas of meetings of the Subcommittee;

(ii) arrange logistics and facilitate meetings of the Subcommittee;

(iii) utilise a range of flexible approaches with members to prepare for and ensure productive meetings, including face-to-face and virtual discussions;

(iv) develop papers and reports for consideration at meetings of the Subcommittee;

(v) support the presentation of reports of the Subcommittee to CRGA and Conference;

(vi) communicate to Subcommittee members proposed dates for meetings of the Subcommittee at least eight (8) weeks in advance of such meetings.

7. Review of these terms of reference

7.1 The Subcommittee will from time to time review these terms of reference and propose changes to CRGA for its approval.

Annex B: Attachment A

Membership of the CRGA Subcommittee for the Strategic Plan (as at November 2020)

Australia
Cook Islands
Federated States of Micronesia
Fiji
France
New Zealand
Niue
Nouvelle-Calédonie
Papua New Guinea
Polynésie française
Tonga
United States of America
European Union

Annex C

Pacific Community Transition Plan (2021) – Foundations for a resilient future: Response to recovery

Our organisation

Situated in the Pacific and owned by its membership, the Pacific Community (SPC) partners with communities, governments, non-state actors, universities, and the private sector through science, knowledge and innovation to support evidence based decisions that support the empowerment, wellbeing and prosperity of Pacific people.

Pacific people

We serve the people of the Pacific, 12.5 million people living in 22 island countries and territories. Pacific people are known for their unique and vibrant cultures. 'Culture is the breath that blows the conch shell of a nation's identity, intellectual, moral and spiritual life'.[1]

