

**Report of the Expert Reference Group:
Assessment of SPC's core business and
delivery of services to members in the
long term**

16 – 24 January 2012

FINAL REPORT - ERG 2012

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EXECUTIVE SUMMARY

To assist in an independent external review (IER) of the Secretariat of the Pacific Community (SPC), and the development of a long-term sustainable funding strategy, an Expert Reference Group (ERG) was appointed by SPC's Director-General, Dr Jimmie Rodgers. The objective of the ERG was to determine what should be SPC's core business and services and to report the findings to the IER team. The core business and services were to be prioritised based on justifiable criteria and deeper analysis than undertaken for the earlier KVA Report, and the advice previously given by various SPC divisions.

The ERG convened in Suva from 16 to 24 January and then produced a consolidated report for presentation to the IER team.

The analyses were conducted by sector, based on a common set of prioritisation criteria. The criteria or tests were at 3 levels: (1) the core business test, i.e. did the activity address capacity building, capacity supplementation or regional coordination and transboundary functions; (2) were the Pacific Plan tests satisfied; and (3) were the functions in accordance with lead regional agency responsibilities.

The report addresses the status of each sectors' priorities or ranked activities and its implications or any other future considerations.

Summary of findings by sector are presented as follows:

Public Health: The Pacific is facing many big health challenges, such as the worsening epidemic of noncommunicable diseases (NCDs), a wide range of infectious disease threats, the growing burden on national budgets resulting from health expenditure, difficulties in training, attracting and retaining sufficient skilled staff, and difficulties in providing services for people in more isolated communities. Complicating these challenges is the fact that there are significant influences on health from beyond the health sector, meaning that effective multisectoral approaches are key. SPC is uniquely well placed to help countries address these health challenges, and has a clear mandate from countries to provide that support. This is a key part of SPC's broader role

A range of key health functions for SPC are identified in the report. A fundamental point is that many of these key functions are interlinked, e.g. effective action on NCDs also builds on a number of other identified key functions. As a result, the recommended list is not a menu of separate options. Rather, it comprises a *system* of interdependent priority health functions, which needs sustainable support. There are a number of specific areas identified in the report where the Public Health Division (PHD) needs to work closely with other parts of SPC, e.g. health emergency preparedness and water security with SOPAC; e-health with the Economic Development Division; and food security with the Land Resources Division. Given the important multisectoral influences on health, SPC also needs to work more effectively across CROP (Council of Regional Organisations in the Pacific) to help countries better address key social determinants of health. The major current health function that the report recommends be substantially discontinued is grant management, which will require SPC to develop an exit strategy.

Education, Training, Human Development and Human Rights: SPC is the lead Pacific agency in gender mainstreaming, youth, culture, and human rights (through the Regional Rights Resource Team (RRRT)). Human rights and equity beliefs, which underpin these social programmes, are still a

significant and sensitive development issue in many PICTs though attitudes are changing. The Human Development Programme (HDP) has built considerable knowledge, expertise and experience in gender equality, youth, culture and rights issues, which smaller PICTs especially are drawing on. The recent focus has been on policy and legislative-level strategic support and on violence against women (VAW), for which SPC is the lead agency. The HDP and RRRT programmes have a responsibility to interpret the influence of global changes on the regional and national scene, and the place of culture in these processes.

In its Corporate Plan (2007–2012) SPC committed to ‘being a gender focused regional organisation’ and recognized that gender must be taken into account in planning and implementing the Secretariat’s work and in managing the organisation. This is not happening. An SPC priority to actioning this commitment will reinforce SPC’s lead role in gender mainstreaming, achieve the fullest benefits of a multi-sectoral approach and assist SPC. SPC’s HDP and RRRT programmes are a priority and should, at the very least, be maintained at the present level until these are mainstreamed into all SPC sectoral programmes, in a multi-sectoral and cross-cutting approach. In its present form, the Community Education Training Centre (CETC) is not a priority

In the future, there needs to be a focus on developing better national statistics and indicators, data interpretation, and policy level action and legislative review. Youth (male and female) need to be the next priority target group. All programmes need to make use of ICT, especially in targeting rural and isolated communities.

Educational assessment The assessment of educational achievement has a primary role in monitoring the quality of education being provided. These services are delivered by SPC through the Secretariat of the Pacific Board for Educational Assessment (SPBEA).

Current funding for SPBEA is mainly through projects of limited lifespan. However, there is a need for long-term support for educational assessment if there is to be a sustained regional monitoring programme that can provide evidence-based direction for national decision making.

Nine of the ten service sets delivered by SPBEA cover priority areas and are therefore considered to be most essential to the overall aspiration of raising educational achievement at both national and regional levels. Each of the service sets contributes towards the directives provided by Pacific Leaders in recent years and also towards the universally agreed Millennium Development Goals.

Regional Media Centre (RMC): The diversity of the Pacific Island countries and territories (PICTs) presents enormous communication challenges for all levels of government, commerce, development agencies, scattered communities and individuals. The main challenge to the viability of PICT communication systems is largely the prevalence of small and widely dispersed populations together with limited technical capacity, particularly in ICT, to maintain such systems. RMC started nearly 40 years ago to assist Pacific Islanders in designing visual aids and producing educational radio programmes, and to provide training in audio-visual techniques and broadcasting. The traditional media are now well established and increasingly self sufficient due to early interventions by SPC and other media development actors and agencies. The “Pacific Way” weekly TV series remains the flagship programme produced by RMC and as such it is critically important that it continues.

Much has changed in the Pacific and various digital platforms are available for communication. New groups of people, especially youth, need help to engage in using these platforms. Much of the past role of RMC can now be left to in-country capacity and new providers of media development assistance. Within SPC, opportunities must be addressed to integrate RMC with the Pacific

Information Communication and Telecommunications Programme in the Economic Development Division (EDD).

Fisheries, Aquaculture and Marine Ecosystems (FAME): The fisheries resources of the Pacific ACP (African, Caribbean and Pacific Group of States) countries are central to efforts to improve the lives of their people. These oceanic resources provide around a quarter of the world's tuna catch and support both small and large fishing enterprises; provide government revenue; and, in many countries, represent the main opportunity for economic development. Coastal fisheries contribute to food security and the livelihoods of hundreds of thousands of people across the region. Both oceanic and coastal resources are at risk of overfishing. Well-informed management action is needed to halt and reverse these trends. Development opportunities are also needed to provide alternatives to unsustainable fishing practices and increase the value and economic benefits of fisheries without causing overfishing.

SPC's Oceanic Fisheries Programme plays the key role of providing scientific services in the region's most important and valuable fishery, which is facing increasing management challenges. A longer term requirement is to provide advice to countries on the impact of oceanographic factors on their tuna resources.

Coastal fisheries tend to be neglected because of the economic potential and regional nature of the tuna resource. In fact, coastal fisheries make a larger contribution to the economies of PICTs than oceanic fisheries at present. They provide food security and livelihoods for hundreds of thousands of people, and face great challenges of sustainability. The role of SPC's Coastal Fisheries Programme is more in the coordination and support of national and community efforts, but as the only organisation working in this area, its service must necessarily be wide-ranging. There are 3 main work areas: Coastal Fisheries Science and Management, Nearshore Fisheries Development, and Aquaculture.

Agriculture: The key challenges facing the sector are to maintain food security and livelihoods and support system capability. In line with these challenges, the priority needs have been identified as: access to genetic diversity and applied scientific expertise; assistance in securing and maintaining market access; and ready access to policy advice. Accordingly, it is recommended that the Land Resources Division's (LRD) core services should be: germplasm conservation, introduction, distribution and evaluation (long-term investment is required in this 'flagship' SPC service); applied science expertise in the areas of soil, plant pathology, entomology and veterinary science; scientific and negotiating expertise that allows for a leveling of the 'playing field' in securing and maintaining market access; and, support for science informed agriculture, forestry and land-use policy formulation. Core resources in economics and economic analysis capacity are needed to support these services.

Forestry & Trees: Given the diverse ecological, socio-economic and geographic aspects of PICTs, the needs and priorities for the management and use of their forest resources differ dramatically. In the larger countries (Fiji, New Caledonia, PNG, Solomon Islands and Vanuatu) the forest resource is a key economic driver in providing employment, socio-infrastructure and export revenue, and household income for resource owners. In contrast, in the smaller island countries and territories of Micronesia and Polynesia, forests and trees play a more social and ecological role in subsistence agroforestry farming systems. They also act as catchment areas for water, protect coastlines against erosion, and provide resources for handicrafts and other income-generating opportunities.

Guided by such usage indicators, service delivery through a subregional approach is considered most appropriate and relevant. It enables the Forestry Programme to network and attract collaborative partners from national, regional and international technical agencies, and donors who already have the necessary expertise or are providing services in similar development areas regionally, subregionally or multilaterally.

Applied Geoscience: Most major geoscience provision within SPC is through the recently assimilated Applied Science and Technology (SOPAC) Division, which can be regarded as the lead agency in this area. SOPAC provides capacity-building and supplementation, and policy advice in most areas. It must be recognised that some nations will never be able to develop sufficient internal capacity in some areas of geoscience, and that external agencies are not suitable substitutes. It must also be recognised that the nature of natural processes is such that reliable long-term monitoring for baseline data be maintained. Securing core long-term funding is desirable.

All SPC's work in geoscience can be considered as a priority for the region, and as such should be at least maintained at the present level of service. Its services include such important issues as sea level and climate change, community vulnerability, non-living resources, and water and sanitation. They are addressed through three integrated programmes that deal with oceans and island science, water and sanitation, and disaster prevention.

Some expansion of geosciences programmes is desirable, especially in the areas of coastal geology and disaster prevention training. In addition, there will likely be increased pressure on all delivery areas in the future, both within and outside of SPC, for a number of reasons. With time, SOPAC's services will become further integrated into the SPC organisation, and the latter can help provide the high-level assistance needed to integrate more geoscience outputs into national policy.

Energy: Major challenges include the sector's broad range of sometimes vaguely endorsed themes, focus areas and activities for SPC (and other CROP) agencies to work on. There are severe resource constraints for non-project work and an absence of any core-funded staff and programmes. The additional resources required due to the outcomes of the Regional Institutional Framework (RIF) process, funding uncertainty and capacity constraints at the national level are recent significant challenges.

While there is a strong case that the CROP 'lead coordinating agency' programme component should be undertaken by SPC and be a priority area, this has not necessarily been the case and other main energy programme components remain with other agencies. There is therefore a need to strengthen and consolidate existing work associated with being the designated CROP 'lead coordinating agency'. These include resource mobilisation and allocation; development partner interaction and monitoring and evaluation; and providing trend and policy analyses and advice to PICTs. There is also a need to establish a common approach to data collection, analysis and dissemination, including setting up and operating a Pacific-wide energy data and information system.

Maritime Transport: Maritime transport is a major plank in the Pacific Community's pursuit of socioeconomic prosperity. Top-level government policy directives, such as the Pacific Plan and the Framework for Action on Transport Services, point to maritime transport as a key driver of sustainable economic growth and development in the region. They also point to SPC, through its Economic Development Division, as the lead coordinating and implementing agency for maritime transport. No other organisation, government or commercial, fulfils this function.

In spite of this, however, most of SPC's maritime transport services cannot be guaranteed because of funding uncertainty. They are not core funded and hence rely heavily on project funding. For SPC to fulfil its core function of assisting the maritime transport sector to contribute more actively toward national and regional socioeconomic development, it is highly recommended that maritime transport services be identified as a core function of SPC.

Information and communication technology (ICT): In general, the ICT sector in most countries of the region is immature and underdeveloped, starting with poor access and extending to limited applications and lack of local content. Poor access has hampered the development of government services, economic development and social cohesion, and placed a brake on development of services. However, key reforms, e.g. in telecommunications, can have a huge multiplier effect on all aspects of the economy and society.

In most PICTs, the focus on hardware support is being quickly replaced by the need to develop content related to each country's needs, and to assist SPC divisions in the delivery of services and core functions.

Statistics for Development: Statistics must be seen as a tool that enhances the work of both SPC and its member country NSOs (National Statistics Offices). SDP must continue to increase its role in strengthening the statistics services available through NSOs.

A priority for SDP services is to implement the core activities proposed in the Action Plan Phase I (2011–2014) of the Ten Year Pacific Statistics Strategy; there is no need for a priority shift. Any shifting of priorities should be within the programme, especially with regard to the sequencing of activities, which will mainly be determined on the basis of need and availability of staff.

SDP must complete the recruiting of relevant staff to carry out its core functions in fulfilling requirements for both demography and economic statistics. It needs to expand and further train its South-South statistics experts. Given the current statistical capacity and management constraints experienced by the PNG and Solomon Islands NSOs, resolving these issues in terms of the short-term technical assistance and training available from external statistical providers like SPC, poses considerable challenges and risks.

There is a priority need for SDP to further consider integrating its services in all divisions and assist in addressing emerging and cross-cutting issues. It needs to be part of SPC's institutional strengthening.

Cross-cutting and multisectoral approaches: Climate change, food security and biosecurity, integrated water resources management, and disaster risk reduction are just a few of the emerging issues that impact on national development and SPC's core functions. The mainstreaming of gender, youth, human rights, ICT, media, GIS (geographic information system), and resource economics, with improved statistics and databases, is critical to improving SPC's delivery of services and achieving sustainable outcomes. Sector approaches have their limitations. However, the multisectoral approach is one of SPC's key comparative advantages. It should be further strengthened.

Conclusions

PICTs are at varying stages in the implementation of their development agendas. Where they are should determine their needs in relation to what SPC can provide as a priority. Most countries have a major capacity gap and as such will require continued investment and assistance in capacity building for a significant period into the future.

Capacity supplementation in all sectors was a high priority. Many PICTs and sectors within each country were devoid of key expertise and personnel and without SPC's interventions, no in-country progress can be made. Bilateral assistance faces the real danger of being ineffective or at a minimum unsustainable as most countries do not have the minimum personnel, resources or institutions to provide the critical absorptive capacity to implement development assistance.

To ensure the assistance was country-needs driven, a more robust or transparent process is necessary. The JCS process is a good start but is probably in need of review or auditing to ensure that country-identified programme needs are truly reflective of priority country needs. There is a degree of scepticism that "if you don't understand your problem you may not know what assistance to ask for". The matter of delivery and quality of SPC's programmes as demonstrated by numerous reviews is not the issue of concern. What is of concern is whether a programme activity is strategic and addresses real needs.

Possible risks exist in relation to the effectiveness of SPC's sector programmes. An example is probably the best way to illustrate the point. In Public Health, 100% effective programme delivery may only achieve 30% effectiveness in target countries if 70% of the key issues lie outside the sector, or perhaps the Ministry of Health. The ability to address this risk is a major comparative advantage for an organisation such as SPC, which can take an integrated and multisectoral approach. How this model can be effectively implemented in the future should be a key consideration in framing the future organisational structure and mode of operation. It continues to be a critical weakness for other organisations and forms of bilateral assistance that are targeted only at line ministries.

Improved governance within PICTs is critical to improving the effectiveness of development assistance and in particular SPC's delivery of its functions and services. There is much rhetoric about the dangers of working in silos but not enough effort put into breaking them down. It is critical to the mainstreaming of many of the long standing SPC cross-cutting programmes such as in gender, youth, ICT, regional media and statistics to name a few. It is also critical to ensure effective and appropriate development and delivery of services in the new emerging and cross-cutting issues such as climate change, food security, biosecurity, energy and water and sanitation. SPC needs to ensure that the strengths it possesses in ICT and Statistics are better integrated into all facets of its work. Newly acquired "tools" as part of the RIF process such as GIS and Resources Economics must be integrated throughout SPC, rather than being used as ambulance services.

Finally, SPC is the designated lead regional agency in a number of critical areas and possibly in all the key sectors it is involved in. Paying lip service to such a concept and important responsibility undermines the core effectiveness of SPC and what it is designed to achieve. Its fellow CROP organisations must support the concept and SPC's membership must set an example. It is indefensible that members would not ensure that critical and lead agency responsibilities are not maintained at the basic and minimum level. If a sector has priority functions and lead responsibilities then it must by extension receive support either by core or long-term funding so that the continued delivery of critical and priority services is ensured.

No natural living organism grows, let alone survives without minimal sustenance. Likewise, if something is a priority then it must be guaranteed minimal funding support. Part of the responsibility of being a member must be to pay for whatever constitutes a core service or one that can continue to function if all programme and project funds were to cease. The present PICT membership financial contribution to SPC of around 2% of the budget does not reflect the often stated expressions of support for SPC.

Part A: Background, context and methodology

1. Background

The 6th Conference of the Pacific Community in Tonga in October 2009 approved the establishment of a subcommittee of the Committee of Representatives of Governments and Administrations (CRGA) to develop a long-term sustainable financing strategy (LTSFS) for SPC.

The work of the subcommittee involved two steps as follows:

- Determine the *core business* of SPC and the *key services* that it must provide to the membership in the long term, and
- Having agreed on the identified core business and key services, develop a financing strategy to support the delivery of these services.

The subcommittee commissioned a consultancy in April 2010 to deliver on the two outputs above. The consultancy was conducted by KVAConsult of Samoa. The consultancy found that all the sectors SPC is currently working in are important priority sectors for all island members. However, it was not able to determine conclusively which individual sector priorities SPC should focus on in the long term and which should be left to national authorities and/or the market or other partners/agencies to deliver on. As a result the LTSFS was not developed in 2010 (*the KVA report is attached*).

The sequence for developing the LTSFS was further affected by the regional institutional reform (RIF) process. The focus in 2011 was on the integration of SOPAC as the Applied Geoscience and Technology (SOPAC) Division of SPC and further consolidation of the integration of SPBEA as a major programme within the Education, Training and Human Development (ETHD) Division of SPC.

With the implementation of the RIF reform now completed, the focus for 2012 is setting the platform for the future strategic direction of the new SPC (or the post-RIF SPC). This process will involve implementing the following milestones:

No.	Milestone	Responsible party	Time Frame
1	Validate and/or redefine the core business of SPC and agree on the key services that SPC should continue to provide to members in the long term	Expert Reference Group	Jan 2012
2	Implement the independent review of SPC	Independent Review Team	Jan – April 2012
3	Develop the Secretariat's response to the findings and recommendations of the independent review of SPC	Secretariat	May 2012
4	Develop a new SPC Corporate Plan for the period 2013–2017	Secretariat	June – Sept 2012
5	Finalise the long-term sustainable financing strategy to support implementation of the Corporate Plan	Secretariat	June – Sept 2012
6	Implementing further improvements in the presentation of SPC's 2013 budget and work programme	Secretariat	June – Sept 2012
7	Finalise a new organisation-wide monitoring and evaluation framework	Secretariat	June – Sept 2012

2. Context

a. Organisational mandate

Article IV of the Canberra Agreement (the founding treaty for SPC) identified the role of SPC as a 'consultative and advisory body to the participating Governments in matters affecting the economic and social development of the territories within the scope of the Commission and the welfare and advancement of their peoples. To this end, the Commission shall have the following powers and functions:

- i. to study, formulate and recommend measures for the development of, and where necessary the co-ordination of services affecting, the economic and social rights and welfare of the inhabitants of the territories within the scope of the Commission, particularly in respect of agriculture (including animal husbandry), communications, transport, fisheries, forestry, industry, labour, marketing, production, trade and finance, public works, education, health, housing and social welfare;
- ii. to provide for and facilitate research in technical, scientific, economic and social fields in the territories within the scope of the Commission and to ensure the maximum co-operation and co-ordination of the activities of research bodies;
- iii. to make recommendations for the co-ordination of local projects in any of the fields mentioned in the previous sub-paragraphs which have regional significance and for the provision of technological assistance from a wider field not otherwise available to a Territorial Administration;
- iv. to provide technical assistance, advice and information (including statistical and other material) for the participating Governments;
- v. to promote co-operation with non-participating Governments with non-governmental organisations of a public or quasi-public character having common interests in the area, in matters within the competence of the Commission;
- vi. to address inquiries to the participating Governments on matters within its competence; and
- vii. to make recommendations with regard to the establishment and activities of auxiliary and subsidiary bodies.'

b. SPC's Core Business

The SPC Corporate Plan 2000–2006 and 2007–2012 identify SPC's core business as comprising capacity building, capacity supplementation and regional coordination functions in key development sectors through technical assistance, training and research:

- i. **Capacity building:** The main aim of SPC's capacity building work is to develop human resources in the Pacific region through training and associated measures such as advice on training curricula. Other interventions include designing, and advising on, the implementation and application of sustainable policies and procedures at legislative, regulatory and operational levels.
- ii. **Capacity supplementation:** Many of SPC's island member countries and territories do not have a large enough population base or the financial resources to develop and sustain the full range of skills required to provide effective public services to their people. Regional organisations, including SPC, supplement national capacities by directly providing, or facilitating access to specialised expertise at regional or international levels.

- iii. **Regional coordination functions:** Many issues transcend national boundaries and require a high degree of regional and international coordination and support to ensure optimal outcomes. Also in this category are activities relating to sharing and dissemination of information in the region.

This quite succinctly defines the unique areas in which SPC's member countries seek assistance and the three focused mechanisms through which SPC can address needs while helping deliver against country-identified development outcomes.

c. Key development outcomes and SPC's work.

CRGA 40 and 41 and the 7th Conference of the Pacific Community directed that SPC's work contribute toward three key development outcomes at the national and regional levels as follows:

- i. Sustainable economic development
- ii. Sustainable human and social development
- iii. Sustainable natural resources management and development

3. Full implementation of RIF resulted in deferment of the work on the LTSFS

The full implementation of the RIF reform occurred in January 2011 with the merger between SOPAC and SPC. This followed SPBEA's merger with SPC in 2010. The focus for 2011 was therefore on consolidating the 'new SPC'.

With SPC now a much larger organisation with an expanded scope of work, it was important to first get the future strategic direction of the organisation correct and develop its new Corporate Plan before reactivating the development of the LTSFS to support the implementation of the Plan.

4. Independent external review (IER) of SPC

In August 2011, the Director-General proposed an independent external review of SPC to provide an opportunity for the membership to contribute to the future strategic direction of SPC, reaffirm SPC's core business and the key services it should provide to members in the long term, and indicate how these services should be financed and how the results should be measured.

At its meeting on 7 and 8 November 2011, the SPC Conference approved the terms of reference for the independent review which will be conducted between 30 January and 30 April 2012. (*The TOR for the independent review are attached as Annex A.*)

5. Expert Reference Group (ERG) on SPC's core business and key services

Given that the KVAConsult report did not provide an in-depth analysis, an ERG was established to consider the KVA report and reports from the various technical programmes and divisions of SPC, and, using their own expertise in their respective sectors, make recommendations on what should constitute SPC's core business and what key services SPC should focus on in the long term.

The ERG convened in Suva from 16 to 24 January and produced a consolidated report within a week with the intention that their report would be presented to the IER team. The outcome of the ERG process will feed into the second major section of the TOR of the IER. (*The TOR for the ERG is attached as Annex B.*)

6. Directions from SPC's governing body

The 41st meeting of CRGA and the 7th Conference of the Pacific Community in November 2011 emphasised the importance of SPC focusing on key priorities where its regional services add value at national level, particularly in areas where SPC has a comparative advantage. In taking these directions forward it is important that the analysis of regional services to be provided by SPC to members in the long term be assessed against a number of justifiable criteria. The CRGA subcommittee proposed some, as did KVAConsult. The ERG also addressed this issue as part of its TOR.

7. Methodology

i. ERG appointment

The ERG team leader, Mr Alf Simpson was appointed on 2 December and an additional 12 sector experts were subsequently contracted. (*A list of team members is included in Annex C.*) The team leader visited Suva between 18 and 22 December for a 2 day briefing and discussions with the SPC Director-General and Acting Director of SPC's Strategic Engagement, Policy and Planning Facility (SEPPF). Following the Suva visit, contact was initiated between the team leader and other members of the ERG. The majority of the team arrived to begin their deliberations on Monday 16 January. The two fisheries experts were unable to attend, however, and with the Energy and SPBEA experts they were able to table their detailed sector reports. (*see Annex E*). Dr Norman Barth (IER) attended 4 days of the ERG meetings as an observer and to provide some continuity between the ERG and IER processes.

ii. Inputs, meeting and work schedule:

The 2 week schedule of work and meetings for the ERG was as follows:

January	Time	Activities
Monday 15	AM	Introductions, agenda approval, TOR & general business
	PM	Sector discussions by ERG experts
Tuesday 16	AM	Completion of sector discussions
	PM	Discussion of priority setting & criteria
Wednesday 17	AM	Presentations to the ERG by LRD & SOPAC
	PM	Presentations by EDD
Thursday 18	AM	Presentation by ETHD & PHD
	PM	ERG discussion of cross-cutting issues & priorities
Friday 19		ERG experts conduct 1 on 1 discussions with SPC divisions
Sat 20 to Mon 23		ERG sector report writing
Tuesday 24	AM	ERG sector report presentations
Wednesday 25		Start of consolidation & preparation of final ERG report
Monday 30		Final draft report for comment
Friday 3 February		ERG report to IER

Note: The ERG was not briefed by FAME.

In addition to the above listed meetings, background documents made available to the ERG included:

- Regional paper on the LTSFS;
- The work carried out by KVAConsult in identifying key deliverables for SPC through wide consultation with PICTs;

- The identification of programme functions and priorities and their outputs and inputs by SPC programmes;
- The current SPC Corporate Plan;
- All current divisional strategic programme plans;
- All divisional reports presented at CRGA 40 & 41;
- The Director-General's reports on SPC reforms and organisational restructure to CRGA 40 & 41
- The SPC prioritisation matrix – work carried out by SPC programmes on identifying and prioritising core business; and
- 14 Sector reports under the title of “SPC addressing national priorities through the joint country strategies (JCS)”.

iii. Report formulation:

In the time available, the ERG attempted to “dig deeper” than the KVAConsult report, particularly in regard to determining “*the core business of SPC and the key services that it must provide to the membership in the long term*” for the specific purpose of providing a key input or starting point for the IER.

At the outset it was stressed that the ERG had to focus on producing two main deliverables. They were the individual sector expert reports by the 24th and a consolidated team report by or soon after 30 January. As a minimum requirement, each expert was expected to produce a short report (5-8 pages) as key inputs into the ERG consolidated report. These are included in *Annex D*. Detailed reports produced by a few experts would also be attached as reference and background material for the IER (*Annex E*).

It was agreed that in the time available, it was only practical that the individual reports if possible follow a pre-defined template for ease of cross referencing between sectors, whilst at the same time addressing the four key questions raised in *Annex 1 b* of the IER TOR.

The core business and services identified in the sector reports could be identified under various categories. The list ranged from those essential to SPC members, those recognised as flagship SPC activities, through to those that SPC should not engage in.

iv. Prioritisation and criteria determination:

In starting this process, there was an acknowledgement that the SPC organisation per se was not being reviewed, neither was its competency to implement its scientific and technical programmes and services. Thus the overriding arbiter of whether SPC's core business and services were worth considering was based on whether it was driven by member country needs. The KVA report, in spite of a detailed process was, apart from two activities, unable to prioritise everything other than “most essential”. ERG focused on identifying or agreeing on a prioritisation process that could be used by all 11 sectors.

The first filter or test was to satisfy the definition of core business and services as spelt out in the existing Corporate Plan and referred to earlier (Section 2.1), i.e. whether it contributed to the key development outcome areas through capacity building, capacity supplementation or regional coordination. The ERG felt there was no need to question their ongoing relevance.

The second test was whether it could satisfy the following criteria:

<ul style="list-style-type: none"> • Is it a priority of SPC member countries and is there the capacity for countries to do it themselves 	<ul style="list-style-type: none"> • The Sovereignty Test
<ul style="list-style-type: none"> • Is there the likelihood of achieving sustainable improvements in the sector 	<ul style="list-style-type: none"> • The Sustainability Test
<ul style="list-style-type: none"> • Will it strengthen national sector and sectoral systems 	<ul style="list-style-type: none"> • Requirement of all Regional Programmes
<ul style="list-style-type: none"> • Can the “market” (or other comparable actors) provide the service better 	<ul style="list-style-type: none"> • The Market Test
<ul style="list-style-type: none"> • Does it build on the organisational advantages of SPC, including potential for multisectoral/cross cutting possibilities or partnerships 	<ul style="list-style-type: none"> • Comparative Advantage Test

A third filter was to determine whether SPC was the lead agency in the sector, as designated by CROP. This would be as close as one might get to a political endorsement. Apparently there is no formally recognised definition of ‘lead agency’ amongst CROP other than acceptance that within Pacific regional organisations, designating one as the lead agency in a sector should ensure better leadership, more effective division of labour, minimal duplication of effort and improved accountability. For member countries and donors, the lead agency becomes the first point of contact and reference. It would be useful if the rights and responsibilities of a lead agency were spelt out, the reason being that in certain cases though SPC is the designated lead agency, other CROP agencies continue to undermine such authority.

Part B: Results and report of the ERG

Part B is the core of the ERG's report provided by way of a review of key documents, discussion with SPC staff (*see attached list of those consulted*) and consultation and debate amongst the sector experts who form the ERG team. The following narrative is based on a synthesis and summary of the sector reports, which are attached as annexes to Part B. Though focusing on member country needs, the reporting is based around individual sectors and more in-depth analysis may be found in the expert's reports. It should be noted that the expert's reports have not been edited and the opinions expressed are those of the individual authors.

1. Background

The main objective of Part B is to propose core business and services, sector by sector, such that it might form the basis for the development of a long-term sustainable funding strategy (LTSFS) for SPC. The new LTSFS could possibly be the latest milestone in SPC's history, one which first started some 65 years ago in February 1947. Annex F "Short History of SPC and some Pacific milestones" provides a brief summary of some developments and key events in SPC's growth. It also identifies the birth of a number of the other Pacific regional organisations that eventually formed CROP. These events reflect the development and capacity needs of dependent island states during the first few decades of SPC's existence and the appearance of an increasing number of politically independent states over the most recent decades. What is reflected is a region that has all the aspirations of small developing states but is also disproportionately burdened with economic and social challenges as well the unique environmental risks associated with vulnerable and fragile small islands. The challenges of size, geographic isolation, lack of economies of scale and general shortage of natural and human resources define a region suffering from poverty of opportunity.

Regional organisations or cooperatives of specialised agencies are unique and special to the Pacific. They assist where capacity building is crucial, provide capacity where none exists, and allow coordination of transboundary issues or possibly act as an honest broker when multi-country solutions are the most practicable.

SPC is the oldest and largest of such agencies. It has grown with the needs of its members, is internationally renowned for its world-class services and is appreciated by its membership for its responsiveness.

What should determine and shape its focus and services is driven by the region and specific sector needs.

Public Health

Pacific island countries and territories (PICTs) are faced with enormous health challenges. The continuing epidemic of non-communicable diseases (NCDs) is already the major cause of ill health and death across the region. However, it is now well recognised that health in the Pacific and globally is heavily influenced by factors outside the direct control of the health sector, and thus initiatives to sustainably improve the health of communities that only focus on the health sector are often doomed to fail. This in itself is both a challenge and an opportunity for those working to improve health in the Pacific. The health of Pacific communities is not just influenced by what happens in other sectors, it in turn influences other sectors to such an extent that failure to effectively tackle them will constrain future national and regional development.

SPC because of its role as the lead organisation on health within CROP has a key role in supporting countries to address these challenges.

Education, Training and Human Development Division (ETHD)

Human development, human rights and community development

The gender equality (formerly the focus of the Pacific Women's Bureau), youth (formerly the focus of the Pacific Youth Bureau) culture (formerly the focus of the Pacific Culture Bureau) and CETC (Community Education and Training Centre) programmes are regarded with affection and a sense of ownership by PICTS and each is the lead Pacific agency in these fields, which impact so directly on family, community and national quality of life. RRRT (Regional Rights Resource Team) is a recent addition to the ETHD basket of programmes. In the SPC Corporate Plan these programmes are classified as a sector programme and cross-cutting issue. They are also an integral component in SPC's multi-sectoral strategy. With the exception of CETC, these programmes work nationally, regionally and globally. Each programme responds to national needs and priorities and also interprets / translates the influence of global mandates to the regional and national scene, including the documentation and place of Pacific culture and knowledge in these processes. SPC also has the lead responsibility for gender mainstreaming in CROP.

Education assessment

SPBEA has been the lead agency in its field prior to and following its assimilation into ETHD in 2010. Its work is guided by its strategic plan 2010 – 2012 which states the mandate under which it conducts its operations and services, and provides a clear structure for the division of labour. The regional institutional framework (RIF) process, and the changes required by its implementation, have occurred during the life of the strategic plan. These changes have not had any impact on the core assessment work described within the existing strategic plan, but have required changes, particularly in the area of corporate services, in order to align procedures with those of SPC.

With SPBEA now fully assimilated into SPC, and with the life of SPBEA's current strategic plan coming to an end, it is timely that procedures relating to the delivery of services to members, and the nature of those services, are addressed under the new LTSFS.

Regional Media Centre (RMC)

PICTs range from single islands to clusters of atolls, scattered archipelagos and large mountainous land masses. This diversity presents enormous communication challenges for all levels of governments, communities and individuals. The main challenge to viability of communication systems is small and widely dispersed populations together with limited technical capacity to maintain ICT systems. RMC was established in 1974 to assist Pacific Islanders in designing visual aids and producing educational radio programmes for the region, and to provide training in audio visual techniques and broadcasting. The traditional media (radio broadcasting, television and newspapers) are now well established, and increasingly self sufficient due to early interventions by SPC and other media development actors and agencies.

Natural resource management and applied geoscience

Applied Geoscience

Most geoscience delivery based within the region is undertaken by the SOPAC Division, making it the lead agency in its sector. SOPAC was first established as a UN project in 1972 and was an independent commission until January 2011. Then, as a result of the reform of the regional institutional framework, some of the functions of the SOPAC Commission were moved to SPC and SPREP, and those parts deemed the "core" of its operations were integrated with SPC from January, 2011, to become the Applied Geosciences and Technology (SOPAC) Division. Currently, its stated role

is to apply geosciences and technology to realise new opportunities for improving the livelihoods of Pacific communities

SOPAC's current work is delivered to a region, weak in geosciences expertise and institutional capacity, through three administrative programmes –Ocean and Islands, Water and Sanitation, and Disaster Reduction. Five service areas support the delivery of geoscience services and have significance more widely across SPC's functioning: Natural Resource Economics, GIS & Remote Sensing, Technical Equipment & Services, Data Management, and Publications & Library.

The SOPAC Division was not part of the KVAConsult analysis. As a new contributor to SPC's work programme that has been extensively reviewed over many years, all of its work is considered to be a core part of SPC's mandate.

Agriculture

Agriculture is of fundamental importance to six PICTs (Fiji, PNG, Samoa, Solomon Islands, Tonga & Vanuatu), in terms of employment and livelihoods, subsistence, net foreign exchange earnings and contribution to GDP. These countries account for well over 95% of the population of SPC island member countries. For another three countries (Cook Is, Kiribati & New Caledonia), agriculture is regarded as important and for another five (FSM, French Polynesia, Niue, Tuvalu, & Wallis & Futuna) of some importance. It is of minor importance in another five PICTs and insignificant on Nauru.

Forestry & trees

Until 2004, the Forests and Trees Programme functioned separately to Agriculture within the SPC Land Resources Division of SPC. However in 2005 the agriculture and forestry functions were integrated. This move recognised that land is a critical resource for most island countries and territories, and that to achieve meaningful sustainable land-use management and development, agriculture and forestry activities had to be integrated. As with most technical programmes, human resource and institutional capacity building at the national level remain the key roles and focus of the forestry branch. The differentiation between forestry and trees reflects the focus of the sector in the two main groupings of PICTs, i.e. the larger high islands on the one hand and the small islands and atoll states on the other.

Fisheries, Aquaculture and Marine Ecosystems

The fisheries resources of the Pacific ACP countries are central to efforts to improve the lives of their people. The oceanic resources provide around a quarter of the world's tuna catch and support both small and large fishing enterprises, provide government revenue, and, in many countries, represent the main opportunity for economic development. Coastal fisheries contribute to food security and the livelihoods of hundreds of thousands of people across the region. Both oceanic and coastal resources are at risk of overfishing however. In the oceanic fishery, a rapid growth in industrial fishing effort threatens two important commercial species of tuna. In coastal fisheries, food fish resources are over-exploited around major population centres, while certain invertebrate species harvested for export are severely depleted across much of the region. Well-informed management action is needed to halt and reverse these trends. Development opportunities are also needed to provide alternatives to unsustainable fishing practices and increase the value and economic benefits of fisheries without causing overfishing.

Economic Development

Energy

The energy sector plays a critical role in PICT development efforts to the extent that access to affordable and sustainable sources of energy has strong linkages with the reduction of hardship/poverty. In PICTs, where hardship/poverty is often viewed as the lack of access to basic services, opportunities and adequate resources, the case for energy provisioning and access is particularly strong. Provision of essential social services such as health and primary education require energy services. In addition, modern energy services have positive impacts on improving gender equality, the environment and quality of life. Furthermore, in many cases the provision of modern energy sources can increase opportunities for income generation.

As an outcome of the RIF reform process, on 1 Jan 2010 SPC officially assumed the CROP 'lead coordinating agency' role in the energy sector and on 1 April 2010, SOPAC's energy programme was transferred to SPC. The Energy Programme is part of SPC's Economic Development Division (EDD).

Maritime transport

Maritime transport is a key driver of economic development in the Pacific Region. The very geography of the region dictates it, and governments have made it a major plank in their strategies for national and regional socioeconomic development.

There is universal acceptance that maritime transport is the most efficient means of transporting large volumes over long distances at relatively low costs, and that access to reliable maritime transport is critical for economic growth and social prosperity. The stark reality is that countries and regions with effective and efficient maritime transport services prosper, and those without such services lag far behind.

The Pacific Community mirrors these global trends. Its island nations require access to regular, reliable and affordable maritime transport services for economic and social development and growth. However, the region does not have the economies of scale or strong maritime infrastructure needed to maintain the long-term viability of many types of maritime transport services.

ICT

In general, the ICT sector in most countries of the region is immature and underdeveloped, starting with poor access and extending to limited applications and lack of local content. Poor access has hampered the development of government services, economic development and social cohesion, and placed a brake on development of new services. However, key reforms, e.g. in telecommunications, can have a huge multiplier effect on all aspects of the economy and society.

An example of improved access can be clearly demonstrated through the use of the submarine fibre cable from Guam to Pohnpei, FSM, in May, 2010. Improved Internet access, lower access costs, and creation of an environment of inter-connectedness have many measureable benefits in reducing the challenge of isolation between PICTs and the world at large. Better access to ICT is now also seen as a key cross-cutting tool for development in most PICTs.

Statistics for development

The priority call from PICTs was to “upgrade and extend country and regional statistical information systems and databases across all sectors” (Pacific Plan). After 2006, countries were further encouraged specifically to upgrade their national statistics offices (NSO) and ensure the timely production of economic and social statistics to support better outcomes.

Studies have shown that almost all of the PICTs still lack the capacity required to produce high-quality, timely, and appropriate statistics to assist evidence-based decision making by most users. The gaps in NSOs vary among PICTs based on size, statistical systems, and level of commitment and support from government authorities. There is a continuous need for external assistance from advanced statistical offices and organisations, both on a regular basis and for a slightly longer duration than usually provided.

Due to the relatively small populations of member countries, and inadequate variety of data produced, it is difficult to achieve comparative core statistics at an internationally qualified level. PICTs look to SPC as a regional lead agent on statistics to respond effectively to their specific needs whilst being an advocate at the international level, particularly with regard to developing appropriate and relevant Pacific statistics.

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2. Pacific priorities

The Pacific's, or in this case the PICT's priorities provide the basis for defining SPC's core business and services. SPC exists for its members and its work programme should be based on the priority needs of its members. If indeed there is any debate, it is on the question of how are the needs identified and are they the genuine root cause of the issue to be addressed.

There is often a great deal of scepticism expressed regarding the process through which issues identified in the numerous regional forums and heads of sector meetings become priorities for SPC to address. Too often because SPC has certain capacity, then every member deems it their right to have access to this capacity. It therefore also leads to the question of how much of the priority list is nothing more than a "wish list" diverting valuable resources and scarce expertise? Even more concerning is that the wish list is often raised at an inappropriate forum or with those who cannot address the root causes. Quite often the solutions lie outside the sector or are dependent on some cross-cutting issue being addressed first. The danger of "throwing more good money (and effort) after bad" is a real risk.

Having said this, if issues are raised as a priority by member countries, then (politically) they pass the Sovereignty Test. Discussions and advice are needed before a member demands a service that might not be justified and the point of no return is reached.

SPC has embarked on a new and more thorough consultative initiative (the joint country strategies or JCS process) that is carried out with every member country. This hopefully will address the "wish list" problem. For the purposes of the present study, the JCS together with the individual experts' knowledge are the main inputs used for identifying PICT priorities. Some rigorously negotiated regional frameworks (e.g. in energy, agriculture, education assessment) are also seen as credible contributors to identifying sector priorities.

However, in summary, the Pacific's priorities and its needs are driven by a few key points. The islands are small and vulnerable, isolated, with small populations and markets, and at prohibitive distances. Simply throwing more money and projects at PICTs is not necessarily the solution. Size (small populations, institutes, resources, expertise base and governments) often leads to a lack of absorptive capacity. Often it is not only a matter of identifying the priorities for the Pacific but also how to assist in addressing them and SPC thus has a critical and ongoing role.

Pacific health priorities

Country governments have provided clear indications of regional health priorities, and very clear indications of the support they expect and need from SPC. This clarity is provided in particular by two key processes - the meetings of Pacific Ministers of Health that take place every 2 years, and the negotiations between SPC and individual members in the JCS process.

The Ninth Meeting of Ministers of Health for Pacific Island Countries was held in Honiara, Solomon Islands, in June 2011. At that meeting, and building on the results of earlier meetings, such as the need to tackle priority communicable diseases, Ministers agreed on the following priorities:

- i. non-communicable diseases (NCDs);
- ii. revitalization of the 'Healthy Islands' concept;
- iii. improving performance through strengthening national health planning, monitoring and evaluation;
- iv. strengthening food security in the Pacific;
- v. achieving the health-related Millennium Development Goals;

- vi. mental health;
- vii. social determinants of health;
- viii. health information systems, evidence, epidemiology and statistics;
- ix. human resources for health;
- x. clinical care and clinical governance;
- xi. emerging and neglected infectious diseases;
- xii. disaster risk management;
- xiii. laboratories;
- xiv. health care financing,
- xv. health leadership and governance; and
- xvi. new technologies.

Ministers indicated that the first 5 of these in particular were of the highest priority.

In addition, Pacific countries have been actively involved in the development of a number of international health agreements, which they have strongly endorsed. Such agreements include the Framework Convention on Tobacco Control, the International Health Regulations and the Political Declaration of the High-level Meeting of the UN General Assembly on the Prevention and Control of Non-communicable Diseases.

Education Training and Human Development

Human Development Programme – culture, gender equality, youth, human rights

The social development issues experienced in many PICTs today highlight compellingly the importance of people focused programmes. For example, the Pacific Beijing +15 Review (SPC 2011) lists the following persistent issues: high rates of gender based violence; the low proportion of women in all levels of decision-making; significant under-representation of women in the formal economy; the unaddressed gender dimensions of climate change, natural disasters, food security and renewable energy; and inequitable access to clean water and sanitation. The picture of youth participation would be similar. The importance of these issues is further reinforced by the real constraints governments face in understanding and addressing them. These constraints include inadequate resources and limited expertise, especially in policy level, legislative and juridical reviews, statistical data collection and understanding the links between indicators (e.g. economic and social development, democracy and peace, food security and climate change). The interplay between traditional family based norms and the human rights ideals underpinning global conventions that PICTs are party to adds another level of complexity.

Human rights are central to every development issue and upholding them is a sensitive issue in most Pacific nations, despite their being party to global conventions based on ideals of equity, justice and individual rights (e.g. the Convention on the Elimination of all forms of Discrimination Against Women (UN) An understanding of rights is developing in PICTs, especially with respect to basic needs such as water, education, good health and protection from harm. Rights relating to access to resources and participation in decision making are a more difficult challenge given the traditional norms.

It is highly unlikely that national governments will have the technical expertise and/or resources to progress a human rights agenda in the next five years at least, especially in smaller PICTs. Long-term aims would be to support government departments in applying a rights-based stand and writing these principles into constitutional and legal processes.

Educational assessment priorities

There are 10 major classes of service identified within SPBEA. All classes, other than “scholarships”, have been called for or endorsed, at a regional level, either explicitly or by inference, and further endorsed by the ERG expert.

The 10 priorities are:

1. The Pacific Register of Qualifications and Standards (PRQS)
2. Interventions – Regional benchmark indicators and ARTTLe
3. Regional and national assessment of literacy, numeracy and life skills (PILNA and STATs)
4. Assessment of teacher and principal standards, and teacher effectiveness and competency
5. Regional benchmarking
6. PSSC nationalisation and the SPFSC qualifications
7. Educational assessment research
8. Alternative modes of assessment and reporting
9. Information technology support for educational assessment
10. Scholarship services (generate revenue for SPC)

RMC priorities

Communication needs within PICTs have not diminished. In fact, they have expanded with population growth and demands for social, economic and political advancement. In the Pacific, infrastructure and delivery mechanisms need attention to take advantage of new technologies and increase usage of new interactive media. Countries need a regional facilitator in a key and pivotal position to facilitate the introduction of affordable, accessible and sustainable communication channels for activities that promote economic growth; give access to rural and outer islands and producers; and assist with disaster preparedness and responses. Campaigns to promote improved health, reduce the incidence of communicable diseases and increase understanding and acceptance of human rights, including in relation to gender equity and domestic violence, have all become part of achieving Pacific priorities.

