



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

Working Paper 4

AGENDA ITEM NO.7: Implementation of the Strategic Plan
(Paper presented by the Secretariat)

Paper summary

1. This paper presents an overview of the Pacific Community's approach for the implementation of the *Strategic Plan 2022–2031*. It is framed by the shared commitments to the Blue Pacific vision and SPC's value proposition and is guided by the principles and values of the Strategic Plan.
2. This paper also speaks to the level of ambition in the Strategic Plan in relation to the resource mobilisation opportunities in the region and the context of existing efforts to strengthen organisational readiness, capacity and identified necessary reforms and investments.

Key points

3. The lessons learned from past reforms and the evaluation of the Strategic Plan 2016–2020 provide key insights to leverage a strong organisation for service to members over the next decade.
4. The successful implementation of the Strategic Plan requires sufficient dedicated organisational resources and systemic change to achieve our ambition and harness of the resource flow opportunities in the region.
5. Improved organisational effectiveness will be achieved by linking strategy implementation to coherent finance, human resources, and programming systems and practices.
6. Resource mobilisation that ensures sustainable and transparent resource availability and flexibility for effective implementation, delivery, and impact.

Recommendations

The CRGA Subcommittee for the Strategic Plan is invited to:

- i. Advise on key considerations for the Secretariat from a national and regional perspective for the implementation of the Strategic Plan;
- ii. Consider and advise on appropriate mechanisms to better connect the regional mechanisms (such as Heads of/Ministers of) to the broader organisational governance mechanisms, to realise implementation of the Strategic Plan;
- iii. Recommend to the CRGA a signal to the necessary investment in organisational resources and systemic changes necessary to realise opportunities for the region and the ambition of the Strategic Plan.

Background

7. Over our 75-year history, SPC has seen many evolutions to the way we work. As the region faces unprecedented opportunities and challenges and rapid change, we have embarked on an ambitious journey to implement the Strategic Plan. This implementation journey places our members at the centre of our implementation, and is informed by:
 - i. the insights and foresight of our members, staff and key stakeholders;
 - ii. engagement with our members, regional and development partners, including through existing sectoral convenings;
 - iii. the lessons and recommendations from the Capstone Evaluation (see Information Paper 1);
 - iv. ongoing reviews and improvements to our business systems;
 - v. the 2050 Strategy for a Blue Pacific and the CROP Regional Architecture Review.
8. We recognise the ambitions of the Strategic Plan 2022–2031 and the reforms, the regional cooperation and the resources required to realise the achievement of its goals is significant. This strategic charting of growth in addition to the learning from the success and challenges of previous reforms are necessary enablers to the successful implementation of the Strategic Plan.
9. The Capstone Report identifies that a systematic, resourced and comprehensive approach is required for a stronger, more integrated organisation. This Strategic Plan requires a substantial push across all our operating areas, in an integrated way to really create a sustainable One SPC fit-for-purpose now and flexible enough to adapt, where necessary over the next 10 years.
10. The regional policy landscape, including the 2050 Strategy for the Blue Pacific, and the numerous regional frameworks and commitments – to which SPC is

steward of more than 20 – requires greater coherence for collective impact. This Strategic Plan provides a platform to make better connections and establish mechanisms to connect national sectoral priorities and regional commitments to our thematic ambitions.

11. The resource flow into the region is increasing, especially through climate finance and climate-focussed channels. Concurrently, SPC is in a stronger financial position than under the previous Strategic Plan and is leveraging existing investments from members and partners to unlock opportunities to access other sources of funds. These new funds will position the organisation to better respond to the challenges and capacity constraints that our members face in realising these opportunities for a secure and resilient future.

Discussion

12. The implementation approach to our Strategic Plan comprises several building blocks. Together, these building blocks will enable SPC to realise the ambition under *Goal 4: One SPC delivers integrated programmes through streamlined services*, and the future state for *Key Focus Area (KFA) 7 Transforming Institutional Effectiveness*. As a priority, efforts and reinvestments and new investments and required for the building blocks of strengthened and aligned planning and programming with supporting systems and processes; increased multidisciplinary and collaborative new ways of working; and resource mobilisation and allocation. SPC will lever these transformations for greater impact with members through the flagships and KFAs.
13. **Strengthened and aligned planning and programming systems and budget processes:** Charting the enabling environment for strengthening cross-SPC planning and socialising the concept of cascading from the Strategic Plan has been key for bringing staff, members and partners on the journey. Annex A describes the cascading from the 10-year ambitions of the Strategic Plan through the milestones of the three-, five-, and eight-year horizons, with capabilities, actions and outcomes from the divisional business plans, flagships and integrated programmes; which are scaffolded by workplans, projects and individual workplans.
14. Our business systems reviews and funding for internal innovation is helping to drive necessary technical and operational transformation. This includes linking strategic, financial, operational and business planning to guide the ongoing work of implementing and measuring our progress. While these efforts strengthen the organisation in delivering on its existing commitments and budgets, reinvestments and significant new investment in organisational strengthening is required to deliver the level of ambition and harnessing resource mobilisation opportunities over the next decade.

