



Pacific  
Community  
Communauté  
du Pacifique

# Pacific Community 2015 Results Report

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Original text: English

Pacific Community Cataloguing-in-publication data

Pacific Community 2015 Results Report / Pacific Community

1. Pacific Community
2. Technical assistance — Oceania.
3. International organization — Oceania.

I. Title II. Pacific Community

341.2460995

AACR2

ISBN : 978-982-00-1014-7

Prepared for publication and produced at the headquarters of the Pacific Community

Noumea, New Caledonia

[www.spc.int](http://www.spc.int)

2016

# Foreword

On behalf of the Pacific Community, I am pleased to present this report on our results for 2015 – a year in which we supported our members in meeting some very real challenges.

This is the second results report that SPC has produced. The inaugural report for 2013–2014 launched our efforts to describe not only our scientific and technical work, but also how the results of this work contribute to our members' achievement of their development goals.



Colin Tukuitonga  
*Director-General, Pacific Community*

The report serves the key purpose of accountability to our members and development partners. It also provides a consistent process for reporting on progress across sectoral and programme areas, from educational assessment and gender equity initiatives, to support for economic development through increased trade and sustainable management of coastal and oceanic fisheries.

The compilation of the report is also a basis for learning, enabling us to assess progress and results against our strategic plan, share challenges as well as achievements and lessons, and develop opportunities for better collaboration with both members and partners.

As we look ahead in implementing the new Pacific Community Strategic Plan for 2016–2020 in a changing regional and international context for development, the report provides evidence for the direction of our efforts and the prioritisation of those efforts to ensure SPC capitalises on its strengths and adds value to members' own efforts.

Given the nature of our island region, there will always be challenges, but there is also progress and success. I am proud of the impact of SPC's work and thank all staff for their contribution. On behalf of SPC, I also wish to sincerely thank our members, donors and partners for their essential support of that work.

A handwritten signature in blue ink, appearing to read 'Colin Tukuitonga'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Colin Tukuitonga  
*Director-General,  
Pacific Community*

# Acknowledgements

The Pacific Community is a membership organisation that works in close partnership with its members:

American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Marshall Islands, Nauru, New Caledonia, Kiribati, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United States of America, Vanuatu, and Wallis and Futuna.

We thank them for their support.

We would also like to thank our principal donor partners for their generous support of Pacific development outcomes:



<i>Australia</i>	<i>l'Agence Française de Développement</i>
<i>Australian Centre for International Agricultural Research</i>	<i>Global Fund</i>
<i>France</i>	<i>Conservation International Foundation</i>
<i>Korea</i>	<i>South Pacific Regional Initiative on Forest Genetic Resources</i>
<i>New Caledonia</i>	<i>International Maritime Organisation</i>
<i>New Zealand</i>	<i>University of the South Pacific</i>
<i>Papua New Guinea</i>	<i>SPREP Country Fund</i>
<i>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</i>	<i>Pacific Islands Forum Secretariat</i>
<i>United States of America</i>	<i>United Nations Development Programme</i>
<i>The Union North America</i>	<i>United Nations Education Scientific and Cultural Organization</i>
<i>Forum Fisheries Agency</i>	<i>United Nations Population Fund</i>
<i>Asian Development Bank</i>	<i>Technical Centre for Agricultural and Rural Cooperation ACP-EU</i>
<i>European Union</i>	<i>United Nations Trust Fund</i>
<i>Food and Agriculture Organization</i>	<i>United Nations Environment Programme</i>
<i>International Center for Living Aquatic Resources Management</i>	<i>Australian Government Bureau of Meteorology</i>
<i>Western and Central Pacific Fisheries Commission</i>	<i>China</i>
<i>L'Institut de recherche pour la développement</i>	<i>Global Environment Facility</i>
<i>Western Pacific Regional Fisheries Management Council</i>	<i>Japan International Cooperation Agency</i>
<i>Japan Trust Fund</i>	<i>United Nations General Fund</i>
<i>National Fisheries Authority PNG</i>	<i>Commonwealth Scientific and Industrial Research Organisation</i>
<i>World Bank</i>	<i>United Nations Industrial Development</i>
<i>Pew Trusts</i>	<i>United Nations Office for Disaster Reduction</i>
<i>International Seafood Sustainability Foundation</i>	
<i>l'Agence des aires marines protégées</i>	

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**Pacific people benefit from sustainable economic development**



**Pacific communities are empowered and resilient**



**Pacific Island people reach their potential and live long and healthy lives**

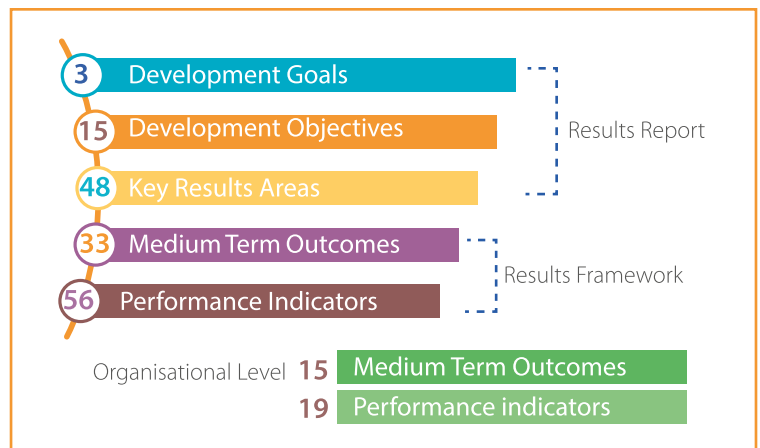
# Executive summary

The Pacific Community 2015 Results Report provides an overview of the positive changes achieved by Pacific Community members through SPC's technical, scientific, research, policy and training services. It is the final report against the 2013–2015 Corporate Strategic Plan and associated results framework, and the strategic objectives set for the three-year period ending December 2015.

Our results are reported according to our three development goals and 15 development objectives. Performance against contributions to the objectives is described using 48 Key Result Area performance stories.

In addition, the results framework annexed to the report includes 56 performance indicators measuring development effectiveness and 19 performance indicators measuring organisational effectiveness.

The progress that has been made in the last year is encouraging, and across the Pacific there are many examples of positive change at all levels – regional, national government, civil society and individual.



## Goal 1: Pacific people benefit from sustainable economic development

Key results contributing to this goal include: enhanced decision-making through management and use of tuna fisheries data, policies and advice on legislation in the areas of agriculture, deep sea minerals and maritime boundaries, and core or sector-specific statistics; improved practices in forestry and biosecurity; improved compliance with maritime and energy regulations; and growth of agri-business and cultural industries contributing to expanding Pacific trade.

## Goal 2: Pacific communities are empowered and resilient

Key results contributing to this goal include: enhanced civil understanding, parliamentary and judicial practices and reporting to improve protection for human rights in the region; national policy efforts in gender mainstreaming through improved practices across sectors; provision of a platform for youth engagement in development issues; increased human and structural capacity for nationally identified priority areas in response to climate change and disasters; better practices for food security in coastal fisheries, aquaculture and coconut industries based on research evidence.

## Goal 3: Pacific Island people reach their potential and live long and healthy lives

Key results contributing to this goal include: strengthening of the regional public health architecture and surveillance systems, and collaboration in responding to non-communicable diseases

(NCDs); research and involvement of communities in improved water security and sanitation planning and implementation; improved national standards for teachers and principals, and assessment of learning for better education outcomes; and support for regional prioritisation of culture as a contributor to economic well-being and national development.

To support members in achieving their development goals, SPC continues to adapt the way it works to ensure it is effective, efficient and responsive to members. Key internal reforms during the year included extensive consultation with members during the development of the Pacific Community Strategic Plan 2016–2020, which CRGA endorsed in November 2015. This new strategic plan builds on its predecessor, setting new directions for SPC and providing a new agenda against which the 2016 results report will be framed.

2/3 of our development indicators tracking performance against our contribution to our three development goals show activities and outputs were fully met or exceeded 2015 targets



It is also important to acknowledge there have been challenges to progress. Where results have been slow and performance targets partially met, there are lessons to be reflected on. The report includes a reflection on the dynamic context of SPC's work and discusses a number of key events that affected the way in which SPC worked with its members to implement programmes and achieve results. The report includes lessons learned from the challenges and successes of sectoral and corporate activities undertaken during the year, and an action plan developed to respond to the lessons learned.

In reporting on achievements it is important to acknowledge SPC members and principal donor partners for their key contributions to achieving results. With specific investment in core and programme funding, Australia, France, New Caledonia and New Zealand significantly enhance project investments in greater development effectiveness.

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Though SPC is a large and technically diverse organisation, in analysing our collective results, common ways of working across the organisation emerged that have contributed to our results.

**SPC develops systems, data and scientific research to inform evidence-based decision making** ▶

**TUFMAN 2** – an efficient tuna fisheries data management system

**Pacific Public Health Surveillance Network (PPHSN)** – a harmonised health data system for improved regional surveillance

**National Minimum Development Indicators** – a core data set for the Pacific with over 200 development indicators

**Pacific Agriculture and Forestry Policy Network** – an online medium for sharing knowledge and experiences on policy and technical issues for the sector

**SPC offers scientific advice and technical support for development outcomes** ▶

**Increasing Agricultural Commodity Trade (IACT)** – a whole-of-supply chain approach, assisting commercial ventures and producer groups to become export-oriented, market-driven enterprises

**South Pacific albacore tuna fishery** – analysis of the biological status of the overall South Pacific albacore stock, as well as bio-economic analyses of the viability of the fisheries

**Pacific Benchmarking for Education Results (PaBER)** – generating evidence to drive system changes to improve learning outcomes for children in the Pacific

**Enhancing Pacific cultural industries** through fostering conducive environments for developing and scaling cultural and creative enterprises

**SPC provides regional governance support and coordination** ▶

**Pacific Youth Development Framework** – to better articulate and mobilise support for youth engagement in regional youth development priorities

**Regional strategy for community-based ecosystem approaches to fisheries management (CEAFM)** – for the management of fisheries, within an ecosystem context, by local communities working with government and other partners

**Regional Deep Sea Mineral Frameworks** – to ensure DSM activities in the region are harmonised, environmentally sustainable and consistent with international law

**Pacific Qualifications Framework** – for international benchmarking of qualifications

**SPC convenes and facilitates multi agency multi country efforts** ▶

**Pacific Regional Energy Group** – a platform to share best practices, foster joint activities and minimise costs and discuss measures to ensure consistency of effort and avoidance of duplication

**Pacific Health Ministers Meeting and QUINT Group** – to improve efficiency and effectiveness and decrease duplication among partners

**Ten Year Pacific Statistics Strategy** – statistical compilation and analysis, national statistical planning, donor coordination and better resource utilisation

**Pacific Islands Emergency Management Alliance** – building effective partnerships with disaster response agencies across 15 Pacific Island countries, Australia, New Zealand and United States of America

**SPC delivers training, mentoring and capacity development to empower PICTS to address their development needs** ▶

**Parliamentary induction to human rights, Diploma in Leadership, Governance and Human Rights and Professional Diploma in Legal Practice** – to enhance the human rights capacity of the judiciary, parliamentarians and decision-makers

**Port and maritime safety and security training** – to reduce risks to safety and enhance capacity to comply with international legislation

**South-South deployment** – across SPC technical areas to leverage learning across the Pacific

**Agro-forestry training** – advancing capacity development for sustainable land and forestry management and agroforestry practices

**SPC is improving its internal collaboration and collective action for enhanced results** ▶

**Non-communicable Diseases / Food Security Working Group** – an integrated approach to NCDs internally, to facilitate an integrated approach in countries

**Post-disaster needs assessment** – utilising disaster assessment and disaster response expertise and technical capacity to assist national responses and enhance international assistance

**Gender mainstreaming** – through gender stocktakes, capacity development and input into programme design

**Climate change adaptation and disaster risk management** – to leverage sustainable outcomes through multi-disciplinary work



## Melanesia

land area **542,376**  
 EEZ (km<sup>2</sup>) **8,170,000**  
 Population  
 (mid-2013 estimate)  
**10,250,100**  
 Number of PICTs **5**

## Micronesia

land area **3156**  
 EEZ (km<sup>2</sup>) **11,626,000**  
 Population  
 (mid-2013 estimate)  
**528,700**  
 Number of PICTs **7**

## Polynesia

land area **8099**  
 EEZ (km<sup>2</sup>) **10,750,000**  
 Population  
 (mid-2013 estimate)  
**666,600**  
 Number of PICTs **10**

# Introduction

The Pacific Community 2015 Results Report provides an overview of the positive changes achieved for the Pacific region through its technical, scientific, research, policy and training services. It is the final report on SPC's Corporate Strategic Plan 2013–2015 and associated results framework, and represents the final chapter of performance reporting against the strategic objectives set for the three-year period ending December 2015.

The results achieved in 2015 are reported against SPC's three development goals:

Goal A: Pacific people benefit from sustainable economic development

Goal B: Pacific communities are empowered and resilient

Goal C: Pacific people reach their potential and live long and healthy lives

## The Pacific Island region

The Pacific Island region is made up of 22 Pacific Island countries and territories (PICTs). Fourteen of the PICTs<sup>1</sup> are described as small island developing states (SIDS) by the United Nations Department of Economic and Social Affairs.

Projected population estimates by age group in, Pacific Island countries and territories. (Figures have been rounded to the nearest 100.)

Total Population of PICTs in 2016					
Country	0-14	15-24	25-59	60+	Total
<b>Melanesia</b>	<b>3,651,200</b>	<b>2,013,700</b>	<b>4,050,000</b>	<b>535,300</b>	<b>10,250,100</b>
Fiji	240,200	151,600	403,100	85,600	880,400
New Caledonia	64,100	43,700	133,200	36,100	277,000
PNG	2,970,800	1,641,400	3,177,700	361,400	8,151,300
Solomon Islands	267,300	120,600	229,100	34,600	651,700
Vanuatu	108,800	56,400	106,900	17,600	289,700
<b>Micronesia</b>	<b>159,300</b>	<b>97,700</b>	<b>222,700</b>	<b>48,800</b>	<b>528,700</b>
Guam	43,200	28,800	74,600	22,900	169,500
Kiribati	39,900	22,900	45,500	7,000	115,300
Marshall Islands	21,400	10,600	19,900	3,000	55,000
Micronesia (Fed. States)	33,800	21,900	41,200	7,600	104,600
Nauru	4,300	1,800	4,300	400	10,800
Northern Mariana Islands	13,100	9,300	27,700	5,600	55,700
Palau	3,600	2,400	9,500	2,300	17,800
<b>Polynesia</b>	<b>206,000</b>	<b>121,200</b>	<b>274,800</b>	<b>64,600</b>	<b>666,600</b>
American Samoa	18,800	11,700	20,800	5,100	56,400
Cook Islands	4,100	2,500	6,500	2,200	15,200
French Polynesia	65,100	44,500	134,000	30,100	273,800
Niue	400	200	600	300	1,600
Samoa	75,100	38,200	65,500	15,200	194,000
Tokelau	400	300	500	200	1,400
Tonga	35,500	19,100	37,400	8,600	100,600
Tuvalu	3,200	1,900	4,100	1,000	10,100
Wallis and Futuna	3,400	2,800	5,400	1,900	13,500
<b>TOTAL</b>	<b>4,016,500</b>	<b>2,232,600</b>	<b>4,547,500</b>	<b>648,700</b>	<b>11,445,400</b>

Source: Revised SPC population projections, 2016.

<sup>1</sup> Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. See <http://www.sids2014.org/> for more detail regarding SIDS.

The region has three sub-regions. Melanesia (comprising Fiji, New Caledonia, Papua New Guinea, Solomon Islands and Vanuatu) is the most populous subregion with the vast majority of the region's land mass and land-based resources. Micronesia (Federated States of Micronesia (FSM), Guam, Kiribati, Marshall Islands, Nauru, Northern Mariana Islands and Palau) and Polynesia (American Samoa, Cook Islands, French Polynesia, Niue, Pitcairn Islands, Samoa, Tokelau, Tonga, Tuvalu, and Wallis and Futuna) have expansive exclusive economic zones (EEZs) and abundant ocean resources.

The Pacific Island region in 2015 has a population of over 11 million people.<sup>2</sup>

Pacific leaders have a vision for a region of peace, harmony, security, social inclusion, and prosperity, so that all Pacific people can lead free, healthy, and productive lives.

*Framework for Pacific Regionalism, 2014.*

<sup>2</sup> SPC national minimum development indicator (NMDI) database.

# SPC's development goals:

## *Setting the context*

### Economic development

Pacific Island societies and economies are going through major changes. Climate change, migration, slow and volatile economic growth and the transition from traditional subsistence-based economies to market-based ones all continue to shape and affect PICTs and their people. The Pacific ways of life are being transformed by changes to natural and social capital, shifts in traditional social structures and many other factors.

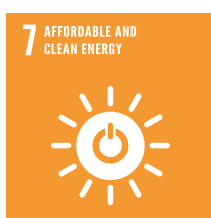
Pacific Forum Island countries<sup>3</sup> experienced variable economic growth rates in the last decade. The gross domestic product (GDP) per capita growth rate was generally negative over the same period, indicating a decline in household disposable incomes. According to the International Monetary Fund (IMF), of 11 Pacific Island Forum countries surveyed, four countries are at high risk of debt distress (Kiribati, Marshall Islands, Samoa and Tuvalu), two countries are at medium risk (Solomon Islands and Tonga), and the rest of the countries are at low risk.<sup>4</sup>

Land-based agriculture and coastal and oceanic fisheries provide most employment in PICTs, while tourism and other services are increasing, and deep-sea minerals have the potential to become a major revenue stream. To facilitate trade within the region and beyond, and to increase the mobility of Pacific Islanders, safe, affordable and reliable maritime transport is key. Compliance with international conventions, qualified seafarers and improved port facilities all play a part in improving the efficiency of maritime services. The challenges are many: the geographical characteristics of the region; access to sustainable sources of clean, affordable energy; and establishing guidelines and processes for ship-owners and port authorities.

Within an international context, the importance of healthy oceans to sustainable development was recognised through the adoption of Sustainable Development Goal 14 (SDG 14) in September 2015, “Conserve and sustainably use the oceans, seas and marine resources for sustainable development” in the 2030 Agenda for Sustainable Development.

The economic and social significance of good land management, including soil and its contribution to economic growth and social progress, is similarly recognised through the adoption of SDG 15, “Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss”. Several targets are directly related to sustainable transport and energy, including the targets on energy efficiency (in SDG 7), resilient infrastructure (in SDG 9), and addressing fossil fuel subsidies to advance sustainable consumption and production (in SDG 12).

Average youth unemployment rates in the Pacific are high at 23% (compared with a global average of 12.6%) but the informal economy is sizeable. Seasonal work programmes are crucial avenues for employment and income, and remittances are a particularly important source of income for many



<sup>3</sup> Officially there are 15 Forum Island Member countries – Australia, Cook Islands, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu. However, when statistics are quoted here they do not include consideration of Australia and New Zealand.

<sup>4</sup> 2015 Pacific Regional MDGs Tracking Report, PIFS, September 2015.



households in PICTs. Migration affects the growth rates and distributions of Pacific populations. It is estimated that about 16,000 Pacific Islanders leave their home countries every year.<sup>5</sup>

Tertiary and vocational education and training opportunities are becoming better regulated, better resourced and of higher quality throughout the Pacific. Some of these opportunities are provided through vocational streams in secondary schools. The number of students enrolled in vocational streams increased from around 23,500 in 2000 to around 33,800 in 2012, but the percentage has remained constant. SDG 4, on ensuring quality of education, includes the life-long learning aspect to education for monitoring into the future. SDG 8, which focuses on promoting decent work and economic growth, sets new targets to build on the MDG successes and overcome barriers.

One of the key lessons learned from monitoring the MDGs at the regional level was the difficulty in monitoring progress against the official MDG indicators, as many indicators were not suitable in the Pacific context.<sup>6</sup> Obtaining reliable and up-to-date data continues to be a challenge for the region.



5 The State of Human Development in the Pacific: A Report on Vulnerability and Exclusion in a Time of Rapid Change, UNDP, 2014.

6 2015 Pacific Regional MDGs Tracking Report, PIFS, September 2015.

## Resilience to natural disasters and climate change

Official development assistance (ODA) to the region doubled between 2005 and 2011 but has since levelled off to around USD 2 billion per year. This represents higher ODA per capita (USD 222 per year) than any other world region, a reflection of the special characteristics of PICTs, including their small size, isolation, and vulnerability to climate change as well as susceptibility to natural and environmental disasters.<sup>7</sup> The adverse effects of climate change pose challenges to public health, food security, migration, and cultural and natural heritage.<sup>8</sup>

SIDS in the Pacific are particularly vulnerable to global climate change. Their climates are influenced by large ocean-atmosphere interactions such as trade winds, the El Niño southern oscillation, monsoons and tropical cyclones. In the tropical western Pacific, rates of sea-level rise up to four times the global average (approximately 12 mm per year) have been reported between 1993 and 2009.<sup>9</sup> SDG 13 calls for urgent action to combat climate change and its impacts.

7 2015 Pacific Regional MDGs Tracking Report, PIFS, September 2015, p. 40.

8 SIDS in Numbers: Climate Change Edition 2015.

9 SIDS in Numbers: Climate Change Edition 2015.



With populations, agricultural lands and infrastructure tending to be concentrated in coastal zones, any rise in sea level will have significant and profound effects on settlements, living conditions and island economies. High sea levels and swells have already resulted in the displacement of people in a number of countries, including Kiribati, Solomon Islands, Marshall Islands and FSM. Economic vulnerabilities, such as a narrow resource base, remoteness from markets and limited ability to benefit from economies of scale, will see climate change put additional burdens on PICTs. The total value of infrastructure, buildings and cash crops considered at some level of risk in the Pacific is estimated at over USD 111 billion.<sup>10</sup>

Severe weather events in 2015 and the effects of El Niño highlighted the vulnerability of the Pacific region and prompted SPC into an emerging role in disaster response. In March, category 5 tropical cyclone (TC) Pam struck Vanuatu, displacing an estimated 65,000 people from their homes and damaging or destroying approximately 17,000 buildings. The total economic cost of the damage caused by TC Pam was estimated to be approximately USD 449.4 million. In response, SPC mobilised its scientific and technical expertise to support the post-disaster needs assessment and rehabilitation work across Kiribati, Tuvalu and Vanuatu.

Category 5 typhoon Maysak created a state of emergency in the FSM states of Chuuk and Yap, causing severe damage to crops, water catchments, buildings, solar installations and other infrastructure. SPC supported FSM with a two-year agriculture recovery plan and budget.

These events have provided SPC with valuable lessons, building our expertise in supporting members in their effective rehabilitation after national disasters.

During 2015, SPC worked in close collaboration with other Pacific regional organisations in the lead up to and during the UNFCCC COP21 meeting in Paris. SPC participated in the joint 'Pacific Voyage to COP21' social media campaign (#4Paclands) to raise awareness of the serious and urgent nature of climate change impacts for Pacific people. Working as one team, the Pacific delegations to COP21 played their part in historic negotiations to pursue a temperature limit of 1.5 degrees Celsius above pre-industrial levels, to strengthen mechanisms for loss and damage, and scale-up, and simplified access to climate finance for small island developing states. SPC will continue to define its comparative advantage and multi-disciplinary efforts in climate change and disaster risk management.



10 SIDS in Numbers: Climate Change Edition 2015.

## Human and Social Development



The Pacific region has the lowest level of human rights treaty ratification in the world. Most Pacific states that have ratified conventions have not met their reporting obligations.<sup>11</sup> The Pacific is also the only region in the world that does not have a regional human rights mechanism. Despite a range of efforts over decades to agree on a Pacific human rights charter, there is currently no commitment to a set of common standards or an implementation mechanism for human rights.<sup>12</sup> There has, however, been a steady shift toward a deeper culture of human rights in Pacific countries, as well as a growing cadre of human rights advocates across government and civil society. Within an international context, SDG 16 includes a number of rights-based targets at the individual, institutional and national levels.

Health in the Pacific Islands is improving and Pacific Islanders are relatively healthy by world standards. However, gains in health are failing to keep up with average global gains in life expectancy and child mortality. As PICTs have become more urbanised, lifestyles more sedentary and diets more westernised, non-communicable diseases (NCDs) have become the major cause of premature death. The Pacific has the most advanced diabetes epidemic in the world, with prevalence intensifying.

While there has been improvement in water and sanitation facilities, this improvement is lower than for the rest of the world, and water-borne diseases are common.

Participation in pre-primary education is higher than the world average and participation in lower secondary education has increased, although it is still lower than the world average. Despite an emphasis on quality improvement strategies in many PICTs, the quality of education remains a problem; there are high levels of student absenteeism in some countries, and many students finish school without the necessary basic literacy, numeracy and life skills for leading prosperous and fulfilling lives.<sup>13, 14</sup>

With few exceptions, poverty levels<sup>15</sup> are increasing in PICTs, with one-quarter of Pacific children living in poverty.<sup>16</sup> Poverty is disproportionately affecting some groups in society, such as women, particularly those in rural areas, and young people. People living with disabilities are also among the poorest and most marginalised members of their communities.

More than half of the region's population of is under the age of 25. This segment of the population is growing fast, placing huge and increasing demographic pressures on basic resources and core services. A worrying and significant proportion of the youth population is marginalised from mainstream development efforts.<sup>17</sup>

The majority of PICTs recorded mixed outcomes towards the goal of promoting gender equality and empowering women (Millennium Development Goal 3) measured through indicators such as gender parity in primary and secondary education, the share of women in the non-agricultural sectors and seats held by women in parliament. Violence against women is the most pervasive and direct manifestation of women's disempowerment in the Pacific, with studies reporting that over 60% of women across many countries in the region had experienced physical and/or sexual violence. These rates of violence against women are among the highest in the world and are a major barrier to achieving all development goals.<sup>18</sup>

At the United Nations General Assembly in September, the Sustainable Development Goals were formally endorsed. At the same meeting, the Pacific Community Director-General, Colin Tukuitonga, addressed the General Assembly for the first time after SPC had become a permanent observer to the UN. Dr Tukuitonga highlighted the need for due consideration of the additional data requirements for monitoring and implementing the SDGs, and the considerable additional costs for SPC members.

Without major investment in young people, they may well flounder as a generation, undermining the capacity of Pacific Island countries and territories to escape aid dependence and develop economically.

*The state of Pacific youth report 2011: Opportunities and obstacles. United Nations Children's Fund–Pacific and Secretariat of the Pacific Community. Page 5.*

11 Baird N. 2011. To ratify or not to ratify? An assessment of the case for ratification of international human rights treaties in the Pacific. Melbourne Journal of International Law.

12 Baird N. 2008. Will the Universal Periodic Review make a difference in the Pacific? New Zealand Centre for Public Law Conference Paper, Wellington, New Zealand.

13 Pacific Education For All Review 2015, UNESCO.

14 2015 Pacific Regional MDGs Tracking Report, PIFS, September 2015.

15 Poverty is generally measured by the proportion of the population living below the basic needs poverty line.

16 The first 20 years of the journey towards the vision of Healthy Islands in the Pacific, WHO, 2015,

17 Pacific Youth Development Framework 2014–2023.

18 2015 Pacific Regional MDGs Tracking Report, PIFS, September 2015.

# SPC structure and programming

SPC is a unique international organisation that, in 2015, worked to help Pacific people achieve their development goals by delivering technical, scientific, research, policy and training services. Assistance was provided through seven divisions and associated thematic programmes with support from the Operations and Management Directorate, the Strategic Engagement, Policy and Planning Facility and the Director-General's Office. The Climate Change and Environmental Sustainability Programme was introduced in 2015, with specific support from the Government of France.

Climate Change and Environmental Sustainability Programme

Economic Development Division

*Energy Programme*

*Transport Programme*

Education Quality and Assessment Programme

Fisheries, Aquaculture and Marine Ecosystems Division

*Coastal Fisheries Programme*

*Oceanic Fisheries Programme*

Geoscience Division

*Geoscience for Development Programme*

*Water and Sanitation Programme*

*Disaster Reduction Programme*

Land Resources Division

*Biosecurity and Trade Programme*

*Food and Nutritional Security Programme*

*Sustainable Agriculture and Forestry Programme*

Public Health Division

*Research Evidence and Information*

*Policy, Planning and Regulation*

Social Development Division

*Gender, Culture and Youth Programme*

*Regional Rights Resource Team*

Statistics for Development Division

*Data collection*

*Statistical analysis*

*Data dissemination*









# GOAL 1:

## Pacific people benefit from *sustainable economic development*

### 1 Sustainable management of resources for economic growth

#### 1.1 Strengthened management of tuna fisheries

*Tuna fisheries, a key regional resource for the Pacific, extend across the exclusive economic zones of Pacific Island countries and territories. As such, fisheries science and management take a regional approach to considering the overall resource, as well as assisting individual PICTs to best utilise their share for ecologically sustainable economic growth.*

Known to our members as the 'science provider', the Oceanic Fisheries Programme (OFP) at SPC is the Pacific region's centre for tuna fisheries science and information, providing scientific advice to support the management of oceanic fisheries for sustainable economic growth and environmental conservation.

In contributing to the regional management of tuna fisheries, SPC:

- manages the region's data holdings for tuna fisheries in the western and central Pacific;
- supports PICTs and regional agencies to monitor the fisheries and use the data collected;
- conducts research on the ecosystems, biology and population dynamics of key pelagic resources;  
and
- conducts stock assessments and evaluations of fisheries management strategies.

Key results (KRs) for 2015 are given on the following pages.

## KR 1. Enhancing the management and utilisation of tuna fisheries data

The monitoring of national tuna fisheries is an important function for most SPC members. Having timely and accurate information available is fundamental to assisting members to make informed decisions for national fisheries management and compliance, and satisfy the complex set of regional reporting obligations of the Western and Central Pacific Fisheries Commission (WCPFC). Three developments in 2015 led to the enhancement of management, use and ownership of tuna fisheries data across the region.

### *New regional data management software developed – TUFMAN2*

Tuna fisheries data management systems were significantly enhanced in 2015 with the release of TUFMAN2, a new data management system developed and implemented by SPC. TUFMAN2 is a complete redevelopment of the TUFMAN system, and was rolled out to four countries during the second half of the year. This cloud-based system allows for efficient data sharing among member countries, based on data-sharing rules agreed by members. Specific enhancements include a comprehensive data query system, the generation of maps and graphs, and new fishery management tools, as well as improved user experience, form navigation and data quality control measures. The initial plan was to trial the new system in 2015, but the quality of the system meant it was able to go straight to full implementation, with system refinement occurring in parallel. Along with the four countries, the Forum Fisheries Agency (FFA) and SPC also implemented TUFMAN2 as part of their internal data systems in 2015, resulting in more efficient integration of data among members and regional agencies.

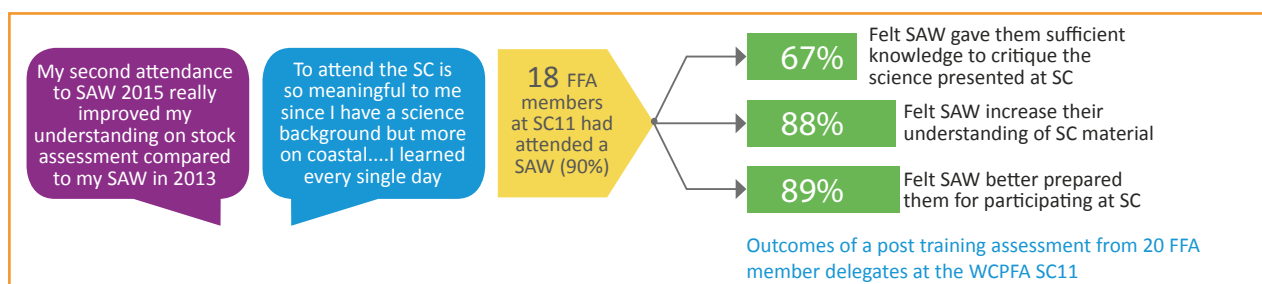
### *New web-reporting tool developed - Dorado*

Developed in 2015, the Dorado web-based reporting tool covers logsheet, port sampling, unloadings and observer data. The comprehensive suite of reports is available for use by national fisheries offices to cover both national and regional reporting requirements. Authorised users from member countries and regional organisations can access the reports within their offices or remotely via the web through a secure login and password. The Dorado tool, and support from SPC staff, assisted 17 out of 18 PICTs to submit 'Part 1' reports on time for the 11th Session of the WCPFC Scientific Committee. This was an increase from just four PICTs that met these requirements in 2012. The tool also helped members respond to flag state conservation and management measure reporting obligations, which were evaluated in the lead-up to the 11th regular session of the Technical Compliance Committee in September 2015.

### *Capacity building in tuna data analysis and data management*

SPC conducts stock assessment workshops (SAWs) to provide PICT fishery officers with the skills to interpret, critique, use, and communicate the results of the regional tuna stock assessments conducted by SPC. The 2015 SAW was implemented using a 'whole of team' approach, drawing on expertise from throughout OFP, with the curriculum being developed in collaboration with FFA. This was also the first year the workshop had strong monitoring, evaluation and learning (MEL), including entry and exit tests, and a post-workshop survey conducted two months after the workshop to coincide with the end of the WCPFC Scientific Committee (SC) meeting. This assessed the contribution of the workshop to participants' work.

Key outcomes of the workshop include increased capacity and confidence among participants to contribute to regional fisheries management discussions and report on key results and implications to managers, to improve decision-making at national levels.



## Women in oceanic fisheries



The role of women in oceanic fisheries continues to be supported through SPC's work in gender mainstreaming. The role of women in national fisheries offices is growing, with SPC supporting capacity building of women in tuna data management and reporting across the region. At SPC's Ninth Annual Tuna Data Workshop in April 2015, for PICT data managers and representatives from regional agencies (FFA and WCPFC), 23 of the 37 participants were women (62%). At the regional level, women have an increasingly significant role in fisheries science for management, and at the stock assessment workshop 10 of the 21 participants from member PICTs were women (48%).



Maria Sapatu (Senior Fisheries Officer, Samoa), Anika Hunter (Cook Islands) and Georgia Langdon (Data Manager, Cook Islands) presenting sensitivity analyses at the 2015 stock assessment workshop

Total tuna-related employment (including in government and industry) has increased from approximately 12,000 in 2008 to 22,736 in 2014. This is largely due to growth in the onshore processing sector, whose workforce is comprised mostly of women (70–90%).<sup>19</sup>

Gender mainstreaming efforts within the observer training programme focused on revising the gender equity training module delivered to Pacific Island Regional Fisheries Observer (PIRFO) trainees. Introduced in 2014, this module helps fisheries observers, and staff, deal with gender-based harassment and stereotyping. Additionally, the newly revised PIRFO Code of Conduct now recognises and supports the participation of both genders on board fishing vessels.

SPC continues to raise the profile of fisheries as a sector for women through the Women in Fisheries Bulletin. First published in 1997, the 26th issue of the bulletin was published in December 2015 and highlights gender roles in coastal fisheries and women's fishing activities in urban and rural communities. The first article of the latest issue uses data from an SPC-implemented project, PROCFish (2002–2009), to undertake a gender analysis of invertebrate fisheries across the Pacific.



The first and latest issues of Women in Fisheries bulletins: Issue # 1 October 1997 and Issue # 26 December 2015.

The full library is available at:  
<http://www.spc.int/coastfish/en/publications/bulletins/women-in-fisheries.html>

SPC has a long history of supporting the inclusion of women in fisheries. **Women in Fisheries Bulletin** is in its 18th year with the 26th edition published in December 2015.

<sup>19</sup> FFA, 2015 Economic Indicators Report, Pacific Islands Forum Fisheries Agency, Honiara. Available online.

## KR 2. Improving understanding of pelagic ecosystems and fisheries through robust monitoring

### *The 11th Central Pacific tuna tagging cruise*

The central Pacific tagging cruises are part of the Pacific Tuna Tagging Programme (PTTP) that began in 2006 with the objective of tagging tropical tunas throughout the western and central Pacific Ocean (WCPO). The cruises are concentrated in latitudes where the tuna stocks are mostly harvested and are critically important for assessing the current status of tuna stocks in the WCPO and understanding their ecology.

With the 11th central Pacific (CP-11) cruise in 2015, the central Pacific component of the programme has now tagged and released approximately 40,000 tuna, mostly bigeye (90%). Overall the PTTP has tagged and released more than 400,000 tuna and is the largest tagging programme undertaken to monitor tuna stocks in the world.

Cruise CP-11 was the first time that a purse-seine fishing company (Tri-Marine group) collaborated directly in scientific research, providing a young scientist for the cruise. It was also the first time in this area of the Pacific that a significant number of tagged fish (>2,000) were released in association with drifting fish aggregating devices (FADs). This provides the opportunity to further explore the impact of drifting FADs on sustainability for tuna stocks, particularly in relation to bigeye and bycatch. The track of Cruise CP-11 is shown in Figure 4. The blue rectangle indicates the area where fish were tagged on drifting FADs.

