

**MEETING OF THE  
CRGA SUBCOMMITTEE ON THE IMPLEMENTATION OF  
THE PACIFIC COMMUNITY STRATEGIC PLAN**

(29–30 May 2018, Noumea, New Caledonia)

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**AGENDA ITEM No. 5: MID-TERM REVIEW OF THE PACIFIC COMMUNITY STRATEGIC PLAN 2016–2020**

(Paper presented by the Secretariat)

**Summary and purpose**

1. At its December 2017 meeting, the CRGA Subcommittee was presented with the terms of reference developed by the Secretariat for the mid-term review (Review) of the Pacific Community Strategic Plan 2016–2020 (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 we undertake the evaluation.
2. The outcomes of the December 2017 meeting noted that the Secretariat would finalise the Evaluation Plan, taking into account the suggestions made by the CRGA Subcommittee, for endorsement out-of-session by the Subcommittee.
3. The Secretariat has only recently finalised the Evaluation Plan, incorporating members' feedback. This paper therefore presents the Evaluation Plan to the CRGA Subcommittee for endorsement during the May 2018 meeting.
4. Feedback already provided by the Subcommittee on the Evaluation Plan serves as a key opportunity for engagement and oversight in its role as reference point for the Review.

**Activities undertaken as part of the mid-term review**

5. As explained in the draft evaluation plan (Annex A), the mid-term review will apply the realist approach to evaluation; that is, the review will consider how contextual factors, including people, and socio-economic, political, environmental and cultural systems, influence the outcomes of SPC's work. This approach will help us assess not only the extent of programme achievements, but also for whom they occur, how, under which circumstances, etc.
6. Five connected evaluative activities are planned for phase 1 and 2 of the review in 2018. The first evaluative activity undertaken in April 2018 aimed to clarify the programme logic model that underpins SPC's Strategic Plan (the logic model describes how a programme will work under certain conditions and contexts to solve an identified problem). This clarification of the conditions and contextual factors in SPC's programme logic model will allow subsequent evaluative activities to test the influence of these factors on the results of an activity or intervention.

7. Key SPC staff took part in an SPC Theory of Change workshop, which was facilitated by an external realist research evaluation and learning expert. During the workshop, participants unpacked SPC's interventions, contexts, and mechanisms to reach outcomes in order to devise a programme theory and programme logic model with pathways of change from SPC's capabilities to development objectives, factoring in conditions for success (see Annex B).
8. Building on the clarified programme theory and logic model, the Secretariat commissioned a Partnership Survey in April 2018 administered by a third-party company to ensure anonymity. The survey requested feedback from SPC's members, donors, development partners, other CROP (Council of Regional Organisations in the Pacific) agencies, NGOs, the private sector, civil society organisations and other stakeholders on the relevance and responsiveness of the Strategic Plan, SPC's performance and future direction, and suggestions for improvement.
9. The Partnership Survey Plan (Survey Plan) and Partnership Survey Questionnaire (Survey Questionnaire) are key deliverables of the survey process, developed based on an understanding of SPC's programme logic model and the operating environment and context of different stakeholder groups. The Survey Plan recommended a targeted representative sampling of SPC partners. The Survey Questionnaire was tailored to fit the different stakeholder groups, their context and circumstances, and was based on the principles of comparability to enable findings between different groups to be compared.
10. In April 2018, we called for proposals to conduct a progress and performance analysis of SPC's work and contributions towards its nine development and five organisational objectives. This analysis will contribute to understanding how and why progress has varied; to assessing the performance of SPC's divisions and programmes towards set targets; and to understanding variations in this performance.
11. Additional evaluative activities will take place during the second half of 2018, in particular a Staff Survey, and qualitative interviews with members, with the lines of enquiry to be shaped by findings from initial activities.
12. Real-time feedback based on the findings of the evaluative activities will be provided to SPC's Senior Leadership Team and divisions and programmes to ensure rapid learning, reflection and adaptation. Partnership survey findings will also be fed back to survey participants.
13. A report of the emerging findings will be shared with the Subcommittee at its November 2018 meeting.

