



NATURAL SOLUTIONS
PACIFIC

Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan

Final Report

20 September 2021

Volume 2: Annexes

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 1: Terms of Reference of the Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan 2017-2026

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Scope of Reviews

Third Independent Corporate Review

1. Assess the overall performance of the Secretariat since the last review in 2014, and in particular the progress toward, and outcomes of, the recommendations of the 2014 Independent Corporate Reviews (ICR) endorsed by the 25th SPREP Meeting. The assessment of the overall performance of the Secretariat will be made with specific reference to:

Secretariat performance against the stated objectives of the 2017-2026 Strategic Plan at the mid-point of its implementation and other SPREP Member mandates and directives.
SPREP corporate systems, practices, structures, culture and processes and their effectiveness.
The contribution that SPREP's work programmes are making to environmental outcomes and national and regional development and the strength of the evidence base.
The quality of services provided in terms of timeliness, quality of technical and advisory services, and results of capacity building support.
The level of financial, human, technical and technological resources that the Secretariat needs to service its Members, deliver its strategic priorities and support its core functions.
Related current regional initiatives and analysis of implications for the role and mandate of SPREP in the region as a CROP organisation, including the consistency of its mandate relative to the SPREP strategic priorities.
Impact of COVID-19 on SPREP's delivery and the effectiveness of response measures taken.
The financial sustainability and viability of the organisation with particular regards to current strategies and processes for funding core programmes and operations.
Recommendations for moving forward.

Mid-term Review of SPREP Strategic Plan 2017-2026

In conjunction with the Third ICR, undertake a mid-term review of the current strategic plan as required in the plan. Specifically, to assess:

Effectiveness and progress towards delivery of the goals and targets in the Strategic Plan, as measured by agreed indicators defined in the plan.
Relevance of the priorities, targets and indicators identified in the Strategic Plan to guide the ongoing implementation of the plan and to inform the formulation of the next Strategic Plan.
Challenges and issues encountered in implementing the Strategic Plan, including effectiveness of Member and partner engagement.
Extent to which the Secretariat is working in synergy with SPREP Members and partners to achieve the agreed priorities and targets of the plan and sustainable outcomes.
Identify and review synergies, linkages and gaps with other relevant regional strategic instruments and decisions, with particular regards to the Strategic Plan for the remainder of its implementation.
Effectiveness of the Secretariat's policies and practices to support gender equity and social inclusion and strategies on how to achieve this.

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Recommendations for improving delivery of the Strategic Plan including identification of any priorities and targets that require focussed support (technical, financial, collaboration, etc) to ensure achievement.

Deliver virtual consultations with stakeholders including at least 3 sub-regional stakeholder consultations

As part of the participatory consultation process to inform the Third Independent Corporate Review, and Mid-term Review of the SPREP Strategic Plan 2017-2026:

To engage virtually with stakeholders from the SPREP Membership including at least 3 sub-regional stakeholder workshops for Melanesia, Micronesia and Polynesia as well as virtual consultations with French speaking Members, Metropolitan Members and partners.

Use a Zoom or MS Teams virtual platform for consultations with Members and partners that is user friendly and optimises for low bandwidth internet in the Pacific islands.

Platform options noting security preference of Members and partners on Zoom and MS Teams.

Have experience, technical and language skills within team to effectively and efficiently deliver the virtual consultations required for meaningful input of stakeholders to the review processes.

The Secretariat may assist with support for reaching out to stakeholders and facilitating contact where and when needed.

Specific Tasks: Consultant

The specific tasks of the consultancy shall include, but will not be limited to:

Consult and actively engage with relevant staff in the SPREP Secretariat, Pacific Island countries and territories (PICTs) and partners using participatory approaches and ensuring that relevant and adequate information is received.

Deliver virtual consultations that effectively engage with stakeholders from the SPREP Membership including at least 3 sub-regional stakeholder workshops for Melanesia, Micronesia and Polynesia as well as virtual consultations with French speaking Members, Metropolitan Members and Partners and other virtual consultations as maybe required.

Provide a synthesis of key inputs from consultations with SPREP Members, partners and donors.

Consult and work closely with the SPREP Secretariat in finalising key inputs in the development of the draft reports.

Provide the SPREP Secretariat with draft reports containing recommendations to Members and the SPREP Secretariat.

Participate in the 30th SPREP Meeting virtually in September to provide assistance and/or clarification on the reports to SPREP Members as maybe required.

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Specific Tasks: SPREP Secretariat

The Secretariat will provide support to the Consultant in the implementation of the reviews including, but not limited to the following actions:

supplying requested documentation, and other information, in a timely manner, consistent with the agreed timetable;

supplying contact details of all relevant staff in the SPREP Secretariat, and providing a direction to all of these staff to participate fully and transparently in the review processes which includes, where appropriate, nominated staff being available to talk with the Consultant's team outside regular SPREP office hours of 8.00am-4:40pm (Samoa time).

dealing with all logistics and related matters for virtual consultations;

providing feedback on draft reports in a timely manner;

establishing and operationalising the SPREP Governance Group; and

convening a regular project coordination meeting with the Consultant at least every two weeks.

Consultancy deliverables

Create virtual meeting platforms and framework for effective engagement with stakeholders to enable meaningful input into the review and consultation process.

A report of the Third Independent Corporate Review of SPREP.

A report of the Mid-Term Review of the SPREP Strategic Plan 2017-2026.

Time-frame for the review process

It is proposed to complete the Third ICR and Strategic Plan Mid-term Review by July 2021 in time for the consideration of Members in both English and French for the 30th SPREP Meeting from 7 to 10 September 2021.

This will require:

The Secretariat to establish the Governance Group consisting of SPREP Members by **Friday 22 March 2021**.

The Secretariat to tender for consultants for the Independent Review Team (IRT): **Monday 8 March to Friday 14 May 2021**.

The Secretariat to engage the IRT **by 31 May**.

Virtual consultations with SPREP Members, partners and Secretariat staff including regional workshops: **Monday 7 June to Friday 9 July 2021**.

Circulation of draft review reports for comments by **Friday 23 July 2021**.

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Review of draft documents through virtual meetings with the Secretariat and Governance Group on **27 and 28 July 2021**.

Finalisation of Review reports by **Friday 30 July 2021** for translation and inclusion in the 30th SPREP Meeting agenda papers.

Consultation time-frame:

31 to 4 June 2021: Planning Meetings

Virtual meetings of the IRT with Members including the SPREP Troika, Governance Group, management and staff.

7 June to 9 July 2021: Regional Consultations

Virtual consultations of the IRT to obtain feedback from all SPREP Members, and partners

12 to 20 July 2021: Second Consultation Meetings

Virtual meetings of the IRT with Members including the SPREP Troika, Governance Group, management and staff.

27 and 28 July 2021: Secretariat and Governance Group Meetings

Virtual meetings of the IRT with the Secretariat and Governance Group to review the draft reports.

7 to 10 September 2021: 30th SPREP Meeting

IRT to participate virtually in the 30th SPREP Meeting in September to provide assistance and/or clarification on the reports to SPREP Members as maybe required.

Consultancy team qualifications:

Demonstrated experience and understanding of the Pacific context including regional, environmental and developmental issues.

Demonstrated expertise in organisational financial management and strategic planning.

Demonstrated expertise in monitoring and evaluation.

Demonstrated experience and understanding of the Council of Regional Organisations of the Pacific (CROP) architecture, interactions, mandates, policy and planning instruments.

Engagement with national government agencies, participatory and consultative approaches relevant to the Pacific.

Demonstrated expertise in change management.

Demonstrated expertise in gender equity and social inclusion.

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Demonstrated experience in undertaking reviews of this nature.

Relevant ICT expertise and demonstrated experience with delivering virtual consultations that enable meaningful engagement of stakeholders.

Excellent knowledge and understanding of the work of SPREP and its mandates.

The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct.

https://www.sprep.org/attachments/Publications/Corporate_Documents/sprep-organisational-values-code-of-conduct.pdf

Annex 2: [List of Stakeholders Consulted](#)

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The following tables list the stakeholders contacted through the consultation process. Tables are divided according to different stakeholder groups including subregions, partners/donors, and SPREP staff.

Note: SPREP facilitated this outreach to stakeholders, which included emailing communications from the Secretariat and Review Team in the form of: SPREP Circulars, letters from the Project Director of the Independent Review Team, online survey invitations and workshop invitations.

Polynesia – List of Stakeholders Consulted

	Stakeholder details			Outreach		Online Survey		Workshop		Interview		
	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)	
AMERICAN SAMOA	Faamao O. Asalele Jr.	Director	American Samoa Environmental Protection Agency (AS-EPA)	X	X	X		X		X		
	William Sili	Deputy Director	American Samoa Environmental Protection Agency (AS-EPA)	X	X	X		X		X	2/7/2021	
COOK ISLANDS	Nga Puna	Director	National Environment Services	X	X	X						
	Tepaeru Herrmann	Secretary	Ministry of Foreign Affairs & Immigration	X	X	X						
	Jim Gosselin	Director, Pacific & Regional Affairs	Ministry of Foreign Affairs & Immigration	X	X	X						
	Vavia Tangatataia	Manager, Advisory & Compliance Division	National Environment Services	X	X	X		X	X			
	Nga Kamana	Office Coordinator	Ministry of Foreign Affairs & Immigration	X	X	X						
	Antonina Browne	Foreign Affairs Officer	Ministry of Foreign Affairs & Immigration	X	X	X						
	Ewan Cameron	SIS Officer, Pacific Division	Ministry of Foreign Affairs & Immigration	X	X	X		X	X	X	24/7/2021 Interviewed outside of Polynesia Consultations	
	Elizabeth Munro		National Environment Services	X	X	X		X	X			
	Diane Puna	Director	National Environmental Service	X	X	X						
	Junior Ngatokoroa	Director Maritime	Ministry of Maritime Transport	X	X	X	X	X				
	Benjamin Maxwell	Communications Advisor	National Environment Service	X	X	X						
	Arona Ngari	Director	Cook Island Meteorology Services	X	X	X	X	X	X			
	Wayne King	Director	Climate Change Cook Island	X	X	X						
	Celine Dyer	Climate Change Coordinator	Climate Change Cook Island	X	X	X		X	X			
	Talissa Koteka	GCF Communication Consultant	Office of the Prime Minister	X	X	X						
	Jim Armistead			X	X	X						
	Luisa Karika			X	X	X						
	Issac Ryan		Climate Change Office					X	X			
	Linda Siegele			X	X	X						
NIUE	Josie M. Tamate	Director General	Ministry of Natural Resources (National Focal Point)	X	X	X		X	X			
	Haden Talagi	Acting Director for Environment	Department of Environment	X	X	X		X	X			
	Roslynn Pulehetoa-Mitiepo	Director Niue Meteorological Service	Ministry of Natural Resources	X	X	X		X	X			
	Peleni Talagi	Acting Secretary to Government	Central Agencies (Political Focal Point)	X	X	X		X				

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	Stakeholder details			Outreach		Online Survey		Workshop		Interview	
	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
	Emi Hipa	Head of External Affairs Office for External Affairs	Central Agencies	X	X	X		X	X		
	Sonya Talagi	Director of Transport	Transport	X	X	X		X			
SAMOA	Peseta Noumea Simi	Chief Executive Officer	Ministry of Foreign Affairs and Trade	X	X	X					
	Desna Solofa	Assistant CEO – Regional Relations	Ministry of Foreign Affairs and Trade	X	X	X					
	Lealaisalanoa Frances Brown-Reupena	Chief Executive Officer	Ministry of Natural Resources and Environment	X	X	X		X			
	Tuiolo Schuster	Assistant CEO – Corporate Service	Ministry of Natural Resources and Environment	X	X	X		X			
	Afele Faiilagi	Assistant Chief Executive Officer Division of Environment Conservation	Ministry of Natural Resources & Environment (MNRE)	X	X	X					
	Makerita Atonio	Principle Maritime Officer	Ministry of Works Transport and Infrastructure (MWTI)	X	X	X		X			
	Marina Keil	President	Samoa Recycling and Waste Management Association (SRWMA)	X	X	X		X			
	Frances Reupena	Chief Executive Officer	MNRE	X	X	X		X	X		
	Francella Strickland	ACEO, International Relations Div	MFAT	X	X	X					
	Anne Rasmussen	ACEO, Climate Change	MNRE	X	X	X		X	X		
	Silipa Multalo		MNRE	X	X	X		X	X		
	Faapisa Aiono	Senior, Scientific Officer	MNRE	X	X	X		X			
	Sanita Tusani		MNRE					X	X		
Nofo Lautusi			X	X	X						
TOKELAU	Aukusitino Vitale	General Manager Apia/National	Office of the Council for the Ongoing Government of Tokelau	X	X	X		X			
	Miti Ngau-Chun	Executive Officer	Office of the Council for the Ongoing Government of Tokelau	X	X	X		X			
	Alofaaga Puka-Mauga	Senior Policy Advisor	Office of the Council for the Ongoing Government of Tokelau	X	X	X					
	Paula Faiva	Manager	Tokelau Climate Change Department	X	X	X					
	Mika Perez		Foreign Affairs	X	X	X		X	X	X	18/7/2021
	Ake Puka-Mauga	Director	Dept Economic Development, Natural Resources and Environment	X	X	X		X	X		
TONGA	Paula Ma'u		Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change & Communication(MEID ECC)	X	X	X		X		X	21/7/2021
	Lupe Matoto		Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change & Communication(MEID ECC)	X	X	X		X		X	21/7/2021
	Poasi Mataele Tei		Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change & Communication(MEID ECC)	X	X	X		X		X	
	Mafile'o Masi		Ministry of Meteorology, Energy, Information, Disaster Management, Environment, Climate Change & Communication (MEID ECC)	X	X	X		X		X	21/7/2021
	Kelela Tonga		Maritime Division, Ministry of Transport and Infrastructure	X	X	X					
	Lu'isa Malolo		Climate Change	X	X	X		X		X	
	Losana Latu		MEID ECC	X	X	X		X		X	

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	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
TUVALU	Amelia Fa'otusia		tbc	X	X	X		X		X	
	Talanaivini Mafi		tbc	X	X	X					
	Elisapeti Veikoso		tbc	X	X	X		X		X	
	Ofa Fa'anunu		Tonga Meteorological Services	X	X	X		X		X	21/7/2021
	Laitia Fifita		tbc	X	X	X		X		X	
	Ta'hiri Hokafonu		MEIDECC Head of Islands and Oceans					X		X	21/7/2021
	Fuka Talanoa		CC Department	X	X	X					
	Tausi Minute Taupo		Ministry of Justice, Communications & Foreign Affairs	X	X	X		X		X	
	Pugameau Taufilo		Ministry of Justice, Communications & Foreign Affairs	X	X	X		X		X	
	Oilau Paeniu		Ministry of Justice, Communications & Foreign Affairs	X	X	X		X		X	
	Tilia Tima		Environment Service	X	X	X		X		X	
	Epu Falenga		Waste Management Department	X	X	X		X		X	
	Walter P Kaua		Waste Management Department	X	X	X					
	Taasi Pitoi		Ministry of Communication and Transport	X	X	X					
Tauala Katea		Tuvalu Meteorological Services	X	X	X		X		X		
Pepetua Latasi		Department of Climate Change of Tuvalu	X	X	X		X		X		
Lafita Paeniu		Head Asian Pacific Foreign Affairs	X	X	X		X		X		
Faoliu Teakau		Environment Service	X	X	X		X		X	X	
Niko Iona		tbc	X	X	X		X		X		

Micronesia – List of Stakeholders Consulted

	Stakeholder details			Outreach		Online Survey		Workshop		Interview	
	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
FEDERATED STATES OF MICRONESIA	Andrew Yatilman	Secretary & Technical Focal Point	Department of Environment, Climate Change and Emergency Management	X	X	X		X	X		
	Kandhi A. Eleisar	CC: Secretary & Political Focal Point	Department of Foreign Affairs	X	X	X		X			
	Wilson F. Wagus	CC: Charge d'Affaires	FSM Embassy	X	X	X		X			
	Kenmore Salvador	CC: Deputy Assistant Secretary for Pacific Affairs	Department of Foreign Affairs	X	X	X		X			
	Patti Pedrus	Deputy Assistant Secretary	Dept of Environment, Climate Change & Emergency Management	X	X	X	X	X	X		
	Cynthia Ehmes	Assistant Secretary (tbc)	Dept of Environment, Climate Change & Emergency Management	X	X	X		X	X		
	Belinda Hadley	NDA	FSM Department of Finance	X	X	X		X			
	Trevayne Esiel	Commercial Manager, VITAL	VITAL (FSM Petrocorp)	X	X	X		X			
	Christina Filmed	Executive Director	Environmental Protection Agency Yap state	X	X	X		X	X		
	Bradford Mori	Director	Environmental Protection Agency Chuuk state	X	X	X		X			
	Johannes Berdon	Manager at National Weather Service Chuuk	National Weather Service Chuuk	X	X	X		X			

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	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
	Eden Skilling	Officer-In-Charge at the NWSC	National Weather Service Chuuk	X	X	X		X	X		
	Lucille Apis-Overhoff	Assistant Secretary Climate Change	FSM DECEM	X	X	X		X			
	Vanessa Fread		FSM R&D	X	X	X		X			
	Dave Mathias		FSM R&D	X	X	X		X			
	Moses Pretrick		FSM Health	X	X	X		X			
	Richard Moufa		FSM DECEM	X	X	X		X	X		
	Correy Abraham		FSM DECEM	X	X	X		X			
	Charley Blair		Kosrae DREA	X	X	X		X			
	Skais Dewy		FSM DECEM	X	X	X		X			
	Francisco Celestine			X	X	X		X			
	Lorin Robert			X	X	X					
	Carson Mongkeya			X	X	X					
GUAM	Thomas Krise	President	President Office	X	X	X		X			
	Austin Shelton		Center for Is. Sustainability	X	X	X		X		X	X
KIRIBATI	Taare Uriam Aukitino	Secretary	Ministry of Environment, Lands & Agricultural Development	X	X	X		X			
	Nenenitei-Teariki Ruatu	Director	Environment & Conservation Division Ministry of Environment, Lands & Agricultural Development	X	X	X		X			
	Michael Foon	Permanent Secretary	Ministry of Foreign Affairs & Immigration	X	X	X		X			
	Reteta Rimon	High Commissioner	Kiribati High Commission	X	X	X		X			
	Saitofi Mika	Secretary	Ministry of Finance and Economic Development	X	X	X		X			
	Taulehia Pulefou	Environment Officer	Ministry of Environment, Lands and Agricultural Development.	X	X	X					
	Nenenitei Teariki-Ruatu	Director	Ministry of Environment, Lands and Agricultural Development.	X	X	X					
	Farren Redfern		Ministry of Environment, Lands and Agricultural Development.	X	X	X					
	Ruokabuti Tioon	Director Marine, Maritime Division	Ministry of Information, Communication, Transport and Tourism	X	X	X					
	Tukabu Teroroko			X	X	X					
	Choi Yeeting	National Climate Change Coordinator & Senior Policy	Office of the President, Government of Kiribati	X	X	X					
	Ueneta Toorua	Climate Officers	Kiribati Meteorological Services	X	X	X					
	Kamaitia Rubetaake	Climate Officers	Kiribati Meteorological Services	X	X	X					
	Maryanne Mikaere Namakin			X	X	X					
Peniita Dabubuke Garisau			X	X	X						
MARSHALL ISLANDS	Christopher Loeak	Minister in Assistance to the President/ Environment (Technical Focal Point)		X	X	X		X			
	Clarence Samuel	Director	Climate Change Directorate	X	X	X		X			
	Warwick Harris	Deputy Director	Climate Change Directorate	X	X	X		X	X		
	Moriana Philip	General Manager	RMI EPA	X	X	X		X			
	Anjanette Kattil	Secretary (Political Focal Point)	Ministry of Foreign Affairs	X	X	X		X			

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	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
	Kino Kabua	Deputy Chief Secretary	Office of the Chief Secretary	X	X	X		X			
	Tregar Albon Ishoda	Ambassador	Rep. Marshall Is. Embassy to Fiji	X	X	X		X			
	Andrea Muller	Assistant Secretary	Bureau of Multilateral Affairs Ministry of Foreign Affairs	X	X	X		X			
	Teri Elbon	Foreign Service Officer (Regional)	Bureau of Multilateral Affairs Ministry of Foreign Affairs	X	X	X		X			
	Reginald White	Meteorologist In Charge and Director	Majuro Weather Service Office	X	X	X		X			
	Isabela Silk	Consul General	RMI Consulate	X	X	X		X			
	Angeline Heine-Reimers	Director of Energy		X	X	X		X			
	Kaveh Guilanpour	Climate Change Officer	Ministry of Foreign Affairs	X	X	X		X			
	Lee Jacklick	National Oceanic and Atmospheric Administration	NOAA-National Weather Services	X	X	X		X			
NAURU	Berilyn Jeremiah	Secretary	Department of Commerce, Industry & Environment (Agriculture, Renewable Energy and Climate Change)	X	X	X		X	X		
	Camilla Solomon	Acting Secretary	Department of Foreign Affairs & Trade	X	X	X		X			
	Bryan Star	Director for Environment, Manager Waste	Department of Commerce, Industry & Environment	X	X	X		X	X		
	Elizabeth Jacob	Deputy Secretary for Pacific Affairs Division	Department of Foreign Affairs & Trade	X	X	X		X			
	Josie-Ann Jacob	Director for Pacific Affairs Division	Department of Foreign Affairs and Trade	X	X	X		X			
	Delight Star	Acting Assistant Director Pacific Division	Department of Foreign Affairs and Trade	X	X	X		X			
	Grace Garabwan	Waste Officer	Environment	X	X	X		X	X		
	Kemp Detanamo	Director Maritime	Marine and Ports	X	X	X		X			
	Marlene Moses	Ambassador	Nauru	X	X	X		X			
	Reagan Moses	Secretary	Department of Climate Change and National Resilience	X	X	X		X	X		
	Roy Harris	Permanent Secretary	Nauru National Emergency Services	X	X	X		X			
	Barassi Botelanga	tbc	tbc	X	X	X		X			
NIHI	Janice E. Castro	Director, Division of Coastal Resources Management	CNMI Bureau of Environmental and Coastal Quality	X	X	X		X		X	X
	Frank M. Rabauliman	Director	Division of Environmental Quality	X	X	X		X			
	Manuel M. Pangelinan	Acting Director	Division of Fish & Wildlife	X	X	X		X			
	Arnold Palacios	Secretary, Department of Lands & Natural Resources	Office of the Governor, CNMI Government	X	X	X		X			
	Manuel A. Tenorio	Director, Division of Agriculture	Department of Lands & Natural Resources	X	X	X		X			
	Sam Sablan	Director of Coastal Resources Management	Bureau of Environmental & Coastal Quality	X	X	X		X			
PALAU	Faustina K. Rehuher-Marugg	Minister	Ministry of State Government of the Republic of Palau	X	X	X		X			
		Minister	Ministry of Natural Resources, Environment & Tourism	X	X	X					
	Gwendalyn Sisor	EPCU Coordinator	Ministry of Natural Resources, Environment & Tourism	X	X	X	X	X	X		
	Charlene Mersai	National Environment Coordinator		X	X	X		X			
	Fred Sengebau	Director, Bureau of Agriculture	Ministry of Natural Resources, Environment & Tourism	X	X	X		X			
	Metiek Kimie Ngirchechol	Manager Water Quality & Laboratory	Environmental Quality Protection Board	X	X	X		X			

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Stakeholder details			Outreach		Online Survey		Workshop		Interview	
Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
Calvin Kesil	Manager	MPIIC	X	X	X					
Moses Hayes	Director	Ministry of Transport	X	X	X					
Kaleb Udui	Minister	Finance, Planning, Statistics and Climate Change	X	X	X					
Xavier Matsutaro	National Climate Change Coordinator	Office of the Climate Change	X	X	X					
Dilwei Maria Ngemaes	Meteorologist In-Charge	NOAA NWS WSO Koror	X	X	X					
Roxanne Blesam			X	X	X					
Fleming U Sengebau			X	X	X					

Melanesia – List of Stakeholders Consulted

Stakeholder details			Outreach		Online Survey		Workshop (N/A)		Interview	
Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
Joshua Wycliffe	Permanent Secretary	Ministry of Waterways & Environment	X	X	X					
Anjana Mala	Senior Secretary to PS	Ministry of Waterways & Environment	X	X	X					
Esala Navasi	Deputy Secretary	Ministry of Foreign Affairs & International Cooperation	X	X	X					
Yogesh J. Karan	Permanent Secretary Office of the Prime Minister	Ministry of Sugar Industry and Immigration Government of Fiji	X	X	X					
Sandeep K. Singh	Director – Department of Environment	Ministry of Waterways & Environment	X	X	X				X	8/7/2021
Rajeshni Lata	PA to Director of Environment		X	X	X					
Vineil Narayan	Acting Head of Division and Climate Finance Specialist Climate Change and International Cooperation Division	Ministry of Economy	X	X	X					
Dorine Singh	Principal Environmental Officer	Department of Environment	X	X	X					
Simon Gravenall	CEO	Maritime Safety Authority of Fiji	X	X	X					
Alesi Waqanivalu	Legal Officer	Maritime Safety Authority of Fiji	X	X	X					
Misaelli Funaki	Director	Fiji Meteorological Services	X	X	X					
Adarsh Kumar	tbc	tbc	X	X	X					
Terry Atalifo	Acting Director	Fiji Meteorological Services	X	X	X	X				
Bipen Prakash	Scientific Officer	Fiji Meteorological Services	X	X	X					
Kushaal Raj	Acting Manager Climate Change and Ocean Specialist	The Ministry of Economy	X	X	X				X	29/6/2021
Caroline Tavaga			X	X	X					
Sebastian Anefai			X	X	X					
Nilesh Prakash			X	X	X					
Makareta Konrote			X	X	X				X	7/7/2021
Gunther Joku	Managing Director	Conservation & Environment Protection Agency	X	X	X					
Veari Kula		Conservation & Environment Protection Agency	X	X	X				X	20/7/2021
Barbara Age	Secretary	Department of Foreign Affairs & Trade	X	X	X					
Ruel Yamuna	Acting Managing Director	Climate Change and Development Authority	X	X	X					

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	Stakeholder details			Outreach		Online Survey		Workshop (N/A)		Interview	
	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
	Frank Mohi Aisi	Deputy Secretary Policy 1 Economic & Infrastructure Sectors & International Relations Division	Department of Prime Minister & NEC	X	X	X					
	Veri	Manager – Infrastructure, Utilities and Convention	Conservation & Environment Protection Agency (CEPA)	X	X	X					
	Katherine Mogia		National Ozone Unit	X	X	X					
	Paul Unus	CEO	National Maritime Safety Authority	X	X	X					
	Rensie Panda	Policy Coordinator and Advisor to the Pandemic Controller	National Control Centre	X	X	X					
	Gwen Sissiou	Director of REDD+ and low carbon growth	CCDA	X	X	X					
	Jimmy Gomoga	Assistant Director	PNG National Weather Services	X	X	X					
	Kasi Inape	Assistant Director		X	X	X					
	Lindsay Wozevi		CC Development Authority	X	X	X					
	Jonah Auka	Manager for projects branch-Adaptation and projects division	CCDA	X	X	X					
SOLOMON ISLANDS	Melchior Mataka	Permanent Secretary	Ministry of Environment, Climate Change, Disaster Management and Meteorology	X	X	X				X	27/7/2021
	Chanel Iroi	Undersecretary (Supervising Permanent Secretary)	Ministry of Environment, Climate Change, Disaster Management and Meteorology	X	X	X					
	Florence Bale	Executive Personal Secretary	Ministry of Environment, Climate Change, Disaster Management and Meteorology	X	X	X					
	Joseph Ma'ahanua	Supervising Permanent Secretary	Ministry of Foreign Affairs and External Trade	X	X	X					
	Trevor Ramoni	Assistant Secretary Regional Economic Cooperation Branch	Ministry of Foreign Affairs & External Trade	X	X	X					
	Gladys Luahiti	Chief Desk Officer Regional Economic Cooperation Branch	Ministry of Foreign Affairs & External Trade	X	X	X					
	Debra Kereseka	Chief Executive Officer, Environment and Conservation Division	Ministry of Environment	X	X	X					
	Michael Suinao		Ministry of Environment	X	X	X					
	Thierry Nerval	CEO	Solomon Islands Maritime Safety Authority	X	X	X					
	David Hiba Hiriasia	Director	SI Meteorological Services	X	X	X					
	Collin Beck	Secretary	Ministry of Foreign Affairs	X	X	X					
	Thaddeus Siota	Chief Climate Change Adaptation Officer	SI Climate Change Office	X	X	X					
	Jolina Tausinga	tbc	tbc	X	X	X					
Lloyd Tahani	Deputy Director	SI Meteorological Services	X	X	X						
Peter Kenilorea			X	X	X						
VANUATU	Esline Garaebiti	Director General	Ministry of Climate Change	X	X	X					
	Donna Kalfatak	Director	Ministry of Climate Change	X	X	X					
	Yvon Basil	Director	Department of Foreign Affairs	X	X	X					

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Stakeholder details			Outreach		Online Survey		Workshop (N/A)		Interview	
Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
Ionie Bolenga	Principal Officer, Waste Management and Pollution Control, Department of Environmental Protection and Conservation	Ministry of Climate Change Adaptation, Meteorology, Geo-Hazards, Environment, Energy and Disaster Management, Department of Environmental Protection and Conservation	X	X	X					
Lloyd M Fikiasi	Legal Advisor	Office of Maritime Regulator	X	X	X					
Anna Bule	tbc	tbc	X	X	X					
Brian Philips	Manager CCDRR Project Management Unit	Ministry of Climate Change and Natural Hazards	X	X	X					
Sylvain Kalsakau	Deputy Permanent Representative and Elections Officer	tbc	X	X	X					
Esrom Marck Vano	tbc	tbc	X	X	X					
Mike Waiwai	Director	Department of Climate Change	X	X	X					
Allan Rarai	Manager	Climate Division, Vanuatu Meteorology and Geo-Hazards Department (VMGD)	X	X	X			X	7/7/2021	
Montin Romone	Director	VMGD	X	X	X	X				
Glenda Pakoa	tbc	tbc	X	X	X					
Jackson Tambe	tbc	tbc	X	X	X			X	12/7/2021	

French Speaking – List of Stakeholders Consulted

Stakeholder details			Outreach		Online Survey		Workshop		Interview	
Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
Marine de Carné-Trécesson	Ambassador, Permanent Secretary for Pacific Affairs	Permanent Secretariat for Pacific Affairs	X	X	X				X	Focal Points in France were invited to Metropolitan Members Briefings
Asselin De Willencourt	Représentant permanent adjoint de la France auprès de la Communauté du Pacifique et auprès du Programme régional océanien de l'Environnement Conseiller diplomatique du Haut-commissaire en Nouvelle-Calédonie	Ministry of Foreign Affairs & International Development	X	X	X	X Responded as Metropolitan Member			X	19/7/21
Clément Payeur	Protection internationale des océans – Global ocean protection Direction for Sustainable Development	Ministry for Europe and Foreign Affairs	X	X	X				X	Focal Points in France were invited to Metropolitan Members Briefings
Benoit Rodrigues		French Ecology Ministry	X	X	X				X	Focal Points in France were invited to Metropolitan Members Briefings
Paulini Cava			X	X	X				X	Focal Points in France were invited to Metropolitan Members Briefings

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Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
Manuel Terai	Délégué aux Affaires Internationales Européennes et du Pacifique	Présidence de la Polynésie française	X	X	X		X			
Engel Raygadas	Chef du bureau des affaires internationales	Présidence de la Polynésie française Délégation aux affaires internationales, Européennes et du Pacifique	X	X	X		X	X		
Sylviane Fauvet	Conseiller technique à l'environnement	Ministère de la Culture, de l'environnement et de l'artisanat, en charge de la promotion des langues et de la communication	X	X	X		X			
Miri Tatarata	Directrice	Direction de l'Environnement (Beneficiaries)	X	X	X		X			
Anne-Claire Goarant	Former SPREP Focal Point, SCREE								X	9/7/2021
Ilaissane Lauoueva	Chargée de coordination locale SCREE	Gouvernement de la Nouvelle-Calédonie	X	X	X		X	X	X	Multiple discussions beginning 30/6/2021
Francois Behue	Head of Regional Cooperation and External Relations Office	Gouvernement de la Nouvelle-Calédonie	X	X	X		X			
Jimmy Naouna	Chargé de coopération multilatérale SCREE	Gouvernement de la Nouvelle-Calédonie	X	X	X		X			
Caroline Brial	Senior Advisor	Regional Cooperation and UE Programs Service de la Coordination des Politiques Publiques et du Développement Administration Supérieure des îles Wallis et Futuna	X	X	X		X	X		
Miri TATARATA	Directrice	Direction de l'Environnement	X	X	X					
Maugateau Ateliana	Deputy Chief of Environment Department	Service territorial de l'Environnement	X	X	X					
	Directeur de la Direction du Développement Durable des Territoires (DDDT)	Province Sud de Nouvelle-Calédonie	X	X	X					
Yannick MONLOUIS	Sous-directeur de la sous-Direction de la DDEE, de l'environnement et des ressources naturelles	Province Nord de la Nouvelle-Calédonie	X	X	X		X			
Billy FOREST	Secrétaire général	Province Nord de la Nouvelle-Calédonie	X	X	X		X			
Nicolas PANNIER	Secrétaire général	Province Sud de Nouvelle-Calédonie	X	X	X		X			
Emile MENE	Secrétaire général	Province des Iles	X	X	X		X			
Pierre-Henri Helleputte	Représentant de la commission européenne pour les Pays et territoires d'outre-mer (PTOM) du Pacifique	Europe	X	X	X					
Nathalie BAILLON	Directrice	CEN (Beneficiaries)	X	X	X		X			
PAINO VANAI	Chef de service	Service de l'environnement (Beneficiaries)	X	X	X		X			
Jean-François NOSMAS	Directeur	Service de l'agriculture, de la forêt et de la pêche (Beneficiaries)	X	X	X		X			
PEGGY ROUDAUT	PROTEGE Project Director	CPS (PROTEGE)	X	X	X		X			
LAURE VIRAPIN	Directrice	Agence rurale NC - Co financing, PROTEGE volet 4 to the CEN	X	X	X		X			
George KAKUE	Directeur par Interim de la Direction de l'Environnement	Province des Iles	X	X	X		X			
Christophe Brocherie								X		
Florian LE BAIL					X	X		X		

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Partners, Donors & Metropolitan Members – List of Stakeholders Consulted

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	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
CROP MEMBERS	Andrew Valentine	General Manager	Pacific Aviation Safety Office (PASO)	X	X	X		X			
	Annie Kwan Sing	Special Advisor	Pacific Aviation Safety Office (PASO)	X		X		X			
	Stuart Minchin	Director General	Pacific Community (SPC)	X	X	X		X		X	20/7/21
	Efi Rex	Executive Officer Manager	Pacific Community (SPC)	X	X	X		X		X	
	Cameron Diver	Deputy Director General - Noumea	Pacific Community (SPC)	X		X		X		X	
	Eileen Robinson-Waradi	Executive Assistant to the D	Pacific Community (SPC)	X		X		X		X	
	Anne-Claire Goarant	Climate Change & Environmental Sustainability	Pacific Community (SPC)	X		X		X		X	9/7/2021 Interviewed as part of French Speaking
	Anais Rouveyrol	Advisor for Disaster, Risk Management & Community Resilience	Pacific Community (SPC)	X		X		X		X	
	Aude Chenet	Climate Change & Environmental Sustainability	Pacific Community (SPC)	X		X		X		X	
	Akuila Tawake	Georesource and Energy Programme	Pacific Community (SPC)	X		X		X		X	
	Manumatavai Tupou-Roosen	Director General	Pacific Islands Forum Fisheries Agency (PIFFA)	X	X	X		X		X	
	Anne Erekalı Vave	Personal Assistant to DG	Pacific Islands Forum Fisheries Agency (PIFFA)	X	X	X		X		X	
	Matthew Hooper	Deputy Director General	Pacific Islands Forum Fisheries Agency (PIFFA)	X		X		X		X	
	Callista Murdoch	Personal Assistant to Deputy DG	Pacific Islands Forum Fisheries Agency (PIFFA)	X		X		X		X	
	Patricia Sachs-Cornish	Executive Officer	Pacific Islands Forum Fisheries Agency (PIFFA)	X		X		X		X	19/7/21
	Gordon Chang	Acting Executive Director	Pacific Power Association (PPA)	X	X	X		X		X	Not Available
	Renna Fiu Sulliana	Administrative Officer	Pacific Power Association (PPA)	X	X	X		X		X	Not Available
	Christopher Cocker	Chief Executive Officer	South Pacific Tourism Organisation (SPTO)	X	X	X		X		X	
	Christina Leale Gale	Manager of Sustainable Tourism	South Pacific Tourism Organisation (SPTO)	X		X	X	X	X	X	21/7/21
	Tahitia Waqavonovono	Executive & Communications Coordinator	South Pacific Tourism Organisation (SPTO)	X	X	X		X		X	
	Pal Ahluwalia	Vice Chancellor and President	University of the South Pacific (USP)	X	X	X		X		X	
	Sharon McGowan	Secretary to the Vice Chancellor	University of the South Pacific (USP)	X	X	X		X		X	
	Jandra Karan	Director, Strategic Partnerships, Advancement and Communications	University of the South Pacific (USP)	X		X		X		X	
	Linda Vaike		University of the South Pacific (USP)	X		X		X		X	
	Hilda Sakiti-Waqa	Lecturer PaCE-SD, USP	University of the South Pacific (USP)	X		X		X		X	
	Iresh Asil Lal	-	University of the South Pacific (USP)	X		X		X		X	
	Filimon Manoni	Deputy Secretary General	Pacific Islands Forum Secretariat (PIFS)							X	12/8/21
	Henry Puna	Secretary General	Pacific Islands Forum Secretariat (PIFS)	X	X	X		X		X	
	Titilia Uluviti	Executive Assistant to Secretary General	Pacific Islands Forum Secretariat (PIFS)	X	X	X		X			
	Nikola Komalievuka	Executive Coordination Officer	Pacific Islands Forum Secretariat (PIFS)	X		X		X			
Bethany Sargent	Regional & International Partnerships Adviser	Pacific Islands Forum Secretariat (PIFS)	X		X		X				
Pritika Bijay	Engagement Officer	Pacific Islands Forum Secretariat (PIFS)	X		X		X				