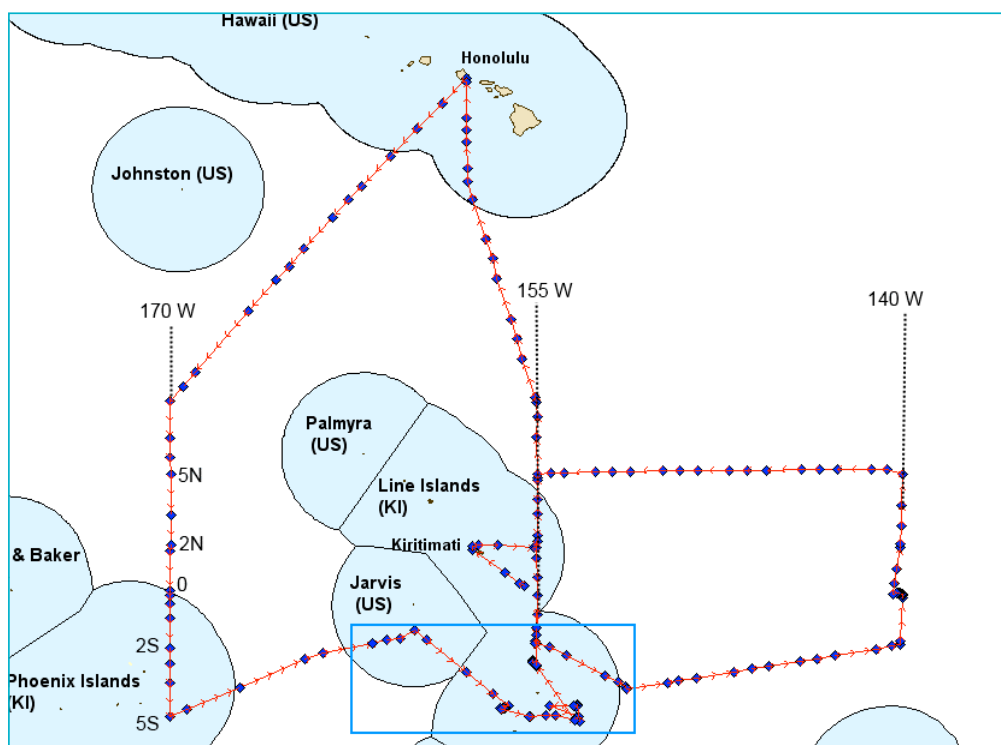


Figure 1: 11th Central Pacific tuna tagging cruise



### Furthering career pathways for Pacific Island fisheries observers

Fisheries observers in the Pacific work on commercial fishing vessels where they take samples of tuna and record the size, type and location of the caught fish. Being on board the fishing vessels, observers are the ‘eyes and ears’ of fisheries managers, scientists and compliance officers. SPC coordinates training under the Pacific Island Regional Fisheries Observer (PIRFO) programmes and works closely with members, the FFA and WCPFC to develop PIRFO standards.

In 2015, the PIRFO training and certification framework grew to include frontline manager standards. This completes the professional career pathway for fisheries observer programmes, from observers, to debriefers, to trainers and assessors, and now frontline managers. While in the past SPC staff used to conduct all training, SPC is facilitating a process whereby training is increasingly being done by the newly certified trainers who have come through the PIRFO programmes, with SPC continuing to have a regional coordination responsibility.

In 2015 SPC trained 143 new observers, along with 23 debriefers who completed their Part A training, and six debriefers who became fully certified. It is a regionally agreed requirement that observer coverage rates are 100% on purse-seine vessels and 5% on domestic long-line fleets. On an average day this means up to 400 observers could be at sea at the same time with close to double this number required to effectively cover the fisheries according to these coverage requirements.



The career pathway for fisheries observers with the total number of Pacific Islanders employed in each career category through the programme.

The observer programmes operating under PIRFO standards are a crucial component of fisheries monitoring, and provide employment pathways for Pacific island people with observer wages sustainably funded through payments from the foreign fishing industry.

### KR 3. Providing high-quality scientific information and advice

#### *Scientific and technical advice on the South Pacific albacore tuna fishery*

The South Pacific albacore is the most important tuna resource for many South Pacific countries. For several years the stock has been in decline, and many countries are far from maximising the economic opportunities of the resource.

In 2015, SPC undertook the most thorough analysis to date of the biological status of the overall South Pacific albacore stock, as well as bio-economic analyses of the viability of the fisheries. This returned solid evidence that current stock sizes (and catch rates) are below those that would support any economically desirable outcome, and that the current level of fishing effort needs to be reduced. With this evidence, FFA members submitted a conservation and management measure to the December WCPFC Commission meeting, defining a target level for the South Pacific albacore stock that is designed to return the fishery to profitability.<sup>20</sup>

In 2015 SPC also worked individually with four member countries, in collaboration with the FFA, to help them assess the most appropriate economic levels of fishing effort for them for optimal albacore catch levels. The bio-economic modelling, and resulting national advice provided, has enabled countries to make better informed decisions on optimal economic return versus overall levels of effort in the fishery. For example, this advice has resulted in Fiji and Solomon Islands reducing the number of licences permitted to operate within their EEZs from 70 to 60 in Fiji<sup>21</sup> and from 150 to 100 in Solomon Islands.

<sup>20</sup> <https://www.wcpfc.int/node/26952>

<sup>21</sup> Fiji Ministry of Fisheries and Forests circular letter of 24th January 2014; <http://www.fijitimes.com/story.aspx?id=331357>

**Adoption of target reference point for skipjack**

At the 12th Regular Session of the WCPFC Commission, the members adopted a target reference point (TRP) for skipjack tuna within the WCPO (CMM 2015-06). The TRP provides a reference for skipjack fisheries that should maintain the stock at sustainable levels, and ensure stability in yield, revenue and employment within the fishery for PICTs. The selection of TRP was based on results of simulation analyses undertaken by SPC over two years on the biological, fishery and economic consequences of alternative target levels. Technical support for the economic analyses and policy development was provided by FFA. Adoption of the TRP was championed by the Parties to the Nauru Agreement (PNA) and Tokelau.

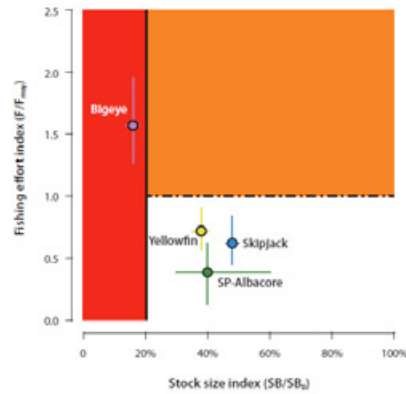
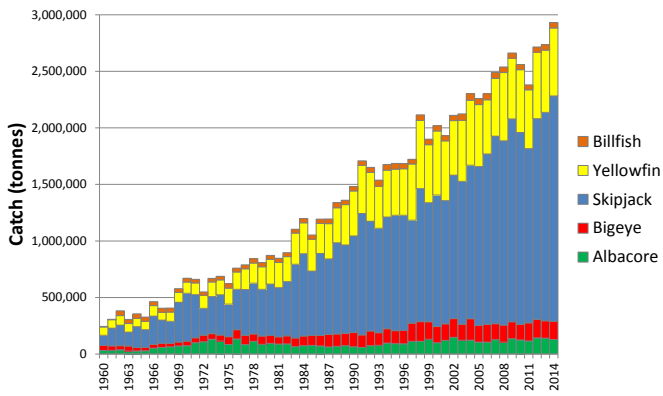


Figure 2:  
2.8 million tonnes  
landed in 2014,  
value NZD 8-10  
billion

Figure 3: Status of  
key tuna stocks



## 1.2 Improved land, agriculture and forestry management

SPC's agriculture policy support to members is provided through its Land Resources Division (LRD), with its core technical strength in land use, livestock, and crops research. The significant agricultural sector in PICTs requires clear policy frameworks based on sound evidence as a basis for development. LRD focuses its efforts on enhancing sustainable resource management for economic growth through:

- strategic policy development, providing agriculture statistics and knowledge sharing; and
- capacity development and technical advice on sustainable land use and forest practices.

Key results for 2015 are described below.



### **KR 1. Developing strategic policy and providing agriculture statistics and knowledge sharing**

In 2015, SPC tested new approaches to improve livelihoods, food security, rural development and economic development.

#### ***Pacific Agriculture and Forestry Policy Network (PAFPNet)***

One new approach is the use of ICT to facilitate strong and transparent engagement for agricultural planning. The Pacific Agriculture and Forestry Policy Network (PAFPNet) connects policy-makers, farmers, youths and key stakeholders in over 16 Pacific countries. There are also active members in Australia, New Zealand and USA (Hawaii). PAFPNet provides an online platform for sharing knowledge and experiences on policy and technical issues for the sector. Early results observed by the team indicate increased participation of small-holders – through national and regional farmer organisations – in policy discussions.

PAFPNet is also serving to strengthen the links between national and regional research bodies to promote sharing of research information to extension agents, in areas such as climate-smart crops and livestock feed. In 2015, PAFPNet membership increased by 150% to a total of 786 members, of which 45% are women. Targeted outreach events for youths have resulted in 130 youth members of the network.



During October, PAFPNet hosted a month-long online discussion with agriculture specialists across the Pacific region on 'Agricultural statistics for evidence-based policy making in the Pacific'. The number and quality of responses increased compared to late 2014, reflecting increasing engagement by users.

<http://www.spc.int/pafpnet/attachments/article/480/PAFPNet%20Consolidated%20Response%20Agricultural%20Statistics.pdf>

## Agriculture policy banks

Another ICT-based approach hosted by PAFNet is the Pacific Agriculture Policy Project (PAPP), funded by the European Union. The project has established online agriculture policy banks,<sup>22</sup> enabling policy plans, policies and documents to be made available in the public domain. In 2015, policy banks were launched in Vanuatu and Solomon Islands with country-led awareness consultations. Improved access and transparency encourages farmers, entrepreneurs, partners and policy-makers to access and participate in policy processes that affect them. In both countries, nearly all the farmers, entrepreneurs and non-government stakeholders surveyed by SPC stated that previously they were unable to access documents easily. These policy banks have already proved to be important tools for national planning processes; for example they have provided easy access to Vanuatu's new Agriculture Policy Strategy, Fiji's draft Livestock Policy, Solomon Islands' National Agriculture and Livestock Policy, and Solomon Islands' Lokol Kaikai Framework, an action plan to promote local food production, marketing and consumption. It is anticipated that policy banks will be populated and launched across 15 countries by the end of the project.



## Agricultural statistics and research extension support



Collaboration between SPC's LRD, its Statistics for Development Division (SDD) and the UN Food and Agriculture Organization (FAO) aims to assist PICTs to develop agricultural statistics for evidence-based public policy analysis, design, implementation and monitoring, and decision-making in agriculture. The availability and use of statistics for policy-making has been a major challenge for many years and external assistance has been difficult to coordinate. SPC has begun work to develop a Regional Strategic Plan for Agricultural and Fishery Statistics, which will support greater collection, use and dissemination of agricultural and fishery statistics and will align with the Ten Year Pacific Statistics Strategy (TYPSS), the regional strategy on statistics that covers various sectors.

In October 2015, an SPC/FAO workshop brought together 28 (10 women) planners, statisticians and policy-makers from 13 of the 15 PAPP Pacific island countries to discuss strategic planning for agricultural and fishery statistics. Participants shared best practice on existing regional statistical tools and initiatives. Importantly, the participants also endorsed the development of the inaugural Pacific Strategic Plan for Agricultural and Fishery Statistics and established a technical working group to steer its development. The strategic plan will help guide technical assistance and capacity building in the sector long after the end of PAPP.

In August 2015, SPC<sup>23</sup> organised the first Pacific Research Extension Forum in Samoa, with over 100 delegates (14 female) representing national ministries of agriculture, regional agriculture tertiary institutions, national research institutes, private extension advisory providers, the commercial private sector, farmers, and international research and extension organisations. The key outcomes of the workshop were:

- the establishment of the first regional extension network, Pacific Islands Rural Advisory Services (PIRAS), to provide a platform for extension communications, knowledge sharing and professional development to strengthen capacity of extension and rural advisory services at the regional level;
- the clarification of regional research and extension priorities; and
- the development of a regional extension strategy

22 <http://www.spc.int/pafpnet/policy-bank>

23 In collaboration with the Samoan Ministry of Agriculture and Fisheries, the Scientific Research Organisation of Samoa (SROS), the Asia-Pacific Association of Educators on Agriculture and Environment Inc. (APEAEN) and the University of the South Pacific (USP) with funding support from the EU and USAID through the Global Forum on Rural Advisory Services (GFRAS).



## KR 2. Developing capacity and providing technical advice on sustainable forestry and land use

### Capacity development and technical assistance in agroforestry



In collaboration with development partners<sup>24</sup> and member countries, SPC continues to provide training to strengthen capacity for sustainable land and forestry management and agroforestry practices. During 2015, close to 300 people (31% women) were trained in Fiji, Solomon Islands, Tonga and Tuvalu, which is a marked increase from the total of 100 participants in 2014. Women participants were particularly interested in marcotting and grafting of fruit trees. In part, this interest is related to the quick time to maturity (three to four months) and the low height of the trees, which makes it easier for women to harvest the fruit.

Eight demonstration farms established by SPC and managed by selected farmers in Fiji, Solomon Islands and Tonga are showcasing the effectiveness of recommended agroforestry farming practices, with particular emphasis on healthy soils. Beneficiaries of these capacity-building initiatives are demonstrating a greater appreciation of biodiversity and the importance of sustainable and integrated farming systems (that include crops, trees, soil, animals and the environment).

In 2015 an increasing number of farmers applied integrated farming approaches to establish their own plots. For example, previously in Sabeto there were no such practices; now 11 farmers have established their own plots. In Taveuni, farmers would walk four or five hours each day to reach fertile land to plant taro (dalo). The demonstration farms proved to farmers that the same yield can be achieved through utilising agroforestry principles and practices near their own homes and villages. These farmers are now selling to local markets and exporters.

A farmer from Tonga, who benefited from SPC's training and technical support, intercropped over 400 sandalwood trees with peanuts, taro and vegetables, and has opened up his farm to showcase the agroforestry concept to other farmers. Also in Tonga, technical assistance is being provided to Hango Agricultural College to help revise its curriculum to include agroforestry.

<sup>24</sup> GIZ, USAID, EU and FAO.

Supporting communities to adopt agroforestry practices in Tuvalu. Photo: SPC, Israela Abrahamson







Improving soil health through composting on coral atoll islands.  
Photo: SPC, Israela Abrahamson

### ***Technical advice and assistance in soil management***

SPC soil scientists are responding to degradation of soil resources throughout PICTs with innovative and participatory solutions. Three model locations have been set up in Fiji, Kiribati and Samoa through the Soil Health Project<sup>25</sup>, to facilitate participatory learning exchanges for farmers. Trials in Fiji with the Tei Tei Taveuni (TTT) farmers' group have shown that organic fertilisers (mucuna fallow, fish meal and rock phosphate) are superior to NPK and urea. Nearly 400 farmers (25% women) of the 1000 registered with TTT have been provided with planting materials such as seeds, fertiliser, and all necessary technical guidance and training (a resource centre has been set up creating access for the farmers to information). The positive outcomes and the participatory nature of the project have led to a rapid uptake of research results, leading to vast improvement in the soil health of Taveuni farms. Economic analysis has indicated additional agricultural production was achieved to a value in excess of USD 2 million.

Sustainable soil management is particularly important for coral atolls where the use of fertilisers can negatively affect the water lens. In Kiribati more than 70 households in South Tarawa and three villages on the island of Abaiang are now involved in building soil fertility through composting. The Kiribati Agricultural Department and 50 households in Teaoaraereke reported that vegetable and sweet potato production has significantly increased and households are consuming more vegetables.

In Samoa, the project carried out soil profiling for over 80 farmers and recommended nutrient regimes in support of taro exports to New Zealand. Capacity development is a strong tenet of the project, with more than 40 regional and national staff of agriculture departments and five postgraduate students mentored and supported.

To mark the International Year of Soils, SPC supported the Pacific Island Farmers Organisation Network (PIFON) in hosting the 2015 Pacific Soil Learning Exchange, which brought together over 50 farmers from Fiji, Papua New Guinea, Samoa, Solomon Islands and Tonga to learn about the importance of soil health for production. The event saw a rich exchange of knowledge, research findings and case studies.



A new collaboration, the Regional Forest Inventory Support Facility<sup>26</sup>, is offering a suite of services including knowledge sharing, forest data analysis and design and formulation of national forest inventories. In recognising the important role women play in forest-related activities in the Pacific and to promote gender equality in the sector, SPC is leading the way by employing two women foresters to manage the facility. In its first 12 months of operations, the facility trained more than 300 foresters from 11 PICTs in forest data analysis and designing and conducting their own national forest inventories. SPC has also formulated national forest inventory guidelines to ensure harmonisation of the methodologies used by PICTs. Technical assistance offered to Solomon Islands has enabled the country's first national forest stratification scheme, an important component in the design of their proposed national forest inventory.

<sup>25</sup> Funded by the Australian Centre for International Agricultural Research (ACIAR) with partnerships with the Queensland Department of Agriculture, Fisheries and Forests (QDAFF), University of the South Pacific, Samoa MAF, Fiji MPI, Kiribati MELAD and Australian Volunteers International.

<sup>26</sup> With support and collaboration of FAO, UN-REDD, and member countries (Cook Islands, Fiji, PNG, Samoa, Solomon Islands, Tonga and Vanuatu).

### 1.3 Improved management of deep-sea minerals

*Deep-sea deposits of metals such as copper, gold, silver, zinc, lead, cobalt, nickel and platinum within the exclusive economic zones of PICTs have galvanised the commercial interest of international mining companies. Deep-sea mining is an emerging industry in the Pacific region and has the potential to become a major new revenue stream for Pacific Island countries. Effective management of these resources and their extraction, and both government and civil awareness will be critical to ensure that long-term benefits are realised.*

Due to the rise in some metal prices and the depletion of high-grade terrestrial mineral deposits, a number of mining companies and investors approached PICTs and discussed their deep-sea mineral (DSM) interests. Subsequently, SPC was contacted by a number of PICTs for advice and assistance, which prompted SPC to approach the EU for funding. As a result, the Deep Sea Minerals Project was conceived and implemented by SPC's Geoscience Division in partnership with the EU in 2011. The DSM Project is implemented in 15 Pacific island countries: Cook Islands, Fiji, FSM, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu.

#### **KR 1. Reviewing and developing national and regional DSM policy and legal instruments**

##### ***Development of DSM regional frameworks***

Through the DSM Project, SPC is advocating for regional cooperation to avoid a 'race to the bottom'. As well as technical cooperation and sharing of relevant information, SPC is developing regional frameworks and guidelines that will be used by PICTs to develop their policies, laws and guidelines, ensuring that national legal instruments for DSM activities in the region are harmonised and consistent with international laws. Three regional DSM frameworks (the Regional Financial Framework, the Regional Scientific Research Guidelines, and the Regional Environmental Management Framework) were developed and reviewed by SPC in collaboration with partners and representatives of PICTs in 2015. Developing regional frameworks is a complex and time-consuming undertaking due to the consultative and inclusive requirements. Aspirations to publish the frameworks in 2015 were not realised due to lengthy delays experienced using traditional consultation approaches. Since replacing these with dynamic workshop-based consultation approaches, feedback has gained momentum. The three frameworks are expected to be finalised and published in the first half of 2016.

##### ***Development of national DSM policy and laws***

SPC has been assisting PICTs in developing and reviewing national DSM policies and legislation. A number of countries (Fiji, FSM, Kiribati, Marshall Islands, Nauru, Solomon Islands, Tonga and Tuvalu) have requested that the DSM Project draft their national policies and legislation, while others (Cook Islands, Papua New Guinea and Vanuatu) have used the policy and law template developed by the DSM Project to formulate their respective national legal instruments. This collaboration is crucial and effective in ensuring that PICTs have robust DSM policies and laws, as well as encouraging them to take ownership of the development and administration of these legal instruments.

Licensing regulations were completed in Cook Islands and are currently under development in Tonga. DSM policies are under development in Fiji, FSM, Kiribati, Nauru, Marshall Islands, Solomon Islands, Tuvalu and Vanuatu. Seabed resource management bills were completed in Kiribati, Marshall Islands and Nauru. The Nauru International Seabed Minerals Act was passed and enacted in 2015.

## KR 2. Building capacity and developing technical expertise within member countries relating to DSM

### Capacity building programmes and initiatives

The DSM Project’s capacity-building efforts include workshops, internships, short-term attachments and attendance at relevant international conferences and meetings. These events allow numerous opportunities for interaction between participants and DSM experts, as well as the sharing of information that leads to informed decision-making. In 2015, a number of capacity-building activities were undertaken by the project. Candidates representing Pacific island governments, national and international NGOs, Pacific communities and the private sector benefited through enhanced knowledge relating to DSM. Internship positions (including legal, environment, geology and communications internships) were offered to candidates from Fiji, Marshall Islands, Niue, Solomon Islands, Tonga and Tuvalu. Due to visa restrictions, one internship was not successful. Despite fewer applications compared to previous years, a total of eight interns (five women and three men) joined the DSM Project’s internship scheme in 2015. The thirty-seven internships offered since 2012 are described below.

Ms Patisha Del Wate, winner of the youth debate on deep-sea minerals in the Pacific.

*“I am privileged and honoured to be part of this debate organised by SPC and the Solomon Islands Government. I have learned a lot of things during the course of the training. As a Solomon Island citizen and a future leader of tomorrow, this debate will help me make the right decisions when the time comes. For the time being, I am happy to be able to create awareness of issues relating to deep-sea minerals and mining,”* said Ms Patisha Del Wate, debate winner from King George IV High School



With the support of the EU, the Government of Solomon Islands and SPC held a national youth debate in June in Honiara. The debate was competitive and, after the final round, Ms Patisha Del Wate, a Year-12 student from King George IV High School, was announced the winner. Seven girls and five boys participated in the debate and the project provided certificates and prize money for each debater and the overall winner.

*“I found the two-week work attachment with the DSM Project very expedient and relevant. I am grateful for the opportunity and sponsorship that has been offered to the Nauru Government by the DSM Project. It has definitely assisted us as legal officers in establishing robust legislation and proper legal instruments to affirm that Nauru’s actions on offshore minerals and mining are appropriate and are in line with UNCLOS.”* Ms Patricia Grundler, Government Attachment, Nauru

*“I thoroughly enjoyed my time working with the DSM team. The work is engaging and there is a sense that what we do makes useful contributions to the work programme. The level of responsibility we are given as interns encourages us to take ownership of our work and provides opportunities to build new skills and be exposed to new experiences, which aren’t typically available in other internship programmes.”* Mr Melino Bain-Vete, Environment Intern, Fiji

Internship / placement	Changes in knowledge and skill	Participants
Legal Internship/Training (DSM Project, Suva)	Provides on-the-job legal training to law graduates that include legislative review, legal drafting, legal research and analysis, and formal interaction and correspondence with government officials and stakeholders.	18 (9 males, 9 females)
Environmental Internship (DSM Project, Suva)	Provides on-the-job legal training to graduates in the fields of environment, marine studies or a related discipline.	4 (1 male, 3 females)
Geographical Information System Internship (DSM Project, Suva)	Interns trained on GIS applications and database management by the GIS Unit in SPC so they can return and work on their DSM data in-country.	6 (all male)
International Seabed Authority Placements (Kingston, Jamaica)	One-month opportunity to gain behind-the-scenes insight into the working of this specialist DSM intergovernmental organisation that deals with DSM in ‘the Area’.	4 (3 females, 1 male)
Rhodes Academy (Greece)	Provides a unique opportunity for participants to broaden their understanding of maritime law set out in international agreements and national state practice.	2 (1 male, 1 female)
University of Hawaii – Lab training (Honolulu, Hawaii)	Training on techniques for conducting environment baseline studies and biodiversity evaluation of deep sea manganese nodule ecosystems.	2 (females)
Duke University	Immerses participants in the world of marine conservation biology and policy, giving them a set of basic tools for conserving marine biodiversity.	1 (male)

### Regional training workshops

A number of regional workshops were held in 2015 (detailed in the table). Development of appropriate fiscal regimes and revenue management options for DSM, and environmental management of DSM activities, were offered as follow-up technical training from previous years and provided opportunities to consult the participants on the draft regional frameworks under development. Another workshop aimed to support Pacific countries in the development of strong, robust and effective regulatory frameworks to regulate and monitor DSM activities. As an outcome of this workshop, SPC established a community of practice (CoP) for Pacific Island policy officers and legislation drafters involved in DSM. The virtual CoP will sustain key learning from the workshop and provide an ongoing exchange of practices, experiences, questions and challenges with regard to the development and implementation of their DSM policies and legislation.

Delegates from the Cook Islands, Fiji, FSM, Marshall Islands, Papua New Guinea, Tonga and Tuvalu participated in the 21st annual session of the International Seabed Authority (ISA) held in Jamaica in July 2015, with the assistance of SPC. Interaction of Pacific Island governments with the ISA is of critical importance as it allows them to engage in and influence decisions made by the authority, ensuring that decisions align with their national interests and those of the Pacific region.

Training workshops	Change in knowledge and skills	Participants
1. Workshop on geological, technological, biological and environmental aspects of DSM	This was the first training workshop and was very successful because the participants had access to international experts, mining companies and DSM project staff who responded to questions from government officials and NGOs from the Pacific region. An assessment confirmed that participants knew more about DSM and related issues than when they first started and identified key areas that need to be targeted for future training workshops.	36 males 17 females
2. Workshop on law and contract negotiations for DSM	Participants provided positive feedback regarding the importance and quality of the training, which provided PICT nationals with skills/knowledge to enter into commercial negotiations with DSM companies, to ensure maximum benefit from the agreements.	44 males 29 females
3. Workshop on environmental perspectives of DSM activities	This practical workshop allowed all the participants to use the International Seabed Authority EIA template to develop national EIAs for the 3 targeted DSM deposits.	51 males 37 females
4. Workshop on fiscal regimes and responsible investment of revenues from DSM	Apart from knowledge gained from learning various models for fiscal regimes and revenue management schemes, participants requested that a DSM regional financial framework be developed to serve as a primer for PICTs on setting up national DSM fiscal revenue and wealth management frameworks.	54 males 17 females
5. Workshop on DSM activities social impacts and public participation	Participants learned about the likely social impacts of DSM activities as well as preventative and mitigating measures. Another important outcome was raising awareness of how important stakeholder engagement is in informed decision making.	47 males 28 females
6. Workshop on DSM policy formulation and legislative drafting	As an outcome of the workshop, countries endorsed the establishment of a DSM Pacific community of practice for legal practitioners in the region. The project is currently developing an online system to support this initiative.	32 males 26 females
7. Workshop on development of appropriate fiscal regime and revenue management options for Pacific ACP States	Substantial comments were received from PICTs on the draft regional financial framework which is now being finalised.	39 males 10 females
8. Workshop on environmental management of deep-sea mineral activities	Substantial comments were received from PICTs on the drafts of the Regional Environment Management Framework and the DSM Scientific Research Guidelines. The documents are currently being finalised.	20 males 18 females



## 2 Expanding Pacific trade for economic growth

SPC is supporting PICTs to sustainably increase trade.  
Key results achieved in 2015 are described below.

### KR 1 Developing business and new national and international markets through agribusiness



#### Developing agritourism in the Pacific

Tourism in Pacific Island countries grew by about 3.5% per year between 2008 and 2012. The total value of Pacific tourism is forecast to nearly double to USD 4 billion by 2019. Up to 80% of the food in the tourism industry is imported, partly because the hotels and airlines need reliable supplies of good quality products. The first Pacific Community Agritourism Week<sup>27</sup> was held in Fiji in 2015 and brought together farmers, chefs, government officials, national and regional representatives and private sector 'agripreneurs' to explore innovative ways to reduce poverty through linking smallholder agriculture to the tourism industry. SPC also brought together 20 farmers representing Pacific national farmer organisations and 20 chefs from hotels in Cook Islands, Fiji, Kiribati, Samoa, Solomon Islands, Tonga and Vanuatu to explore opportunities to work with each other. This group also met with representatives from the Caribbean and Indian Ocean regions to learn about experiences from these regions. SPC, in collaboration with the Technical Centre for Agricultural and Rural Cooperation (CTA), deployed a team of on-site and remote social media reporters to cover the event. Their combined reporting using the hashtag #PacAgriTo resulted in 3,172 posts with an audience reach of almost 500,000 users. A key outcome of the event was the adoption of a push strategy to include more local produce on menus of hotel restaurants, and to connect hotel buyers to a greater range of farmers. The event has also led industry leaders to explore the possibilities of culinary tourism as a new niche within agritourism.



Fijian NGO, the Foundation for Rural Integrated Enterprise Development (FRIEND) Organic Officer Makereta Tawa with FRIENDS first product organically certified through a participatory guarantee system - lemon grass tea. Photo: SPC, Israela Abrahamson

<sup>27</sup> This was a collaborative effort of PAPP and the EU-funded Pacific Regional Capacity Building Programme implemented by the South Pacific Tourism Organisation (SPTO), the School of Tourism & Hospitality Management of the University of the South Pacific (USP) with technical and business perspective provided by the African, Caribbean and Pacific-European Union (ACP-EU) Technical Centre for Agricultural and Rural Cooperation (CTA) and the Pacific Islands Private Sector Organisation (PIPSO).

In 2015 Ten Pacific enterprises from six PICTs were assisted into four new export markets (France, Germany, Australia, New Zealand):

- Fiji:** Pacific Seaweeds (sea grapes – new logo, new jars, new labels, new website, new brochure)  
FRIEND (chutneys, teas – new logo, new packaging)  
Fijiana Cacao (chocolate – new logo, new packaging)  
Kaiming Agro Processing (ginger)  
Tavulomu (virgin coconut oil)
- Vanuatu:** Vanuatu Direct (honey – new packaging, new brochure)
- PNG:** Amruqa (virgin coconut oil, spices – new logo, new packaging)
- Solomon Isl.:** Varivao Holdings Ltd (coffee)
- Tonga:** Heilala (vanilla)
- Samoa:** Women in Business Development Inc. (virgin coconut oil, cocoa, soap, dried banana)





## ***Business development and technical assistance for agricultural trade export***

The Increasing Agricultural Commodity Trade (IACT)<sup>28</sup> project is providing technical support for product development, production up-scaling, processing, market access and certification to enable small and medium enterprises in 15 PICTs to export forestry and agricultural products. Further technical and scientific support is provided by LRD's integrated pest and disease management teams and biosecurity services.

In 2015, IACT contributed to the development of 31 new products in nine PICTs. Exporting enterprises supported by IACT amassed revenue in excess of FJD 10.5 million in 2015, an increase of 13% from 2014, according to the results of an IACT survey of these enterprises. This could be explained by the 40% growth in export product numbers that resulted from diversification and value-adding of products that were already making headway in export markets. For example, in the coconut sub-sector, revenue from coconut-based exports saw a phenomenal increase of 1880% compared to 2014 figures. Revenue from aquaculture and marine products also grew significantly by 491% compared to 2014. This increase was due to Papua New Guinea releasing its stock in 2015 after holding it back in 2014. Honey export revenue in Vanuatu grew by 488% after strong protection measures implemented by the Vanuatu government resulted in the strengthening of the domestic and export honey markets. In Fiji, growth in ginger revenue of 80% in 2015<sup>29</sup> is attributed to the opening of new export markets and the strengthening of HACCP certification for ginger processing. Other export commodities such as cocoa, coffee, vanilla and processed frozen root crops and vegetables fell by small margins. Reasons include low production during periods of drought and other natural disasters, new competitors and loss of markets.

Through strong participation at trade shows, 10 enterprises from six PICTs were able to export products to France, Germany, Australia and New Zealand in 2015. Under the Pacific Agribusiness Research for Development Initiative (PARDI), cocoa is making headway into high-price niche markets and Pacific cocoa gained international recognition in 2015.<sup>30</sup>

In preparation for trade shows, fairs and trade missions, IACT supported selected enterprises in developing new packaging, branding, websites and marketing to ensure they were export market ready.

With SPC support, EMP Coconut Products of Papua New Guinea began operation of a zero-waste facility to enter into downstream processing of coconut products, resulting in the export of 122 tonnes to Malaysia and other Asian markets in 2015. Also, Labasa Farm Fresh of Fiji developed new products such as processed cassava leaves, rosella leaves and grated coconut for export markets. SPC assistance improved the two companies' productive capacities and enhanced the quality of their products. In addition, SPC helped these enterprises gain market information and penetrate new markets. These enterprises buy from local communities and as they improve their production outputs, they place a greater demand on these communities to increase supply. Two key indirect benefits have been achieved, both generating more income for local communities: (1) suppliers in the communities have increased their volume; and (2) new suppliers have come into the picture.

In 2015, 364 women were employed in enterprises supported by IACT, an increase of 31% from 2014. Youth employment in these enterprises also increased from the previous year by 13%.

The Pacific Organic and Ethical Trade Community (POETCom), which is hosted by SPC, contributes to economic growth by opening niche market opportunities for smallholder producers through organic certification. Close to 50,000 hectares of land have been third-party-certified organic in the Pacific, with more than 9000 certified growers in 13 PICTs<sup>31</sup> trading close to 50 products in both local and overseas markets. POETCom continued to support the strengthening of the participatory guarantee system (PGS), extending this cost-effective certification system to fully organic-certified Cicia Island in Fiji and Abaiang in Kiribati, and to three new grower groups. Training implemented by POETCom has established a pool of 17 Pacific-based organic audit trainees who, while completing the process to become approved auditors, are also able to support the capacity building and preparation of farmer groups working towards certification. The establishment of this new pool of assessors will ultimately lower certification costs and facilitate the export of organic products.



Strengthening the export capacity of Pacific member countries in the primary industries of agriculture, forestry, aquaculture and livestock through a whole-of-supply chain approach.

Photo: SPC, Israela Abrahamson

<sup>28</sup> Funded by EU.

<sup>29</sup> Ginger exports in FJD (2014: 1,000,000; 2015: 1,800,000).

<sup>30</sup> Two Pacific cocoa farmers, David Kebu of the Solomon Islands and Arfi Khan of Fiji, gained recognition at the 2015 International Cocoa of Excellence Award in Paris, with Kebu's product ranked in the top 20.

<sup>31</sup> POETCom 2013 data.

Certification work undertaken by SPC is qualifying PICT enterprises and industries to access and penetrate new markets, compete in export markets and gain niche market benefits. In addition, certification criteria are improving infrastructure such as factory facilities, processing equipment and systems, as well as food safety. Through SPC technical support, risk and hazard analysis and capacity building, nine enterprises were assisted towards HACCP accreditation, five gained Forest Stewardship Council (FSC) accreditation, and five were granted third-party organic certification. One enterprise received ISO 22000 certification, signalling a food safety management system in place. Three new PGSs were established in Cook Islands, Fiji and Solomon Islands. Certification increases the confidence of consumers and buyers in products, and to meet increasing demand, some suppliers have increased their source base.

In 2015, SPC's Biosecurity and Trade team worked with Cook Islands Noni Marketing Pty Limited to enable the enterprise to meet stringent international standards for exporting organic noni to China. Organic noni certification in Cook Islands has seen an additional 45 smallholders contracted to Cook Islands Noni Marketing Pty Limited. The accreditation and standardisation processes have led to increased confidence in the product, reflected in significantly increased exports from 9000 litres in 2014 to 24,000 litres in 2015. SPC assistance also contributed to the opening up of new markets in New Zealand, Australia and Japan, enabling the export of more than 100 tonnes of organic noni in 2015.

### ***Diversification for economic development and sustainability***

The Improvement of Key Services to Agriculture (IKSA)<sup>32</sup> project is assisting farmers to supplement their incomes from sugarcane through diversification into horticultural and food crops production. IKSA has provided capacity building and technical and material support to up to 100 farmers per year in Fiji's sugarcane belt.<sup>33</sup> Farmers are demonstrating improved knowledge of good agronomic practices in their farm systems by incorporating various ways to improve soil quality, enhance water use, manage crop residues and improve the environment. An increasing number of farmers are intercropping cowpea with sugarcane, which improves sugarcane harvests through the nitrogen-fixing activity of cowpea. Farmers are reporting increased sugarcane yields of up to 150%, and achieving additional income from selling the cowpeas in local markets. Other farmers have intercropped short-term and long-term crops, such as papaya and watermelon, leading to better household cash flows. Farmers are also realising other benefits of intercropping, such as improved pest management.