#### **Outcomes and recommendations**

14. The CRGA Subcommittee is invited to:
  - i. endorse the final evaluation plan for the mid-term evaluation of the Pacific Community Strategic Plan [refer attachment];

- ii. review and provide feedback on SPC's clarified programme logic model;
- iii. review and provide feedback on the 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.

## **Annex A**

### **DRAFT Evaluation Plan 2018–2019 for the Mid-term Review of the Pacific Community Strategic Plan 2016–2020**



Pacific  
Community  
Communauté  
du Pacifique

## Evaluation Plan 2018–2019 for the Mid-term Review of the Pacific Community Strategic Plan 2016–2020

### Background

The Pacific Community (SPC) is the principal scientific and technical organisation in the Pacific region. It is an international development organisation owned and governed by its 26 country and territory members. SPC implements a broad range of programmes spanning more than 20 sectors, addressing sustainable economic development, natural resource and environmental management, and human and social development.

The Pacific Community Strategic Plan (Strategic Plan) reflects the scope of SPC's scientific and technical assistance for development, and the many members, partners and issues that SPC works with and aims to influence. It includes three long-term goals to 2020, nine development objectives and five organisational objectives. The Strategic Plan was developed with extensive consultation, led by a Subcommittee of the Committee of Representatives of Governments and Administrations (CRGA) on the Corporate Strategic Plan, and was approved by CRGA in November 2015.

### Purpose

This document describes a series of evaluative activities that SPC will undertake as part of the mid-term review of the Strategic Plan. These activities will provide evidence on the relevance, efficiency and effectiveness of SPC's work, the extent to which SPC is meeting its Strategic Plan's nine development objectives and five strategic objectives, and its relevance, coherence and clarity in changing development contexts. The findings will be used to inform decision-making and course correction for the remaining term of the Strategic Plan, and will inform SPC's strategy post-2020.

The evaluative activities will be conducted using a phased approach until the end of the Strategic Plan period, with phase one starting in 2018 and the final phase in 2019 informing the drafting of the new strategic plan (the schedule and key dates are in Annex 2). Activities will include evidence gathering through several methods, including SPC progress and performance analysis, review of members' development priorities, a partnership survey and a meta-analysis of programme evaluations. All evaluative activities are expected to apply realist<sup>1</sup> thinking to uncover not only whether interventions

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<sup>1</sup> **Realist evaluation** is used in evaluating social programmes. According to Pawson and Tilley (1997), who developed the first **realist evaluation** approach, the method examines 'how' outcomes are produced (the underlying mechanisms) and the influence of the context in which interventions occur. For more information: [http://www.betterevaluation.org/en/approach/realist\\_evaluation](http://www.betterevaluation.org/en/approach/realist_evaluation)

work, but for whom they work, why, when and how they might work. The Strategy, Performance and Learning (SPL) unit of SPC will coordinate the mid-term review of the Strategic Plan.

## Oversight of the evaluation

The Subcommittee will play a critical role as a reference point for the design and implementation of the evaluation during each phase. This will include reviewing the outcomes of the work and plans for future work at each of its biannual meetings. The Subcommittee will comment on emerging findings and make recommendations to the full CRGA and/or the secretariat on proposed changes in policy or action. Each evaluative activity will be implemented by an appointed evaluation team. Where possible, this team will use a mix of external consultants, SPL monitoring, evaluation and learning (MEL) practitioners, and in some instances will seek advice or input from CRGA Subcommittee members.

