



Pacific
Community
Communauté
du Pacifique

Pacific Community Transition Plan 2021

Foundations for a resilient future: Response to recovery

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Foundations for a resilient future:
Response to recovery



Noumea, New Caledonia, 2020

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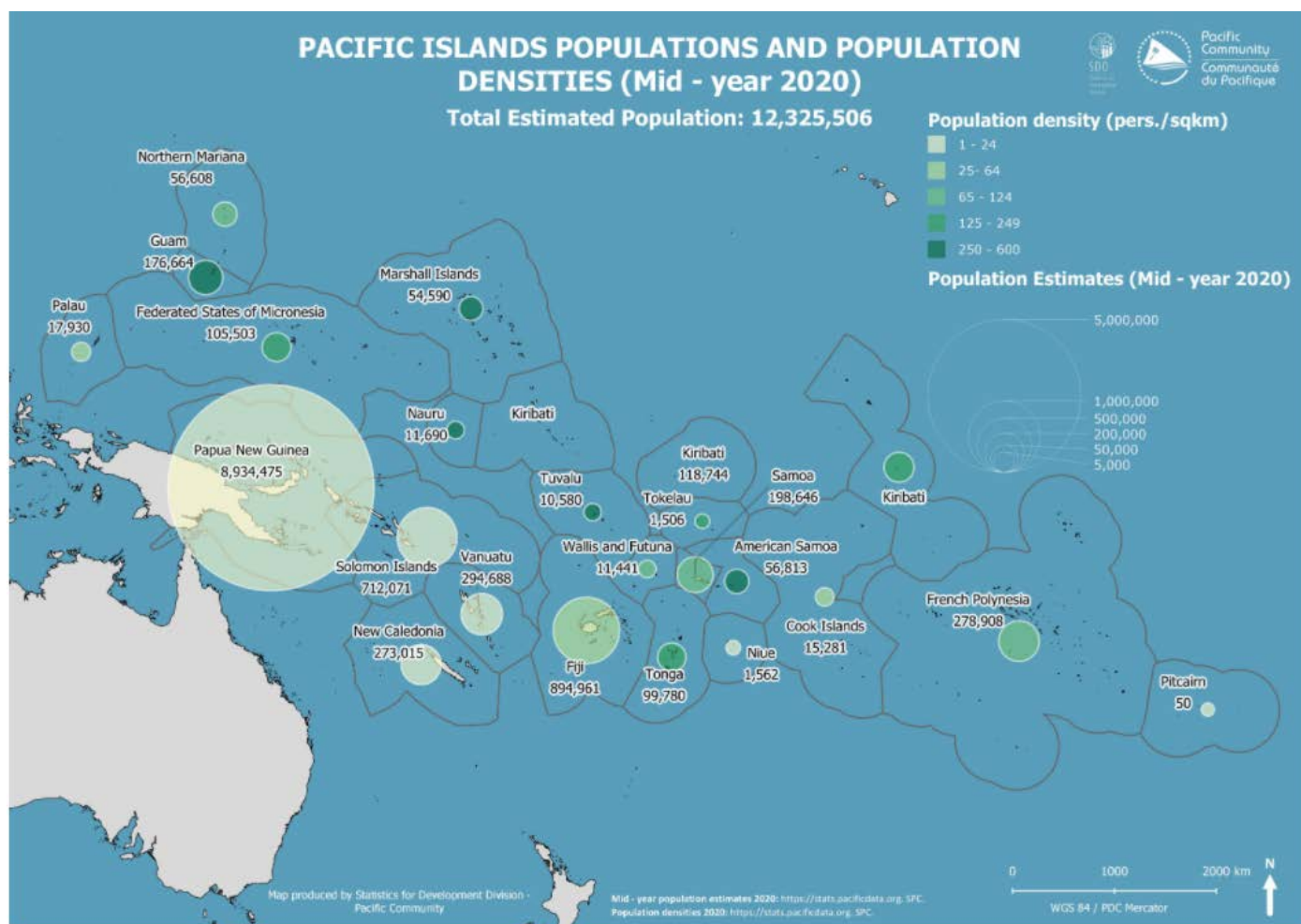


OUR ORGANISATION

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



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+.

