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Performance Implementation Plan

TABLE 1: 2020-2021 Outcomes by Objectives: Regional Goals

Regional Goal 1: Pacific people benefit from strengthened resilience to climate change		
<i>RO1: In order to achieve the 10-year goal of Pacific Members to have built into their national systems greater capacity to manage implementation of their climate change action priorities, SPREP's 2020-2021 outcomes are focused on.</i>		
Regional Objectives	Regional Outcomes	2020-2021 Indicators
<p>RO1.1: Strengthen the capacity of Pacific island members to lead, prioritise, and manage national climate change adaptation (CCA), mitigation (NDCs) and disaster risk reduction (DRR) in fulfilment of their national environment and development goals and their voluntary and legal obligations under regional and international agreements.</p>	<p>RO1.1.1: Capacity of Pacific island Members strengthened in managing national CCR programmes (CCA, LCD, NDCs, and DRR) in achieving national development goals under regional and international agreements</p>	<p>RO1.1.1 At least 10 PICTs institutionalised CCR flagship programmes supporting national development plans.</p> <p>RO1.1.2 Mainstreamed CCR programmes approaches into operational development plans at national level across PICTs.</p> <p>RO1.1.3 At least 45% half of whom were women of the trained PICT staff on effective management in CCR programmes provided feedback at the national level.</p> <p>RO1.1.4 PICTs committed budget from the national budget for CCR programmes indicated in National development plans.</p>
<p>RO1.2: Minimise multiple pressures on vulnerable Pacific island ecosystems by implementing ecosystem-based approaches to climate change adaptation, including responses to ocean acidification and sea level rise, to sustain biodiversity and the provision of ecosystem services that support livelihoods and sustainable development.</p>	<p>RO1.2.1: Minimised multiple pressures on vulnerable Pacific island ecosystems by implementing ecosystem-based approaches to climate change adaptation, including responses to ocean acidification and sea level rise, to sustain biodiversity and the provision of ecosystem services that support livelihoods and sustainable development.</p>	<p>RO1.2.1: At least 7 PICTs incorporated EbA into national adaptation plans in Member countries at national level.</p> <p>RO1.2.2 At least 2 PICTs implemented EbA in identified vulnerable Pacific island ecosystem on responses to ocean acidification and sea level rise.</p> <p>RO1.2.3 At least 2 tangible projects implemented in PICTs by staff trained on adaptation responses on Ocean Acidification and Sea level rise.</p> <p>RO1.2.4 At least 20% of the population adopted climate change adaptation and risk reduction activities in responding to severe climate variations.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>RO1.3: Enhance National Meteorological and Hydrological Services (NMHS) capacity in weather forecasting, early warning systems, long-term projections, and improved climate services to support members' decision-making and coordination through the Pacific Meteorological Council.</p>	<p>RO1.3.1: Enhanced National Meteorological and Hydrological Services (NMHS) capacity in weather forecasting, early warning systems, long-term projections, and improved climate services to support members' decision-making and coordination through the Pacific Meteorological Council.</p>	<p>RO1.3.1 Policies-legislations-strategic plans developed together with key partners such as WMO, SPC and others in assisting at least 14 member countries towards strengthening the operations of their NMHS.</p> <p>RO1.3.2 At least 8 Member countries integrated climate information services as well as Traditional Knowledge in strengthening national Early Warning Systems (EWS).</p> <p>RO1.3.3 At least 8 Member Countries enhanced communication of relevant information to sector and communities for decision making.</p> <p>RO1.3.4 Increased number of MET related projects implemented with a range of partners.</p> <p>RO1.3.5 At least 30% of the recommendations of the PIMS-PMC-Expert Panel outcomes implemented.</p> <p>RO 1.3.6 At least 6 PICTs ensured with the availability of credible climate science information for planning, negotiation and decision making.</p>