## Expected outputs

Phase 1, 2 and 3 evaluative activities are:

1. An updated schematic representation of SPC's **Theory of Change** (ToC) (Annex 1), from its capabilities and members' priorities to expected outcomes for PICTs. Findings from these ToC clarification sessions will be considered as part of the mid-term review evaluative process.
2. A **partnership survey**, seeking feedback from members, donors, development partners, CROP<sup>2</sup> agencies, NGOs, the private sector, civil society organisations and other stakeholders on SPC's relevance and responsiveness (including that of its Strategic Plan and vis à vis regional frameworks), performance (including efficiency, effectiveness, successes and obstacles to success), future direction, and suggestions for improvement.
3. A **staff survey**, seeking feedback from SPC staff on its relevance and responsiveness (including that of its Strategic Plan and vis à vis regional frameworks), performance (including efficiency, effectiveness, successes and obstacles to success), future direction, and suggestions for improvement.
4. **Analysis of SPC's progress and performance and review of members' development priorities** to:
  - a. ascertain progress made between 2016 and 2018 towards SPC's nine development objectives and five organisational objectives, and to understand how and why progress has varied (for example, by objective, sector or country);
  - b. assess the performance of SPC's divisions and programmes towards set targets, and to understand variations in performance;
  - c. evaluate how well the Strategic Plan's goals and objectives still align with members' development priorities, and more broadly look at long-term sectoral trends and contextual changes, which should form the basis of a situation analysis for the next strategic plan.
5. Limited number of **qualitative interviews** with stakeholders, including CRGA members, to provide richer descriptions of relevance, responsiveness, and performance assessments, and to further explore emerging findings from the survey responses and performance review.

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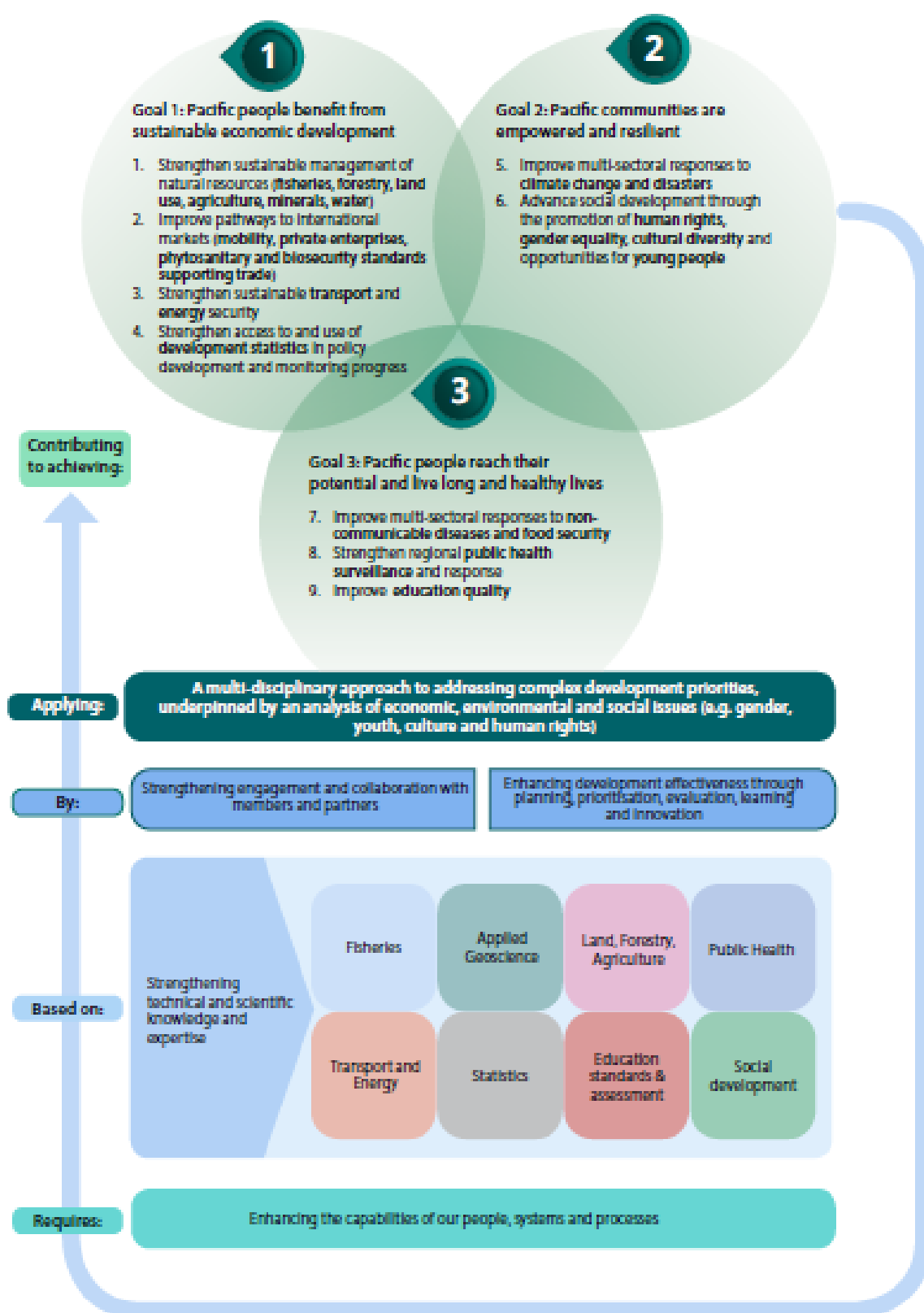
<sup>2</sup> Council of Regional Organisations in the Pacific.

