

Pacific Community draft Strategic Plan 2021+

Paper No. 4 / Director General, CRGA Subcommittee
Chair

The Chair of CRGA 51 (French Polynesia) will introduce Paper 4 ahead of calling on the presenters. Mr. Jimmy Naouna (New Caledonia), Chair of the CRGA Subcommittee for the Strategic Plan will speak to the approach for the co-development of the strategic plan, highlighting engagement efforts, its inclusivity and learning from previous strategies, assessments and evaluations. Recognising the role that the Subcommittee has played in the process – master weavers with the Secretariat’s senior leadership team.

The Director General, Dr Stuart Minchin will speak to the substantive content of the draft strategic plan, the transformative intent and the implementation of the strategic plan

Introduction

This paper presents:

- the draft Strategic Plan 2021+, a 10-year plan for the Pacific Community, that has been developed through an inclusive, member-driven process
- advice on the 2022 nominations of the membership of the Subcommittee for the Strategic Plan, to oversee the implementation of Strategic Plan.

Speaking

His Excellency Manuel Terai

Chair CRGA 51

Délégué aux affaires internationales, européennes et du Pacifique

Gouvernement de la Polynésie française

This session has two parts: the first focuses on the Pacific Community's next strategic plan and the second on the role and tenure of the CRGA Subcommittee for the Strategic Plan.

- The Pacific Community Strategic Plan will be presented by the Chair of the Subcommittee, Mr. Jimmy Naouna (New Caledonia) and the Director General of SPC, Dr. Stuart Minchin. The presentation will be followed by a plenary discussion on the strategic plan.
- The second part of the session will include guidance provided by the Mr. Jimmy Naouna advising on the 2022 nominations of the membership of the Subcommittee for the Strategic Plan with the purpose to oversee the implementation of Strategic Plan 21+.

The draft strategic plan is our navigational tool, guiding the work and service of the Pacific Community in the years to come. In the last 24 months we embarked on a journey of reflection and learning from our past to inform long-term thinking in the present and a view to looking ahead into the future. The CRGA Subcommittee and the

Secretariat lead us

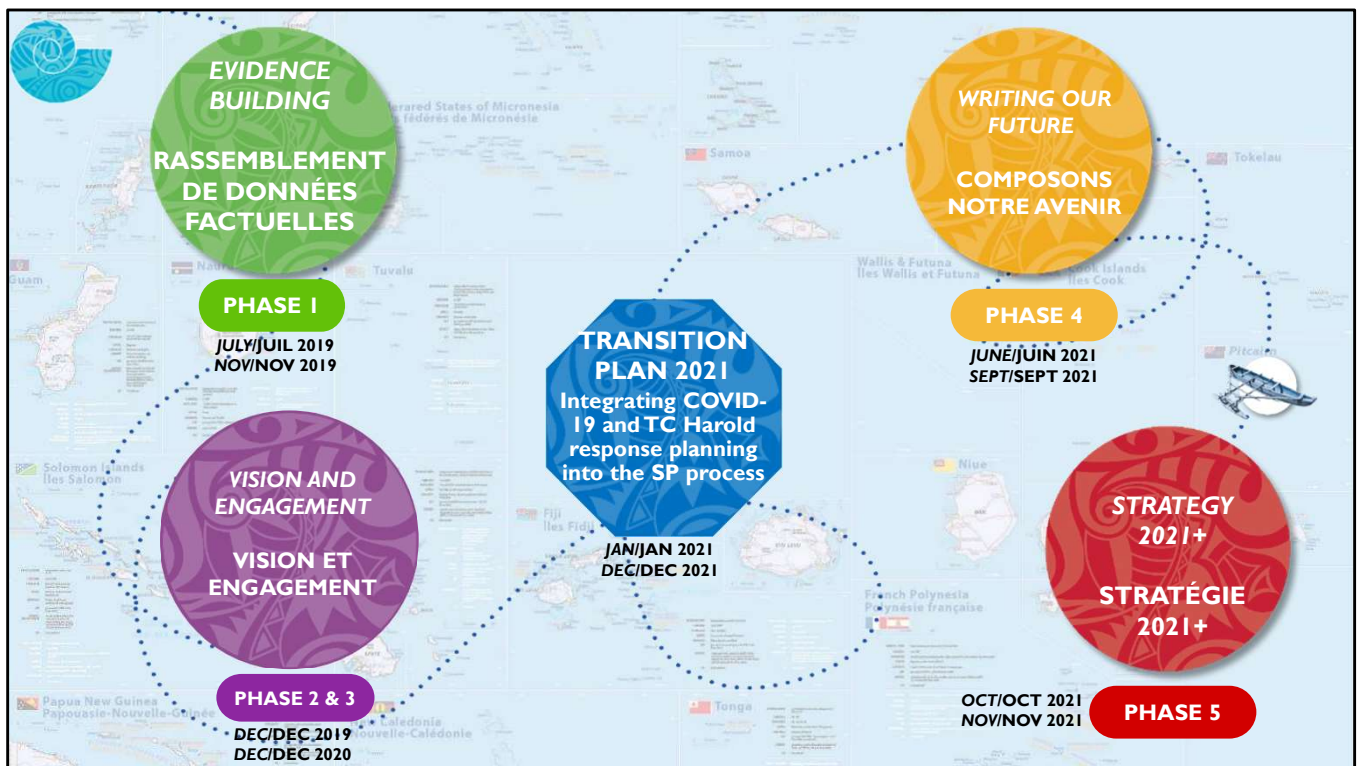
through participatory processes, focussing on culture and connections, to better position the organisation's continued and evolved support for all Pacific people. Together, we have co-developed a strategic plan that is adaptive, enabling the achievement of our shared goals through transformation and collaboration.