<p>RO1.4: Support Pacific island Members to access and manage climate change finances and their national accreditation processes.</p>	<p>RO1.4.1: Pacific island Members strengthened national institutions through its access to climate change finances and their national accreditation processes.</p>	<p>RO1.4.1 National accreditation acquired for accessing climate change finances in at least 21 Pacific island members.</p> <p>RO1.4.2 At least 15 Pacific Island Members accessed climate change finances adopting their own national governance mechanism.</p> <p>RO1.4.3 At least 6 PICTs established Climate Change fund support in responding to severe climate variations including risk reduction activities.</p> <p>RO1.4.4: Pacific island Members supported with technical assistance towards improved national systems for accreditation and access to climate finance.</p> <p>RO1.4.5 At least 10 projects approved by SPREP as Regional Implementing Entity for Climate finance.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>RO1.5: Support Pacific Island Members to develop policy responses to issues of loss and damage, or climate change and disaster induced population mobility.</p>	<p>RO1.5.1: Pacific Island Members implemented policy measures regarding loss and damage to life and properties or climate change and disaster induced population mobility.</p>	<p>RO1.5.1 At least 6 Pacific Island Members supported in developing policy responses to issues of loss and damage of lives and properties affected by severe climate variations.</p> <p>RO1.5.2 Repository for loss and damage sustained in 15 PICTs.</p> <p>RO1.5.3 At least 20% of the displaced population along the disaster-prone areas provided with support that minimised the impact of induced population mobility.</p> <p>RO1.5.4 At least 20% of the disaster-affected households changed its behaviour in facing the adverse effects of climate change in Member countries.</p> <p>RO1.5.5 At least 20% women including girls living in disaster prone areas ensured with social insurance from the government while facing the recovery phase of disaster.</p>

Regional Goal 2: Pacific people benefit from healthy and resilient island and ocean ecosystems

RO2: *The 10-year goal is to see benefits accruing to Pacific Members from more effectively managed terrestrial, coastal and marine ecosystems.*

<p>RO2.1: Effectively manage and protect marine and coastal ecosystems; mitigation of the impacts of fisheries activities to ensure healthy populations of threatened species, and reduce the release of marine pollutants that increase human health risks in order to achieve healthy and productive oceans that support food security and sustainable development</p>	<p>RO2.1: Ensured effective management and protection of marine and coastal ecosystems towards healthy oceans supporting sustainable development through food security</p>	<p>RO2.1.1: Marine and coastal ecosystem management policy implemented in 8 PICTs.</p> <p>RO2.1.2: At least 8 PICTs regularly accessed up-to-date information on the sustainable use and conservation of coastal and marine resources.</p> <p>RO2.1.3 Impacted threats to the health of coastal and marine environments mitigated in 8 key PICTs.</p>
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Organisational Objective	2021 Outcomes	2021 Indicators
<p>RO2.2: Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with regional and international commitments</p>	<p>RO2.2: Supported the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with international commitments</p>	<p>RO2.2.1: Protected area (PA) management capacity improved in 5 PICTs through SPREP's regional support program with support tools such as use of PIPAP.</p> <p>RO2.2.2: At least 7 PICTs strengthened its capacity in implementing Objective 3 of the CBD on ABS enabling better Regional and National management of genetic resources.</p> <p>RO2.2.3: PIRT effectively coordinated including the implementation of the regional FW for nature conservation and protected areas.</p>
<p>RO2.3: Prevent the extinction of threatened species and support measures to sustain their conservation status</p>	<p>RO2.3: Prevented the extinction of threatened species and support measures to sustain their conservation</p>	<p>RO2.3.1: At least 8 PICTs implemented MSAP as the basis for the conservation of threatened marine species.</p> <p>RO2.3.2: Data and information on the conservation status of threatened species shared at regional and national level regularly.</p> <p>RO2.3.3: At least 2 additional marine sanctuaries sustained by Members for the protection of threatened species in the region.</p> <p>RO2.3.4: Regional guidelines for best practice for species ecotourism implemented by 4 PICTs.</p> <p>RO2.3.5: By-catch of threatened species in commercial fisheries mitigated the impacts of fishery activities in one key PICT fishery through established collaboration with in one Member country.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>RO2.4: Significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems and control or eradicate priority species.</p>	<p>RO2.4.1: Significantly reduced the socio-economic and ecological impact of invasive species on land and water ecosystems by controlling and eradicating priority species.</p>	<p>RO2.4.1: Risk of new socio-economic-environmental impacts lowered due to active specific Early Detection-Rapid Response Plans in 4 additional PICTs.</p> <p>RO2.4.2: Island and coastal ecosystems more resilient due to invasive vertebrate species being eradicated in an additional 10 islands.</p> <p>RO2.4.3: Invasive species management integrated into NEMS development process in at least 20 PICTs.</p> <p>RO2.4.4 Active invasive plant biological control programmes evident in at least 5 additional PICTS in lowering the impact of widespread weeds.</p> <p>RO2.4.5 At least 6 additional priority ecological sites with restored ecosystem functions through managing multiple invasive species taxa.</p>
