

Draft Proposed 2017-2027 Strategic Plan for SPREP Member Review

1. Introduction

The Pacific Regional Environment Programme (SPREP) is the primary intergovernmental environmental organisation working in the Pacific¹. SPREP was established to provide assistance to protect and improve the environment, promote sustainable development and address capacity gaps in Pacific island countries and territories (PICTs) while promoting co-operation in the region. SPREP currently has 26 Members² with direct interests in the region, with 21 PICTs that rely on SPREP to provide effective support for capacity building and provision of technical advice and services across the environmental and development priorities of the region

While much progress has been made by SPREP Members to address environmental issues across the region, enormous challenges still remain. Dominant among these are the increasing impacts of climate change, which overlay and make worse the range of non-climate change issues that Pacific island Members have also prioritised. Addressing these issues will require a balanced approach that delivers solutions equitably across programmes.

The 2017-2027 Strategic Plan follows the implementation of the 2011-2015 Strategic Plan, building on its successes and lessons learned, and the mid-term review recommendations. SPREP has used these lessons together with an extensive consultation process with Members, partners and Secretariat to develop this strategic plan. The plan has also been guided by Member commitments to the strategic directions for the region set out in the Framework for Pacific Regionalism, the priorities defined by the SAMOA Pathway³, commitments to the Sustainable Development Goals, and other important regional and global commitments.

Fundamental to development of this strategic plan has been the need for a more integrated, focused programmatic approach to addressing strategic priorities. This will improve service delivery to Members and the implementation of SPREP's new roles as a Regional Implementing Entity (RIE) for the Adaptation Fund and the Green Climate Fund.

2. SPREP Mandate and Vision

The SPREP mandate is defined in the 1993 Agreement Establishing SPREP as:

To promote cooperation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.

The 2011-2015 Strategic Plan defined the vision for SPREP as:

The Pacific environment, sustaining our livelihoods and natural heritage in harmony with our cultures.

3. SPREPs Approach

The 1993 Agreement Establishing SPREP and the 1986 SPREP (Noumea) Convention, in the context of the 2015 Framework for Pacific Regionalism defines SPREP's approach to achieve its mandate and

¹ As defined in Article 1 of the 1993 Agreement Establishing SPREP (originally, and until 2005 named South Pacific Regional Environment Programme), the organs of SPREP are the SPREP Meeting and the Secretariat

² American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom, United States of America, Vanuatu, and Wallis and Futuna

³ Small Island Developing States Accelerated Modalities of Action

vision. SPREP will carry out the following core functions according to a number of key enabling principles.

3.1 Core Functions

Building capacity

SPREP will seek to provide responsive high quality technical and capacity support to our Members, working with and through Member governments to build, transfer, and supplement priority skills needed by Members to implement their national environmental priorities and meet their international commitments. The Pacific Climate Change Centre as a regional hub of knowledge transfer and training will be a feature.

Improving service delivery

SPREP will seek to provide regional support to national environmental service delivery within agreed regional programmes where these are prioritised by Members as being beyond realistic national capacity.

Providing regional services

SPREP will provide and manage regional repositories of environmental data, knowledge, and information as requested by, and for dissemination to, Members, including via portals on the SPREP website

SPREP will operate as a Regional Implementing Entity for major funds, and a conduit to international partners and resources on behalf of Members.

Providing national implementation services

SPREP's primary role is as a regional enabler of national effort, however, many Members have constrained capacity to implement priority national projects. In conjunction with capacity building support, especially when there is a regional economy of scale and where SPREP has a comparative advantage, when requested by Members, SPREP may within its priority regional programme areas, provide technical assistance to assist Members' implementation of national projects.

SPREP will support Members' development of NDCs, adaptation plans, project concepts and designs for climate change activities under its role as a RIE for the Green Climate Fund and the Adaptation Fund.

Strengthening national and regional environmental governance

Governance arrangements and the technical capacities of national government and regional institutions that support them underpin the ability of the region to achieve all its environmental priorities and deliver on the expectations of Pacific communities. SPREP will mainstream support to national and regional institutions, including the development and reform of legal, regulatory and policy frameworks within core programmes to help develop and sustain effective environmental governance in the Pacific, and enable Members to meet international MEA obligations.