Seventeen nurseries have been established by SPC. They are managed by farmers in cluster groups and monitored by LRD and Fiji's Ministry of Agriculture. The nurseries are providing farmers with over 400,000 quality seedlings per year, through the cultivation of plants for seeds and adherence to strict procedures for seed multiplication, seed storage and treatment. Stronger links between seed suppliers and farmers have resulted in expanded certified seed banks, enabling economies of scale and helping producer groups to enter export supply chain systems. Through the EU's International Trade Centre, commodities such as cocoa, cassava, kava, taro and yam are finding new local markets.

IKSA also has flow-on benefits to the community, for example, through drilling for water to meet household and farming needs. Participation of women and youth has been actively promoted through farm visits, community awareness and training. With an expanded food base there is more variety of fresh local produce available to farm families. Farmers have reported increases in income of up to 400% after IKSA interventions. Receiving money weekly or monthly through sales rather than waiting until the annual sugar harvest payout is changing the landscape of household economics. IKSA is providing farmers with financial literacy and basic business management training upon request. The project has also put in place measures to motivate farmers to save and to improve their credit worthiness with financial institutions.

<sup>32</sup> Funded by the EU.

<sup>33</sup> Around Sigatoka, Nadi, Lautoka, Ba, Tavua, Rakiraki and Labasa.

## KR 2 Improving and sustaining plant and animal health for biosecurity and trade

### *Technical and scientific support for plant health*

SPC provides research support, capacity building and technical assistance to PICTs in crop management. Through the Integrated Crop Management (ICM) project<sup>34</sup> SPC works towards higher yielding crops, lower costs of production, and tolerance and resistance to pests, diseases and climate change effects. SPC provides technical assistance to PICTs for regular surveys of plant pests and diseases, agriculture extension officer training in recognising pests and diseases, and eradication activities.

In 2015 a new tomato variety, Melrose, was released in Fiji for commercial cultivation. The variety has a firm texture and is not affected by insects and birds, which means it can be harvested fresh from the field. In addition, the tomato is an open-pollinated variety, and is resistant to the tomato mosaic virus. It is expected to play an important role in import substitution of tomatoes in Fiji.<sup>35</sup>

SPC supports PICTs in sound agricultural practices that are environmentally safe, through integrated pest management (IPM) approaches that reduce dependence on chemical pesticides and increase the use of natural alternatives. More than 60% of pesticides imported by PICTs have not been properly assessed for risks to human and environmental health. Environmentally friendly pesticide products, such as plant-derived pesticides and IPM-compliant products, are now being made available for both organic and conventional crop production.

Good risk assessments and sound pesticide registration systems are essential for PICTs. In 2015, SPC<sup>36</sup> invested in building the capacity of 37 agriculture officers from nine PICTs in national pesticide registration and management. This included practical training in health and environmental risk assessments for hazardous pesticides, and the use of a pesticide management tool designed to harmonise global usage and sharing of pesticide registration information. The training aimed to build national capacity to implement the multilateral environmental agreements (MEAs) on chemicals in the Pacific.

SPC carried out crop pest surveillance and analysis in Kiribati, Cooks Islands and Solomon Islands, to assess population dynamics of pests, their incidence and damage to crops at fixed intervals, and to forewarn farmers to take up timely crop protection measures.



In 2015 a new tomato variety, Melrose, was released in Fiji for commercial cultivation

<sup>34</sup> Funded by ACIAR in collaboration with the World Vegetable Centre (AVRDC).

<sup>35</sup> Fiji imports 300 tonnes of tomatoes annually. The price of the local tomatoes in the market ranges from \$1.71/kg in the main season to \$4.50/kg during the off-season (Ministry of Agriculture, Fiji, 2015).

<sup>36</sup> With EU financial support, and technical support from FAO.

### Technical and scientific support for animal health

SPC continues to work towards the development of efficient and sustainable animal health and production systems, producing healthy animals and safe products for food security and income generation. Disease surveillance training was undertaken in Vanuatu as part of the post-Cyclone Pam recovery efforts of the Vanuatu beef industry, as a measure to safeguard against disease outbreaks. Specialised training provided under the Meat Hygiene and Food Safety Paravet Course has led to improved skills amongst livestock staff in PICTs.

Abattoir workers and meat inspectors in Fiji and Vanuatu have improved their handling of livestock products, ensuring a high degree of food safety and standards to meet local and export market expectations. Furthermore, in efforts to increase access to traditional and improved animal stocks, SPC scientists have begun the important work of conserving and breeding indigenous pigs and chickens with climate-resilient characteristics in Cook Islands, Fiji and Niue.

SPC biosecurity services continued support of PICT export strategies through the sharing of information on phytosanitary and zoosanitary requirements of countries and supporting agribusinesses to meet those standards. In 2015, SPC provided biosecurity technical assistance through disease surveys, surveillance and diagnostics activities, including pest risk assessments and import risk analysis for four PICTs (Fiji, Kiribati, New Caledonia, Tuvalu). This support has enabled market access for commodities such as sea grapes (from Fiji to France), live crabs (from Fiji to Hong Kong), coffee beans (from New Caledonia to Papua New Guinea), eggs (from Fiji to Kiribati) and breadfruit chips (from Tuvalu to New Zealand). Follow-up work on the 2013 technical support for the bee disease survey in Niue is continuing, allowing Niuean honey to remain disease-free and parasite-free.

Relative isolation is positioning Niue as a potential global bee sanctuary, enjoying the highest bee health status in the Pacific.



Animal health surveillance, Samoa



### 3 Developing cultural industries

Cultural industries make an important contribution to the social and economic well-being of Pacific communities but, to thrive, they require active government and private sector support and cross-sectoral collaboration, as well as improved knowledge and capacity among all stakeholders.

As the only regional organisation with a mandate in cultural development, SPC plays a leading role in the promotion of cultural industries. In a strong partnership with the Pacific Islands Forum Secretariat (PIFS), SPC's Culture Programme is working on the project 'Enhancing the Pacific Cultural Industries: Fiji, Samoa and Solomon Islands'. Activities and achievements in 2015 are described below.

#### KR 1. Facilitating a conducive environment for the cultural and creative industries



In Samoa, a partnership between the Ministry of Education, Sports and Culture, the Ministry of Commerce, Industry and Labour and SPC is focused on intellectual property enforcement and awareness-raising for cultural producers. The partnership between the Fiji Department of Heritage and Arts, the Fiji Arts Council the Fiji Ministry of Social Welfare, Women and Poverty Alleviation and SPC is focused on improving the quality of cultural products produced by women's groups and enhancing the National Women's Expo.

2015 saw the first ever opportunity for cultural producers in Fiji to discuss intellectual property rights and enforcement with police, customs and other enforcement agencies to develop a shared understanding of legislative requirements and cultural producers' needs. The project enhanced cultural producers' entrepreneurship skills by conducting workshops – two in Samoa and one each in Solomon Islands and Fiji – attracting more than 130 participants. SPC developed a cultural and creative industries entrepreneurship curriculum and tools that specifically focus on the unique needs of cultural enterprises.

The project also established systems and tools for cultural civil society organisations, such as the Samoa Arts Council, the Western Solomons Arts Council and the Fiji Arts Council. The organisations received training in how to run a successful association including how to build partnerships and support cultural producers.

Through the project, SPC and partners have established and widened pathways for cultural producers to move into the formal sector and gain recognition as creators of wealth. Within the public sector, the project has raised awareness around the cultural industries, which has contributed to the FJD 1.2 million increase in Fiji's 2016 budget commitment for the culture sector and to an allocation of FJD 100,000 specifically for development of cultural industries. This funding will enable development of a full strategy for the cultural industries sector internationally and nationally. And in Solomon Islands, the Culture Division is introducing a Solomon Islands National Arts and Heritage Council bill, and is creating a craft centre in Honiara, providing a promotional space for the sale and marketing of cultural products.





## 4 Developing a more qualified workforce

Economic growth depends on a qualified workforce, and a qualified workforce is dependent on literate, numerate students coming out of high-quality schools and earning credentials that are quality assured and internationally recognised.

The Educational Quality and Assessment Programme (EQAP) of the Pacific Community has the vision of being the agency for educational quality in the Pacific region. Its mission is to enhance the quality of education and training for Pacific learners to realise the benefits of lifelong learning and improve the quality of education in Pacific Island countries and territories. Key results achieved in 2015 are discussed below.

### KR 1. Strengthening national accreditation and assessment systems

#### *Maintaining the Pacific Register of Qualifications and Standards and the Pacific Qualifications Framework*



The Pacific Register of Qualifications and Standards (PRQS) is the regional database of quality-assured qualifications, occupational skills and standards, and traditional knowledge and indigenous skills. Established in 2008 and supported by the Australian Government and SPC, the main purpose of the PRQS is to facilitate the benchmarking of Pacific qualifications against international standards. This is achieved through the use of the Pacific Qualifications Framework (PQF), where qualifications from PICTs are referenced against the PQF and a level for registration on the PRQS is then confirmed. The PQF is also the instrument that establishes comparability of Pacific qualifications with other international education and training systems.

In 2015, SPC worked with participating countries to update and populate the PRQS database with nationally accredited qualifications, registered institutions, professional associations and members, accrediting agencies and regional standards in education. Kiribati and Tuvalu have adopted the PQF as their national framework in the absence of pre-existing national frameworks, which ensures full alignment with the PRQS. Quality assurance training was also provided in 2015 to national bodies in Kiribati, Tuvalu and Vanuatu, and quality assurance of national agencies and other regional agencies is underway in Fiji, Kiribati, Solomon Islands, Tonga, Tuvalu and Vanuatu. A quality assurance specialist joined SPC in 2015 to provide further sought-after expertise. In the area of registration and licensing of professionals, work is underway in Kiribati, Tokelau, Tuvalu and Vanuatu, with training of national qualifications officers taking place in Kiribati, Tokelau and Tuvalu.



EQAP has gained a solid reputation in the Asia-Pacific region and beyond for expertise in the area of qualifications and standards through the work of the PRQS project. Interest from institutions, government agencies and professional agencies continues to build as the value of the system becomes increasingly apparent. Institutions and training service providers now actively seek the opportunity to have their courses accredited and/or included in the register.



Managed by SPC Solomon Islands, in partnership with the Government of Solomon Islands, and funded by DFAT, the Pacific Leadership Programme, The Queens Young Leader’s Programme and PLAN International Youth@Work provide mentoring, skills training and work internships to unemployed youth in Honiara and in rural areas of Solomon Islands.

The Youth@Work internship programme gives youths the tools and skills necessary to succeed in formal employment. The programme requires youths to complete community service and three weeks of full-time training before they are placed in an internship for 15 to 20 weeks. Anyone between the age of 17 and 27 can register and no particular level of education is required. Demand for the Youth@Work internship programme is growing rapidly.

The rural model of Youth@Work provides youth with opportunities to start their own businesses in their village settings. Youth complete 15 weeks of community service by implementing climate change adaptation activities that they have received training to undertake from SPC divisional staff and partners. Following this, youth are trained on how to start their own businesses and are supported in provision of materials to start new agribusinesses or fisheries-based businesses in their home villages under the Young Entrepreneur Programme.

The Solomon Islands Minister for Commerce, Industries and Employment, Hon. William Bradford Marau, encourages youth to create opportunities for themselves by taking on responsibility and contributing to the nation as young business men and women. In 2015, the ministry pledged SBD 60,000 for the Youth Market, an event that is organised by the Youth@Work programme.

Youth@Work has had a very positive impact on the lives of participants. Tracer studies run from 2012 to 2015 show that 25–40% of Youth@Work participants reported they found further permanent employment after participating in the experience. According to the reports: “The initiative is operating within a challenging economic and social environment ... Within this context Y@W is making a difference to the lives of thousands of young Solomon Islanders. It has been especially effective in providing them with new knowledge about a wide range of topics of relevance to their own future and to the development of their country; as well as expanding both their personal and basic work related skills.”<sup>37</sup>

This year a group of 18 Youth@Work interns, known as the NCD Warriors, launched their new business – Fruit@Work – as part of the fight against non-communicable diseases and also to create new and exciting employment opportunities for youths. The new business aims to create an income source and develop business skills for unemployed youths by delivering fresh fruit to Honiara offices at very good prices.

<sup>37</sup> Evaluation of the Youth@Work Program Solomon Islands, 2012–2015, Diane McDonald and Damian Kyloh, December 2015.

## 5 Strengthened infrastructure for economic growth

### 5.1 Supporting transportation across the Pacific

The immense distances across the Pacific Islands region and the heavy reliance on transport for services and goods represent a high cost for most PICTs. Safe, affordable and reliable transport is key to nutrition, health and education supply chains, and necessary for movement of people and cargo. Such transport is therefore a key driver for sustainable economic development in the Pacific, in particular the growth of productive sectors such as agriculture, fisheries and tourism.

As the main regional agency dealing with maritime matters in the Pacific region, the Pacific Community, through its Economic Development Division (EDD), is supporting PICTs to meet international maritime standards and requirements, and to address maritime transport challenges to achieving their development goals. With the provision of technical services, research and capacity development, a number of significant achievements were made in 2015 and are contributing to Pacific economic development, as described below.

#### KR 1. Improving PICTs’ capacity to assume their international obligations

Compliance with international instruments, such as the Convention on Standards for Training, Certification and Watchkeeping (STCW) and the International Ship and Port Facility Security (ISPS) Code, is important to ensure safety and security and also to support economic development in the Pacific region. Non-compliance with the STCW code compromises safety on board vessels and prevents national seafarers from working on international ships, reducing remittances significantly. Failure to

adhere to the ISPS code could deter ships from other countries from docking, leading to fewer trading opportunities and shortages of essential supplies.

PICTs face challenges of capacity, resources and/or tools to maintain compliance. SPC’s Transport Programme, funded by Australia’s DFAT, assists PICTs to improve their maritime security and safety practices, with a particular focus on ports, shipping and maritime administrations.

In 2015, SPC assisted seven PICTs (Cook Islands, FSM, Nauru, Palau, Samoa, Solomon Islands, Tonga and Tuvalu) by conducting a total of 17 audits reviewing their port operation regulations/policies, to assess the effective implementation of and compliance with international maritime instruments and standards. As a result, countries were able to identify and address compliance issues. One significant achievement was the support provided to Nauru to meet its ISPS and Safety of Life at Sea (SOLAS) obligations and remain compliant.

EDD supported Nauru to remain compliant with the International Ship and Port Facility Security Code (ISPS) and Safety of Life at Sea (SOLAS) Convention Amendments of 2002.

During a joint SPC/US Coast Guard technical visit to Nauru in August 2014, significant concerns were raised in terms of legislation, security and personnel compliance with ISPS. The implication for Nauru if listed as a non-compliant port would be a decline in the number of ships calling at its port, which would seriously affect foreign imports. As sea transportation is the lifeblood for this island nation, providing essential food, supplies and material for livelihoods and industry, this would have seriously detrimental consequences for Nauru.

SPC worked with Nauru to undertake an ISPS compliance audit, provide specialised training of security personnel, undertake a Ports Facility Security Assessment and develop an updated Port Facility Security Plan, draft security regulations, and provide technical advice on security and safety best practices. The maritime security regulation was revised to enforce the ISPS code in Nauru. This will be followed by amendments to corresponding legislation in Nauru in 2016. SPC has since submitted these documents and will continue to monitor the uptake of technical advice and implementation of the PFSP and regulations by the Nauru government and relevant maritime authority. This is anticipated to address better access control and cargo movement, improved identification systems, and improved port security practices and awareness.

## KR 2. Improving domestic ship safety



SPC is contributing to the creation of a sustainable maritime safety culture in Pacific domestic shipping. While vessels engaged on international voyages have to comply with the International Safety Management (ISM) Code, no PICT requires safety management systems (SMS) in domestic shipping. This increases the risk for passengers, cargo and the environment as ship operators lack policies and procedures to effectively manage safety and prevent pollution. In 2015, participants at the Pacific Forum on Domestic Ferry Safety agreed to enact national laws and regulations to implement SMS in shipping companies and on domestic ferries. Having proper SMS ensures that ships and their equipment are well maintained and operated according to best practice, and that crews are trained to respond in emergency situations and to reduce pollution. SPC is addressing this gap through the Pacific Islands Domestic Ship Safety Program (PIDSS).<sup>38</sup> This programme was initiated in 2010 and piloted in Tonga and Kiribati (following widely publicised shipping accidents which resulted in the loss of 74 and 35 lives, respectively). The PIDSS programme promotes the use of the Pacific Island Maritime Laws generic safety regulations and the adoption of safe operational plans designed by EDD's Transport Programme for vessels not required to comply with the ISM code, thus assisting Pacific shipping companies in developing and implementing SMS on board their ships.

Following the completion of the pilot phase, the PIDSS programme was expanded to support Marshall Islands, Solomon Islands and Vanuatu to introduce SMS in their domestic fleets. In 2015, SPC further expanded PIDSS to include Tuvalu and conducted consultation meetings, training workshops and technical assistance in all these countries for 13 domestic shipping companies operating 18 vessels. In addition, SPC trained maritime administration staff to develop their capacity to implement PIDSS as a national initiative and monitor progress on SMS in shipping companies. SPC also conducted SMS audits to assess practical implementation and identify gaps.

As of 2015, the PIDSS programme has engaged with six countries and 41 shipping companies operating 65 domestic ships. Ship-owners are seeing clear benefits from implementing SMS and conducting crew training and drills. The programme is planned to be rolled out to Samoa and FSM in 2016.



Port facility drill conducted by SPC in Port Vila, Vanuatu

<sup>38</sup> Funded by Australian DFAT.

### KR 3. Improving governance of the maritime sector

PICTs still face challenges in developing their maritime sectors, with many relying on unsafe and badly designed ships that are poorly maintained. Countries also face major challenges in providing adequate shipping services to outer islands and maintaining critical infrastructure. Identifying the underlying causes of these issues and addressing them in a timely manner is critical to moving the sector forward and to enabling PICTs to seize development opportunities. The 2015 transport officials' meeting acknowledged the importance of good governance of maritime transport to facilitate trade and support economic development.

In 2015 SPC conducted two studies identifying and analysing key maritime transport sector challenges and gaps. The studies were carried out in eight PICTs (FSM, Kiribati, Marshall Islands, Palau, Samoa, Tonga, Tuvalu and Vanuatu) with funding from the World Bank and the Japanese International Cooperation Agency (JICA). SPC facilitated national consultations in the eight study countries, attended by over 100 stakeholders from areas such as statistics, shipping agencies, ministries of finance and planning and customs, and also facilitated two workshops attended by representatives from each of the study countries and officials from the World Bank and JICA.

The study reports presented action plans identifying key priorities and activities and investment costs to close the identified gaps. Most countries do not have specific maritime sector policies and plans as the sector is included as part of the infrastructure sector in national plans. There are also few up-to-date regional analysis reports on the maritime sector. These study reports attempt to provide an in-depth summary at national and regional levels for the maritime sector in terms of legal framework, infrastructure and capacity. While the studies were commissioned by the World Bank and JICA to assist with funding priorities, it is anticipated that the countries will be able to use the reports to guide national budget allocations and assist with mobilising resources from other donors.

In 2015 SPC, in collaboration with the International Maritime Organization (IMO), coordinated regional events that also highlighted the issues raised in the two studies and the need for PICTs to improve their governance of the maritime sector. Following these events, SPC assisted Vanuatu in developing its maritime transport policy to strengthen the governance of maritime affairs and implementation of its international obligations. Further assistance will be provided in preparing the country to be audited by IMO. In 2016 SPC is planning technical support to Kiribati, Palau and Tuvalu in the same area.



### KR 4. Improving reliability of shipping services to small island states

The call by Pacific leaders for improved international, regional and domestic shipping services led to the formation of the Central Pacific Shipping Commission (CPSC) in 2013. The commission, brokered by SPC, was developed to address shipping issues in smaller PICTs, specifically Kiribati, Marshall Islands, Nauru and Tuvalu. The commission helps these countries address development barriers through improved access to international trade markets, more regular shipping of essential goods, and competitive freight rates, thanks to more efficient shipping methods and economies of scale. CPSC is a unique platform where governments and the private sector work together as a special public-private partnership to address the long-standing challenges to shipping in the region.

In September 2015, during its Second Annual General Meeting, the commission adopted an action plan aimed at improving transport services in terms of frequency, freight rates and sustainability.

A study conducted by SPC in 2015 noted that:

- the assessment provides a clear indication of an increase in vessel calls over the last two years that can be attributed to the commission;
- affordability of shipping services has also improved through stabilisation of freight rates; and
- the commission has inherently improved the sustainability of shipping services, shows clear evidence of effective collective action and cooperation at the regional level, and has the potential to have wider socio-economic impacts.

Further assessments of the feasibility of developing a similar scheme for eastern Pacific countries were proposed at the Regional Transport Ministerial Meeting in April 2014. SPC has since supported a consultative forum of eastern Pacific small island states (Cook Islands, Samoa, Tokelau, Tonga, and Wallis and Futuna) with the CPSC Technical Committee in Fiji in 2015. The forum recognised the potential benefits of a shipping commission for eastern Pacific countries. In 2015, SPC conducted a study on domestic transport (air and maritime) between Tokelau and Wallis and Futuna. In December 2015, Tokelau and Wallis and Futuna informed SPC, as the CPSC secretariat, of their respective decisions to join CPSC.



## 5.2 Improving the energy security of PICTs



In the Pacific, about seven million of the region's ten million people still do not have access to electricity, and the electricity that is supplied to the three million is mostly fossil fuel-based. Given the physical distances, the lack of economies of scale and the weak PICT economies, affordability of energy is a major burden at both the macro and micro levels. Reliability of energy supply is a challenge too, as is the efficiency of energy generation and use. Energy security is fundamental to achieving the social and economic development aspirations of PICTs. The key challenge for the energy sector in PICTs is heavy reliance on fossil fuel, which has economic and environmental impacts.

The Sustainable Development Goals, adopted in September 2015, include a dedicated goal for energy: ensure access to affordable, reliable, sustainable and modern energy for all. To assist countries in addressing energy efficiency issues, SPC's Economic Development Division, with funding from Australia's DFAT, focuses on providing technical, legal and policy advice; developing synchronised standards; providing energy statistics, information and networking; and capacity development.

### **KR 1. Supporting PICTs to effectively manage their energy sector**

Comprehensive energy plans, policies and roadmaps that are supported by relevant legislation and regulations are prerequisites for the effective management of cross-cutting sectors such as energy. In 2015, Niue became the sixth SPC member to finalise a national energy roadmap with technical assistance from SPC, following Cook Islands, Nauru, Samoa, Tonga and Vanuatu.

#### ***Supporting Niue with the Niue Strategic Energy Roadmap***

Niue, with a population of 1600,<sup>39</sup> spent an estimated NZD 6 million on 2.3 million litres of imported petroleum in 2013, 75% of which was used for power generation, with the remainder used mostly for transportation. Niue managed its energy sector through an energy policy document which was developed in 2005 but had not been reviewed since then. In 2015 SPC, as requested by the Niue government, helped to develop a new energy roadmap, and in November 2015 the Niue Strategic Energy Roadmap (2015–2025) was launched. The roadmap is based on three inter-related goals: increasing renewable energy integration to the grid, aiming for 80% renewable energy generation by 2025; improving energy efficiency in the electricity and transport sub-sectors; and improving the reliability of energy supply.

### **KR 2. Strengthening capacity to manage the petroleum sector of PICTs**

Efforts to reduce the reliance on fossil fuel in the region will inevitably take time. It is therefore vital that the petroleum sector is closely managed so that gains in renewable energy and energy efficiency are not diminished by corresponding increases in the costs of fossil fuel. The Petroleum Advisory section of SPC's Energy Programme supports countries through providing market analysis and data, and technical advice, to enable PICTs to verify price submissions and to set fair and transparent fuel prices, as well as to meet safety standards and requirements.

Through undertaking preliminary inspections of high-risk dangerous goods (DG) facilities in-country, such as retail service stations, bulk fuel storage sites, and liquid petroleum gas storage and re-filling facilities, SPC identifies potential issues to local regulators and facilitates the training of those regulators to accredited inspector level. During 2015, SPC inspected 89 retail fuel sites in Kiribati, Samoa, Solomon Islands, Tonga and Tuvalu, and reviewed them for compliance with international industry standards. Of these, nine (10.11%), 51 (57.30%) and 29 (32.38%) were assessed as low, medium and high risk, respectively, indicating that much more work needs to be done to improve the operations of the Pacific Islands region's fuel industry.



A key achievement in mitigating risks to DG in 2015 was in Cook Islands. Due to challenges with finding a certified auditor, the last audit of DG storage facilities was carried out in 2010. Cook Islands approached SPC for assistance in identifying an appropriate DG safety inspector to conduct a new DG audit. SPC had previously identified the lack of certified DG inspectors as a regional issue and had been working with Worksafe New Zealand<sup>40</sup> to provide certified DG inspectors and also to allow Pacific Island regulators access to the specialised training and certification courses in New Zealand. Cook Islands was able to engage a Worksafe New Zealand inspector to audit DG storage facilities in the country. The principal Cook Island regulator was also given access to the Worksafe New Zealand online training modules, and when successfully completed, undertook more specialised training in New Zealand to reach the equivalent of certified inspector status. Progress in Cook Islands will be monitored by the newly trained regulator and verified by audits by Worksafe New Zealand.

39 From SPC PRISM statistics – <http://www.spc.int/prism/niue/>

40 Supported by the New Zealand Ministry of Foreign Affairs and Trade (MFAT).



### KR 3. Improving energy efficiency through increased public awareness and improved capacity and legislative readiness to implement energy efficiency labelling and standards in the Pacific

In the Pacific region, household appliances such as refrigerators, freezers, air conditioners and lights account for a considerable share of total electricity consumption. Inefficient appliances not only raise household energy bills, but they also contribute to greenhouse gas emissions. Improving energy efficiency, including switching to energy-efficient appliances, can help reduce consumption in PICTs. SPC has been working on this issue through its Pacific Appliance Labelling and Standards (PALS) project, funded by the Australian Government.

In 2015, SPC drafted standards and labelling legislation in close consultation with ministries and departments of energy in Kiribati, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu. Capacity-building activities included training of trainers from Kiribati and Samoa in appliance labelling and standards, as well as support and advice for project officers in Solomon Islands, Tonga and Vanuatu. Raising public awareness on standards and labelling has also been an important objective of the programme, with grants made available for this purpose to Kiribati, Solomon Islands, Tonga and Vanuatu. In addition, the programme prepared a draft regional efficient lighting strategy that was endorsed by the Pacific Energy Advisory Group (PEAG).

According to a recent independent evaluation carried out by Databuild from the United Kingdom, the project has been very effective in building standards and labelling capacity in the region. The evaluation found that 12 PICTs originally joined the PALS programme and a national coordinator was appointed in each country. In-country consultative meetings and awareness raising on standards and labelling with key stakeholders took place in seven PICTs from 2012 to 2015. Kiribati and Samoa undertook study tours to the Fiji Department of Energy in February 2015 to learn from that department's experiences in regulating energy performance standards and labelling of refrigerators and freezers imported into Fiji.

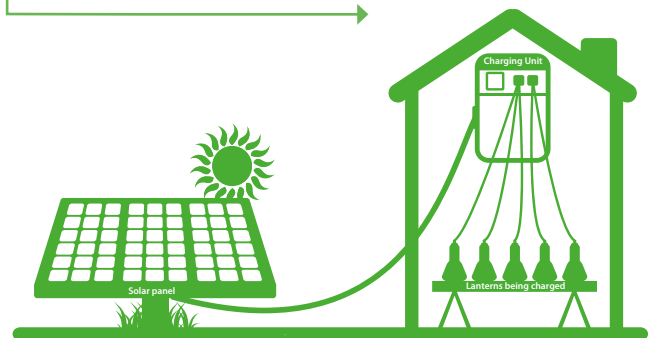
The programme has increased awareness of energy efficiency standards and labelling and the benefits to consumers of choosing energy efficient appliances. However, action to pass legislation by national legislative bodies has been slower. Minimum energy performance standards and labelling legislation have been drafted and submitted to authorities in Kiribati, Samoa and Tonga, and are awaiting adoption.

### KR 4. Improving livelihoods and access to electricity for communities in Papua New Guinea, Solomon Islands and Vanuatu

Improving livelihoods and access to electricity for one million people in three countries (Papua New Guinea, Solomon Islands and Vanuatu) by 2020 is the goal of the SPC Melanesia's Million Miracle Project (M3P), launched at the Third SIDS Conference in Samoa in 2014 and funded by Australia's DFAT. In 2015, M3P installed solar lights and charging stations to improve access to electricity for 300 households (an estimated 3600 people) in communities across the three countries. The project is implemented in close partnership with local NGOs, which undertake most of the installations and village consultations. SPC's role is to provide funds for the community projects, training and technical advice.

An important outcome has been the setting-up of micro-enterprises (solar shops) by women's groups to manage and maintain the solar energy supply. This has created employment opportunities for women and also helped build transferable business skills. An estimated 130 people (45% women) have been trained in the three countries on solar technology and basic business skills.

Regarding access to grid electricity, in 2015 FSM has achieved access above 50%, while Marshall Islands has close to 100% access. In terms of access to electricity (grid and off-grid), FSM, Kiribati and Marshall Islands have achieved over 50% to date.



### 5.3 Improving coastal management and defining maritime boundaries



The Pacific Islands are known in the international community as ‘large ocean states’ because of their small land size (a combined area of approximately 550,000 square kilometres) but vast expanse of ocean collectively governed (a combined area of approximately 30 million square kilometres).

The 1982 United Nations Convention on the Law of the Sea (UNCLOS) places responsibility on parties to lodge with the Secretary General of the United Nations either large-scale charts or lists of geographical coordinates that define their maritime jurisdictions. The leaders of the Pacific countries have identified this as the first priority in the Framework for a Pacific Oceanscape, which was endorsed by the Pacific Islands Forum Leaders’ meeting in 2010 and reiterated in the Palau Declaration on the Ocean: Life and Future at the 2014 Pacific Islands Forum Leaders’ meeting.

In the Pacific region, the EEZs of some countries overlap, and there is a need for countries to negotiate and settle the national sovereignty of areas in the overlapping zones. Since 2002, SPC’s Geoscience Division has been building the capacity of Pacific Island surveyors and cartographers to define maritime zones, and also supporting ongoing negotiations on the overlapping zones. Currently, 50% of national sovereign boundaries have been developed and legal instruments have been deposited with the UN, and negotiations for 70% of the shared boundaries in the region have been successfully concluded in the form of binding treaty agreements.

Nearly 70% of the maritime boundaries between neighbouring countries in the Pacific have now been agreed.

Assistance has been delivered across the region in the area of maritime boundaries, including to Kiribati, Palau and Tonga. In 2015, Fiji, France and Tuvalu signed maritime agreements, and Papua New Guinea signed an amendment agreement to the 1991 maritime boundary treaty with FSM during the Pacific Islands Forum Leaders’ meeting in Port Moresby. Papua New Guinea will also commission SPC to work with internal and provincial maritime boundaries to assist with internal economic development

The Palau government delegation wrote to SPC in appreciation of its support to Palau with respect to boundary negotiations with the Philippines and Indonesia. SPC provided technical support to Palau officials before and during negotiations with officials from Indonesia, which were held in the Philippines in July 2015. **The Chairman of the Republic of Palau Territory and Boundary Taskforce team, Mr Fritz Koshiba, stated:**

*“SPC’s assistance in the review of the satellite imagery, developing charts and maps for internal and external use contributed to the development of Palau’s positions and provided general advice based on other past experiences in negotiation meetings.”*

## 6 Accessible statistics for evidence-based economic development

Good quality, accessible statistics play a vital role in assisting Pacific Community members to achieve their development goals. Statistics provide a picture of Pacific society, and inform design, development and monitoring of development policies and projects. However, many PICTS still lack the capacity to produce, analyse and use the quality statistics required to support effective development progress.

The work of the Statistics for Development Division (SDD) of SPC contributes to the strengthening of Pacific national statistical systems to provide quality national statistics that are:

- accessible and utilised for evidence-based decision-making, policy development and planning; and
- compliant with regional and international standards (to provide comparable data and information).

The work of SDD is guided by the Ten Year Pacific Statistics Strategy 2011–2020 (TYPSS), which is a regional policy framework endorsed by key national and regional stakeholders, such as Pacific Island governments and major development partners. However, the varying institutional capacities of Pacific Island national statistics offices (NSOs), including human and financial resources and political support, result in considerable challenges to TYPSS implementation and results.

### **KR 1. Increasing the number of countries with long-term national strategies for development of statistics**

National strategies for the development of statistics (NSDS) have been completed in Cook Islands, Samoa, Tonga and Vanuatu as the result of a collaboration between SPC and the Partnership in Statistics for Development in the 21st Century (PARIS21). The national strategies address data and information requirements across all sectors, focusing on a country's national statistical system not just on its NSO, to provide the foundation for the collection and use of statistics for evidence-informed decision-making. Work on Fiji's national strategy is in progress, with a first draft expected to be completed in 2016. Expectations are to expand the SPC–PARIS21 collaboration to interested Micronesian countries in 2016–2017, building on multi-year NSO strategic plans developed for these countries by SPC in collaboration with the Australian Bureau of Statistics.

### **NSDS**

Prior to the current PARIS21–SPC technical collaboration, no PICT had a long-term, sector-wide NSDS in place. The collaboration between SPC, senior public servants across sectors and PARIS21 was invaluable. SPC contributed cross-regional information and assessment of Pacific statistical systems, and understanding of governance and political and bureaucratic interfaces. An additional value of NSDSs is that they provide a logical framework to ensure that cross-cutting development challenges pertaining to gender and youth, NCDs and food security, and climate change and disaster risk are given appropriate recognition. SPC's gender and agricultural statisticians actively contribute to this work.



## KR 2. Improving administrative databases for core statistics

Since 2000 – the beginning of the Millennium Development Goal era – recognition of the importance of reliable, good quality statistics to develop, implement and monitor policies has increased across the Pacific Island region. This has been complemented by the growing importance of the agenda on aid effectiveness, which reinforces a results-driven culture and decisions based on facts.

Administrative databases and associated management information systems are critical for providing access to data in ‘real-time’, which is indispensable to evidence-based policy development and regular monitoring of progress. Most developed countries and economies take this for granted, but in the Pacific region, most PICTs continue to rely on expensive and irregular household social and economic surveys, which are at best conducted every five years.

To address this challenge, SPC and technical partners have stepped up their efforts in recent years, particularly in three core areas:

- Civil registration and vital statistics, with SPC engaging in a successful partnership with 11 partners, known as the Brisbane Accord Group (BAG). The work covers improved registration (and associated statistics) on births and deaths, as well as cause of death – the latter providing indispensable data to inform health policy development. BAG represents a true partnership, with each agency contributing specific and complementary subject matter knowledge, expertise and financial support, and SPC providing the technical secretariat for its six-monthly meetings and an overall coordinating function.
- Education management information systems (EMIS), through a partnership with the United Nations Educational, Scientific and Cultural Organization (UNESCO) Institute of Statistics, and PIFS. This is a recent initiative funded by the Australian Government and managed by SPC, to provide technical support across the broad spectrum of education statistics and EMIS IT support.
- Economic statistics, including trade statistics, business registers and prices, in partnership with the Pacific Financial Technical Assistance Centre (PFTAC), PIFS, the Australian Bureau of Statistics (ABS) and Statistics New Zealand. Following deliberations by the Pacific Statistics Steering Committee in 2014, technical partners have been working to develop a more coordinated approach. SPC has the lead role for trade statistics and business registers, as well as prices, with other agencies providing complementary support.

Pacific Community

World Health Organization

The University of Queensland

The University of New South Wales

UNICEF

UNFPA

Queensland University of Technology

Public Health Information Network

Pacific Civil Registers Network

Australian Bureau of Statistics

Fiji National University

United Nations ESCAP





### **KR 3. Increasing adoption of common regional methodologies and statistical classifications**

SPC helped develop the Pacific household income and expenditure survey (HIES) methodology, through a consultative process involving key stakeholders such as government statisticians and technical partners. SPC also helped develop a core set of census modules at a regional workshop with Pacific Island government statisticians and census commissioners, and senior representatives from the ABS and Statistics New Zealand. The objectives included common methodologies to help countries collect good-quality and comparable statistics, and shorter data processing/production time through the use of common core questionnaire modules, data entry and processing systems, standard tabulation plans and report profiles. Initiatives included the following:

- A revision of standard labour force questions used in household surveys, and proposed for inclusion in the 2020 round of population and housing censuses. This work incorporates recommendations from the last International Labour Organization (ILO) Conference of Labour Statisticians, and provides a more realistic portrayal of female and youth labour force participation, thus improving gender and youth statistics for policy-making.
- Improved access to national and regional data through:
  - major improvements to PRISM (the regional statistics database), which is maintained by SPC, and training of national webmasters to regularly publish updated data and reports and make minor website modifications; and
  - a national minimum development indicator (NMDI) database, also maintained by SPC, which was expanded to include six French and US Pacific territories so they can benchmark with other Pacific Island countries and territories.

