



JOB DESCRIPTION

Job Title:	Director Strategy Performance & Learning
Section:	Director General's Office; Strategy Performance and Learning Team (SPL)
Location:	Suva
Reporting to:	Director General
Number of Direct Reports:	4 Noumea based staff and 7 Suva based staff, 4 project staff
Purpose of Role:	The Director Strategy, Performance and Learning is a key senior leadership position focused on strategy development and driving performance and impact for members. The primary purpose of the position is to provide leadership in developing and monitoring the implementation of the Pacific Community Strategic Plan; foresight and futures thinking; business level planning, integration and innovation design, strategic country engagement; MEL processes and capacity for programme quality, improvement and impact and results analytics and reporting for accountability and learning. As a thought leaders in complexity and systems thinking, the Director contributes to being a values lead organisation, to corporate innovation and learning and a culture for evidence-based decision making and service to the region.
Date:	December 2024

Organizational Context and Organization Chart

The Pacific Community (SPC) is an international organisation working for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures.

The Pacific Community is part of the Council for Regional Organisations in the Pacific (CROP) and has been supporting sustainable development since 1947. SPC is values lead, we apply a people-centred approach to science, research, and technology across all of the Sustainable Development Goals (SDGs). We serve our members by interweaving and harnessing the nexus of climate, ocean, land, culture, rights, and good governance; through trusted partnerships; investing in Pacific people; and understanding Pacific contexts. We serve the people of the Blue Pacific Continent, with 27 members, our unique organisation covers more than 25 sectors.

Mission: To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.

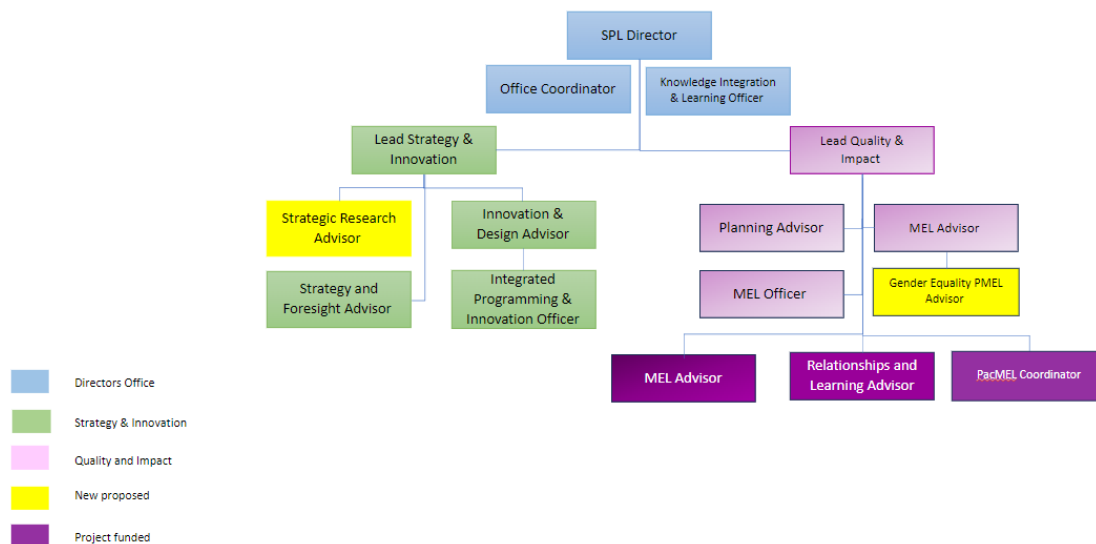
Vision: We are voyaging towards a resilient Pacific. A region of peace, harmony, and prosperity, where all our people and communities live safe, free, healthy sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment, and resources of our Blue Pacific Continent. We recognise our role as stewards of our Pacific Ocean and are responding with urgent collective action to the threat of climate change.

The **Strategy, Performance and Learning (SPL)** is a specialised unit, within SPC's Office of the Director-General. SPL enables SPC to analyse, anticipate, plan and innovate for the future, identify innovation, adaptations, improvements and impact in the present, learn from results and lessons from the past. Capabilities are shared across two pillars and the Directors office with staff based at headquarters in Noumea, and in the regional office in Suva. We provide whole of organisation services (both to Secretariat and members) through strategy, innovation, and foresight; design, research, and analysis; and, monitoring, evaluation and learning and related planning and programming for quality and impact. Our work is guided by the Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy.