Supporting delivery of training, education and public awareness

SPREP will use its technical resources and external partnerships including within the membership and the region to support Members' education, training and public awareness priorities.

3.2 Enabling principles

In the delivery of its key tasks, SPREP will operate according to the following principles:

Over the course of this strategic plan SPREP will seek to carry out its core functions according to the following enabling principles:

Facilitation, Coordination, partnership and collaboration

The vast size of the Pacific and the interests of the Pacific large ocean developing states, together with the scale of Members' environmental concerns, and the limited resources available to the region, makes effective collaboration critical. The Pacific Framework for Regionalism requires this of all CROP organisations. SPREP has a specific mandate for coordination of sustainable development and climate change in the region.

SPREP is committed to effective coordination of regional effort to support Member priority actions for regional work within SPREP's mandated areas of focus, and to supporting collaboration with other regional organisations where they hold the mandate of Leaders.

SPREP will demonstrate its commitment to the principles of facilitation, coordination, partnership and collaboration envisaged by Leaders in the Framework for Regionalism in the establishment of the Pacific Climate Change Centre as a conduit and climate hub for coordinating Climate Change activities in the region.

SPREP will continue to build genuine and productive partnerships that support Members' national and regional priorities.

SPREP Mandate for improved environmental and sustainable development

SPREP will focus effort on areas related to environmental management.

Relevance to regional and national contexts and priorities

SPREP will prioritise work that supports delivery of international obligations ; regional strategies and frameworks as well as national priorities or strategies

SPREP's strategic environmental technical expertise, experience, and regional relationships add value

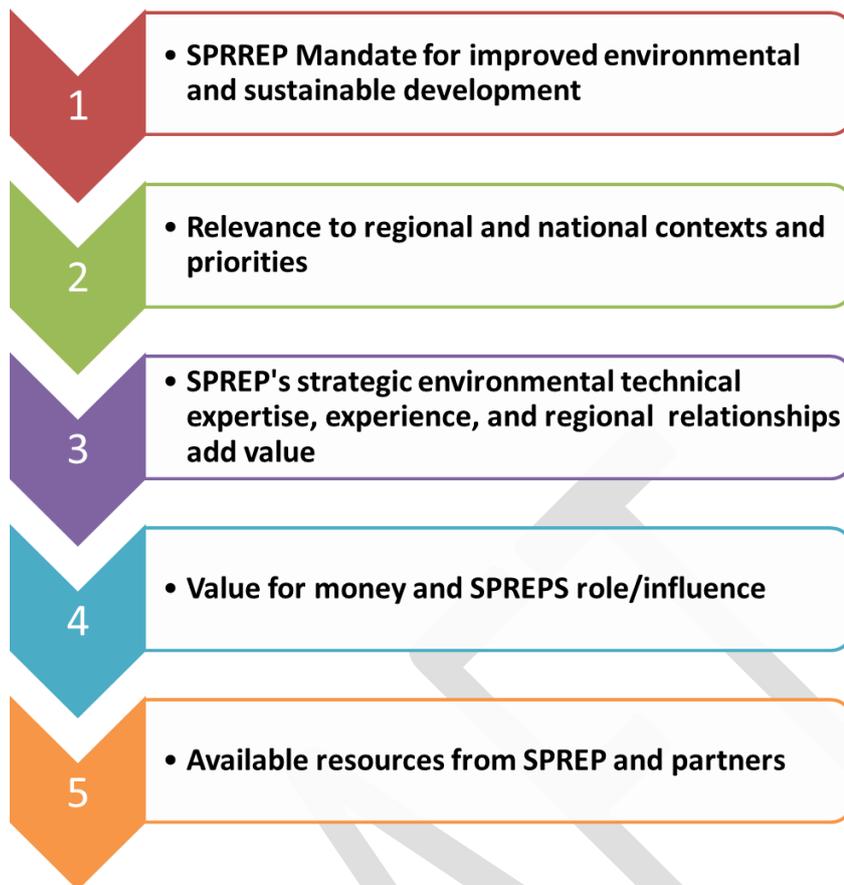
SPREP will deliver work that it has the technical expertise to deliver.

