

## PIP2 (2020-2021) Achievements by Strategic Goals: High Level Summary Report

### Background

The PIP 2 (2020-2021) High Level Summary Report is prepared by the Secretariat highlighting the key strategic outcomes achieved by strategic goals at the completion of PIP2 implementation period. This report is focused on the 2021 Overall Performance aligned to the goals of Strategic Plan 2017-2026. Each strategic goal is shown with a simplified statistic report on the number of outcome indicators as achieved, not achieved, or on-going indicators.

### PIP2 (2020-2021) Performance by Strategic Outcomes

#### Overall performance

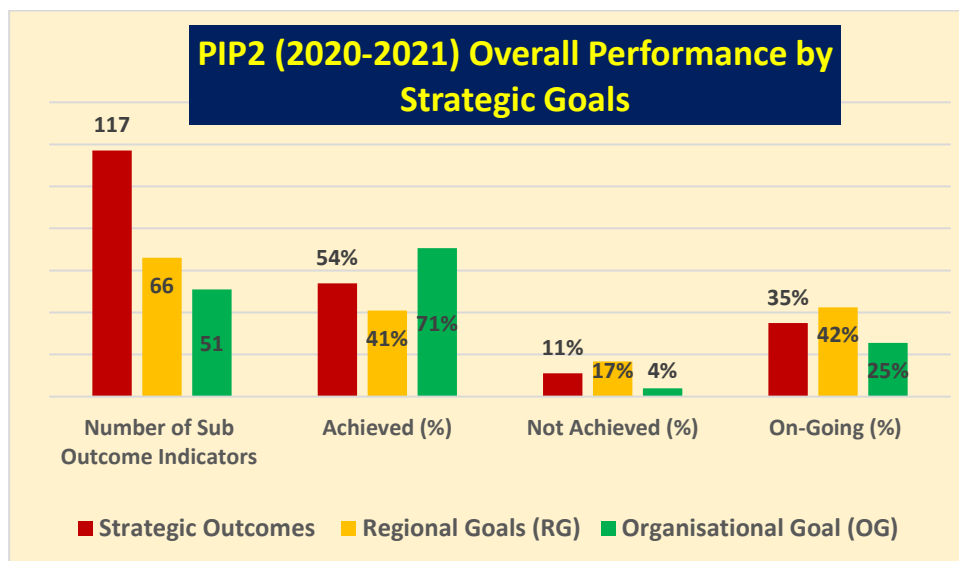
In its 4<sup>th</sup> year of implementation of the Strategic Plan 2017-2026 with 117 outcome indicators, the overall SPREP Performance is reported as follows:

- 54% of the targets for PIP2 2020-2021 by strategic outcomes (Figure 1) were achieved
- 35% are on-going targets referring to targets which were changed after review and rolled over to PIP3 (2022-2023)
- 11% were not achieved

For this reporting period, there were a total of 117 strategic outcome indicators, 66 indicators for the Regional Goals and 51 indicators for the Organisational Goals. See Figure 1.

Overall, for the strategic outcomes, 41% were achieved for the Regional Goals and 71% for the Organisational Goals.

*Figure 1: PIP2 (2020-2021) Performance by Strategic Goals: Overall*



## Strategic Outcomes: Performance by Regional Goals

The approved SPREP Strategic Plan 2017-2026 has four regional goals. These are:

- Regional Goal 1: Pacific people benefit from strengthened resilience to climate change For Pacific island Member
- Regional Goal 2: Pacific people benefit from healthy and resilient island and ocean ecosystems
- Regional Goal 3: Pacific people benefit from improved waste management and pollution control
- Regional Goal 4: Pacific people and their environment benefit from commitment to and best practice of environmental governance

Each goal postulates several key strategic objectives along with corresponding regional outcomes. While each goal has a specific thematic focus, all four are interconnected which together contribute towards achieving SPREP's vision of a 'resilient and sustainable Pacific communities'.