SPC's role in NMDI database maintenance is to post new statistics and indicators once these are publicly released by an NSO, which includes providing appropriate metadata documentation. The 'datedness' of some key development indicators is most often because the underlying data were derived from household surveys, which are usually only conducted every five years because of costs. A second constraint is the turn-around time between the completion of a major statistical collection and the availability of a final report. Because NSOs often rely on external technical expertise to undertake specific thematic analyses (such as HIES-based poverty estimates), delays can be long. This explains the current absence of HIES-based poverty data in several countries where surveys were conducted in 2012–2014.

There were, however, continued improvements in data coverage in the 2015 Pacific Regional MDG tracking report, with greater use of PICT national statistics rather than reliance on international estimates.

### **KR 4. Improved recognition of the importance of statistics in evidence-based development**

Recognition of the importance of statistics in evidence-based development can be reinforced by providing relevant statistical information in a more accessible form, such as easy-to-read infographics, charts, GIS maps, fact sheets and web-based access. Much effort was invested during 2015 in the area of data and information dissemination and communication, including development of infographics and HIES factsheets.

A second major development in 2015 was the redesign of the SDD GIS (PopGIS) on an open source platform, accessible on the SPC NMDI website (<http://www.spc.int/nmdi/>). This allows quick visual cross-country comparisons, and access to a host of social, demographic and economic data and indicators.

SPC is working with regional partners to prioritise the SDG indicators that are of most relevance for the Pacific, as the region does not have the capacity or resources to collect the full set.

### **KR 5. Increased national and regional capacity through South–South deployment/collaboration**

SPC has been managing South–South statistical capacity supplementation for five years, deploying experienced staff from one NSO to another that lacks specific expertise, to assist with statistical work (data collection, compilation, tabulation and analysis).

In 2015, SDD deployed experienced NSO staff from four PICTs to assist staff in seven others. Apart from providing much-needed capacity supplementation to small statistical offices, the exchange provides a boost for PICT statisticians, and is helping SDD to build regional technical capacity, which over time could provide the foundation for a virtual Pacific statistical system.



# GOAL 2: Pacific Communities *are empowered and resilient*

## Context

To continue to thrive in the face of future challenges, Pacific Islander people and their societies need to be cohesive and empowered, as well as resilient to economic, environmental and social shocks and disruptions. These shocks, as well as trends in urbanisation, migration and the monetisation of economies, are placing pressure on traditional supportive social structures.<sup>41</sup> Stressors, both chronic and subtle, compound these pressures and affect human and social development.

## 7 Enhanced understanding of human rights

The Regional Rights Resource Team<sup>42</sup> (RRRT) is based within the Social Development Division of the Pacific Community, working to provide technical assistance and training to assist Pacific Island member countries and territories to increase their observance of international human rights standards, through improved service delivery, access to justice and effective governance. By providing policy advice, technical support and training services, RRRT responds to the human rights priority areas for the region, which include gender equality, violence against women and children, HIV, disability and climate change. Key achievements in each of these areas are outlined below.

### KR 1: First ever Pacific human rights declaration by members of parliament

In January 2015 RRRT convened a regional consultation with 23 members of parliament from 11 SPC member countries: Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

This consultation concluded with the signing of the first-ever Pacific human rights declaration by

members of parliament. The Denarau Declaration on Human Rights and Good Governance is a demonstration of the strong political will of Pacific leaders in domesticating international human rights and good governance standards, and of their respective commitments to complying with reporting obligations under state treaties. The Denarau Declaration is now used as a lobbying and accountability tool to remind PICT governments of their commitment made to improving development outcomes through the realisation of people's rights, including the rights of women to full participation in political, social, cultural and economic spheres.



IFACCA website. First-ever Pacific human rights declaration by members of parliament

41 2015 Pacific Regional MDGs Tracking Report, PIFS September 2015.  
 42 RRRT receives core funding from the Australian Government and additional project support from the European Union (EU), Kingdom of the Netherlands, Pacific Leadership Programme (PLP), UN Women, United Nations Development Programme (UNDP) and Pacific Women Shaping Pacific Development.



### Raising the human rights agenda with parliamentarians

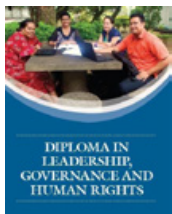
SPC facilitates periodic consultations with members of parliament, with the purpose of advancing human rights-compliant legislative change. The consultations provide the space for MPs to:

- share their experiences and exchange information on current and emerging human rights issues in the region, including sexual and gender-based violence, human rights and climate change, disability inclusiveness and non-communicable diseases; and
- discuss the process of ratifying international human rights conventions and the mechanisms that hold governments accountable.

The first national consultation was held in Tuvalu, in August 2015, in partnership with the UNDP Parliamentary Mechanisms Programme. A submission was subsequently made to parliament, with key recommendations around the Optional Protocols to the Convention on the Rights of the Child (CRC), implementation of new domestic violence legislation and the idea of a scoping study for a national human rights institution. RRRT has recently signed an MOU with the Asia Pacific Forum to undertake all work around National Human Rights Institutions (NHRIs). Six PICTs (FSM, Fiji, Kiribati, Samoa, Solomon Islands and Tuvalu) have expressed an interest in holding similar consultations at the national level.

## KR 2: Improving knowledge of Human Rights in the Pacific

### First Pacific course on leadership, governance and human rights

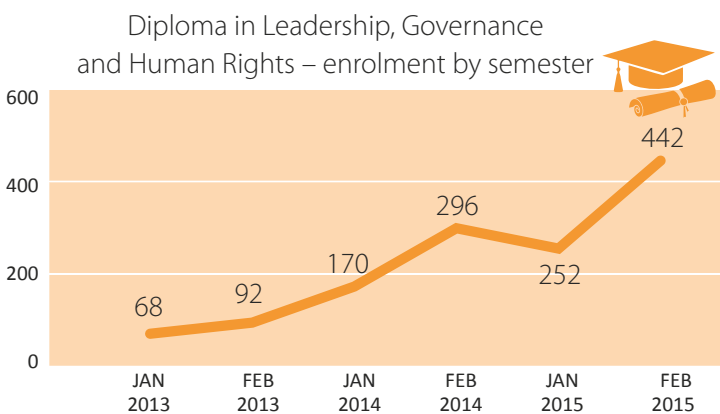


SPC has a vast network of local-level human rights defenders, who are increasingly using the law as a tool for change in the areas of governance and human rights. The experience of maintaining this network of human rights actors has been reflected in the Diploma in Leadership, Governance and Human Rights at the University of the South Pacific (USP). RRRT developed the curriculum over a period of two years, with support from Australian Volunteers International (AVI). The programme was launched at the start of 2013 and is accessible to students across the Pacific region through USP, both on campus and via the distance learning programme. This is the first course on leadership, governance and human rights in the region. As of January 2015, a total of 1320 students were enrolled; more than half of the students were women. Thirty-four Australian Aid scholarships have been awarded to date, with priority given to applicants with disability.

The programme is designed for people working or volunteering in roles with a community or social development focus, and is ideal for:

- staff of government departments that have either a community role (e.g. welfare, child protection, police or corrections) or a social development role (e.g. youth affairs, women’s affairs, family welfare or social welfare);
- staff of development agencies and regional organisations working in roles with a community development focus; and
- people working or volunteering in non-governmental organisations, faith-based organisations or community organisations.

SPC, through RRRT, contributes to the regional public good through this Pacific-specific learning resource, contributing to regional knowledge enhancement in key human rights areas.



“The course is such an eye-opener for me. It has helped me understand the many important aspects of leadership. With all the current governance and leadership issues in the region, this is the course to study. As an aspiring leader, I now know what it takes to be a good leader. I have recommended this course to all my friends.”

Talei Tokalivere of Fiji, USP student, Laucala Campus, Fiji



## Professional Diploma in Legal Practice (PDLP)



For the last 14 years SPC's RRRT programme has contributed to the Professional Diploma in Legal Practice (PDLP) for all USP law graduates completing their studies, through the facilitation of the 'LWD06' module. This module equips lawyers with the knowledge, skills and practice of human rights and family law. The module is run twice a year and is based on international best practice standards and principles, and on experiences from the Pacific.



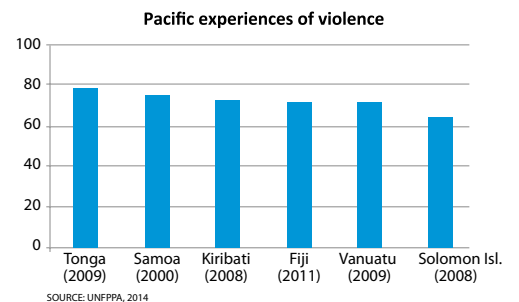
Violence against women and children involves some of the most pervasive and serious human rights issues in the Pacific today, and it is critical to equip new law graduates with facts about, and an understanding of, gender inequalities, violence against women and non-discriminatory approaches to the entire spectrum of private and public issues.

The lawyers enrolled in the 2015 PDLP course at the USP Statham campus in Suva were from Fiji, Tonga, Tuvalu, Solomon Islands and Vanuatu. There were 108 enrolments in 2015.

RRRT works in partnership with private law firms, non-governmental organisations and UN agencies to facilitate the course sessions on human rights and family law.

### KR 3: From act to action – eliminating violence against women (EVAW)

Violence against women is the most pervasive and serious human rights violation in the Pacific region. During the past year SPC has made significant progress in facilitating change at all levels in the elimination of violence against women. The first significant action has been to provide an enabling legal framework for the implementation of human rights.



### Legislative and policy drafting support

In 2014 RRRT supported the enactment of four new laws:

- The Family Protection Act 2014, in Solomon Islands
- The Te Rau n Te Mwenga Act 2014 (Family Peace Act), in Kiribati
- The Family Protection and Domestic Violence Act 2014, in Tuvalu
- The Family Protection Act 2013, in Tonga.

In 2015 RRRT provided technical assistance to four PICTs in reviewing and drafting key legal human rights documents. Assistance was provided to: Papua New Guinea, in the drafting of regulations for its Family Protection Act 2014; Niue, in the drafting of its Family Law Bill; Cook Islands, in a review of its Family Law Bill; and Nauru, on the development of legislation on domestic violence.<sup>43</sup> SPC is currently exploring the provision of support with the state governments of Pohnpei and Chuuk, which are the two remaining jurisdictions in the Pacific without legislation dealing with domestic violence and the protection of women and children.

### Supporting awareness and implementation of legislative change

While the passing of new laws is a great achievement, in order to have a real impact on the lives of women and children affected by domestic and gender-based violence, the laws must be thoroughly understood and effectively implemented. RRRT country focal officers have played a key role in raising awareness of new laws and their implications for key stakeholders (judiciary, police, medical, social services, etc.) through community-wide consultations with government ministries, police, church groups, NGOs and community-based groups, and in supporting their implementation.

- In Kiribati the RRRT country focal officer facilitated the drafting of an implementation plan (currently being tabled in parliament) and national training of police for the Family Peace Act 2014, Te Rau BN Te Mwenga.
- In Tonga the country focal officer held community-wide consultations and awareness programmes on the Family Protection Act 2013.
- In Solomon Islands the RRRT country focal officer is part of the Implementation Plan Taskforce for the Family Protection Act 2014.
- RRRT assisted the Government of Tuvalu in the development of an implementation plan for the Family Protection and Domestic Violence Act 2014.

<sup>43</sup> RRRT receives core funding from the Australian Government and additional project support from the European Union (EU), Kingdom of the Netherlands, Pacific Leadership Programme (PLP), UN Women, United Nations Development Programme (UNDP) and Pacific Women Shaping Pacific Development.

In a number of countries (e.g. Marshall Islands, Palau and Vanuatu) domestic violence and family protection laws have been enacted but have not been implemented. Through the RRRT country focal officers, SPC is pursuing strategies to facilitate the design of implementation plans for these laws.

**Empowering civil society to hold governments accountable for advancing change at the national level**

Through its Pacific People Advancing Change Project, in partnership with the Australian Aid-funded Pacific Leadership

**KR 4: Developing capacity for the judiciary across the Pacific**

Following the success of the Regional Chief Justice Consultation in 2014 and the lay magistrates training in Kiribati, Solomon Islands and Tuvalu, SPC has continued to develop the capacity of other Pacific judiciaries at their request.

**Regional judges and magistrates' consultation**

In 2015, with support from Justice Stephen Pallaras, Judge Mere Pulea and Ratu Joni Madraiwiwi, SPC conducted the Pacific Regional Judges and Magistrates Consultation for 25 senior magistrates and judges from 15 PICTs. It focused on the application of human rights in courts and supporting the judiciary in domestic violence cases.

Programme, leaders at the community and national levels were trained in basic knowledge and skills to conduct effective advocacy and lobbying campaigns that advance gender equality and human rights. 199 people were trained, with 30 campaign groups established across six PICTs. Follow-up on the effectiveness of the training will be carried out in the next reporting period.

The consultation was beneficial in that:

- it created the opportunity for judges and magistrates to share their experiences and challenges in implementing new domestic violence legislation in the Pacific region; and
- it provided a platform for participants to share innovative measures to address access to justice issues.

There was consensus by the participants that a court system that facilitated both protection and prevention is the way forward in addressing family violence in the Pacific, with recognition that limited resources in the Pacific will be the major impediment for such progression in the majority of Pacific Island countries.

As a result of this event, similar consultations at national levels were carried out, including judicial training in Solomon Islands. Training with lay magistrates in Palau and Vanuatu is currently being explored.

*"This consultation has given us some insight into what needs to be done in our country...for example setting up specialised courts such as family courts to deal with these pressing issues. Training and exposure such as this is important to equip magistrates to properly deal with human rights and family issues in our country."* Chief Magistrate, Emmanuel Kouhota, Solomon Islands

*"It has been an honour to be able to participate in this consultation on human rights hosted by SPC and to be able to share our country's experiences as well as hear from the other Pacific countries. It has been a great experience. The visit to the Waitakere Family Violence Court was very inspiring."*

Senior Judge Honora E. Remengesau-Rudimch of Palau

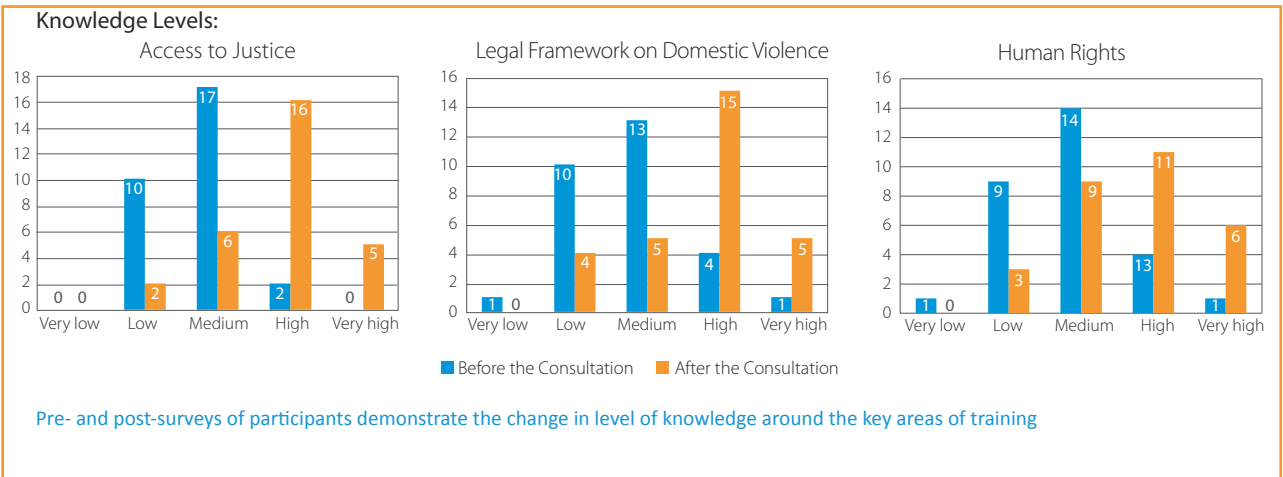


Senior Magistrates and Judges from the Pacific visited the Waitakere District Court in Auckland, New Zealand, hosted by Judge Lisa Tremewan

### Improving access to justice for women, children and people with disabilities in Vanuatu

In 2015 RRRT supported a consultation of 29 lay justices from the 10 island courts of Vanuatu, in Port Vila, to deliberate on the human rights context of access to justice, with a specific focus on barriers to access that confront women, children and persons with disabilities, and possible solutions to overcoming these barriers. Delivered in partnership with the Judicial Services and Supreme Court of Vanuatu, the consultation was opened by the Chief Justice, Hon. Justice Vincent Lunabek, who challenged the island court justices to think like officers of the court, and to clear their minds, including ‘leaving their chiefly title’ as they learn about concepts and principles of human rights and apply them to their work.

The participants developed a set of actions and partnerships between key national stakeholders to strengthen the promotion and coordination of responses to alleviate sexual and gender-based violence, through the work of the subordinate courts.



One of the key successes of the consultation was a panel discussion between key stakeholders, including the Vanuatu Women’s Centre, the Office of the Prosecution and the Office of the Chief Magistrate, to share information on the services available to ensure the effective implementation of the Family Protection Act. There was a strong commitment from Judicial Services and the Supreme Court to engage with these stakeholders, especially the Vanuatu Women’s Centre, in developing specific training for island court justices on the Family Protection Act, and delivering it to the six provinces of Vanuatu.

### Pacific Human Rights Law Digest

In 2015, the Pacific Human Rights Law Digest Volume 5 was published by RRRT. The publication is a collection of recent human rights case law from across the Pacific for use by legal practitioners, magistrates and judges, policy-makers, and advocates as precedents and tools for policy initiatives. The application of case law by magistrates and judges when making decisions on cases aims for a greater impact for the most vulnerable to realise their rights through the court systems.

300 copies of the digest were printed and distributed in 2015.

*“This most welcome addition to the human rights resources reminds us that human rights have an input and a role to play in every aspect of civil law, employment law, environmental law and gender discrimination. No one can know all the answers to the questions these issues give rise to, but with the human rights law digest we now all have somewhere to look to find them.”*

Justice Stephen Pallaras QC



Attending the launch of the Pacific Human Right Law Digest, Volume 5 (left to right): Magistrate John Kaumi, PNG; Judge Stephen Pallaras, Australia; Chief Justice of Nauru Ratu Joni Madraiwiwi; Commissioner Taumalua Jackson, Niue; Senator Jerrilyn Uduch Sengebau Senior, Palau; Commissioner Maihetoe M. Hekau, Niue; Chief Justice of Pohnpei B. F. Rodriguez; SPC Deputy Director - Human Rights Programme, Mark Atterton, Fiji.

## KR 5: Increasing reporting to the Human Rights Council and treaty body committees

SPC supports Pacific states in reporting against their human rights progress to the Human Rights Council through the Universal Periodic Review (UPR) process and treaty bodies committees.

There has been strong reporting compliance by PICTs to the UPR, with all countries reporting under the first cycle from 2007 to 2011, and they are reporting again to the second cycle from 2008 to 2016. RRRT provided technical support and training to 11 PICTs, from the initial reporting to the preparation of PICTs prior to their reporting before the UN Human Rights Council in Geneva. This included support to civil society organisations in the collation and submission of shadow reports.

The following table is a summary of the number of PICTs that RRRT has supported to complete their Universal Periodic Review reports since 2013.

#	PICTs	Government (State Report)	CSOs (Shadow Report)
1.	Fiji	1	0
2.	FSM	1	1
3.	Kiribati	1	5
4.	Nauru	1	3
5.	Palau	1	1
6.	PNG	1	1
7.	RMI	1	1
8.	Samoa	1	6
9.	Solomon Is.	1	3
10.	Tuvalu	1	2
11.	Vanuatu	1	3
	Total	11	26

RRRT technical assistance provided instrumental support to countries in completing their reports on time for the UPR process.

### PIC responses to UPR training

Nauru	Without this training, I think the department will be at a loss and the country missing out on a lot on human rights. (Nauru participant, 2015)
Kiribati	99% of the participants stated that after the training, they will be happy to support and assist the government or their NGOs in writing or contributing to the writing of their reports. (Kiribati participant, 2014)
FSM	I have heard of the terms but do not realise the impact of UPR on all facets of a country, political, economic, social and cultural. (FSM participant, 2014)

Assisting governments in their reporting to treaty body committees against core conventions ratified is another aspect of SPC's support, through the RRRT country focal officers. Through significant support of the RRRT country focal officer in Nauru, the government made its first submission to the United Nations Committee on the Rights of the Child in October 2015. Support is also being provided to Federated States of Micronesia in its reporting to the CRC and the Convention on the Rights of Persons with Disabilities (CRPD) committees, and to Tuvalu in its CRPD reporting.

*"Without this UPR, I definitely would not have had sufficient knowledge about the UPR and how I could contribute to a process that I know little about."*

(RMI government participant, 2015)

*"I think without this training I would not have known about the importance of the UPR."*

(Solomon Islands government participant, 2014)



## 8 Empowerment of women and youth in the Pacific

The relationship between society and development is complex. Taking a social development lens involves putting people first, promoting social inclusion and empowering vulnerable populations. Social development promotes economic growth and contributes to more productive and healthier lives.

The Gender, Culture and Youth (GCY) programme<sup>44</sup> sits within the Social Development Division at SPC. GCY assists PICTs with the design and delivery of social policy, programmes and services to maximise the development potential of Pacific Island people through culture, and to enhance the empowerment of women and young people.

### 8.1 Gender equality

Mainstreaming gender across governments and organisations involves a complex process that requires changes to be made in organisational culture and in the way people work. It requires an integrated approach to be implemented by a range of government institutions (beyond the ministry in charge of women's affairs). There is a need, at both the regional and national levels, to shift the approach identifying discrete 'women's issues' to an understanding that gender inequality affects the capacity of all PICTs to achieve their objectives of sustainable development. PICTs committed, 20 years ago, to progress gender equality through the Pacific Platform for Action on the Advancement of women and Gender Equality, and Pacific leaders have reiterated those commitments through the 2012 Pacific Gender Equality Declaration. Achievements in the region are described below.

#### KR 1. Improving policy and capacity to mainstream gender equality

##### *Contributing to strengthening the capacity to conduct gender analysis and mainstream gender*

- The SPC Gender Programme, Progressing gender equality in the Pacific, funded by DFAT, provides technical support for strengthening governments' capacities to mainstream gender through a number of key activities, including the development of national gender policies, and undertaking gender stocktakes of governments' capacity, gender data and statistical collection and analysis. The programme made several key contributions to addressing gender mainstreaming gaps in the Pacific region. Some of these are listed below.
- Two PICTs completed a stocktake of the capacity of their governments to mainstream gender (Fiji and Nauru). This completes the series of stocktakes conducted across 14 Pacific countries and territories. The stocktakes were informed by an assessment of strategic approaches to support gender mainstreaming processes in each country, undertaken in close collaboration with the key stakeholders in the targeted countries. These stocktakes helped SPC to better engage with the countries and to provide customised services based on the needs and priorities of each country.
- Five PICTs developed work plans in 2015 detailing strategies to support their governments' enabling environments for mainstreaming gender (Kiribati, Nauru, Niue, Samoa and Tonga). Ten countries have now developed work plans.
- Five PICTs initiated a review of, and/or developed, their national gender policies (Federated States of Micronesia, Marshall Islands, Palau, Samoa and Solomon Islands), for a total of seven countries that have undergone this process.
- Three PICTs developed a gender profile (Cook Islands, Marshall Islands and Solomon Islands).
- Seven PICTs enhanced their knowledge of the gender mainstreaming approach through training (Federated States of Micronesia, Fiji, New Caledonia, Palau, Marshall Islands, Solomon Islands and Tuvalu).

<sup>44</sup> With funding from DFAT through Pacific Women and core and programme funding.

 **Gender statistics support**

The absence of accurate and timely gender data and statistics in the Pacific region is a serious issue. The absence of statistical data and tracking, measuring and reporting on gender progress are challenges for countries in achieving gender and mainstreaming at the national level. Gender reports are critical in upholding commitments at the regional and global levels. In 2015 SPC's Gender Programme provided capacity building in gender statistics and gender analysis to support the gender mainstreaming process and to assist countries to report on their gender commitments, both at the regional and global levels. As a result, eight PICTs have enhanced their capacity to produce gender and human rights statistics (Cook Islands, Federated States of Micronesia, Kiribati, Palau, Marshall Islands, Samoa, Solomon Islands and Tuvalu). The regular collection, compilation and analysis of statistics for monitoring progress and implementing national gender equality policies formed part of the capacity building work undertaken. In Tuvalu's rapid assessment to inform its tropical cyclone Pam response strategy, this capacity building involved working with staff of the

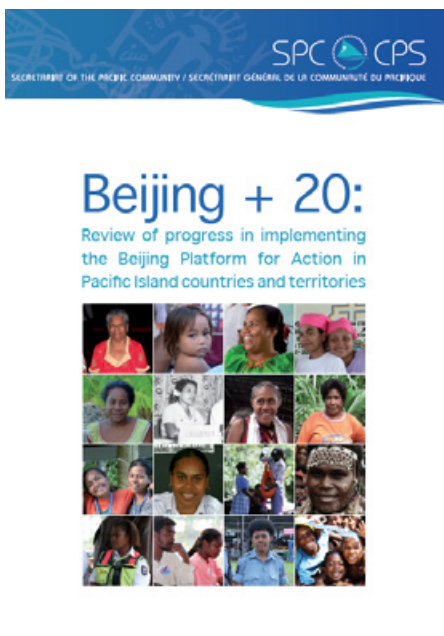
Tuvalu Gender Affairs Department to undertake data entry, analysis and presentation of the key results and messages. The report was incorporated into the Tuvalu Post Disaster Needs Assessment. In Solomon Islands gender focal points from across government analysed key gender statistics to draft a summary progress report against the outcome areas in the national gender policy.

Work on gender data statistics, particularly the analysis of HIES data, has also helped to develop and enhance the relationships between ministries for women and gender and national statistics offices. This is evident in Cook Islands, where the Gender and Development Division is funding<sup>45</sup> a gender and social statistician in the Cook Islands Statistics Office to collect, compile, analyse and disseminate annual gender statistics. In Palau and Federated States of Micronesia, staff from the national statistics offices are working with the ministries of women and gender to develop 'gender fact sheets' from the HIES data, which will be used in data analysis training for gender mainstreaming focal points across government in the first quarter of 2016.

<sup>45</sup> With funding from DFAT through Pacific Women and core and programme funding.



**Pacific report on the review of 20 years of implementation of the Beijing Platform for Action**



One of the highlights of the work undertaken by SPC's Gender Programme in 2015 was the compilation and launch of the Pacific report on the review of 20 years of implementation of the Beijing Platform for Action, at the 59th Session of the Commission on the Status of Women in New York. This report is a compilation of national reports provided by 11 PICTs, which are complemented by country statistical data and other regional reports that provide information to monitor the progress made in the region in furthering gender equality, promoting women's human rights, and identifying key gaps and obstacles for gender equality. The report is being used to inform policy development at the national and regional levels, including supporting SPC's sectoral programmes. It is also used to support the advocacy work of civil society organisations and governments' mechanisms responsible for women's affairs. SPC produced the report: Beijing +20: Review of progress in implementing the Beijing Platform for Action in Pacific Island countries and territories.

In 2015 SPC continued the process of reviewing the Pacific Platform for Action on the advancement of women and gender equality, endorsed by PICTs in 1994 and reviewed in 2004 as instructed by the ministers of women at the 5th Women's Ministers meeting, held in Rarotonga, Cook Islands, in 2013. The first phase of the review, conducted in 2014, assessed the effectiveness and relevance of the Pacific Platform for Action 20 years after its adoption. One of the recommendations was for the implementation of a revised Pacific Platform for Action that would be framed to complement existing regional and national commitments to gender equality and support a harmonised reporting process.

In 2015, SPC, in partnership with the Pacific Islands Forum Secretariat (PIFS), drafted the Pacific Gender Equality Framework, which is an extension of the Pacific Platform for Action, and supports the acceleration of the implementation of the commitment to gender equality in the Pacific region. The proposed framework will undergo extensive consultation throughout the region in 2016.

### Capacity building through gender mainstreaming training



The Gender Programme supported other SPC divisions in their efforts to mainstream gender and to build the capacity of their partners to do so. In 2015 SPC's Gender team collaborated with the Aquaculture Programme of SPC's Fisheries Division and USAID's climate change programme<sup>46</sup> in conducting gender mainstreaming training in the context of food security, with a focus on capacity development and climate change.

Participants from a series of Gender Mainstreaming in Aquaculture workshops reported positive learning outcomes. The majority of the participants of a Gender and Climate Change workshop expressed a very high level of satisfaction with the workshop. The figure below summarises these views. SPC will follow up this work to ensure these outcomes produce further change.

Given the emphasis on mainstreaming gender as a cross-cutting issue in SPC's programmes, these workshops contributed to building the capacity of staff in these sectors to integrate a gender perspective into SPC programmes.

Participants from the Gender Mainstreaming in Aquaculture Workshops reported positive learning outcomes:

*"This workshop has created a platform for us to improve our work and adopt a more participatory approach to have better outreach."*

*(This workshop) "It changed my mind and my ideas. Development problems arise because we are neglecting women. When I go back I will not only talk to my ministry but also to the chief in the village."*

*"We used to see women as helpers – now we understand they are partners."*

#### Comments from participants

An evaluation conducted at the end of the Gender and Climate Change Workshop also showed that the majority of the participants expressed a very high level of satisfaction with the workshop. An important consideration is the need for follow-up to ensure these outcomes are taken further.

Regional coordination of gender activities in the Pacific is supported through a close partnership between DFAT's Pacific Women Shaping Pacific Development Programme, UN Women, and the Pacific Islands Forum Secretariat, and through the work of the CROP Gender Working Group. The group was established to enhance coordination between CROP agencies and development partners on gender activities. SPC co-chairs the working group with PIFS.

## 8.2 Empowering youth through the Pacific Youth Development Framework

The Pacific Youth Development Framework (PYDF) was finalised and launched on International Youth Day 2015. This framework provides youth with opportunities to engage in development issues. The Pacific Regional Youth Think Tank, which was established to guide regional coordination of the framework, is a partnership of 26 organisations, programmes and networks representing PYDF thematic outcome areas as well as target groups. SPC's role in this think tank is to convene all stakeholders and youth networks to strengthen commitment towards the goals of the PYDF. This includes mobilising resources, providing technical assistance, and advocating for shared objectives. SPC is well placed to lead the agenda on youth, as youth issues cut across all of its thematic work areas.

The PYDF has been presented to two high-level forums: the 2015 Pacific Commonwealth Ministers for Youth, where ministers called for closer partnerships between the Commonwealth Secretariat and the Pacific Community to support commitment to and implementation of the PYDF; and the 9th Conference of the Pacific Community held in Niue in 2015, which featured a high-level dialogue on nurturing a resilient generation and future Pacific leaders. SPC has committed to monitoring progress in the following areas:

- Improved collection and analysis of data on youth
- Improved delivery and effectiveness of technical and development assistance for youth
- Increased engagement of youth across development sectors
- Increased number of youth-led initiatives supported.

<sup>46</sup> 'Vegetation and land cover mapping and improving food security for building resilience to a changing climate in Pacific island communities'.

## 9 Strengthened national-level response to climate change and disasters

### KR 1: Adopting a multi-disciplinary approach in climate change adaptation

SPC has adopted multi-disciplinary approaches in working with PICTs, particularly SIDS, in climate change adaptation. Adopting a multi-disciplinary approach to implementing demonstration projects in specific sectors is helping Pacific Island countries lay the foundations for upscaling adaptation interventions. An independent internal assessment of the USAID/SPC Food Security Project<sup>47</sup> found that the multi-sector approach and coordination effort across projects led to pooling of resources and reducing the burden at national and community levels. This approach also provides ‘an avenue for sustainability, as portions of the project’s activities can be absorbed into complementary projects’.<sup>48</sup> The outputs and emerging medium-term results of two large climate change adaptation projects implemented by SPC – the European Union-funded Global Climate Change Alliance: Pacific Small Island States (GCCA:PSIS) project and the USAID/SPC Food Security Project – indicate the success of this approach.

Both projects utilised technical, scientific, social and economic disciplines, and best practice, to assist countries to advance their own climate change adaptation agendas. The USAID/SPC Food Security Project focused on the agriculture sector. The focus of the GCCA:PSIS project varied depending on countries’ strategic planning in sectors including agriculture, coastal resources, health and water. Each project designed and implemented an on-the-ground climate change activity that could act as a demonstration of climate change adaptation in the particular sector. In each project this target was achieved and valuable lessons were learned. Results for three countries are described below.

#### Improving water security in Federated States of Micronesia

FSM identified strengthening water security in the outlying islands of Yap State as their focus. Despite the challenges of remoteness, scarcity of transportation and very high costs, the GCCA:PSIS project installed rainwater harvesting systems and refurbished a groundwater well in the three villages on Fais Island. A key outcome of this has been to ensure provision of water for the 300 people of Fais Island (5% of the population of Yap State). Based on the lessons learned through this demonstration project, and combined with a water infrastructure checklist and a hydrological assessment of selected outer islands, Yap State is now in an improved position to address water security, especially in its many outer islands, in the face of climate change and variability. Communities are playing a key role by maintaining their water catchment systems and monitoring water quality; women and children no longer have to carry water long distances every day, and the extensive awareness activities built around the demonstration project have resulted in International World Water Day becoming an established event in Yap State.

#### Improving water quality in Kiribati



PET bottles being placed in the sun

Kiribati identified the environmental health sector as the focus for the GCCA:PSIS project. Through the provision of two refurbished and fully equipped laboratories, transportation, extensive training and several attachments, the Environmental Health Unit of the Ministry of Health and Medical Services is conducting regular food and water quality monitoring in South Tarawa. The revised Public Health Ordinance allows the Environmental Health Unit to conduct community clean-ups to reduce the risk of diseases such as dengue

fever.

Community outreach, centred around the demonstration project, resulted in the launching of SODIS (solar disinfection of water) in Kiribati. SODIS involves placing potentially contaminated water in clear plastic PET bottles on a reflective surface in direct sunlight for six hours, after which the water is drinkable. SODIS treatment is reducing rates of childhood diarrhoea in the demonstration community in Bairiki, and has resulted in considerable cost savings for households, as residents no longer have to boil water. The SODIS project was also supported with technical assistance from SPC’s Geoscience and Public Health Divisions.

Month	# of cases
Jan-14	205
Feb-14	202
Mar-14	224
Apr-14	139
May-14	149
Jun-14	192
Jul-14	297
Aug-14	N/A
Sep-14	474
Oct-14	211
Nov-14	137
Dec-14	122
Jan-15	144
Feb-15	143
Mar-15	88
Apr-15	128
May-15	162
Jun-15	136
Jul-15	185

Average before SODIS: 233 cases/month

Average after SODIS: 138 cases/month

Number of cases of diarrheal disease as reported in Bairiki clinic before and after the use of SODIS

<sup>47</sup> Vegetation and land cover mapping and improving food security for building resilience to a changing climate in Pacific island communities.

<sup>48</sup> Oakes C. 2015. End-of-project internal assessment: Identifying lessons learned from the USAID/SPC food security project, ‘Vegetation and land cover mapping and improving food security for building resilience to a changing climate in Pacific Island communities’. Secretariat of the Pacific Community, Noumea, New Caledonia.



## ***Innovative approaches to food security and climate change in Vanuatu***

The USAID/SPC project focused on the agriculture sector in Vanuatu, and worked closely with the National Advisory Board on Climate Change and Disaster Risks and the Department of Agriculture and Rural Development (DARD). Divers Bay Village, on Ureparapara Island, and Sola Village, in Torba Province, were selected to trial innovative approaches to addressing food security and climate change. Adaptation actions were identified following vulnerability assessments and participatory rural appraisals by DARD and SPC. Achievements included 140 community representatives trained in nursery management, vegetable production, agroforestry management and fish farming; the establishment of demonstration farms, two nurseries and 10 copra dryers at the project sites to support community livelihoods; and the establishment of the first piggery production centre in Santo Province to increase the production of hardy breeds. A significant outcome is that Divers Bay reported that 300,000–400,000 Vatu (approx. USD 3,263–4,351) was paid for 60 tonnes of copra sold to the Vanuatu Commodities Marketing Board in Santo in early 2015.



