

Secretariat of the Pacific Community
CORPORATE PLAN (2007–2012)

SECRETARIAT OF THE PACIFIC COMMUNITY



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SECRETARIAT OF THE PACIFIC COMMUNITY (SPC)

CORPORATE PLAN
(2007–2012)

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Foreword

It is my great pleasure to present the SPC Corporate Plan for the years 2007–2012. The plan provides an overview of our strategic direction for the next five years and outlines our key priorities in striving to deliver optimum service to our members.

Preparation of the plan began in early 2006 following my appointment as Director-General and involved extensive stakeholder consultations. It responds to priorities arising from the national, regional and international agenda and identifies the contributions that SPC will make to address them. It also responds to the recommendations of the 2005 independent review of the Secretariat, which our governing body, the Conference of the Pacific Community, endorsed at its meeting in Palau in the same year.

The plan describes SPC's values and sets clear directions for the organisation under three broad headings:

- Increased focus on member priorities
- Strategic engagement at the international, regional and national level
- Strategic positioning of the organisation

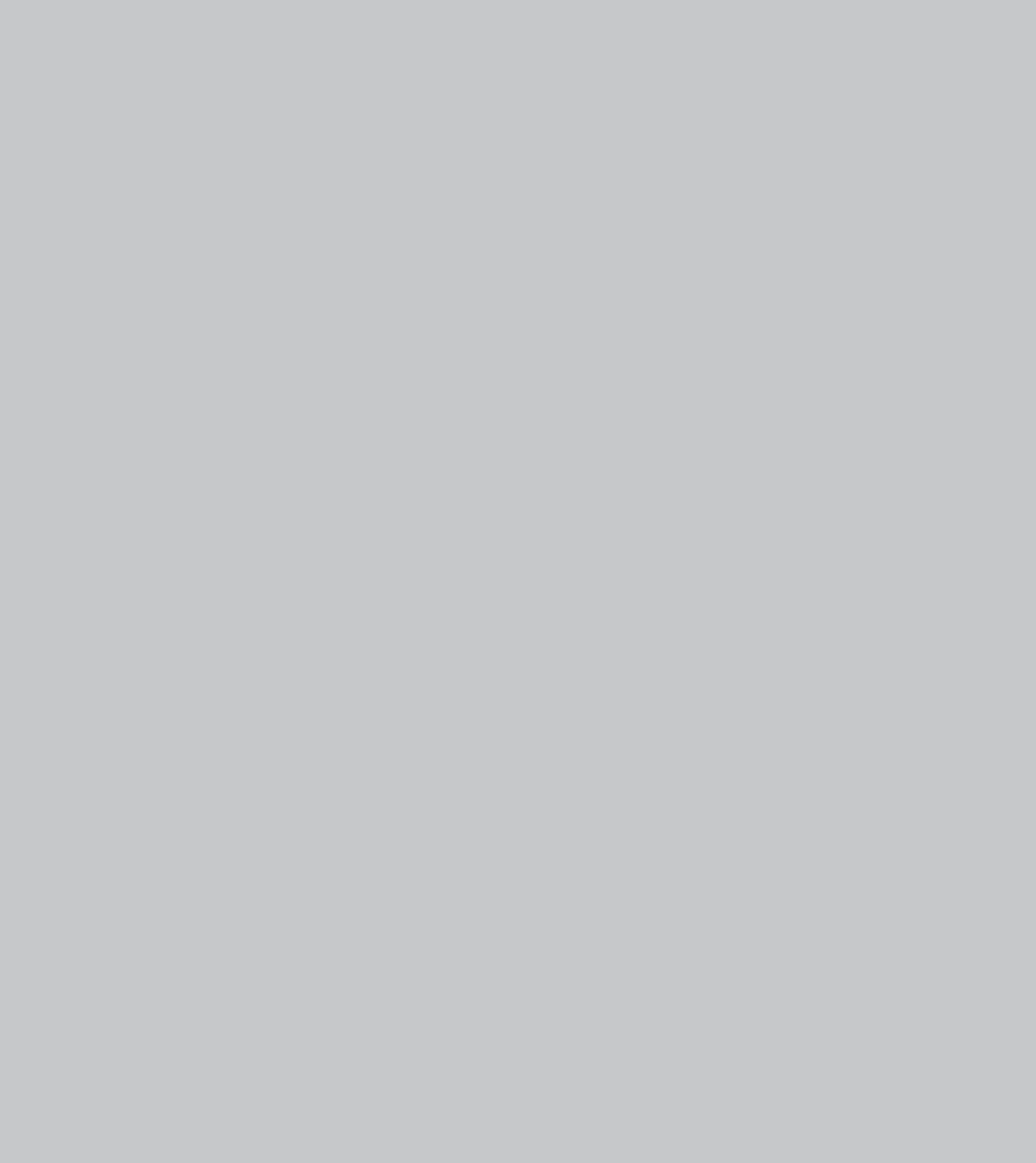
It also provides a framework within which SPC's sectoral programmes can develop and implement their strategic plans.

The objectives set are demanding, as they must be if we are to meet the changing needs of our members within the broader context of an ever-changing global environment. SPC has shown that it can respond to challenges and I am confident that by working together with our members and partners, and making the most of the opportunities presented to us, we can make further progress towards fulfilling our vision.

Underpinning all these plans and activities is one simple aim – to make a difference in the lives of Pacific Islanders.

A handwritten signature in black ink, appearing to read 'Jimmie Rodgers'. The signature is stylized and cursive, with a large initial 'J' and 'R'.

Dr Jimmie Rodgers
Director-General



1. SPC's vision, mission, core business and corporate values

Our vision for the region is a secure and prosperous Pacific Community, whose people are educated and healthy and manage their resources in an economically, environmentally and socially sustainable way.

Our vision for the organisation is a highly professional, bilingual and dynamic Secretariat that is closely attuned to the needs, aspirations and priorities of its members and works in partnership with other national, regional and international organisations and its development partners to serve its island members.

This vision portrays an organisation that:

- has the interests, needs and priorities of Pacific Island people at the heart of its programmes;
- practises the principles of good governance;
- drives a vibrant and dynamic policy agenda, based on its ability to analyse national, regional and global challenges;
- plays an important role in regional cooperation and development within the framework of collaboration with other regional and international organisations and the wider regional agenda, including the Pacific Plan;
- is helping to shape a future that will benefit its member countries and territories and safeguard their interests.