Mr. Jimmy Naouna (New Caledonia), Chair of the CRGA Subcommittee for the Strategic Plan will speak further to the co-development process, highlighting engagement, inclusivity and the evidence drawn on from previous strategies, assessments and evaluations.

The Director General, Dr Stuart Minchin will share the vision and speak to the transformative pathways described in the strategic plan.

I would like to recognise the extremely important role and hard work that the Subcommittee has played in the process as master weavers alongside the Secretariat's senior leadership team and SPC staff.

Let me now invite Mr. Jimmy Naouna (New Caledonia), Chair of the CRGA Subcommittee for the Strategic Plan to start this joint presentation.



Speaking:

Jimmy NAOUNA

*Chargé de relations multilatérales
Service de la Coopération Régionale
et des Relations Extérieures
Senior Advisor - Multilateral
relations
Dept. of regional cooperation -
External relations
New Caledonia Government*

Good afternoon and thank you Chair for your introductory remarks and recognition. Indeed, the engagement of Subcommittee members, sectoral and technical partners, civil society, youth, private sector and SPC staff has been integral to the co-development of the draft strategic plan before you for your consideration today and recommendation to Twelfth

Conference.

We have been on this journey together since CRGA 49 approved a 5 phase roadmap.

Under the guidance of the CRGA, the original strategic plan roadmap was revised to incorporate a 12-month transition period (January to December 2021). In parallel to overseeing the implementation of the Transition Plan, the Subcommittee highlighted maintaining maintained high level member engagement through online and then in-person interactions.



Key principles of developing the new strategic plan



CRGA stewardship
of the member-driven
process that builds
ownership, both by
members and the
Secretariat

**Inclusive
consultations**
that capture the rich
intelligence at national
level and across the
spectrum of the
Pacific Community's
stakeholders

Engagement through
**high-level thought
leadership** that
provides a strong
future vision through
a regional lens

ENGAGEMENT APPROACH TO DEVELOPING THE NEW STRATEGIC PLAN



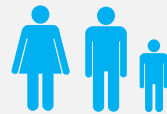
PEOPLE CENTERED



INCLUSIVE



CULTURE AND
CONTEXT



INTER-GENERATIONAL
VOICES



CO-DESIGNED AND
DEVELOPED

Speaking:

Jimmy NAOUNA

*Chargé de relations multilatérales
Service de la Coopération Régionale et
des Relations Extérieures*

Senior Advisor - Multilateral relations

Dept. of regional cooperation -

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New Caledonia Government

foresight tools. We have gathered voice and evidence, tested assumptions, and conducted iterative analysis and review.