Return on investment

SPREP will adopt approaches and pursue work which has a high likelihood of sustained outcomes and represents good value for money. It will support countries to do the same through adoption of cost benefit analysis and other approaches.

Available resources from SPREP and partners

SPREP will ensure the financial sustainability of the work it delivers and leverage its core funding to attract new and additional resources



4. SPREP Organisational Values

Environmental Leadership

SPREP will promote environmentally sustainable practices. We will develop expertise, share knowledge, deliver practical environmental outcomes and build the capacities of vulnerable Pacific islands to manage their environment, reduce risks and adapt to adverse global changes.

Service Delivery

SPREP will serve the priority environmental needs of individual members and develop common regional goals and approaches. We will strive for high quality outcomes. We will work as a team and promote partnerships with related organisations, and be flexible to cope with change.

Valuing our People

SPREP will attract and retain quality staff by basing recruitment on merit, providing opportunities for development, consulting staff on decisions that affect them and providing a safe and healthy workplace. We will treat all staff with respect and ensure they have the necessary resources. We will value and draw on the diversity of our staff as well as the rich diversity of our member countries and territories.

Integrity

SPREP will be a wise steward of the resources entrusted to it, remain impartial and apolitical, and act fairly and equitably. We will maintain high standards of ethical conduct.

5. SPREP Governance

Section TBC depending on content and relationship with the Performance Implementation Plan.

4. Pacific Environment and Development Context

Despite concerted effort and some outstanding initiatives by SPREP Members, with assistance from SPREP and other regional organisations, environmental degradation, loss of biodiversity, increasing threat of invasives species, climate change and disasters continue to threaten Pacific economies, livelihoods and cultures, and impact on ecosystem services and natural resources, food and water security, and overall sustainability of development. This confirms the need for a long term strategic perspective for SPREP support to Members focused on long term outcomes, combined with adaptive work programming, shorter term and flexible action planning and focused implementation to meet agreed targets.

Climate Change

Pacific island Members are highly vulnerable to climate change and disaster risks and their exposure will increase in the future. These have already resulted in high economic and non-economic costs. It has been estimated that since 1950, extreme events have affected approximately 9.2 million people in the Pacific, with 9,811 reported deaths and damage of US\$3.2 billion. In the last decade, some Pacific countries and territories have experienced natural disaster losses that, in any single year, have approached and in some cases even exceeded their Gross Domestic Product. Sea-level rise in the Pacific by 2100 is likely to be similar to or slightly above the projected global rise of 0.26 to 0.55 metres for low emission scenarios and 0.52 to 0.98 metres for high emission scenarios relative to 1986–2005. Variations in sea-level rise are projected to occur regionally and sub-regionally. Sea-level rise, droughts, flooding and tropical cyclones will continue to be strongly influenced by the El Niño southern oscillation, with higher sea levels in the central and western Pacific and more tropical cyclones occurring with a strong El Niño event.

Given these challenges and the magnitude of the impacts SPREP in collaboration with regional organisations and UN agencies promote the integration of climate change and disaster risk management at the national and community levels to strengthen resilience. Similarly at the regional level the draft strategy on *Resilient Development in the Pacific: An Integrated Approach to Climate Change and Disaster Risk Management (SRDP)* advocates for the adoption of integrated approaches, whenever possible, for coping with and managing climate change and disaster risks, in order to make more efficient use of resources, to rationalise multiple sources of funding which address similar needs, and for more effective mainstreaming of risks into development planning and budgets.

SPREP made significant progress in supporting Pacific island Members through the delivery of the 2011–2015 Strategic Plan. Many adaptation interventions were successfully implemented in the food, water security, and integrated coastal management sectors and mitigation actions through renewable energy. The establishment of the Pacific Meteorological Council has resulted in significantly increased support for National Meteorological Services since 2011. Support from the Government of Japan in partnership with the Government of Samoa to construct the Pacific Climate Change Centre on the SPREP campus in Samoa in 2017, and SPREP status as a RIE for the Adaptation Fund and the Green Climate Fund has confirmed SPREP's role as the lead regional coordinating organisation for climate change. The latter role will enable SPREP to assist Members secure climate finance for adaptation and resilience strengthening, for renewable energy and energy efficiency, and longer term low carbon emissions development.