<p>Regional Goal 3: Pacific people benefit from improved waste management and pollution control</p>		
<p>RO3: <i>The 10-year goal is to see benefits from implementation of practical and sustainable solutions for the prevention and management of waste and pollution control for communities in the Pacific.</i></p>		
<p>RO3.1: Minimise the adverse impacts of chemicals and all wastes on human health and the environment via environmentally sound life-cycle management in accordance with agreed regional and international frameworks, including Cleaner Pacific 2025, and significantly reduce the release of pollutants to air, water, and soil.</p>	<p>RO3.1.1: Minimised the adverse impacts of wastes through environmentally sound life cycle management in accordance with the agreed regional and international frameworks including Cleaner Pacific 2025</p>	<p>RO3.1.1: At least 6% of legacy wastes removed from PICTs.</p> <p>RO3.1.2 At least 5 sites remediated from the contamination of legacy wastes across PICTs.</p> <p>RO3.1.3: Funding secured in implementing high priority actions for PICs under Regional Pacific Action Plan- Marine Litter.</p> <p>RO3.1.4: Waste management practices improved in 3 waste disposal sites and storage facilities.</p> <p>RO3.1.5: At least 10 PICTs implemented the agreed regional and international frameworks, including Cleaner Pacific 2025.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>RO3.2: Strengthen national, regional, and international mechanisms for waste management including for chemicals, hazardous wastes, ship and aircraft generated waste, marine plastic litter, and other marine debris. (Institutional)</p>	<p>RO3.2.1: Strengthened institutional mechanism at all level for waste management and pollution control</p>	<p>RO3.2.1: At least 30% of PICs operationalised specific waste and pollutant management policies, strategies, legislation and regulations.</p> <p>RO3.2.2: Regional strategy integrated PACPOL in 10 PICTs for marine pollution into national plans and strategies for oil spill response, invasive marine species, and marine plastic pollution.</p> <p>RO3.2.3: At least 5% of the community members adopted better waste management practices influenced by educational awareness and behaviour change projects delivered by schools-NGOs- CSOs, across PICTs.</p> <p>RO3.2.4: At least 60% of staff trained on waste management and pollution control enhanced human capacity through delivered capacity building modalities across PICTs.</p> <p>RO3.2.5: Member countries represented through technical advice at regional and international fora for all 21 PICTs.</p>
<p>RO3.3: Recover resources from waste and pollutants through composting (nutrient recovery), recycling (material recovery), energy recovery, and other measures in order to minimise waste and contribute to economic and social development.</p>	<p>RO3.3.1: Waste minimisation contributed to social and economic development of communities adopting mechanisms on resource recovery</p>	<p>RO3.3.1: Resource recovery from waste implemented in 21 PICTs.</p> <p>RO3.3.2 At least 2% per capita reduced generation of wastes for 21 PICTs.</p> <p>RO3.3.3 At least 3 PICTs strengthened public-private partnerships contributing to social and economic development of communities.</p>
<p>RO3.4: Improve waste and pollution monitoring of receiving environments to enable informed decision-making on appropriate measures to protect human health and the environment and to reduce associated environmental damage.</p>	<p>RO3.4.1: RO3.4: PICTs made evidence-based decisions based on reliable waste and pollution information</p>	<p>RO3.4.1: Regional environmental waste monitoring system implemented with support from national governments in 21 PICTs.</p> <p>RO3.4.2: Dissemination of information on the findings of the regional environmental waste monitoring system influenced decision-making on waste management and pollution control across PICTs.</p> <p>RO3.4.3 Collaborative relationships with the private sectors-donors strengthened by using the information from the regional waste monitoring system in supporting activities in PICTs.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
Regional Goal 4: Pacific people and their environment benefit from commitment to and best practice of environmental governance		
<i>RO4: In order to progress the 10-year goal, the 2020-2021 programme of work will prioritise In.</i>		
<p>RO4.1: Strengthen national sustainable development planning and implementation systems including through use of Environmental Impact Assessments (EIA), Strategic Environmental Assessments (SEA) and spatial planning.</p>	<p>RO4.1.1: Strengthened national sustainable development planning and implementation systems through the increased utilisation of the results of environmental development assessments such as EIA, SEA and Spatial Planning</p>	<p>RO4.1.1 At least 7 PICTs received technical assistance, capacity building and training based on the regional EIA/SEA guidelines developed by SPREP.</p> <p>RO4.1.2: One new sector-specific regional EIA Guidelines for mining sector under preparation.</p> <p>RO4.1.3: At least 5 PICTs received capacity building and training on the use of Geospatial data and tools to support environmental assessment and planning and reporting.</p>
