

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

**DEVELOPMENT OF THE NEW SPC CORPORATE PLAN**

(Paper presented by the Secretariat)

1. The main purpose of this paper is to obtain the endorsement of CRGA on the development of the new Corporate Plan for the Secretariat.
2. The current Corporate Plan covers the three years from 2003 to 2005. The new plan would normally be developed during 2005 and considered by CRGA 35 and Conference towards the end of that year. Implementation of the new plan would commence in January 2006.
3. While this sequence is still feasible, it is for two reasons that the Secretariat now proposes to prepare the plan in 2006 for implementation from 2007:
  - The meetings of CRGA and Conference next year will discuss the findings of the new Corporate Review of the Secretariat (if the proposal by the Secretariat to that effect is endorsed; see Paper 4). The development of the new Corporate Plan should commence after that discussion to ensure that the governing body's views on the review are incorporated.
  - Paper 4 also alluded to the forthcoming changes at the top management level. It mentioned that the new Director-General could be expected to be in post by early 2006. It would seem desirable to have the new DG lead the development of the new plan. This would also suggest preparing it in 2006, rather than in 2005.
4. The Secretariat's proposal would require an extension of the current Corporate Plan by one year i.e. to the end of 2006. Appendix 1 to this paper outlines the broad work programme for the years 2005 and 2006 in regard to our Corporate Strategies. It also documents implementation progress to date. The general corporate values (e.g. commitment to transparency and accountability), as described in the plan, can be expected to remain current in 2006. It is also worth noting that the work of SPC's programmes is guided by their specific individual Strategic Programme Plans, as reviewed and endorsed from time to time by CRGA, as well as the Corporate Plan.
5. The following sequence is therefore the Secretariat's preference:
  - 2005 Corporate Review
  - 2006 Development of the new Plan
  - 2007 Plan implementation begins

## RECOMMENDATIONS

6. That CRGA -

- i) Approve the development of the new Corporate Plan in 2006, following the review of the Secretariat, for implementation from 2007;
- ii) Extend the current plan to the end of 2006, noting the continuing relevance of the vision, mission, guiding principles and the proposed work programme to implement the current corporate strategies in the years 2005 and 2006.

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25 October 2004

## **Appendix 1**

### **REVIEW OF CORPORATE PLAN IMPLEMENTATION AND WORK PROGRAMME FOR 2005 AND 2006**

#### **BACKGROUND**

CRGA adopted SPC's current Corporate Plan at its 32<sup>nd</sup> Meeting in November 2002. The plan describes the vision and mission of the organisation, identifies guiding principles and summarises the strategic directions of each programme.

It also sets out five broad corporate strategies that the organisation is now pursuing:

- Putting People First - Human Resource Development
- Achieving the International Community's Development Goals in the Pacific
- Placing Greater Emphasis on Sectoral Policy Analysis and Advice
- Communicating and Collaborating effectively with Stakeholders
- Enhancing the Organisation's Planning and Quality Assurance Systems

#### **PUTTING PEOPLE FIRST - HUMAN RESOURCE DEVELOPMENT**

SPC is a provider of technical and vocational training. Our training is practical and results in skills and knowledge that can be applied and lead to higher productivity immediately. Most of our training is non-formal.

For the purpose of this overview it is quite difficult to single out any particular HRD activity without doing injustice to all the other training initiatives that the Secretariat implements each year. The divisional and programme reports do a much better job of describing them and demonstrate that human resource development really is SPC "core business" (Decision by the 2<sup>nd</sup> Conference of the Pacific Community, Noumea, 2001).

Our approaches to HRD may be categorised as follows:

- Training Workshops  
These are conducted at national, sub-regional and regional levels. At the moment most lead to Certificates of Attendance, which acknowledge participation. We are currently considering adding Certificates of Competence. Such certificates of competence would need to meet certain standards to be credible. For example, we would probably require the SPC trainer to be formally qualified, the workshop participants to meet certain entry criteria, the training to follow a set curriculum, the course to have some assessment component and SPC to have an appropriate records management system for assessment results. In contrast, certificates of attendance do not necessarily require all of these criteria to be met.

- **Training Attachments**  
Many of our programmes host such attachments, whose lengths range from a few weeks to a full year. SPC also facilitates attachments to other institutions within the region and beyond.
- **Formal longer-term training**  
Essentially, this includes the residential CETC course and the SPC-Nelson Fisheries Officers Course.
- **In-country workplace training**  
Whenever our staff undertake technical assistance missions they strive to share their skills and experience with their counterparts. We are very happy to acknowledge that they too benefit from country missions in terms of their professional development.
- **Curriculum development and institutionalisation of training at regional educational institutions**  
SPC staff assist in the development of curricula in their sectors of expertise. Examples of this work include the STCW 95-compliant curriculum that is now being used in all the maritime training institutions in the region, the paravet curriculum; the inclusion of adolescent reproductive health and plant protection issues into secondary school curricula.