Biodiversity and Ecosystem Management

Ecosystem-based approaches must underpin development if Pacific island societies are to establish a balance between the aspirations of societies and the sustainability of natural systems that support them. Pacific islands support more rare and endangered species per capita than anywhere else on Earth. Pacific ocean waters are among the most productive and least polluted on Earth; pelagic ecosystems hold the world's largest stocks of tuna and related species that underpin much of the region's economy.

Unfortunately there has also been a long history of ecosystem modification and species extinction across the Pacific and this trend has accelerated with modern development pressures. The 2013 *State of Conservation in Oceania* assessment concluded that plant and animal species are still under severe threat and continue to decline, with 45% at risk of extinction. The spread of invasive species continues to threaten natural systems, economic development and human health, costing the region hundreds of millions of dollars every year. Freshwater resources, vital for a sustainable future for Pacific island societies, depend on maintaining ecosystem health, and productive coastal ecosystems are vital for food security. Maintaining ecosystem services and the health of the ecosystems that support them is a critical foundation for climate change adaptation and resilience.

Pacific island Members have made significant policy and implementation commitments to protecting species and ecosystems over the past decade. They have committed to meeting the Convention on Biological Diversity Aichi Targets, endorsed the *Framework for a Pacific Oceanscape* to protect and sustainably use the oceans and its resources, the Regional Framework for Nature Conservation and Protected Areas, and established some of the largest marine protected areas and marine species sanctuaries in the world. Policymakers are increasingly calling for ecosystem-based approaches to climate change adaptation (EbA), which incorporates biodiversity and ecosystem services into an overall adaptation strategy to help people to adapt to the adverse effects of climate change. EbA addresses both current and future impacts of climate change and reduces the vulnerability of social-ecological systems. SPREP has supported its Members through policy and technical advice and will continue to provide support for the ecosystem approach in the implementation of this strategic plan.

Waste Management and Pollution Control

Wastes and pollution are grave threats to sustainable development in the Pacific islands, perhaps second only to climate change. Inadequate management of wastes and poor control over polluting activities can affect the health of Pacific communities, degrade natural ecosystems and reduce their resilience to climate change impacts, and ultimately retard the social and economic development of Pacific island countries and territories. Many countries and territories of the Pacific face heightened risks from the impacts of poor waste and pollution management, since their economic bases (tourism, fishing and agriculture) are heavily reliant on an environment relatively free of waste and pollution. Furthermore, many waste and pollution issues are transboundary in nature, which means that poor control and management in one country (or region) can negatively affect neighbouring countries.

A strategic management framework, Cleaner Pacific 2025, has been developed to address waste, chemicals and pollutants impacts so that associated threats to sustainable development of the region are reduced. Building on progress being made in waste management and pollution control in the region, largely through donor funded projects the stage is set to further strengthen regional cooperation and collaboration through now implementing Clean Pacific 2025.

Experience in the waste and pollution sector has shown the importance of evidence-based strategic planning that requires investment in the development of data at country and regional scales in order to support clear long-term strategic goals, articulation of practical strategies and actions to progress

towards these goals, and establishment of clear and measurable targets to monitor progress; the importance of a robust and flexible strategy that can be adapted to emerging priorities and take advantage of new (unexpected) funding opportunities and donor interest.

The challenges of Pacific island countries and territories' capacity to implement waste, chemicals and pollutants programmes continue and require development and implementation of specific programmes of action be accompanied by in-country human resource support to enhance implementation success. The relevance of the technical cooperation approach has been highlighted, which is a learn-by-doing approach that aims to develop the technical capacity of Pacific Islanders and longer term self-sufficiency. While the importance of regional coordination to reduce duplication and wastage of resources has become more apparent. The effectiveness of national and sub-regional training approaches has been emerging that are potentially more cost-effective than regional training activities and allow for customised instruction suited to the local situation and increased south-south co-operation. Underpinning all efforts in improved waste and pollution management is the importance in developing sustainable funding and ongoing support mechanisms that are integrated into waste, chemicals and pollution management programmes.