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	Stakeholder details			Outreach		Online Survey		Briefings		Interview	
	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
	Exsley Taloburi	Climate Change Finance Adviser	Pacific Islands Forum Secretariat (PIFS)	X		X		X			
	Teea Tira	Team Leader for Climate Change and Resilience	Pacific Islands Forum Secretariat (PIFS)	X		X		X			
	Peni Suveinakama	Oceans Analyst & Manager, Office of the Pacific Ocean Commissioner (Working with SPREP on BBNJ Negotiation activities)	Pacific Islands Forum Secretariat (PIFS)	X		X		X			
MAJOR DONORS	Sujiro SEAM	Head of Delegation	Delegation of the European Union for the Pacific Office	X	X	X		X		X	
	Michael Kreiza	Head of Unit - Head of Cooperation	Delegation of the European Union for the Pacific Office	X		X		X		X	
	Andreja Vidal	Acting Head of Section for Climate Change, Energy, Circular Economy	Delegation of the European Union for the Pacific Office	X		X		X		X	19/7/21
	Pierre-Henri HellePute	Head of Section for the Noumea EU Sub-Office	Delegation of the European Union for the Pacific Office	X		X		X		X	
	Noa Sainz	Project Manager (Looking after Marta Brignone's portfolio)	Delegation of the European Union for the Pacific Office	X		X		X		X	
	Dechen Tsering	Regional Director & Representative for Asia and the Pacific	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X	X	X		X		X	
	Isabelle Louis	Deputy Director & Representative	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Sefanaia Nawadra	Head, UNEP Subregional Office for the Pacific	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X	X	X		X	21/7/21
	Silvia Giada	Programme Management Officer	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Makiko Yashiro	Programme Officer	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Mamadou Kane	Law Division	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Jochem Zoetelief	Senior Programme Officer	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Mohamed Elharati	Admin & Finance Officer	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Kolone Tikeri	Programme Admin Officer	United Nations Environment Programme (ASIA/PACIFIC) - UNEP	X		X		X		X	
	Martina Dorigo		Adaptation Fund - AF	X	X	X	X	X		X	21/7/21
	Diane McFadzien	Regional Manager – Asia and the Pacific, Division of Country Programming	Green Climate Fund - GCF	X	X	X		X		X	27/7/21
	Lillian Macharia	Director - Office of Portfolio Management	Green Climate Fund - GCF	X		X		X			
	Jan H Steffen	Regional GIZ Focal Point	Gesellschaft für Internationale Zusammenarbeit (GIZ)	X	X	X		X		X	28/7/21
	Christian Goerg	Project Manager, Regional NDC Hub	Gesellschaft für Internationale Zusammenarbeit (GIZ)	X		X		X		X	
	Christian Holde Severin	Senior Advisor – International Waters	Global Environment Facility Secretariat	X	X	X		X		X	No Response
METROPOLITAN	Kirsty McNichol	Director, Pacific Climate Change Section, Pacific Security, Maritime and Climate Change Branch, Pacific Strategy Division	Department of Foreign Affairs and Trade	X	X	X		X		X	20/7/21

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	Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)	
	Anthony Liew	A/g Assistant Director Pacific Climate Change Section Pacific Security, Maritime and Climate Change Branch, Office of the Pacific	Department of Foreign Affairs and Trade	X	X	X		X		X	21/7/21	
	Marine de Carné-Trécesson	Ambassador, Permanent Secretary for Pacific Affairs Permanent Secretariat for Pacific Affairs	Permanent Secretariat for Pacific Affairs	X	X	X		X		X		
	Luc Asselin De Williencourt	Représentant permanent adjoint de la France auprès de la Communauté du Pacifique et auprès du Programme régional océanien de l'Environnement Conseiller diplomatique du Haut-commissaire en Nouvelle-Calédonie	Ministry of Foreign Affairs & International Development	X	X	X	X	X	X	X	19/7/21	Interviewed as part of French Speaking Consultations
	Adele Plummer		New Zealand Ministry of Foreign Affairs & Trade, Manatū Aorere	X	X	X	X	X		X	21/7/21	
	Kiri Stevens	Senior Policy Officer, Climate Change and Environment, Pacific Development Group	New Zealand Ministry of Foreign Affairs & Trade, Manatū Aorere	X	X	X	X	X		X		
	Trevor Matheson	High Commissioner	New Zealand High Commission	X	X	X		X		X		
	Samantha Harrison	Head of Commonwealth, Regional Engagement and Climate	British High Commission	X	X	X		X		X	27/7/21	
	David Ward	High Commissioner	British High Commission	X	X	X		X		X		
	Min Kang	International Relations Officer Office of Oceans & Polar Affairs Bureau of Oceans & International Environmental & Scientific Affairs	U.S. Department of State	X	X	X		X		X		No Longer in Position
	Nicholas D Austin		U.S. Department of State	X	X	X	X	X		X	30/7/21	
METROPOLITAN MEMBERS / MAJOR DONORS	Suzie Heaton	(lead Focal Point) A/g Assistant Secretary International Strategy & Engagement Branch	Department of Agriculture Water & Environment	X	X	X		X		X		
	Paula Perrett	Assistant Secretary	International Strategy & Engagement Branch Department of Agriculture Water & Environment	X	X	X		X		X		
	Nicole Coombe	Director, Pacific Engagement Section International Strategy & Engagement Branch	Department of Agriculture Water & Environment	X	X	X		X		X		
	Andrew Chek	A/g Director, Pacific Engagement Section International Strategy & Engagement Branch	Department of Agriculture Water & Environment	X	X	X		X		X	20/7/21 & 26/7/21	
	Melissa Masters	Assistant Director, Pacific Engagement Section International Strategy & Engagement Branch	Department of Environment and Energy	X	X	X		X		X	20/7/21	
	Natasha Verma	Program Manager-Climate Change & Resilience Department of Foreign Affairs & Trade	Australian High Commission	X	X	X		X		X	20/7/21	
	Frank Tame	Secondment MFAT NZ								X	20/7/21	

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	Clément Payeur	Protection internationale des océans – Global ocean protection Direction for Sustainable Development	Ministry for Europe and Foreign Affairs	X	X	X		X		X	
	Benoit Rodrigues		French Ecology Ministry	X	X	X		X		X	
	Paulini Cava			X	X	X		X		X	
	Caitlin Goggin	Policy Officer	Climate Change and Environment Unit Sustainable Development Sector and Thematic Division	X	X	X		X		X	
	Ella Risati		New Zealand Ministry of Foreign Affairs & Trade, Manatū Aorere	X	X	X		X		X	
	Rob Contractor	Deputy Consul General Auckland And Deputy High Commissioner Apia		X	X	X		X		X	
	Thomas Lord	Senior Political Officer	British High Commission	X	X	X		X		X	
	Vineeta Nand	Political Affairs	British High Commission	X	X	X		X		X	
	Karen McCourt	VCP Manager, International Relations	Met Office	X	X	X		X		X	
	Kunal Singh					X	X			X	27/7/21
	Nifo Onesemo-Simaika									X	27/7/21
OTHER PARTNERS / DONORS	Olai Uludong	Lead Negotiator	Alliance of Small Islands States (AOSIS)	X		X		X			
	Hong-Sang Jung	Executive Director	APEC Climate Center (APCC)	X		X		X			
	Bo Ra Kim	Senior International Project Manager	APEC Climate Center (APCC)	X		X	X	X			
	Xianbin Yao	Director General, Pacific Department	Asian Development Bank (ADB)	X		X		X			
	Edi Brotoisworo	Senior Environment Specialist, Pacific Department	Asian Development Bank (ADB)	X		X		X			
	Jean Williams	Principal Environment Specialist Pacific Department	Asian Development Bank (ADB)	X		X	X	X			
	Margaret West	Regional Director Pacific	Birdlife International – Pacific Partnership Secretariat	X		X		X			
	Haruko Okusu	Chief Knowledge Management and Outreach Services	CITES Secretariat	X		X		X			
	Geoff Gooley	Program Manager	Commonwealth Scientific and Industrial Research Organisation (CSIRO)	X		X		X			
	Piers Dunstan	Project Leader and Team Leader	Commonwealth Scientific and Industrial Research Organisation (CSIRO)	X		X		X			
		Programme Officer Governance & Institutional Development Division	Commonwealth Secretariat (ComSec)	X		X		X			
		Executive Director	Conservation International (CI)	X		X		X			
	Schannel van Dijken	Marine Program Director, Officer-in-Charge	Conservation International (CI)	X		X		X			
	David Morgan	Officer in Charge	Convention on International Trade in endangered Species of Wild Fauna & Flora (CITES)	X		X		X			
	Virginia Rothenbuhler		Convention on International Trade in endangered Species of Wild Fauna & Flora (CITES)	X		X		X			
	Victoria Keener	Research Fellow	East-West Center (EWC)	X		X		X			
Iosefa Maiava	Director	Economic and Social Commission for Asia and the Pacific Operations Centre (ESCAP/POC)	X		X		X				

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Stakeholder details			Outreach		Online Survey		Briefings		Interview	
Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
Rae-Kwon Chung	Chief Environment & Sustainable Development Division (ESDD) UNESCAP	Economic and Social Commission for Asia and the Pacific Operations Centre (ESCAP/POC)	X		X		X			
Rodrigo Espinosa	Ambassador of Chile	Embassy of Chile	X		X		X			
Peter Ryan	Ambassador	Embassy of Ireland	X		X		X			
Stephen Mullan		Embassy of Ireland	X		X		X			
Genichi Terasawa	Ambassador	Embassy of Japan	X		X		X			
Michael Winzap	Ambassador	Embassy of Switzerland	X		X		X			
Sandra Chawla-Gantenbein	Deputy Head of Mission (from Jun 2021)	Embassy of Switzerland	X		X		X			
Ching		Embassy of the Peoples' Republic of China						X		
Chao Xiaoliang	Ambassador	Embassy of the Peoples' Republic of China	X		X		X			
BeomJin (BJ) Kim	International Program Manager	Environmental Defenders Office (NSW)	X		X		X			
Xiangjun Yao	Sub-Regional Coordinator for the Pacific Islands	Food and Agriculture Organisation of the United Nations (FAO)	X		X		X			
Francesca Mancini	Regional Technical Coordinator, Pacific Region	Food and Agriculture Organisation of the United Nations (FAO)	X		X		X			
Jamie Mason	Climate Negotiations Team	Foreign & Commonwealth Office (FCO)	X		X		X			
Kate Brown	Executive Director	Global Island Partnership (GLISPA)	X		X		X			
David Ritter	Chief Executive Officer	Greenpeace Australia-Pacific EMAIL ONLY	X		X		X			
Brendan Mackay	Director, Griffith Climate Change Response Program	Griffith University	X		X		X			
Georges de Noni	Director	Institut de Recherche pour Developpement (IRD)	X		X		X			
Mina Vilayleck	Communications Coordinator	Institut de Recherche pour Developpement (IRD)	X		X		X			
Vladimir Ryabinin	IOC Executive Secretary	Intergovernmental Oceanographic Commission	X		X		X			
Nick D'Adamo		Intergovernmental Oceanographic Commission	X		X		X			
Louise Wicks		Intergovernmental Oceanographic Commission	X		X		X			
Rick Bailey		Intergovernmental Oceanographic Commission	X		X		X			
Milena Bellini Sheppard	Permanent Representative to the UN Office in Geneva	International Council of Environmental Law (ICEL)	X		X		X			
David Sheppard	Geneva Additional Representative	International Council of Environmental Law (ICEL)	X		X	X	X			
Katie Greenwood	Head of Country Cluster Delegation for the Pacific	International Federation of Red Cross & Red Crescent Societies	X		X		X			
Nicolaos Charalambous	Director Technical Co-operation Division	International Maritime Organisation (IMO)	X		X		X			
Bekir Sitki Ustaoglu	Head, Asia and Pacific Section Technical Co-operation Division	International Maritime Organisation (IMO)	X		X	X	X	X		
Elene Sarria	Principal Programme Assistant Asia and Pacific Section Technical Cooperation Division	International Maritime Organisation (IMO)	X		X		X			
Almudena Rodriguez	Senior Secretary Asia and Pacific Section and Latin America and Caribbean Section Technical Cooperation Division	International Maritime Organisation (IMO)	X		X		X			

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James Paw	Technical Officer	International Maritime Organisation (IMO)	X		X		X			
Mara Luciano	Administrative Assistant Marine Environment Division	International Maritime Organisation (IMO)	X		X		X			
Mason Smith	Regional Director	International Union for Conservation of Nature (IUCN)	X		X		X			
Paula Katirewa	Climate Change Mitigation Coordinator	International Union for Conservation of Nature (IUCN)	X		X		X			
Simon Brockington	Executive Secretary	International Whaling Commission (IWC)	X		X		X			
Karen Poiani	Chief Executive Officer	Island Conservation	X		X		X			
Penny Becker	Regional Director Pacific	Island Conservation	X		X		X			
Richard Griffiths	Head of Operations, South and West Pacific	Island Conservation				X				
Akihiko Hoshino	Resident Representative	Japan International Cooperation Agency (JICA)	X		X		X		X	30/7/21
Kwon Moon Sang	Director General of Ocean Policy Institute	Korea Institute of Ocean Science and Technology (KIOST)	X		X		X			
Jane Lattimore	Manager-International Business Group (PRISMSS Project)	Manaaki Whenua – Landcare Research	X		X		X			
Lynley Hayes	Science Team Leader, Biocontrol and Molecular Ecology (PRISMSS Project)	Manaaki Whenua – Landcare Research	X		X		X			
Margi Prideaux	Policy and Negotiations Director	Migratory Wildlife Network	X		X		X			
Nina Suttio	Assistant Desk Officer Unit for Eastern Asia & Oceania	Ministry for Foreign Affairs of Finland	X		X		X			
Grammenos Mastrojeni	Coordinator for Environmental & Academic Issues Director General for Development Cooperation	Ministry of Foreign Affairs-Italy	X		X		X			
Doug Ramsay	Manager, Pacific Rim	National Institute of Water & Atmospheric Research (NIWA)	X		X		X			
Patila Amosa	Dean of Science, Faculty of Science	National University of Samoa (NUS)	X		X		X			
Lou Sanson	Director-General	New Zealand Department of Conservation	X		X		X			
Andrea Stewart		New Zealand Department of Conservation	X		X	X	X	X	X	21/7/21
Graeme Mitchell	Counsel General	Norwegian Consulate	X		X		X			
Franck Connan	Delegue territorial de l'Office Francais de la Biodiversite (OFB) en Polynesie francaise	Office Francais pour la Biodiversite (OFB)	X		X		X			
Souad Boudjelas	Programme Manager	Pacific Invasive Initiative (PII)	X		X		X			
Solo Mara	Secretary General	Pacific Islands Development Forum Secretariat (PIDFS)	X		X		X			
Kinisimere Tamanisau	Secretary General EA	Pacific Islands Development Forum Secretariat (PIDFS)	X		X		X			
Spencer Robinson	PIDF Governance EA	Pacific Islands Development Forum Secretariat (PIDFS)	X		X		X			
Atle Solberg	Head of the Coordination Unit	Platform on Disaster Displacement (aka Nansen Initiative)	X		X		X			
Tsugito Nagano	Deputy Manager Business Strategy Office	Remote Sensing Technology Center of Japan (RESTEC)	X		X		X			
Seuseu Tauati	Chief Executive Officer	Scientific Research Organisation of Samoa (SROS)	X		X		X			
Rolph Payet	Executive Secretary	Secretariat of the Basel, Rotterdam and Stockholm Conventions	X		X		X			
Elizabeth Maruma Mrema	Executive Secretary	Secretariat of the Convention on Biological Diversity	X		X		X			
Amy Fraenkel	Executive Secretary	Secretariat of the Convention on Migratory Species	X		X		X			

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Martha Rojas-Urrego	Secretary General	Secretariat of the Ramsar Convention on Wetlands	X		X		X			
Reiko Iitsuka	Assistant to the Senior Regional Advisor for Asia-Oceania	Secretariat of the Ramsar Convention on Wetlands	X		X		X			
Nicholas Cramer	Regional Officer for Oceania	Secretariat of the Ramsar Convention on Wetlands	X		X		X			
	Swedish Honorary Consulate General	Swedish Consulate	X		X		X			
	Director, Indo-Pacific Division Asia-Pacific Region	The Nature Conservancy	X		X		X			
Justine Ulph	Research Development Coordinator Newcastle Institute for Energy and Resources	The University of New Castle (UoN)	X		X	X	X	X		
Sascha Fuller	Pacific Node Coordinator Global Impact Cluster for Energy, Resources, Food and Water	The University of New Castle (UoN)	X		X		X			
Alan Broadfoot	Executive Director Newcastle Institute for Energy and Resources	The University of New Castle (UoN)	X		X		X			
Isiye Ndombi	Representative	United Nations Children's Fund (UNICEF)	X		X		X			
Jorn Sorensen	Resident Representative	United Nations Development Programme (UNDP)	X		X		X			
Nisha	Director for the Apia Cluster Office & UNESCO Representative to the Pacific States	United Nations Educational Scientific and Cultural Organization (UNESCO)	X		X		X			
Achim Halpaap	Associate Director, Training Department Head, Environment Unit	United Nations Institute for Training & Research (UNITAR)	X		X		X			
Andy McElroy	Sub-Regional Coordinator Pacific	United Nations Office for Disaster Risk Reduction (UN-ISDR)	X		X		X			
Simona Marinescu	UN Resident Coordinator for Cook Islands, Niue, Samoa & Tokelau	United Nations Resident Coordinator (UNRC)	X		X		X			
David M. Malone	UNU Director	United Nations University (UNU)	X		X		X			
Gaël Lagadec	President	Université De La Nouvelle-Calédonie (UNC)	X		X		X			
William C. Dennison	Vice President for Science Applications	University of Maryland Center for Environmental Science	X		X		X			
Richard Morgan		University of Otago / NZIA	X		X	X	X	X		
Frank Griffin	Vice Chancellor	University of Papua New Guinea (UPNG)	X		X		X			
Anieela Jokhan	Dean, Faculty of Science, Technology, & Environment	University of the South Pacific (USP)	X		X		X			
Elisabeth Holland	Director, Pacific Centre for Environment & Sustainable Development	University of the South Pacific (USP)	X		X	X	X	X		
Don Blanks	Chairperson/Volunteer Co-ordinator	Vava'u Environment Protection Association	X		X		X			
Karen Stone	Director/ Board Member	Vava'u Environment Protection Association	X		X	X	X			
Monica Gruber	(PRISMSS Project)	Wellington UniVentures	X		X	X	X	X		
Stacy Jupiter	Melanesia Regional Director	Wildlife Conservation Society	X		X	X	X	X		
Rachelle Marburg	Senior Social Development Specialist Social Sustainability and Inclusion, Pacific & Papua New Guinea	World Bank Pacific & Papua New Guinea	X		X		X			

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Name	Title	Organisation	SPREP Circular	Letter from IRT PD	Sent	Responded	Invited	Attended	Invited	Held (date)
	WHO Representative	World Health Organisation (WHO)	X		X		X			
Henry Taiki	Representative for the South-West Pacific	World Meteorological Office (WMO)	X		X		X			
Petteri Taalas	Secretary General	World Meteorological Office (WMO)	X		X		X			
Mary Power	Director Development and Regional Activities Department	World Meteorological Office (WMO)	X		X		X			
Kesaia Tabunakawai	Representative	World Wide Fund for Nature – WWF Pacific Program	X		X		X			No Longer in Position
Francis Areki	Conservation Director	World Wide Fund for Nature – WWF Pacific Program	X		X		X			
Sara Moriarty	High Commissioner	Australian High Commission	X		X		X			
Jonathan Lee Yoo	Charge de' Affaires	United States of America Embassy	X		X		X			
Rasul Baghirov	WHO Representative	World Health Organisation (WHO)	X		X		X			
Kristen Koyama		NOAA Office of International Affairs	X		X		X			
Phillip Andreozzi	Assistant Director for International & Regional Affairs	US Department of the Interior Office of the Secretary (OS/NISC) National Invasive Species Council	X		X		X			
Todd R. Johnson	Forestry & Climate Change Specialist	Asia Bureau, Office of Technical Services U.S. Agency for International Development	X		X		X			

SPREP Staff – List of Stakeholders Consulted

Stakeholder details			Outreach		Online Survey		Consultation Sessions		Interview	
Name	Title	Organisation	From SPREP	Sent	Responded	Invited	Invited	Held (date)		
Ainsof Soo	Systems Developer and Analyst	SPREP		X	X	X				
Aleluia Seiuli-Vaega	Records & Archives Assistant	SPREP		X		X				
Alvin Sen	Project Accountant	SPREP		X		X				
Amanda Wheatley	Biodiversity Adviser	SPREP		X		X				
Anastacia Amoa-Stowers	Multilateral Environment Agreements Coordinator, ACPMEAs Project - EMG	SPREP		X		X				
Angelica Salele-Sefo	Outreach Support Officer	SPREP		X		X				
Ane Ah Poe	Knowledge Management Officer	SPREP		X	X	X				
Anthony Taloui	Acting Director WMPC, Pollution Adviser	SPREP		X		X	X	30/6/21		
Apiseta Eti	Executive Assistant to the Deputy Director General, SPPCIS	SPREP		X		X				
Asera Wayne Asera	Information Technology and Administration Officer, PRISMSS	SPREP		X		X				
Atitofaiga (Ati) Tau	SWAP Project Support Officer – WMPC Programme	SPREP		X		X				
Audrey Brown-Pereira	Executive Officer	SPREP		X		X	X	11/8/21		
Azarel Mariner-Maiai	COSPPac Capacity Development Officer	SPREP		X		X				
Billy Chan Ting	Web Applications Developer Specialist	SPREP		X		X				
Bradley Myer	Project Manager, Regional Invasive Species Project	SPREP		X		X				
Bradley Nolan	Project Manager, PacWaste Plus Project	SPREP	X		X	X	25/6/2021 & 27/7/21			

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	Name	Title	Organisation	From SPREP	Sent	Responded	Invited	Invited	Held (date)	
	Charlie Reed	IT Support Officer	SPREP		X		X			
	Christian Slaven	IT Manager	SPREP		X		X			
SLT	Clark Peteru	Legal Counsel	SPREP		X		X			
	Crystal Schwenke	PacWaste Plus Technical and Administration Officer	SPREP		X		X			
	Cynthia Ah Loo	Cleaner/Teaperson	SPREP		X		X			
	Connie Sewere	Technical and Finance Assistant Climate Information Services for Resilient Development Project - Vanuatu	SPREP		X		X			
	Dannicah Chan	GCCA+SUPA Finance & Administration Officer	SPREP		X		X			
	David Moverley	Invasives Species Adviser	SPREP		X	X	X			
	Dominic Sadler	Invasive Species Coordinator	SPREP		X		X			
	Davina Bartley-Tiiti	WMPC Programme Assitant	SPREP		X		X			
SLT	Easter Chu Shing	Deputy Director General, Governance and Operations	SPREP		X		X	X	1/7/21	
	Emma Arasi-Sua	PACRES Information and Knowledge Management Officer	SPREP		X		X			
	Emmalfora Ah Tong	Finance Officer	SPREP		X		X			
	Epeli Tagi	IT Network & Systems Support Engineer	SPREP		X		X			
	Ella Strachan	Climate Analytic Junior Research Associate	SPREP		X		X			
	Espen Ronneberg	Climate Change Adviser	SPREP		X	X	X			
	Everett Sioa	Legal Officer	SPREP		X		X			
	Faamanatu Sitti	Driver/Clerk	SPREP		X		X			
	Faasipa Tinai	EMG Programme Assistant	SPREP		X		X			
	Filomena Nelson	Climate Change Adapation Adviser	SPREP		X		X			
	Flavia Vaai	Multilateral Environment Agreements (MEAs) Support Officer	SPREP		X		X			
	Florette Tuuau	Finance & Administration Officer, Pacific Nationally Determined Contributions Hub - CCR	SPREP		X		X			
	Foinjancey Fesolai	CCR Programme Assistant	SPREP		X		X			
	Fred Patison	Climate Change Readiness Finance Adviser, CCR	SPREP		X		X	X	23/8/21	
	Gregory Barbara	Environmental Assessment and Planning Officer	SPREP		X		X			
	Gloria Roma	Information and Research Officer, SUPA Project	SPREP		X		X			
	Hannah Hendriks-Berendsen	Secondment – IOE – NZ DOC	SPREP		X		X			
	Hetta Fuimaono	Finance Officer	SPREP		X		X			
	Hilary Boyes	PacWaste Plus Technical Waste Project Officer – Resource Recovery	SPREP		X		X			
	Iosefa Tootoo	Cleaner / Teaperson	SPREP		X		X			
	Isabell Rasch	GEF 6 Regional Invasives Species Coordinator	SPREP		X		X			
	Isaia Talaitau	Groundsman	SPREP		X		X			
	Ivan Diarra	Pacific Network for Environmental Assessment – Technical Support Officer	SPREP		X		X			
	Ivoga Sefa	Cleaner / Teaperson	SPREP		X		X			
	James Faiumu	Access and Benefit Sharing Technical and Finance Officer - IOE	SPREP		X		X			

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	Jamie Davies	Project Manager, By-Catch Integrated Ecosystem Management – Suva, Fiji	SPREP		X	X	X	X	23/8/21	
ITS	Jope Davetanivalu	Acting Director EMG, Environmental Planning Adviser	SPREP		X		X	X	28/6/21	
	Jordan Schuster	Communication Officer, PRISMSS	SPREP		X		X			
	Josef Pisi	Invasive Species, PRISMSS Associate	SPREP		X		X			
	Joshua Sam	Hazardous Waste Management Adviser	SPREP		X		X			
	Julie Pillet	Technical Waste Project Coordinator, SWAP	SPREP		X		X			
	Juney Ward	Ecosystems and Biodiversity Officer	SPREP		X		X			
	Karen Baird	Threatened and Migratory Species Adviser	SPREP		X		X			
	Kasaqa Tora	Spatial Analysis Specialist – Protected Areas	SPREP		X		X			
	Kayla Economou	Intern – COSPPac - CCR	SPREP		X		X			
	Kennedy Kaneko	National Invasive Species - RMI	SPREP		X		X			
	Kilom Ishiguro	SPREP Technical Expert (Water Sector) – RMI	SPREP		X		X	X	23/8/21	
ITS	Kosi Latu	Director General	SPREP		X		X	X	22/6/21 & 28/6/2021	
	Lagi Reupena	Inform Environmental Assistant - Temp	SPREP		X		X			
	Lance Richman	PacWaste Plus Technical Waste Project Officer, Hazardous Waste	SPREP		X		X			
	Laura Mitchell	PACRES Finance and Administration Officer	SPREP		X		X			
	Lawrence Warner	Property Services Officer	SPREP		X		X			
	Leanne Moananu	Communications Support Officer	SPREP		X		X			
	Leonie Herhaus	Secondment – GIZ Development Worker	SPREP		X		X			
	Luana Jamieson	Senior HR Officer	SPREP		X		X			
	Lupe Silulu	Records & Archives Officer	SPREP		X		X			
	Makerita Atiga	IOE Programme Assistant	SPREP		X		X			
	Maraea Slade-Pogi	Procurement Officer	SPREP		X		X			
	Marion Tuipulotu-Chan Chui	Human Resources Officer	SPREP		X	X	X			
	Martin Sharp	Project Manager, GCCA+ Intra ACP Pacific Adaptation to Climate Change and Resilience, (PACRES) Project	SPREP		X		X	X	27/7/21	
	Meapelo Mai'ai	Consultant - EMG	SPREP		X		X			
	Melanie King	Manager, PCU	SPREP		X	X	X	X	30/6/21	
	Miraneta Williams-Hazelman	Knowledge Manager	SPREP		X		X			
	Monica Tupai	HR Assistant	SPREP		X	X	X			
	Monifa Fiu	Impact Analysis Adviser	SPREP		X		X			
	Nanette Woonton	Media & Public Relations Officer	SPREP		X		X	X	6/8/21	
	Na'oafioga Feu'u	Finance and Administration, PCCC	SPREP		X		X			
	Ngaire Ah Ching	Project Coordinator, NPIPMS – WMPC (Temp)	SPREP		X		X			
	Nelida Taebo	Intern - PCU	SPREP		X		X			
	Nicolas Rocle	Secondment – IOE, France MTE/MMA	SPREP		X		X			
	Michael Taiki	PacWaste Plus Regional Project Officer	SPREP		X		X			

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	Niraj Kumar	Internal Auditor	SPREP		X		X			
	Nitish Narayan	PacWaste Plus Comms Officer	SPREP		X		X			
	Ofa Kaisamy	Manager, Pacific Climate Change Centre	SPREP		X		X	X	11/8/21	
	Patrick Pringle	Secondment – Climate Analytics Consultant - CC	SPREP		X		X			
	Pata Mase	Finance Officer - Projects	SPREP		X		X			
	Paul Anderson	Inform Project Manager	SPREP		X		X			
	Peter Davies	Coastal and Marine Ecosystems Adviser	SPREP		X		X			
	Peter McDonald	Environmental Monitoring and Reporting Specialist	SPREP		X		X			
SLT	Petra Chan Tung	Director – FA	SPREP		X		X	X	24/6/21	
	Philip Malsale	COSPPac Climatology Officer	SPREP		X		X			
	Rachel Levi	Accountant	SPREP		X		X			
	Rahul Chand	ABS Capacity Building Officer	SPREP		X		X			
	Raymond Schuster	NZPPOA Project Technical Assistant	SPREP		X		X			
	Rebecca Polestico	Monitoring and Evaluation Adviser	SPREP		X		X	X	7/7/2021 & 11/8/2021	
	Robert Duncan McIntosh	Oceanography Officer	SPREP		X		X			
	Roger Warren	Human Resources Officer	SPREP		X	X	X			
	Rohit Prasad	By-Catch Integrated Ecosystem Management Finance and Administration Officer – Suva, Fiji	SPREP		X		X	X	23/8/21	
	Rosanna Galuvao	Executive Assistant to the Director General	SPREP		X		X			
	Rupeni Mario	Project Development Specialist Climate Change Mitigation - PCU	SPREP		X		X			
	Sainimili Bulai	PacWaste Plus Technical Waste Project Officer – Solid Waste	SPREP		X		X			
	Salesa Nihmei	Meteorology & Climatory Adviser	SPREP		X		X			
	Sela Simamao	PacWaste Plus Finance and Procurement Officer	SPREP		X		X			
	Semi Qamese	Monitoring and Evaluation Officer (PACRES)	SPREP		X		X			
	Sepastiano Paulo	Human Resources Officer	SPREP		X		X			
SLT	Simeamativa Vaai	Director, Human Resources	SPREP		X		X	X	28/6/21	
	Siniva Tuuau-Enosa	Project Accountant	SPREP		X		X			
	Sione Fullvai	Framework for Resilient Development in the Pacific Coordinator	SPREP		X		X			
	Siosinamele Lui	COSPPac Climate Traditional Knowledge Officer	SPREP		X		X			
SLT	Stuart Chape	Acting Deputy Director General – Strategic Policy & Technical Programmes / Director, IOE	SPREP		X		X	X	6/7/21	
	Sunny Seuseu	Acting Project Manager, CISRDP Vanuatu /Climate Information Services Officer, Van CISRDP	SPREP		X		X	X	23/8/21	
SLT	Tagaloa Cooper	Director – CCR	SPREP		X		X	X	23/6/21	
	Tagilima Enele	Groundsman	SPREP		X		X			
	Tavita Sua	Environmental Information System Developer and Analyst	SPREP		X		X			
	Teuila-Jane Fruean	COSPPac Technical & Finance Assistant	SPREP		X		X			
	Tile Tofaeono	Climate Prediction Services Coordinator	SPREP		X		X			

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	Tupuola Oloialii Koki Tuala	Audit Chair	SPREP				X	X	8/7/21		
	Unity Roebeck	Turtle Database and Conservation Officer	SPREP		X		X				
	Vainuupo Jungblut	Protected Areas Officer	SPREP		X	X	X				
	Vanda Faasoa-Chan Ting	Technical Adviser, Pacific Nationally Determined Contributions Hub - CCR	SPREP		X		X				
	Vani Koroisamanunu	Environmental GIS Specialist – Inform Project	SPREP		X		X				
	Veronica Levi	Financial Accountant	SPREP		X		X	X	24/6/21		
	Vira Atalifo	PacWaste Plus Regional Project Officer - Fiji	SPREP		X		X				
	Vitolina Samu	Project Implementation Support Officer	SPREP		X	X	X	X	27/7/21		
	Yvette Kerslake	Technical Adviser, Science to Services, PCCC	SPREP		X		X				
EX-STAFF	Roger Cornforth				X	X	X	X	21/7/21		
	Stewart Williams			X		X	X	22/7/21			

Annex 3: Consultation Questions

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

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The following list of questions were used as a guide for all internal and external consultations. The Independent Review Team tailored the questions to each consultation, using this document as a prompt sheet to guide the conversation.

High level question	Prompts
<p>1. What has SPREP done over the last 5 years?</p>	<p>To your knowledge, in delivering the Goals and Objective of the Strategic Plan over the last 5 years, what did SPREP do and where? <i>(we are not asking you to give the complete answer, just the work you are aware of and its location)</i></p> <p>Please list any specific projects you are aware of that SPREP delivered or co-delivered. Please briefly describe your involvement in these projects.</p> <p>In your opinion, did the work you have identified above lead to any tangible environmental/development outcomes? If yes, please describe them in your own words.</p> <p>Do you think they are sustainable/lasting outcomes? Yes/no, please provide more detail about why you think this.</p> <p>In your opinion, how well are the Goals and Objectives in the Strategic Plan being achieved overall in the region (by all parties working on it)?</p> <p>In your opinion, how well is SPREP contributing to the achievement of the Strategic Plan?</p>
<p>2. Do you think what SPREP has been doing over the last 5 years the best use of their resources/expertise?</p>	<p>How <u>relevant</u> are the Goals and Objectives in the Strategic Plan?</p> <p>Considering SPREP's Role/Mandate (see p.18 of the Plan), Do you think that there are other areas of work in the Pacific that should be included in SPREP's Goals and Objectives? If yes, please provide more detail:</p> <p>(Definition of "<u>relevance</u>": work that addresses the root causes of the most important problems for the environment in the Pacific Islands Region).</p>
<p>3. How well would you say the Secretariat has performed in providing these services to SPREP Members over the last 5 years?</p>	<p>In the Strategic Plan, SPREP Secretariat commits to provide the following areas of support to SPREP Members:</p> <ul style="list-style-type: none"> Provide responsive high quality technical and capacity backstopping to Members Lead and support coordination and advocacy Broker partnerships and collaborations Provide regional services and access to resources Act as a repository and manager of data information and knowledge <p>Please take into consideration: quality, timeliness and results.</p> <p>Please give a rating of 1 to 5, (5 = excellent, no further effort required; 3 = adequate; 1 = non-performance)</p>

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High level question	Prompters
	Of the 5 areas of support, which would you consider to be most important/useful to your country and region? (5 = most important 1 = no important at all.
4. Is SPREP partnering with Member countries and other organisations in the region to get the work done in the best possible way?	In your opinion, is SPREP effectively working in partnership with the Member countries and SPREP Partners to achieve the Goals and Objectives in the strategic plan? Could they do better at partnering with Member countries and SPREP Partners? If yes, please provide us with as much detail as possible (what should SPREP do differently):
Are they doubling up with other organisations? Are there gaps where no one is addressing critical environmental or sustainable development issues in the region?	Regional Duplication and Gaps: In implementing the Strategic Plan, is SPREP <u>doubling up</u> with the work or strategies of other Regional organisations? Conversely, are there aspects of the Goals and Priorities in the Strategic plan that no one is doing in the region at the moment (not SPREP and not other regional organisations)? If yes, please provide us with as much detail as possible (what should SPREP do differently):
5. In your observation, how has Covid-19 impacted on SPREP's delivery?	In your opinion, how effective were the response measures that SPREP took?
6. What are the top 3 challenges/issues that need to be addressed? These can be strategic and/or operational	In your opinion, what are the issues and challenges that need to be addressed in order to improve SPREP's delivery of the Goals and Objectives in the Strategic Plan? Challenges and issues (top 3 in your mind): Any suggestions on how SPREP should go about addressing these challenges and issues?
7. How would you consider SPREP is delivering on its' commitments in terms of Gender and Human Rights – both in internally, and in project delivery? *	How would you say SPREP is performing in delivering these goals in terms of how the Secretariat is structured and run? How would you say SPREP is performing in delivering these goals in terms of how their external work (services and projects) are being structured and delivered?
8. We would welcome your comments on SPREP's progress	The last Corporate and Strategic Review of SPREP was carried out in 2014. It concluded with a set of recommendations. The recommendations can be found here .

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High level question	Prompters
with implementing the 2014 Review recommendations.	
9. What should SPREP focus on going forward in your region/area of work?	<p>The Strategic Plan is half-way through its lifetime. Are there Goals and Objectives in the Strategic Plan that are lagging behind the others?</p> <p>In your opinion, over the next 5 years of delivering the Strategic Plan, what does SPREP need to focus its efforts on to ensure that the Plan is delivered as well as possible?</p>

***SPREP’s Commitment to Gender and Human Rights**

SPREP's commitment to integrating Gender and Human rights into all that they do is reflected in the Strategic Plan as a key enabler for being able to effectively deliver the Plan (p.11)

SPREP also has a Gender Mainstreaming Policy which outlines Priority Areas of Action which include:

- 50% of SPREPS senior team inclusive of management/advisors consist of women
- Two gender focal points in house - (1 responsible for mainstreaming in the organisation, 1 responsible for mainstreaming in activities/projects/programmes)
- Recruitment of Pacific Island women
- Development of Gender Tool kits

Aligned to these action areas is a commitment to:

- Strengthen and maintain an institutional environment to support Gender Mainstreaming
- Promote integration of a gender perspective into programmes/projects
- Build capacity in member countries to incorporate gender perspective into policies/plans/projects
- Advocate and promote gender equality across the Pacific
- Gender diversity and balance in the organisation

Annex 4: Survey Questions

Survey Questions - Members

Q1. Please provide us with some details (leave blank if you wish to remain anonymous):

Q2. What is your gender?

Answer Choices
Male
Female
I prefer not to answer this question
Other

Q3. Concerning which thematic areas does your organisation engage with SPREP? (Tick all that apply.)