For the PIP2 (2020-2021) report on the strategic outcome achievements across the four regional goals, a total of 66 outcome indicators are used as the benchmark for assessing performance for each of the four regional goals. Performance assessment is based on targets achieved, not achieved, and on-going (Figure 2).

Figure 2: PIP2 Strategic Outcomes: performance by Regional Goals



### REGIONAL GOAL (RG) 1: *Pacific people benefit from strengthened resilience to climate change*

Total outcome targets 24	Achieved 16	Not Achieved -	On-going 8
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Overall, for Regional Goal 1, 16 of the 24 outcome targets were achieved, with eight (8) ongoing.

#### Key achievements

i. Meteorology:

Enhanced technical and communication capacity of Pacific National Meteorological and Hydrological Services through the COSPPac II project.

- Climate and Oceans Support Programme in the Pacific (COSPPac) Phase 2 project has enhanced technical and communication capacity of 14 Pacific National

Meteorological Services seasonal forecasting using sophisticated models like SCOPIC and ACCESS-S. Over 200 Pacific climate officers were trained and mentored monthly through the Ocean and Climate Outlook Forum (OCOF).

- COSPPac2 has also further improved climate science in the Pacific with the current development of the Climate Change in the Pacific Report and the communication of climate risks through Early Action Rainfall Watch (EAR Watch), climate bulletin and ocean bulletin with the inclusion of traditional knowledge. This also involves working with communities to establish community based early warning systems in Samoa, Palau, and Marshall Islands in partnership with the World Meteorological Organisation Climate Risk Early Warning System (WMO CREWS) project. The inclusion of traditional knowledge information and indicators in climate and ocean bulletins has enabled communities to identify and monitor changes in their surrounding environment thereby trigger response action to looming hazards like prolong droughts or strong winds. COSPPac has supported the collation of traditional knowledge indicators since 2012 and SPREP has since taken the lead in implementing this with key partners.
- COSPPac 2 team contributed scientific data, information and drafting content for peer review literature that was cited in the IPCC Sixth Assessment Report Working Group 2 Small Islands States Chapter Published: manuscript entitled “Historical and future drought impacts in the Pacific Islands and atolls”. This paper has been published; citations details as follows: ***Climate Change (2021) 166 (19)***:  
<https://doi.org/10.1007/s10584-021-03112-1>.

## ii. Adaptation

The European Union-funded Pacific Adaptation to Climate Change and Resilience Building (PACRES) funded the implementation of priority ecosystem-based adaptation (EbA) initiatives for Solomon Islands, Vanuatu, and Samoa. These EbA initiatives which have been successfully completed will assist these Pacific Island Countries (PICs) in their efforts to adapt to climate change. These initiatives include:

- Expansion of the Barana Nature and Heritage Park boundary to include the whole Mataniko catchment and parts of Lunga/Betikama/Boko catchment to conserve the Honiara water sources;
- Expansion of nursery to the Barana Nature and Heritage Park Nursery in Solomon Islands;
- Expansion of Tagabe Forestry Nursery and the development of an Integrated Catchment Management Plan for Tagabe watershed, Vanuatu; and
- Development of the Masamasa-Falelima National Park Management Plan and using the Ecosystem and Socio-economic Resilience Analysis and Mapping (ESRAM) methodology to assess EbA options to strengthen resilience of communities and ecosystems within and surrounding Saleaula Bay in Savaii, Samoa.

## iii. Mitigation

Averting climate change impacts through mitigation initiatives is critically important to PICs despite contributing less than 0.03% of the World's total greenhouse gas (GHG) emissions. PICs Nationally Determined Contributions (NDCs) set out national commitments to reducing emissions. The NDC Hub funded by GIZ with additional financial support from the Irish Aid, have enabled the construction of biogas systems in two rural educational institutions in Vanuatu namely Matevulu College and Saint Patrick's College.