15. Our commitment to organisational synergies (including the Centres of Excellence and the Regional Offices), will guide SPC's contribution to the ongoing harmonisation work for implementing and measuring our progress. SPC is exploring the potential of strengthened One SPC through a planning, monitoring, project management and reporting system to scaffold coherent budget, capability, workforce, and activity planning.
16. **Increased multi-disciplinary collaboration and new ways of working:** As One SPC, the Secretariat is increasing its transdisciplinary collaborations, that better harness our scientific and technical capabilities and project-based work to achieve better results for SPC's members and the region.
17. SPC is developing flagship initiatives, aligned with the KFAs of the Strategic Plan, to realise this vision. This includes work to develop flagships on climate change, Pacific food systems, oceans and gender equality. Each of these flagships address multiple pathways within the Strategic Plan, bring together capabilities across the organisation and has a high level of ambition in terms of outcomes for members and resource mobilisation. They connect SPC's innovation and research to member capacity development and support Pacific influence and advocacy on key global concerns. The flagships will look to front load investments, for example, with the climate change flagship, upfront investment to increase SPC's current capacity of supporting two Green Climate Fund proposals annually to six, the accompanying project management fees will liberate flexible funding to invest in other critical capabilities for climate action in the region.
18. SPC is also elaborating our work against each KFA including regional public goods such as the Centre for Pacific Crops and Trees (CePaCT) and the Pacific Centre for Renewable Energy and Energy Efficiency (PCREE); and existing integrated programmes such as the Pacific Community Centre for Ocean Science (PCCOS). Optimally, this includes shifting some of our existing regional public goods from project-based to more sustainable resourcing so that investment in core capabilities is contingent with ongoing need. SPC is also elaborating further work under the Digitilisation and Technology pathway, including Digital Earth Pacific and the next phase of the Pacific Data Hub.
19. SPC is piloting several new approaches to country programming that are framed around the organisation's KFAs and capabilities.
20. **Resource mobilisation and allocation:** SPC is developing a Resource Mobilisation Plan, aligned with the Strategic Plan. This includes understanding and linking resource allocation and budget; improving the integration of SPC's programming and corporate functions to better meet development and organisational need. SPC will continue to grow a flexible multi-year programmatic and outcomes-based funding for financial sustainability. Current

funding strategy efforts are aligned to regional and global commitments and national priorities and seek to leverage SPC's value proposition and comparative advantage.

Our success lies in building a shared understanding of integration and the importance of achieving greater utilisation of resources mobilised to serve the Pacific to enable transformational change across SPC. Resource mobilisation, guided by the Resource Mobilisation Plan, divisional business plans and flagship designs, will enhance investment in critical regional public goods and other activities, new innovative areas of work, and investment in improving our corporate capabilities, systems and processes required to deliver on an increased quantum of funding.

Conclusion/Recommendations

21. Greater coherence, collaboration and confident actions with targeted investments will better position SPC to deliver on the ambition in the Strategic Plan, including through stronger planning, programming, budgeting, and reporting mechanisms; increased collaboration and integration; and resource mobilisation and allocation.
22. The CRGA Subcommittee for the Strategic Plan is invited to:
 - i. Advise on key considerations for the Secretariat from a national and regional perspective for the implementation of the Strategic Plan;
 - ii. Consider and advise on appropriate mechanisms to better connect the regional mechanisms (such as Heads of/Ministers of) to the broader organisational governance mechanisms, to realise implementation of the Strategic Plan;
 - iii. Recommend to the CRGA a signal to the necessary investment in organisational resources and systemic changes necessary to realise opportunities for the region and the ambition of the Strategic Plan.

Annex A

Implementation of the Strategic Plan