Pacific Community
Communauté du Pacifique

Human Rights and Social Development Division (HRSD)

Business Plan 2021-2026

(Version 1.1)

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FOREWORD

I am pleased to announce the release of the updated Business Plan 2021-2026 for the Human Rights and Social Development (HRSD) Division of the Pacific Community (SPC).

This updated Business Plan outlines how HRSD will execute its work programme, considering recent significant changes in the operating environment. Notably, the finalised SPC Strategic Plan 2022-2031 and the 2050 Strategy for the Blue Pacific Continent, along with the ongoing development of four flagship programmes of SPC which are on their way to finalisation - namely Gender Equality, Climate Change, Oceans, and Food Systems - have influenced our approach. Additionally, the Pacific Women Lead at SPC programme has been warmly welcomed by HRSD. We have also adjusted our operational strategies to address the lasting impact of the COVID-19 pandemic.

Over the past few years, HRSD has experienced rapid workforce growth. This expansion is crucial to effectively respond to the rising number of technical assistance requests from SPC members and the growing complexity of these demands. This development reflects the confidence in the Division's capabilities and the increasing recognition of the importance of human rights, gender equality, social inclusion, and culture in development - all key areas of HRSD's work.

The updated Business Plan introduces new objectives that align with our existing goals but provide better justification for our desired outcomes, thus ultimately enhancing our delivery methods, both internally, working with other SPC Divisions, and of course, externally, working with SPC members and other stakeholders. The plan outlines five objectives related to engagement with governments and state institutions, collaboration with civil society, promotion of Pacific culture, mainstreaming of a people-centred approach, and integration across the Division's operations. Progress in these areas relies on our commitment to four thematic priorities: human rights and good governance, gender equality, social inclusion (with a specific focus on youth and persons with disabilities), and the promotion of Pacific cultures and cultural inclusion. Additionally, we have identified three enabling priorities crucial to our success: building capabilities, establishing partnerships, and implementing effective governance for optimum impact.

We value your continued engagement and support, as we implement this updated Business Plan and serve the SPC membership. This plan not only provides a vision and roadmap for HRSD but also emphasises that our success depends on collective efforts to build just, equitable, resilient, and sustainable Pacific Island societies.

Miles Young

Director, Human Rights and Social Development Division

ABBREVIATIONS

ADB	Asian Development Bank
CCIs	Cultural and Creative Industries
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CPAC	Council of Pacific Arts and Culture
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organisation
DFAT	Government Department for Foreign Affairs and Trade
DV/FP	Domestic Violence/Family Protection
EU	European Union
EVAWG	Elimination of Violence Against Women and Girls
FestPAC	Festival of Pacific Arts and Culture
GBV	Gender-Based Violence
GESI	Gender Equality and Social Inclusion
GoV	Government of Vanuatu
HRSD	Human Rights and Social Development [Division, SPC]
ICJ I	nternational Court of Justice
ILO	International Labour Organisation
IOM	International Organisation for Migration
KFA	Key Focus Area
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
MEL	Monitoring, Evaluation and Learning
MELF	Monitoring, Evaluation and Learning Framework
NMIRF	National Mechanisms for Implementation, Reporting and Follow-up
MFAT	New Zealand Ministry of Foreign Affairs and Trade
PCA	People-Centred Approach
PRCS	Pacific Regional Culture Strategy
PICTs	Pacific Island Countries and Territories
PIFS	Pacific Island Forum Secretariat

Plan	Business Plan 2021–2026
Power BI	Power Business Intelligence
PLANET	Participation, Link to rights, Accountability, Non-discrimination, Empowerment, Transforming social norms
PWL	Pacific Women Lead
PYC	Pacific Youth Council
PYDF	Pacific Youth Development Framework 2014–2023
PYEEEP	Pacific Youth Engagement, Empowerment and Economic Pathways Project
RRRT	Regional Rights Resource Team
SDG	Sustainable Development Goal
SDP	Social Development Programme
SER	Social and Environmental Responsibility
SRF	Strategic Result Framework
SOGIESC	Sexual orientation, gender identity, gender expressions and sex characteristics
SPC	Pacific Community
TK	Traditional Knowledge
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UPR	Universal Periodic Review
USAID	United States Agency for International Development
VAWG	Violence Against Women and Girls

SECTION 1: INTRODUCTION

This Business Plan 2021–2026 (the Plan), an updated version of the Business Plan 2021–2025, articulates the ambitions of the Pacific Community's (SPC) Human Rights and Social Development (HRSD) Division.

This Plan comes at an important point for HRSD. Following the merger of the Regional Rights and Resource Team (RRRT) and Social Development Programme (SDP) Teams in October 2020, their existing business plans (RRRT Business Plan 2018–2021 and SDP Business Plan 2019–2023) were incorporated into the HRSD Business Plan 2021–2025. In early 2023, HRSD extended the term of the Plan by a year to 2026, given the relatively low levels of implementation in 2021–2022 due to COVID-19 pandemic restrictions and lockdowns. The combined plan presented the direction for the newly merged Division but committed to a 'trigger point' following the merger, after which the Business Plan would be revised. This updated Plan is the outcome of that process.

Now that the merger has been consolidated, HRSD can advance a strategic direction that truly brings the Division together. Importantly, the SPC Strategic Plan 2022–2031 has now also been finalised, necessitating a reflection process to align HRSD with the organisational direction, as outlined in this document. Moreover, the Pacific Women Lead (PWL) programme has recently been finalised under HRSD's purview and needs to be reflected in the Division's strategic and operational planning tools. This updated Plan captures these important developments. In addition, the regional context has shifted, with critical updates across a range of strategic initiatives that are reflected in this realigned document. This plan acknowledges the conceptual framework which captured the components of the previous Business Plan as structures of the *fale tele* – Samoan meeting house.

Purpose

- Articulate the strategic direction for HRSD to 2026 in line with SPC's Strategic Plan, member priorities and relevant regional frameworks
- Outline how HRSD will achieve success against the articulated vision and objectives through priority areas and capabilities
- Propose a framework for measuring results and impact, thus defining 'success'.

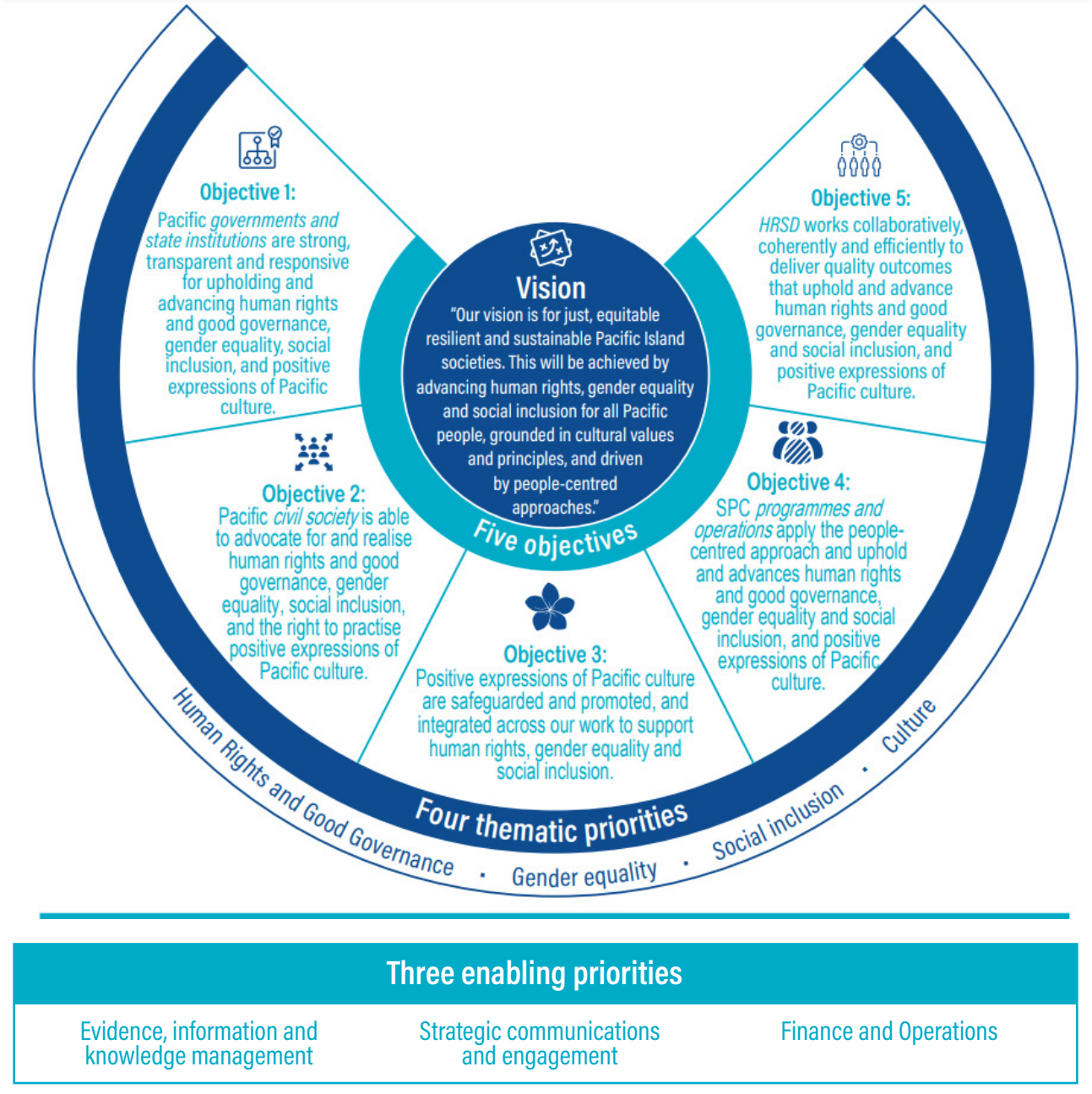
Audience

The Plan has three main audience categories:

- Members: SPC member governments
- Partners: Communities, non-state actors, development partners, donors and other agencies external to SPC with which HRSD works at regional and sub-regional levels
- Colleagues: Other Divisions and teams across SPC, as well as staff within HRSD.

