

CRGA SUBCOMMITTEE ON STRATEGIC PLAN IMPLEMENTATION
(28 May 2020, Noumea, New Caledonia, and by videoconference)

AGENDA ITEM No. 2: Update on the Pacific Community Strategic Plan 2021+

(Paper presented by the Secretariat)

Summary

1. This paper presents an update to the CRGA Subcommittee on Strategic Plan Implementation (Subcommittee) on Phase 2 (Visioning and Engagement) activities as part of the Pacific Community (SPC) strategic planning process. Mindful of the changes in global, regional and national contexts from COVID-19 and Tropical Cyclone (TC) Harold, the paper proposes a pivot in focus for the process of designing the strategic plan and for engagement approaches.
2. The Subcommittee is also requested to consider a revised schedule for phases 3–5 of the Strategic Plan Roadmap and the development of a one-year transition plan, to come into effect on 1 January 2021 and guide the organisation until the 12th Conference of the Pacific Community, at which time the Pacific Community Strategic Plan 2021 will be presented for endorsement.
3. Finally, the paper seeks the Subcommittee's views on the proposal to extend the Subcommittee's current tenure, to provide oversight of the proposed one-year transition plan and the remainder of the Strategic Plan Roadmap.

Recommendations

4. The CRGA Subcommittee on Strategic Plan Implementation (Subcommittee) is invited to:
 - i. note the update on Phase 2 (Visioning and Engagement);
 - ii. provide advice and guidance on strategic planning, with the proposed framing of response to recovery and transformation;
 - iii. recommend that CRGA 50 approves the revised schedule for the strategic plan roadmap;
 - iv. make recommendations to the Secretariat in respect of governance of the proposed transition plan.

SPC Strategic Plan 2021+

Purpose

5. The strategic planning process for 2021+ is in Phase 2–3 (Visioning and Engagement), for which the Secretariat has been implementing several staff engagement activities. The current COVID-19 and TC Harold context has affected the planned engagement activities with members, including regional meetings and bilateral consultations with newly appointed Director-General, Dr Stuart Minchin.
6. With national and regional attention currently focused primarily on response efforts and travel restrictions, this paper proposes options for alternative engagement approaches.
7. To allow for genuine engagement once travel restrictions are lifted, the Secretariat proposes adaptations to the Strategic Plan Roadmap schedule, and seeks the CRGA Subcommittee's consideration of adjusted planning and engagement approaches, a revised Roadmap schedule and a one-year transition plan to take immediate effect upon the expiry of the current plan at the end of 2020, until the 12th Conference of the Pacific Community, to be held in November 2021.

Background

8. CRGA 49 endorsed the five-phase Strategic Plan Roadmap and adopted three key principles to guide the process:
 - i. a member-driven approach;
 - ii. the process be inclusive;
 - iii. to apply a high-level thought leadership that provides a strong future vision through a regional lens.
9. During Phase 1, the Secretariat analysed evidence of SPC's ways of working that contribute to positive outcomes in the region, by scanning international and regional commitments and sectoral outcomes, and collating national priorities for sustainable development. With a deep commitment to the Leaders' vision for the Blue Pacific narrative, we focussed on opportunities in ocean sciences, food security, the One Health approach to public health management, and data for evidence-based decision making. The criteria used to analyse the regional meetings were: meaningful inter-generational engagement, equitable partnerships and reciprocal accountabilities. These insights are shaping Phase 2 and 3 activities. A summary of [Phase 1](#) was presented to members at the CRGA Special Session in November 2019. A video of members' impressions is available [here](#).

Phase 2–3 Update

10. Phase 2–3 (Visioning and Engagement) commenced under SPC's new leadership in January this year. Through a collaborative partnership with the Centre for Futures Policy, University of Queensland (UQ), the Secretariat is developing a futures-oriented methodology to guide visioning, scenario planning and backcasting that builds on the strengths of Pacific ways of knowing, to develop the strategic plan. The collaboration with UQ includes practical outputs, such as a Pacific-oriented toolkit and guidelines for futures-oriented planning. One such innovative strategic tool is 'Pathfinder: Pacific', which blends strategic foresight, systems approaches and design thinking.
11. In February 2020, members of SPC's Senior Leadership Team discussed their visions for the strategic plan, key capabilities and value proposition for the region. See Attachment 1.
12. Youth visioning for the future of the Pacific is being incorporated through engagement with the Social Development Programme. See Attachment 2. Common themes have been identified in the visions of national sustainable development plans. These are people-centred development processes and

prosperity and progression ambitions linked to wellbeing and quality of life, in addition to sustainable economic growth. See Attachment 3.