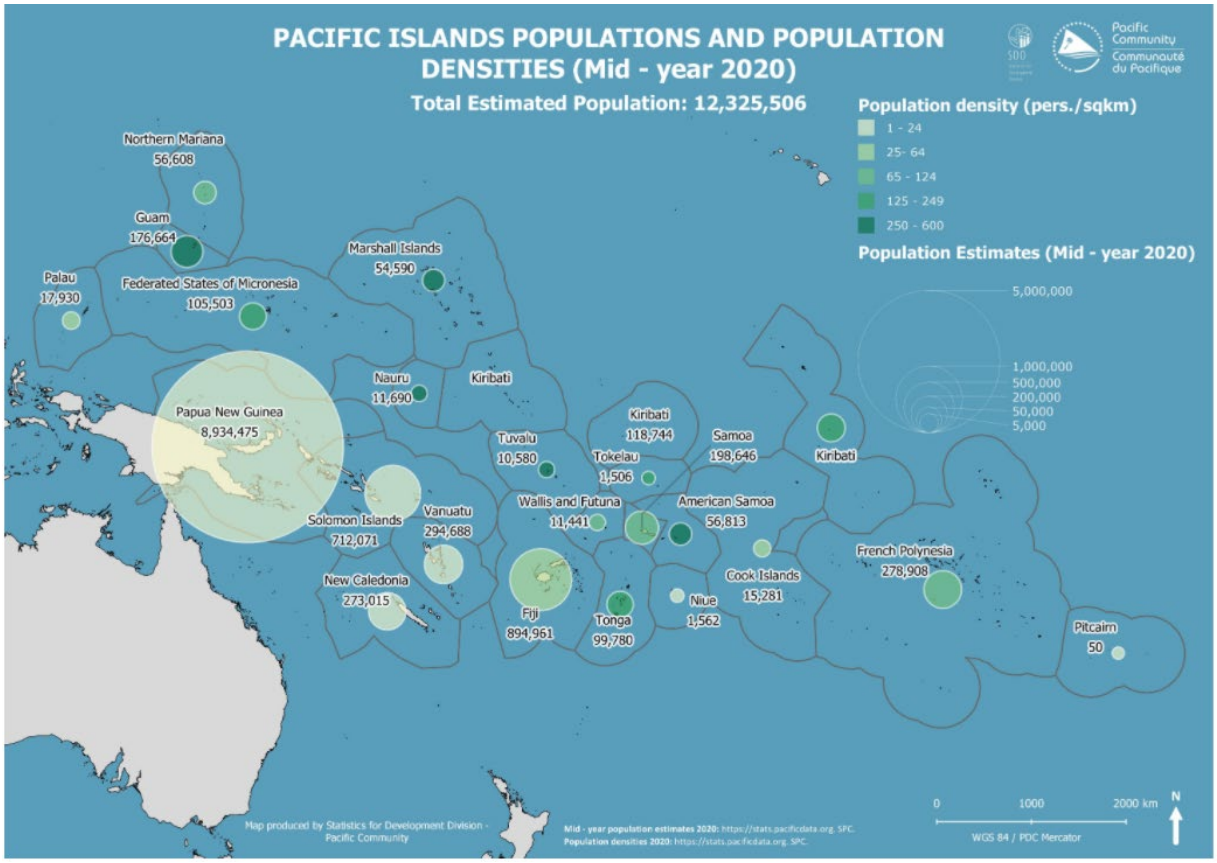


Fig 1: Pacific people have for centuries used wayfinding and knowledge to sustain life and livelihoods across the Blue Pacific. Today, the combination of science, technology and innovation with Pacific knowledge and wayfinding is vital for planning and action for impact in the region. This transition plan is designed to move SPC from immediate and necessary responses to the COVID-19 pandemic to recovery efforts that build long-term development transformation across the Blue Pacific Continent.

[1] SPC. 2010. Regional Culture Strategy: Investing in Pacific Cultures 2010–2020. (http://purl.org/spc/digilib/doc/b3h23)

Our Transition Plan

The Pacific Community Transition Plan 2021 sets out our strategic intent and plans for action to respond to, and support recovery from the shocks of 2020. The Transition Plan builds on the strengths of previous strategies and lessons learned, recognises the uncertainty of the present, and looks to consolidate a strong foundation for an aspirational and future-oriented Pacific Community Strategic Plan 2021+.

Our Transition Plan will:

Guiding principles
Member driven
Inclusive
High-level thought leadership

- ✓ guide SPC's work with members and partners to focus our scientific and technical capabilities, and regional public goods, on national and regional priorities for response to recovery priorities
- ✓ inform our pivot to building organisational systems and processes to better support our staff and member services
- ✓ provide a dynamic way forward, acknowledging that in times of high uncertainty, plans must be adjusted to meet changes in context, needs and aspiration

We acknowledge SPC members, staff and partners who have contributed evidence and analysis to shape this plan through regional mapping, trends analysis and foresight for the Strategic Plan 2021+ and the Blue Pacific 2050 Strategy; mid-year reflection and reporting; and member discussions on the impacts of COVID-19 and resulting needs.

Our vision

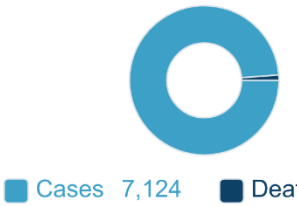
As a member-owned, intergovernmental scientific and technical organisation, we are part of the Blue Pacific Vision:

The Blue Pacific Continent is a region of peace, harmony, security, social inclusion, and increased prosperity so that all Pacific people are leading free, healthy and productive lives. Our Blue Pacific identity reinforces the potential of our shared stewardship of the Pacific Ocean and reaffirms the connections of Pacific peoples with their natural resources, environment, cultures and livelihoods. We understand that this vision can only be achieved through regional collective action.