Figure 1 provides an overview of the main components of the Plan.

Figure 1: The foundations of HRSD's Business Plan 2021–2026



Structure

This Plan has three main sections. Section 1 introduces the Plan, including the broader development challenges that justify HRSD's areas of focus and how the Plan strategically aligns with key organisational, international and regional strategies and frameworks. Section 2 sets the strategic direction for HRSD, outlining its vision and objectives. Section 3 outlines the pathway to advancing towards the vision, including capabilities, partnerships, structure and results.

Development context

The development context in the Pacific is shaped by longstanding regional and national human rights and social development priorities, the increasingly severe effects of climate change, as well as the ongoing recovery from the COVID-19 pandemic. The next section provides an overview of the key priorities and considerations for HRSD.

Human rights and social development overview

Across the Pacific region, government institutions have strengthened over recent decades and have made progress in upholding commitments related to human rights and social development. This includes an increasing number of Pacific Island Countries and Territories (PICTs) ratifying international human rights treaties, and several legislative frameworks and services being established to support survivors of gender-based violence (GBV).

However, socio-economic inequalities and rights violations persist, due to power imbalances, social exclusion, and discriminatory norms, attitudes an practise . Women and girls, LGBTQI+ persons and persons with disabilities face discrimination in society, as well as in accessing social services and economic opportunities. Moreover, since early 2020 and the onset of the COVID-19 pandemic, there has been a rise in GBV.[1] Oceania has one of the lowest proportions of women in national parliaments of any region worldwide. Culture and youth development remain under-resourced and under-valued as integral components of sustainable development. Underpinning these issues are the existing and projected impacts of the climate crisis, which is affecting both human rights and social development across the region.

- Over 50,000 people are at risk of climate-induced displacement each year[2]
- The Pacific region has around 11 million people, more than half of whom are aged under 25[3]
- In 2022, 48–63% of women (data from Melanesia, Micronesia and Polynesia) reported experiencing physical or sexual abuse at least once in their lifetime[4]
- In 2022, women or girls with disability were 2–3 times more likely to be abused[5]
- In 2023, 18% of the Pacific population were youth[6]
- Existing data has shown only 23% of youth are unemployed[7]
- In 2022, 80% of small businesses in the Pacific were run by women[8]

1 Inter Parliamentary Union, Women in parliament 2022: the year in review, 2023; Marian Faa, Women are significantly under-represented in Pacific politics. But they're pushing for change, 29 April 2023.
2 IOM, Countervailing Pressures: Climate Change, Migration And Covid-19 In The Pacific, n.d.
3 PIFS, Second Quadrennial Pacific Sustainable Development Report, 2022.
4 PIFS, Second Quadrennial Pacific Sustainable Development Report, 2022.
5 ibid.
6 Pacific data hub, 2023.
7 ILO, Youth employment policy in Pacific island countries, nd. **(23% of unemployed youth)**
8 ADB, Women's Economic Empowerment in the Pacific Region: Summary Brief, 2023; this was also referenced in PIFS, Second Quadrennial Pacific Sustainable Development Report, 2022. **(80% of small businesses)**

Key contextual factors affecting human rights and social development

The confluence of the COVID-19 pandemic and the climate crisis, including increased frequency and intensity of tropical cyclones and droughts, threatens the 2030 Agenda for Sustainable Development's principle of 'leave no one behind'. Key drivers of change affecting future progress on human rights and social development are described below.

Climate change

The effects of climate change drive both human rights and social development problems, increasing social inequalities through displacement of communities and reducing the security of food and water resources. Because the climate crisis increasingly affects Pacific nations and communities, the demand to identify rights-based, equitable, people-centred and youth-led solutions to natural and human disasters is increasing, especially in the context of temporary and permanent displacement. This is both an opportunity and a constraining pressure for members and implementing partners. The COVID-19 pandemic has demonstrated the need for integrated responses to sustainable development challenges, and both donors and governments are prioritising 'building back better'.[9]

Poverty and economic insecurity

Since 2020, unemployment and poverty have increased due to the impacts of the COVID-19 pandemic, with restrictions on tourism and movement eroding livelihoods and incomes in the formal and informal economies.[10] The resumption of tourism and business activities has supported economic recovery across the Pacific, but the region continues to suffer disasters and the effects of climate change.[11] Many Pacific countries rely heavily on energy and food imports, and recent global increases in energy and food prices threaten vulnerable populations with poverty.[12] The concentration of women's employment in the informal sector means that many women are without formal social protection.[13] Young people were among the first to face unemployment due to layoffs and reduced job opportunities for new entrants as a result of the pandemic, the effects of which are ongoing.[14]

Good governance and meaningful participation

Over the past decade, governments in the Pacific have committed to human rights and social development. Many PICTs have ratified international human rights treaties, and several legislative frameworks and services have been established to support survivors of violence. However, discriminatory norms, attitudes and practises persist. In particular, women, young people, persons with disabilities, and people of diverse sexual and gender identities are unable to participate equitably in these systems, and government policies and programmes do not consistently uphold their rights.[15] The participation of diverse and marginalised groups in decision-making at local, national and regional levels needs to be strengthened.

Gender

Violence against women and girls (VAWG), increasing challenges for women's political and economic participation, and inclusion of people of diverse sexual and gender orientations continue to be pressing issues.[16] The rate of female employment in the Pacific has decreased over recent years, coupled with a reduction in women's participation in the workforce and an increase in insecure forms of work

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9 HRSD, Human Rights and Social Development Division Business Plan 2021–2025, 2021.
10 ReliefWeb, Pacific Islands 2023 IFRC network multi-country plan, 16 January 2023.
11 ADB, 3.3% Growth Expected in the Pacific Region in 2023, 2.8% in 2024, 4 April 2023.
12 The World Bank, Pacific Recovery Picks Up Amid Uncertain Global Outlook, August 8 2023.
13 ADB, Women's Economic Empowerment in the Pacific Region, May 2023
14 HRSD, Human Rights and Social Development Division Business Plan 2021–2025, 2021.
15 HRSD, Human Rights and Social Development Division Business Plan 2021–2025, 2021.
16 ibid.

associated with lower incomes.[17] The increase in GBV has stretched the ability of Pacific governments and civil society services to respond.[18] COVID-19 response and recovery required redirection of resourcing over recent years; attention must now be refocused on strengthening services to meet gender-related needs, particularly in outer islands.

Culture and traditional knowledge

There is growing recognition that Pacific ways of knowing and doing are a foundational aspect of not only cultural development, but sustainable social, economic and environmental development. Stakeholders across the region should draw on inclusive Pacific cultural values to build understanding and acceptance of human rights concepts, and to shift social norms and practises that have been detrimental to the well-being of women, people of diverse sexual and gender orientations, and other marginalised groups.

The COVID-19 pandemic reduced income generation from cultural and creative industries, and the impacts will be felt for years to come. At the same time, culture has inspired innovative responses to the pandemic – in some instances, through a return to rural communities and the use of traditional knowledge for sustainable livelihoods. Amidst this innovation, however, holders of traditional knowledge face loss of the rights to their intellectual property due to large-scale commercial and extractive ventures.

Strategic alignment

The HRSD Division's strategic approach contributes directly to important international, regional and organisational commitments, strategies and frameworks. This section explains how HRSD's work is driving progress in critical agendas, including areas in which HRSD is playing a strategic or leadership role.

International

2030 Agenda for Sustainable Development: SPC's Strategic Plan is anchored in progressing towards the Sustainable Development Goals (SDGs) outlined in the 2030 Agenda. HRSD's priorities, as articulated in this Business Plan 2021–2026, contribute towards the following SDGs:

5: Achieve gender equality and empower women and girls

10: Reduce inequality within and among countries

8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.

A summary of the corresponding indicators to which HRSD is contributing is provided in Appendix 3.

17 UNDP, Anticipating Risks and Uncertainties for Asia and the Pacific: 2023 Updated Key Risks Report, May 31,2023; UNESCAP, COVID-19 and the Unpaid Care Economy in Asia and the Pacific, 13 September 2021.

18 UN Women, Australian Aid & ADB, Two Years On: The Lingering Gendered Effects of the Covid-19 Pandemic in Asia and the Pacific, 14 June 2022.

Regional

2050 Strategy for the Blue Pacific Continent: HRSD's approaches, as outlined in this document, directly contribute towards the 2050 Strategy. Specifically, HRSD's work covers the thematic areas of Political Leadership and Regionalism, People-Centred Development, Resource and Economic Development, and Climate Change and Disasters. HRSD will continue to work towards the People-Centred Development thematic priority as one of the regional leaders driving this approach.

Pacific Framework for the Rights of Persons with Disabilities 2016–2025: HRSD's Social Inclusion thematic area aligns with the objectives articulated in the Pacific Framework. HRSD's work contributes to all five objectives: Livelihoods, Mainstreaming, Leadership and Enabling Environment, Disaster Risk Management and Evidence.

