



JOB DESCRIPTION

Job Title:	Lead Quality and Impact
Division:	Strategy, Performance and Learning (SPL), Office of the Director General
Location:	Suva or Noumea
Reporting to:	Director of SPL
Number of Direct Reports:	5 across Noumea Head Quarters and Suva Regional Office
Job Purpose:	To lead the quality and impact of SPC work through monitoring, evaluation, and learning (MEL) and related planning across the organization. To lead OneSPC methods and practices for the strategic results framework of the Strategic Plan, 2022 – 2031 including evaluative evidence for improvements and adaptation, portfolio wide results monitoring and reporting and coordinating the SPC-wide MEL Community of Practice (MELnet) and Strengthening Pacific MEL project and associated initiatives. To provide pillar team leadership and management, and strategic advice and executive support.
Date:	November 2023

Organizational Context and Organization Chart

About SPC

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.

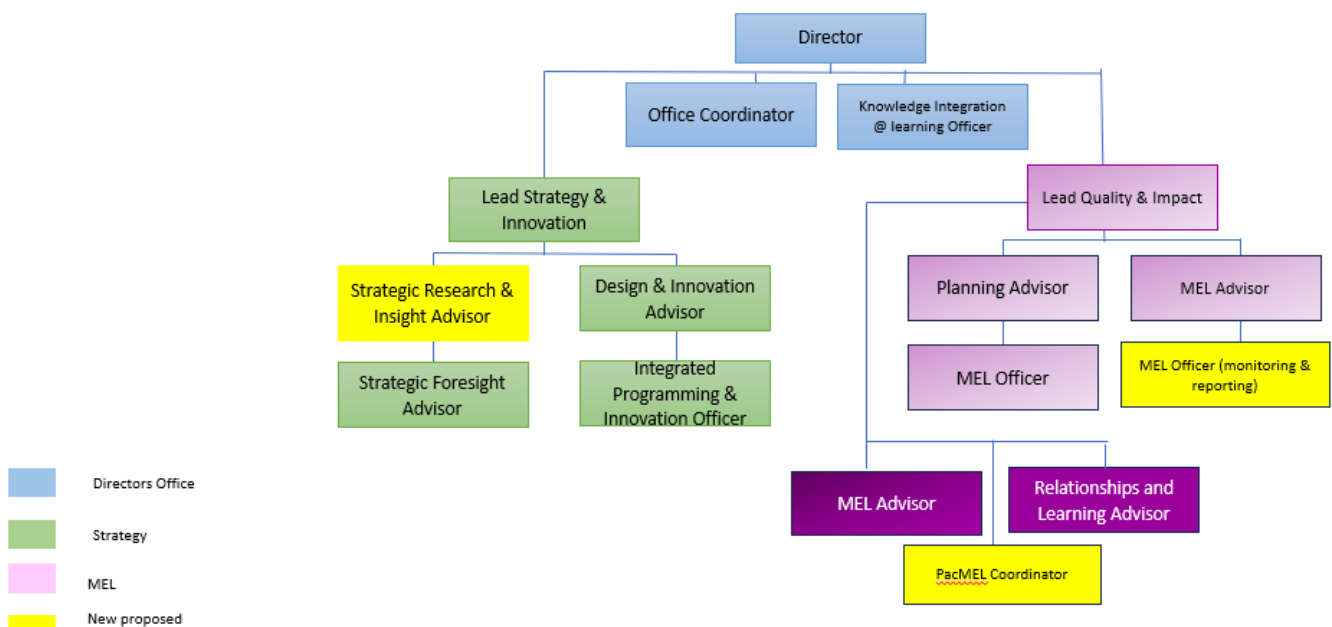
As part of the broader CROP, SPC contributes to the implementation of the 2050 Strategy for the Blue Pacific Continent.

About the Strategy, Performance & Learning (SPL) Unit

SPL is a specialised unit within the Office of the Director-General, core capabilities are shared across two pillars and the Directors office with staff in both Noumea and 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 for quality and impact.

The Quality and Impact pillar has the following core functions:

- (i) 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,
- (ii) increasing development effectiveness through leading 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
- (iii) 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.
- (iv) serving as a people centred strategic coordination point for OneSPC, efforts including member countries and territories, donors, and development partners.