Our region

2020 has been a year of unprecedented change on a global scale. Though the Pacific region is familiar with natural disasters and shocks, we are experiencing a three-pronged crisis: the impact of COVID-19; the devastating effects of climate change and natural disasters; and the fragile economic health of the region. Pacific Islands Forum Leaders are collectively navigating the triple crisis. By invoking the Biketawa Declaration, establishing the **Pacific Humanitarian Pathway on COVID-19,** governments and partners, including SPC are collectively responding to the COVID-19 pandemic as a major threat to The Blue Pacific – its peoples, wellbeing and economies

Key statistics and signals 2020



COVID-19 NUMBERS IN THE PACIFIC

The Pacific has been largely spared the direct effects of COVID-19 in terms of morbidity and mortality: As of 6 October 2020, **7 members (Commonwealth of the Northern Marianas, Fiji, French Polynesia, Guam, Papua New Guinea, New Caledonia and the Solomon Islands)** have reported a total case fatality of **1.2 %**[1]

Emerging economic impacts as a result of Covid-19

Increased demand for **Gender Based Violence (GBV)** crisis centre services from those experiencing domestic violence. In Fiji, calls to the national domestic violence helpline nearly tippled in April (527) compared to March (187) and February (97).[7]

Bigger decline in in per capita economic growth rate, larger than in previous crises, e.g. -11.4 for Palau and -21% for Fiji[2]

Sharp decline in tourist arrivals, with border closures/ travel restrictions is impacting Pacific economies heavily reliant on **tourism.**

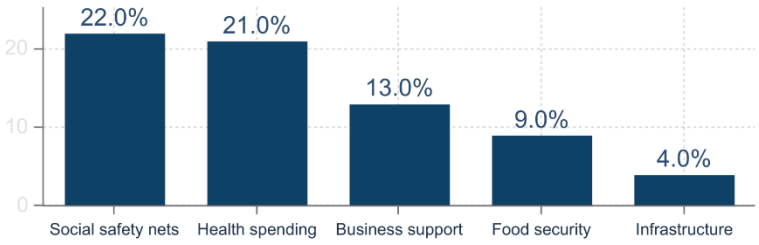
Remittances remain an important source of income assisting families to meet basic needs, education, health care, traditional and cultural obligations[3]

School closures have disrupted **education** with girls less able to access online learning options. Girls are also experiencing more pressure to undertake domestic labor and care responsibilities.[6]

Lay-offs and job losses are being reported across many PICTs. With little savings, many families will soon struggle to meet their daily basic needs; severest impacts will be felt by vulnerable groups.

Important markets for the Pacific **tuna long line industry** have been severely impacted by COVID-19. Key Japanese markets fell as much as 74% (JPY 582 million)[4] ; US markets fell around 63% (USD 4.3 million)[5] in 2020 compared to 2019

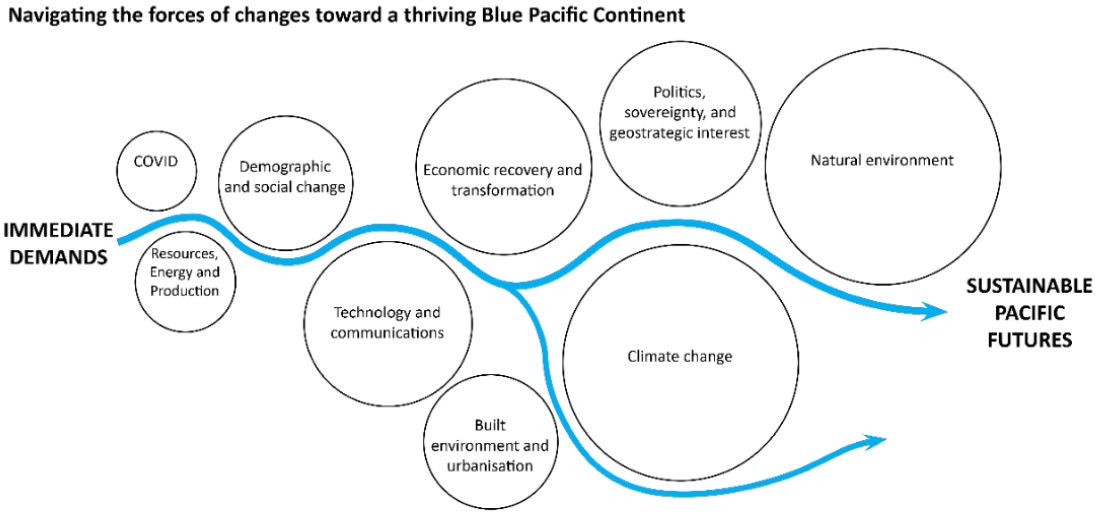
Targeted COVID-19 spending by Pacific governments[8]