**REGIONAL GOAL 2: *Pacific people benefit from healthy and resilient island and ocean ecosystems***

<b>Total outcome targets</b> 16	<b>Achieved</b> 3	<b>Not Achieved</b> 6	<b>On-going</b> 7
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Overall, for Regional Goal 2, three of the 16 outcome targets were achieved, six (6)<sup>1</sup> not achieved mainly due to covid19 border closure and travel restrictions, and seven (7) ongoing.

**Key achievements**

- i. Pacific Ecosystem-based Adaptation to Climate Change (PEBACC) project which concluded in September 2020 was rated as good-very good by an independent external evaluation team by German International Climate Initiative (IKI). The project implementation covered Fiji, Solomon Islands, and Vanuatu addressed: a) degradation in river systems which impact coastal ecosystems, b) Community-based solutions applied from local projects to whole of island approaches, c) Interventions have included erosion control, vegetation management, and marine protected areas.
- ii. Strengthened national capacity for management of ecosystems and biodiversity on mangrove-sea grass planting and coral restoration through continued technical assistance and institutional support to PICTs in addressing threats.
- iii. SPREP Member countries adopted the Vemoore Declaration on Nature Conservation at the 10th Pacific Islands Conference on Nature Conservation and Protected Areas. Very successful virtual 10th Pacific Islands Conference on Nature Conservation and Protected Areas, including associated outputs of the Vemoore Declaration and the new Framework for Nature Conservation and Protected Areas, 2021-2015. The scene was set for the conference by the first combined State of Environment and Conservation in the Pacific Islands: 2020 Regional Report.
- iv. The socio-economic and ecological impact of invasive species on land and water ecosystems has decreased by controlling and eradicating priority species through the further development of the Pacific Regional Invasive Species Management Support Service (PRISMSS) and the implementation of the GEF6 project “Strengthening national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific”, the EDF11 OCT PROTEGE project and the initiation of the NZMFAT project “Managing Invasive Species for Climate Change Adaptation in the Pacific” (MISCCAP): a PRISMSS-NZ Collaboration for Pacific resilience.
- v. Pacific priorities for oceans and coastal ecosystems inclusion in the Global Biodiversity Framework were submitted to CBD secretariat. The Pacific priorities include 30% marine protected areas in 10 PICs (Fiji, Kiribati, Federated States of Micronesia, Niue, Palau, Samoa, Tonga, Vanuatu, Cook Islands, and Marshall Islands)  
<https://drive.google.com/drive/folders/1OV29Irs8eYsal71-xzEDrGMkMTrHlloz?usp=sharing>

<sup>1</sup> 6 targets not achieved notes: “RO2.3.1: At least 8 PICTs implemented MSAP as the basis for the conservation of threatened marine species”; “RO2.3.2: Data and information on the conservation status of threatened species shared at regional and national level regularly; “RO2.3.4: Regional guidelines for best practice for species ecotourism implemented by 4 PICTs; “RO2.4.3: Invasive species management integrated into NEMS development process in at least 20 PICTs”; RO2.4.3: Invasive species management integrated into NEMS development process in at least 20 PICTs”; and “RO2.4.4 Active invasive plant biological control programmes evident in at least 7 PICTs in lowering the impact of widespread weeds”.

### REGIONAL GOAL 3: *Pacific people benefit from improved waste management and pollution control*

Total outcome targets	Achieved	Not Achieved	On-going
16	2	2	14

Overall, for Regional Goal 3, two (2) of the 16 targets were achieved, two<sup>2</sup> (2) not achieved and fourteen ongoing.

