

**FORTY-EIGHTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(26–28 June 2018, Noumea, New Caledonia)

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**AGENDA ITEM No. 5: Report from the CRGA Subcommittee on Strategic Plan Implementation**

(Paper presented by the Secretariat)

**Summary**

1. The CRGA Subcommittee on Strategic Plan Implementation (the Subcommittee) met on 29 and 30 May 2018, to consider and review the Secretariat's reporting on SPC's performance in 2017. The Subcommittee makes recommendations or expresses its views to CRGA and the Secretariat on each of these matters, as outlined in this paper:
  - i. the draft Pacific Community Results Report 2017 (Results Report) and self-assessment of progress;
  - ii. the Pacific Community Results Report 2017 – Results Highlights;
  - iii. SPC prioritisation;
  - iv. Mid-term review (Review) of the Pacific Community Strategic Plan 2016–2020 (Strategic Plan) and partnership survey
  - v. Country results summaries; and
  - vi. SPC's budget for the financial year ending 31 December 2019.

**Recommendations**

2. CRGA is invited to:
  - i. note the immediate, mid-term and long-term recommendations made by the Subcommittee, to assist CRGA in its annual consideration of the Secretariat's progress in the implementation of the Pacific Community Strategic Plan 2016–2020;
  - ii. endorse the Pacific Community Results Report 2017, noting that the Secretariat has incorporated the improvements suggested by the Subcommittee;
  - iii. direct the Secretariat to continue pursuing prioritisation as part of SPC's ongoing business model and provide updates to the CRGA Subcommittee as needed;
  - iv. note the Subcommittee's comments to the Secretariat regarding the mid-term review of the Pacific Community Strategic Plan and partnership survey; country results summaries for 2017; and SPC's budget for the financial year ending 31 December 2019.

**Draft Pacific Community Results Report 2017 and self-assessment of progress**

3. The draft Pacific Community Results Report 2017 (draft Results Report) presented to the Subcommittee drew on advice provided by the Subcommittee from its review of the Pacific Community Results Report 2016. The Secretariat requested the Subcommittee to provide:
  - i. feedback on the effectiveness of these improvements in responding to its recommendations; and
  - ii. an opinion to CRGA to inform its consideration of the report.
4. The Subcommittee:
  - i. reviewed the draft Results Report, focusing on the following areas that were discussed in detail:
    - a. SPC's performance, including achievements and challenges;
    - b. Lessons learned and the application of learning and evidence;
    - c. The format and content of the draft Results Report; and
  - ii. provided feedback on the report for SPC's Senior Leadership Team.
5. The Subcommittee warmly welcomed the significant improvements to the Results Report, made in response to recommendations in the Subcommittee's submission to CRGA 47. Members noted the effort by the Secretariat in presenting a comprehensive, useful and easy-to-read report. In acknowledging the iterative process of improving the Secretariat's performance management and reporting, the Subcommittee makes the following immediate, mid-term and long-term recommendations to assist CRGA 48 in its consideration of the Secretariat's progress in the implementation of the Pacific Community Strategic Plan 2016–2020:
  - i. Immediate recommendations (for inclusion in the Results Report 2017 for submission to CRGA 48):
    - a. Inclusion of chapter headings for ease of navigation
    - b. Inclusion of all SPC partners and donors in the acknowledgements section
    - c. Inclusion of an explanation of the self-assessment process, during the Results Report 2017 session at CRGA 48
    - d. Minor amendments to the Results Report 2017 – Results Highlights in relation to content and presentation
  - ii. Mid-term recommendations (for the development of the Results Report 2018):
    - a. Use the regional results to highlight SPC's comparative advantage in contributing to regional-level outcomes
    - b. Inclusion of analysis of the performance self-assessments, where either no real progress has been made or there has been movement away from making progress
    - c. Utilise the Pacific Community Strategic Plan mid-term review process to provide an independent analysis of SPC's performance self-assessment process
    - d. Inclusion of a partnership section in the Results Report (similarly as that included in the Results Report 2017 – Results Highlights)
    - e. More consistent reporting of donor support in performance stories

- f. Strike an appropriate balance between output-related information and higher-level changes and impact
  - g. Explore creating a navigable online format for the Results Report
  - h. Developing a Results Report communication plan, to better target the information needs of specific audiences
  - i. Analyse SPC divisions' and programmes' Results Frameworks, and identify indicators that align with SDG indicators, to describe achievements against these indicators in the Results Report
  - j. Inclusion of staff numbers and total SPC budget
- iii. Long-term recommendations (for the development of the Results Report 2019 and further editions):
- a. Use the findings of the mid-term review of the Pacific Community Strategic Plan to establish baseline data and information, and conceptualise meaningful strategic targets, as part of SPC's strategic results framework
  - b. Ensure linkages between financial and performance information are incorporated into system improvement discussions and design
6. The Subcommittee recommends that CRGA approve the Pacific Community Results Report 2017.

