

Annex II

Relevant recommendations of the 2011-2015 Strategic Plan Mid-term Review and initial 'intervention-logic' structure.

The Mid Term Review of the Strategic Plan made several recommendations relevant to the development of the next strategic plan:

7. *Consistent with the agreed monitoring and evaluation framework in the Strategic Plan, PICT Members should be more committed to monitoring and providing annual reports on their progress in complementing their components of SPREP Work Programmes, including assessing the extent to which SPREP programming is supporting Member priorities as outlined in relevant policy and planning documents. In turn, the Secretariat should be more proactive in encouraging and supporting PICT Members to report in this way.*
12. *As part of preparing the next Strategic Plan, and to improve its focus on delivering and reporting on outcomes, the Secretariat should prepare an overall intervention logic which connects the intended higher-level environmental outcomes to the specific outputs of the various work streams of the Secretariat. A useful starting point would be a one page results diagram, which sets out the results chain or intervention logic, with this being supported by a more detailed monitoring and evaluation framework, with indicators, baselines, and SMART targets, across a different work programmes. Accountabilities for the Secretariat and PICT Members achieving targets would need to be clearly laid out*
13. *The Next Strategic Plan should guide SPREP activities for at least the next 10 years, so the organization can work towards deliver and document tangible environmental and related economic and social outcomes as well as somewhat longer term impacts.*

With these recommendations in mind the Secretariat will use as a starting point, the broad structure detailed in the table below, in the development of the next strategic plan. Note this approach is simply a starting point, which reflects and goes some way towards addressing the recommendation of the MTR.

Vision and Vision Statement	This should provide SPREP and its Members with a shared understanding of what the strategy is working towards and the broader development context in which it will be implemented. The statement itself would be supported by a rationale linking SPREP's mandates result areas to the broader development objectives of the region, including that of other CROP agencies.
Regional Environmental Goals	<p>SPREP broadly speaking aims to deliver and support the conservation, protection and sustainable use of the regions natural resources. The next Strategic Plan should be considered within this broad context. Further SPREP, in collaboration with its Members should look to monitor and report against a set of broad Regional Environmental Goals, using key indicators of environmental condition (and management).</p> <p>At this level the Strategic Plan would identify key environmental indicators which represent key aspects of the regional environment that, as a region, we will work to protect and enhance. Reporting against this level of the plan will require a collaborative effort between SPREP, its Members and other partners. Examples</p>

	<p>might include: Area of marine protected area / % of forest cover in-tact / number of threatened species not being managed properly / quality of fresh / lagoon water.</p> <p>It is important to note that progress at this level of the strategy is influenced by a range of factors.</p>
10 year Strategic Outcomes	<p>Within the Strategic Environmental Goals a sub-set of 10 year outcomes, that are to be achieved by the end of the Strategic Plan, should be defined. Each 10 Year SMART Outcome would be accompanied by relevant Targets and Indicators, which would be monitored and reported. Where ever possible existing targets and indicators would be adopted from relevant strategies and plans.</p> <p>These outcomes could be presented in terms of key thematic areas including biodiversity and ecosystem, waste management, climate change and governance and information.</p> <p>Progress towards the Strategic Outcomes could be reported periodically, say every 2 years.</p> <p>Monitoring and reporting would require a collaborative effort between SPREP and its Members, drawing on data and information from national, sub national, regional and agency data bases. Indicators at this level might include: % of solid waste being managed to standard / area of high value land being managed through management plans / number of Members with climate change mainstreamed across sectors /</p> <p>Outcomes at this level can be strongly influenced by the work of SPREP in collaboration with Members though there will be other influencing factors.</p>
Strategic Outputs	<p>At this level the strategy will define the key areas of work that SPREP will focus on and the actual work it will deliver in order to help achieve the 10 year Strategic Outcomes. Work at this level would cross-thematic areas and be categorized by the type of work undertaken e.g.: MEAs; Project Design and Delivery; Technical Training and Support; Monitoring and Reporting; and Advocacy and Communications (this approach would recognize that activity within one thematic area often contributes to results in another).</p> <p>The Output Areas would define SPREPs annual budget and planning process and SPREP would report on delivery of specific outputs on an annual basis. Each specific output within an Output Area would be linked to one or more of the 10 year Strategic Outcomes.</p> <p>By defining Strategic Output Areas, specific annual outputs can be determined on an annual work planning and budget basis.</p>