#### Key achievements

- i. Funding secured in implementing high priority action under the Regional Pacific Action Plan – Marine Litter through:
  - POLP – Secured additional funding of AUD8M (POLP) from the Government of Australia to implement the Regional Pacific Action Plan – Marine Litter.
  - Secured AFD - EU3M to Sustainable Waste Actions in the Pacific (SWAP).
  - International Maritime Organisation completed assessment in Vanuatu MARPOL Annex V for compliance.
  - Secured EU ACP-MEA III of USD3.2M for the effective implementation of monitoring and compliance with MEAs related to biodiversity and chemicals and waste.
- ii. Successful conclusion of the 2021 Clean Pacific Roundtable with the following outcomes achieved:
  - Cleaner Pacific 2025 Implementation Plan 2021-2025 developed after the completion of the Cleaner Pacific 2025 mid-term review.
  - Between 45-55% women engaged from various sectors with an outcome statement, conclusion of 4 technical and 3 roundtable sessions.
  - Disseminated guidance materials encouraging countries to become parties to hazardous waste conventions.
- iii. At least 10 PICTs implemented agreed regional and international frameworks:
  - **Basel Convention** – 10 PICs Parties: Palau, FSM, RMI, PNG, Nauru, Solomon Islands, Vanuatu, Fiji, Samoa, Cook Islands.
  - **Rotterdam Convention** – 6 PICs Parties: RMI, Vanuatu, Samoa, Tonga, Tuvalu, Cook Islands
  - **Stockholm Convention** – 14PICs Parties: Palau, FSM, RMI, PNG, Nauru, Solomon Islands, Vanuatu, Fiji, Tuvalu, Samoa, Tonga, Niue, Cook Islands, Kiribati with national Implementation Plans (NIPs)
  - **Minamata Convention** – 7 PICs Parties: Palau, RMI, Kiribati, Samoa, Tonga, Tuvalu, Vanuatu with initial assessments
  - **Noumea** – 8 PICs Parties: RMI, FSM, PNG, Solomon Islands, Fiji, Samoa, Nauru, Cook Islands,
  - **Waigani Convention** – 12 PICTs Parties: FSM, PNG, Solomon Islands, Vanuatu, Tuvalu, Kiribati, Fiji, Tonga, Samoa, Niue, Cook Islands, Palau
  - Cleaner Pacific 2025 Implementation Plan 2021-2025 developed after the completion of the Cleaner Pacific 2025 mid-term review.
- iv. Active engagements at regional level through waste management and pollution projects.
  - Successfully completed the inception meeting and consultation of the three-year SWAP project funded by AFD in the region. The meeting approved the work programme in the implementation modality, and administrative arrangements.

<sup>2</sup> 2 targets not achieved notes: “RO3.3.2: At least 2% per capita reduced generation of wastes for 21 PICTs”; and “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”

- Commenced research into alternatives to disposable diapers, seeking to inform countries of ways to reduce disposal of this product into landfill, or littering in the environment.
- Developed Monitoring & Evaluation system for PacWastePlus to track programme interventions.
- Improved waste management practices commenced through the engagement of 14 PICs including Timor-Leste to develop country projects PacWastePlus. Disseminated four editions of the Connection Newsletter and more than 100 resources made available on the PacWastePlus website.

**REGIONAL GOAL 4: *Pacific people benefit and their environment benefits from commitment to and best practice of environmental governance***

Total outcome targets	Achieved	Not Achieved	On-going
10	6	3	1

Overall, for Regional Goal 4, six (6) of the 10 outcome targets were achieved, three<sup>3</sup> (3) were not achieved, and 1 ongoing.

**Key achievements**

- Pacific Island governments and people at national level benefitted from improved environmental data collection, monitoring, analysis, and reporting on results through the Pacific Environment Portal network's 12000 datasets. The utilisation of the best available data available on the Pacific Environment Portal supported national reporting processes in particular the State of Environment reporting process in 13 of the 14 PICs. Environmental data practitioners fostered an open data network and results are being practiced. Strengthened inter-CROP collaboration via a partnership with the Pacific Data Hub at SPC.
- The Pacific Learning Partnership on Environmental Social Sustainability (PLP/ESS) continued to deliver its 2nd phase of training modules on Environmental Impact Assessment and Social Impact Assessment for its member countries. This collaboration between SPREP and PLP (World Bank, ADB, and USP) has contributed towards strengthening national sustainable development planning using Environmental Impact Assessments, Strategic Environmental Assessments and Social Impact Assessment. The PLP training has resulted in the increased use of the Pacific Network of Environmental Assessment (PNEA) where membership and registration increased to 350 members from 68 members in 2020 and wider sharing of information amongst PNEA members.
- Completed two key national strategic policy frameworks: (i) the Kiribati Integrated Environment Policy and (ii) the Tuvalu National Environmental Management Strategies. These national strategic policy frameworks set clear direction for improving national capacity for good environmental governance and strengthen policy and legislation for environment sustainability in the two countries respectively. This will also strengthen access to global funding mechanisms and using these funds effectively and efficiently to implement and achieve priorities articulated in the national strategic policy frameworks.

