



PROGRESS UPDATE – INDEPENDENT INSTITUTIONAL REVIEW OF THE PACIFIC COMMUNITY

August 2024

Introduction

This document provides an update on implementation progress of the [Independent Institutional Review \(IIR\)](#) being undertaken by Humanitarian Advisory Group (HAG) and Collaborate Consulting Pty Ltd (CoLAB) on behalf of the Pacific Community (SPC).



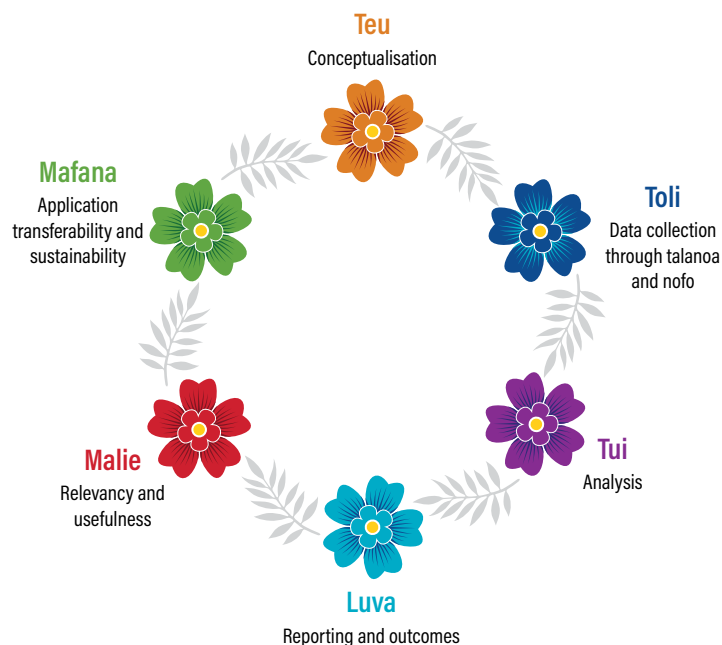
Objectives of this review:

- **Objective 1:** To assess to what extent the organization is fit for purpose to deliver regional aspirations and priorities
- **Objective 2:** To assess to what extent the organization is fit for purpose to deliver the aspirations in its strategic plan in relation to Goal 4 and KFA 7
- **Objective 3:** To assess SPC's operational model, governance arrangements and institutional capacities and identify strengths, areas for improvement and opportunities
- **Objective 4:** To assess relevance in relation to member needs and service delivery
- **Objective 5:** To review the alignment and implementation process at the three-year horizon of the SPC Strategic Plan 2022-2031 within the broader context of this institutional review



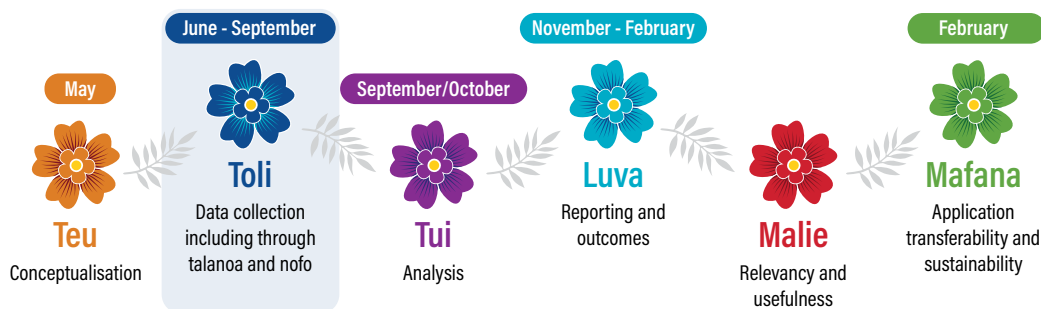
As put forward in the inception report (finalised in May 2024), there are six key phases of this review taking place between May 2024 and February 2025 and mapped against the *Kakala* research framework (see Figure 1).

Figure 1: The *Kakala* research framework



Where are we now?

We are well into the *toli*, or primary and secondary data collection phase. Data collection will be wrapping up in September to enable sufficient time for robust analysis, sense-making and validation.



What have we been up to?

As at the 30th of August, the review team has completed the following:



Member Consultations

- Federated States of Micronesia, Guam, New Zealand, Papua New Guinea (PNG), Republic of Marshall Islands, Samoa
- One with CRGA Subcommittee for the Strategic Plan



Sessions

- One with HR leads
- One with SPC MELNet (MEL focal points)



Journey mapping to understand the process behind and contributions of the Youth Ministerial and Pacific Regional Energy and Transport Ministers Meeting



Deep dives

- One with SPC Audit and Risk Committee (ARC)
- One with SPC flagship leads
- Two with SPC's Senior Leadership Team (SLT)



Document reviews

- 35+ internal and external documents



Key informant interviews (KII)

- 26 with SPC staff and partners
- One with Deputy Secretary General, PIFS
- One with CRGA Subcommittee co-chairs
- Regional Review of Architecture (RRA) process leads



230+ staff reached in 5 open door consultations



Surveys

- Member and partner survey being finalised for distribution
- SPC staff survey circulated

What more are we planning?

Up until the end of the *toli* phase (30th September), we have planned:



Member Consultations

- Australia, Cook Islands, Heads of Missions (Fiji), Solomon Islands, Vanuatu and other Small Islands States (SIS)
- One with CRGA Subcommittee for the Strategic Plan



Sessions

- One with SLT



Roundtables

- CROP agency representatives
- Development partners (two sessions planned)
- Youth



Interviews

- Additional interviews on an as needed basis

Should you have any questions about the review, please reach out to Jess from the review team via jlees@humanitarianadvisorygroup.org