Our mission is to help Pacific Island people position themselves to respond effectively to the challenges they face and make informed decisions about their future and the future they wish to leave for the generations that follow.

Our core business comprises capacity building, capacity supplementation and regional coordination functions in key development sectors through technical assistance, training and research:

Capacity building: *The main aim of SPC's capacity building work is to develop human resources in the Pacific region through training and associated measures such as advice on training curricula. Other interventions include designing and advising on the implementation and application of sustainable policies and procedures at legislative, regulatory and operational levels.*

Capacity supplementation: *Many of SPC's island member countries and territories do not have a large enough population base or the financial resources to develop and sustain the full range of skills required to provide effective public services to their people. Regional organisations, including SPC, supplement national capacities by directly providing, or facilitating access to specialised expertise at regional or international levels.*

Regional coordination functions: *Many issues transcend national boundaries and require a high degree of regional and international coordination and support to ensure optimal outcomes. Also in this category are activities relating to sharing and dissemination of information in the region.*

Our corporate values define the organisation's character and identity, and how it operates.

We:

- put people first;
- focus on the priorities of our member countries and territories, which determine SPC's direction;
- take an outcome-driven approach;
- contribute to alleviation of absolute poverty, poverty of opportunity and vulnerability to poverty;
- are committed to the three pillars of sustainable development – economic development, social development and environmental protection;
- foster strategic alliances and effective partnerships aimed at achieving more for Pacific people by working with and through others;
- strategically engage, analyse and provide options for responding to current and future opportunities and challenges, and proactively address regional and international developments;
- emphasise results and accountability;
- operate with transparency, based on clear policies and procedures;
- are committed to gender equity and equality;
- value a pragmatic approach and prefer clear and simple language;
- are committed to excellence and the highest professional and ethical standards in our work.



2. SPC Corporate Plan 2007–2012: Responding to new opportunities and challenges

SPC celebrated its 60th anniversary in February 2007. The organisation's longevity is a sign of its continuing relevance to the Pacific Community, achieved and maintained through constant adaptation to changing needs. The Corporate Plan for 2007–2012 continues this tradition by providing direction for changes during the plan period and incorporating new strategies and initiatives that will enhance SPC's ability to meet the expectations of the Pacific Community.

SPC's services to the Pacific Community consist of sectoral policy support, technical assistance, training and research provided through its programmes and divisions. The Corporate Plan provides a summary of key sectoral objectives and initiatives, drawing from strategic programme plans approved by the Committee of Representatives of Governments and Administrations (CRGA). These programme plans will be reviewed, as necessary, during the plan period.

The Corporate Plan also includes cross-programme commitments to the achievement of the Millennium Development Goals and the implementation of the Pacific Plan. It recognises the importance of economic growth and the other two pillars of sustainable development – social development and environmental protection. It emphasises the importance of gender issues, human resource development, cross-sectoral collaboration, climate change, urbanisation issues and the special needs of small island states and territories.

The plan provides a point of engagement with the policy directions of other development partners and stakeholders operating in the region. At the time of preparation of the plan, these have been outlined in, for example, the Australian government's white paper on its overseas aid programme, *Australian Aid: Promoting Growth and Stability (2006)*, related Australian sector strategies for fisheries, health and the environment, and papers from the Pacific 2020 initiative; the European Union's Pacific

strategy ('Blue-Green' strategy); the France–Oceania summit; the New Zealand government's Pacific strategy; the Asian Development Bank's Pacific strategy; and the regional strategies of other development partners.

Many of the initiatives described in the plan will not require additional resources; rather, they call for a shift of emphasis or different approach. Other initiatives will necessitate an increase in assessed contributions (as already agreed to by CRGA at its 2006 meeting), alternative sources of funding or reallocation of existing resources.

3. Corporate objectives for 2007–2012

SPC's key initiatives for the plan period are grouped under three broad objectives:

- Increased focus on member priorities
- Strategic engagement at national, regional and international levels
- Strategic positioning of the organisation

The first two objectives and their associated initiatives will have a direct impact on achieving the Pacific Community's vision for the region.

The initiatives grouped under the third objective are aimed at ensuring that SPC, as an organisation, is positioned strategically to respond to the increasing demands placed on it to achieve the other two objectives for the plan period.

3.1 Increased focus on member priorities

As highlighted under the corporate values section of this plan, the priorities of SPC's members determine the direction of the organisation. During the new plan period, this focus on member priorities will be further strengthened by 'moving SPC services closer' to the organisation's clients and providing greater high-level policy and analytical support to national governments and administrations to assist them in analysing and reacting to current and future opportunities and challenges.

There are four key initiatives for the new plan period:

- Proactive monitoring and analysis of regional and international developments relevant to Pacific Island countries and territories (PICTs)
- Development of country strategies
- Further decentralisation beyond the main offices in Noumea and Suva
- Greater complementarity of national and regional programmes

Proactive monitoring and analysis

Many PICTs, particularly small island states (SIS), do not have the capacity to continually monitor national, regional and international developments and strategically respond to the issues that affect them.

SPC has strong capacity in data collection, monitoring, development of decision-making tools and analysis, and will make greater use of this comparative advantage to provide proactive analytical advice on policy options to Pacific Community members to enable early identification of and responses to challenges and opportunities. SPC will assist in filling analytical and policy gaps in the sectors in which it works, and in relation to cross-cutting issues. In short, SPC will develop its capacity to act as the analytical arm of the membership.

The focus of this work will be on monitoring regional and international developments on behalf of the membership, and on proactively and strategically engaging in the analysis and development of options.

The results will be passed on to member governments and administrations for their consideration, for example, in the form of policy reports and briefing papers.

Joint country strategies

As a result of a recommendation of the 2005 Corporate Review, which CRGA and the Conference of the Pacific Community endorsed, SPC has begun the joint development of individual country strategies.

These joint country/SPC strategies will outline, in one integrated document, the full scope of all SPC assistance to individual Pacific Community members over a defined period, based on priorities established between the member and SPC. The strategy will link directly with the country's own national sustainable development strategy if there is one, or may become a catalyst for the development of such strategies in countries that do not have them. The country strategies will present a 'whole of SPC' approach. They will improve the responsiveness, relevance, effectiveness and strategic impact of SPC interventions at the country level, and strengthen priority setting against limited resources.

SPC is working with other regional agencies and development partners to explore ways of cooperating in developing and implementing the joint country strategies.