Environmental Monitoring and Governance

Capacity to develop and implement transparent and robust frameworks and processes for improved environmental governance, planning, monitoring and reporting is essential for sustainable environmental outcomes in the region. High-level political commitments to multi-country initiatives, such as the *Framework for a Pacific Oceanscape*, and establishment of large-scale marine conservation areas at national levels, point to strengthening leadership on environmental issues in the region. However, environmental management, policy, and planning frameworks are not keeping pace with socio-economic development. With a few exceptions, environmental governance frameworks are weak, often ad hoc, and any integrated framework that is in place suffers from a lack of capacity and commitment. The lack of regional standards for monitoring and reporting environmental change, including agreement on indicators, hampers assessment of the state of the environment at both national and regional levels. Data collection is hampered by lack of data or limited access to data to enable SPREP to assist Members in the preparation of state-of-environment reports.

SPREP continues to provide key support to Members in planning for implementation of their multilateral environmental agreement (MEA) requirements and other enabling frameworks, development of legislation, training and capacity building for environmental impact assessment and spatial planning.

5. Defining Strategic Goals and Objectives

The 2017-2027 Strategic Plan reflects a number of key factors: environmental and development issues in the region; the SPREP mandate and directives of the SPREP Agreement; lessons learned from implementing the previous strategic plan, including the recommendations of the independent mid-term review; the need to support Members' commitments to global and regional agreements; SPREP meeting decisions and the issues and priorities identified through consultation with Members, partners and Secretariat staff. These priorities form the basis for the regional goals and objectives.

5.2 2011-2015 Strategic Plan Mid-term Review

Key findings of the 2011-2015 Strategic Plan mid-term review undertaken in 2014 have guided the development of this strategic plan, specifically:

- Secretariat and Members should adopt and implement an integrated approach that is designed to strengthen SPREP strategic and operational planning and implementation.
- Next Strategic Plan should guide SPREP activities for at least ten years, so the organisation can work towards, deliver, document and share tangible environmental and related economic and social outcomes as well as somewhat longer-term impacts.
- Align strategic plan, as well as annual work programmes with relevant aspects of the Sustainable Development Goals, the Framework for Pacific Regionalism, and the SAMOA Pathway.
- Increase the flexibility of the strategic plan, and its associated work programmes, so as to better reflect new and emerging issues the organisation should address in the immediate future.
- Strengthen the performance monitoring, evaluation and reporting process.
- Improve focus on delivering and reporting on outcomes by connecting intended higher-level environmental outcomes to specific outputs of the various work streams of the Secretariat.
- Give greater clarity to the work of technical divisions, encourage more inter-divisional work, and achieve a more strategic approach by the Secretariat as a whole.
- Continue to enhance collaboration and strengthen cooperation with the Secretariat of the Pacific Community, and other agencies that work across the region on climate change and related areas.

5.3 Strategic Priorities Identified by Stakeholders

The draft strategic plan was developed through an extensive participatory planning and consultation process with Secretariat staff and a survey of views of Members, partners and staff.

Survey respondents identified environmental management and protection priorities as:

- Climate change and funding
- Waste management
- Water quality
- Food security
- Sustainable development
- Fisheries management
- Biodiversity and coastal protection

Respondents also identified the following key focus areas over the next 3 years:

- Climate change adaptation
- Conservation and protection of biodiversity
- Waste management
- Invasive species
- Improving governance and policy development

The survey results also indicated a strong preference for a longer term, higher level strategic plan coupled with supporting shorter term implementation plans and performance monitoring.

It is clear that the stakeholder surveys indicate that the strategic priorities endorsed by Members for the 2011-2015 Strategic Plan remain valid: climate change, biodiversity, waste management and pollution control, and environmental monitoring and governance.