CRGA 49 (2019) provided three principles to guide the co-development of the strategic plan. These are CRGA stewardship of the members driven approach; inclusive consultations and high-level thought leadership (demonstrated with the application of futures thinking and foresight). Our engagement approach has brought these principles to life by leaning into Pacific context and culture, and by using participatory



343 SPC staff*

More than half of all staff engaged and contributed content for the strategic plan development from 7 locations (Alofi, Honiara, Noumea, Nuku'alofa, Pohnpei, Port Vila and Suva)



51% (176)
Female



49% (167)
Male

Member thought-leadership and voice



16 member countries and territories participated in the drafting of the Strategic Plan under the leadership and guidance of the Drafting Committee. Three Drafting Committee meetings held, including follow-up briefings for all CRGA members

We engaged through

19 participatory strategic foresight workshops with contributions from 182 staff and 55 members from 18 member countries and territories



Evidence-informed regional strategy coherence

20 national sustainable development plans and 16 national COVID-19 response and recovery plans, 22 regional frameworks (to which SPC is custodian to 8) and 7 key global resolutions mapped

36 regional convenings outcomes reviewed and engagements facilitated at 7 regional convenings to capture sectoral and thematic visions and aspirations

Futures capability

investments through futures course provided to



40+ interested staff and Subcommittee members involved in the development of regional strategies, frameworks and plans

96 youth insights

provided by representatives from national youth councils, disability organisations and young LGBTQI networks centered on inclusivity, well-being, climate-action, leadership and culture and traditions



SPC Transition Plan

approved by CRGA 50

Socialisation Guide

to enhance engagement with the Pacific Community's Strategic Plan in 2022



*All staff informed through town halls and intranet updates. Information available to the public on the dedicated webpage - [Strategic Plan 2021+ | The Pacific Community \(spc.int\)](#)

Speaking:

Jimmy NAOUNA


*Chargé de relations multilatérales
Service de la Coopération Régionale
et des Relations Extérieures
Senior Advisor - Multilateral relations
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Considerable energies have been invested in engaging a diverse range of voices to inform and shape a robust strategic plan. This has been possible through SPC's convening powers and by weaving members sectoral priorities with regional and international commitments.

In partnership with our sectors, in 2021 we captured visions for the future of fisheries science through the Heads of Fisheries annual

meeting; the future learning pathways to open opportunities for the school aged child of 2021 at Pacific Women's Triennial. We facilitated regional dialogue on the future Pacific food systems in preparation for the Global Food Systems Summit and lead Pacific events on the importance of the future Pacific Ocean Continent for the Decade of Ocean Science. We acknowledge with humility the voices of Pacific young people (from 9 countries) who shared with us the wellbeing, climate action, leadership and civic participation, culture and traditions for the inclusive future they want.



CORE DRAFTING COMMITTEE	REVIEW CIRCLE
 <p>New Caledonia (Chair)</p> <p>French Polynesia</p> <p>Fiji</p> <p>Australia</p> <p>Federated States of Micronesia</p> <p>Cook Islands</p> <p>Vanuatu (incoming CRGA Chair)</p>	<p>Peer review from the Subcommittee and interested CRGA members</p> <p>Drafting Committee 5 Aug, 2 Sept, 23 Sept</p> <p>Subcommittee Briefing 21 Oct</p>
Supported by the Secretariat's Senior Leadership Team and technical staff	



Speaking:

Jimmy NAOUNA

*Chargé de relations multilatérales
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Relations Extérieures
Senior Advisor - Multilateral relations
Dept. of regional cooperation - External
relations*

New Caledonia Government

Encouraging coherence and connectivity have been front and centre of the CRGA Subcommittee leadership and advice to the Secretariat.

With similar membership to the ForumSec, the Subcommittee has ensured the DRAFT Pacific Community Strategic Plan aligns with the 2050 Strategy for the Blue Pacific and with member priorities expressed in national, regional and global commitments.

Through our drafting committee discussions and deliberations, we worked through content, we participated in backcasting, and engaged with our constituents on reviewing the draft document. We continue to progress the Strategic Results Framework with the

Secretariat through reviewing and finalising the output, outcome and impact indicators.