[1]https://www.spc.int/updates/blog/2020/09/covid-19-pacific-community-updates
[2] https://www.imf.org/en/Countries/FJI
[3]http://www.fao.org/news/story/pt/item/1279154/icode/
[4]https://www.e-stat.go.jp/en/stat-search/files?page=1&layout=datalist&toukei=00350300&tstat=000001013141&cycle=1&tclass1=000001013180&tclass2=000001013182
[5]https://www.st.nmfs.noaa.gov/apex/f?p=213:3:4530743049535::::
[6] http://pacificwomen.org/wp-content/uploads/2020/10/Thematic-Brief_Pacific-Girl-and-COVID19_Pacific-Women-October-2020.pdf
[7] http://www.unwomen.org/en/news/stories/2020/6/feature-pacific-crisis-centres-respond-to-covid-19-amid-natural-disasters
[8] https://devpolicy.org/what-are-pacific-governments-spending-on-in-response-to-covid-19-20200824/

Key pivots of 2020

We are applying the lessons learned from COVID-19-related lockdowns and travel restrictions to rethink our service delivery models. As one of the 'meeting houses of the Pacific', we are experimenting further with the use of digital platforms for virtual engagement and training and publishing important data relevant to COVID-19, and natural disasters and shocks, including on the Pacific Data Hub.[2] We are working with local expertise through member focal points, non-governmental organisations and consultants to deliver activities on the ground. Digitising and localising our service delivery requires additional capacity strengthening. Where field work is not possible, we are focusing on developing knowledge products, through desk-based work including policy, draft legislation and guidelines, and conducting remote assessments and reporting.



Drivers of change

This summary of regional drivers of change (below), which was derived from multidisciplinary workshops with SPC staff, highlights the interconnection of the environmental, economic, social, and political factors that influence our work. The drivers reflect SPC's respect for Pacific ways and include efforts to reconcile traditions and cultures with the digital world necessitated by COVID-19, and to enable SPC to build resilience and move forward by design, not disaster.

Demographic and social change	The Pacific is undergoing significant social/cultural change driven by rapidly growing populations, urbanisation, impacts of non-communicable disease (NCD) and migration related to climate and employment. The increasing focus on gender equality, persons living with disabilities and youth present growing opportunities for civic engagement and revisiting of education and employment needs.
Climate change	Global ambition is not yet on track to reduce global warming to below 1.5°C. Pacific nations face loss and damage and widespread impacts due to sea-level rise, more extreme weather, declining coral reef ecosystems, and disruption of ocean-based cultures. However, growing capacity in understanding and managing climate impacts, access to climate finance, and formation of partnerships support improved planning practices and social resilience.

[2] Examples include data sets relevant to natural disasters and shocks, including health crises (https://sdd.spc.int/disasters-data).