GUIDING PRINCIPLES

Member driven

Inclusive

High-level thought leadership

OUR TRANSITION PLAN WILL:

- ✓ 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:

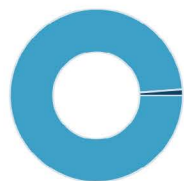
The Blue Pacific Continent is a region of peace, harmony, security, social inclusion, and increased prosperity so that all Pacific people are leading free, healthy and productive lives. Our Blue Pacific identity reinforces the potential of our shared stewardship of the Pacific Ocean and reaffirms the 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 of 2020

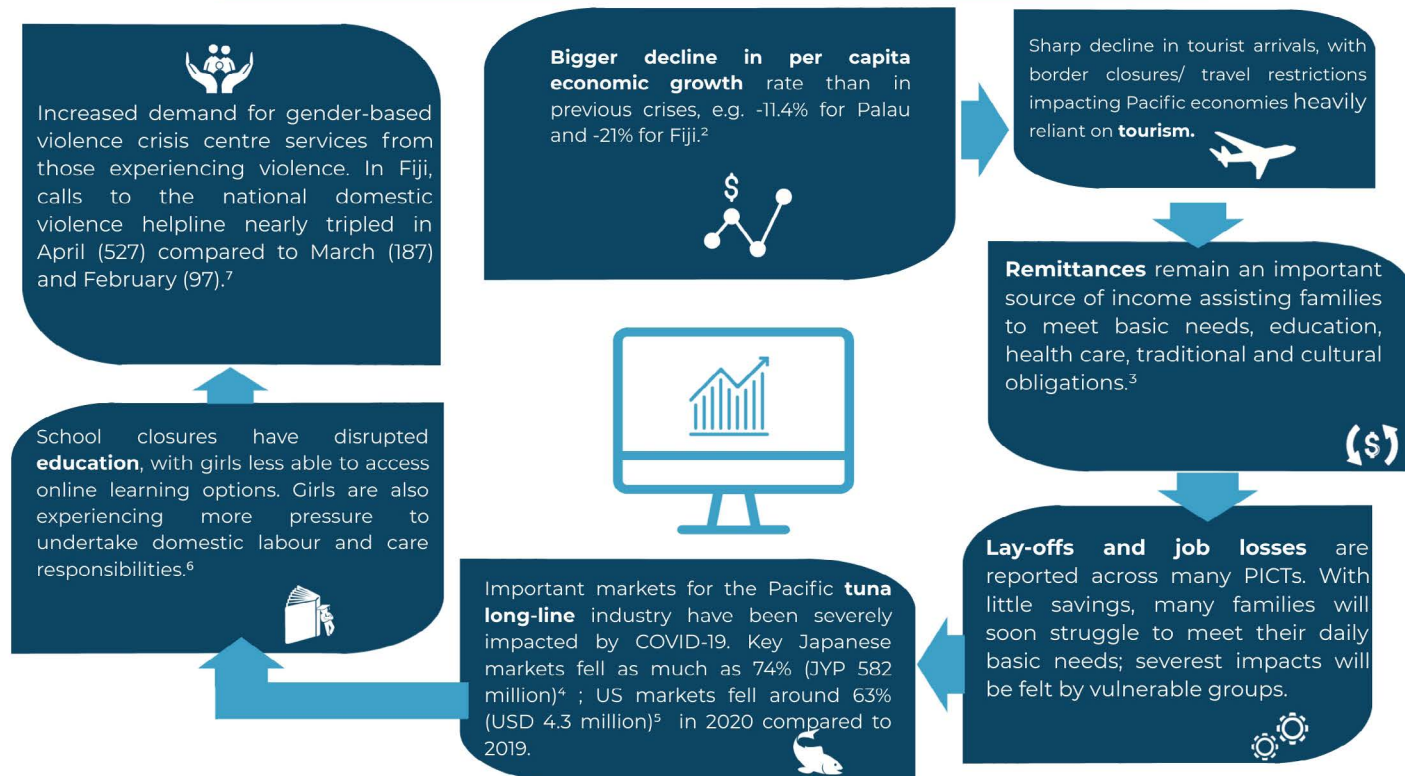


■ Cases 7124 ■ Deaths 82

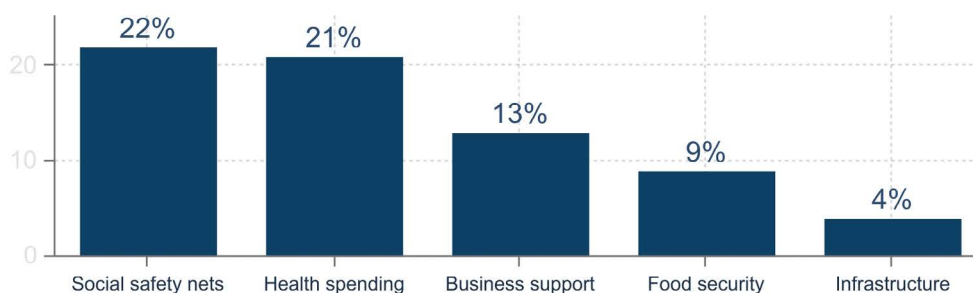
COVID-19 NUMBERS IN THE PACIFIC

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 Solomon Islands**) have reported a total case fatality of **1.2%**¹