Pacific Platform for Action on Gender Equality and Women's Human Rights 2018–2030: HRSD is the custodian of this important regional commitment. HRSD's gender portfolio also contributes to progress in all five priority areas articulated in the PPA:

- Strengthening policy and legislation for the priority of gender equality and human rights
- Participation and opportunity in decision-making
- Reforms to give women equal rights to economic resources
- Eliminating all forms of violence against women and girls
- Universal access to sexual and reproductive health rights and diverse opportunities through education.

Pacific Regional Culture Strategy 2022–2032: HRSD is the custodian of this important regional strategy, and has centralised culture in this Business Plan 2021–2026. HRSD's work is contributing to all five priorities: Cultural Policy Frameworks, Cultural Heritage, Cultural Well-being, Cultural Innovation and Cultural Statistics. HRSD is also contributing to cross-cutting priority areas (youth, research and capacity strengthening) as well as embedding culture as a priority across all the Division's work and across SPC programmes.

Pacific Youth Development Framework 2014–2023 (PYDF): HRSD is the custodian of this important regional framework. HRSD contributes to the framework's four development outcomes for youth:

- More young people secure decent employment
- Young people's health status is improved
- Governance structures empower young people to increase their influence in decision-making processes
- More young people participate in environmental action.

With the expiry of the PYDF imminent, HRSD has conducted a review of the framework and prepared its management response in both French and English. In quarter 4 of 2023, HRSD will send out the report via official circular to National Youth Machineries, the Pacific Youth Council, National Youth Councils, development and donor partners. HRSD is convening a Pacific Youth Ministers Meeting in February 2024 to seek a mandate to convene a regular meeting of Ministers for Youth and agree on a process for the development of the next iteration of the PYDF.

Institutional

SPC Strategic Plan 2022–2031: The previous iteration of the Business Plan (2021–2025) was developed before SPC's Strategic Plan had been finalised. HRSD committed to supporting strategic planning in three ways:

- Working with SPC to ensure that people were central to the strategic plan
- Mainstreaming the people-centred approach (PCA) across SPC and aligning the Social and Environmental Responsibility (SER) policy and action plan with the transition plan
- Revising the HRSD Business Plan to align with the finalised SPC Strategic Plan.

The finalised SPC Strategic Plan articulates seven key focus areas (KFAs) for the organisation in achieving its vision. The plan also outlines five implementation pathways for SPC's work.

HRSD, through its specific thematic focus areas and mandate and prioritisation of mainstreaming, is contributing to all SPC's KFAs, in three ways:

- Core KFAs: KFAs to which HRSD is contributing significantly (KFA 4 and KFA 7)
- KFAs requiring increased focus: KFAs for which there is an identified need and appetite for increased contributions and focus from HRSD (KFA 1 and KFA 6)
- Other KFAs to which HRSD is contributing: KFAs to which HRSD is contributing via its mandate and priorities (KFA 2, KFA 3 and KFA 5).

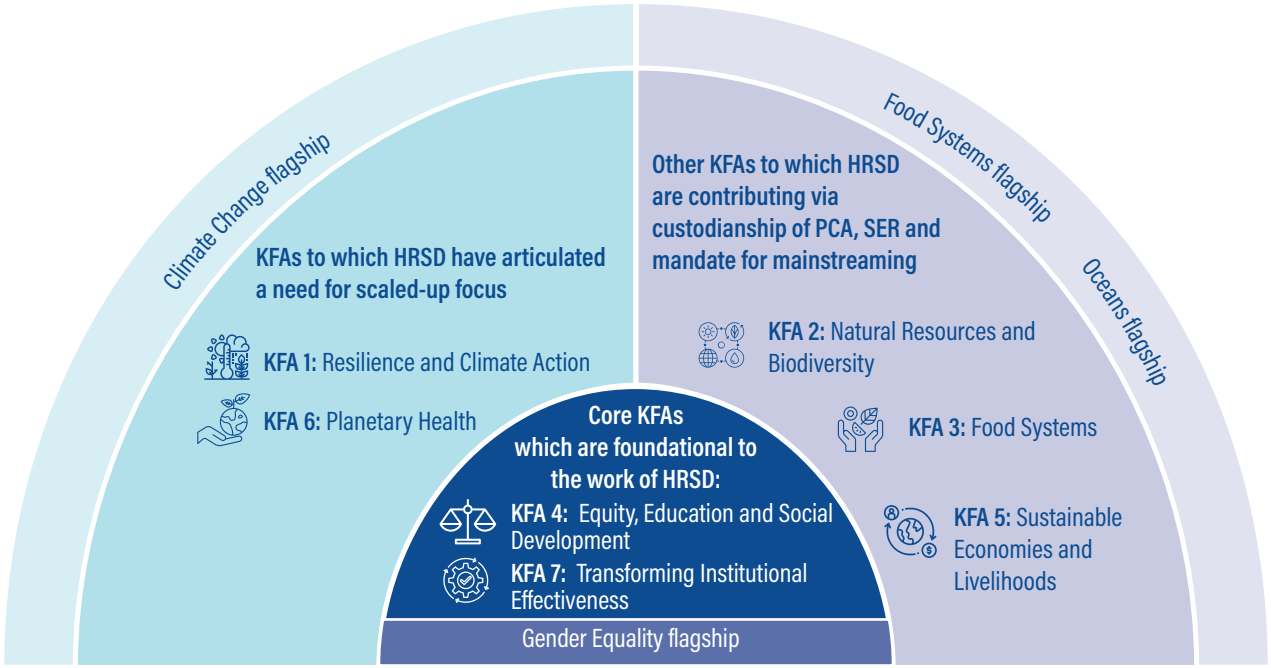
These contributions are categorised and articulated in Figure 2 below, and their specific alignment with SPC's KFAs is detailed in the Theory of Change and Results Framework.

SPC flagship programmes

HRSD is a key contributor to and implementer of SPC's flagship programmes. The Gender Equality flagship, whilst still being formulated, will house many components of the Division's critical work on gender equality and intersecting priorities. HRSD has clearly prioritised increased contributions to and focus on the intersection of Divisional priorities and climate issues. This is further articulated in Box 1 below. The mandate of the Division also requires contributions to other flagship initiatives, being the Food Systems, Climate Change and Oceans flagships, as reflected in Figure 2.

Photo: SPC

Figure 2: HRSD's contributions to SPC's strategic direction and initiatives



Box 1: HRSD's commitment to centralising resilience and climate action

HRSD's alignment to the SPC Strategic Plan and the 2050 Strategy for the Blue Pacific Continent recognises the need to increase connections across SPC portfolios in building resilience and acting on climate change, including through implementation of the SER Policy. Resilience and climate action is central to SPC's work. In increasing HRSD's focus in this area, the Division will:

- Work across Divisions of SPC to leverage technical skills and expertise, ensuring that climate and resilience are mainstreamed in HRSD programmes
- Facilitate connections across portfolios to ensure that objectives around resilience and climate action and HRSD's thematic priority areas (see Section 3 below) are mutually reinforcing
- Apply capability in areas where climate and HRSD priorities intersect, such as human rights, gender equality, disability and social inclusion and climate-induced mobility and security issues
- Mainstreaming, and advocating for the mainstreaming of PCA in all SPC interventions, including climate change programmeming.

SECTION 2: STRATEGIC DIRECTION

This section outlines the strategic direction for HRSD. It offers a vision and five key objectives.

Vision

Our vision is for just, equitable resilient and sustainable Pacific island societies. This will be achieved by advancing human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture, underpinned by a people-centred approach.

Objectives

Five objectives capture how HRSD will strategically work with *institutions, civil society, SPC programmes and divisions* and *internally within the Division* as well as *more broadly to promote positive expressions of Pacific culture*. The objectives articulate how HRSD will work together as One Division to make progress in five key areas and achieve the shared vision.

Objective 1: Pacific *governments and state institutions* are strong, transparent and responsive for upholding and advancing human rights and good governance, gender equality, social inclusion, and positive expressions of Pacific culture.

This objective captures HRSD's work with governments (including at sub-national levels) and other state bodies responsible for upholding and promoting rights.

HRSD will continue to deliver on its longstanding role providing technical inputs to PICTs to strengthen policies, laws and state institutions. HRSD works directly with member governments at all levels, as well as bodies that are directly responsible for upholding rights and ensuring that all Pacific people are included and participating actively and equally in development processes. Contributions to this objective include:

- Facilitating partnerships between rights holders and duty bearers
- Supporting the establishment and strengthening of national human rights institutions, consistent with the Paris Principles[19]
- Supporting the establishment and strengthening of national mechanisms for implementation, reporting and follow-up (NMIRF), consistent with the Pacific Principles
- Supporting the delivery of NMIRF mandates, including facilitating write shops and mock reviews, deployment of tracking and reporting tools, and collaborating on key initiatives
- Providing technical assistance to institutions through activities such as policy and legislation review and gender mainstreaming in support of socially inclusive development
- Working with education institutions to transform social norms
- Capacity strengthening of the justice sector to take a survivor-centred approach to the application of domestic violence/family protection (DV/FP) legislation
- Working with ministries/traditional partners to progress the PCA

19 The Paris Principles set out the minimum standards that NHRIs must meet in order to be considered credible and to operate effectively. https://ganhri.org/paris-principles/#:~:text=The%20Paris%20Principles%20('Principles%20Relating,are%20pluralism%2C%20independence%20and%20effectiveness.