Natural environment	The current global mass extinction is degrading ecosystems, fisheries and forests and threatening the future of the communities that rely on them. The vast ocean countries and territories of the Pacific have an opportunity to prevent social-ecological collapse through sustainably managing living resources and alleviating pressures on the environment.
Built environment	Rapid urbanisation occurs almost entirely in coastal areas in most Pacific countries and territories, increasing the demand for improved urban infrastructure (water, energy, transport and housing). Careful planning and 'building back better' following disaster events can produce long-term savings, improved climate resilience, and a foundation for health and well-being.
Resources, energy and productivity	The falling cost of renewable energy and storage is improving access to electricity for remote communities and reducing demand for carbon-intensive industries. Ecosystem health and sustainable resource management will remain critical for sustainable agricultural productivity, food security and economic growth.
Technology and communications	Technology and communications continue to evolve, providing access to information and enabling new ways of working and collaborating, but at the same time disrupting business practices and cultural norms. Opportunities for improving health and medical services, tsunami warning systems, coastal management and fisheries monitoring come with challenges to skills and infrastructure, cybersecurity, privacy and democratic processes.
Economics	COVID-19 has resulted in a significant decline in key economic sectors and a need for local, sustainable solutions for economic recovery. Bulging youth populations increase the demand for high-quality education, employment and health and psycho-social services for young people. Global action on climate change and ocean health will increase the value of Blue Pacific carbon assets, while creating stranded assets in carbon-intensive industries and technologies. Aligning these social, environmental and economic goals provides a pathway to long-term prosperity.
Politics	Global powers vying for geopolitical influence in the Pacific bring opportunities for development funding as well as threats to Pacific sovereignty and stability. Pacific leaders are pursuing regional partnerships through the 2050 Regional Strategy for the Blue Pacific Continent to increase their global influence and regional resilience.

Our theory of change

We serve our Blue Pacific region through generating and integrating science, knowledge and innovation, strengthening individual and institutional capacity, and building trusted relationships through culturally and contextually responsive practice to achieve sustainable development outcomes.

We assume that:

- uncertainty in the region will continue and 'business as usual' will not serve either short-term COVID-19-related priorities or maintain the course for achieving longer-term aspirations.
- Face-to-face interaction, a normal aspect of Pacific relations and of SPC's 74-year history, will remain constrained.
- growing economic inequality will exacerbate existing climate-change and social vulnerabilities

As our member governments:

- invest in the social welfare of their people and recovery from COVID-19, we need to be mindful of the added pressure on governments, and additional requests for project implementation support from members during this period of travel restrictions.
- revise their own national plans and the Blue Pacific 2050 Strategy, we need to respect national priorities and allocation of resources, and partner plans and actions, and collaborate to increase efficiency, regional coherence, and collective impact.

To remain relevant and responsive we must adjust our voyage and the ways in which we work. We must:

- put **Pacific people and equity** at the centre of our actions and commitments
- strengthen the **evidence value chain** to ensure decisions are informed by timely, high-quality, accessible data and knowledge products
- expand our **digital capacity, assets, and services**, designing purposeful digital engagement to navigate 'virtual fatigue'
- engage our members and stakeholders through **two-way dialogue and improved communication**, particularly in relation to safety, security, plans, priorities and results.

A resilient region needs a **resilient learning organisation**. Our staff, core capabilities and integrated knowledge are our greatest assets. **Localisation of resources, presence and capacity strengthening** will enable us to continue delivering services to our members. COVID-19 requires us to renew our focus on the health and well-being of our staff to support their continued service to the region.

COVID-19 requires deeper integration of our scientific, social, cultural and technical capabilities to support the health of the Pacific. Recognising the interconnection between **Pacific people's culture, health, well-being and livelihoods** and the **health, well-being and prosperity of the Pacific Ocean and island environments** is fundamental to achieving sustainable development in the region.

Our Social and Environmental Responsibility policy must guide our people, operations and programmes through a people-centred approach (human rights, gender equality, social inclusion, culture, youth, people with disabilities, and the relationship of Pacific people to the environment) in all aspects of our work.

We remain committed to our long-term goals for the Pacific and the goal of One SPC. We will transition from our current development and organisational objectives to **six key focus areas connected by sustainable systems, Pacific people, and knowledge integration.** We will apply our core **capabilities from across 20+ sectors** to these focus areas to add value to the efforts of our members to provide more integrated responses to COVID-19 and existing development challenges, and continue progress towards meeting the Sustainable Development Goals (SDGs).