SPC also strives to provide a work environment that is conducive to professional development for all our staff, including and in particular our Pacific Islanders. We have placed increasing emphasis on staff development with induction programmes, language training, train-the-trainers programmes and workshops on communication skills, programme and project management, information technology and first aid conducted successfully in 2004.

### ***Work Programme 2005 and 2006***

The Secretariat will continue to emphasise HRD as its single most important contribution to capacity building in the region. An exciting new initiative we will be involved in is the establishment of a regional structure for technical and vocational education and training. A Pacific Association of Technical and Vocational Education and Training (PATVET) has already been founded. Its current chairman is Mr Perive Lene, the CEO of the Samoa Polytechnic, who is expected to attend this year's CRGA as an observer. SPC has been asked to take on the role of secretariat for PATVET.

The 2001 Conference of the Pacific Community in its "Statement of Outcomes on the Theme – The Pacific Islands Challenge: Human Resources Development" decided, among other things, that.

- a) "SPC assume the facilitatory/co-ordinating role in preparing an inventory of all HRD institutions in the region that could be useful for member PICTs, including the list of training courses provided and qualifications given". This project has remained on our "to do list" owing to resource constraints. We hope to tackle it next year, working with PATVET.

- b) “SPC work with regional and national training institutions that provide training in areas under its jurisdiction, and provide assistance/advice where necessary on curricula design and/or help facilitate possible utilisation of such institutions by other countries and territories where need be”. As reported, this has been happening.
- c) “SPC through its work programmes identify training needs and opportunities in member PICTs and also compile an inventory of Pacific Island experts in the respective fields it has activities in.” Similar to b), this has been happening at the programme level.

Conference also recommended that all CROP agencies convene to address a coordinated and more holistic and broad-based approach to HRD in the region, and that SPC play a leading role in facilitating this CROP deliberation. In this regard we are planning to convene, in February 2005, a consultation between SPC and the PATVET executive and other important stakeholders including UNESCO, FIT, SPBEA, USP, NZAID, Commonwealth Institute of Learning, EU and some TVET providers in the region to discuss and propose ‘the way forward in TVET in the Pacific region’. The meeting is expected to consider mechanisms for standardisation of curricula, qualifications, accreditations and progressions, explore options to network institutions as well as options for granting region-wide recognised qualifications, by some appropriate ‘qualification granting education authority’, discuss the need / role for a secretariat, its function, resourcing and location and agree on a general and very broad programme action for the period 2005/06.

## **ACHIEVING THE INTERNATIONAL COMMUNITY'S DEVELOPMENT GOALS IN THE PACIFIC**

The United Nations Millennium Declaration in September 2000 led to the formulation of eight Millennium Development Goals (MDGs) with a total of 18 targets and, currently, 48 quantifiable indicators. Our current plan commits the Secretariat to helping Pacific Island countries and territories achieve the MDGs.

<b>Millennium Goals</b>
Goal 1: Eradicate extreme poverty and hunger
Goal 2: Achieve universal primary education
Goal 3: Promote gender equality and empower women
Goal 4: Reduce child mortality
Goal 5: Improve maternal health
Goal 6: Combat HIV/AIDS, malaria and other diseases
Goal 7: Ensure environmental sustainability
Goal 8: Develop a global partnership for development

The reports by our divisions and programmes demonstrate the contributions that SPC is making to help countries and territories make progress towards achieving the MDGs in the Pacific (see, for example, the overview reports of the LRD and SRD).

At the regional level, the highlight of the year has clearly been the completion of the first Regional MDG report, which was endorsed by a regional meeting held in Nadi in September 2004. The potential of the current and future Regional MDG report is also demonstrated by proposals to make the MDG report one of the main tools for monitoring regional development progress in the context of the Pacific Plan. The report features as a separate item on this year's CRGA agenda.

Less visible is the enormous amount of work that has gone into assessing and improving the availability and quality of MDG statistical data and into making these data publicly available and easily accessible through means such as the Pacific Regional Information System (PRISM) and the PopGIS initiative (Population Geographical Information System).

### ***Work programme for 2005 and 2006***

Sector-level initiatives by our programmes will obviously continue in 2005 and 2006, and beyond. For example, the implementation of the Regional HIV/AIDS Strategy will be a major component of the region's efforts to "combat HIV/AIDS, malaria and other diseases" Addressing the same goal, the 2003 – 2008 Pacific Regional Project of the Global Fund to fight HIV/AIDS, Tuberculosis and Malaria, coordinated by SPC, is expect to enter its second phase in 2005. Preparations for an even larger regional submission to the 5th funding round of the Global Fund are already under way.