Other priorities dependent on improved media and communications include:

- Educational programming for the protection and conservation of the natural environment
- Delivery of open and flexible learning opportunities
- Programming to promote support for law and order institutions and community policing
- Programming to enlist public vigilance and action to deal with introduced plant and animal diseases and pests
- Promoting the maintenance of cultural activities and national identity
- Keeping in touch with the next generation of youth and responding to their needs for communication
- E-governance to facilitate interaction between citizens and government institutions and bridging the gap between those who have the information and those in need
- E-medicine to bring specialised skills to health and medical staff in remote locations
- E-commerce including marketing and banking
- Access to general information on the web to enable citizens to make choices based on evidence and alternative views and perspectives, to strengthen ideas of democracy and good governance

In comparison to the Pacific scene in the 1970s, most of the traditional media are now private operations. A few, mainly radio, broadcasting operations are still owned and operated as

government-funded instruments or state-owned enterprises. The growth of private media in the Pacific has been extensive and successful due largely to emerging ICTs.

The use of new media, or social media, is rapidly growing in the region but is not as yet employed strategically by government institutions and agencies.

Natural Resources Management and Applied Geoscience

Agriculture priorities

Pacific island agriculture is based on smallholder farming systems. These systems have proved to be robust and productive in the face of adversity. In varying degrees, they are the hidden strength of otherwise structurally weak economies and provide for a relatively high level of food security. The countries of western Melanesia and Fiji (sugar) have been successful commodity exporters. The region overall, however, has a particularly disappointing record in the export of horticultural and high-value agricultural products. PICTs have not been part of the global 'horticultural revolution'.

For those PICTs where agriculture is important, the sector faces major challenges, particularly in relation to:

Food security: increasing prevalence of pests and diseases due to climate change, underlying vulnerability due to the narrow genetic base of traditional crops, declining soil fertility and increasing urbanisation are eroding some of the traditional support networks that help to safeguard food security.

Livelihoods: imposition of quarantine barriers on Pacific island fresh produce exports; decreasing involvement of youth in agriculture.

Support system capability: declining capability to meet demands for applied agricultural scientific information and advice – government systems currently have little or no capability in soil science, plant pathology and entomology, and extension services have become increasingly ineffective and in some cases, non-existent.

Priority needs of agriculture, in the short and long term, in line with the sector challenges listed above are:

- Farmers having access to genetic diversity and systems by which diversity can be used and evaluated. This requires combining national and regional *germplasm conservation* and crop improvement programmes.
- Ready access to *applied scientific expertise* in the areas of soil science, plant pathology, and entomology.
- Readily available scientific and *negotiating expertise*, to help secure new markets and safeguard existing market access for PICT agricultural products.
- Ready access to *agriculture/forestry policy advice*.
- Development of rural training models that equip rural youth to earn worthwhile livelihoods from their own land, e.g. *non-formal adult education* approach.

Forests & Trees priorities

Given the diversity in the ecological, socio-economic, and geographical aspects of SPC member countries and territories, the needs and priorities for the management and use of their forest resources to sustain livelihoods vary dramatically. In the larger countries (Fiji, New Caledonia, PNG, Solomon Islands and Vanuatu) the forest resource is a key economic driver for providing employment, socio-infrastructure, export revenue, and household income for resource owners.

By contrast, in the smaller island countries and territories of Micronesia and Polynesia, forests and trees play a more social and ecological role in subsistence agroforestry farming systems – as

catchment areas for water; protection of coastlines against erosion; and a resource for handicrafts and other income generating opportunities.

Guided by such usage indicators, service delivery by a subregional approach is considered most appropriate and relevant. It enables the Forestry Programme to network and attract collaborative partners from national, regional and international technical agencies and donors, who already have the necessary expertise or are providing services in similar development areas regionally, sub-regionally or multilaterally.

Fisheries Aquaculture & Marine Ecosystems (FAME) priorities

The overall priority of the Pacific is the sustainable management of its marine resources for economic growth, food security and environmental conservation. The FAME programmes are either promoting a standardized approach (FADs, inshore resource assessments), dealing with a regional shared resource (tuna), or addressing international issues (biosecurity), which necessitate a regional effort. The Pacific region has the largest tuna resource in the world and as such wants assistance in ensuring that PICTs receive a maximum return whilst also ensuring the sustainability of the resource. Economics, science, research, technology, sociology, culture and most of all politics are all critical inputs.

Applied Geoscience priorities

In terms of anticipated long-term priorities the region will need expertise and support in some areas of geoscience into the foreseeable future, and this is expertise which is scarce if not altogether absent at the national level. The delivery of these services through SPC is driven by the relevance of natural processes to all sectors of society and necessitated by issues such as the great distances involved, the global nature of some processes, and the inability of even larger nations to supply the expensive equipment and appropriate skill sets required.

Economic growth can be assisted by the development of sea bed and other mineral deposits, and for the former the formal definition of maritime boundaries is a legal prerequisite. Geoscience expertise is required for trade and tourism infrastructure. Economic growth is hindered by health issues (in which water and sanitation are intimately involved) and by the damaging effects of physical processes such as shoreline erosion and natural disasters (e.g. tsunamis, flooding, cyclones and earthquakes).

Sustainable development includes issues such as facilitating a change from beach mining to sustainable aggregate supply (long a prime requirement for the region), and investigation of some aspects of renewable energy supply (e.g. ocean waves, thermal exchange (OTEC) and geothermal energy).

Good governance ideally requires geoscience input to allow science-informed decisions relevant to human welfare. Apart from a wide general range of such inputs, a high visibility area is the delineation of maritime boundaries and the investigation of continental shelves mentioned above, which require surveying and other geoscience studies as a lead-in to the legal work. Security in the geoscience sense is concerned with the vulnerability of communities and food and water supplies in the face of natural disasters, the pressure on non-living resources caused by population growth, and the impacts of global environmental change.

The above are all priority areas for the Pacific.

Economic Development

Energy priorities

PICTs' high priority areas for support from regional mechanisms might change over time, sometimes fairly quickly. There is a substantial difference in the energy issues facing different PICTs and their priorities for improving energy services. PICTs have limited or no expertise in key energy areas and as such the demands on regional agencies to respond rapidly in specialised areas are extensive and growing.

With this in mind the anticipated main technical priority areas for energy in the Pacific are:

- i) national energy planning, policy and tools for implementation;
- ii) petroleum and liquid fuels;
- iii) electric power;
- iv) transport energy use;
- v) energy efficiency and conversion; and
- vi) renewable energy.

In addition, capacity development (including training) and data and statistics are expected to be key cross-cutting issues.

ICT priorities

ICT is a high priority for a region geographically isolated from the developed world and with long distances between island neighbours. The following are some specific long-term priorities for the region:

- Lead and coordination role on regional ICT initiatives and interventions on:
 1. Improved access to affordable and efficient ICT services for rural communities and all levels of government as a key tool underpinning development;
 2. Initiatives where the benefits are in pooling resources together, such as for shared submarine fibre cable infrastructure and/or satellite space segments (on a regional or subregional basis) that collectively reduce costs and provide, fast, reliable and scalable access to the information superhighway for many PICTs; and
 3. Advocacy and awareness raising of new technologies and emerging issues; and regional data management and sharing.
- More effective regulatory frameworks leading to improved national ICT policy analysis and development particularly for small island states;
- Strengthened institutions and expertise in the ICT sector providing capacity building and shared best practice; and
- Continuing research and study of low cost solutions for last mile and rural/remote communities.

Maritime transport priorities

The Pacific Plan identifies maritime transport as one of the key drivers of sustainable economic development in the Pacific. In turn, the Framework for Action on Transport Services, endorsed by the region's Transport Ministers in 2009, articulates specific priorities that should be addressed to ensure maritime transport fulfils its role in contributing toward national and regional economic prosperity.

These priorities are listed below, under the theme of action to which they pertain. The coordination of regional interventions to effectively address these priorities is attributed to one lead agency, SPC.

Themes of Action	Priorities
1. Leadership, governance, coordination and partnerships	i. Commitment to strong leadership and governance
	ii. Regional and subregional coordination where appropriate
	iii. Commitment of development partners to transport sector development
	iv. Strategic engagement with international organizations
	v. Better delivery of services by existing regional organizations
	vi. Coordinated approaches to issues of market access and liberalisation of service provision
2. Capacity development, policy planning and regulatory frameworks	i. Coordination of partners to establish and advocate international, regional and national regulatory standards for all states
	ii. Development and establishment of sustainable national policies, implementation plans and monitoring & evaluation matrices
	iii. Regulations, legislation and other administrative and legal tools that meet international standards
	iv. Improved sustainable capacity development of national transport sector personnel taking into account the gender dimension in selection, establishment, delivery, regulation and maintenance of transport services
3. Transport safety and security	i. Safety and security assessments, IMO member state audit scheme
	ii. Adoption of emerging technologies and international best practice such as business excellence principles for all players in the maritime supply chain, e.g. safe ship management, standard operating procedures
	iii. Strengthened linkage with regional border security agencies
	iv. Ports and maritime compliance audits for continuous improvement in verifying port and ship safety and security
	v. Search and rescue systems integrated and functional with mass rescue operations
	vi. Regional seafarer certificate printing system and database fully utilised
	vii. Best practice training of personnel in the maritime industries (including emerging technologies)
4. Improved access	i. Technical assistance to identify appropriate and sustainable market based solutions to encourage improved transport services, particularly in small and remote communities
	ii. Development and improvement of infrastructure necessary to support transportation servicing small, remote communities
	iii. Innovative forward thinking, planning, research and development
	iv. Promotion of compliance with national biosecurity and cargo safety requirements
5. Environmental impact, technology and energy	i. Enabling national policies and laws
	ii. Compliance with international standards, policies and emissions measures
	iii. Efficient use in ports and ships of green technology suitable for purpose, area of operation and port rotation
6. Transport data, information and knowledge	i. Improved national capacity to collect and record data including social indicators and sex disaggregated data
	ii. Secure storage of transport data and information at national and regional levels
	iii. Regular provision of national data and information to regional repository
	iv. Collation of and access to transport data and information
	v. Timely interpretation and analyses of transport data and information
7. Sustainability, monitoring and evaluation	i. Sustainable financial planning (budgetary processes) at national and regional levels
	ii. Provision of technical assistance to support the development of national implementation plans
	iii. Development of an M&E template to encourage improved sustainability,

Themes of Action	Priorities
	monitoring and evaluation at the regional and national level
	iv. Standardised and harmonised M&E indicators for national and regional plans

Statistics for Development priorities

PICTS can be categorized into 4 groups based on their statistical status. The need for training and support in terms of statistical advice vary for each group.

The 4 groups with a snapshot of their standing are as follows:

- Group A: Fiji, Samoa, Vanuatu, Cook Islands

Good staffing set-up, with long established / recognized staff in place. This is where you can find colleagues for South-South applications. There is good political and financial support in Samoa and Vanuatu (solid ministerial support), but Fiji and Cook Islands capacity is declining a little.

All offices are capable of producing regular statistical reports/outputs, such as regular/updated national accounts, CPI and tourism figures; and regular statistical publications (web postings), with Cook Islands' quarterly statistical abstracts and yearly statistical reports serving as a good model of what even a small office ought to be able to produce.

- Group B:

- B-1 : Larger countries/national statistics offices (NSOs): FSM, Kiribati, Tonga
- B-2: small islands states' NSOs: Nauru, Marshall Islands, Palau, Niue, Tokelau, Tuvalu

Group B is a mix of 3 larger countries/NSOs and 6 small islands states' NSOs with a small number of staff, very limited, hard working, and aspiring to do more, but they often lack political support and even the budget to undertake basic collections.

- Group C: PNG and Solomon Islands

PNG is too big for SPC/PFTAC to handle effectively and efficiently, considering that all of PNG's 22 provinces are larger and more complex than most PICTs.

The Solomon Islands statistics office faces huge staffing challenges, with few properly trained staff in place. For both countries a different technical support strategy would be advisable, which ought to be based on the positioning there of long-term and experienced technical advisors for many years, together with a structured rebuilding program.

- Group D: Pacific Island territories

With statistical standards set, and data collections and everything else run by France and US, it is hard to determine the extent to which these territories would follow a regional approach, particularly if the countries have no intention of using, or are not permitted to use, regional standards and approaches. This group has other options and is not dependent on SPC or other regional approaches.

3. Relationships with key regional organisations and external support agencies

The not insignificant number of regional and international organisations working in the Pacific is, in a global sense, unique. A large number of them have overlapping mandates. A significant number contribute to the delivery of long-term programmes and services in response to PICTs' needs. Needs are in the key areas of capacity building, capacity supplementation, research and regional coordination. Without the delivery of regional programmes, many of the PICTs would not be able to achieve or get close to achieving their development targets.

CROP is a unique grouping with the majority of its membership being the same PICTs that form SPC. Through the implementation of the lead agency concept there is some form of division of labour and an attempt at minimising duplication of effort. CROP agencies are technically "owned" by their members and as such should respond to members' needs and directives. This is a key point when compared with other international bodies and agencies whose work in the region is not necessarily country needs-driven.

The KVAConsult report extensively investigated the many organisations that make available additional capacity and services to PICTs. It lists "Agencies providing similar services" against the SPC sector in question. For a detailed listing the reader is referred to that report.

Where services can be sustainably provided over the long term by another organisation, then there is some justification for SPC to withdraw the same service and save on what normally are overstretched resources. This addresses in part the "Market Test".

Public Health

The World Health Organization (WHO) with its global mandate for health is SPC's principal partner in supporting countries to address health priorities and health determinants. The Pacific region comes under WHO's Western Pacific Regional Office (WPRO) headquartered in Manila. WHO determines global health policy, strategy and direction and assists countries to implement them. SPC with its specific focus on Pacific health works closely with WHO in supporting Pacific countries to address health challenges.

Both organisations continue to have critical roles to play in addressing Pacific health priorities. Each has particular and complementary strengths in health specific interventions, and SPC has particular strengths in relation to issues requiring action beyond the health sector. So that they can receive the best possible support, countries expect the two organisations to work closely together.

SPC's role is the lead CROP organisation for health, and its relationships with other CROP organisations will be key to its success in supporting countries to achieve sustainable improvements in health. There is scope for SPC to further increase its effectiveness in this regard.

Education Training & Human Development

Educational Assessment

Significant parts of education sector activities in many PICTs are provided through official development assistance using a combination of direct bilateral agreements (particularly with AusAID and the New Zealand Aid Programme), multilateral support and support from regional and international organisations such as SPC (through SPBEA), UNESCO and UNICEF.

Specifically in the area of educational assessment, partnership arrangements such as those with UNESCO in establishing Teacher and Principal Standards and in the development and delivery of the

Teacher Competency Module, go some way to ensuring that there is minimal duplication of efforts, and that development through training is delivered in a consistent manner.

A high proportion of the budget available to SPBEA comes through project funding, with current examples including the development of the Pacific Register for Qualifications and Standards, and the Literacy and Numeracy project, both of which are funded by AusAID. Taiwan ROC, through its annual contribution, supports well-focused development projects. However, in recent years the principal technical partner has been UNESCO.

Regional Media Centre

SPC's media programme has had longstanding relationships with UNESCO, UNFPA, Asia-Pacific Institute for Broadcasting Development, USP and other development agencies and projects. These relationships in the past yielded funds for project work but these have diminished, particularly since media freedom in Fiji has been constrained. The relationships have cooled to the extent that SPC as lead CROP agency was not consulted in the design and operation of the key Pacific Media Assistance Scheme (PACMAS) in late 2011.

The question arises as to whether a new modality for media assistance is emerging where previous partners now engage their own specialists, bypassing regional agencies that have the capacity, facilities and experience as well as institutional networks. Some experienced media educators see this as 'reinventing the wheel' and others believe the media and communications scene in the Pacific countries has changed enough to justify a rethink of the method of delivery of assistance.

Natural Resources Management & Applied Geoscience

Agriculture

The Land Resources Division (LRD), increasingly over the last few years, has been the vehicle for implementing a number of substantial projects funded by AusAID, ACIAR (Australian Centre for International Agricultural Research) and the EU, to name but a few. These various projects now dominate, and to some extent overwhelm LRD's core work activities in terms of the personnel and resources allocated to projects. LRD's donor funded projects increased from FJD 11.6 million in 2011 to FJD 15 million in 2012 (a 29% increase), while its core funding fell from FJD 833,000 to FJD 583,200.

With the exception of the quarantine focused Pacific Horticultural and Agricultural Market Access (PHAMA) project, these projects directly focus on enterprise development in areas such as improving value chains. Some of these projects have been successful and made an important contribution to the agricultural sector of member countries. In some cases, LRD has not performed well in its role as 'project manager', which is directly linked to the consistency and availability of its staff. Staff members tend to be under resourced and over committed and as a result the private sector, NGOs and target beneficiaries are missing out. There is a matter of what is being assessed – the PICTs receiving assistance or the sustaining of SPC's core budget and services?

The expert view in this report does not see these enterprise-focused projects as a priority use for LRD's core funding. This conclusion is based on the following considerations:

- These activities are generally donor driven.
- While enterprise development is clearly important for the development of the agricultural and forestry sector, it is not amongst the priority needs that have been identified.
- They are not seen to be good value for money for LRD's core and programme funding (Sustainability Test).

- The activities generally do not strengthen national sectoral systems (PP Requirement Test).
- For many of these projects, LRD adds little more than a place to house the activity and to meet donor requirements to work with regional organisations (Market Test).
- If LRD was not involved in enterprise development activities, there would be a minimal immediate impact on the development of the agricultural sector.

Forests & Trees

Given the diversity in the ecological, socio-economic, and geographical aspects of SPC member countries and territories, the needs and priorities for the management and use of their forest resources to sustain their livelihoods differ dramatically. In the larger countries (Fiji, New Caledonia, PNG, Solomon Islands and Vanuatu) the forest resource is a key economic driver for providing employment, socio-infrastructure, export revenue, and household income for resource owners. In contrast, in the smaller island countries and territories of Micronesia and Polynesia, forests and trees play a more social and ecological role in subsistence agroforestry farming systems – as catchment areas for water, protection of coastlines against erosion, and a resource for handicrafts and other income generating opportunities.

Guided by such usage indicators, service delivery by a subregional approach is considered most appropriate and relevant. It enables the Forestry Programme to network and attract collaborative partners from national, regional and international technical agencies and donors having the necessary expertise or providing services in similar development areas regionally, subregionally or multilaterally.

This approach is evident from current and ongoing projects and national capacity building and development activities through partnerships and engagements with AusAID, EU, GIZ and JICA (Japan International Cooperation Agency) and various national non-governmental organisations.

Fisheries Aquaculture & Marine Ecosystems

The Pacific Islands fisheries sector and the institutional arrangements that support it are somewhat different from some of the other sectors in which SPC is involved. An important difference is that, in addition to SPC, there are two other key organisations that play a major role in the sector:

The Forum Fisheries Agency (FFA) is traditionally concerned with the development and management of the industrial tuna fishery in the region, and works to support PICTs in regard to fishery licensing and access agreements, monitoring control and surveillance, and promotion of investment in the sector.

The Western Central Pacific Fisheries Commission (WCPFC) is a regional fisheries management organisation with members from both inside and outside the Pacific Islands, which serves as a forum for the negotiation and implementation of fishery management measures to be applied across the West Central Pacific Ocean (WCPO), including on the high seas in areas beyond national jurisdiction. The FAME Division has strong working and even financial relationships with these agencies, providing scientific services to WCPFC on a cost-recovery basis and jointly implementing co-funded projects with both organisations.

A number of other agencies are also active in the fisheries sector, including:

- International agencies – FAO, UNEP and the WorldFish Center;
- Regional or sub-regional bodies – SPREP, the US Western Pacific Regional Fishery Management Council and the newly-established secretariats or offices of the Parties to the

Nauru Agreement (PNA), Te Vaka Moana Arrangement and Melanesian Spearhead Group MSG);

- Several international conservation NGOs, including TNC, WWF, Greenpeace and CI.

Again SPC collaborates with many of them. FAO in particular is an important collaborator as it provides a link between the regional dimensions of the FAME Division and larger-scale global fishery issues.

This relatively crowded playing field creates not only a need for inter-agency cooperation and coordination, but also competition for donor and member country support. As a result, the SPC FAME division has for many years had to ensure an appropriate focus for its activities, and has a strong incentive to steer clear of areas in which it has no comparative advantage or which are best undertaken by other agencies. Any reflection on the future FAME work programme must take into account the division's likely interactions with other agencies involved in the PI fisheries sector.

Applied Geoscience

The significance to the region of the key SOPAC services (ocean and islands science, water and sanitation, and disaster reduction services) is so great that should SPC cease any of them, provision would be necessary immediately from an external source. The services range from areas of international obligations, through food and water supply and security, to resource development and disaster mitigation – essentially the entire spectrum of human activities. Clearly, ignoring any of them would have major and immediate implications. SOPAC has a comparative advantage over other potential geoscience providers to the region because of:

- flexibility of operations and ability to respond rapidly;
- specialist skills married to local knowledge;
- expensive and modern equipment;
- logistic expertise; and
- ability and commitment to managing large databases long term.

Having said this, there are several organisations that continue to maintain links and services based on both historical interest (e.g. Geoscience Australia, GNS, USGS, BGS, etc.) and current scientific and research programmes (e.g. BOM, IRD, IFREMER, JAMSTEC, KORDI, HIG, CSIRO, and many others). All to varying degrees form part of the SOPAC network and supplement its work, but none are able to replace SOPAC's mandate and applied focus in member countries. SOPAC also plays a unique role in representing its membership at international forums and UN bodies such as the International Seabed Authority (ISA).

Economic Development

Energy

Currently there are five CROP agencies that deal with energy:

- **SPC** is the CROP 'lead coordinating agency' for energy. In addition SPC is the implementing agency for the on-going EDF-funded North-REP, the planned Australian-funded Pacific Appliance Labelling and Standards (PALS) Programme, and several smaller subregional and regional projects and programmes funded by external partners;
- **Pacific Power Association (PPA)** – the only regional agency that focuses exclusively on energy;
- **University of the South Pacific** – the main focus of USP's renewable energy initiatives is to provide 'Education, training and research in renewable energy'. It is the implementing agency for the US \$2 million Renewable Energy Generation, Resource Assessment, and Capacity Building Programme for Sustainable Economic Development of the Pacific Island

Countries project funded by the Government of South Korea. It is also implementing the Pacific component of the EU-funded Small Developing Island Renewable Energy Knowledge and Technology Transfer Network (DIREKT);

- **SPREP** is the CROP 'lead coordinating agency' for climate change. SPREP's climate change mitigation activities consist of the UNDP/GEF funded Pacific Islands Greenhouse Gas Abatement through Renewable Energy Project (PIGGAREP) for which it is the designated implementing agency. Furthermore as a result of the RIF reform process, functions related to monitoring and evaluation of greenhouse gases and the Clean Development Mechanism (CDM) were transferred from SOPAC to SPREP;
- **Pacific Islands Forum Secretariat** – as a result of the RIF process, PIFS petroleum-related functions were transferred to SPC. However PIFS is still directly involved in the energy sector as host of the Project Management Unit (PMU) for the Japanese-funded Pacific Environment Community (PEC) Fund. This fund focuses on solar photovoltaic (PV) technology. It should be noted that this US \$66 million initiative is the single biggest regional energy intervention to date.

In addition, demand driven technical assistance to PICTs is provided by other CROP agencies as well as directly by various development partners.

Continued CROP agency support to PICTs at a regional level to help them better understand and manage energy is justified. Key justifications for energy sector support at a regional level include:

- the prohibitively high cost of providing needed specialist advisory services (e.g. for legislation, regulations, developing financial incentives, training, etc.) on a country-by-country basis. Costs become affordable if spread over a few countries;
- Commonality of needs despite differing cultures, scales, capacities, institutional arrangements, legal systems, etc.;
- the existence of the CROP agencies, the Pacific Plan, the Framework for Action on Energy Security in the Pacific, etc. are a good basis for cooperation. The demands on regional agencies for rapid responses, in specialized areas where PICTs have limited or no expertise are extensive and seem to be growing.

Maritime Transport

SPC is the lead coordinating and implementing agency for maritime transport in the Pacific. It is also the implementing agency for IMO (International Maritime Organization) technical activities. There is no other agency, government or commercial, that performs this function for maritime transport in the Pacific region.

SPC, however, works closely with different partners at international, regional and national levels in planning, coordinating, and implementing maritime transport initiatives in the Pacific. Major partners include:

- UN organisations that enforce international maritime conventions and set mandatory standards and requirements for the maritime industry (IMO, International Labour Organization);
- Maritime safety/security authorities (Asia Pacific Heads of Maritime Safety Agencies, Australian Maritime Safety Authority, US Coast Guard, Maritime New Zealand, Office of Transport Security (Australia));
- Donor partners (Australia, New Zealand, China, Taiwan, UK, World Bank);
- Professional associations and networks (Pacific Islands Maritime Association, Maritime Law Association of Australia and New Zealand, Pacific Islands Law Officers Network, Australasian Network of Maritime Education and Training).

ICT

SPC has memorandums of understanding (MOUs) and partnership arrangements with the following organisations that are active in ICT in the Pacific:

- Pacific Islands Telecommunication Association (PITA)
- International Telecommunications Union (ITU)
- United Nations Asian and Pacific Training Centre for ICT for Development/Economic and Social Commission for Asia and the Pacific (UN-APCICT/ESCAP).
- Regional Internet Registry for Asia Pacific (APNIC)
- NetSafe Inc.
- Pacific Chapter of the Internet Society (PICISOC)
- Other CROP agencies and UN agencies.

Areas where these organisations contribute include:

- ICT policy, legislation and regulatory frameworks. Key players include: PITA, ITU, World Bank and other CROP members
- ICT human capacity building. Other key players (internal to SPC and external) include: the Public Health, SOPAC and Fisheries divisions and PICISOC, and other CROP members
- ICT infrastructure and access. Key players include PITA, ITU and the World Bank.
- International connectivity. Key players include PITA, ITU and the World Bank. SPC has an important regional advocacy role in some instances (e.g. in the SPIN submarine cable project).

Statistics for Development (SDP)

Regional providers of statistical services that collaborate with the SPC/SDP Programme include:

- PFTAC-World Bank / IMF
- Universities – USP, University of Queensland, University of Waikato
- UN Agencies – UNDP, UNFPA, UNESCO, UNIFEM, and UNICEF, UNESCAP
- SIAP (Statistical Training Institute for Asia and Pacific)
- ABS (Australian Bureau of Statistics),
- SNZ (Statistics New Zealand)
- Paris21

The overall services provided by SDP **cannot** be carried out by one single provider. Capacity building and capacity supplementation can be delivered by other providers to a minimum extent, only in specific areas of interest, and in an ad-hoc approach. Collaboration between providers, agencies, and SPC/SDP in developing regional statistics systems could be the most effective approach to make effective use of the technical capacities that other providers have.

Unlike SPC, each provider operates under the jurisdiction of their respective organisations or authorities and with that comes certain challenges.

- UN agencies, provide technical assistance (TA) and consultancies to PICTs specifically for relevant areas of interest.
- PFTAC provides TA mostly with economic related statistics with much guidance based on the General Data Dissemination System (GDDS) which suffers from the difficulty of being unable to gather appropriate data from relatively small island countries. Not all SPC member countries are IMF members.
- ABS and SNZ are under the authority of their respective governments. They often find it difficult to engage in services that are tendered for profit.
- Universities' services are mainly based on long-term career path training especially for specialised degrees in statistics. There are however, divisions and research institutes such as

the Oceania Institute of Education (USP) that carry out applied research for regional members.

- The Japanese Government SIAP programme sponsors six months statistics training annually for NSO staff from the Pacific and helps out in capacity building for junior staff in NSOs.

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4. Summary of services currently provided by SPC

SPC, by virtue of its long history (established 65 years ago), size, budget, functional diversity and membership presents itself as being the largest provider of technical services to PICTs and international partners in general.

It is not possible to list every service, nor is it the intention to pass judgment on why – as a consequence of history, member country needs, donor funding and most recently the RIF – SPC does what it does. Some services, if not most, are a consequence of the implementation of policies and regional frameworks.

The following discussion focuses on sector services identified by ERG team members.

Public Health

Services currently offered are based around the Public Health Division's 2010 – 2014 Strategic Plan and are listed under four key objectives:

Objectives	Strategies
1: To reduce the overall impact and burden of diseases	Contributing to the reduction of the overall impact and burden of communicable, non communicable, emerging and re-emerging diseases through effective prevention, control and management
2: To contribute towards strengthened national health systems	a) Assisting countries in adapting and scaling up their capacity to effectively address the priorities they have identified and to achieve their targets, and b) Contributing to enhanced coordination of regional programmes to more effectively analyse and support country health systems, and developing regional solutions with partners in areas in which PICTs have identified difficulties in developing their own capacity
3: To increase the capacity of PICTs to address non-health sector determinants of health	Addressing the fundamental social, environmental, political and economic determinants of health through community empowerment, appropriate partnerships, and multi-sectoral policies and programmes that enhance equity and services for vulnerable groups and increase community resilience
4: To increase the scope, efficiency and impact of interventions	Increasing the scope, efficiency, and impact of interventions in countries through enhanced partnerships and innovative research, approaches, strategies and systems

It is considered that Objectives 1–3 above remain appropriate broad descriptions of the key priorities for the division, although it is questionable whether Objective 4 needs to be spelled out as

a separate objective in its own right.

Education Training & Human Development

Human Development, Human Rights and Community Development Programmes

A “reversioning” of CETC’s core business is taking place, hand in hand with SPC restructuring (in progress) and reflecting also the recent amalgamation of SPBEA with SPC. There are questions as to whether CETC should (a) become more of a ‘formal’ qualification granting unit, and so be located alongside SPBEA; (b) expand its community education role by making its services available to all SPC divisions and to males as well as females, in line with HDP’s mandate; or (c) explore a combination of the above

RRRT has considerable expertise and experience in rights based advocacy, education and training generally and in the Pacific context. RRRT also links to vigorous national, regional and global human rights networks. It knows where to go to draw on knowledge and skills to build its own knowledge base, and to respond to national requests and needs. It has also been proactive in building strong inter-country networks through RRRT focal points, which form links from national to regional and global networks.

The core business of the RRRT programme should continue to be community advocacy education and awareness raising, so as to increase public understanding of how human rights issues impact on every aspect of people’s daily lives and future development. Increased public awareness should lead to informed national discussion of human rights and the adoption and application of rights principles within national governments.

Educational Assessment

The current strategic plan lists the following goals and related objectives, shown in the following table:

Strategic Goals	Objectives
1: To help the Pacific communities develop sustainable educational assessment practices that meet national and regional targets, and which are reflected by improvements in student achievement.	<ol style="list-style-type: none"> 1. Offer training to increase capacity in educational assessment practices that lead to sustained improvements in student achievement in Pacific Island Countries. 2. Offer support to promote national, cooperative and professional development activities that lead to sustainable use of best practices in educational assessment in Pacific island countries. 3. Offer advice that will lead to national self reliance in all targeted areas of educational assessment in Pacific island countries.
2: Provide high quality, internationally recognised senior secondary school qualifications through the use of quality management systems that assure validity, fairness, comparability and equitability of qualifications.	<ol style="list-style-type: none"> 1. The timely production of quality high standard examination papers in both PSSC and SPFSC qualifications which validly and fairly assess the subject prescriptions 2. Secure effective and efficient operation of internal assessment for the two qualifications to ensure that assessment tasks and results are valid, fair, reliable, comparable, and are timely. 3. Maintain and review high quality management systems to consolidate validity, fairness and equitability of assessment components comprising

	the qualifications; and to strengthen capacity of local assessment and examination units in the use of quality management systems.
3: To develop and maintain an internationally recognized Register of Pacific Qualifications benchmarked against international standards, and to provide quality scholarship services to its clients.	<ol style="list-style-type: none"> 1. Provide technical support to Pacific countries in the development and maintenance of each National Qualifications Agency 2. Develop and maintain a Pacific Qualifications Register and a Pacific Qualifications Framework. 3. Facilitate the portability of Pacific learning and the mobility of Pacific workers into the global work environment 4. Establish a Scholarship Unit as a key function of SPBEA that will address and maintain quality scholarship services to its members
4: That SPBEA and her member countries develop and implement a cluster of databases to support national education sector-wide monitoring and evaluation initiatives to inform educational decision-making in the Pacific region.	<ol style="list-style-type: none"> 1. Emphasise need for national research initiatives. 2. Support countries in the administration, processing and analysis of assessment data. 3. Support education sector-wide monitoring and evaluation as a regional initiative. 4. Prepare and maintain quality analytical reporting of SPBEA qualifications
5: Corporate Services exist to support the Secretariat in achieving its mission through stable and effective administrative systems and efficient management of its people, physical and financial resources and consultancies.	<ol style="list-style-type: none"> 1. Administrative support systems which are responsive, transparent and meet best practice standard for quality. 2. Fair and effective strategy to ensure that we attract, recruit, retain and enhance the skill level of staff so as to improve productivity. 3. Ensure system is in place for efficient management of physical resources 4. Ensure financial resources are safe and secure, and ensure the ready availability of financial information in a transparent, accountable and timely manner. 5. Ensure strategy in place for handling consultancy work 6. Ensure Strategy for marketing services to clients

Regional Media Centre

RMC provides the following services:

- Radio and television training on request from in-country user groups. This is mainly hands-on short term training but demand is diminishing as in-country capacity grows and the market takes over.
- Graphic design and printing services for divisions of SPC on demand – usually on a user pays basis.
- Design and production of the weekly regional television series ‘The Pacific Way’, the flagship programme of SPC. It is mostly funded from the core budget, but sometimes with funds provided by divisions with work being featured or promoted.
- Maintenance of an audio-visual collection of materials.

Apart from salary costs, RMC spends FJ \$50,000 per annum on materials.

Natural Resources Management & Applied Geoscience

Agriculture

In accordance with the LRD strategic plan (2009-2012), the division has 3 objectives and 13 areas of output. These are shown in the following table:

Land Resources Division objectives and output areas

Objectives	Output areas
Improved food and nutritional security	<ul style="list-style-type: none">• Development of policies to support the production, utilisation and consumption of locally grown food.• Agro-biodiversity conserved, promoted and utilised.• Diverse food supply systems promoted.• Traditional knowledge preserved, enhanced, utilised and acknowledged.
Integrated and sustainable agriculture and forestry resources management and development	<ul style="list-style-type: none">• Sustainable forestry, agriculture and land use plans, policies and legislation supported.• Sustainable and appropriate forest, agriculture and land use management practices developed and promoted.• National and regional capacity to prepare, respond, and adapt to climate change and natural disasters developed and strengthened.• Invasive species, pest and disease problems identified and addressed and capacity to respond at national and regional level supported.• National and regional capacity of extension, outreach and information services and strengthened.
Improved biosecurity and increased trade in agricultural and forestry products	<ul style="list-style-type: none">• National capacity to comply with international and other relevant standards strengthened.• National capacity to increase domestic and export trade developed and strengthened.• Sustainable and viable post-harvest technologies developed and promoted.• Improved information available on plant and animal health status.

LRD endeavours to address these objectives and outputs through:

- **Eight thematic areas:** plant health; animal health and production; plant genetic resources; land management, resources and policy; crop production; biosecurity and trade support; forestry and agricultural diversification; forest and trees; and
- **Two support areas:** information, communication and education; Director's office and divisional support unit.

LRD has a current total budget of FJD 18.7 million (21% increase from 2011). Project funding makes up 80% of LRD's total budget, compared with 70% for the Secretariat as a whole.

Forests & Trees

To assist member countries and territories address issues and priorities in this area, the method of implementation is through training workshops and development projects, with the key focus being on capacity building, particularly, the strengthening and enhancing of intellectual capacity at the policy and technical levels within the sector.

i) Key advisory, coordination and capacity building areas:

Some of the capacity building activities provided thus far include:

- Technical advice and assistance on forest policies, legislation, and revision and formulation of plans.
- Technical assistance and advice on sustainable forest management practices;
- Supporting development of community based sustainable forest management models;
- Promoting and supporting agroforestry initiatives;
- Technical advice and assistance on sustainable utilisation of timber and non-timber forest products;
- Promoting and establishing a regional conservation, management and utilisation facility (regional tree seed genebank) of forest genetic resource to support and supplement national needs in times of natural disasters and disease outbreaks;
- Supporting national climate change adaptation and mitigation activities and initiatives.

ii) Development projects supported by donor and other technical agencies

Currently SPC through its Forestry Programme is playing host to a number of donor and international agencies support and development projects. These projects are contributing to building capacity in the countries. The projects include:

- I. SPC/EU Facilitating Agriculture Commodity Trade Project (FACT)
- II. SPC/GIZ Coping with Climate Change in the Pacific Island Region Project
- III. SPC/EU/JICA/AusAID Pacific Island Regional Tree Seed Centre Project
- IV. SPC/ACIAR Development of advanced veneer and other products from coconut wood to enhance livelihoods in South Pacific Communities
- V. SPC/FAO Conservation and Sustainable Management of the Fiji Sago Palm Project
- VI. SPC/FAO/FACILITY Kids to Trees Project

Generally, technical assistance and support are provided by means of subregional training workshops, study tours, and field demonstrations. Using its established networks, the Forestry Programme is able to secure policy and technical experts from within and outside the region to assist with training and/or facilitate the required technical assistance and support.

Fisheries Aquaculture and Marine Ecosystems (FAME)

The division comprises two programmes, with the Director and a small support unit providing coordination.

Core Services – Oceanic Fisheries Programme (OFP):

The programme plays the key role of providing scientific services in the region's most important and valuable fishery, which is facing increasing management challenges. The programme works in three main areas.

Stock assessment, which is fundamental to tuna fisheries management in the region. There is no capacity in PICTs, and it will take years of a dedicated programme to develop this in larger countries

(and never in the smaller ones). In any case, regional assessments will continue to be more efficiently undertaken by a regional organisation. Without OFP, the WCPFC would have to rely on ad hoc work by large, and possibly biased, member countries; and FFA, subregional groups, and individual PICTs would basically have no support. Tuna stock assessment needs a sustainable funding source for the foreseeable future, although most services provided to WCPFC are now cost-recovered from that body. Some shorter term inputs are appropriate for assessments on secondary species (sharks, swordfish).

- 1) **Statistics and monitoring** – Data is essential for stock assessment, and OFP has a long history as the repository of regional tuna fisheries statistics. The current need to ramp up observer coverage is putting a lot of pressure on observer training and data entry. In the longer term more observer training and data entry will be done by member countries, and a reduced role – in quality control and oversight – can be foreseen. The need to maintain and update the regional database is the most important core function. Some support for data entry positions is provided by the WCPFC. For practical reasons (number of staff), statistics and monitoring were established as separate sections in 2010.
- 2) **Ecosystem analysis** – This section again provides important inputs for the stock assessment work, but needs more flexibility to respond to changing requirements. The biggest recent initiative – the tagging programme – is a visible and popular activity that could usefully be continued at a reduced level and may be able to attract further extra-budgetary funding. The current reliance on project inputs is generally appropriate. There is a longer term requirement, however, to provide advice to countries on the impact of oceanographic factors on their tuna resources, as well as to maintain coordination and management of the section.

Core Services – Coastal Fisheries Programme (CFP)

Coastal fisheries tend to be neglected because of the economic potential and regional nature of the tuna resource. In fact, they make a larger contribution to the economies of PICTs than oceanic fisheries do at present, and provide food security and livelihoods for hundreds of thousands of people. However, coastal fisheries face great challenges of sustainability. While the role of SPC is more in coordination and support of national and community efforts, it is the only regional organisation working in this area. As a result, services are wide-ranging – from scientific support to policy development and trade facilitation. Again there are three main work areas.

- 1) **Coastal Fisheries Science and Management** – This addresses a key need of member countries, and a growing problem across the region, i.e. inadequate information and management of inshore resources. Project funding is coming on line, but for a limited period. There is an ongoing need in four areas: (i) development of coastal fisheries databases; (ii) advice on invertebrates (beche de mer, trochus) fisheries; (iii) advice on finfish fisheries (including sportfishing); and (iv) a strong emphasis on coastal fisheries management. Other requirements can be handled by projects.
- 2) **Nearshore Fisheries Development** – This section provides highly valued services to member countries and territories in practical technical areas which promote development of sustainable nearshore fisheries. FAD deployment and training in fishing techniques (including by-catch reduction) for pelagic species are central to the work. Post-harvest/export facilitation work, and economic analysis of fisheries development options are two areas in which there is a clear need for more expertise (identified in both the recent programme review and the previous one). Support for fishers' associations has emerged as an important area of work, but should not need to continue indefinitely as they become self-sustaining.

- 3) **Aquaculture** – This is a key area of potential for PICTs, with opportunities for economic growth and improved food security. The services demanded by members are: advice on aquaculture policy and planning; technical support for freshwater aquaculture; and technical support for mariculture. An emerging need which is not covered adequately is for improved services in the area of biosecurity.
- 4) **CRISP** – This multi-agency multi-donor project aimed to promote conservation of coral reef resources and the development of their sustainable use. It was entirely project funded, and ended in December 2010, although some funding for follow-up project activities was made available with more in prospect. It will be difficult to ensure coordination of these initiatives without a core project management unit, which could work closely with SPREP.

Core Services – Director and Support Unit:

The Director provides overall coordination of the division, works on funding issues and projects that are common to both programmes, and represents the division on the SPC executive and to external stakeholders (donors and member countries). The support unit is currently responsible for dissemination of information from both programmes, and assisting members both by providing information, and helping them with their own communication activities. There is an unfilled need (since the end of 2009) to coordinate training activities and to assist members' fisheries administrations in evaluating their training needs.

Applied Geoscience

Services in applied geosciences currently provided by SPC's Applied Geoscience and Technology (SOPAC) Division:

Ocean and Islands Programme (OIP): OIP provides services in the areas of natural resource development (e.g. minerals, aggregates), coastal zone issues (erosion, vulnerability to development and hazards), maritime boundaries and continental shelves in relation to the UN Convention on Law of the Sea (UNCLOS) and UN Commission on Limits of the Continental Shelf (UNCLCS), and environmental change (including climate change).

Water and Sanitation Programme (WSP): WSP deals with water resources from all sources, with emphasis on extreme situations such as drought, and on water supply and sanitation issues. It also covers water governance, awareness and advocacy issues, including those at national level.

Disaster Reduction Programme (DRP): Overall, the intent of the DRP is to strengthen disaster risk management practices. It works at regional, national and community levels, strengthening preparedness and response, collecting essential baseline data and providing technical assessments that feed into early warning systems and preparedness and response.

Some of the PICTs have relatively weak national geoscientific institutional capacity and the majority has none at all. Many look to SOPAC as their only Geological Survey or Department of Mines or their only provider of geosciences-based advice. This is a role probably even more crucial than just capacity supplementation.

Economic Development

Energy

According to the Economic Development Division's (EDD) strategic plan 2012–2017 the priorities for EDD over this planning period are to:

- Promote sustainable development of the energy, ICT and transport sectors in the Pacific region;
- Empower policy and decision-makers;
- Assist PICTs meet their obligations under relevant regional and international instruments and maintain compliance as required;
- Implement SPC's regional responsibilities under the energy, ICT and transport frameworks;
- Improve inter-agency cooperation in implementation of activities to maximise resource utilisation and reduce duplication of efforts; and
- Increase linkages with other sectors to promote further development of these sectors.

The stated goal of EDD is 'Sustainable economic development through accessible, affordable, efficient, secure and safe energy, ICT and transport services' and EDD's specific objectives are:

- Objective 1: Strong leadership, good governance, effective multi-sectoral coordination and strategic partnerships, including monitoring and evaluation, in the energy, ICT and transport sectors;
- Objective 2: Effective policies, plans and regulatory frameworks providing an enabling environment for economic development;
- Objective 3: Strengthened institutions and expertise in the energy, ICT and transport sectors;
- Objective 4: Improved access to affordable and efficient energy, ICT and transport services; and
- Objective 5: Secure, safe and environmentally friendly energy, ICT and transport services.

Four programme components appear to summarize the initially envisioned main areas of work for SPC in the energy sector:

- CROP 'lead coordinating agency' role in the energy sector primarily related to implementation of the Framework for Action on Energy Security in the Pacific;
- Implementing agency for sub-regional/multi-country projects/programs;
- Various demand-driven technical assistance to PICTs; and
- Completing SOPAC and PIFS energy activities which were already underway or for which there was a commitment.

Maritime transport

Current Services

EDD currently delivers the following services for maritime transport:

- Technical and policy advice on maritime issues
- Building capacity of PICTs to meet international maritime security and safety requirements
- Building capacity of PICTs, including Small Island States (SIS) in maritime transport
- Development of regional maritime regulations, standards and guidelines
- Interagency coordination of activities, such as Search and Rescue (SAR)
- Transport data collection and maritime trade analysis
- Secretariat services for regional maritime associations
- Support for the establishment of shipping commissions

A careful comparison of these services and those identified in the KVA Report (2010) shows a high degree of similarity. According to KVA, SPC's maritime transport services are highly regarded by PICTs and these services are viewed as professional and very responsive to member needs. All identified maritime transport services were rated as high priority and most essential and therefore required in the long term. The study also reported strong support and appreciation for SPC's lead role in coordinating and implementing assistance for maritime transport in the region. KVA's findings

are also highly consistent with relevant literature (reports, minutes of ministerial meetings, policy papers and guidelines), which uniformly highlights the pivotal role of SPC and its maritime transport services in regional development.

These services also align with the priorities and themes of action articulated in the regional transport framework, and with the Transport Services Implementation Plan (TSIP) describing specific services and activities that SPC can provide to facilitate the implementation of national policies and plans and to improve the coordination of regional efforts in transport sector development in the Pacific.

Key services

Of the services currently provided by SPC, the following are regarded as key services for capacity building and capacity supplementation. Because of mandatory international maritime conventions and requirements, all seven services also require a high level of regional coordination.