13. In addition, the Secretariat has been providing with advice on and input to the 2050 Strategy for the Blue Pacific Continent scenario development process. The Pacific Regional Cultural Strategy Phase 3 dialogue, the mid-term review of the Pacific Framework for Youth Development, and the PIANGO Pacific2030 discussions are also providing valuable insight for people-centred processes. Tracking of key regional convenings (#7) and Pacific-international conferences (#3) has highlighted the critical role of cooperation and respectful partnerships guided by Pacific values in meeting regional and national development goals.

Early adaptation in response to COVID-19 disruption

14. COVID-19 has significantly restricted travel in the region. The Pacific Community made an early decision to defer convenings to prioritise the health and wellbeing of members and staff. The Secretariat reaffirmed its commitment, alongside CROP partners, to support member countries and territories in coping with the COVID-19 pandemic.
15. Disruptions to the Roadmap have included the deferment of planned country visits, roundtables and regional consultations. Staff engagement in the initial futures-oriented methodology sessions in April and May has been achieved using webinars hosted on online tools (such as Zoom). This adaptation has been a useful trial to inform further engagement processes in the Strategic Plan Roadmap. The Secretariat seeks members' views about whether this is a suitable format and the appropriate time to commence broader member engagement through regional online consultations.
16. Globally, futures methodology is being applied to post-COVID-19 planning in many contexts. Secretariat staff are participating in global futures-thinking forums and processes, and will bring this learning to the Pacific to help guide us through these turbulent and uncertain times.¹

Proposed adaptations to incorporate COVID-19 and TC Harold response into strategic planning process

17. SPC continues to provide important scientific and technical advice and services to members in the COVID-19 and TC Harold context. As part of the immediate response, SPC is providing key assistance to the Joint Incident Management Team and the Pacific Humanitarian Pathway on COVID-19. This has included producing mapping, modelling and statistical products,² and providing advice, technical surge capacity, awareness raising and knowledge products for disaster management efforts.
18. Members can continue to rely on us for technical advice and to facilitate important decision-making processes. For example, annual decision-making and technical workshops for oceanic fisheries have been facilitated online;³ and PILNA 2021 work continues to progress on schedule with online variation. Our current science and technology for development commitment can contribute towards recovery efforts and conversations with members and donors for new projects that look to the medium-term social and economic recovery, including: food and nutrition security; public health system strengthening; WASH; and high-frequency data collection and analysis for COVID-19 impact assessment.
19. In this context, and in respect of members' shifting priorities and immediate needs, the Secretariat seeks the consideration of the CRGA Subcommittee to integrate COVID-19 and TC Harold response planning