<p>RO4.2: Improve national capacity for good environmental governance supported by technical assistance for the development of policy and legislation, and in support of the implementation of Member international and regional commitments</p>	<p>RO4.2.1: Ensured national capacity for good environmental governance through improved awareness and implementation of policy legislation for international and regional commitments</p>	<p>RO4.2.1 At least 11 PICTs integrated MEA obligations and commitments into National Environmental Management Strategies or equivalent.</p> <p>RO4.2.2 At least 3 PICs have received capacity building and training on MEAs to support MEA implementation.</p> <p>RO4.2.3 At least 3 PICTs have received capacity building and training on environment policy formulation, implementation, compliance and enforcement.</p>
<p>RO4.3: Strengthen environmental data collection, monitoring and analysis and reporting on results, nationally and regionally</p>	<p>RO4.3.1: Increased access to and use of environmental data and information to support planning, monitoring, reporting and decision making</p>	<p>RO4.3.1: At least 14 PICTs have received technical assistance and capacity building to support the formulation of the State of Environment Report as basis for reporting to international and regional MEAs.</p> <p>RO4.3.2: At least 14 national portals continued in updating new information and used to support in planning and decision making.</p> <p>RO4.3.3: Functional environmental indicator reporting tool updated and used to support in planning and reporting in 14 PICs.</p> <p>RO4.3.4: At least 100 staff in 14 PICTs trained on environmental database monitoring system for better reporting.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>RO4.4: Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions</p>	<p>RO4.4.1: PICTs access to funding mechanisms strengthened including effective and efficient fund utilisation in the delivery required environment interventions</p>	<p>RO4.4.1: At least 6 PICTs supported in establishing national mechanisms as an accrediting entity in accessing environment funds for national priority projects.</p> <p>RO4.4.2: PICTs increased access to funding opportunities in the implementation national environmental priorities encompassing international commitments.</p> <p>RO4.4.3: At least 4 PICTs enabled in implementing responses to national environmental priorities in accordance with the regional commitments.</p>
<p>RO4.5: Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making</p>	<p>RO4.5.1: Improved synergies between science, policy, and traditional knowledge for decision making at national level among SPREP Members</p>	<p>RO4.5.1: At least 15 PICTs implemented new policies integrating of traditional knowledge with modern science with focus on the environment sector across Member countries.</p> <p>RO4.5.2: At least 6 PICTs promoted the cohesions of traditional knowledge with modern science in decision-making process for the environment sector across Members.</p>

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TABLE 2: 2019 Outcomes by Objectives: Organisational Goals

Organisational Goal 1: SPREP has information, and communication systems that get the right information to the right people at the right time and influence positive organisational, behavioural and environmental change		
<i>SPREP's first 2-year focus for achieving the 10-year goal of influencing positive change will be on improvements to IT systems and practices, improvements to knowledge and information-sharing mechanisms, and a sharper focus on Member support through communications and outreach activities.</i>		
Organisational Objective	2021 Outcomes	2021 Indicators
OO 1.1 Share and use knowledge through the development and maintenance of reliable systems and processes for the effective collection, storage, and access to critical information	OO 1.1.1 Knowledge shared across Member countries through optimised management and access to reliable information systems	OO1.1.1. Maintained 90% uptime operation of the ICT platforms providing increased accessibility to stakeholders including the public. OO1.1.2: At least 90% on the feedback from key stakeholders acted timely on the operational ICT service platforms issues by IT staff yearly. OO1.1.3 At least 80% of the staff satisfied with the provision of technical oversight on IT matters annually. OO1.1.4 Increased by 10% annually on the access of SPREP Knowledge products by stakeholders using online collaborations with PICTs as well as the public. OO1.1.5 At least 80% of the SPREP KM products disseminated utilising ICT platforms to all stakeholders and partners including the depository libraries annually.

