

**SECRETARIAT OF THE PACIFIC COMMUNITY****THIRTY-FOURTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Noumea, New Caledonia, 16-19 November 2004)**2005 CORPORATE REVIEW OF SPC**

(Paper presented by the Secretariat)

**INTRODUCTION**

1. This paper seeks CRGA endorsement of the new Corporate Review of the Secretariat and the proposed approach to that review.
2. Independent reviews of the organisation and its sectoral programmes have been an integral component of SPC's corporate planning and performance management framework since CRGA/Conference approved the current Corporate Plan in 2002.
3. Over the last ten years, SPC has been reviewed twice, in 1996 (Savenca Siwatibau et al) and in 2001 (Richard Herr et al.).
4. The 1996 review helped transform SPC into the professional and transparent organisation it is today. Together with the 1995 review of the Forum Secretariat the review also helped clarify the respective responsibilities of the two regional organisations. Funded by AusAID, the 2001 review provided very positive reinforcement for SPC's new direction and the new organisational culture. It made constructive recommendations in areas such as strategic planning, quality assurance and funding security, which have since been implemented as appropriate.
5. The Secretariat welcomes external reviews as opportunities for independent expert checks on our performance, the relevance and effectiveness of our activities and the efficiency of our operations.
6. SPC's Corporate Plan provides for a new corporate review to be undertaken in 2005, in response to members' wish (as expressed at CRGA 31 in 2001) desire to see future reviews linked to the duration of SPC's corporate plans. A new corporate review in 2005 appears also timely because the next 18 months will see major changes at the senior management level. The Director-General's third and final two-year term will end in January 2006, and her successor will take up duties at around the same time. The terms of the current deputies will have also ended by early 2006. A review will provide an opportunity to take stock of progress under the current management team, and its outcomes will help the incoming Director-General chart the directions for the organisation for the next couple of years.

7. Those directions would be formally laid down in SPC's new Corporate Plan. The review outcomes will therefore also facilitate the development of the new plan. CRGA paper 5 deals with the plan in more detail.
8. At CRGA 31 members also emphasised the importance of the Governing Body having full and collective ownership for a corporate review of its organisation. The Secretariat's first suggestion is therefore that CRGA re-confirm its support for a new corporate review in 2005 and that the review be guided by CRGA.

## **REVIEW APPROACH**

9. Draft terms of reference for the Review are annexed to this paper for consideration by CRGA. The Secretariat suggests that the TORs focus on three broad areas:
  - effectiveness of service to PICTs
  - strategic directions; and
  - organisational efficiency and effectiveness.
10. By 2005, the first comprehensive cycle of independent in-depth reviews of SPC's programmes will have been completed, which will make the task of the corporate review team considerably easier.
11. The proposed approach is fairly standard. The review would be carried out by a team of around three to five experts with a good collective understanding of review methodologies and review experience. They must also have in-depth knowledge of the region and strategic planning experience.
12. Budgetary constraints would impose some limits on in-country consultations but a minimum of ten PICTs should be visited with due consideration being given to geographical balance, political status and the bilingual nature of the organisation. Views of other PICTs should be canvassed by other means such as telephone interviews and questionnaires.
13. The Secretariat proposes that a small group of governing body members be appointed to act as the management board for the review, in particular at critical milestones such as finalisation of the TORs (if not completed during CRGA 34) and the draft and final reports. The group would also consider and endorse the composition of the review team. Such group may be made up of one representative each of the three sub-regions, the French-speaking members and the metropolitan countries.
14. The Review Team will need logistical and quality assurance support, and team members will also need a formal client for contractual purposes. In the case of the AusAID-sponsored 2001 review this support was provided jointly by AusAID's Performance Information and Assessment section and its (closest) counterpart, SPC's Planning Unit. NZAID has offered the services of its Strategy and Evaluation Group to assist SPC's Planning Unit in providing the necessary support and guidance to the review team.
15. The cost of the new corporate review may be estimated at around CFP units 60,000. France and New Zealand have indicated their interest in supporting the review financially.

16. The review report would be distributed to members when it becomes available and discussed at next year's CRGA and Conference.