Decentralisation

In 2007, SPC had around 345 staff, with 40 of this total based in countries other than New Caledonia and Fiji Islands. Further decentralisation is planned to bring SPC services even closer to clients and ensure improved communication with all members of the Pacific Community.

SPC's decentralisation strategy has three components. Firstly, priority will be given to the development of the new regional office in Pohnpei, Federated States of Micronesia (FSM). While project staff have been based in FSM for about 10 years, the office was formally opened in early 2006 with a staff of five. The regional office will help overcome the difficulties and costs associated with serving the Northern Pacific from Fiji Islands or New Caledonia. It will also promote closer links between Northern Pacific countries and SPC.

Unlike headquarters and the Fiji office, which house programmes that serve the entire region from a single location, the regional office in FSM is expected to have a geographical focus, i.e. it will eventually have a mix

of staff from all three SPC divisions, whose priority will be to serve Pacific Community members in the Northern Pacific.

Secondly, SPC will explore with potential host governments whether certain regional or subregional services could be delivered more effectively from countries other than Fiji Islands or New Caledonia. This may be for logistical reasons or because a country already has relevant expertise in a specialised area. This extension of services could involve existing programmes or new initiatives; for instance, the establishment of a regional training centre in aquaculture.

Finally, SPC will continue its current approach of placing individual officers or teams in country for specific bilateral or subregional projects (temporary field offices).

Apart from increased effectiveness, SPC's decentralisation policy is expected to lead to even greater ownership of the organisation by its members. The policy will be implemented with due regard for cost-effectiveness, collaboration with partners including other regional organisations, flexibility, and the development of the management and communication systems needed by a more decentralised organisation.

An important undertaking during the plan period will be the development of a clear policy on host-country responsibilities in relation to permanent and temporary offices.

Greater complementarity of national and regional programmes

Members receive much of their development assistance through bilateral and multilateral arrangements with other development partners. SPC aims to work with national governments, stakeholders and other development partners at the national level to ensure its country initiatives are integral parts of national development strategies, resulting in greater complementarity and synergy. To this end, SPC will make greater use of country-specific programmes and projects as an effective mechanism for delivering targeted assistance to a country or small group of countries. This approach complements the more traditional regional programmes and fits well with the concept of the new country strategies. Such activities are likely to be implemented by SPC staff based in-country, with supervision provided by programme managers based at headquarters or regional offices. Current examples include statistics and demography projects in a number of countries, health projects (e.g. a national tuberculosis programme) and a gender research project.

3.2 Strategic engagement at national, regional and international levels

SPC's policy role has become increasingly central to its work. Discussions at meetings of the Conference of the Pacific Community and CRGA have also increasingly focused on broader regional policy issues, rather than on organisational operating policies.

The sectoral policy role of SPC was discussed in the 2005 Corporate Review, which reported that stakeholders wanted SPC to take a more open role in regard to policy development and leadership in the region. The review noted that SPC should become more 'assertive' and lead the region more often in the sectors it works in because it has the required breadth and depth of sectoral (technical) expertise to fulfil such a role. The review team recommended that SPC 'assume a greater leadership role in identifying and advocating for regional priority needs and in developing and implementing regional policies and strategies'. The recommendation was accepted by Conference at its meeting in Palau in 2005.

The Secretariat is planning to give substance to this new role by strengthening its strategic engagement at national, regional and international levels. The new country strategies and more frequent in-country consultations by SPC senior management will be the main mechanisms at the national level, complementing the analytical support described in the previous section.

Key initiatives for the new plan period are:

- Strategic alliances, effective partnerships and engagement at the regional level
- Increased international advocacy and representation of the Pacific Island region, and its countries and territories
- Translation of international requirements to regional and national frameworks that can be implemented and monitored
- Translation of development partner priorities into developmental opportunities for the Pacific Community

Strategic alliances, effective partnerships and engagement at the regional level

At the regional level, SPC will increase its active and constructive engagement with other regional organisations, regional NGOs, and development partners that operate in the region. The Pacific Plan warrants specific mention in this regard. SPC has been involved in the development of the plan since its inception and has lead responsibility for many of the initiatives it currently contains. SPC will continue this role. It will also work with partners, in particular the Pacific Islands Forum Secretariat (PIFS), to influence the further development of the plan and associated initiatives. SPC will continue to engage fully with current work on developing a regional institutional framework, in particular to ensure that the interests of all SPC members, including those of non-Forum members of SPC, are well represented and considered.

Increased international advocacy and representation of the Pacific Island region, and its countries and territories

Strategic international advocacy for PICTs will be a new area of priority for SPC, particularly in international forums dealing with fields within its direct scope of interest. Advocating for and representing the region's interests in scientific, technical and social forums are critical responsibilities for SPC at the international level. These forums include the Global Fund; UN General Assembly Special Session (UNGASS) on HIV and AIDS; the UN Forum on Forestry (UNFF); and the International Maritime Organization (IMO). SPC will also strengthen its liaison with Pacific Island ambassadors to the UN in New York. In cases where another CROP (Council of Regional Organisations in the Pacific) agency, e.g. PIFS, has lead responsibility for an issue relevant to SPC's work, SPC will collaborate with the agency to present a regional position.

Translation of international requirements to regional and national frameworks that can be implemented and monitored

Pacific Island countries and territories are subject to many international conventions and agreements, although they are party to only some of them. Individual PICTs are not usually in a position to influence these international policies, but must comply with their requirements or face punitive measures for non-compliance. A major role for SPC is to engage with international organisations, and to analyse and translate their requirements into regional and national standards and frameworks that are relevant to PICTs, comply with international intentions, and can be implemented and monitored.

Examples of this type of engagement are the regional report on the Millennium Development Goals, and assistance in negotiating compliance with the IMO's codes and conventions (e.g. STCW 95 and IMO/ISPS Code). This area of work will be further developed during the plan period.

Translation of development partner priorities into developmental opportunities for the Pacific Community

As this Plan outlines, SPC will engage more actively in influencing the policy directions of development partners operating in the region. Complementing this approach will be greater emphasis on seeking out developmental opportunities for the Pacific that may arise as a result of global and regional initiatives.