Answer Choices
Climate Change (Adaptation, DRR, Meteorological Services)
Conservation and protection of island and ocean ecosystems
Waste management and pollution control
Environmental policy, planning and governance
Other (please specify)

Q4. Please briefly describe the nature of your working relationship with SPREP (e.g. type and frequency of contact, shared project implementation, participation in meetings/committees etc.):

Q5. Please outline any SPREP activities (such as projects, trainings or meetings) that you/your organization have participated in over the last 5 years? Please provide some details (names of the projects/training/meetings, timing, and your organisation's role/involvement):

Q6. SPREP Secretariat's Mandate is to: "Promote co-operation 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." See page 18 of the Strategic Plan. In general, how well do you think the Secretariat has delivered on its overall mandate over the last 5 years?

Answer Choices
1 = yes, fully delivering to a high quality, in a timely and results-driven way
2 = yes, but incomplete, more effort, more of the same is needed
3 = yes but the quality needs to be improved (the quality, timeliness and results need improvement)
4 = what was done was of little use to me/my organisation or country
5 = no, not delivering at all
I don't know
Please comment on your rating:

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Q7. How would you assess SPREP's performance in terms of delivering on its' mandate in the following areas:

	Delivering to high quality	Delivering	Delivering but insufficient quality	Not delivering	I don't know
Providing responsive, high quality technical and capacity support to its' Members					
Leading and coordinating advocacy efforts					
Brokering partnerships and collaborations					
Coordinating regional level funding and partnerships					
Providing a repository of data, information & knowledge					
Please provide any comments on your ratings:					

Q8. Please rate your satisfaction with the following aspects of your own experience of working with SPREP over the last

	Satisfied	Room for improvement	Not satisfied
Timeliness			
Quality of technical support			
Quality of project management			
Results of capacity development			
Appropriateness of support provided			
Comments (optional):			

Q9. Have SPREP's corporate systems, practices & processes affected the delivery of its services to your country/territory?

Answer Choices
They have assisted service delivery
They are not visible/can't comment
They have impeded service delivery
Comments (optional):

Q10. Please list any examples of good service delivery from SPREP.

Q11. Do you have any suggestions for improvements in the way SPREP delivers its' services to member

Q12. SPREP's commitment to integrating Gender and Human rights into all that they do is reflected in the Strategic Plan as a key enabler for being able to effectively deliver the Plan (p.11) Aside from having in place its' own Gender Mainstreaming Plan, SPREP has also committed to:

- Strengthen and maintain an institutional environment to support Gender Mainstreaming
- Gender diversity and balance in the organisation
- Promote integration of a gender perspective into programmes/projects
- Build capacity in member countries to incorporate gender perspective into policies/plans/projects
- Advocate and promote gender equality across the Pacific"

How would you rate SPREP's performance in ensuring that these gender perspectives are considered as part of their programming, work and support to members?

Answer Choices
Excellent, all of these commitments are being met in how SPREP's work on the ground (services and projects) is being structured and delivered
Good, but incomplete, more of the same is needed
Adequate but needs to be improved (the quality and results need improvement)
Poor, very little of these commitments are currently being met in how SPREP's work on the ground (services and projects) is being structured and delivered
None of these commitments are being met in how SPREP's work on the ground (services and projects) is being structured and delivered
I don't know
Please comment on your rating:

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Q13. Are you familiar with the SPREP Independent Corporate Review (ICR) undertaken in 2014? Here is a link to the report (recommendations are listed in the Executive Summary).

Answer Choices
I am very familiar with the ICR
I am not very familiar with the ICR
I am not aware of the ICR
Please provide any comments around your views on the implementation of the recommendations.

Q14. Please tell us about your views on the impact of the COVID-19 pandemic.

Answer Choices
Do you feel that the pandemic has impacted the effectiveness of SPREP's work?
Has displacement of your contacts at SPREP impacted on your work at all?
Have you been displaced from your usual country of residence?
If yes, how long were you displaced?

Q15. Please comment on the effectiveness of the measures that SPREP has undertaken to respond to Covid-19 and maintain delivery of their services

Answer Choices
1 = excellent response by SPREP, disruption to delivery of services has been minimal
2 = excellent response by SPREP, but the disruption to the delivery of services has been significant but unavoidable
3 = adequate response by SPREP, but more could have been done by SPREP to avoid disruption to delivery of services
4 = inadequate response by SPREP, avoidable disruption to delivery of services has occurred
5 = I am not aware of SPREP having taken any measures to respond to Covid-19 and maintain delivery of their services
I don't know
Please comment on your rating (optional): If you gave a rating of 2-5, how do you suggest SPREP can improve, please provide as much detail as possible.

Q16. Do you consider yourself, or your organisation, well informed with regard to the SPREP 10 year Strategic Plan 2017- 2026? Here is a link to the Plan.

Answer Choices
I/we are well informed
I/we know the basics
I/we know very little or nothing

Q17. Were you, or your organisation, consulted about the SPREP Annual Work Programmes over the last five years?

Answer Choices
Yes, we were consulted every year and the consultations were appropriate
Yes, but the consultations were insufficient or inconsistent
No, we were not consulted
Not applicable to me/my organisation
I/we don't know

Q18. Please comment on your assessment of SPREP's progress in your country/territory over the last five years on their work in the following strategic areas:

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

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Q19. Please comment on your assessment of SPREP's progress regionally over the last five years on their work in the following strategic areas:

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q20. Based on your knowledge of SPREP's work, how well aligned are their projects and programmes to their four strategic goals?

	Work is well aligned to this goal	Some work is aligned to this goal	There is little work aligned to this goal	There is no work aligned to this goal	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q21. How relevant do you think these strategic goals are in relation to your country/territory national priorities?

	Highly relevant	Relevant	Somewhat relevant	Not relevant at all	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q22. In your opinion is SPREP partnering or combining its efforts with national government efforts and priorities in each of its strategic areas of focus?

	Yes, SPREP is partnering effectively	Yes, SPREP is partnering to some degree, but there are some gaps	No, SPREP is not partnering effectively	I don't know
1. Strengthened resilience to climate change				
2. Healthier, more resilient island and ocean ecosystems				
3. Improved waste management and pollution control				
4. Improved environmental policy and governance				
Any comments on your ratings?				

Q23. In your opinion is SPREP partnering or combining its efforts with other organisations (other than government) in each of its strategic areas of focus?

	Yes, SPREP is partnering effectively	Yes, SPREP is partnering to some degree, but there are some gaps	No, SPREP is not partnering effectively	I don't know
1. Strengthened resilience to climate change				
2. Healthier, more resilient island and ocean ecosystems				
3. Improved waste management and pollution control				
4. Improved environmental policy and governance				
Any comments on your ratings?				

Q24. In your opinion, what has SPREP been doing well over the last 5 years? Should these efforts continue over the next 5 years?

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Q25. Do you think the Secretariat's strategic focus over the last 5 years has been a good use of their resources and expertise?

Answer Choices
Yes
Yes, in part
No
I/we do not know
Please comment: If you gave a rating of "yes, in part" or "no", how do you suggest SPREP can improve, please provide as much detail as possible.

Q26. In implementing the Strategic Plan, would you consider that SPREP is duplicating work or strategies of any other organisations (including other CROP agencies)?

Answer Choices
Yes
Yes, to some degree
No
I don't know
Comment (optional): Please indicate where you see any duplication.

Q27. Considering SPREP's mandate, are there aspects of environmental protection and/or sustainable development in the Region that are being neglected (by SPREP and other national and regional organisations in the Pacific)?

Answer Choices
Yes
Yes, to some degree
No
I don't know
Comment (optional): Please provide details of any areas that you feel are being neglected.

Q28. What do you consider the biggest challenges facing SPREP, and what suggestions do you have to address these?

Q29. In your opinion, what should SPREP focus its efforts on over the next five years?

Q30. Can we contact you with follow-up questions on your responses?

Answer Choices
Yes
No

Q31. Would you like to provide any last comments, observations, or suggestions to the Review Team?

Survey Questions - Stakeholders

Q1. Please provide us with some details (leave blank if you wish to remain anonymous):

Q2. What is your gender?

Answer Choices
Male
Female
I prefer not to answer this question
Other

Q3. How would you describe the organisation you represent, or which employs you? (You can tick more than one box)

Answer Choices
SPREP Partner Organisation
SPREP Donor
CROP Agency
Business
Non-government or Civil Society Organisation
Multilateral or Inter-government Organisation
Academic Institute
Scientific or Research Agency
Government Ministry/Agency representing a SPREP Member Country
Government Ministry/Agency representing a Country that is not a SPREP Member
Other

Q4. Concerning which thematic areas does your organisation engage with SPREP? (Tick all that apply.)

Answer Choices
Climate Change (Adaptation, DRR, Meteorological Services)
Conservation and protection of island and ocean ecosystems
Waste management and pollution control
Environmental policy, planning and governance
Other (please specify)

Q5. Please briefly describe your working relationship with SPREP over the last 7 years:

Q6. Are or have you/your organisation (been) involved with any activities (such as projects, trainings or meetings) with SPREP over the last 7 years? If yes, please provide some details (names of the projects/training/meetings, timing, and your organisation's role/involvement):

Q7. Do you consider yourself, or your organisation, well informed with regard to the SPREP 10 year Strategic Plan 2017-2026?. Here is a link to the Plan.

Answer Choices
I/we are well informed
I/we know the basics
I/we know very little or nothing

Q8. Were you, or your organisation, consulted about the SPREP Annual Work Programmes over the last five years?

Answer Choices
Yes, we were consulted every year and the consultations were appropriate
Yes, but the consultations were insufficient or inconsistent
No, we were not consulted
Not applicable to me/my organisation
I/we don't know

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Q9. SPREP Secretariat's Mandate is to: "Promote co-operation 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." See page 18 of the Strategic Plan. In general, how well do you think the Secretariat has delivered on its overall mandate over the last 5 years?

Answer Choices
1 = yes, fully delivering to a high quality, in a timely and results-driven way
2 = yes, but incomplete, more effort, more of the same is needed
3 = yes but the quality needs to be improved (the quality, timeliness and results need improvement)
4 = what was done was of little use to me/my organisation or country
5 = no, not delivering at all
I don't know
Please comment on your rating:

Q10. How would you assess SPREP's performance in terms of delivering on its' mandate in the following areas:

	Delivering to high quality	Delivering	Delivering but insufficient quality	Not delivering	I don't know
Providing responsive, high quality technical and capacity support to its' Members					
Leading and coordinating advocacy efforts					
Brokering partnerships and collaborations					
Coordinating regional level funding and partnerships					
Providing a repository of data, information & knowledge					
Please provide any comments on your ratings:					

Q11. Based on your knowledge of SPREP's work, how well aligned are their projects and programmes to their four strategic goals?

	Work is well aligned to this goal	Some work is aligned to this goal	There is little work aligned to this goal	There is no work aligned to this goal	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q12. How relevant do you think these strategic goals are in relation to regional priorities?

	Highly relevant	Somewhat relevant	Not relevant
1. Strengthened resilience to climate change			
2. Healthier, more resilient island and ocean ecosystems			
3. Improved waste management and pollution control			
4. Improved environmental policy and governance			
Any comments on your ratings?			

Q13. Please comment on your assessment of SPREP's progress over the last five years on their work in the following strategic areas:

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q14. Do you think the Secretariat's strategic focus over the last 5 years has been a good use of their resources and expertise?

Answer Choices
Yes
Yes, in part
No
I/we do not know
Please comment: If you gave a rating of "yes, in part" or "no", how do you suggest SPREP can improve, please provide as much detail as possible.

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Q15. In implementing the Strategic Plan, would you consider that SPREP is duplicating work or strategies of any other organisations (including other CROP agencies)?

Answer Choices
Yes
Yes, to some degree
No
I don't know
Comment (optional): Please indicate where you see any duplication.

Q16. In your opinion, how well is SPREP working in partnership with other organisations to achieve it's strategic aims?

Answer Choices
Very well, SPREP is working in partnership very well, no change needed
Well but incomplete, more effort, more of the same is needed
Well but the quality needs improvement, partnership efforts need to be of a higher quality, more timely and/or lead to better results.
Not well, improvement in effort and quality is needed
Poor performance, SPREP is not working partnership with other organisations to my knowledge
Comments (optional)

Q17. Please comment on your own experience of working with SPREP over the last five years.

Q18. In your opinion, what should SPREP focus its efforts on over the next five years?

Q19. Considering SPREP's mandate, are there aspects of environmental protection and/or sustainable development in the Region that are being neglected (by SPREP and other national and regional organisations in the Pacific)?

Answer Choices
Yes
Yes, to some degree
No
I don't know
Comment (optional): Please provide details of any areas that you feel are being neglected.

Q20. SPREP's commitment to integrating Gender and Human rights into all that they do is reflected in the Strategic Plan as a key enabler for being able to effectively deliver the Plan (p.11) In your opinion, how well is SPREP ensuring that gender perspectives are considered as part of their programming, work and support to members?

Answer Choices
Really well
Mostly
Sometimes
A little
None at all
Please comment on your rating:

Q21. Are you familiar with the SPREP Independent Corporate Review (ICR) undertaken in 2014? Here is a link to the report (recommendations are listed in the Executive Summary).

Answer Choices
I am very familiar with the ICR
I am not very familiar with the ICR
I am not aware of the ICR
Please provide any comments around your views on the implementation of the recommendations.

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Q22. What do you consider the biggest challenges facing SPREP, and what suggestions do you have to address these?

Q23. Please tell us about your views on the impact of the COVID-19 pandemic.

Answer Choices
Do you feel that the pandemic has impacted the effectiveness of SPREP's work?
Has displacement of your contacts at SPREP impacted on your work at all?
Have you been displaced from your usual country of residence?
If yes, how long were you displaced?

Q24. Please comment on the effectiveness of the measures that SPREP has undertaken to respond to Covid-19 and maintain delivery of their services

Answer Choices
1 = excellent response by SPREP, disruption to delivery of services has been minimal
2 = excellent response by SPREP, but the disruption to the delivery of services has been significant but unavoidable
3 = adequate response by SPREP, but more could have been done by SPREP to avoid disruption to delivery of services
4 = inadequate response by SPREP, avoidable disruption to delivery of services has occurred
5 = I am not aware of SPREP having taken any measures to respond to Covid-19 and maintain delivery of their services
I don't know
Please comment on your rating (optional): If you gave a rating of 2-5, how do you suggest SPREP can improve, please provide as much detail as possible.

Q25. Can we contact you with follow-up questions on your responses?

Answer Choices
Yes
No

Q26. Would you like to provide any last comments, observations or suggestions to the Review Team?

Q27. Considering SPREP's mandate, are there aspects of environmental protection and/or sustainable development in the Region that are being neglected (by SPREP and other national and regional organisations in the Pacific)?

Answer Choices
Yes
Yes, to some degree
No
I don't know
Comment (optional): Please provide details of any areas that you feel are being neglected.

Q28. What do you consider the biggest challenges facing SPREP, and what suggestions do you have to address these?

Q29. In your opinion, what should SPREP focus its efforts on over the next five years?

Q30. Can we contact you with follow-up questions on your responses?

Answer Choices
Yes
No

Q31. Would you like to provide any last comments, observations, or suggestions to the Review Team?

Survey Questions – SPREP Staff

Q1. Please provide us with some details (leave blank if you wish to remain anonymous):

Q2. Please select your Department or Programme at SPREP.

Answer Choices
Climate Change Resilience Programme
Island and Ocean Ecosystems Programme
Waste Management and Pollution Control
Environmental Monitoring and Governance
Executive and Sub-Regional Offices
Governance and Operations
Finance and Administration Department
Human Resources Department
Other (please specify)

Q3. What is your gender?

Answer Choices
Male
Female
I prefer not to answer this question
Other

Q4. Do you consider yourself familiar with the SPREP 10 year Strategic Plan 2017-2026? Here is a link to the Plan.

Answer Choices
Yes, I can cite the four Regional Goals, and have some knowledge of the main Objectives
I can cite some of the Goals or Objectives, but I am not familiar with all of it
I know very little or nothing about the plan

Q5. SPREP Secretariat's Mandate is to: "Promote co-operation 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." See page 18 of the Strategic Plan. In general, how well do you think the Secretariat has delivered on its overall mandate over the last 5 years?

Answer Choices
1 = yes, fully delivering to a high quality, in a timely and results-driven way
2 = yes, but incomplete, more effort, more of the same is needed
3 = yes but the quality needs to be improved (the quality, timeliness and results need improvement)
4 = what was done was of little use to me/my organisation or country
5 = no, not delivering at all
I don't know
Please comment on your rating:

Q6. How would you rate the level of external consultation relating to SPREP Annual Work Programmes over the last five years?

Answer Choices
Good, members and stakeholders are consulted every year and they feel involved
Some room for improvement in our approach to consultation with members and stakeholders
Members and stakeholders are not consulted
I don't know

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Q7. Please comment on your general assessment of SPREP's progress over the last five years on the four regional goals (page 14 in the Strategic Plan):

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q8. For Regional Goal 1 Pacific People benefit from strengthened resilience to climate change, please comment on your assessment of SPREP's progress over the last five years on the following objectives (please refer to the Strategic Plan p.15 for full descriptions of the objectives):

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
1.1 Strengthened Member capacities around climate change adaptation, mitigation and disaster risk reduction					
1.2 Minimize pressures/impacts on ecosystems and sustain biodiversity					
1.3 Enhanced Member Meteorological & Hydrological Services					
1.4 Maximize Member access to climate finance					
1.5 Improved Member policy responses around resilience to climate change					
Any comments on your ratings?					

Q9. For Regional Goal 2 Pacific people benefit from healthy and resilient island and ocean ecosystems, please comment on your assessment of SPREP's progress over the last five years on the following objectives (please refer to the Strategic Plan p.16 for full descriptions of the objectives):

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
2.1 Effective management and protection of marine and coastal ecosystems					
2.2 Conservation & sustainable resource use in line with regional/international commitments					
2.3 Preventing extinction of threatened species					
2.4 Reduced impacts of invasive species					
Any comments on your ratings?					

Q10. For Regional Goal 3 Pacific people benefit from improved waste management and pollution control, please comment on your assessment of SPREP's progress over the last five years on the following objectives (please refer to the Strategic Plan p.17 for full descriptions of the objectives):

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
3.1 Minimizing impacts of chemicals and waste through life-cycle management					
3.2 Strengthened national/regional/international mechanisms for waste management					
3.3 Improved resource recovery through composting, recycling and energy efficiency					
3.4 Improved waste and pollution monitoring					
Any comments on your ratings?					

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Q11. For Regional Goal 4 Pacific people and their environment benefit from commitment to and best practice of environmental governance, please comment on your assessment of SPREP's progress over the last five years on the following objectives (please refer to the Strategic Plan p.17 for full descriptions of the objectives):

	Making good progress	Making some progress	Some work, but not impactful	No or little progress	I don't know
4.1 Strengthened National sustainable development planning and implementation systems					
4.2 Improved National capacities for good environmental governance					
4.3 Strengthened environmental data collection, monitoring & reporting					
4.4 Strengthened access to funding mechanisms					
4.5 Strengthened synergies between science, policy, traditional & local knowledge					
Any comments on your ratings?					

Q12. In your opinion, how well aligned are SPREP projects and programmes to the four strategic goals?

	Work is well aligned to this goal	Some work is aligned to this goal	There is little work aligned to this goal	There is no work aligned to this goal	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q13. How relevant do you think these strategic goals are in relation to the strategic priorities of Members?

	Highly relevant	Relevant	Somewhat relevant	Not relevant at all	I don't know
1. Strengthened resilience to climate change					
2. Healthier, more resilient island and ocean ecosystems					
3. Improved waste management and pollution control					
4. Improved environmental policy and governance					
Any comments on your ratings?					

Q14. In your opinion is SPREP partnering or combining it's efforts with national government efforts and priorities in each of its' strategic areas of focus?

	Yes, SPREP is partnering effectively	Yes, SPREP is partnering to some degree, but there are some gaps	No, SPREP is not partnering effectively	I don't know
1. Strengthened resilience to climate change				
2. Healthier, more resilient island and ocean ecosystems				
3. Improved waste management and pollution control				
4. Improved environmental policy and governance				
Any comments on your ratings?				

Q15. In your opinion is SPREP partnering or combining it's efforts with other organisations (other than government) in each of its' strategic areas of focus?

	Yes, SPREP is partnering effectively	Yes, SPREP is partnering to some degree, but there are some gaps	No, SPREP is not partnering effectively	I don't know
1. Strengthened resilience to climate change				
2. Healthier, more resilient island and ocean ecosystems				
3. Improved waste management and pollution control				
4. Improved environmental policy and governance				
Any comments on your ratings?				

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Q16. In your opinion, what has SPREP been doing well over the last 5 years? Should these efforts continue over the next 5 years?

Q17. SPREP's commitment to integrating Gender and Human rights into all that they do is reflected in the Strategic Plan as a key enabler for being able to effectively deliver the Plan (p.11) Aside from having in place its' own Gender Mainstreaming Plan, SPREP has also committed to:

- Promote integration of a gender perspective into programmes/projects
- Build capacity in member countries to incorporate gender perspective into policies/plans/projects
- Advocate and promote gender equality across the Pacific"

How would you say SPREP is performing in delivering these gender commitments in terms of how their work on the ground (services and projects) is being structured and delivered?

Answer Choices
Excellent, all of these commitments are being met in how SPREP's work on the ground (services and projects) is being structured and delivered
Good, but incomplete, more of the same is needed
Adequate but needs to be improved (the quality and results need improvement)
Poor, very little of these commitments are currently being met in how SPREP's work on the ground (services and projects) is being structured and delivered
None of these commitments are being met in how SPREP's work on the ground (services and projects) is being structured and delivered
I don't know
Please comment on your rating:

Q18. In implementing the Strategic Plan, do you see any overlap with the work of other organisations or agencies?

Answer Choices
Yes
No
I don't know
Comment (optional): Please indicate where you see any overlap.

Q19. Considering SPREP's mandate, are there aspects of environmental protection and/or sustainable development in the Region that are being neglected (by SPREP and other national and regional organisations in the Pacific)?

Answer Choices
Yes
Yes, to some degree
No
I don't know
Comment (optional): Please provide details of any areas that you feel are being neglected.

Q20. What do you consider the biggest challenges facing SPREP, and what suggestions do you have to address these?

Q21. In your opinion, what should SPREP focus its efforts on over the next five years?

Q22. How would you assess SPREP's performance in terms of delivering on its' mandate in the following areas:

	Delivering to high quality	Delivering	Delivering but insufficient	Not delivering	I don't know
Providing responsive, high quality technical and capacity support to its' Members					
Leading and coordinating advocacy efforts					
Brokering partnerships and collaborations					
Coordinating regional level funding and partnerships					
Providing a repository of data, information & knowledge					
Please provide any comments on your ratings:					

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Q23. How would you rate the following aspects of SPREP's service provision to members?

	Good - our members are satisfied	Room for improvement	Not good - members are not satisfied
Timeliness			
Quality of technical support			
Quality of project management			
Results of capacity development			
Appropriateness of support provided			
Comments (optional):			

Q24. Do you feel there is good alignment between your own work and the goals and objectives set out in the Strategic Plan?

Answer Choices
Well aligned
Mostly aligned
Sometimes aligned
A little alignment
No alignment
I don't know
Comment (optional)

Q25. Please provide your assessment of SPREP's progress against the five Organisational Goals laid out in the Strategic Plan 2017-2026 (p.20-21).

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. SPREP has appropriate information, knowledge and communications systems in place					
2. SPREP has a multi-disciplinary approach to programme delivery					
3. SPREP has a reliable and sustainable funding base					
4. SPREP is leading and engaging in productive partnerships and collaboration					
5. SPREP has access to people with the attitudes, knowledge and skills that enable effective delivery					
Comment on your ratings:					

Q26. In your opinion, does SPREP have access to adequate resourcing to deliver services to Members?

	SPREP has access to adequate resourcing	Mostly has enough resourcing, with a few gaps here and there	SPREP does not have adequate resources
Financial			
Human			
Technical			
Technology			
Please provide details of any resource gaps:			

Q27. Would you say that overall, SPREP's corporate systems, practices & processes facilitate your work? Slide the bar to indicate the level to which they support your work (where 0 = completely hinder, and 100 = fully facilitate).

Q28. Do you have any suggestions for improvements in the SPREP corporate systems and processes?

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Q29. SPREP's commitment to integrating Gender and Human rights into all that they do is reflected in the Strategic Plan as a key enabler for being able to effectively deliver the Plan (p.11) SPREP has a Gender Mainstreaming Policy which outlines Priority Areas of Action which include:

- 50% of SPREP'S senior team inclusive of management/advisors consist of women
- Two gender focal points in house
- Recruitment of Pacific Island women
- Development of Gender Tool kits
- Strengthen and maintain an institutional environment to support Gender Mainstreaming
- Gender diversity and balance in the organisation

How would you say SPREP is performing in delivering these gender commitments in terms of how the Secretariat is structured and run?

Answer Choices
Excellent, all of these commitments are being met in how SPREP as an organisation is structured, staffed and run
Good, but incomplete, more of the same is needed
Adequate but needs to be improved (the quality and results need improvement)
Poor, very little of these commitments are currently being met in how the organisation is structured, staffed and run
None of these commitments are being met in how SPREP as an organisation is structured, staffed and run
I don't know
Please comment on your rating:

Q30. Are you familiar with the SPREP Independent Corporate Review (ICR) undertaken in 2014? Here is a link to the report (recommendations are listed in the Executive Summary).

Answer Choices
I am very familiar with the ICR
I am not very familiar with the ICR
I am not aware of the ICR
Please provide any comments around your views on the implementation of the recommendations.

Q31. Please tell us about your views on the impact of the COVID-19 pandemic.

Answer Choices
Do you feel that the pandemic has impacted the effectiveness of SPREP's work?
Have you been displaced from your usual country of residence?
If yes, how long were you displaced?
If yes, has the displacement affected your ability to work effectively?

Q32. Please comment on the effectiveness of the measures that SPREP has undertaken to respond to Covid-19 and maintain delivery of their services

Answer Choices
1 = excellent response by SPREP, disruption to delivery of services has been minimal
2 = excellent response by SPREP, but the disruption to the delivery of services has been significant but unavoidable
3 = adequate response by SPREP, but more could have been done by SPREP to avoid disruption to delivery of services
4 = inadequate response by SPREP, avoidable disruption to delivery of services has occurred
5 = I am not aware of SPREP having taken any measures to respond to Covid-19 and maintain delivery of their services
I don't know
Please comment on your rating (optional): If you gave a rating of 2-5, how do you suggest SPREP can improve, please provide as much detail as possible.

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Q33. Can we contact you with follow-up questions on your responses?

Answer Choices
Yes
No

Q34. Would you like to provide any last comments, observations or suggestions to the Review Team?

Annex 5: [High Level Findings from Survey](#)

High level findings Member Survey

Responses	15
Countries	Palau, Wallis et Futuna, New Zealand, Cook Islands, USA, Vanuatu, Fiji, Cook Islands, France, Micronesia

1. Most (73%) Members feel that SPREP is delivering on its **overall mandate** – but with some room for improvement (87%)

- *A consistent and committed organisation that delivers most of its outcomes*
- *Sometimes requests for assistance are not met by SPREP*
- *More is required from SPREP in assisting NMHS/NHS in the region*

2. In terms of delivering on its 5 areas of **service delivery**, most (80%) Members feel SPREP is delivering; with 20 % Members indicating that the quality of service delivery could improve.

- *Awesome organisation to work with*
- *Delivering to high quality for the five criteria*
- *I think SPREP is doing a great job for the region and its Member States*
- *There are a lot of requests that are not met by SPREP*
- *There is no French-speaking interlocutor at SPREP, which limits the quality of exchanges*
- *The organization's service to its member countries ...this needs to be strengthened*
- *SPREP organization is good for the region, but performance wise to the needs of its members needs to be improved*

3. Degree of satisfaction with the nature of SPREP Service Delivery is quite varied:

	Satisfied	Room for Improvement
Timeliness	40%	60%
Quality of Technical Support	67%	33%
Quality of Project Management	29%	71%
Results of Capacity Dev'mt	33%	67%
Appropriateness of Support	43%	57%

Examples of good service delivery cited include:

- *Inform project*
- *Excellent delivery from the Project Coordination Unit / The PCU is operating very effectively*
- *The Marine Pollution Adviser has been very helpful with technical advice*
- *NATPLAN*
- *Coordination of virtual meetings / Virtual meetings of the PMC panels / Good coordination of meetings*
- *Climate Change Advocacy*

Suggestions for improvements included:

- *Compile country profiles of all projects (past & present)*
- *Be responsive to members and let them know if they can't deliver*
- *French speaking interlocutor*
- *More communications about activities and follow up*
- *Enhanced engagement & more cohesiveness in SPREP's approach to leading CROP*
- *Lack of monitoring and consistent communication with members*
- *SPREP is competing with its member countries on funds that can go to members*
- *Transparency and responsiveness needs to be improved*

4. There were **mixed opinions about SPREP's performance in terms of Gender** mainstreaming in programming. Some Members thought SPREP is doing excellent on gender commitments (33%) while, 46% felt that more could be done in this area.
5. **Progress ratings by Members for the 4 Regional Goals at the Regional Level** are not as positive as the ratings made by external stakeholders. Goal 1 is the highest rating with 84% of Members seeing progress. Goal 2 is the lowest rated, with only 45% of members seeing progress in this goal regionally, & 47% stating little or no progress visible. Goals 3 & 4 received more balanced ratings (between 60-66% Members seeing progress).
6. **Members' ratings of SPREP's progress on the 4 strategic goals in-country are mixed.** Goal 4 has the highest rating (63% Making good progress, 25% little or no progress), and Goal 2 has the lowest rating (25% Making some progress, 50% little or no progress). Goals 1 & 3 are both rated by 50% as making some progress, and 30+% seeing little or no progress.)
7. **Relevance & Alignment:** Most members see the SPREP Regional Goals as relevant to their national priorities and they see alignment of SPREP work to these goals. There are some (10-25%) Members, however, that see little or no alignment of work to the Goals 3-4.
8. All members agree that SPREP's focus over the last 5 years has been a good use of the resources (57% Fully agree, and 28% in part)
9. **Members do not rate SPREP highly for partnering with government efforts & priorities around the 4 Regional Goals.** On average only 20% of Members indicate that SPREP is partnering well with Government; 60% see partnerships but with gaps, and 7% say that SPREP is not partnering effectively.
(By Goal: Only 10% of Members said they were partnering well in Goals 2&3, 20% for Goal 4 and 42% for Goal 1. On the flip side, only a few feel that SPREP is not partnering effectively at all (8% in Goal 1 and 20% in Goal 2). The rest of members acknowledge partnerships, but can see some gaps)40-70% across all 4 Goals._
The ratings are higher for partnerships with other organisations. On average across the 4 Regional Goal areas, 38% Members see that SPREP is partnering effectively; 35% say that are partnering to some degree, and 2% do not see any effective partnering.

10. Members highlighted Climate Change and International advocacy as the areas where SPREP is performing well:

- *CC Department has made the biggest development & improvements*
- *Focus on Climate Change*
- *Working with Members on Climate Change*
- *working well on climate adaptation and mitigation*
- *climate change and DRR*
- *Representing member countries climate change COP meetings*
- *Good advocacy on the international stage*

11. 50% of Members acknowledged that there is **some overlap in work with other CROP agencies**, and some highlighted the need for collaboration:

- *Overlaps with other agencies is inevitable and energy is better spent on identifying how they collaborate*
- *CROP agencies should work together rather than compete with each other and their member countries.*
- *For DRR and NMHS/NMS mandates are clear*

12. Most Members reinforce that **the existing priorities will continue** to be relevant in the next 5 years, with the following suggestions for areas of focus:

- *A serious, systematic focus on Urbanization issues*
- *Relocation (inter-island and intra-island, innovative conservation practices, urban development*
- *Data collection and capacity building in the Pacific*
- *Engaging island countries to consider Sustainable development approaches*

13. **Challenges** that Members mentioned for SPREP were predominantly around the **COVID-19 pandemic, sustainability of funding and retaining skilled personnel.**

- *To address the needs of the Pacific people and not driven by external partners' agenda*

14. Members have seen the impacts of the COVID-19 pandemic on SPREP's work, citing some delays, reduced face-to-face communication and reduce visibility on the ground. The majority of members felt that the response by SPREP to the pandemic was excellent or adequate.

Other useful comments:

- *Maybe it is better to recruit each country's representative to focus solely on implementing SPREP strategies*
- *Engage local and resourceful people who are dedicated (not just for the purpose of putting food on the table but those that want to make a difference in the community once projects come to a close.*
- *SPREP to consider investing in development of Member States Personnel so they can return to their respected country and assist with environment issues affecting the Pacific.*

High level findings Stakeholder Survey

Responses	18
Agencies	Department of Conservation NZ, David Sheppard, VEPA, UNEP, EU Delegation, IMO, SPTO, University of Newcastle, USP, NZ Ass, Impact Evaluation, Adaptation Fund, Wellington UniVentures, Island Conservation, WCS, ADB

15. Predominantly very positive comments on the experience of **working in partnership with SPREP:**

- *the relationship is positive and mutually supportive*
- *the relationship is very close and cordial.*
- *The EU has a close cooperation with SPREP*
- *Close collaboration*
- *The partnership has been productive*
- *I have had only positive experience working with SPREP.*
- *SPREP is a dynamic organisation with highly capable staff*
- *Most of our collaboration is long term and repeat because its been good in most cases*
- *Good cooperation*
- *Very positive*
- *Very pleased with the commitment shown by SPREP*
- *Exceptionally positive experience overall*
- *SPREP is a pleasure to work with and staff are friendly and committed*
- *I enjoy the partnership*

16. Most (88%) stakeholders feel that SPREP is delivering on its **overall mandate – but with some room for improvement (60%)**

- *Responsive and helpful*
- *First class*
- *Overall delivering well*
- *SPREP is leading well*
- *SPREP is committed and delivers well*
- *SPREP is often competing with USP for resources rather than cooperating in partnership*
- *Sometimes I would like to know more*
- *SPREP needs to do more to communicate the consequences of inaction on biodiversity and border protection*
- *More engagement is needed to ensure alignment and prevent duplication*

17. In terms of delivering on its 5 areas of **service delivery, most (72-87%) stakeholders feel SPREP is delivering; the area for Coordinating Regional Level Services & access to resources is the weakest areas, with only 42% indicating that SPREP is delivering.**

18. Relevance & Alignment: A high proportion (90%+) stakeholders feel the strategic goals are highly relevant to regional priorities and most stakeholders indicate that SPREP work is well aligned to these goals.

19. Ratings for **performance on the 4 Regional Goals** are mostly positive: Goal 4 has highest ratings (88% making progress or making good progress); Goal 3 has the lowest ratings (58% making progress or making good progress)

20. Stakeholders acknowledged that there is **some overlap in work with other CROP agencies**, but most do not see this as a bad thing.

- *Overlapping in a good way*
- *Overlap sometimes helps*
- *Impossible not to overlap*
- *I think some duplication of effort is required to assist with the embedding of capacity, knowledge and skills*
- *Improvements needed in the areas of Climate Change and Oceans – SPREP could show more leadership and greater coordination with CROPS on all levels.*
- *There is significant competition between the CROP agencies and UNDP, UNEP, CI and IUCN for multilateral funding*

21. Most stakeholders reinforce that **the existing priorities will continue** to be relevant in the next 5 years, with the following suggestions for areas of focus:

- *Increased focus on marine plastic and DSM*
- *NY/Brussels support to Pacific Missions – beefing up on virtual capacity, integrated planning & implementation*
- *Community based approaches (eg. Working with youth and orgs such as Pac WIMA)*
- *Improved inclusiveness*
- *Partnering with other CROP agencies*
- *Further strengthening capabilities in environmental policy and decision making*
- *Greater integration of the thematic areas – they are all inter-related – projects on one area could facilitate action in others.*
- *Ongoing relationship building*
- *Indigenous approaches / tradition knowledge around biodiversity conservation and CCA*
- *Land use changes and urban development*

22. In terms of commitments to gender and human rights, the majority of stakeholders (68%) think SPREP is doing (really or mostly) well. One stakeholder suggested it is difficult to tell if it is a tick-box exercises and indicated that they should look to SPC that has invested significant effort in gender equity and social inclusion across their programmes.

23. **Challenges** that Stakeholders mentioned for SPREP were predominantly around **sustainability of funding and coordination with other agencies**:

- *The project-based funding model – need for core, untagged, multi-year funding – this should be a requirement from all metropolitan members and other partners that wish to engage with SPREP*
- *The funding model & donor dependency*
- *Creative fundraising*
- *Clarity on areas of overlap with other agencies*

- *Lack of funding, overworked staff, multiple paymasters (suggestion to have funds paid from multiple donors to a UN supervised account)*
- *Sustainable core funding, streamlining of systems. (It seems every time there is a new project new systems are developed)*
- *Political fragmentation, increased competition for multi-lateral funding*

24. Stakeholders were very **pragmatic about the impacts of COVID** on SPREP's work and felt that their response was either excellent or adequate given the circumstances. The success of the NC Conference was highlighted as a success, despite the challenges.