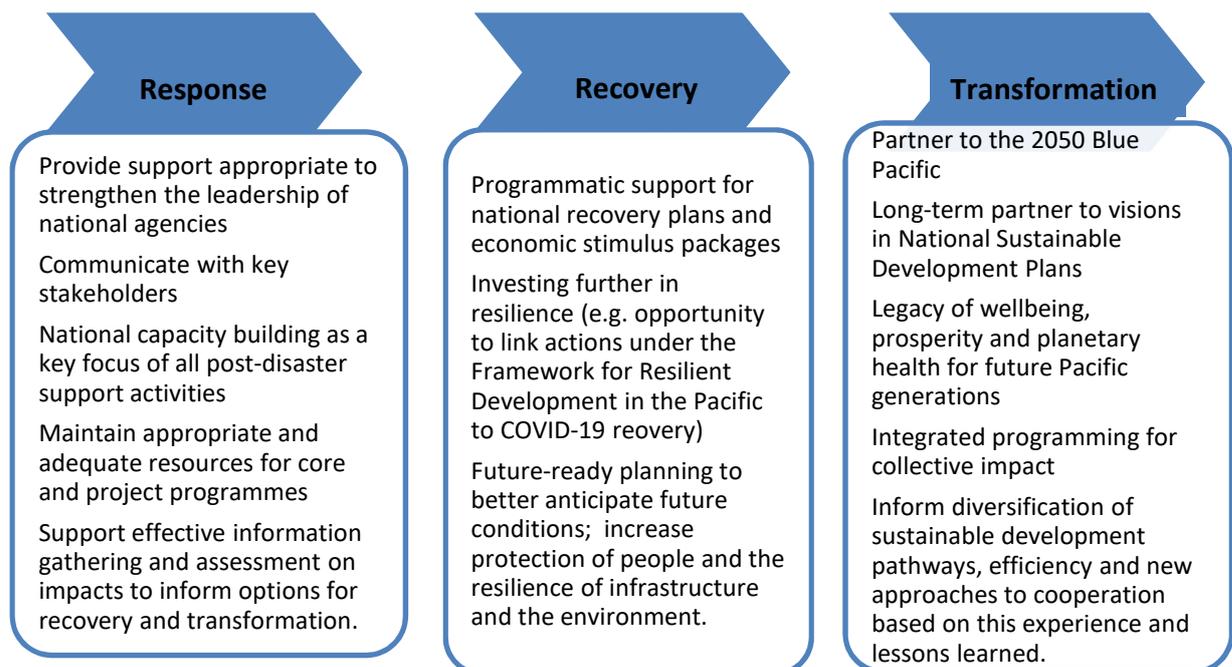
¹ <https://www.globalforesightsummit.com/> and <http://future-summit.com/world-future-day-today-1-3-2020/>

² <https://sdd.spc.int/disasters-data>

³ <https://www.spc.int/updates/blog/2020/04/covid-19-crisis-tuna-data-workshop-successfully-transitions-to-a-virtual>

and implementation into the overall strategic planning process. This would explicitly connect planning for transitioning from immediate and necessary responses to reshaping development work for recovery, and medium- and longer-term transformation. The diagram below proposes the framing of this continuum based on SPC's draft Post-Disaster Response Framework, current capabilities and projects, and the evidence collected to shape long-term sustainable development.

Proposed Framing of a Transformation Continuum



20. Taking a continuum approach would also assist with preparing for a gradual emergence from pandemic conditions, for allocating support and resources appropriately to recovery efforts that build towards longer term transformation across the Pacific.

Proposed options for rescheduling the roadmap

21. Options for rescheduling, in comparison with the original endorsed roadmap, are outlined below.

	Original Roadmap and rationale for amendments	Option One	Option Two
Phase 1	Evidence-building Complete	Evidence-building Complete	Evidence-building Complete
Phase 2–3	Visioning and engagement Country consultation Regional consultation Q4 2019–Q1 2020 In progress but requires amendments due to travel restrictions	Senior Leadership and staff engagement and visioning Q1–2 2020 One online engagement with members Q3 2020	Senior Leadership and staff engagement & visioning Q1–2 2020 Series of online engagement with members Q3–4 2020
Phase 4	Writing our future Drafting Committee Q2–Q3 2020 Drafting cannot commence without member engagement	Based on limited online engagement, Secretariat drafts a Transition Plan 2021: Response to Recovery Q3–4 2020	Based on ongoing engagement with members, the Secretariat and members draft a Transition Plan 2021: Response to Recovery Q3–4 2020
Phase 5	Presentation of Strategy 2021+ Q3–Q4 2020 Due to travel restrictions, and impact on bilateral and regional consultations, the SP will not be ready for presentation to CRGA in 2020	Secretariat develops plan for baseline studies for 2021 and a thematic summary of evidence and engagement Q4 2020	Secretariat develops plan for baseline studies for 2021 and a thematic summary of evidence and engagement Q4 2020
		The Secretariat drafts the Strategic Plan 2021+ based on limited online engagement in Q1–2 2021	Phase 6 Face-to-face engagement and regional and thematic consultations Q1–2 2021 Secretariat and member drafting committee drafts SP Q3 2021
Approval (s)	Draft Strategy CRGA 50 and Draft Results Framework CRGA 51	Transition Plan 21+ baseline study plan and thematic summary to CRGA 50	Transition Plan 21+ baseline study plan and thematic summary to CRGA 50
		Draft Strategic Plan 2021+ Progress of baseline studies to CRGA Subcommittee May 2021	Progress of baseline studies, thematic papers CRGA Subcommittee May 2021 Out-of-session consideration of Draft SP 2021+ in Oct 2021
Endorsement	Draft SP 2021+ Strategic Results Framework to 12th Conference, November 2021	Draft SP 2021+; results of baseline studies and Strategic Results Framework to 12th Conference, November 2021	Draft SP 2021+; results of baseline studies and Strategic Results Framework to 12th Conference, November 2021