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>OO 1.2: Influence positive behaviour change within SPREP and its stakeholders through persuasive, purposeful and integrated communications</p>	<p>OO 1.2.1: SPREP and partners influenced positive change through integrated communications in Member countries</p>	<p>OO1.2.1: At least 30% of media trained environmental specialists amplified the Pacific voice on the role of media in the environment during SPREP flagship events including COP to Multi-lateral Environment Agreements across Member countries.</p> <p>OO1.2.2 At least 5 PICTs implemented National Communication Strategy utilising the developed SPREP communication model with higher visibility.</p> <p>OO1.2.3 At least 90% of the staff imbibed positive practices on protecting the environment promoted in planned annual communication outreach activities.</p> <p>OO1.2.4 SPREP communication products utilised by at least 15 PICTs in developing national environment policies with partners and donors.</p>
<p>OO 1.3: Improve quality and interoperability of information and communications technology infrastructure in SPREP and the region</p>	<p>OO 1.3.1: Quality of services delivered through improved interoperability of information and communications technology infrastructure in SPREP HQ and regional offices</p>	<p>OO1.3.1: Inter-operability of SPREP's existing systems delivered in responding timely to the needs of ICT users including the Project Management Information System (PMIS) between HQ and the regional offices.</p> <p>OO1.3.2: ICIT inter-operability standards adopted in mainstreaming into project developments/activities with IT audit.</p> <p>OO1.3.3: ICIT cost recovery adopted in mainstreaming into project developments /activities with recommendation on ICIT technologies.</p> <p>OO1.3.4 At least 80% of the programmes' KM products provided with support in cataloguing and linking of information to the portals.</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
Organisational Goal 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies		
<p><i>The 2020-2021 priority outcomes to build the capacity for SPREP support to Members in national policy and strategy work are:</i></p> <ul style="list-style-type: none"> ▪ <i>Country and Territory Action plan and planning process established and operating in collaboration with development partners;</i> ▪ <i>Internal Secretariat integrating mechanisms in place;</i> ▪ <i>PRMG process ensuring that all projects and programmes address national and regional environmental priorities;</i> <p><i>Results-focused M&E policy and guidance adopted and under implementation.</i></p>		
<p>OO 2.1: Promote integrated programme approaches to address environmental management challenges.</p>	<p>OO2.1.1: Development and piloting of Country and Territory Action Plans (CTAPs)</p> <p>OO2.1.2: Secretariat strategic thematic linking groups established and operating.</p> <p>OO2.1.3: PRMG ensuring projects and programmes are meeting SPREP policies and targeting national and regional environmental priorities.</p> <p>OO 2.1.4: SPREP M&E Policy and Guidance adopted.</p>	<p>OO2.1.1: CTAPs piloted on 4 PICTs, and process institutionalised</p> <p>OO2.1.2: SPREP technical and supporting corporate services collaborated with Members in designing projects responsive to the national environment priority programmes in at least 15 PICTs.</p> <p>OO2.1.3: Thematic linking groups enhancing Secretariat internal integration.</p> <p>OO2.1.4: At least 90% of the projects endorsed by SMT for donor funding compliant with appropriate safeguard mechanisms adopted by PRMG annually.</p> <p>OO2.1.5: SPREP M&E Policy institutionalised and effective.</p>
<p>OO2.2 Enhance capacity as a Regional Accredited Entity (RAE) for climate change funding mechanisms and as a conduit for other environmental funding mechanisms (From OO3.4)</p>	<p>OO2.2.1: SPREP capacity enhanced as an (RAE) for climate change funding mechanisms and as a conduit for other environmental funding mechanisms (From OO3.4)</p> <p>OO2.2.2: Pipeline of at least 15 projects as IA in development with PICs of which at least 5 are for climate finance.</p>	<p>OO2.2.1 PCU RIE support for project developments in collaboration with at least 7 PICs</p> <p>OO2.2.2 At least 5 approved projects in the SPREP portfolio of projects as RAE for climate change.</p> <p>OO2.2.3 At least two new approved priority projects under implementation with Members annually.</p> <p>OO2.2.5 At least 70% of beneficiaries across PICTs satisfied in the implementation of SPREP-assisted projects</p>

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Organisational Objective	2021 Outcomes	2021 Indicators
	OO2.2.3: SPREP the RAE of choice for accessing climate finance for PICs.	