Key Result Areas (KRAs):

The position of Lead Quality and Impact will support the organisation through the following key result areas (KRAs):

1. Lead and coordinate quality MEL and related planning across the organisation – 30%
2. Provide high level, evaluative thought leadership, monitoring insight and lead knowledge integration from reporting and learning spaces and associated knowledge production- 30%
3. Create, sustain, and grow communities of practice and peer to peer exchanges for PMEL capability strengthening and the PacMEL initiatives– 20%
4. Team leadership and management – 20%

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

Jobholder is accountable for	Jobholder is successful when
<p>KRA 1: Lead and coordinate MEL and related planning across the organisation (30%)</p> <ul style="list-style-type: none"> I. Provide technical leadership and oversight to SPCs approach to monitoring, evaluating, and learning and related planning across its portfolio of work. II. Lead the development, regular review, and implementation of SPC’s Strategic Results Framework (SRF) for the Strategic Plan. III. Coordinate with MEL focal points across the organisation to support consistency, data quality, capacity, and availability of evidence for organisation-wide MEL. Currently there are 35 MEL focal point members. IV. Lead the development, regular revision and implementation of policies, processes, and systems to support MEL and planning for SPC’s Strategic Plan. V. Lead the development of a toolkit to support quality and coherent practice across the SPC portfolio. VI. Support technical MEL work at strategic and programme levels, including SPC-wide integrated work (e.g., SPC’s Flagships and other integrated cross-organisational programmes), and advise on quality of Division-level results frameworks, high-level partnership agreements, large-scale investments, and other strategic initiatives. VII. Lead planning guidance that supports the coherence between financial and non-financial planning at the portfolio level; and advise on quality and coherence at the Divisional and programmatic level. 	<ul style="list-style-type: none"> i. Evidence and insight is available to support decision making, design, planning and investment across the organization ii. Strategic Results Framework for the Strategic Plan is endorsed and implemented across the organisation. iii. Ongoing engagement, communication, leadership, and support provided to MEL focal points in Divisions and across the organisation. iv. MEL and Planning related chapters of the PEARL Policy are updated, socialised, and increasingly implemented in a quality and timely way across the organisation. v. The PEARL toolkit is developed and maintained to provide fit-for-purpose tools, standards, and guidance. vi. Organisation-wide MEL aligns with the SRF and reflects the values and aspirations in SPC’s Strategic Plan, both in terms of MEL approaches, as well as the evidence required to support the implementation of the Strategic Plan vii. OneSPC aspirations are supported with coherent and evidence-based planning cascading from the Strategic Plan
<p>KRA 2: Provide high level evaluative thought leadership, insight from monitoring and lead knowledge integration from reporting and learning products (30%)</p> <ul style="list-style-type: none"> I. Lead the annual calendar of PMEL activities (mid-year and end of year) and contribute to other sharing of insight within the Secretariat, with members and stakeholders. II. Lead authorship and coordination of the SPC-wide Annual Results Report and other efforts to monitor systematically and coherently, measure and report across the breadth and depth of the organisation. 	<ul style="list-style-type: none"> I. Annual Mid-Year Report and SPC Learning and Results Workshop is delivered to support cross-organisation learning and inform the annual Results Report II. SPC’s Annual Results Report, along with associated data products, is published annually and endorsed by CRGA. III. Evaluative insight and knowledge products are easy to access and are increasingly being used to inform design, decision making and performance improvements.