<sup>3</sup> 3 targets not achieved notes: "RO4.1.2: At least two new sector-specific regional EIA Guidelines endorsed by SPREP Members All RG4 (15) targets were In Progress for this reporting period. No targets in No Progress status"; "RO 4.2.2: PICT delegations utilised SPREP negotiation capacity building tools, information briefs and positions papers for guidance and support engagement at MEA negotiations; and "RO4.2.3 At least 3 PICTs adopted new policies after review of existing national environmental policies and legislation"

- iv. Successfully organised and delivered the 16th Meeting of the Parties to the Noumea Convention (COP16) held virtually in September 2021. The COP meeting considered the progress of the review of the Noumea Convention, the need to develop a regional framework to address marine litter and microplastics as well as opportunities to implement the convention through the ACP MEA III programme. The significance of the ACP MEA III Programme to the COP meeting was its unique feature focusing on the Pacific Hub regional seas convention i.e., the Noumea Convention. A key outcome of the Noumea Convention was the strengthening of the capacity of the Noumea Convention Secretariat within SPREP with the Environmental Monitoring and Governance Programme taking over the Secretariat role supported by the ACP MEA III project coordinating team.
- v. Developed and launched the first regional State of Environment and Conservation Report which was launched during the 10<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas. This was a key milestone achievement for SPREP members. The state of the regional environment and conservation efforts revealed the region's progress in achieving more effective sustainable environmental management of our islands. It also reminds of the need to intensify and amplify efforts to address the many outstanding issues including newly emerging issues. The report was also used to inform the post 2020 biodiversity conservation agenda.

## ORGANISATIONAL GOALS

The organisational goals outlined in the Strategic Plan 2017-2026 require the Secretariat to strengthen and realign its institutional capacities, competencies, and systems to best support Members by delivering more integrated, responsive, and cost-effective services to Members and partners and by better coordinating regional efforts. By 2026, SPREP should adapt, respond, and develop to ensure the trust and confidence of our Members, partners, and stakeholders within the organisational strategic priorities through:

- Organisational Goal 1: SPREP has information, knowledge, and communications systems that get the right information to the right people at the right time and influence positive organisational, behavioural, and environmental change.
- Organisational goal 2: SPREP has multi-disciplinary processes in programme delivery and in supporting Members to develop national and regional policies and strategies.
- 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.
- Organisational Goal 4: SPREP is leading and engaged in productive partnerships and collaboration.
- 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.

For this year's PIP2 (2020-2021) report on the strategic outcome achievements across the organisational goals, a total of 51 outcome indicators are used as the benchmark for assessing performance for each of the five organisational goals. Performance assessment is based on targets achieved, not achieved, and on-going (Figure 3) below.

Figure 3: PIP2 Strategic Outcomes Performance by 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**

Total outcome targets	Achieved	Not Achieved	On-going
13	8	1	4

Overall, for Organisational Goal 1, of the 13 outcome targets, eight (8) were achieved, one<sup>4</sup> (1) not achieved and four (4) ongoing.

