

ANNEX 2

**PROGRESS ON IMPLEMENTING RECOMMENDATIONS OF  
2005 CORPORATE REVIEW OF SPC**

<b>Recommendations</b>	<b>Progress to date (October 2007)</b>
1. Foster an institutional culture that promotes regular reviews of resource allocations to existing programmes.	<ul style="list-style-type: none"> <li>• This is now a permanent feature of the executive agenda. In addition, two specific policy initiatives are being developed to guide resource prioritisation as follows:               <ul style="list-style-type: none"> <li>o Institutional policy to guide priorities for resource allocation within existing and new programmes.</li> <li>o Institutional policy on service locations in the context of decentralisation.</li> </ul> </li> <li>• Both policies will be operational in 2008.</li> </ul>
2. Clarify and document the scope of SPC's role in human resource development (HRD) in the Pacific, in particular, plans to support the technical and vocational education and training sector.	<ul style="list-style-type: none"> <li>• SPC's role in HRD comes under three categories as follows:               <ul style="list-style-type: none"> <li>i. Direct provider of TVET type training from all SPC programmes – SPC's core business;</li> <li>ii. Assisting the development of a mechanism to improve the coordination of TVET training/activities in the region – at regional &amp; national levels;</li> <li>iii. Hosting the PATVET secretariat and building its capacity to become a stand-alone secretariat, working in partnership with SPBEA, USP and PIFS.</li> </ul> </li> </ul>
3. Strengthen the Cultural Affairs Programme, Pacific Youth Bureau and Pacific Women's Bureau through a merger and additional resources.	<ul style="list-style-type: none"> <li>• A new Human Development Programme (HDP) has been established incorporating the 4 programmes;</li> <li>• Manager position created and filled;</li> <li>• 3 adviser positions will be filled shortly with 2 offers being accepted and the third re-advertised;</li> <li>• HDP Adviser Pohnpei advertised;</li> <li>• HDP strategic plan being developed.</li> </ul>
4. Build up resources for the forestry group within the Land Resources Division.	<ul style="list-style-type: none"> <li>• Achieved mostly through AusAID programme funding and reallocation of resources within the Land Resources Division.</li> </ul>
5. Improve communication and collaboration with national decision-makers and officials through more frequent senior management visits to PICT members.	<ul style="list-style-type: none"> <li>• This is now current practice;</li> <li>• Visits have taken a strategic consultative, and priority setting format;</li> <li>• Director-General visited 7 members in 2007, and visited Fiji, Samoa and Tonga more than once;</li> <li>• Altogether, members of the executive visited 17 members for consultations in 2007;</li> <li>• One LRD staff member visited Pitcairn Islands in February 2007.</li> </ul>

<b>Recommendations</b>	<b>Progress update August 2007</b>
6. Assume a greater leadership role in identifying and advocating for regional priority needs and in developing and implementing regional policies and strategies.	<ul style="list-style-type: none"> <li>• This has been a priority for the executive in 2007. Examples of strategic/policy initiatives embarked on in 2007 include:               <ul style="list-style-type: none"> <li>o Implementation of the digital strategy – SkyEdge VSAT / Submarine cable / OLPC initiatives</li> <li>o Youth mapping exercise</li> <li>o Future of Pacific Fisheries</li> <li>o Framework of priorities in health for the region &amp; Pacific Health Fund</li> <li>o Decentralisation of SPC services</li> <li>o Small island states shipping</li> <li>o Joint CROP country strategies</li> <li>o Climate change – increasing organisational awareness</li> <li>o Urbanisation</li> </ul> </li> </ul>
7. Strengthen planning, implementation and monitoring of SPC activities through country-specific engagement strategies (JCS).	<ul style="list-style-type: none"> <li>• Five JCS completed for presentation to CRGA 37 – Cook Islands, Kiribati, Nauru, RMI and Tokelau (with Tokelau a multi-agency JCS involving 5 CROP agencies and 5 UN agencies). 3 have been endorsed by members – Cook Islands, Nauru and RMI.</li> <li>• 4-year cycle to complete JCS for all members.</li> </ul>
8. Decentralise more SPC services beyond the two current main locations.	<ul style="list-style-type: none"> <li>• Pohnpei Regional Office formally opened Jan. 2006. Manager for the office being recruited. Planning for other services being undertaken.</li> <li>• National presence in PNG and Solomon Islands being negotiated with the two governments. Consultations with Cook Islands and French Polynesia will soon take place to follow up their request for a formal SPC presence.</li> <li>• PIFS and SPC forming partnership at national level, with each agency providing support to the other where they have a respective presence.</li> <li>• Policy paper on host country agreements and decentralisation being tabled at CRGA for consideration.</li> </ul>
9. Establish a corporate-wide system to record and document systematically SPC's contribution to capacity development (human resources development) in the region.	<ul style="list-style-type: none"> <li>• Assessment of existing good practice example completed. Progressive roll-out to other SPC programmes will take place from 2008.</li> </ul>
10. Professionalise the internal human resources function.	<ul style="list-style-type: none"> <li>• Two positions have been re-designated (one each in Suva and Noumea) HR positions, effective January 2008.</li> <li>• Advanced HR expertise/skills will be a main feature in the recruitment of the Director and/or Deputy Director, Corporate Services.</li> </ul>

<b>Recommendations</b>	<b>Progress update August 2007</b>
<p>11. Prioritise the development of capacity within the organisation to monitor and document impacts and outcomes of SPC activities.</p>	<ul style="list-style-type: none"> <li>• Commenced with Planning Unit staff attending relevant M&amp;E seminars.</li> <li>• A major initiative by the DG on expansion of the Planning Unit into a 'strategic engagement, policy and planning facility' will address this as follows: <ul style="list-style-type: none"> <li>o The facility will comprise a team of senior advisers with an appropriate skill-mix. It will be a resource for SPC programmes but more importantly it will also provide a 'country support team' for SPC members that do not have the expertise or capacity to (i) monitor certain international, regional or national developments that will affect them; (ii) strategically engage and conduct analysis of these events; and (iii) provide options (with their implications) for national decision-makers to assist them in decision-making processes.</li> <li>o At the SPC institutional level, this team will feed into programming by providing analyses and options. Having a centralised facility will reduce the need for each division/programme to develop its own capacity in similar areas, and will therefore be a better use of scarce resources.</li> <li>o Australia has provided some funding to initiate the expanded Planning Unit from 2008. The secretariat will try to mobilise additional resources in 2008 for other skill sets required in the facility.</li> </ul> </li> </ul>