*'Gender equality strategies must clearly outline how the project not only responds to addressing the practical and productive roles of women but also how it can contribute to transforming social norms and practices that discriminate against women'*

**Recommendation from the USAID/SPC end-of-project assessment**

At the national level, the project trained 54 government officers in participatory rural appraisals, adaptation planning, cost benefit analysis and GIS mapping. The GIS training has resulted in updated land and vegetation mapping data for Torba. The project supported the mainstreaming of climate change and disaster risk in Vanuatu's first agriculture sector policy, which was launched at the end of 2015. These institutional-level results are notable as they will guide future national food security and agriculture policies and programmes. The achievements are a result of collaboration between the USAID/SPC project, the SPC/GIZ Coping with Climate Change in the Pacific Region Programme, and the Government of Vanuatu.

The gender assessment that was conducted during the end-of-project internal assessment of the USAID/SPC project identified good practices in gender mainstreaming, including ensuring equal participation by women during participatory rural appraisals to ensure their views were heard, and consulting men, women and youth separately to provide necessary space for people to express their views openly. Key outcomes noted included reducing the labour involved in walking to bush gardens by establishing home gardens, and increasing individual economic empowerment through income generated from the sale of agricultural produce.<sup>49</sup>

<sup>49</sup> USAID/SPC project case studies: Women in Sapapalii, Savaii benefit from community nursery and Women in Sepa benefit from village nursery.

## **KR 2 Strengthening disaster emergency management across the Pacific**

Disasters were a devastating reality for many people in the Pacific Island region in 2015. Dedicated work in SPC has strengthened the coordination of emergency response agencies across the region.

### ***Advancing the Pacific Islands Emergency Management Alliance***

The Pacific Islands Emergency Management Alliance (PIEMA) was formed in 2014 as part of the Building Safety and Resilience in the Pacific (BSRP) project, implemented by SPC and funded by the European Union. Its focus is to create communities that are resilient to both disasters and the effects of climate change.

In November 2015 PIEMA designed the first Strategic Roadmap for Emergency Management, launched at CRGA 45 in Niue, in 2015. This is the first emergency response roadmap in the Pacific region, with Niue now having a clear direction on how to coordinate all of its emergency response agencies to ensure that its communities are protected and supported before, during and after a disaster.

In 2015, PIEMA also built effective partnerships with disaster response agencies across 15 Pacific Island countries, and

Australia, New Zealand and the United States of America. These agencies are working together to support the development of best practice emergency response in the Pacific region, with technical support (training) provided by SPC for people already working in this area. Some countries have received fire trucks and technical equipment to prepare them for future disasters. Bringing all disaster response agencies under a standard system, in which they work together and have access to shared resources, is a challenge, but progress is being made with increased technical support and training.

PIEMA has also provided disaster training to the collaborating agencies, as part of the BSRP project, which is helping to strengthen emergency response agencies across the Pacific region.

### KR 3 Formalising disaster risk management training

SPC has been responding to the need for training in disaster risk management (DRM) for over 12 years, through the provision of short courses that have been delivered regularly in 14 PICTs,<sup>50</sup> in partnership with The Asia Foundation. While these courses provide DRM practitioners with basic skills and knowledge, there have been limited opportunities for personnel to advance their understanding through formal programmes, and many Pacific Island countries had been calling for a formal DRM qualification in the Pacific. In response, SPC's Disaster Reduction Programme staff led the development of teaching material for a Postgraduate Certificate in Disaster Risk Management, in partnership with the Fiji National University, which will deliver the programme. This is currently the only formal qualification in DRM available in the Pacific.



DRM graduates

The programme consists of four units or modules, and is delivered online. The modules cover disaster risk management concepts, disaster risk reduction, and emergency response management and disaster recovery, to build a comprehensive understanding of all facets of DRM. In 2015, 20 students from Fiji, Solomon Islands, Tonga and Vanuatu were enrolled in the course, representing National Disaster Management Offices and regional organisations. Following a lecture on the design, implementation and review of standard operating procedures, students in Solomon Islands are reviewing the procedures of their National Emergency Operations Centre to ensure more effective coordination of disaster response in Solomon Islands. Students in Vanuatu applied knowledge gained from the course to managing the response to tropical cyclone Pam. In 2015, students from the first cohort graduated after two years of study.

<sup>50</sup> 2010–2014: dedicated funding from USAID/OFDA through The Asia Foundation was available to support training in Cook Islands, Fiji, FSM, Marshall Islands, Solomon Islands, Tokelau, Vanuatu and Wallis and Futuna, while other countries and territories accessed the training using alternative funding.  
2014–present: all PICTs can access the training, dependent upon funding.

*"In my work as a researcher, the course has allowed me to gain a deeper insight into the needs of a DRM and humanitarian practitioner when planning, preparing for and responding to a natural disaster. As an information researcher and content manager for DRM-related information tools, my work can now be more responsive to the information needs on the ground where decisions are made based on accurate information and data that is being shared and circulated through various mediums of communication."*

Sereima Kalouniviti, Researcher, SPC and graduate of the Post Graduate Certificate in Disaster Risk Management (2015).

### KR 4 Assistance in post-disaster needs assessment and recovery

Two powerful tropical cyclones struck the Pacific in 2015. The worst affected countries were Vanuatu and Tuvalu (tropical cyclone Pam) and Chuuk and Yap in Federated States of Micronesia (typhoon Maysak). SPC responded with assistance in the post-disaster needs assessment and recovery efforts, as described below.

**Tropical cyclone Pam** (TC Pam) struck Vanuatu on the evening of 13 March, causing widespread damage across five provinces. Eleven fatalities were reported and 188,000 people were estimated to have been affected. The cyclone destroyed safe water sources, sanitation structures, homes, health facilities and schools. As much as 75% of coconut, 80% of coffee, 80% of leaf vegetable and 70% of taro crops were wiped out in the worst affected areas, leaving families with no alternative food source.<sup>51</sup>

Seven islands of Tuvalu suffered severe flooding from storm surges and sea swells generated by TC Pam. Shelter, infrastructure, food crops, livestock, water and sanitation were affected. The Kiribati government reported severe damage in its three southern islands following high winds and sea surges, while in Solomon Islands there were also reports of inundation and damage.<sup>52</sup>

**Typhoon Maysak** intensified into a super typhoon on 31 March 2015, passing near Chuuk and Yap. It was responsible for four deaths and numerous injuries. Damage was estimated at USD 8.5 million. According to estimates from the Red Cross, 5,000 people were in desperate need of food, water, shelter and emergency assistance.<sup>53</sup>

<sup>51</sup> Tropical cyclone Pam Humanitarian Action Plan, 1 May 2015. Government of Vanuatu.

<sup>52</sup> <http://reliefweb.int/disaster/tc-2015-000020-vut>

<sup>53</sup> [https://en.wikipedia.org/wiki/Typhoon\\_Maysak\\_\(2015\)](https://en.wikipedia.org/wiki/Typhoon_Maysak_(2015))

## SPC response and assistance for Vanuatu and Tuvalu

Following a request from Vanuatu for SPC to conduct a technical assessment of the damage, a team from the geoscience division was deployed two weeks after TC Pam to carry out two surveys using drones: a multirotor type and a fixed wing type. A rapid survey collected high resolution aerial imagery of 17 villages and settlements on Efate and Tanna to assess the damage to buildings. This fed into the national post disaster needs assessment (PDNA).



While satellite imagery offers great coverage, its use as a baseline for assessing building damage can lead to significant uncertainty. On the other hand, traditional surveying by a team on the ground is accurate but limited in coverage. The rapid survey showed that drone technology can be considered a good compromise between coverage and data accuracy, the latter resulting from the ability to acquire aerial images at various angles using the multirotor system.

[Training in using drones in damage assessment surveys in Vanuatu](#)

The second survey was a three-dimensional shoreline change analysis. The survey resulted in the generation of high resolution topographic models of the coastal zone north-east of Efate. A comparison between previous digital terrain models generated from an airborne LiDAR (a remote sensing method) survey in 2012 gave rare insights into the impact of extreme cyclone waves on a fringing reef shoreline. This new information linked extreme weather conditions, coastal geomorphology and measured shoreline change, and will be used as a baseline for future regional coastal risk management initiatives. The survey highlighted benefits that arise from using drone technology to assess inundation impacts. While LiDAR surveys are the obvious choice, they require piloted aircraft and are thus costly and arguably less suitable as a regional approach. The relative affordability of drone surveys could allow SPC to conduct shoreline change monitoring surveys in key locations, looking at a range of shoreline impacts: short-term (e.g. cyclone-related), mid-term (e.g. El Nino) and long-term (e.g. climate change). This information could feed into an improved pragmatic approach to sustainable coastal development in the region and, in turn, greatly increase resilience and benefit the economic growth of Pacific states.

The technology has subsequently been deployed in Kiritimati Island, Kiribati, to identify coastal vulnerability and help with planning future coastal development through a risk-based approach. SPC is exploring options for procuring more drones so it is better prepared to meet country requests for post-disaster assessments.

SPC's aquaculture team assisted the Government of Vanuatu to assess the impacts of TC Pam on the fisheries sector. The task involved liaising with national fisheries staff on the islands that were to be surveyed, developing a rapid survey methodology, and undertaking assessments in 14 islands extending over four provinces. The PDNA report included damage and loss to the fisheries sector, as well as needs and strategies for recovery.

As part of an immediate response to the recovery process, SPC received a total of AUD 732,520 from the Australian Centre for International Agriculture Research (ACIAR) to help rehabilitate aquaculture and horticulture. To date, this work has involved rehabilitating two freshwater hatcheries in Vanuatu to enable seeds of freshwater tilapia and prawns to be supplied to community farms that were damaged. From March 2016, the Aquaculture Team will be deployed to work with the national fisheries staff in rehabilitating community aquaculture farms in the affected islands.



SPC's animal health team conducted disease surveillance training in Vanuatu after TC Pam as part of the Vanuatu beef industry's efforts to safeguard against disease outbreaks. SPC's Centre for Pacific Crops and Trees (CePaCT) also supported post-disaster recovery efforts in several hard-hit PICTs, namely Federated States of Micronesia, Kiribati, Marshall Islands, Solomon Islands, Tuvalu and Vanuatu, through the provision of climate-resilient varieties of swamp taro, sweet potato, cassava and banana plantlets. The Centre is gearing up to continue this assistance in 2016.

Following TC Pam, SPC's gender programme provided capacity building for staff of the Tuvalu Gender Affairs Department on data analysis and presentation of key results and messages. Their report was submitted to the national committee and incorporated into the Tuvalu Post Disaster Needs Assessment.

SPC shared information about its assistance to members impacted by TC Pam through a series of media announcements, videos and website content, helping to raise awareness of the organisation's support for national recovery efforts. A story on rehabilitation of aquaculture operations in Vanuatu was aired on SPC's television show, *The Pacific Way*. The Cyclone Pam Data Resources Portal, which contained satellite maps and other technical analyses by SPC, was one of the most-visited parts of the SPC website in 2015.

### ***SPC response and assistance for Federated States of Micronesia***



SPC's coastal fisheries team carried out an assessment that contributed to the country PDNA. In its report, SPC included not only an assessment of damage from the typhoon and its potential impacts on food security and employment, but also recommendations for reducing the environmental impact of the typhoon, such as the removal of hazards from ship grounding sites, monitoring potential ciguatera outbreaks, and 'building back' better through management measures, including the community-based ecosystems approach to fisheries management (CEAFM) and the development of alternatives to reef fishing, including a long-term fish aggregating device (FAD) programme. The team then supported the

implementation of the recommendations. Chuuk communities rely heavily on dive tourism and marine resources for livelihoods and food security and these measures will help their recovery efforts.



## 10 Building community resilience by sustainable resource management

### KR 1 Improved resource management of the coconut industry

#### Coconut data collection and assessment in Tonga

For many islands in the Pacific, coconut is a key income generating resource. In Tonga, the Forestry Division of the Ministry of Agriculture and Food, Forestry and Fisheries (MAFFF) realised the coconut resource was shrinking, but needed quantitative data. At the request of MAFF and with funding from USAID, the Geographical Information Systems and Remote Sensing (GIS&RS) Unit carried out a coconut resource inventory of the Vava'u group of islands. This unit employs remote sensing, GIS, GPS and database tools, enabling the collection of statistically sound data.

To support Tonga, land cover mapping was conducted, using WorldView-2 satellite images. Three strata of coconut cover were identified: (i) dense coconut cover with more than 150 palms per hectare; (ii) medium dense coconut cover with more than 50 but less than 150 palms per hectare; and (iii) scattered coconut areas with less than 50 but more than 25 palms per hectare.

Based on the land mapping, land plots were randomly selected and coconut palm parameters were established, including the height of the trunk, diameter at breast height,<sup>54</sup> number of coconuts, insect damage, number of hybrids and normal palms, and number of young palms and dead palm trunks on the ground. These parameters allowed quantitative statements about the current production of coconuts per hectare, percentage of hybrids, age structure, available timber volume, incidence of rhinoceros beetle and stick insect damage, and available dead wood within the stands.

<sup>54</sup> Diameter at breast height is a standard parameter for forest timber volume estimation.



Measuring the height of coconut palms as part of age estimation

The findings showed the Tonga Forestry Division there was a need for action to avoid further decrease in coconut production and, possibly, to increase production.

The SPC inventory group is currently the only Pacific-based resource able to carry out such a task.

### KR 2 Building community resilience through sustainable management of coastal fisheries

The value of coastal fisheries to PICTs cannot be overstated. They provide the primary or secondary source of income for up to 50% of coastal households and are estimated to make up 49% of the total fisheries contribution to GDP.<sup>55</sup> Among coastal populations, 50–90% of the animal-sourced protein consumed comes from fish.<sup>56</sup>

Coastal fisheries resources are declining, but it has been estimated that an additional 115,000 tonnes of fish will be needed across the region within 15 years to feed growing populations. PICTs must therefore overcome challenges to sustainably managing coastal fisheries.<sup>57</sup>

The Coastal Fisheries Programme (CFP) at SPC supports PICTs to sustainably manage coastal fisheries resources for economic growth, food security and environmental conservation, and empowers communities to manage sustainable activities that will improve their resilience to climate change. Key results for 2015 are described below.



#### Developing a regional strategy for a community-based ecosystem approach to fisheries management (CEAFM)

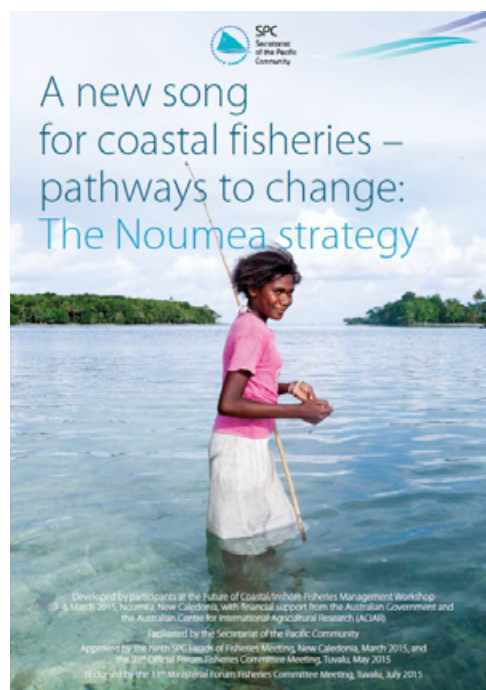
Coastal fisheries are complex and interdependent social and ecological systems that are influenced by many factors, such as national governance, trade and land-based activities. The ecosystem approach considers a wide range of impacts on coastal ecosystems and incorporates them into management approaches.

<sup>55</sup> SPC, 2014, Coastal fisheries and aquaculture: Balancing management and development, Policy brief 26, the Pacific Community, Nouméa. Available online: <http://tinyurl.com/hadxdwo>

<sup>56</sup> SPC, 2014, Coastal fisheries and aquaculture: Balancing management and development, Policy brief 26, the Pacific Community, Nouméa. Available online: <http://tinyurl.com/hadxdwo>

<sup>57</sup> SPC, 2014, Coastal fisheries and aquaculture: Balancing management and development, Policy brief 26, the Pacific Community, Nouméa. Available online: <http://tinyurl.com/hadxdwo>

In recognising the importance of coastal fisheries, along with the growing number of initiatives and stakeholders across the region, CFP's Science and Management team saw the need for an overarching regional strategy that had widespread ownership and a shared vision of coastal fisheries management. In response, SPC provided technical support for a regional workshop on the future of coastal fisheries management in March 2015, funded by the Australian Government. A New Song for Coastal Fisheries – Pathways to Change: The Noumea Strategy was developed by over 100 workshop participants, including representatives from fisheries and environment departments from the 22 Island SPC members, community members from ten PICTs, four CROP agencies, donors, NGOs and regional partner academic institutions. The strategy was approved by the ninth SPC Heads of Fisheries Meeting held in Noumea (March 2015) and the 93rd Official Forum Fisheries Committee Meeting in Tuvalu (May 2015), and was endorsed by the 11th Ministerial Forum Fisheries Committee Meeting in Tuvalu (July 2015). The convening of a dedicated CEAFM workshop, with such broad-based participation, allowed for active involvement by PICT members to ensure the regional strategy reflected their development priorities, but is in itself also an indication of the increased profile of coastal fisheries, particularly CEAFM, across the region.



Connections and shared vision built through the workshop process between members, donors, researchers and NGOs have also strengthened bilateral arrangements. Both Australian and New Zealand development partners – DFAT and MFAT – have expressed strong support for the strategy in consideration of resourcing for coastal fisheries across the region. SPC will be responsible for continuing to build momentum for the ‘New Song’ at the regional level and will implement a monitoring and evaluation framework to assess progress.

### KR 3 Innovation and analysis in nearshore fisheries

SPC's Nearshore Fisheries Development team continues to work across the region to support nearshore fisheries development for sustainable livelihoods through innovation and analysis.

#### *Improved resilience of coral reef ecosystems through FADs*      *Other sustainable livelihood innovations*

A key part of SPC's coastal fisheries programme has been the establishment of sustainable nearshore fish aggregating device (FAD) programmes. Modern fishing gear and techniques, increasing population, exports and tourism are placing pressure on inshore and coastal reef resources. Aggregating tuna stocks around FADs allows coastal fishers to access oceanic resources, thereby reducing their reliance on reef and inshore resources.

Nearshore FAD programmes are deemed sustainable when they are incorporated into governments' annual recurrent budgeting and have ongoing data collection. The number of PICTs with sustainable FAD programmes has increased from five in 2013–2014 to eight in 2015: American Samoa, Cook Islands, Fiji, Kiribati, Niue, Samoa, Solomon Islands and Tuvalu. Vanuatu is soon to have a sustainable FAD programme, through support provided by SPC and WorldFish, to strengthen ongoing monitoring data collection.

In 2015, CFP's Nearshore Fisheries Development team also supported sustainable livelihood development through:

- fishing for small pelagics through an innovative ‘bagan’ fishing project in Tarawa, Kiribati, implemented in collaboration with the Ministry of Fisheries and Marine Resources Development. This initiative was co-funded by FFA. The project is complemented by an extensive analytical programme to disseminate lessons learned from this first pilot project for the region;
- sport fishing development in New Caledonia and Papua New Guinea, supported by a data collection programme; and
- exploratory fishing trials returning successful results for diamond-back squid fishing in French Polynesia.

## KR 4 Developing aquaculture as an alternative source of food security



### Identification of a new aquaculture commodity in Papua New Guinea

Continued fishing pressure on freshwater indigenous prawns in Papua New Guinea is taking its toll on the stock. Communities rely on this resource and prawns are a high-value commodity in Papua New Guinea, with prices in Port Moresby supermarkets of around Kina 43.00 (approx. AUD 21.00) per kilogram. PNG authorities, in particular the National Fisheries Authority (NFA), were interested in the potential for farming their native giant river prawn.



In 2015 SPC continued work with PNG to ascertain the viability of the indigenous giant freshwater *Macrobrachium* prawn as a potential species for aquaculture. Previously, in 2012–2013 SPC's aquaculture team assisted with species identification, broodstock assessment and the establishment of a pilot hatchery, in partnership with the National Fisheries Authority and the University of PNG. In 2014–15 this work advanced through the provision of scientific and technical assistance and training. Hatchery production of the first batch of juvenile prawns was followed by grow-out, harvesting, market testing and investor seminars. The technical assistance provided by SPC strengthened capacity and integration between national stakeholders: NFA, the University of PNG, aquaculture farmers, communities and fishers.

As the industry grows, this new aquaculture commodity is expected to benefit communities – adding to livelihoods and food security – and enterprises along the value chain such as suppliers of fish feed.

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## KR 5 Providing open access fisheries information and resources



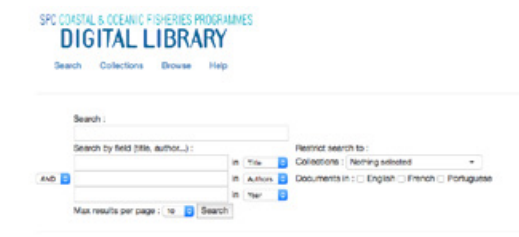
The FAME Information Section was established in 1989 in response to members' requests for support to develop fisheries information materials. Since then, its role has evolved to include fisheries information and knowledge management.

In 2015 the section continued to expand the Digital Library – an open access, bilingual, scientific database, with new items uploaded constantly. The library currently holds approximately 10,000 documents, with 484 documents being added in 2014–2015.<sup>58</sup> In this 12 month period (2014–2015) there were 457,716 unique downloads from the Digital Library. The section also continues to produce the Fisheries Newsletter (three per year) and special interest bulletins, both having high readership, with 79,883 and 167,573 downloads respectively, from the Digital Library in this period.

produced for members:

- country-specific information products, including posters, fisheries information kits, brochures, logbooks, sets of ID cards, and a series of illustrations;
- regional information products, including fish ID cards, manuals, fact sheets, posters; and
- country-specific publications and regional publications.

The work of the Information Section helps to share experience and knowledge across the region and to ensure PICT communities and policy-makers are better informed of the importance of fisheries and fisheries management, and of broader marine resource issues.



<https://www.spc.int/DigitalLibrary/FAME>

*'Today we go to an island or rural parts of [the country] and people are more aware of regulations, like size limits of trochus, turtle hunting bans ... and that is all through the work of [the FAME Information Section staff]!' – National Fisheries Department staff member*

During the 2014–2015 period, FAME's Information Section also

<sup>58</sup> An internal review was conducted in July 2015 on the work of the FAME Information Section. The figures presented here are taken from this review; the relevant time period is 1 July 2014 to 30 June 2015.



# 11 Improved food security from strengthened crop diversity and genetic resources

## KR 1 Increasing diversity for food security

The Land Resources Division's Centre for Pacific Crops and Trees (CePaCT) is the region's main food security resource centre for the conservation and maintenance of biodiversity and trialling of cultivars. The centre focuses on increasing the diversity of food crops in the region to provide a long-term solution to food security in the face of climate change and increased pest and disease outbreaks.

The centre also promotes crops with high nutritional value as part of addressing the region's increasing incidence of non-communicable diseases. In 2015, it received six varieties of sweet pineapple from the United States Department of Agriculture in response to requests from several PICTs. Consumption of fruit in the Pacific is generally low. People are encouraged to consume more, but small atoll countries have little fruit diversity. Pineapples are an excellent source of several vitamins.

In 2015, the centre also received close to 70 new varieties of potato and sweet potato from South American countries to increase food security and import substitution in the region. The new potato varieties are fast-growing, sub-tropical, heat-tolerant and also resistant to a number of potato viruses. They are therefore an ideal crop in disaster rehabilitation efforts and food security programmes.

CePaCT's participatory breeding programmes have yielded disease-resistant, climate-tolerant, nutritious varieties of staple crops, and its partnership with international genebanks ensures that PICTs have access to improved crop diversity. This year, CePaCT research identified seven varieties from its breadfruit collection that fruit all year round. One variety was found to be 0.5% salt tolerant and another was shown to have high carotenoid levels, potentially offering some protection against Vitamin A deficiencies and non-communicable diseases (NCDs).

In 2015, CePaCT's collaboration with the Scientific Research Organisation of Samoa led to the identification of four new potential export varieties of taro that are drought-tolerant and resistant to taro leaf blight. The new varieties do not require chemical sprays and so are cheaper to grow and environmentally friendly. With its strong emphasis on skill and knowledge generation, retention and transfer, CePaCT has contributed to capacity development of staff of Samoa's Ministry of Agriculture, who are supporting 30 farmers in the breeding, evaluation and selection of the new varieties.

CePaCT's taro breeding programme has contributed significantly to the revival of Samoa's taro industry after its demise in 1993. In 2015, 20 commercial farmers and four exporters exported more than 1000 tons of taro, valued at NZD 3.6 million. In addition, abundant local supplies mean taro is available for families and food-related businesses in Samoa.

Pineapples are an excellent source of several vitamins

CePaCT's taro breeding programme has contributed significantly to the revival of Samoa's taro industry



# GOAL 3: Pacific people reach their potential and *live long and healthy lives*

Small population numbers, dispersed islands, limited professional capacity and the double burden of communicable and non-communicable diseases (NCDs) present a set of common as well as country-specific challenges to achieving long and healthy lives in the Pacific.

With its strong expertise in surveillance, disaster preparedness, NCDs and food security, SPC is able to contribute significantly to activities to overcome these challenges through its Public Health Division, in partnership with many regional and international organisations.

## 12 Coordination and effective responses to public health challenges

'Poor health is a barrier to people reaching their full potential. Pacific health systems have made some progress. Governments are gradually increasing their investment in health services, although increases in total health expenditure per capita are lower than the world average. Considering the persisting and increasing burdens of non-communicable and communicable disease and other critical competing development investments, sustainable health financing is a concern for the region.'<sup>59</sup>

The Public Health Division works to promote and protect the health of Pacific Island people by delivering core public health functions through two teams: Research, Evidence and Information; and Policy, Planning and Regulation. Key achievements in 2015 are described below.

### **KR 1 Improved coordination to support better responsiveness to regional public health challenges**

Efficient coordination of health sector players (i.e. development partners, international and regional organisations and national health administrations) is key to supporting the efforts of PICT national health administrations to improve and strengthen their ability to deliver public health and curative services that are of acceptable standard and quality. Another key factor is country involvement in programme design and assessment in order to strengthen ownership, which contributes to effectiveness and sustainability.

#### ***Pacific Health Ministers Meeting (PHMM), 2015***

The PHMM secretariat is made up of the host country, WHO (World Health Organization) and SPC. The 2013 meeting in Samoa saw a shift in the character of the meeting in response to suggestions that the process be more participatory, with the host government leading the process. The 2015 meeting in Fiji followed the same process. The Fiji Ministry of Health developed the agenda, which was endorsed at the Pacific Heads of Health (HOH) meeting facilitated by SPC. Working groups were subsequently established to develop the relevant PHMM technical documents. PICTs' involvement in chairing and participating in the working groups was voluntary, to guarantee their investment and participation. All technical papers were presented by the working group chairs, with WHO and SPC providing technical and logistical support.

A major outcome of the 2015 PHMM was the ministers' reaffirmation of their commitment to the vision of 'Healthy Islands' as a unifying theme to guide health development. To monitor progress towards achieving the vision, they agreed that an accountability framework (Healthy Islands Results Framework) will be developed at the country level, supported by robust country health information systems. The working groups proved very successful and have been reconvened to lead the work on the Healthy Islands Results Framework, which will be based on existing indicators.

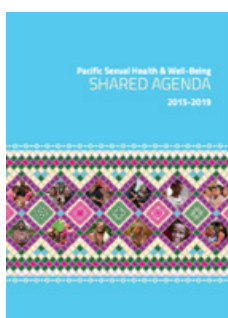
<sup>59</sup> WHO. 2015. The first 20 years of the journey towards the vision of Healthy Islands in the Pacific.



## The Quintilateral group

The Quintilateral Group (made up of SPC, Australia's DFAT, New Zealand Aid Programme, World Bank and WHO) brings together development partners, international and regional organisations and national health administrations to ensure shared understanding of work programmes, greater efficiency and effectiveness, and less duplication. Feedback has been positive and there is progress on coordinating visits to PICTs so that, where possible, all partners participate.

Pacific Sexual Health and Well-being Shared Agenda 2015–2019



## Pacific Sexual Health and Well-being Shared Agenda 2015–2019

A collaborative venture of Pacific Island governments, civil society organisations, representatives of vulnerable and marginalised populations, and regional development partners, the Pacific Sexual Health and Well-being Shared Agenda 2015–2019 was endorsed by Pacific ministers of health in 2014. The Shared Agenda provides guidance and strategic direction to strengthen the sexual health response by shifting the focus from a single disease to a rights-based comprehensive approach to sexual health.

In 2014–2015 SPC led the development of this new agenda in a collaboration between its Public Health Division, Strategic Engagement Planning and Policy Facility, Regional Rights Resource Team and Human Development Programme.

The Shared Agenda sets a vision for integrating HIV and other STIs (sexually transmitted infections) into a broader sexual health agenda around the priority needs of the region, and facilitating the delivery of accessible and equitable sexual and reproductive health services and programmes. This multi-sectoral approach is a significant step forward to addressing sexual health and well-being and is also a successful example of SPC's integrated programming. Under the Shared Agenda, SPC will continue to coordinate activities in the areas of sexually transmitted infections (STIs), family planning, adolescent pregnancy, gender-based and family violence, and the promotion of sexual reproductive rights.

## KR 2. Coordinated efforts to respond to non-communicable diseases (NCDs)



### Non-communicable diseases road map

The 2014 NCD Roadmap was developed by the Quintilateral Group. SPC is facilitating the coordination of the Pacific NCD Partnership<sup>60</sup> to implement the roadmap. Significant progress was made in 2015:

- Seven PICTs increased tax on tobacco: CNMI, Fiji, FSM, Palau, PNG, Samoa and Tonga;
- Three PICTs increased tax on sugar-sweetened beverages; and
- Repeat population surveys in Tonga, Samoa and Fiji show improvement in some NCD risk factors such as smoking, physical inactivity and unhealthy diets.

### Pacific NCD network

SPC, with 16 partners, launched the Pacific NCD network website – a one-stop-shop for information on events and activities addressing NCDs. The website is a product of the Pacific NCD Partnership endorsed at the 2014 SIDS Meeting in Samoa. Its objective is to strengthen and coordinate the capacity and expertise needed to support Pacific SIDS to make real progress in prevention and control of NCDs and meet globally agreed NCD targets.



<sup>60</sup> Pacific Island Forum Leaders, Pacific Ministers of Health, Pacific Islands Permanent Missions at the UN, PICTs, SPC, PIFS, WHO, UNDP, World Bank, Australia, New Zealand, US Department of State, NCD Alliance, PIHOA (other partners are welcome to join).

### Collaboration across SPC divisions

SPC's NCDs/Food Security Working Group was established in 2015 to ensure that SPC takes an integrated approach to NCDs internally, and to facilitate an integrated approach in countries. In 2015, a framework to address food security and NCDs in the Pacific and a work plan were developed to define the issues in the region and the scope and purpose of the working group, which has representatives from across SPC's work areas. The work plan will implement the multi-sectoral approach to NCDs and food security at country level, looking at Kiribati, Fiji and Tonga first, with the potential to expand to other PICTs.

### KR 3 Strengthened surveillance and response measures

Public health surveillance allows for early detection and communication of communicable disease outbreaks, provides a benchmark to monitor progress and enables national and regional teams to respond as needed.

#### *Post-disaster response*

In August 2015, following a request from the Commonwealth Healthcare Corporation for additional expertise in the wake of Typhoon Soudelor, SPC sent a senior epidemiologist to Saipan in the Commonwealth of the Northern Mariana Islands to assist health authorities and partners from the US Centre for Disease Control and Prevention with public health surveillance, setting-up post-disaster surveillance systems and providing assistance with the collection, analysis and dissemination of real-time health data and timely response to potential disease outbreaks.

SPC provided similar practical support to the Government of Vanuatu after tropical cyclone Pam earlier in 2015.

#### *Mass gatherings*



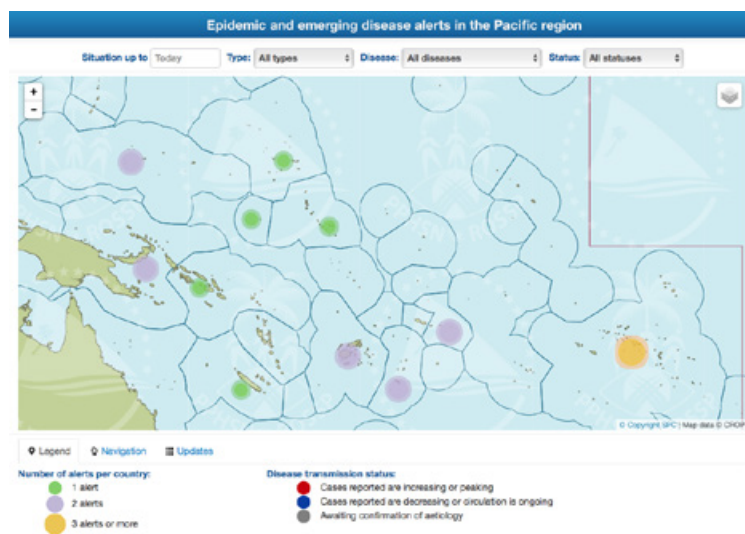
As the key agency involved in enhanced surveillance for mass gatherings (ESMG), in 2015 SPC started providing risk assessment, outbreak investigation training and technical support in preparation for the Commonwealth Youth Games to be held in Samoa in 2016. Preparations also began for the Festival of Pacific Arts in Guam in 2016.

In Samoa, ten syndromes will be monitored by health professionals at nine key health facilities. The Director General of Health of Samoa's Ministry of Health, Dr Take Naseri, said, 'Gatherings of this magnitude, with people coming from all different areas of the globe, provide an ideal medium for infectious and contagious diseases to spread so we need to monitor closely and have a good idea of the general health status of everyone before the event starts, during the event and after the event.'

When outbreaks of disease appear before a mass gathering, as has happened several times (e.g. measles before the Pohnpei Micronesian Games), ESGM prevents the outbreak from spreading unchecked among participants, thus disrupting the event, overstressing host country health resources, and further spreading the disease when participants return to their home countries. Evaluations of SPC's ESGM have been very positive, showing sustainable improvements to surveillance systems, including an increased number of sentinel sites, increased frequency of reporting, and greater engagement of health staff. The importance of planning at least 12 months prior to an event to ensure that the necessary policy and institutional frameworks are in place early has become very clear.

#### *Web-based map for speedy detection and response*

SPC surveillance experts have been working in collaboration with PICTS and regional partners of PPHSN, with the aid of an interactive, web-based map launched by SPC last year in response to the rising spread of chikungunya across the Pacific. The map allows for visual representation of current epidemic and emerging disease alerts



and is updated each week. It utilises web-based tools for quick data entry, analysis and reporting, and event-based surveillance for the detection of unusual health-related events. The system is designed to ensure rapid detection of, and response to, outbreaks and other public health risks.

## **KR 4 Strengthened national and regional health capacity practices**

### ***Data for Decision-Making course***

In July this year, a major meeting of the Pacific Public Health Surveillance Network (PPHSN) on strengthening capacity building and preparedness for epidemics and other public health emergencies was held in Nadi, Fiji, for 50 public health laboratory and surveillance officials. At the meeting, the training and capacity building structure 'Strengthening Health Interventions in the Pacific' (SHIP) was formally created as a PPHSN service. One of SHIP's programmes was featured – Data for Decision-Making – which is an accredited training programme offered by Fiji National University to health professionals. There are three modules: public health surveillance, field epidemiology surveillance and outbreak investigations. The programme has been delivered to over 200 students since 2013 and the first cohort of epidemiology technicians will graduate next year, when an evaluation of the programme will be undertaken. Feedback from students has been positive, particularly in regard to the practical relevance of the modules to their work.

### ***Research course guides health policy improvement***

In August 2015, thirteen health professionals from eight PICTs began an innovative 12-month operational research course aimed at addressing issues in national health practice. Organised jointly by SPC and the International Union Against Tuberculosis and Lung Disease, the course is designed to train and guide health professionals in conducting research on issues of particular concern to their countries. Operational research, data management and analysis, and writing and publishing a scientific article will be covered over the 12-month period. In writing their papers, the health professionals will turn the results of their findings into tangible conclusions that can guide policy change and lead to improvements in health practice in their respective countries.

## **13 Improved access to water and sanitation**

Access to safe drinking water is a critical development issue for Pacific Island countries, with profound implications for economic growth, human rights, public health and the environment. Pacific small island states face particular challenges in securing drinking water supplies. Small communities are in remote locations; they have limited and fragile water resources, limited human and financial resources, and heightened vulnerability to climate variability and drought.

