



JOB DESCRIPTION

Job Title:	Lead Strategy and Innovation
Division:	Strategy, Performance and Learning (SPL), Office of the Director General
Location:	Noumea or Suva
Reporting to:	Director of SPL
Number of Direct Reports:	4 across Noumea Head Quarters and Suva Regional Office
Job Purpose:	<p>To lead the foresight and futures thinking and strategic planning processes with members and the Secretariat to support One SPC culture and performance.</p> <p>To catalyse and lead creative and innovative practice, integrated design, collaborations, and communities of practices to ensure the Pacific Community Strategic Plan remains dynamic, inspires, and informs engagement and responds to member needs.</p> <p>To provide pillar leadership, management, and strategic advice and executive support.</p>
Date:	November 2023

Organisational Context and Organisation Chart

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 20 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.

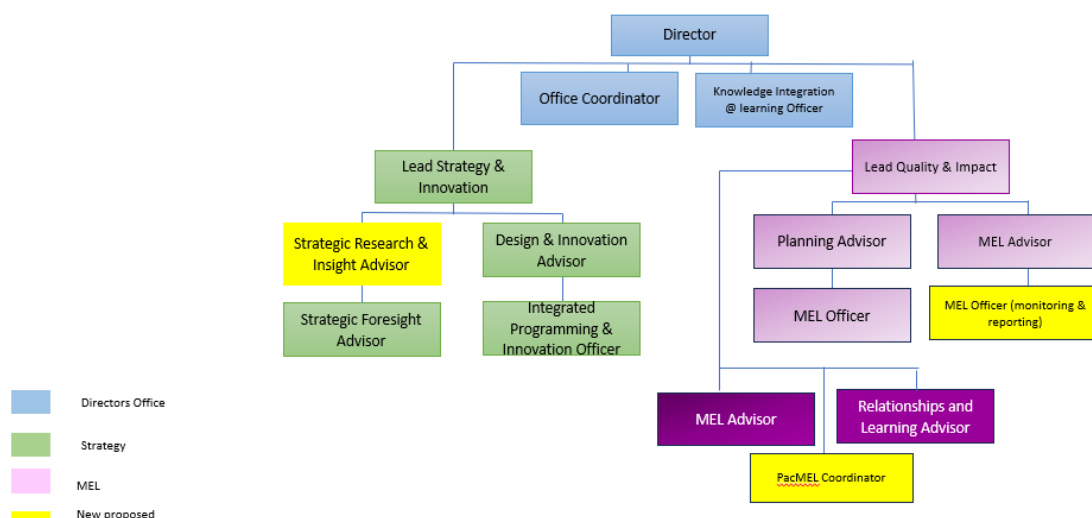
Vision: We are voyaging towards a resilient Pacific. A region of peace, harmony, and prosperity, where all our people and communities live safe, free, healthy sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment, and resources of our Blue Pacific Continent. 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.

The **Strategy, Performance and Learning (SPL)** is a specialised unit, within SPC’s Office of the Director-General. 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 for quality and impact.

The Strategy and Innovation pillar 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) grow and nurture 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) serving as a people centred strategic coordination point OneSPC, efforts including member countries and territories, donors, and development partners.



Key Result Areas (KRAs):

The position of **Lead – Strategy and Innovation** is a senior position within the SPL team and is instrumental in enabling SPC’s Executive to lead strategic and corporate planning and programming processes, performance reporting in support of the implementation of the implementation of the Pacific Community Strategic Plan. The functions and Key Result Areas are:

1. Lead strategic planning, innovation, foresight, strategic research, and analysis across the organization.
2. Provide high level, strategic thought leadership, insight and lead knowledge integration from learning spaces and knowledge production.
3. Create, sustain, and grow communities of practice and peer to peer exchanges for capability strengthening, change management and transformation Staff leadership, management and mentoring, OneSPC and OneCROP contributions.