- *Need to draw on the lessons of COVID, building on the lessons of remote work*
- *SPREPs work on 10NC was excellent*

Other useful comments:

- *Definitions used for resilience may not fully capture all Pacific Islanders worldviews of resilient systems – more can be done to ensure programs are addressing these dimensions*
- *Greater engagement with private sector – particularly in the tourism sector. Private sector are usually left out*
- *Greater integration of each thematic area with the wider work of the organisation*
- *Engaging more with Ministries of Economy to help leaders better understand the long-term costs of their decisions*
- *Many of the comments from 2014 Corporate Review are still relevant. “The SPREP Meeting itself could also be restructure to focus more on substantive consideration of strategic and work plans, rather and information updates.”*

High level findings SPREP Staff Survey

Responses	41 (29 Anonymous)
Countries	Samoa (12), NZ, Norway, Fiji
Department	Climate Change 3; Ecosystems 5; Waste 3; Governance 1; Executive 3; Governance & Operations 9; Finance & Admin 1; HR 6; IT 1; Not mentioned 10

Key themes:

1. Corporate systems need an overhaul. Still using paper-based processes for HR, contract management, records management, document approvals
2. No unified Project Management System – each project creates their own
3. Fragmentation of work - Need more leadership for coordination and integration across programme areas
4. Need for more effective collaboration with CROP – ingrained competitive behaviours part of the org culture
5. The need for more in-country resources
6. Good advances in use of digital platforms – but need to invest more now in IT (both for corporate and program implementation) for a digital transformation
7. Some issues liaising at the country level (feeling they are not taken seriously by Members)
8. Need for dedicated resourcing on Gender to ensure policy implementation
9. Concerns around Recruitment and Procurement practices raised. Concern about discrepancies between conditions for EPAI and EPAL staff also raised.
10. Rigidity to change – need for more adaptative, consultative and supportive management style
11. Lack of professional development for staff

Data Analysis:

25. Most (93%) Staff Members feel that SPREP is delivering on its **overall mandate** – but with some room for improvement (69%)

- *SPREP has done a lot in the last 5 years in terms of fostering new partnerships and delivery service to the Member Countries*
- *The strategic direction or framework needs to be tighter and more clearly defined.*
- *Our co-operation both within SPREP and with partners/countries still needs a lot of work. There are no standards for what a successful cooperation should look like or guidelines for working with other CROP agencies.*
- *More intentional and SLT lead integration between programmes is required to ensure we maximise our impact through increased collaboration, knowledge sharing and resource management.*

26. **Progress ratings by Staff for the 4 Regional Goals at the Regional Level** are tabulated below (note: ‘I don’t know’ responses not captured here). The majority of staff feel the regional goals are making good or some progress.

	Good Progress	Some Progress	Some work, not impactful	No/little progress
1.Climate Change	46%	29%	18%	4%
2.Ecosystems	46%	36%	11%	4%
3.Waste & pollution	50%	36%	11%	0
4.Governance	53%	36%	4%	4%

- All 4 Regional goals are making great progress in the last 5 years.
- These regional goals have been making good progress with impactful results at the national, regional and global level.
- There are pockets of successes, but I don’t see or hear enough.
- *There could be stronger strategic leadership in order to achieve our objectives*
- *Work is lessened by country focal points not engaging externally with SPREP and internally with Ministries.*

27. **Relevance & Alignment:** All staff see the SPREP Regional Goals as relevant (to varying degrees) to member priorities, they see alignment of SPREP work to these goals. The alignment is rated higher for Goals 3&4.

28. **Around half (51%) of Staff rate SPREP highly for partnering with government efforts & priorities around the 4 Regional Goals**, with 35% staff seeing some partnering efforts, but with some gaps. 8% of staff to not think that SPREP is partnering effectively. There is not a significant difference in these ratings across the four regional goals.

The ratings are similar for partnerships with other organisations. On average across the 4 Regional Goal areas, 58% staff think that SPREP is partnering effectively; 27% say that are partnering to some degree, and 10% do not see any effective partnering.

- *SPREP has strong partnerships with donors and other international agencies based on the number of active and pipeline projects.*
- *There is little proactive engagement with other CROP agencies ...a lot more could be achieved if time was dedicated to forging active strategic working partnerships.*
- *Inter-CROP competition remains pronounced and ingrained into SRPEP corporate culture*

29. Staff were not very specific about highlighted aspects of SPREPs work that was going well. A number of them mentioned fund raising and partnerships (as evidenced by funding streams and multiple phased projects). The successes in organizing and facilitating events was also mentioned.

30. 70% of Staff acknowledged that there is **some overlap in work with other CROP agencies**, and many highlighted that this in the work streams around Climate

Change. Related issues of duplication and competition were raised. Gaps around deep sea mining and ABNJ were highlighted.

31. There were **mixed opinions about SPREP’s performance in terms of Gender mainstreaming** in programming. Some Staff thought SPREP is doing excellent on gender commitments (23%) while, 49% felt that more could be done in this area. 19% rated performance in this area as ‘Poor’.

- *I have noticed a big change*
- *Work in progress and inconsistent across projects.*
- *Projects are left to their own devices to design and implement. Not corporate support to do better.*
- *We need a dedicated gender and human rights-based approach specialist team*
- *SPREP has policies and commitments in place but is ineffective in actual implementation.*

32. **Challenges** that Staff mentioned for SPREP were predominantly around the **COVID-19 pandemic, CORE funding, meaningful country engagement and current internal systems and processes.**

33. In terms of the future efforts of SPREP, staff thought they should focus on:

- *Implementation of the People Strategy*
- *Integration of projects and systems; supporting communities of practice (not just conservation but information systems and skills)*
- *Being more strategic in the funds we attempt to access*
- *Rebuilding SPREP culture to reflect genuine respect for all, inclusion and determination to be a leading international organisation.*
- *Project management skills*

34. In terms of delivering on its 5 areas of **service delivery**, most (80%) of Staff feel SPREP is delivering; with 25% indicating that the quality of service delivery could improve.

35. **Staff predominantly agree that SPREP is making good progress towards the 5 Organisation Goals**, tabulated below (note: ‘I don’t know’ responses not captured here). The majority of staff feel the organization is making good or some progress.

	Strongly Agree	Agree	Disagree	Strongly disagree
1. Info, knowledge & coms systems	32%	36%	20%	4%
2. Multi-disciplinary approach	40%	24%	28%	4%
3. Sustainable funding	20%	28%	16%	20%
4. Productive partnerships	32%	40%	20%	0%
5. Access to people	32%	24%	24%	0%

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36. Around 26% of staff feel that SPREP has adequate access to resources (Finance, Human, Technical and Technology), while 74% feel there are some gaps or that resourcing levels are inadequate.

37. Suggestions for improvements to the SRREP Corporate systems and processes included:

- *Standardization of project management*
- *Prioritize having proper systems in place ..e.g. HR, Recruitment, leave, Performance Management, IT, Contracts management, records management, registry*
- *The systems and processes require a major overhaul and upgrade and are a major hindrance to doing business effectively*
- *Corporate systems and processes could be modernised and updated.*
- *Because of COVID the way we work has changed dramatically to converse digitally at all times. There is need for a holistic digital transformation of the whole organization*

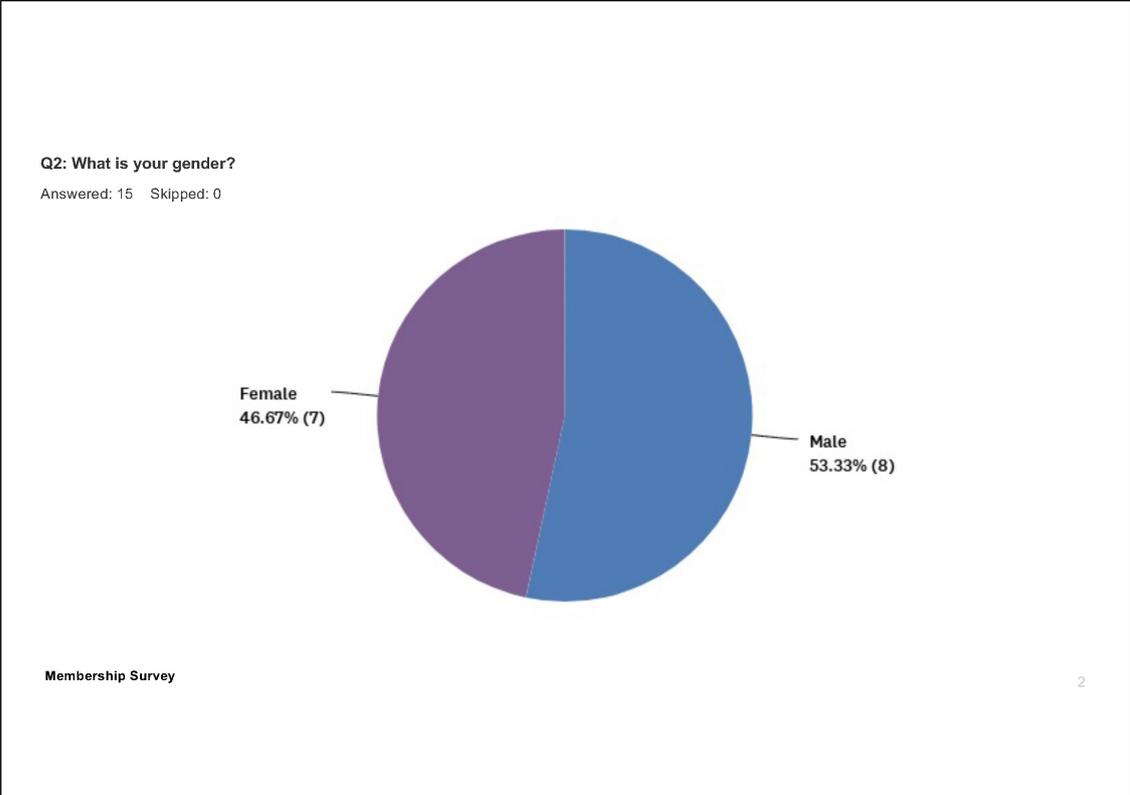
38. All staff have seen impacts of the COVID-19 pandemic on SPREP's work, citing issues around implementation, travel restrictions, inadequacy of virtual delivery for technical support, delays, reduced face-to-face communication and reduce visibility on the ground. Some staff highlighted the positive impacts in that SPREP has reduced its carbon footprint through reduced travel, being forced into the 21st century using web-meeting tools and more efficient approaches for achieving work remotely.

Annex 6: [Summary Charts of Survey Responses](#)

Membership Survey

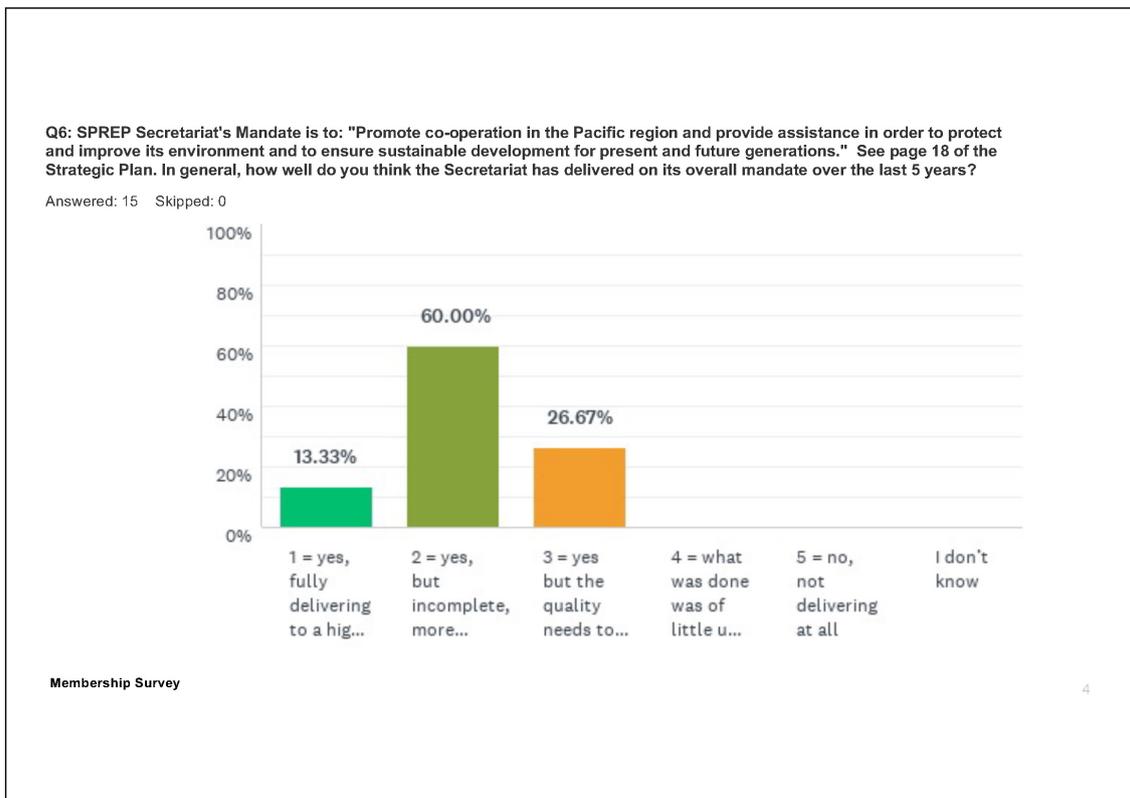
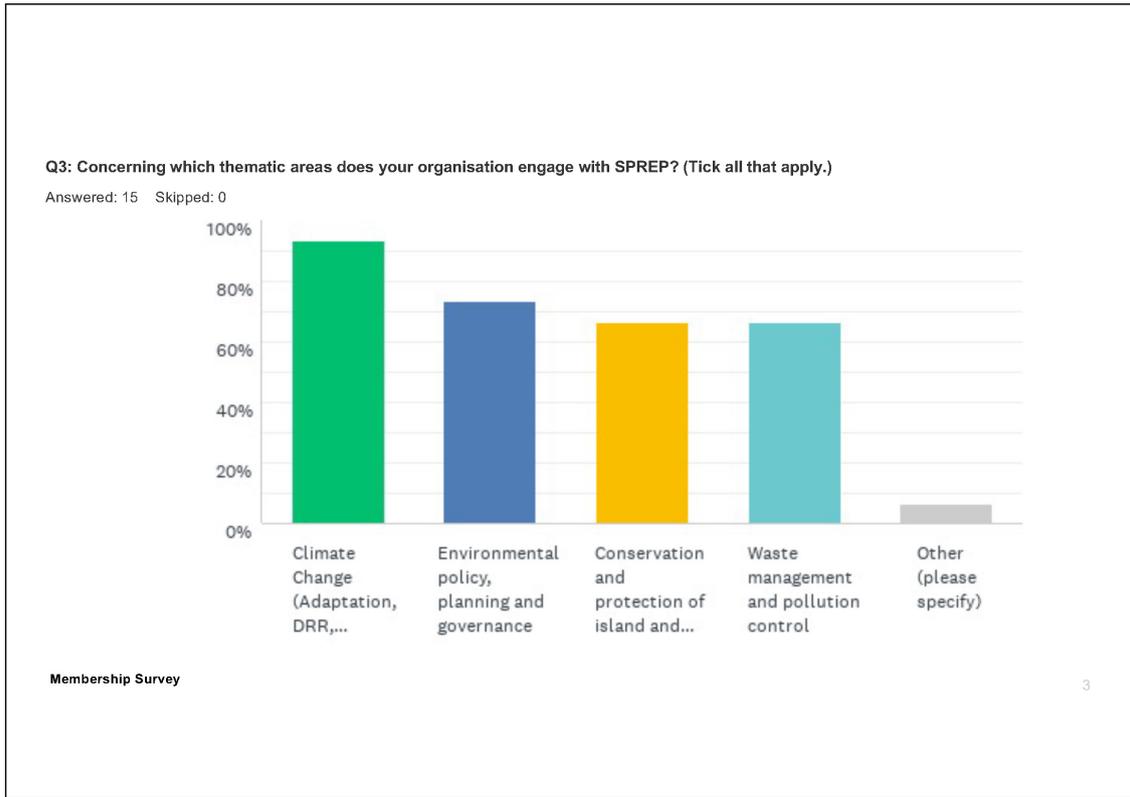
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Total Responses

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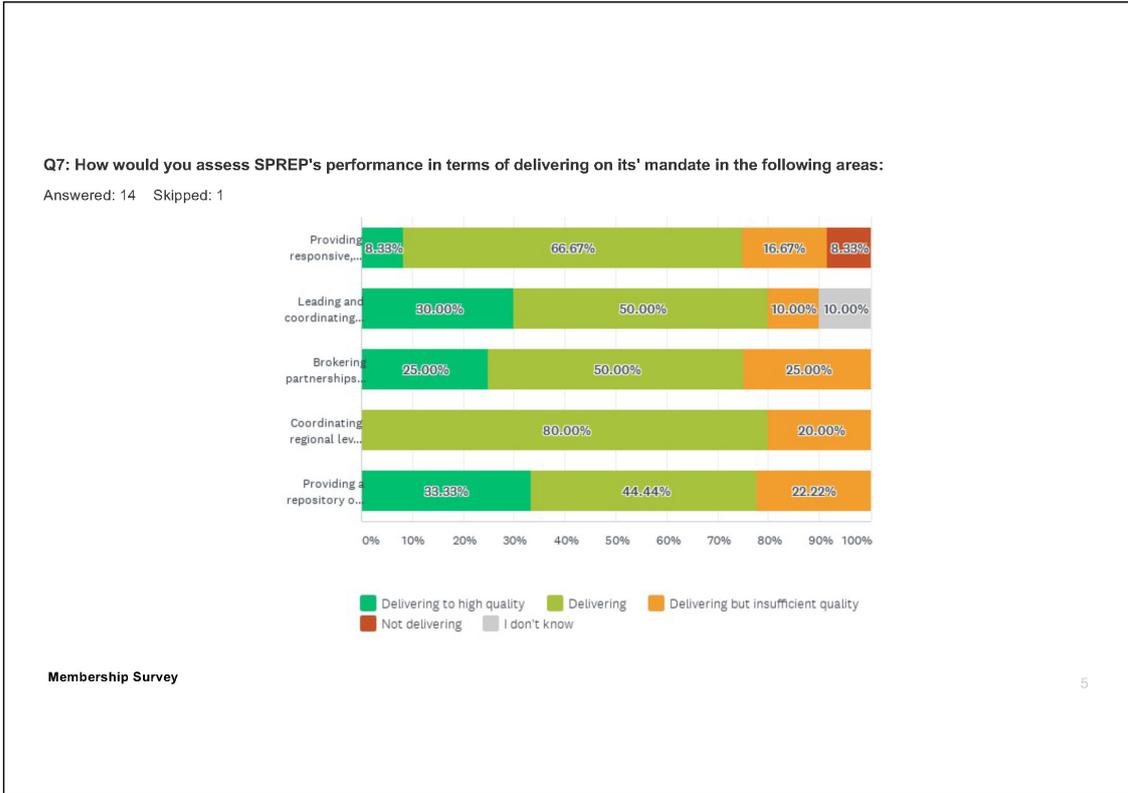
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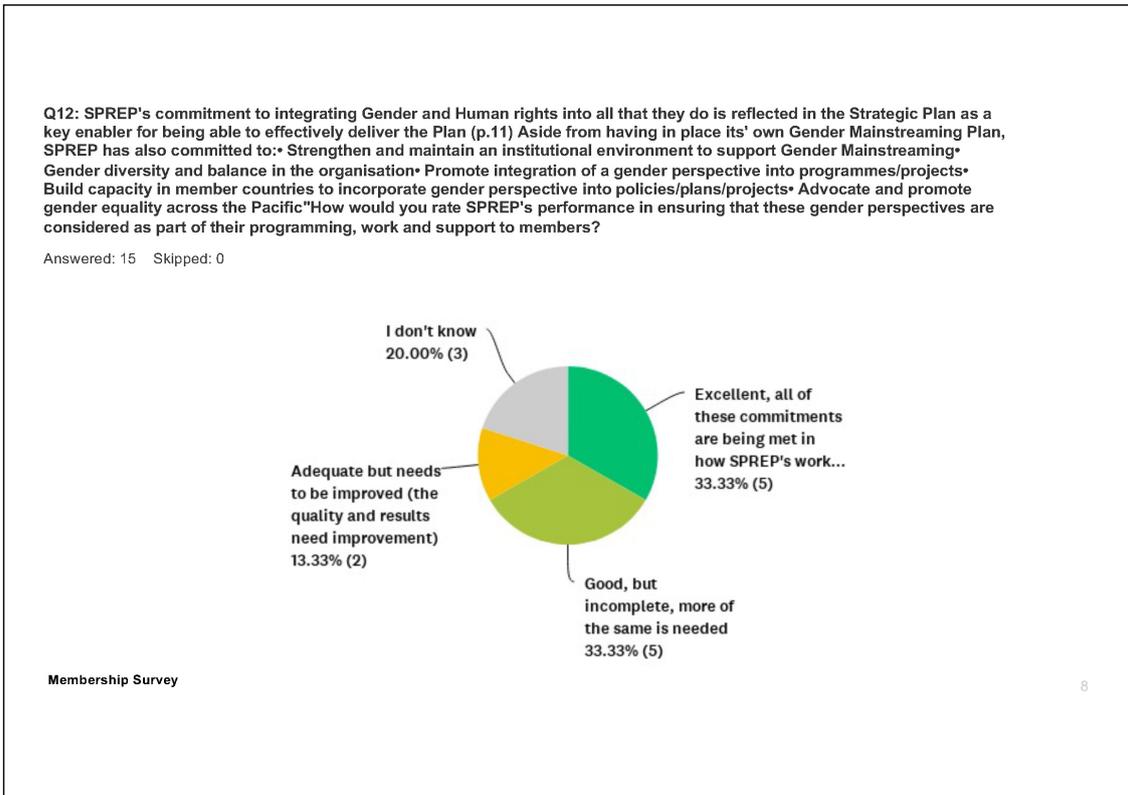
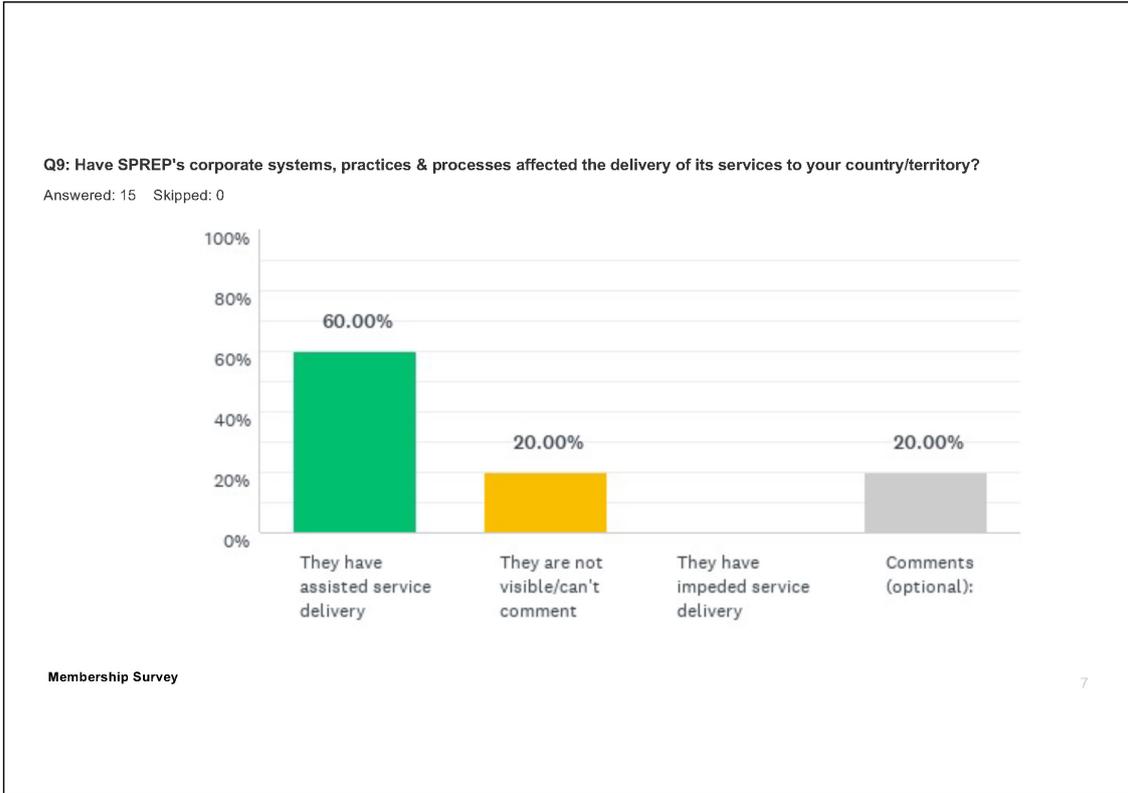
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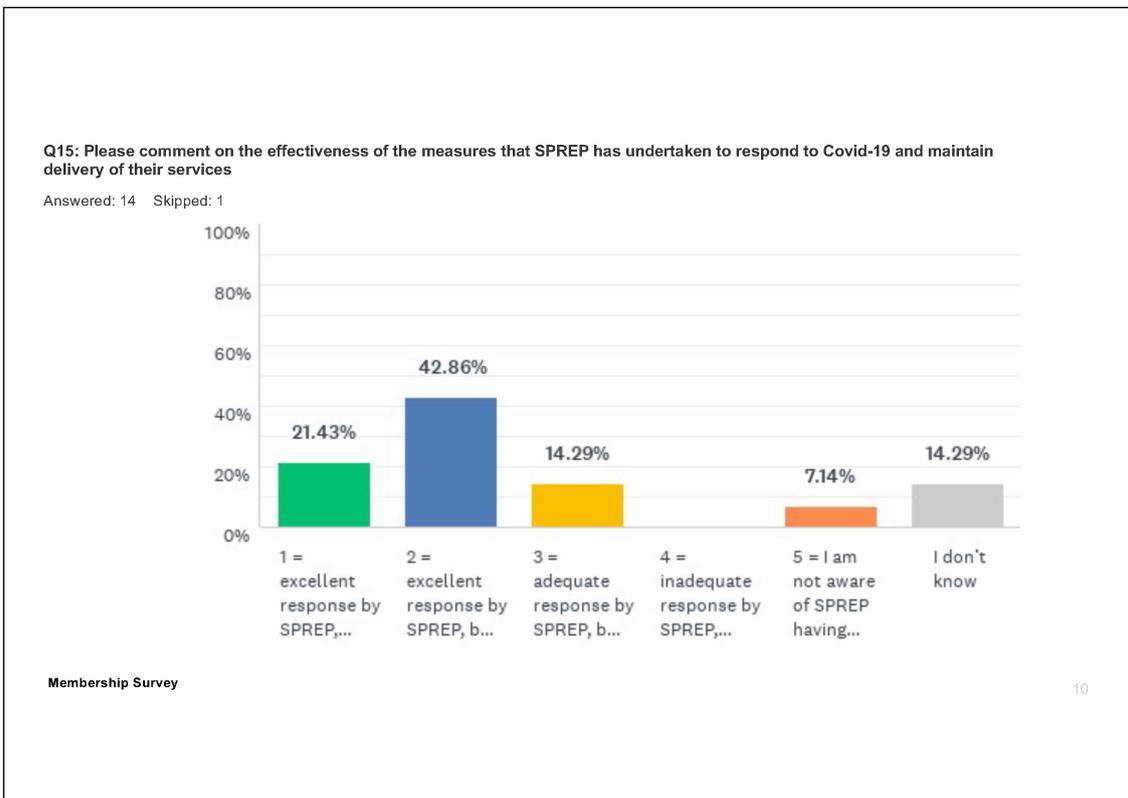
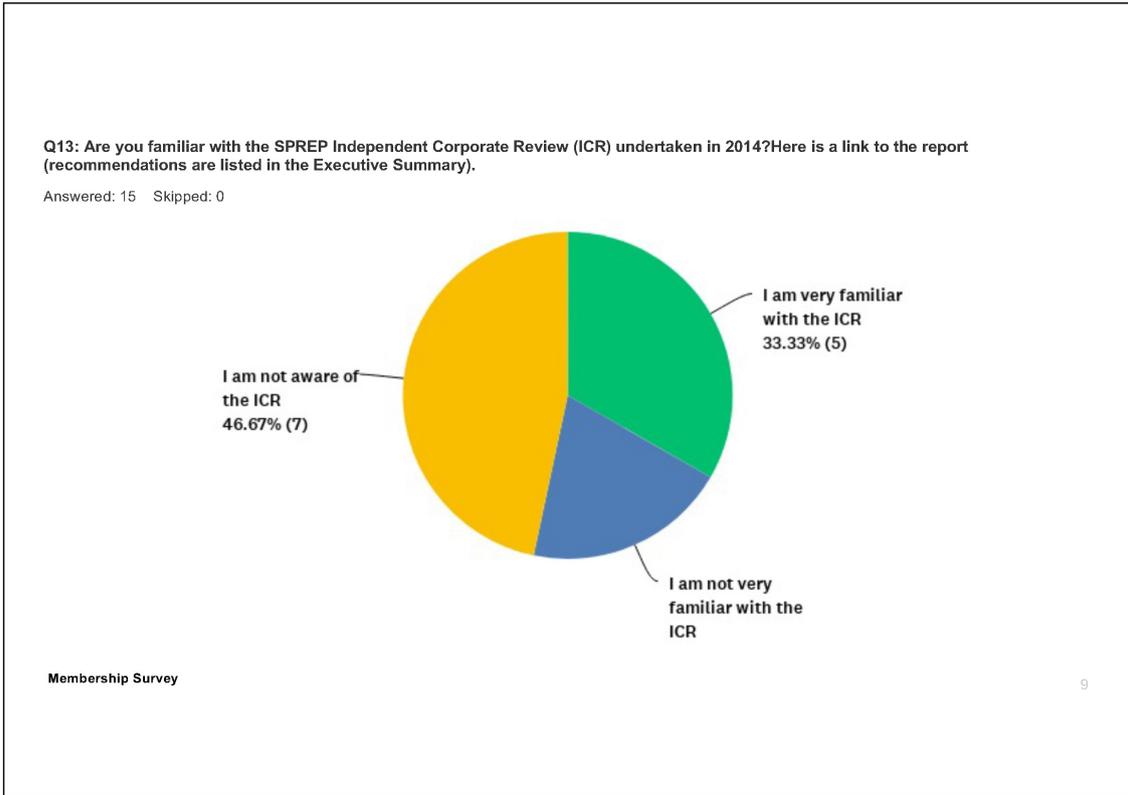
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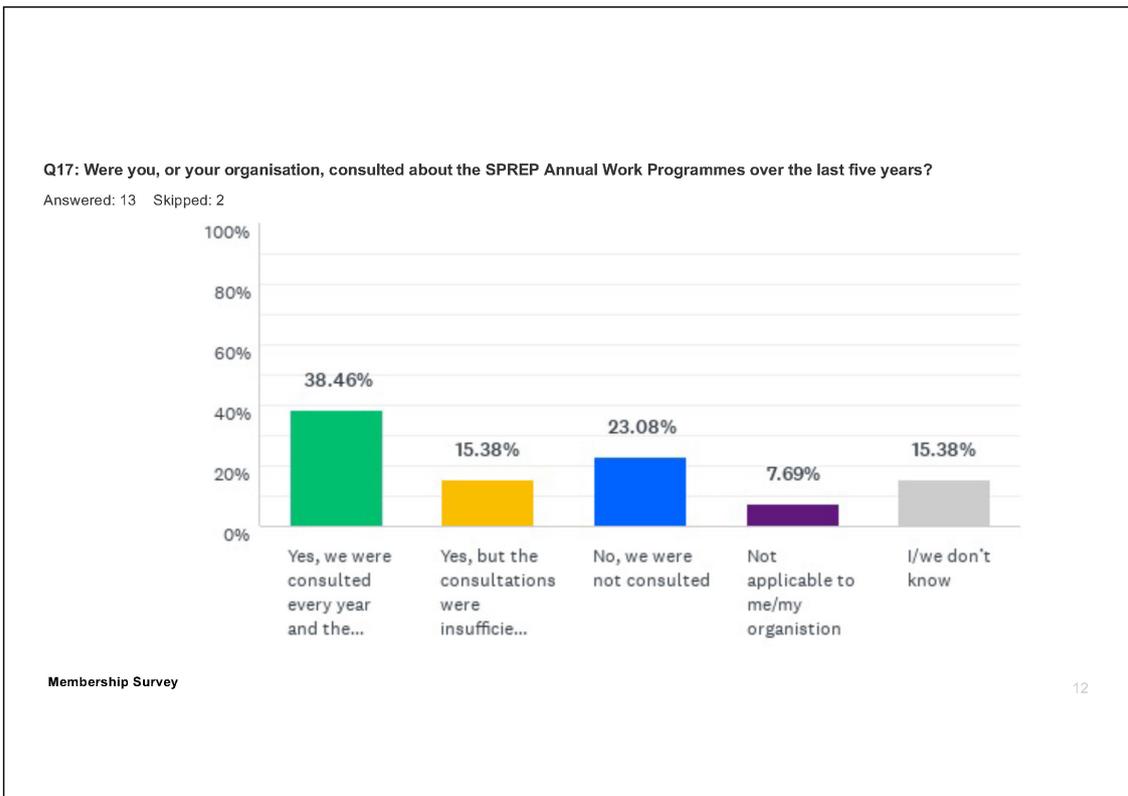
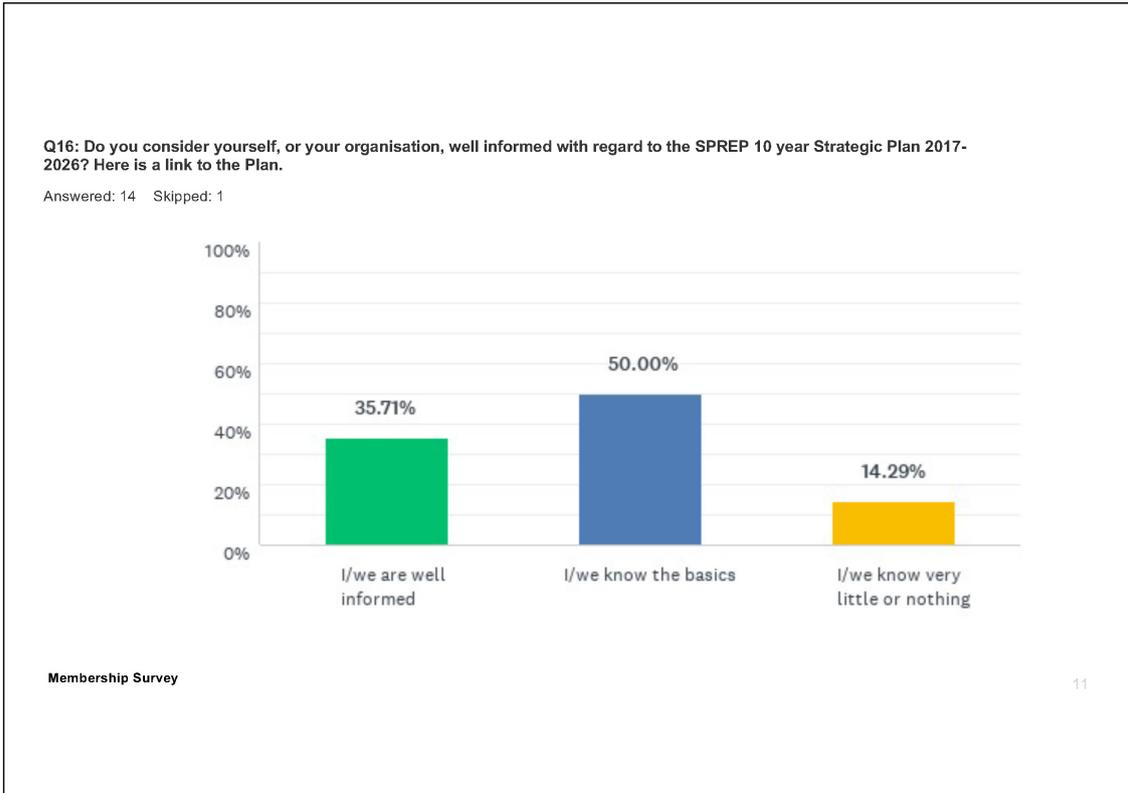
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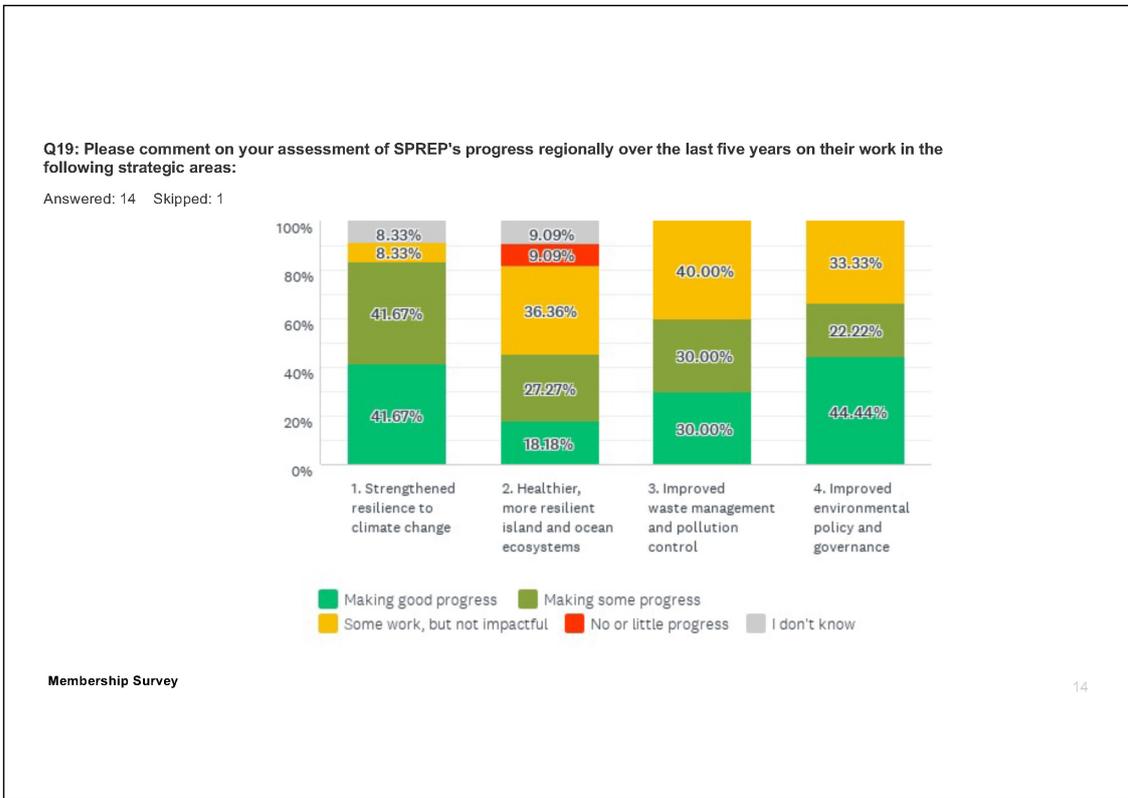
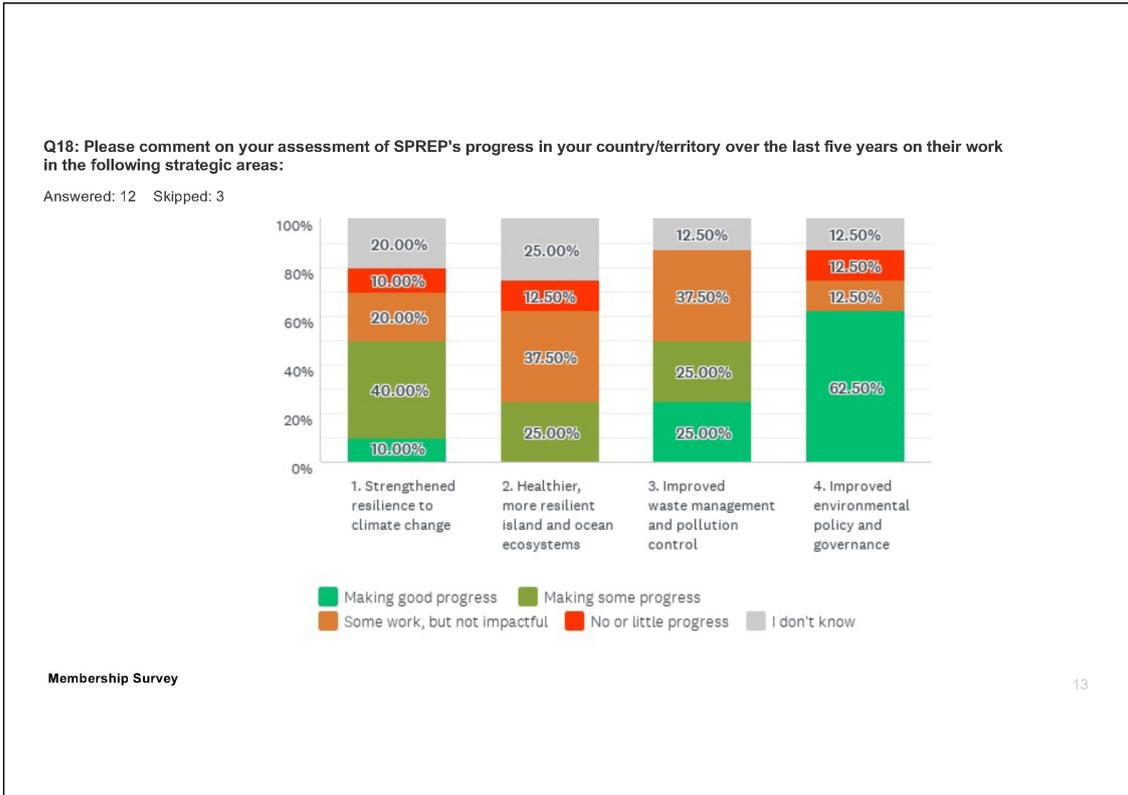
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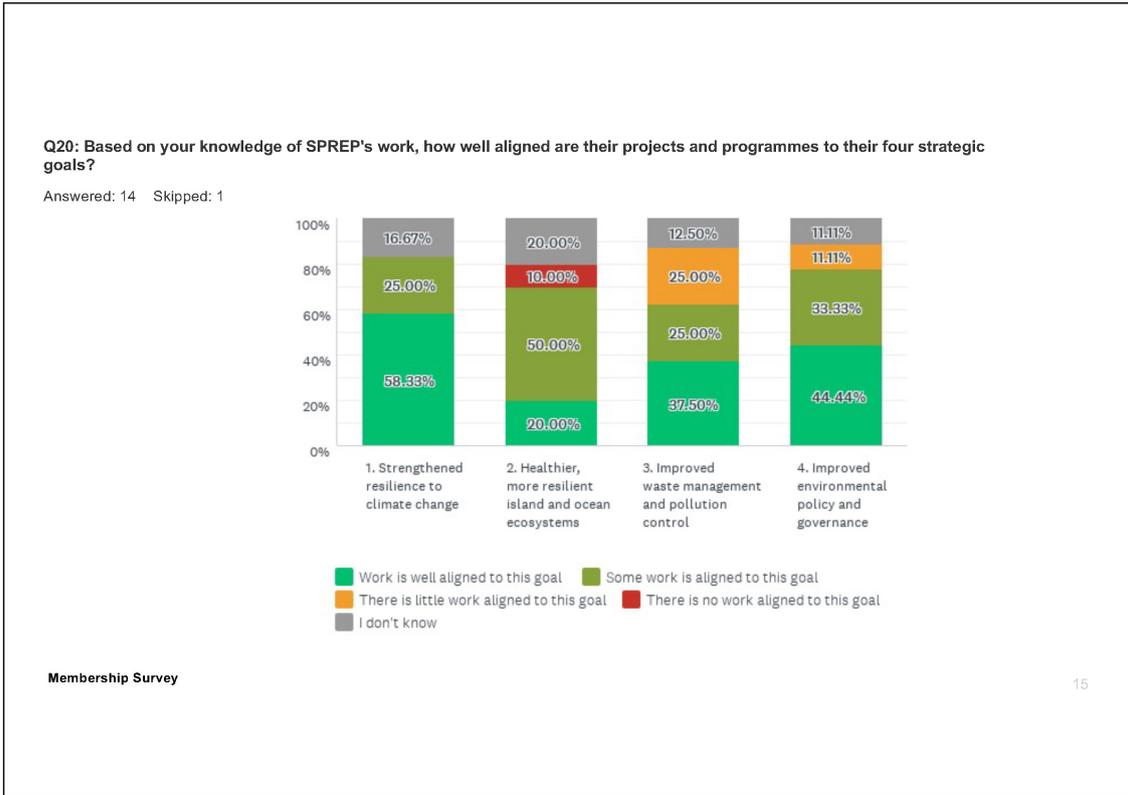
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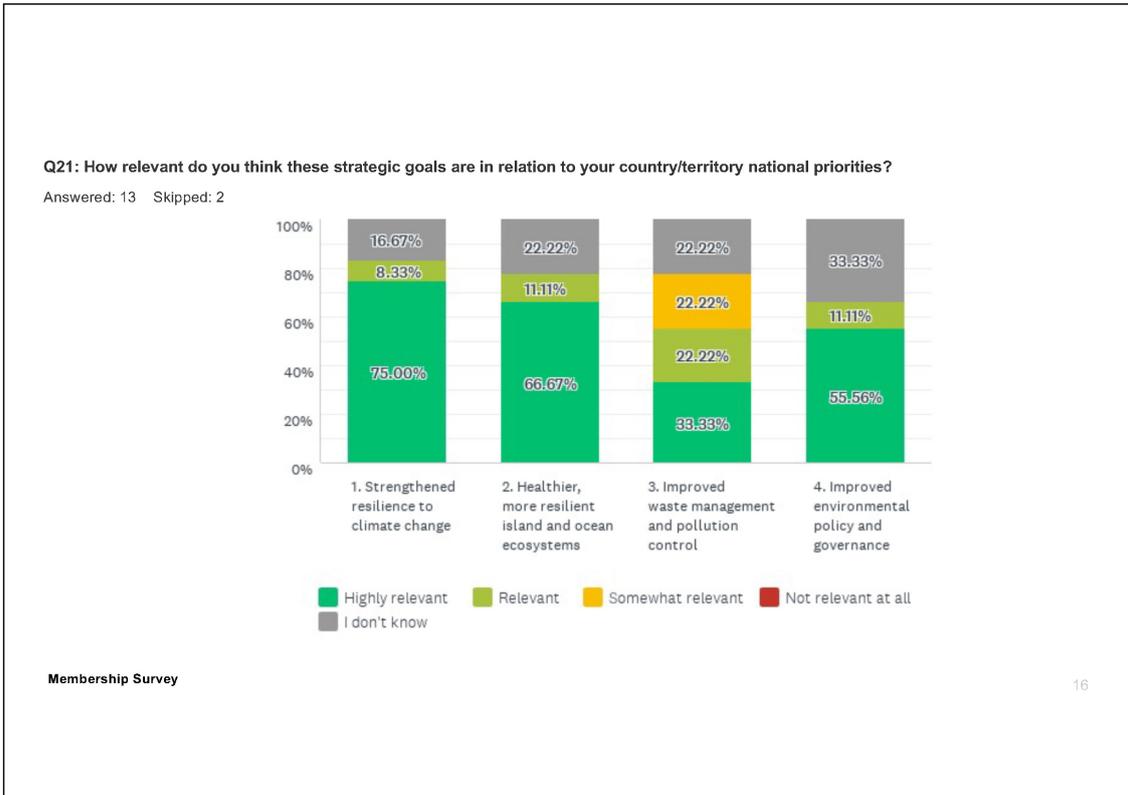