SPC's Water and Sanitation Programme works with countries and partners to help address some of the most serious water security challenges in the Pacific. This work is supported by a range of partner-funded projects and implemented with various collaborators. SPC is the lead implementing agency across these projects, with overall responsibility for project management, as well as technical assistance in areas such as groundwater assessment and monitoring, drought management and project management and planning. Significant achievements of the Water and Sanitation Programme are described below.

### **KR 1 Innovation and technical assistance to improve access to water resources**



#### ***Strengthening water security***

The New Zealand-funded project 'Strengthening Water Security in Vulnerable Island States' began in January 2015, operating across five Pacific atoll countries: Cook Islands, Kiribati, Marshall Islands, Tokelau and Tuvalu. This five-year project is supporting isolated communities to implement innovative solutions to local water security issues.

Work in 2015 included project establishment, awareness and advocacy on atoll water security issues, and building practical links with relevant projects and partners to ensure the sustainability of outcomes.

To secure local participation in activity design, in-country workshops were held in participating countries to assess national water security issues and draft country implementation plans. The plans will be coordinated by a team of locally recruited national water security officers supported by the project in each country. Importantly, the assessments examined the local water security implications associated with the prevailing El Niño conditions and identified opportunities for early intervention and project support.

### Improved water and sanitation

At the bilateral level, two projects are currently being delivered by SPC, in partnership with the Government of Kiribati and European Union: 'Water and Sanitation in Kiribati Outer Islands Phase II' (KIRIWATSAN II) and 'Improved Drinking Water Supply for Kiritimati Island'.

The KIRIWATSAN II project (2014–2018) works in 35 villages across eight islands of the Gilbert Group<sup>61</sup> to increase access to safe and sustainable water and sanitation and reduce WASH (water sanitation and hygiene-related diseases). In 2015, preconstruction surveys were carried out in 14 villages across five islands to reconfirm locations for water supply and sanitation infrastructure improvement, with community engagement. As part of the surveys, community meetings were held in each of the villages. In total, across the 14 villages, women made up 28% of participants, and youth made up 17%. Additionally, the first-ever training of 17 outer island water technicians took place. This will be part of ongoing professional development on technical aspects of maintaining and operating small-scale water supply and sanitation systems in the communities, resulting in strengthening on-island capacity to carry out this task in the long term.

The four-year Kiritimati Island project (2013–2017) will secure safe and sustainable drinking water supplies for Kiritimati Island communities. The project will also help the people of Kiritimati build resilience against climate change, which may cause saltwater intrusion into groundwater reserves and increase the incidence and severity of extreme weather events, including droughts.

61 Abaiang, Butaritari, Marakei, Nikunau, Maiana, Beru, Makin and Nonouti



Groundwater reserves established on Kiritimati Island

In 2015, the water resources monitoring network was strengthened through drilling 12 new monitoring bores and rehabilitating 15 existing ones. Data gathered from the monitoring bores and from the newly installed weather station measure rainfall, wind speed, solar radiation, temperature and pressure. This information, together with data collected from the fit-for-purpose flow meters on the solar and wind pumps, is being analysed and used by the Ministry of Line and Phoenix Island Development to better inform groundwater management.

Also in 2015, rehabilitating the existing supply system, including eight wind pumps, and installing and operating three new solar submersible pumps, helped to increase water extraction. A GIS water and sanitation survey of project areas provided valuable information on the existing water supply and sanitation status and estimated population at household level. This survey identified connections to the existing water supply system, leakage information, well and sanitation system status and location, and number of people, for every household in the project location. The findings will support appropriate design and installation of the new and upgraded water supply for London and Tennessee.

Wiriki Tooma, former Secretary, Ministry of Line and Phoenix Island Development in Kiritimati, stated, 'We are very conscious of the increasing demand of the Kiritimati Island population and want to make sure that the development of the Island as an economic growth centre is balanced and able to meet the demand of the people and the increasing population.'

## Improving groundwater resources



SPC has been collaborating with the University of the South Pacific (USP) and Flinders University since 2012 through the EU-funded Climate and Abstraction Impacts on Atoll Environments (CAIA) project in Kiribati. The project is improving understanding of how climate variation and human activities affect atoll groundwater resources, and identifying technical and practical management tools that can be used by government and communities to strengthen water security. In 2015 the project worked in Vaitupu Island in Tuvalu and the Bonriki lens on Tarawa in Kiribati.

In Vaitupu extended field investigations were carried out on the groundwater lens to better understand the lens dynamics and assess the potential for improved groundwater development as an additional water source during extended dry periods.

In Kiribati predictive modelling under different abstraction and rainfall scenarios was carried out for the Bonriki lens on Tarawa using the recently developed 3D numerical groundwater model. The results have provided insight into how different management responses, including reduced abstraction for targeted bores, or increased recharge through the removal of vegetation, affect the freshwater lens of Bonriki. The numerical model developed through the project, and verified in collaboration with in-country counterparts and technical partners, will be a useful tool to support decision-making as part of a broader drought response strategy.

While SPC's work in this area continues to be relatively modest in dollar terms, it is significant in its demonstration of successful collaboration at the community level. There is a tremendous opportunity for sharing, replication and upscaling of successful approaches across a region increasingly affected by water security issues. To address these challenges the concrete gains achieved through projects already established on the ground will need to be fully capitalised on.

## 14 Literacy and numeracy

In the 21st century, a country's greatest asset is a literate and numerate population equipped with lifelong learning skills. SPC, through its Educational Quality and Assessment Programme (EQAP), assists PICTs to improve the quality of Pacific students' educational achievement by supporting curriculum development, the development of teacher and school leadership standards and frameworks, educational assessment, and policy development.

### KR 1 Improving literacy and numeracy standards across the Pacific

#### *Pacific Islands Literacy and Numeracy Assessment*

Baselines for Year 4 and Year 6 literacy and numeracy were established in 2012 using the Pacific Islands Literacy and Numeracy Assessment (PILNA). Measuring student performance as compared to the Pacific benchmarks in literacy and numeracy set in 2007, the baselines were set through administration of PILNA to 26,000 students in 14 PICTs. Although PILNA was designed as a one-time measure of literacy and numeracy in the region, the results raised great concern. Following the Federation of Education Ministers Meeting in 2014, a further regional assessment was planned, funded by the New Zealand Ministry of Foreign Affairs and Trade. The results of the administration of PILNA in 2015 will be analysed and used to make recommendations on a long-term regional assessment strategy that is both effective and sustainable.

In the final quarter of 2015 approximately 50,000 students across 13 PICTs participated in the PILNA, with countries integrally involved at all stages of its administration. Heads of education systems (permanent secretaries and CEOs) from all participating countries make up the PILNA steering committee and have input into the major decisions around the assessment.

- Countries participated in the analysis of the 2012 process and data to provide input into improving the instruments and process for 2015.
- A regional workshop was held with country coordinators and ministry representatives in June 2015 to revise the instruments and contextual questionnaires to ensure that Pacific Island contexts and content were represented in the assessment tools.

- The 2015 PILNA assessment instruments were translated into French and eight Pacific languages with choice of language of administration left to each country.
- Scoring of the assessments was done at the national level, with teachers and Education Ministry staff working with EQAP officers to manually score all papers.
- All scorers attended training workshops to ensure consistency in scoring across all centres and to provide new ideas and scoring techniques that participating teachers can use in their classrooms.
- Coding systems were developed using field test data to allow the scoring process to identify trends in areas where students face the greatest challenges.
- Contextual questionnaires for students, teachers and school leaders (principals/head teachers) were developed to identify factors that impact on student achievement.

Throughout the administration period and scoring process teachers and ministry of education staff have been extremely interested in seeing the results and looking for evidence of the impact of work undertaken in literacy and numeracy since 2012. The addition of contextual and demographic data will allow analysis of gender-specific results for students.

All 13 participating countries have agreed to share the PILNA 2015 results with one another. This sharing of information is a key accomplishment that has the potential to lead to greater success through collaboration in addressing issues facing PICTs as they work to improve literacy and numeracy.



### *Improving principals' standards*

School leadership affects educational quality. Benchmarks and standards help build a regional understanding of strengths and challenges in school leadership and the effects of leadership on educational outcomes for students. EQAP provides advice on standards for teachers and principals in education systems. Development of nationally contextualised principal (leadership) standards has been completed in Fiji and is underway in Kiribati and Tuvalu. Work on principal standards in Solomon Islands is scheduled to begin in 2016.

School leadership is a key policy area that has also been measured and benchmarked through the Pacific Benchmarking for Education Results (PaBER) project. The work on principal standards is complemented and informed by the results of the PaBER research undertaken by SPC. The standards will continue to be informed by regional data collected through the Head Teacher questionnaires from the 2015 PILNA administration, which will link student performance to leadership factors.

### *Improving teachers' standards*

Teacher standards have been developed regionally, focusing on the professional attributes, knowledge, understanding and skills of teachers. Each of these focus areas are divided into components, expectations, indicators and level descriptors that can be used to assess where teachers are with respect to the standards. Countries use the standards as a starting point for the development of their own teacher standards framework and appraisal instruments. The appraisal instruments are contextualised in each country to national needs and are developed in close collaboration with ministry of education staff.

In 2015, EQAP facilitated training in standards and appraisal instruments for both ministry staff and teachers in Fiji, Kiribati, Samoa, Solomon Islands, Tonga and Tuvalu. Training is currently ongoing in these countries. In Fiji more than 150 teachers were trained, in four different centres, on the Fiji teacher competency standards framework and the appraisal process.

Information gathered from the self-appraisal of teachers informs teacher development, both for practising teachers (in-service) as well as those in teacher education programmes (preservice), to improve the quality of education in schools. Evidence gathered from the self-appraisal of Tuvalu teachers in 2014 informed the teacher development programme of 2015 through which about 30 teachers (ECE, primary and secondary) completed three rounds of training during the 2015 school holidays. Positive evaluations were received consistently from these teachers.

Teacher competencies are also measured through the PaBER project in the three PaBER pilot countries (Papua New Guinea, Samoa and Solomon Islands), providing additional information to enhance preservice and in-service training and inform policy development and implementation with respect to teacher quality. Information gathered through the World Bank SABER instrument on teacher quality, as well as through a teacher skills audit developed through PaBER work, provided valuable recommendations to the three countries. In 2015, PaBER completed a teachers' skills audit, which focused on their assessment skills. Skills assessed included: planning, administration, interpretation of results, reporting and communication. It was found that teachers are commonly competent with planning and administration of classroom assessment. Through this exercise, countries were able to identify skill gaps among their primary school teachers. Some of the recommendations for professional development have already been implemented as part of national education plans in Samoa and Solomon Islands.

### *Outcomes-based curriculum and assessment for learning*

The global shift of focus away from assessment for ranking and selection towards assessment for learning and reporting on student achievement in subject learning outcomes is highly valued by all stakeholders. It empowers teachers and students to work towards clearly defined outcomes, and education systems are able to more closely monitor students' real achievement.

In 2015, outcomes-based education and assessment continued to be priority areas for many countries as they strive to move towards education systems that report student achievement in terms of what students know and are able to do, as well as what each student needs to do to move to the next level of accomplishment.

EQAP provided consultative and technical support to five countries (Kiribati, Samoa, Tonga, Tuvalu and Vanuatu) in 2015 in their move to outcomes-based assessment. This included unpacking curriculum goals and objectives into measurable outcomes, training teachers on an outcomes-based assessment approach at the classroom level, and providing resources for classroom-based assessment. At the end of 2015, the work in these five countries effectively reached hundreds of students who presented for their senior secondary qualifications. This work is also supplemented with outcomes-based assessment tracking software developed by EQAP technical support staff.

Assessment remains a key area of technical expertise within EQAP, supporting countries to provide accredited and recognised qualifications for secondary school students. To that end, in 2015, EQAP continued to offer the South Pacific Form Seven Certificate (SPFSC) in six countries and worked with several others as they develop nationalised Form 7 credentials that are recognised internationally. EQAP also continued to support member countries in conducting national examinations, including training examiners and moderators, writing and moderating examination papers, and printing and shipping papers for administration, scoring and processing.



### Tuvalu training

With the support of EQAP, the Tuvalu Ministry of Education is focusing on developing clear learning outcomes that are skill-based and enable teachers to determine learners' real achievement. Training was held in May 2015 for 75 teachers in Tuvalu, who worked in subject groups to write outcomes-based syllabi for Years 11 and 12. (The syllabi for Years 9 and 10 were written and used for the first time in 2014.)

The benefits of clear targets to students and teachers are indisputable. As author Rick Stiggins<sup>62</sup> says, 'Students can hit any target they can see that holds still for them'. Clear learning outcomes guide the alignment between the intended curriculum, the implemented curriculum and the achieved curriculum, as well as providing targets for children to self-regulate their achievement against.

This training was supported by funding from UNICEF through the Achieving Education for All Tuvalu Programme.

### Samoa training



In June 2015, more than 500 Samoan Year 12 and 13 subject teachers, curriculum officers and national examiners participated in workshops organised by the Curriculum, Materials and Assessment Division of the Ministry of Education, Sports and Culture and facilitated by EQAP. They discussed subject learning outcomes written by Samoan curriculum officers with the assistance of EQAP, and expressed appreciation for the clarity that will be possible in their teaching through the use of specific learning outcomes.



Left: A group of Tuvalu secondary teachers and education officers developing learning outcomes for Year 12 subject areas

Right: Biology group with their curriculum officer, Samoa.

62 Stiggins, R. 2004. Classroom Assessment for Student Learning: Doing it Right.

## 15 Dynamic culture sectors

Culture is an essential part of our being and the manifestations of our culture are what make us unique. The sharing of thriving, dynamic culture strengthens communities and nations in their undertakings. Some aspects of traditional Pacific cultures, however, are slowly being eroded so it has become necessary to make concerted efforts to prevent this continuing and to ensure that cultural activities are maintained and fostered. Talented people need encouragement and opportunities, and they need a platform to display their talent.

### KR 1 Raising the profile of cultural activities



#### *The Regional Culture Strategy: Investing in Pacific Cultures 2010–2020*

In 2015, the regional culture strategy, compiled by the Council of Pacific Arts and Culture and SPC, was reviewed. The strategy recognises that culture has intrinsic value, as well as being a means of achieving economic well-being, sustainable livelihoods and national development. Its vision is: ‘Pacific cultures are valued, cherished and supported – now and in the future’.

The strategy sets standards and aspirations for Pacific cultures, regionally and nationally. It celebrates the rich, varied and diversified cultural repertoire of the Pacific region and recognises that Pacific people share the need to safeguard and promote their cultures.

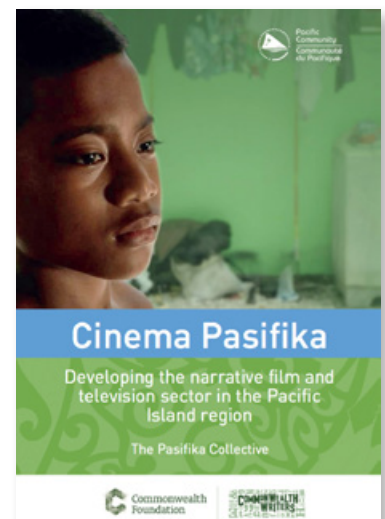
‘Culture is the mirror of a nation and endows it with a set of norms that define the standards of a society. In some Pacific societies it is a dynamic force of development with respect to economic growth, but everywhere it is the breath that blows the conch shell of a nation’s identity and its intellectual, moral and spiritual life. Cultures of the region do indeed connect and uplift us and those we meet along the way.’<sup>63</sup>

The 2015 review of the strategy found that, although good progress has been made in some of the goals and objectives, particularly at the regional level, there is still much to be done to support culture, both as a sector and cross-sectorally. A second five-year plan will be developed to ensure improved operational capacity, a more comprehensive communications strategy, and a robust monitoring and evaluation plan. The review will be presented to the 3rd Pacific Ministers for Culture Meeting for their advice and action. A particular need is the strengthening of institutional mechanisms for culture and capacity building of culture stakeholders in the area of arts, culture and heritage management.

#### *Pacific films and television*

In 2015, SPC published *Cinema Pasifika: Developing the narrative film and television sector in the Pacific Island region*, by The Pasifika Collective. The research project included interviews with 91 stakeholders (57 men and 34 women) from seven countries: Fiji, Marshall Islands, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu. Stakeholders included representatives from government, civil society and the private sector involved in all aspects of film (television directors, artists, writers, editors, producers, directors of departments of culture, journalists and managers of film commissions). After analysing the findings, key recommendations for a possible development strategy for the narrative film and television sector in the Pacific region were identified. The report also outlines how SPC could work with relevant stakeholders to support development of the narrative film and television industry in the Pacific Island region.

The expansion of film and television production in the Pacific Island region has the potential to strengthen cultural diversity, increase social dialogue and stimulate economic growth. Film and television provide popular channels for storytelling in the Pacific and Pacific Island nations have a great deal to offer the rest of the world in terms of their unique stories and cultural perspectives.



63 The Hon. Faustina K. Rehurer-Marugg, *The Regional Culture Strategy: Investing in Pacific Cultures 2010–2020*, p 1.

There are four distinct markets for local narrative film and TV products: the domestic audience in Pacific Island nations; diaspora markets in New Zealand, Australia and USA; the regional Pacific audience that is interested in seeing stories about Pacific Island people in English; and the wider international market with an interest in the 'unique' stories, cultures and locations found in the Pacific. A bonus of the mapping was the production of the Cinema Pasifika series on Australia Plus, featuring five Pacific shorts with interviews of the filmmakers, to be broadcast in the first half of 2016.<sup>64</sup>

In 2015, SPC marked the 20th anniversary of its own television show, *The Pacific Way*. Media commentators lauded SPC for its part in broadcasting history and for nurturing an iconic TV show that has filled a local content gap, benefiting Pacific Island broadcasters and viewers. During the year, SPC produced 24 half-hour episodes of *The Pacific Way*, which were distributed to 21 Pacific region broadcasters, most of which lack the resources to produce magazine-style programmes of their own. The show also highlights recent results achieved by SPC in conjunction with members and development partners.

### *Festival of Pacific Arts*



'The Council of Pacific Arts and Culture, along with SPC, has provided governments across the Pacific with the platform from which to speak with an artistic and cultural voice. This, in turn, has aided in the development of unique national identities.'<sup>64</sup>

In 2015, SPC's support of the 12th Festival of Pacific Arts in Guam included an in-country visit; providing technical advice to the Festival Organising Committee; liaising regularly with participating countries; assisting with the development of newsletters and other communication; advising on programming, forums and events; and, collaborating with other SPC sections, such as the Public Health Division, the biosecurity programme and *The Pacific Way* television programme, to provide technical support for this major regional event. Guam has relied on the Festival manual that was developed by SPC to assist host and participating countries. Twenty-seven countries and over 2,500 delegates will take part in the four-yearly Festival, which has preserved and promoted the cultural diversity of SPC members for over 40 years and has now become an event with an international following.

<sup>64</sup> see [https://www.google.com.au/search?q=Cinema+Pasifika+Australia+Plus&ie=utf-8&oe=utf-8&gws\\_rd=cr&ei=Sv3lVomDHMrp6AT6n5PYCw](https://www.google.com.au/search?q=Cinema+Pasifika+Australia+Plus&ie=utf-8&oe=utf-8&gws_rd=cr&ei=Sv3lVomDHMrp6AT6n5PYCw)

<sup>65</sup> Stevenson, K. 2015. *The Festival of Pacific Arts: Celebrating 40 years*. (In press).

# Lessons learned to *improve development effectiveness*

In taking stock of the challenges and enablers in achieving results, a number of lessons were identified by all divisions and operational and policy support sections of SPC. The lessons were analysed for emerging patterns of challenges and sorted by common themes. Five of the eight themes were similar to the lessons in 2014 (lessons 1 to 5 below). Progress is being made on the 2014 lessons, many of which informed the development of the strategic organisational objectives in the Pacific Community Strategic Plan 2016–2020.

2014 lessons learned	Progress update	2015 lesson themes
1. Quality data are critical in properly assessing results	Development of the Planning, Evaluation, Accountability, Reflection and Learning (PEARL) system and inclusion in SPC's Strategic Plan of an organisational objective to 'improve planning, prioritisation, evaluation, learning and innovation in the Pacific Community'.	1. Evidence-based design and reflection on performance require data. Data gaps or deficiencies hinder our ability to assess, adapt, and respond to the needs and aspirations of Pacific Community members
2. Improving stakeholder ownership improves programme outcomes	Strengthened engagement and collaboration included in the strategic organisational objectives of SPC's Strategic Plan	2. Deeper understanding of the political economy (people, context and external influences) and how we can engage with context will provide better development outcomes
3. Retaining skilled and experienced staff is critical to programme improvement	Independent evaluations of programmes have found that country focal officers working directly with public servants and civil society are considered essential to achieving outcomes	3. A flexible approach to human resource structuring, including through country focal architecture, to overcome challenges of staff recruitment and retention.
4. Multi-level engagement requires vigilance on transaction costs	Investments being made where there is a shared purpose and balance between working at the regional level and with multiple partners	4. Regional collaboration can be undermined by donor incentives if there is no shared agenda and development outcomes are unclear
5. Multi-sector approaches required for complex development challenges	Addressing members' development priorities through multi-disciplinary approaches described in SPC's Strategic Plan	5. Multi sector approaches require appropriate systems including: <ol style="list-style-type: none"> <li>a. resourcing and time for creative multi-disciplinary engagement; and</li> <li>b. tools for mainstreaming social development</li> </ol>
		6. Increasing the visibility of SPC's performance and results, and progress, will improve members and donors understanding and appreciation our work
		7. Unrestricted funding provides opportunities to respond to emerging priorities and lessons learned
		8. Increasing rigour in budgeting to include all key areas at initiation of programmes will lead to better outcomes and a more sustainable SPC



# Management action plan to respond to lessons learned

The process of identifying lessons is valuable in itself, but the most value comes from using them to make improvements. To track how SPC is acting on lessons learned, a Management Action Plan (MAP) is being implemented in 2016.

In developing the MAP, the senior leadership team considered the eight lesson themes against their impact on SPC's work and results and agreed on four lessons to be prioritised for action in 2016.

## Overall management response

'SPC continues to deepen its understanding of the results and impacts of its work. Lessons learned on the challenges and enablers to implementing projects and achieving results are being applied, and approaches are being adapted where relevant. Five of the eight lesson themes that emerged in 2015 are similar to those identified in 2014 and have now been articulated in more detail, demonstrating SPC's commitment to adaptation for development effectiveness.'

<b>Priority Lesson One:</b> Evidence-based design and reflection on performance require data. Data gaps or deficiencies make it difficult to plan, assess and adapt in responding to the needs and aspirations of members	
<b>Management response:</b>	
<b>Key actions</b>	<b>Status</b>
Identify multiple points for data collection and use in planning, programme and project cycles	In progress: Design and conduct a review of completed programme and large project evaluations to analyse combined data and findings for organisational-level learning
Use data to assist countries to identify priorities for work with SPC	In progress: Country work plans are being used for country programming and to inform engagement activities
<b>Priority Lesson Two:</b> Greater understanding of the political economy (people, context and external influences) and how we can engage with context will improve development outcomes	
<b>Management response:</b>	
<b>Key actions</b>	<b>Status</b>
Finalise and implement the country programming strategy including three country pilots	In progress: A Country Presence Review has been conducted The Vanuatu Office has been established; an MOU with Tonga was signed in September 2015; New Caledonia's joint country strategy will be evaluated to inform new programming
<b>Priority Lesson Three:</b> Multi-sector approaches require appropriate support including resourcing time for creative multi-disciplinary engagement, and tools for mainstreaming social development	
<b>Management response:</b>	
<b>Key actions</b>	<b>Status</b>
Review and redevelop the way SPC designs programmes to improve application of lessons, discussion of effectiveness, early integration and alignment with strategic priorities	In progress: The Programme Support Unit is being strengthened with required capacity
Source donor funds that encourage multi-sector approaches	In progress: Resource mobilisation efforts include a donor round table, and internal review of a new strategy for mobilising resources
<b>Priority Lesson Four:</b> Increased rigour in budgeting to include all key areas at programme outset will lead to better programme outcomes and a more sustainable SPC	
<b>Management response:</b>	
<b>Key actions</b>	<b>Status</b>
Ensure appropriate budgeting for projects, i.e. full cost recovery and evaluation and learning	In progress: Full cost recovery for ICT is leading the roll out in 2016

# Progress *in organisational reform*

In 2015, SPC continued to reform organisational policies, processes and structures in pursuit of greater development effectiveness for our members. The strategic planning process was key to finalising the change agenda set in 2014 and to shaping the Pacific Community Strategic Plan 2016–2020. The Strategic Plan was widely consulted on, with active involvement of staff, members, development partners and other stakeholders. It is a high-level statement of intent endorsed by CRGA 45 and the Ninth Pacific Community Conference, which sets SPC's strategic direction, priorities and organisational objectives for the next 5 years.

## Overall approach to SPC's work programme – in pursuit of greater development effectiveness

The Corporate Agenda for Action outlined in the 2013–2014 Programme Results Report remained relevant until late 2015, when the Pacific Community Strategic Plan 2016–2020 was approved by CRGA. This agenda set out how SPC would start to do business differently and the priority areas of work.

From a development effectiveness perspective, the direction emphasised by the Director-General in the agenda was clear. SPC will be recognised as the Pacific Island region's premier development organisation, known for excellence, relevance and innovation in delivering technical and scientific advice and applying it to the Pacific context to support members to achieve development outcomes.

There have been real successes in recognising that development issues such as reducing NCDs and building resilience to climate change and disasters cannot be solved by sectoral approaches alone. This understanding has clarified that 'doing business differently' means moving SPC from a predominantly project-based sectoral approach to an integrated programming approach to ensure SPC's support for members is more relevant and beneficial to their own efforts to address their critical development issues.

SPC's Strategic Plan 2016–2020 builds on the understanding of the need for an integrated country focus. Two objectives in particular will sharpen the integrated programmatic approach: strengthening engagement and collaboration with members and partners; and addressing members' development priorities through multi-disciplinary approaches.

There has been dedicated commitment of time and effort in formulating internal working groups around two multi-disciplinary themes – NCDs and climate change. A Programme Support Unit (PSU) is revising processes for project and programme formulation, design, implementation and evaluation. SPC is starting from a strong base as many programmes already have elements of integrated work. A new programme to build resilience in Vanuatu, after tropical cyclone Pam, offered further opportunities for integrated design in 2015.

*'Our responsibility will not stop at producing good science and technical advice – we must ensure that it makes a difference in people's lives. Our comparative advantage lies in how we actually apply knowledge to achieve development outcomes. This includes the way we work with members and formulate integrated programmes to tackle development challenges by marrying scientific and technical knowledge with a deep understanding of the prevailing operational development context.'*

Colin Tukuitonga, SPC Director-General, letter to SPC staff (May, 2014).

The challenges for SPC and members in implementing an integrated approach, and for donors in supporting such an approach, are principally structural. SPC divisions, government departments and donor funding streams are predominantly structured along sectoral lines. As such, SPC's culture and skill set are geared towards science and technical delivery of sectoral programmes and it will take time to fully develop more integrated ways of working.

A further challenge has been the design of a new country programming approach. The Independent External Review of SPC in 2012 recognised the importance of the concept of the joint country strategies (JCS) but recommended a review to move them from 'long lists of activities to more a strategic sense of... how SPC could respond' and that the JCSs were 'time-consuming and costly'. Over the life of the 2013–15 Strategy SPC has identified many lessons from the JCS experience and supported the development of country programmes through providing workplans and country reports for all 22 PICTs. These form the foundation of SPC's work and reporting in each country and provide the basis of discussion for working on integrated programmes based on members' priorities. A concept outlining how SPC could work with members on development priorities was developed in 2015 and an initial review of SPC's country presence was carried out. A proposal to work on pilots in New Caledonia, Tonga and Vanuatu will be considered by the senior leadership team in early 2016.

## 16. Developing a culture of results and improvement: strengthening monitoring, evaluation and learning

### 16.1 Continually improving the relevance and effectiveness of SPC's work

Monitoring, evaluation and learning (MEL) continue to be critical to SPC's focus on development results. It enhances the effectiveness and impact of SPC's work through examining whether SPC is doing the right thing, in the right place, at the right time to make the most difference for Pacific Island communities. A strong MEL culture ensures that SPC can demonstrate the value of its work while continuing to learn and to improve the outcomes it achieves in support of PICT development priorities.

#### **Strengthening MEL**

In early 2015, SPC established a roadmap for MEL development for the next five years. It incorporates recommendations from the 2013 independent review of MEL and sets out steps toward changing the culture of MEL at SPC to focus on results and learning for development effectiveness.

#### **Strategic Results Framework**

Following the development of the 2016–2020 strategic plan, work began on establishing the associated Strategic Results Framework. Aligned to the objectives and expected results of the strategic plan, the framework sets out the quantitative indicators and qualitative evidence against which SPC's progress in implementing the plan will be assessed. The results framework will be presented to CRGA for approval in June 2016.

### 16.2 PEARL

Planning, evaluation, accountability, reflection and learning (PEARL) at SPC is the performance management policy developed in 2015. It sets out requirements across the organisation for managing implementation of the strategic plan through strengthened alignment between planning, budgeting, evaluation, learning and reporting at all levels. PEARL processes facilitate the analysis of management information to support decisions on priority setting and budget allocation. This development directly addresses the recommendation from the 2013 MEL review for 'SPC-wide planning, MEL systems and processes that enhance accountability to members and meet the needs of donors'.

#### **MEL guidelines**

To support the PEARL policy, MEL at SPC: Key principles and guidelines was developed. It documents SPC-wide standards and expectations to assist staff in integrating sound MEL principles and practices in their work. (An update of SPC's MEL policy and plan was a priority identified in the 2013-14 Programme Results Report.)

#### **Results workshops**

Building on the initial results workshops in 2014, workshops in Suva and Noumea in late 2015 gave staff from across the organisation the opportunity to share the results of their work, and identify lessons and areas for potential cross-divisional collaboration. The data collected during the workshops informed the development of SPC's 2015 Results Report.

#### **Evaluation**

In 2015, work on evaluation focused on ensuring that project and programme evaluations, both SPC- and partner-led, yielded learning relevant to SPC and the effectiveness of its work. An evaluation of the New Zealand MFAT-funded South-South Cooperation project was also completed. Findings and lessons from this evaluation were presented to staff in cross-divisional workshops to encourage learning and innovative thinking and have informed a subsequent phase of the project.

## 16.3 MEL Capacity

SPC's MEL capacity was increased during the year with two more divisions recruiting dedicated MEL staff. Four divisions now have internal MEL resources. The Strategic Engagement Policy and Planning Facility (SEPPF), which provides corporate leadership and coordination of MEL, increased its capacity from two to three full-time positions.

Corporate and divisional MEL staff and focal points meet regularly to exchange ideas and information, and to support MEL development at SPC. In 2015, the group provided valuable advice and input to the development of PEARL and the MEL guidelines.

### Challenges to strengthening MEL

Although significant progress has been made in implementing the MEL roadmap, some areas of MEL development have presented challenges.

#### **Management Information System to improve tracking and reporting of SPC's work**

The 2013–14 Programme Results Report identified the need to align SPC's Integrated Reporting Information System (IRIS) with the corporate finance system as a priority for MEL development in 2015. Considerable work was done to improve the quality of IRIS data for country work plan reporting to CRGA in November 2015. However, further IRIS development, including alignment with other SPC systems, was deferred until 2016, when IT resources are expected to be available.

#### **Processes for country and regional programme evaluation**

Processes for programme evaluation, including country and regional programmes, have been established in PEARL. However, there are barriers to taking forward country programme evaluations. The delay in establishing a new country programming process and the capacity constraints of the central MEL team made progress in this area difficult. As country (and regional) programmes are established, the MEL team will reassess its capacity to lead evaluations in this area.

### Priorities for the year ahead

#### **Divisional results frameworks**

As divisional business plans aligned to the 2016–2020 Strategic Plan objectives are developed, associated results frameworks will need to be developed as well.

#### **PEARL implementation**

Development of PEARL is only the beginning of the process. It must be efficiently implemented, with appropriate support for staff, to ensure that it supports the operationalisation of the strategic plan and management of SPC performance towards achieving strategic objectives.

#### **PMEL toolkit**

An intranet-based planning, monitoring, evaluation and learning (PMEL) toolkit will provide staff with more detailed guidelines and examples on how MEL principles can be applied throughout the life-cycle of strategic plans, programmes and projects to inform learning and improvements and ensure cross-sectoral, inter-divisional and organisational-wide sharing of information.

#### **Evaluation agenda**

SPC will mine the evaluations that have been completed in recent years to further identify lessons. Evaluations undertaken internally and by our partners will be grouped by themes, reviewed and analysed to highlight learning that could help improve SPC's work and the results it delivers.



## 17 Developing and agreeing partnerships with development partners

Developing genuine, long-term engagement with development partners was emphasised in the Corporate Strategic Plan 2013–2015 as underpinning SPC's future effectiveness. In contrast to a simple donor-recipient relationship, the partnership approach provides an opportunity for SPC and its development partners to mobilise all relevant resources, including people, technology, influence and funds, to tackle critical development challenges.

In 2014, both Australia and New Zealand signed separate formal partnership agreements with SPC that include long-term mutual commitments, more flexible funding arrangements progressively focusing on strategies rather than on projects, and results reporting processes that align with CRGA and other targets, including learning and regular high-level consultations. These partnerships developed further in 2015, with discussions beginning to focus on critical issues facing the regions, such as trade and renewable energy.

The European Union has been SPC's largest funder over the last two years and in 2015 a memorandum of understanding was signed between SPC and the EU to secure closer mutual cooperation. The EU was included with SPC members in the 2015 CRGA Subcommittee, which oversaw the development of the Strategic Plan 2016–2020, and it is expected the EU will have formal observer status with SPC in 2016.

In 2015, Germany, through both GIZ (Deutsche Gesellschaft fuer Internationale Zusammenarbeit) and the KfW Development Bank, increased its support and informal partnership with SPC through placement of skilled staff and increased financial contribution, particularly in the areas of climate change and support for increased resilience in Vanuatu following tropical cyclone PAM.

Following the visit to SPC of President Hollande in 2015, France has added to its financial support through collaboration in the engagement of the position of Director of Climate Change in SPC.

CROP executives meet regularly and SPC is committed to playing its part in CROP's effectiveness. In 2015 SPC worked with PIFS to design the Terms of Reference for the Analysis of Governance and Financing Options for Pacific Regionalism.

A continuing challenge for SPC and for development partners is to retain the spirit of partnerships when key people move in organisations. Other challenges are making accountability genuinely two-way, and facilitating more purposeful collaborations towards addressing Pacific development challenges.

### **Improving visibility for development partners**

In 2015, SPC finalised its first annual visibility plan with a key development partner, the Australian Government. Its objectives included raising awareness among Australian and Pacific audiences of the results being achieved through the partnership. Within SPC the plan served to encourage a more strategic approach to visibility activities.

## 18 Strengthening support services and governance

SPC relies heavily on its support services to deliver key activities. In the Operations and Management Directorate (OMD) these include finance, human resources, ICT, procurement, information knowledge management, and publishing. Within the Director-General's Office they include communications and public information.

### Communications and public information

SPC began refocusing its communications in 2015, pursuing a more strategic and contemporary approach. The three main priorities set out in the communications transition strategy were: phasing in centralised coordination, policies and quality assurance for communications and outreach, backed by training; enhancing SPC's online presence; and transitioning to a united 'one SPC' approach, with a new visual identity. The strategy places more emphasis on communicating SPC's results and achievements, and on fully integrating communications into programme planning and MEL.

To improve internal coordination and information sharing, a network of SPC communication focal points was established, along with a pipeline of events and media opportunities. Media templates and a social media policy were also introduced, accompanied by training sessions and open forums for SPC staff.

The audio-visual team, which was formerly part of the Regional Media Centre, continued to highlight development stories via The Pacific Way. Video messages from the Director-General are a new feature.

In conjunction with ICT, website redevelopment commenced. Dedicated pages for each Pacific Community member, project success stories, beneficiary profiles and thought leadership pieces will be among the content when the new site goes live, expected in 2016.

In 2015, SPC achieved a weekly average of 22 monitored mentions in the media, which included two items per week in francophone outlets. Future media coverage will be compared against these quantitative measures, alongside qualitative indicators.

An audit of SPC-held and managed social media accounts was conducted. It will provide the basis for setting benchmarks and targets for SPC's entire social media portfolio. For its corporate accounts in 2015, SPC achieved a 198% increase in followers of its main Twitter account (@spc\_cps) and a 137% increase in followers on its Facebook page, revealing a cost-effective growth area for SPC outreach, including a means of engaging and publicly acknowledging its members and development partners. The Director-General remained the only head of a CROP agency active on Twitter.