SPC's MDG Task Force, composed of the Statistics and Demography/Population programmes, the Public Health Programme, the Poverty Programme and other SPC programmes, will continue to be main internal mechanism to coordinate our MDG assistance to PICTs. This assistance includes help with the preparation of any national reports that countries may wish to prepare. At the regional level, we will continue to work with our partners in the UN/CROP MDG Task Force.

The next assessment of progress towards the MDG is required to take place in 2006, with other reviews to follow at regular intervals. Depending on the preference of the region and individual countries, SPC will again be ready to take the lead in preparing a regional report and assist in the preparation of national reports.

## **PLACING GREATER EMPHASIS ON SECTORAL POLICY ANALYSIS AND ADVICE**

In our report to CRGA last year we recapped the rationale for this corporate strategy as follows:

"SPC has always had a policy role, but this corporate strategy seeks to both acknowledge and enhance it. By placing greater emphasis on policy SPC does not seek to increase its perceived importance, to hold more Ministerial-level meetings, or to tell island member countries what they should be doing. Instead it seeks to contribute even more towards building the frameworks that guide the direction of the region, as well as providing the technical assistance needed to move the region down the track that it sets for itself. It seeks to assist the region in anticipating problems and instituting mechanisms to guide development around them in a strategic way, rather than just "firefighting" problems after they occur. As the Corporate Plan states, effective sectoral policy frameworks and good governance are essential prerequisites for other capacity development assistance such as training."

Major highlights in the areas of policy analysis and advice this year have included the following:

- Regional HIV/AIDS strategy (also endorsed by Forum Leaders)
- Policy advice to PICTs to help them meet WTO requirements in the agricultural sector
- Similar advice to PICTs with regard to new international transport security requirements such as the International Shipping and Ports Security Code (ISPS)
- One of the lead organisers of the Regional Ocean Policy Forum meeting in February and leadership of the CROP Marine Sector Working Group and the implementation of the Pacific Islands Regional Ocean Policy
- Regional Coastal Fisheries Management Strategy
- Regional MDG report
- National youth policies
- National NCD policies
- Reviews of national forestry policies
- Development, in collaboration with FFA, of national tuna fishery management policies
- Production, with the assistance of FFA, of the fisheries sectoral review for the Pacific Plan process

Please note that this list is not comprehensive. Rather, its purpose is to provide example of SPC's ongoing sectoral policy work. The examples also demonstrate that our policy work aims to address real needs of Pacific Island Countries and Territories and deliver practical benefits to them.

The Secretariat is not positioning itself to become an organisation that is primarily concerned with generating and administering regional policies but would like to remind stakeholders that, as the CROP lead-agency in several subject areas, our expertise and experience within these areas is useful at all levels. While some observers still sometimes refer to SPC as having purely "aid delivery and general technical support functions" our direct sectoral counterparts are very much aware that they can seek our assistance on issues ranging from very technical and local matters to the formulation of national policy and the implementation of international policy. Similarly, the division of labour with the Pacific Islands Forum Secretariat, as the primary regional policy organisation representing the policy purview of Forum Heads of State, has become well established: While the PIFS helps us – very effectively - advocate for issues such as population and HIV/AIDS it does not attempt to duplicate the kind of in-depth expertise that SPC has in its sectors.

### ***Work Programme 2005 and 2006***

Similar to our progress report on the policy strategy, the following lists examples only of our planned policy work:

- National and Regional Tuna Fisheries Status Reports
- In collaboration with FFA, policy paper for PICs on mitigating security issues associated with international fishing vessels
- Promoting co-management (private sector and other stakeholder involvement) policies in national and regional fisheries management decision-making, in particular through support for national and the regional private sector fishing associations

- Assisting countries to develop national aquaculture development and management strategies, including legislative infrastructure.
- Helping in the development of national and regional policies for avoiding or mitigating problems due to the translocation of aquatic animals.
- Development of specific M&E indicators for the Pacific Platform for Action
- Assistance with the national implementation of the legal framework for the legal protection of traditional knowledge and expressions of cultures
- Assistance with the development of national tobacco and alcohol policies
- Assisting countries and territories to develop or update sustainable land resources sector plans, and management plans and legislation in areas such as sustainable forest management, land use, conservation of genetic resources, genetically modified organisms, biosecurity, and the safe use of pesticides
- Assisting traditional landowning communities to become more engaged in the management of their resources.

In addition to these sectoral initiatives, we are currently considering a corporate-wide project that would involve the publication of reports (or “briefs”) on individual countries or groups of countries and selected topics (e.g. non-communicable diseases in the Pacific, pacific tuna fishery or pacific agriculture and the World Trade Organization). Intended to be quite short and written in a clear and concise style, these reports would cover major development issues, analyse trends and supply social and economic key data. The intended target groups would include policy analysts, managers and decision makers and quite possibly also teachers at secondary and tertiary levels who may find the briefs useful to supplement their teaching resources.