5.4 Meeting Global and Regional Commitments

Global frameworks, MEAs, regional agreements and commitments also define Member and Secretariat priorities. Critical among the targeted commitments and policy frameworks are:

- Framework for Pacific Regionalism
- Sustainable Development Goals
- SAMOA Pathway
- Regional Framework for Nature Conservation and Protected Areas
- Convention on Biological Diversity Aichi Targets⁴
- Framework for Pacific Oceanscape
- Paris Agreement on Climate Change⁵
- Sendai Framework for Disaster Risk Reduction
- Draft Strategy for Resilient Development in the Pacific: An Integrated Approach to Climate Change and Disaster Risk Management (SRDP)
- Cleaner Pacific 2025

6. Regional Strategic Goals, and Objectives

Regional goals and objectives not only address the priorities identified by stakeholders but also the recommendations of the mid-term review of the 2011-2015 Strategic Plan. The Secretariat will work with Members to implement the goals and objectives over the life of the plan in an integrated and synergistic manner. While the goals fall broadly into the strategic priorities of the previous strategic plan the approach to implementation will be more synergistic, with all programme areas responsible for effective delivery across all relevant goals and objectives. This in turn will be reflected in the bi-, tri- or quadrennial Performance Implementation Plan (time frame yet to be agreed), with common as well as specific targets and indicators across the goals and objectives.

Regional Goal 1: Pacific people benefit from healthy and resilient island and ocean ecosystems

Regional Objectives

- 1.1 Achieve healthy and productive oceans that support food security and sustainable economic development through effective management and protection of marine and coastal ecosystems, and that adverse impacts of fisheries activities are mitigated to ensure healthy populations of threatened species.

- 1.2 Conserve and sustainably use coastal, marine and terrestrial ecosystems and biodiversity consistent with the CBD Aichi Targets, CBD Nagoya Protocol on ABS, Regional Framework for

⁴ Includes obligations under its associated protocols.

⁵ Includes obligations under the UN Framework Convention on Climate Change and the Kyoto Protocol.

Nature Conservation and Protected Areas, national and international law, consistent with the best available scientific information.

- 1.3 Prevent the extinction of known threatened species and improve and sustain their conservation status, particularly of those most in decline.
- 1.4 Prevent and significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems, and control or eradicate priority species.

Regional Goal 2: Pacific communities benefit from strengthened responses to climate change and disaster risks

Regional Objectives

- 2.1 Build Pacific Island Countries and Territories (PICTs) capacities to lead in climate change and disaster risks resilience building through appropriate adaptation, risk reduction and mitigation and nationally determined commitments (NDCs) programmes aligned to national priorities and obligations under the SRDP, Paris Agreement and other regional and global frameworks where appropriate.
- 2.2 Minimise multiple pressures on vulnerable Pacific Island ecosystems by implementing ecosystem-based approaches to climate change adaptation, including ocean acidification and sea level rise, to sustain biodiversity and the provision of ecosystem services that support livelihoods and sustainable development.
- 2.3 Strengthen the capacity of PICTs to apply weather and climate information and services, knowledge, early warnings, forecasting and projections for improved decision making.
- 2.4 Strengthen PICTs capacities to access, manage and expend climate change finances and other funds, including from international finance mechanisms such as the Adaptation Fund, Green Climate Fund and GEF, to build resilience and to deliver other required interventions.
- 2.5 Support PICTs understand and develop relevant national policies and strategies where appropriate for loss and damage and population mobility issues due to climate change and disaster impacts.

Regional Goal 3: Pacific communities benefit from improved waste management and pollution control

Regional Objectives

- 3.1 Minimise the adverse impacts of chemicals and all wastes on human health and the environment through environmentally sound management through their life-cycle, in accordance with agreed international and regional frameworks including Cleaner Pacific 2025, and significantly reduce their release to air, water and soil.
- 3.2 Strengthen national, regional and international mechanisms for the management of wastes, including chemical and hazardous wastes, ship- and aircraft generated waste and marine plastic litter.

- 3.3 Recover resources from waste and pollutants through composting (nutrient recovery), recycling (material recovery), energy recovery and other measures, in order to minimise waste, and to contribute to national economic and social development.
- 3.4 Improve waste and pollution monitoring of the receiving environment to enable informed decision-making on appropriate measures to protect human health and the environment, and reduce the associated environmental damage.