- Working with ministries/traditional partners to increase Pacific ownership and effectiveness of regional gender equality efforts
- Leading and supporting efforts that address intersections of climate change and gender equality, human rights, social inclusion and Pacific culture (see example case study below).

Case study: Pacific Island submissions to the International Court of Justice (ICJ) Advisory Proceedings.

HRSD convened a regional write shop for PICTs in July 2023, at the request of the Government of Vanuatu (GoV). The three-day write shop was attended by over 40 representatives from 14 PICTs. The session supported the development of submissions in relation to advisory opinion proceedings before the ICJ on the obligations of states with respect to climate change. HRSD also provided technical and financial support for the write shop.

The GoV, a strong advocate for climate justice, highlighted its commitment to promoting global recognition of climate change as a matter of international law. In convening the write shop, the GoV marked the beginning of work towards a strong, coordinated, and ambitious submission to the ICJ to help the court to deliver an advisory opinion[20]. Outcomes from the write shop included agreement to produce a list of climate issues and impacts, creation of pathways for civil society to provide submissions and engage with the process, engagement with relevant subject matter experts, and the creation of an informal regional working group to drive progress. HRSD is the secretariat to the working group.

Since the completion of the write shop, the working group has met three times and begun tracking PICT submission status. At the request of the working group, HRSD is convening a second write shop in late October 2023 and organising a webinar series on climate change to help support PICTs with their submissions to the ICJ. The support from HRSD will greatly help countries including from outside the region, to prepare robust submissions to this historic case before the ICJ.

20 This opinion aims to clarify the legal obligations of states to mitigate climate change and its consequences, particularly regarding the rights and interests of vulnerable nations.

Photo: SPC

Objective 2: Pacific *civil society* is able to advocate for and realise human rights and good governance, gender equality, social inclusion, and the right to practises positive expressions of Pacific culture.

This objective captures the work HRSD undertakes with civil society individuals and groups that are rights holders and promoters. They include citizens, non-governmental organisations, private sector organisations, faith-based organisations and academia.

The HRSD Division's work ensures that all Pacific people – particularly women, children, youth, people with diverse sexual orientation, gender identity, gender expressions and sex characteristics (SOGIESC), and people with disabilities – understand and have access to the means and services to support their health and well-being. It also seeks to help them exercise their human rights and responsibilities, grounded in positive expressions of their culture. Central to this objective is HRSD's longstanding work on strengthening the capacity of civil society to advocate, lobby, analyse, interpret and use data for shadow reporting.

Contributions to this objective include:

- Convening and engaging with regional and international forum on youth and disability
- Support delivery of technical assistance to CSOs for shadow reporting on international conventions, especially the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC), Convention on the Rights of Persons with Disabilities (CPRD), and Universal Periodic Review (UPR)
- Enabling participation of civil society and communities in decision-making, especially women, youth and people living with disabilities
- Identifying and overcoming barriers to services (such as health care and counselling) and resources for marginalised groups
- Identify and enhance opportunities for youth and disability intergenerational dialogue and leadership
- Building capacity of marginalised groups, including those with multiple vulnerabilities
- Providing social protection to marginalised groups, particularly in relation to sexual, reproductive and mental health and socio-economic empowerment
- Raising awareness of positive expressions of culture and human rights, gender equality and inclusion and elimination of violence against women and girls (EVAWG) with Pacific people, including women, children, young people and SOGIESC people
- Working with education support structures to promote transforming social norms
- Providing small grants to civil society organisations (CSOs), especially those not receiving support from other partners; those with a focus on women's networks, youth, persons with disabilities, LGBTQI+ networks, migrants and those on outer islands; and/or those working on EVAWG or climate change
- Facilitating pathways for economic empowerment of women and young people.

Case Study: Pacific Youth Engagement, Empowerment and Economic Pathways (PYEEEP)

The Pacific Youth Development Framework 2014–2023 has the economic empowerment of youth as one of its four pillars.

The MFAT-funded PYEEEP programme is being piloted in Tonga and the Solomon Islands. It provides two pathways per country, piloting with 20 students per pathway in each country. Partnerships are also being forged with the Chambers of Commerce in each country for negotiated internships/placements upon graduation.

Objective 3: Positive expressions of Pacific culture are safeguarded and promoted, and integrated across our work to support human rights, gender equality and social inclusion.

HRSD's work under objectives 1 and 2 includes the right to practise positive expressions of Pacific culture. Objective 3 captures work in elevating positive expressions of Pacific culture and appropriate traditional knowledge and systems at various levels, including profiling internationally, promoting regionally and enhancing nationally. This objective also includes culture as an enabling factor for driving other divisional priorities, and is therefore mutually reinforcing.

SPC is the only Council of Regional Organisations in the Pacific (CROP) agency with a dedicated culture mandate and programme of work. HRSD's leadership of culture in the Pacific encompasses a broad portfolio, not only contributing to but driving components of the 2050 Strategy for a Blue Pacific Continent, Pacific Regional Culture Strategy (PRCS) and SPC Strategic Plan. These critical strategic documents have elevated the importance of safeguarding and promoting Pacific culture. Culture for development approaches recognise culture as a driver, vector, enabler and catalyst for sustainable development, including as a cross-cutting component.

Work under this objective includes:

- Working with or for indigenous peoples and local communities in the Pacific to protect and promote cultural identities and approaches
- Strengthening the culture for development agenda
- Working with and elevating cultural and creative industries, for example through custodianship Festival of the Pacific Arts and Culture – the world's largest celebration of indigenous Pacific islanders
- Promoting Pacific approaches and methodologies
- Leveraging culture as a driver for attitudinal or behavioural chance, for example in EVAWG
- Facilitating pathways for economic empowerment of artists and cultural producers
- Convening and engaging with strategic regional and international forums
- Identifying and enhancing opportunities for intergenerational transfer of cultural knowledge and leadership to young people.

Case Study: The Pacific Regional Culture Strategy[21]

HRSD is the custodian of the PRCS, as mandated by PICT governments. The PRCS takes a future-focused perspective in the context of Pacific cultural story, recognises distinct priorities of each PICT, and identifies areas in which shared cultural values can be used to work towards common goals and priorities.

The PRCS approach and vision focus on capacity strengthening and are intended to assist PICTs to achieve their respective culture development priorities. The PRCS encourages a cross-sectoral approach to culture integration and mainstreaming for effective and impactful national and regional development interventions. It has five priorities and three cross-cutting priorities (Figure 3).

Figure 3: Priorities of the Pacific Regional Culture Strategy

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
Cultural policy frameworks	**Cultural heritage**	**Cultural wellbeing**	**Cultural innovation**	**Cultural statistics**
Our national legislation, strategies and policies amplify the value of culture and heritage	Our cultural heritage, arts and languages are protected and thriving	Our cultures are treated as an integral component of economic, environmental, social, spiritual and emotional wellbeing	We are advancing culture in innovative ways for future generations	Cultural statistics are current, accessible and used for effective, targeted decision-making

Cross-cutting priorities

Youth, research and capacity strengthening

21 Pacific Community, Pacific Regional Culture Strategy 2022-2032, 2022.

Photo: SPC

Objective 4: SPC *programmes and operations* apply the people-centred approach and uphold and advances human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

Objective 4 focuses on HRSD's critical role in mainstreaming across SPC. Foundational to this objective is the Division's work in mainstreaming PCA. It aims to progress human rights, gender equality and social inclusion, and positive expressions of Pacific culture and values in an integrated manner across all SPC interventions.

HRSD has a mandate to support progress towards thematic priorities across the organisation. Work under this objective is performed together with technical and scientific Divisions, their external programmes, and internal corporate operations. This objective combines the critical strategies around mainstreaming a PCA across SPC with other mainstreaming priorities. It elevates HRSD's role in supporting other areas of the organisation to embed approaches that prioritise the needs of the most vulnerable and marginalised. Approaches under this objective include:

- Application of PCA in the programme management cycle to optimise implementation across all elements of HRSD interventions
- Supports the implementation of the SER policy and coordination of the SER help desk
- Rollout of the SPC-wide SER marker tool, in collaboration with the Climate Change and Environmental Sustainability programme and the SPC's Strategic Planning and Learning Division
- Working with technical and scientific Divisions to ensure PCA is centralised in Divisional business plans, programmes and projects
- Working with technical and scientific Divisions to mainstream gender equality, social inclusion, traditional knowledge and positive expressions of culture in Divisional business plans, programmes and projects
- Promoting women's leadership in SPC and regionally
- Strengthening Divisions' capacity to engage with civil society and create spaces for engagement
- Facilitating connections across Divisions to ensure integrated approaches, including through the development of the Gender flagship and mainstreaming of PCA across the other three SPC flagships
- Supporting operational teams to develop a people-centred workforce and inclusive people-centred organisational policies, processes and systems (e.g. policy development, recruitment practises, induction programmes, procurement processes).

Case study: Mainstreaming PCA through technical programmes – enhancing water security in the Federated States of Micronesia

HRSD has supported the Geoscience, Energy and Maritime division to focus on people in the European-Union funded 'Scaling up community resilience to water stress and climate-related extreme event in Chuuk State, FSM' project, which aims to scale up water security measures in three atolls. Specific interventions included organising a series of human rights, gender and social inclusion workshops; provision of technical inputs to project documents, promotional material and collateral to mainstream PCA; and ensuring HRSD country staff were key members of project governance mechanisms, allowing them to provide relevant PCA inputs. These interventions increased uptake of the PCA guiding principles (PLANET[22] principles) at the country level.