EDD Key Maritime Transport Services	Build Capacity	Supplement Capacity	Regional Coordination
1. Building capacity of PICTs to meet international requirements in maritime safety	<input type="checkbox"/>		<input type="checkbox"/>
2. Building capacity of PICTs to meet international requirements in maritime security	<input type="checkbox"/>		<input type="checkbox"/>
3. Building capacity of PICTs, including Small Island States (SIS), in maritime transport	<input type="checkbox"/>		<input type="checkbox"/>
4. Technical and policy advice on maritime issues		<input type="checkbox"/>	<input type="checkbox"/>
5. Transport data collection and maritime trade analysis		<input type="checkbox"/>	<input type="checkbox"/>
6. Conducting maritime compliance audits to assist PICTs maintain compliance with international requirements and standards	<input type="checkbox"/>		<input type="checkbox"/>
7. Development of regional maritime regulations, standards and guidelines		<input type="checkbox"/>	<input type="checkbox"/>

To determine their relative importance, these services were subjected to the five tests of sovereignty, sustainability, strengthening, market, comparative advantage. Results are summarised below:

Priority Services in Maritime Transport	Priority Level	Duration
1. Building capacity in maritime safety	1	Long term
2. Building capacity in maritime transport	1	Long term
3. Maritime compliance audits	1	Long term
4. Development of maritime regulations, standards and guidelines	1	Long term
5. Technical and policy advice	2	Long term
6. Building capacity in maritime security	3	Medium term
7. Maritime transport data collection and analysis	3	Short term

ICT

SPC's services can be identified under the SPC priority core business areas:

Priority Areas	Services currently provided
<i>Capacity building</i>	<ul style="list-style-type: none"> • Senior Government Officials on ICT for Development • Pacific ACP Parliaments on basic ICT • ICT Professionals – Technical training (e.g. cyber security, internet governance) • Basic ICT Training for ICT users – e.g. MS Office/Windows
<i>Capacity supplementation</i>	<ul style="list-style-type: none"> • Development of ICT Indicators and ICT Data collection • ICT Policy analysis and development • Cyber legislation (also trans-boundary) • E-Government • Pacific Rural Internet Connectivity System (PacRICS) • One Laptop Per Child (OLPC) • Coordinate and M & E of the FAIDP
<i>Coordination functions</i>	<ul style="list-style-type: none"> • Accountability and governance through ICT Ministers and senior officials • Participation in partners meetings to explore potential roles and reduce duplication; • Provide regular reports to PICTs and partners on status of implementation of FAIDP; • PacCERT and ICT for Education WG; • Monitoring MoUs and Agreements
<i>Research</i>	<ul style="list-style-type: none"> • Best practices; • Model policies and legislation; • ICT impact on development especially telecentres and ICT in schools (e.g. OLPC)
<i>Transboundary</i>	<ul style="list-style-type: none"> • Cyber security; • Cyber legislation • E-waste

Statistics for Development

SDP is currently implementing the action plan resulting from the review and stocktake of statistics among the SPC member countries that were initiated jointly by PIFS and SPC to address Objective 12.2 of the Pacific Plan. Two major parts of this initiative were:

- 1) Strengthening Statistical Services through Regional Approaches: A Benchmark Study and Way Forward,
- 2) A Pacific Island Region Plan for the Implementation of Initiatives for Strengthening Statistical Services through Regional Approaches, 2011 – 2020.

The Ten-Year Pacific Statistics Strategy (TYPSS) was endorsed by the 3rd Regional Conference of Heads of Planning and Statistics (HOPS) in 2010 and CRGA. The first year of Phase I - Pacific Statistics Strategy Action Plan 2011-2014 (an associated plan for TYPSS endorsed by the Pacific Statistics Steering Committee (PSSC)) has just been completed and is currently under review. The project is fully funded and has its own monitoring mechanism developed jointly by the donor agency (AusAID) and SDP.

The priorities for action by the SDP are laid out in the action plan and clearly outline the core activities for implementation over the ten-year period 2011–2020.

Should there be suggestions for further refining of SDP core functions, it is suggested that this must be done with a great deal of cautiousness so as to reduce the impact any new changes may have on the on-going programme.

5. Criteria used to identify priority services (if different from those suggested in Part A)

Priority setting can be the most objective or the most subjective of exercises depending on the criteria used. In the debate on what should constitute defensible criteria, the ERG team basically first tried to fix on as simple a process as practicable whilst still having a degree of utility. The process that was adopted was tried out on a particular sector to test if it worked and most of all to see if it produced what might be considered a sensible result. The main utility of the criteria was to produce a relative ranking of activities and services within a particular sector.

As described in Part A, it is a 3 step process, the first step being to determine whether a service met the original criteria for SPC's core business and services, but most of all, if it met a key area of need in PICTs. These are capacity building, capacity supplementation and regional coordination and transboundary issues.

The second step was to see whether the 5 so-called Pacific Plan "Tests" were satisfied. The final criterion was whether, for want of a better term, the CROP (or RIF) Lead Agency Test was also satisfied.

In analysing and prioritising possible future long and short-term businesses and services that SPC should be involved in, the tests were applied by each expert to their sectors. In summary, the process was as follows:

- A. *Does it address any of the following in PICTs:*
 - a. *Contributes towards capacity building*
 - b. *Contributes towards capacity supplementation (or provides capacity when absent)*
 - c. *Contributes towards regional coordination or addresses transboundary issues (including Research)*
- B. *Does it pass a variation of the Pacific Plan Test:*
 - a. *Sovereignty Test: Do countries demand or need the service, and can they do it themselves?*
 - b. *Sustainability Test: How likely will the service achieve sustainable improvements in the sector?*
 - c. *Strengthening Test: Will the service strengthen the national sector and sectoral systems?*
 - d. *Market Test: Can others better provide the service?*
 - e. *Comparative Advantage Test: How well placed is SPC in providing this service and is there a potential for multisectoral/cross cutting possibilities &/or partnerships?*
- C. *Is SPC the lead CROP agency in the particular sector?*

Only two sectors/SPC divisions, Applied Geoscience and FAME, were unable to use the process and rank functions in the way the other sectors/divisions could. Arguments why not are proposed in the detailed sector reports in Annex D. FAME identified one particular activity in accordance with the Market Test which might be better placed in another CROP agency. The Applied Geoscience Division (SOPAC) being the most recent addition to SPC and being not only the lead but the sole agency

serving PICTs in its specialised area, ranked all its services as high priority. It however, did identify certain 'sunset' activities.

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6. Recommendations on key sector functions and services of SPC

The analysis carried out by each sector expert identified some key functions and services from SPC's extensive and wide ranging work programmes. The following presentations of results vary by sector, but in general there is an implied ranking in the recommended sector lists. Some sectors (e.g. energy and maritime transport) have been more definite in their relative ranking of functions. Some have specifically identified as "flag ship" their highest priority functions or services. A further differentiation is made between long-term (or ongoing) and short-term functions. The long-term function and services can be seen as priority candidates for any future core business, whereas those that fall into the short (or medium) term and in a time-measured category are a lower priority for core support.

Public Health core services

Long term	Health sector focused
	<ul style="list-style-type: none"> a. Sustain the Pacific Public Health Surveillance Network (PPHSN) and associated health networks such as LabNet. This is considered to be one of SPC's flagship programmes (i.e. high priority) b. Sustain action on NCDs through implementation of the Pacific Framework for the prevention and control of NCDs in collaboration with WHO, and supporting members to develop integrated health promotion approaches to NCDs, in line with Healthy Islands approaches c. Sustain support to members to address specific priority communicable diseases such as HIV/AIDS/STI, TB and malaria, including through implementation of the Pacific Regional HIV/AIDS strategy d. Support effective strategic health planning at national level e. Provide health economics advice to countries, including analysis on economic impacts of NCDs and communicable diseases, and trends f. Strengthen national capacity in ICT in health and support development of e-health initiatives g. Provide support to countries on key cross-cutting issues such as adolescent health and development and gender h. Support resource mobilisation efforts i. Support countries in reporting against regional and internationally agreed development indicators such as NMDIs and MDGs. j. Support development of sustainable health financing mechanisms including the concepts of user-pays and health insurance
	<p>Engaging other sectors (cross cutting sector priorities)</p> <ul style="list-style-type: none"> a. Establish and implement a clear engagement strategy aimed at enhancing a 'whole of government and whole of society' approach to addressing social determinants of health such as working with government ministers, parliamentarians and Cabinets, and with other

	<p>CROP organisations, the private sector, sporting bodies and community based organizations, particularly in the control of NCDs</p> <p>b. Support development of healthy public policy, including updated national legislative frameworks that underpin good health</p> <p>c. Assist national health ministries to strengthen work with other key sectoral ministries such as education, women and youth</p> <p>d. Assist countries to strengthen all hazards health emergency preparedness and response, and strengthen integration with national emergency management systems</p> <p>e. Assist countries to address the health implications of climate change</p> <p>f. Assist countries to address food and water security and micronutrient deficiencies</p>
Short Term	<p>a. Devise a differential approach to addressing the priorities of small island countries and larger island countries</p> <p>b. Sustain grant management until current projects conclude. Build capacity of PICTs to manage their own grants as well as providing advisory services to PICTs on grant management generally. Develop an exit strategy for grant management noting that in some instances this function may need to be sustained in a more limited and targeted capacity such as with smaller island states where this function constitutes a long-term capacity supplementation or substitution role</p>

Education Training and Human Development

Human Development, Human Rights and Community Development

SPC institutional strengthening in gender mainstreaming

Short / medium	<p>1. SPC become a robust model for national gender mainstreaming. Gender mainstreaming plan of action and timelines be reviewed, and implemented. The SPC GM committee carry out its M & E role, circulate meeting minutes and report outcomes in SPC's Annual Reports and meetings. <i>This gender mainstreaming model be applied to youth, culture and human rights.</i></p> <p>2. SPC become a robust model for VAW (violence against women) policy development and implementation, monitoring and evaluation and reporting.</p> <p>3. SPC step up CROP gender mainstreaming responsibilities.</p>
Medium / Long term	Rights approach in place across all programmes

RRRT core services

Medium/ long term	<p>1. Strengthen civil society understanding of and capacity to advocate, assert, monitor and defend human rights and good governance.</p> <p>2 Strengthen Pacific policy and decision-makers on adoption and application of human rights principles practices of democracy and the rule of law.</p> <p>3 Support mainstreaming of rights in all line ministry sector programmes as appropriate (water, health, education, culture, energy, for example)</p>
Long term	Take leadership in partnership with other key stakeholders to obtain a mandate for, and establish, a Regional Rights Mechanism

CETC core services

Present	CETC certificated courses. Priority to securing national and regional accreditation and exploring alternative modes for delivery (as one month modules, extension, accreditation of in-country courses for example) and availability to male/ female/ disabled...
Long term	CETC re-visioning, e.g. as a Regional Community Development (CD) Centre of Excellence or other (see The Concept of a Regional CD Training Centre of Excellence, Annex 2) PATVET (Pacific Association of Technical and Vocational Education and Training) hosting and TVET activities may or may not be part of this

Culture, gender equality, youth core services

Long term	Youth	Institutional strengthening for youth development <ul style="list-style-type: none"> • National – community education, awareness raising • National level including policy, statistical support and capacity building for government and NGOs, e.g. Pacific Youth Council • Regional – Development and coordination of the new Regional Framework on Youth; a regional support structure for technical and vocational education and training.
Long Term	Gender equality	Institutional strengthening for gender mainstreaming <ul style="list-style-type: none"> • within SPC (executive, divisions and programmes) • community level • national level, including policy, statistical support and capacity building for government and NGOs <p>Coordination and review of the Pacific Platform for Action for Gender Equality and the Advancement of Women (PPA) and Beijing + 15 Review, including improved development of partner coordination, the Triennial Conference of Pacific Women and the development of regional alliances for improved gender equality in the region. Lead regional agency in VAW</p>
Long term	Culture	Strengthening national institutions and capacity for the development of culture as a sector which contributes to social and economic development, e.g. policy, statistics, pathways for developing local cultural expertise Development and implementation of regional culture frameworks, e.g. regional cultural policy (Pacific Plan initiative); regional culture and education strategy (FEEdMM initiative) Support for the Council of Pacific Arts and Culture (CPAC) and the Festival of Pacific Arts

Educational Assessment Core Services.....

The following table lists the services within each service class in order of priority (see Annex 2 of the full report for the complete prioritisation table).

Long Term	Pacific Register of Qualifications and Standards (PRQS) <ul style="list-style-type: none"> • Facilitate the comparability and equivalence of individual national qualification systems • Establish and populate a Regional Qualifications Register
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	<ul style="list-style-type: none"> • Establish a functioning Regional Qualifications Framework • Support the development of national qualifications agencies • Establish quality assurance policies and procedures for PRQS and assist NQAs with quality assurance • Support the implementation of regional trade protocols (e.g. trade in services) • Establishment and support of national qualifications agencies (NQAs) • Support the development of national qualifications frameworks • Development and registration of qualifications • Quality assurance policies and procedures <p>Interventions – Indicators and ARTTLe</p> <ul style="list-style-type: none"> • Regional assessment resource tool for teaching and learning • Regional benchmark indicators <p>Regional and national assessment of literacy, numeracy and life skills (PILNA and STATests)</p> <ul style="list-style-type: none"> • Pacific Island Literacy and Numeracy Assessment (PILNA) • Monitoring of literacy, numeracy and life skills instruments • Setting baselines and monitoring trends • Advice on and/or assistance with monitoring literacy, numeracy and life skills standards <p>Assessment of teacher and principal standards, and teacher effectiveness and competency</p> <ul style="list-style-type: none"> • SMITE software • Training, support and advice on standards for students and teachers <p>PSSC Nationalisation, and SPFSC Qualifications</p> <ul style="list-style-type: none"> • PSSC and SPFSC qualifications • Certificate in Applied Learning (CAL) • Provision of national and regional assessment data • Development of examination paper and other assessment material • Advice on and/or assistance with managing assessment, including accreditation processes <p>Educational assessment research</p> <ul style="list-style-type: none"> • Providing evidence for informed decision-making
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	<ul style="list-style-type: none"> • Conduct of national and regional research on education assessment • Support for research on assessment issues in countries <p>Alternative modes of assessment and reporting - prioritised</p> <ul style="list-style-type: none"> • Assessment for learning and other assessment approaches • Managing assessment • Advice on and/or assistance with assessment for learning • Alternative reporting methods, including classroom and school reports • Advice and/or assistance with assessment policies and procedures • Advice on and/or assistance on the uses of assessment information, including methods of reporting results • Advice on and/or assistance with the development of assessment material <p>Information technology support relating to educational assessment</p> <ul style="list-style-type: none"> • Provision of software development for monitoring and evaluation • Software development, modification and maintenance for collection, storage and analysis of educational assessment data • Processing and analysing assessment information • Computerising assessment systems • Data maintenance • System maintenance • Communications • Other assessment related IT and communication services <p>Scholarship services</p> <ul style="list-style-type: none"> • Facilitate country selection of candidates for scholarship opportunities • Scholarship selection service
<p>Short Term *</p>	<p>Assessment of teacher and principal standards, and teacher effectiveness and competency</p> <ul style="list-style-type: none"> • Teacher competency module • Teacher and principal standards <p>Regional benchmarking</p> <ul style="list-style-type: none"> • Teacher quality • Curriculum and materials • Assessment systems <p><small>*Note: Responsibility will pass to individual countries to undertake the monitoring</small></p>

Regional Media Centre core services

Long Term	<ul style="list-style-type: none"> • Focal point for ICT research, coordination and advisory facility for utilisation of emerging digital technologies to enhance early adoption of interactive technology to improve communication in PICTs. • Maintenance of a regional audio-visual archive and repository for purposes of history as well as safe storage and retrieval for use by the public. • Clearinghouse services for media development in PICTs, viz. maintaining an ‘overwatch’ of the media industry and helping guide media organisations to education, training and development providers. • <i>Capacity supplementation</i>. When needs for media development assistance are expressed to SPC, these should be redirected to PACMAS, USP or other agencies and projects that can employ experienced talent in the region. • <i>Transboundary functions</i>. SPC is needed to maintain an ongoing survey of technological advances and innovations and help PICTs deal pro-actively with potentials such as submarine cable connectivity, new satellite possibilities, impending changes in the internet, e.g. IPV6, assignment of internet names and numbers, regional telecommunications regulation, audit and oversight.
Short Term	<ul style="list-style-type: none"> • There is still a need to help PICT communities employ such technologies as low power FM radio and television for community information, education (traditional and modern) and communication (e.g. language and culture). • To assist PICTs deal with emerging technologies, SPC’s lead role in ICT can facilitate the introduction of new technologies for improved communication in-country (e.g. VSAT technology), for joint or cooperative approaches to submarine cable connectivity, maximizing use of satellite systems and working together to keep systems within the budgets of small island communities.

NATURAL RESOURCES MANAGEMENT AND APPLIED GEOSCIENCE

Agriculture core services

Long Term	<ul style="list-style-type: none"> • Germplasm conservation, introduction, distribution and evaluation. Long term investment is required in this ‘flag ship’ SPC service. SPC has a clear comparative advantage based on expertise, investments already made and SPC’s position in regional and international networks. With respect to germplasm, building regional and national capacity are interdependent. A reduction in SPC’s regional capability would leave countries dangerously exposed to pest and disease epidemics that may arise from climate change and climatic variability. Germplasm investment requirements are substantial, both at the regional and national level. This will inevitably involve input from donor funded projects. However, there needs to be sufficient core funding of key staff positions to effectively coordinate and manage this donor project funding. • Core applied science expertise in the areas of soil, plant pathology, entomology and veterinary science. This expertise needs to be available on-demand to meet the increasing sector demands of member countries and in the face of the overall decline in the availability of in-country
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	<p>expertise. To be effective, this on-demand expertise cannot be tied to projects. It is hoped that this should only be a short to medium term priority and in the longer term, countries will build up their own applied science expertise following the example of PNG. It is important to note that the trend to date has been in the other direction.</p> <ul style="list-style-type: none"> • Scientific and negotiating expertise that allows for a leveling of the ‘playing field’ in securing and maintaining market access. Economies of scale dictate that this must be provided regionally – with SPC being the only organisation that can provide this service. LRD needs a long term core funded quarantine/market access program that will supersede the current PHAMA Project. This should become a ‘flag ship’ SPC service. Around this core funded program would be specific donor quarantine and market access projects. Facilitating market access between island countries needs to be a priority part of the agenda. A core capability also needs to be added to the portfolio of LRD’s market access expertise. • Support for science informed agriculture, forestry and land-use policy formulation, with a high level of expertise available to countries on demand. To be effective, this expertise cannot be tied to projects. In the longer term, policy capabilities should be fully met by the countries themselves. However in the short to medium term, LRD has a lead role to play in ensuring this expertise is available. • Resource economics and economic analysis. Missing from the LRD’s thematic areas is capability in resource economics and economic analysis. Ad hoc economic inputs are currently provided by academically qualified but inexperienced ODI fellowships. This contrasts with the situation at the SOPAC Division, which has a long established Resource Economics Section with a clearly defined work program. For LRD, the lack of systematic capability in resource economics and economic analysis undermines its ability to provide sound policy advice and justify programs and projects to donors and member countries. Core resource economics and economic analysis capacity needs to be accompanied by a strengthening of statistical capability.
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Forests and Trees core services

<p>Long Term</p>	<p>Coordination and delivery of targeted capacity building</p> <p>Key priorities identified in this sector report apply to all countries, large and small. The emphasis of service delivery can be determined by the program in close consultation with the Heads of Forestry and Agriculture of the countries and territories. The key priority activity areas are:</p> <ul style="list-style-type: none"> • Policy and regulatory support in sustainable forest management; • Community based sustainable forest management initiatives • Technical assistance in forest products utilisation; • Technical assistance in forest restoration, rehabilitation, and agroforestry; • Technical assistance in forest genetic resources conservation, management and utilisation; and • Technical assistance in adaptation and mitigation (REDD+) aspects of
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	<p>climate change.</p> <p>Establish and maintain a Regional Tree Seed Conservation Centre</p> <ul style="list-style-type: none"> • This work is in its infancy and progressing with technical support from JICA in terms of equipment, ICT hardware and software, with CSIRO of Australia providing lab technical training.
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Fisheries, Aquaculture & Marine Ecosystems core services

<p>Long term</p>	<p>Oceanic Fisheries Programme</p> <p>Stock Assessment – Tuna stock assessment needs a sustainable funding source for the foreseeable future, although most services provided to WCPFC are now cost-recovered from that body.</p> <p>Statistics and Monitoring – Data is essential for stock assessment, and OFP has a long history as the repository of regional tuna fisheries statistics. The current need to ramp up observer coverage is putting a lot of pressure on observer training and data entry. The need to maintain and update the regional database is the most important core function.</p> <p>Ecosystem Analysis – This section again provides important inputs for the stock assessment work, but needs more flexibility to respond to changing requirements. The biggest recent initiative – the tagging programme – is a visible and popular activity. There is a longer term requirement, however, to provide advice to countries on the impact of oceanographic factors on their tuna resources, as well as to maintain coordination and management of the section.</p> <p>Coastal Fisheries Programme</p> <p>Coastal Fisheries Science and Management – This addresses a key need of member countries, and a growing problem across the region, i.e. inadequate information on, and management of inshore resources. There is an ongoing need in four areas: (i) development of coastal fisheries databases; (ii) advice on invertebrates (beche de mer, trochus) fisheries; (iii) advice on finfish fisheries (including sportfishing); and (iv) a strong emphasis on coastal fisheries management. Other requirements can be handled by projects.</p> <p>Nearshore Fisheries Development – This section provides highly valued services to member countries and territories in practical technical areas which promote development of sustainable nearshore fisheries. FAD deployment and training in fishing techniques (including by-catch reduction) for pelagic species are central to the work. Post-harvest/export facilitation work, and economic analysis of fisheries development options are two areas in which there is a clear need for more expertise (identified in both the recent programme review and the previous one). Support for fishers’ associations has emerged as an important area of work, but should not need to continue indefinitely as they become self-sustaining.</p> <p>Aquaculture – This is a key area of potential for PICTs, with opportunities for economic growth and improved food security. The services demanded by members are for advice on aquaculture policy and planning; technical support for freshwater aquaculture; and technical support for mariculture.</p> <p>Director and Support Unit:</p> <p>The Director provides overall coordination of the division, works on funding issues and projects that are common to both programmes, and represents</p>
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	the division on the SPC executive and to external stakeholders (donors and member countries). The support unit is currently responsible for dissemination of information from both programmes, and assisting members both by providing information, and helping them with their own communication activities.
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Applied Geosciences core services

Long Term	<p>Ocean and Islands Programme (OIP): The OIP should provide services in the areas of</p> <ul style="list-style-type: none"> • natural resource development (for example, minerals, aggregates), • coastal zone issues (erosion, vulnerability to development and hazards), • maritime boundaries and continental shelves in relation to the UN Convention on Law of the Sea (UNCLOS) and UN Commission on Limits of the Continental Shelf (UNCLCS), and • environmental change (including climate change). <p>Water and Sanitation Programme (WSP): WSP deals with water resources from all sources, with emphasis on extreme situations such as drought, and on water supply and sanitation issues. It should cover</p> <ul style="list-style-type: none"> • water governance, awareness and advocacy issues, including those at national level. <p>Disaster Reduction Programme (DRP): Strengthen disaster risk management practices.</p> <ul style="list-style-type: none"> • strengthening preparedness and response, • collecting essential baseline data; • providing technical assessments that feed into early warning systems and preparedness and response.
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Economic Development

Energy core services

Long Term	<ul style="list-style-type: none"> ○ Prioritise the main Energy Programme components as follows: <ol style="list-style-type: none"> 1. As CROP ‘lead coordinating agency’ focus on implementing the extensive list of specified tasks including: (i) coordinate CROP regional energy services including resource mobilization and allocation, development partner interaction and monitoring and evaluation; (ii) undertake issues and trends analysis; (iii) undertake policy analysis; (iv) provide policy advice to PICTs; and (v) establish a common approach to data collection, analysis and dissemination including setup and operation of a Pacific wide energy data and information system. 2. Various demand-driven technical assistance to PICTs; and, 3. Implementing agency for subregional/multi-country projects/programs. ○ Prioritise sub-programme areas as follows with capacity building (including training) and data and statistics as key cross-cutting areas: <ol style="list-style-type: none"> 1. National energy planning, policy and tools for implementation;
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	<ul style="list-style-type: none"> 2. Petroleum supply and security; 3. Energy efficiency; and, 4. Renewable energy. <ul style="list-style-type: none"> ○ Secure non-project based funding for at least the Deputy Director and the senior advisor positions, preferably from core resources
Short Term	<ul style="list-style-type: none"> • Facilitate agreement by countries, development agencies and CROP agencies on an operational level definition of CROP 'lead coordinating agency'. • Prepare a clearly prioritized energy work programme. • Complete the several ongoing relatively smaller projects (including those inherited from SOPAC and PIFS). • Only agree to be implementing agency for new externally funded sub-regional and regional multi-country projects/programs if they link to what SPC has been tasked as CROP 'lead coordinating agency' or what is included in the Implementation Plan for Energy Security in the Pacific (IPESP). • Strengthen internal SPC cross-sector work in particular energy with transportation and data & statistics. • Aggressively initiate identification and mobilization of substantial new energy sector funding in particular from 'programme' and 'core resources'

Maritime Transport core services

Long Term	<ul style="list-style-type: none"> • Building capacity to meet international maritime safety requirements • Building capacity in maritime transport • Technical and policy advice on maritime issues • Conducting maritime compliance audits to assist PICTs maintain compliance with international requirements and standards • Development of regional maritime regulations, standards and guidelines • Technical advisory support to assist PICTs prepare for international forums • Enhancing existing linkages for addressing and strengthening cross-cutting opportunities will engender cost efficiencies. <ul style="list-style-type: none"> ○ Cross-cutting opportunities can be found between maritime transport and related areas such as energy efficiency and renewable energy, gender role-models in transport, and climate change. • Developing a Pacific maritime cluster <ul style="list-style-type: none"> ○ Sustainable maritime transport requires a strong maritime infrastructure. The linkages between regulatory frameworks, transport users, providers and support sectors need to be well developed into workable maritime clusters.
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	<ul style="list-style-type: none"> ○ Developing appropriate maritime infrastructure clusters to support, strengthen and provide greater access to maritime transport services is in line with the guiding principles and themes of action outlined in the FATS
Medium Term	<ul style="list-style-type: none"> ● Building capacity to meet international maritime security requirements
Short Term	<ul style="list-style-type: none"> ● Transport data collection and maritime trade analysis

The relative importance of these services based on the five tests of sovereignty, sustainability, national strengthening, market alternatives, and comparative advantage is summarised below:

Priority Services in Maritime Transport	Priority Level	Duration
Current:		
1. Building capacity in maritime safety	1	Long term
2. Building capacity in maritime transport	1	Long term
3. Maritime compliance audits	1	Long term
4. Development of maritime regulations, standards and guidelines	1	Long term
5. Technical and policy advice	2	Long term
6. Building capacity in maritime security	3	Medium term
7. Maritime transport data collection and analysis	3	Short term
Recommended as Future Services		
8. Technical advisory support to assist PICTs prepare for international forum participation	1	Long term
9. Enhancing existing linkages for cross-cutting opportunities to achieve cost efficiencies	1	Long term
10. Development of a Pacific maritime cluster to strengthen the maritime infrastructure	1	Long term

Information Communication Technology core services

Long Term	<ul style="list-style-type: none"> ● Coordination of regional & national initiatives ● Leading ICT interventions and taking advantage of opportunities when they arise such as PacRICS (using SPC's comparative advantage in its unbiased position as technical ICT advisor to PICTs) ● Advocacy and advice on emerging issues and new technologies
Short Term	<ul style="list-style-type: none"> ● ICT Policy, legislation analysis and development ● Promotion and support for ICT for Development (e-agriculture; e-health; ICT in Education) ● Promote social inclusion for ICT development for disadvantaged groups such as people with disabilities and rural dwellers. ● Coordination and M&E of the implementation of the Framework of Action for ICT Security ● E-government planning and promotion ● E-waste advocacy ● Promotion and advocacy for cyber safety

Statistics for Development core services

Long Term	<ul style="list-style-type: none">• SPC/SDP must continue to provide support in capacity building and supplementation in<ul style="list-style-type: none">○ census and household surveys;○ statistical analysis, and○ the dissemination of statistics information.• Development and maintenance of harmonized system and standards, including establishment of a National Minimum Development Indicators database, across PICTS and across sectors, which would be more efficiently operated and managed from a centralized regional provider such as SDP;• Assess gaps and provide capacity building through implementation of SDP's strategy to develop South-South services by regional consultants• Provision of regional assessment of new innovations in statistical systems and tools that can be very costly, to buy, maintain and operate;• Implementation of the Pacific Statistics Strategy Action Plan• Extension of SDP services to address cross-cutting issues and cross-multisectoral approach based on the core objectives and associated activities in the Pacific Statistics Strategy Action Plan, including activities in response to the need for improvement in statistical processes in areas such as economics, vital statistics, health education and environment. Key productive sectors such as agricultural, fisheries and ICT, and rural statistics, which did not gain much coverage in the current plan will need to be considered with the yearly review of the implementation process.
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7. Working with other SPC divisions to progress sector priorities

If nothing else, then the implementation of the RIF alone should demand a fresh look at how SPC works – not just how effectively the parts (divisions) operate, but how the whole body works internally and externally to carry out its mandate and serve its member countries. SPC is, or for a very long time has been, a box full of well oiled tools, as confirmed again by the KVA review. The basic question is whether they are the right tools for the job at hand, which is to service the needs of PICTs. Being able to afford the tools is but part of the question. A greater challenge is to determine whether SPC has all, or the right tools for the job.

Do members want effective delivery of service? Do donors wish to see their contribution make a real difference? To repeat what has already been said, this exercise by the ERG has been an attempt to determine where the countries stand, ask where they wish to go and then ask what help do they need to get there. Simplistic? What is simplistic is to throw as much activity as possible at the countries and wonder why they don't achieve their development goals, or probably worse still, see their efforts or the assistance they receive not sustained.

Programmes and projects are often measured and reviewed for what they are, rather than for what they have or should have achieved.

In this post RIF era, SPC looks to see how it might change or modify a few things to become more effective. It is idealistic to assume it can do everything demanded by its membership, and so some hard choices have to be made. Determining its core business and the services it can best perform is a starting point for SPC.

In physical terms, the RIF has caused SPC to grow substantially and this has necessitated SPC having to go through a number of structural changes with the goal of developing an optimal structure for the organisation. Attached are a series of SPC organisational structure diagrams (Annex B) to illustrate how it has changed and how it might change again in the near future.

It is assumed that SPC is attempting to address two critical issues: (1) how can it be more responsive to its members (e.g. its decentralisation model), and (2) how might it better integrate its new and existing divisions for more effective delivery whilst at the same being better able to address existing and emerging cross-cutting issues. If the divisional silos are not breached then they can't deliver effectively. As part of the ERG's discussions on a number of occasions, it was stated that in some instances even if a division provided 100% effective delivery of its services it might only address a fraction of the sector's needs.

The following discussion uses some of the divisions as examples to illustrate how these and other challenges might be addressed through, as a start, working across divisions and on issues that cut across sectors.

Public Health

Just as a number of the recommended priorities have a focus broader than the health sector, effective action by SPC will require effective engagement by other SPC divisions beyond public health. This is particularly important both given the fundamental influence of other sectors on health, but also because of the expertise other SPC divisions can bring to addressing these challenges. Practical examples of cross-divisional collaboration include the following: in the areas of health emergency preparedness and water security close engagement with the SOPAC Division is crucial; the work on strengthening e-health will require close engagement with SPC's Pacific ICT

Outreach (PICTO) programme of the Economic Development Division (EDD); and the work on food security will require close engagement with LRD, FAME, EDD, Statistics for Development, and SOPAC. The potential for SPC to work across sectors is a key organisational advantage, one that no other agency in the region has or can provide. It is important that cross-sectoral priorities are identified and that cross-sectoral work is valued and supported.

Human Development Programme

In its corporate plan (2007–2012) SPC committed to *'being a gender focused regional organisation'* and recognised gender must be taken into account in planning and implementing the Secretariat's work and in the management of the organisation. Furthermore, it stated that members of the executive team would actively address gender issues in their areas of responsibility, gender issues would be mainstreamed into the design and delivery of SPC programmes with all staff acting as advocates for gender issues in the region, and a corporate-wide system would be developed to record and document the contributions SPC programmes make to human resource development in individual countries.

If SPC is to be a credible lead agency in social development issues (gender, youth, culture and human rights) it must practise what it preaches. In sum, the mechanisms and systems for gender mainstreaming are in place (see Annex C ii ETHE) but need to be widely followed 'as a matter of routine'. Priority must be given to actioning these commitments between and within divisions and in the executive and planning teams.

Educational Assessment

SPBEA is a new addition to SPC (2010), though like SOPAC it is located separately from the rest of the Suva based SPC divisions. Initial reaction to SPBEA joining SPC was concerned with whether it enriched or detracted from the partnership. However, the following indicate areas where SPBEA work has cross-cutting links with other SPC sectors, or with other organisations.

- ICT in the area of education (Statistics, ICT Suva)
- Gender in the area of literacy, numeracy and life skill achievement (CETC)
- Assessment of regional certification at PSSC and SPFSC in agriculture (Agriculture)
- Assessment of life skills (Public Health)
- Assessment of regional certification at PSSC and SPFSC in biology (Forestry)
- Teacher and principal standards (UNESCO)
- Pacific Register of Qualification and Standards (national qualifications authorities, Asia Pacific Qualifications Network)
- Strategy for monitoring and improving teacher effectiveness (UNESCO)
- Teacher competency module (National Training Colleges and USP)

Forestry

The impacts of increasing population, climate change and environmental degradation affect the forestry sector significantly. There are often pressures outside and beyond the sector's control. It thus calls for better integration, collaboration and joint action with other sectors to address key development and cross-cutting issues such as food and biosecurity, integrated water resources management (IWRM), energy in terms of biofuel use, soil protection and degradation. There are also joint benefits through cooperative use of ICT/GIS remote sensing, joint marketing and trade.

Applied Geoscience

Given that SOPAC contains a critical mass of geoscience expertise across most of the areas it is tasked with addressing and functions well as an integrated unit, it is clearly desirable to leave the current structure intact as a division on its own. It is also desirable that staff within the support services remain closely associated with the programmes they are assisting such that they remain viable.

The demand for SOPAC's current services will certainly increase in the future, and additionally there may be a requirement for increased diversity. This increased demand has several sources, such as the appearance of new drivers that impact economically or socially on the region; and population growth that puts increased pressure on non-living natural resources and makes communities more vulnerable to natural hazards. The success of work programmes through SPC will lead to wider awareness of the opportunities for assistance that SOPAC affords. In addition, there is growing recognition from other divisions within SPC that SOPAC has competencies that can assist their work.

After only 12 months as a new division assimilated into SPC, there is some merit in letting both partners discover their own comparative advantages and develop ways to grow and work together. Reviews of the other divisions and long-term funding of SPC will indicate new ways in which the total technical functions of SPC can be integrated.

Maritime Transport

A key recommendation of the maritime transport review is to enhance existing linkages for addressing and strengthening cross-cutting opportunities as these will engender cost efficiencies. Most notably, there are clear linkages between maritime transport and the other programs under EDD (Energy and ICT), and with other divisions that deal with gender opportunities in maritime transport (Education Training and Human Development), seafarer health and welfare (Human Development), environmental and climate change (SOPAC), and data collection and analysis (Statistics).

8. Comments on functions and services not recommended as key

In an environment of dwindling resources or resources not quite in the financial pocket, one may have a good or easy excuse for divesting oneself of less than popular activities. The tougher option is to find an objective way to justify having to identify and cease such an activity or service. Probably even more difficult is finding a way to divest the organisation of a function or service with which it has had a long association or in certain circumstances established emotional links for member countries.

The path followed was to use the same prioritisation process and criteria used to determine key functions and services.

Public Health

The most significant current function not included in the list of recommended long term functions and services is grant management.

While SPC currently manages three major health grants addressing HIV/AIDS, TB, malaria and NCDs (under the Global Fund and regional HIV/AIDS and healthy lifestyle 2-1-22 NCD projects), grant management is not seen as on-going core business or a core service of SPC's PHD. While this component of SPC's work currently accounts for the largest portion of the Public Health Division budget, SPC should work on exit strategies, for instance to hand over grant management to countries based on their own capacity to manage their own grants.

However, it may be necessary for SPC to retain a much smaller grant management function focusing only on the smaller island states as a capacity supplementation or substitution function, given the capacity constraints in some of the smaller island states.

A number of other specific initiatives in the current Public Health Division strategic plan are not included in the priority list above. This is not to say that they are of no value, and of course donor organisations could well in the future choose to support initiatives which do not feature on the recommended list, particularly on a project basis. The purpose of this report has been to identify what are the "core" services SPC needs to provide for countries, to support their efforts to improve the health of their people. Having done that, the challenge for SPC will be to identify how these services can be sustainably funded.

Community Education Training Centre (CETC).

The analysis is not totally conclusive but there are questions being asked about the benefits and efficiency of a seven month live-in course at CETC. It warrants serious consideration in comparison to the availability of other delivery modes such as short-term courses aligned with in-county practicals, the development of distance mode education, plus the opportunities offered by the decentralisation of SPC services (as in FSM) and the rapid expansion of ICT in all PICTs. The focus on women and girls only is a matter of concern.

Human Development Programme

There is a general proposal that HDP provides some services that could be provided by other organisations and/or in other mode. The growth of very strong regional NGOs in the Pacific today, many of which engage with national country governments and NGO agencies, across the region and internationally, presents a real opportunity for SPC/HDP to hand over certain functions, particularly those targeted at the community level. It may be necessary for HDP to retain some minimal core or

oversight functions. In terms of alternate delivery modes, the phenomenal expansion of ICT presents an opportunity for HDP to make even more use of ICT to facilitate links and education and training, especially with rural communities.

Educational Assessment

There is little to no indication within this sector that there are services that can be readily dropped. What is more likely to happen is that for particular services the number of members requiring those services will gradually reduce. However, those members still requesting such services continue to have real needs. This is particularly true for the more fragile systems found in the smaller island states.

Regional Media Centre

In failing the Market Test there is evidence that there is now minimal need for SPC to be engaged in capacity building for the traditional media (radio, television, newspapers/graphic design and production).

Training programs for radio, television, and newspapers/graphics can now be discontinued, firstly as capacity has been built up in member countries, and secondly because other providers with more resources are now active in the region. However, training programs for in-country communicators using media (e.g. health, agriculture, environment, women and youth) should still be provided using resources from other divisions on a cost reimbursable basis. Capacity or talent is now available in SPC member countries and in the region such that there is no need to maintain media program staff on the core budget for this type of work. Not only is talent available in the market, it is also available in-country making for more efficient communication as it means the activity can be carried out in the language of the requesting PICT.

Agriculture

It is recommended that core and program funding should not be used to fund enterprise development services. As discussed in the expert's report, enterprise development services should be discontinued if donor funded aid projects are not available or forthcoming. These activities must, however, contribute to meeting SPC's overall strategic objectives and must not undermine the delivery of LRD's core services. However, core funding could be justified for a position to coordinate the interaction between the various enterprise development projects that fall within the LRD's portfolio. This position could also coordinate the outsourcing of key project areas to appropriate NGOs and private sector partners, therefore freeing up core SPC positions and taking full advantage of external resources.

Fisheries, Aquaculture & Marine Ecosystems

There is only one area (the CRISP programme) that the FAME Division might consider disengaging from, not because the programme is unimportant, but because it might be better supported through alternative institutional arrangements (such as being attached to SPREP). However a detailed assessment of the merits of such a change, including a cost-benefit analysis, should be undertaken before any decisions are made in this regard.

Applied Geoscience

Some SOPAC projects, not core but nevertheless critical, will be completed in the (relatively) short term and should thereafter require only maintenance effort. Examples are the Maritime Boundaries Delimitation Project, the Risk Exposure Database, and the SOPAC Compendium.

Energy

SPC itself has mentioned the possibility of discontinuing certain services. For example, *SPC/CRGA 40 (10), Paper 4.1* mentions the option of transfer '...of some functions to...PPA...to manage and coordinate, such as diesel training in Japan'. Also when the ERG team met with SPC on 18-19 January 2012 the following were mentioned by EED as possible 'services that should be discontinued':

- 'Hands-on installation of small scale renewable energy systems
- Studies that have no confirmed funding for follow-up activities
- Management of small scale ad hoc donor-funded projects
- Gender awareness activities
- Promotion of solar cookers
- Writing of project proposals for countries (different from reviewing project proposals drafted by countries)
- Except in...specific projects, all regional training on the design, installation and maintenance of solar PV systems should be discontinued'.

However at this point in time, it is considered premature from an external perspective to recommend specific services that should be discontinued as part of SPC's current and/or planned support to the energy sector. The main reasons are:

- That SPC is working in the energy sector, including being the CROP 'lead coordinating agency', is a direct result of the RIF process. In *SPC/CRGA 41 (11), Paper 2* the Director-General of SPC mentions that the RIF process, which took five years, was '...the most complex and largest institutional reform undertaken in our region' and that the '....work involved in implementing the decisions on RIF...[was]...time consuming, politically challenging, and exhausting';
- Officially the SPC Energy programme has been in existence only for 2 years – it needs to find its feet. During this short period, a significant amount of effort (and other resources) has been used in preparing and establishing the programme. As Energy is a recently established work area, additional time is needed for planning, consolidating on-going work, and allowing time to assess the results of work that has already been initiated;
- The continued involvement of two of the current five CROP agencies involved in the Energy sector is still uncertain. Both SPREP and PIFS support to the energy sector is focused on specific interventions, (i.e. PIGGAREP for SPREP and PEC Fund for PIFS). PIGGAREP will be completed by the end of 2013 and it is also likely that the PEC Fund will have been similarly depleted within a couple of years. It is unclear what will happen when these two projects terminate; however it cannot be assumed that SPREP or PIFS will play a major role. Thus if specific on-going and/or planned services were to be discontinued by SPC it is unclear which (if any) other CROP agency would be in a position to provide or continue such a service in the long run.

In general, but specifically in the energy sector, it would be beneficial for CROP agencies to continue discussions with regard to overall mandates and specific responsibilities (including 'lead' agency roles). This is particularly important among the three CROP agencies that in the long-term will most likely provide the majority of regional assistance throughout the energy sector, i.e. SPC, PPA and USP.

In the medium to long-term, down-scaling and/or discontinuation of specific energy work programme components and/or sub-programme technical areas, should be considered by SPC. In the sector expert's report it was recommended that the main SPC Energy Programme components be prioritised as follows: i) CROP 'lead coordinating agency' role; ii) various demand driven technical assistance to PICTs; and iii) implementing agency for sub-regional/multi-country projects/programs.

While there is a strong case that the CROP 'lead coordinating agency' programme component should be undertaken by SPC and be a priority area, this is not necessarily the case for the other main programme components such as providing various demand-driven technical assistance to PICTs and being implementing agency for subregional/multi-country projects/programs. Concerning demand-driven technical assistance to PICTs, currently this is provided by other CROP agencies (e.g. PPA) as well as various development partners including global organizations (e.g. IUCN and UNDP), global and regional development banks (e.g. WB and ADB), bilateral agencies (e.g. JICA and the NZ Aid Programme) and jointly by development partners through the Pacific Region Infrastructure Facility (PRIF). With regard to being an implementing agency for various subregional/multi-country projects/programs, all the CROP agencies dealing with energy matters perform this role, e.g. SPREP for PIGGAREP, PIFS for the PEC Fund, USP for the DIREKT project, and PPA for a Pacific Regional Benchmarking exercise funded by ADB.

Looking beyond the CROP agencies, other organisations are undertaking and have undertaken an implementing agency role for subregional/multi-country energy projects/programs in the Pacific. For example, currently IUCN is implementing the Managing the Ecosystem and Livelihood Implications of Energy Policies in the Pacific Island States programme and recently an international consultant company, IT Power, was tasked with implementing the now completed EU-funded Support to the Energy Sector in Five ACP Pacific Island Countries (REP-5) programme. Thus a diverse group of organisations - including CROP agencies, global intergovernmental organizations and private sector companies - have been involved in managing subregional/multi-country energy interventions in the Pacific. There are pros and cons for utilizing different organizations and it is not possible to conclude that a particular type (let alone a specific agency) exclusively should perform such a role, particularly when comparative advantages extend down to specialised areas.

Maritime Transport

The identification of EDD services that could be discontinued has been challenging, largely because none of these services are carried out by any other programme or agency, and hence, there is the very real danger that if cut from EDD's service list, they will disappear from the SPC funding agenda altogether, regardless of their importance to the region's economic development. However, on the basis of the cross-cutting and national responsibility tests, the following services could be discontinued:

- Search and rescue (SAR). SAR is an important service to PICTs and is a vital part of the regional transport framework. Individual members call for it. However, SOPAC, which already has a Disaster Technical Assessment and Coordination service, could effectively assume responsibility for this area at the regional coordination level. At a national level, PICTs could develop bilateral MOUs with countries in adjacent SAR areas.
- Nation-specific training, which is based on local and national requirements, could be effectively addressed by individual PICTs. Such training would cover port security guards, port facility officers, and marine pilots.
- The collection and use of maritime trade statistics is a key requirement of the regional transport framework as understanding of trade trends and developments is critical for regional economic growth. This service is still under development under EDD. However, SPC's SDP already has the resources and expertise in data collection and analysis. In collaboration with maritime transport personnel, SDP could provide this service over the short to medium term.

Statistics for Development Programme

It might be more appropriate to withdraw a particular service from a member country that does not require the service or has made little effort to be usefully engaged in-country in the service delivered

by SDP rather than consider withdrawal from all member countries. The services SDP provides to countries can be considered core services only.