4. Staff leadership, management, mentoring and contributions to OneSPC and OneCROP transformation.

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

Jobholder is accountable for	<i>Jobholder is successful when</i>
<p>KRA #1 - Lead strategic planning, innovation, foresight, strategic research and political economic analysis across the organisation.</p> <ol style="list-style-type: none"> I. Provide technical leadership, advice and oversight to SPCs approach to strategy, innovation, foresight, strategic research, political economic analysis. II. Lead the co design and review of an evidence informed Pacific Community Strategic Plan III. Lead mapping and analysis of international and regional frameworks and commitment, national development plans and SPC internal plans, priorities and commitments IV. Lead strategic engagement with members, especially the CRGA Subcommittee and national (development) planners V. Provide advisory role for OneSPC and OneCROP dialogue and decision making 	<ol style="list-style-type: none"> I. Contextualized and rigorous approaches are being applied to ensure evidence and insight is available to support decision making, design, planning, relationships and investment across the organization II. The Strategic Plan is a dynamic plan, adapted based on evaluative evidence, regular environmental scanning, and stakeholder engagement. III. SPC efforts to implement the strategic plan incorporate strategic intel to remain responsive to contexts, needs and priorities and to support transformation in the organisation and the region IV. SPC members engage with, and feel ownership of, the Pacific Community Strategic Plan through their role in the Committee of Representative of Governments and Administrations (CRGA) and its subcommittee V. SPC members and executive engage in well evidenced, purposefully designed convening and dialogue for accountability and learning
<p>KRA#2 Provide high level, strategic thought leadership, insight and lead knowledge integration from learning spaces and, knowledge production.</p> <ol style="list-style-type: none"> I. Develop an inclusive approach to co-creating knowledge products to share evidence and insights from foresight, innovation and strategic activities, II. Co create strategic learning agenda, learning spaces and sharing of learning within the Secretariat, with members and stakeholders 	<ol style="list-style-type: none"> I. SPL is implementing inclusive and participatory knowledge creation and integration processes. II. Learning activities and knowledge products are easy to access and are increasingly being used to inform design, innovation, decision making and performance improvements. III. SPC foresight and strategy research and innovations are shared across the region and globally. IV. Technically dense strategic, reports are further developed into accessible

<p>III. Publish, present, and share analysis, findings and thought pieces using data visualisation for greater accessibility.</p>	<p>knowledge products including briefs, infographics, video vignettes and social media products</p>
<p>KRA #3 Create, sustain and grow communities of practice and peer to peer exchanges for capability strengthening, change management and transformation.</p> <p>I. Serve as the technical reference to developing SPC' (member and Secretariat) capacity for foresight and strategic thinking and planning</p> <p>II. Provide strategic oversight to the Communities of Practice in futures / foresight and in innovation.</p> <p>III. Raise the platform for, and profile of, foresight, futures and innovation practice in the region.</p>	<p>I. SPC members and staff have increased capability to engage in strategic, forward thinking and planning processes; to test, pilot and scale innovations to inform and guide the work of SPC with increasing effectiveness.</p> <p>II. Co create and lead participatory processes and administrative mechanisms to establish and/or maintain trusted research, capacity strengthening and learning partnerships and collaborations that support integration and transformation.</p> <p>III. Create and provide opportunities for futures, foresight and innovation practice in the region and Pacific practitioners to have a platform and share expertise.</p>
<p>KRA#4 Staff leadership, management, mentoring and contributions to OneSPC and OneCROP transformation.</p> <p>I. Provide technical leadership, coordination, and managerial support to the Director and ultimately the Office of the Director General</p> <p>II. As Officer in Charge of the relevant SPL office, manage day to day responsibilities of personnel and operations.</p> <p>III. Create and maintain an environment that fosters effective working relationships, staff development and wellbeing and a high performing team.</p> <p>IV. Manage human resources including performance management, recruitment and on boarding of new staff.</p>	<p>I. The Director General or SPC and the Director SPL are provided timely and necessary support, including representation at high level events.</p> <p>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</p> <p>III. A healthy team culture is ensuring workplace effectiveness including relevant investment in professional growth and learning opportunities.</p> <p>IV. Team roles and accountabilities are clearly identified, and team members are empowered and confident to use and grow their capabilities, work plans are linked to strategic outcomes and performance is fairly and regularly reviewed.</p>

V. Contribute to OneSPC ways of working and transforming institutional effectiveness and CROP harmonisation.	V. Organisation wide efforts and initiatives to transform institutional effectiveness and CROP harmonization are supported by an effective pillar and SPL team.
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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.