### Finance

Recognising the need to improve financial management, budgeting and cost recovery, SPC recruited a new Chief Financial Officer, who started at the end of October. This position provides SPC with much needed strategic financial capacity to ensure long-term sustainable financing, enable the implementation of full cost recovery, and improve budgeting processes.

#### **Financial stability**

SPC's 2015 revised budget was balanced with internal cost-saving measures. Ongoing fluctuation in currencies will have continued impacts on core funding. To ensure long-term financial stability, cost recovery and resource mobilisation strategies are key priorities for implementation in 2016.

#### **Improved financial management information system**

In 2015, the corporate finance system was upgraded to a centralised Microsoft Dynamic Navision 2013 Financial Information System. The new web-based system improves access to financial information across the organisation and assists in streamlining processes and procedures. A priority for 2016 is on improving financial reporting, including establishing clearer links between resource allocation and key priorities in the strategic plan.

## Improving the regulatory environment

In 2015, SPC started preparing its financial statements under the IPSAS (International Public Sector Accounting Standards) framework. This change requires substantive adjustments to budgeting and financial reporting practices, which will be rolled out in 2016.

Internal audits were carried out by Ernst and Young to strengthen internal control and compliance processes and recommend improvements in procedures and policies. In addition, the EU undertook an institutional review against its 'Seven Pillars'. The final audit report noted three pillars as marginally failing and SPC is working with the EU to remedy this. All financial policies and procedures (last updated in 2002) are being reviewed to meet the requirements of the new Financial Regulations. The policies and procedures will reflect best practice and will support transparent and effective financial management of SPC. Improving internal compliance is a priority for 2016.

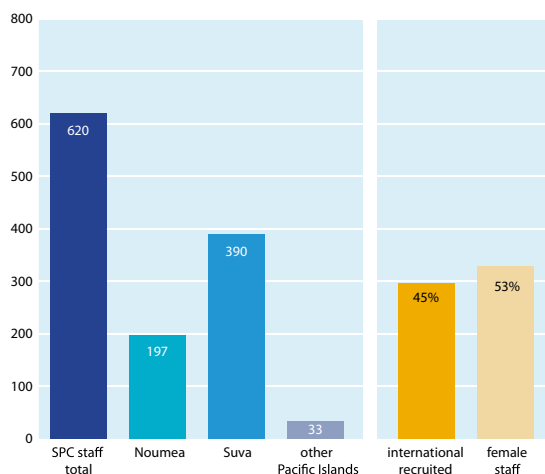
## Human Resources

On 31 December 2015, SPC had 620 staff – a 14% increase from 2014 – with 197 based in Noumea, (+3%), 390 in Suva (+21%), and 33 (+3%) in other Pacific Islands (Solomon Islands and FSM). Of the 620 staff, 45% are internationally recruited and 53% are female.

### Recruitment

HR has continued to improve its recruitment process. In 2015, there were 150 recruitments, with 77 international and 73 local positions. The average recruitment time was 1.5 months for international and 3.5 weeks for local recruits. This more than met the target that the recruitment process (from decision to recruit to job offer) should not exceed four months.

In 2015, HR began preparations to implement new recruitment software and a new online recruitment portal to make the process more user friendly, and to reduce paperwork and time taken.



### Flexibility of six-year rule and permanent contracts for locally recruited staff

CRGA approved new regulations for the six-year rule in November 2014. These were implemented on a trial basis in 2015 under the auspices of a Contract Renewal Committee. The committee met twice and approved the renewal of 22 international staff through this process, generating savings of around 288,000 CFP units. In 2016, the committee will examine applications on behalf of eligible local staff for permanent contracts.

### HR policies

In 2015, HR conducted a comprehensive review of human resources policies to update them and align them with best practice. Staff and management are being consulted on the first batch of 18 policies, which will be rolled out in 2016.

In addition, in 2015 the CROP Triennial Review made recommendations on compensation and other benefits. These will be considered in 2016 by the CROP Remuneration Subcommittee and implemented subject to CRGA approval.

### Medical benefits

Medical benefits were harmonised for staff based in Suva and Noumea. In 2016, HR will examine the feasibility of extending similar benefits to local staff working in other country offices.

### Diversity and inclusion

The Suva Regional Office signed an agreement with the University of the South Pacific to implement a Disabled Students Internship Program, which was successfully launched in the Solomon Islands. Initially, three students have been recruited as interns. In 2016, SPC will look at extending the programme to Noumea.

## ICT

The ICT team has been affected by the significant growth in SPC in recent years without a matching increase in resources. It faces high demands and the challenges of ageing infrastructure and unreliable networks. In 2015, an SLT ICT subcommittee was established to decide ICT priorities and review progress on key initiatives. A priority for 2016 is to build ICT costs into cost recovery to ensure long-term sustainable funding. SPC is also exploring options for increasing investment to protect ICT data and ensure continuity of service.

In 2015, key achievements in ICT included moving all SPC sites to a single sign-on platform, migrating all users' email accounts to a cloud solution, roll-out of an online communication platform across SPC to enable interactive meetings, and updating Noumea servers to the latest technology.

## Information knowledge management

Recognising the importance of information knowledge management (IKM), in 2015, SPC established for the first time, the position of IKM Adviser to provide strategic advice on SPC-wide IKM. In 2015, this part-time position focused on developing an IKM road map that will be considered by SLT in 2016.

## Publishing

In 2015, SPC produced 100 formal publications with international standard book or serial numbers. Publications were distributed to stakeholders, libraries in member countries, and online through SPC's digital library, and requests were received from international organisations, academics and NGOs for permission to reproduce SPC materials in other languages and formats. Publishing is carried out across SPC's programmes and includes scientific and technical reports and papers, manuals, regional strategies, educational booklets, information sheets and bulletins, and corporate reports. The publishing team works directly with programmes, providing editorial quality control, due diligence, graphics and original illustrations to produce publications that support the delivery of SPC services. Some divisional reviews in 2015 recommended reviewing publication schedules and in 2016 the publishing team will work with divisions and programmes to assess the relevance of some regular publications.

In 2015 graphic designers worked with the Communications and Public Information team to develop a new visual identity for the Pacific Community, which will be launched in 2016.

Use of freelance services helped meet high demand and control publishing costs in 2015. Costs for printing and paper were also held through digital distribution and printing on demand, and by cutting by two-thirds the amount of paper produced for SPC meetings, including CRGA. These measures, combined with the use of FSC certified recycled paper, contribute to reducing SPC's carbon footprint.

## Translation and interpretation

In 2015, the translation and interpretation team continued to support SPC as a bilingual (English and French) organisation. The team provided interpretation for more than 20 multi-day meetings, as well as multiple shorter events over the course of the year. It also translated 290,000 words from French to English and 1.2 million words from English to French. The team tailored its services to ensure language is not a barrier to knowledge flows, country engagement and inclusiveness. In 2015, the unit expanded its work into new technical areas and increased its volume of communications materials. It is working on a multi-year plan to improve the efficiency and reduce the cost of language services, including more high-quality outsourcing and less in-house work by contract staff.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Land, agriculture and forestry resources</b>				
<b>1. Improved food and nutritional security</b>				
1a) Number of PICTs with active sustainable and diverse farming system plans and food and nutritional security strategies in place, including support for value chains	4 PICTs requesting 1 plan and 1 strategy each	8 PICTs with 1 plan and 1 strategy each	On track: 4 PICTs (Tonga, Solomon Islands, Niue, Kiribati)	<b>Partially</b> Assistance provided to 6 PICTs: Solomon Islands, Tonga (2), Palau, Niue, Kiribati and Samoa on the development or review of their national agriculture sector plans.
1b) Number of PICTs supported in active engagement between farmers and suppliers of genetic resources (crop, tree and animal)	8 PICTs	11 PICTs	On track: 9 PICTs crop/tree (Tonga, Solomon Islands, Samoa, Tuvalu, Marshall Islands, Kiribati, Fiji, Palau, Federated States of Micronesia); 3 PICTs animal (Cook Islands, Fiji and Niue)	<b>Fully</b> Crops 8 PICTs and 3 non-PICTs Animals 3 PICTs Crops CePaCT provided over 3,000 plantlets of 9 different crops (alocasia, banana, breadfruit, cassava, swamp taro, sweet potato, potato, taro, yam) to 11 countries ( 8 PICTs: Fiji, FSM, Marshall Islands, Niue, Palau, PNG, Samoa, Tuvalu and 3 non-PICTs: Dominica, Jamaica, St Vincent and the Grenadines). Animals Conservation centres set up in Cook Islands, Fiji and Niue to allow conservation and breeding of indigenous pigs and chickens for distribution to farmers.
<b>2. Improved land, agricultural and forestry policy decisions, practices, research, management and development</b>				
Number of PICTs with newly adopted agricultural and forestry legislation, strategies and/ or evidence-based frameworks that promote a coherent national/regional approach	2 PICTs have updated sustainable land management plans (Fiji - 2006 and Cook Islands - 2009) 2 PICTs have updated sustainable forest management plans (Fiji - 2007, Vanuatu - 2011)	6 additional plans/ policies and 1 regional framework	On track: Niue forest management plan endorsed; Fiji code of forest harvesting launched; draft Tonga sandalwood management regulation undergoing legal drafting and stakeholder consultation	<b>Partially</b> 2 PICTS : Fiji, Niue 1. Fiji · Fiji Forest Harvesting Code of Practice – endorsed and operational · Fiji Forest Management Plan – to be endorsed in 2016 2. Niue · Niue Forest Management Plan – endorsed and operational 3. Tonga · Tonga Sandalwood Management Regulation endorsed by Cabinet; law reform approval process to be completed by March 2016 · Tonga Forest Management Plan – to be endorsed in 2016 4. Cook Islands · Cook Islands Land Use Policy – final draft completed and submitted to legal body. · Rarotonga Land Zoning Plan - endorsed; yet to be published



## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>3. Improved advocacy, knowledge sharing on sustainable land, agriculture and forestry development</b>				
Number of farmers utilising new technologies based on SPC knowledge/outreach activities	n/a- New research area for SPC	One pilot programme that measures impact or uptake of technology or new practices to be commissioned by 2015	N/A (new indicator)	<b>Exceeded</b> 3 programs 1. Soil Health program - new practices adopted in 3 PICTS: Kiribati, Fiji, Samoa 2. Taro breeding - 3 new varieties in Samoa 3. Integrated Crop Management – new practices adopted in 5 PICTS: Vegetable (Fiji, Samoa, Solomon Islands, Tonga) and root crops (PNG)
<b>4. Improved agriculture and forestry trade</b>				
4a) Percentage increase in revenue from market access and trade among small and medium enterprises receiving SPC trade promotion support and assistance	FJ 556,500 (average 2012 export revenue of 17 enterprises)	5% increase above 2012 baseline	On track: FJD 787,910 average for 14 exporting enterprises, i.e. 41% increase	<b>Exceeded</b> In 2015 enterprises supported through IACT which were exporting agricultural products amassed revenue totalling FJD 10.5 million (IACT Enterprise Evaluation Survey, 2015)
4b) Number of export relevant certifications (HACCP, ISO, organic, FSC, Fairtrade, etc.) obtained by enterprises receiving SPC support and assistance	Based on 2012 certifications (6)	At least 5 additional	On track: Four HACCP and one ISO certifications achieved	<b>Exceeded</b> 23 certifications (5 types) · HACCP accreditation - 9 · Forest Stewardship Council (FSC) – 5 · Third-party organic certification - 5 · One ISO 22000 certification – 1 · Participatory Guarantee Systems (Fiji, Sol. Is and Cook Is.) - 3
4c) PICTs have improved capacity to develop effective, coordinated biosecurity efforts, as measured by the number of PICTs that carry out market access activities (Pest Risk Analysis, disease surveys, surveillance, diagnostics, etc.)	3 Pest Risk Analysis completed (2013)	At least 5 additional	On track: Import Risk Analyses (same as Pest Risk Analysis) has been completed for Kiribati; 2 currently being worked on i.e. pineapple crown heads to Niue and sea grapes to Australia and France; crop pest surveillance for FSM and Palau completed.	<b>Exceeded</b> 17 assessments (13 PICTs) Pest Risk Analysis 1. Fiji – sea grapes to France, Australia (2014-2015); 2. Fiji - live crabs to Hong Kong and Japan (2014-2015) 3. New Caledonia – coffee beans from PNG (2015) 4. Kiribati – table eggs import from Fiji (2015) 5. Kiribati - meat import from USA (2014) 6. Niue – pineapple crown suckers import from (Fiji) (2014) Crop pest surveillance and analysis 1. Kiribati (2015) 2. Cook Islands (2015) 3. Solomon Islands (2015) 4. Tuvalu (2014) 5. PNG (2014) 6. Vanuatu (2014) 7. Palau (2014) 8. FSM (2014) 9. Solomon Islands (Malaita, 2013) 10. American Samoa (2013) 11. Niue (2013)

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Energy Services</b>				
<b>5. Improved access to affordable and efficient energy services</b>				
5a) Percentage increase in households with access to electricity	9 PICTs with over 50% access in 2009 (last survey)	2 additional PICTs with over 50% access	Data from 2010, 2011 to 2012 is currently being updated.  RMI – 1,650 additional households (HH) now have access to electricity through Solar Home Systems (SHS)	<b>Fully</b>  In terms of access to grid connected electricity - FSM has achieved access above 50%. RMI has achieved close to 100%.  In terms of access to electricity (grid and off grid) – FSM, RMI and Kiribati have achieved over 50% to date.
5b) Number of PICTs that have adopted a new/revised legislation or policy to promote energy efficiency	5 PICTs have revised policies to promote energy efficiency	Support 2 PICTs with fuel cost effectiveness reviews	On track: Vanuatu launched its Energy Road map in April 2014; Nauru Cabinet has adopted its Energy Roadmap in May 2014; submitted the final draft of the revised National Energy Policy and the Energy Efficiency and Petroleum Strategies for the Solomon Islands in May; first draft of the revised National Energy Policy for Marshall Islands produced in June	<b>Partially</b>  Minimum energy performance standards and labelling legislations drafted and submitted to Kiribati, Samoa, and Tonga. This is awaiting country adoption.  2nd stakeholder consultation on the draft legislation and standards for Tuvalu has been completed.
5c) Number of PICTs with at least a 10% increase in their share of electricity generated by renewable sources, thereby reducing reliance on fossil fuels for power generation	4 PICTs as of 2009	2 additional PICTs	Data from 2010, 2011 to 2012 is currently being updated; new installations are currently taking place, including North REP's 725 kW Nanpil hydropower project at Pohnpei and a 150 kW grid-connected PV system at Koror, Palau and 100kW grid connected solar PV in Kosrae FSM and 330kW in Marshall Islands. The current data update will capture impacts of installations funded from commitments made at the 2013 NZ Energy Summit, including the PEC Fund, the Abi Dhabi Fund, EDF 10, New Zealand, etc.	<b>Partially</b>  SPC has assisted FSM in increasing the share of renewable energy (RE) by 10% (1.2MW) of installed capacity  SPC assisted Palau – increases the share of RE from 550kW to 700kW (by 150kW); i.e. from 2% to 2.6%.  * Newer data from the Pacific Power Association (PPA) is currently being compiled and this should provide more verifiable data for other PICTs. Based on data compiled from the utilities benchmarking studies in 2012 noted a share of electricity generated by renewable energy close to 10% growth is recorded for Samoa and PNG. This can be reassessed through the 2014 PPA report.
<b>6. Improved access to safe, affordable and efficient transport services</b>				
6a) Number of PICTs who have initiated reform processes of maritime transport services legislation and regulations that comply with recent amendments to international maritime obligations	As of 2013, EDD has supported legislative review with 2 PICTs	3 PICTs supported with legislative review	EDD has supported reviews of Maritime legislation in Tuvalu and Kiribati to be compliant with recent STCW Manila Amendments. These have subsequently been endorsed and passed nationally.	<b>Partially</b>  Reform process for Nauru and Vanuatu legislation has been initiated and is currently underway. Currently awaiting formal Vanuatu submission of the legislation to SPC as requested.  Formal country reform requests have been received from Tonga and Tuvalu to undertake their legislative gap analysis. This will be pursued in 2016.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
6b) Number of PICTs that have adopted new/revised policy or law to promote domestic ship safety	2 PICTs	Additional 2 PICTs. PIDSS program extended to Luganville Vanuatu, Solomon Islands and Tuvalu. 2015 Update: Total PICTs where PIDSS has been introduced: 6	On track: 4 PICTs (i) Republic of Marshall Islands (01 - 05 July 2013) - Consultation and PIDSS Training. (ii) Port Vila Vanuatu (09 - 13 Sept 2013) - Consultation and PIDSS Training, Note : Follow-up on PIDSS implementation is required.	<b>Partially</b> While some domestic shipping companies in Tonga and Kiribati have developed their Safety Management Systems (SMS) which incorporate Safety and Environmental Policies, national regulations may need to be revised and improved to mandate the requirement for a Safety Management System for domestic shipping companies and their domestic fleet. Those with approved SMS were audited in 2010 – 2012. The four PICTs (Marshall Islands, Vanuatu, Solomon Islands and Tuvalu) are in the process of developing their Safety Management Systems.
6c) Number of PICTs who have reviewed their port operation regulations/policies to comply with regional and international standards	As of 2013, EDD has supported port regulation reviews with 3 PICTs (Cook Islands, Tuvalu, FSM)	Reviews initiated with 7 PICTs	On track: EDD has conducted training, audits and technical assistance (including review of the Pacific Facility Security Plan and Pacific Facility Security Assessment) for 8 PICT Ports and provides secretariat role to Pacific Maritime Transport Alliance conference and Port Committee.	<b>Exceeded</b> National Port Regulations on Safety and Security reviewed by SPC's Audit program for 8 countries - Nauru, Cook Islands, Samoa, Solomon Islands, Tuvalu, Tonga, Palau and FSM. In 2015, a total of 17 audits (4 STCW audits and 13 ISPS audits) were conducted to address safety and security.
<b>Fisheries</b>				
<b>7. Coastal fisheries are better managed for economic growth, food security and environmental conservation</b>				
7a) Number of new science-based management plans implemented for nationally managed fisheries	By 2011: 10 management plans in 6 PICTs	8 new management plans	On track. SPC assisted in the development of improved coastal fisheries management plans in a total of 12 PICTs.	<b>Exceeded</b> 12 new management measures were adopted in 10 PICTs due to scientific advice provided by SPC. Specifically: <ul style="list-style-type: none"> <li>• Sea cucumber management measures in Marshall Islands, French Polynesia, Vanuatu, Kiribati, Solomon Islands, FSM (Pohnpei), and Samoa, with advice acted on in Tonga</li> <li>• Coconut crab management measures in Niue</li> <li>• Recreational bone fish management plan in Cook Islands</li> <li>• Aquarium fish management plan approved in Marshall Islands</li> <li>• Overall coastal fishery management plans adopted in Samoa.</li> </ul>
7b) Number of PICTs with sustainable fish aggregating device (FAD) programmes established to enhance food security and livelihoods	10 PICTs assisted	7 PICTs have sustainable programmes with data collection	On track. Key achievements to date include 5 PICTs have sustainable FAD programmes (i.e. incorporated in the government's annual recurrent budgets) that include ongoing data collection.	<b>Exceeded</b> 8 PICTs now have sustainable FAD programmes (including recurrent budgets and ongoing data collection). PICTs with sustainable FAD programmes are American Samoa, Fiji, Kiribati, Niue, Samoa, Tuvalu, Solomon Islands and the Cook Islands. Vanuatu is soon to have a sustainable FAD programme once data collection is strengthened. SPC is currently exploring options for electronic nearshore FAD monitoring.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
7c) Number of new aquaculture production systems becoming operational and enterprises established or expanded with SPC support	3 new enterprises and one cluster supported	3-4 viable enterprises per year	On track: Key achievements to date include: <ul style="list-style-type: none"> <li>• Four enterprises assisted in 2013/2014</li> <li>• Four farm clusters established and or supported</li> </ul>	<b>Exceeded</b> 6 enterprises assisted during this period (PNG ABCL tilapia farm, Crab Company Fiji Ltd, MERIP bath sponge farm FSM, Bougainville Seaweed Ltd, Atoll Beauties clam farm Kiribati, Indigo Seafood Palau) 5 clusters assisted (Western Fiji commercial tilapia cluster, Ra province Fiji community cluster, Central Fiji commercial tilapia cluster, PNG Lake Sirinumu tilapia cage farmers cluster, PACA clam farmers FSM).  In some cases the income of assisted businesses increased three-fold during the intervention period after adoption of technical improvements. Farmers have gained confidence and are now making substantial follow-on investments to further grow their businesses. There is also evidence of significant knowledge spill-over from assisted farmers in clusters to other farmers outside of clusters.
<b>8. Oceanic fisheries are better managed for economic growth, food security and environmental conservation</b>				
8a) Tuna stock assessment results are accepted by the annual Scientific Committee of the Western and Central Pacific Fisheries Commission (WCPFC) as shown in the meeting record; peer reviews are favourable	2009-2012: all accepted; first peer review favourable	Maintain acceptance; 1-2 additional peer reviews anticipated	On track: New assessments for skipjack, yellowfin and bigeye tuna are presented at the 2014 WCPFC annual Scientific Committee in August.	<b>Fully</b> New assessment of South Pacific albacore presented to the WCPFC Scientific Committee in 2015.  All tuna stock assessments presented to annual WCPFC Scientific Committees were accepted and forwarded to the full Commission, forming the basis of management advice provided to the Commission by the SC.
8b) Observer coverage meets agreed regional level of coverage and data standards	Purse seine observer coverage since 2010 has increased from <20% to 70-80%. Longline coverage overall is 1-2%, but exceeds 5% for most Pacific Island fleets	Maintain purse-seine coverage, develop monitoring for longline coverage, improved data transmission	On track: Measurement of observer coverage is based on good quality data imported into OFP databases. There are considerable time lags in receiving data, and the current figures will likely improve when all data are received. Inevitably, there will be some data that do not meet standards, and some purse seine trips that are purely domestic do not legally require observers. Therefore absolute 100% coverage cannot be attained. 90% might be a more realistic target	NOTE: Indicator not appropriate for SPC - SPC provides training of fisheries observers and data management. However, responsibility over implementing observer coverage lies with PICTs.  Coverage likely to have been achieved - Observer coverage of purse seine vessels was 73% in 2014. However, this figure is based on observer data provided and not actual observer placements which is expected to be 100% where legally required. Improving the monitoring of observer placements coverage is required to obtain greater certainty in observer coverage.  <b>Fully</b> No decrease in data quality. SPC has also been undertaking e-monitoring trials, with this having the potential to further increase observer coverage.
8c) Number of PICTs submitting estimates of annual catches (ACE) and operational catch effort data (C/E) to WCPFC by 30 April	2011: ACE 16/17; C/E 14/16	Maintain above 90% for timely submission of both data sets for 2013-2014	Achieved: All PICTs provided required 2013 data to WCPFC by the required 30 April 2014 deadline	<b>Fully</b> All PICTs provided required 2014 data to WCPFC by the required 30 April 2015 deadline. Target was therefore exceeded for both data sets for both 2013 and 2014.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
8d) Ecosystem based models operational and used for developing spatially explicit management measures and ecosystem status indicators	2011: SEAPODYM functional for 3 out of 4 species; Ecopath model functional	Improved functionality, incorporation of tagging data complete Yellowfin model	On track: new model incorporating tagging data now available for 2 species (Skipjack and Albacore tuna), with work progressing on new model including tagging data for 2 other species (Bigeye and Yellowfin tuna)	<b>Fully</b> SEAPODYM is now functional for all for skipjack, yellowfin and bigeye tuna species and tagging data is incorporated into new models for these species. SEAPODYM outputs are used in providing advice to inform spatially explicit management measures for members. SEAPODYM is used in developing ecosystem status indicators.
<b>Public health</b>				
<b>9. Enhanced quality of health services for improved health outcomes</b>				
9a) Number of PICTs with increased legislative compliance with Framework Convention on Tobacco Control (FCTC) as a result of SPC legislative and policy assistance	PICTs at varying low levels of compliance	14 PICTs that are party to FCTC	On track	<b>Exceeded</b> All PICTs party to FCTC PHMM adopted Tobacco Free Pacific 2015 Agreed target of 70% of price of pack being tax Partnership between SPC/WHO and McCabe to assist PICTs in tobacco control 7 PICTs increased tax - CNMI, Fiji, FSM, Palau, PNG, Samoa and Tonga
9b) Number of PICTs fully implementing the recommended comprehensive sexually transmitted infection control and prevention strategy for the Pacific	10 PICTs	Adjusted to 12 (instead of 16 PICTs) since these are the ones we are providing support for - Cook Islands, FSM, Fiji, Kiribati, Marshall Islands, Niue, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu	On track: 11 PICTs	<b>Fully</b> 12 PICTs have strategy and have identified areas of priority for them. Ongoing support required to assist strengthen continued country response to identified areas of priority.
9c) Number of PICTs with sufficient capacity to conduct in-country HIV confirmatory testing at level 1 laboratory	12 PICTs	18 PICTs	13 PICTs (with a combined total of 22 L1 labs) have sufficient capacity to conduct HIV confirmatory testing	<b>Partially</b> Implementation of tests in country have been completed and monitoring of the laboratory performance is the follow up activity of the implementations that is on-going
<b>10. Enhanced capacity of PICTs to address socio-economic determinants of non-communicable diseases (NCDs)</b>				
Number of PICTs with improved policies and legislation that addresses the socio-economic determinants of NCDs (e.g. legislation on alcohol, and imports of fatty, salty, and sugary foods; education, and exercise and healthy living)	4–5 PICTs	5 PICTs to demonstrate adoption of new policies/and or legislation that addresses risk factors and socio-economic determinants of NCDs	Off track	<b>Partially</b> Discussion paper on Taxation of Sugar Sweetened Beverages (SSBs) completed and shared with Heads of Health Need for better data collected regarding SSBs trade, consumption and taxation - discussions with WB in the area Fiji, Tonga and Samoa increased taxes on SSBs Partnership with University of Otago in addressing SSBs for 2016



## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>11. Increased field epidemiology capacity at national and regional levels</b>				
11a) Number of specialised field epidemiologists and mid-level technicians (EpiTechs) enrolled and receiving training to enhance capacity at national and regional levels	Appropriate field epidemiology training non-existent in 2013	One cohort of specialised field epidemiologist and 5–10 EpiTech trainees receiving training, finalising field project and/or qualified from Fiji National University	On track: 117 members of EpiNet Teams (multi-disciplinary national/territorial outbreak response) and other health professionals have been trained in collection, compilation and usage of health related data through the Data for Decision Making DDM-1 (80) and DDM-2 (35) courses since DDM inception in August 2013. 47% of them (55/117) have enrolled with FNU for formal EpiTech qualification.	<b>Partially</b> In total, 217 students have commenced the EpiTech or epidemiology training. 29 students have passed DDM 1 (Public Health Surveillance); 80 students have passed DDM 2 (Responding to public health alerts); 60 students have passed DDM3 (Basic Epidemiology and Data Analysis); 21 students have passed DDM4 (Intermediate Epidemiology and Data Analysis); and 18 students have passed their DDM5 surveillance project. A substantial amount of work is being done by SPC with FNU to accredit the certificate (Epi-Tech) and masters level (Epidemiologist) trainings. Further, a proposal is being put together to ensure the training is able to be sustained.
11b) Number of National EpiNet Teams (multi-disciplinary national/territorial outbreak response) trained and working across disciplines (clinic, lab and epidemiology) in investigating, reporting and diagnosing suspected public health events	National EpiNet Teams untrained for over 5 years	Two-thirds of the National EpiNet Teams trained and reporting investigation results of public health events	On track: 9/21 (42%) national EpiNet Teams have been trained (DDM-1), i.e. from Palau, FSM, Guam, CNMI, RMI, Am Samoa, Solomon Islands, Kiribati and Nauru.	<b>Fully</b> 15/21 (71%) national EpiNet Teams have been trained in Responding to Public Health Alerts (DDM-2), i.e. from Palau, FSM, Guam, CNMI, RMI, Am Samoa, Solomon Islands, Kiribati, Nauru, Fiji, Samoa, Tuvalu, Niue, Vanuatu, Cook Islands.
<b>12. Improved knowledge and understanding on the Pacific Public Health Surveillance Network priority target diseases</b>				
12a) Operational research (OR) agenda endorsed regionally with ongoing implementation	No OR agenda to date, and around 1 peer-reviewed publication per year	5 OR projects running and 5 agenda-related papers published	Achieved: Over 5 OR projects have been conducted. 3 are still being implemented, but 8 related-papers already published in peer-reviewed journals.	<b>Fully</b> Operational research (OR) agenda being implemented: SPC REI program publishing over 8 papers/year in peer-reviewed journals
12b) Improved national/regional surveillance systems for the PPHSN target diseases, emerging infectious diseases and public health emergencies, in collaboration with PPHSN partners	Weekly syndromic surveillance reports with often inadequate response	Alerts timely and adequately responded to nationally and regionally	On track: Between January 2013 and June 2014, there were 383 entries on PacNet concerning outbreaks in the Pacific (including Australia, New Zealand and Philippines). Regular mapping of regional epidemic threats were updated with PICTs input and published on PacNet.  Partnership with University of Otago in addressing SSBs for 2016	<b>Fully</b> Regional surveillance for the PPHSN target diseases has been enhanced. A map of epidemic and emerging diseases alerts in the Pacific is updated weekly and posted on PacNet. A web-based interactive map has also been developed that provides similar and further information on the alerts ( <a href="http://www.spc.int/phd/epidemics">www.spc.int/phd/epidemics</a> ). This map complements the weekly syndromic surveillance reports. It is the main information product of a regional epidemic intelligence system that comprises an indicator-based surveillance component and event-based surveillance (EBS) component.  The REI team continues to provide technical assistance for enhanced surveillance for mass gathering. Daily surveillance reports for the 3rd International Conference on Small Island Developing States (SIDS in Samoa in Aug-Sept 2014) and the V Commonwealth Youth Games (Samoa Sept 2015) were produced and dispatched on PacNet and published online on PPHSN website.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>13. Capacity of PICT public health laboratories strengthened and meeting regional and / or international standards</b>				
Number of PICTs with national level 1 laboratories strengthened with Laboratory Quality Management System (LQMS) to test PPHSN target diseases	18 PICTs at varying levels of capacity	18 PICTs fully functional with LQMS and meeting regional and/or international standards	5 labs are currently fully accredited and compliant with LQMS standards (Guam, American Samoa, CNMI, Institut Pasteur NC and Institut Louis Mallardé in French Polynesia).  For the rest of the region, about 50% of the L1 (national) labs are on track and developing LQMS policies and standards.	<b>Partially</b>  LQMS / and lab-based surveillance Training is ongoing with regional lab partners. Training have been followed through with assessments as an ongoing process to date:  Polynesian Laboratories – 4 out of the 5 labs are compliant with LQMS  USAPI laboratories– 5 out of the 6 have been accomplished by PIHOA /SPC  Assistance is being provided to an additional 4 countries who had previously been compliant but for reasons including high staff turn over, now require additional training
<b>14. Enhanced coordination of LabNet activities at the regional level (i.e. 3 tier network of public health laboratory services)</b>				
Number of L2 regional referral laboratories fully functional	Two L2 labs are functional	Four L2 labs fully functional	On track: 3 out of 4 L2 labs are currently fully accredited and compliant with LQMS standards (Guam, Institut Pasteur NC and Institut Louis Mallardé in French Polynesia).  As for Mataika House, in Fiji, progress towards appropriate LQMS standards and full accreditation is currently on track.	<b>Partially</b>  The Institut Pasteur in New Caledonia and Institut Louis Mallarde in French Polynesia are fully accredited and supporting the neighbouring Island laboratories. Guam is fully accredited and providing PPHSN support to most US Affiliated Pacific Islands  Assistance to Guam Public Health Laboratory, is ongoing and of the 6 phases of the microbiology training planned, 3 have been accomplished in 2015.  Mataika House laboratory capacity building is ongoing with our SPC/ PHD staff on site full time to achieve accredited status. The only Level 2 laboratory (out of the 4) which is not fully accredited.
<b>15. Improved governance and leadership for public health development in the region</b>				
Country led (with support of SPC and partners) Heads of Health (HoH) and Pacific Ministers of Health (PHMM) fora – attendance of at least 80% of PICTs in organized meetings and endorsement of papers presented (with secretariat support provided by SPC)	Limited forums for HoH to participate, develop, implement and monitor the Pacific health agenda	Stronger regional participation and leadership by PICTs	On track: successful HoH meeting was organised by SPC in April 2014. Subsequent Health Ministers Meeting and Joint Economic and Health Ministers Meeting (July 2014) was a success and agreed for SPC to coordinate multi-sectoral work on Pacific NCD Partnership	<b>Fully</b>  Successful meeting for HoH in February 2015 prior to the PHMM commemorating 20 year anniversary of the Healthy Islands Vision.  Four working groups composed of members from countries complemented by partners set up to take forward the work of the Healthy Islands Vision.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Geoscience</b>				
<b>16. National deep-sea mineral (DSM) resources law and policy frameworks developed, improved understanding of potential resources and responsible management of exploration and exploitation activities</b>				
Number of PICTs with sound DSM policy in place and implemented to regulate best practice exploration and extractive activities	1 PICT (Cook Islands) provided with DSM policy and law in 2011	13 PICTs to have either DSM policy, law or both completed	On track: 7 national DSM Policy prepared (Cook Islands, Tonga, FSM, RMI, Vanuatu, Tuvalu, Kiribati); 7 national DSM Law prepared (Cook Islands, Tonga, FSM, RMI, Tuvalu, Niue, Fiji)	<p><b>Partially</b></p> <ul style="list-style-type: none"> <li>· Completed and enacted: 5 national DSM laws (Fiji, Tonga, Tuvalu, Nauru, Cook Island)</li> <li>· Completed and pending for enactment: 3 national DSM laws (FSM, RMI, Fiji)</li> <li>· Completed and pending for endorsement: 7 national DSM Policies (Tonga, FSM, RMI, Vanuatu, Tuvalu, Kiribati, Solomon Islands)</li> <li>· On track: 3 National DSM Laws (Kiribati, Solomon Islands, Vanuatu)</li> </ul> <p>5 PICTs finally do not require assistance from SPC-EU DSM Project to develop their DSM Policy or law as (i) this has been contracted to a third party (world bank: PNG); (ii) or is not a country priority at this stage (Niue, Palau, Samoa, Timor Leste)</p>
<b>17. Marine geophysical, oceanographic and coastal science baselines and data collected and available to PICTs to improve decision-making</b>				
17a) Number of coastal hazard maps developed	Two hazard maps	A further two hazard maps are developed	On track: 36 new hazard maps were developed for Lifuka in Tonga and 36 Hazard maps were developed for French Polynesia (3 maps for each of the 9 sites).	<p><b>Exceeded</b></p> <p>Additional hazard maps (inundation and erosion) were produced in 2015 for Bonriki islet on Tarawa, Kiribati, under the Australian funded Bonriki Inundation Vulnerability Assessment (BIVA) Project. Tools to support coastal management including hazard maps were derived for Kiritimati atoll. A coastal hazard outlook for Kiritimati during the El Nino period was also communicated.</p>
17b) Number of PICTs with early warning systems (EWS) and decision support systems developed	Zero EWS/DSS (as in year 2012)	One PICT with operational EWS in the region	On track: - Decision support system developed for Aitutaki channel design. - Hazard map developed for Lifuka used as Decision support system for reconstruction effort by World Bank	<p><b>Partially</b></p> <p>A decision support system for Kiritimati atoll is currently under development. Hazard maps for Lifuka Island, Tonga, were used to built-back-better following tropical cyclone Ian in early 2014. SPC and the National Meteorological Service, Fiji, are seeking funds to develop the outputs of the EU-ACP funded Waves and Coasts in the Pacific (WACOP) Project into a coastal inundation impact forecasting system. This has proved difficult, and an opportunity may exist via the Coastal Inundation Forecasting Demonstration Forecasting System (CIFDP) administered by the World Meteorological Organisation (WMO). Funding has been received via the German government (KfW) to work in partnership with the National Meteorological Service of Tuvalu to develop tools that can support a coastal inundation early warning system for one of the outer islands.</p>

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>18. Defined maritime boundaries</b>				
Maritime Boundaries defined by agreed geographical coordinates with all neighbouring PICTs	Approximately 50% (2012)	A further 20% of boundaries agreed	On track: An estimated 58% of all boundaries are now defined in the region. (1) Kiribati signed a maritime treaty with the USA for 3 boundaries at the 2013 Pacific Islands Leaders Forum Meeting in Majuro, 2013; 2) technical solutions prepared for an additional 4 boundaries ready to be finalised into legal treaties for 6 PICs	<b>Exceeded</b> 70% of the negotiations for the shared boundaries have been successfully concluded in the form of binding treaty agreements in the region. The expected outputs of new maritime treaties concluded in the given period with an additional number of amended treaties also successfully negotiated and concluded. In addition to the successful negotiation of 6 new maritime boundaries concluded in the period 2013 - 2015, there were amendments to 3 existing maritime treaties concluded during the same period. New maritime boundaries agreements concluded for FSM-USA (with respect to Guam) (2014), Fiji-Tuvalu (2014) and Tuvalu-France (with respect to Wallis & Futuna) (2015). Amendments to existing maritime boundary treaties for Fiji-Tuvalu (2015), Fiji-France (with respect to Wallis & Futuna) (2015) and FSM-PNG (2014).
<b>Water and sanitation</b>				
<b>19. Increased sustainable access of Pacific communities to safe drinking water and basic sanitation</b>				
Number of PICTs reporting increases in the proportion of people with access to both improved water supply and sanitation.	2012 coverage as reported by countries through the UNICEF/WHO Joint Monitoring Programme (JMP)	All PICTs reporting increased proportional coverage through JMP reporting	Off track: While all PICTs are making progress in increasing the coverage of improved water and sanitation facilities, data is showing that in some cases this progress is not keeping pace with pressures such as population growth. SPC is currently working with UNICEF and WHO to gain a better understanding of coverage data, with a view to producing a regional synthesis report by the end of 2014.	<b>Partially / Changed</b> Efforts in improving access to safe water and sanitation increased significantly in the reporting period, with a particular emphasis in supporting infrastructure and capacity improvements in remote communities of Kiribati (including Gilbert Islands and Kiritimati Island). However, these islands represent a small proportion of vulnerable communities across the Pacific, and SPC is a relatively small actor amongst many in this space. For the region as a whole, the proportion of people served with some type of improved sanitation in Pacific island countries rose only marginally over the past 15 years - from 29% in 1990 to 31% in 2015. With regard to drinking water, the proportion of people served with improved sources also increased only marginally from 46% in 1990 to 52% in 2015. During this time, PICs experienced population growth of about 70%, and the increase in the proportion of people served did not keep pace with this population growth. While some PICs are tracking well against goals for improved water and sanitation, large rural and informal urban populations (particularly in Papua New Guinea) continue to live in unsafe conditions.