In addition, the phasing out of any services provided by SDP should be considered based on the filling of all gaps in statistical operations at any member country's NSO.

It is important to be reminded of the benefits of addressing regional and national initiatives through a regional approach, as discussed in the development of the Ten-Year Pacific Statistics Strategy 2011-2020. The regional approach can be particularly effective when it complements the development of national initiatives. However, it is well stated that improvement in national statistics development can't be achieved without internal support from national authorities.

During this current Phase I of implementation of the Pacific Statistics Strategy Action Plan, resources and expertise are at a premium. To maximise SDP's inputs it might be preferable to first focus on countries demonstrating a high degree of commitment and support for their NSOs

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9. Key services that SPC could consider engaging in

The following discussion is included by way of providing some balance to the issue of what is or should be SPC's core business and services. The organisation has grown tremendously as a result of the RIF and it is not the intention to suggest further growth just for the sake of growth – unless justified. One might presume that the key drivers of any expansion would be founded on country needs and to address any perceived weaknesses in ongoing programmes or services. It would indeed be unfortunate if issues raised are perceived as little more than a shopping list and not validated against need and other criteria.

Human Development Programme

A perceived gap is for advocacy and resource support for education and training initiatives, as by UN Women and other agencies, targeting an increase of training and education in gender equality, culture and youth.

Community Education Training Centre (CETC)

There is a proposal for implementation of relevant parts of the CETC Review (2009) which argues strongly that CETC be “re-visioned” as a Regional Community Development Training Centre of Excellence. Whilst the focus of the Community Development Centre of Excellence would be on youth (male and female) this centre could also be the community education and training capacity building hub for all SPC sector programmes. Basically such a facility should be used to its maximum.

Regional Media Centre

‘The Pacific Way’ is SPC's flagship TV programme and is almost considered a Pacific icon. It is crucially important for SPC's public relations purposes. As a flagship activity it is suggested that it continue to be produced and distributed and be considered for core funding.

SPC has an enormous store of technical information in its various divisions and is well placed to produce and distribute community education materials for young people in formats they can access and relate to, both through traditional media and social networks. This is a function of the Publications Department that can be another priority focus. However, it must become progressive and market-oriented and not rely on traditional designs, concepts and modes of delivery.

SPC being the lead agency in regional ICT needs to program actively to promote use of new interactive media by communicators and service providers in-country. There is little capacity in the various member countries to coordinate approaches to using new media, particularly those where demand is driven by the commercial sector.

Educational Assessment

Technical and vocational education and training (TVET) is an area of increasing importance as the Pacific region makes progress in up-skilling trades, such as in construction and hospitality.

The Certificate in Applied Learning (CAL) mentioned earlier in this report is an attempt by SPBEA to go some way to closing the current void in TVET assessment. The SPBEA document Strategic Directions acknowledges that TVET may well be an area requiring service in assessing standards and competency based skills.

Applied Geoscience

SOPAC has been around in one form or another for 40 years. However there are key services not currently provided.

- Within the Ocean & Islands Programme (OIP), in view of the problems associated with coastal development and growth, the services of a coastal geologist/geomorphologist become a priority. Also support for the Geo-network initiative is desirable.
- In the Disaster Reduction Programme (DRP), additional support for training services is required.
- For all programmes, and especially for the Water & Sanitation and Disaster Reduction Programmes, improved high level advocacy is needed to better convert SOPAC's outputs into national outcomes. SOPAC is a new addition to SPC and as such also needs greater exposure to its extended membership.

Energy

Clearly there is a need to consolidate on-going work and assess the results of the work that has already have been initiated. Furthermore there are already significant resource constraints (both in term of financing and human capacity) that prevent planned and agreed to work from being undertaken. Thus at this point, adding new responsibilities or even initiating a discussion on such issues for the Energy Programme does not seem wise. It is also considered premature to recommend additional key services that should be considered as part of SPC's support to the energy sector. Instead the focus should be on strengthening on-going and already planned and agreed to work. Finally, the present SPC Energy Programme is massively lacking in core funding.

Maritime Transport

The following services are recommended for consideration as future core services in maritime transport:

- *Technical advisory support to assist PICTs prepare for international forums.*
Participation by PICTs at international forums, particularly those organised or attended by international agencies like IMO, ILO and IALA and donor agencies, is important in safeguarding and promoting the interests of the Pacific Community at both regional and national levels. SPC has the expertise to advise PICTs on issues that have, or are likely to have, a significant impact on the sustainability of maritime transport services in individual PICTs and the region in general.
- *Enhancing linkages for cross-cutting opportunities and cost-efficiencies.*
Enhancing existing linkages for addressing and strengthening cross-cutting opportunities will engender cost efficiencies. Cross-cutting opportunities can be found between maritime transport and related areas such as energy efficiency and renewable energy, gender role-models in transport, and climate change.
- *Developing a Pacific maritime cluster*
Sustainable maritime transport requires a strong maritime infrastructure. The linkages between regulatory frameworks, transport users, providers and support sectors need to be well developed into workable maritime clusters. Developing appropriate maritime infrastructure clusters to support, strengthen and provide greater access to maritime transport services is in line with the guiding principles and themes of action outlined in the FATS.

These services cut across most of the themes of action outlined by FATS. They are recommended for consideration because they can be strategically designed to help:

- develop national and regional capacities for representations and negotiations in international maritime forums

- promote a coordinated ‘whole-of-sector’ and ‘many partners, one team’ approach to maritime transport
- transform the various components that make up the maritime transport industry into an integrated sector, or what is termed in the industry as a ‘maritime cluster’

Statistics for Development

The following points are areas that the sector expert proposes for further consideration by SDP in the course of their present activities and services.

- Extension of SDP services to firmly address cross-cutting issues and cross-multisectoral approaches.

Mindful of the limited number of staff and the costs involved and probably the potential challenges in dealing with multi-sector coordination, the demand for SDP services on these issues may arrive much sooner than expected. It is therefore worthwhile that SDP and SPC should put this as a priority in the course of the present exercise. The core objectives and associated activities in the Pacific Statistics Strategy Action Plan respond to the present need for further improvement in statistical processes in areas such as economics, vital statistics, health, and education. The SDP Programme Manager also reflected on this issue by considering further work to address new areas such as agricultural and rural statistics.

- Need for an innovative strategic approach to providing SDP services to Group C countries – PNG and Solomon Islands.

The difficulty, potential risks and challenges in addressing statistical improvement in these two countries can be well understood. However, from a regional perspective these are some of the larger SPC member countries. SPC/SDP would need to address the statistical needs of these two countries through strategizing innovative methods to deliver SDP services and share in progress.

10. Themes – emerging issues for some sectors

This final section affords some ERG team members the opportunity to raise burning issues or concerns they perceive for SPC going forward – some specific and others more general, some relevant to SPC’s future core business and services but all in some way ultimately aimed at enhancing what SPC does for its members, the PICTs.

Public Health

A number of broad themes and general priorities emerged from the analysis, which in turn informed the consideration of the priorities of specific services. These could be considered the “core” areas for the SPC Public Health Division, which would benefit from sustainable financing. They include the importance of SPC providing active support to countries in the areas of:

- a. strengthening disease surveillance
- b. strengthening communicable disease control and rapid outbreak response
- c. strengthening integrated health promotion programmes particularly focusing on noncommunicable disease (NCD), consistent with a “healthy islands” approach, and including a focus on solutions outside the health sector
- d. strengthening development of “healthy public policy” (legislation, strategies and policies, both within and beyond the health sector, which support efforts to protect and promote health) and addressing social determinants of health
- e. strengthening all hazards health emergency preparedness and response and its linkage to broader national emergency preparedness and response
- f. providing key technical expertise in key specialised areas such as health economics and epidemiology.

An obvious and fundamental issue is that in order to work effectively with countries to improve health across the region, SPC must take a multisectoral approach to its health roles. The Public Health Division must work proactively with other divisions of SPC to draw on their expertise, and to jointly tackle issues of importance to health. SPC must similarly work with organisations across the CROP system to help them make a bigger contribution to improving the health of Pacific people. And it must help countries to work across sectors to improve health.

Regional Media Centre

The media consists of platform technologies or channels for communication. The more interactive these can be, the more responsive to the needs of their users and clientele they will be.

Channels of communication have changed dramatically since 1974 when SPC created the media program to support community education.

Another role for RMC was to guide PICTs into the use of new technologies that were emerging in order to make their communication more effective.

Capacity development for the first objective has been achieved. It is time to focus on the second and it is clear that RMC has to change to meet the challenge of being an effective communication support mechanism for the various SPC programmes and all levels within member countries.

Agriculture

Into the future, the areas already identified should continue to be the core business of LRD. However, there needs to be recognition that the concept of capacity supplementation should be expanded to include capacity replacement. Discussions of capacity replacement have normally been in the context of small countries. However, capacity replacement can also be highly relevant to the larger countries, e.g. the direct involvement of SPC with the quarantine aspects of market access.

Internet connectivity and access to learning tools are the basic requirements and for many in Pacific rural and remote communities, this may be the break-through that can come through SPC and partners.

Statistics for Development

Training and maintaining staff is a basic challenge for NSOs going forward. The challenge is exacerbated by the high rate of labour mobility in the Pacific, either through migration to developed countries, or moving to other higher paying jobs within countries.

The truism, ‘what you can’t measure you can’t manage’, holds in the Pacific as it does for all SPC programmes and services. In discussions between the ERG and SPC divisions it came to the fore that there is a **real need** for further alignment of SDP services in statistics to address cross-cutting issues and underpin any multisectoral approach. In general, divisions are challenged in maintaining sector statistics. Who then becomes responsible for statistics and data in the emerging cross cutting areas? It may be out of the scope of this consultancy exercise and the solution may not be resolved by the SDP review alone; however, the provision of this service by SPC is an important core need.

Maritime Transport

Based on the review of SPC’s maritime transport services, the following profile of SPC emerges:

- **Maritime transport is a top SPC priority.** There is a clear mandate from member governments to make maritime transport a top priority by SPC. At both national and regional levels, and as stipulated in the Pacific Plan and the regional framework, maritime transport is recognised as a key driver of sustainable economic growth and development in the region.
 - **SPC is the lead agency in maritime transport.** In maritime transport, SPC through its Economic Development Division is recognised as the lead or only coordinating and implementing agency in the region. No other organisation, government or commercial, fulfils this function.
 - **However, maritime transport is not core funded.** In spite of the recognition of maritime transport’s role in national and regional economic development, the continuing ability of SPC to provide essential maritime transport services cannot be guaranteed because of funding uncertainty. Most maritime transport services are project funded, not core funded.
 - **Future strategic directions for maritime transport point to long term sustainable funding.** For SPC to fulfil its core function of assisting the maritime transport sector contribute more actively toward national and regional socio-economic prosperity, the provision of maritime transport services should be identified as a core function of SPC. To remove the ongoing uncertainty in the provision of high priority (priority level 1 and 2) long-term maritime transport services, such services should be appropriately supported through core funding. Services with a priority level of 3 and 4, and which are either short or medium term, can remain on project funding, which should still enable SPC to deliver intended outputs.
-

11. Summary results and conclusions

ERG process:

This report has been compiled from contributions by 13 Pacific sector experts and specialists in the fields of *Geoscience, Educational assessment, Human Development & Human Rights, Fisheries, Maritime Transport, Public Health, Energy, Agriculture, Statistics for Development, Forestry, ICT and Regional Media*. Twelve members of the team met for consultations in Suva from 16 to 24 January, 2012. Prior research by a few experts, five days of consultations between themselves and with SPC staff, and the experts' knowledge and experience were the main inputs in the process. The 12 sector reports included in Annexes C and D and this consolidated report (Part B) are the main outputs. An understanding of the process is critical in order to place the outputs in context.

The structure of Part B of this report was guided by the time available to synthesize and collate the 12 sector reports. Reporting by sector is not inconsistent with the objective of trying to identify specific core business, functions and services. The level of detail is directly related to time spent. Some of the experts recruited earlier in the process were able to provide more detailed reports and these are included in Annex D. All outputs generated by this ERG process are included in the report.

It may be construed as a disclaimer, but the experts were encouraged on every occasion to use their own experience and in-depth knowledge to help reach conclusions and make recommendations. In the time available it was not possible to verify or validate every fact or conclusion. The task of the expert group was to offer advice using information presently available and personal knowledge. If at some later stage such advice is challenged then having contributed to a process to get closer to the truth is seen as assisting the process. In such an exercise to "sit on the fence" is seen as being unhelpful, even counter-productive and not in the spirit of the ERG process.

Results

The ERG was able to agree on a prioritisation process that they could all use apart from Fisheries which was unrepresented in the Suva discussions. They were able to agree on relatively high-level criteria which allowed a degree of prioritisation and ranking of functions and services within each sector. The degree of detail varied considerably. Two sectors, applied geoscience and fisheries, were unable to prioritise at this higher level.

Conclusions

PICTs are at varying stages in the implementation of their development agendas. Where they are should determine their needs in relation to what SPC can provide as a priority. Most countries have a major capacity gap and as such will require continued investment and assistance in capacity building for a significant period into the future.

Capacity supplementation in all sectors was a high priority. Many PICTs and sectors within each country were devoid of key expertise and personnel and without SPC's interventions, no in-country progress can be made. Bilateral assistance faces the real danger of being ineffective or at a minimum unsustainable as most countries do not have the minimum personnel, resources or institutions to provide the critical absorptive capacity to implement development assistance.

To ensure the assistance was country-needs driven, a more robust or transparent process is necessary. The JCS process is a good start but is probably in need of review or auditing to ensure that country-identified programme needs are truly reflective of priority country needs. There is a

degree of scepticism that “if you don’t understand your problem you may not know what assistance to ask for”. The matter of delivery and quality of SPC’s programmes as demonstrated by numerous reviews is not the issue of concern. What is of concern is whether a programme activity is strategic and addresses real needs.

Possible risks exist in relation to the effectiveness of SPC’s sector programmes. An example is probably the best way to illustrate the point. In Public Health, 100% effective programme delivery may only achieve 30% effectiveness in target countries if 70% of the key issues lie outside the sector, or perhaps the Ministry of Health. The ability to address this risk is a major comparative advantage for an organisation such as SPC, which can take an integrated and multisectoral approach. How this model can be effectively implemented in the future should be a key consideration in framing the future organisational structure and mode of operation. It continues to be a critical weakness for other organisations and forms of bilateral assistance that are targeted only at line ministries.

Improved governance within PICTs is critical to improving the effectiveness of development assistance and in particular SPC’s delivery of its functions and services. There is much rhetoric about the dangers of working in silos but not enough effort put into breaking them down. It is critical to the mainstreaming of many of the long standing SPC cross-cutting programmes such as in gender, youth, ICT, regional media and statistics to name a few. It is also critical to ensure effective and appropriate development and delivery of services in the new emerging and cross-cutting issues such as climate change, food security, biosecurity, energy and water and sanitation. SPC needs to ensure that the strengths it possesses in ICT and Statistics are better integrated into all facets of its work. Newly acquired “tools” as part of the RIF process such as GIS and Resources Economics must be integrated throughout SPC, rather than being used as ambulance services.

Finally, SPC is the designated lead regional agency in a number of critical areas and possibly in all the key sectors it is involved in. Paying lip service to such a concept and important responsibility undermines the core effectiveness of SPC and what it is designed to achieve. Its fellow CROP organisations must support the concept and SPC’s membership must set an example. It is indefensible that members would not ensure that critical and lead agency responsibilities are not maintained at the basic and minimum level. If a sector has priority functions and lead responsibilities then it must by extension receive support either by core or long-term funding so that the continued delivery of critical and priority services is ensured.

No natural living organism grows, let alone survives without minimal sustenance. Likewise, if something is a priority then it must be guaranteed minimal funding support. Part of the responsibility of being a member must be to pay for whatever constitutes a core service or one that can continue to function if all programme and project funds were to cease. The present PICT membership financial contribution to SPC of around 2% of the budget does not reflect the often stated expressions of support for SPC.



Terms of Reference

Independent Review of the Secretariat of the Pacific Community

A. Introduction

1. The Secretariat of the Pacific Community (SPC) has reached a new stage of development in 2011 with major changes to the scope of its work resulting from implementing the revised regional institutional framework (RIF). SPC is now a ‘new organisation’ following the integration of the work programmes of two previously stand-alone organisations – SOPAC (Pacific Islands Applied Geoscience Commission) and SPBEA (South Pacific Board for Educational Assessment). The new SPC aspires to uphold the best of its former self enriched with the best of SOPAC and SPBEA.
2. Under this new arrangement, SPC aims to continue providing the optimum level and quality of services to members for the most beneficial impact possible at the national level across all the sectors SPC works in. Information on the background and context of SPC can be found in Annex A.

B. Objective of the proposed review

3. This is a high-level review of SPC that will consider its broader role in regional development (particularly as a result of the RIF reforms), its strategic direction and core business, programme coverage and service delivery, decentralisation and programme location, operational, financial and management matters, performance management systems, and the relevance, efficiency and effectiveness of the services it delivers to its Pacific Island members.

C. Scope

4. The review team will examine SPC’s focus, governance, management, mode of delivery, financing and performance monitoring and make recommendations on:
 - i. Core business;
 - ii. Governance, decision making and membership;
 - iii. Organisational structure;
 - iv. Strategic planning;
 - v. Priority setting;
 - vi. Business practises;
 - vii. Financial management;
 - viii. Resources;
 - ix. Performance monitoring and assessment
5. Annex B lists in detail possible areas of consideration in this scope, as guidelines for the Independent Review Team.

Method / Approach

6. The review will combine various approaches including a desk review and consultations. The desk review will be coordinated by a TA (technical assistant), who will support the review team, and collect relevant documentation (mostly from SPC sources) including previous review reports, as listed in Annex C.

7. Subject to resources and time, the review team will consult extensively across the whole SPC membership including visits with member governments, relevant national stakeholders, development partners, and other regional and international organisations that SPC works with. The review team may wish to develop appropriate instruments to facilitate information gathering and analysis.

D. Duration

8. The review will be conducted between November 2011 and April 2012 with the target completion date being end of April 2012.

E. Review team

9. The review will be conducted by a team with the requisite mix of expertise and skills. Its members will be announced as soon as the full team is assembled.

F. Management arrangements

10. The review team will be supported by a dedicated TA (not a member of the secretariat) who is answerable to the review team leader.
11. The secretariat will assist the review team with travel logistics and setting up appointments for consultations.

G. Taking the review findings and recommendations forward

12. A first draft of the review report shall be circulated to members and the Secretariat for initial comment.
13. Following the completion of the review, the secretariat will circulate the final report to members for their initial information. SPC will provide a management response, members will provide feedback leading to a decision making meeting on the recommendations in the report.
14. The CRGA subcommittee on the long-term sustainable financing strategy will be convened in July 2012 to consider:
 - i. the findings and recommendations of the review
 - ii. the secretariat's response to the review findings and recommendations
15. The outcome of the proposed July 2012 meeting of the long-term sustainable financing strategy subcommittee will consider the review recommendations and provide direction to the secretariat on the completion of three key strategic documents to be tabled for consideration at CRGA 42 in November 2012:
 - i. the draft outline of SPC's new corporate plan
 - ii. the draft outline of the long-term sustainable financing strategy
 - iii. the draft outline and parameters for the 2013 budget

3 November 2011
Noumea, New Caledonia

ANNEX A: BACKGROUND AND CONTEXT

1. *Nature of the organisation* – SPC is a technical assistance, training and research organisation that serves 22 Pacific Island countries and territories (PICTs) and operates in two official languages, English and French. SPC's headquarters is in Noumea, New Caledonia, and it has regional offices in Fiji and the Federated States of Micronesia and a country office in Solomon Islands. In addition, host country agreements with Marshall Islands, Palau, Tonga and Vanuatu enable deployment of small project teams and placement of individual project staff in relevant ministries and departments in these countries as determined by their national priorities.
2. *Organisational governance* – SPC's governing body is the Conference of the Pacific Community, which meets every two years. In years that the Conference does not meet, the Committee of Representatives of Governments and Administrations (CRGA), a committee of the whole of Conference, meets to decide on SPC's work programme and governance issues. Conference is charged with establishing the policies and regulations of the organisation, either on its own behalf or in response to recommendations for change submitted by the secretariat through CRGA. CRGA has two principal roles: oversight of SPC's technical programme delivery (a programmatic role) and oversight of SPC's governance, policy and operational and management mechanisms (a governance role). The Director-General is the chief executive officer of SPC and has full responsibility and authority to lead and manage SPC within the guidelines and policies established by Conference and CRGA.
3. *Drivers of change* – Over the past six years, a number of major drivers have had impacts on SPC's work and its role in the region. They include the 'Pacific Plan for strengthening regional cooperation and integration' (2005), which provides a framework for regional development priorities; the 'Cairns Compact on strengthening development coordination in the Pacific' (2009); the RIF reforms (2006–2011); and the increasing role that SPC has been asked to take in cross-cutting priorities such as food security, climate change and the Millennium Development Goals.
4. *Growth with change* – Since the last external review of SPC in 2005, its work programme has grown in scope and complexity. Its budget, staff numbers and offices have also grown during this period. The expansion of the work programme and staff numbers, and much of the increase in the budget are the direct result of implementation of the RIF reform and as such do not constitute real growth, but rather a 'repackaging' of the services, staffing and budgets of three previously separate organisations. The growth in the number of offices is a result of implementing the decision by the 2005 SPC Conference to decentralise the organisation and delivery of services beyond its Noumea headquarters and Suva regional office.
5. *Members' expectations* – With the recent growth in SPC's portfolio of work at the regional level, the members of the Pacific Community and development partners need to be confident that the work of SPC remains relevant to the priorities of members and is addressing them effectively. They also need to be confident that the results of SPC's work provide 'value for money' at national level and contribute to the achievement of PICT national development outcomes. In addition, services must be delivered in the most effective and efficient manner.
6. *Prioritisation of services to members* – SPC services are driven by members' priorities. The principal mode for agreeing on the priorities that SPC will address for each member is the joint country strategy (JCS). To develop the JCS, each member and SPC consult and agree on priorities that SPC will deliver on over a number of years in the sectors it works in. We now have 20 JCSs with the final two (Papua New Guinea and New Caledonia) to be completed this year. We have also begun reviewing the JCSs that were first developed. In addition, regional technical meetings (ministers and officials) and visits by members of the executive

and senior programme staff to member countries and territories assist in validating JCS priorities. Finally, the prioritisation process takes into account political decisions at the Forum Leaders' level and the decisions of SPC's governing body – Conference and CRGA.

7. *Work programme coverage* – SPC's work programme currently covers the following sectors: agriculture, aquaculture, culture, education, energy, fisheries, forestry, geosciences, health, information and communication technology, infrastructure, media development, transport (maritime and aviation), statistics and demography, water and sanitation, youth, and cross-cutting themes including climate change, disaster risk reduction, food security, gender, human rights and policy analysis and advice.
8. *Mode of service delivery* – Services in all these sectors are mainly delivered through six technical divisions: Applied Geoscience and Technology (SOPAC), Economic Development (EDD), Education, Training and Human Development (ETHDD), Fisheries, Aquaculture and Marine Ecosystems (FAME), Land Resources (LRD), Public Health (PHD), and the Statistics for Development programme (SDP). The divisions are supported by the strategic engagement, policy and planning facility (SEPPF), and the operations and management directorate comprising human resources, administration, finance and programme support services.
9. *Contribution of SPC's work to higher development outcomes* – The aim of SPC's work programme in all the above areas is to contribute to the following three key development outcomes at the national level: sustainable economic development, sustainable human and social development and sustainable natural resources management and development.
10. *Impact of RIF reforms on SPC* – Organisationally, the most immediate result of the RIF reform has been overall growth of SPC in terms of the scope and coverage of work programmes, budget, number of staff, and location of offices. Geographically, much of the actual growth resulting from the integration of SPBEA and SOPAC has occurred at the Suva regional office where SPC now has offices in eight different locations. From a corporate point of view, areas of impact have included organisational governance and structure; synchronisation of systems, processes, rules, procedures and regulations; and the merging of three separate institutional cultures into one.
11. *Early wins from RIF* – From a service delivery point of view, opportunities provided through RIF reforms are enabling practical joint programming approaches. From a corporate point of view, SPC is already realising significant early wins in harmonising finance, IT, HR and administration systems. More benefits are anticipated with further consolidation of the integration of the three organisations

ANNEX B: POSSIBLE AREAS OF CONSIDERATION IN THE SCOPE

- a. *Examine the effectiveness and efficiency of current SPC services provided to island members in relation to –***
- the core functions in the SPC 2007–2012 corporate plan and consistency of the work programme with the decisions of the SPC governing body (CRGA and Conference); relevant decisions by Forum Leaders, including the Pacific Plan and Cairns Compact; and national priorities contained in each member’s national sustainable development plan;
 - the ‘value for money’ of these services in terms of results, outputs and impacts that contribute to national development outcomes;
 - the mode of service delivery and complementarity of SPC services with those delivered by other providers, nationally, bilaterally, regionally or multilaterally;
 - the sectors covered and mechanisms for prioritisation of the services to be delivered.
- b. *Recommend the future focus and strategic direction of SPC’s long-term core services and, building on the work done under the guidance of the CRGA subcommittee on the long-term sustainable financing strategy¹ and noting the desired outcomes of the RIF reform process, identify –***
- which sectors and services regarded as essential by individual members does SPC add value to, and is best placed to engage in;
 - which sectors and services should SPC not engage in, either because they are areas of lower priority, SPC does not have a comparative advantage in these areas, or the services can be delivered more efficiently through other means (e.g. bilaterally or by other partners);
 - a prioritisation process, including criteria, to determine which sectors and services SPC should agree to engage in, in future.
 - the optimum mode of future service delivery to members.
- c. *Consider the optimum long-term financing model to support the delivery of SPC’s core services –***
- Examine current funding modalities for SPC’s regional services and propose options for future funding models to support the delivery of SPC’s long-term core services.
- d. *Assess SPC’s monitoring and evaluation framework for measuring results, outputs and impacts and where possible outcomes, by examining –***
- SPC’s current approach to measuring the efficiency and effectiveness of its services and whether or not current systems, policies and procedures maximise efficiency and effectiveness;
 - SPC’s existing monitoring and evaluation approach/performance framework for measuring results;
 - SPC’s existing provisions for risk and fraud management.
- e. *Consider the ideal organisational governance arrangements and structure to support optimum service delivery to island members by examining –***
- the effectiveness of SPC’s current governance arrangements and organisational structure to support service delivery to Pacific Island members;
 - the efficiency of SPC’s current service delivery model including its network of decentralised offices;
 - existing partnership arrangements with other regional and international organisations and the mechanisms for coordinating these relationships.

¹ The work to determine SPC’s core business is expected to be completed by December 2011. The results will feed into the independent external review.

ANNEX C: PREVIOUS REVIEWS

SPC has undergone a series of organisational and programme-specific reviews since it began. Some of the reviews were commissioned by the secretariat or its governing body, others by members and donors, e.g. the following reviews have been conducted since 1996:

- a. Corporate-wide reviews
 - i. 1996 SPC corporate (organisational) review
 - ii. 2005 SPC corporate (organisational) review

- b. Member-initiated reviews
 - i. 2001 AusAID independent review
 - ii. 2008 ANZ joint triennial review of ANZ support to regional organisations. This review involved all CROP (Council of Regional Organisations in the Pacific) agencies including SPC.

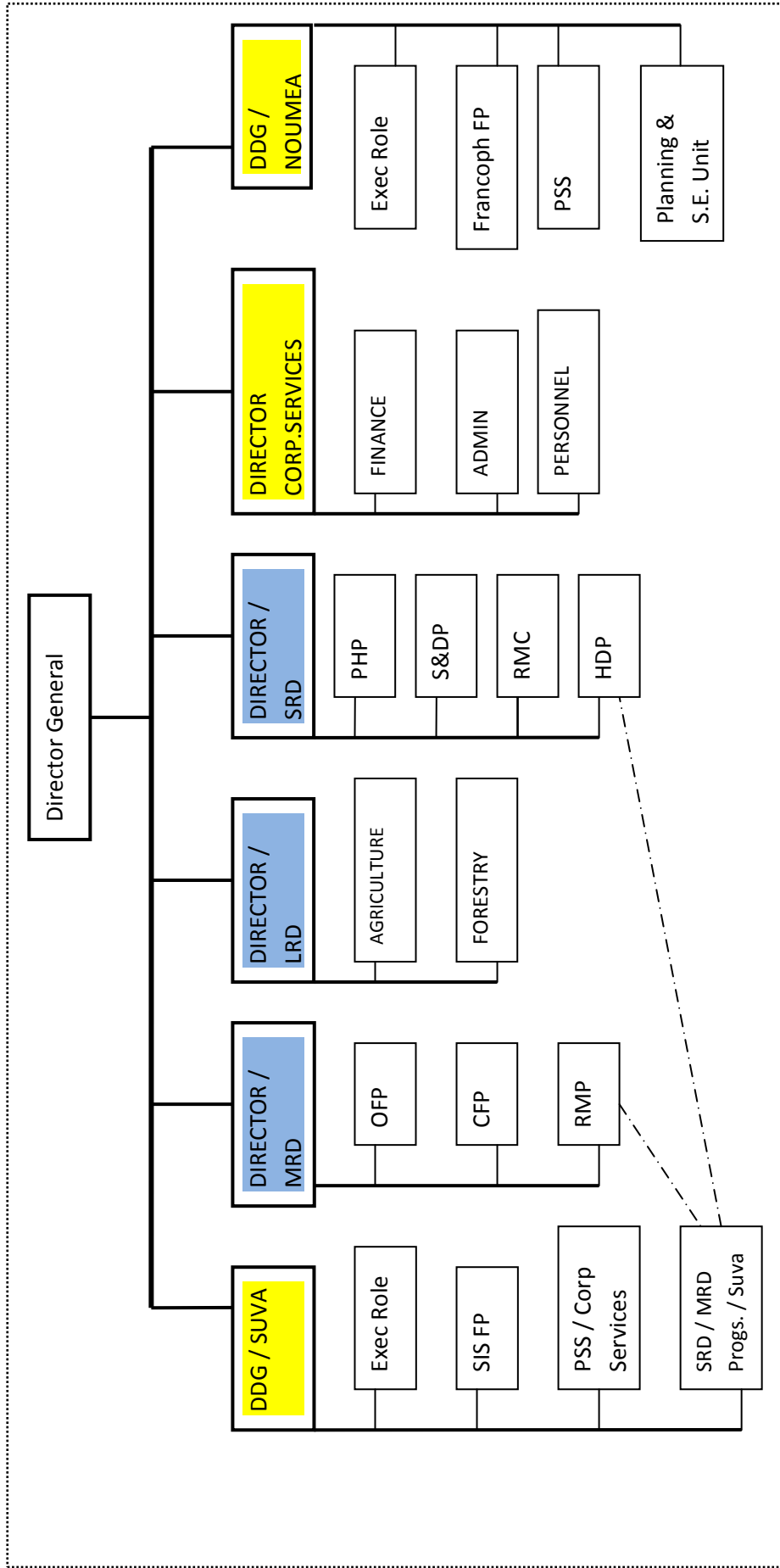
- c. External reviews of SPC programmes
 - i. 1999 Library Services
 - ii. 2000 Community Health Programme
 - iii. 2001 Oceanic Fisheries Programme
Pacific Women's Bureau
 - iv. 2002 Regional Media Centre
 - v. 2003 Land Resources Division
Finance review
Regional Maritime Programme
Population and Demography Programme
Coastal Fisheries Programme
 - vi. 2004 Pacific Youth Bureau
 - vii. 2005 Cultural Affairs Programme
 - viii. 2006 Public Health Programme
 - ix. 2011 Corporate and programme support services

- d. Reviews relating to organisational mergers and the RIF reforms involving SPC
 - i. 2000 SOPAC–SPC integration study
 - ii. 2006–2009 Various reviews related to RIF reform

- e. Review of SPC's core business
 - i. 2010 KVAConsult – Long-term sustainable financing strategy for SPC:
Part 1 – Core business

- f. Donor requirement reviews
 - i. 2002 Global Fund Institutional Assessment
 - ii. 2005 Global Fund Institutional Assessment [new grants]
 - iii. 2007 Global Fund Institutional Assessment [new grants]
 - iv. 2009 Global Fund Institutional Assessment [new grants]
 - v. 2007 EU Institutional Assessment
 - vi. 2011 EU Institutional Assessment

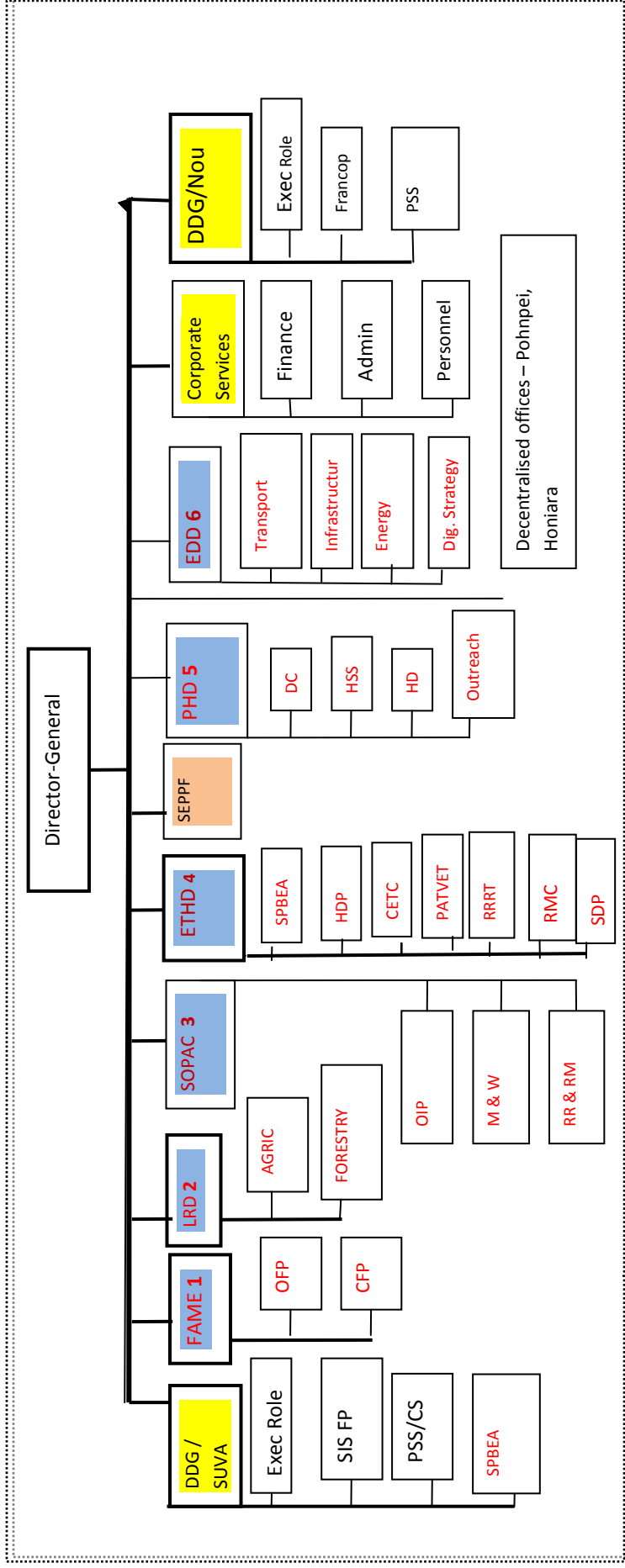
SPC ORGANISATIONAL STRUCTURE - Pre RIF - up to 2009



Keys

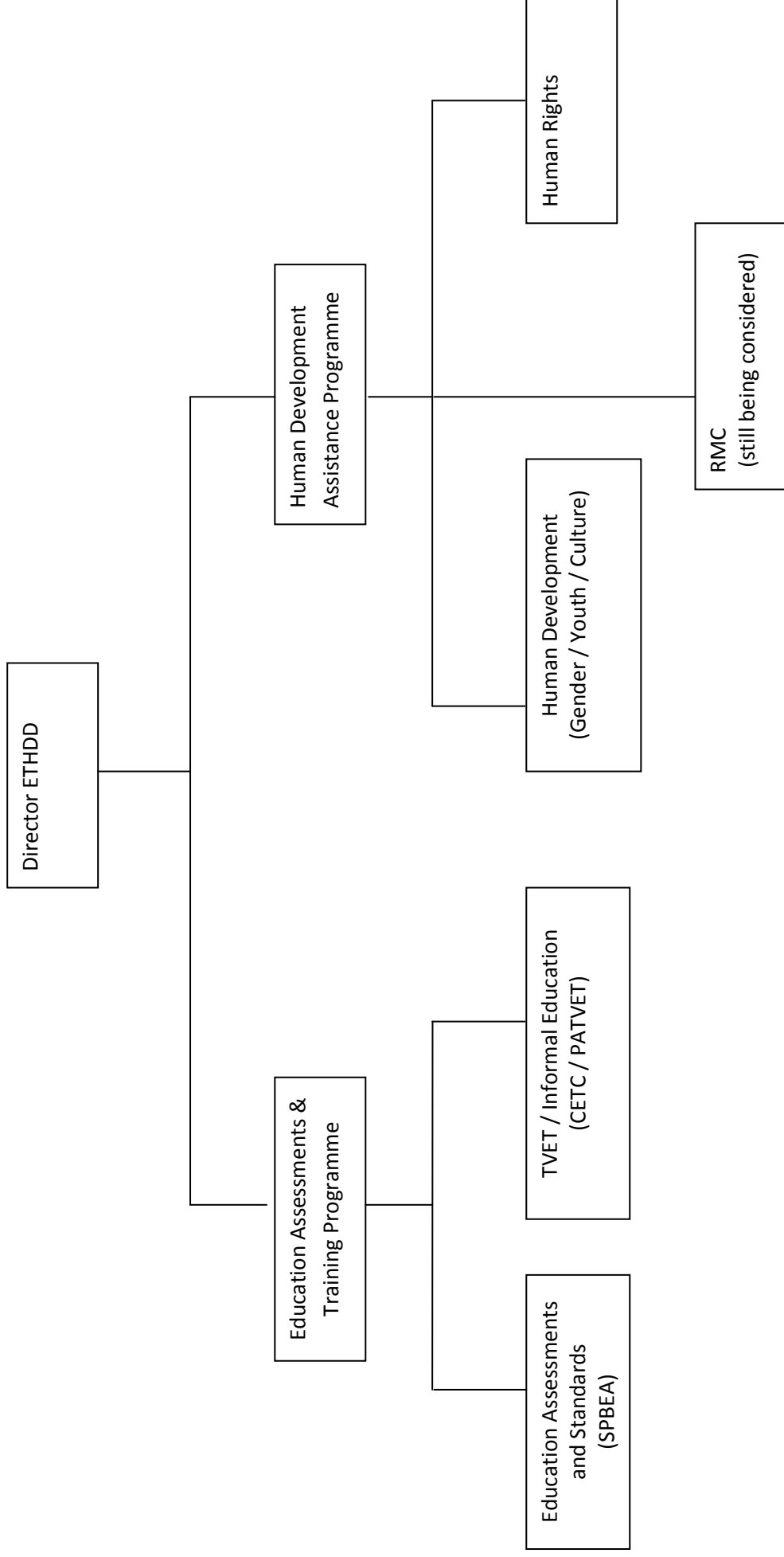
CFP	Coastal Fisheries Programme	MRD	Marine Resources Division	SIS FP	Small Island States Focal Point
Francoph FP	Francophone Focal Point	OFP	Oceanic Fisheries Division	SRD	Social Resources Division
HDP	Human Development Programme	PHP	Public Health Programme	S&DP	Statistics & Demography Programme
LRD	Land Resources Division	PSS	Programme Support Services	S.E. Unit	Strategic Engagement Facility
RMC	Regional Media Centre				

TRANSITION SPC ORGANISATIONAL STRUCTURE WITH 6 TECHNICAL DIVISIONS – Phase 1 reform - During RIF 2009 - 11

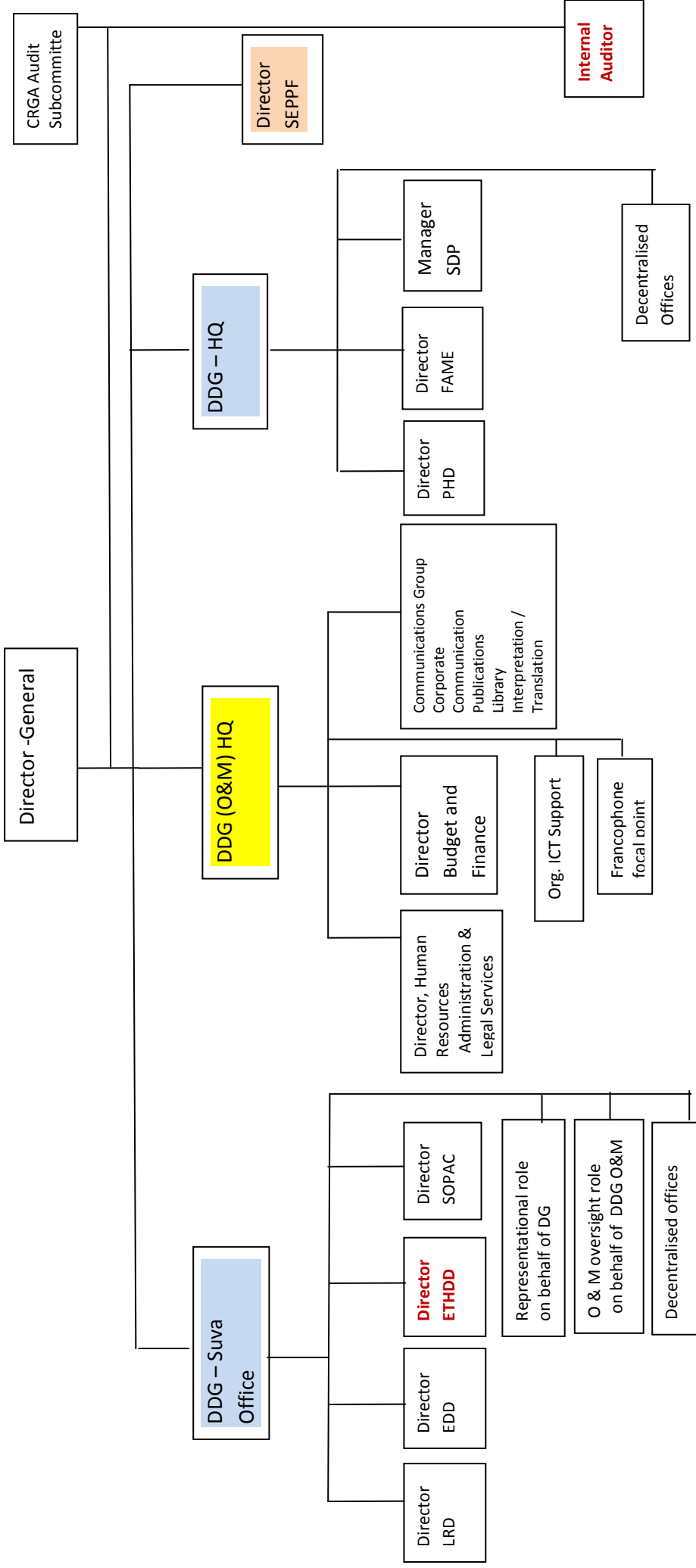


CFP	Coastal Fisheries Programme	MRD	Marine Resources Division (1)	SIS FP	Small Island States Focal Point
Francoph FP	Francophone Focal Point	OFF	Oceanic Fisheries Programme	CETC	Community Education & Training Centre
HDP	Human Development Programme	PHD	Public Health Division (5)	S&DP	Statistics & Demography Programme
HSS	Health Systems Strengthening	HD	Health Determinants	SEPPF	Strategic Engagement, Policy & Planning Facility
LRD	Land Resources Division (2)	PSS	Programme Support Services	SPBEA	South Pacific Board for Educational Assessment
M & W	Minerals & Water	RRRT	Regional Rights Resources Team	RR & RM	Risk Reduction & Risk Management
OIP	Oceans & Islands Programme	CRP	Community Risk Programme	W&S	Water & Sanitation
RMC	Regional Media Centre	EDD	Economic Development Division (6)	DC	Disease control (CDs/NCDs/emerging diseases)
SRD	Social Resources Division (4)	PATVET	Pac. Tech. & Vocational Educ. & Training	SOPAC	SOPAC Science & Technology Division (3)

Education, Training and Human Development Division Structure



Proposed SPC organisational structure – Phase 2 Reform – Post RIF - 2012 onward



DDG Suva office – Deputy Director-General, (Programmes), Suva Office
 DDG HQ – Deputy Director-General, (Programmes), Headquarters (Vacant)
 DDG (O&M) HQ – Deputy Director-General, Operations and Management, Headquarters
 SDP – Statistics for Development Programme
 SEPPF – Strategic Engagement, Policy and Planning Facility
 O & M – Operations and Management

EDD – Economic Development Division
 ETHDD – Education, Training and Human Development Division
 FAME – Fisheries, Aquaculture and Marine Ecosystems Division
 LRD – Land Resources Division
 PHD – Public Health Division
 SOPAC – Applied Geoscience and Technology Division



TERMS OF REFERENCE
AN EXPERTS REFERENCE GROUP TO ASSIST IN FINALISING THE WORK ON THE
CORE BUSINESS AND CORE SERVICES THAT SPC SHOULD PROVIDE TO MEMBERS
IN THE LONG TERM

1. INTRODUCTION

The 6th meeting of the Conference of the Pacific Community convened in Tonga in October 2009 established a Subcommittee of CRGA to develop a long-term sustainable financing strategy to be presented for the consideration to the fortieth meeting of CRGA in October 2010.

This work involved two components:

- i. The determination of the core business of SPC; and
- ii. Development of a long-term financing strategy to support the delivery of the core business.