Most Challenging Duties Typically Undertaken (Complexity):

<ol style="list-style-type: none"> 1. Leading transformative action at the portfolio level, across systems, integrating transdisciplinary approaches to complex development challenges in uncertain and volatile contexts 2. Leading and coordinating strategic actions involving multiple and senior external and internal stakeholders 3. Influencing SPC staff without having line authority on cross organisational projects and programmes 4. Diversity of tasks requiring a range of different skills, coordination and flexibility 5. Responding promptly 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
<p>External</p> <p>Key external contacts are:</p> <ul style="list-style-type: none"> • Heads of State • Foreign Affairs Officials • CRGA full memberships and CRGA Subcommittee for the Strategic Plan • National planners • Individual members and donors • Consultants 	<ul style="list-style-type: none"> • Working with the Chair and members of the CRGA Subcommittee on preparations for high-level, decision-making governance meetings and preparations of outcomes documents. • Providing Secretariat services to the CRAG Subcommittee, annual meetings, monitoring of the Strategic Plan implementation and 3-5-8-year horizon reviews for SPC's strategic plan • Identifying opportunities reciprocal learning to harmonize planning from international, regional, national through to sectoral planning
<p>Internal</p> <p>Key internal contacts are:</p> <ul style="list-style-type: none"> • SPC Executive (DG, DDGs) and their advisers • DG's Office (Comms and Internal Audit & Risk) • Director SPL • Divisional Directors, Flagship Leads • SPL Team (Team Ama) 	<ul style="list-style-type: none"> • Strategic advice on planning, adaptation and stakeholder engagement for performance management. • Collaborative mapping/analysis for advancing the implementation of the strategic plan. • Contributive analysis on regional issues (technical and political) • Management of internal innovation fund to catalyse innovation and learning

<ul style="list-style-type: none"> • SPC programme and planning staff • SPC Foresight and Innovation Cohort(s) 	
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Level of Delegation:

Routine Expenditure Budget: **175,000 EUR** annually.

- *In addition, projects in the pipeline with potential additional budget responsibility*

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:	Desirable:
Masters degree in strategic or corporate planning; leadership, public policy; economics; management or project management; international development; business or public administration	

Knowledge/Experience

Essential:	Desirable:
<ul style="list-style-type: none"> • Experience in leading change • At least 15 years of relevant experience in leadership, strategic planning project management, policy development and advice, particularly in an international development context. • Increasingly mature expertise in foresight and futures thinking at the organisational, national and regional levels. • At least 6 years of experience working in or providing high-level advice to developing countries. • Experience in applying research analysis and learning evidence to strategic thinking and decision making. • Experience in the design, co design or management of innovation, and thorough knowledge of the project management cycle • Demonstrated systems thinking. • Excellent communication skills in English (both oral and writing skills) 	<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 • Broad public sector experience in a range of fields such as economic development, natural resource management, health, or climate change • Working knowledge of French.

<ul style="list-style-type: none"> • High emotional intelligence • Ability to work in a multi-cultural and gender-sensitive environment. • Deep understanding of the Pacific, the issues associated with its history and development 	
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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 • Relationship Building • Programme planning/design and project management • Strategic foresight and critical thinking • Analytical skills
Advanced level	<ul style="list-style-type: none"> • Negotiation skills • Influencer • Change management • Computer skills (Microsoft applications) • Mentoring
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.