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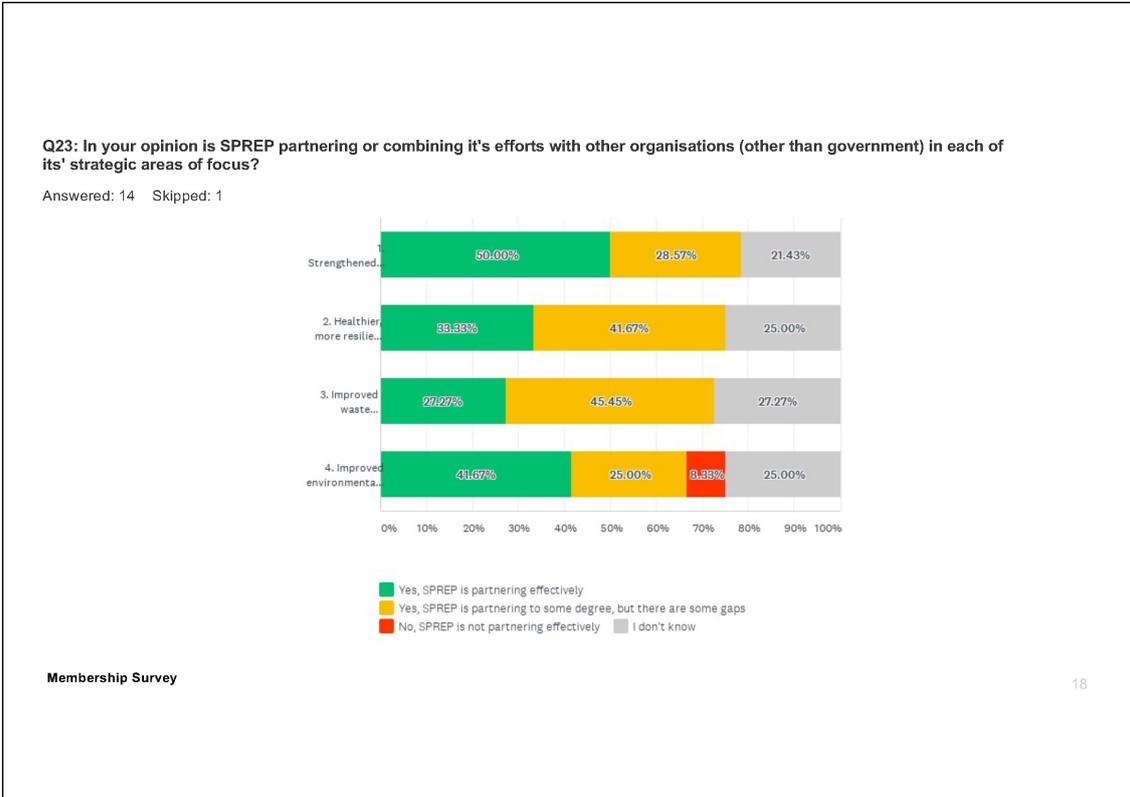
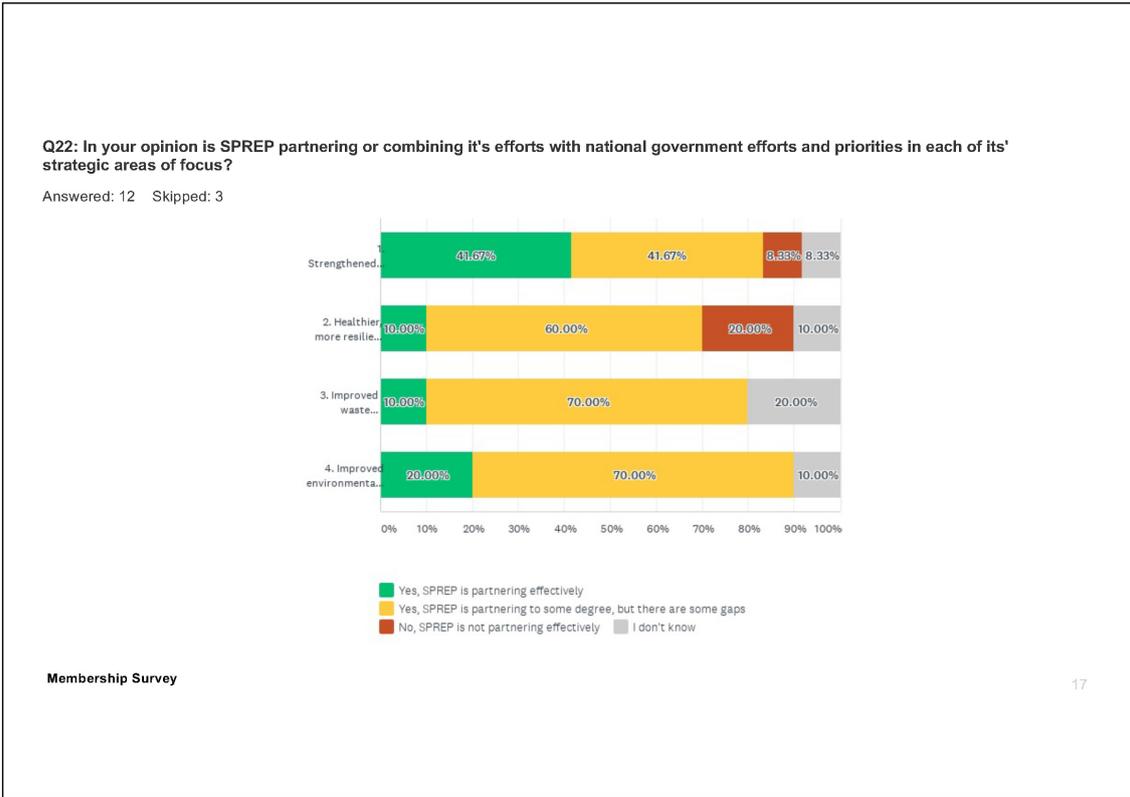
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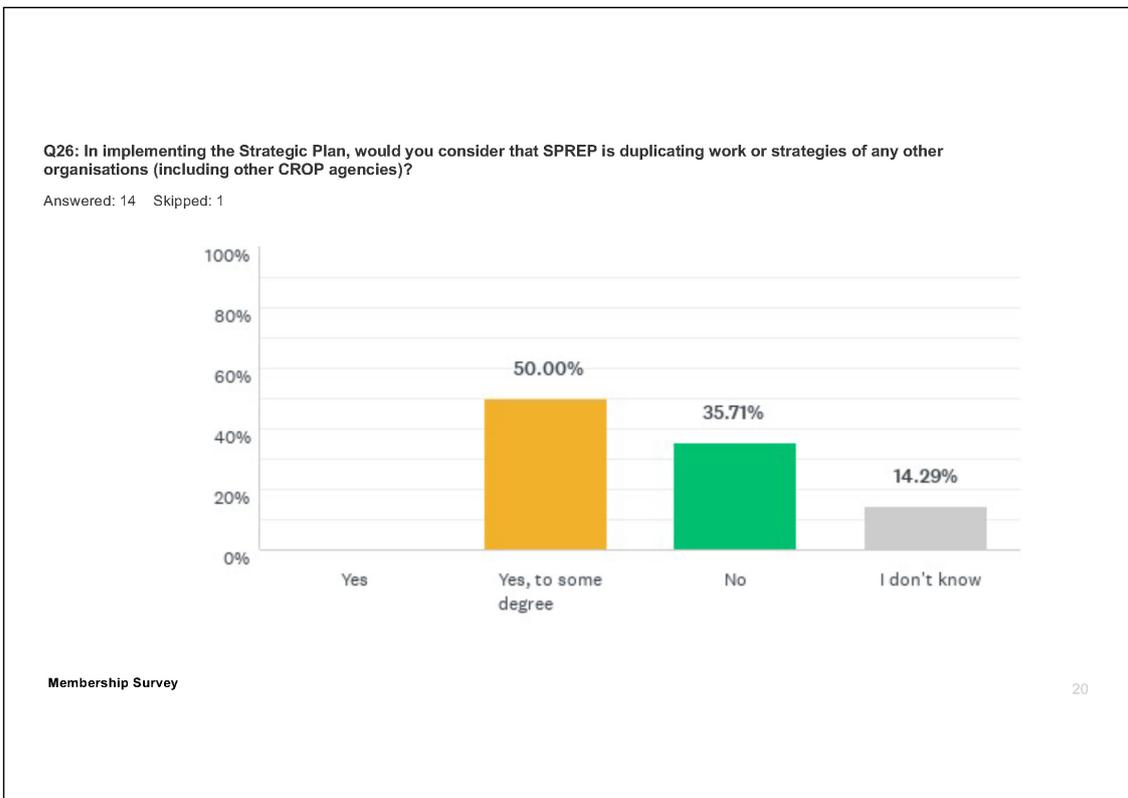
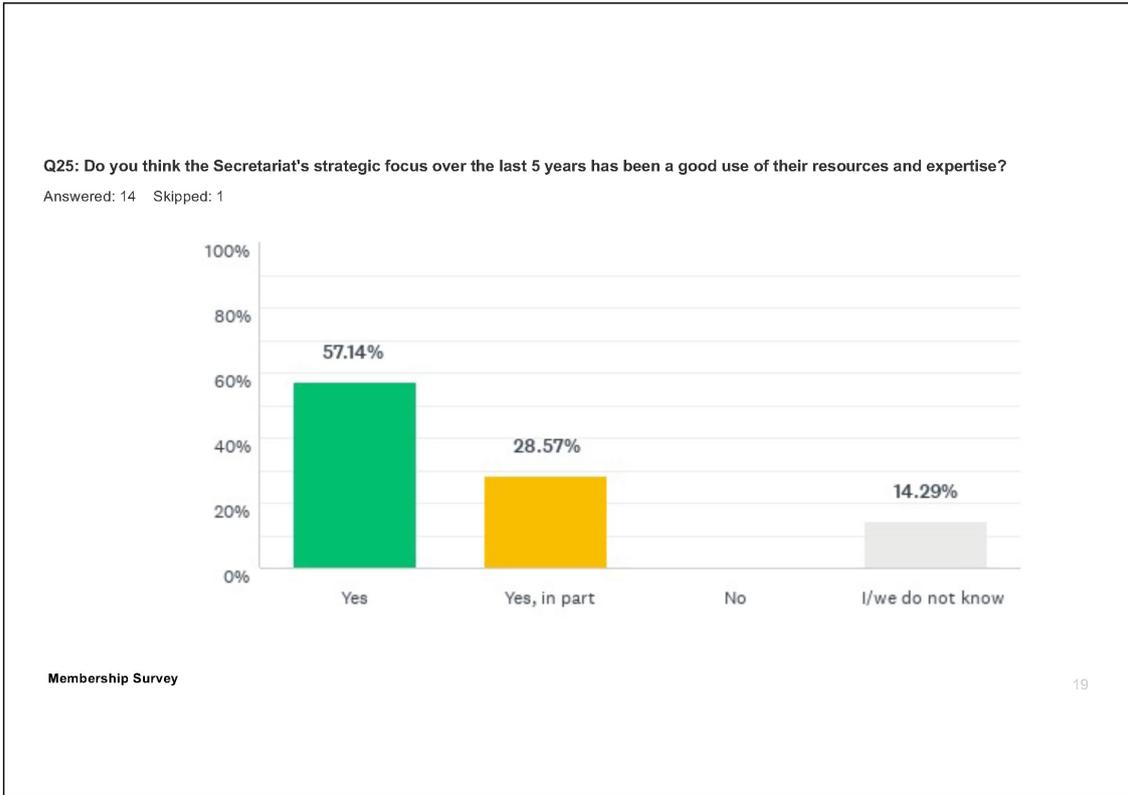
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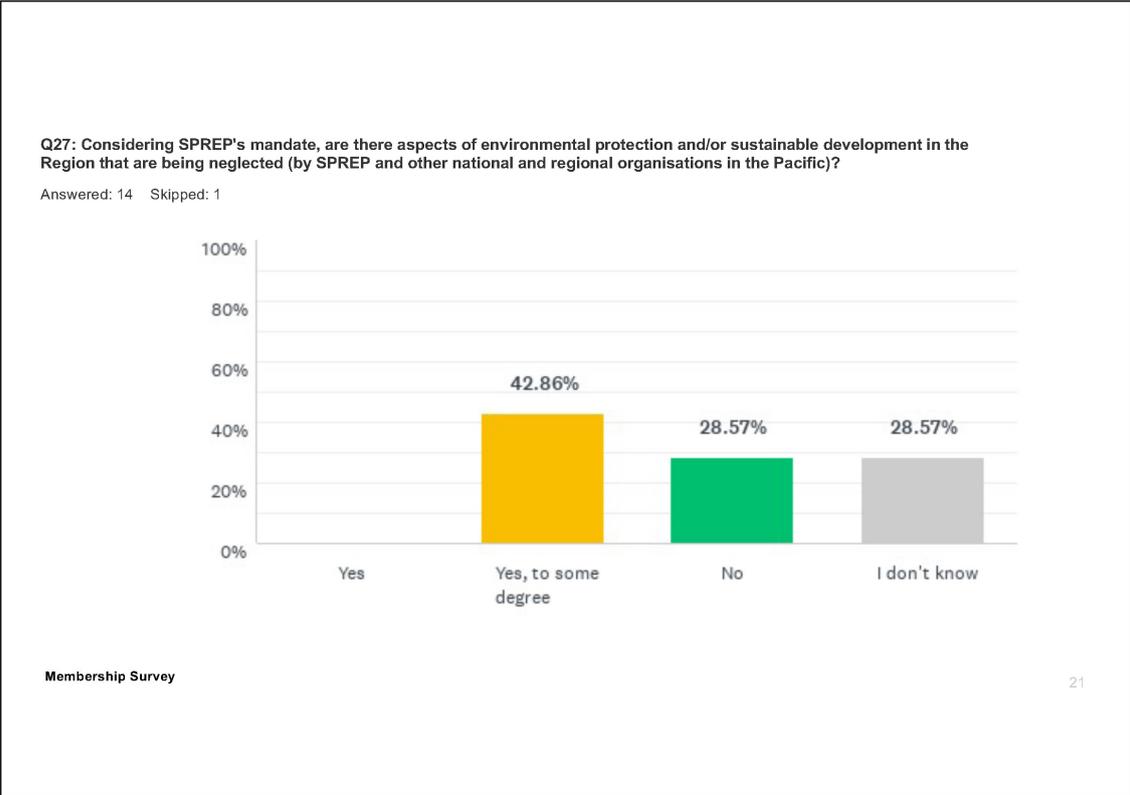
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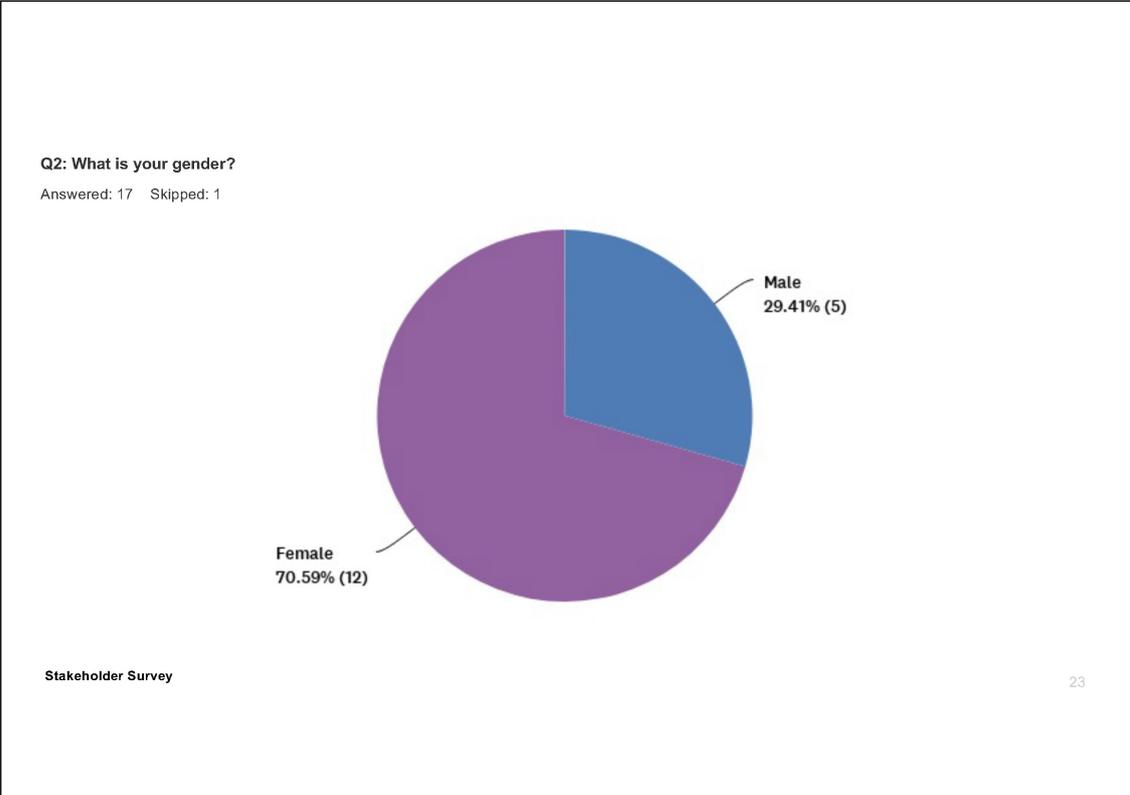
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Stakeholder Survey

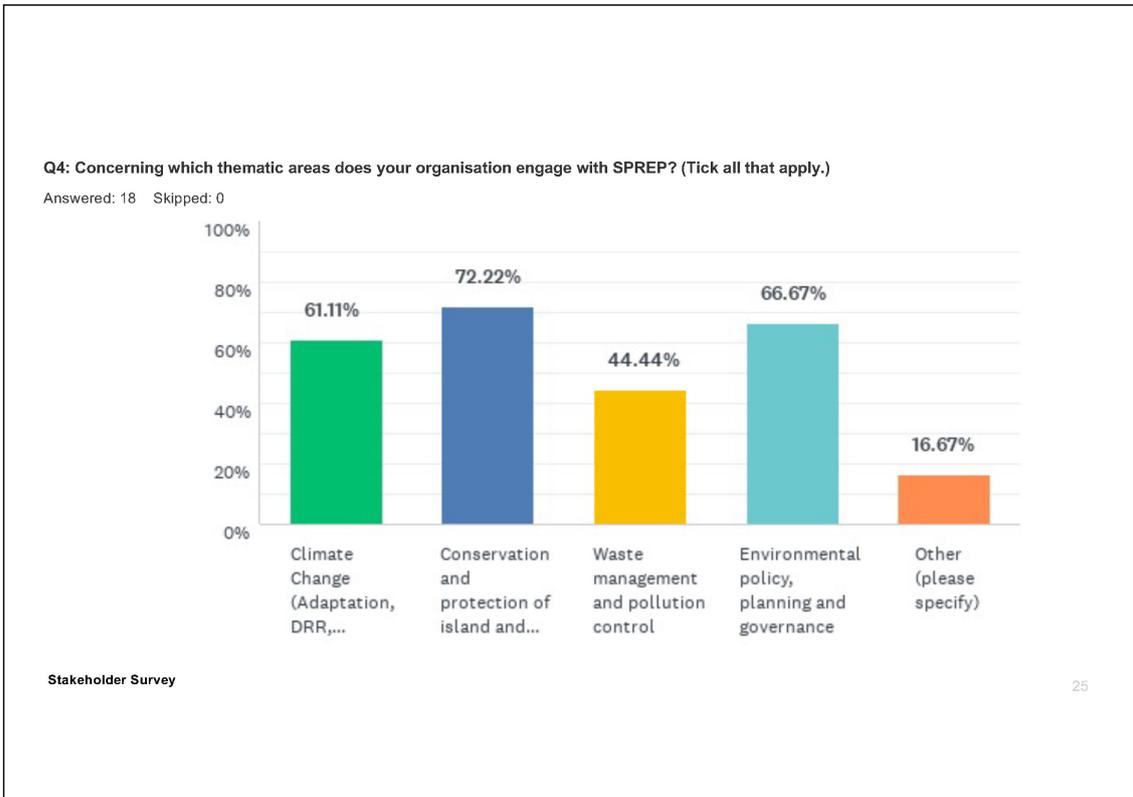
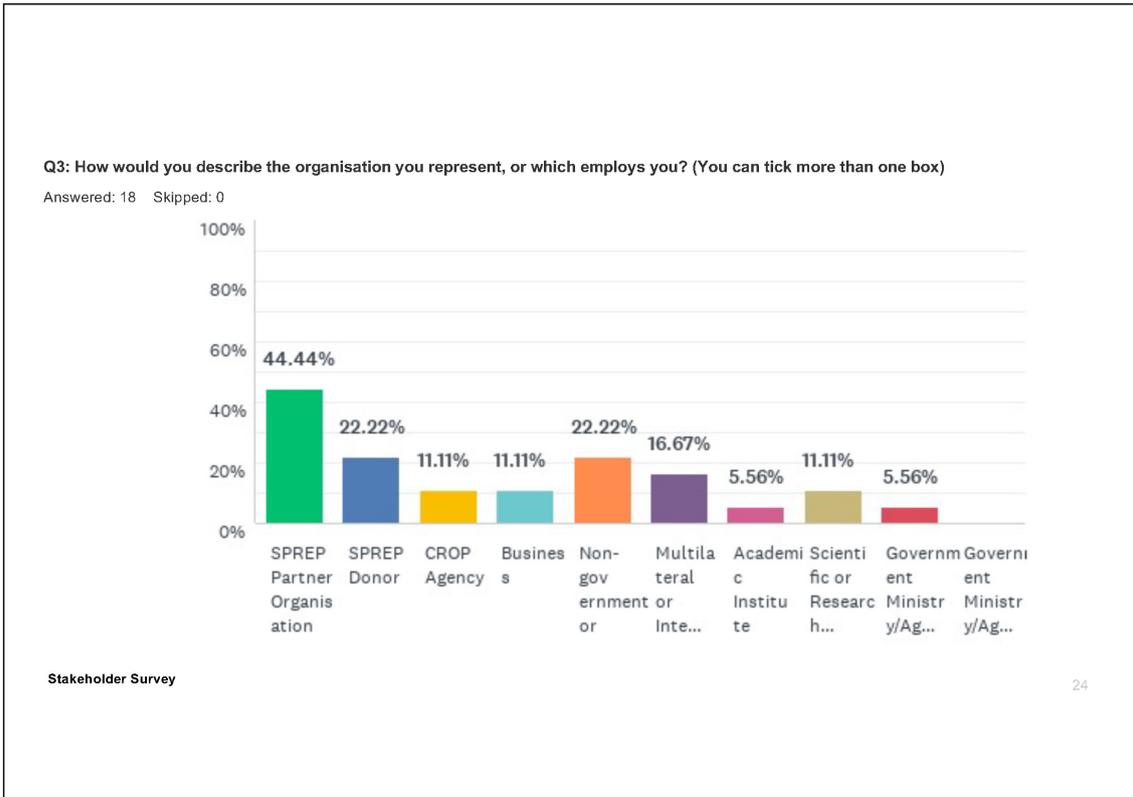
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Total Responses