2. BACKGROUND

The Secretariat of the Pacific Community (SPC) is an international organisation that provides technical assistance and advice, training and research services to 22 Pacific Island countries and territories (PICTs).

SPC's corporate plan (2007 - 2012) states SPC's core business as; capacity building, capacity supplementation and regional coordination functions (including transboundary functions). SPC's mission is 'to help Pacific Island people position themselves to respond effectively to the challenges they face and make informed decisions about their future and the future they wish to leave for the generations that follow.'

The Regional Institutional Framework (RIF) reform directed by Pacific Forum Leaders and endorsed by SPC's Conference resulted in the integration of three, previously stand alone organisations (SPC, SOPAC, and SPBEA) into one premier technical organisation, the Secretariat of the Pacific Community. Additionally, the transfer of some technical functions (energy, ICT, infrastructure and transport) from PIFS to SPC was also required of the Leaders' decision. The Secretariat of the Pacific Community (SPC) is an international organisation that provides technical assistance and advice, training and research services to 22 Pacific Island countries and territories (PICTs) in the following sectors - agriculture, aquaculture, biosecurity, culture, education, energy, fisheries, forestry, applied geoscience, ICT, human rights, public health, statistics and demography, transport, water and sanitation, youth, and cross-cutting areas including climate change, gender, disaster risk management and food security.

3. PROGRESS ON WORK TO DATE

The secretariat has undertaken some work on the first of the two components as follows:

- i. *Commissioned a consultancy that was undertaken by KVA Consults to help determine the core services that SPC must provide in the long term because they constitute key national or regional priorities for members but (i) members do not have the capacity to provide the services on their own, (ii) the market is not able to provide the services, (iii) services are not provided by any other party at regional or national level, (iv) SPC is best suited to provide this service as it is in its area of work and comparative advantage, or (v) this service is best delivered regionally because of its regional nature and economies of scale.*
- ii. KVA has produced a report that verified the importance of the sectors SPC's work currently covers, and the importance for SPC to continue providing services in these sectors. However the consultant was not able to drill further into what of the priorities in each of the sectors should SPC focus on and which priorities should SPC move away from as they can either be undertaken nationally or be provided by other players who are better placed to provide them.

- iii. *SPC divisional heads together with their staff also conducted in-house analysis* on what of the services they currently provide to members could be classified as core services that should be provided in the long-term, This analysis categorised services into three areas as follows:
 - a. Most essential – those services that members rely on or cannot do without additional support and must be provided in the long-term
 - b. Essential – those services that are crucial to members but are more shorter term in nature and members have the potential to take over responsibility for
 - c. Desirable are services that would be good to provide if resources were available but there is no likely negative impact to members if they are not done
- iv The outcome of these two processes had been reviewed by the CRGA sub-committee on long-term financing strategy but more detailed analysis needs to be made to identify the specific priorities / services that SPC must focus on in the long term.
- v The experts group is expected to undertake this final assessment and provide a report to SPC on the core services it must provide for the long term and services it must move out from.

4. INDEPENDENT EXTERNAL REVIEW (IER) OF SPC

The 7th Conference has endorsed an independent external review of SPC to be conducted between December 2011 and April 2012. This is an organisation-wide institutional review and will consider core business; governance, decision-making and membership; organisational structure, strategic planning; priority setting; business practices; financial management; resources and performance monitoring and assessment. Annex 1 to this note provides the possible areas for consideration as guidelines for the Independent review team.

It is anticipated that the report from the Reference group on core services will be a major source of information for the IER team.

5. ROLE OF THE EXPERTS REFERENCE GROUP

The principle role of the expert group is to assist the Secretariat in determining the core business and services that SPC should focus on and continue to support its members with in the long term. This will involve consideration of which sectors SPC should focus on and within these sectors what services should it focus on.

To assist the experts group we will provide previous work that has been done by SPC's divisional directors and the report by KVA on SPC core business. Additionally, other key documents shall be provided to the Experts Group for their reference.

The work of the Experts Reference Group will be to reaffirm or refine the core functions and services of the Secretariat based on their expert knowledge and extensive experience and understanding of the various sectors in the Pacific supported by information provided by the Secretariat. The core functions should be defined based on what SPC has been mandated to do and its known comparative advantage vis-a-vis other development partners.

6. OBJECTIVE OF THE EXPERTS REFERENCE GROUP

The objective of the Experts Reference Group are to:

- a. Review, analyse the work already concluded by KVA consults and the Secretariat and with their specialist knowledge about the sector and its role in the Pacific, recommend:
 - o the core services that SPC must continue to provide to members in the long-term and justify
 - o the services SPC is currently providing that it should: consider moving out of altogether and justify

- services that are not yet provided that SPC should consider taking on and justify
- b. produce a report that will assist the IER team to respond to TOR (b) in Annex 1 attached. The IER team will not have time to get down to the details in analysing core business and services and will largely rely on the report and conclusions of the Reference group and their own knowledge and discussions’

7. METHODOLOGY

The following documents will be available to the Reference Group:

- Regional Paper on the LTSFS;
- The work carried out by KVA Consult in identifying key deliverables for SPC through wide consultation with PICTs;
- The identification of programme functions and priorities and their outputs and inputs by SPC Programmes;
- The current SPC Corporate Plan;
- All current divisional Strategic Programme Plans;
- All divisional reports which were presented at the CRGA 40 & 41; and
- The Director General’s Report on SPC Reforms, SPC Organisational Restructure to CRGA 40 & 41
- The SPC prioritisation matrix – work carried out by SPC programmes on identifying and prioritising core business.

In carrying out its work, the Experts Reference Group shall meet with the DG and divisional directors as necessary for briefings and also review the various documentations from the divisions before finalising their respective views on what core services SPC should focus on in each of the sectors or cross-cutting areas in the long term that would require sustainable financing

8. COMPOSITION

The Experts Reference Group shall comprise experts in key sectoral areas making up SPC’s 6 technical divisions, the Statistics for Development Programme and the strategic engagement, policy and planning facility (SEPPF) as follows:

Applied Geoscience and Technology (SOPAC) Division	<ul style="list-style-type: none"> • Geoscience –including maritime boundaries, coastal zone management, • Disaster Reduction • Water and Sanitation
Economic Development Division (EDD)	<ul style="list-style-type: none"> • Energy, • ICTs , • Transport, and • Infrastructure
Education, Training and Human Development Division (ETHDD)	<ul style="list-style-type: none"> • Secretariat of the Pacific Board for Education Assessment • Community Education Training Centre, • Human development programme - Gender, Culture, Youth, • Human Rights programme • Regional Media Centre

Fisheries, Aquaculture and Marine Ecosystems Division (FAMED)	<ul style="list-style-type: none"> • Coastal Fisheries, • Oceanic Fisheries • CRISP project
Land Resources Division (LRD)	<ul style="list-style-type: none"> • Improved food and nutritional security • Integrated and sustainable agriculture and forestry resources management and development • Improved biosecurity and increased trade in agricultural and forestry products
Public Health Division (PHD)	<ul style="list-style-type: none"> • Combat and reduce overall impact and burden of diseases • Contribute to strengthen national health systems • Increase capacity of PICTs to address non-health sector determinants of health • Increase efficiency and impact of health interventions
Statistics for Development (SDP)	<ul style="list-style-type: none"> • Census and household surveys • Statistical analysis • Data dissemination
SEPPF	<ul style="list-style-type: none"> • Regional cooperation and partnerships, strategic positioning, resources mobilisation and management • Sectoral and thematic policy analysis and research, coordination and mainstreaming • Country and programme support • Corporate policy, organisational development and performance management
Cross-cutting priorities	Climate Change, Food security, Gender

9. DURATION

It is anticipated that the Experts Reference Group shall comprise experts from the various sectors within the 8 divisions and programmes outlined in the table in section 8 above. Depending on the availability of the respective experts the Experts Reference group would either work as a team and submit a joint report or by sector and submit sector / division based reports which can be further consolidated for submission to the Secretariat and the Independent review team. The draft consolidated report is expected to be ready by 27th January 2012 so all sector reports need to be submitted by Tuesday 24th January. The final report must be ready by 31 January 2012. All associated expenses including air fares and per diems where necessary shall be borne by the Secretariat.

**ANNEX 1: POSSIBLE AREAS OF CONSIDERATION BY THE INDEPENDENT REVIEW
TEAM IN THE SCOPE OF ITS ANALYSIS**

- a. *Examine the effectiveness and efficiency of current SPC services provided to island members in relation to –***
- the core functions in the SPC 2007–2012 corporate plan and consistency of the work programme with the decisions of the SPC governing body (CRGA and Conference); relevant decisions by Forum Leaders, including the Pacific Plan and Cairns Compact; and national priorities contained in each member’s national sustainable development plan;
 - the ‘value for money’ of these services in terms of results, outputs and impacts that contribute to national development outcomes;
 - the mode of service delivery and complementarity of SPC services with those delivered by other providers, nationally, bilaterally, regionally or multilaterally;
 - the sectors covered and mechanisms for prioritisation of the services to be delivered.
- b. *Recommend the future focus and strategic direction of SPC’s long-term core services and, building on the work done under the guidance of the CRGA subcommittee on the long-term sustainable financing strategy¹ and noting the desired outcomes of the RIF reform process, identify –***
- which sectors and services regarded as essential by individual members does SPC add value to, and is best placed to engage in;
 - which sectors and services should SPC not engage in, either because they are areas of lower priority, SPC does not have a comparative advantage in these areas, or the services can be delivered more efficiently through other means (e.g. bilaterally or by other partners);
 - a prioritisation process, including criteria, to determine which sectors and services SPC should agree to engage in, in future.
 - the optimum mode of future service delivery to members.
- c. *Consider the optimum long-term financing model to support the delivery of SPC’s core services –***
- Examine current funding modalities for SPC’s regional services and propose options for future funding models to support the delivery of SPC’s long-term core services.
- d. *Assess SPC’s monitoring and evaluation framework for measuring results, outputs and impacts and where possible outcomes, by examining –***
- SPC’s current approach to measuring the efficiency and effectiveness of its services and whether or not current systems, policies and procedures maximise efficiency and effectiveness;
 - SPC’s existing monitoring and evaluation approach/performance framework for measuring results;
 - SPC’s existing provisions for risk and fraud management.
- e. *Consider the ideal organisational governance arrangements and structure to support optimum service delivery to island members by examining –***
- the effectiveness of SPC’s current governance arrangements and organisational structure to support service delivery to Pacific Island members;
 - the efficiency of SPC’s current service delivery model including its network of decentralised offices;
 - existing partnership arrangements with other regional and international organisations and the mechanisms for coordinating these relationships.

¹ The work to determine SPC’s core business is expected to be completed by January 2012. The results will feed into the independent external review.

Expert Review Group

Alfred Simpson (Team Leader)

Alf has about 40 years experience of exclusively working in the Pacific. Started as a Hydrogeologist in the Fiji Government in 1972 and left as Director of Mines & Mineral Development 23 years later. Worked for 9 years with SOPAC. 3 years as Assistant Director & 6 as Director SOPAC & a CROP CEO. Left in January 2004 for Australia and private consultancy work including for ComSec (Boundary delimitation advisor), ADB (Tsunami rehabilitation), WB (DRR & CC Adaptation), Nautilus Minerals (Advisor), Posch & Partners (EIB Water & Sanitation pjt)

Tagaloatele Peggy Fairbairn-Dunlop (Human Development Expert)

Tagaloatele Peggy Fairbairn-Dunlop has been teaching researching and publishing on Pacific development and social issues for over 30 years mainly on issues of gender youth and family security and development planning. She was on the staff of USP School of Agriculture, Alafua for over 15 years and then was head of USP Continuing Education. Peggy has worked in most Pacific countries and with most donor agencies. Presently she is Professor of Pacific Studies at the Institute of Public Policy, AUT University Auckland.

Professor John Collen (Geoscience Expert)

John Collen is an associate professor in geology in the School of Earth Sciences at Victoria University of Wellington, Wellington, New Zealand. He has a background in sedimentary and petroleum geology, and currently undertakes research in marine science. For the past 20 years he has been involved in coastal geology and biology in the Pacific region, including collaborative research with SOPAC staff. Since 1999 he has been Chair of the Science, Technology and Resources Network, which is an independent association of international scientists who work in the Pacific region. This role includes chairing an annual conference in association with SOPAC and in giving scientific advice to individuals and states in the region.

Thomas Lynge Jensen (Energy Expert)

‘Thomas Lynge Jensen is Environment and Energy Specialist including Regional Technical Adviser for Energy and Climate Mitigation at the United Nations Development Programme (UNDP), Pacific Centre based in Suva, Fiji. He has over 14-years of national and international professional working experience in the development of sustainable energy utilization particularly on island states including 10-years in the Pacific. He has worked on various Asia-Pacific regional and Pacific regional, national and community level energy interventions. He has worked directly with all the Council of Regional Organisations in the Pacific (CROP) agencies that have been active in the energy sector’.

Dr Jeff Hawkins (Marine Transport Expert)

DR JEFF HAWKINS is a Master Mariner with over 25 years of professional experience in the Pacific region, working with international and regional agencies on maritime transport issues, including the SPC, Forum Secretariat, ESCAP, UNDP, ADB, AusAID, NZAID, Australian Department of Defence. He has also worked at an individual country level on a wide range of maritime transport projects during the same period. Dr Hawkins is Managing Director of the Asia Pacific Maritime Institute, a specialist maritime research organization that focuses on the business aspects of the maritime transport industry and conducts majority of its work in the Asia Pacific region. He was Project Director of the

PNG Maritime College Institutional Strengthening Project, a 4 year \$16.8 million AusAID funded project. He was also Program Director for the Regional Management Program, which was under the Australian Department of Defence Pacific Patrol Boat Program.

Peter Davies (Educational Assessment Expert)

Peter has worked for over thirty years in the Pacific within the education sector. Originally from the UK where he graduated from the University of Wales, he was recruited by the British Government in 1976 and was contracted to the Government of Kiribati as a science teacher. Peter was intimately involved in the training of teachers, principals, lecturers and assessment unit staff from around the region.

Dr Mark Jacobs (Public Health Expert)

Mark is a senior public health physician and health manager. Currently Director of Public Health in New Zealand. Before that managed the Public Health Programme at SPC, and previously was in senior public health roles in Australia

Massaso Paunga (Statistics for Development Expert)

Massaso is a former Minister of External Trade, Commerce and Tourism with the Government of Tonga and has been a Pacific regional consultant specific to statistics for at 10 years. He has been instrumental in the design of the Pacific Statistics 2020 programme and currently also serves the University of the South Pacific as one of its Senior officers at their centre in Nuku'alofa.

Andrew MacGregor (Agriculture Expert)

Kanawi Pouru (Forestry Expert)

Ashley Wickham (Regional Media Expert)

Sam Taufou (ICT Expert)

Sam has worked in the Pacific for more than 20 years. During this period he has been the IT technician and manager in key regional organisations – FFA, SPC and currently serving with WCPFC. Sam has been instrumental in the design and the earlier stages of implementation of the Pacific Islands Digital Strategy.

Bob Gillett (Fisheries Expert)

Annex Di

Priority Health Services Provided by SPC Mark Jacobs, Member Expert Reference Group January 2012

Background

Pacific island countries and territories are faced with enormous health challenges. For example

- the continuing epidemic of noncommunicable diseases like heart disease, cancer and diabetes is already the major cause of illhealth and death across the region. Without effective action on NCD risk factors like smoking and obesity this will get worse, which is likely to mean basic measures of health like life expectancy will go backwards
- a range of infectious diseases continue to have a big impact
- health expenditure is a big burden on national budgets and healthcare costs are continuing to climb
- difficulties in training, attracting and retaining sufficient skilled staff
- difficulties in providing services for people in more isolated communities
- coping with the health impacts of climate change

It is now well recognised that health in the Pacific and around the world is heavily influenced by factors outside the direct control of the health sector. Actions in sectors like finance, trade, education, economic development and environment have direct impact on the health of communities. As a result, achieving sustainable health gain requires effective *multisectoral* action to address the “social determinants” of health, and tackling NCDs is the clearest example of this. Initiatives to sustainably improve the health of communities which only focus on the health sector are often doomed to fail. This in itself is both a challenge and an opportunity for those working to improve health in the Pacific.

Further, the health of our people is not just influenced by what happens in other sectors, it in turn influences other sectors. Again taking NCDs as an example, they have now been explicitly recognised as a key regional and global *development* challenge, as failure to effectively tackle them will constrain future national and regional development.

SPC has a key role in supporting countries to address these challenges. Its public health role is longstanding and valued by countries, and it is uniquely well placed to support multisectoral action on health, not least because of its own focus on a wide range of sectors, and because of its role as the lead organisation on health within the CROP system.

Pacific Health Priorities

Country governments have provided very clear indications of regional health priorities, and very clear indications of the support they expect and need from SPC. This clarity is provided in particular by 2 key processes- the meetings of Pacific

Ministers of Health which take place every 2 years, and the negotiation between SPC and individual members of joint country strategies.

The Ninth Meeting of Ministers of Health for the Pacific Island Countries was held in Honiara, Solomon Islands in June 2011. At that meeting, and building on on-going priorities from earlier meetings such as the need to tackle priority communicable diseases, Ministers agreed the following priorities:

- a. non-communicable diseases (NCDs);
- b. revitalization of Healthy Islands;
- c. improving performance through strengthening national health planning, monitoring and evaluation;
- d. strengthening food security in the Pacific;
- e. achieving health-related Millennium Development Goals,
- f. mental health;
- g. social determinants of health;
- h. health information systems, evidence, epidemiology and statistics;
- i. human resources for health;
- j. clinical care and clinical governance;
- k. emerging and neglected infectious diseases;
- l. disaster risk management;
- m. laboratories;
- n. health care financing,
- o. health leadership and governance; and
- p. new technologies.

Ministers indicated that the first 5 of these in particular were of the highest priority.

In addition, there have been a number of international health agreements where the Pacific countries have been actively involved in their development, and which they have strongly endorsed. Agreements where Pacific commitment is particularly obvious include the Framework Convention on Tobacco Control, the International Health Regulations and the Political Declaration of the UN High Level Meeting on NCDs.

Relationships With Key Regional Organisations

The World Health Organisation (WHO) is SPC's principle partner in supporting countries to address health priorities and health determinants. WHO is the United Nations specialised agency with the global mandate for health. The Pacific region comes under the Western Pacific Regional Office (WPRO) of the WHO headquartered in Manila (combined with most of the east and southeast Asian countries). WHO determines global health policy, strategy and direction and assists countries to implement them. SPC (established in 1947) with its specific focus on Pacific health works closely with WHO in supporting Pacific countries meet their health challenges.

Both organisations continue to have critical health roles to play in addressing Pacific health priorities. Each has particular and complementary strengths in the health specific interventions, and SPC has particular strengths in relation to issues requiring action beyond the health sector. In order that they can receive the best possible support, countries expect the 2 organisations to work closely together, and at the 2011 Honiara meeting health ministers complimented the 2 organisations for increasingly doing that.

SPC's role as the lead CROP organisation for health, and its relationships with the range of other CROP organisations, will also be key to it supporting countries to achieve sustainable improvements in health. There is scope for SPC to further increase its effectiveness in this regard.

Summary of Services Currently Provided

The 2010 – 14 PHD strategic plan lists the following four key objectives:

Objective 1: To reduce the overall impact and burden of diseases

Strategy: Contributing to the reduction of the overall impact and burden of communicable, non communicable, emerging and re-emerging diseases through effective prevention, control and management

Objective 2: To contribute towards strengthened national health systems

Strategy:

- a) Assisting countries in adapting and scaling up their capacity to effectively address the priorities they have identified and to achieve their targets, and
- b) Contributing to enhanced coordination of regional programmes to more effectively analyse and support country health systems, and developing regional solutions with partners in areas in which PICTs have identified difficulties in developing their own capacity.

Objective 3: To increase the capacity of PICTs to address non-health sector determinants of health

Strategy: Addressing the fundamental social, environmental, political and economic determinants of health through community empowerment, appropriate partnerships, and multi-sectoral policies and programmes that enhance equity and services for vulnerable groups and increase community resilience

Objective 4: To increase the scope, efficiency and impact of interventions

Strategy: Increasing the scope, efficiency, and impact of interventions in countries through enhanced partnerships and innovative research, approaches, strategies and systems

It is considered that Objectives 1-3 above remain appropriate broad descriptions of the key priorities for the Division, although it is questionable whether Objective 4 needs to be spelled out as a separate objective in its own right.

Criteria Used to Identify Priority Services

In examining the full range of health services and functions currently provided by SPC, a number of criteria were used as a guide. These were

- Priority of countries (and requires assistance from outside of the country, regionally or internationally)
- Likelihood of achieving (sustainable) improvements in health
- Strengthens national health systems
- No better alternative provider
- Builds on organisational advantages of SPC, including the potential for multisectoral/cross-cutting action

As outlined in the consolidated ERG report, these criteria align with criteria specified in the Pacific Plan. The analysis resulted in the identification of a sub-group of services which are considered to be at the heart of SPC's continuing role in

supporting Pacific countries to protect and improve the health of their people into the future. These are listed in more detail later in the report.

Key Themes

A number of broad themes and general priorities emerged from the analysis, which in turn informed the consideration of the priorities of specific services- these could be considered the “core” areas for the SPC Public Health Division, and which would benefit from sustainable financing. They include the importance of SPC providing active support to countries in the areas of

- a. strengthening disease surveillance
- b. strengthening communicable disease control and rapid outbreak response
- c. strengthening integrated health promotion programmes particularly focusing on noncommunicable disease, consistent with a “healthy islands” approach, and including a focus on solutions outside the health sector
- d. strengthening development of “healthy public policy” (legislation, strategies and policies, both within and beyond the health sector, which support efforts to protect and promote health) and addressing social determinants of health
- e. strengthening all hazards health emergency preparedness and response and its linkage to broader national emergency preparedness and response
- f. providing key technical expertise in key specialised areas such as health economics and epidemiology

An obvious and fundamental issue is that in order to work effectively with countries to improve health across the region, SPC must take a multisectoral approach to its health roles. The Public Health Division must work proactively with other divisions of SPC to draw on their expertise, and to jointly tackle issues of importance to health. SPC must similarly work with organisations across the CROP system to help them make a bigger contribution to improving the health of Pacific people. And it must help countries to work across sectors to improve health.

Recommendations on Key Health Functions and Services of SPC

The recommendations below are considered to be the key health functions and services which SPC needs to provide. They have been divided into long term and short term priorities, and to assist with clarity “long term” is considered to mean on-going, whilst “short term” means time limited. The long term priorities are considered to need sustainable financing, to ensure that Pacific countries can rely on their continued provision.

1. Long Term

Health Sector Focused

- a. Sustain the Pacific Public Health Surveillance Network (PPHSN) and associated health networks such as LabNet. This is considered to be one of SPC’s **flagship programmes**
- b. Sustain action on NCDs through implementation of the Pacific Framework for the prevention and control of NCDs in collaboration with WHO, and supporting members to develop integrated health promotion approaches to NCDs, in line with Healthy Islands approaches

- c. Sustain support to members to address specific priority communicable diseases such as HIV/AIDS/STI, TB and malaria, including through implementation of the Pacific Regional HIV/AIDS strategy
- d. Support effective strategic health planning at national level
- e. Provide health economics advice to countries, including analysis on economic impacts of NCDs and communicable diseases, and trends.
- f. Strengthen national capacity in ICT in health and support development of e-health initiatives
- g. Provide support to countries on key cross-cutting issues such as adolescent health and development and gender
- h. Support resource mobilisation efforts
- i. Support countries in reporting against regional and internationally agreed development indicators such as NMDIs and MDGs.
- j. Support development of sustainable health financing mechanisms including the concepts of user-pays and health insurance

Engaging Other Sectors

- a. Establish and implement a clear engagement strategy aimed at enhancing a 'whole of government and whole of society' approach to addressing social determinants of health such as working with government ministers, parliamentarians and Cabinets, and with other CROP organisations, the private sector, sporting bodies and community based organisations particularly in the control of NCDs
- b. Support development of healthy public policy, including updated national legislative frameworks that underpin good health
- c. Assist national health ministries to strengthen work with other key sectoral ministries such as education, women and youth
- d. Assist countries to strengthen all hazards health emergency preparedness and response, and strengthen integration with national emergency management systems
- e. Assist countries to address the health implications of climate change
- f. Assist countries to address food and water security and micronutrient deficiencies

2. Short Term

- a. Devise a differential approach to addressing the priorities of small island countries and larger island countries
- b. Sustain grant management until current projects conclude. Build capacity of PICTs to manage their own grants as well as providing advisory services to PICTs on grant management generally. Develop exit strategy for grant management noting that in some instances this function may need to be sustained in a more limited and targeted capacity such as with smaller island states where this function constitutes a long term capacity supplementation and / or substitution role

Linkage Between Key Functions and Services

A key feature of this list of recommended services and functions is that there are considerable interrelationships and interdependencies between many of them. For example, helping countries achieve gains in the area of NCDs will require health economics inputs, improved strategic planning, action on social determinants and improved public policy frameworks. And effective action against priority

communicable diseases will require effective surveillance, improved public policy, and considering issues such as gender and effective interventions for young people. The list in its entirety constitutes a *system* of priority health services and functions which is greater than the sum of its individual parts.

Working With Other SPC Divisions to Progress Health Priorities

Just as a number of the recommended priorities have a focus broader than the health sector, effective action by SPC will require effective engagement by other SPC divisions beyond public health. This is particularly important both given the fundamental influence of other sectors on health, but also because of the expertise other SPC divisions can bring to addressing these challenges. Practical examples of cross-divisional collaboration include; in the areas of health emergency preparedness and water security close engagement with SOPAC division is crucial; the work on strengthening e-health will require close engagement with SPC's Pacific ICT Outreach (PICTO) programme of the Economic Development Division (EDD) ; and the work on food security will require close engagement with the Land Resources Division (LRD), Fisheries, Aquaculture and Marine Eco-systems (FAME) Division, EDD, Statistics for Development Programme and SOPAC. The potential for SPC to work across sectors is a key organisational advantage, one that no other agency in the region has or can provide. It is important that cross-sectoral priorities are identified and that cross-sectoral work is valued and supported.

Comments on Functions and Services not Recommended as Key

The most significant current function not included in the list of recommended long term functions and services is grant management.

While SPC currently manages three major health grants addressing HIV/AIDS, TB, Malaria and NCDs (under the Global Fund and regional HIV/AIDS and healthy lifestyle 2-1-22 NCD projects), grant management is not seen as on-going core business or a core service of SPC's PHD. While this component of SPC's work currently accounts for the largest portion of the PHD budget, SPC should work on exit strategies for instance to handover grant management to countries based on their own capacity to manage their own grants.

However it may be necessary for SPC to retain a much smaller grant management function focusing only on the smaller island states as a capacity supplementation / capacity substitution function given the capacity constraints in some of the smaller island states.

A number of other specific initiatives in the current Public Health Division strategic plan are not included in the priority list above. This is not to say that they are of no value, and of course donor organisations could well in the future choose to support initiatives which do not feature on the recommended list, particularly on a project basis. The purpose of this report has been to identify what are the "core" services SPC needs to provide for countries, to support their efforts to improve the health of their people. Having done that, the challenge for SPC will be to identify how these services can be sustainably funded.

(Dr) Mark Jacobs
23 January 2011

Annex Dii

An abbreviated report to SPC on the services provided by the sector SPBEA

Introduction

The work of SPBEA is guided by its Strategic Plan 2010 – 2012. This document clearly states the mandate under which it conducts its operations and services, and provides a clear structure for the division of labour. Sets of objectives, and projected outcomes, serve to maintain focus within the SPBEA mandate. The Regional Institutional Framework (RIF), and the changes required by its implementation, have occurred during the life of the Strategic Plan. These changes have not had any impact upon the core assessment work described within the existing Strategic Plan, but have required changes, particularly in the area of Corporate Services, in order to align procedures with those of SPC.

With SPBEA now fully assimilated within SPC, and with the life of SPBEA's current Strategic Plan coming to an end, it is appropriate that procedures relating to the delivery of services to members, and the nature of those services also become fully harmonized within the SPC structure.

In the past, SPBEA has invited each of its member countries, on an annual basis, to lodge its requests for service, by completing a "work programme request form". The "work programme request form" listed the full range of services that SPBEA was mandated to offer through its constitution and through its strategic plan. The completed request form, for each country, then formed part of the overall work programme to be undertaken by SPBEA in the year following the Annual General Meeting of the Board. At that meeting the work programme would be endorsed, thus allowing for the planning of the following year's work.

The SPBEA work programme for 2012 was arrived at by the same method, with approval being given first by the newly constituted PBEA and subsequently endorsed at the 2011 CRGA meeting.

The SPC Director General has determined that the work included in each Joint Country Strategy document, shall be regarded as service carrying the highest priority. In the absence of Joint Country Strategies carrying a component for the sector SPBEA, it will be necessary to seek alternative sources for additional information for determining prioritisation. As of January 2012, just one country has a JCS that recognizes and includes SPBEA; the remaining SPC countries do not. However, eight of the other SPC countries do have an existing affiliation with SPBEA through membership of the recently established PBEA.

There are four documents that will be particularly useful when determining the prioritisation of SPBEA services to members.

- the SPBEA work programme established for 2012
- *"SPBEA Strategic Directions"*
- the 2010 KVA commissioned report
- *"Education Sector JCSs" Brief to assist in identifying SPC Key Services for the Experts Reference Group and for each division/sector Heads.*

Alternative approaches to address educational assessment

SPBEA is currently well on track in the development and propagation of modes of educational assessment far removed from the familiar equating of assessment with high stakes “examinations”. Assessment for Learning, monitoring of standards and achievements coupled with intervention, benchmarking for quality, and alternative reporting constructs all play a large part of the services available to members through delivery by SPBEA. All initiatives are well supported by Information Technology Communication services tailored to meet the needs of the various assessment regimens operating through SPBEA.

Priorities in educational assessment in the short, medium and long term

There are ten major classes of service identified within SPBEA. All classes, other than “scholarships”, have been called for or endorsed, at a regional level, either explicitly or by inference, through one or other of the following;

- the Pacific Plan,
- the Pacific Forum Leaders
- The Millennium Development Goals
- The Forum Education Ministers

1. The Pacific Register of Qualifications and Standards (PRQS)
2. Interventions – Regional Benchmark Indicators and ARTTLe
3. Regional and National Assessment of Literacy, Numeracy and Life Skills (PILNA and STATs)
4. Assessment of Teacher and Principal Standards, and Teacher effectiveness and competency
5. Regional Benchmarking
6. PSSC Nationalisation and the SPFSC Qualifications
7. Educational Assessment Research
8. Alternative modes of assessment and reporting
9. Information Technology support relating to educational assessment
10. Scholarship services

Each of these service classes contain multiple focused services which can be called upon either at regional level or by individual members. These services are fully tabulated in the full expert report for the SPBEA programme. (*Tables 6 to15* together with a brief description of each service).

Service classes 1 to 9 have been tested against the concepts of sovereignty, sustainability, market, comparative advantage and national and sectoral strengthening, and have been found to be sound. Service class 10 fails several of the tests, though it does generate revenue for SPC.

All service classes satisfy at least one or other of the three outcomes of capacity building, capacity supplementation or regional co-ordination.

Method of prioritisation of services

The following specific criteria have been used in order to prioritise the range of SPBEA services. The five criteria are listed in order of importance from 1 to 5. (*Table 4* in the full programme report)

- Criterion 1. Called for in a Joint Country Strategy document
- Criterion 2. The authority calling for the service
- Criterion 3. Regional provision versus National provision
- Criterion 4. Distribution of demand
- Criterion 5. Provider of the service

Expert opinion will consider the rank order produced by the above criteria and will make adjustments accompanied by justification.

Major Stakeholders supporting the provision of regional services in the region's educational assessment sector and potential synergies

Significant proportions of the education sector activity in many PICTs are provided through official development assistance using a combination of direct bilateral agreement with donors (particularly AusAID and NZAid), multilateral support and support from regional and international organisations such as SPC (SPBEA), UNESCO and UNICEF.

However, specifically in the area of educational assessment, partnership arrangements such as those with UNESCO in the establishing of Teacher and Principal Standards and in the development and delivery of the Teacher Competency Module, go some way to ensuring that there is minimal duplication of efforts, and that development through training is delivered in a consistent manner.

A high proportion of the budget available to SPBEA comes through project funding, with current examples including the development of the Pacific Register for Qualifications and Standards, and the Literacy and Numeracy project, both of which are funded by AusAID. The contribution made by the Government of Taiwan ROC should also be acknowledged through their annual support for well focussed development projects.

In recent years the principal technical partner has been UNESCO.

Current SPC (SPBEA) Strategic Plan 2010 - 2012

The current Strategic Plan lists the following Goals and Objectives.

Goal 1:

To help the Pacific communities develop sustainable educational assessment practices that meet National and Regional targets, and which are reflected by improvements in student achievement.

Objectives

- Offer training to increase capacity in educational assessment practices that lead to sustained improvements in student achievement in Pacific Island Countries.
- Offer support to promote national, cooperative and professional development activities that lead to sustainable use of best practices in educational assessment in Pacific island countries.
- Offer advice that will lead to national self reliance in all targeted areas of educational assessment in Pacific island countries..

Goal 2:

Provide high quality, internationally recognised senior secondary school qualifications through the use of quality management systems that assure validity, fairness, comparability and equitability of qualifications.

Objectives

- The timely production of quality high standard examination papers in both PSSC and SPFSC qualifications which validly and fairly assess the subject prescriptions
- Secure effective and efficient operation of internal assessment for the two qualifications to ensure that assessment tasks and results are valid, fair, reliable, comparable, and are timely.
- Maintain and review high quality management systems to consolidate validity, fairness and equitability of assessment components comprising the qualifications; and to strengthen capacity of local assessment and examination units in the use of quality management systems.

Goal 3:

To develop and maintain an internationally recognized Register of Pacific Qualifications benchmarked against international standards, and to provide quality scholarship services to its clients.

Objectives

- Provide technical support to Pacific countries in the development and maintenance of each National Qualifications Agency
- Develop and maintain a Pacific Qualifications Register and a Pacific Qualifications Framework.
- Facilitate the portability of Pacific learning and the mobility of Pacific workers into the global work environment
- Establish a Scholarship Unit as a key function of SPBEA that will address and maintain quality scholarship services to its members

Goal 4:

That SPBEA and her member countries develop and implement a cluster of databases to support national education sector-wide monitoring and evaluation initiatives to inform educational decision-making in the Pacific region.

Objectives

- Emphasise need for national research initiatives.
- Support countries in the administration, processing and analysis of assessment data.
- Support education sector-wide monitoring and evaluation as a regional initiative.
- Prepare and maintain quality analytical reporting of SPBEA qualifications.

Goal 5:

The Corporate Services exists to support the Secretariat in achieving its Mission through stable and effective administrative systems and efficient management of its People, Physical and Financial Resources and Consultancies.

Objectives

- Administrative support systems which are responsive, transparent and meet best practice standard for quality.
- Fair and effective strategy to ensure that we attract, recruit, retain and enhance the skill level of staff so as to improve productivity.
- Ensure system is in place for efficient management of physical resources
- Ensure financial resources are safe and secure, and ensure the ready availability of financial information in a transparent, accountable and timely manner.
- Ensure strategy in place for handling consultancy work
- Ensure Strategy for marketing services to clients

Current Services

The following table lists the services within each service class in order of priority. (See Annex 2 of the full report for the complete prioritisation table). Each row in the table indicates whether a service is considered to be long term (L), or short term (S).

1. The Pacific Register of Qualifications and Standards (PRQS) - prioritised

Facilitate the comparability and equivalence of individual national qualification systems	L
Establish and populate a Regional Qualifications Register	L
Establish a functioning Regional Qualifications Framework	L
Support the development of National Qualifications Agencies	L
Establish Quality Assurance Policies and Procedures for PRQS and assist NQAs with quality assurance	L
Support the implementation of regional trade protocols (e.g. trade in services)	L
Establishment and support of National Qualifications Agencies (NQAs)	L
Support the development of National Qualifications Frameworks	L
Development and registration of qualifications	L
Quality assurance policies and procedures	L

2. Interventions – Indicators and ARTTLe - prioritised	
Regional Assessment Resource Tool for Teaching and Learning	L
Regional Benchmark indicators	L
3. Regional and National Assessment of Literacy, Numeracy and Life Skills (PILNA and STATests) - prioritised	
Pacific Island Literacy and Numeracy Assessment (PILNA)	L
Monitoring of literacy, numeracy and life skills instruments	L
Setting baselines and monitoring trends	L
Advice on and/or assistance with monitoring literacy, numeracy and life skills standards	L
4. Assessment of Teacher and Principal Standards, and Teacher Effectiveness and Competency - prioritised	
Teacher Competency Module	S
Teacher and Principal Standards	S
SMITE software	L
Training, support and advice on standards for students and teachers	L
5. Regional Benchmarking - prioritised	
Teacher Quality	S
Curriculum and Materials	S
Assessment Systems	S
6. PSSC Nationalisation, and SPFSC Qualifications – prioritised	
PSSC and SPFSC qualifications	S/L
Certificate in Applied Learning (CAL)	L
Nationalisation of PSSC	S
Provision of national and regional assessment data	L
Development of examination paper and other assessment material	S/L
Advice on and/or assistance with managing assessment, including accreditation processes	L
7. Educational Assessment Research - prioritised	
Providing evidence for informed decision-making	L
Conduct of national and regional research on education assessment	L
Support for research on assessment issues in countries	L
8. Alternative modes of assessment and reporting - prioritised	
Assessment for learning and other assessment approaches	L
Managing assessment	L
Advice on and/or assistance with assessment for learning	L
Alternative reporting methods, including classroom and school reports	L
Advice and/or assistance with assessment policies and procedures	L
Advice on and/or assistance on the uses of assessment information, including methods of reporting results	L
Advice on and/or assistance with the development of assessment material	L
9. Information Technology support relating to educational assessment - prioritised	
Provision of software development for monitoring and evaluation	L
Software development, modification and maintenance for collection, storage and analysis of educational assessment data	L
Processing and analysing assessment information	L
Computerising assessment systems	L
Data maintenance	L
System maintenance	L
Communications	L
Other assessment related IT and communication services	L
10. Scholarship services - prioritised	
Facilitate country selection of candidates for scholarship opportunities	L
Scholarship selection service	L

Identifying services for discontinuation

There is little to no indication within this report that there are services that can be readily dropped.

What is more likely to happen is that for particular services the number of members requiring those services will gradually reduce. However those members still requesting such services continue to have real need. This is particularly true for the more fragile systems found in the smaller island states.

Identifying service needs not currently offered

The area of technical and vocational education and training (TVET) is an area of increasing importance as the Pacific region makes progress in up-skilling trades such as construction and hospitality.

The Certificate in Applied Learning (CAL) mentioned earlier in this report is an attempt by SPBEA to go some way to closing the current void in TVET assessment. The SPBEA document Strategic Directions acknowledges that TVET may well be an area requiring service in assessing standards and competency based skills.

Cross-cutting

The following indicate areas where SPBEA work has cross cutting links with other SPC sectors, or with other organizations.

- ICT in the area of education (Statistics, ICT Suva)
- Gender in the area of literacy, numeracy and life skill achievement (CETC)
- Assessment of regional certification at PSSC and SPFSC in agriculture (Agriculture)
- Assessment of Life Skills (Public Health)
- Assessment of regional certification at PSSC and SPFSC in biology (Forestry)

- Teacher and Principal Standards (UNESCO)
- Pacific Register of Qualification and Standards (National Qualifications Authorities, Asia Pacific Qualifications Network)
- Strategy for Monitoring and Improving Teacher Effectiveness (UNESCO)
- Teacher Competency Module (National Training Colleges and USP)

Media Services Provided by SPC

Ashley Wickham

Expert Reference Group SPC January 2012

Background

Pacific Island Countries and Territories (PICTs) range from single islands to clusters of atolls, scattered archipelagos and huge mountainous land masses such as islands of Melanesia e.g. mainland of Papua New Guinea. This diversity presents enormous communication challenges for governments, administrations, commerce, communities and individuals. In some countries populations are very small and viability of communication systems difficult to achieve. In others the population is widely dispersed e.g. Solomon Islands which has at least five thousand major village communities and towns on about eight hundred islands. Capacity in country is often limited and in recent years, SPC and other donors such as the World Bank and ADB have been active in providing support to ICTs. The traditional media (radio broadcasting, television and newspapers) are well established due to early interventions by SPC and other media development actors and agencies over the years, and are growing in numbers and becoming increasingly self sufficient in terms of capacity in most countries and territories.

The communication needs have not, however, diminished. In fact these have expanded exponentially with population growth and demands for social, economic and political advancement. In this age however, it is the infrastructure and delivery mechanisms that need attention to take advantage of new technologies and increasing usage of new interactive media. Traditional media are considered 'push' technology not being interactive whereas new media are interactive and thus described as 'pull' technology.

The SPC is in a key and pivotal position to facilitate the introduction of affordable, efficient, interactive, accessible and sustainable communication channels for

- Economic growth to provide more people, especially young school leavers, with employment and livelihoods opportunities
- Rural producers to minimize production costs and obtain best possible prices for their products.
- Disaster preparedness and response e.g. earthquakes and tsunami, tidal surges, cyclones and violent storms, flooding and major accidents e.g. oil and toxic substance spills in harbours, passages, roads, bridges and in mining operations.
- Campaigns to promote healthy diets and reduce the incidence of urban lifestyle diseases (non-communicable diseases) that have now reached epidemic and even pandemic proportions.
- Campaigns to reduce the incidence of communicable diseases such as malaria, AIDS/HIV and gastro-intestinal diseases, bird flu' etc

- Knowledge, understanding and acceptance of human rights, women and children's rights and how to create conditions in the community, in government institutions and civil society for gender equity and reduce the incidence of domestic violence
- Educational programming for the protection and conservation of the natural environment
- Delivery of open and flexible learning opportunities
- Programming to promote support law and order institutions and community policing
- Programming to enlist public vigilance and action to deal with introduced plant and animal diseases and pests
- Promoting the maintenance of worthwhile cultural activities and national identities
- Keeping in touch with the rising generations of youth and responding to their needs for communication
- E-governance to facilitate interaction between citizens and government institutions and bridge the gap between those who have the information and those in need.
- E-medicine to bring specialized skills to health and medical staff in rural and remote locations
- E-commerce including marketing and banking
- Access to general information on the web to enable citizens to make choices based on evidence and alternative views and perspectives in order to strengthen notions of democracy and good governance

Compared with the scenario from the 1970s to and including the 1990s, most of the traditional media are now private operations although there are still some – mainly radio broadcasting operations – that are owned and operated as government funded instrumentalities or state-owned enterprises. The growth of private media has been phenomenal and mostly successful and this has been mainly due to emerging Information and Communication Technologies (ICT).

There is a new grouping of media, increasingly ubiquitous, used by young people who in PICTs make up the major demographic. Politicians are increasingly aware of the potential of the new media but government institutions understanding of and use of these technologies lag far behind the market and young people's early adoption. These can be described as 'social media' and it is the technology in this generic description that is being used by more and more people. If a major survey was conducted into media technology usage in the islands region, it will become clear that social media usage features predominantly in the lives of young people and, increasingly, adults as well but are not well understood nor employed strategically by government institutions and agencies.

Anticipated long term priorities in the sector

Capacity is urgently needed in SPC to keep PICTs informed pro-actively to benefit from new, emerging, changing and converging technologies for communication. Cost-efficient and accessible communication is essential in island countries and territories comprised of islands scattered over many thousands of square kilometers of ocean. There are many and growing needs for communication between people and their institutions in-country, between countries for regional cooperation matters and with the rest of the world in order to successfully interact in the world economic system.

This is a long term priority as technology changes rapidly and PICTs do not all have the capacity to maintain an overview of technological change. The SPC is in the best position to capture, contribute to, analyse and distribute information and pro-actively develop programs and projects to help member governments utilise technologies as these roll out from metropolitan countries. This was recognized by the International Telecommunications Union and SPC when they proposed the Pacific ICT Outreach (PICTO) program approved by Government Ministers of Telecommunications in the Nuku'alofa Declaration in mid 2010. It is also recognized by CROP agencies which have declared SPC to be lead agency for ICTs.

Radio and television broadcasting are traditional communication technologies that are well established and growing in PICTs. SPC need only maintain an ongoing watch and respond to needs expressed from time to time and direct such requests to other providers.

A long term and on-going priority is storage of and easy access to the considerable archives of the SPC. RMC holds hundreds of hours of audio-visual material from the region that has been collected over the years, some of major historical significance. These materials need proper digital transfer, storage and cataloguing in a comprehensive database system adopted to safeguard the materials for posterity. There are already services within the organization like ICT and SPC library to assist RMC in this area. Digital archiving of the wealth of SPC materials should be part and parcel of SPC's digital strategy. Once stored in easily accessible digital format, the archives and library can be accessed by researchers, film producers, schools and development institutions and can be a long term revenue earner for SPC.

All services currently provided by SPC in the Media sector

Radio and Television training upon request by user groups in-country. These are mainly hands-on short term training but demand is diminishing as in-country capacity grows and other providers move in.

Graphic design and printing services for Divisions of SPC upon demand mainly by SPC divisions. Most are able to transfer funds to the media program for such work done.

Design and production of the weekly regional television series 'The Pacific Way' the flagship program of SPC mostly funded from the core budget, but sometimes with funds provided by Divisions whose work is featured.

Maintenance of an audio visual collection of materials.

Apart from salary costs, the media program uses FJD\$50,000 per annum on materials.