22 PLANET is the set of guiding principles for implementing a people-centred approach to development. The application of this framework helps to maximise social and environmental outcomes. https://hrsd.spc.int/people-centred-approach

Photo: SPC

Objective 5: *HRSD* works collaboratively, coherently and efficiently to deliver quality outcomes that uphold and advance human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

This objective captures how HRSD works effectively as one team. Success in objectives 1–4 hinges on appropriate prioritisation of this objective to shape positive ways of working and operational efficiencies to ensure delivery of quality outcomes for Pacific societies.

Under this objective, HRSD prioritises strengthening internal Divisional operations, systems and ways of working to ensure that shared objectives of the Business Plan can be achieved, and HRSD can contribute effectively to the SPC Strategic Plan. Work under this objective includes:

- Implementing collective, effective and efficient ways of working across the Division that transcend teams, focus areas and funding streams (e.g. strengthening internal communication and coordination)
- Optimising monitoring, evaluation, learning, planning and programmeming services to strengthen Divisional accountability, and drive evidence-based decision-making across HRSD (see Section 3 for more detail)
- Embedding shared values in how we work together (see below for more information on HRSD's core values), for example in recruitment processes, job descriptions, performance processes and Divisional team meetings
- Ensuring that HRSD has the right people, whose skills and expertise are being utilised in the most effective way, through strategic workforce planning
- Ensuring effective and appropriate Divisional governance (e.g. looking for synergies between project and programme governance mechanisms and HRSD's advisory board)
- Ensuring that HRSD has an effective management structure in place, with clear reporting lines and accountability for delivery of business plan and work plan, while supporting cohesion and collaboration (see also Divisional Management and Governance in Section 3)
- Consolidating the gender portfolio to ensure a coordinated and coherent approach to gender mainstreaming, GBV, the Gender flagship, and related work on gender equality commitments
- Mobilising strategic, flexible funding to support the implementation of the Business Plan 2021–2026, in preference to project-based funding.

Case Study: HRSD's core values

Following the merger that created HSRD, a change in management process identified values to serve as a foundation for how HRSD works as one newly formed Division, internally and externally. There is shared accountability for upholding these values, which are complementary to the SPC values that guide the broader organisation towards 2032. The SPC values of *enginkehlap – generosity, kaitiakitanga – stewardship, gida gaituvwa – unity and aroha – care* remain the navigational markers. The values are articulated below in Figure 4.

Figure 4: HRSD core values

Care and responsibility	Respect	Empowerment	Act as one team
Staff to be well informed and empowered through access to information to contribute to the teams work	Listen to understand and learn	Be clear on everyone's value/role within a team and acknowledge contributions equally	Discuss, debate and agree/disagree with humility and respect

SECTION 3: IMPLEMENTATION

This section details how HRSD will progress towards the strategic direction articulated in Section 2. This will be done through consolidating Divisional priority areas, outlining the capabilities for the Division, and identifying the stakeholders with whom HRSD maintains critical relationships.

Divisional priorities

HRSD's core business has four main thematic areas and three enabling priorities, as outlined below. Icons alongside each area show the objectives to which the specific areas contribute.

Objective 1:

Pacific *governments and state institutions* are strong, transparent and responsive for upholding and advancing human rights and good governance, gender equality, social inclusion, and positive expressions of Pacific culture.

Objective 2:

Pacific *civil society* is able to advocate for and realise human rights and good governance, gender equality, social inclusion, and the right to practises positive expressions of Pacific culture.

Objective 3:

Positive expressions of Pacific culture are safeguarded and promoted, and integrated across our work to support human rights, gender equality and social inclusion.

Objective 4:

SPC *programmes and operations* apply the people-centred approach and uphold and advances human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

Objective 5:

HRSD works collaboratively, coherently and efficiently to deliver quality outcomes that uphold and advance human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

These priorities are the ongoing focus for HRSD, and support decision-making for the Division in terms of:

- Screening new opportunities for the Division (e.g. whether prospective projects sit within these areas)
- Prioritisation of internal resourcing and support, such as through personnel and capacity building.

Photo: SPC

Thematic area: Human Rights and Good Governance

Strengthening inclusive, transparent and responsive governance mechanisms and institutions to uphold and promote human rights for social development.

This thematic area focuses on supporting stakeholders across the region to understand, implement and uphold human rights. Work involves policy and legislation, responsive planning and budgeting, working directly with duty bearers, with systems, and with rights holders and the bodies that support them.

This thematic area contributes to Objectives 1, 2, 3 and 4.

Case study: PROJECT governance

Improving governance in the Pacific is inherently linked to the promotion and protection of human rights and the need to empower a fully engaged, inclusive and well-informed civil society. PROJECT Governance, implemented through HRSD and supported by the United States Agency for International Development (USAID), seeks to advance sound governance, through enhanced integrity of government transactions; just governance, through the fair and equal application of laws and processes that represent the will of the people; and responsive governance, through strong institutions, policies and services that are accessible, accountable and responsive to all citizens.

Thematic area: Gender equality

Contributing to national and regional efforts to progress gender equality through the promotion of women's leadership, support for gender mainstreaming, education and advancing the human rights of women and girls.

This thematic area captures HRSD's work across multiple levels to optimise outcomes for women and girls. In promoting gender equality, HRSD works with national governments, regional stakeholders, CSOs, rights holders, and other teams and Divisions within SPC. HRSD is a key regional player in promoting and implementing initiatives to promote gender equality, for example through the PWL programme.

This thematic area contributes to Objectives 1, 2, 3 and 4.

Case study: Pacific Women Lead

SPC is a key implementing partner of the Australian Government's PWL programme, which seeks to ensure Pacific women and girls are safe and share equitably in resources, opportunities and decision-making with men and boys. The programme seeks to promote women's leadership, realise women's rights, and support partners to increase Pacific ownership and effectiveness of regional gender equality efforts. SPC (specifically HRSD, together with the Principal Strategic Lead – Pacific Women and Girls) is the key implementing partner of PWL, with strategic advisory support provided by the PWL Governance Board.

Thematic area: Social inclusion

Empowering the most marginalised, particularly those with multiple vulnerabilities, including children, youth and people with disabilities, to create a pathway for social inclusion within society.

This thematic area articulates HRSD's focus on driving positive change for marginalised individuals and groups. As with other thematic priorities, this work takes place at multiple levels with stakeholders both internal and external to SPC. Social inclusion is a core parameter of PCA, which emphasises participation and inclusion of diverse groups in all aspects of decision-making and action.

This thematic area contributes to Objectives 1, 2, 3 and 4.

Case study: Inclusive elections in Fiji

In 2022, through support from USAID, HRSD contributed to the most inclusive and accessible elections in Fiji's electoral history. HRSD, in partnership with the Fiji Election Office and the Fiji Elections Disability Awareness Working Group, ensured that persons with disabilities were able to identify their priorities, be included, and participate in the 2022 elections. Voter education materials were revised to reflect the standards articulated in the Convention on the Rights of Persons with Disabilities, and were made accessible in all formats, including sign language translations, audio, video, braille and easy-to-read translated versions.

Thematic area: Culture inclusion

Contributing to regional and national priorities to elevate cultural, traditional knowledge and heritage in development.

This thematic area captures HRSD's regional leadership of culture priorities. Under this area of work, HRSD promotes, integrates and celebrates positive expressions of Pacific culture as a foundational human right. Work includes integration of positive expressions of culture into regional and national policy, and education and implementation frameworks, and implementing culturally inclusive methodologies across development practises.

This thematic area contributes to Objectives 1, 2 and 4 and is the basis of Objective 3.

Enabling priority: Evidence, information and knowledge management

Information and knowledge management involves a strategic and integrated approach to gathering, structuring, organising, processing and communicating information. The breadth, depth, complexity and volume of information generated across HRSD is substantial. It is critical for HRSD to leverage and strengthen management systems and processes to ensure that information is gathered, structured, analysed and utilised to drive decision-making across the Division. This enabling area focuses on:

- Fit for purpose, shared results-oriented management systems and processes
- Using performance and context monitoring, evaluation and learning (MEL) agendas
- Developing and delivering on a shared Divisional research agenda supported by a sound knowledge management strategy for upscaling/mainstreaming
- Increasing capability in collection and strategic use of data to inform policy (including, for example, sex and disability disaggregated data)
- Collectively linking, learning, and leveraging HRSD's expertise, ultimately driving innovation, productivity and success
- Developing and delivering on functional MEL processes to optimise effectiveness and efficiency/ minimise duplication across HRSD's portfolio
- Ensuring that information is communicated strategically for impact (see the enabling area on Strategic communications and engagement below).

This enabling priority contributes to Objectives 1, 2, 3, 4 and 5.

Case study: Pacific Youth Engagement, Empowerment and Economic Pathways impact triad

Assessing impact within HRSD interventions involves robust processes that explore the interplay between different approaches that contribute to results. The Monitoring, Evaluation and Learning Framework (MELF) outlines an 'impact triad' model for the PYEEEP project, which assesses how communication for development, people-centred development interventions, and results-based management drive progress towards the project's outcomes. As a pilot initiative, learnings from implementation of PYEEEP will be documented and communicated to promote learning, replication and/or upscaling.