3.3 Strategic positioning of SPC

SPC continually assesses its position and role in the regional development agenda. The organisation also aims to build a higher profile at the international level. Although it has achieved excellent outcomes, the 2005 Corporate Review labelled SPC a 'quiet achiever' because it has done relatively little in the past to promote its image and profile at the national, regional and international level. Extensive efforts will be made to further enhance SPC's profile in the region and internationally during the plan period.

SPC's structure and functions evolve along with the environment it operates in, and descriptions such as 'people-centred', 'thinking outside the box' and 'new ways of doing business' will become part of its corporate vocabulary during the next six years.

Key initiatives during the plan period include:

- Enhancing SPC's strategic positioning through progressive organisational reform
- Participating actively in the Regional Institutional Framework initiative
- Expanding SPC's capacity to provide policy advice by establishing a multi-sectoral team of senior advisers
- Sustaining excellence of service through a commitment to continuous improvement and realisation of the full potential of SPC staff to ensure optimal benefits for regional development
- Maintaining SPC's service capability through seeking further funding opportunities
- Building SPC's profile through a greater focus on marketing the organisation

Progressive organisational reform

SPC's organisational structure is the means it uses to achieve its mission and, as such, this structure must be responsive to change. SPC will continually position itself to respond to new or evolving challenges by making strategic changes in its mode of service delivery or through progressive reform of its corporate structure.

A number of reforms are being driven by the recommendations of the 2005 Corporate Review. These include:

- professionalising the human resource function of the organisation by enhancing processes and expertise in staff recruitment, management and development;
- developing internal capacity to measure the impact and outcomes of the organisation's programme activities in the region;
- fostering an institutional culture that promotes regular reviews of resource allocations to existing programmes;
- further decentralising SPC's services beyond the two current main locations;
- establishing a corporate-wide system to systematically record and document SPC's contribution to capacity development in the region.

There will also be progressive changes within the organisation's executive, divisional and programme structures to ensure its services are relevant to members' evolving priorities.

Participating actively in the Regional Institutional Framework initiative

The Regional Institutional Framework initiative, which is associated with the Pacific Plan, is a proposal to increase regional collaboration and coordination through a new framework based on clearer role definitions and the possible merger of some regional organisations, including SPC. The Secretariat has contributed substantially to the discussions, with its primary objectives being to keep its members informed and ensure that their interests are represented. The authority to approve any changes to institutional arrangements concerning SPC rests with the Pacific Community, represented by CRGA and Conference.

Multi-sectoral team of senior advisers

For the new plan period, SPC is seeking resources to further strengthen its policy and analytical role by establishing a team of senior advisers with the capacity to cover SPC's various sectoral interests. These advisers will not be directly involved in the day-to-day management of programmes. Rather, they will expand SPC's ability to analyse current and future development trends and challenges, and strengthen its capacity to propose multi-sectoral responses for consideration by Pacific Community members and other development partners. This team will undertake policy analysis, and develop position papers and strategy papers relating to sectors/issues within the scope of SPC's programmes.

This new area of work is expected to particularly benefit small island members of the Pacific Community, given their more limited capacities.

Commitment to continuous improvement and realisation of the full potential of SPC staff

SPC will continue to foster an organisational culture that encourages and challenges staff to reflect on more innovative, effective and efficient ways of delivering SPC services to Pacific Community members and ensuring the continued relevance of those services. The organisation will increase its use of mechanisms such as open staff forums, policy advisory teams and corporate working groups to ensure that staff feedback is shared within the organisation and communicated to management. The expansion of project and programme activities has increased the workload on SPC's corporate services and programme support services to a critical level. This concern will need to be addressed by further efficiency gains and an increase in resources.

Seeking further funding opportunities

SPC's budget has traditionally been divided into 'core' and 'non-core' components. Core income is derived from assessed annual membership contributions and other sources such as bank interest, project management fees and miscellaneous income. In addition, members and donor partners make voluntary contributions (referred to as 'non-core' funding) that are normally earmarked for specific technical programmes or projects.

SPC has been very successful in attracting non-core funding. The amount of project and programme funding is expected to reach USD 35 million in 2007, compared to USD 18 million 10 years ago. This increase in funding comes from SPC's traditional donors (metropolitan members, European Union, UN Population Fund and Global Environment Facility) and from more recent partners such as the Asian Development Bank and the Global Fund to fight AIDS, Tuberculosis and Malaria.

Compared to the non-core budget, the core budget has been essentially static for many years at approximately USD 8.5 million. As a result, the 'corporate infrastructure' of the organisation (e.g. management positions, corporate services and programme support services), which is financed by the core budget, has come under serious stress. The main strategies that SPC will explore to address the imbalance between the core and non-core components of the budget are modest increases in assessed contributions and more significant increases in the project management fee.

SPC has successfully tapped bilateral aid programmes to finance country-specific activities. This source of funding is expected to increase in importance, in particular as development partners focus on greater integration of their regional and bilateral programmes, and in countries where local capacity is insufficient to absorb the whole bilateral allocation. The development of joint country strategies may enable some national activities specified in the strategy to be resourced through bilateral allocations. The joint country strategies will provide more clearly defined entry points for bilateral funding.

SPC will also continue to explore new funding opportunities, such as the United States' Millennium Challenge Account, for regional development programmes.

Raising SPC's profile

Building SPC's profile is a high priority for the plan period. A higher regional and international profile is essential for securing strong and continued support for the objectives of the organisation. It will also result in appropriate acknowledgement of the value of the Pacific Community and the work of the Secretariat and its impacts.



4. Programmes

The focus of SPC's work changes over time in response to evolving regional needs and collaborative arrangements with other regional organisations. Care is taken to match activities with available resources. The organisation's current work programme focuses on the following sectors:

Land Resources

- Agriculture, forestry, biosecurity and trade facilitation

Marine Resources

- Coastal and oceanic fisheries
- Maritime (transport and security)

Social Resources

- Human development: community education, culture, women and youth
- Media production and training
- Public health
- Statistics and demography

SPC's Programme Support Services (corporate planning and communication, library, publications, translation and interpretation, and information communication technology) primarily assist the three main divisions; however, they also provide some direct assistance to countries and territories in their areas of expertise. Most notably, the Information Communication Technology Section has played a major role in implementing the Pacific Digital Strategy.

Section 4.1 describes a number of cross-cutting commitments that are directly relevant to all SPC programmes. Sections 4.2 through 4.4 summarise the specific plans for each of SPC's three divisions. These sections are largely based on strategic programme plans that are approved by CRGA. The programme plans contain detailed information, including complete listings of specific outputs and performance indicators for each programme.