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	**Goal 4**: One SPC delivering integrated programmes through streamlined services

Culture and human rights are an integral part of environmental, economic and social dimensions of sustainable development

***Our 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*

Sectors and cross-cutting disciplines		**What we provide**	**How we work**	**Impact pathways**
Sustainable agriculture Biosecurity Culture Coastal and 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	1. Science, data and statistics 2. Research for decision-making 3. Capacity strengthening (individual and institutional) 4. Coordination, convening and collaboration 5. Co-development of evidence-based law, policy and regulation and other knowledge-based tools and resources 6. Planning, programming, monitoring, evaluation and learning	Putting people and social safeguards at the centre Accompanying, and learning with, our members. colleagues and partners Innovating, piloting, and scaling or adapting approaches to meet new challenges Country, integrated and sectoral programming Complementing national machinery of governments, CROP sisters and key partners Delivering responsive, efficient and compliant services	Supporting localisation of regional responses and recovery Advising and influencing at multiple levels through trusted relationships Informing evidence-based decisions with accessible, appropriate data generation, curation, analysis, science, and policy development. Sharing high-quality, relevant programming aligned to member contexts and priorities Supporting networks and structures to sustain capacity strengthening Continuously improving and investing in the capabilities of our people, systems and processes

Implementing our Transition Plan

This Transition we will continue to be guided by the details of our divisional and corporate business plans. These business plans contain legacy projects and programmatic funding that will transition to thematic plans and funding in Strategic Plan 2021+. The SPC budget for 2021 includes allocations for realising our Transition Plan. Results will be reported as detailed in the Draft Strategic Results Framework attached to this Transition Plan.

Key organisational efforts in 2021 to transform our institutional effectiveness

A. Strengthening country and integrated programming through investment in our people, systems and processes, including by

    i. increasing our integrated programming capabilities;

    ii. streamlining processes and improving the service orientation of our finance, administration and communication functions through a shared services model;

    iii. improving our business systems to support integrated working, including finance, activity and results planning and reporting.

B. Working with our members to diversify our funding base through strategic resource mobilisation efforts.

C. Opening digital channels (capacity platforms and policy) to add value to SPC's traditional work.

D. Communicating and integrating our science, data and traditional knowledge, staying connected with members and partners transparency and accountability, and maintaining trusted relationships.

E. Mainstreaming social and environmental sustainability in our operations, people and programmes.

F. Supporting SPC staff health and well-being through appropriate COVID-19 responses (in recruitment, repatriation, flexibility of working arrangements, and decentralisation/localisation) to ensure continued delivery of services to and collaboration with members.

Guided by an organisational learning agenda, we will apply lessons for improvement and adaptation to planning, from the goal of One SPC down to projects and individual work plans. We will continue to develop an organisational culture that promotes internal collaboration through interdisciplinary teams, and ensure our staff are engaged and supported and their skills are developed. In addition, we will strengthen links between design, delivery, impact and evaluation.

We will continue to be custodians of, and contributors to 20 regional frameworks (Attachment A) and will seek to build on the interaction between these frameworks in undertaking collective action in our six key focus areas. As part of the CROP[3] family, we will continue to apply our scientific, cultural and technical capability to achieve the goals of the 2050 Strategy for the Blue Pacific Continent and the Pacific Roadmap for Sustainable Development.

[3] Council of Regional Organisations in the Pacific.

In preparation for the upcoming Pacific Community Strategic Plan 2021+, during the transition year we will consult with members, conduct baseline studies for the key focus areas, assess capability gaps and develop a capacity strengthening and talent management strategy as required for its implementation.

This Transition Plan positions the organisation to undertake a future-oriented and ambitious Strategic Plan 2021+ with a 10-year time span. It also provides a framework for deeper analysis in consultation with members as we track the development of the 2050 Strategy and refine our own strategic plan.

