



**FORTY-SIXTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(Noumea, New Caledonia, 28–30 June 2016i)

AGENDA ITEM 3: STRATEGIC PLAN MONITORING AND RESULTS REPORTING FOR THE PACIFIC COMMUNITY

(Paper presented by the secretariat)

Summary

1. This paper relates to Sessions 3 and 4 of the agenda and includes three items that focus on the performance of the Pacific Community:
 - Report from the Chair of the CRGA Subcommittee on Implementation of the Strategic Plan;
 - The Pacific Community 2015 Results Report, including the opinion of the subcommittee on the Management Action Plan; and
 - The Strategic Results Framework (SRF), including the opinion of the subcommittee.
2. The CRGA Subcommittee on Implementation of the Strategic Plan (subcommittee) was established by CRGA 45 in 2015 to assist in implementation of the Pacific Community Strategic Plan 2016–2020 and provide advice to CRGA. This enhancement of CRGA’s governance role was endorsed by the 9th Conference.
3. At its first meeting in New Caledonia (18–19 May, 2016), the subcommittee elected Cook Islands as Chair and reviewed and discussed (i) the draft Pacific Community 2015 Results Report, and (ii) the Strategic Results Framework 2016–2020. An overview of the subcommittee’s discussions is included in this paper, while Annex A presents the meeting outcomes and its recommendations to CRGA.

Recommendations

4. CRGA is invited to:
 - i. note the outcomes of the first meeting of the CRGA Subcommittee on Implementation of the Strategic Plan;
 - ii. acknowledge the presentation of the 2015 Pacific Community Results Report, the case studies illustrating thematic results, and progress in implementing integrated work;
 - iii. endorse the Pacific Community 2015 Results Report, noting that the secretariat has incorporated improvements suggested by the subcommittee;

- iv. endorse the Strategic Results Framework 2016–2020, noting that the secretariat will provide progress reports to the subcommittee on the outcomes of testing and implementing the framework.

STRATEGIC PLAN MONITORING AND RESULTS REPORTING FOR THE PACIFIC COMMUNITY

Purpose

5. This paper presents the Pacific Community 2015 Results Report (Annex B) and the Strategic Results Framework 2016–2020 (Annex C). It also includes the outcomes and recommendations of the first meeting of the CRGA Subcommittee on Implementation of the Strategic Plan 2016–2020 (Annex A).

Background

6. At the 9th Conference in Niue in 2015, members endorsed the establishment of a CRGA Subcommittee to provide oversight of the implementation of the Strategic Plan, and regular opinions and advice to CRGA.
7. Under its Terms of Reference, the subcommittee:
 - i. considers performance based on the Pacific Community Results Report and mid-year update;
 - ii. prepares an annual opinion for CRGA and Conference on the Pacific Community Results Report;
 - iii. reviews and provides feedback on the Strategic Results Framework;
 - iv. provides recommendations to CRGA on any revisions or updates of the Strategic Plan;
 - v. provides recommendations to CRGA and Conference on key priorities and issues to inform the next Strategic Plan; and
 - vi. serves as a reference group for priority setting under the Strategic Plan.

Subcommittee meeting

8. The first meeting of the subcommittee was held in New Caledonia, 18–19 May, 2016. It was attended by Australia, Cook Islands, Fiji, France, French Polynesia, New Caledonia, New Zealand, Niue, Papua New Guinea, Tonga, and United States of America, and also by a representative of the European Union and senior executives of the secretariat led by the Director-General. Apologies were received from the Federated States of Micronesia.
9. The members elected Cook Islands as Chair of the subcommittee for the life of the Strategic Plan.
10. The secretariat presented the subcommittee with a draft of the Pacific Community 2015 Results Report and the Strategic Results Framework 2016–2020. The outcomes of the subcommittee meeting and its recommendations to CRGA are in Annex A.