OO 2.3: Strengthen SPREP learning and outcomes reporting framework, integrating organisational and environmental performance.	OO 2.3.1: SPREP M&E Policy and Guidance developed and institutionalised OO2.3.2: Strengthened SPREP learning and outcomes reporting framework operating under the M&E Policy. OO2.3.3: PICTs assisted in development of national M&E frameworks	OO2.3.1: SPREP M&E Policy and Guidance effectively implemented. OO2.3.2: SPREP Performance Effectiveness Report adopted by Members based on AWPB with completed annual PIP Progress report OO2.3.3 Regional staff in partnership with at least 5 PICTs assisted in delivering SPREP outcome-focused M&E policy, guidance and learning framework through trainings OO2.3: At least 4 PICTs institutionalised National M&E Policy and learning frameworks.
Organisational Goal 3: SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific islands region and manages its programmes and operations to stay within its agreed budget		
<p><i>The 2020-2021 priorities towards meeting this 10-year goal are:</i></p> <ul style="list-style-type: none"> • <i>Maintenance of a balanced budget;</i> • <i>Maintenance of a sustainable funding base;</i> • <i>Implementation of internal controls;</i> • <i>Exploring new sources of sustainable financing.</i> 		
OO 3.1: Achieve a balanced and sustainable budget.	OO3.1.1 Balanced and sustainable budget achieved	OO3.1.1: A Net Surplus sustained in Financial Performance OO3.1.2: Negative reserves reduced annually OO3.1.3: Foreign Exchange exposure managed properly

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Organisational Objective	2021 Outcomes	2021 Indicators
<p>OO 3.2: Manage funds efficiently and transparently through effective financial, risk management and audit systems, integrated with programme management, monitoring, evaluation, and reporting systems.</p>	<p>OO 3.2: Funds managed efficiently with transparency through effective financial, risk management and audit systems, integrated into programme management, monitoring, evaluation, and reporting systems.</p>	<p>OO3.2.1: Risks properly identified and mitigated utilising an updated Risk Management Policy</p> <p>OO3.2.2: Fiduciary systems ensured accurate financial management with integrity</p> <p>OO3.2.3: Donors and partners endorsed relevant project financial reports</p>
<p>OO 3.3: Seek additional sources and forms of sustainable financial support</p>	<p>OO3.3: Additional funding sources with sustainable financing supported</p>	<p>OO3.3.1: "Cost Recovery Policy" implemented and utilised effectively on investments from donor engagements</p> <p>OO3.3.2 At least 75% of projects included cost recovery process</p> <p>OO3.3.3 Trends increased in the amount of fees charged to Cost Recovery in project budgets</p>
<p>Organisational Goal 4: SPREP is leading and engaged in productive partnerships and collaborations</p>		
<p><i>The 10-year goal is for all SPREP partnerships to be based on clear criteria for individual responsibilities and mutual benefit with regular monitoring for effectiveness.</i></p> <p><i>To achieve this goal by 2027, in this 2-year programme of work SPREP will:</i></p> <ul style="list-style-type: none"> • <i>Establish the Partnership Engagement and Resource Mobilisation Strategy (PERMS)</i> • <i>Monitor partnerships for performance against PERMS criteria.</i> • <i>Ensure that all partnership agreements meet legal requirements.</i> 		
<p>OO 4.1: Improve SPREP partnerships, including development of mutually beneficial agreements, with clearly defined roles for both partners and measurable results that are regularly maintained.</p>	<p>OO4.1.1: Establishment of the Partnership Reference Group.</p> <p>OO4.1.2: Development and implementation of the Partnership and Resource Mobilisation Strategy (PERMS)</p> <p>OO4.2.1:</p>	<p>OO4.1.1: Partnership Reference Group operating effectively in overseeing the development and implementation of the PERMS.</p> <p>OO4.1.2: PERMS under implementation in guiding effective partnerships towards the establishment of sustainable sources of resourcing</p> <p>OO4.2.1: At least 95% of partnerships met effectiveness criteria cited in PERMF</p>