Relationships with Key Regional Organisations

The SPC Media Program has had long standing relationships with UNESCO, UNFPA, AIBD, academic institutions (USP) and other media development agencies and projects involved in media development and journalism training. These relationships in the past yielded funds for project work but appear to have diminished particularly since media freedom in Fiji has been constrained. The relationships have atrophied to the extent that the SPC was not consulted in the design and operation of AusAID's Pacific Media Assistance Scheme (PACMAS) in late 2011 and was not invited (nor informed) of the Pacific Media Partnership conference in Nuku'alofa in December 2011. Clearly AusAID's modality for media assistance is now to engage its own specialists, by-pass regional agencies that have the capacity, facilities and

experience as well as institutional networks. (Some experienced media educators - including Australians - see this as 'reinventing the wheel'.)

Alternative Media Development Providers

Over the years a number of development agencies, UN agencies, Country donor agencies, Media Associations, private foundations and academic institutions have helped develop the traditional media in PICTs. This report mentions major providers in the independent Pacific and Anglophone states and territories, although it is known that some agencies provide development assistance to the French Pacific territories.

- The **United Nations** agencies rely significantly on media to ensure their objectives in their various sectors are met. Mostly they are focused on production of materials for public distribution. UNESCO has the world wide mandate for the development of communication (International Program for the Development of Communication) and from its regional base in Samoa makes interventions when asked.
- **AusAID.** The Australian government actively programs to help PICTs achieve MDGs, secure law, order and good governance, and strengthen democratic systems and processes and political stability to enable and promote economic growth to help secure improved quality of peoples' lives. Central to those endeavours is communication, and a regional Pacific Media Assistance Scheme PACMAS funded by AusAID has recently been headquartered in Port Vila to provide assistance for media to use the traditional technology well and harness the potential of the new ICTs. PACMAS aims to help media by assisting to strengthen their financial viability, develop content and exchange and develop access to technical coordination and distribution. Its modus operandi however is expensive and organizers appears to have by-passed the potential of working with SPC.

AusAID also provides specific project funds for media assistance in PNG, Solomon Islands and Vanuatu.

Academic institutions. The Universities of the region provide training and learning opportunities for media personnel, and are repositories for significant range of information about the islands region and their peoples. Even metropolitan institutions in Australia and New Zealand are able to help in different ways. Film and television courses are provided at the Fiji National University (FNU) and journalism is taught at the University of the South Pacific (USP) and the Solomon Islands College of Higher Education (SICHE). PNG has had long standing media programs at the University of Papua New Guinea, the University of Technology and the Divine Word Institute.

Others. Asia-Pacific Institute for Broadcasting Development (see Annex B), Asian Broadcasting Union, the Thompson Institute of UK, Centre for International Media Assistance etc are but some of the other providers who provide sporadic help when requested.

Key services that should be provided by SPC

Long term.

- Focal point ICT research, coordination and advisory facility for utilization of emerging digital technologies that enhance early adoption of interactive technology to improve communication in PICTs.
- Maintenance of a regional audio visual archive and repository for purposes of history as well as safe storage and retrieval for use by the public.
- Clearinghouse services for media development in PICTs viz. maintaining an overwatch of the media industry and helping guide media organizations to education, training and development providers.

Capacity Supplementation. When needs for media development assistance are expressed to SPC, these should be redirected to PACMAS, USP or other agencies and projects that can employ experienced talent in the region.

Transboundary Functions. SPC is needed to maintain an ongoing survey of technological advances and innovations and help PICTs deal pro-actively with potentials such as submarine cable connectivity, new satellite possibilities, impending changes in the internet e.g. IPV6, assignment of internet names and numbers, regional telecommunications regulation audit and oversight.

Short term. There is still need to help PICT communities employ such technologies as low power FM radio and television for community information, education (traditional and modern) and communication (e.g. language and culture). These do not need SPC to keep staff on continuous employment from the core budget. The talent and experience was developed by the SPC media program and other providers in the 1990s and there has been a burgeoning of experience since then. There is no need to send SPC media staff in-country to train users when trained trainers exist in-country or in neighbouring countries.

To assist PICTs deal with the emerging technologies, SPC's lead role in ICT can facilitate the introduction of new technologies for improved communication in country (e.g. VSAT technology), for joint or cooperative approaches to submarine cable connectivity, maximizing use of satellite systems and working together to keep systems within budgets of small island communities. Once established, these systems have built in dynamics that will enable them to sustain themselves, mainly by revenue generated from the systems which can then be used by governments for further development.

Services that SPC, if necessary, should move out from

There is minimal need for SPC to be engaged in capacity-building for traditional media (radio, television, newspapers/graphic design and production). However the SPC should keep an eye on the PACMAS project which appears to be expensive and be ready to pick up the media support function as and when funds become available which might coincide with change in the media freedom environment in Fiji.

Training programs for Radio, Television, newspapers/graphics can be discontinued now that i) capacity has been built up in-country over the years and ii) other providers with more resources are now active in the region. However training programs for in-country communicators using media e.g. health, agriculture, environment, women, youth can still be provided using resources from other divisions. Talent is available in countries and in the region. Funds available to requesting SPC divisions or other agencies should be employed and there is no need to maintain media program staff on core budget for this kind of work.

Should any requests for training or advisory missions be received, SPC management can hire the talent already available in the market – usually in-country - should funds be available. This makes for more efficient communication as it usually means the activity is carried out in the language of the requesting PICT.

Key services that are very important to members that no one is currently providing that SPC should consider engaging in because it is best placed or has comparative advantage to provide it.

It is very important for SPC public relations purposes and also to maintain the regional identity for SPC's flagship TV program 'The Pacific Way' to continue to be produced and distributed and funded from the core budget. The program is still relevant and appreciated across the region. Its budget line should be within the Publications unit but as the production facilities are in Suva, the production should continue to be made and distributed from there. The Publications unit should cover the cost of employment of the director and camera staff plus funds to ensure they reach at least one country/territory from each of the sub—regions each year to capture content for production. The SPC should hire or commission shoots by private video/TV agencies in-country to minimise outlay of core funds. This will utilise in-country capacity developed by SPC.

SPC has an enormous store of technical information in its various Divisions and is well placed to produce and distribute community education materials for young people in formats they can access and relate to including traditional media and the social networks. This, a function of the Publications Department, can be another priority focus. However it must become progressive and market-oriented and not rely on traditional designs, concepts and modes of delivery.

SPC being the lead agency in regional ICT needs to program actively to promote the new interactive media by communicators and service providers in-country. There is little capacity in-country to coordinate approaches to using new media, particularly those whose demand is driven by the commercial sector.

New Priorities

The media being platform technologies or channels for communication exist for purposes of communication and the more interactive these can be, the more responsive to the needs of their users and clientele they will be. Channels of communication have changed dramatically since 1974 when SPC created the media program to support community education. There was another reason: to guide PICTs into the use of new technologies that were emerging in order to make their communication more effective. Capacity development for the first objective has been achieved. It is time to focus on the second and it is clear that the SPC Media program has to morph' if it is to be an effective communication support mechanism for various SPC programs, for member governments and administrations, for the commercial sector and for civil society.

Recommendation

That the operations of the Media Program be positioned and resourced

- to serve the communication needs of SPC management and divisions as a matter of priority through its Publications unit budget
- to carry out and implement the outreach (conceived in PICTO) to help PICTs develop the infrastructure – systems, protocols, policies and legal arrangements and human capacity – for expanded use of Information and Communication Technologies (ICT) for interactive communication.
- to maintain in digital format the storage and easy retrieval of the considerable range of audio-visual materials collected by the media program over the years and to market these to academic institutions, production agencies and individuals e.g. researchers
- to direct requests for media development activity to in-country and regional expertise including the resources of other donor media projects and academic institutions.
- to seek to engage and involve user groups – especially the youth – in developing communication strategies using new social networking to guide all programs of the SPC towards their objectives.

What is not transferred to the Publications unit should be re-located in the ICT division with appropriate amendment to its policies and job descriptions. Given this mandate, the Information and Communication Technologies (ICT) Division can serve the needs of the wider work program of the SPC and help create the communication infrastructure to provide Pacific people with modern, relatively cheap and fast channels for interactive communication.

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Dr Philippa Collin, University of Western Sydney

Ms Kitty Rahilly, Inspire Foundation

Dr Ingrid Richardson, Murdoch University

Dr Amanda Third, University of Western Sydney

*PACMAS. The Vanuatu based AusAID project for media development

Aren Baoa - Freelance media production and Television Director.

Assoc. Professor Martin Hadlow Queensland University

Larry Thomas – SPC Media Centre, Suva

Johnson Honimae – Pacific Islands Forum Secretariat

Report of the Agriculture Component of the Land Resources Division (LRD) to Reference Group (ERG) on core business and key long term services to be provided by SPC to its island members¹

Introduction

1. Agriculture is of fundamental importance to seven PICTs, in terms of employment and livelihoods, subsistence, net foreign exchange earnings and contribution to GDP. These countries constitute well over 95% of the population of SPC island member countries. For another three countries, agriculture is regarded as important. Table 1 classifies SPC island member countries in terms of the importance of their agricultural sector.

Table 1: A classification of the importance of agriculture to SPC island member countries

Where agriculture is of fundamental importance

Fiji	Main employer and net foreign exchange earner. Subsistence a significant proportion of GDP.
Papua New Guinea	Overwhelming source of employment. Provides a significant proportion of net export earnings. Subsistence is a significant component of GDP
Samoa	Traditional agriculture is the underlying strength of economy
Solomon Islands	Predominant source of employment. Provides a substantial proportion of net export earnings. Subsistence is a significant component of GDP.
Timor Leste	Most of the population depends on subsistence agriculture. Coffee is the main non-oil export earner.
Tonga	Growth has been led by agriculture.
Vanuatu	Predominant source of employment. Provides a substantial proportion of net export earnings. Subsistence is a significant component of GDP.

Where agriculture is important

Cook Islands	Main export earner. Subsistence a significant component of GDP.
Kiribati	Important for subsistence. Copra is important for outer-island cash income and some foreign exchange.
New Caledonia	Particularly in the South

Where agriculture is of some importance

Federated States of Micronesia	Small export earnings, some domestic cash income, and some subsistence.
French Polynesia	Small export earnings, domestic cash income, and subsistence.
Niue	Subsistence and some root crop exports.
Tuvalu	Subsistence and some cash income from copra.
Wallis and Futuna	Some subsistence

Where agriculture is of minor importance

American Samoa	Some subsistence and limited market gardening.
Guam	Limited market gardening
Marshall Islands	Some subsistence and income earned from copra.
Palau	Some subsistence and market gardening
Tokelau	Some subsistence

Where agriculture is insignificant

Nauru	
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¹ Prepared by Andrew McGregor, Koko Siga Fiji

Sector situation

2. Pacific island agriculture is based on small holder farming systems. These systems have proven to be robust and productive in the face of adversity. In varying degrees, they have proven to be the hidden strength of otherwise structurally weak economies and provided for a relatively high level of food security². The countries of western Melanesia and Fiji (sugar) have been successful commodity exporters. The region overall, however, has a particularly disappointing record in the export of horticultural and high value agricultural products. PICTs have not been part of the global 'horticultural revolution'.³

Main challenges

3. For those PICTs where agriculture is important, the sector faces a number of major challenges:

Food security

- Increasing prevalence of pests and diseases due to climate change – e.g. taro leaf blight⁴
- Despite the strength of traditional Pacific island crops and cropping systems in dealing with risk and disasters, there is an underlying vulnerability due to the narrow genetic base of traditional crops⁵
- Increasing urbanisation is eroding some of the traditional support networks that help to safeguard food security⁶
- Declining soil fertility in the face of population growth and commercial monoculture agriculture pressure – some prominent examples are Taveuni in Fiji, Tanna in Vanuatu and Malaita in the Solomon Islands.

Livelihoods

- The overwhelming quarantine barriers imposed by importing countries on Pacific island fresh produce exports - taro exports are a prominent example.⁷
- The decreasing involvement of youth in agriculture

Support system capability

- The declining capability of countries to meet the increasing demands of farmers for applied agricultural scientific information and advice. Outside of PNG, the government systems currently have little or no capability in soil science, plant pathology and entomology. This expertise is also not available outside the government system.
- Government extension services have become increasingly ineffective and in some cases, non-existent.

Priority needs of agriculture in the short and long term

4. In line with the sector challenges listed above, priority needs for agriculture are identified as:

- **Farmers having access to genetic diversity and systems by which diversity can be used and evaluated.** This requires the combining of national and regional germplasm conservation and crop improvement programmes. The nature of climate change demands the ongoing existence of a regional germplasm centre, operating as a hub. Investment is required in foundational institutions to backstop future germplasm needs under different climate scenarios. Providing diversity is not a 'once off' solution – it requires substantial long-term funding.
- **Ready access to applied scientific expertise, in the areas of soil science, plant pathology, and entomology is required.** In the longer term, expertise might be supplied by member countries,

² see Pacific Island Food Security in the 21st Century: Situation Challenges and Opportunities. Paper presented to the Second Regional Conference of Ministers of Agriculture and Forestry (MOAF) Apia, Samoa, 8-9 Sept 2008.

³ see Andrew M. McGregor. The export of horticultural and high-value agricultural products from the Pacific islands. *Pacific Economic Bulletin* Volume 22 Number 3 October 2007

⁴ see Andrew McGregor with Peter Kaoh, Laisene Tuioti Mariner, Padma Narsey Lal and Mary Taylor. Assessing the social and economic value of germplasm and crop improvement as a climate change adaptation strategy: Samoa and Vanuatu case studies. Report prepared for the International Union for the Conservation of Nature (IUCN). November 2011

⁵ see McGregor et.al 2011

⁶ see Pacific Island Food Security in the 21st Century: Situation Challenges and Opportunities. Paper presented to the Second Regional Conference of Ministers of Agriculture and Forestry (MOAF) Apia, Samoa, 8-9 Sept 2008.

⁷ see Andrew McGregor, Pousima Afeaki, Jack Armstrong, Amanda Hamilton, Jim Hollyer, Roy Masamdu, and Kevin Nalder. Pacific Island, Taro Market Access Scoping Study, March 2011. The EU-Funded Facilitating Agricultural Commodity Trade Project

however in the short to medium term (outside PNG) SPC should play a lead role in ensuring this expertise is available in a form that is responsive to country-specific needs.

- **Readily available scientific and negotiating expertise, to help secure new and safeguard existing market access for PICT agricultural products.** In the medium to long term, member countries can develop expertise in this area. However, there will always be an underlying need for SPC to be directly involved with the quarantine aspects of market access. This is due to the diseconomies of scale faced by island countries in comparison to the technical resources at the disposal of importing countries. The involvement of SPC goes some way to leveling the ‘playing field.’
- **Ready access to agriculture/forestry policy advice is required** - in particular, countries need access to a high level of expertise in resource economics and economic analysis. In the longer term, this expertise should be supplied by member countries themselves – however in the short to medium term, LRD should play a lead role in ensuring this expertise is available.
- **Development of rural training models that equip rural youth to earn worthwhile livelihoods from their own land.** The non-formal adult education approach adopted by the Tutu Rural Training Centre in Fiji is an example of the more creative models that need to be developed.⁸

Services currently provided by SPC to the sector

5. In accordance with the LRD Strategic Plan (2009-12), the Division has 3 objectives and 13 areas of output. These are shown in table 2.

Table 2. Land Resources Division Objectives and Output Areas

Objectives	Output areas
Improved food and nutritional security	<ul style="list-style-type: none"> • Development of policies to support the production, utilisation and consumption of locally grown food. • Agro-biodiversity conserved, promoted and utilised. • Diverse food supply systems promoted. • Traditional knowledge preserved, enhanced, utilised and acknowledged.
Integrated and sustainable agriculture and forestry resources management and development	<ul style="list-style-type: none"> • Sustainable forestry, agriculture and land use plans, policies and legislation supported. • Sustainable and appropriate forest, agriculture and land use management practices developed and promoted. • National and regional capacity to prepare, respond, and adapt to climate change and natural disasters developed and strengthened. • Invasive species, pest and disease problems identified and addressed and capacity to respond at national and regional level supported. • National and regional capacity of extension, outreach and information services and strengthened.
Improved biosecurity and increased trade in agricultural and forestry products	<ul style="list-style-type: none"> • National capacity to comply with international and other relevant standards strengthened. • National capacity to increase domestic and export trade developed and strengthened. • Sustainable and viable post-harvest technologies developed and promoted. • Improved information available on plant and animal health status.

6. The LRD endeavours to address these objectives and outputs through eight thematic areas (plant health; animal health and production; plant genetic resources; land management, resources and policy; crop production; biosecurity and trade support; forestry and agricultural diversification; forest and trees; and two support areas (information, communication and education; Directors office and Divisional support unit).

7. The LRD has a current total budget of FJD 18.7 million, up from FJD 15.4 million in 2011 (table 3). Project funding makes up 80% of LRD’s total budget, compared with 70% for the Secretariat as a whole.

⁸ TRTC/FAO/Fiji MPI. The Tutu Rural Training Centre: Lessons in Non-Formal Formal Adult Education. FAO March 2011

Table 3: The LRD Budget, 2010 – 2012

	2010		2011		2012	
	FJD	% of total budget	FJD	% of total budget	FJD	% of total budget
Core budget funding	891,600	4%	833,000	5%	583,200	3%
Program budget funding	3,204,000	16%	2,897,600	19%	3,262,000	17%
Project budget funding	15,853,000	79%	11,637,200	76%	15,016,200	80%
Total budget	19,948,600		15,367,800		18,861,400	

8. The LRD, increasingly over the last few years, has been the vehicle for the implementing of a number of substantial aid funded projects. These include:

- AusAID Pacific Horticulture Agriculture Market Access (PHAMA) Project
- AusAID Fiji Seedling Enterprise Development Project
- Australian Centre for International Agricultural Research (ACIAR) Pacific Agribusiness Research and Development Initiative (PARDI) Project
- EU Facilitating Agricultural Commodity Trade (FACT) Project and its successor Increasing Agricultural Commodity Trade (IACT) Project.
- EU All ACP Agricultural Commodities Programme (AAACP) the Pacific Islands component
- EU National Adaptation Strategy for the Fiji Sugar Industry

These various projects now dominate, and to some extent overwhelm, the LRD's actual work activities in terms of personnel and resources allocated. Table 3 shows that the LRD's donor funded projects increased from FJD 11.6 million in 2011 to FJD 15 million in 2012 (a 29% increase), while LRD's core funding fell from FJD 833,000 to FJD 583,200.

9. With the exception of the quarantine focussed PHAMA Project, these projects directly focus on enterprise development in areas such as improving value chains. Some of these projects have been successful and made an important contribution to the agricultural sector of member countries. In some cases, the LRD has not performed well in its role as 'project manager', which is directly linked to the consistency and availability of its staff members. Staff members tend to be under resourced and over committed and as a result the private sector, NGO's and target beneficiaries are missing out.

10. This report does not see these enterprise-focussed projects as priority core business for the LRD. This conclusion is based on the following considerations:

- While enterprise development is clearly important for the development of the agricultural and forestry sector, it is not amongst the priority needs identified in paragraph 4 in response to the main challenges for the sector outlined in paragraph 3 of this Report.
- These activities, while potentially of considerable value for particular enterprises, are seen to have relatively low likelihood of achieving sustainable improvements across the sector (PP Sustainability Test). They are not seen to be of good value for money for the LRD's core and program funding.
- The activities generally do not strengthen national sectoral systems (PP Requirement Test)
- For many of these projects, the LRD adds little more than a place to house the activity and to meet donor requirements to work with regional organisations. These services in principle could often be provided by NGOs and the private sector itself (PP Market Test) and some 'crowding out' of the private sector is evident.
- Iff the LRD was not involved in enterprise development activities it would have a minimal immediate impact on the development of the agricultural sector.

Services that need to be provided using core and program funding

11. SPC's core business as per the current Corporate Plan are:

- Capacity Building
- Capacity Supplementation
- Transboundary – Regional Coordination

Into the future, these areas should continue to be the core business of the LRD. However, there needs to be recognition that the concept of capacity supplementation should be expanded to include capacity replacement. Discussions of capacity replacement have normally been in the context of small countries. However, capacity replacement can also be highly relevant to the larger countries – e.g. the direct involvement of SPC with the quarantine aspects of market access.

12. This report identifies the core LRD services for which core and program funding should be allocated as:

- **Germplasm conservation, introduction, distribution and evaluation.** Long term investment is required in this ‘flag ship’ SPC service. SPC has a clear comparative advantage based on expertise, investments already made and SPC’s position in regional and international networks. With respect to germplasm, building regional and national capacity are interdependent. A reduction in SPC’s regional capability would leave countries dangerously exposed to pest and disease epidemics that may arise from climate change and climatic variability. Germplasm investment requirements are substantial, both at the regional and national level. This will inevitably involve input from donor funded projects. However, there needs to be sufficient core funding of key staff positions to effectively coordinate and manage this donor project funding.
- **Core applied science expertise in the areas of soil, plant pathology, entomology and veterinary science.** This expertise needs to be available on-demand to meet the increasing sector demands of member countries and in the face of the overall decline in the availability of in-country expertise. To be effective, this on-demand expertise cannot be tied to projects. It is hoped that this should only be a short to medium term priority and in the longer term, the countries will build up their own applied science expertise, following the example of PNG. It is important to note that the trend to date has been in the other direction.
- **Scientific and negotiating expertise that allows for a leveling of the ‘playing field’ in securing and maintaining market access.** Economies of scale dictate that this must be provided regionally – with SPC being the only organisation that can provide this service. The LRD needs a long term core funded quarantine/market access program that will supersede the current PHAMA Project. This should become a ‘flag ship’ SPC service. Around this core funded program would be specific donor quarantine and market access projects. Facilitating market access between island countries needs to be a priority part of the agenda. A core capability also needs to be added to the portfolio of LRD’s market access expertise.
- **Support for science informed agriculture, forestry and land-use policy formulation, with a high level of expertise available to countries on demand.** To be effective, this expertise cannot be tied to projects. In the longer term, policy capabilities should be fully met by the countries themselves – however in the short to medium term the LRD has a lead role to play in ensuring this expertise is available.
- **Resource economics and economic analysis.** Missing from the LRD’s thematic areas is capability in resource economics and economic analysis. Ad hoc economic inputs are currently provided by academically qualified but inexperienced ODI fellowships. This contrasts with the situation at the SOPAC Division, that has a long established Resource Economics Section with a clearly defined work program. For the LRD, the lack of systematic capability in resource economic and economic analysis undermines its ability to provide sound policy advice and justify programs and projects with donors and member countries. Core resource economics and economic analysis capacity needs to be accompanied by a strengthening of statistical capability.

Services that, if necessary, should discontinue

13. It is recommended that core and program funding should not be used to fund enterprise development services. As discussed in paragraph 8 of this Report, enterprise development services should be discontinued if donor funded aid projects are not forthcoming. Provided project funding is available, it is not suggested that the LRD should not be involved in enterprise development. These activities must, however, contribute to meeting SPC’s overall strategic objectives and must not undermine the delivery of LRD’s core services. Core funding could, however, be justified for a position to coordinate the interaction between the various enterprise development projects that fall within the LRD’s portfolio. This position could also coordinate the outsourcing of key project areas to appropriate NGO and private sector partners, therefore freeing up core SPC positions and taking full advantage of external resources.

Annex D iii

The Forest and Trees Program

Until 2004, the Forests and Trees Program functioned separately to Agriculture within the SPC Land Resources Division of SPC.

However in 2005 the agriculture and forestry functions were integrated recognising that land is a critical resource for most island countries and territories, and to achieve meaningful sustainable land-use management and development, agriculture and forestry activities must be integrated.

Accordingly, and within LRD's broad mandate, the Forestry Program's responsible includes core and cross-cutting issues relating to land, agriculture, and other sectors. As per its Strategic Plan 2009-2012, the LRD's key focus objects are –

- i. improved food and nutritional security;
- ii. integrated and sustainable agricultural and forestry resource management and development; and
- iii. improved biosecurity and increased trade in agriculture and forestry products.

These key strategic areas are achieved largely through the provisions of *in-situ* and *ex-situ* policy and technical assistance, training, and advice to member countries and territories in program areas comprising plant protection, conservation and use of plant genetic resources, animal health and protection, agro-forestry, biosecurity and trade facilitation, and sustainable systems for agriculture, forestry, and land management.

Roles and Functions

Human resource and institutional capacity building at the national level remain the key roles and focus of the Forestry Branch.

Accordingly, its planned activities are developed and formulated to address national needs and priorities, and fully support the three core business of SPC; capacity building, capacity supplementation, and transboundary and regional coordination contained in the Corporate Plan 2007-2012 and the LRD Strategic Plan 2005-2008 and 2009-2012.

Forestry's assisting activities are long-term in nature, and because of this, priority areas identified and the required services targeting these areas are all long-term.

Regional Context

Given the diversity in the ecological, socio-economic, and geographical sizes of SPC member countries and territories, the needs and priorities for the management and use of their forests resources to sustain their livelihoods vary and differ dramatically. In the larger countries (Fiji, New Caledonia, PNG, SOI and Vanuatu) the forest resource is a key economic driver to provide employment, socio-infrastructure, export revenue, and provide household income for resource owners. In contrast, to the smaller island countries and territories of Micronesia and Polynesia, forest and trees plays a more social and ecological role in subsistence agroforestry farming systems, as catchment areas for water, protect coastlines against erosion, and a source for handicraft and other income generating opportunities.

Guided by such usage indicators, the service delivery by subregion approach is considered most appropriate and relevant. It enables the Forestry Program to network and attract collaborative partners from national, regional and international technical agencies and donors having the necessary expertise or providing services in similar development areas regionally, sub-regionally or multilaterally.

This approach is evident from current and ongoing projects and national capacity building and development activities through partnership and engagements with the AusAID, EU, GIZ and JICA and various national non-governmental organisations.

Basis for Defining Long Term Issues and Challenges

In defining its organisational core values, SPC put ‘people’ first above all others. This indeed sets the directions and priorities of its core business which must contribute to improving and ‘helping Pacific Island people position themselves to respond effectively to the challenges they face and make informed decisions about their future and the future they wish to leave for the generations that follow’.

This mission statement by SPC is factual, and is supported by the fact that the geophysical land mass limitation of most member countries and territories (particularly, Micronesia and Polynesia), couple with increased populations, the management of competing use of land and based resources will no doubt become a long term socio-economic and livelihood issue for the people and their elected governments.

One of the critical and key over-arching development tool of government or county is a national land use plan. Land use planning and management is paramount for the Pacific Islands countries and territories because of their critical land mass area. . Policy makers and implementers will be expected to develop and formulate plans not in silo as traditionally the case, but to integrate will other sectors to address mainstream issues, new and emerging issues, and crosscutting issues such as food security, water, health, education, gender, youth etc.

With continuing decline in aid assistance and high turn over of professionals and technically skilled people, most member countries and territories will continue to be dependent on the support and assistance by SPC in the long term. Some of the underlying causes for the continuing lack of capacity at the national level (government) can be attributed to –

- migrating permanently to developed countries, or
- better job conditions with private sector, or
- politically motivated displacement in the public service, or
- early retirement and absence of a succession plan, or
- inadequate financial resources to maintain core business and mandates.

Appropriateness of SPC Core Business

The core business of SPC comprises; capacity building, capacity supplementation and regional coordination functions in key development sectors through technical assistance, training and research.

In terms of *Capacity building* - the main aim is to develop human resources in the region through training and associated measures such as advice on governance issues and in other interventions such as designing and advising on the implementation and application of sustainable policies and procedures at legislative, regulatory and operational levels.

In terms of Capacity supplementation - many of SPC's island member countries and territories do not have a large enough population base or the financial resources to develop and sustain the full range of skills required to provide effective public services to their people. Regional organisations, including SPC, supplement national capacities by directly providing, or facilitating access to specialised expertise at regional or international levels.

In terms of *Regional coordination functions* - many issues transcend national boundaries and require a high degree of regional and international coordination and support to ensure optimal outcomes. Also in this category are activities relating to sharing and dissemination of information in the region.

In consideration of the constraints and lack of capacity in the forests and tree sector of member countries and territories, the core business of SPC is considered very appropriate and applicable to strengthen and bridge gaps at the national forest services. This will be a long term and an indefinite core business of SPC.

Priority Core Functions Areas of the Forestry Program

In consideration of the regional context, the issues and needs of member countries, and the review and analysis of the baseline data and information used by the Forestry Program in determining the past and present activity needs and priorities of member countries and territories, the six key priority areas identified, and have adequately been incorporated into the 2009-2012 LRD Strategic Plan for implementation include –

- Policy and regulatory support in sustainable forest management;
- Community based sustainable forest management initiatives
- Technical assistance in forest products utilisation;
- Technical assistance in forest restoration, rehabilitation, and agroforestry;
- Technical assistance in forest genetic resources conservation, management and utilisation; and
- Technical assistance in adaptation and mitigation (REDD+) aspects of climate change.

In terms of cross-cutting issues, the impacts of increase population and climate change affects the forestry sector significantly, and thereby calls for more close cooperation, integration and collaboration with other sectors in terms of and to address; food security, biosecurity, water, energy in terms of biofuel, soils, ICT/GIS remote sensing, marketing and trade.

The 6 key activity areas identified above will not only provide and enable cross sectoral collaboration among agencies, but also demonstrate the importance and relevance of SPC continued involvement and engagement in the longer term.

Current Means and Services being provided to address Country Priorities

To assist member countries and territories address the issues and priorities, the modus operandi is implemented by workshop training sessions and in development projects.

Through which the key considerations continue to focus primarily on capacity building, particularly, strengthening and enhancing the intellectual capacity at the policy and technical levels within the sector.

i) Key Advisory, Coordination and Capacity Building Areas

Some of the capacity building activities provided thus far include -

- Providing technical advice and assistance on forest policies, legislations, and revision and formulation of plans.
- Providing technical assistance and advice on sustainable forest management practices;
- Supporting development of community based sustainable forest management models;
- Promoting and supporting agroforestry initiatives;
- Providing technical advice and assistance on sustainable utilisation of timber and non-timber forest products;
- Promoting and establishing a regional conservation, management and utilisation facility (regional tree seed genebank) of forest genetic resource to support and supplement national needs in times of natural disasters and disease out-break.;
- Supporting national climate change adaptation and mitigation activities and initiatives.

ii) Development Projects supported by Donor and Other Technical Agencies

Currently SPC through it's the Forestry Program is playing host to a number of donor and international agencies support and development projects. These projects are contributing to strengthening, and enhancing and building capacity of the counties. The projects include –

- i) SPC/EU Facilitating Agriculture Commodity Trade Project (FACT)
- ii) SPC/GIZ Coping with Climate Change in the Pacific Island Region Project
- iii) SPC/EU/JICA/AusAID Pacific Island Regional Tree Seed Centre Project
- iv) SPC/ACIAR Development of advanced veneer and other product from coconut wood to enhance livelihoods in South Pacific Communities Project
- v) SPC/FAO Conservation and Sustainable Management of the Fiji Sago Palm Project
- vi) SPC/FAO/FACILITY Kids to Trees Project

Generally, the range of technical assistance and support are provided by means of subregional training workshops, study tours, and field demonstrations. Using its established network, the Forestry Program is able to secure policy and technical experts from within and outside the region to assist with training and/or facilitating the required technical assistance and support.

Recommended Long Term Core Impact areas of SPC Forestry Program

i) Coordination and delivery of targeted capacity building

Key priorities identified in this report apply to all countries, large, high and small. The emphasis of service delivery can be determined by the Program in close consultation with the Heads of Forestry and Agriculture of the countries and territories. The key priority activity areas are -

- Policy and regulatory support in sustainable forest management;
- Community based sustainable forest management initiatives
- Technical assistance in forest products utilisation;
- Technical assistance in forest restoration, rehabilitation, and agroforestry;
- Technical assistance in forest genetic resources conservation, management and utilisation; and
- Technical assistance in adaptation and mitigation (REDD+) aspects of climate change.

ii) Establish and maintain a Regional Tree Seed Conservation Centre

- This work is at its infant stage and progressing with technical support from JICA in terms of equipments and ICT hardware and software, with CSIRO of Australia providing lab technical training.

iii) Underpinning the Programs ability to deliver on its expected role is sustain the above core activities, must increase its current core staff position/strength from 3 to 5 to implement the core priority activities effectively. The 5 position role include -

- Coordination x 3 (Coordinator, secretary, field technician)
- Seed center x2 (Seed technologist, lab technician)

Acknowledgement:

People consulted -

- LRD Director
- Sectional Coordinators of the Agricultural Programs
- Adviser/Coordinator of the Forest and Trees Program
- Team Leader of FACT Project
- Team Leader of JICA Project

References

- Various Conference and CRGA reports and papers provided by SPC
- KVA Consult review and report on LTSFS 2010
- SPC corporate plan 2007-2012
- LRD strategic plan 2009-2012
- Regional Forestry Newsletters 1989, 1991, and 1992
- FACT Project background documents 2008
- Proceedings of the Heads of Forests meeting 2000

Annex D iv

Provision of applied geoscience services by SPC: Summary (for details, see full report)

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Abstract

SOPAC was an independent commission until January 2011 and consequently not part of the KVA Consult 2010 analysis. However, extensive examination over past decades by both regional reviews and the international geoscience community showed it to be delivering, at a high standard, services necessary to the region. Areas of SOPAC's work not deemed part of its core business were removed to other organisations by the RIF review.

SOPAC's current work is delivered through three administrative programmes – the Ocean and Islands, Water and Sanitation, and Disaster Reduction programmes. These are highly integrated with most staff contributing to all areas. Five service areas support the geoscience delivery and have significance more widely across SPC's functioning: Natural Resource Economics, GIS & Remote Sensing, Technical Equipment & Services, Data Management, and Publications & Library. All of this work is here considered to be a core part of SPC's mandate and most of it is considered long term in nature, given the issues confronting the region currently and into the foreseeable future. The latter include the physical processes associated with sea level change, and recurrent coastal management issues intensified by natural disasters and population growth. Most areas of geoscience significant to the region are currently being addressed, although resource imitations mean that some are undertaken less fully than desirable. The framework exists within SOPAC for other areas of geoscience to be covered should the need arise and resources become available.

Demand for the Division's services is increasing steadily, both from member nations (at national down to community level) and from other SPC divisions. The desirability of long-term studies in the geosciences indicates that the work would be more efficient if a greater proportion of the funding (currently 10% core and 90% project) was similarly long term.

There is considerable scope for increased collaboration with other SPC divisions and in turn it is essential that SPC, perhaps through its Strategic Engagement, Policy and Planning Facility (SEPPF), should better help convert SOPAC's outputs into national outcomes.

Background

Most geoscience delivery based within the region is undertaken within the SOPAC Division of SPC. SOPAC was still an independent commission at the time of the KVA Consult report in 2010, and was not discussed in that report. However, since its inception it has undergone numerous independent reports on its function and relevance, all of which have been favourable. As a result of the Regional Institutional Framework (RIF) process, some of the functions of the SOPAC Commission were devolved into SPC and SPREP, and those parts deemed the "core" of its operations were integrated with SPC from January, 2011 to become the Applied Geosciences and Technology (SOPAC) Division of that organisation.

Currently, its stated role is to apply geoscience and technology to realise new opportunities for improving the livelihoods of Pacific communities (SOPAC, 2010). SOPAC now manages its services through three work programmes (Ocean and Islands, Water and Sanitation, and Disaster Reduction), supported by five service areas (Natural Resource Economics, GIS and Remote Sensing, Technical Equipment and Services, Data Management, and Publications and Library). These units are administrative conveniences and the nature of applied geoscience is such that in practice most staff contribute to each of the programmes. Only approximately 10% of SOPAC's budget is core funding (some FJD2 million of a total FJD20 million). This is essentially the previous contribution of member nations to SOPAC "the Commission" that was ring-fenced when SOPAC became "the Division".

2. Anticipated long-term priorities

The region will need expertise and support in some areas of geoscience from SPC into the foreseeable future. The delivery of these services through SPC is driven by the relevance of natural processes to all sectors of society and necessitated by issues such as the great distances involved, the global nature of some processes, and the inability of even larger nations to supply the expensive equipment and appropriate skill sets required. Economic growth can be assisted by the development of sea bed and other mineral deposits, and for the former the formal definition of maritime boundaries is a legal requirement. Geoscience

expertise is required for trade and tourism infrastructure. Economic growth is hindered by health issues (in which water and sanitation are intimately involved) and by the deleterious effects of physical processes such as shoreline erosion and natural disasters (tsunami, flooding, cyclones, earthquakes and similar). Sustainable development includes facilitating a change from beach mining to sustainable aggregate supply (long a prime requirement for the region), and investigation of some aspects of renewable energy supply (for example, ocean waves, thermal exchange and geothermal energy). Good governance ideally requires geoscience input to allow science-informed decisions relevant to human welfare. Apart from a wide general range of such inputs, a high visibility area is the delineation of maritime boundaries and the investigation of continental shelves mentioned above, which require surveying and other geoscience studies as a lead-in to the legal work. Security in the geoscience sense is concerned with the vulnerability to communities and to food and water supply resulting from natural disasters, the pressure on non-living resources caused by population growth, and the impacts of global environmental change.

3. Services in applied geosciences currently provided by SPC

Ocean and Islands Programme (OIP): The OIP provides services in the areas of natural resource development (for example, minerals, aggregates), coastal zone issues (erosion, vulnerability to development and hazards), maritime boundaries and continental shelves in relation to the UN Convention on Law of the Sea (UNCLOS) and UN Commission on Limits of the Continental Shelf (UNCLCS), and environmental change (including climate change).

Water and Sanitation Programme (WSP): WSP deals with water resources from all sources, with emphasis on extreme situations such as drought, and on water supply and sanitation issues. It also covers water governance, awareness and advocacy issues, including those at national level.

Disaster Reduction Programme (DRP): Overall, the intent of the DRP is to strengthen disaster risk management practices. It works at regional, national and community levels, strengthening preparedness and response, collecting essential baseline data and providing technical assessments that feed into early warning systems and preparedness and response.

4. Key services that should be provided in the short- and long-term

SOPAC should retain at the very least within each of its programmes core expertise, access to managed databases, relevant equipment, and the ability to deploy such equipment.

Ocean and Islands Programme: As well as its own ongoing work, OIP offers specialist services in support of the other programmes. Logistic support is essential as deployment of equipment is a major issue within the region. Surprisingly, OIP lacks adequate capability in the critical areas of coastal geology and geomorphology. A valuable project with no funding at all is Geonetwork, which is an online searchable metadata catalogue designed to offer easy and secure access to ocean and other data.

OIP is also affected by the relatively short-term nature of most of its funding, given that many areas of geoscience require long-term study. If more core funding was available, it would be possible to invest sustainably in such projects as understanding wave climates and shoreline movements. At the moment, the only long-term project is sea level monitoring.

Water and Sanitation Programme: WSP is one of very few places where all aspects of water management are under one roof. Other suppliers of services in this area are available but none has the same coverage of all areas or the on-site relationships with all nations. WSP cooperates widely with the private sector, is approached by development partners for advice, and often acts as a facilitator. Programme staff consider that they are not meeting the level of output that they feel necessary due to a lack of resources, and commented they are continually turning down or deferring country requests. More core funding would enhance strategic planning and continuity, and enable better development of partnerships. There also appears to be an issue with the mainstreaming of WSP outputs at the national policy level.

Demand for the services of WSP is increasing due to population increase, environmental change and an increase in the area of its operations. Water security is clearly a vital issue to the region and a relevant statistic is that, although the absolute number of people with better water supply in the Pacific has increased, the percentage of the population in an improved situation has actually dropped due to the rate of population growth.

Disaster Reduction Programme: The DRP is well-resourced on the scientific and technical side but less well supported in areas such as strategic thinking and human resource development. This is partly due to funding mechanisms, where donors more readily fund equipment or infrastructure (or high-profile areas such as sea level change) rather than build longer term capability. DRP thus considers itself to be under-resourced in areas such as the

provision of formal training courses. Demand for its services from both national and community level is increasing. Short-term project funding means causes difficulties in transferring skills in the limited time available, and longer-term funding would improve interaction with island managers. Better advocacy for DR at higher levels is required

Alternative providers of geoscience services to the region

The significance to the region of the key SOPAC services (ocean and islands science, water and sanitation, and disaster reduction services) is so great that, should SPC cease any of them, provision would be necessary immediately from another source. The services range from areas of international obligations, through food and water supply and security, to resource development and disaster mitigation – essentially the entire spectrum of human activities. Clearly, ignoring any of them would have major and immediate implications. SOPAC has competitive advantages over other potential geoscience providers to the region because of:

- flexibility of operations and ability to respond rapidly;
- specialist skills married to local knowledge;
- expensive and modern equipment;
- logistic expertise; and
- ability and commitment to managing large databases long-term.

5. Services from which SPC should disengage

There are no general services in the geoscience area that should be discontinued, given the repeated reviews and member statements that have validated SOPAC's work. The importance of future issues involving earth science processes is discussed above and, given the vulnerability of many of the member island states, increased funding of SOPAC's services could easily be justified.

Sunset Services: Some projects will be completed in the (relatively) short term and should thereafter require only maintenance effort. Examples are the Maritime Boundaries Project, the Risk Exposure Database, and the SOPAC Compendium.

6. Prioritisation

Given the interdependence of the different elements constituting SOPAC's activities, prioritisation of services is not realistically possible, and any such list would be completely arbitrary. Most of the work (90%) is project funded and thus activities within the general framework of each work programme will automatically change with time to suit the priorities of island member nations and donors. If any reduction in services is required, it should be in terms of the level of services rather than in the individual activities.

7. Key services not currently provided

Within the OIP, a coastal geologist/geomorphologist is needed and support for the Geonetwork initiative is desirable. In the DRP, additional support for training services is required. For all programmes, and especially for WSP and DRP, improved high level advocacy is needed to better convert SOPAC's outputs into national outcomes.

8. Optimum mode of future delivery of services

It is premature to comment in detail on how geoscience delivery might best be provided from within SPC, given that administrative and funding options are currently under investigation. However, given that SOPAC contains a critical mass of geoscience expertise across most of the areas it is tasked with addressing and functions well as an integrated unit; thus it is clearly desirable to leave the current structure intact. It is also desirable that staff within the support services remain closely associated with the programmes that they are assisting.

Demand for SOPAC's current services will certainly increase in the future, and additionally there may be a requirement for increased diversity. This increased demand has several sources, such as the appearance of new drivers that impact economically or socially on the region; population growth that puts increased pressure on non-living natural resources and gives greater community vulnerability to natural hazards, and the success of work programmes that lead to wider awareness of the opportunities for assistance that SOPAC affords. In addition, there is growing recognition from other divisions within SPC that SOPAC has competencies that can assist their work.

SOPAC staff consider that countries need to do more to convert their outputs into national outcomes. The appropriate vehicle to initiate appears to be SPC's Strategic Engagement, Policy and Planning Facility (SEPPF).

I recommend that no major change to SOPAC's operations be considered at this stage as SOPAC is a well-integrated scientific and technical organisation with value to other divisions of SPC. Reviews of the other divisions and long-term funding of SPC will indicate new ways in which the total technical functions of SPC can be integrated.

Annex D v Energy Abbreviated Report

Thomas Jensen

1. Introduction

The energy sector plays a critical role in Pacific Island Countries and Territories (PICTs) development efforts. For instance access to affordable and sustainable sources of energy has strong linkages with the reduction of hardship/poverty, i.e. if hardship/poverty reduction is an objective of governments, then the provision of energy is an essential prerequisite. In the PICTs, where hardship/poverty is often viewed as the lack of access to basic services, opportunities and adequate resources, the case for energy provisioning and access is particularly strong. Provision of essential social services such as health and primary education require energy services. In addition, modern energy services have positive impacts on improving gender equality, the environment and quality of life. Furthermore, in many cases the provision of modern energy sources can increase the opportunities for income generation.

As an outcome of the Regional Institutional Framework (RIF) reform process on 1 Jan 2010 SPC officially assumed the CROP 'lead coordinating agency' role in the energy sector and on 1 April 2010 SOPAC's energy programme was transferred to SPC. The Energy Programme is part of the Economic Development Division (EDD) that, in addition to energy, includes information and communication technology (ICT) and transport.

2. Priorities in Energy

The following needs to be noted:

- PICTs high priority areas of support from regional mechanisms might change over time, sometimes fairly quickly;
- There is substantial differences in the energy issues facing different PICTs and their priorities for improving energy services ; and,
- The demands on regional agencies to respond rapidly in specialised areas where the PICTs have limited or no expertise are extensive and seem to be growing.

Keeping this in mind tentatively the anticipated main technical priority areas for energy in the Pacific are: i) national energy planning, policy and tools for implementation; ii) petroleum and liquid fuels; iii) electric power; iv) transport energy use; v) energy efficiency and conversion; and vi) renewable energy. In addition, capacity development (including training) and data & statistics are expected to be key cross-cutting issues.

3. Major stakeholders supporting the provision of region services in the region's energy sector

Currently there are five CROP agencies which deal with energy:

- **SPC.** SPC is the CROP 'lead coordinating agency' for energy. In addition SPC is the implementing agency for the on-going EDF-funded North-REP, the planned Australian funded Pacific Appliance Labelling and Standards (PALS) Programme as well as several relatively smaller sub-regional and regional projects and programs funded by external partners;
- **PPA.** The only regional agency that focus exclusively on energy has been established to promote '*...direct cooperation of the Pacific island power utilities in technical training, exchange of information, sharing of senior management and engineering expertise and other activities of benefit to the members*'. Key work areas include: a regional training programme; a managerial,

technical and financial cooperation programme for sharing utility expertise; a regional power sector database; a quarterly magazine; and an Annual Meeting and Trade Exhibition;

- **USP.** The main focus of USP's renewable energy initiatives is to provide 'Education, training and research in renewable energy'. It is the implementing agency for the US\$2 million Renewable Energy Generation, Resource Assessment, and Capacity Building Programme for Sustainable Economic Development of the Pacific Island Countries project funded by the Government of South Korea. It is also implementing the Pacific component of the EU funded Small Developing Island Renewable Energy Knowledge and Technology Transfer Network (DIREKT);
- **SPREP.** Is the CROP 'lead coordinating agency' for climate change. SPREP's climate change mitigation activities consists of the UNDP/GEF funded Pacific Islands Greenhouse Gas Abatement through Renewable Energy Project (PIGGAREP) for which it is the designated implementing agency. Furthermore as a result of the RIF reform process, functions related to monitoring and evaluation of greenhouse gases and the Clean Development Mechanism (CDM) was transferred from SOPAC to SPREP; and,
- **PIFS.** As a result of the RIF reform process, PIFS petroleum-related functions were transferred to SPC. However PIFS is still directly involved in energy sector as host of the Project Management Unit (PMU) for the Japanese-funded Pacific Environment Community (PEC) Fund. This fund focuses on solar photovoltaic (PV) technology. It should be noted that resource wise this US\$66 million initiative is the single biggest regional energy intervention to date.