Pacific Community 2015 Results Report

11. The Pacific Community 2015 Results Report (Annex B) provides an overview of the positive changes achieved by SPC through its technical, scientific, research, policy and training services. Performance stories illustrate SPC's work across sectors and change at regional, national government, civil society and individual levels.
12. Building on the inaugural Programme Results Report 2013–2014, the latest report highlights key results across the 15 development objectives that underpin SPC's three development goals as follows:

Goal 1: Pacific people benefit from sustainable economic development

Key results contributing to this goal include: enabling enhanced decision-making through management, access and utilisation of tuna fisheries data, agricultural, deep sea mineral and maritime boundary policies and legislation, and core or sector specific statistics; improved practices in forestry and biosecurity; improved compliance with maritime and energy regulations; and growth in agri-business and cultural industries contributing to expansion of Pacific trade.

Goal 2: Pacific Communities are empowered and resilient

Key results contributing to this goal include: enhancing civil understanding, parliamentary and judicial practices and reporting to improve protection of human rights in the region; enabling national policy efforts in gender mainstreaming through improved practices across sectors; providing a platform for youth engagement in development issues; building human and structural capacity for nationally identified priority areas in response to climate change and disasters; and contributing research evidence and advice on better practices for food security in coastal fisheries, aquaculture and coconut industries.

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

Key results contributing to this goal include: strengthening regional public health architecture and surveillance systems, and coordinating collaborative efforts in responding to NCD; conducting research and involving communities in improved water security and sanitation planning and implementation; improving national standards for teachers and principals, and assessment of learning for better education outcomes; and supporting regional prioritisation of culture for economic well-being and national development.

13. The report also describes progress towards achieving specific organisational objectives to ensure SPC is best placed to assist members in achieving their development goals.
14. The report's results framework shows good progress against 56 development indicators describing performance and outputs against 33 medium-term outcomes. Two thirds of the indicators show SPC either fully met or exceeded the 2015 development targets.
15. The 2015 report also includes a Management Action Plan (MAP) that responds to the top lessons learned. In developing the MAP, lessons identified across all SPC divisions, programmes and corporate areas were grouped under eight themes. The Senior Leadership Team (SLT) analysed these eight lessons and prioritised them according to their impact on SPC's work. SLT then identified 12 actions to respond to the top four lessons. In acknowledging the limited time left to respond in 2016, the Management Advisory Group prioritised six practical and doable key actions to be addressed in 2016. The six actions relate directly to the development and organisational objectives of the Strategic Plan 2016–2020. The other identified actions will be used to inform business planning and divisional-level reflection on results.
16. The subcommittee engaged in detailed discussion of the draft MAP and made specific recommendations for improvements, which have been incorporated. The subcommittee's recommendations for future reporting will be taken into account in developing the 2016 Results Report.
17. The Pacific Community 2015 Results Report demonstrates SPC's commitment to monitor, reflect and report on its contribution to achieving members' development goals. This commitment is part of organisational change in thinking not only about the activities implemented, but the transformation that is experienced as a result of those activities. Organisational change is also increasing SPC's ability to apply its scientific and technical knowledge in integrated ways for better development outcomes.

Strategic Results Framework

18. The Strategic Results Framework (SRF) provides SPC, for the first time, with a high-level structure to aggregate quantitative and qualitative performance indicators across the whole organisation (annex C).
19. The SRF was developed following early advice from the CRGA subcommittee that supported the development of the Strategic Plan, internal and external consultation, including with key donor members, and the advice of DFAT's Regional Advisory Service.
20. The structure and intent of the SRF builds on learning derived from reporting against the results framework in the Corporate Strategic Plan 2013–15. Specific improvements are outlined in Table 1 below.

Table 1: Differences between the Strategic Results Framework 2016–2020 and the indicator matrix for 2013–2015.

2013-2015 Indicator Matrix	2016-2020 Strategic Results Framework
Output focus	Results focus
No link to strategic development goals	Direct link to strategic development goals
Complex: 48 MTRs and over 70 indicators	Streamlined: 14 results and 17 indicators
Cross-cutting issues not integrated	Integrates gender, youth and SIS
Only quantitative indicators included	Includes qualitative and quantitative evidence
No consistent mechanism for collecting performance information	Systematic collection of evidence through PEARL (planning, evaluation, accountability, reflection and learning)
No common indicators to show 'one SPC' story	Common indicators across divisions show 'one SPC' performance

21. In the SRF, indicators and qualitative evidence start at the output level and progress through immediate and medium-term outcomes up to impacts. This will allow SPC to build results stories over time that mature with the status of programmes.
22. The SRF is underpinned by divisional results frameworks that are annexed to the newly developed divisional business plans. The divisional results frameworks are further supported by project result matrices, log-frames and work plans.
23. The subcommittee, in recognising the size of the task of transitioning SPC to a harmonised high-level SRF, recommends that the secretariat tests the SRF and keeps the subcommittee updated on the implementation process at divisional and corporate level. The subcommittee's recommendations for clarity in presenting the SRF to CRGA have been included in this paper. The SRF is presented for CRGA's endorsement.