## **RECOMMENDATIONS**

17. That CRGA consider and approve:
- a. the conduct of a Corporate Review of SPC in 2005
  - b. the proposed methodology (including agreement on the countries and territories to be represented on the review management board), and
  - c. the terms of reference

(The Secretariat would welcome any comments on the TORs even before the meeting in November. This would allow the production of another draft for tabling at CRGA 34. There will also be time during CRGA to further refine the TORs, if considered desirable.)

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Appendix 1: Draft Terms of Reference

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7 October 2004



**Appendix 1****Draft Terms of Reference for the  
Proposed 2005 Corporate Review of the Secretariat of the Pacific Community****Background**

*The team will be expected to document major corporate developments at SPC over the last few years. Such developments would include changes in programme focus, in policies and budgets.*

1. Summarise the current and immediate past (five years) mandate and work programmes of the Secretariat of the Pacific Community and note any significant changes, based on an analysis of relevant documents (e.g. corporate plans, budgets and annual reports).
2. Review and document the implementation status of the various recommendations of the two previous corporate reviews.

**Effectiveness of Service to Pacific Island Countries and Territories**

*Under this heading the team will undertake a broad review of SPC's performance, informed by a survey of key stakeholder, consultations in member countries and territories, reviews of relevant documents and discussions with SPC staff and other appropriate means. It will also prepare a synopsis of the reviews of individual SPC programmes that have been undertaken over the last few years.*

3. Review the Secretariat's performance over the last five years against stated objectives. Specifically, review a sample of SPC *outputs* (that is the results that the Secretariat itself is largely responsible for) and, very importantly, of *outcomes and impact* of SPC activities (Has SPC made a difference to its clients? Is there evidence of sustainable impact?).
4. Solicit feedback from stakeholders on the quality of services provided, in terms of timeliness, quality of technical contents and appropriateness and with regard to SPC's core functions of capacity development, capacity supplementation and transboundary functions. Distil responses into specific recommendations.
5. Consider the extent to which SPC plans for and achieves sustainable outcomes, integrates gender issues into their work programmes and contributes to poverty alleviation.

**Strategic Directions**

*Like national governments and donor agencies (but unlike most other regional organisations) SPC works in a number of sectors and on a wide range of diverse issues. Priority setting including cross-sectoral prioritisation is a challenge in such a context, in particular against a background of changing needs and resource constraints. The team's approach would be similar to the one described under the previous heading.*

6. Review and comment on the continuing relevance of the sectors that SPC currently works in to the PICT membership of SPC. Highlight any current gaps in the organisation's activities that could provide opportunities for new SPC initiatives and also those areas where the level of service could possibly be reduced – taking into account changing needs in the Pacific and the roles other organisations (e.g. multilateral agencies and other regional organisations) have in the Pacific.

*SPC's current Corporate Plan acknowledges the importance of capacity supplementation for PICTs, which find it difficult or uneconomical to provide the full range of public services that their people expect. Similarly, Forum Leaders consider greater regional collaboration and greater sharing of resources a strategy for small island states to overcome some of their resource constraints (Re. the "Pacific Plan").*

*Concerning SPC's general roles, the current Corporate Plan places "greater emphasis on policy analysis and advice" to complement the organisation's more "technical" work.*

7. Review and comment on the general relevance and effectiveness of SPC's core functions (capacity building, capacity supplementation, and transboundary functions<sup>1</sup>), and any changes to the relative importance of its technical and policy roles.

### **Efficiency and Effectiveness**

*One of SPC's Guiding Principles is "accountability" for the organisation's work and the resources it uses, in line with modern public sector management practice. Reports like the recent CROP Remuneration exercise also call for regional organisations to demonstrate such commitment to achieving efficiency gains.*

*Under the heading of effectiveness, the team will also be expected to review the issue of location of services. While it does not have a formal policy on decentralisation, SPC has begun to locate some of its staff in PICTs other than the traditional hosts of New Caledonia and Fiji Islands, in the interest of effectiveness.*

8. Review and comment on the effectiveness and efficiency of SPC's systems, policies and approaches in (but not limited to) the following areas:
  - decentralisation of services
  - technical assistance and training
  - planning, quality assurance, monitoring and evaluation
  - human resources
  - procurement and contracting
  - information technology
  - finance.

Draft Terms of Reference: 2005 Review of the Secretariat of the Pacific Community

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<sup>1</sup> determined by CRGA/Conference as SPC's core business (see SPC Corporate Plan)