22



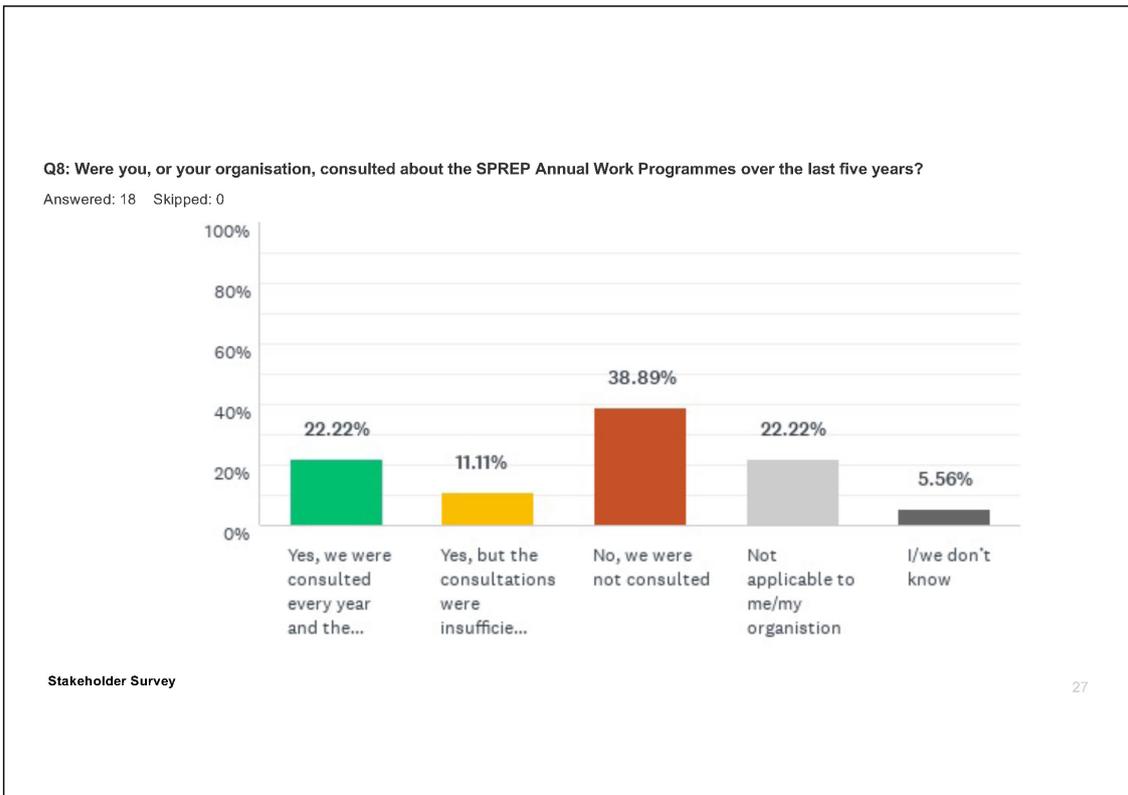
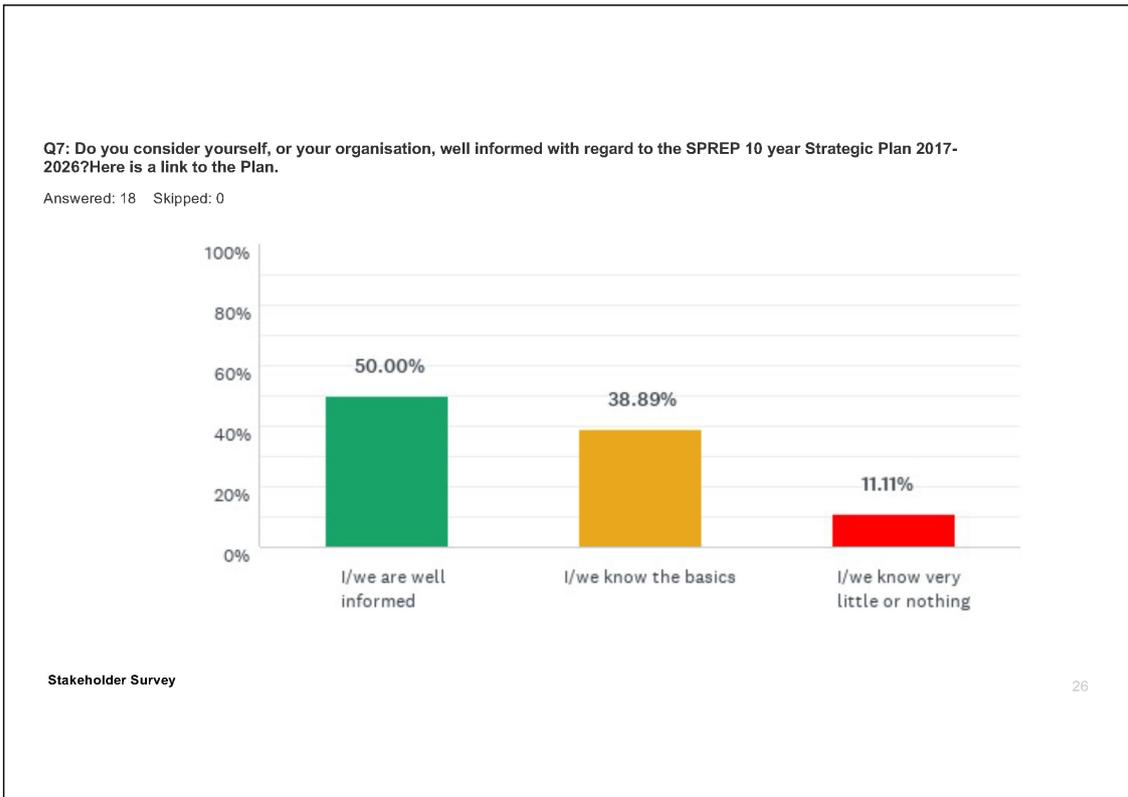
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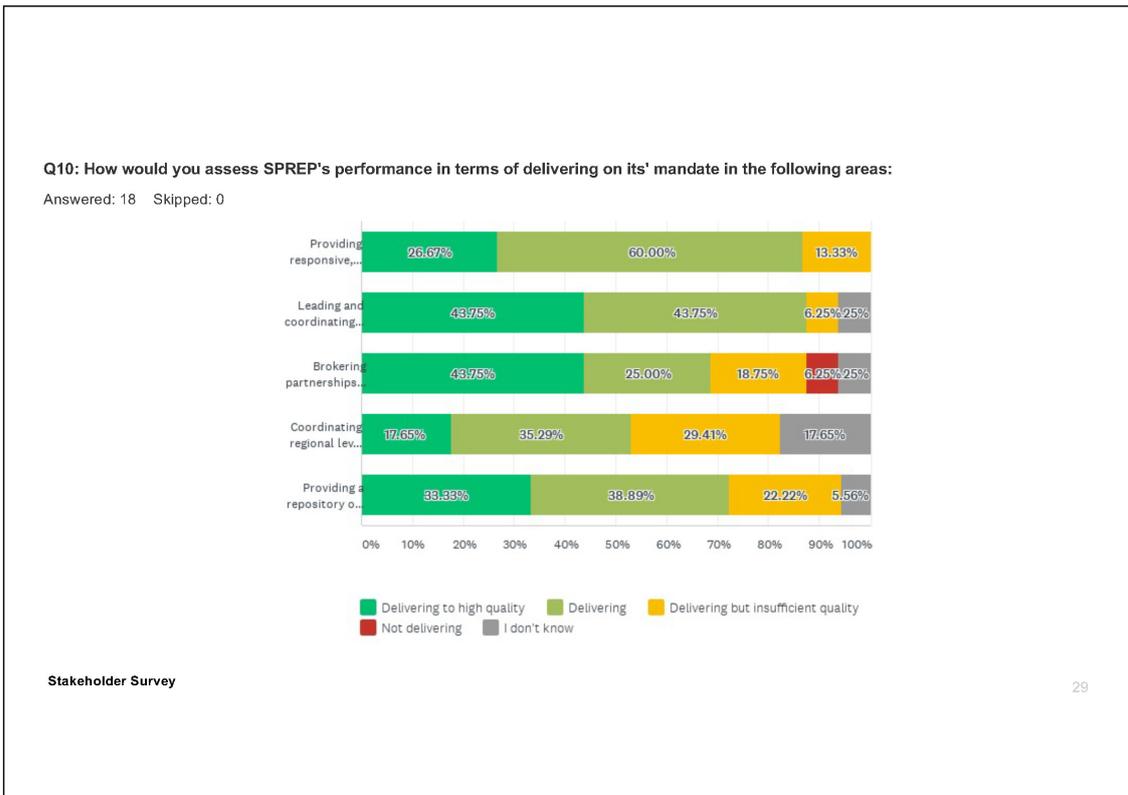
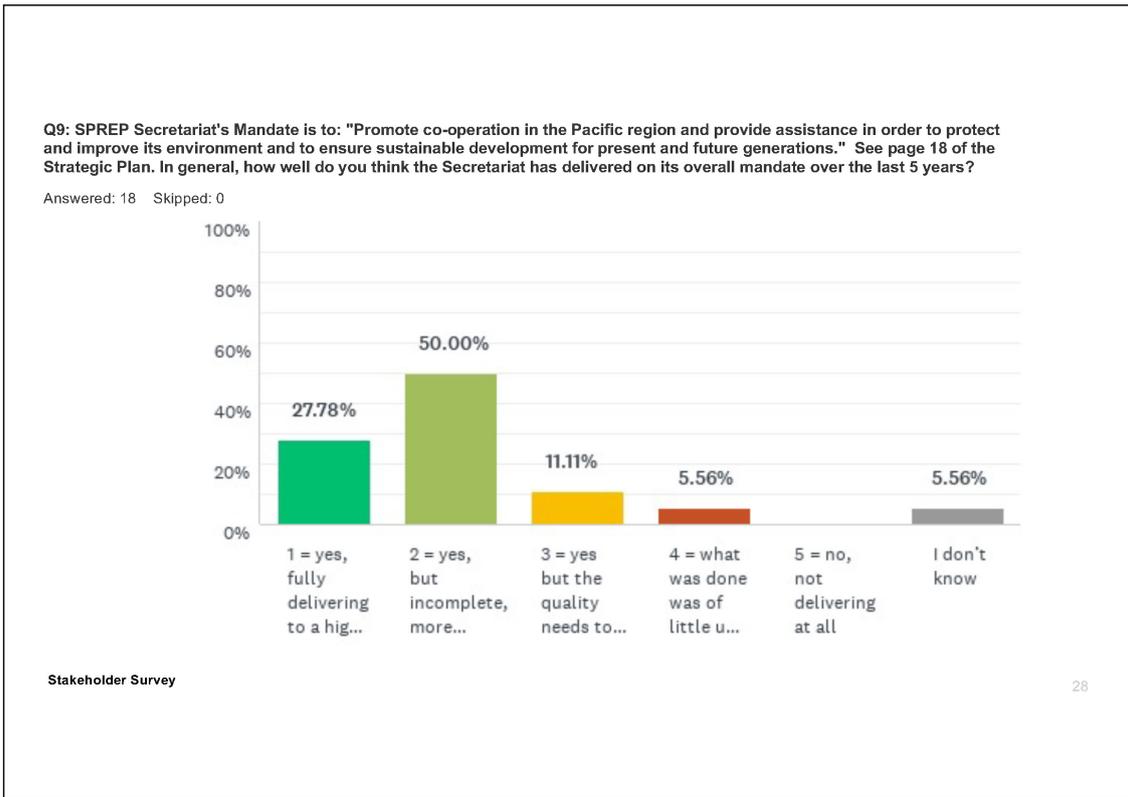
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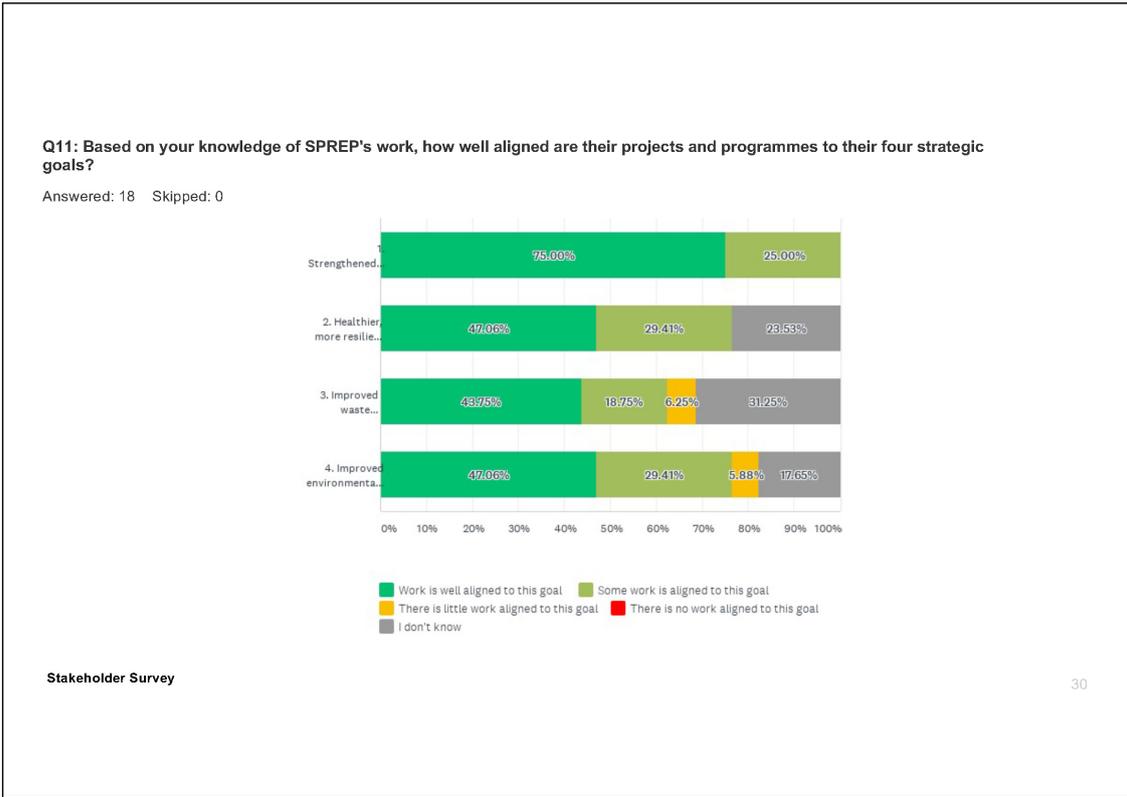
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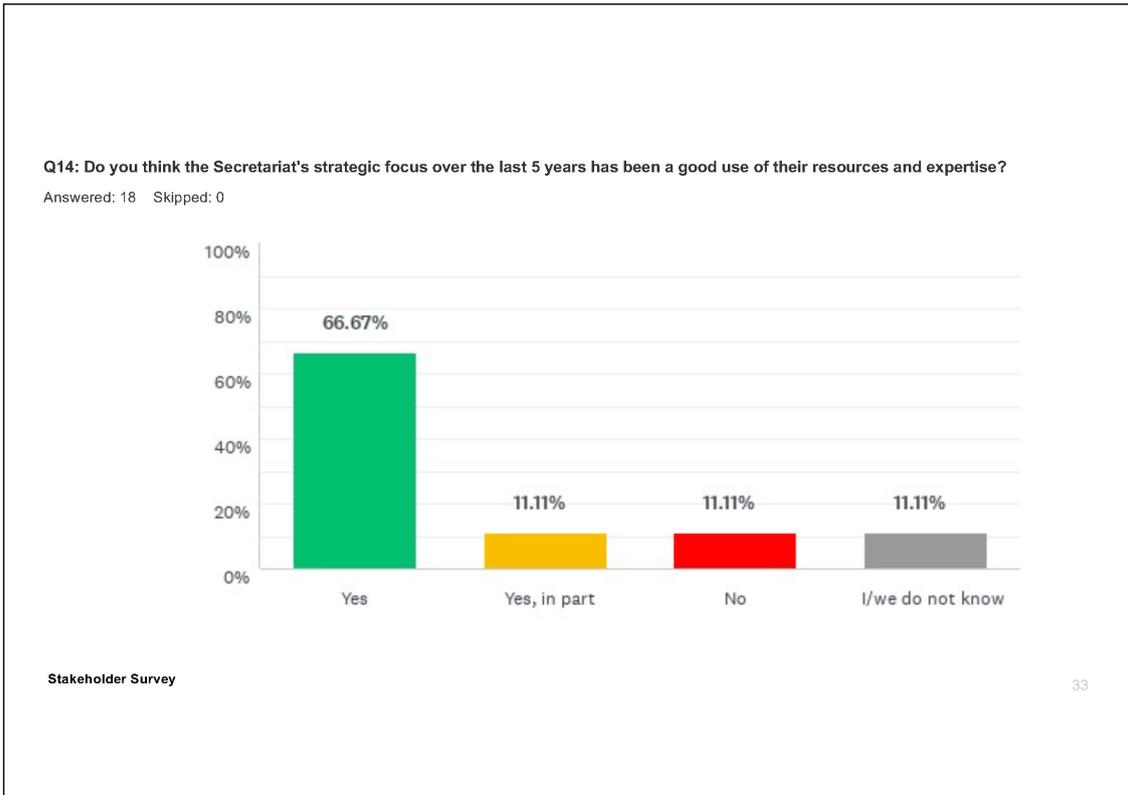
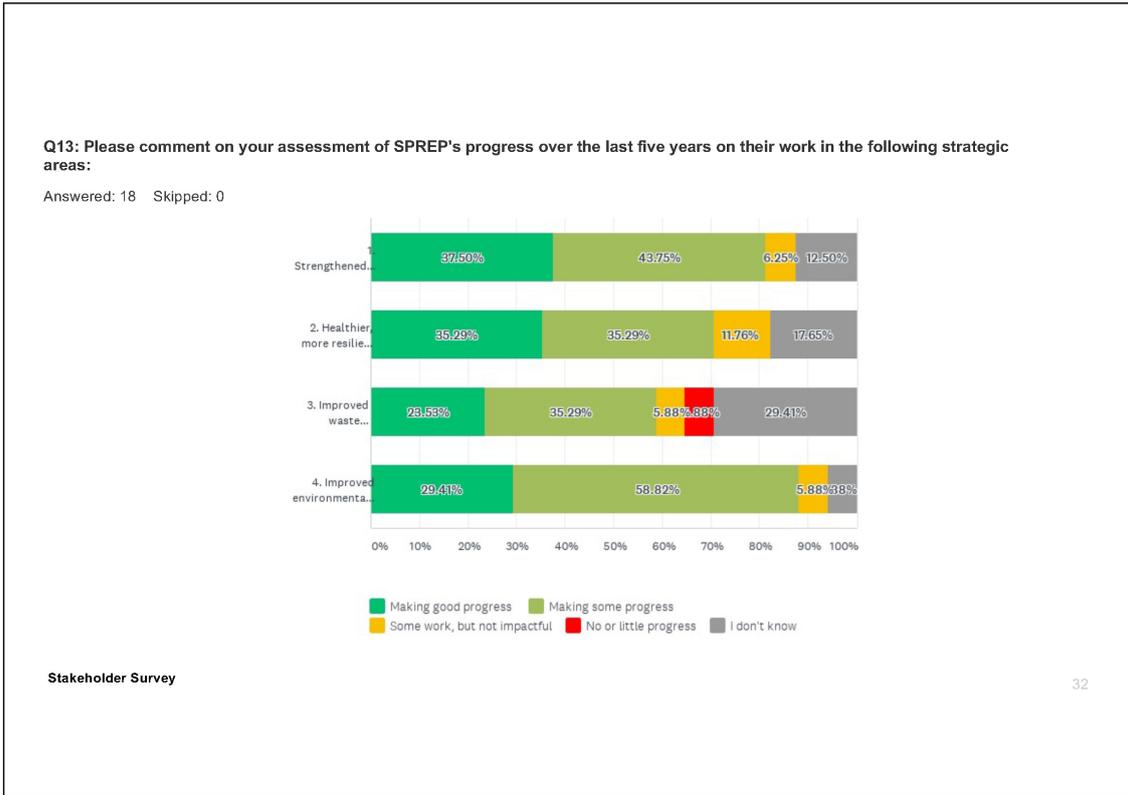
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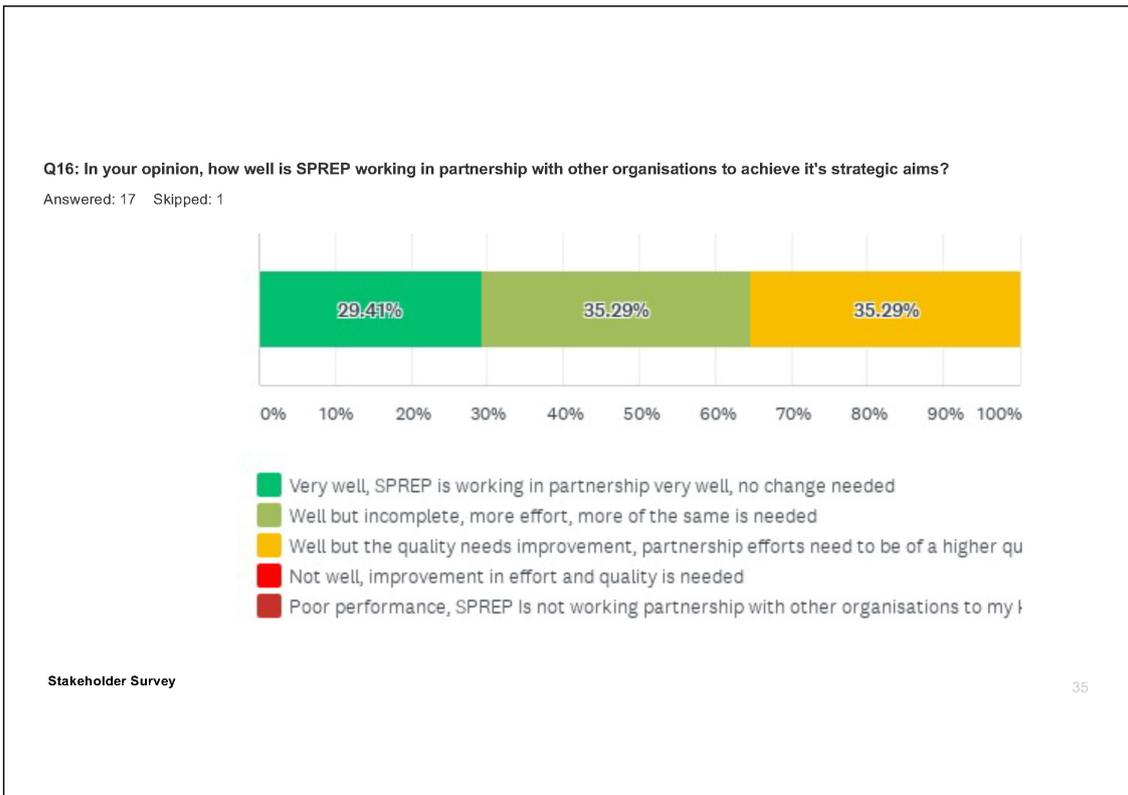
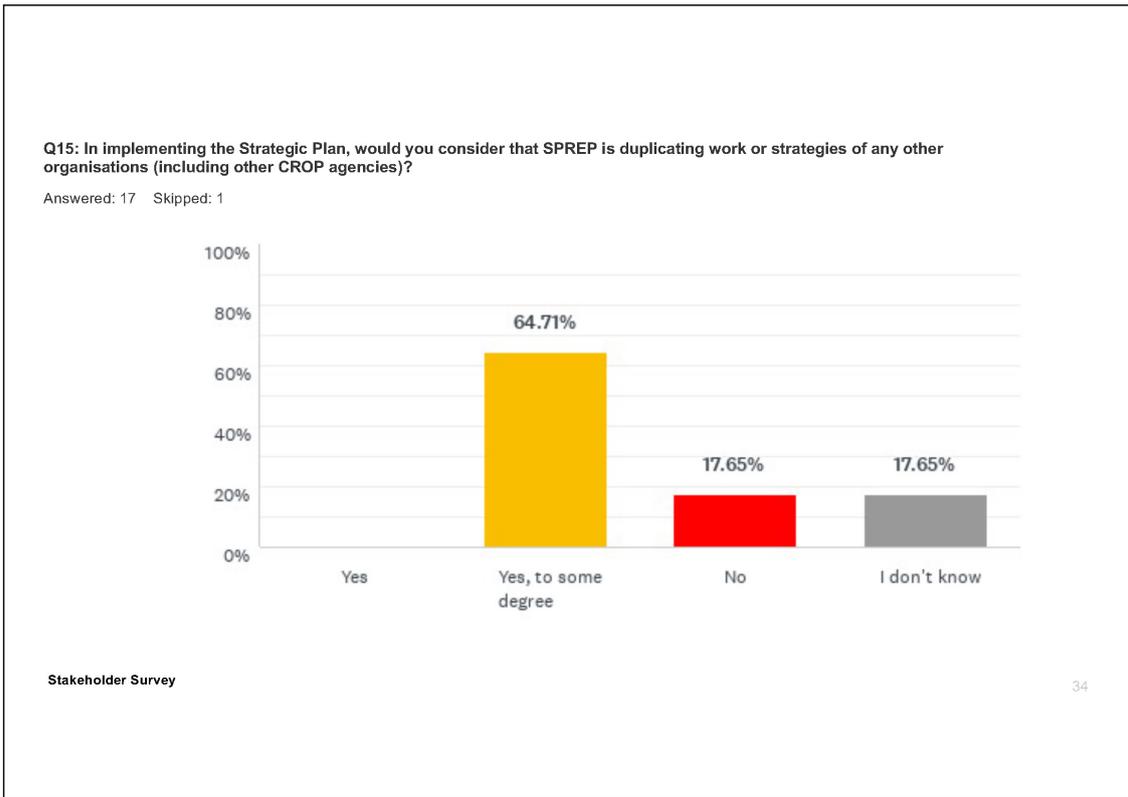
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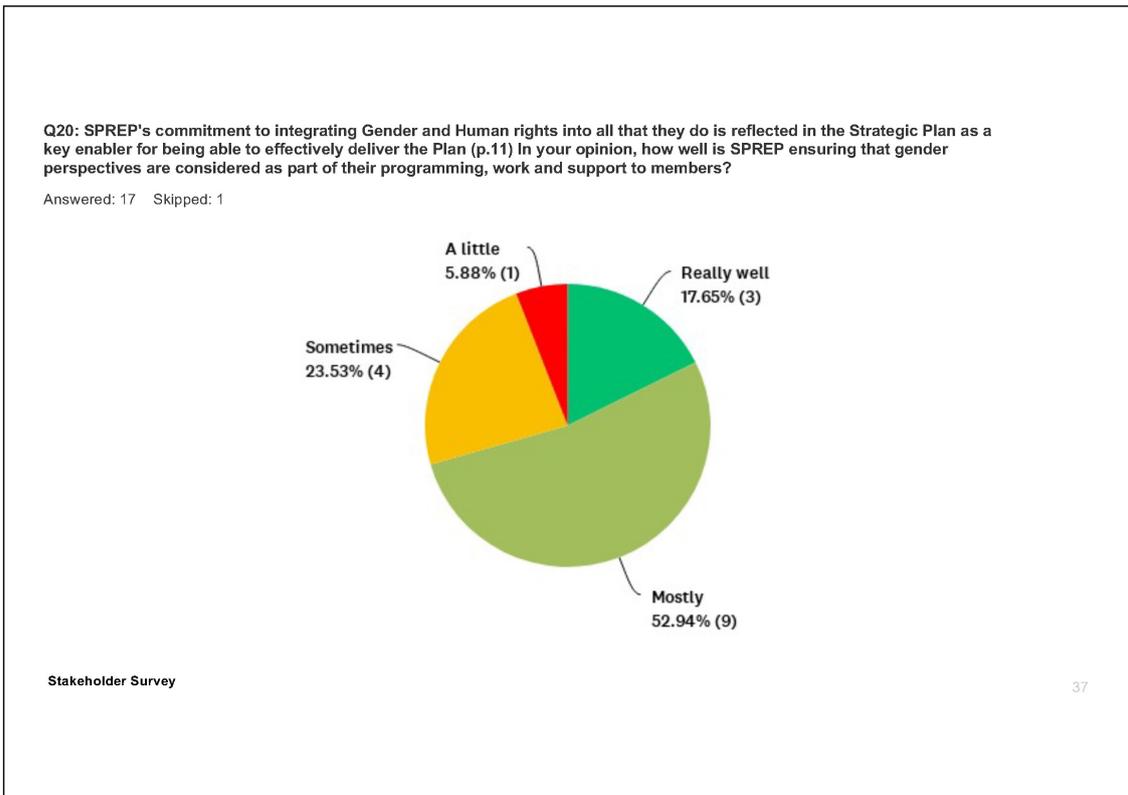
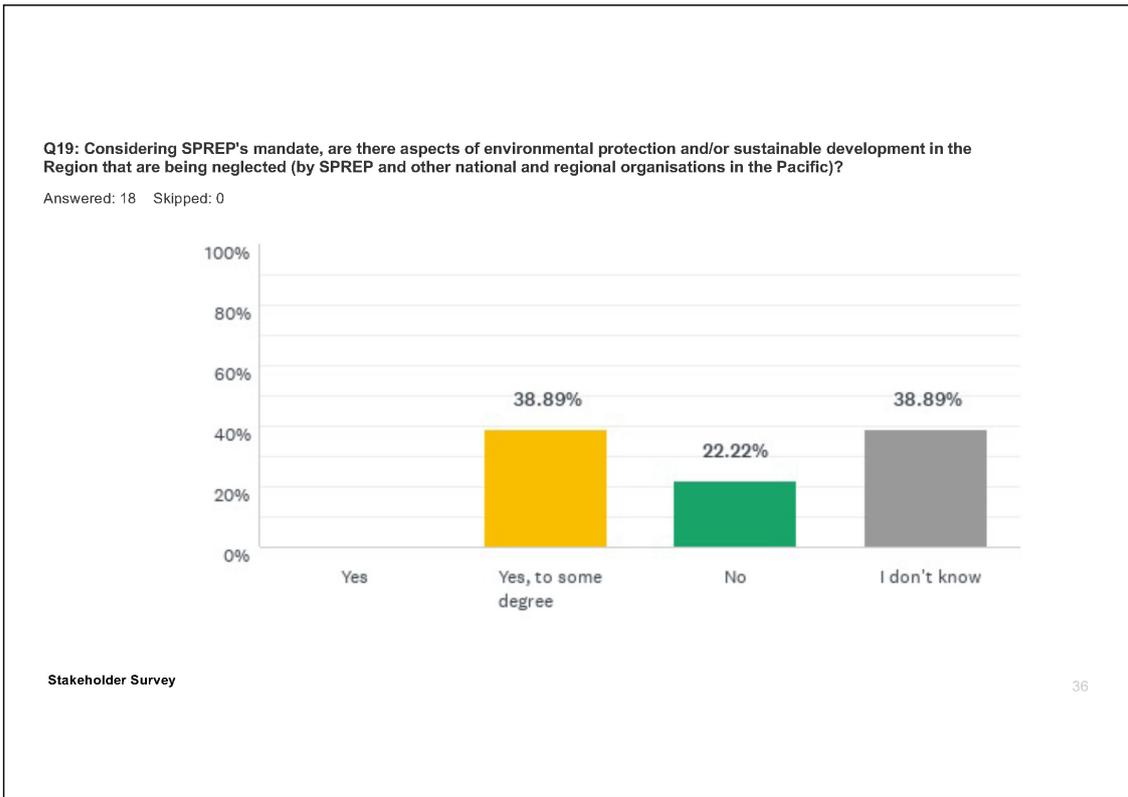
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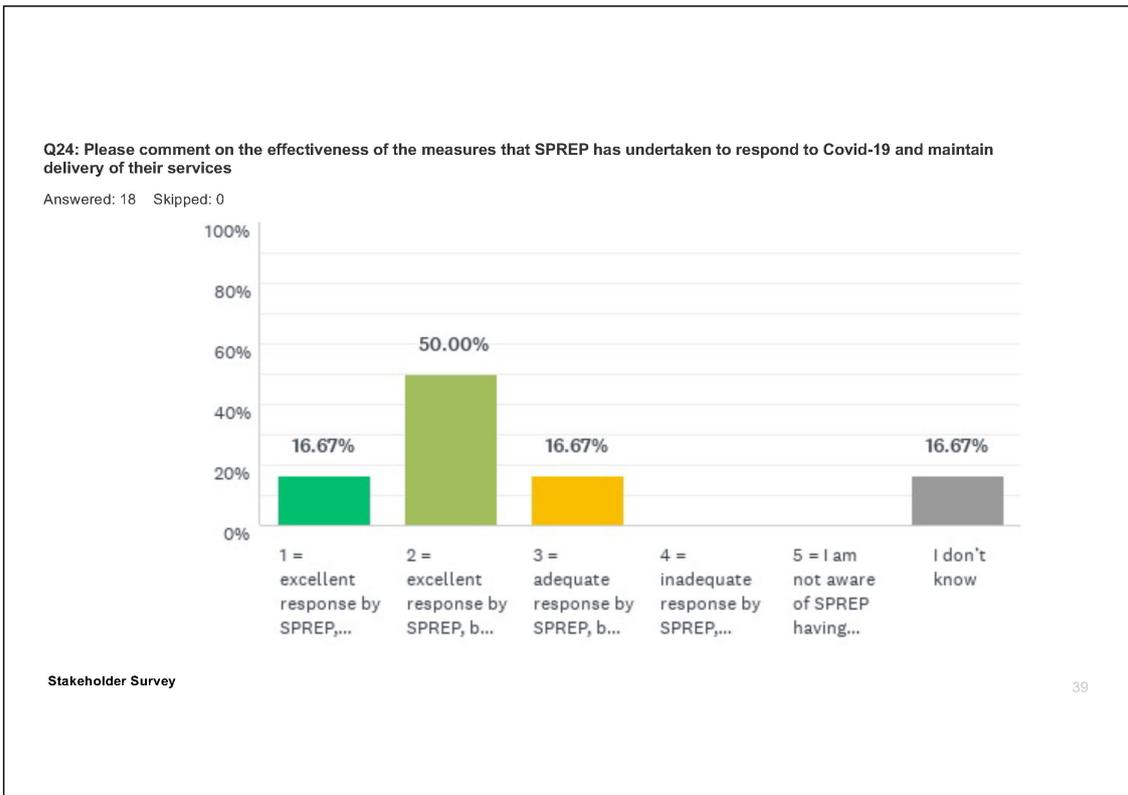
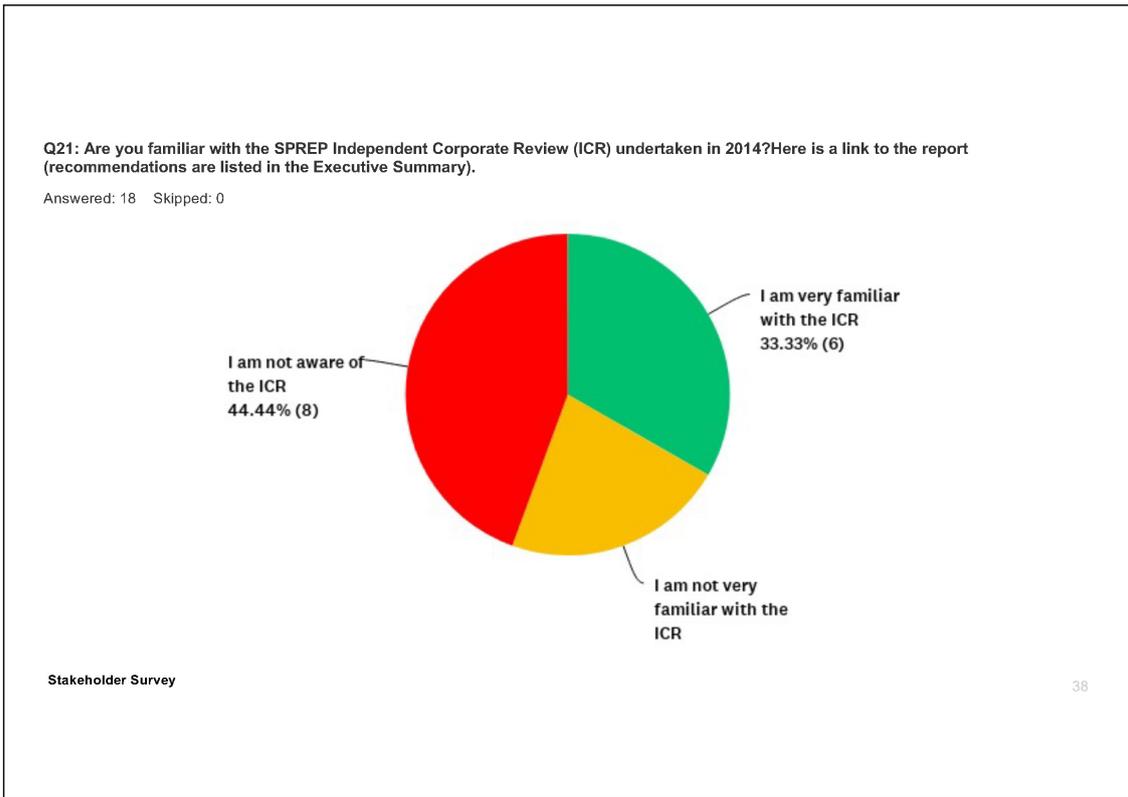
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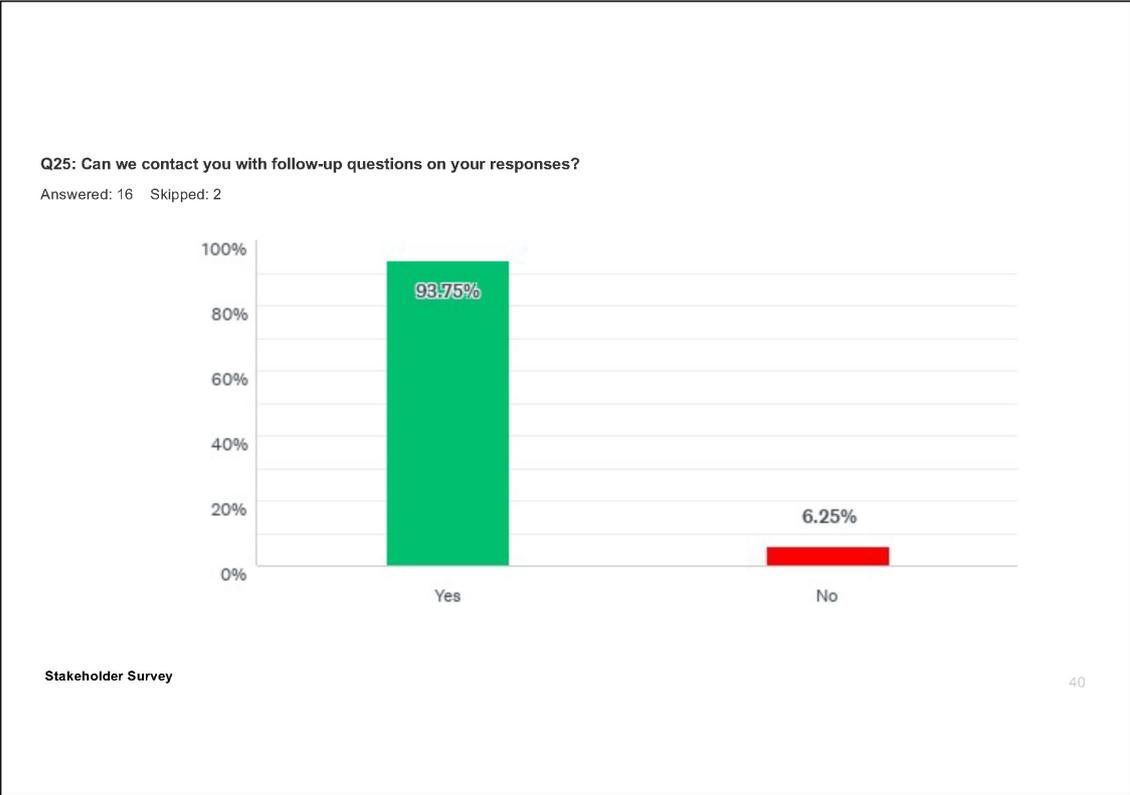
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Staff Survey

41

Total Responses

41

Q2: Please select your Department or Programme at SPREP.