Recommendations

24. CRGA is invited to:
- i. note the outcomes of the first meeting of the CRGA Subcommittee on Implementation of the Strategic Plan;
 - ii. acknowledge the presentation of the 2015 Pacific Community Results Report, the case studies illustrating thematic results, and progress in implementing integrated work;
 - iii. endorse the Pacific Community 2015 Results Report, noting that the secretariat has incorporated improvements suggested by the subcommittee;
 - iv. endorse the Strategic Results Framework 2016–2020, noting that the secretariat will provide progress reports to the subcommittee on the outcomes of testing and implementing the framework.
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OUTCOME

Meeting of CRGA Subcommittee on Strategic Plan Implementation 18–19 May, 2016 Pacific Community, Noumea, New Caledonia

AGENDA ITEM 1: OPENING

1. The CRGA Subcommittee on Strategic Plan Implementation (subcommittee) held its first meeting at the headquarters of the Pacific Community (SPC) in Noumea, New Caledonia, 18–19 May, 2016. The meeting was attended by the following member countries and territories – Australia, Cook Islands, Fiji, France, French Polynesia, New Caledonia, New Zealand, Niue, Papua New Guinea, Tonga, and United States of America – and also by a representative of the European Union and senior executives of the secretariat led by the Director-General. Apologies were received from the Federated States of Micronesia.
2. The main objectives of the meeting were to discuss (i) the draft Pacific Community 2015 Results Report, and (ii) the Strategic Results Framework 2016–2020, and provide recommendations to CRGA 46 for its endorsement.
3. The subcommittee also discussed its role as a reference group for the secretariat in priority setting under the Strategic Plan. To provide context to the discussion on the prioritisation process, SPC's financial situation was presented to the subcommittee in line with the circular sent to Representatives of Governments and Administrations on 21 April 2016.
4. The election of the Chair of the subcommittee was deferred until the second day of the meeting when members elected Cook Islands as Chair.

AGENDA ITEM 2: TERMS OF REFERENCE FOR THE CRGA SUBCOMMITTEE

5. The secretariat provided the subcommittee with the previously agreed terms of reference (TOR). The members discussed a number of issues, including:
 - (i) amending the TOR;
 - (ii) how members could withdraw from the subcommittee;
 - (iii) the role and function of the subcommittee as a reference group for the secretariat in priority setting under the plan; and
 - (iv) what constituted 'significant issues' that would have to be referred to CRGA.
6. In their discussions, members emphasised:
 - (i) membership of the subcommittee is voluntary and based on representation of constituencies;
 - (ii) it is a subcommittee of CRGA not of Conference; and
 - (iii) as it is an advisory body, the absence of any member does not materially affect decisions of the subcommittee.
7. Subcommittee members noted that only CRGA has the power to amend the TOR. In the event that any membership issues arise, CRGA would be able to consider these issues at its annual meeting.

8. However, in the event that a member wishes to withdraw, it is suggested that the member inform the Chair of the subcommittee in writing. This will enable the Chair to begin the process of finding a replacement member.