Enabling priority: Strategic communications and engagement

Achieving HRSD's objectives requires greater investment in strategic approaches to engagement to influence actions, behaviours and practise. This enabling area functions at multiple levels to drive change, including:

- Effectively, purposefully and strategically communicating on HRSD's efforts, priorities and agendas, including communications for development
- Advising on Pacific approaches to communication that are contextually appropriate
- Investing in engagement at strategic levels in order to influence decision-makers to advance thematic priorities
- Convening diverse stakeholders for strategic conversations around shared priorities
- Collectively communicating to members and stakeholders, optimising communication pathways for increased impact
- Consolidating and communicating Divisional identity (aligned with One SPC messaging) following the successful merger
- Investing in partnerships and collaborations for transformation – working with others around shared priorities.

This enabling priority contributes to Objectives 1, 2, 3, 4 and 5.

Enabling priority: Finance and Operations

Continuing to strengthen and advocate for a streamlined, appropriate, finance and operational process and procedures is important to ensure efficient and effective delivery of programmes and interventions across HRSD. This enabling area includes:

- Timely and accessible financial management information system that support management decisions
- Exploring suitability of programmes to support financial management (e.g. Power BI)
- Streamlining threshold and approvals
- Compliance with donor agreements, SPC procurement and internal controls
- Flexible funding sources and allocations towards HRSD priority areas
- Consolidating and streamlining reporting processes (e.g., harmonised reporting for SPC corporate and donors).

This enabling priority contributes to Objectives 1, 2, 3 and 4 and is foundational to Objective 5.

Capabilities

Achieving HRSD's five objectives requires a range of capabilities. These capabilities align directly with the pathways to impact identified in the SPC Strategic Plan 2022–2031: *policy to action; data, statistics and knowledge; innovation and research; digitalisation and technology;* and *capability and influence*. These capabilities are summarised below, including how each maps to SPC pathways.

Technical advice: Supporting knowledge and implementation of key human rights and social development issues, processes and activities of national and regional partners through tailored, relevant and timely technical advice. This may include structured and formal approaches such as reviews, as well as informal advice, conversations and discussions (such as *talanoa* sessions) to share knowledge and expertise on specific gender, social inclusion or culture issues.

- *Corresponding pathway: capability and influence*

Policy and legislation development and review: Supporting governments, including via drafting and updating relevant legislative frameworks and policies to ensure that they reflect emerging national, regional and international priorities and meet the needs of Pacific communities.

- *Corresponding pathway: policy to action*

Facilitating and training: Supporting members to develop and apply best practise approaches and evidence in their programmes through tailored workshop or event facilitation or training programmes.

- *Corresponding pathway: capability and influence*

Strategic communications: Working strategically with a range of stakeholders internally within SPC, and with members and partners at the national, sub-national and regional levels, to advocate for, communicate about and influence change in priority areas.

- *Corresponding pathway: capability and influence*

Knowledge, innovation and evidence production: Strengthening the impact of human rights and social development interventions through research and knowledge production, promotion of innovative approaches, and collection and analysis of high-quality relevant data to underpin decision-making and improvements in programmes and practise.

- *Corresponding pathways: data, statistics and knowledge; innovation and research*

Capacity sharing: Empowering and sharing capacity with key member representatives, partners and internal SPC stakeholders in areas including advocacy, policy and legal reform, gender equality and mainstreaming, ratification and implementation of human rights commitments, and application of survivor-centred DV/FP legislation. Capabilities in this area also include application of Pacific cultural methodologies for capacity building.

- *Corresponding pathway: capability and influence*

Grant management and innovative financing: Disbursing and managing all aspects of small grants, including providing capacity support to downstream partners to drive progress in thematic priority areas.

- *Corresponding pathway: capability and influence*

Partnerships and stakeholders

HRSD maintains a variety of international, national, regional and subregional relationships and partnerships (Figure 5 below provides a snapshot).

HRSD also maintains relationships across SPC. As captured under Objective 4, HRSD will continue to work with all Divisions and teams to promote progress in priority areas.

Engagement with partners is guided by HRSD's core values, as articulated in Figure 4. Investment in strategically communicating with these differing stakeholder groups to optimise success in relationships is a foundation of HRSD's approach, as captured under the enabling priority *Strategic Engagement and Communications.*

Figure 5: HRSD's relationships

Divisional management and governance

HRSD is one of nine divisions/programmes within SPC. HRSD is SPC's newest Division, the product of the merging of RRRT and SDP in 2020. Currently, HRSD has approximately 80 staff, three programmes and 10 projects. This section provides a snapshot of Divisional management and governance (a high-level structure is shown in Appendix 4).

Divisional management

HRSD is led by a Director and supported by a Deputy Director. The Senior Management team is led by the Director and comprises the Deputy Director, Team Leaders and Programme Managers/Coordinators. This team, with other key representatives from across the Division, will be responsible for ensuring that HRSD is structured and resourced effectively to implement this Business Plan. The Senior Management team will have the following responsibilities:

- Clarifying roles and responsibilities of team members with respect to the Business Plan and its implementation
- Clarifying reporting processes and timelines against the Business Plan
- Ensuring appropriate accountability mechanisms exist within the Division to manage progress against the Business Plan.

HRSD Finance and Monitoring, Evaluation, Learning, Knowledge Management and Communications (MELKMC) are responsible for driving enabling priority areas – i) Evidence, Information and Knowledge Management, ii) Strategic Communications and Engagement, and iii) Finance and Operations.

Divisional Governance

HRSD is supported by a Divisional Advisory Board, which provides strategic advice to the Division. Further governance structures exist for programmes and some projects to ensure optimal delivery of those interventions. As articulated under objective 5 above, HRSD is committed to ensuring that there are synergies and efficiencies between governance arrangements and that those supporting with advisory at all levels are being used strategically and effectively. This is a key priority for the Division.

Internal interdependencies

As this plan articulates, HRSD works closely with all Divisions and programmes of SPC and will continue to scale up these relationships (see objective 4 above). There are also unique relationships, for example with the Principal Strategic Lead (Pacific Women) and forthcoming Gender flagship. HRSD will also work with the three other flagships, as articulated in Figure 2. Other interdependencies include with the Statistics for Development Division, with which HRSD has shared resources.

Pathway to impact

This section outlines the Theory of Change for HRSD. Further measurements of results and impact are outlined in Appendix 2 – Divisional Results Framework.

Our vision is for just, equitable resilient and sustainable Pacific island societies. This will be achieved by advancing human rights and good governance, gender equality and social inclusion, positive expressions of Pacific culture and underpinned by the people-centred approach.

With	Our members, regional and international partners, working in unity across HRSD, services and locations.			
Through	Human rights and good governance	Gender equality	Social inclusion	Culture
To achieve measurable outcomes in both core and contributing KFAs	Core KFAs that are foundational to the work of the Division	KFAs for scaled-up focus	KFAs to which HRSD's work is contributing	
	• KFA 4: Equity, education and social development • KFA 7: Transforming institutional effectiveness	• KFA 1: Resilience and climate action • KFA 6: Planetary health	• KFA2: Natural resources and biodiversity • KFA 3: Food systems • KFA 5: Sustainable economies and livelihoods	
By anticipating, responding and scaling up our work	Towards the five key objectives: 1. Strong governments and state institutions 2. Enabled, empowered civil society and vulnerable groups 3. Protection and promotion of positive expressions of culture 4. Embedding and mainstreaming 5. A collective, effective HRSD for quality outcomes	Across the thematic priorities: • Human rights and good governance • Gender equality • Social inclusion • Culture inclusion	Using the enabling priorities: 1. Evidence, information and knowledge management 2. Strategic communications and engagement 3. Finance and operations	

Delivered through	National, regional and international engagement and commitments	Subregional offices in Melanesia, Micronesia and Polynesia Three flagship programmes – Gender Equality, Food Systems and Climate Change Country, integrated and sectoral programming Organisation-specific engagement and programmes

With capabilities of	• Technical expertise within the Division • Evidence, information and knowledge management • Strategic engagement and communications • Operational and financial expertise

Constantly testing our assumptions that	Creating positive and lasting impact will be possible when: • Investments in human rights and social development support a resilient and sustainable Pacific region • Unprecedented disasters can be managed • Political turmoil within the region and within national borders has no lasting negative impact on progress • Geopolitical regional shifts are factored into the risk matrix, and monitored • COVID-19 and similar pandemics do not hamper progress • Changes in leadership are in line with an organisational succession plan • Stakeholders are available and fully engaged in HRSD's work across the region • Data and information for informed programmeming is available and reliable • Government commitments to priority areas remain stable so that HRSD can align with them • Optimum capacities exist across all levels of HRSD to ensure effective delivery of work.

APPENDIX 1: KEY TERMS

The key terms outlined below are intended to provide a shared understanding of definitions and terminologies for the HRSD Division, drawing from other SPC glossaries including the SPC Strategic Plan 2022–2031 glossary and the Planning, Monitoring and Learning glossary and other relevant sources.

Social inclusion – The process of improving the terms of participation in society (with a focus on the marginalised and disadvantaged) through enhancing opportunities, facilitating better access to resources, giving people in all their diversities more voice, and respecting human rights.[23]

Equality – Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and abilities. It is the belief that all their diversities must be treated equally.[24]

Equity – Equity recognises that everyone does not begin in the same place in society. Hence, to ensure fairness, resources and measures must be allocated so that people benefit equally.[25]

Gender equality – Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.[26]

Institutional governance – Institutional governance refers to strengthening processes and systems that build institutional trust, accountability and inclusive decision-making processes resulting in better outcomes for partners and communities.[27]

Integrated programmes – Long-term programmes that bring together SPC's sectoral capabilities for greater impact in addressing key development opportunities and challenges in the Pacific region. These programmes have clear impact pathways, including long-term goals and medium-term development outcomes.