22. Option One provides members with one online engagement opportunity in 2021 to shape both a one-year transition plan and consideration of thematic areas for the Strategic Plan 2021+. The Secretariat would carry the load in drafting the plan in Quarters 1 and 2 in 2021. Option Two provides more opportunities for member engagement online and face-to-face. To facilitate genuine engagement

opportunities, this option adds in a sixth phase and extends the consultation and drafting period into 2021. Recognising the commitments foreign affairs ministries are carrying in relation to COVID-19 and TC Harold, some of these engagements could be opened up to ministries of planning and/or sectoral focal points. With both options, a transition plan will be presented to CRGA 50 and a Draft Strategic Plan 2021+ to the 12th Conference, in 2021.

23. It is proposed that the transition plan will:

- have a one-year horizon;
- include a set of principles to guide SPC through 2021 in relation to response and recovery;
- include activities and outcomes explicitly related to COVID-19 and TC Harold based on a clear description of SPC's post-crises and disaster capabilities, capabilities and priority actions for recovery, and a view towards transformative themes that will contribute to a region of peace, harmony, security, social inclusion and prosperity; and
- identify several baseline studies to inform the results framework for the Strategic Plan 2021+.

Proposed extension to CRGA Subcommittee tenure

24. The current Subcommittee term ends with the current Strategic Plan. For the above transition period, it is proposed that the current membership continue its oversight role until CRGA 51 (2021), and until the endorsement of the new Strategic Plan. However, the Secretariat is mindful of member commitments and is seeking views on the proposal.

Conclusion

25. The Secretariat has worked closely with members to overcome past shocks and disasters, and remains fully committed to supporting long-term sustainable development objectives and goals. The COVID-19 crisis will require significant attention and recovery efforts, and may also accelerate our digital transition. It does not, however, divert the Secretariat from providing scientific, social and technical services to accompany both the region's efforts to rebuild more resiliently, and the region's sustainable development objectives.

26. This is an opportunity to build a Strategic Plan 2021+ that provides greater clarity on SPC's capability for response, to frame our current commitments towards recovery and look towards longer-term modalities and investments for genuine transformative development in the Pacific.