SPL has the following core functions:

- i. guiding strategic direction through development of the Pacific Community Strategic Plan and facilitation of the Subcommittee of the Council of Representatives of Governments and Administration (CRGA) to analyse, anticipate, plan, and innovate for the future.
- ii. increasing development effectiveness through leading knowledge production and integration arising from strategic research, analysis, foresight, and futures thinking to remain responsive to member needs, contextual changes and emergent trends and shared priorities.
- iii. growing and nurturing strategy, foresight, innovation and integrated design capability across the breadth and depth of the Pacific Community to ensure SPC scientific and technical work is impactful and meets member's development needs.
- iv. guiding strategic impact through development and management of the Strategic Results Framework for the Pacific Community Strategic Plan including methods, approaches and practice for quality monitoring, evaluation, learning and planning,
- v. increasing development effectiveness through leading programme quality, data visualisation, dashboards, knowledge production and integration arising from strategic evaluation and research, whole of portfolio analysis, thematic and pathway analysis at the mid-year and end of year
- vi. growing and nurturing monitoring, evaluation, learning and planning capability across the breadth and depth of the Pacific Community to ensure SPC scientific and technical work is responsive, impactful and meets member's development needs.
- vii. serving as a people centred strategic coordination point for OneSPC, efforts including member countries and territories, donors, and development partners.

SPL engages with SPC membership, governance mechanisms and key strategic relationships through coordinating the CRGA Subcommittee on the Implementation of the Pacific Community Strategic Plan, which meets in person and virtually to oversight SPC's performance against the Strategy and act as a reference point for prioritisation.



Key Result Areas (KRAs):

The position of Director Strategy Performance & Learning is a central role within the Senior Leadership Team of SPC. The functions and key activities are guided by the Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy as below:

1. Strengthening SPC responsiveness, positioning and value to the region through Strategy, Foresight & Futures thinking and practice.
2. Increasing SPC’s development effectiveness through Planning, Monitoring, Evaluation & Learning.
3. Improving SPC responsiveness and relevance to national and regional need through integrated and innovative design and strategic country engagement.
4. Creating and leading a positive work culture and practices and efficient and effective delivery of services from both Suva and Noumea SPL offices through highly talented, experienced and empathetic staff and an effective SLT for OneSPC.
5. Driving thought leadership and creativity in areas of growth and improvement in response to the Independent Institutional Review and the Review of the Regional Architecture

The performance requirements of the Key Result Areas are broadly described below

Jobholder is accountable for	Jobholder is successful when
<p>1. Strengthening SPC responsiveness, positioning and value to the region through Strategy, Foresight & Futures thinking and practice (25%)</p> <ul style="list-style-type: none"> • Lead the development of futures focused strategies, taking into account global, regional and emerging trends impacting the sustainable development of the Pacific. 	<ul style="list-style-type: none"> • Strategic high-quality research into political, legislative, economic, social, environmental, technological, and development trends is embedded into organizational practice. • Analysis and interpretation of foresight and futures informed strategic evidence are readily accessible and used to identify

<ul style="list-style-type: none"> • Lead strategic foresight, and evidence synthesis for complex problem solving and decision making with Executive and the CRGA. • Co design with the membership and lead the monitoring and adaptation of the Pacific Community strategic direction and coherence across OneSPC implementation mechanisms. • Conceptualise, design and deliver a foresight and innovation learning agenda that informs the Pacific community longer term strategic capacity and capabilities. • Lead the facilitation of the CRGA Subcommittee on the Implementation of the Strategic Plan. • Lead consultations with members, CROP, UN and other partners on SPC strategic and business planning and alignment with national sustainable development plans and global and regional commitments including the SDGs and the Blue Pacific 2050 Strategy. • Represent SPC and the Director General at significant regional and international forums and lead effective negotiation of initiatives in key priority areas where required. 	<p>likely impacts on the organisation and members.</p> <ul style="list-style-type: none"> • Advice and knowledge informs the executive decision-making, strategic and business planning processes. • The Strategic Plan is owned by the members and staff, is a dynamic guide to decision making; and provides the compass for valued led, thematic based investment and impact in the region. • SPC creates opportunities to share its strategy, foresight and futures expertise and learning and respectfully engages with the strengths and experiences of its members and partners to understand its responsiveness and value to the region. • Engagement and partnerships with key stakeholders including members through Foreign Affairs officials, national planning offices and the offices of national leaders, regional and international partners, academic institutions and development partners is strengthened through strategy, foresight and futures.
<p>2. Increasing SPC’s development effectiveness through Planning, Monitoring, Evaluation & Learning (25%)</p> <ul style="list-style-type: none"> • Provide overall leadership and direction for the (non- financial) results and impact system including MEL intelligence, analytics and reporting; human and knowledge capital. • Facilitate evidence synthesis and robust discussion with members, executive and senior leadership on corporate performance. • Oversight the development and implementation of the corporate evaluation agenda. • Lead the community of practice – MELnet to be fit for purpose to provide MEL services across the breadth and depth of the Secretariat. • Grow MELnet and mobilise resources to provide strategic MEL services to members to strengthen Pacific MEL capacity, improve evidence based decision making and contribute to contextual and culturally grounded MEL practices across the Pacific. • Ensure SPC is well positioned to seize opportunities and address challenges through strategic evidence generation and knowledge products to support resource mobilisation, inform decision making, increase visibility and 	<ul style="list-style-type: none"> • Coherent and robust Planning & MEL system and practices are fit for purpose; and anticipate the future needs of SPC. • SPC creates opportunities to share its PMEL expertise and learning and respectfully engages with the strengths and experiences of its members and partners to test and improve its own development effectiveness. • Through the learning and sharing, SPC strategy, MEL and programming functions remain responsive, adaptive, relevant, effective and fit for purpose to the Strategic Plan and the Pacific region. • SPC demonstrates increasing evidence of a culture and commitment towards evidence informed decision, policy and investment making. • The organisation and member PMEL capabilities are grown and supported through communities of practice, peer to peer exchange, training, guides, tools and templates.