DRAFT STRATEGIC RESULTS FRAMEWORK

Blue Pacific vision:
The Blue Pacific Continent is a region of peace, harmony, security, social inclusion and increased prosperity so that all Pacific people are leading free, healthy and productive lives. Our Blue Pacific identity reinforces the potential of our shared stewardship of the Pacific Ocean and reaffirms the connections of Pacific peoples with their natural resources, environment, cultures and livelihoods. We understand that this vision can only be achieved through regional collective action.

Long-term goals of Pacific Community members:

1. **Pacific people benefit from sustainable economic development**
2. **Pacific communities are empowered and resilient**
3. **Pacific people reach their potential and live long and healthy lives**
4. **One SPC delivering integrated programmes through streamlined services**

Key focus areas	Quantitative and qualitative evidence	Information source
	1) Evidence of relevance of SPC's scientific and technical assistance (capacity building and supplementation) provided to Pacific Island countries and territories (PICTs).	Annual SPC Results Reports, supported by evidence from evaluations/reviews SPC Results Explorer
	2) Evidence of effectiveness of SPC capacity-building support (including capacity building through peer-to-peer collaboration), e.g. participants: i. demonstrate increased skills or knowledge on completion of training; and, where relevant, ii. 6 months after training, continue to apply their increased skills/knowledge.	Follow-up surveys of trainees conducted by SPC programmes Annual SPC Results Reports SPC Results Explorer; SPC capacity building evaluation 2020 [link] Programme and project evaluations
	3) Evidence of change in attitudes, including evolution in people's beliefs, options, motivation or intentions, as a result of SPC's contributions or assistance	Annual SPC Results Reports, supported by evidence from evaluations/reviews SPC Results Explorer.

	4) Evidence of change in practices and ways of working, including gender and youth considerations, as a result of SPC's contributions or assistance	Annual SPC Results Reports, supported by evidence from evaluations/reviews SPC Results Explorer
	5) Evidence of impact of SPC's contributions at the individual, institutional and population level (including measures of value where feasible)	Annual SPC Results Reports, supported by evidence from evaluations/reviews and other analyses SPC Results Explorer
Transition Plan objectives	**Quantitative and qualitative evidence**	**Information source**
Guide SPC's work with members and partners to focus our scientific, technical, culture and knowledge capabilities, and regional public goods, on national and regional priorities for responses to recovery	6) Evidence of the continued relevance and responsiveness of SPC's services in the context of changing member needs and priorities as a result of COVID-19	2021 Annual SPC Results Report, supported by evidence from evaluations/reviews and other analyses.

Inform our pivots to build a better organisation with systems and processes to support our staff and member services	7) Evidence of adaptation of SPC's work in response to members' immediate and long-term needs in the COVID-19 context, e.g.: i. how activities are delivered ii. actual activities iii. objectives, theory of change and strategy development 8) Evidence of the extent to which systems and processes support SPC's pivots	2021 Annual SPC Results Report, supported by evidence from evaluations/reviews and other analyses SPC policies and procedures in response to changing contexts
Provide a dynamic way forward, acknowledging that in times of high uncertainty, plans must be adjusted according to changes in context, needs and aspirations	9) Evidence that the SPC Transition Plan informs organisation-wide planning in 2021 10) Evidence of programmes and projects being redesigned and adapted to better respond to changing contexts 11) Availability of evidence to inform adjustments and adaptations at project, programme and organisational levels	2021 Annual SPC Results Report, supported by evidence from evaluations/reviews and other analyses Revisions to budgets and other planning mechanisms

Annex C: Attachment A

Pacific regional frameworks for which SPC has implementation, coordination and advisory roles

SPC has implementation, coordination and/or advisory roles for the 20 Pacific frameworks listed below. These roles are specifically referenced in SPC's divisional and programmes business plans.
The information summarises the time frame of the regional document, authorisation and governance details, purpose and intended outcomes, and is presented alphabetically by theme.

