



**COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(CRGA) SUBCOMMITTEE FOR THE STRATEGIC PLAN**
(28–29 June 2022, Suva, Fiji and virtual meeting)

Working Paper 3

AGENDA ITEM NO. 6: STRATEGIC RESULTS FRAMEWORK

(Paper presented by the Secretariat)

Paper summary

1. This paper presents an update on the continued development of the draft Strategic Results Framework (SRF), as the key mechanism to monitor progress in collective implementation of the Strategic Plan 2022–2031.
2. This paper also provides an opportunity for the Subcommittee members to review the purpose of the SRF, the progress made to date and suggest key metrics of interest in supporting their role in providing an opinion to CRGA on the Secretariat's progress in implementing the Strategic Plan, as assessed against the SRF and reported annually in the Pacific Community Results Report.

Key points

3. The draft Strategic Results Framework was endorsed at CRGA 51 and was adopted by the 12th Conference of the Pacific Community.
4. SDG targets and relevant indicators have been mapped to each Key Focus Area (KFA).
5. Generic output and outcome indicators have been described for each pathway. An example report is being developed using the 2021 results.
6. Outcome statements that describe our levels of ambition by 2024 are being developed for each KFA through participatory workshops and broad engagement with SPC staff, informed by existing indicators in business plans and programme results frameworks.
7. The KFA workshop process will extend into Q3 with the finalised SRF as the key output. Validation of the proposed outcome statements and measures will take place in Q4 through a MELnet workshop.
8. The final draft SRF will be presented to the CRGA 52 in November 2022.

Recommendations

9. The CRGA Subcommittee is invited to:
 - i. Note the progress made on the SRF development
 - i. Consider key information or metrics required to support their role in reviewing the SRF, and the ensuing Results Report, to be able to provide an opinion to CRGA on the progress of implementing the Strategic Plan.

Background

10. This paper provides an outline of the planning and results architecture and development process for the SRF. The purpose of the paper is to increase awareness of the cascading/nested nature of SPC results architecture and through discussion, build Subcommittee confidence in the SRF processes and product as key tool in navigating the decade ahead.
11. The Pacific Community Strategic Plan 2022–2031 was endorsed by CRGA 51 in November 2021. In agreement with the CRGA Subcommittee who guided the co-development process, the Strategic Plan was accompanied by a draft SRF.
12. The Secretariat committed to strengthen its results reporting processes and tools to support the implementation of the Strategic Plan and SRF in the 12 months following endorsement. The learnings from the 2018 Mid-Term Review and the Capstone Report of the Strategic Plan 2016–2020 have provided critical improvements to guide the design and development of the SRF.
13. In the ensuing five months, SPC has made significant progress in facilitating participatory processes to further develop the SRF; these processes continue to build on the co-ownership, inclusion and thought leadership achieved through the strategy co-development process.

Purpose of the SRF in relation to the planning, monitoring and reporting architecture in SPC.

14. The Strategic Plan acts like a telescope, providing a lens to our decadal levels of ambition; the KFAs act as the compass to navigate implementation along the three-, five- and eight-year horizons. Cascading from this, the divisional business plans and thematic flagships act as our maps that set destinations and the SRF acts as the aide to navigation to guide the monitoring and measurement of our progress towards achieving our strategic goals, values and our collective outcomes across our KFAs. The SRF is a key transparency, accountability and learning tool for performance management across the organisation.

15. The SRF also has a design and coordination function through informing new programme/project and investment designs to ensure line of sight to the Strategic Plan. The SRF is also a tool to link SPC contributions to the 2050 Strategy for the Blue Pacific and the SDG targets.
16. It is the cascading nature of the results architecture that enables SPC to track strategic effectiveness over time, at the One SPC and regional level. Through a set of high-level targets, outcomes and outputs, the SRF informs SPC's performance and result reporting and management decisions around the Strategic Plan's focus, implementation improvements and necessary adjustments.