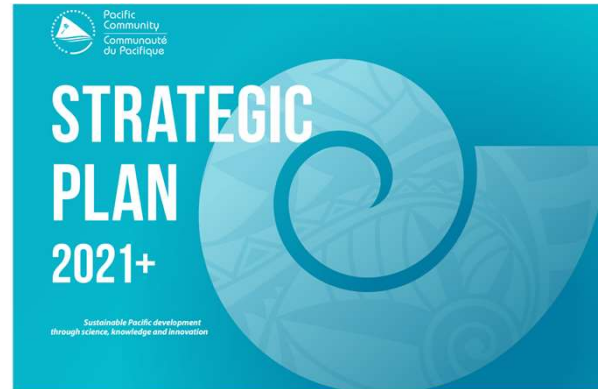
Importantly, we recognised that values are what make our region unique. We revisited the values that guided the Pacific Community 2016 -2020 and asked ourselves if these were fit for purpose to guide our work over the next decade. Acknowledging the changes in context and the challenges and opportunities on the horizon, we propose 4 values (stewardship, unity, solidarity and compassion) for the successful implementation of the strategic plan and for the transformation of the organisation. To speak more to these transformations, I will now hand over to the DG.



Draft Strategic Plan



- 10 year horizon
- Adoption of the 2050 Strategy for a Blue Pacific vision
- Transforming our service delivery models
- New Theory of Change
- 4 Goals, 7 key focus areas and 5 common pathways
- Strategic Results Framework



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/
Communauté du Pacifique (CPS)*

intelligence across our members, staff and partners; and leveraging our convenings to connect with members sectoral priorities and regional and international commitments.

Thank you Jimmy for your reflections and overview of the engagement and drafting process. Indeed, the Secretariat is grateful for the leadership the Subcommittee has generously given, and the insights across members and sectors through a genuine co-development process.

The Strategic Plan 2021+ defines SPC's future in the region. We set sail on this journey in SPC's 75th year, with a Strategic Plan that reflects the maturation and continuing evolution of the Pacific Community in service to Pacific people and the region. Our 10-year journey is guided by Pacific ways of knowing and learning, building on our assets, resources and partnerships as we sail toward our preferred Blue Pacific future.

I am pleased to be sharing with you the draft Strategic Plan. As Jimmy has outlined, this is the culmination of 24 months of consultations and collaboration, drawing on rich



SPC's value proposition



The Pacific Community supports sustainable development by applying a people-centred approach to science, research and technology across all of the Sustainable Development Goals.

We serve our members by:

interweaving and harnessing the nexus of climate, ocean, land, culture, rights and good governance; through trusted partnerships; investing in Pacific people; and understanding Pacific contexts.



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/
Communauté du Pacifique (CPS)*

The vision, mission and values are the critical tools to navigate our journey. Strategic Plan 2021+ adopts the Blue Pacific vision and references SPC's specific contribution. For the first time, the Strategic Plan clearly states SPC's value proposition.

The value proposition defines SPC's unique role and contributions in the regional landscape, with the intent to optimise coherence and cooperation across the Pacific regional architecture for increased

opportunities for interaction and sharing of resources for the effective delivery of regional public goods. The strategic plan itself is a high-level demonstration of the organisation's commitment to securing a Blue Pacific future.

As Jimmy described, the revised values were nominated by the Drafting Committee, giving emphasis to shared stewardship, unity, collective progression (leaving no-one behind) and accountability. For the first time, Pacific languages are included in our Strategic Plan.



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/
Communauté du Pacifique (CPS)*

The four high-level goals and seven key focus areas will be familiar to you – they are largely maintained from the transition plan. These set SPC’s direction. The Key Focus Areas incorporate the breadth and depth of our disciplinary and technical knowledge, while using a thematic approach to enable cross-

organisational collaboration and integration to realise ‘One SPC’.

They goals are cognisant of the science, data and digital assets, statistics and analytics that connect to the strategy and provide the evidence to underpin products and services for the region. These goals are further shaped by the transformations required for institutional effectiveness and good governance of SPC’s regional commitments, members’ national priorities and global commitments.