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	Strengthened SPREP partnerships based on mutually beneficial agreements with defined partner roles meeting national and regional priorities.	<p>OO4.2.2: At least 55% of the donors and partners satisfied with the level of services provided to Member countries based on the signed MOUs prior to implementation</p> <p>OO4.2.3 At least 80% of partnership engagements sustained regional commitments with funding support.</p>
	<p>OO4.2.2: Strategic growth in partnership engagements and sustainable resourcing support.</p> <p>OO4.3.1: Partnerships meeting SPREP legal requirements.</p>	<p>OO4.2.4: At least 2 new partnerships engaged annually with commitments to support the regional goals in conserving the Pacific environment</p> <p>OO4.3.1: Legal action in partnerships mitigated.</p>
Organisational Goal 5: SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision		
<p><i>In 2020-2021 SPREP will prioritise:</i></p> <ul style="list-style-type: none"> <i>development and implementation of a people strategy to help attract, motivate, develop and retain high performing professionals who have commitment and drive to deliver on SPREP goals and objectives</i> <i>implementation of an organisation culture transformation programme</i> <i>Secretariat capacity to support effective change and to sustain organisational performance</i> 		
<p>OO 5.1: Recruit and retain people who contribute their skills and knowledge in a collaborative manner to execute SPREP's strategic plan in an effective and efficient manner, including the channelling of technical assistance.</p>	<p>OO 5.1: Staff recruited and retained have the knowledge and skills contributing to effective and efficient achievements of SPREP Strategic Plan</p>	<p>OO5.1.1: SPREP implemented a People Strategy integrating culture transformation in programmes observing ethical standards towards effective governance in maintaining high calibre staff</p> <p>OO5.1.2 A least 55% of staff rated "High" morale reflected in annual Staff Engagement Survey</p> <p>OO5.1.3 At least 45% of the staff who passed the probationary status channelled professional competency to technical assistance across programmes</p> <p>OO5.1.4 At least 80% in "Overall Staff Performance rating" at "Fully Effective" in Key Result Areas and Behaviours achieved annually</p>

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<p>OO5.2: To strengthen human resource capability and capacity through continuous professional development within an empowering professional workplace culture in a Pacific environment</p>	<p>OO5.2: Human resource capability and capacity strengthened through continuous professional development within an empowering professional workplace culture in a Pacific environment</p>	<p>OO5.2.1: At least 80% the staff empowered by embracing an organisational culture fully aligned to the values of SPREP</p> <p>OO5.2.2 At least 55% of staff who underwent professional development improved its workplace performance</p>
<p>OO5.3: To empower staff with results-oriented culture staff through collaborative teamwork</p>	<p>OO5.3: Results-oriented culture empowered staff through collaborative teamwork</p>	<p>OO5.3.1 At least 40% of staff assimilated a results-oriented culture imbining teamwork as the change-agent for staff empowerment</p> <p>OO5.3.2 At least 90% of staff exhibited positive behaviour change through workplace empowerment in a transformational culture</p>