6. Based on the findings from the above activities, undertake a realist **meta-analysis of programme evaluations**.
7. Conduct **synthesis and sense making** of all lines of enquiry to inform the drafting of the next Pacific Community Strategic Plan.

### Lead evaluation questions by evaluative activity

Lead questions	Method of data and information
1. How relevant, to whom and in what ways, are the Strategic Plan and its nine development objectives and five organisational objectives, given the changing development context since 2016?	Theory of Change, partnership survey, staff survey and interviews with CRGA members
2. To what extent have SPC's nine development objectives and five strategic organisational objectives been achieved? For whom, in what contexts, how and why/why not?	Partnership survey, staff survey and progress and performance analysis
3. What have been the main enabling factors and barriers to delivering this strategy and what are we learning though these?	Partnership survey, staff survey, realist meta-analysis of evaluation reports
4. To what extent and in what ways do the design, implementation and governance of the Plan support members' ownership and shaping of the strategy and its implementation?	Interviews with CRGA members
5. What are we learning about our comparative advantage and how SPC's key capabilities match country needs and the strategic objectives?	Partnership survey and progress and performance analysis, realist meta-analysis of evaluation reports
6. To what extent has implementation of the Plan contributed to the prioritisation of human rights- and gender-based approaches, gender mainstreaming, and youth?	Realist meta-analysis of evaluation reports
7. What course corrections to the Plan would better guide the operations of SPC to support members' development needs?	Interviews with CRGA members
8. Are the internal governance structures adequately supporting implementation of the Strategic Plan? If there are variations in the adequacy of support for particular aspects of the Plan, what explains these variations? How could they be improved?	Progress and performance analysis and realist meta-analysis of evaluation reports