4.1 Cross-cutting programme commitments

Human resource development

SPC's people-first, people-centred philosophy will remain paramount during the plan period. Building the capacity of Pacific Islanders through various forms of training is integral to SPC's core business. Key initiatives for the new plan period will include assistance for the establishment of a regional support structure for technical and vocational education and training. This sector has traditionally received less attention than general and tertiary education. SPC will also develop a corporate-wide system to record and document the contributions that SPC programmes make to human resource development in individual countries.

International and regional goals and initiatives

In addition to their programme-specific objectives and activities, all SPC programmes will continue to help Pacific Community members achieve and monitor internationally and regionally agreed targets such as the Millennium Development Goals, IMO conventions and codes, and those listed in the Pacific Plan.

Sustainable development and economic growth

As part of its commitment to the principles of sustainable development and the organisation's vision of a 'prosperous Pacific Community', SPC will place more explicit emphasis on economic development, for example, by helping Pacific Community members measure their economic performance more accurately and comprehensively through improved collection and analysis of economic data. SPC will also provide members with technical assistance and policy advice to help them achieve faster, sustainable economic growth in the productive sectors in which it is active (e.g. agriculture, forestry, fisheries and maritime), building on recent work such as Australia's Pacific 2020 initiative, to which SPC contributed. However, economic growth must not be at the expense of social development and environmental protection. These three pillars of sustainable development are mutually inclusive and the aim during the plan period is to achieve a balance between all three. In the Pacific region, several countries have included a fourth pillar of cultural development. SPC will maintain and enhance its emphasis on Pacific culture during the plan period.

Small island states and territories

SPC's working definition of small island states and territories (SIS) is Pacific Community members with populations of less than 100,000 people. Their special needs will receive particular attention during the plan period. SPC will establish internal mechanisms that will enable it to respond more effectively to their needs, including resourcing. A member of the SPC executive has already been designated as the focal point for SIS and country strategies for SIS will be developed ahead of those for larger members. The opening of the Pohnpei office will be of particular benefit to several SIS in the Northern Pacific. SPC has also entered into arrangements with the Pacific Islands Forum Secretariat (PIFS) that allow it to benefit from the placement of PIFS officers in SIS. As an example of the focus on SIS at the programme level, the provision and management of cost-effective shipping services for SIS have been identified as high priorities. SPC's Regional Maritime Programme, in collaboration with other stakeholders and agencies such as PIFS, is exploring solutions and alternatives, including regional and subregional approaches.

Security and good governance

Areas of transnational and political security, and areas relating to broader good governance initiatives involving, for instance, the Forum principles of good leadership and accountability, come under PIFS' jurisdiction. However, areas dealing with maritime security, biosecurity and human security (including health and food security) fall within the scope of SPC and its programmes. In many of the larger islands, political security is affected by land ownership and tenure issues, which are areas where SPC's Land Resources Division, in particular, can make a substantial contribution.

SPC will increase its emphasis on the need to address these types of security concerns, which pose real risks and which could have long-term destabilising effects on Pacific societies.

SPC will also act to improve governance in the sectors it works in. The principles of good governance apply to all sectors, but are particularly important in the primary industries that drive economic growth, such as fisheries, agriculture and forestry. During the plan period, SPC will work with members to develop regional and national standards of good practice that embody the principles of good governance and accountability in all these sectors.

Urbanisation

Internal migration from rural to urban areas is of growing concern to many Pacific Community members. Unless managed adequately, this increasing urbanisation could lead to social disharmony and social unrest, as has already occurred in some countries. Unplanned urbanisation also has the potential to aggravate poverty in Pacific towns and cities. SPC will work with partners such as PIFS and UN agencies to assist member governments to address this challenge.

Climate change

Many of SPC's members are among the countries most vulnerable to climate change and its associated effects, in particular, sea-level rise. In support of SPREP's (Secretariat of the Pacific Islands Regional Environment Programme) lead role in this area, SPC will develop a strategic and integrated organisational approach to climate change planning, including adaptation and mitigation measures.

Policy dialogue and initiatives

Policy dialogue and new policy initiatives will be a key feature of SPC's activities during the plan period. SPC will aim to help set development directions and develop a long-term vision for the sectors it works in at a national level. It will also help develop analysis/monitoring tools or frameworks that members can use to analyse the effectiveness of their own systems. Specific initiatives that SPC may become involved in include:

- developing tools that link the burden of specific diseases (for instance) to resource allocation as a new approach to reducing the overall burden of diseases;
- establishing regional standards and servicing capability for medical equipment;
- developing country capacity in workforce planning.

Gender issues

During the plan period, SPC will 'step up the pace' in its efforts to address gender equity and equality issues in its work. This will involve internal initiatives; for example, members of the executive team are required to actively address gender issues in their areas of responsibility. Externally, gender issues are being 'mainstreamed' into the design and delivery of SPC programmes, and all staff are expected to act as advocates for gender issues in the region. SPC's Human Development Programme will strengthen its capacity to advise on gender issues through the recruitment of specialised advisers, and is collaborating with other agencies such as PIFS and UN agencies.

Multi-sectoral collaboration to address cross-cutting issues

SPC's major strength is its expertise in a wide range of sectors. It therefore has the ability to engage effectively in cross-cutting issues such as gender, youth, culture and health, and to develop comprehensive responses to the needs of its members. SPC will strengthen cross-sectoral collaboration at all levels within and outside the organisation, which will also ensure holistic development of the new country strategies. A 'whole of SPC' approach, promoting cross-fertilisation of ideas, strategies and activities between programmes, will be a key feature of how SPC operates during the plan period.

4.2 Land Resources

The Land Resources Division (LRD) is based in Suva, Fiji Islands, and currently has field staff in 11 other PICTs, including at SPC's headquarters in New Caledonia. The division includes the agriculture and forestry programmes. It has 100 staff and an annual budget of approximately CFP 8.9 million units (USD 9.9 million). In 2004, based on the LRD Integrated Strategic Plan for 2005–2008, the division was restructured into nine thematic groups, with the aim of consolidating and managing the synergies between different areas of expertise. This has resulted in decentralisation of programme outreach activities in line with SPC's emphasis on results-based management. LRD continues to assist PICTs to formulate comprehensive land resource policies and strategies, while carrying out activities to improve food security and health and increase domestic and export trade in agricultural and forestry products.