Culture – Culture is defined as and refers to the way of life of a particular group of people, including their values, belief systems, world views, philosophies and knowledge systems expressed through their languages.[28]

Mainstreaming – Mainstreaming describes the process of integrating gender, human rights, culture, youth, climate change or disaster risk management concepts and standards into SPC projects, initiatives, government policies or legislation, individual or group practises. [29]

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23 Adopted from: Pacific Community, *Glossary*, Strategic Plan 2022-2031, 2022.
24 Adopted from: Pacific Community, *Glossary*, Strategic Plan 2022-2031, 2022.
25 Adopted from: Pacific Community, *Glossary,* Strategic Plan 2022-2031, 2022.
26 UN Women, UNICEF & UNFPA, Gender Counts Pacific: A quantitative assessment of gender inequality and its impact on girls and boys, n.d.
27 Adopted from: Pacific Community, *Glossary*, Strategic Plan 2022-2031, 2022.
28 Adopted from: Pacific Community, *Glossary,* Strategic Plan 2022-2031, 2022.
29 Adopted from: SPC, Pacific Community PMEL 'How to' Guides, SPC Results Glossary, n.d.

APPENDIX 2: DIVISIONAL RESULTS FRAMEWORK

SPC Mission			
To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.			
GOAL 1 All Pacific people benefit from sustainable development	**GOAL 2** All Pacific communities and cultures are empowered and resilient	**GOAL 3** All Pacific people reach their full potential and live long and healthy lives	**GOAL 4** One SPC delivers integrated programmes through streamlined services
Working with our members, regional and international partners, working in unity across programmes, services and locations			
To achieve positive measurable outcomes in			
KFA 1: Resilience and climate action: Pacific people are thriving, with enhanced resilience from more informed decision-making and necessary resources that also enable the achievement of low-carbon, climate-resilient sustainable development			
KFA2: Natural resources and biodiversity: Thriving, productive and resilient ecosystems and communities, responsibly harnessing our natural resources and biodiversity for security and prosperity			
KFA 3: Food systems: Pacific food systems are accessible, regenerative, biodiverse, equitable and resilient to shocks. They provide access to safe and nutritious food and contribute to healthy people, ecosystems, vibrant cultures and prosperity for all			
KFA 4: Equity, education and social development: Social development systems result in real gains for education, gender equality and social inclusion through a contextualised approach to human rights and good governance that incorporates Pacific cultures and ways of knowing			
KFA 5: Sustainable economies and livelihoods: The Blue Pacific is a well-being economy through a balance of sustainable economic growth, protection and inclusive distribution of resources, energy security, healthy and resilient communities with livelihoods sustained through trade, maritime connectivity and harmonious relationships with the land and the sea			
KFA 6: Planetary health: Collaboration and stewardship of our Blue Pacific for healthy islands, where children and vulnerable groups are nurtured in body and mind; environments invite healthy lifestyles, learning and leisure; people work and age with dignity; ecological balance is a source of pride; people maintain their cultures and traditions with the land; and water and oceans are protected			
KFA 7: Transforming institutional effectiveness: One SPC is values-based and working with members and partners to provide coherent, social and environmentally responsible learning for enhanced representation of Pacific people and gender equality across the organisation and at all levels of decision-making			

KFAs: 1, 4, 6, 7	KFAs: 1, 4, 6,7	KFAs: 4,6,7	KFAs: 1, 2, 3, 4, 5, 6, 7	KFAs: 7
Objective 1: Pacific *governments and state institutions* are strong, transparent and responsive for upholding and advancing human rights and good governance, gender equality, social inclusion, and positive expressions of Pacific culture.	**Objective 2:** Pacific *civil society* is able to advocate for and realise human rights and good governance, gender equality, social inclusion, and the right to practise positive expressions of Pacific culture.	**Objective 3:** Positive expressions of Pacific culture are safeguarded and promoted and integrated across our work to support human rights, gender equality and social inclusion.	**Objective 4:** SPC *programmes and operations* apply the people-centred approach and uphold and advances human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.	**Objective 5:** HRSD works collaboratively, coherently and efficiently to deliver quality outcomes that uphold and advance human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.
Outcome 1.1	**Outcome 2.1**	**Outcome 3.1**	**Outcome 4.1**	**Outcome 5.1**
PICTs strengthen their institutional, legal, planning and policy instruments to support good governance and upholding of human rights *(SPC SRF Policy to Action Pathway)*	Civil society organisations and groups are supported with technical assistance for improved advocacy and action in thematic priority areas *(SPC SRF Capability and Influence Pathway)*	Pacific Cultures and TK are integrated in development policy and programming	HRSD-led interventions effectively support SPC needs and best practises in gender equality and people-centred approaches *(SPC SRF Pathway Capability and Influence)*	HRSD-led interventions that support PICT priorities and needs are consistently delivered in full and on time, supported by appropriate human and financial resources *(SPC SRF KFA 7 measures and approach measures across all KFAs)*
Outcome indicator 1.1 Evidence of laws, regulations and policies endorsed, adopted and implemented that comply with international standards and best practise *(SPC SRF Policy to Action Pathway Outcome indicator 1)*	*Outcome indicator 2.1* Evidence of increase in knowledge, and practical application of technical assistance by civil society actors (*SPC SRF Capability and Influence Outcome indicator 7)*	*Outcome indicator 3.1* Evidence of integration of Pacific cultures and Traditional Knowledge (TK) and promotion of Culture inclusive approaches in policy and programmes *(SPC SRF Innovation and Research Pathway Outcome 1)*	*Outcome indicator 4.1* Evidence that HRSD led approaches have strengthened cultural inclusion and rights across SPC Divisional programmeming (SPC SRF KFA 7 Outcome indicator)	*Outcome indicator 5.1* Proportion of interventions (projects/programmes) that are successfully delivered in full & on time *(SPC SRF KFA 7 measures)*

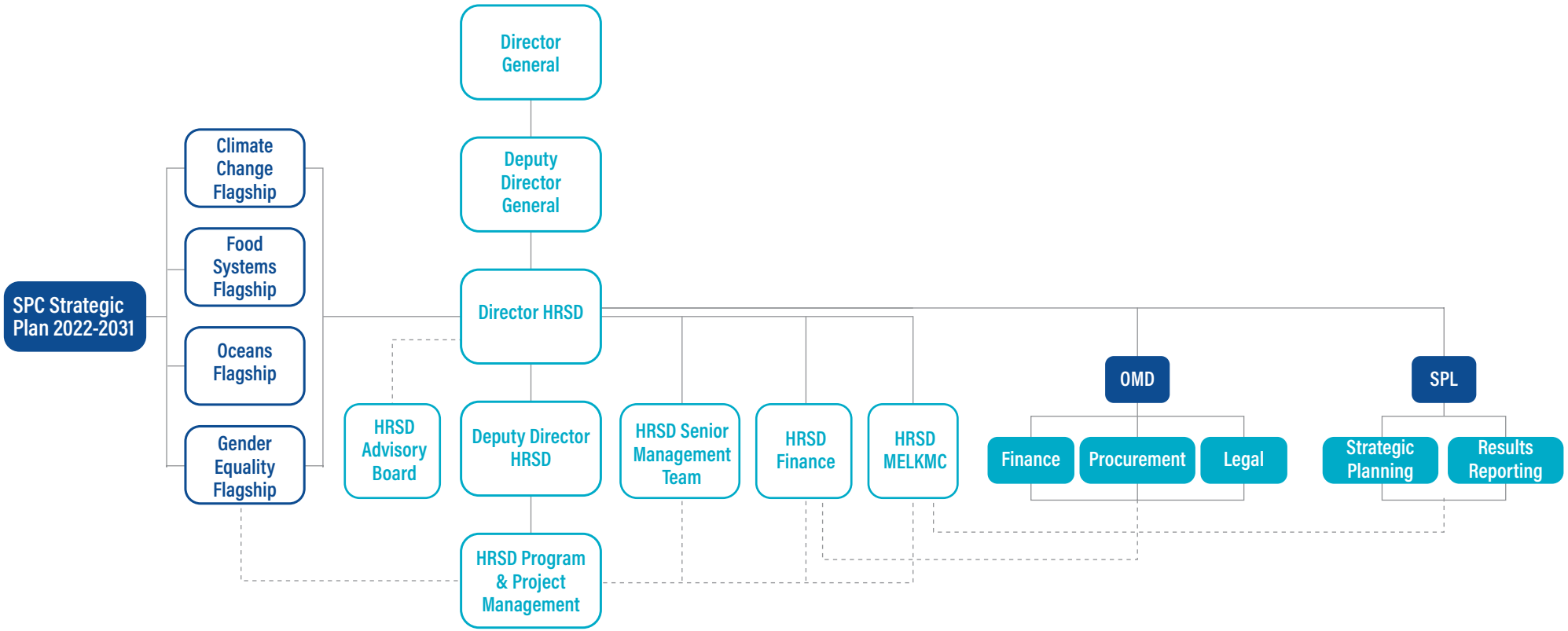
Output indicators 1.1.1 Number of legislation/ regulations/ policies developed or reviewed with HRSD's contribution *(SPC SRF Policy to Action Pathway Output indicator 1)* 1.1.2 Number of duty bearers engaged in legislation / regulation/ policy development (disaggregated) (SPC SRF Policy to Action Pathway Output indicator 2) 1.1.3 Number of mechanisms established and strengthened for oversight of public resource and implementation of good governance or human rights (eg NMIRFs) 1.1.4 Number of National Human Rights Institutions established by law 1.1.5 Number of Pacific National Human Rights Institutions accredited or reaccredited	*Output indicators* 2.1.1 Number of people / CSOs accessing capacity building activities and implementing this learning by pathway, gender, age, traditional knowledge holders, other relevant target groups *(SPC SRF Capability and Influence Pathway Output indicator 1)* 2.1.2 Number of rights holders meaningfully participating in decision-making spaces with HRSD's contribution (including women, youth and people with disability) (SPC SRF Policy to Action Pathway Output indicator 2)	*Output indicators* 3.1.1 Number of regional and national strategies that prioritise and integrate culture and TK of Pacific IPLCs	*Output indicators* 4.1.1 Number and percentage of SPC staff participating in HRSD learning or receiving technical support by gender and age 4.1.2 Number of enquiries to the SER helpdesk 4.1.3 Number of SPC standards, tools and systems supported by HRSD to incorporate best practises approaches 4.1.4 Number and % of SPC Divisions reporting improved ability to implement PCA 4.1.5 Number of SPC policies and business plans that embed gender equality priorities, targets and resources 4.1.6 Number of regional and national strategies and research publications that are contextualised and culturally grounded approaches to human rights, culture and GESI	*Output indicators* 5.1.1 Positive audit findings 5.1.2 HRSD Budget execution rate 5.1.3 Compliance with SPC and donors financial and reporting requirements
Outcome 1.2	**Outcome 2.2**	**Outcome 3.2**	**Outcome 4.2**	**Outcome 5.2**
Human rights and social development knowledge and innovation are used to inform national policies and development programmes with demonstrated rights and inclusion outcomes *(SPC SRF Capability and Influence Pathway)*	Marginalised groups are supported with specific technical assistance and services	Pacific culture are protected and promoted at national, regional, and international levels	SPC policies, systems processes and business plans reflect gender equality priorities and promote a safe and enabling environment for women at all levels	Core functions are mobilised sustainably resourced to support effective programme delivery *(SPC SRF KFA 7 measures)*