**Key achievements**

**Enhanced IT Systems and Services**

- i. Adoption and integration of standards in system design and development increased interoperability of systems with the shift to web-based platforms and cloud services.
- ii. Increased resilience of ICT services through infrastructure upgrades with leveraging cloud-based productivity application and services.
- iii. Provided innovative solutions contributing to higher programme impacts. Data protection implementations pass GDPR requirements through EU Audit Pillar 9 ii. Successful delivery of Webinar series and the Executive Board meeting virtually as well as joint delivery of the POPCCC conference with Victoria University, Wellington using an online event management platform

**Increased visibility with Knowledge Management**

- v. New and improved Virtual Library platform which has equipped staff, members, and the public with the latest information to make well informed decisions about critical environmental issues in the Pacific easily discoverable and available on the website
- vi. Improved staff digital access, connection, and networking from utilising the library space as a collaboration hub on the utilisation of various communications media by staff, Members, and stakeholders with adequate and state of the art equipment (Internal)

<sup>4</sup> target not achieved note: " OO1.2.2 At least 5 PICTs implemented National Communication Strategy utilising the developed SPREP communication model with higher visibility"



- vii. Enhanced practices of good governance, transparency, and accountability internally due to an improvement in the accessibility of official internal documentations, historical records, and current information in the new EDRMS (Alfresco). Example- improved document and records management with the implementation of a central repository or EDRMS allowing the sharing of information systems, web portals and applications; Continued enhancements for several information systems towards improving business processes while others are put on hold until funding is secured.

### **Sustained Pacific presence through Communications and Outreach**

- viii. An amplified Pacific voice at UNFCCC COP26 in Glasgow, Scotland with a strong communications campaign through creative arts at the UNFCCC COP26. Over 14 million views and 20,000 followers garnered over the two-week period of the UNFCCC COP26 through the Flexfor1pt5 digital campaign on TikTok led by SPREP in partnership with NZMFAT and our Pacific Island Members. The campaign worked with the world-renowned hip-hop dance crew The Royal Family, challenging people to show their Flexfor1pt5.
- ix. The 1.5 hand symbol trend indicating support for a 1.5-degree Celsius world, catalysed through a campaign led by SPREP resulting in photographs of world leaders such as UK Prime Minister, our Pacific Islands high-level and members of the royal family from Monaco to name a few, displaying the 1.5 hand symbol in their photos at the UNFCCC COP26.
- x. Digital outreach to encourage positive environmental behaviour change across 2021. The Pacific Voyage to COP26 and COP27 encouraged Pacific ownership through meetings as well as resources provided to empower content development, awareness, and promotion for positive behaviour change such as Annual Report in e-format, climate change and resilience focused poem reading, the Flex 1.5 showing leaders like UK Prime Minister, our Pacific Islands high-level and members of the royal family from Monaco to name a few, displaying the 1.5 hand symbol in their photos at the UNFCCC COP26.
- viii. Successful partnerships formed resulting in several key activities to help build the communications and media capacity of SPREP Island Members such as Pasifika TV, Mana Moana Story box, Pacific Islands creatives and NZMFAT which led to over 10 Pacific islands poems curated and produced digitally, as well as these being showcased in four events at COP26 as well as broadcast to Pacific Island Televisions stations through Pasifika TV. Close to 4,000 views have been documented from the content showcased on our SPREP YouTube account.

### **ORGANISATIONAL GOAL 2: *SPREP has multi-disciplinary processes in programme delivery, regional policies, and strategies.***

<b>Total outcome targets</b> 12	<b>Achieved</b> 6	<b>Not Achieved</b> -	<b>On-going</b> 6
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Overall, for Organisational Goal 2, of the 12 outcome targets, six (6) were achieved, and six (6) ongoing.

#### **Key Achievements**

- i. Successfully initiated the SPREP Country and Territory Strategic Partnership Framework (CTSPF) process in five pilot countries (RMI, Vanuatu, Samoa, Solomon Islands, and

- Palau) following endorsement by the 2nd SPREP Executive Board Members, September 2020.
- ii. SPREP's Implementing Entity procedures reviewed towards strengthening its Regional Implementing Entity functions.
  - iii. SPREP Re-accredited to the Green Climate Fund with conditions to be met.
  - iv. Secured a 3-year funding from NZ MFAT for PCU for 2021-2024
  - v. 30SM endorsed the updated Results Framework 2017-2026 with updated indicators rolled out to PIP3.
  - vi. Operationalised the Results-focused M&E System.
  - vii. SPREP signed a new 10-year partnership agreement 2021-2031 with the Government of Australia.