PATHWAYS

- Policy to action
- Data, statistics and knowledge
- Innovation and research
- Digitisation and technology
- Capability and influence

Speaking:

Dr Stuart Minchin

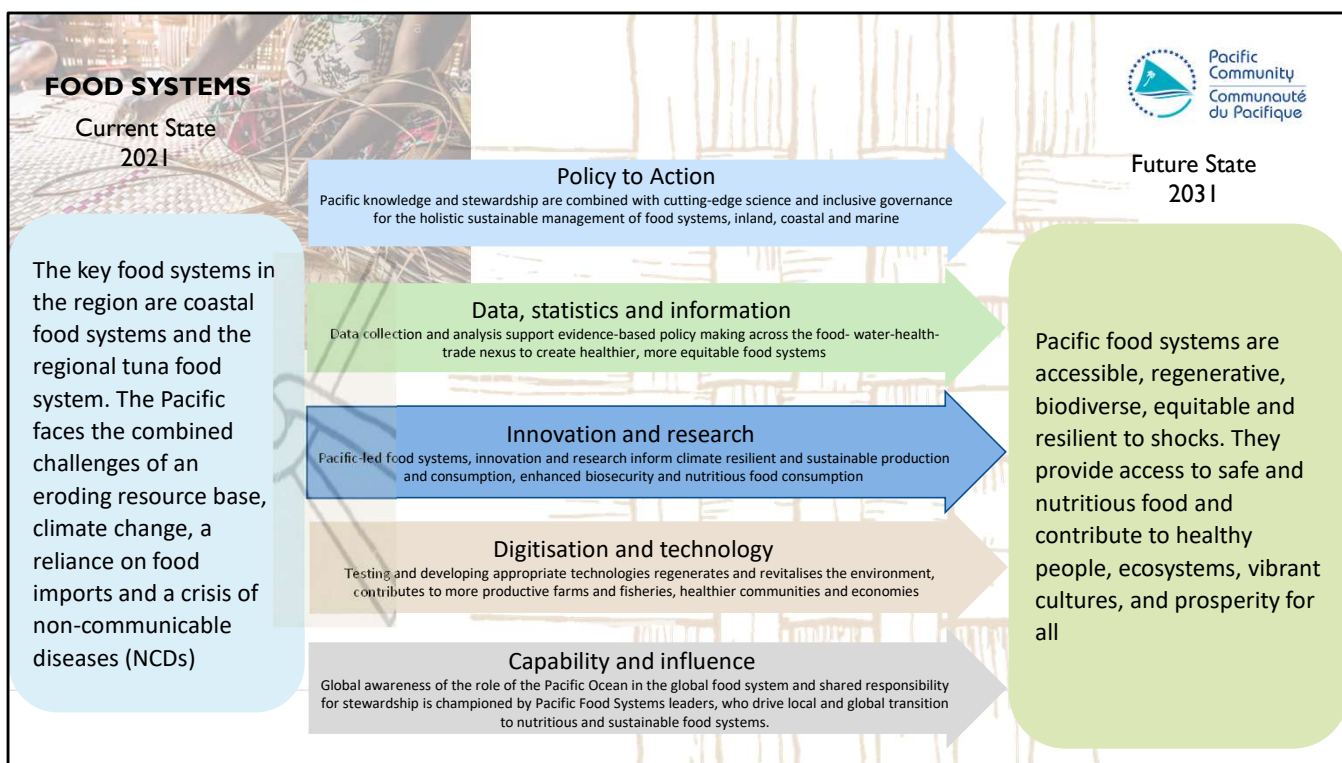
*Director-General/ Directeur général
Pacific Community (SPC)/
Communauté du Pacifique (CPS)*

With capabilities across more than 20 sectors and cross cutting disciplines, we are a key partner at the climate ocean people nexus. In looking to preferred futures of 2031 in each of the key focus areas, we have mapped the necessary pathways of action that leverage our capabilities services, and relationships.

Let me speak to a couple of these:

Five common pathways: policy to action; data, statistics, and knowledge; innovation and research;

digitisation and technology; and capability and influence,. We weave our delivery along these pathways through regional public goods such as Pacific centres of excellence, frameworks, networks, and partnerships across our key focus areas.