<p>valuing of SPC scientific and technical outputs and developmental impacts.</p>	
<p>3. Improving SPC responsiveness and relevance to national and regional need through integrated and innovative design and strategic country engagement (25%)</p> <ul style="list-style-type: none"> • Lead the methodology review, co design of renewed purpose and approach for strategic country engagement as a key mechanism to deliver the strategic plan in line with Pacific Island Countries and Territories own priorities and interests. • Lead the implementation of the ‘Funding with Intent’ investment envelope to catalyse organizational transformations and institutional capacity strengthening program quality and innovation design. • Facilitate, foster and leverage relationships for coordinated, integrated, coherent and quality programmatic design and implementation that draws on SPC capabilities, regional service delivery and deep understanding of Pacific contexts and cultures. • Drive regular scanning of the development literature and landscape for opportunities to innovative, for member and citizen engagement, design thinking, complexity aware, systems level development practices, including for publication and presentation at regional and international forum. • Lead and facilitate cross-divisional and institutional learning and collaboration opportunities to improve quality and effectiveness of services for members. 	<ul style="list-style-type: none"> • SPC thinking and systems are oriented towards coherent budget, workforce and work activity planning; country engagement and integrated programming and investment decisions are coherent with national and regional priorities. • SPC science, technical and organizational innovation is leveraged through: incubating small-scale, “proof of concept” innovations; applying an existing initiative for scale up; integrating across disciplines and operational teams; and flagship programmes. • SPC applies transformational development principles across all programs and projects and its program quality is enhanced through contextual and culturally grounded knowledge, experiential and evidence informed decision making. • Learning spaces are created and facilitated to embed intelligent failures integrated programming and innovation communities of practice; testing and piloting innovative practices; sourcing external expertise and international / regional best practice to incentivise different perspectives and stimulus, and the sharing of development experiences, challenges and successes with members and development partners.
<p>4. Creating and leading a positive work culture and practices and efficient and effective delivery of services through highly talented, experienced and empathetic staff and an effective SLT for OneSPC (15%)</p>	<ul style="list-style-type: none"> • SPL is fit for purpose, well regarded for its service delivery to the organization, members and fellow CROP and international and professional partners and is the provider of choice for strategic, planning and MEL expertise. • SPL staff are engaged, enjoy workplace wellbeing, seek peer to peer exchanges and on the job stretch activities; and provided with professional development opportunities. • Evidence is levered to create and maintain an organizational enabling environment including policy, resource and capabilities to support OneSPC, CROP Harmonisation and the SPC contributions to the

	implementation of the 2050 Strategy for the Blue Pacific Continent.
5. Driving thought leadership and creativity in areas of growth and improvement in response to the Independent Institutional Review and the Review of the Regional Architecture (10 %)	<ul style="list-style-type: none"> • Executive and SLT in collaboration with members are co creating around existing and new i) scientific and technical areas of programming and ii) operations and integration. • SPC is at the forefront of trends and innovations by integrating emerging technologies, climate-responsive strategies, people centered and evidence-based practices across its programs and operations and its partnership with CROP and other players in the regional architecture

The above performance requirements are provided as a guide only. The precise performance measures for this job will need further discussion between the jobholder and supervisor as part of the performance development process.