**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***

Total outcome targets 10	Achieved 10	Not Achieved -	On-going -
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Overall, for Organisational Goal 3, of the 10 outcome targets, all 10 were achieved.

**Key achievements**

- i. Significant improvement in reserves position to USD \$1,017,711 at the end of 2021 compared to USD\$57,763 in 2019 as an ultimate favourable outcome in terms of a surplus in performance for both 2020 and 2021
- ii. SPREP delivered its programmes in transformative ways with the employment of adaptive measures towards achieving SPREP strategic objectives amidst COVID 19 conditions. This change in operating environment meant closer attention to the way the budget and cashflows could be approached in a balanced and sustainable manner noting the challenges on programme implementation with experienced delays as a direct impact and thus shortfall in the key income source for the Secretariat.
- iii. The 2020 and 2021 Financial audits provided assurance that SPREP have been effective in its COVID-19 response, as it continued to perform at a surplus and rebuild reserves when effective mitigating strategies and prudent measures were applied to counter the adverse impacts on operations brought about by COVID 19 and safeguard against the exposure to financial risks such as through strict controls over core expenditure, management of foreign exchange and the implementation of cost recovery which continues to be positive.

**ORGANISATIONAL GOAL 4: *SPREP is leading and engaged in productive partnerships and collaborations***

Total outcome targets 8	Achieved 7	Not Achieved -	On-going 1
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Overall, for the Organisational Goal 4, of the eight (8) outcome targets, seven (7) were achieved and one (1) ongoing.

**Key Achievement(s)**

- i. The approved SPREP Partnership Engagement and Resource Mobilisation Strategy (PERMS) provided the framework for assessing new partnerships for SPREP. New partnerships were assessed against the principles and goals of PERMS, except for those agreements with SPREP Members. The process for assessing new partnerships was established by the SPREP Partnership and Resourcing Reference Group, an internal committee responsible for providing a) support to SPREP’s strategic engagement in the region and internationally; b) strategic guidance and cohesiveness to SPREP’s development and maintenance of partnerships as envisaged in Organisational Goal 4; c) SPREP is leading and engaged in productive partnerships and collaboration.
- ii. Over 20 new signed partnership engagements with commitment to support the regional goals in preserving the Pacific environment.
- iii. Searchable single data source (Intranet) for all SPREP partnerships and agreements continued to operate.

**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.***

<b>Total outcome targets</b> 8	<b>Achieved</b> 5	<b>Not Achieved</b> 1	<b>On-going</b> 2
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Overall, for the Organisational Goal 5, of the eight (8) outcome targets, five (5) were achieved, one<sup>5</sup> (1) not achieved, and two (2) ongoing. One target not Achieved.

**Key achievements**

- i. First People Strategy for SPREP developed and endorsed by the second Executive Board meeting
- ii. Rolled out the implementation of the People Strategy with a clear intention for it to be owned and led by staff and Senior Leadership Team
- iii. Other key achievements that support the key objectives of this goal:
  - a) change to the 6-year rule and approach to project funded positions in support of recruitment and retention
  - b) introduction of flexible and remote work arrangements in response to COVID-19 in support of an empowering and supporting culture and flexible way of working
  - c) establishment of the new Medical Insurance for staff in support of the continuous support for health, safety, and wellbeing
  - d) performance assessment and rewards in support of a performance as well as empowering, constructive and results-oriented culture

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• <sup>5</sup> One target not Achieved. The target “O05.1.2 A least 55% of staff rated “High” morale reflected in annual Staff Engagement Survey”. Staff Engagement Survey 2021 was not conducted due to the shift in rolling out People Strategy