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/ Communauté du Pacifique (CPS)*

I will use the example of the Food Systems KFA to talk through our strategic intent:

The 2021 current state description highlights that the Blue Pacific food system has unique assets and challenges in the global context. We have a well-managed tuna resource, coastal resources and of course land based resources such as taro. However, we also face some of the highest rates of NCDs in the world and are keenly aware of the risks from climate change on our resource base.

Through the future pathways, we will work through cutting edge science and inclusive governance for holistic sustainable management of inland, coastal and marine resources through policy to action.

Our capabilities across the food – water – health nexus with strengthen the necessary data collection and analysis for more

equitable food systems.

Pacific led innovation and research will inform climate resilient, sustainable food production and nutritious consumption and enhanced biosecurity

We will contribute to more productive farms and fisheries, healthier communities and economies through our digital capabilities, testing and developing technologies.

And together with Pacific food systems leaders, we will build on the momentum on the food system summit to increase awareness of the important role and the contribution of the Pacific food system not only to our region but the world –

The 2031 future is one of accessible, regenerative, biodiverse, equitable and resilient Pacific food systems.



As One SPC, creating positive and lasting impact:

Putting	Pacific people in of all their diversities first
Strengthening	partnerships
Furthering	integrated services and programming
Expanding	the connections between planning, foresight and MEL practices
Making	data, statistics and information more accessible



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/ Communauté du Pacifique (CPS)*

OneSPC we can deliver greater impact, from bilateral or single sector work, through multisector, multi country to transdisciplinary integrated programmes and through regional public goods.

We have set ourselves ambitious transformations for the organisation. Learning from the success and challenges of past reforms, we have our sights set on the necessary system strengthening required for integrated, efficient and effective service delivery. Some of the reform projects of the past have made some improvements to policies, processes and organisational culture. However, a substantial push is necessary across all our operating areas, in an integrated way to really create a sustainable OneSPC fit for purpose now and flexible enough to adapt, where necessary over the next 10 years.

We have listened to the review findings of the previous Strategy – the Key Focus Areas provide a platform for harnessing our capabilities across the organisation, a necessary change to respond to findings on silo work and thinking

It is through a stronger, more integrated

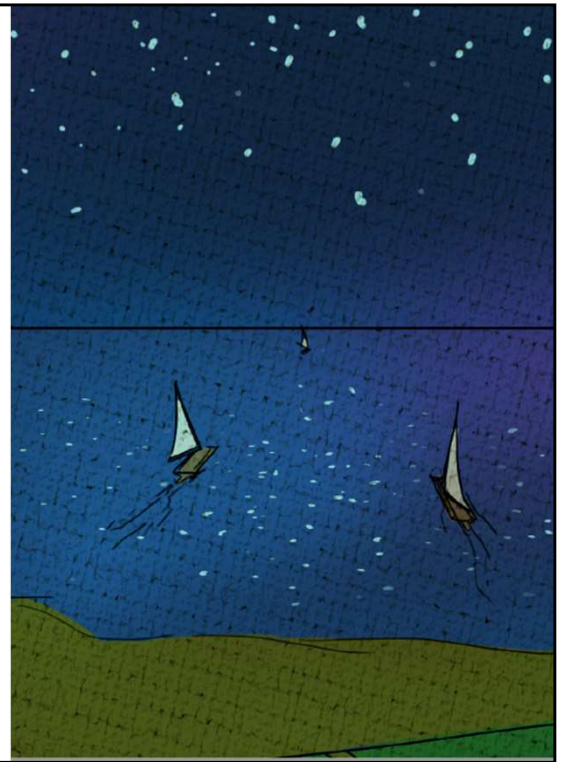


Draft Strategic Plan 2021+

IMPLEMENTING OUR STRATEGIC PLAN

We each have a role to play

- **Respectful and reciprocal partnerships**
(Aroha)
- **Collaboration and inclusivity**
(Enginkelap)
- **Resources and localisation**
(Kaitiakitanga)
- **Accountability and transparency**
(Gida Gaituvwa)



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/
Communauté du Pacifique (CPS)*

- The recognition of impact when we work together (Gida gaituvwa); and
- Our shared commitment to and accountability for the Blue Pacific we want (kaitiatitanga).