Most Challenging Duties Typically Undertaken (Complexity):

1. Negotiating the balance between socio political and developmental interest for developmental results in the region,
2. Leading and coordinating complex corporate projects involving multiple and senior external and internal stakeholders,
3. Influencing regional, national and organisational decisions with evidence and information from SPC and partners in the region and globally,
4. Diversity of tasks requiring a range of different skills and flexibility,
5. Promptly responding to multiple, ad-hoc and concurrent requests for advice, inputs or expertise while pursuing agreed SPL work priorities

Functional Relationships & Relationship Skills:

Key internal and/or external contacts	Nature of the contact most typical
External Key external contacts are: <ul style="list-style-type: none"> • Offices of the member states President / Prime Minister • Foreign Affairs Ministry • Planning Ministries • CRGA and CRGA Subcommittee on Implementation of Strategic Plan • Individual members and donors • CROP and international implementing partners • Academic Institutions and think tanks 	<ul style="list-style-type: none"> • Co designing SPC Strategic Plan • Engaging on national development priorities and challenges as they relates to SPC scientific and technical work • Working with the Chair and members of the CRGA Subcommittee on ongoing strategic direction and intent, preparations for meeting, negotiating and documenting high level outcomes

<ul style="list-style-type: none"> • Consultants 	
<p>Internal</p> <p>Key internal contacts are:</p> <ul style="list-style-type: none"> • SPC Executive (DG, DDGs) • Directors Forum • Divisional/Programme Directors • SPL Team • SPC programme staff • MELnet • Commsnet 	<ul style="list-style-type: none"> • Strategic advice on planning, adaptation and stakeholder engagement for performance management. • Expertise on strategy and foresight, MEL, innovation and programming • Synthesis of evidence and information • Strategic foresight and trends information and evidence relevant to SPC scientific and technical work

Level of Delegation:

Routine Expenditure Budget: *SPL Budget €2.0M (incl PFLP)*

Budget Sign off Authority without requiring approval from direct supervisor: *45.000 euros*

Personal Specification:

This section is designed to capture the expertise required for the role at the 100% fully effective level. (This does not necessarily reflect what the current position holder has.) This may be a combination of knowledge / experience, qualifications or equivalent level of learning through experience or key skills, attributes or job specific competencies.

Qualifications

Essential:	Desirable:
<ul style="list-style-type: none"> • Advanced degree in leadership and international development, strategic or corporate planning; leadership, public policy; economics; management or project management; international or public administration or equivalent body of knowledge and experience 	

Knowledge/Experience

Essential:	Desirable:
<ul style="list-style-type: none"> • At least 15 years of work experience in leading change, innovation, doing development differently and in Strategy development, cascading, coherence and reporting • At least ten years of demonstrated leadership and management experience, whole of portfolio, strategic planning, MEL, 	<ul style="list-style-type: none"> • Advanced financial management skills and experience in preparing budgets • Understanding of the concepts of Thinking and Working Politically, Adaptive Development and Doing Development Differently • Experience in the public sector or regional organisation • Working knowledge of French.

<p>policy development and advice, particularly in an international development context</p> <ul style="list-style-type: none"> • Proven experience working in or providing high-level advice in development contexts • Experience in applying monitoring, evaluation and learning evidence to strategic thinking and decision making • Experience in the design, co design or management of programmes and projects, and thorough knowledge of the project management cycle • Demonstrated systems thinking • Excellent communication skills in English (both oral and writing skills) • High emotional intelligence • Ability to work in a multi-cultural and gender-sensitive environment • Relevant experience in the Pacific 	
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Key Skills/Attributes/Job Specific Competencies

The following levels would typically be expected for the 100% fully effective level:

Expert level	<ul style="list-style-type: none"> • Facilitation skills • Influencer • Capacity Development • Relationship Building • Programme planning/design • Strategic thinking • Analytical skills
Advanced level	<ul style="list-style-type: none"> • Innovation • Negotiation skills • Change management • Computer skills (Microsoft applications) • Mentoring • Humility
Working knowledge	<ul style="list-style-type: none"> • Project management • Financial management • Development effectiveness
Awareness	<ul style="list-style-type: none"> • French

Key Behaviours

*All employees are measured against the following **Key Behaviours** as part of Performance Development:*

- Change and Innovation
- Interpersonal Skills
- Teamwork
- Promotion of Equity and Equality
- Judgement
- Building Individual Capacity
- Facilitating collective understanding

Personal Attributes

- High level of professional integrity and ethics
- Friendly demeanor
- Demonstrated ability to deal with uncertainty
- Demonstrated high level commitment to customer service

Change to Job Description:

From time to time it may be necessary to consider changes in the job description in response to the changing nature of the work environment – including technological requirements or statutory changes. Such change may be initiated as necessary by SPC. This Job Description may also be reviewed as part of the preparation for performance planning for the annual performance cycle.