Emerging economic impacts as a result of Covid-19



Targeted COVID-19 spending by Pacific governments⁸



¹<https://www.spc.int/fr/actualite/actus-web/2020/09/covid-19-point-dinfo-cps>

² <https://www.imf.org/en/Countries/FJI>

³ <http://www.fao.org/news/story/fr/item/1279313/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 https://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/>

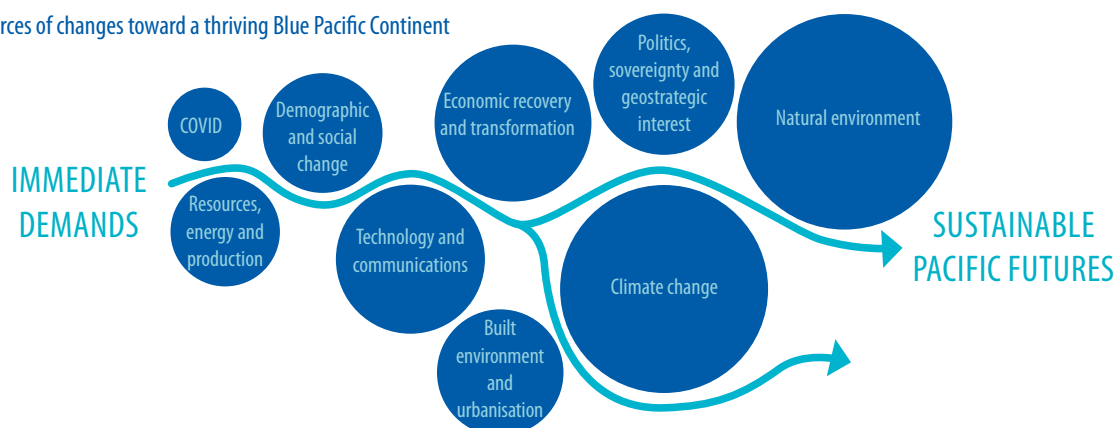
KEY PIVOTS OF 2020

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.¹ 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.

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

Navigating the forces of changes toward a thriving Blue Pacific Continent



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.
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 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.*

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.

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.

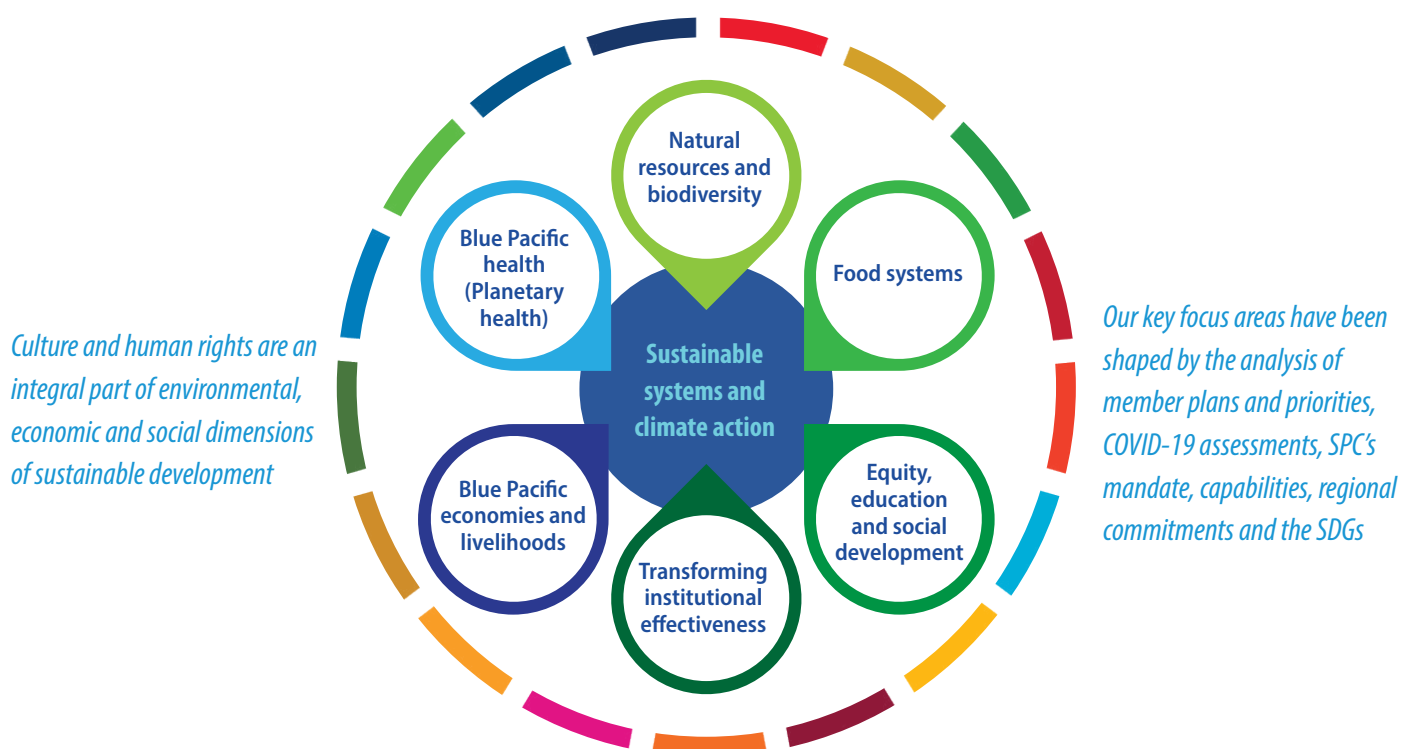
A resilient region needs a **resilient learning organisation**. Our staff, core capabilities and integrated knowledge are our greatest assets. **Localisation of resources, presence and capacity strengthening** will enable us to continue delivering services to our members. COVID-19 requires us to renew 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:	Goal 2:	Goal 3:	Goal 4:
Pacific people benefit from sustainable economic development	Pacific communities are empowered and resilient	Pacific people reach their potential and live long and healthy lives	One SPC delivering integrated programmes through streamlined services