Process for co-development

17. In Q1 and Q2 of 2022, the Secretariat engaged in three processes:
 - i. Socialisation of the Strategic Plan on a division/team level, contextualising the discussions to further encourage ongoing ownership of the Strategic Plan from development through to implementation. These included 18 contextualised presentations, 40 communication pieces and a facilitated talanoa.
 - ii. Assessment of alignment from Strategic Plan to programmes and divisional plans to ready implementation and identify capability and resource gaps.
 - a. Division up: Stocktake of existing objectives in the divisional and programmatic business plans and the results and indicators in the divisional and programmatic results frameworks.
 - b. Strategy down: Working from the strategic visions of 2031, workshoping how our sectoral and technical capabilities will collectively contribute to change through 'if, then, so' statements in our KFAs to inform the co-creation of outcomes at the 2024 milestone. See Annex A for details of the progress and ongoing work on the SRF.
 - iii. Literature review of international practices in thematic results reporting.
18. Through SPC efforts to strengthen Pacific MEL capacity and the use of Pacific MEL approaches, both within SPC and supporting Pacific-led MEL across the region. There are also plans to develop an online MEL system and improved MEL tools to harmonise results reporting across the organisation.

Key improvements to the Results Framework

19. The new SRF mirrors the strategic intent of the Strategic Plan to transition the organisation from structurally oriented sectoral planning, monitoring and reporting towards thematic planning, monitoring and reporting.
20. For the first time, the SRF sets goals for both SPC’s development and institutional/organisational effectiveness results, with set metrics to measure progress on both result type. As SPC moves towards more integrated programming through the seven KFAs, the SRF enables the key links between its core capabilities (Goal 4 and KFA 7 internal to SPC), with the changes it seeks to contribute to in the region (Goals 1 to 3). See Annex B for details of the SRF design.
21. The SRF is aligned to global and regional frameworks, with the inclusion of relevant SDG and regional indicators to trace contribution. It enables us to track progress using high-level indicators against set milestone years, and indicators for cross-sectoral priorities, integrated across all KFAs areas.
22. The KFA pathways enable SPC to track its key science and technical contributions and report these at a One SPC level.
23. Through Goal 4 and KFA 7, SPC will support the prioritisation process, budget planning and tracking of progress of SPC’s organisational strengthening and corporate investments.
24. At this stage, SRF implementation is entirely paper-based, with reporting accessible on the Pacific Data Hub. It is important to note that investment is required in software support for integrated results monitoring and reporting, linked to our financial planning and reporting, to enhance accountability and understanding of value for money.
25. The SRF is one form of evidence that can inform results reporting. Below is an outline of the proposed approach to results reporting for the Strategic Plan:

Evidence to inform reporting	Frequency	Purpose
Annual assessment, reflection and learning undertaken by the divisions, flagships, integrated programmes and One SPC against results frameworks.	Annually	To assess SPC working in alignment with its values; determine whether SPC’s approach is appropriate at the KFA level towards achieving its targets; determine progress at the KFA level.

Strategic evaluative activities (against a pathway or KFA). Determine SPC's contribution and value.	One per annum	To assess the outcomes being achieved through i) a pathway; ii) a KFA; determine progress towards achieving the goals; determine SPC's contribution and value to the region.
Strategic milestone review	A three-, five-, and eight-year horizon: 2024, 2026, 2029	To allow decisions around necessary adaptations and organisational pivots in relation to the achievements against the three-, five-, eight-year horizons.
Strategic Plan Capstone Report	2032	To determine the impact achieved through the implementation.

Conclusion

26. In conclusion, the draft SRF approved as part of the Strategic Plan endorsement at CRGA 51 and Conference 12 has been further iterated through participatory workshops through the lens of the seven KFAs.
27. The SRF is aligned to global and regional frameworks, with the inclusion of relevant SDG and regional indicators to track progress. Using high-level indicators, the SRF enables the tracking of progress towards set milestone years (2024, 2026, 2029) toward the future states in 2031, with indicators for cross-sectoral priorities, integrated across all KFAs. Generic pathway indicators provide a platform to aggregate and report One SPC contributions on an annual basis.

Recommendation

28. CRGA Subcommittee is invited to:
 - i. Note the progress made on the Strategic Results Framework development
 - ii. Consider key information or metrics required to support their role in reviewing the SRF, and the ensuing results report, to be able to provide an opinion to CRGA on the progress of implementing the Strategic Plan.