AGENDA ITEM 3: PACIFIC COMMUNITY 2015 RESULTS REPORT

9. The draft Pacific Community 2015 Results Report provides an overview of the positive changes being achieved across the Pacific region through the technical, scientific, research, policy and training services of SPC. The subcommittee welcomed the draft report and acknowledged the enormous task of collating and presenting such a wide range of activities and achievements across the organisation.
10. The subcommittee welcomed improvements to results reporting in 2015 including greater leadership and thinking about how the organisation will move forward through the inclusion of a Management Action Plan responding to the lessons learned.
11. In considering the Management Action Plan, the subcommittee acknowledged presentations outlining the process of prioritising lessons and identifying actions to be taken during 2016, led by the Senior Leadership Team (SLT). It was the subcommittee's opinion that the Management Action Plan could be further enhanced by simplifying the language and including a description of the prioritisation process, the priority lessons and key actions for 2016.
12. The subcommittee suggested that it would be useful for CRGA to be presented with a small number of case studies to provide an opportunity for more in-depth description of results in terms of multi-sector approaches and gender mainstreaming.
13. In proposing improvements to future reports, the subcommittee reflected on the audiences for the report and its utility in sharing results with ministries and across sectors. The subcommittee considered it would be valuable to identify achievements against cross-sectoral activities and priorities. Some members suggested that it could also be useful to try to locate results in sectors.
14. The subcommittee proposed improvements for future reports, including:
 - a. A clearer summary of results and adequacy of progress
 - b. A more concise and therefore shorter report
 - c. More use of graphics and photos
 - d. Details about which countries are included in the results stories
 - e. Linking results stories to indicators in the Strategic Results Framework (SRF)
 - f. Linking financial data with results
 - g. Improved reporting on gender mainstreaming

Recommendations

13. The subcommittee recommends that:
 - a) CRGA endorse the 2015 Pacific Community Results Report with amendments to the Management Action Plan, including:
 - i. changes to the wording and format for clarity and improved readability and understanding;
 - ii. A rationale for the prioritisation of lessons learned and why some actions were chosen over others;

- b) CRGA note the subcommittee has requested the secretariat to present case studies incorporating multi-sector approaches and gender mainstreaming at CRGA 46;
- c) CRGA note the subcommittee's recommendations for improvements to future results reports.

AGENDA ITEM 4: STRATEGIC RESULTS FRAMEWORK 2016–2020

- 14. The Strategic Results Framework (SRF) 2016–2020 is the performance assessment tool for the Pacific Community Strategic Plan 2016–2020. The secretariat described the development of the SRF and its place in the broader performance assessment system.
- 15. The subcommittee commended the structure and strategic intent of the SRF and the framing of results in relation to members' achievement of their development goals.
- 16. The subcommittee was also pleased to learn about the planning, evaluation, accountability, reflection and learning (PEARL) system that provides rigour to SPC's efforts to track, report and learn from progress towards achieving its objectives.
- 17. In break-out group discussions, the subcommittee acknowledged the complex nature of the results framework in aggregating indicators from across the breadth of SPC's sectoral work and the depth of the indicators from corporate and division to programme and project level. Discussions between the subcommittee and secretariat clarified the in-built programme logic of the SRF, which includes indicators at the output, outcome and impact level.
- 18. The subcommittee provided guidance and recommendations to the secretariat regarding future reporting to the subcommittee on testing of the SRF and its application in developing divisional-level results frameworks. In particular, the subcommittee recognises that the SRF is untested and, in future meetings, will expect to see:
 - i. how the SRF is underpinned by divisional-level results frameworks and programme /project work plans
 - ii. how the SRF will be adequately resourced
 - iii. how the SRF can reflect the SDGs, where appropriate
 - iv. how SLT/CRGA will be informed so as to allow them to make a judgement on the adequacy of progress.

Recommendation

- 19. The subcommittee recommends that:

CRGA endorse the Strategic Results Framework (SRF), with the understanding that it is a working document (document de travail) that will need to be adequately resourced and annually reviewed.

AGENDA ITEM 5: SPC PRIORITISATION PROCESS

- 20. The secretariat made a number of presentations on the prioritisation process being undertaken across the organisation.

21. Three break-out groups of subcommittee members reflected on their specific role as a reference group for priority setting for SPC. Drawing from the presentations, the subcommittee acknowledged the secretariat's work towards developing a process and methodology for prioritisation.
 22. The subcommittee agreed that its functions as a reference group for priority setting under the plan are to:
 - (i) provide advice and guidance to the secretariat on its prioritisation process, including by assisting in fine-tuning proposed priorities, reviewing progress and making recommendations to CRGA;
 - (ii) identify issues that need further guidance from CRGA; and
 - (iii) task the secretariat with providing additional information to inform the execution of the subcommittee's role and functions.
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Annex C: Strategic Results Framework