The LRD goal, which is derived from SPC's corporate vision, is:

To improve food security, increase trade and assist Pacific Community members to be more prosperous and healthy and to manage their agricultural and forest resources in a sustainable way.

To achieve this goal, the LRD has two objectives:

- Sustainable management of integrated forest and agriculture systems
- Improved biosecurity and trade facilitation

LRD's structure is based on the following thematic groups.

Forests and Trees

LRD support for sustainable management of PICT forests focuses on improving the regulatory framework for forest management. It provides a range of support to government authorities and communities through training in forest inventories, harvest planning, reduced-impact logging and silviculture, and through the establishment and management of community-based forestry enterprises. LRD intends to produce guidelines for at least five sustainable practices and technologies to promote agriculture and agroforestry development.

Forest and Agriculture Diversification

The sustainable forestry and agriculture management and production practices being developed and promoted by LRD contribute to national capacities to comply with international and regional standards, enabling access to higher-value markets. There is also an emphasis on increasing national capacities to undertake economic and financial analyses of opportunities for increased domestic and export trade. Farmers and communities are assisted to diversify into new agricultural and forestry products, such as edible nuts, noni, bamboo and sandalwood, to enhance their income-generating capacity. Improving timber processing practices, and supporting harvesting and product quality standards, also enhance the income of community forest owners by facilitating trade in forest products. Selected PICTs will be assisted to develop systems for certification of forestry and agriculture products. Sustainable post-harvest technologies will be developed and promoted, and some PICTs will be assisted to review and improve their agriculture and/or forestry post-harvest production practices.

Genetic Resources

The genetic diversity of the region's traditional food crops is being conserved, promoted and utilised as a result of LRD's efforts to enhance plant genetic diversity through support for crop improvement programmes and importation of germplasm from outside the region. Targets for this team include assisting at least six PICTs to ratify the International Treaty on Plant Genetic Resources for Food and Agriculture, and investigating and documenting the genetic diversity of at least two important food crops. LRD schedules biannual regional training workshops on conservation and management of plant genetic resources.

Plant Health

PICTs are given assistance to manage plant pests, including insects, pathogens and weeds. The conservation, development and promotion of biodiversity and genetic resources are an important part of this work. Pest management is a critical element in sustainable forestry and agriculture, particularly in fragile PICT ecosystems, and the desire of many PICTs to develop organic agriculture indicates a critical need for environmentally friendly options, including integrated pest management (IPM), and biological and cultural control methods for managing invasive species, pests and diseases. The team will endeavour to ensure that national pest lists for specific tradable PICT crops are updated every two years and will assist PICTs to increase production of food staples.

Crop Production

Efforts to improve sustainable food security and production focus on improving soil conditions, minimising drought and salinity impacts, conserving genetic diversity and producing healthy planting material and seeds, as well as developing and promoting organic farming techniques. By collaborating with stakeholders, sustainable management of integrated forest and agricultural systems will be achieved, leading – among other benefits – to strategies for the conservation and promotion of at least two major food crops.

Animal Health and Production

An important focus for this team is implementation of Phase II of the PARAVET project, involving in-country training courses for over 100 paraveterinarians from six PICTs. LRD is working to reduce the impact of zoonotic diseases by providing PICTs with assistance and training to build capacity in animal quarantine, responses to exotic diseases, and import risk assessment, and by providing an animal health information service. The animal pest and disease status of selected PICTs will be updated.

Biosecurity and Trade

LRD supports the development of forest and agriculture policies and legislation, and natural disaster response plans and support structures in PICTs, and strengthens national capacities to comply with international and regional trade standards to enable access to opportunities for increased domestic and export trade. Assistance is also given to PICTs to facilitate trade and tourism by minimising threats to agricultural production, food security, public health and biological diversity from exotic pests and diseases. LRD will develop an SPC-endorsed disaster response strategy and provide support for analysing the risks of importing various commodities. It will also help selected PICTs to update their biosecurity legislation.

Agriculture and Forestry Policy

LRD helps SPC members develop agriculture and forestry policy initiatives by supporting the Pacific Agricultural and Forestry Policy Network, assisting PICTs to formulate sustainable agriculture and forestry policies and strategies, and providing policy analysis and advice. With LRD support, at least 10 PICTs will develop forestry and/or agriculture policies, legislation and plans during the next few years.

Information, Communication and Extension

The use of innovative extension approaches to communicate information and promote new technologies contributes to sustainable agricultural and forest management. LRD priorities include assisting farmers, other private sector stakeholders and non-governmental organisations to use technology to improve rural livelihoods. Initiatives include promoting participatory and sustainable management of natural resources, coordinating training in communication technology, producing extension materials for agricultural and forestry systems, and promoting training in formal and non-formal communication skills.

4.3 Marine Resources

The Marine Resources Division (MRD) is headquartered in Noumea, New Caledonia, and includes the maritime, coastal fisheries and oceanic fisheries programmes. The division has approximately 80 staff (in 2007) and an annual budget of approximately CFP 8.7 million units (USD 9.7 million). MRD programmes entered a new strategic programme plan period at the beginning of 2006 with the following goals:

Oceanic Fisheries Programme: *Fisheries exploiting the region's resources of tuna, billfish and related species are managed for economic and ecological sustainability using the best available scientific information.*

Coastal Fisheries Programme: *SPC members are significantly assisted in their commitment to apply the ecosystem approach to coastal fisheries and aquaculture by 2010.*

Regional Maritime Programme: *Safe and secure shipping, clean seas, and improved social and economic well-being of seafaring communities within the Pacific Islands region.*

To achieve these programme goals, the division's programmes are organised into the following sections.

Coastal Fisheries Programme

The **Fisheries Information Section** specialises in compiling, producing and delivering non-statistical information across the whole range of Pacific Island fisheries (including coastal and oceanic fisheries) to national and territorial fisheries services in response to specific needs. The section also assists SPC island members to develop their own fisheries information services.

The **Nearshore Fisheries Development and Training Section** aims to help the region develop domestic nearshore commercial fisheries within a sustainable ecosystem context through:

- resource materials and case-specific advice, training and mentoring on appropriate fisheries and fishing techniques;
- improvement in the per-unit value of Pacific Islands fisheries production;
- assistance to ensure that the output of economically viable, Pacific Island commercial fishing enterprises matches the sustainable production capacity of the natural resource allocated.