Regional Goal 4: Pacific people and their environment benefit from commitment to and practice of good governance

Regional Objectives

- 4.1 Develop or strengthen environmental monitoring through improved, regular data collection and analysis, coordinated reporting and improved data access by and for Pacific countries and territories.
- 4.2 Use effective assessment and planning mechanisms, including strategic environmental assessment, environmental impact assessment and spatial planning, to assist with national strategies, plans, policies and strengthened institutional arrangements and to support implementation of environmental policy and legislation.
- 4.3 Strengthen engagement in and implementation of regional and international MEAs, development goals or processes and alignment with national policies and processes.
- 4.4 Strengthen synergies between science, policy and traditional and local knowledge.

7. Organisational Goals and Objectives

The Organisational Goals and Objectives set out below reflect priority areas where the Secretariat, along with Members.

Organisational Goal 1: SPREP has effective performance management information, knowledge and communication systems to achieve priority goals

Organisational Objectives

- 1.1 Strengthen and maintain accurate information systems for the collection, storage, access, use and sharing of knowledge.
- 1.2 Build a long-term integrated communications plan covering SPREP's priority areas.
- 1.3 Implement a policy to sustain SPREP's resource management programmes, including information and communications technology.

Organisational Goal 2: SPREP has multi-disciplinary processes adopted in its programme delivery and in supporting Members to develop regional and national policies and strategies

Organisational Objectives

- 2.1 Promote integrated national guidelines, policies or strategies to inform biodiversity and ecosystem-based management, respond to environmental impacts, climate change and disaster risk assessments, and to promote waste management and pollution abatement.
- 2.2 Strengthen monitoring and evaluation tools for multi-disciplinary processes and guidelines within SPREP and at the national level.

Organisational Goal 3: SPREP has financial and risk management and audit systems to deliver funding efficiently and transparently for the maximum benefit of Members

Organisational Objectives

- 3.1 Build sustainable programme funding with SPREP Members through long-term, collaborative funding mechanisms.
- 3.2 Build effective strategic, long-term relationships with new and existing donors through regular communications, including high-level discussions and meetings.
- 3.3 Build the capacity of SPREP as a Regional Implementing Entity for climate change and as an implementing agency for other environmental funding mechanisms.
- 3.4 Develop and strengthen SPREP integrated financial and project management systems for planning, prioritisation, monitoring, evaluation and reporting.

Organisational Goal 4: SPREP is engaged in productive partnerships and collaborations.

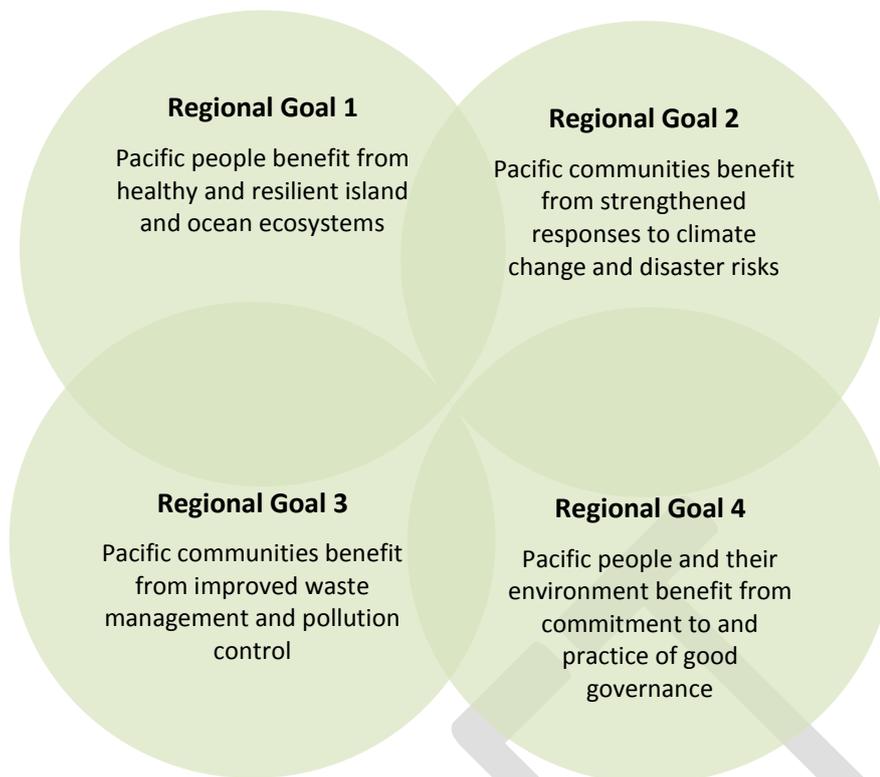
Organisational Objectives:

- 4.1 Strengthen SPREP capacity to lead partnerships such as the Pacific Meteorological Council, Pacific Islands Roundtable on Nature Conservation and Climate Change Roundtable, with dedicated and secure budgets.

Organisational Goal 5: SPREP has the ability to recruit and retain skilled and diverse talent to achieve its vision and strategy for the region.

Organisational Objectives

- 5.1 Retain skilled and high performance staff to ensure continuity and quality of service to Members.
- 5.2 Build staff capacity through continuous professional development and an empowering professional culture
- 5.3 Develop a Human Resources Strategy and relevant policies that supports Members' needs.
- 5.4 Develop sustainable funding to ensure SPREP remains competitive in the employment market



8. Implementation and Monitoring

Implementation, monitoring, evaluation and reporting of the Strategic Plan will be the responsibility of both the Secretariat, in collaboration with Members. Implementation of the Strategic Plan will be guided by a 2/3 year (TBC) Performance Implementation Plan (PIP). The PIP will provide a strategic plan of action to operationalise this strategic plan.

SPREPs approach to monitoring, evaluation and reporting on the Strategic Plan, and PIP will be defined and detailed in the *SPREP Results Planning, and Performance Reporting Framework*. The results framework will establish indicators monitoring and evaluation approaches that will support SPREP to gather evidence to demonstrate progress within key domains or areas of change which can be summaries in terms of natural, social and human capital.

Performance Implementation Plan

The SPREP Performance Implementation Plan (PIP) is a 2/3 year plan which links directly to this longer term SPREP Strategic Plan. Its overall purpose is to support the Secretariat and Members operationalise the SPREP Strategy by defining the overall and strategic work programme within a foreseeable planning and management time horizon. Specifically its purpose is to:

- Describe the key work SPREP will do over the 2/3 year period to progress the Regional Objectives as well as the Organisational Objectives.
- In doing so, the PIP will set expectations about SPREPs short term results delivery and performance.
- The PIP describes key strategic, operational, administrative and other issues that need careful and deliberate management of the period, including for example partnerships, budget, risk, operational capacities, and organisational structure. The issues to be included in the PIP will be informed by input from the SPREP Troika, Audit Committee,

and SPREP Meeting. Issues captured and described will be monitored and reported by the SPREP Meeting.

- Establish simple Country Action Plans, which describe the key priorities for each Member country that will be delivered during the period.

The PIP will be reviewed, updated and reported every 2/3 years (at the SPREP meeting) and serve as the basis for more detailed annual work programmes and budgets, managed by the secretariat.

Results Planning and Performance Reporting Framework

The approach to Monitoring, Evaluation and Reporting against the Strategic Plan will be defined by the SPREP *Results Planning and Performance Reporting Framework (Results Framework)*. The Results Framework describes the overall planning and reporting architecture which is summarised in the diagram below

Diagram x:



Within this overall architecture the results framework will provide direction, principled and practical guidance on the collection of evidence which helps demonstrate the real change that SPREP is effecting in the region. It will focus on providing evidence of change, and identifying trends in terms of changes in the natural, social, and human capital of the Pacific, and how SPREP is influencing this. This will include monitoring, evaluation and reporting in terms of relevance, effectiveness, efficiency, impact, and accountability within key domains of change including:

- Environmental Condition
- Management practices
- Changes in the technical and administrative capacity of governments and institutions including policy and regulation
- Community behaviours, knowledge and skills
- Changes in terms of built, technological and other assets.