In addition currently, demand driven technical assistance to PICTs is provided by other CROP agencies as well as directly by various development partners, jointly by development and a diverse group of organisations - including CROP agencies, global intergovernmental organizations and private sector companies - have been involved in managing sub-regional/multi-country energy interventions in the Pacific.

Continued CROP agency support to the PICTs at a regional level to help PICTs better understand and manage energy is justified. Key justifications for energy sector support at a regional level include: 1) the prohibitively high cost of providing needed specialist advisory services (e.g. for legislation, regulations, developing financial incentives, training, etc.) on a country-by-country basis but affordable if spread over a few countries; 2) the commonality of needs (despite differing cultures, scales, capacities, institutional arrangements, legal systems, etc.); and 3) the existence of the CROP agencies, the Pacific Plan, the Framework for Action on Energy Security in the Pacific, etc. are a good basis for cooperation. The demands on regional agencies for rapid responses, in specialized areas where PICTs have limited or no expertise, are extensive and seem to be growing.

3. SPC's Energy Programme

According to the Economic Development Division (EED) Strategic Plan 2012–2017 the priorities for EDD over this planning period will be to:

- Promote sustainable development of the energy, ICT and transport sectors in the Pacific region;
- Empower policy and decision-makers;
- Assist PICTs meet their obligations under relevant regional and international instruments and maintain compliance as required;
- Implement SPC's regional responsibilities under the energy, ICT and transport frameworks;
- Improve inter-agency cooperation in implementation of activities to maximise resource utilisation and reduce duplication of efforts; and
- Increase linkages with other sectors to promote further development of these sectors.

The goal of EDD is ‘Sustainable economic development through accessible, affordable, efficient, secure and safe energy, ICT and transport services’ and EED’s specific objectives are:

- Objective 1: Strong leadership, good governance, effective multi-sectoral coordination and strategic partnerships, including monitoring and evaluation, in the energy, ICT and transport sectors;
- Objective 2: Effective policies, plans and regulatory frameworks providing an enabling environment for economic development;
- Objective 3: Strengthened institutions and expertise in the energy, ICT and transport sectors;
- Objective 4: Improved access to affordable and efficient energy, ICT and transport services; and
- Objective 5: Secure, safe and environmentally friendly energy, ICT and transport services.

Four programme components appear to summarize the initially envisioned main areas of work for SPC in the energy sector:

- i. CROP ‘lead coordinating agency’ role in the energy sector primarily related to implementation of the Framework for Action on Energy Security in the Pacific;
- ii. Implementing agency for sub-regional/multi-country projects/programs;
- iii. Various demand-driven technical assistance to PICTs; and,
- iv. Completing SOPAC and PIFS energy activities which were already underway or for which there was a commitment to conclude them.

This review has identified key initial results from the SPC Energy Programme which include: energy has been established as a core area of work within SPC; energy is now a programme at the CROP ‘lead coordinating agency’; the flagship North Pacific ACP Renewable Energy and Energy Efficiency Project (North-REP) is underway in the Federate States of Micronesia (FSM), Palau and the Republic of the Marshall Islands (RMI); and development and leaders’ approval of a revised regional energy policy and strategy with associated implementation plan and management arrangements.

Considering the challenges faced by the SPC Energy Programme, these initial results are significant. Major challenges include: the broad range of sometimes vaguely endorsed themes/focus areas, activities, etc. for SPC (and other CROP) agencies to work on; severe resource constraints for non-North REP work; the number of planned Energy Programme staff significantly reduced and several positions vacant; all existing staff are project funded; reduction in programme funding in 2011; additional resources required due to outcomes of the RIF process; funding uncertainty; and capacity constraints at national level.

There is a clear need to have a robust including viable and consistent Energy Programme in place at SPC. To assist establishment of such it is recommended that SPC:

- **For the short-term**
 - Facilitate agreement by countries, development agencies and CROP agencies on an operational level definition of CROP ‘lead coordinating agency’.
 - Prepare a clearly prioritized energy work programme.
 - Complete the several ongoing relatively smaller projects (including those inherited from SOPAC and PIFS).
 - Only agree to be implementing agency for new externally funded sub-regional and regional multi-country projects/programs if they link to what SPC has been tasked as

- CROP 'lead coordinating agency' or what is included in the Implementation Plan for Energy Security in the Pacific (IPESP).
 - Strengthen internal SPC cross-sector work in particular energy with transportation and data & statistics.
 - Aggressively initiate identification and mobilization of substantial new energy sector funding in particular from 'programme' and 'core resources'.
- **For the medium and long-term term**
 - Prioritize the main Energy Programme components as follows:
 1. As CROP 'lead coordinating agency' focus on implementing the extensive list of specified tasks including: i) coordinate CROP regional energy services including resource mobilization and allocation, development partner interaction and monitoring and evaluation; ii) undertake issues and trends analysis; iii) undertake policy analysis; iv) provide policy advice to PICTs; and v) establish a common approach to data collection, analysis and dissemination including setup and operate a Pacific wide energy data and information system.
 2. Various demand-driven technical assistance to PICTs; and,
 3. Implementing agency for sub-regional/multi-country projects/programs.
 - Prioritize sub-programme areas as follows with capacity building (including training) and data and statistics as key cross-cutting areas:
 1. National energy planning, policy and tools for implementation;
 2. Petroleum supply and security;
 3. Energy efficiency; and,
 4. Renewable energy.
 - Secure non-project based funding, for at least the Deputy Director and the senior advisor positions preferably from core resources.

Concerning the recommendation for a clearly prioritized energy work programme, several criteria are available that could assist with operational-level work program prioritization. Tentatively SPC efforts could focus on: i) national level impacts; ii) Small Island States (SIS), iii) key energy sources and carriers; and iv) multi-country assistance where there are clear economies of scale.

4. Services that SPC should consider discontinuing

SPC itself has mentioned the possibility of discontinuing certain services. For example, in *SPC/CRGA 40 (10), Paper 4.1* it is mentioned the option of transfer '...of some functions to...PPA...to manage and coordinate, such as diesel training in Japan'. In addition when ERG met with SPC on the 18-19 January 2012 the following were mentioned by EED as possible 'services that should be discontinued':

- 'Hands-on installation of small scale renewable energy systems
- Studies that have no confirmed funding for follow up activities
- Management of small scale ad-hoc donor-funded projects
- Gender awareness activities
- Promotion of solar cookers
- Writing of project proposals for countries (different from reviewing a project proposals drafted by countries)

- Except in...specific projects, all regional training on the design, installation and maintenance of solar PV systems should be discontinued’.

However at this point in time, it is considered premature from an external perspective to recommend specific services that should be discontinued as part of SPC’s current and/or planned support to the energy sector. The main reasons are:

- That SPC is working in the energy sector, including being CROP ‘lead coordinating agency’ is a direct result of the RIF process. In *SPC/CRGA 41 (11), Paper 2* the Director General of SPC mentions that the RIF process - that took five (5) years - was ‘...the most complex and largest institutional reform undertaken in our region’ and that the ‘...work involved in implementing the decisions on RIF...[was]...time consuming, politically challenging, and exhausting’;
- Officially the Energy Programme has been in existence only for 2-years. During this short period, a significant amount of time (and other resources) has been used on preparing and establishing the programme. As energy is a recently established work area, additional time is needed for planning, consolidating on-going work, giving time to be able to assess results of work that already have been initiated, etc.; and,
- The continued involvement of two of the current five CROP agencies involved in the energy sector is uncertain. Both SPREP and PIFS’s support to the energy sector are limited to a specific intervention, (i.e. PIGGAREP for SPREP and PEC Fund for PIFS). PIGGAREP will be completed by the end of 2013 and it is also likely that the PEC Fund would have been depleted within a couple of years. It is unclear what will happen when these two projects terminate; however it cannot be assumed that SPREP or PIFS will play a major role. Thus if specific on-going and/or planned service were to be discontinued by SPC it is unclear what (if any) other CROP agency instead would be in position to provide such service in the long-run.

It would be beneficial for CROP agencies to continue discussions with regard to overall mandates, specific responsibilities (including ‘lead’ agency roles), etc. including in the energy sector. This is particularly important among the three CROP agencies that in the long-term will likely provide the majority of the regional assistance in the energy sector, i.e. SPC, PPA and USP.

In the medium to long-term, down-scaling and/or discontinuation of specific energy work programme components and/or sub-programme technical areas, should be considered by SPC. In the above paragraphs, it was recommended that the main SPC Energy Programme components be prioritized as follows: i) CROP ‘lead coordinating agency’; ii) various demand driven technical assistance to PICTs; and iii) implementing agency for sub-regional/multi-country projects/programs. While there is a strong case that the CROP ‘lead coordinating agency’ programme component should be undertaken by SPC and be a priority area, this is not necessarily the case for the other main programme components such as providing various demand-driven technical assistances to PICTs and being implementing agency for sub-regional/multi-country projects/programs. Concerning demand-driven technical assistance to PICTs, currently this is provided by other CROP agencies (e.g. PPA) as well as various development partners including global organizations (e.g. IUCN and UNDP), global and regional development banks (e.g. WB and ADB), bilateral agencies (e.g. JICA and the New Zealand Aid Programme) and jointly by development partners through the Pacific Region Infrastructure Facility (PRIF). With regard to being an implementing agency for various sub-regional/multi-country projects/programs, all the CROP agencies dealing with energy matters perform this role - e.g. SPREP for PIGGAREP, PIFS for PEC Fund, USP for DIREKT project, and PPA for a Pacific Regional Benchmarking exercise funded by ADB. Furthermore looking outside of the CROP agencies, other organizations are undertaking and have undertaken an implementing agency role for sub-regional/multi-country energy projects/programs in the Pacific. For example, currently IUCN

is implementing the Managing the Ecosystem and Livelihood Implications of Energy Policies in the Pacific Island States programme and recently an international consultant company, IT Power, was tasked with implementing the now completed EU-funded Support to the Energy Sector in Five ACP Pacific Island Countries (REP-5) programme. Thus a diverse group of organisations - including CROP agencies, global intergovernmental organizations and private sector companies - have been involved in managing sub-regional/multi-country energy interventions in the Pacific. There are pros and cons of utilizing different organizations and it is not possible to conclude that a particular type (let alone a specific agency) exclusively should perform such role.

5. Services that SPC should consider providing

Clearly there is a need to consolidate on-going work and assess the results of the work that has already have been initiated. Furthermore there is significant resource constraints (both in term of financing and human capacity) that prevent already planned and agreed to work from being undertaken. Thus at this point in time, adding new responsibilities – as well as even initiating a discussion on such - does not seem wise. Therefore it is also considered premature to recommend additional key services that should be considered to provide as part of SPC's support to the energy sector. Instead focus should be on strengthening on-going and already planned and agreed to work.

STRATEGIC DIRECTIONS FOR MARITIME TRANSPORT IN THE PACIFIC COMMUNITY

**Maritime Transport Sector Final Report
Dr Jeff Hawkins
Asia Pacific Maritime Institute**

**Secretariat of the Pacific Community
Experts Reference Group
Suva Fiji
27 January 2012**

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EXECUTIVE SUMMARY

This final report on the maritime transport services provided by SPC has been prepared in accordance with the terms of reference given to the Experts Reference Group, which was convened by SPC to help finalise the work on the core business and core services that SPC should provide to its members in the long term.

The review of maritime transport services, which are delivered by SPC through its Economic Development Division, was conducted in January 2012 by Dr Jeffrey Hawkins, Managing Director of the Asia Pacific Maritime Institute, a specialist maritime organisation based in Tasmania, Australia. The review was based on an analysis of regional and national documentation made available to the author, discussions and consultations with various stakeholders, and the author's expertise and experience in maritime transport, particularly in relation to the Pacific region. Key findings, conclusions and recommendations are summarised below.

FINDINGS

Key services that should be considered core business, hence, will require long term sustainable funding:

1. Building capacity of PICTs to meet international requirements in maritime safety
2. Building capacity of PICTs to meet international requirements in maritime security
3. Building capacity of PICTs, including Small Island States (SIS), in maritime transport
4. Technical and policy advice on maritime issues
5. Transport data collection and maritime trade analysis
6. Conducting maritime compliance audits to assist PICTs maintain compliance with international requirements and standards
7. Development of regional maritime regulations, standards and guidelines

Services that the Economic Development Division could discontinue:

1. Search and rescue (SAR)
2. Nation-specific training
3. Collection of maritime trade statistics

Services that SPC should consider providing:

1. Technical advisory support to assist PICTs prepare for international forums
2. Enhancing linkages for cross-cutting opportunities
3. Developing a Pacific maritime cluster

CONCLUSIONS

1. There is a clear government mandate to make maritime transport a top priority by SPC. At both national and regional levels, and as stipulated in the Pacific Plan and the Framework of Action for Transport Services, maritime transport is considered a key driver of sustainable economic growth and development in the region.
2. In maritime transport, SPC through its Economic Development Division is recognised as the lead coordinating and implementing agency in the region. No other organisation, government or commercial, fulfils this function.
3. In spite of this recognition of maritime transport's role in national and regional economic development, the continuing ability of SPC to provide essential maritime transport services cannot be guaranteed because of funding uncertainty. Most maritime transport services are project funded, not core funded.

RECOMMENDATIONS

1. The provision of maritime transport services should be identified as a core function of SPC.
2. To remove the ongoing uncertainty in the provision of high priority (priority levels 1 and 2) long term maritime transport services, such services should be appropriately supported through core funding.
3. Services with a priority level of 3 and 4, and which are either short or medium term, can remain on project funding, which should still enable SPC to deliver intended outputs.

1. INTRODUCTION

God must have been a shipowner. He placed the raw materials far from where they are needed and covered two thirds of the earth with water (Erling Naess)

The saying, now part of popular lore in maritime economics, serves to highlight the dominance of maritime transport in world trade. Whether measured in quantity or value, maritime transport far outstrips all other types of transport.

Where there are vast distances to travel, particularly where such distances involve water, there are no effective or efficient alternatives to maritime transport. Even in countries and regions serviced by reliable air transport services, only a small proportion, usually only high value goods, are transported by air. Other alternatives, like pipelines and land transport for some trading routes or a portion of the trading route, have not had much impact in diverting demand away from maritime transport. The economic reality is that maritime transport is the most efficient means of transporting large volumes over long distances at relatively low costs.

Access to maritime transport has always had a significant impact on the economic development of a country and the development of trade between countries and regions. Where there have been effective and efficient maritime transport services, economies and regions have been able to develop new industries, maintain strong competitive advantage, and generate strong economic activity. All these in turn have led to significant improvements in economic growth and social prosperity. Unfortunately the reverse has also been true: those who have had no or limited access to effective and efficient maritime transport have not prospered well.

The Pacific Community mirrors much of these global trends. Spread over a vast geographical area and separated from one another (and the rest of the world) by the Pacific Ocean, the island nations of the Pacific Community require access to regular, reliable and affordable maritime transport services for economic and social development and growth. However, the region does not have the economies of scale, or strong maritime infrastructures, to maintain the long-term viability of many types of maritime transport services.

Maritime research shows that sustainable maritime transport services require strong maritime infrastructures to support them. For the Pacific Community, this calls for more creative and innovative solutions to the long term sustainability of maritime transport in the region.

The key long term vision and strategic direction should be focused on ***“Sustainable Maritime Transport Services in the Pacific”***.

2. SPC AS THE REGION'S LEAD AGENCY IN MARITIME TRANSPORT

In maritime transport, SPC is the lead coordinating and implementation agency, a role assigned to it by government mandate and earned over the years through its proven track record in working with individual Pacific Island Countries and Territories (PICTs) to improve their maritime transport capabilities.

2.1 MANDATE FROM GOVERNMENT

To achieve the goal of fostering economic development and promoting opportunities for broad-based growth, the Pacific Plan for Strengthening Regional Cooperation and Integration (Pacific Plan) has made maritime transport one of its priorities (SPC and the Pacific Plan, v3, 2010, p115).

Endorsed by the Pacific Forum Leaders in 2005 and reviewed by successive Forum communiqués, the Pacific Plan calls for 'safe and secure international, regional and domestic ... maritime services that are frequent, reliable and affordable through the creation of enabling regulatory environments' (SPC and the Pacific Plan, v3, 2010, p43).

In response to the Pacific Plan, the Framework for Action on Transport Services (FATS) was developed. Endorsed by PICTs Transport Ministers in 2011, FATS is a policy guide that maps out national and regional priorities and action themes to improve maritime (as well as air and land) transport in the region.

The Pacific Plan and FATS both designate SPC, through its Economic Development Division, as the lead coordinating and implementing agency for maritime transport. SPC is also the implementing body for the International Maritime Organization's (IMO) Technical Cooperation Division activities. There is no other agency, government or commercial, that performs this function for maritime transport in the Pacific region.

2.2 TRACK RECORD IN MARITIME TRANSPORT

That SPC is recognised as the lead agency in maritime transport does not just arise from government mandates; it has also been earned by its proven track record in delivering successful maritime transport initiatives.

Its regional maritime auditing programme, for instance, is highly regarded worldwide for what it has achieved. In place are regional auditing standards for conducting maritime audits, a regional system of training maritime auditors (up to check auditor level), and a regional and consistent approach to the auditing of the maritime transport sector. Other regions have tried to copy the SPC regional auditing model but not to the same level of success.

The success of the maritime auditing programme is the result of ongoing close collaboration between SPC and PICTs. SPC works closely with the Pacific Islands Maritime Association (PacMA), whose members come from maritime administrations, ports, port authorities, training providers and shipowners, in the planning, monitoring and implementation of the auditing programme. The programme also comes under regular review during the meetings of the Transport Ministers of the region and the Committee of Representatives of Governments and Administrations (CRGA).

3. LONG TERM PRIORITIES FOR MARITIME TRANSPORT IN THE PACIFIC

The long term priorities of the Pacific with regards to maritime transport are articulated in the FATS. These priorities are listed below, under the theme of action to which they pertain. The coordination of regional interventions to effectively address these priorities is attributed to one lead agency, SPC.

Themes of Action	Priorities
1. Leadership, governance, coordination and partnerships	i. Commitment to strong leadership and governance
	ii. Regional and subregional coordination where appropriate
	iii. Commitment of development partners to transport sector development
	iv. Strategic engagement with international organizations
	v. Better delivery of services by existing regional organizations
	vi. Coordinated approaches to issues of market access and liberalisation of service provision
2. Capacity development, policy planning and regulatory frameworks	i. Coordination of partners to establish and advocate international, regional and national regulatory standards for all states
	ii. Development and establishment of sustainable national policies, implementation plans and monitoring & evaluation matrices
	iii. Regulations, legislation and other administrative and legal tools that meet international standards
	iv. Improved sustainable capacity development of national transport sector personnel taking into account the gender dimension in selection, establishment, delivery, regulation and maintenance of transport services
3. Transport safety and security	i. Safety and security assessments, IMO member state audit scheme
	ii. Adoption of emerging technologies and international best practice such as business excellence principles for all players in the maritime supply chain, eg safe ship management, standard operating procedures
	iii. Strengthened linkage with regional border security agencies
	iv. Ports and maritime compliance audits for continuous improvement in verifying port and ship safety and security
	v. Search and rescue systems integrated and functional with mass rescue operations
	vi. Regional seafarer certificate printing system and database fully utilised
	vii. Best practice training of personnel in the maritime industries (including emerging technologies)
4. Improved access	i. Technical assistance to identify appropriate and sustainable market based solutions to encourage improved transport services, particularly in small and remote communities
	ii. Development and improvement of infrastructure necessary to support transportation servicing small, remote communities
	iii. Innovative forward thinking, planning, research and development
	iv. Promotion of compliance with national biosecurity and cargo safety requirements

Themes of Action	Priorities
5. Environmental impact, technology and energy	i. Enabling national policies and laws
	ii. Compliance with international standards, policies and emissions measures
	iii. Efficient use in ports and ships of green technology suitable for purpose, area of operation and port rotation
6. Transport data, information and knowledge	i. Improved national capacity to collect and record data including social indicators and sex disaggregated data
	ii. Secure storage of transport data and information at national and regional levels
	iii. Regular provision of national data and information to regional repository
	iv. Collation of and access to transport data and information
	v. Timely interpretation and analyses of transport data and information
7. Sustainability, monitoring and evaluation	i. Sustainable financial planning (budgetary processes) at national and regional levels
	ii. Provision of technical assistance to support the development of national implementation plans
	iii. Development of an M&E template to encourage improved sustainability, monitoring and evaluation at the regional and national level
	iv. Standardised and harmonised M&E indicators for national and regional plans

4. CURRENT MARITIME TRANSPORT SERVICES DELIVERED BY EDD

EDD currently delivers the following services to the maritime transport sector:

- Technical and policy advice on maritime issues
- Building capacity of PICTS to meet international maritime security and safety requirements
- Building capacity of PICTS, including Small Island States (SIS), in maritime transport
- Development of regional maritime regulations, standards and guidelines
- Interagency coordination of activities, such as Search and Rescue (SAR)
- Transport data collection and maritime trade analysis
- Secretariat services for regional maritime associations
- Support for the establishment of shipping commissions

These services reflect SPC's priorities as outlined in various strategic planning documents, reports and studies made available for the purposes of the ERG review and reviewed by the author. Findings are summarised below.

4.1 SPC CORPORATE AND STRATEGIC PLANS

In terms of organizational structure, maritime transport is part of the transport programme, which together with energy and information and communication technology (ICT), falls under the domain of SPC's Economic Development Division (EDD). SPC considers these three areas as pillars of economic development. The following strategic priorities, goals and objectives have been extracted from EDD's strategic plan and adapted to specifically refer to the maritime transport sector.

Priorities

- Promote sustainable development of the maritime transport sector in the Pacific region
- Empower policy and decision makers
- Assist PICTs meet their obligations under relevant regional and international instruments and maintain compliance as required
- Implement SPC's regional responsibilities under the maritime transport framework
- Improve inter-agency cooperation in the implementation of activities to maximise resource utilization and reduce duplication of efforts
- Increase linkages with other sectors to promote further development of these sectors

Goal

Sustainable economic development through accessible, affordable, efficient, secure and safe maritime transport services.

Objectives

1. Strong leadership, good governance, effective multi-sectoral coordination and strategic partnerships, including monitoring and evaluation
2. Effective policies, plans and regulatory frameworks providing an enabling environment for economic development in the maritime transport sector
3. Strengthened maritime transport institutions and expertise
4. Improved access to affordable maritime transport services
5. Secure, safe and environmentally friendly maritime transport services

4.2 GUIDANCE FROM THE KVA REPORT

In 2010, SPC commissioned KVA Consults of Samoa to determine the core business of SPC and the key services that it must provide to the Pacific Community in the long term. According to the KVA Report (2010), SPC's maritime transport services are highly regarded by PICTs and these services are viewed as professional and very responsive to member needs.

The list of identified maritime transport services, according to priority, is reproduced below (KVA, 2010, p62). As the table indicates, maritime transport services are considered as either most essential/inner core or essential/core services, and hence require long term sustainable funding.

- **Essential or inner core services** are those services required for the long term (greater than 10 years), the withdrawal of which will have direct negative impacts on members of the Pacific Community. Services under this category are not likely to diminish in the long term, and hence will require long term sustainable funding.
- **Essential or core services** are those services required for the medium term (between 5 and 10 years). In the long term, services under this category will diminish as national capacities develop. For as long as they are delivered, such services will require long term sustainable funding.

KVA Findings on SPC Services Relating to Maritime Transport	Most essential (Inner core)	Essential (Core)
Development and implementation of maritime legislation, regulations and policies	X	
Capacity building and supplementation	X	
Monitoring compliance with international standards in maritime security and safety by conducting audits on maritime administrations, maritime training institutes, ports and shipping companies	X	
Development of innovative solutions to improve shipping services in the region	X	
Secretariat and advisory services to regional maritime associations		X
Developing systems for data collection, analysis, reporting and information dissemination	X	

A careful comparison of services currently provided by EDD and those identified in the KVA Report (2010) shows a high degree of similarity. Combining the two would result in the following set of current services:

Current Services	EDD	KVA
Technical and policy advice on maritime issues	x	Note 1
Building capacity of PICTs to meet international maritime security and safety requirements	x	x
Building capacity of PICTs, including Small Island States (SIS) in maritime transport	x	x
Conducting maritime compliance audits to assist PICTs maintain compliance and accreditation with international obligations	x	x
Development of regional maritime regulations, standards and guidelines	x	x

Current Services	EDD	KVA
Interagency coordination of activities, such as Search and Rescue (SAR)	x	Note 2
Transport data collection and maritime trade analysis	x	x
Secretariat services for regional maritime associations	x	x
Support for the establishment of shipping commissions	x	Note 1
Development of innovative solutions to improve shipping services in the region	Note 3	x

Note 1: These services can be categorised under capacity supplementation in the KVA Report.

Note 2: Interagency coordination can be categorised as a capacity supplementing and a regional coordination function.

Note 3: This is a service identified by KVA in its consultations with maritime stakeholders in the Pacific Region and can be categorised as capacity building in maritime transport (service item 3 above).

4.3 ALIGNMENT WITH FATS

Since the official endorsement of the FATS in 2009, and in line with further directives from subsequent Transport Ministers meetings, SPC, through EDD, has developed a Transport Services Implementation Plan (TSIP), which describes the services that SPC will coordinate and manage for member nations.

The TSIP links directly to the priorities set by FATS (see section 3 above) and describes the specific services that SPC can provide to facilitate the implementation of national policies and plans and to improve the coordination of regional efforts in transport sector development in the Pacific. Broadly, these services can be grouped under the following categories:

1. Services that are designed to improve economies of scale and provide support in areas that individual members cannot effectively address
2. Development and harmonisation of standards across the region
3. Regional leadership, strategic engagement and advocacy
4. Capacity building/supplementation and skills transfer
5. Policy analysis, research and development
6. Systems for data collection, analysis, reporting and information dissemination

The TSIP is subject to a robust regional monitoring and evaluation process that will assess the relevance of specific services. It is regularly reviewed and evaluated at several levels (ie Pacific Plan Action Committee, Transport Oversight Group, Council of Regional Organizations in the Pacific, Committee of Representatives of Governments and Administrations). Review and evaluation by the regional maritime association, PacMA, and by SPC's own maritime transport programme personnel, will also support the continuous evolution of the TSIP.

It must be stressed that the TSIP, like the FATS upon which it is based, is a living document, hence, it is expected to change in concert with the region's changing priorities and requirements.

What is not likely to change, however, even in the long term, is the critical role that SPC's maritime transport services play in the region's pursuit of sustainable socioeconomic development. This singular asset of SPC must be accorded adequate recognition, particularly when funding decisions are made.

5. KEY MARITIME TRANSPORT SERVICES

Of the services listed in section 4, the following are regarded as key services for capacity building and capacity supplementation. Because of mandatory international maritime conventions and requirements, all seven services also require a high level of regional coordination.

EDD Key Maritime Transport Services	Build Capacity	Supplement Capacity	Regional Coordination
1. Building capacity of PICTs to meet international requirements in maritime safety	✓		✓
2. Building capacity of PICTs to meet international requirements in maritime security	✓		✓
3. Building capacity of PICTs, including Small Island States (SIS), in maritime transport	✓		✓
4. Technical and policy advice on maritime issues		✓	✓
5. Transport data collection and maritime trade analysis		✓	✓
6. Conducting maritime compliance audits to assist PICTs maintain compliance with international requirements and standards	✓		✓
7. Development of regional maritime regulations, standards and guidelines		✓	✓

5.1 ANALYSIS AND PRIORITISATION OF KEY SERVICES

To determine the relative importance of these key services, and whether they should be provided by SPC over the long, medium or short term, the following five tests have been used:

- Sovereignty Test: Do countries want/need the service, and can they do it themselves?
- Sustainability Test: How likely will the service achieve sustainable improvements in the sector?
- Strengthening Test: Will the service strengthen the national sector and sectoral systems?
- Market Test: Can others provide the service?
- Comparative Advantage Test: How well placed is SPC in providing this service?

Analysis is qualitative, based on discussions with relevant parties, review of documentation made available to the SPC Experts Reference Group, and the author's long experience in maritime transport in the Pacific.

Results of the analysis are summarised in two tables:

Table 1 identifies which key services should be considered long, medium or short term.

Table 2 identifies the priority level of these services.

Table 1. Analysis of SPC's Key Services in Maritime Transport				Legend: ST = Short Term MT = Medium Term LT = Long Term				
Service	ST 0-5	MT 5-10	LT 10+	Sovereignty Test	Sustainability Test	National Sector Test	Market Test	Comparative Advantage Test
1. Building capacity of PICTs to meet international maritime safety requirements			LT	Compliance with safety requirements is mandatory. It is also a key requirement of the FATS (Themes 1, 2 and 3). Individual countries would find it difficult to comply without regional assistance.	Over the long term, maritime transport sector will be able to develop and maintain an international standard of compliance provided there is adequate monitoring and evaluation through safety compliance audits.	Each country will gradually be able to strengthen its national capability over time as a result of regional cooperation and assistance.	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTs.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with maritime safety in the Pacific. It is also the only implementing agency for IMO which is the UN international agency for maritime safety.
2. Building capacity of PICTs to meet international maritime security requirements		MT		Compliance with security requirements is mandatory for trade and access to maritime transport. It is also a key requirement of the FATS (Themes 1, 2 and 3). Without regional assistance, individual countries will find it difficult to comply with international requirements.	Over the medium term, port authorities and shipowners will be able to meet requirement provided there is adequate monitoring and evaluation through security compliance audits.	Each country will over the 5-10 year period be able to strengthen its national capability.	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTs.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with maritime security in the Pacific. It is also the only implementing agency for IMO which is the UN international agency for maritime security.
3. Building capacity of PICTs (including SIS) in maritime transport			LT	It is a key requirement of the FATS (Themes 1, 2 and 3). Without regional assistance PICTs will find it difficult to gain the commercial experience and skills necessary.	Improvements are expected to be incremental and success is only likely over the longer term.	Over time, PICTs will be able to develop effective capabilities.	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTs.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with maritime transport in the Pacific.

Table 1. Analysis of SPC's Key Services in Maritime Transport				Legend: ST = Short Term MT = Medium Term LT = Long Term				
Service	ST 0-5	MT 5-10	LT 10+	Sovereignty Test	Sustainability Test	National Sector Test	Market Test	Comparative Advantage Test
4. Technical and policy advice on maritime issues			LT	It is a key requirement of the FATS (Theme 2). Without regional assistance PICTS are unlikely to develop the technical expertise to guide policy.	Maritime transport is a fast moving industry and highly regulatory and technical and policy advice can be achieved over the longer term.	Significant improvements can be expected at the national level for PICTS	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTS.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with technical and policy advice on maritime matters in the Pacific.
5. Conducting maritime compliance audits to assist PICTs maintain compliance with international requirements and standards			LT	It is a key requirement of the FATS (Themes 2, 3 and 7). Without regional assistance PICTS are unlikely to gain the required competence and skills and to produce internationally acceptable compliance audits.	This area has already received a lot of international accolades for its innovative and rigorous approach and has the potential to be a role-model program for other sectors within PICTS.	Significant improvements can be expected not only at the national level but across other sectors.	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTS.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with maritime compliance audits the Pacific.
6. Transport data collection and maritime trade analysis	ST			It is a key requirement of the FATS (Theme 6). Without regional assistance PICTS are unlikely to have the maritime trade analysis for decision making.	Over the short term, maritime trade analysis is most likely to improve decision-making processes	Improvements at national level of PICTS highly likely	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTS.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with maritime trade analysis in the Pacific.
7. Development of regional maritime regulations, standards and guidelines			LT	It is a key requirement of the FAT (Themes 1, 2 3 and 7). Without regional assistance, it is highly likely there will be duplication of effort, lack of consistency and conflicting regulations, standards and guidelines across the region.	Through a well coordinated whole-of-sector approach, there is likely to be significant improvements in regulations, standards and guidelines over time.	Improvements at the national level of PICTS highly likely	Currently no commercial operator, donor agency or national country is able to provide this service at an affordable cost to PICTS.	SPC is the lead coordination/ implementation agency. It has the required expertise to provide this service and is the only regional agency dealing with the maritime regulatory framework in the Pacific.

Table 2. SPC’s Key Maritime Transport Services in terms of Priority Legend: ST = Short Term | MT = Medium Term | LT = Long Term

Service	Priority Level*	Duration	Justification	Indicators	Stakeholders	SPC’s Comparative Advantage	If Short Term, Exit Strategy
1. Building capacity of PICTs to meet international maritime safety requirements	1	LT	Lack of expertise and resources at national level	Number of people trained and employed in this sector	PICTs, ports, MAs, MTIs, shipping companies, surveyors and maritime support providers	Lead coordination/ implementation agency providing this service	
2. Building capacity of PICTs to meet international maritime security requirements	3	MT	Lack of expertise at national level	Number of people trained and employed in this sector	PICTs, ports, MAs, MTIs, shipping companies	Lead coordination/ implementation agency providing this service	
3. Building capacity of PICTs (including SIS) in maritime transport	1	LT	Lack of expertise and resources at national level	Number of people trained and employed in this sector, number of new sectors developed	PICTs, ports, MAs, MTIs, shipping companies and maritime support providers	Lead coordination/ implementation agency providing this service	
4. Technical and policy advice on maritime issues	2	LT	Requires high level of technical expertise that is not available at national level	Number of PICTs assisted in various areas and number of maritime sectors involved	PICTs, ports, MAs, MTIs, shipping companies and maritime support providers	Lead coordination/ implementation agency providing this service	
5. Conducting maritime compliance audits to assist PICTs maintain compliance with international requirements and standards	1	LT	Lack of expertise and resources at national level. Also requires a high level of technical expertise to provide	Number of PICTs assisted in various areas, level of compliance within sectors	PICTs, ports, MAs, MTIs, shipping companies and key maritime support providers	Lead coordination/ implementation agency providing this service	
6. Development of regional maritime regulations, standards and guidelines	1	LT	Lack of expertise and resources at national level. Also requires a high level of technical expertise to provide	Number of regional maritime regulations, standards and guidelines developed, Number of PICTs and sectors who have fully implemented	PICTs, ports, MAs, MTIs, shipping companies and maritime support providers	Lead coordination/ implementation agency providing this service	

* Priority ranking is based on a scale of 1 to 5, with 1 as the highest and 5 as the lowest.

Table 2. SPC's Key Maritime Transport Services in terms of Priority				Legend: ST = Short Term MT = Medium Term LT = Long Term			
Service	Priority Level*	Duration	Justification	Indicators	Stakeholders	SPC's Comparative Advantage	If Short Term, Exit Strategy
7. Transport data collection and maritime trade analysis	3	ST	Lack of appropriate data and analysis is affecting policy and decision making	Number of PICTS using data and sectors, cost-benefit of data	PICTs, ports, MAs, MTIs, shipping companies/shipping commissions, key maritime support providers	Lead coordination/ implementation agency providing this service	Work with Statistics Division in the collection and analysis of maritime trade data so EDD can focus on maritime transport economic analysis and providing regional advice to PICTs

* Priority ranking is based on a scale of 1 to 5, with 1 as the highest and 5 as the lowest.

5.2 SUMMARY: KEY PRIORITY SERVICE AREAS

As outlined in Tables 1 and 2, and summarised below:

- **Five key services are ranked as high priority (Level 1 or 2) and long term:** building capacity in maritime safety, building capacity in maritime transport, maritime compliance audits, development of maritime regulations, standards and guidelines, technical and policy advice.
- **Two are ranked as medium priority (Level 3):** building capacity in maritime security (medium term), maritime transport data collection and analysis (short term).

Priority Services in Maritime Transport	Priority Level	Duration
1. Building capacity in maritime safety	1	Long term
2. Building capacity in maritime transport	1	Long term
3. Maritime compliance audits	1	Long term
4. Development of maritime regulations, standards and guidelines	1	Long term
5. Technical and policy advice	2	Long term
6. Building capacity in maritime security	3	Medium term
7. Maritime transport data collection and analysis	3	Short term

5.3 IMPLICATIONS FOR FUNDING STRATEGIES

The Pacific Plan and FATS both point to maritime transport as one of the primary drivers of economic development and growth in the region. On this basis, maritime transport should be considered a core function of SPC and funded accordingly.

Currently, high priority maritime transport services delivered by EDD rely solely on project funding. A large percentage of this funding comes from projects that are due to end in 2012. For services of critical importance to the region, this funding approach is unlikely to be sustainable in the long term.

In terms of funding strategies, therefore, the following are recommended:

1. Long term services with a high priority rating of between 1 and 2 should be given core funding.
2. Services with a priority level of 3 and 4, and are either short or medium term, could remain on project funding, which should still enable SPC to deliver intended outputs.

6. SERVICES THAT EDD COULD DISCONTINUE

The identification of EDD services that could be discontinued has been challenging, largely because none of these services are carried out by any other programme or agency, and hence, there is the very real danger that if cut from EDD’s service list, they will disappear from the SPC funding agenda altogether, regardless of their importance to the region’s economic development.

However, the application of the cross-cutting and national responsibility tests has led to the identification of the following services:

Service	Justification
Search and rescue (SAR)	<p>Cross-cutting and national responsibility.</p> <p>SAR is an important service to PICTs and is a vital part of FATS (under FATS Theme 3, Transport Safety and Security). Individual members call for it.</p> <p>SOPAC, which already has a Disaster Technical Assessment and Coordination service, could effectively assume responsibility for this area at the regional coordination level.</p> <p>At a national level, PICTs could develop bilateral Memos of Understanding (MOUs) with countries in adjacent SAR areas.</p>
Nation-specific training	<p>National responsibility.</p> <p>EDD’s maritime training services are best used to assist regional training in areas where standardisation and consistency across the region is critical (eg maritime auditing).</p> <p>Nation-specific training, which is based on local and national requirements, could be effectively addressed by individual PICTs. Such training would cover port security guards, port facility officers, and marine pilots.</p> <p>This recommendation is also in line with the delineation of national and regional responsibilities under FATS.</p>
Collection of maritime trade statistics	<p>Cross-cutting.</p> <p>The collection and use of maritime trade statistics is a key requirement of FATS (under Guiding Principle 5, Evidence based planning – the importance of transport statistics, and Theme 6, Transport Data, Information and Knowledge): understanding of trade trends and developments is critical for regional economic planning and decision making.</p> <p>This service is still under development under EDD. However, the Statistics for Development Programme (SDP) already has the resources and expertise in data collection and analysis. In collaboration with maritime transport personnel, SDP could provide this service over the short to medium term.</p>

7. KEY SERVICES SPC SHOULD CONSIDER PROVIDING

The following services cut across most of the seven themes of actions of FATS. They are recommended for consideration because they can be strategically designed to help:

- develop national and regional capacities for representations and negotiations in international maritime forums
- promote a coordinated ‘whole-of-sector’ and ‘many partners, one team’ approach to maritime transport
- transform the various components that make up the maritime transport industry into an integrated sector, or what is termed in the industry as a ‘maritime cluster’

Service	Justification
Technical advisory support to assist PICTs prepare for international forums	<p>Participation by PICTs at international forums, particularly those organised or attended by international agencies like IMO, ILO and IALA and donor agencies, is important in safeguarding and promoting the interests of the Pacific Community at both regional and national levels.</p> <p>SPC has the expertise to advise PICTs on issues that have, or are likely to have, a significant impact on the sustainability of maritime transport services in individual PICTs and the region in general.</p>
Enhancing linkages for cross-cutting opportunities	<p>Enhancing existing linkages for addressing and strengthening cross-cutting opportunities will engender cost efficiencies.</p> <p>Cross-cutting opportunities can be found between maritime transport and related areas such as energy efficiency and renewable energy, gender role-models in transport, and climate change.</p>
Developing a Pacific maritime cluster	<p>Sustainable maritime transport requires a strong maritime infrastructure. The linkages between regulatory frameworks, transport users, providers and support sectors need to be well developed into workable maritime clusters.</p> <p>Developing appropriate maritime infrastructure clusters to support, strengthen and provide greater access to maritime transport services is in line with the guiding principles and themes of action outlined in the FATS.</p>

These recommended services should be considered as long term.

8. CONCLUSIONS AND RECOMMENDATIONS

On the basis of the findings of this report, the following conclusions and recommendations can be made:

8.1 CONCLUSIONS

Conclusion 1

There is a clear government mandate to make maritime transport a top priority by SPC. At both national and regional levels, and as stipulated in the Pacific Plan and the FATS, maritime transport is recognised as a key driver of sustainable economic growth and development in the region.

Conclusion 2

In maritime transport, SPC through its Economic Development Division is recognised as the lead coordinating and implementing agency in the region. No other organisation, government or commercial, fulfils this function.

Conclusion 3

In spite of this recognition of maritime transport's role in national and regional economic development, the continuing ability of SPC to provide essential maritime transport services cannot be guaranteed because of funding uncertainty. Most maritime transport services are project funded, not core funded.

8.2 RECOMMENDATIONS

Recommendation 1

The provision of maritime transport services should be identified as a core function of SPC.

Recommendation 2

To remove the ongoing uncertainty in the provision of high priority long term maritime transport services, such services should be appropriately supported through core funding.

Recommendation 3

Services with a priority level of 3 and 4, and which are either short or medium term, can remain on project funding, which should still enable SPC to deliver intended outputs.

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1 Introduction:

Consider these scenarios:

1.1 A Regional Population Snapshot

Arthur Jorari (2010) writes that despite the complexity and diversity of population dynamics across the Pacific region, three common population characteristics in the late 1990s and in the first decade of 2000 are declining or stable fertility levels, increased life expectancy and higher urban than rural population growth. The first and second characteristics of the Pacific Population are resulting in increasing median age and increases in population over 60 years respectively. Although median ages¹ in many PICTs are increasing (see Table 1), they are still young compared globally. The youthful population (in 2009 thirteen out of twenty-two countries (compared to twenty out of twenty-two countries in late 1999 and early 2000) have median ages of below 25) will maintain the momentum of population growth in the Pacific, even if fertility levels are falling. The other challenges associated with youthful populations include: growing demand for social services (health and education) and employment in the short to medium term which sees many young people migrating to urban areas contributing to higher urban population growth rates.

1. *Median age is the age that divides the total population in half. For example, half the population of Marshall Islands is below the age of 18.6 years and half is above that age, making it the youngest population in the Pacific in 2009.*

1.2 Getting Connected from a Small Island Country

In general the ICT sector in most countries of the region is immature and underdeveloped, starting with poor access to ICT and extending to limited applications and lack of local content.

The poor access have hampered the development of government services, economic development, and social cohesion, and placed a brake on development of services. However, key reforms such as in telecommunications can have a huge multiplier effect on all aspects of the economy and society.

Recent developments in Pohnpei, FSM, particularly when the submarine fibre cable from Guam was operational in May 2010 significantly improved Internet access, lowered access costs, and created an environment of inter-connectedness from Micronesians living overseas. Skype use boosted, and Telecom could still claim making a profit. Quality of service lifted.

Although connectivity to the many outer islands was still limited, SPC's PacRICS became a visible good fit and people knew why they wanted it, such as for skype chats and conversations.

1.3 ICTs – An Opportunity to Create Change

Arthur Jorari, John Budden, and Samuelu Taufao. (2009) made this observation: "Education and health in the Pacific suffer from isolation and economies of scale at the village level. The capacity of the Internet to deliver specialized content and interactivity in health and education anywhere will be a major factor in improving the efficiency and effectiveness of these services and the quality of life in rural areas." The proof of concept is India's Hole in the Wall experiment.

Dr. Sugata Mitra had an idea: “What would happen if he could provide poor children with free, unlimited access to computers and the Internet?” Rory O’Connor of FRONTLINE/World reports on Mitra’s response – the ‘hole in the wall experiment’.

As O’Connor wrote then, and is paraphrased here, “In a country of about one billion -where half are illiterate, one in four has access to adequate sanitation, some 350 million live on less than a dollar a day, Mitra is convinced that computers can bring prosperity to poor, rural areas and provide local jobs. Modern India is in fact home to some advanced high-technology firms, and New Delhi is Silicon Valley East.”

The Pacific OLPC is a similar initiative. Its creators’ aim was not to give children a laptop computer, but to provide a learning tool for children from poor developing countries so they can leap-frog their counterparts in developed countries. There are many challenges and failures may be as frequent as successes. But doing something creates hope, the evidence of believing in things not yet seen.

Internet connectivity and access to a learning tool are the basic requirements and for many in Pacific rural and remote communities, this may be the break-through that can come through SPC and partners.