The objective of the **Reef Fisheries Section** is to assist in the development of scientifically informed and socially achievable coastal ecosystem management systems, including coastal living resource components of national ocean policies, through:

- assessments of the status of coastal-dwelling marine resource user groups, impacts on resources, existing impact management systems, and the current status of the resources themselves;
- assistance to SPC members in developing or adapting cross-sectoral consultation processes to produce a scientifically and socially realistic national vision, or island vision, of the desired state and balance of usage of their coastal marine areas;
- practical assistance to SPC members, as necessary, in designing and implementing adaptive frameworks for the application of the ecosystem approach to coastal fisheries and aquaculture.

The **Aquaculture Section** is developing a regional support framework for economically, socially and environmentally sustainable aquaculture planning, research and development by Pacific Island governments and private enterprises. Efforts include:

- a regional network of contacts to exchange ideas, overviews and experience relating to aquaculture issues both regionally and internationally;
- establishment of environmentally and economically sustainable aquaculture enterprises by Pacific government departments and/or the private sector;
- a regional support service to help in assessing, managing and mitigating the potential impacts of aquaculture, including exotic introductions and quarantine.

Oceanic Fisheries Programme

The **Oceanic Fisheries Stock Assessment and Modelling Section** helps ensure that regional and national fisheries management authorities have access to high-quality scientific information and advice on the status of their fishery stocks. This information includes impacts on stocks targeted or otherwise impacted by regional oceanic fisheries through regional stock assessments and associated analyses, and national fishery status reports and associated analyses. Support is also provided to enhance the capacity of PICTs to interpret stock assessment information and advice.

The **Ecosystem Monitoring and Analysis Section's** objective is improved understanding of pelagic ecosystems in the western and central Pacific Ocean, with a focus on the western tropical Pacific, through data on the biological characteristics of oceanic species and their environment; improved ecosystem models that incorporate available data; and scientific advice on ecosystem-based management options using available models and data.

The **Oceanic Fisheries Statistics Section** ensures that regional and national fisheries management authorities have access to accurate and comprehensive scientific data on fisheries targeting the region's resources of tuna, billfish and other oceanic species, through regional oceanic fishery data management services provided to the Western and Central Pacific Fisheries Commission (WCPFC); enhanced national fishery monitoring and data management systems; and enhanced capacity of PICTs to monitor fisheries and manage and use data.

Maritime Programme

The Maritime Programme has the following objectives:

- Effective national policy and regulatory frameworks and strong maritime institutions, to ensure that Pacific Island countries have national policies, laws and regulations in place, they continue to meet international requirements, including the ISPS Code, and those on the 'White List' maintain their status;
- Strengthening of human resource capacity, to ensure that the Pacific maritime workforce is trained to regional and international standards;
- Strong professional networks are maintained in the Pacific maritime sector, the programme's services are complemented by regional experts, and the information function of the Maritime Programme is effective;
- National, regional and international recognition of Pacific maritime needs and priorities.

4.4 Social Resources

The mission of the Social Resources Division (SRD) is:

'To maximise the development potential of Pacific Island people in health, culture and information and enhance the empowerment of women and young people.'

The division comprises three programmes (Human Development, Public Health, and Statistics and Demography) and the Regional Media Centre. In 2007, the division had approximately 100 staff. Most SRD programmes and staff are located in Noumea, with some 20 staff based in Suva and seven in other island members of the Pacific Community. After a period of very rapid growth, the year 2007 budget is CFP 17.9 million units (approximately USD 19.9 million), the single largest divisional budget.

Although not formally part of the division, the Information Communication Technology section is presented alongside other SRD programmes in this plan. In addition to its internal service function, the section has a growing outreach function in supporting training for Pacific Islanders and in implementing the Pacific Digital Strategy.

Human Development

In 2006, SPC's Community Education and Training Centre, Cultural Development Bureau, Pacific Women's Bureau and Pacific Youth Bureau were merged to create the Human Development Programme. They share a common goal of 'empowered Pacific Island women and young people and strong cultural identities' as they endeavour to support relevant policy-making and analysis at national and regional levels. (An integrated strategic plan for the new programme will be presented to CRGA in 2007.)

The Community Education and Training Centre aims to enhance the effectiveness and skills of women in community development leadership by directly responding to the technical/vocational and life skills training needs of Pacific women. It will train at least 200 women over three years through its seven-month intensive residential course, and deliver short summer courses on business management, leadership and local governance.

In the area of culture, the Human Development Programme's major initiatives will include assisting with the legal protection of traditional knowledge and expressions of culture, developing cultural heritage

strategies, and supporting artistic and cultural exchanges. The programme will also provide support for the 2008 and 2012 Festivals of Pacific Arts.

Continuing the work of the Pacific Women's Bureau, the programme places emphasis on strengthening the knowledge base of governments, national women's machineries and civil society, including regional media practitioners, in relation to the Pacific Plan of Action and CEDAW (Convention on the Elimination of all forms of Discrimination Against Women). The programme also focuses on determining and responding to the institutional strengthening needs of national women's machineries and is well positioned to facilitate the implementation of SPC's gender policy, as well as the CROP gender strategy.

The programme provides training in lifestyle and leadership skills for young people and youth trainers. Its priority is the development of 16 national youth strategic plans to guide the implementation, monitoring and evaluation of national youth policies. The programme will continue to assist youth organisations to build capacity for youth development and maintain partnerships with other SPC programmes and partner agencies to promote integration of appropriate youth components in their strategies.

Public Health

The Public Health Programme (PHP) has two objectives:

- To prevent, control and manage communicable and non-communicable diseases
- To enhance public health systems, including their management and infrastructure

Its main work areas relate to public health surveillance, communicable diseases such as HIV and AIDS and tuberculosis, and lifestyle health issues including non-communicable diseases such as diabetes. Following a period of rapid growth, a priority for the PHP will be consolidation of its activities in areas such as HIV and AIDS, communicable diseases, tuberculosis and adolescent reproductive health, and the development of stronger management systems to support a much larger PHP programme.

The PHP and a number of its initiatives were assessed by an external review team in 2006. The review's recommendations will lead to an even greater emphasis on primary health care concepts, prevention of non-communicable diseases, and development of partnerships and harmonisation. Proposed new initiatives relate to supplementation and strengthening of health systems, environmental health, and a formal research programme.