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>20. Increased capacity of PICTs to sustainably manage and protect their freshwater resources</b>				
Number of PICTs assisted to demonstrably improve their capacity to collect, assess and manage essential water resources information	National capacities vary greatly across the region but are generally remain inadequate to enable sustainable management of freshwater resources. Improvements will be gauged against an estimate of PICT capacities at 2012.	7 PICTs supported to collect, assess and manage essential water resources information.	On track: Needs-based support is ongoing in several PICTs with significant activities underway in Kiribati, and this will be extended through emerging sub-regional programmes such as the NZ-funded project, Strengthening Water Security of Vulnerable Island States.	<b>Fully</b> WSP continued to provide significant technical assistance to member countries in the area of water resources monitoring and assessment, including: general technical advice (13 countries in 2014/15); assistance in use, servicing and replacement of monitoring equipment (7 countries); general monitoring equipment advice (10 countries). While this indicator met its numerical target for the reporting period, the Programme remains stretched in its capacity to respond to country needs, with respect to water resource monitoring and assessment, and relies heavily on project support.
<b>21. Increased resilience of PICTs to the water-related impacts of climate change and disaster</b>				
Number of PICTs assisted to demonstrably strengthen their capacity to mitigate the effects of, prepare for and respond to hydro meteorological hazards	National capacities vary greatly across the region but are generally inadequate to support resilience efforts. Improvements will be gauged against an estimate of PICT capacities at 2012.	5 PICTs supported to collect and manage water resources information essential for the anticipation, preparedness and response to drought events (supported through the NZ Water security Project	On track: Relevant PICTs have contributed to the design of a 5 year programme to support water security in atoll countries, to commence in last quarter of 2014 with the support of New Zealand.	<b>Fully</b> The programme has, through the support of several projects, provided targeted support to selected PICTs on the collection and management of water resources information essential for anticipating and responding to dry periods. These include significant support provided to Kiribati and Tuvalu in monitoring and managing potable groundwater resources. WSP also initiated support for 5 atoll countries in collecting and managing data through its NZ-funded water security project; however this project is at a relatively early stage and outcomes in this area are expected to increase in the coming reporting period.
<b>Climate change (CC) and disaster risk management (DRM)</b>				
<b>22. Strengthened capacity of Pacific Island communities to respond effectively to climate change and disasters</b>				
% of countries that have strengthened disaster preparedness and response e.g. emergency operations centres (EOC), SOPs, emergency communication protocols	8 PICTs have purpose built EOCs	4 more PICTs have purpose built EOCs	Delayed: No additional EOCs constructed since December 2013. To await the implementation of the EDF10 BSRP project	<b>Partially</b> Samoa – The contract for design and construction supervision of the new EOC awarded to Kramer. Vanuatu – ToR for design and construction of 3 new PEOC's finalised. Solomon Islands – ToR for design and construction of new NEOC finalised. Tonga – ToR for design and supervision of construction for Joint NEMO/MET Centre and Provincial EOCs completed. PNG – Current NDC location to be renovated to expand and upgrade EOC operations. Tuvalu – Support confirmed for upgrade of EOC at Tuvalu Police. Niue – Joint EOC Project Scoping Report from BECA endorsed and GON is now progressing bilateral discussions for additional funds to support the BSRP Funds. Approx. cost is NZ \$1.4 million.



## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
Number of PICTs with revised disaster risk management (DRM) governance arrangements/plans	100% require revisions	+ 3 completely revised	Delayed: No action to June 2014.	<b>Partially</b> Samoa – Review of the NDRM Plan, recommendations for amendments to the Act and development of DRR/CCA mainstreaming guidance for sectors are underway. Tonga – Village Emergency Plans currently being developed with plans for review of the National Emergency Management Act. Fiji – Review of DRM Act and Plan advertised and tender closed for evaluation. Nauru - Nauru DRM Act and Plan review in progress.
<b>23. Improved understanding and management of environmental hazards/risks, water resources, geological resources, and fragile geological environments</b>				
23.a Number of PICTs receiving trainings and workshops to improve national recovery capacities	25 courses delivered Post Disaster Needs Assessment (PDNA) training conducted in 1 country	PDNA training delivered in 3 countries	PDNA training to commence under new World Bank project.	<b>Fully</b> Achieved 2015 target. PDNA training conducted in Palau, Samoa and the Marshall Islands.  The training has been supported by the SPC-EU BSRP project. The World Bank project that was meant to fund the PDNA training has been deferred to be included as part of the Pacific Resilience Programme.
23.b Improved access to regional information hubs for disaster risk management	Pacific Disaster Net (PDN), Pacific Damage and Loss and Pacific Risk Information System (PacRIS) developed and online	PDN, PDaLo and PacRIS updated and maintained	PDN updates undertaken on a weekly basis. PacRIS strengthening to be pursued in connection with the Pacific Catastrophe Risk Assessment and Financing Initiative 3 project with the World Bank	<b>Partially</b> Though all data and information on PDN, PDaLo and PacRIS are accessible challenges exist with the ongoing maintenance of the databases. Dedicated staff to maintain the systems and the databases. That said a small dedicated team has provided some of this support and will continue to do so up until Dec 2015. Funding needed to keep a small team in place to continue this work. Field data collection to update PacRIS will be undertaken as part of the Pacific Resilience Programme and through other Geoscience initiatives where appropriate.
<b>24. DRM and CC mainstreamed into development processes</b>				
An integrated regional strategy for DRM and CC is formulated for consideration by CRGA in 2014 and Pacific Leaders in 2015	Initial discussions	The integrated regional strategy approved	On track: Draft Strategy for Climate and Disaster Resilient Development endorsed by the 6th Session of the Pacific Platform for Disaster Risk Management. Revisions being made to the SRDP and this will be tabled at the 2014 SPREP Meeting in September and the 2014 CRGA Meeting	<b>Changed</b> The strategy was not approved at the 2015 Leaders Meeting. We are now working with countries to address the issues that were raised with a view to presenting the strategy for endorsement at the 2016 Leaders Meeting

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Gender equality</b>				
<b>25. Strengthened capacity for Pacific Island communities to advance gender equality and women's empowerment</b>				
Number of PICTS with capacity to mainstream gender across national sectoral policies and plans	Less than 15%	30%	<p>On track: Stocktake work on track in 9 countries; follow-up gender mainstreaming training for specific government agencies of governments conducted in two countries - Cook Islands and Solomon Islands; and policy work progressed in Marshall Islands, Niue, Fiji, Kiribati and Tuvalu.</p> <p>Indicator revised to improve measurability. Replaces original indicator 'SPC's capability to work with members to analyse, target and address significant gender issues in the Pacific'.</p>	<p><b>Fully</b></p> <p>Stocktake finalised in 14 countries and territories. Follow-up gender mainstreaming and statistics training conducted at national and regional levels and reach out to 122 participants from 13 countries</p>
Number of programmes and strategies implemented by SPC including gender analysis and with appropriate integration of gender perspective in programme formulation, budget, monitoring, evaluation and reporting	Not consistently applied across SPC	By June 2015, this will apply to all new programmes and strategies developed at SPC	<p>CRGA country reports continue to provide gender-disaggregated data on participation in SPC training. The new Programme Results Report shows some progress on mainstreaming gender equality within programme work and describes the development of an ew programmes appraisal approach currently being developed which will enable SPC to address gender issues more effectively in programme formulation, monitoring, evaluation and reporting.</p> <p>Indicator in Australian partnership agreement revised to improve measurement to SPC progress. Previously: Improved reporting on gender equality within SPC programmes'.</p>	<p><b>Partially</b></p> <p>Activities to promote gender mainstreaming across sectoral programs have been implemented in FAME, EDD, GSD and Climate Change and Environmental Sustainability programs</p>

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Development statistics</b>				
<b>26. Pacific national and regional statistics are accessible and are being utilised</b>				
26.a Increased reference to official national statistics in Pacific national policy, planning and budget documents as well as regional and international statistics reports (e.g. Pacific Regional MDGs Tracking Report)	2011 Pacific Regional MDG tracking report	Increased reference to official national statistics in national and regional reports	<p>1. National Documents: increased reference to performance and outcome indicators in national policy frameworks, such as the National Strategies for Development of Statistics (NSDS) several PICS have developed (assisted by Paris21-SPC technical partnership), with flow-on effect on policy development, development plans, monitoring.</p> <p>2. Regional MDG Tracking Report. Substantial increase in reference to national statistics and indicators (sourced from SPC-MDG database on <a href="http://www.spc.int/nmdi">www.spc.int/nmdi</a>) since 2011 report.</p>	<p><b>Fully</b></p> <p>In 2015 4 PICTs completed their NSDS, working with SPC and Paris21 international consortium, with increased reference to national statistics made in the annual Regional MDG Tracking Report:</p> <ul style="list-style-type: none"> <li>· Samoa, Vanuatu, Cook Islands (all endorsed by Government)</li> <li>· Tonga (final draft expected Jan 2016)</li> <li>· Work on Fiji NSDS has started in August with 1st of three design workshops (2nd and 3rd workshops scheduled for January and June 2016).</li> </ul>
26.b Increased number of Pacific Island statistics offices adopting common regional methodologies, including a core set of census questions, Pacific Household Income and Expenditure Survey methodology, and statistical classifications (Pacific Classification of Individual Consumption by Purpose - PACCOICOP) to provide regionally comparable statistics which are in line with international standards	i) 2010 World round of censuses, all PICTs used different census form ii) Standard Pacific HIES Methodology developed in 2012 replacing 5 separate versions previously used	i) Commitment by all PICTs at 2014 census planning meeting to adopt Pacific core set of census questions ii) Adoption of common HIES methodology by 5 PICTs	<p>1. Census: on track: next round does not start until 2015, so no reporting yet possible, but ALL have committed to use the common core set of question (not common questionnaire).</p> <p>2. Pacific HIES Methodology: On track: great success, with 4 of 5 countries having undertaken a HIES since development of common methodology was completed, have adopted this approach (Nauru, Solomon Islands, FSM, Palau). Four others planning to undertake one between now and end of 2015, are also committed to use regional methodology, so performance indicator will be met.</p> <p>3. PACCOICOP: on track: development finalized and published, and already in use by several countries</p>	<p><b>Fully</b></p> <p>The census planning meeting was held in July 2015, not 2014. Since that meeting, where all PICTs committed to using a common core set of questions, only Kiribati did a census so far (Nov 2015), however did not adopt the agreed new modules. 6 more PICTs will be undertaking a census in 2016 which will enable assessment of whether they are able to implement their commitments.</p> <p><b>Fully</b></p> <p>Adoption by countries of common Pacific HIES methodology/questionnaire:</p> <ul style="list-style-type: none"> <li>· 4 countries completed their recent HIES (Nauru, FSM, Solomon Islands, Palau);</li> <li>· 5 countries currently implementing a HIES: Tokelau, Tonga, Niue, Tuvalu, Cook Islands</li> </ul>

## 2015 Results framework – sector indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
26.c Number of 'hit-rates' and downloads by PICT users from the SPC National Minimum Development Indicator (NMDI) website	NMDI database launched Nov 2012	Regular use by PICTs, as illustrated in quarterly country-specific 'hit-rates' and downloads	On track: 1. Between 15 July 2013 - 15 July 2014, user sessions have increased by 35.3 %, to 5,176 sessions overall (meaning, we attracted 1,826 new users). 2. Most users come from the region (69.5%), which also represented the highest proportion of all new users (63%), indicating the NMDI database is showing regional traction. The largest increase of new users was from the Americas (48%) and Europe (47%).	<b>Fully</b> Indicating regular use with increasing numbers of new users · From 15 July 2014 to 31 Dec 2015 we had 7,481 sessions overall. 65% of these came from Oceania. · We had an increase in the proportion of new users to 51% (3,791) with over half of these coming from Oceania This shows the NMDI website to be maintaining steady use with increasing popularity · During this period, within Oceania - PICTs make up 54% of users with the number of sessions (with Australia and New Zealand making up the remainder) · Almost a quarter of users in Oceania are using the site from Fiji. · Most users from PICTs are utilising the site from Fiji, New Caledonia and Samoa.
<b>Literacy and education</b>				
<b>27. Improved quality of school education</b>				
Improved results focus for SPC's work in education as measured by the number of PICTs adopting outcome based assessment	3 countries have outcome based assessment (2012)	Outcomes based assessment and reporting implementation in 5 countries	* On track: Outcomes Based Assessment completed for the first time for Form 7 qualification in Tuvalu, Vanuatu, Solomon Islands, and Kiribati * On track: Outcomes Based assessment implemented in Samoa, Tonga and Tuvalu. Work in progress with Outcomes based curriculum in Vanuatu and Kiribati	<b>Fully</b> Nationalisation of the Pacific Secondary School Certificate (PSSC) examination by countries. All subjects for the Regional Form 7 qualification sat by four countries completed. Nationalisation of Form 7 is work in progress in some countries. Target fully met. Work on outcome based curriculum and assessment started in three countries initially but growing interest in other countries resulted in two additional countries adopting the outcome based curriculum.
<b>28. Increased PICT capacity to deliver better quality education</b>				
Number of member PICTs implementing revised or new national assessment policies and standards (literacy, teacher, principal standards) to monitor and evaluate the quality of education (PaBER)	All nine SPBEA member countries have policies but these need to be updated	3 PICTs implemented revised or new assessment policies and education standards	On track: Five countries in progress – Kiribati, Tuvalu, Samoa, PNG and Solomon Islands	<b>Exceeded</b> Number of countries assisted and supported by EQAP exceeded the number of countries targeted by an additional two countries. This indicates growing commitment by countries to put in place systems to monitor and evaluate quality of education.
<b>29. Improved literacy and numeracy levels nationally and regionally</b>				
Number of PICTs implementing relevant policy intervention to improve Literacy and Numeracy levels (including PaBER) based on evidence	Regional baseline for Literacy and Numeracy, and country positions, available in 2013 for 14 countries. This will allow evidenced based policy development	10 PICTs with research-based intervention programmes	On track: 6 countries in progress (Samoa, Solomon Islands, PNG, Kiribati, Tuvalu and Fiji)	<b>Partially</b> Target partially met. Regional baseline and country positions reports have been completed and country response related to policy interventions based on evidences accomplished in six countries. Thirteen countries agreed and participated in the 2015 PILNA assessment with consensus to share results.

2015 Results framework – sector indicators

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<b>30. A regional system is established that facilitates international recognition of Pacific Qualifications and supports national and regional quality assurance processes</b>																																								
Currency of information on the Pacific Register of Qualifications and Standards (PRQS) database	29 qualifications and 50 registered providers in 3 PICTs (Tonga, Samoa, Fiji) in 2013	2 additional PICT (PNG, Vanuatu) and 30 new qualifications uploaded and 20 newly registered providers	On track: In-country consultations held with reps of professional associations and regulatory authorities in Fiji, Samoa, Tonga and Vanuatu	<p><b>Fully</b> Target met as the Pacific Qualification Register is regularly updated with new providers and qualifications around the region.</p> <table border="1" data-bbox="1115 584 1495 965"> <thead> <tr> <th>Country</th> <th>National Accredited Agency</th> <th>Providers registered</th> <th>Qualifications accredited</th> </tr> </thead> <tbody> <tr> <td>APTC</td> <td>ASQA</td> <td>1</td> <td>17</td> </tr> <tr> <td>Fiji</td> <td>Fiji Higher Education Commission</td> <td>25</td> <td>32</td> </tr> <tr> <td>PNG</td> <td>Office of Higher Education</td> <td>29</td> <td>-</td> </tr> <tr> <td></td> <td>National Training Council</td> <td>206</td> <td>14</td> </tr> <tr> <td>Samoa</td> <td>Samoa Qualifications Authority</td> <td>30</td> <td>43</td> </tr> <tr> <td>Tonga</td> <td>Tonga National Qualifications &amp; Accreditations Board</td> <td>23</td> <td>18</td> </tr> <tr> <td>Vanuatu</td> <td>Vanuatu National Training Council</td> <td>34</td> <td>-</td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>Total</b></td> <td><b>325</b></td> <td><b>124</b></td> </tr> </tbody> </table>	Country	National Accredited Agency	Providers registered	Qualifications accredited	APTC	ASQA	1	17	Fiji	Fiji Higher Education Commission	25	32	PNG	Office of Higher Education	29	-		National Training Council	206	14	Samoa	Samoa Qualifications Authority	30	43	Tonga	Tonga National Qualifications & Accreditations Board	23	18	Vanuatu	Vanuatu National Training Council	34	-	<b>Total</b>		<b>325</b>	<b>124</b>
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<b>31. Increased compliance with international human rights standards and obligations</b>																																								
Number of PICTs with increased compliance with international human rights standards through improved legislation, policies and practices	Human rights country status as noted in the Universal Periodic Review country reports	2 additional PICTs adopt treaties to protect civil and political rights and economic, social and cultural rights; 3 additional PICTs adopt treaty to protect people with disabilities	On track: Increased ratification of human rights conventions - Palau signed all human rights conventions in 2012; Nauru, PNG, Kiribati, Tuvalu all ratified the Convention on the Rights of Persons with Disabilities from 2011 to 2013. Palau, Nauru, and Vanuatu all ratified the Convention against torture in 2011.	<p><b>Partially / Changed</b> CRPD: Partial Target Achieved 2 /3 Explanation: Although other countries have ratified and signed the CRPD, RRRT had limited engagement with these processes and instead has focused on supporting Tuvalu and Kiribati. ICESCR: Changed Target Achieved 0 /2 Explanation: Focus shifted to realise reporting and implementation of Conventions already ratified such as CRC, CRPD and CEDAW with support for CRC reporting in Nauru and FSM, CEDAW in Tuvalu and Samoa; and CRPD in Kiribati. Additional Key Achievements There has been strong reporting by PICS to the Universal Periodic Review with all countries reporting under the first cycle from 2007-2011 and reporting again under the second cycle from 2008-2016. RRRT provided technical support and training to 11 PICS from the initial reporting to the preparation of PICS prior to their reporting before the UN Human Rights Council in Geneva. This included support to Civil Society Organisations in the collation and submission of Shadow Reports. 11 PICTs and 26 CSOs supported to complete their Universal Periodic Review reports since 2013.</p>																																				



## 2015 Results framework – sector indicators

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<b>Youth</b>				
<b>32. Improved implementation of Pacific Youth Development Framework to increase development opportunities and outcomes for youth</b>				
Numbers of programmes and strategies implemented by SPC including youth analysis and with appropriate integration of youth perspective in programme formulation, budgets, monitoring, evaluation and reporting	Not consistently applied across SPC	By June 2015, this will apply to all new programmes and strategies developed at SPC	SPC's new 2014 annual report to CRGA shows some progress on mainstreaming youth within programme work and describes the development of a new programmes appraisal approach which will enable cross-cutting issues like youth to be more effectively addressed in programme formulation, monitoring, evaluation and reporting.	<b>Fully</b> Increased awareness of relevance of youth across development sectors and SPC programmes; Strategic entry points are guided by the Pacific Youth Development Framework (completed and launched in August 2015); Increased number of initiatives undertaken with SPC programmes (22), resulting in policy frameworks and programme initiatives. These include Policy Brief prepared for Youth Engagement in Agriculture; Shared Agenda on Sexual Health and Wellbeing for the Pacific; Integration of youth into GSD responses to TC Pam (Water & Sanitation and Multi-Hazard Mapping).
<b>Culture</b>				
<b>33. Strengthened cultural sectors in PICTs</b>				
Preparations for 12th Festival of Pacific Arts, drawing on SPC multi-sector technical assistance	Preparation has begun	Preparations successfully underway and endorsed by the Council of Pacific Arts and Culture	On track: Detailed update presented by Guam at the Council of Pacific Arts meeting in May and endorsed by the council	<b>Fully</b> Support provided to the Festival Organising Committee (including in-country TA visit in May 2015, regular scheduled Skype conferences, programming and logistical advice); support provided to SPC member countries for preparations (including publication of newsletters, logistical and programming details, regular communications, preparations for 27th Council of Pacific Arts and Culture meeting and 3rd Pacific Ministers' meeting; SPC cross-sectoral approach (health, biosecurity, communications and broadcasting, translation and interpretation); preparation of Culture, Arts and Sustainable Development Forum (30 May - 1 June)
Number of PICTs implementing national cultural policies	2 PICTs	6 PICTs	Solomon Islands delayed to end of year due to floods; Samoa showing progress but may be delayed due to SIDS preparations; cultural industries work in Fiji on track.	<b>Partially</b> Tonga and Solomon Islands implementing launched policies; Samoa to launch policy but already actively implementing sections on heritage safeguarding and cultural industries with UNESCO and SPC support; Fiji policy in draft but under implementation; Palau draft policy in place but adoption of cross-sectoral approach for culture currently; Wallis and Futuna, policy in place and being partially implemented (focus on heritage mapping)

## 2015 Results framework – organisational indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Improved responsiveness and partnership with island members</b>				
<b>1. Refined and strengthened joint country strategy (JCS) process established</b>				
New joint country strategy process in use with future reviews scheduled	Initial discussions	By CRGA 43 in Nov. 2013	Delayed due to timing and resource constraints. The development of the integrated programming approach and the governance review were prioritised in 2014, as both of these will influence how a new country programming process will be developed and implemented.	<b>Changed</b> Joint country strategy process further delayed due to resource constraints and due to the priority of developing the corporate strategic plan. A key organisational objective of the new strategic plan is strengthening country engagement. Country presence review completed and a new model for country programming developed as a concept in 2015.
<b>2. JCSs including a strengthened results framework - using an evidence based approach</b>				
Number of PICTs with updated and refined JCS developed, including strengthened results framework	1 to 2 in progress	15 by end 2015	Delayed - see comment above	<b>Changed</b> See status above
<b>Increasing results-focus in monitoring, evaluation and accountability</b>				
<b>3. Improved results-focus demonstrated in divisional strategic plans and annual reports through clearer results frameworks</b>				
Number of divisions with results-focused strategic plans and annual reports using clear results frameworks	1 to 2	7 by end 2015	On track	<b>Changed</b> Divisions will no longer have strategic plans, instead divisions will develop business plans in early 2016 which will align to the corporate strategic plan and results framework developed in 2015.
<b>4. Evaluations completed on effectiveness and efficiency of SPC's contribution to specific development outcomes and lessons learned for further improvement</b>				
Number of country and/or regional rector evaluations completed and lessons learned applied for further improvement	No corporate evaluation schedule in place	Evaluation schedule operating by end 2013 By end 2014: Evaluation schedule finalised and 2 evaluations completed By end 2015: 4 evaluations completed	Delayed: Due to resource constraints in SEPPF (only 2 monitoring, evaluation and learning staff), the focus this year was on the following priorities: a) 22 improved country reports to members b) a new integrated results report for CRGA reporting against the Corporate Strategic Plan c) providing support to divisions where possible in independent project	<b>Fully</b> Evaluations schedule operational and reviewed regularly by the Monitoring, Evaluation and Learning virtual group. More than 20 evaluations logged for completion in 2015.

## 2015 Results framework – organisational indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>4a. Development of an SPC-wide planning, monitoring, evaluation and accountability system that enables demonstration of results to members and donors and improved development effectiveness</b>				
Improved organisation-wide monitoring, evaluation and reporting against agreed upon national and regional development outcomes set out in SPC's Corporate Strategic Plan and joint country strategies	Integrated Reporting Information System developed and piloted with half of SPC divisions, enabling improved output reporting; needs to be supported with a clear process for organisation-wide monitoring, evaluation and learning analysis and reporting against the Corporate Strategic Plan	Improved annual report against Corporate Strategic Plan demonstrating SPC outcomes/impact and lessons learned	On track: This new Programme Results Report presents for the first time results across all SPC divisions in an integrated manner that more coherently describes how SPC is helping members achieve their development goals. It also includes reporting against specific indicators in the corporate results framework.  SPC's monitoring, evaluation and learning plan will be revised (from its original 2012 policy) and updated by the end of 2014 to incorporate the recommendations of the 2013 independent review and the new reporting processes trialed in 2014.	<b>Fully</b>  The organisational-wide policy on Planning, Evaluation, Accountability, Reporting and Learning (PEARL) developed with inputs from across the organisation. The policy aligns with the strategic plan, with results demonstrated through the production of the 2015 Results Report.
<b>Institutionalising a learning approach to facilitate continuous improvement and innovation</b>				
<b>5. Regular targeted learning activities embedded across SPC to increase cross divisional sharing of experience and lessons</b>				
Number of learning events held across SPC to discuss and apply lessons derived from programme experience, evaluations and external expertise	Initial discussions	Average one per month in Suva and Noumea by end 2015	On track: A new cross-divisional results workshop was successfully trialed over 2 days with active participation by 45 senior management staff (directors and deputies) representing all divisions. It will be established as a regular internal process that promotes cross-divisional sharing, discussion and learning on SPC's key contributions towards Pacific development outcomes, key challenges and lessons learned. Other learning events continue to be held frequently to share information across SPC (with 13 sessions held in 2013 and 8 from January to July in 2014).	<b>Changed</b>  SPC has developed a more nuanced approach towards action learning in alignment with the corporate strategic plan. This approach is outlined in the Planning, Evaluation, Accountability, Reporting and Learning (PEARL) policy developed in 2015. The cross-divisional results workshops were held for a second year and continues to build a culture of cross divisional sharing, discussion and learning on how SPC contributes towards meeting Pacific development outcomes. The SPC Learning Team continued to hold informal learning sessions throughout the year.
<b>Developing more cohesive multi-sector approaches to create greater impact and effectiveness</b>				
<b>6. Effective divisional collaboration and impact demonstrated in addressing multi-sector priorities</b>				
Number of multi-sector areas reviewed that identify lessons and opportunities for improving collaboration and impact	0	2 by end 2015	On track: See above description of cross-divisional results workshop. In addition, the development of EDF11 programming has brought together all technical divisions and corporate services (e.g. Finance) to work on the emerging identification and design of potential programmes.	<b>Fully</b>  Working groups were established in the two areas of Non-Communicable Diseases (NCDs) and in Climate Change and Disaster Risk Management (CC-DRM). Each of these working groups identified lessons and opportunities for improving collaboration and impact. For the Climate Change and Disaster Risk Management working group these lessons and opportunities were documented in a final report.

## 2015 Results framework – organisational indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
Fostering action-focused collaboration with appropriate partners for more effective service delivery				
7. Enhanced cooperation, where useful, with other development partners in planning and delivery at country and regional level				
Number of JCS reviews and/or programme evaluations that assess collaboration with development partners and identify lessons for improving impact	1	3 by end 2015	Delayed (JCS). For 'Other' area, including the development of proposals for EDF 11, partners are being engaged earlier in the process.	<b>Exceeded</b> More than three programme evaluations were completed in 2015 which assessed collaboration with development partners to increase efficiency and generate savings. These included the European Union programme and project reviews and the evaluations of the Regional Rights Resources Team (RRRT), Land Resources Division (LRD) and the Economic Development Division (EDD).
8. Regional meetings and SPC's participation and role in them are frequently reviewed to ensure best impact and value				
Executive and divisions rank meetings based on priority and coordinate with development partners to increase efficiency and generate savings	Initial discussions	Priorities recorded with examples of improved coordination and efficiency	Some progress, for example the Director-General and the Senior Leadership Team reviewed SPC's attendance at SIDS to reduce numbers.	<b>Changed</b> The review did not take place. The Senior Leadership Team made decisions to review attendance numbers at some meetings, however, a systematic review across all meetings did not occur.
9. Regional and subregional public goods to be provided by SPC are identified, with member and donor partnerships secured				
Subset of public goods identified with member and donor funding secured	Initial discussions started	By end 2015	Some progress. Working Group on Regional Public Goods was established and started work, however this was overtaken by SPC developing a new programming approach including public goods.	<b>Changed</b> A subset of public goods has not been identified, however, all partnerships agreements are premised on public goods and SPC as a pooled resource. The concepts that came out of the original discussions on public goods have been embedded into the new strategic plan, with the areas of excellence build around public goods areas.
10. Increased financial stability				
A core budget is secured to provide financial stability for the core capacity of SPC; this includes the capacity needed to govern and manage SPC and support programmes in providing key technical services	23 million CFP units (2012)	42 million CFP units by end 2015 (estimated)	Estimated core income at end of 2014: 30 million CFP units	<b>Changed</b> Actual Core 2015: 26.5m Actual Core 2016: 27m 2015 and 2016 budgets balanced with internal salary saving measures and travel cut. It is expected that due to on-going currency movement, core will continue to decline, therefore, cost recovery and resource mobilisation strategies must be discussed and implemented by SLT

## 2015 Results framework – organisational indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>Strengthening the focus on larger, more cohesive priority programmes and further development of areas of excellence</b>				
<b>11. SPC's large portfolio of over 200 projects is consolidated to fewer focussed core programmes</b>				
Number of focused core programmes	To be defined and determined	50 focused core programmes by end 2015	Significant progress with Australia, New Zealand (in partnership agreement) and the EU (in positive words) to move to fund divisional and corporate programmes rather than many small projects.	<b>Partial</b> The move to fund divisional and corporate programmes has continued, however, no other progress has been made.
<b>12. SPC further recognised for its development of regional 'areas of excellence and innovation' in strategic areas</b>				
Media coverage and specific recognition by members and development partners	Not captured systematically	Recorded each year to assess improvement	Some progress. SLT has prioritised non-communicable diseases (NCDs) and climate change and disaster risk management (CCDRM). Launch of NCDs partnership at SIDS conference; the CCDRM Strategy and Renewable Energy in Northern Pacific are examples of coalescing areas of excellence.	<b>Changed</b> Three areas of excellence and innovation were identified in 2015 and are in the concept phase ready to be piloted in 2016. These areas of excellence and innovation include fisheries science, CePact and public health surveillance.
<b>13. Enhanced coordination of SPC's programme portfolio, including design, funding and quality'</b>				
Process embedded for centralised tracking of current and pipeline funding, including quality assurance for funding proposals	Under development	Completed by end 2013	Delayed. New programme development process being designed and due of implementation in January 2015.	<b>Partially</b> Programming process officially launched in mid-2015 with accompanying tools and processes established including the Programme Appraisal Committee (PAC).
<b>Improved core capacity of SPC support services and governance</b>				
<b>14. Improved effectiveness of financial budgeting and reporting, by more clearly linking resource allocations to key priorities in the Corporate Strategic Plan</b>				
Improved corporate budgeting processes and financial report	Current annual budget report	Increase in resources for corporate strategic plan priorities reflected in 2015 budget	On track: Financial reporting is expected to improve with the upgrade of SPC's financial system to Navision 2013, which will allow reporting against a range of categories (including development outcomes). This should, in turn, result in definite benefits for timely decision-making and accurate organisation-wide resource tracking. Improvements in reporting should also be achieved through the use of budget narratives analysing data and through the presentation of financial statements based on internationally recognised accounting reporting standards.	<b>Changed</b> Finance system has been upgraded to NAV 2013. The new web based system allows easier access and would assist in streamlining processes and procedures. While the system allows flexibility in reporting by amending coding structure, Finance would need to work closely with SEPPF to identify reporting required following development of Corporate Strategic Plan There is also need to use a Project Management System for better management of projects. The PMS module within Nav will be explored to determine if it is fit for purpose



## 2015 Results framework – organisational indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>15. Leadership, and support services such as IT, human resources and communications meet the needs of an organisation striving for excellence</b>				
Strategy to enhance effectiveness of leadership and support services implemented and recognised in staff satisfaction survey	Staff satisfaction survey 2011	By end 2015	On track: ICT developed a strategy, including moving to a cloud system (vs. in-house), thereby providing access to all centralised services from any location and reducing costs spend on internal corporate systems. ICT systems involved in HR, Finance, Procurement, Translation and Library systems were also improved and streamlined.	<b>Partially</b> There has been continued work to improve the support services. The implementation of the IT Road Map has set up the infrastructure that will now allow SPC to innovate and improve the other systems using technology. Procurement processes and procedures have been updated and are being rolled out in 2016. Information Knowledge Management road map has been developed that sets the strategy for strengthening Information Knowledge Management.  This is a priority area for the Strategic Plan 2016-2020. It is also a priority for the future OMD Business Plan which aims to shift OMD to a fit-for-purpose support directorate aligned with the needs of divisions and with the objectives of the Strategic Plan. It is probable that this indicator will always be partially complete, as there is always room to improve customer service, quality of service and staff satisfaction.
<b>15a. Improved human resource capability and service</b>				
Average recruitment time	Baseline currently being measured by HR team but HR team recognises recruitment time has been too long, sometimes over 1 year	Length of time from inception of recruitment process (i.e. decision made to start recruitment) to when job offer is made to successful candidate does not exceed 4 months	Achieved: The recruitment system was significantly improved with the addition of new recruitment experts into the SPC HR team, and streamlining the recruitment process to eliminate bottlenecks.	<b>Exceeded</b> In 2015, there were 150 recruitments, with 77 international and 73 local positions. The average recruitment time was 1.5 months for international and 3.5 weeks for local recruits.
<b>16. Enhance effectiveness of SPC governance systems in line with recommendation of the independent external review</b>				
Members have reviewed governance systems to ensure they are fit for purpose as SPC evolves	Current CRGA governance system	Agreed governance review recommendations are implemented by SPC and members	On track: A new model for SPC governance arrangements will be proposed to CRGA in 2014 following a review of SPC governance including broad consultations with members and beyond and research on best practice in governance. This work was led by a Governance Working Group made up on a subset of CRGA members.	<b>Fully</b> Governance review completed and annual processes established for governance self-assessment and training.

## 2015 Results framework – organisational indicators

Indicator of performance	2013 Baseline	2015 Target	Mid-term performance (June 2014)	End of Corporate Plan Performance (Dec 2015) Assign category (partially, fully, exceeded, changed) & explain assessment by describing the adequacy of progress from baseline to target
<b>17. Minimise SPC's greenhouse gas emissions footprint associated with its internal operations and activities and implement measures to reduce climate-related risks to SPC assets and staff</b>				
Total carbon dioxide equivalent (CO <sub>2</sub> e) emissions	1413 tonnes CO <sub>2</sub> e (for internal operations, excluding staff travel) in 2011	15% reduction	On track: Emission reduction is about 11.9% at end of 2013; results show we are on track to achieve 15% emission reduction by end of 2015	<b>Fully</b> 15% emission reduction achieved
CO <sub>2</sub> e emissions per staff member	To be determined	15% reduction	Achieved: End of 2013 emission reduction per staff was already at 18.5% (2.46 tonnes eq/staff).	<b>Exceeded</b> Staff numbers have been growing and emission reduction is continuing.

*Sustainable Pacific development through science,  
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