## Annex 1: SPC's Theory of Change (Strategic Plan 2016–2020)





## Annex 2: Key dates for Phase 1, 2 and 3 evaluative activities

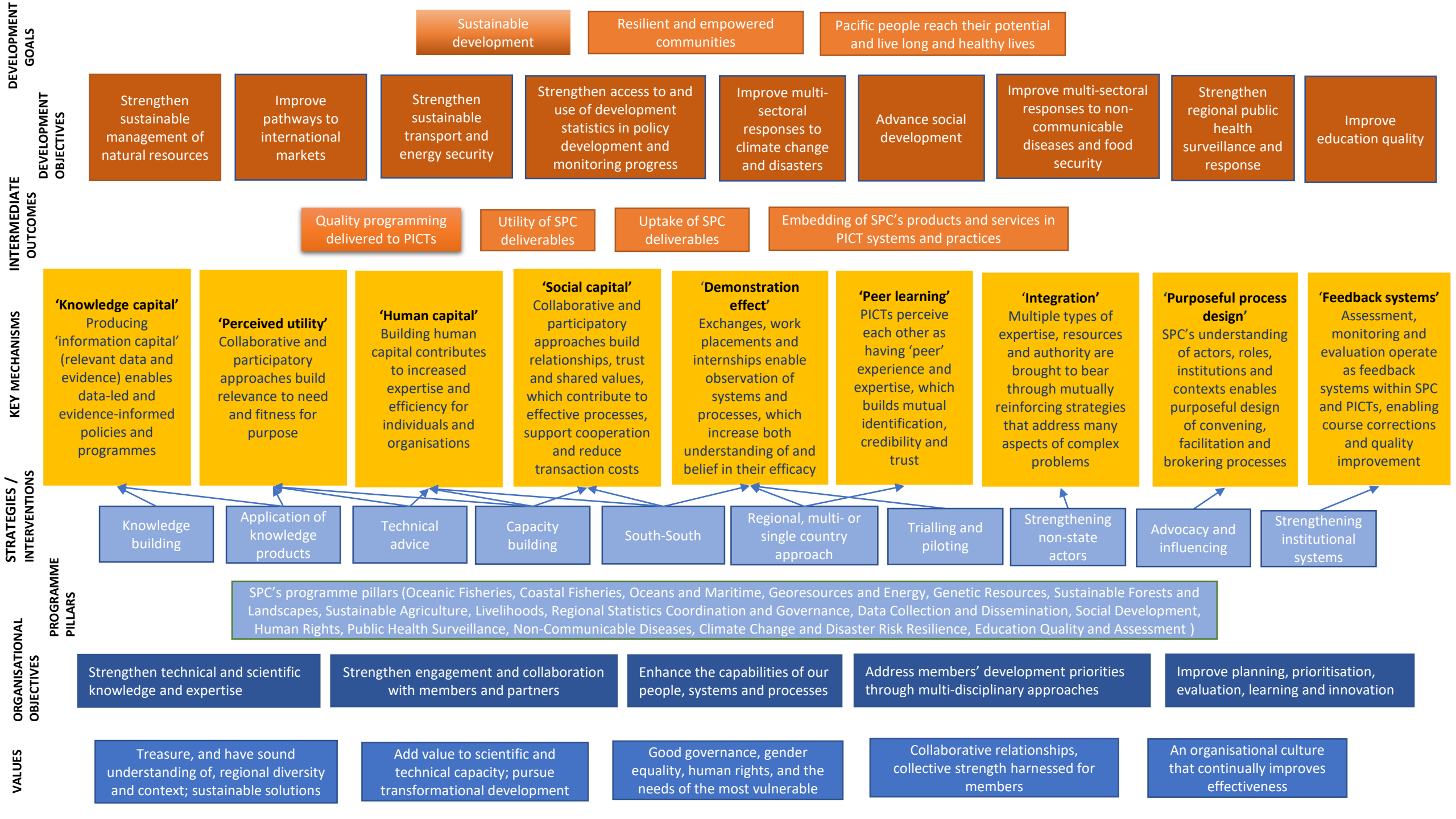
Evaluative activity	Milestone/ deliverable	Date/timing	CRGA SC role	Evaluation team
Updated ToC (Terms of Reference available)	Sign contract with consultant	09/4/2018	Noting emerging program theory based on realist enquiry	Gill Westhorp, Professorial Research Fellow, Northern Institute, Charles Darwin University SPL staff
	Briefing with SPL team on ToC session	13/4/2018		
	ToC session	18/4/2018		
	ToC session debriefing	19/4/2018		
Partnership survey (Terms of Reference available)	Sign contract with consultant	To be confirmed		Sustineo <a href="https://sustineo.com.au">https://sustineo.com.au</a> SPL staff
	Partnership survey plan	1/5/2018	Review plan and provide feedback at meeting of 30/5/2018	
	Draft partnership survey for SPC review	1/5/2018		
	Reviewed by realist evaluation expert	3/5/2018		
	Draft partnership survey updated with SPC feedback	7/5/2018	Test draft survey and provide feedback and suggestions for improvement at meeting of 30/5/2018	
	Partnership survey finalised, addressing CRGA SC suggestions for improvement	4/6/2018		
	Survey administration	4/6/2018 – 4/7/2018	Individual participation in the survey	
Draft partnership survey report	20/7/2018			