Successful implementation relies on living our values

Key takeaways/learning for implementing our strategic plan

- The impact of relational approaches and importance of relevance and utility of a strategic plan to diverse audiences (aroha)
- The importance of reciprocity in acknowledging and respecting all contributions (engikelap)

and following iterative and interactive processes. This is a dynamic strategy with a spirit of collaboration for results and impact.

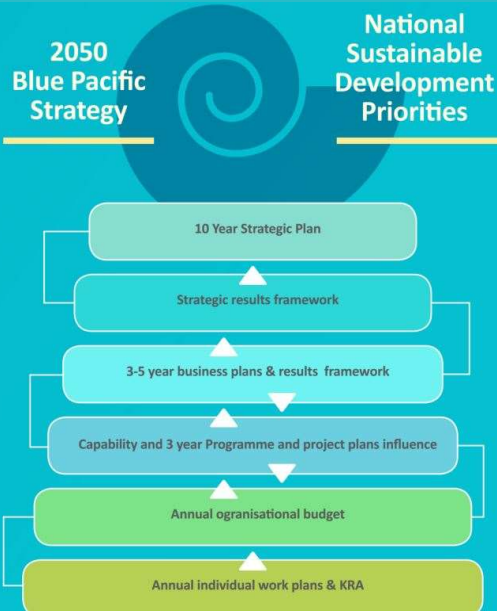
Accountability for implementation

High Level Strategic Results Framework

- Addresses recommendations of the mid-term review of Strategic Plan 2016-2020
- Cascading to business plans

Measuring performance

- Accountability, learning, adjusting
- SDGs / levels of ambition
- Trust, partnerships, communities of practice



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/ Communauté du
Pacifique (CPS)*

SRF, cascading to Division and programme level results frameworks. This will enable a clearer demonstration of the combined outcomes and impact of SPC’s sectoral and integrated work, from PICT to regional level

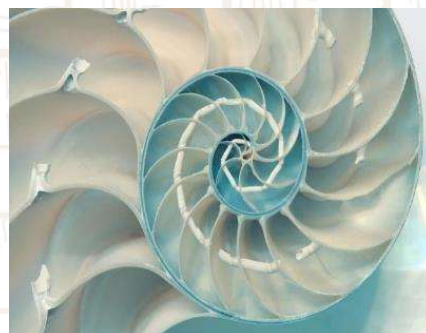
The SRF is the critical navigational tool for SPC on our strategic journey of the coming decade. The new SRF presents our approach for demonstrating SPC’s contribution to results to our membership – including outcomes and impact. It guides the monitoring and measurement of our progress towards achieving our goals and KFA outcomes, strengthening SPC as a learning organisation that uses evidence to reflect on progress and adjust our course as needed.

Over the next 12 months SPC will continue to develop, align and strengthen results reporting processes and tools to support the implementation of the new Strategic Plan and SRF. More detailed KFA indicators and targets will sit underneath the high level



In summary

- The co-development of the strategic plan
- Applied foresight for a robust strategic plan
- Strengthened systems and processes
- Developing strategic results framework
- The critical role of the CRGA Subcommittee for the Strategic Plan



Speaking:

Dr Stuart Minchin

*Director-General/ Directeur général
Pacific Community (SPC)/ Communauté
du Pacifique*

I would like to thank you all for your contributions, guidance and thought leadership for our strategic plan.

Our strategic planning process has embedded shared ownership and collective responsibility for implementation and performance. To navigate forward together, we will work through mutual partnerships to monitor our progress, identify changes in direction and achieve collective impact.

Together, we can face and navigate uncertainties, confident in our capabilities, our strengthened systems and processes to serve all Pacific people.

Plenary Discussion

Speaking

His Excellency Manuel Terai

Chair CRGA 51

Délégué aux affaires internationales,
européennes et du Pacifique
Gouvernement de la Polynésie française

I wish to thank the presenters and open the floor for comments in plenary and welcome members reflections on the Strategic Plan and ask members to please indicate their support for the Strategic Plan in line with recommendation 4.i

Start of part two of the session

Turning now to part two of the session, I would like to welcome Mr. Jimmy Naouna to provide advice on the process for considering membership for the new Strategic Plan Sub-Committee.