Annex A: Strategic Results Framework development process and progress status

Activity	Progress status
1. Socialisation of the Strategic Plan	<ul style="list-style-type: none"> i. Ongoing socialising of the Strategic Plan 2022–2031 ii. 500+ copies of the Strategic Plan distributed to staff, members, and partners iii. First iteration of the Socialisation Guide completed iv. 18 presentations to staff on the Socialisation Guide v. 6 videos developed on the socialisation of the Strategic Plan (3 completed, 3 in development).
2. Stocktake of the alignment of the Strategic Plan to programmes and divisional plans	<ul style="list-style-type: none"> i. Stocktake of 2021 results across pathways ii. The Food Systems workshop was conducted on 1 April 2022 engaging more than 20 participants iii. Resilience and Climate Action workshop conducted on 10 May engaging a total of 30 participants iv. Remaining KFA workshops planned for Q2 and Q3. v. Literature review of international better practice results reporting of the KFA thematic. Mock-up rubric as a possible tool to assess progress across pathways.
3. Formulating of outcome statements (and outputs for all KFAs, and metrics (indicators, baselines and targets)	<ul style="list-style-type: none"> i. Identification of 50 SDG indicators for all 7 KFAs completed ii. Adoption of standard outcome statements and indicators to strengthen its organisational reporting in Q3 iii. Identifying indicators and determining criteria and score to assess progress across pathways (rubrics assessments) in progress iv. Setting milestones and targets for all outcome and output indicators Q3 v. Consolidated results framework for the KFAs in Q3.
4. Complete SRF with tools for implementation	<ul style="list-style-type: none"> i. Validation workshop with MELnet in Q4 ii. Strategic Note – to guide the implementation of the SRF Q4. iii. Indicator manual – to guide users and MEL practitioners with data collection Q4 2022 to Q1 2023 iv. Paper to CRGA 52 in November 2022.

Annex B: Overview of the Strategic Results Framework

SPC's Strategic Results Framework (SRF) will guide the implementation of the Strategic Plan 2022-2031. The SRF articulates the expected results of the Strategic Plan and defines key metrics (outputs, outcomes, indicators, baselines, milestones, and targets) that SPC will use to measure its progress and assess the effectiveness of the Strategic Plan. The SRF will be a key tool for SPC to measure its performance, promote learning, and inform any decision around the implementation or adjustment to the Strategic Plan.

The theory of change provides the underlying logic and assumptions to the SRF.

The results architecture and measurement of SPC's programme/management results comprises of two main parts:

1. Development results (Goal 1–Goal 3): Composed of impacts, outcomes, outputs, and indicators for three-, five-, eight-year milestones (2024, 2026, 2029) for the Key Focus Areas and the pathways.
2. Organisational results (Goal 4): Capturing how SPC leverages its organisational enablers, policies, and resources to ensure effective delivery of the entire Strategic Plan.

While impact and outcome level results reflect the combined efforts of governments, and other partners, output-level results more closely reflect the specific contribution of SPC.

Progress will be measured with three levels of indicators:

1. Impact indicators: SPC has identified 50 SDG indicators to map contribution to the highest-level (changes in lives, conditions) that the organisation aims to achieve in the long-term, with a vision to 2031. These results require action from many actors, including SPC. The information for these indicators comes from the Pacific Roadmap for Sustainable Development and are derived from the SDG dashboard. Given many PICTs utilise the SDGs, they provide a useful metric to map contribution in a coherent way.
2. Outcome indicators: Outcome-level results reflect change to which SPC contributes to effect higher level impact. Some of these indicators will be derived from regional frameworks, existing divisional / programme results frameworks or will co- designed by SPC's MELnet.
3. Output indicators: Output-level results are direct results of SPC's interventions. Output-level indicators include the products, goods and services that SPC delivers and can be fully attributable to SPC.

The SRF will also show how SPC's cross-cutting priorities will be applied across all areas of its work as follows:

1. A specific indicator relating to climate change and resilience to be featured in all KFAs.
2. Disaggregation (gender, age, location, disability) will be applied across all relevant indicators.