	Presentation of key findings	23/7/2018		
	Final partnership survey report	26/7/2018		
Staff survey (Terms of Reference not yet available)	Draft staff survey for key SPC stakeholders' review	18/6/2018		SPL staff
	Finalised staff survey	25/6/2018		
	Survey administration	25/6/2018-09/7/2018		
	Survey analysis and write up	16/7/2018		
Analysis of SPC's progress and performance and review of members' development priorities (Terms of Reference available)	Sign contract with consultant	1/6/2018	Oversight and individual participation (2-3 members)	To be confirmed
	Draft progress and performance analysis and synthesis plan	13/6/2018		
	Final progress and performance analysis and synthesis plan incorporating SPC feedback	15/6/2018		
	Development of i) a comprehensive report, ii) a set of statistical profiles for each division and programme and member, and iii) an Executive Digest that summarises high-level outcomes	18/7/18		
	Presentation of results	19/7/18		
	Final comprehensive report, divisional and members' statistical profiles and Executive Digest	24/7/18		
Qualitative interviews with CRGA members (Terms of Reference not yet available)	Preparation for interviews	11/6/2018	Oversight	SPL staff
	Conduct of interviews with selected member countries, based on emerging survey findings	26-28/6/18		
	Interview analysis and write up	06/7/2018		
Report of emerging findings	Report of emerging mid-term review findings	November 2018 CRGA Subcommittee meeting	Review report and provide feedback	SPL staff

Realist meta-analysis of programme evaluation (Terms of Reference not yet available)	Training in Realist synthesis	To be confirmed in 2019	Oversight	To be confirmed SPL staff
	Meta-analysis plan			
	Meta-review of evaluations			
	Meta-analysis of evaluations			
	Meta-analysis write up and sharing of findings			
Synthesis and analysis of all evaluative activities (Terms of Reference not yet available)	Evidence Summit	To be confirmed in 2019	Oversight	To be confirmed SPL staff
	Library of Context, Mechanism, Outcome pathways (CMO) for SPC			
	Learning event(s) and series of learning products based on thematic / sectoral findings			
	Summary Report of findings to inform the development of the Strategic Plan 2021 - 2024			

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**Annex B – SPC theory of change: pathways of change diagram**



Outcomes  
Capabilities  
Features of organisation

Development objectives are achieved and contribute to achievement of goals

Tackling problems at scale, using multi-sectoral approaches and multiple types of resources, and using products that are fit-for-purpose and fit-for-context, increases effectiveness

Stronger systems and increased capacity increase resilience and sustainability of outcomes

Divisions and regional architecture can tackle multiple problems at once

Divisions, partners and stakeholders bring multiple types of resources to bear

Fit-for-purpose, fit-for-context resources contribute to produced capital and systems strengthening

Experiences of success work as a feedback loop, supporting engagement

PICT capacity is built, and systems are strengthened. Government, non-state actors and civil society are strengthened

Regional approaches operate at scale or can be brought to scale

Regional approaches build relationships between PICTs; PICTs and SPC; and PICTs, SPC and partners

Knowledge building, products and technical support are tailored to purposes and contexts

A history of effectiveness and positive relationships support SPC's credibility and PICTs and partners trust in SPC

SPC capacity, systems and personnel are strengthened

Regional architecture and SPC infrastructure enable economies of scale, enabling access by small and low income PICTs

Development objectives are determined by PICTs, and SPC activities are linked to development objectives

Relationships build human capital and social capital, in and between PICTs and SPC

Activities/strategies, ways of working and organisational objectives are designed to contribute to effectiveness

Pacific region countries facing similar challenges: climate change, small population size, infrastructure challenges

A development organisation owned by the countries for whom it works, with a science and technical support mandate

A well-established organisation with long-term relationships across countries and ministries

Organisational commitments to valuing culture and context, honing scientific and technical expertise, working collaboratively, adding value and continuous improvement