<ul style="list-style-type: none"> III. Commission and manage strategic-level evaluations and strategic research to provide insight and evidence of SPC's impact in the region. IV. Communicate results and MEL information to high-level officials including the Subcommittee of the Committee of Representatives of Governments and Administrations (CRGA) and SPC's Executive and Senior Leadership Team. V. Provide expert MEL inputs, advice, and support to organisational, regional, and international commitments. 	<ul style="list-style-type: none"> IV. SPC's results are presented annually to the CRGA Subcommittee, and MEL information is appropriately tailored and clearly communicated for executive audiences from multiple sectors. V. Requests for high level MEL advice are met with timely, quality, contextually and culturally responsive evidence.
<p>KRA 3: Create, sustain, and grow communities of practice and peer to peer exchanges for PMEL capability strengthening and the PacMEL initiatives (20%)</p> <ul style="list-style-type: none"> I. Lead SPC's internal MEL Community of Practice (MELnet) of 90 staff, including coordination of the annual MELnet workshop. II. Raise the platform for, and profile of, MEL practice in the region and Pacific MEL practitioners. III. Regional Oversight of Strengthening Pacific MEL project. The project is jointly delivered with the Statistics Division at SPC, with the SPL team managing EUR\$1.5 million over 4 years. IV. Advocate and support ongoing sustainable funding for strengthening Pacific MEL across the region. 	<ul style="list-style-type: none"> I. MELnet Community of Practice continues to grow and develop. Annual MELnet workshop is conducting bringing together MEL practitioners and interested staff. II. Create and provide opportunities for MEL practice in the region and Pacific MEL practitioners to have a platform and share expertise. III. Implementation and project management of the Strengthening Pacific MEL project is efficient and effective. IV. Ongoing funding for the next phase of the Strengthening Pacific MEL project is secured. V. Leadership, active participation and advocacy for Pacific-led Communities of Practice and other platforms to strengthen MEL capacity in the Pacific.
<p>KRA 4: Staff leadership, management, mentoring and contributions to OneSPC and OneCROP transformation (20%)</p> <ul style="list-style-type: none"> I. Provide technical leadership, coordination, and managerial support to the Director and ultimately the Office of the Director General II. As Officer in Charge of the relevant SPL office, manage day to day responsibilities of personnel and operations. III. Create and maintain an environment that fosters effective working relationships, staff development and wellbeing and a high performing team. IV. Manage human resources across multiple locations, including performance management, recruitment and on boarding of new staff. V. Provide management support and technical guidance to all pillars of SPL and the Office of 	<ul style="list-style-type: none"> I. The Director General or SPC and the Director SPL are provided timely and necessary support, including representation at high level events II. SPL staff have day-to-day management support and SPL has appropriate representation in both Suva and Noumea on internal issues and at external functions. III. A healthy team culture is ensuring workplace effectiveness including relevant investment in professional growth and learning opportunities IV. Team roles and accountabilities are clearly identified, and team members are empowered and confident to use and grow their capabilities, workplans are linked to

<p>the Director General, OneSPC and OneCROP as required</p>	<p>strategic outcomes and performance is fairly and regularly reviewed.</p> <p>V. Team members meet regularly and maintain communication and collaboration across multiple locations.</p> <p>VI. All team members receive orientation and are aware of their job roles and responsibilities and performance responsibilities and standards.</p> <p>VII. Staff PDS reviews are completed fairly, accurately and on time in accordance with SPC policies and procedures and Performance Improvement Plans are implemented as required.</p> <p>VIII. Team members have access to training, mentoring or other development opportunities to support their work.</p> <p>IX. MEL methods (quantitative, qualitative) are implemented appropriately for specific audience and the findings used to inform the workplan for SPL, office of the DG, the MEL Community of Practice in SPC</p>
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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.

Work Complexity:

- Developing and leading complex corporate reform projects involving multiple senior external (up to ministerial level) and internal stakeholders (up to DG and regularly including the SLT), involving influencing and changing hearts and minds.
- Preparing regular reports to SLT and the CRGA sub-committee on organisation-wide performance against the aspirations of the Strategic Plan, including analysis of adequacy of progress and recommendations for management response
- Leading the SPL MEL unit and the SPC-wide MEL Community of Practice to build an evaluative and learning culture across the organisation.
- Influencing SPC divisional staff and other MEL focal points without having line authority, in order to ensure that corporate directions set by SPC’s Executive are implemented by SPC staff organisation wide.
- Representing SPC at relevant inter-agency MEL working groups or collaborative initiatives and international technical forums
- Diversity of tasks requiring a range of different skills and flexibility
- Promptly responding to multiple, ad-hoc and often urgent requests for advice, inputs or expertise while pursuing agreed work priorities

Functional Relationships & Relationship Skills:

Key internal and/or external contacts	Nature of the contact most typical
<p>External</p> <p>Key external contacts are:</p> <ul style="list-style-type: none"> • SPC governing body members and Senior staff (including Ministers) of Pacific Island public service 	<ul style="list-style-type: none"> • Representing and communicating SPCs results

departments, including foreign affairs, planning and sectoral agencies. <ul style="list-style-type: none"> • Senior staff among development partners • CROP agencies • Consultants and contractors • Academics • International Evaluation Societies • Media 	<ul style="list-style-type: none"> • Influencing the uptake of SPC MEL practices in negotiations with donors and partners • Advocating for strengthened MEL practices across the region
Internal Key internal contacts are: <ul style="list-style-type: none"> • SPC Executive team including the Director-General. • Divisional directors, managers, and other senior staff • SPL team • MEL focal points and other members of the MEL Community of Practice • Technical staff in the divisions 	<ul style="list-style-type: none"> • Leading corporate MEL systems, processes, and products • Network building • Capacity strengthening • Gaining cooperation, influencing, and negotiating • Convening, facilitation, coordination

Level of Delegation:

MEL pillar budget expenditure: **580,000 EUR** annually.

- Manage SPL MEL Team core and project budgets (80,000 EUR and 500,000 EUR respectively)
- Team leadership of 5 staff and 2 MEL consultants
- Significant degree of autonomy in liaising with senior stakeholders within and outside SPC
- Leadership of MEL Community of Practice (90 members)

Budget Sign off Authority without requiring approval from direct supervisor: **up to 2,000 EUR per commitment**

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: <ul style="list-style-type: none"> • Master’s degree in a relevant field such as evaluation, international development, public sector policy and administration 	Desirable: <ul style="list-style-type: none"> • Qualifications in strategic or corporate planning, public policy, economics, management, or project management
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Knowledge/Experience

Essential: <ul style="list-style-type: none"> • At least 15 years of relevant experience in monitoring, evaluation, and learning, on donor/grant-funded projects or programmes, with good understanding of international best practices in development effectiveness 	Desirable: <ul style="list-style-type: none"> • Broad public sector experience in a diverse range of fields such as economic development, natural resource management, health, and climate change • Good knowledge of the Pacific, the issues associated with its history and development.
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<ul style="list-style-type: none"> • Experience working on development sector MEL in the Pacific. • Experience in the design, leadership, and management of programmes and projects. • Experience managing and leading staff including staff appraisal and performance management. • Experience training, mentoring and coaching staff and stakeholders in MEL. • Strategic thinker with well-developed analytical skills and attention to detail. • Excellent communication skills in English (both oral and writing skills) to target a range of audience. • Skilled user of databases for entering processing/cleaning, and extracting data • Excellent interpersonal skills and experience in working with and across the organisation in a multi-cultural, multi-disciplinary and gender-sensitive environment. 	<ul style="list-style-type: none"> • Advanced proposal preparation skills • Skilled in quantitative and qualitative research methods and data analysis and visualization • Working knowledge of French
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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"> • Monitoring, evaluation, learning and reporting, on donor/grant-funded projects or programmes, with good understanding of international best practices in development effectiveness. • Leadership, project management and coordination. • Staff appraisal and performance management. • Influencing and relationship building skills. • Innovation and analytical skills and attention to detail • Results-oriented problem solving • Strategic skills (e.g. cross organizational and transdisciplinary work) • Planning skills (e.g. strategic MEL for planning, programme and project design) • Interpersonal skills • Awareness of culture and context in development
Advanced level	<ul style="list-style-type: none"> • Well-developed analytical skills and attention to detail • Excellent computer skills (Microsoft Word and Excel) • Excellent oral and written communication skills in English • Familiarity with SPC Corporate policies and strategies • Understanding of development issues
Working knowledge	<ul style="list-style-type: none"> • Basic financial management experience • Development issues in the Pacific • SPC programme activities
Awareness	<ul style="list-style-type: none"> • French language • Donor and development partner evaluative policy and practices relevant to the Pacific

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

Personal Attributes

- High level of professional integrity and ethics
- Demonstrated high level commitment to customer service.
- Demonstrating Personal Accountability
- Leadership
- Applying Expertise
- Working Together
- Takes Responsibility
- Motivated
- Able to work well under pressure and to tight deadlines.
- Has effective communication skills
- Flexible
- Pragmatic

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.