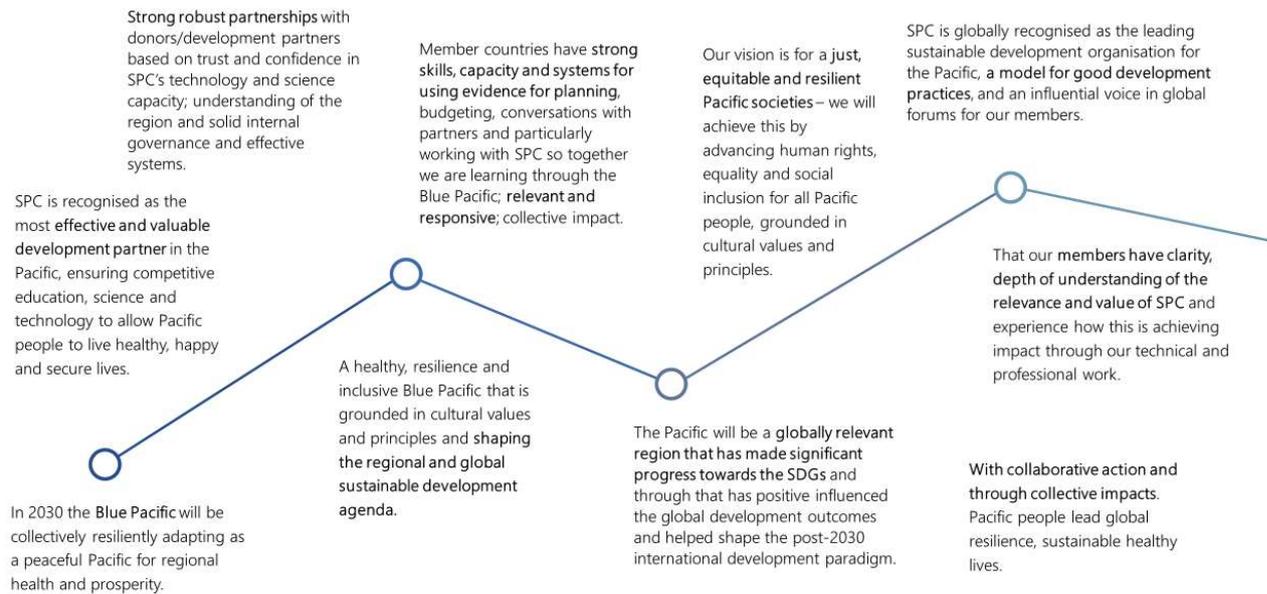
Recommendations

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ATTACHMENT 1: SPC SENIOR LEADERSHIP COLLECTIVE VISIONS (FEBRUARY 2020)

SPC Senior Leadership: collective visions



Source: SLT Leadership retreat, February 2020

ATTACHMENT 2: YOUTH VISIONS FOR THE FUTURE (MARCH 2020)

Visions are mirrored in national youth strategies and the Pacific Youth Development Framework 2014-2023

Five emerging themes: If the next decade involves positive changes to the Pacific, what would this look like?

 EDUCATION, HEALTH AND WELLBEING	 CULTURE AND TRADITIONS	 LEADERSHIP	 CLIMATE ACTION	 CIVIC PARTICIPATION, HUMAN RIGHTS AND GENDER EQUALITY
<p>Advances in our education and health systems, that significantly improve outcomes in every corner of the Pacific.</p> <p>GDP measured in the holistic wellbeing of our Pacific people.</p> <p>Elimination of stigma around mental illness in the Pacific Islands.</p> <p>Universal health care and quality education, investing in the non-formal education curricula.</p>	<p>A Pacific region that has revived its own stories and traditions.</p> <p>This is us living by it rather than fully adapting to globalisation and modernisation.</p> <p>Practicing traditional conservation methods where in our Pacific culture, we are portrayed as custodians and stewards of the earth.</p>	<p>Barriers broken between young and older leaders – youth engagement in their countries' political affairs.</p> <p>Better leaders as a result of youth empowerment and leadership programs.</p> <p>Leadership redesigned to be more pragmatic and reasonable. With the right leadership and policies, anything is possible.</p>	<p>Climate change adaptation measures would be 90% adopted or utilised.</p> <p>Go green; stop usage of plastics; and increased reliance on renewable energy.</p> <p>Moving away from using single-use plastics and foam to going local.</p> <p>Solutions to climate change begin with our people.</p>	<p>Respecting/accepting other groups within our communities such as the LGBTQI+ community.</p> <p>A generation of informed and ethical citizens.</p> <p>Development as 'justice for people' – the poor, marginalised, discriminated against and ignored.</p>

ATTACHMENT 3: VISIONS ACROSS NATIONAL SUSTAINABLE DEVELOPMENT PLANS (DECEMBER 2019)

MEMBER VISIONS

FROM NATIONAL SUSTAINABLE DEVELOPMENT PLANS AND PACIFIC STRATEGIES

					
PEOPLE CENTRED	WELLBEING	PROSPERITY	PROGRESSION	PARTNERSHIPS	SECURITY
SUSTAINABLE DEVELOPMENT, SECURITY AND STRONGER PARTNERSHIPS	ENVIRONMENTAL HARMONY	QUALITY OF LIFE, HEALTHY	ECONOMIC AND SOCIAL GROWTH	STRENGTHENING	INCLUDING HUMAN SECURITY