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Capstone Report of the Pacific Community Strategic Plan 2016-2020

Information Paper 1



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Recommendations

The CRGA Subcommittee is invited to note:

1. The contents of the capstone evaluation report
2. That several recommendations are already in the process of being addressed
3. That a comprehensive management response to the recommendations will be developed and implemented by the secretariat.



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Capstone Evaluation

- Purpose of the evaluation is to generate evidence to inform early implementation of the Pacific Community Strategic Plan 2022-2031
- The evaluation:
 - Identified four key lessons
 - Made six conclusions
 - Made ten recommendations



Evaluation approach



Utilised a mixed methodology including:

- Review of 14 documents, including Strategic Plan 2016-2020, 2016-2020 Results Reports, key policies (PEARL and SER) and key evaluations undertaken during 2016-2020
- 6 interviews and 2 focus groups with SPC's senior leadership team
- 1 focus group with members of this Subcommittee
- 8 interviews and 3 small group interviews about three projects/programmes implemented during the Plan period
- An online stakeholder survey, with 54 completed responses.

Findings



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- SPC is a stronger organisation in 2020 than it was in 2016.
- Overall, the evaluation found that SPC had been successful in enhancing its position to be able to make greater contributions during the strategic plan, through significant strengthening of:
 - reporting systems,
 - planning,
 - organisation-wide learning and reflection,
 - financial management and
 - resourcing systems

Areas for improvement



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- The priority setting approach was not sufficient to provide strong guidance to divisions
- Structures and processes have not effectively supported integrated programming
- Programme planning and funding were not strongly linked
- There is a tension between achieving strategic objectives and donor funding
- Monitoring and reporting systems and processes have not enabled the extent of organisational progress to be described at the organisational level

There were also challenges in aligning the whole organisation with the principle of 'one SPC'. A "critical" lesson identified in the 2017 results report was that the vision for 'one SPC' was not equally shared across the divisions or programme areas, and this affected the pace of change towards implementing this approach. In this regard, a focus on working to process rather than aligning with the vision was identified as a factor.

Findings relevant to the Regional Architecture Review



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- **The provision of regional public goods centres on SPC’s technical and scientific expertise, and is supported by SPC using a variety of approaches**
- **SPC’s approach to delivering regional public goods reflects an overall shift towards greater coordination and integration**
- **SPC continues to improve the provision of scientific and technical advice alongside collaboration and capacity building to ensure relevance and use**
- **Prioritisation of work should centre on the unique value that SPC’s expertise and relationships provide**

Almost two thirds (65%) of survey respondents agreed with the statement ‘SPC complements the work of other regional organisations to deliver coordinated programmes and services’ to a strong or very strong extent. Complementing other regional organisations contributes to greater alignment and ability to limit duplication and prioritise resources



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Lessons identified

1. Relationships are at the heart of SPC's success
2. Maintaining communication and working in a coordinated way with member countries is crucial
3. Prioritisation of work should centre on the unique value that SPC's expertise and relationships provide
4. Greater collective effort is required across SPC to implement the strategic plan



Conclusions made

1. SPC is a stronger organisation than it was when the strategic plan was developed
2. SPC used the strategic plan as a guide across development and organisational objectives, but uneven implementation indicates that challenges remain
3. Prioritisation of work programmes was an on going challenge and the priority setting approach did not provide sufficient guidance
4. A greater focus on country programming would be beneficial
5. Monitoring and reporting processes have significantly strengthened, but focus on divisional level implementation limited ability to report organisational level progress
6. Staff engagement with the strategic plan is essential



Interim management response to the recommendations

	Capstone evaluation recommendation	Interim secretariat summary status
1	Continue to build on existing strengths and improvements in strategic-level systems so SPC can focus on outcomes for countries	In progress Institutional effectiveness (integrated service system) requiring attention
2	Implementation of the current strategic plan should include clear guidance to SPC staff about overall direction and provide tools	In progress – Business plans and Greenbook Integrated planning, PM & reporting system requiring attention
3	Ensure SPC's SER policy is fully implemented and monitored	Early stages – capacity has been strengthened with PWL and WiL
4	Develop clear and explicit prioritisation approaches to better negotiate being responsive to countries, donors and meeting SPC objectives	Early stages – revising budget planning around the KFA's and pathways
5	Continue to foster good relationships and use these to leverage support resourcing and prioritising activities	In progress



Recommendations (continued)

	Capstone evaluation recommendation	Interim secretariat summary status
6	Progress the development of country programmes, using lessons learnt about coordination and communication	In progress
7	Continue to develop MEL capacity and capability, including linkages to planning and accountability activities	In progress – the capability, resources and systems to develop indicators linked to 2050 and regional frameworks requires attention
8	Develop measures of organisational achievement against strategic plan objectives	In progress
9	Consider measurement and reporting at country level	In progress
10	Support staff at all levels to engage with the values and direction in the current strategic plan, work cohesively and take ownership of the plan	In progress



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Conclusion

- The evaluation has made a valuable contribution to SPC's learning from the previous strategic plan period, helping to focus early implementation of the Strategic Plan 2022-2031
- The Secretariat looks forward to reviewing recommendations and continuing to implement the lessons contained within the capstone evaluation



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