1. Framework for Pacific Regionalism (2014–) https://www.forumsec.org/wp-content/uploads/2017/09/Framework-for-Pacific-Regionalism.pdf and the **Boe Declaration** for Regional Security https://www.forumsec.org/wp-content/uploads/2019/10/BOE-document-Action-Plan.pdf

2. Pacific Nationally Determined Contributions Hub (2018–), noting links to global **Climate Change** commitments and regional centres, portals and frameworks

3. Pacific Regional **Culture** Strategy 2017–2020 (Phase 2) https://www.spc.int/resource-centre/publications/regional-culture-strategy-investing-in-pacific-cultures-2010-2020

4. Pacific ACP States Regional Environmental Management Framework for **Deep Sea Minerals** Exploration and Exploitation (2016–) https://www.openchannels.org/literature/13911

5. Pacific Framework for the Rights of Persons with **Disabilities** (2016–2025) https://www.forumsec.org/framework-for-rights-of-persons-with-disability/

6. Pacific Regional **Education** Framework (2018–2030) https://pacificdata.org/data/dataset/pacific-regional-education-framework-pacref-2018-2030-moving-towards-education-2030

7. Framework for Action on **Energy** Security (2010 – 2020), noting the Pacific Centre for Renewable Energy and Energy Efficiency (PCREE) https://www.pcreee.org/

8. Regional Roadmap for Sustainable Pacific **Fisheries** (2015 – 2025) https://www.ffa.int/system/files/Roadmap_web_0.pdf

9. A New Song for Coastal **Fisheries** – Pathways to Change (2015–) https://coastfish.spc.int/component/content/article/461-a-new-song-for-coastal-fisheries.html

10. Regional Framework for Accelerating Action on **Food Security and Nutrition** in Pacific Small Island Developing States (in draft) https://sustainabledevelopment.un.org/content/documents/17753PacificFramework.pdf

11. Pacific Platform for Action on **Gender Equality** and Women's Human Rights (2018–2030) https://www.spc.int/sites/default/files/wordpresscontent/wp-content/uploads/2017/09/PPA-2018-Part-I-EN2.pdf

12. Healthy Islands Vision (1995–) https://www.spc.int/updates/blog/2017/09/measuring-progress-towards-the-healthy-islands-vision

13. Regional Strategy for Pacific Women in **Maritime** (2020–2024) http://prdrse4all.spc.int/sites/default/files/t8_-_annex_a_regional_strategy_for_pwm_2020-2024_0.pdf and the MTCC http://mtccpacific.spc.int/

14. Pacific **NCD** Roadmap, noting links to the MANA dashboard and Pacific Legislative Framework on NCDs (under development) https://www.spc.int/updates/news/2020/02/fiji-prime-minister-hon-bainimarama-opens-the-regional-pacific-ndc-hub-office

15. Framework for Pacific **Oceanscape** (2010–) https://www.forumsec.org/wp-content/uploads/2018/03/Framework-for-a-Pacific-Oceanscape-2010.pdf and the Pacific Community Centre for Ocean Science (PCCOS) https://www.spc.int/pccos

16. Framework for **Resilient Development** in the Pacific (2017–2030) http://gsd.spc.int/frdp/

17. Ten-Year Pacific **Statistics** Strategy (Phase 2, 2010–2020) https://sdd.spc.int/ten-year-pacific-statistics-strategy-typss

18. Pacific Roadmap for **Sustainable Development** (Agenda 2030) https://www.forumsec.org/wp-content/uploads/2018/10/The-Pacific-Roadmap-for-Sustainable-Development.pdf

19. Framework for Action on **Transport** Services (2011–2020) https://pacificdata.org/data/dataset/framework-for-action-on-transport-services

20. Pacific **Youth** Development Framework (2014–2023) https://www.spc.int/sites/default/files/resources/2018-05/Pacific_Youth_Development_Framework.pdf