Statistics and Demography

The Statistics and Demography Programme aims to strengthen the capacity of national statistical systems and social and economic planning agencies to ensure that the region's policy-makers and analysts have a wide range of key demographic, economic and social indicators to support evidence-based decision-making.

Programme priorities include supporting the 2010 World Census round in the Pacific and household income and expenditure surveys, and continuing the extension of SPC's population geographical information system (PopGIS) and Pacific regional information management system (PRISM). Other priorities include maintaining and developing expertise in a broad range of statistics within SPC and the continued development of capacity in this area in the region. The programme will also continue to supplement statistical capacity in some states, particularly SIS.

In 2005, Conference endorsed a proposal to place much greater emphasis on developing capacity in economic statistics to support PICTs' economic development aspirations. This initiative is a key component of SPC's greater corporate commitment to fostering economic growth.

Regional Media Centre

The Regional Media Centre supports SPC members by providing training to Pacific Islanders in radio, video, television, graphic design and desktop publishing. SPC programmes also use the high-quality, cost-effective media products provided by the Media Centre to achieve their programme objectives. The centre's flagship production, the 'Pacific Way' television series, is used by SPC programmes and development partners to update and educate audiences on Pacific issues and concerns.

Information Communication Technology

In addition to its primary role of providing IT support for all SPC programmes, the Information Communication Technology Section provides training opportunities for Pacific Islanders and supports government ICT policy development. The implementation of the regional digital strategy involves collaboration with other CROP agencies, notably PIFS, and stakeholders in the region. SPC's part in this strategy is to bridge the communication divide between urban and rural and remote areas (areas not currently serviced by national telecommunication services) through VSAT (very small aperture terminal) technology, using a satellite that provides Pacific-wide coverage. This technology can link rural and remote communities anywhere in the Pacific directly to the internet. During the plan period, SPC will work toward acquiring a dedicated 'Pacific hub' for VSAT and pilot this technology in about 100 sites spread across all member countries and territories. The section is also facilitating contacts between governments, administrations and the private sector to explore the possibility of connecting more PICTs via submarine fibre-optic cables.

5. Corporate planning, performance management and governance

SPC's corporate values include an emphasis on results and accountability, and a commitment to transparency of operations and excellence of service. The organisation has developed a framework that ensures a systematic approach to planning, monitoring and evaluation.

The Corporate Plan sets out the broad directions for the organisation. It is also a general policy statement that describes the organisation's philosophy and values.

All of SPC's programmes have **strategic plans** that describe SPC's sectoral strategies in detail. The strategic plans are informed by direct consultations with the programmes' key stakeholders and include clear objectives and measurable outputs. The plans are reviewed and endorsed by CRGA. As recommended by the 2005 Corporate Review, SPC has begun developing individual country strategies.

Programmes also prepare **annual work plans and programme reports** within the framework of their strategic plans. These will incorporate activities agreed on under the country strategy approach. The work plans form the basis of the programmes' budget submissions and of staff members' individual work plans.

CRGA and Conference assess the Secretariat's performance at both corporate and programme levels. Conference has specific responsibility for the evaluation of the Director-General's performance. In addition, **comprehensive reviews** of the Secretariat were carried out by independent experts in 1996, 2001 and 2005.

Regional technical or sectoral meetings play an important and accepted part in reviewing SPC's work programmes. Participants are sectoral specialists who have a very good knowledge of SPC's services in the given sector.

The Secretariat commissions external experts to conduct regular reviews of programmes. These experts present their findings directly to CRGA. More generally, the strategic programme plans, which set out clear directions and provide performance indicators, enable stakeholders to measure performance against targets. In addition, donor-funded projects are often subjected to **external reviews**, which in turn are guided by the specific monitoring and evaluation frameworks contained in project documents.

Detailed **quality assurance guidelines** have been developed and implemented in areas such as recruitment, staff performance and appraisal, programme and project management, and project design. Specialised support is available from Corporate Services and the Planning Unit. The Secretariat recognises the importance of staff development in improving service delivery and is planning to offer a more comprehensive training programme during the plan period.

In summary, there are strong links between the various components of SPC's **performance management framework**. For instance, an individual staff member's work programme and performance appraisal must be based on the programme's strategic plan, and the findings of reviews of technical programmes inform revisions of strategic programme plans.



SPC AT A GLANCE

The Secretariat of the Pacific Community (SPC) serves 22 Pacific Island countries and territories through technical assistance, training and research. Its work covers a range of sectors including natural resources (e.g. agriculture, fisheries and forestry), social programmes (e.g. culture, health, women and youth), transport and security (e.g. maritime) and cross-cutting services (e.g. information and communication technology, media, and statistics and demography).

- **Offices:** Headquarters – Noumea, New Caledonia. Regional offices – Suva, Fiji Islands, and Pohnpei, Federated States of Micronesia. SPC also has a number of field offices in other countries and territories.
- **History:** The oldest regional organisation in the Pacific, SPC was established in 1947 as the South Pacific Commission by the six governments that then administered territories in the Pacific: Australia, France, New Zealand, the Netherlands, United Kingdom and United States. Now **all 22 island countries and territories are full members**, along with the four remaining founding powers (the Netherlands and United Kingdom are no longer members).
- **Legal status:** Although commonly referred to as a regional organisation, SPC has the legal status of an international organisation established by a treaty (*Canberra Agreement*, 1947). Major operational policies of the organisation are set out in the *Declaration de Tahiti Nui*, which SPC's governing body updates as required.
- **Governing body and official contacts:** SPC's governing council is the Conference of the Pacific Community, which meets every two years. In the years that the Conference does not meet, the Committee of Representatives of Governments and Administrations (CRGA — a committee of the Conference) is empowered to make decisions. SPC's formal points of contact with governments tend to be departments (or equivalents) of foreign affairs or finance/planning. Sectoral contact points are with counterpart government departments.
- Working languages: English and French
- **Staff:** 350 (July 2007)
- **Annual budget:** CFP 43 million units (approximately USD 48 million) in 2007

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SPC member countries and territories



American Samoa



Niue



Australia



Northern Mariana Islands



Cook Islands



Palau



Federated States of Micronesia



Papua New Guinea



Fiji Islands



Pitcairn Islands



France



Samoa



French Polynesia



Solomon Islands



Guam



Tokelau



Kiribati



Tonga



Marshall Islands



Tuvalu



Nauru



United States of America



New Caledonia



Vanuatu



New Zealand



Wallis and Futuna