Answered: 31 Skipped: 10

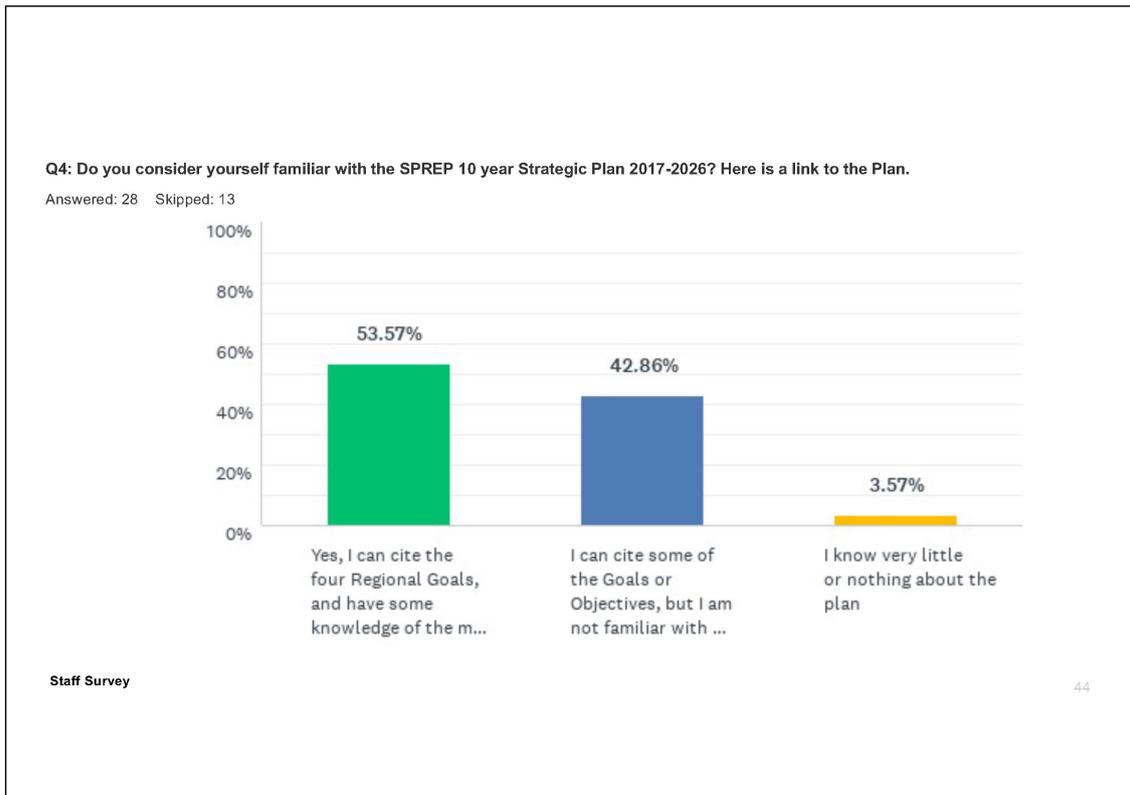
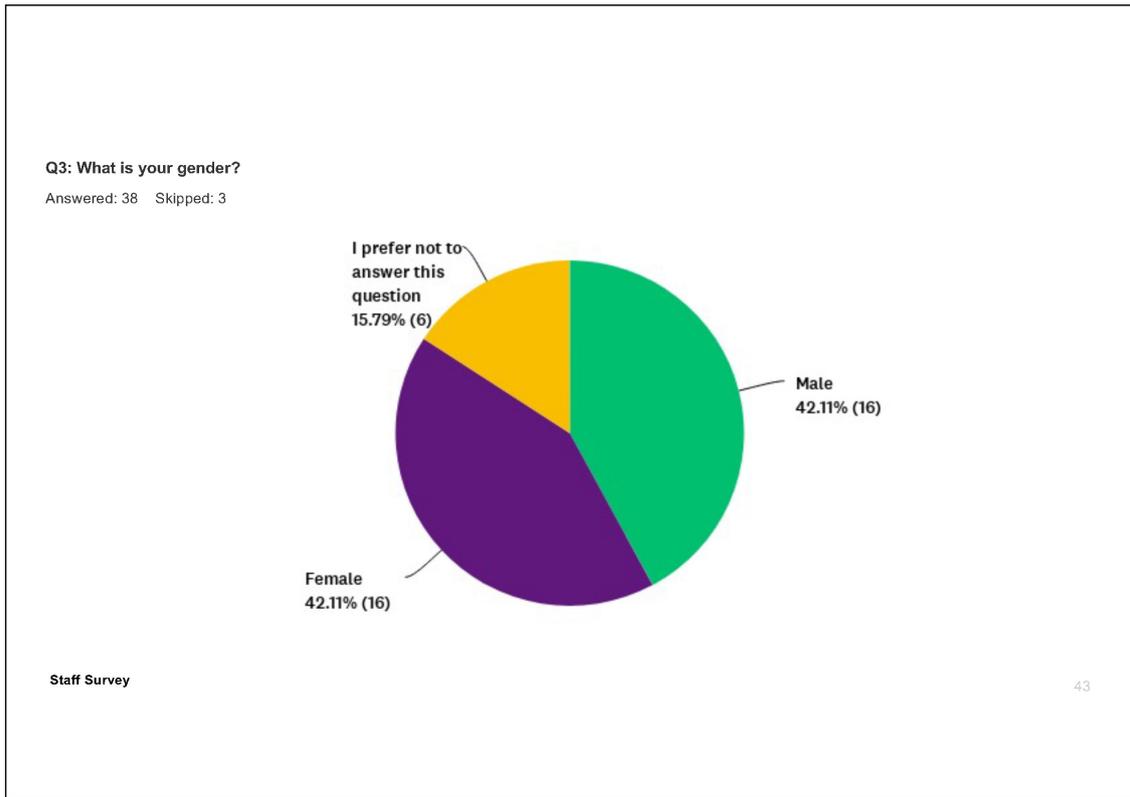


Staff Survey

42

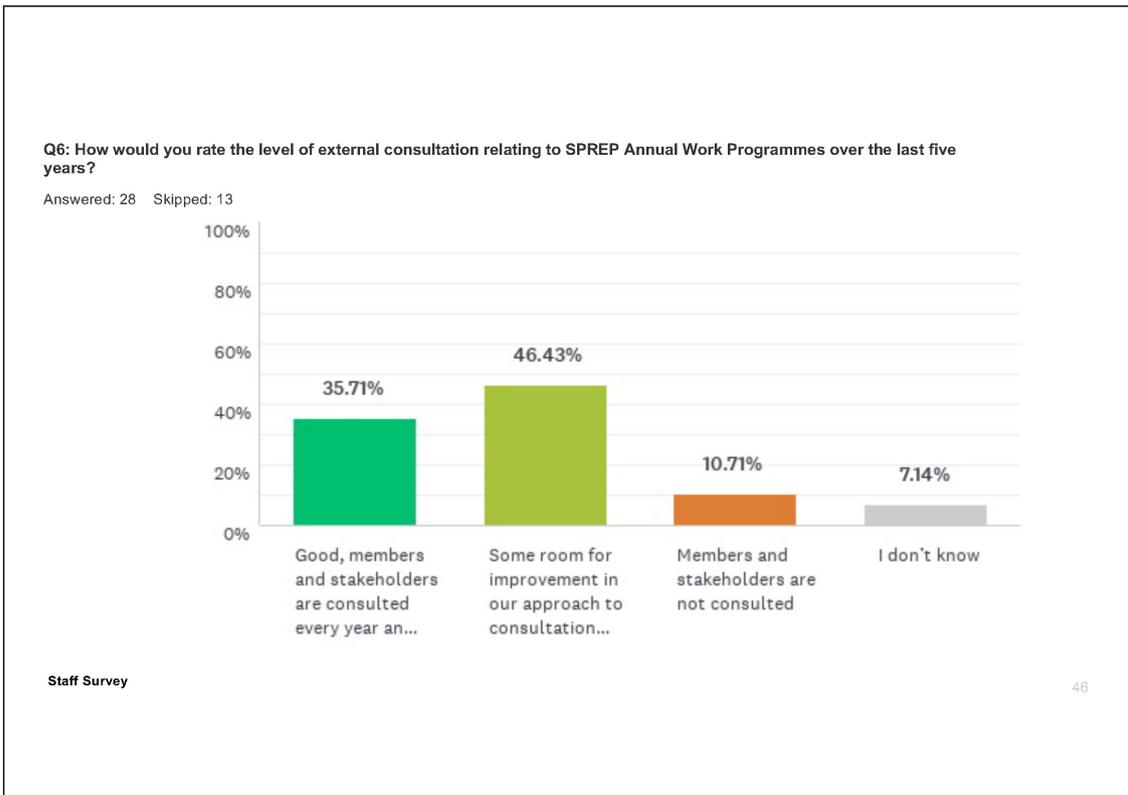
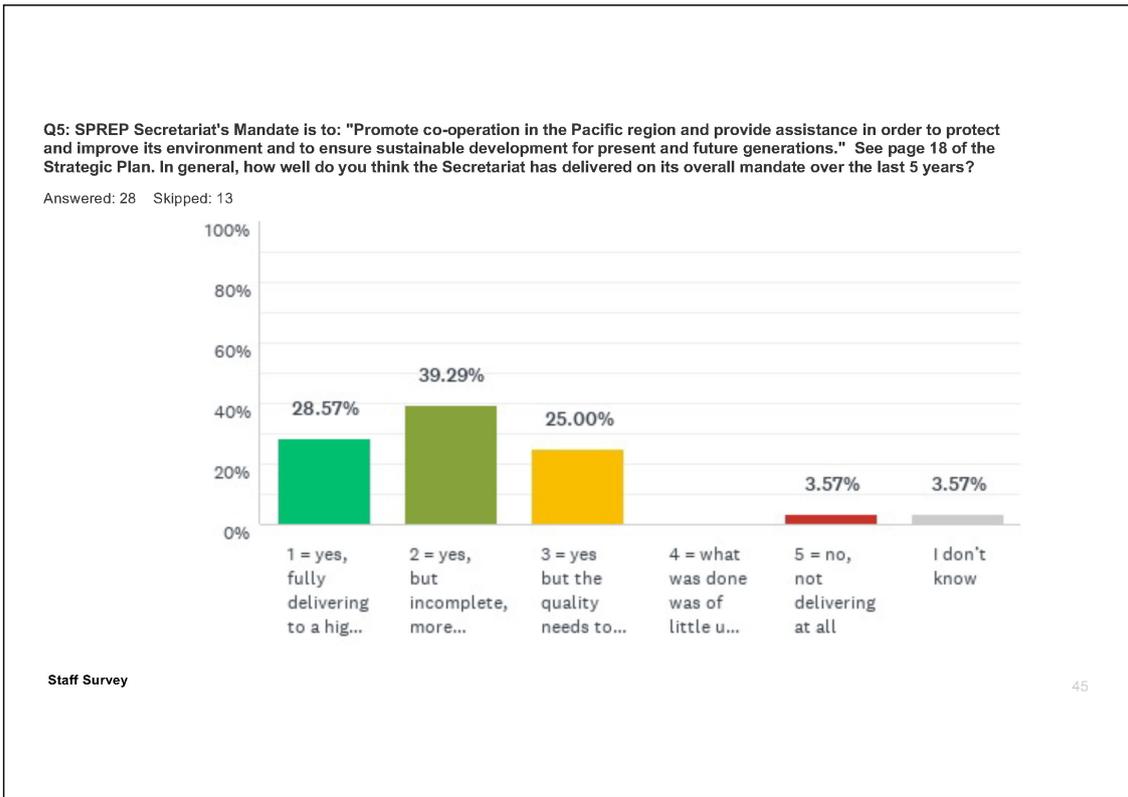
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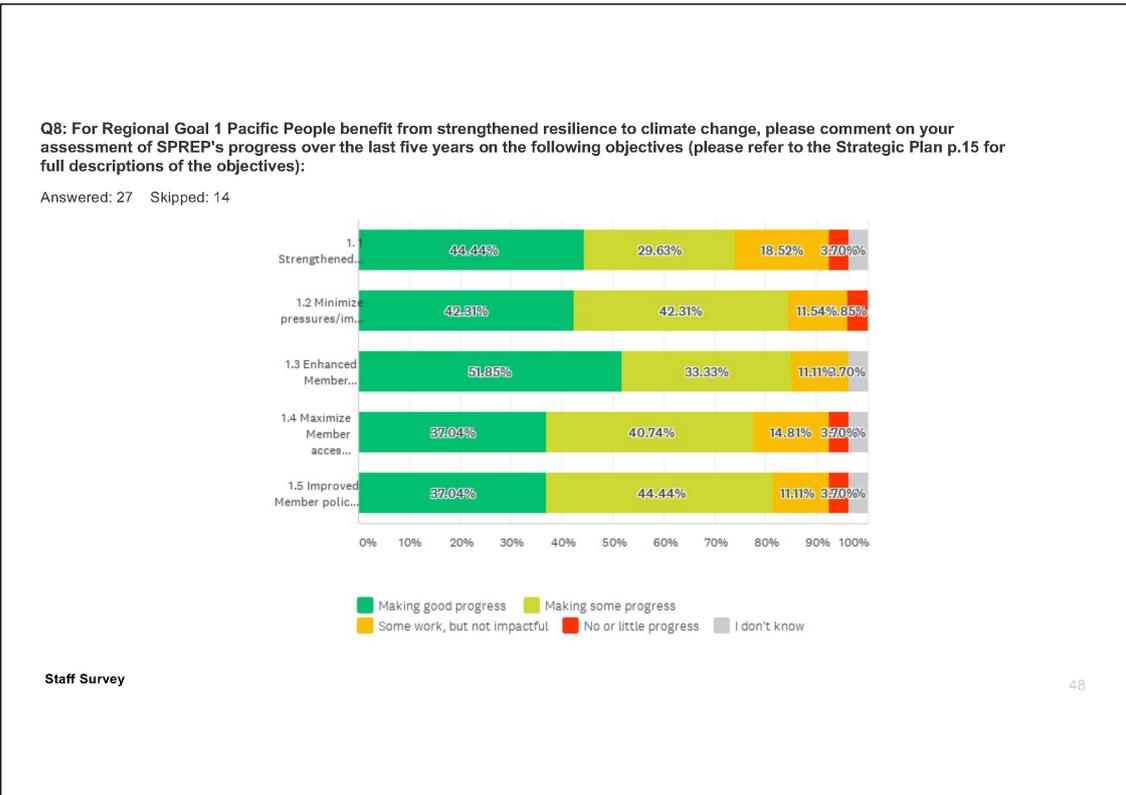
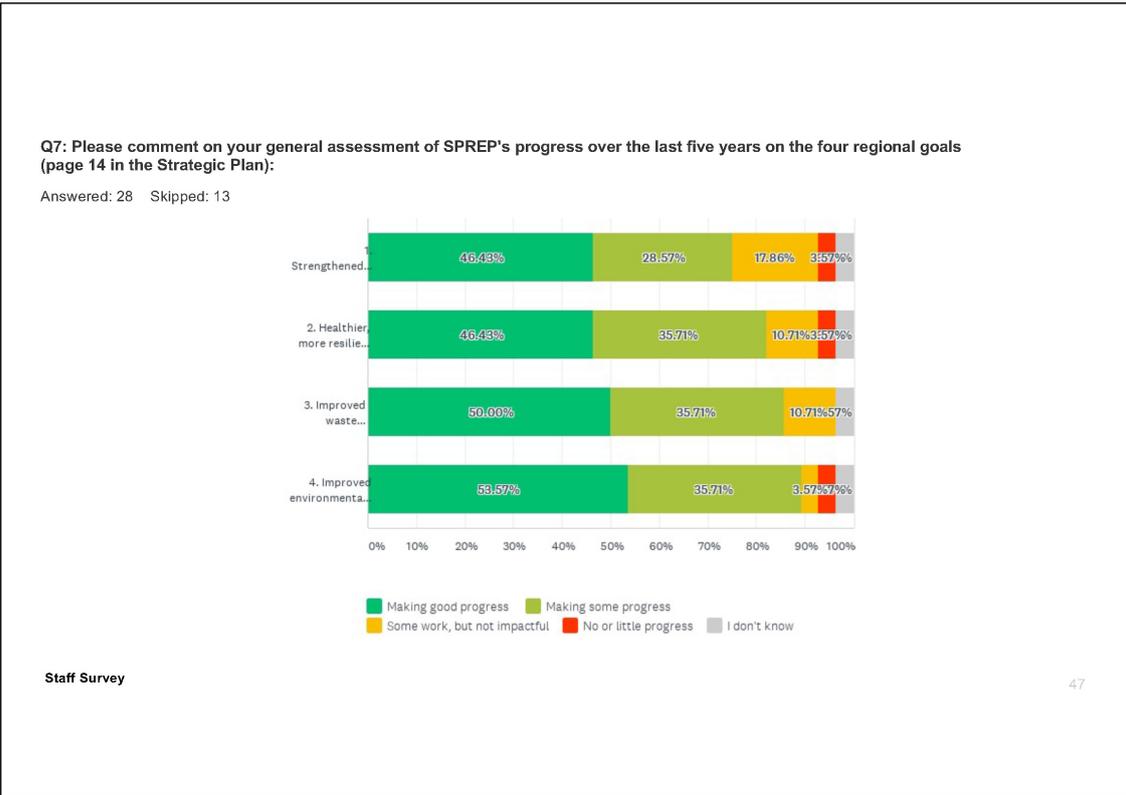
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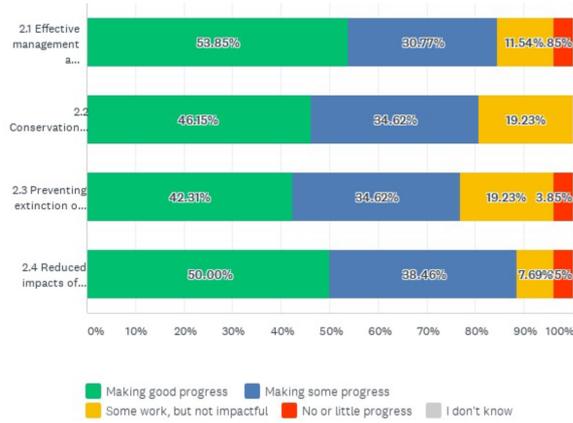


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Q9: For Regional Goal 2 Pacific people benefit from healthy and resilient island and ocean ecosystems, please comment on your assessment of SPREP's progress over the last five years on the following objectives (please refer to the Strategic Plan p.16 for full descriptions of the objectives):

Answered: 26 Skipped: 15

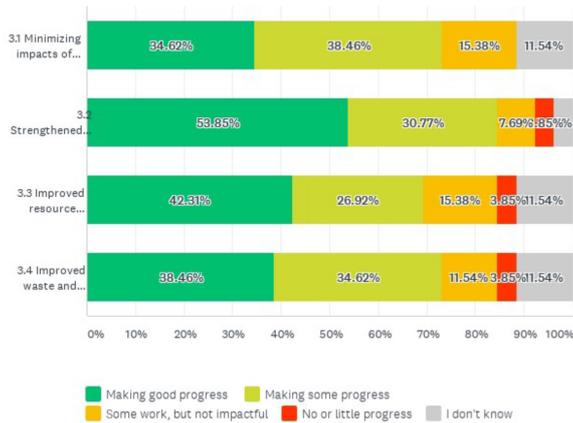


Staff Survey

49

Q10: For Regional Goal 3 Pacific people benefit from improved waste management and pollution control, please comment on your assessment of SPREP's progress over the last five years on the following objectives (please refer to the Strategic Plan p.17 for full descriptions of the objectives):

Answered: 26 Skipped: 15

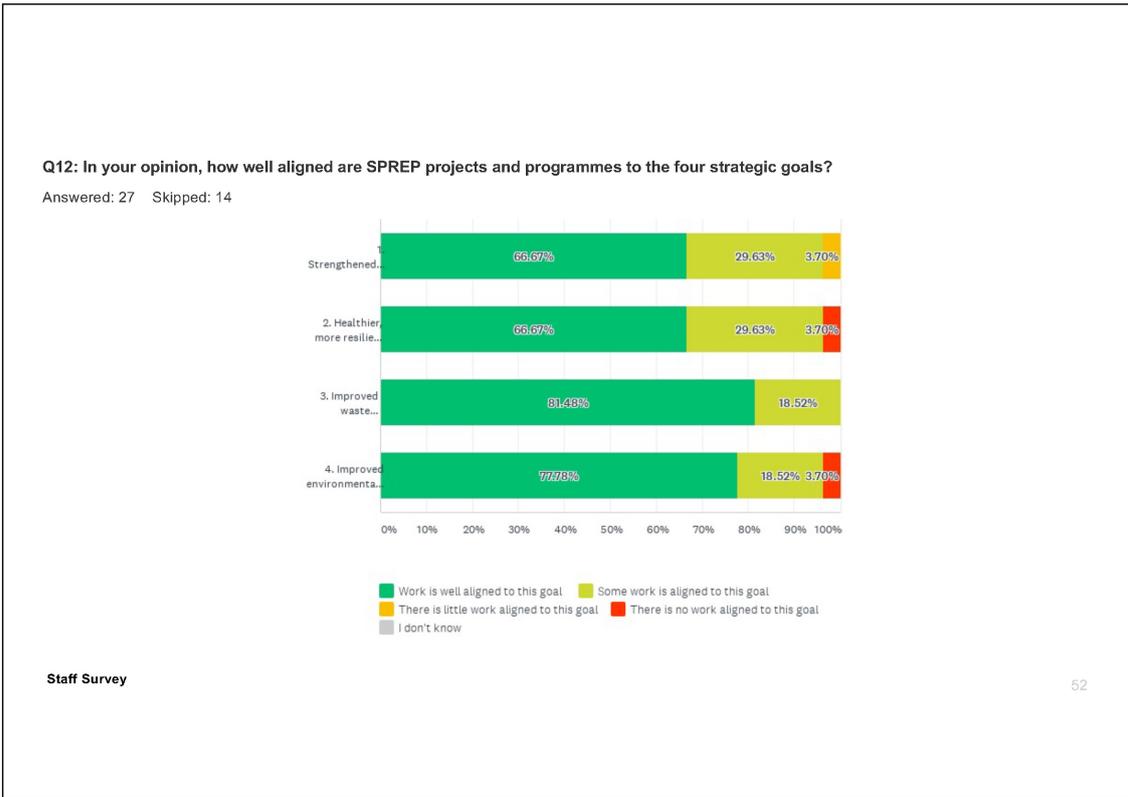
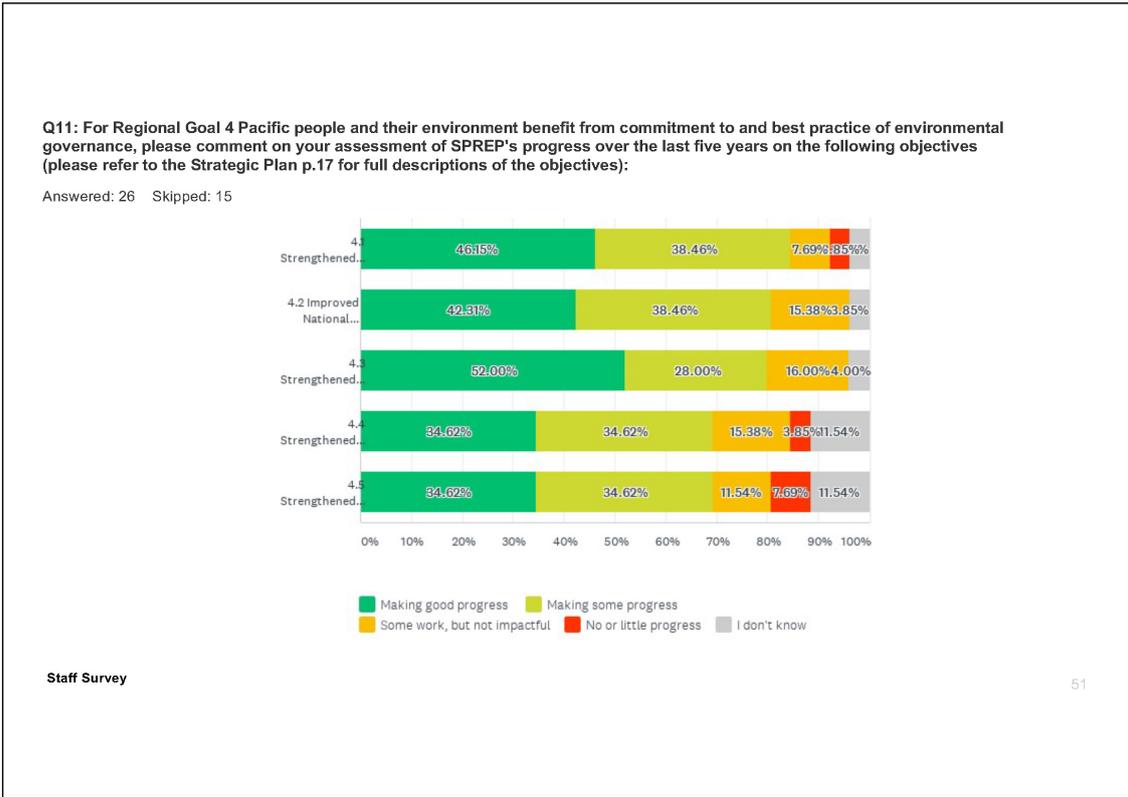