Sectors and cross-cutting disciplines		What we provide	How we work	Impact pathways
Sustainable agriculture	Institutional strengthening	1. Science, data and statistics	Putting people and social safeguards at the centre	Supporting localisation of regional responses and recovery
Biosecurity	Health system strengthening	2. Research for decision-making	Accompanying, and learning with, our members, colleagues and partners	Advising and influencing at multiple levels
Culture	Human rights	3. Capacity strengthening (individual and institutional)	Innovating, piloting, and scaling or adapting approaches to meet new challenges	'through trusted relationships' needs to be brought up to join "Advising and influencing at multiple levels through trusted relationships".
Coastal and oceanic fisheries and aquaculture	Integrated disaster risk reduction and climate resilience	4. Coordination, convening and collaboration	Country, integrated and sectoral programming	Informing evidence-based decisions with accessible, appropriate data generation, curation, analysis, science, and policy development.
Earth and marine observation	Sustainable livelihoods	5. Co-development of evidence-based law, policy and regulation and other knowledge-based tools and resources	Complementing national machinery of governments, CROP sisters and key partners	Sharing high-quality, relevant programming aligned to member contexts and priorities
Economic and social statistics collection, analysis and dissemination	Maritime safety	6. Planning, programming, monitoring, evaluation and learning	Delivering responsive, efficient and compliant services	Supporting networks and structures to sustain capacity strengthening
Education quality	Sustainable fisheries			Continuously improving and investing in the capabilities of our people, systems and processes
Energy security	Public health governance, NCDs and health security			
Food systems	Ocean science			
Gender equality and social inclusion	Regional micro-qualifications			
Genetic resources (plant, fish, livestock)	Sustainable georesources			
Governance	Sustainable forests and landscapes			
	Water and sanitation			



IMPLEMENTING OUR TRANSITION PLAN

This Transition Plan 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.
- G. 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.
- H. 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 CROP2 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.
- I. 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.
- J. 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.

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: <ol style="list-style-type: none"> 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.: <ol style="list-style-type: none"> i. how activities are delivered ii. actual activities iii. objectives, theory of change and strategy development 	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	8) Evidence of the extent to which systems and processes support SPC's pivots 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



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://spccfpstore1.blob.core.windows.net/digitallibrary-docs/files/5a/5af6579cfdffddaa8ca6903dfbc5d3c5.pdf?sv=2015-12-11&sr=b&sig=flr3flk%2BR3zTZ9hp0dPrcJqpgg6Y0p%2FLFZATSSCCND4%3D&se=2020-08-20T06%3A23%3A35Z&sp=r&rsc=public%2C%20max-age%3D864000%2C%20max-stale%3D86400&rsct=application%2Fpdf&rscd=inline%3B%20filename%3D%2256557_Pacific_ACP_States_Regional_Environmental_Management_Framework_Deepsea_2016.pdf%22
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.pacificdata.org/dashboard/health-dashboard>
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-typps>
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://edd.spc.int/en/document-download/finish/60-reports/606-frameworkforactionontransportservices>
20. Pacific **Youth** Development Framework (2014–2023) https://www.spc.int/sites/default/files/resources/2018-05/Pacific_Youth_Development_Framework.pdf



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