## **COMMUNICATING AND COLLABORATING EFFECTIVELY WITH STAKEHOLDERS**

The Corporate Plan drew attention to the perception that SPC and its work are not as well known as would be desirable. To address this concern, a communication strategy has been finalised (in the first half of 2004), which the Secretariat is now implementing. A number of guidelines on media releases, web site design and other topics have been developed.

While we do not undertake systematic surveys, feedback from stakeholders and also independent reviewers on the quality of our print and electronic publications indicates a high and increasing degree of satisfaction with them. The SPC website is becoming an increasingly popular source of information about the organisation and the region, as demonstrated by the huge success of the Pacific Regional Information System (PRISM). At CRGA, the second version of the Guide to SPC Services should be available. As delegates may remember from last year, the Guide is a directory of our programmes and also explains the process by which SPC services can be accessed.

SPC has long placed emphasis on working in partnership with others. It is a very active member of the Council of Regional Organisations in the Pacific (CROP). Significant collaborative projects (also discussed in other CRGA papers) this year have included the CROP Remuneration Exercise and the Pacific Islands Regional Ocean's Forum. A new CROP charter has been developed jointly by the agencies. SPC has contributed to the review of the Pacific Islands Forum and to the preparatory work for the Pacific Plan. As a matter of policy, all SPC meetings are normally open to outsiders, an opportunity that many of our partners make use of.

### ***Work Programme 2005 and 2006***

Effective communication and collaboration with partner organisation will remain a priority for the Secretariat. We will continue to promote the partnership approach, in particular in the context of CROP. We will update our formal cooperative agreements with Noumea-based French research institutions, IRD and IAC.

The Pacific Plan arguably has the highest profile of all planned collaborative projects in 2005 and 2006. In the interest of efficiency and effectiveness we are also planning to hold even more meetings jointly with other partners such as the other CROP agencies and international agencies.

Next year we will have the joint WHO/SPC Ministers of Health Meeting and we will be exploring the feasibility of a similar approach with FAO for a joint sectoral meeting covering agriculture, forestry and possibly fisheries. While the forthcoming meeting of national planners and statisticians (first half of 2005) will be an SPC-led meeting, we are hoping for significant intellectual contributions from the UN, the ADB and our CROP partners, in particular the Pacific Islands Forum Secretariat.

### **ENHANCING THE ORGANISATION'S PLANNING AND QUALITY ASSURANCE SYSTEMS**

As reported to CRGA 32 and 33, the Secretariat operates a number of planning and quality assurance (QA) systems in areas it considers crucial for its effectiveness and efficiency. For example, in the area of *Human Resources*, we have policies and guidelines on:

- Recruitment
- Staff Performance Planning and Appraisal
- Training

*To assist our staff with Programme and Project Management*, we have the following documents:

- Guide to Strategic Programme Plans
- Guidelines for the Management of Programmes and Projects
- Project design guidelines
- Progress Report Guidelines

*Financial Management* at SPC is guided by:

- Key financial policies (budget preparation, budget revision, financial reserves)
- SPC Financial Policies and Procedures Manual

All policies and guidelines are under constant review. For instance, the Staff Performance Planning and Appraisal Policy was reviewed this year to take account of lessons learned during the first year of its implementation.

Assistance to staff with the application of our policies is available from sections such as Corporate Services and the Planning Unit.

In 2004, the Secretariat has run workshops in *programme and project management* for about 50 staff (and some from other regional organisations).

*90 per cent of SPC trainers will have a formal training qualification*

A particularly exciting new initiative in 2004 has been the offering of the “Australian Certificate IV in Assessment and Workplace Training” at SPC (New Zealand has an equivalent qualification). Given that one of SPC’s core functions is capacity building it is unsurprising that as many as 67 of SPC’s 290 staff have a significant training role. While some have backgrounds in secondary and tertiary teaching, most were technical specialists when they started at SPC. A Secretariat survey found that about 25 per cent had any formal qualification in training. With the Certificate we have given staff an opportunity to round up their skills. The four workshops we have organised for this year will ensure that around 90 per cent of SPC trainers will have a formal training qualification by the end of the year.

### ***Work Programme for 2005 and 2006***

The draft TORs for the Corporate Review of SPC provide for an external review of our planning and quality assurance systems. We look forward to this independent expert check and to incorporating relevant suggestions into our systems.

Training is planned to continue with a focus, in 2005, on the application of our staff performance planning and appraisal policy. We will also strive to maintain the percentage of qualified SPC trainers above 90 per cent through offering the Certificate IV in Assessment and Workplace Training.

In terms of major planning documents, the new Corporate Plan is expected to be developed during 2006. Many of the strategic plans of our programmes will need to be updated next year.

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