Outcome indicator 1.2 Evidence that national government departments or public institutions apply knowledge and data to inform decision-making, reporting, programme development, and tracking of impact *(SPC SRF Capability and Influence Pathway Outcome Indicators 1 & 2; Innovation and Research Pathway Outcome Indicator 1)*	*Outcome indicator 2.2* Evidence that marginalised groups have access to specialised services and can influence decision-making	*Outcome indicator 3.2* Evidence that Pacific culture are advanced at various levels	*Outcome indicator 4.2* Evidence of SPC engagement with CROP and PICT leaders in advancing women's leadership, women's rights, and equality across the regional architecture	*Outcome indicator 5.2* Proportion of roles that are resourced (partially or in full) by programme funding *(SPC SRF KFA 7 measures)*
Output indicators 1.2.1 Number of departments or public institutions with enhanced organisational capacity to develop human rights and social development policies, practices and programs, and track and report impact (eg treaty reporting)(SPC SRF Capability and Influence Pathway Outcome Indicators 1 & 2) 1.2.2 Number of regional and international sustainable development strategies and convenings advancing human rights and social development priorities (eg ICJ) 1.2.3 Evidence that PICTs are utilising quality data and statistics to inform human rights, culture and social development policy and practice (SPC SRF Data, Statistics and Knowledge Pathway, Output Indicators 1 & 2)	*Output indicators* 2.2.1 Mechanisms to promote active participation in legislation/ regulation/ policy by gender, age, traditional knowledge holders, other relevant target groups (SPC SRF Outcome indicator 2) 2.2.2 Number of accesses to services provided to marginalised groups 2.2.3 Stories of change where marginalised groups participate in or influence decision-making fora 2.2.4 Stories of change in social norms reflecting increased support and integration of gender equality and disability inclusion efforts 2.2.5 Evidence of increased gender-responsive access to justice 2.2.6 Number of schools promoting social citizenship education in formal curricula	*Output indicators* 3.2.1 Number and type of engagements where Pacific culture is valued, protected and promoted, by level, organisation, or community 3.2.2 Stories of revitalisation of culture and positive change in promoting Pacific culture and TK of IPLCs **Outcome 3.3** Pacific CCIs are supported towards sustainable growth and development **Outcome indicator 3.3** Evidence that pacific CCIs are supported at various levels. 3.3.1 Stories of change of cultural agencies, cultural producers and artists advancing Pacific CCIs	*Output indicators* 4.2.1 Principal Strategic Lead for Pacific Women and Girls support strategic and catalytic actions to advance gender equality efforts within SPC, CROP and PICTs 4.2.2 Gender Equality flagship is designed and implemented 4.2.3 Domestic Violence SOP for SPC implemented 4.2.4 Men as allies/advocates for gender equality/women in leadership activities conducted within SPC and CROP agencies 4.2.5 Women in Leadership initiatives and awareness activities conducted	*Output indicator* 5.2.1 Evidence of preparation and delivery of strategic workforce planning process

APPENDIX 3: RELEVANT SDG INDICATORS

5: Achieve gender equality and empower women and girls 	5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex 5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age and location 5.5.2 Proportion of women in managerial positions 5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education 5.a.2 Proportion of countries where the legal framework (including customary law) guarantees women's equal rights to land ownership and/or control 5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment
8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 	8.5.2 Unemployment rate, by sex, age and persons with disabilities 8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training 8.b.1 Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy
10: Reduce inequality within and among countries 	10.2.1 Proportion of people living below 50 per cent of median income, by sex, age and persons with disabilities 10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law
16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels. 	16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months 16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18 16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar) 16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group 16.8.1 Proportion of members and voting rights of developing countries in international organizations 16.a.1 Existence of independent national human rights institutions in compliance with the Paris Principles 16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law

APPENDIX 4: DIVISIONAL



HRSD Governance and Management Structure

APPENDIX 5: RISK MATRIX

Risk	Impact	Profile	Mitigation
Persistent poverty, rising inequalities and social instability	Hinders progress on national and regional human rights and social development priorities and heightens security issues, including conflict, VAWG and discriminatory attitudes	Probability: **Medium** Impact: **Major** Risk profile: **High**	Prioritise PCA mainstreaming, including across economic development settings. Maintain an emphasis on economic empowerment for vulnerable populations
Waning government prioritisation and allocation of resources for human rights and social development priorities	Stagnating national progress on human rights and social development priorities	Probability: **High** Impact: **Major** Risk profile: **High**	Maintain close relationships with government leaders at various levels. Strategically communicate the links between national priorities and HRSD priorities. Continue to work with civil society to strengthen capacity for lobbying
Technical advice not taken up by member countries	Objectives are not equitably achieved for all people	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Strategic engagement with PICT counterparts at all levels to monitor and respond to barriers to implementation of technical advice. Continuously make space for learning within the Division on what strategies and approaches work effectively
Geopolitical tensions between countries with an interest in the Pacific region	This may lead to the scaling back on national commitments to HR, law and justice	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Continue to monitor regional trends and landscape and the impacts on government support for human rights and social development priorities
Technical advice not taken up by internal SPC Divisions and teams	Technical programmes and internal operations are not equitable for all people	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Strategic engagement with Divisional counterparts at all levels to monitor and respond to barriers to implementation of technical advice. Continuously make space for learning within the Division on what strategies and approaches work effectively
Pushback from within SPC on strategies to increase gender equality within SPC	Gender equality and PCA not incorporated or mainstreamed in SPC divisions, programmes and projects	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Senior male leadership commitment to and clear directions for change. Male leader's advocacy with male colleagues. Internal SPC communication and awareness on gender equality supported by the WIL Programme to rollout key messages and create spaces engagement and feedback on gender equality within SPC

Risk	Impact	Profile	Mitigation
Lack of political support for civil society	Limited or shrinking space for civil society to advocate and lobby for rights to be observed	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Maintain close relationships with governments and continuously communicate around the importance of space for civil society. Continue to support capacity strengthening of civil society
Internal systems and processes constrain operations	Limited progress towards strategic objectives/ slow implementation of programmes	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Elevation and prioritisation (under objective 5) of strengthening internal systems and processes to optimise efficiencies
Damage to the reputation of the organisation and/ or division	Stakeholders (including funding partners) are less likely to engage constructively with HRSD	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Increased and intentional focus on i) strengthening operations to ensure effective, quality delivery of programmes (as articulated in this business plan) and ii) intentional focus on strategic communications with key stakeholders (see enabling priorities)
Staff turnover in members	Loss of skills, capacity and relationships	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Prioritise approaches that support capability across multiple levels in government. Ensure that relationships transcend individuals and that multiple staff are involved in technical skill building opportunities
Staff turnover internally in HRSD	Loss of divisional knowledge, relationships and subsequent delays based on the need to recruit new personnel	Probability: **Medium** Impact: **Major** Risk profile: **Medium**	Continue to support staff well-being and ensure workloads are at manageable levels. Set realistic expectations at all levels around recruitment timelines, and ensure they are built into all planning processes
Rapidly increasing climate change impedes progress on all development priorities	Progress against objectives is stalled	Probability: **High** Impact: **High** Risk profile: **High**	Continue to centralise climate change in all HRSD priorities. Work closely with climate change technical staff in SPC to ensure that all interventions mainstream climate change (refer to Box 1 in the Business Plan)

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