### **SPC prioritisation**

7. The Secretariat presented an update to the Subcommittee on the ongoing prioritisation process undertaken by the Secretariat.
8. The Subcommittee had a robust discussion on the update provided. The Subcommittee:
- i. noted the update on prioritisation provided by the Secretariat;
  - ii. endorsed the Secretariat's decision to embed the results of prioritisation in SPC's strategic planning and business model;
  - iii. sought clarity on work areas that will and will not be funded, those that will not be actively grown, and those that will transition out of SPC;
  - iv. considered that the prioritisation process should be seen as integral to SPC's normal due diligence in relation to decision-making;
  - v. considered that SPC's financial sustainability must be seen as the ultimate priority;
  - vi. requested that the Secretariat move towards greater standardisation in the reporting of results against each priority area in future updates to SPC's governing bodies on prioritisation;
  - vii. discussed funding modalities, and in particular the benefits that core and flexible funding provide in enabling SPC to allocate funding to priority areas;
  - viii. recommended that the Secretariat include in the Director-General's report to CRGA 48 a clear elaboration of the process the Secretariat uses to make decisions about its work in areas that are not identified as priority areas.
9. The Subcommittee recommends that CRGA 48 direct the Secretariat to continue pursuing prioritisation as part of SPC's ongoing business model and provide updates to the CRGA Subcommittee as needed

### **Mid-term review of the Pacific Community Strategic Plan and partnership survey**

10. At its December 2017 meeting, the Subcommittee was presented with the terms of reference developed by the Secretariat for the mid-term review of the Pacific Community Strategic Plan. The Review consists of seven evaluative activities designed to build evidence from the Review through to the end-of-strategy evaluation of the Strategic Plan. The Subcommittee agreed to serve as a reference point for the Secretariat as the Secretariat undertakes the evaluation.
11. The Subcommittee:
  - i. endorsed the final evaluation plan for the Review;
  - ii. reviewed and provided feedback on SPC's clarified theory of change within the Strategic Plan;
  - iii. reviewed and provided feedback on the partnership survey plan and draft survey questionnaire, focusing on the following areas:
    - a. appropriateness of the targeted survey sampling approach;
    - b. relevance and appropriateness of questions for different stakeholder groups.
12. The Secretariat undertook to take into account the comments and suggestions from the Subcommittee in the ongoing development of the Review processes and structures.

### **Country results summaries for 2017**

13. The Secretariat prepared draft 2017 country results summaries for each Island member of the CRGA Subcommittee (Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, New Caledonia, Niue, Papua New Guinea and Tonga), and a regional results summary. The Secretariat sought feedback from the Subcommittee on the format, content and utility of these summaries. The Secretariat has produced country results summaries for all 22 Pacific Island country and territory members, taking into account the Subcommittee's feedback.
14. The Subcommittee reviewed the draft 2017 country results summaries and, focusing on member perspectives, provided recommendations to the Secretariat in relation to:
  - i. the potential usefulness of the reports;
  - ii. the format of the reports;
  - iii. additional information required in the reports;
  - iv. how the information in the reports could be used to inform member decision-making.
15. The Subcommittee:
  - i. acknowledged the country results summaries as a highly relevant and useful addition to the suite of results reporting to members, with metropolitan and Island members identifying the utility of this product:
    - a. in assisting internal advocacy of the value of SPC's work in-country, in particular for discussions around membership contributions; and
    - b. as providing relevant information for donors and other stakeholders about SPC's in-country work;
  - ii. encourages the Secretariat to incorporate suggested improvements and to continue research work around mapping results to national development plans and SDGs.

**SPC budget: financial year ending 31 December 2019**

16. The Secretariat presented an outline of the Secretariat's current and projected financial position, in the context of SPC's funding modalities.
17. The Subcommittee acknowledged the Secretariat's substantial structural and procedural efforts to improve financial sustainability, and SPC's ongoing financial vulnerability. The Subcommittee recognises that decisions and recommendations around SPC's financial sustainability fall with the remit of CRGA and Conference.
18. The Subcommittee recommends that the Secretariat prepare a proposal asking CRGA to direct the Secretariat to carry out a study of the revision of assessed contributions and host country grants in the context of the Secretariat's substantial structural and procedural efforts to improve financial sustainability.

**Recommendations**

19. CRGA is invited to:
  - i. note the immediate, mid-term and long-term recommendations made by the Subcommittee, to assist CRGA in its annual consideration of the Secretariat's progress in the implementation of the Pacific Community Strategic Plan 2016–2020;
  - ii. endorse the Pacific Community Results Report 2017, noting that the Secretariat has incorporated the improvements suggested by the Subcommittee;
  - iii. direct the Secretariat to continue pursuing prioritisation as part of SPC's ongoing business model and provide updates to the CRGA Subcommittee as needed;
  - iv. note the Subcommittee's comments to the Secretariat regarding the mid-term review of the Pacific Community Strategic Plan and partnership survey; country results summaries for 2017; and SPC's budget for the financial year ending 31 December 2019.