2 Pacific ICT Outreach Programme

2.1 Current Priorities

The following priorities and ranking were prepared by PICTO/EDD for the ERG and includes edits by the authors shown in red. The proposed funding, core or project-based has been added at the bottom (in red) for each strategic plan objective, priority area or activity.

a.) ANTICIPATED LONG TERM PRIORITIES

Strategic Plan objectives	0-5 years	5-10 years	Over 10 years
1. Strong leadership, good governance, effective multi-sectoral coordination	<ul style="list-style-type: none"> Governance and accountability FAIDP mid-term review <p>CORE FUNDING</p>	<ul style="list-style-type: none"> Reviewing ICT indicators and targets Development of new regional ICT framework; Monitoring and evaluation of ICT development; Regular reporting to PICTs <p>CORE FUNDING</p>	<ul style="list-style-type: none"> Advocacy and awareness raising of new technologies and emerging issues; Regional Data management and sharing; <p>CORE FUNDING</p>
2. Effective policies, plans and regulatory frameworks;	<ul style="list-style-type: none"> National ICT Policy analysis and development; Cyber crime; <p>PROJECT FUNDING</p>	<ul style="list-style-type: none"> Reviewing ICT Policies and legislation; Emerging policies due to new and emerging ICT technologies <p>PROJECT FUNDING</p>	<ul style="list-style-type: none"> National ICT Policy analysis and development for SIS; Monitoring and compliance assessment <p>PROJECT FUNDING</p>
3. Strengthened institutions and expertise in the ICT sector	<ul style="list-style-type: none"> ICT capacity building for Ministries responsible for ICT <p>PROJECT FUNDING</p>	<ul style="list-style-type: none"> Sharing best practices; Facilitating intra regional training programmes; <p>PROJECT FUNDING</p>	<p>Provide advice to national training institutions in PICTs on mode and content</p> <p>PROJECT FUNDING</p>
4. Improved access to affordable and efficient ICT services;	<ul style="list-style-type: none"> Telecentres/ ICT Access for rural areas; ICT Access to People with Disability; ICT for Dev (e-Government, 	<ul style="list-style-type: none"> Sharing maintenance of Submarine Fibre Cables Sharing Satellites (on regional and/or sub regional basis); 	<ul style="list-style-type: none"> Inclusive ICT development (esp for disadvantaged groups such as women, youth, rural communities and people with disabilities)

	e-agriculture, e-Health)	<ul style="list-style-type: none"> Research and study low cost solutions for last mile and rural/remote communities; 	<ul style="list-style-type: none"> Research into new and emerging technologies
	PRIORITY PROJECT FUNDING		
5. Secure, safe and environmentally friendly ICT services	<ul style="list-style-type: none"> Cyber safety; Cyber security; E-waste; 	<ul style="list-style-type: none"> Emerging technologies M&E of national e-waste programmes 	<ul style="list-style-type: none"> Review and maintain cyber security and safety profiles of PICTs; Compliance assessment of e-waste programmes
	PROJECT FUNDING	PROJECT FUNDING	PROJECT FUNDING

b.) SERVICES CURRENTLY PROVIDED

Priority Areas	Services currently provided
<i>Capacity building</i> PROJECT FUNDING	<ul style="list-style-type: none"> Senior Government Officials on ICT for Development Pacific ACP Parliaments on basic ICT ICT Professionals – Technical training (e.g cyber security, internet governance) Basic ICT Training for ICT users – e.g MS Office/Windows
<i>Capacity supplementation</i> PROJECT FUNDING	<ul style="list-style-type: none"> Development of ICT Indicators and ICT Data collection ICT Policy analysis and development Cyber legislation (also trans-boundary) E-Government Pacific Rural Internet Connectivity System (PacRICS) One Laptop Per Child (OLPC) Coordinate and M & E of the FAIDP
<i>Coordination functions</i> CORE FUNDING	<ul style="list-style-type: none"> Accountability and governance through ICT Ministers and senior officials Participation in partners meetings to explore potential roles and reduce duplication; Provide regular reports to PICTs and partners on status of implementation of FAIDP; PacCERT and ICT for Education WG; Monitoring MoUs and Agreements
<i>Research</i> PROJECT FUNDING	<ul style="list-style-type: none"> Best practices; Model policies and legislation; ICT impact on development especially telecentres and ICT in schools (e.g OLPC)
<i>Trans boundary</i> PROJECT FUNDING	<ul style="list-style-type: none"> Cyber security; Cyber legislation E-waste

c.) KEY SERVICES THAT SHOULD BE PROVIDED

Long term

Activity	#	Justification	Indicators	SPC's Comparative Advantage	Stakeholders
ICT policy and legislation analysis and Development PROJECT FUNDING	1	Less than 30% of PICT have national ICT Policies Only 1 PICTs have cyber crime legislation with 4 others having provision in other legislation; PICTs lack capacity;	Number of PICTs with National ICT Policies Mid-term review of FAIDP No of PICTs with cyber crime legislation Target 14 PICTs with Nat ICT Policies by 2015;	<ul style="list-style-type: none"> SPC led the development of FAIDP SPC assisted PICTs in drafting Nat ICT Policies; Worked closely with CoE and ITU Cost effective 	<ul style="list-style-type: none"> PICTs esp ICT users; Partners (CoE, ITU, APT, USP) Law enforcement Businesses
ICT for Development (e-Agriculture, e-Health, ICT in Education) PROJECT	2	Use ICT to provide more affordable, efficient and effective services and in key sectors such as Agriculture, Health, and Education.	Affordable communication; Greater access to key services esp in rural areas (increased coverage)	<ul style="list-style-type: none"> SPC have expertise and exp in key sectors esp with LRD, PHD, SDP; SPC have ICT data and info on PICTs 	<ul style="list-style-type: none"> PICTs especially those in rural areas; Farmers, extension officers Teachers, students Patients, health workers

FUNDING					
Advocacy and advice on emerging issues & new technologies CORE FUNDING	3	ICT is fast changing and PICTs lack capacity and expertise to keep track of emerging issues and new technologies especially SIS	Number of briefing to PICTs annually on emerging issues and new technologies	<ul style="list-style-type: none"> • SPC do have networks and agreements that assist • SPC will be there in long run – not a project 	<ul style="list-style-type: none"> • PICTs policy and decision makers; • ICT professionals • ICT partners

Short term

Activity	#	Justification	Indicators/ Triggers	SPC's Comparative Advantage	Stakeholders
Cyber safety PROJECT FUNDING	1	None of PICTs have any cyber safety programmes despite the huge increase in use of ICT	Indicators Number of PICTs with cyber safety programmes Triggers Sustainable National Cyber Safety programme established;	<ul style="list-style-type: none"> • SPC is the key agency with the data and information on PICTs; • SPC MoU and close working relationship with Netsafe thus can leverage Netsafe's expertise and exp in NZ; • Established networks and relationships with Gov agencies and key ICT companies in PICTs 	<ul style="list-style-type: none"> • PICTs esp ICT users; • Netsafe; • PICISOC; • Telecoms (incl ISPs) • Police;
e-Government PROJECT FUNDING	2	Only 2 PICTs have started implementing e-Gov plan with further 2 having dev e-Gov plan. A lot of wasted resources esp as these are huge projects	Indicators Number of PICTs with e-Government plans; 14 PICTs to have e-Gov plans by 2015 (FAIDP) Triggers Endorsement of e-Government plan	<ul style="list-style-type: none"> • Have worked in e-Gov for last 6 years since the Pacific Plan Digital Strategy; • Established good contacts and working with PICTs and development partners (ComSec, APT, ITU); • Conducted jointly with partners a number of eGov workshops regionally and also locally 	<ul style="list-style-type: none"> • Governments; • ICT users • PICT communities; • ICT professionals • ICT partners (ComSec, ITU, APT, ESCAP)
E-waste PROJECT FUNDING	3	PICTs esp SIS lack capacity and understanding; Sharing of lessons learnt intra regionally; PICT ministers direction	Indicators No of PICTs with e-waste programmes Triggers Sustainable National e-Waste programme established	<ul style="list-style-type: none"> • SPC lead agency on ICT; • MoU with SPREP on e-waste; • Work jointly with SPREP on regional e-waste strategy • Ministerial direction to work together with SPREP on eWaste; • Established networks and relationships with Gov agencies and key ICT companies in PICTs 	<ul style="list-style-type: none"> • SPREP; • National environmental agencies • ICT agencies • PICTs esp ICT users
Social Inclusion ICT Dev esp for disadvantaged groups such as people with disability and rural areas HIGH PRIORITY PROJECT FUNDING	4	PICTs do not have capacity and understanding; Lack of use of ICT for people with disability in PICTs	Indicators Increased use of ICT by people with disabilities and rural areas More sustainable telecentres Triggers Robust local programme established; Sustainable telecentres	<ul style="list-style-type: none"> • SPC's is a programme and will be around for the long term; • SPC exp with PacRICS and setting up of telecentres • SPC close working relationship PIFS (lead in Pacific Disability Strategy (PDS)) and Pacific Disability Forum (PDF)) • SPC worked with PIFS and PDF on draft proposal for assisting PIFS implement the PDS 	<ul style="list-style-type: none"> • People with disability; • Rural communities; • ICT users; • Telecentre operators • Partners (PIFS, PDF)
Coordinate, and M&E the implementation of FAIDP	5	Direction from ICT Ministers to coordinate implementation of FAIDP; SPC have started the	Indicators As in FAIDP; Triggers Mid-term review in 2013; or Completion of term	<ul style="list-style-type: none"> • SPC lead agency on ICT as directed by Pacific ICT Ministers; • Led the development of FAIDP and the draft implementation plan of FAIDP; • Established networks and relationships with Gov agencies 	<ul style="list-style-type: none"> • PICTs; • ICT agencies; • ICT partners; • ICT users

CORE FUNDING	M&E of FAIDP and have done initial report;	for FAIDP in 2015	and key ICT companies in PICTs
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2.2 Prioritizing ICT based on FAIDP

Current PICTO priorities are focused on economic and human development, good governance and sustainable livelihoods for Pacific island communities. There is an outreach priority for the 80% of Pacific populations in rural and remote areas, hence the PacRICS and OLPC initiatives under the PICTO programme. In addition, other divisions of SPC provide strategic intervention and input to regional and national ICT capacity building and supplementation activities such as popGIS through the Statistics for Development division, GIS/remote sensing in the SOPAC division, and assessment applications and databases in SPBEA.

The KVA report on SPC Core Business reports that ICT activities of SPC were mostly essential (inner core), two were essential core and nothing under desirable (outer core). But under current SPC funding, no ICT activity is included under core SPC finances.

The PICT leaders and regional organisations should be commended for selecting one regional ICT lead agency or focal point. It is very important for SPC to take that role seriously for the benefit of individual PICTs, particularly the smaller members. Such a role should be a core priority for SPC and that is best captured in the FAIDP documentation.

2.2.1 Seven Themes for Many Partners, One Team

FAIDP's seven themes for action aimed at effectively utilizing ICT for sustainable development, governance and improving the livelihoods of Pacific communities are:

Themes	Brief Description	Proposed Funding
1. Leadership, governance, coordination and partnerships SPC core function, short, medium and long-term priority	Core functions entrusted to SPC include coordination of regional & national initiatives, leading ICT interventions and taking advantage of opportunities when they arise such as PacRICS. SPC's comparative advantage is its unbiased position as technical ICT advisor to PICTs. While PITA is an important regional ICT player, it has members who are suppliers, operators and manufacturers and by that nature, would not always be considered neutral players.	Core funding
2. ICT policy, legislation and regulatory frameworks Other key players such as PITA, ITU, World Bank and other CROP members can deliver this (or in partnership with SPC)	Helping countries with national ICT policies & regulatory instruments is important but depending on the priority and capacity to use them at the national level, these can be short term priorities as needs arise e.g. PacRICS has forced changes to telecommunication regulations in Kiribati, Vanuatu and Solomon Islands. If PacRICS sites were allowed in rural areas having no Internet access in all PICTs, access would probably reach more than 50% within 2 years.	Project funding
3. ICT human capacity	An important priority for delivery across all sectors	Project

<p>building</p> <p>Other key players both internal (Public Health, SOPAC, Fisheries) and external to SPC such as PICISOC, and other CROP members can deliver this</p>	<p>– note popGIS, GIS/remote sensing at SOPAC, fisheries applications development & support by OFF, government and parliamentary support by PICTO. The crosscutting nature of ICTs demands this current delivery mode especially in natural resource management sectors, and to assist PICT offices who lack the necessary expertise or sometimes just staff numbers. The challenge for all involved in this area is its cyclical nature due in-country.</p>	<p>funding</p>
<p>4. ICT infrastructure and access</p> <p>Key regional players such as PITA, ITU and World Bank. SPC has an important regional intervention and support role such as it did for PacRICS</p>	<p>General consensus is that much work is needed in this area. PacRICS was a timely intervention targeting more than 80% populations in rural and remote communities. It was a rare opportunity worth taking advantage of i.e. a satellite footprint emerged that covered all PICTs and cheap solar-powered VSAT terminals could be deployed with limited technical know-how at affordable prices anywhere in the region. The cost for the hub was too much for a private supplier, too much for most operators and the opportunity would have been lost if SPC and AusAID had not come up with pilot scheme.</p>	<p>Project funding</p>
<p>5. International connectivity</p> <p>Key regional players such as PITA, ITU and World Bank. SPC has an important regional advocacy role such as it did for the SPIN submarine cable project</p>	<p>‘Internet connectivity’ has become a major comparative advantage between PICTs – those with submarine fibre cable and affordable broadband like Pohnpei, Micronesia versus those without. SPC could advocate regional interventions in this area as it did with the SPIN submarine cable project.</p>	<p>Project funding</p>
<p>6. Cyber security and ICT applications</p> <p>Other key players such as PITA, ITU, World Bank and other CROP members can deliver this (or in partnership with SPC)</p>	<p>Like the priority on human capacity building, this is for delivery across all sectors. For example, three PICTs (FSM, Cook Islands and Marshall Islands) have taken the initiative to address their tuna data management needs to meet their overwhelming operational challenges. They have issues finding project funds and SPC under theme 7 below could move this priority forward for all tuna-rich PICTs needing assistance.</p>	<p>Project funding</p>
<p>7. Financing, monitoring and evaluation</p> <p>SPC core function, short, medium and long-term priority</p>	<p>This is a core function for SPC to address as part of its ICT lead role, and particularly donor coordination.</p> <p>There is an overwhelming need for a clearinghouse central point that would assist PICTs locate financing and how to access them.</p> <p>For M&E, SPC is in a good place to work with SDD to include relevant ICT indicators in census and sector specific survey questionnaires.</p> <p>These are core functions for SPC.</p>	<p>Core funding</p>

2.2.2 Other Key Priorities

Content creation and media productions will continue to feature strongly. Note the proliferation of mobile phones and with broadband availability, they have become a major business tool, even for banking transactions.

This content creation and delivery focus is an important part of SPC core services to PICTs and the ICT sector should facilitate the availability of project funding to prioritize the thrust of current work by the SPC Regional Media Centre. As Internet connectivity continues to create cyber-communities in PICTs, content from the islands is as essential to the outside world as content coming in. At present, content for radio broadcast should rank among the highest priorities and this demonstrates the convergence nature of media and ICTs.

2.3 SPC Partners

SPC has MOUs and partnership arrangements with the following organisations that are active regional actors in ICTs in the Pacific:

- Pacific Islands Telecommunication Association (PITA).
- International Telecommunications Union (ITU)
- United Nations Asian and Pacific Training Centre for ICT for Development/ Economic and Social Commission for Asia and the Pacific (UN-APCICT/ESCAP).
- Regional Internet Registry for Asia Pacific (APNIC)
- Netsafe Inc.
- Pacific Chapter of the Internet Society (PICISOC)
- Other CROP agencies and UN agencies.

2.4 Adapting PICTO for the SPC Pacific ICT Lead Agency Role

In reference to the seven themes of FAIDP, where funding permits, the PICTO programme and other SPC programmes can cover:-

2. ICT policy, legislation and regulatory frameworks;
3. ICT human capacity building;
4. ICT infrastructure and access;
5. International connectivity; and
6. Cyber security and ICT applications.

What is not adequately addressed that relates to SPC's regional ICT lead role are:-

1. Leadership, governance, coordination and partnerships; and
7. Financing, monitoring and evaluation.

Under the PICTO programme of EDD, the Manager will therefore acquire additional priority functions that address themes dealing with SPC's lead role. It is a priority function requiring core funding. In this role, the Manager, PICTO is effectively the Director General's Chief Technology Officer (CTO). He manages regional ICT initiatives and interventions in the CTO role, in addition to his responsibilities managing the PICTO programme under EDD.

In a nutshell, SPC has been given the regional ICT lead role. Sustainable and adequate funding support is required, and SPC has the comparative advantage to lead regional ICT developments on behalf of the island countries, using current organisational mechanisms under its Director General.

Report on Statistics for Development Programme (SDP)

To the

**EXPERT REFERENCE GROUP TO ASSIST IN FINALISING THE WORK ON THE CORE
BUSINESS AND THE CORE SERVICES THAT SPC SHOULD PROVIDE TO MEMBERS
IN THE LONG TERM**

By

Giulio Masasso Tu'ikolongahau Pāunga

24th January, 2012.

A. Introduction

The scope of this consultancy exercise is limited to the “core business” of the Statistics for Development Division, especially “**the core services it must provide for the long term and services it must move out from.**” The determination of the importance of the Statistics for Development Division in relation to other SPC divisions and sectors within SPC lies with the Independent External Review (IER) team to counter balance the sectors with due consideration to the organization’s mission and responsibilities for its member countries.

It can be argued that SPC can operate without statistics, *but*, the region will immediately be facing serious challenges of producing meaningful and sustainable development initiatives that reassures the well-being of its citizens; member countries, may take longer lead time to make effective collective decisions on issues that are of critically significance to the region, or any single member country; and, member countries may fail to efficiently operate and responsibly deliver needed services to its citizens resulting from lack of transparency and accountability. Without a well built-in statistical mechanism in countries, organizations, and SPC in particular, regional development can be less focussed and unnecessarily slow.

B. Statistics for Development (SDP) in the SPC Framework and Priorities

Following the recent restructuring of the SPC in 2010, the Statistics and Demography Division of SPC was changed to Statistics for Development Programme (SDP). The new name better reflects the objectives, actual activities, and potential functions of the division at SPC. The Statistics division plays a leading role in providing statistical needs in areas it covers especially in demography, economics, and some cross-sector areas. Through well coordination and partnerships SDP operates closely with individual member countries, donor partners, and international organizations and institutions to implement its work plan and provides core services that it normally provided. It is worth noting the integrity and recognition of SDP services as reflected by the growing interest from non-SPC members especially from international organization that pursuing global missions such as the Millennium Development Goals (MDG), Convention on the Elimination of all forms of Discrimination against Women (CEDAW), International Conference on Population and Development (ICPD), UN Special Assembly Special Session on HIV/AIDS (UNGASS). Economic Indicators including Youth, Unemployment, Natural Resources, and Communications.

The Statistics division of the SPC has a strong programme in demography and currently developing and strengthening its economic statistics support programme. SDP coordinates census work in SPC member countries and provides support for household surveys throughout the region. The support is based on technical assistance missions, regional and national workshops, processing and analysis of data, and undertake population projections for the region. SDP has developed an internet database project

known as PRISM, in which it gathers the publically available statistical data from the member countries and post on the website. Training for NSOs staff on the website are provided

Statistics for Development cannot be considered a sector in the present framework of SPC. It is more appropriate to consider **SDP as a tool or mechanism for SPC** to work with. SDP should be the enabling tool for SPC at the administrative level and across sectors to provide sensible targets and aims for regional projects development. The output and outcomes of what SDP produces should directly assist in projects programming and decision-making.

It will be appropriate to consider in the future re-structuring of SPC to put some focus in the development of a cross-sectors approach in which SDP extends its functions to cover sectors other from demographic and economic statistics. Since almost every sector has its own statistics division it will be worthwhile to investigate options in which these divisional/sectoral statistics units may collaborate with SDP in data collection, analysis, storage, and dissemination of regional statistics. This could also be an opportunity to also consider the inclusion of cross-cutting issues.

C. Is there a need for SDP services from the member countries?

In addition to the calls from various regional leaders, ministers, and decision makers for further work on improvement in regional and member countries statistics, studies also confirmed the specific needs from various member countries for SPC assistance.

...from Regional Leaders forums:

The Forum Economic Ministers' Meeting (FEMM) in July 2006 prioritized, "the upgrading of their statistical offices..." and "encouraged the timely production of economic and social statistics to support better outcomes". Forum Leaders also recognized the issue wherein Strategic Objective 12.4 of the Pacific Plan requires the "upgrade and extend country and regional statistical information systems and databases across all sectors"

...from regional analytical studies:

Studies on the status of National Statistics Offices(NSO) confirms that while most offices with capable staff are operating to the best of their abilities given the available resources almost all of the PICTs still lack the capacity that is required to produce quality, timely, and appropriate statistics to assist evidence-based decision making by most users. The gaps on need from NSOs varies among the Pacific Island Countries and Territories based on size, statistical systems, and level of commitment and support from respective government authorities. There is a continuous need for external assistance from advanced statistical offices and organizations both on a regular basis and slightly longer duration than usually provided.

It is also noted that due to the relatively small populations of member countries, and inadequate variety of data produced makes it is difficult to achieve comparative core statistics at internationally qualified level. This is probably an additional responsibility for SPC as a regional leading agent on statistics

to respond effectively to the member countries needs in their course of development. SPC should assume responsibility, if no individual country can, to advocate and make known to the international scene issues that are crucial and specific to the region by developing appropriate and relevant tailored Pacific statistics.

D. Statistical Capacity of SPC Member Countries

Countries can be categorized into the following groups with regards to their statistical status. The need for training and support in terms of statistical advice from SDP is there for each group, and these needs vary for each group. It should be noted that Group C –PNG and Solomon Islands are too large for SDP to handle given its current staff capacity.

Group A: Fiji, Samoa, Vanuatu, Cook Islands

- Good staffing set-up, with long established / recognized staff in place; this is where you would find colleagues for South-South applications;
- good political and financial support in Samoa and Vanuatu (solid ministerial support there), Fiji and Cook Islands a bit in limbo/decline at moment;
- all offices capable of producing regular statistical reports/outputs, such as regular/updated national accounts, CPI, tourism figures;
- regular statistical publications (web postings), with Cook islands quarterly statistical abstracts and Yearly statistical reports serving as a good model of what even a small office ought to be able to produce.

Group B:

- **B-1** : Larger countries/NSOs: **FSM, Kiribati, Tonga**
- **B-2**: Small Islands States NSOs: **Nauru, Marshall Islands, Palau, Niue, Tokelau, Tuvalu**
- Mix of 3 larger countries/NSOs and 6 small islands states NSOs with small number of staff very limited hard working, aspiring to do more, some good staff in place, but political support not always there, often lacking even the budget to undertake basic collections.

Group C: PNG and Solomon Islands

- PNG too big for SPC/PFTAC to handle effectively and efficiently, considering that all of PNG's 22 provinces are larger and more complex than most PICTs;
- Solomon Islands statistics office faces huge staffing challenges, with few properly trained staff in place;
- For both countries a different technical support strategy would be advisable, which ought to be based on the positing there of long-term and experienced technical advisors for many years, together with structured rebuilding program

Group D: Pacific Island Territories

- With statistical standards set, and collections and everything else run by France and US, it is hard to determine the extent in which SPC/SDP can effectively implement PARSIP strategies, over which it has no influence;
- hence, some discussions need to be had about the wisdom of using scarce SPC time/ resources here, if countries have no intention, or are not allowed to use regional standards/approaches.
- Some territories with activities are no longer financed by US Census Bureau because of constraints. Sustainability of implementing support by SDP should be taken into consideration.

Source: SDP –TYPSS- *Working Papers, 2010*. Note: A detail stock-take of National Statistics Offices resources can be obtained from the *Benchmarking Study, page.16*.

E. What does SDP offer to member Countries? Short Term, Medium, and Long-Term

The present review and the exercise of defining the “core business” of the Statistics for Development is a need for the re-thinking and confirmation of the SPC roles in the current corporate plan. **It should, however, be noted that the SDP is currently implementing the Action Plan resulting from the review and stocking of statistics among the SPC member countries initiated jointly by PIFS and SPC to address Objective 12.2 of the Pacific Plan.** Two major works involved in this initiative were the: 1) *Strengthening Statistical Services through Regional Approaches: A Benchmark Study and Way Forward, and, 2) A Pacific Island Region Plan for the Implementation of Initiatives for Strengthening Statistical Services through Regional Approaches, 2011 – 2020.*

Based on the recommendations and core gist of the two works, in conjunction with streamlining the activities of the Statistics and Demography Division to accommodate and contribute precisely to SPC’s mission and mandates set out in the current Corporate Plan (2007-2012).

The Ten -Year Pacific Statistics Strategy (TYPSS) was endorsed by the 3rd Regional Conference of Heads of Planning and Statistics (HOPS) in 2010 and CRGA. The first year of Phase I- *Pacific Statistics Strategy Action Plan 2011-2014* (an associated plan for TYPSS endorsed by Pacific Statistics Steering Committee (PSSC) has just completed and currently under review. The project is fully funded and has its own monitoring mechanism developed jointly by the Donor Agency (AusAID) and SDP.

The priorities for action by the SDP is laid out in the Action Plan and clearly outlines the core activities for implementation over the ten year period of 2011-2020.

The first year of the Action Plan Phase I -2011-2014 has completed and is due for review. Should there be suggestions for refining of SDP core functions now, it is suggested that this must be taken with cautiousness as to reduce major impact these new changes may cause to the on-going programme.

F. Need for active and functional National Statistics Offices(NSO)

Core activities for the SDP

The core activities for the SDP need to be viewed on an **output-based approach**, over the 10-Year duration of the plan. The aim of the plan (TYPSS) -if successfully implemented, should produce a product that will enable the PICT members to operate efficiently and effectively with the least external assistance provided, especially from SPC/SDP. This will relieve SDP from certain core functions to which it traditionally held, and focus more on integrating and refining its services to more needed roles such as management of regional statistics, monitoring of statistics standards (including audited regional statisticians), and continue to strengthen evidence-based strategic advice to member countries at national, regional, and international levels.

SDP involvement in regional statistics development must be kept to a minimum sustainable approach, provided that within the current to medium term plan period NSOs will generally improve their capabilities to produce National Minimum Development Indicators (NMDI), and other services required by their respective national authorities.

As identified by the previous section, the capacity level of NSOs among PICTS varies to a great extent. Therefore, considering of the core role /business of SDP as a responsible regional provider needs to be addressed in two main approaches by engaging - a) *Regional Initiatives for Strengthening Statistical Services through Regional Approaches*, and, b) *National Initiatives for Strengthening Statistical Services through Regional Approaches*.

The two sets of approaches must be pursued concurrently in order for the process to achieve its targeted aim and output. The regional initiatives will guide SPC (and other regional statistical providers) in strengthening national statistical services through a regional approach, and these efforts need to be paralleled by national initiatives, starting with the political will and commitment to improve and sustain regular statistical services.

Regional initiatives with 5- core strategic objectives:

1. Supporting ongoing statistical collections – maintain regular census and survey program
2. Addressing data holes and gaps – improve administrative databases as key strategic priority
3. Develop national and regional statistical capacities
4. Improve data accessibility and utilization, and,
5. Statistical innovation and monitoring statistical developments.

The following national initiatives will be developed parallel to the regional initiatives core objectives:

1. NSO capacity assessment to deliver minimum set of statistics and undertake minimum set of collections
2. Decision to select specific common systems to implement before end of 2010
3. complete building of statistical infrastructure that will be adopted by all countries
4. Continuation with regional Household survey program,
5. Longer term focus on investment in specialist resources (with regional focus).
6. Focus on expanded access to administrative records_(with regional focus).
7. Meet (regular)_MDG reporting from both administrative records and statistical collections

National governments and administrations need to provide the foundation, for SPC-driven activities to have any chance to achieve some immediate and tangible outcomes, and in the long-run both tangible and sustainable outcomes. Many, if not most of these activities deal with national political roles and responsibilities over which SPC, as a regional organization which is owned by its national members, has no direct influence: SDP cannot improve statistics, if member governments do not provide the enabling environment for such developments to take place.

G. Regional Providers of Statistical Services (and are in collaboration with the SPC/SDP Programme)

- PFTAC-World Bank / IMF
- Universities- USP, University of Queensland, University of Waikato

- UN Agencies- *UNDP, UNFPA, UNESCO, UNIFEM, and UNICEF, UNESCAP*
- SIAP(Statistical Training Institute for Asia and Pacific)
- ABS (Australian Bureau of Statistics),
- SNZ (Statistics New Zealand)
- Paris21

Can the services provided by SPC/SDP be carried out by the existing regional providers?

The overall services provided by SDP **cannot** be carried out by one single provider. Capacity building and capacity supplementation can be delivered by other providers to a minimal extent, and mostly limited to each specific area of interest, and rather ad-hoc in approach. Collaborations between providers, agencies, and SPC/SDP in developing regional statistics systems could be the most effective approach to make effective use of the technical capacities that other providers have.

Unlike the SDP, each provider is operates under the jurisdiction of their respective organizations and authorities. UN-agencies, provide assistance in forms of TA and consultancies to PICTS specifically for the relevant areas of interest, currently with the MDG indicators and HDI (Human Development Index). PFTAC provides TA assistance mostly with economic related statistics with much guidance based on General Data Dissemination System (GDDS) which sometimes difficult to gather appropriate data from relatively small island countries. Furthermore, not all of the SPC member countries are IMF members where the service of PFTAC can be extended to. ABS and SNZ are under the authorities of their respective government in which they sometimes provide services not only to SPC and countries on bilateral projects, but will find it difficult to engage in services that are tendered for profit. Universities, although they are institutions governed by the regional authorities or independently, their services are mainly based on long-term career path training especially for specialized degree in Statistics. There are, however, divisions and research institutes such as Oceania Institute of Education (USP) who carry out practical researches for regional members that may be considered by SDP for research oriented projects. The Japanese Government SIAP programme sponsors six months statistics training annually for NSO staff from the Pacific does help out in capacity building for less trained staff in NSOs.

Given the limited resources SDP operates with, in the long term it is critical to SPC to invest sustainably in the services SDP provides to its member countries. Responding to each member country's statistical demands and needs is one thing, developing a capable mechanism such as the Statistics Programme as part of its institutional strengthening and capacity building is another. SPC may find it less costly for itself to develop and strengthen SDP now, than to anticipate possibly higher financial and political cost in the future by NOT engaging on it now.

H. **Comments and Suggestions on:**

- i. *The core services that SPC/SDP must continue to provide to members in the long term.*
- ii. *The services that SPC/SDP is "currently providing that it should consider moving out of altogether."*
- iii. *The services that are not yet provided that SPC/SDP should consider taking on.*

Currently, the Statistics for Development Programme(SDP) is tasked with three main areas: 1)Census and Household Surveys, 2)Statistical Analysis, and 3) Data Dissemination. SDP is also responsible to providing technical assistance and advice, training and research services to the 22 Pacific island member countries member countries, by following the core business of SPC as described in the Corporate Plan 2007-2012: a) capacity building, b) capacity supplementation, and regional coordination functions(including trans boundary functions).

i. The core services that SPC/SDP must continue to provide to members in the long term.

SPC/SDP must continue to provide support in census and household surveys, statistical analysis, and the dissemination of statistics information, regardless if they be in the form of capacity building, capacity supplementation or regional coordination. Basic data from countries must be gathered from member countries. Service provided by SDP must be relying mainly on the capacity of the country NSO and the level of commitment and collaboration from the country's authority.

Member countries need quality statistics to assist them in evidence-based decision making. Quality statistics depends on relevancy of data collection, processing and proper analysis of data, and the timeliness of dissemination of data and analysis reports.

The capacity of National Statistics Offices(NSOs) of member countries reveal from studies that:

- resources are very restricted and there is a serious shortage of qualified statisticians
- statistical outputs are very limited, and their dissemination is often late and poor
- coordination of statistical work in countries is often poor
- frequent requests for sustained statistical TA and training, including SPC
- users of statistics recognize that poor management of NSOs is a problem and remains the responsibility of the national authorities to take care of.

The status of NSO statistics capability is lacking across the Pacific, not that . The grouping of SPC member countries NSOs do have statistical gaps and varies among pacific islands. Fiji, Samoa, Vanuatu and Cook Is (Group A) and Kiribati, FSM, Tonga(Group B-1), shows that these countries gap in statistics

operation can be overcome given a long enough time period with necessary services provided by SDP, especially in capacity building.

T There are still a few issues that needs consideration by SPC/SDP in their long term support services to the member countries, which may help confirm the need for SDP to continue provide its services in the long term.

- a) When assessing gaps and providing capacity building, providers are sometimes misled that after filling these operational gaps through training then the NSO will continue to operate smoothly, thus phasing out further plans for continuation of training. It should be noted that turnovers of statistics staff is potentially high due mainly to high rate of labour mobility in the Pacific, either through migration to developed countries, or moving to other related higher paid companies or authorities such as Reserve Bank or Ministry of Finances.

SDP's strategy to develop the South-South services by regional consultants is a very appropriate move

- b) Among smaller island members Nauru, Marshall Islands, Palau, Niue, Tokelau, Tuvalu where the number of NSO staff will never develop to a much larger number, the service provided by SPC/SDP will always be required.
- c) New innovations in statistical systems and tools can be very costly, to buy, maintained and to operate. Therefore, it would be more cost effective for member countries to have the regional provider to own and be used whenever appropriate.
- d) In cases of developing harmonized system and standards, including establishment of a National Minimum Development Indicators database, across PICTS and across sectors, it would be more efficient to be operated and managed from a centralized regional provider such as SDP.

ii. The services that SPC/SDP is "currently providing that it should consider moving out of altogether."

In the case of the services provided by SDP/SPC, it may not be appropriate or relevant for SDP to move out totally with a specific service that is currently offering to the all the member countries. Rather, it will be more appropriate to withdraw a particular service from a member country which does not require the service or made little effort to assist the service delivered by SDP at home. The services SDP provides to countries can be considered core services only.

In addition, the phasing out from any services provided by SDP should be considered based on fulfillment of gaps in statistical operations at any member country's NSO.

It is important to recall issues of Regional and National Initiatives through regional approach as discussed in the development of the Ten-Year Pacific Statistics Strategy 2011-2020. Regional approach can be effective when considering the key areas that can be better initiated from a regional perspective, while at the same time develop with it national initiatives to supplement each other. It is well stated that

improvement in national statistics development, to a large extent, depends on the support from national authorities.

During this current Phase I of implementation of the Pacific Statistics Strategy Action Plan, it will be helpful for SDP to review and identify countries with little effort or no commitment at all in supporting NSOs. Such countries may be considered by SDP for reducing service delivery to. There are NSOs that need internal restructuring and improvements to allow progress, which is beyond SDP's mandate to interfere with, but would be an area that requires active dialogues and collaboration from authorities.

iii. The services that are not yet provided that SPC/SDP should consider taking on.

The following points are areas that I propose for further consideration by SDP in the course of their present activities and services.

1. Extension of SDP services to firmly address cross-cutting issues and cross-multisectoral approach.

Mindful of the limited number of staff and the costs involved and probably the potential high challenges to deal with multi-sector coordination, the demand for SDP services on these issues may arrive much sooner than expected. It is therefore worthwhile, that SDP and SPC should put this as a priority in the course of the present exercise. The core objectives and associated activities in the Pacific Statistics Strategy Action Plan include activities in response to the present need for further improvement in statistical processes in areas such as economics, vital statistics, health, and education. The SDP Programme Manager, also reflected on this issue by considering further work to address new areas such as agricultural and rural statistics.

Based on the ERG discussions and sectoral presentations by SPC divisions and resource people last week, it came to the fore that there is a **real need** for further alignment of SDP services in statistics regarding cross-cutting issues and cross-multisectoral approach. The idea was –whether SDP can coordinate data from other SDP Divisions to address cross-cutting issues. It may be out of the scope of this consultancy exercise and the solution may not be resolved by SDP review alone, however, the importance of this service to be provided by SPC is a core need.

2. Need for an innovative strategic approach to providing SDP services to Group C countries- PNG and Solomon Islands.

The difficulty, potential risks, and challenges to address statistical improvement in these two countries can be well understood, however, from a regional perspective these are some of the larger SPC member countries. SPC/SDP would need to address the statistical needs from these two countries, through strategizing innovative methods to deliver and share the progress of SDP services.

I. **Key References:**

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Fisheries Aquaculture and Marine Ecosystems Division Brief to the Expert Reference Group on core business and key long term services to be provided by SPC to its Island Members.

Introduction:

The fisheries resources of the Pacific ACP countries are central in efforts to improve the lives of their people. The oceanic resources provide around a quarter of the world's tuna catch and support both small and large fishing enterprises; provide government revenue; and, in many countries, represent the main opportunity for economic development. Coastal fisheries contribute to food security and the livelihoods of hundreds of thousands of people across the region. Both oceanic and coastal resources are at risk of overfishing however. In the oceanic fishery, a rapid growth in industrial fishing effort threatens two important commercial species of tuna. In coastal fisheries, food fish resources are over-exploited around major population centres, while certain invertebrate species harvested for export are severely depleted across much of the region. Well-informed management action is needed to halt and reverse these trends. Development opportunities are also needed to provide alternatives to unsustainable fishing practices and increase the value and economic benefits of fisheries without causing overfishing.

Coordination with other Agencies:

The Pacific Islands fisheries sector and the institutional arrangements that support it are somewhat different from some of the other sectors in which SPC is involved. An important difference is that, in addition to SPC, there are two other key organisations that play a major role in the sector:

- The Forum Fisheries Agency (FFA) is traditionally concerned with the development and management of the industrial tuna fishery in the region, and works to support PI countries in regard to fishery licensing and access agreements, monitoring control and surveillance, and promotion of investment in the sector;
- The Western Central Pacific Fisheries Commission (WCPFC) is a regional fisheries management organisation with members from both inside and outside the Pacific Islands, which serves as a forum for the negotiation and implementation of fishery management measures to be applied across the West Central Pacific Ocean (WCPO), including on the high seas in areas beyond national jurisdiction.

The FAME Division has strong working and even financial relationships with these agencies, providing scientific services to WCPFC on a cost-recovery basis and jointly implementing co-funded projects with both organisations.

A number of other agencies are also active in the fisheries sector, including:

- International agencies including FAO, UNEP and the Worldfish Centre;
- PI regional or sub-regional bodies including SPREP, the US Western Pacific Regional Fishery Management Council and the newly-established secretariats or offices of the Parties to the Nauru Agreement, Te Vaka Moana Arrangement and Melanesian Spearhead Group;
- several international conservation NGOs, including TNC, WWF, Greenpeace and CI.

Again SPC collaborates with many of them. FAO in particular is an important collaborator as it provides a link between the regional dimensions of the FAME Division and larger-scale global fishery issues.

This relatively crowded playing field creates not only a need for inter-agency cooperation and coordination, but also competition for donor and member country support. As a result, the SPC FAME division has for many years had to ensure an appropriate focus for its activities, and has a strong incentive to steer clear of areas in which it has no competitive advantage or which are best undertaken by other agencies. Any reflection on the future FAME work programme must take into account the Division's likely interactions with other agencies involved in the PI fisheries sector.

Priorities in Fisheries:

The overall objective of the Division is to promote the sustainable management of marine resources for economic growth, food security and environmental conservation. The global mandate for sustainable management and development of fisheries comes from agreements such as the FAO code of conduct for responsible fisheries. At the regional level, the Vava'u Declaration provides policy direction to the regional agencies from national leaders. The Division's new strategic plan, with objectives and results that were developed in consultation with national stakeholders, charts the planned direction for the next four years. The FAME programmes are either promoting a standardized approach (FADs, inshore resource assessments), dealing with a regional shared resource (Tuna), or addressing international issues (biosecurity) which necessitate a regional effort.

The Division relies mainly on a project-based model to deliver services to member countries. For much of our work this is appropriate. There is an emphasis on capacity development, handing over to national stakeholders; and the fisheries sector is a dynamic one in which needs change quickly. However, there are also areas in which services continue to be demanded over an extended period, and cannot be devolved outside the programmes that deliver them at present. It is neither appropriate nor honest to present these ongoing 'core business' needs as new projects that can be completed in a 3-4 year time-frame.

The Division comprises two programmes, with the Director and a small support unit providing coordination.

1. Identification of core services

Core Services – Oceanic Fisheries Programme:

The programme plays the key role of providing scientific services in the region's most important and valuable fishery, which is facing increasing management challenges. The programme works in three main areas.

Stock Assessment – Fundamental to tuna fisheries management in the region. There is no capacity in PICTs, and it will take years of a dedicated programme to develop this in larger countries (and never in the smaller ones). In any case, regional assessments will continue to be more efficiently undertaken by a regional organization. Without OFP the WCPFC would have to rely on ad hoc work by large, and possibly

biased, member countries; FFA, sub-regional groups, and individual PICTs would basically have no support. Tuna stock assessment needs a sustainable funding source for the foreseeable future, although most services provided to WCPFC are now cost-recovered from that body. Some shorter term inputs are appropriate for assessments on secondary species (sharks, swordfish).

Statistics and Monitoring – Data is essential for stock assessment, and OFP has a long history as the repository of regional tuna fisheries statistics. The current need to ramp up observer coverage is putting a lot of pressure on observer training and data entry. In the longer term more observer training and data entry will be done by member countries, and a reduced role- in quality control and oversight – can be foreseen. The need to maintain and update the regional database is the most important core function. Some support for data entry positions is provided by the WCPFC. For practical reasons (the number of staff) statistics and monitoring were established as separate sections in 2010.

Ecosystem Analysis – This section again provides important inputs for the stock assessment work, but needs more flexibility to respond to changing requirements. The biggest recent initiative – the tagging programme – is a visible and popular activity that could usefully be continued at a reduced level but may be able to attract further extra-budgetary funding. The current reliance on project inputs is generally appropriate. There is a longer term requirement, however, to provide advice to countries on the impact of oceanographic factors on their tuna resources, as well as to maintain coordination and management of the section.

Core Services – Coastal Fisheries Programme

Coastal fisheries tend to be neglected because of the economic potential and regional nature of the tuna resource. In fact they make a larger contribution to the economies of PICTs than oceanic fisheries at present, provide food security and livelihoods for hundreds of thousands of people, and face great challenges of sustainability. While the role of SPC is more in coordination and support of national and community efforts, we are the only regional organisation working in this area. As a result, services are wide-ranging – from scientific support to policy development and trade facilitation. Again there are three main work areas.

Coastal Fisheries Science and Management – This addresses a key need of member countries, and a growing problem across the region, of inadequate information and management of inshore resources. Project funding is coming on line, but for a limited period. There is an ongoing need in four areas – (i) development of coastal fisheries databases; (ii) advice on invertebrates (Beche de mer, Trochus) fisheries; (iii) advice on finfish fisheries (including sportfishing); and (iv) a strong emphasis on coastal fisheries management. Other requirements can be handled by projects.

Nearshore Fisheries Development – This section provides highly valued services to member countries and territories in practical technical areas which promote development of sustainable nearshore fisheries. FAD deployment and training in fishing techniques (including by-catch reduction) for pelagic species are central to the work. Post-harvest/export facilitation work, and economic analysis of fisheries development options are two areas in which there is a clear need for more expertise (identified in both

the recent programme review and the previous one). Support for fishers' associations has emerged as an important area of work, but should not need to continue indefinitely as they become self-sustaining.

Aquaculture – This is a key area of potential for PICTs, with opportunities for economic growth and improved food security. The services demanded by members are for advice on aquaculture policy and planning; technical support for freshwater aquaculture; and technical support for mariculture. An emerging need which is not covered adequately is for improved services in the area of biosecurity.

CRISP – This multi-agency multi-donor project aims to promote conservation of coral reef resources and the development of their sustainable use. It is entirely project funded, and ends in December 2010, although funding for follow-up project activities is already available with more in prospect. It will be difficult to ensure coordination of these initiatives without a core project management unit, which will work closely with SPREP.

Core Services – Director and Support Unit:

The Director provides overall coordination of the Division, works on funding issues and projects that are common to both programmes, represents the Division on the Executive and to external stakeholders (donors and member countries). The support unit is currently responsible for dissemination of information from both programmes, and assisting members both by providing information, and helping them with their own communication activities. There is an unfilled need (since the end of 2009) to coordinate training activities and to assist members' fisheries administrations in evaluating their training needs.

Priorities to be addressed:

The work programmes of the Division have been reviewed by external consultants in 2009 and again as part of the sustainable financing initiative. The conclusions of this most recent review are summarized as follows:

- All activities undertaken by the FAME Division fall into the category of Most Essential (as opposed to Essential and Desirable) defined in the initial study undertaken by KVA Consult. This is consistent with the findings of the initial study;
- The diversity of SPC member needs and capabilities, and the difficulties of comparing between and within sectors make high-level prioritisation of SPC services very difficult. Prioritisation is more feasible at the technical level, and some prioritisation criteria are suggested for FAME Division activities;
- There is only one area (the CRISP programme) which the FAME Division might consider disengaging from, not because the programme is unimportant, but because it might be better supported through alternative institutional arrangements (such as being attached to SPREP). However a detailed assessment of the merits of such a change, including a cost-benefit analysis, should be undertaken before any decisions are made in this regard;
- There are 13 service areas currently supported by core or programme funds which should continue to receive recurrent funding in future;
- 16 service areas currently not supported by recurrent funding are identified as being sufficiently important that recurrent funding should be considered. Some of these are currently unfunded

due to the difficulties of attracting project financing for activities that are clearly ongoing requirements;

- A further 40 service areas which are currently not supported by recurrent funding can continue to be financed as project funding mechanisms;
- There are currently 77 staff in the FAME Division (about 12% of the SPC total). The proposed transfer of selected activities to a recurrent funding base will involve the immediate establishment of 3 new professional and 6 administrative positions. A further 4 or possibly 5 professional positions will need to be filled between now and 2015;
- Recent funding shortfalls have meant that provision for operating costs of several staff financed by the recurrent budget have gradually shrunk to levels that are insufficient for them to function effectively without project funding support. Recurrent funding allocations need to be adjusted to cover operational needs as well as staffing costs.

More detailed analysis of the cost implications of these conclusions is provided in the report by Gillett and Preston.