I wish to thank Jimmy and Stuart for their informative presentations. In addition, I wish to acknowledge and put on record recognition of the commitment and service of the sitting Subcommittee. The representatives have served for six years, the life of the previous Strategic Plan and the

year of the Transition Plan 2021.

I wish to invite the CRGA to make any final interventions and indicate your endorsement of the recommendations as outlined. I now draw members attention to the recommendations in the paper on the slide and outlined below.

2022 – CRGA Subcommittee for the Strategic Plan

- ❖ Provided consistent strategic guidance for 6 years (2016 – 2021)
- ❖ 2020, updated terms of reference
- ❖ CRGA is invited to re-open membership to nominations for the subcommittee who will oversee implementation of the new strategic plan

Speaking:

Jimmy NAOUNA

*Chargé de relations multilatérales
Service de la Coopération Régionale et des Relations
Extérieures
Senior Advisor - Multilateral relations
Dept. of regional cooperation - External relations
New Caledonia Government*

Thank you Chair. The subcommittee has played a steadfast role in the development of 2 strategic plans and provided valuable oversight of the Secretariat's implementation of the plans. The representatives have served for six years, the life of the previous Strategic Plan and the year of the Transition Plan 2021. Its advice on organisational results reporting has been critical to the growth of SPC's performance culture. The subcommittee has demonstrated its value as a mechanism that strengthens trust and accountability between members and the Secretariat, enabling members to engage more effectively in steering SPC's direction and priorities.

I would like to thank my fellow members for their commitment to the subcommittee and for the consistent participation over the lifetime of two strategic plans. This has been instrumental in strengthening SPC's performance culture. Last year, the CRGA approved a revised terms of reference for this advisory group which you can find in SPC's governance compendium. This terms of reference notes that CRGA will re-open membership of the Subcommittee in the final year of a Strategic Plan. I encourage members to give consideration to nominations for the next strategic plan noting that

Subcommittee representation will, where possible, reflect the composition of the organisation. It will consist of two members from each of the following constituencies: Melanesia, Micronesia, Polynesia, metropolitan members and francophone members. Thank you Chair.

Speaking

His Excellency Manuel Terai

Chair CRGA 51
Délégué aux affaires internationales, européennes et
du Pacifique
Gouvernement de la Polynésie française

Thank you Jimmy. I would like to acknowledge and put on record recognition of the commitment and service of the sitting Subcommittee.

CRGA is invited to re-open membership to nominations for the subcommittee who will oversee implementation of the new strategic plan. Should the CRGA so wish, the Secretariat will invite members to express interest in early 2022, following the processes and membership criteria set out in the Terms of Reference. Nominations will be open to both new and incumbent members of the subcommittee.

The Chair may wish to invite the CRGA to make any final interventions and indicate your endorsement of the recommendations as outlined.

CRGA is invited to:

- i. endorse the Pacific Community Strategic Plan 2021+, including the draft strategic results framework, and commend it to the 12th Conference of the Pacific Community for adoption;
- ii. acknowledge the commitment and service of the current CRGA Subcommittee for the Strategic Plan, which has played a critical role in providing consistent strategic guidance to SPC for 6 years;
- iii. affirm the continued role of the subcommittee in providing this guidance and direct the Secretariat to open nominations for subcommittee membership in early 2022.

Speaking:

Jimmy NAOUNA

Chargé de relations multilatérales

*Service de la Coopération Régionale et
des Relations Extérieures*

Senior Advisor - Multilateral relations

*Dept. of regional cooperation - External
relations*

New Caledonia Government

secretariat to open nominations for
Subcommittee membership in early
2022

To invite members of the CRGA to:

- i. **Endorse** the Pacific Community Strategic Plan 2021+ including the draft Strategic Results Framework, and commend it to the Pacific Community Conference for adoption.
- ii. **Affirm** the continued role of the Subcommittee for the Strategic Plan in providing consistent strategic guidance to the organisation, and direct the