Mission of the Pacific Community: To work for the wellbeing of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures.			
Development Goals of Pacific Community members:			
<ol style="list-style-type: none"> 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 			
Development objective	Expected results	Quantitative indicators and qualitative evidence	Information source
Contribute to members' development goals through provision of multi-sectoral scientific and technical assistance	Pacific Island countries and territories' (PICTs) capabilities to meet national and regional development objectives are strengthened in the areas of: <ol style="list-style-type: none"> a. sustainable management of natural resources (fisheries, forestry, land use, agriculture, minerals, water) b. pathways to international markets (mobility of learners and workers, access for private enterprises, phytosanitary and biosecurity standards supporting trade) c. sustainable transport and energy security d. access to and use of development statistics in policy development and monitoring progress e. multi-sectoral responses to climate change and disasters 	1) Evidence of relevance of SPC's scientific and technical assistance (capacity building and supplementation) provided to PICTs	End-of-year reports from SPC programmes, supported by evidence from evaluations/reviews
		2) Evidence of effectiveness of SPC training or capacity-building support (including capacity building through South-South collaborations facilitated by SPC), which will include the number and percentage of participants (M/F/Y) who: <ol style="list-style-type: none"> a) report increased skills or knowledge upon completion of training; and, where relevant b) report, 6 months after training, using increased skills/knowledge 	Follow-up surveys of trainees conducted by SPC programmes
		3) Number of PICTs that have endorsed or begun implementing new policies, improved practices and ways of working, etc., including gender and youth considerations, as a result of SPC's contributions or assistance.	End-of-year reports from SPC programmes, supported by evidence from evaluations/reviews

	<p>f. social development through the promotion of human rights, gender equality, cultural diversity and opportunities for young people</p> <p>g. multi-sectoral responses to non-communicable diseases and food security</p> <p>h. regional public health surveillance and response</p> <p>i. education quality</p>	<p>4) Evidence of improvements in capacity, practice or policies (particularly for small island developing states) as a result of SPC's contributions or assistance at national or regional levels.</p>	End-of-year reports from SPC programmes, supported by evidence from evaluations/reviews
		<p>5) Evidence of the difference that SPC's contributions or assistance has made towards development objectives for Pacific women, men and youth (including measures of value where feasible)</p>	End-of-year reports from SPC programmes, supported by evidence from evaluations/reviews and other analysis
Organisational objectives	Expected results	Quantitative indicators and qualitative evidence	Information source and responsibility
a. Strengthen engagement and collaboration with members and partners	Strong engagement by members in SPC's programmes and closer collaboration between SPC and its partners, which enhances the relevance and effectiveness of SPC's work.	<p>6) Number of country programmes developed with improved engagement with countries and partners (including identification of joint priorities, challenges and opportunities)</p>	Half-yearly SEPPF update to SPC's Senior Leadership Team (SLT)
		<p>7) Number and percentage of SPC projects/programmes demonstrating improved member country engagement in design, implementation and evaluation</p>	Half-yearly SPC divisional updates to SLT
		<p>8) Evidence of more productive engagement with Council of Regional Organisations in the Pacific (CROP) partners and other agencies in SPC's scientific and technical work</p>	Half-yearly SPC divisional updates to SLT

b. Strengthen technical and scientific knowledge and expertise	SPC's scientific and technical expertise is further enhanced to increase the relevance and effectiveness of its work in supporting achievement of members' development goals.	9) Evidence of improved relevance, quality and significance of SPC's scientific and technical work (particularly for small island developing states)	Annual analysis of the use of SPC scientific and technical products.
c. Address members' development priorities through multi-disciplinary approaches	Enhanced, evidence-based multi-disciplinary approaches to the design and implementation of programmes addressing national and regional development issues (including the analysis of and prioritisation of responses to social, environmental and economic issues).	10) Number and percentage of programme/project designs and divisional plans that include analyses of social, environmental and economic issues (including latest statistical evidence)	Half-yearly update from Programme Support Unit and SPC divisions to SLT
		11) Evidence of improvements in addressing regional priorities (e.g. non-communicable diseases, climate change and disaster risk management, youth unemployment, biosecurity for trade, food and water security, and gender inequality, and priorities relevant to SPC's comparative advantage identified in the Framework for Pacific Regionalism), including through SPC's multi-disciplinary approach	Programme/project evaluations and half-yearly SPC divisional updates to SLT