Staff Survey

50

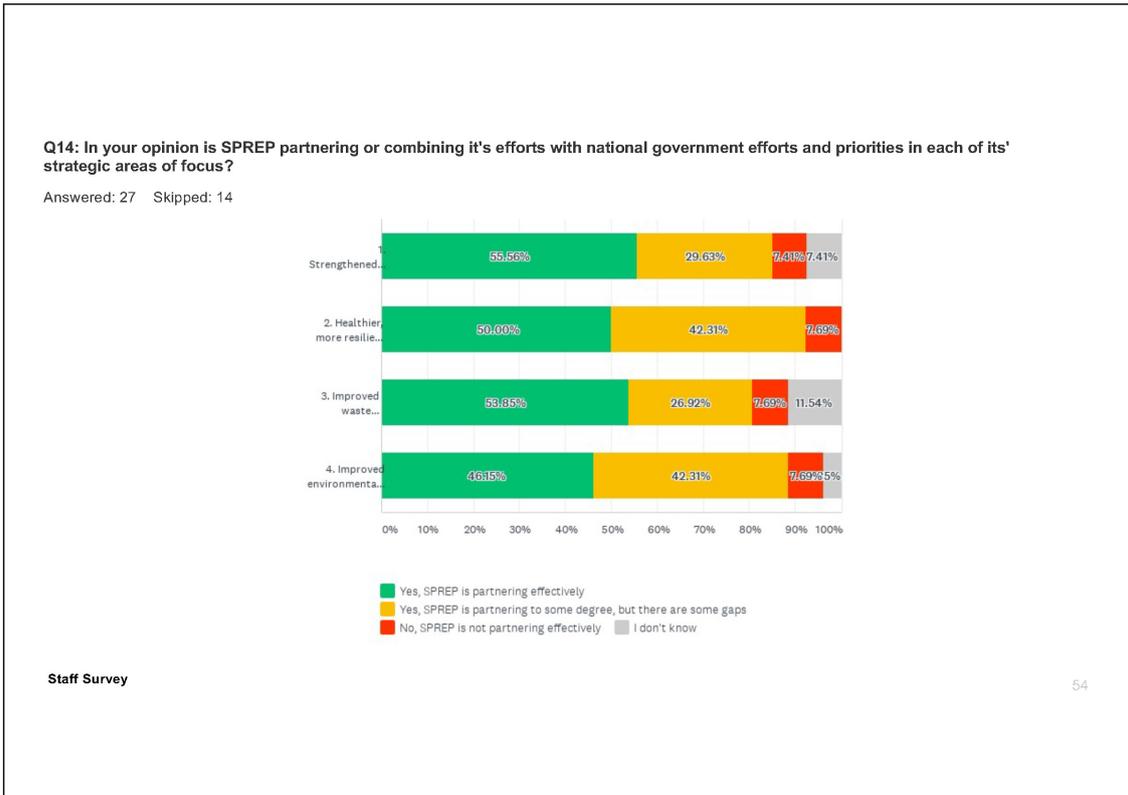
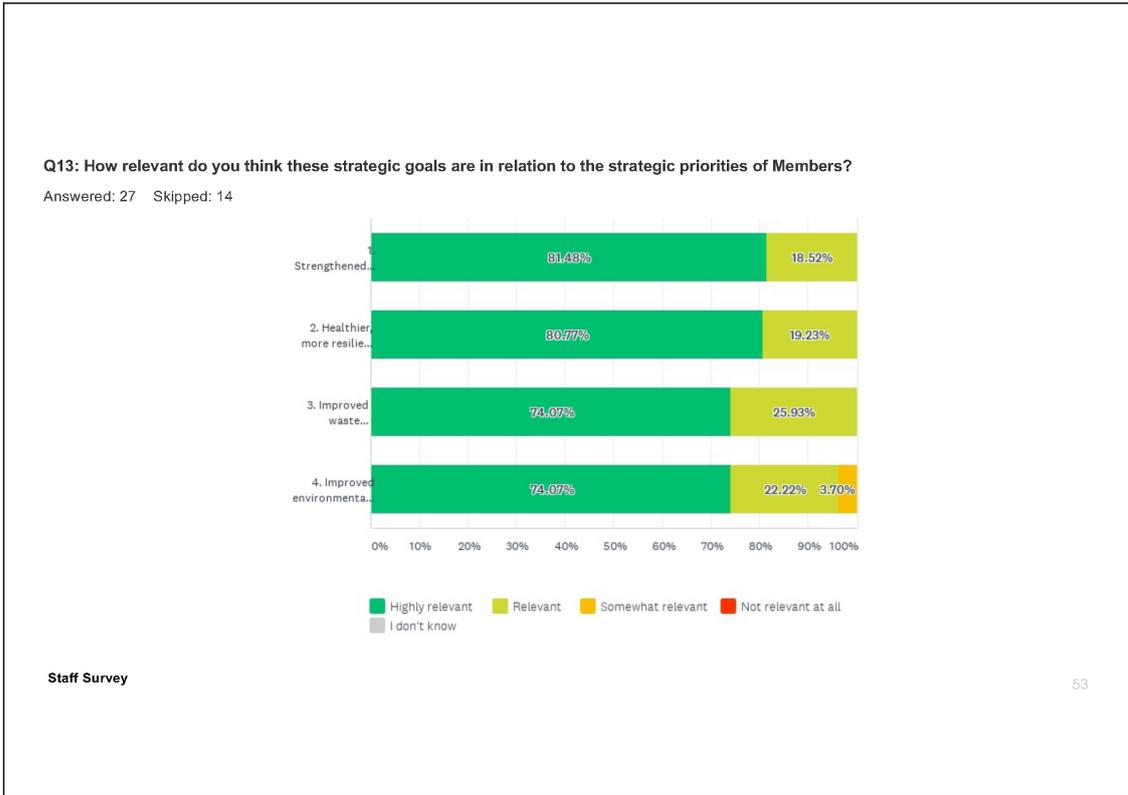
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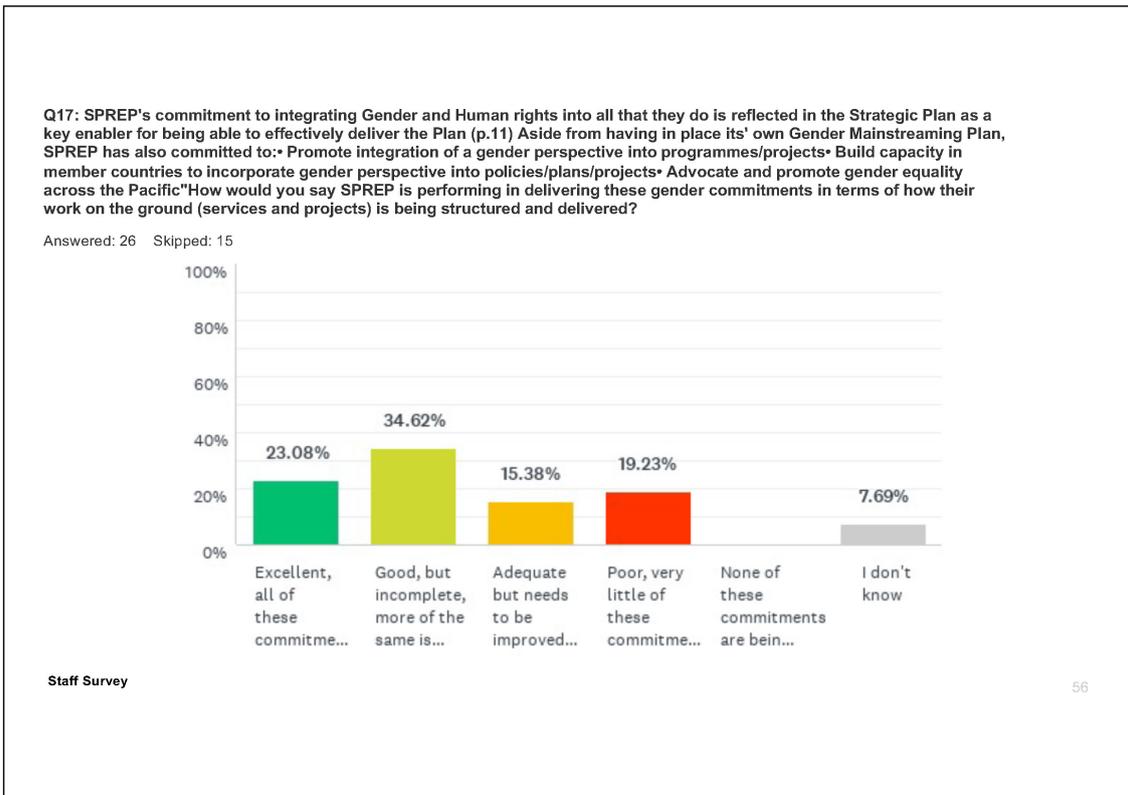
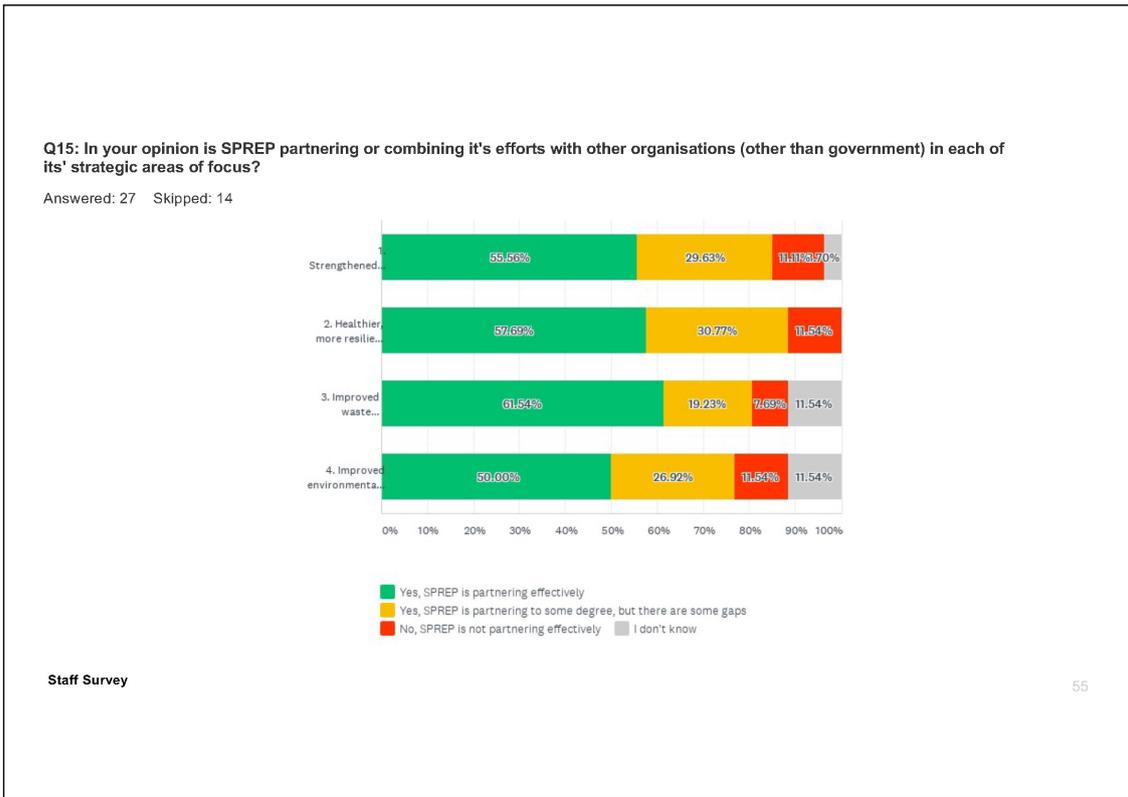
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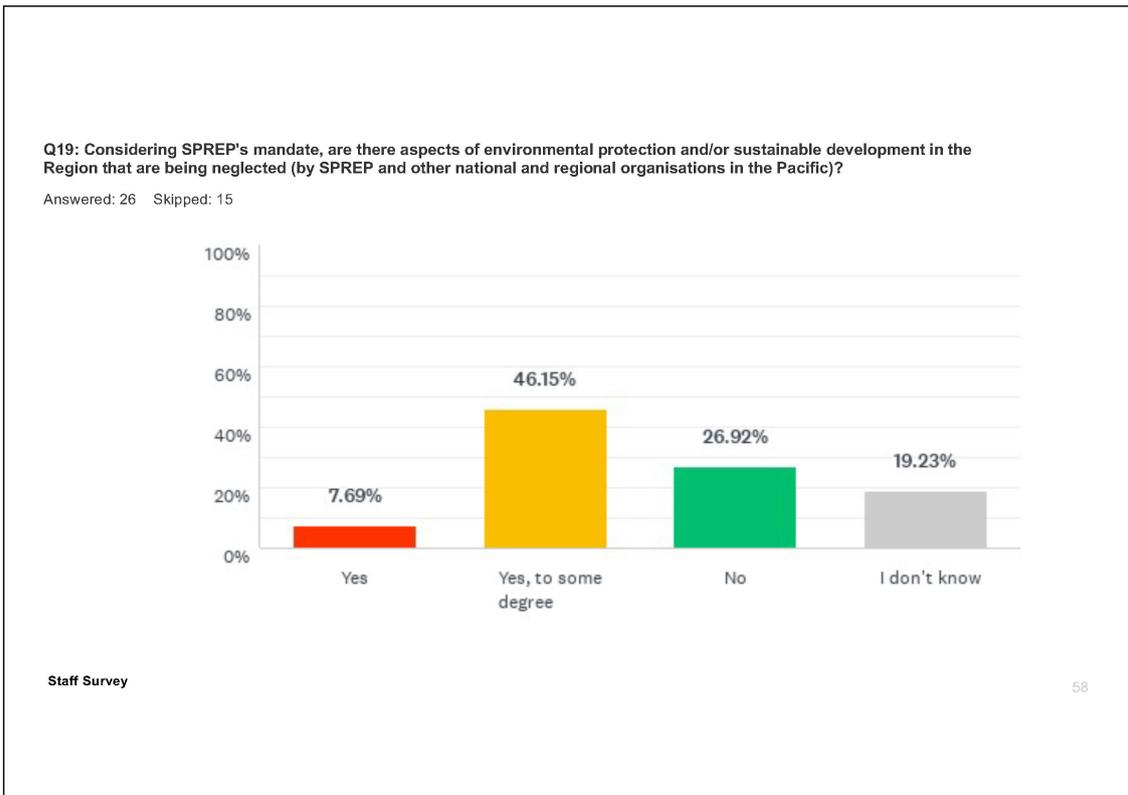
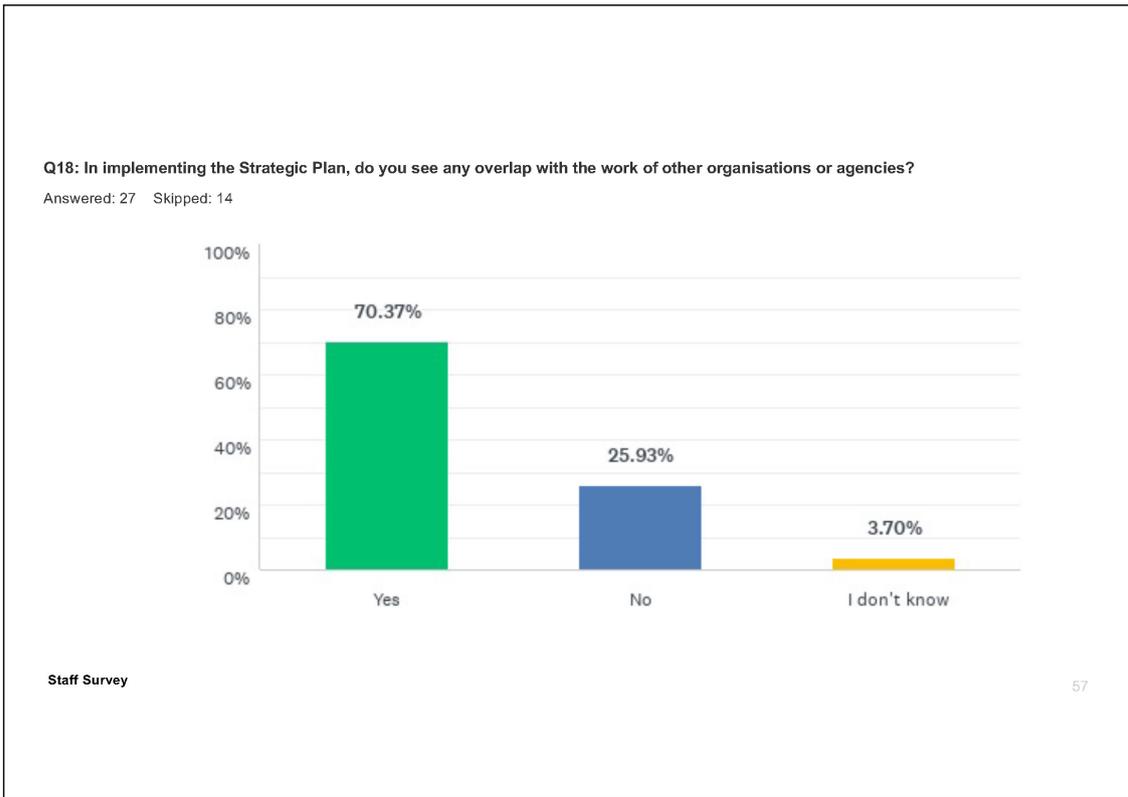
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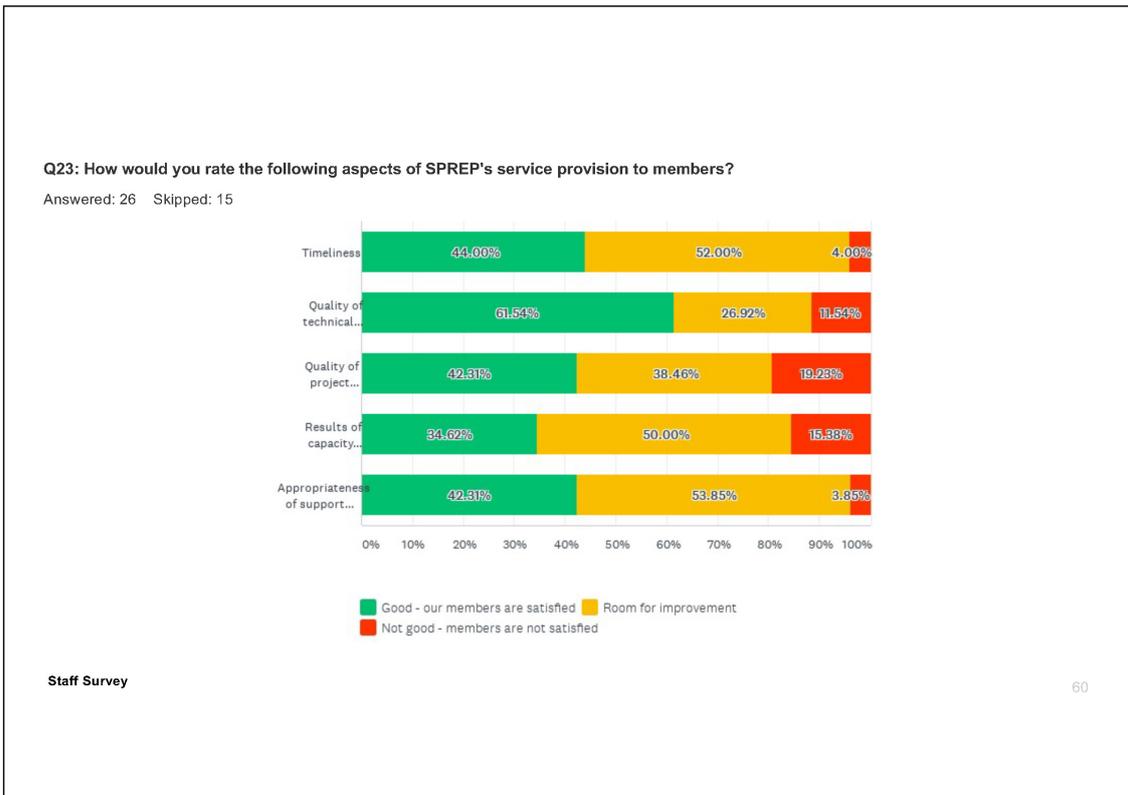
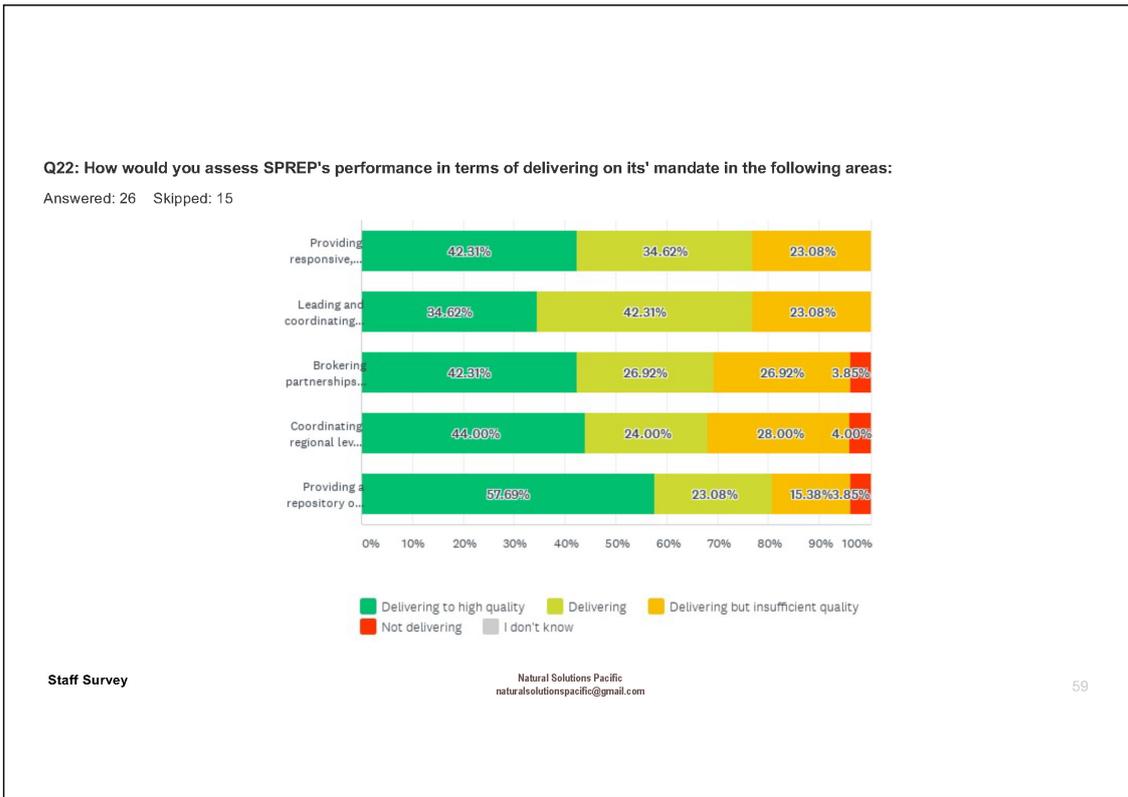
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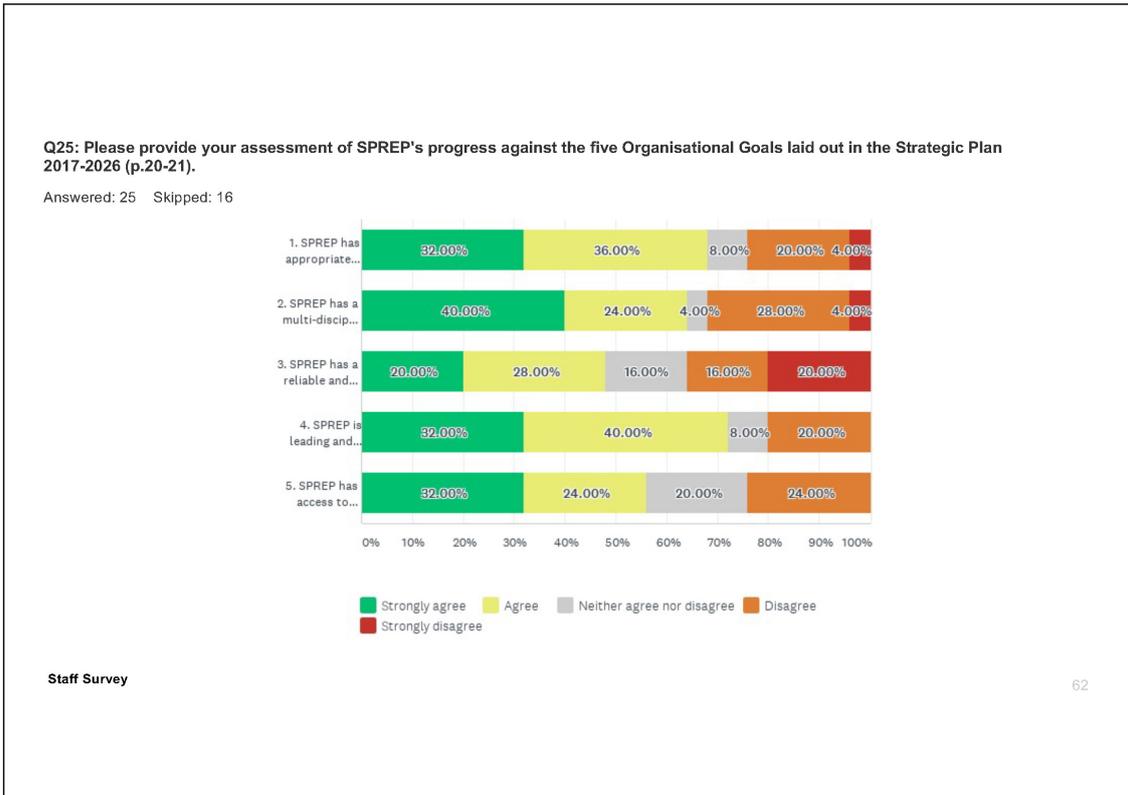
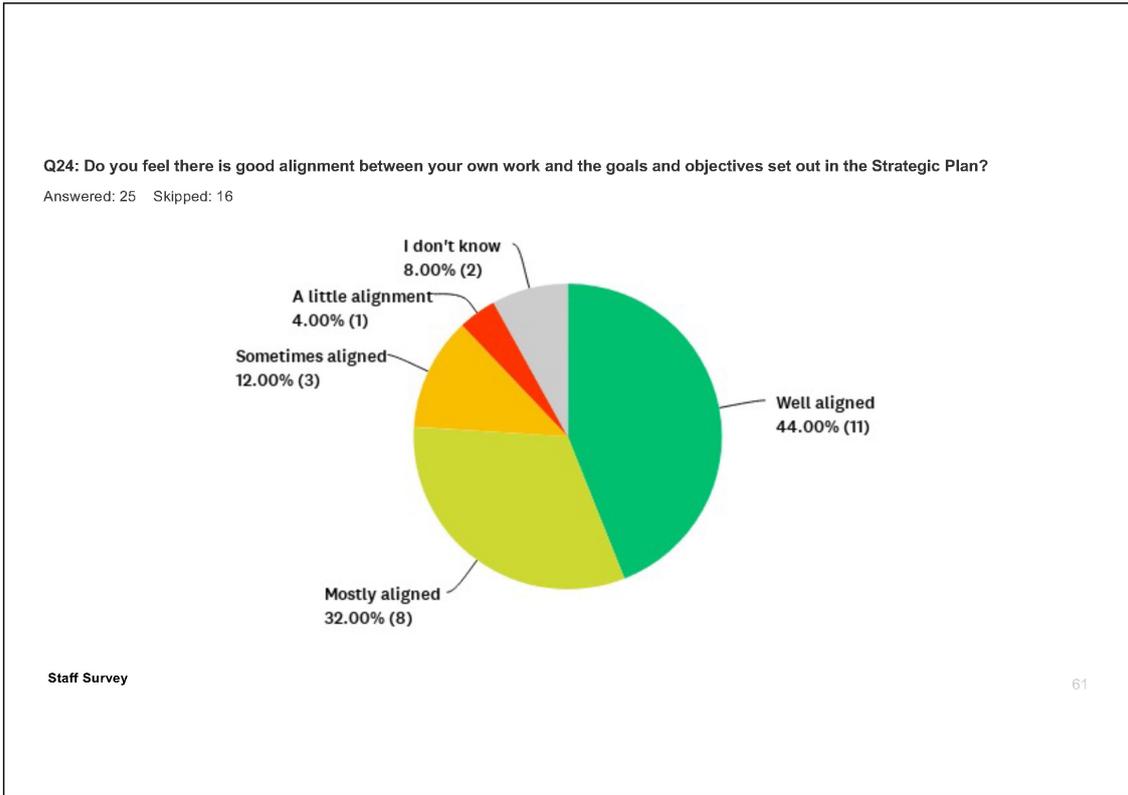
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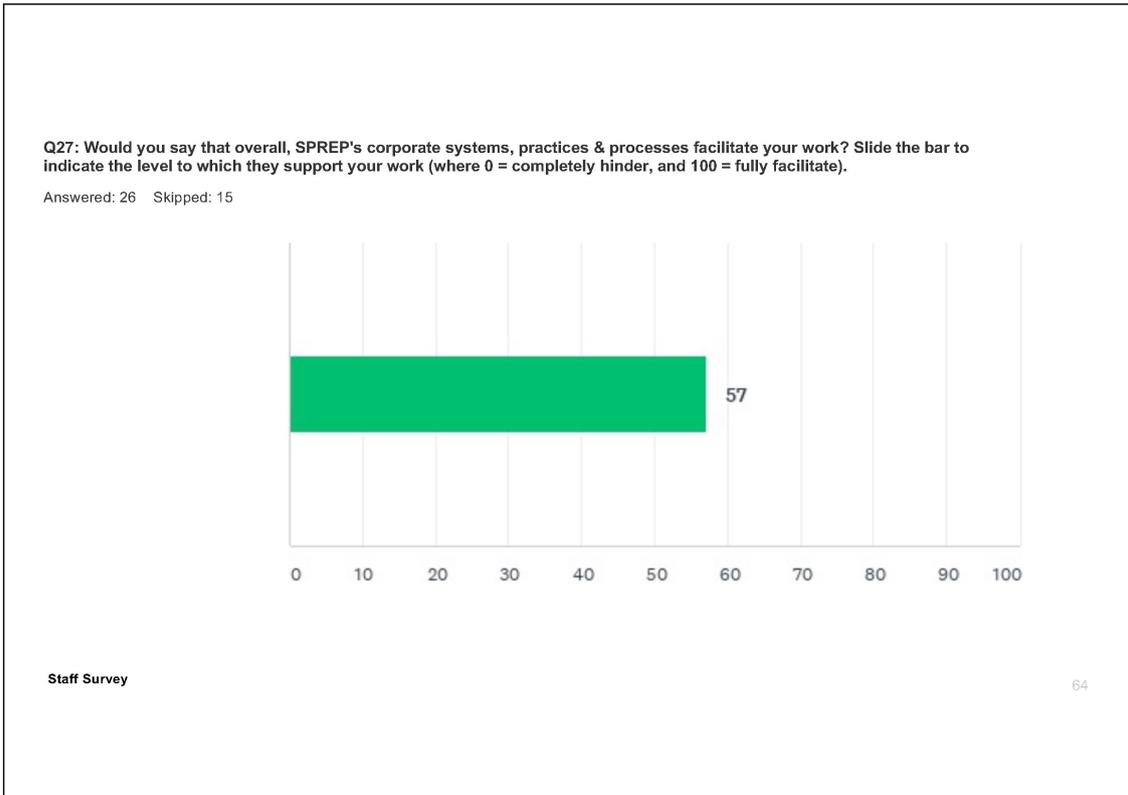
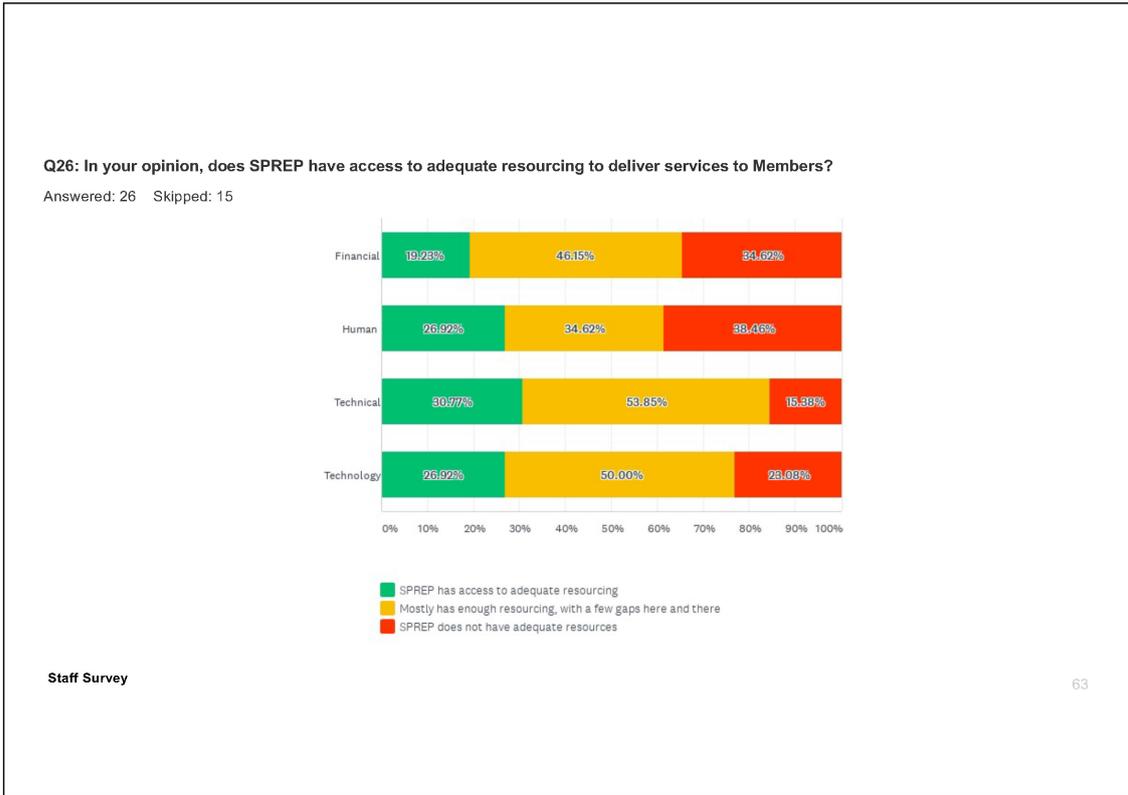
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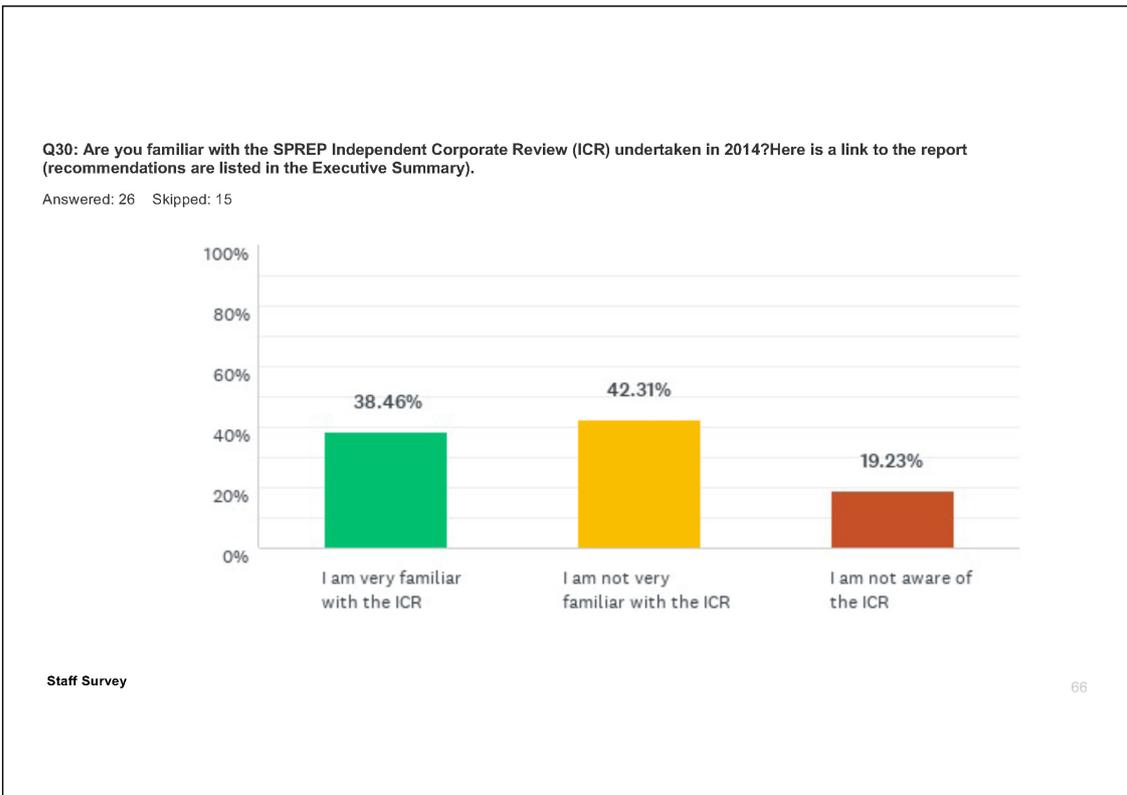
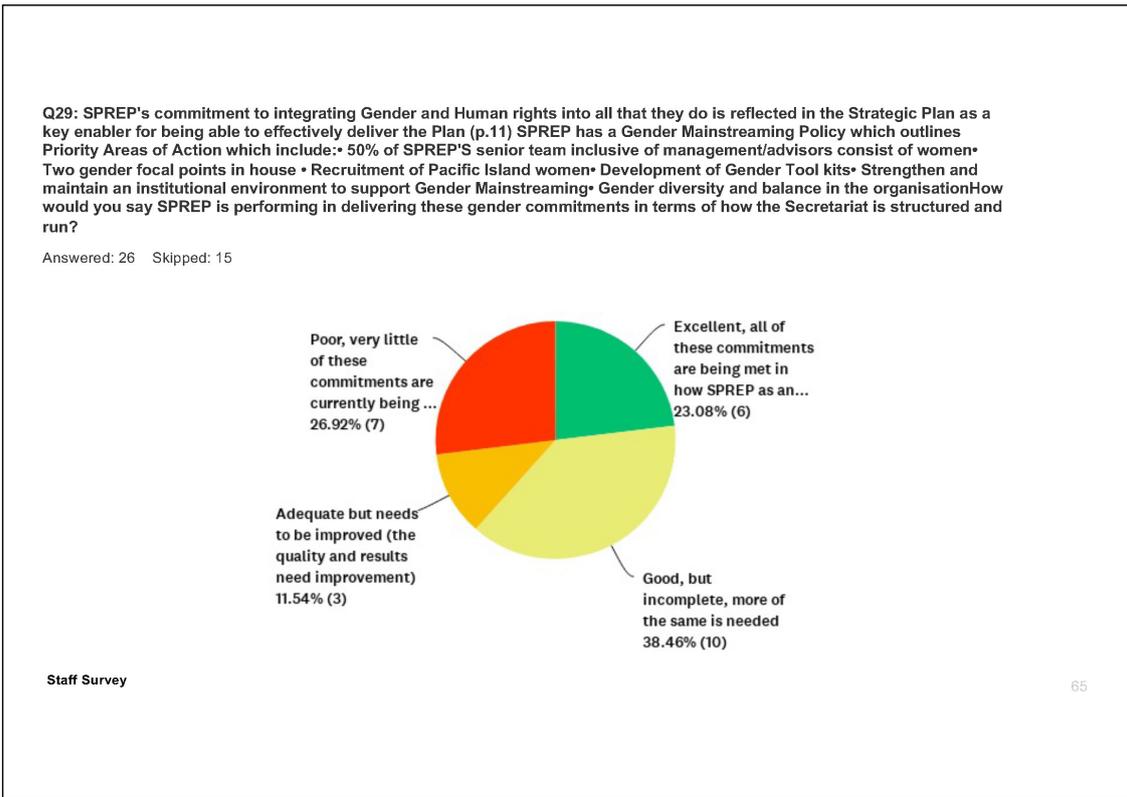
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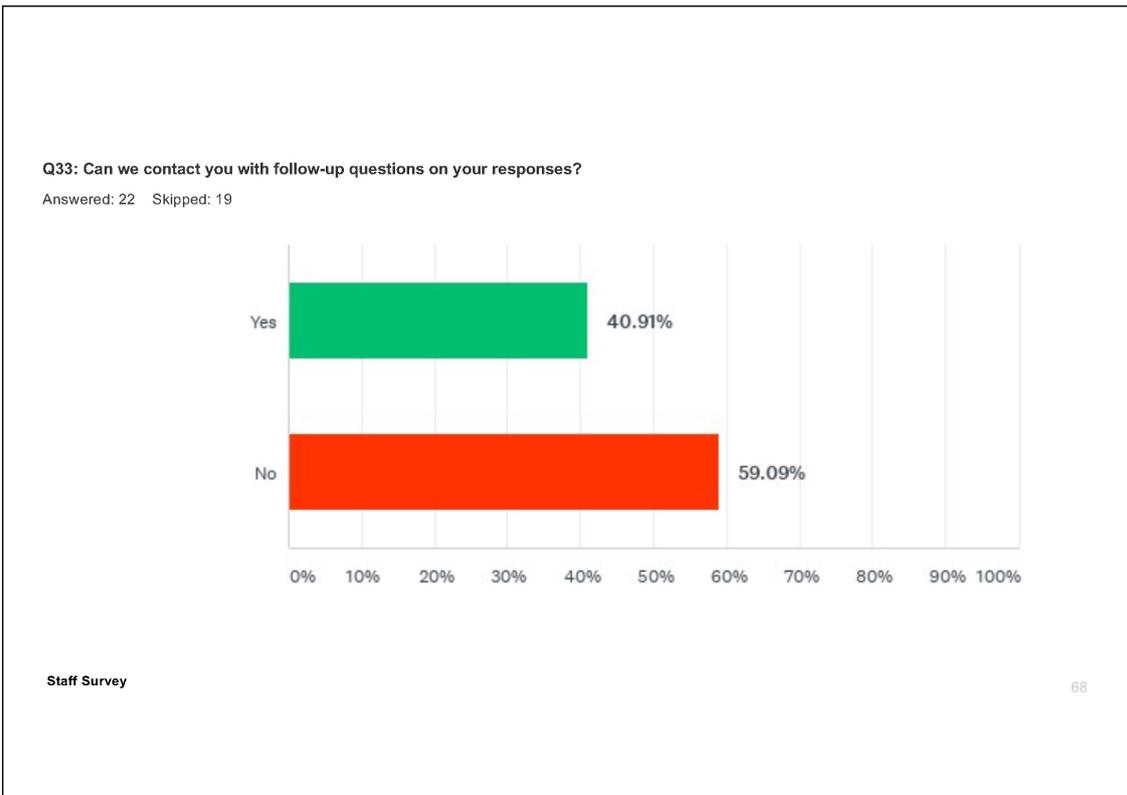
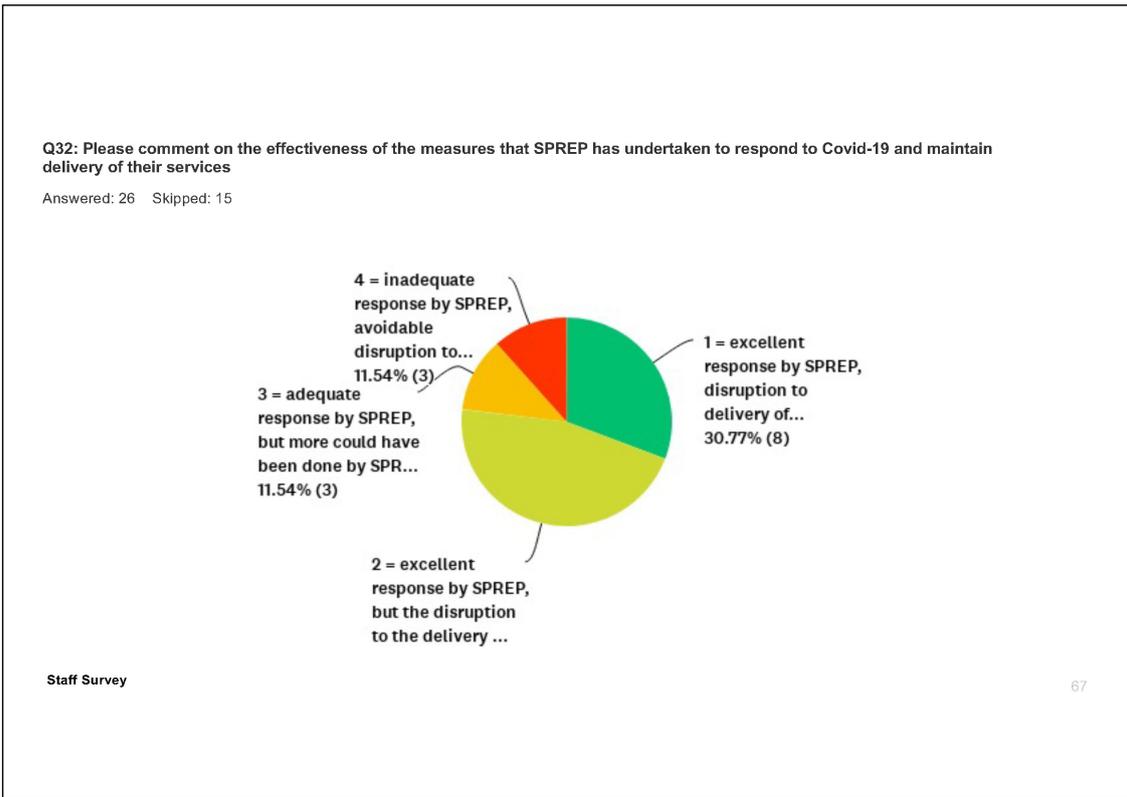
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Annex 7: [Polynesia Subregional Consultation Report](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Consultation Report for Polynesia

Summary

This Consultation Report covers the period June to end of July 2021 for the Polynesian subregion countries that includes, American Samoa, Cook Islands, Niue, Samoa, Tokelau, Tonga and Tuvalu. There were 48 contacts in the countries identified for the consultation however only 25 contacts, representing 52% consultation participation, were fully engaged. The consultation methodology included, emails, workshop, personal interviews and video conferencing by way of Skype, Messenger and Zoom.

In general, all country representatives spoke highly of SPREP interventions in their country and were very positive about SPREP's role going forward. Countries had specific concerns raised about various activities, but the positive comments generally outweighed the small number of negative comments which were project related.

Country representatives could not distinguish and had difficulty understanding the Secretariat as a separate entity from SPREP the organisation. In most cases they identify SPREP as one unit. However, countries were able to identify issues with implementation and delivery of SPREP activities that could be attributed to poor organisation and coordination within the Secretariat. Directors responsible for each of the Strategic Plan (SP) Goals appeared to work independently and therefore were not aware of the impact on project implementation of multiple activities in-country. Countries identified issues and areas that should be considered by SPREP to improve delivery of activities. These included:

- Work areas and roles of CROP organisations are unclear and these need to be addressed as a priority.
- Limited coordination of SPREP programmes across the Secretariat. Programming of country activities should ensure appropriate implementation plans are agreed by countries.
- In some countries there are a number of focal points with little or no coordination between focal points and implementation offices.
- COVID-19 highlighted capacity constraints in-country and technical assistance support requirements for project implementation. Aligning programmes that matches capacity in country must be a priority at the planning stage.
- Sustainable funding for SPREP operations has been raised if SPREP is to continue to be the paramount environmental organisation in the Pacific Region.
- Engaging and guaranteeing member countries who are NOT signatories to the Rio Conventions, the GCF, and the GEF and therefore equal access to SPREP services must be addressed.

As a result of the above issues the following are emerging considerations and recommendations from the Polynesian subregional consultations.

- SPREP should advertise and market itself as the paramount environmental organisation and reinforce the Strategic Plan goals. An all-embracing marketing tool could ensure funding comes to SPREP recognising its environmental distinction and significance in the Pacific.
- SPREP a designated In-Country Manager to coordinate SPREP activities in each member country.
- Integrated Country Programming with CROP organisations providing clarity of roles with synergies achieving bigger impacts.
- Identifying and building more capacity in-country and opportunities for countries to support each other – sharing skills across the region.
- Identifying alternate delivery modalities for SPREP activities which includes a business model that ensures financial security.
- A Reserve Fund that allows for emergencies and covers risk strategy plans developed with the business plan.

1. Introduction

This Consultation Report forms part of the SPREP Independent Review Report. This report has been developed for SPREP Secretariat as an account of the consultation that was undertaken in the Polynesian Subregion stakeholder group.

The findings of the consultation have been fed directly into the review and will be reflected in the Final Report findings without attribution to individual consultees.

From the outset the team had requested country details of SPREP activities. This was not forthcoming until a list of projects being implemented and under development was received from the Secretariat. Discussions and consultations with countries were frustrated by the lack of context and understanding or knowledge of SPREP activities in the countries.

A high-level account of the consultation findings from the Subregional Consultation Lead is included in Section 5 of this Report for the SPREP Secretariat's information.

2. Consultation Team

The consultations were led and conducted by review team member Teresa Manarangi Trott, who is based in Cook Islands. Teresa was supported by the Deputy Project Manager for the Independent Review Team, Ashlee Poswell who assisted with setting up stakeholder interviews.

3. Stakeholder Group

The target stakeholder group from the Polynesian subregion included representatives from the following countries; American Samoa, Cook Islands, Niue, Samoa, Tokelau, Tonga and Tuvalu. The country representative names and contact details for the seven countries were provided by the Secretariat, however the Review Team were concerned that these lists did not fully represent those who were involved with SPREP in-country activities. There were multiple focal points in some countries with little information about their role and positions in

relation to the work of SPREP. This made it difficult for the Review Team to connect with the appropriate country representatives, particularly those who were engaged in SPREP activities.

The target stakeholders for each country were not always willing and ready to engage and respond to emails. Only a few country representatives were willing to engage in discussions, provide information, and commit to attending the workshop. The full list of the Polynesian Stakeholder Group that were contacted during the consultation period is provided in Annex 2.

4. Consultation Method

4.1 Outreach and communications with stakeholders

The Consultations commenced on 13 June and were completed by 31 July 2021.

The consultation methodology is summarised in Table 1- Summary of Polynesia Subregion Consultations Methodology below. Table 1 shows there was a 52% participation rate of the total Polynesian Country contacts (48) receiving outreach from the Secretariat as well as those notified and included during the consultation period. Formal emails involved sending exactly the same information to each of the countries on the dates in Table 1. Responses to emails were slow for some countries and immediate for others. Up to four reminder emails were sent to slow respondents.

Table 1: Polynesia Subregion Consultations Methodology

Polynesian Country	Total Contacts	Workshop Participants 19-Jul	Online Survey	Interviews			Formal Emails Sent					
				02/07	20-Jul	21-Jul	13-Jun	23-Jun	27-Jun	07-Jul	15-Jul	27-Jul
American Samoa	2			2			Y	Y	Y	Y	Y	Y
Cook Islands	7	6	2				Y	Y	Y	Y	Y	Y
Niue	6	4					Y	Y	Y	Y	Y	Y
Samoa	8	4					Y	Y	Y	Y	Y	Y
Tokelau	4	2					Y	Y	Y	Y	Y	Y
Tonga	11				4		Y	Y	Y	Y	Y	Y
Tuvalu	10					1	Y	Y	Y	Y	Y	Y
Total Polynesian Participants	48	16	2	2	4	1	48	48	48	48	48	48

4.2 Online Survey

The online survey had two respondents, both from the Cook Islands. High level findings from the Survey provided the following insights for the Review Team which confirmed the discussions of the workshop and responses from Polynesian member country representatives generally.

4.3 Workshop

The Workshop was held on 19th July 2021 with 16 participants from Cook Islands, Niue, Samoa, Tokelau. The key outcome of the Workshop was to ensure that participants responded to questions that would provide evidence for the review team to analyse. The key questions that were sent to all participants asking them to prepare to share their experiences and responses prior to the workshop. They included:

- Are you aware of SPREP Strategic Plan and the Goals and Objectives?

- Are the SPREP projects implemented in your country relevant? Examples
- Did the SPREP projects implemented in your country achieve the outcomes as designed? Examples
- Were there any challenges and issues encountered? Examples
- Were the projects effective in supporting gender equity and social inclusion? Examples
- Do you have any recommendations for improving delivery of SPREP projects going forward?
- Was there any collaboration or synergy between work of SPREP Projects and partners such as donors that support your country programmes? Examples
- Did the SPREP projects have linkages with other regional strategic instruments and decisions or were there gaps? Examples

The responses were then analysed and ranked and form part of the analysis and findings in Section 5.

4.4 Interviews and meetings

Interviews were held with three countries who were unable to attend the workshop on 19th of July. Interviews followed the same format as the workshop. Various methods of contact were used during consultations including Skype, Messenger and Zoom. The interviews and meetings were held with American Samoa prior to the Workshop, Tonga 20th July and Tuvalu on the 21st July. The interview with American Samoa was very informal as there was limited engagement with SPREP except for one or two workshops per year. The Tonga and Tuvalu interview followed the exact same format as the Workshop using the same questions.

5. High-level findings of Polynesia Consultations

The findings of the Polynesian sub-regional consultations are provided in **Table 2: Polynesian Subregion Findings – Strategic Plan Delivery** and **Table 3: Polynesian Subregion Findings – SPREP Secretariat**. The Table 2 scores have been completed based on professional expert experience and in some cases have been confirmed by the country representatives.

Table 2 illustrates country-level SPREP activities/projects identified by country representatives under each Strategic Goal. These activities/projects were provided as examples by representatives as they responded to the questions. All questions were designed to inform the Review Team of member country understanding, as well as providing evidence for the Review Team to respond and report on the terms of reference relating to the Strategic Plan Review (SPR) and the Independent Corporate Review (ICR). The activities/projects were country examples and did not intend to represent the full extent of SPREPs engagement in the country but characterised SPREP's arrangements and commitments in the Polynesian countries. The responses and discussions with the country representatives at the workshop, personal interviews online survey and written emails were then combined prior to each being ranked: ranking was Low-1 and High-3.

Table 2: Polynesian Subregion Consultation Findings - Strategic Plan Delivery

Country Activities Identified	Strategic Plan Delivery									
	Questions	Goal 1		Goal 2		Goal 3		Goal 4		
	a)	b)	c)	b)	c)	b)	c)	b)	c)	
American Samoa										
Island climate Prediction		2	2							
Pac Waste	N					2	2			
Turtles/Invasive Species				2	2					
Strategic Planning								3	3	
Cook Islands										
Climate Change	Y/N	2.5	2.5							
Protected areas				3	3					
Turtle Program				2	2					
Access and Benefit Sharing & NBSAP				2	2					
Pac Waste						3	3			
National environment Policy								2.5	2.5	
POPs and Hazard Waste						3	2			
State of Environment Report							3	3		
Inform Project							3	3		
Niue										
GCF Readiness	Y/N	3	2							
Metereological Services			3	3						
Invasive Species					2	2				
Pac Waste Plus							3	3		
POPs Hazardous Waste							3	3		
Pacific Hub MEA								3	2	
Samoa										
Crews Early Warning Systems	Y	3	3							
Metereological Services			3	3						
Invasive Species					3	2				
Biodiversity and Protected Areas					3	2				
PacWaste							3	3		
POPs							2	2		
Minamata Assessment							2	2		
Inform									2	2
NDC Hub									2	2
Tokelau										
Waste Management	Y/N					2	2			
EIA Development								3	3	
Tonga										
Climate Change	Y	3	3							
BIEM Turtles					3	3				
Invasive Species					3	3				
Waste Management							3	3		
Minimata Project							3	3		
Inform									3	3
Tuvalu										
Inform Project	N							3	2	
State of the environment								3	3	
Minimata Project							3	3		
POPs Pesticides							3	3		

Question a) Are you aware of SPREP Strategic Plan and the Goals and Objectives? Yes/No (Y or N)

Question b) Rank 1 - SPREP activity/project was Low relevance not effective; and Rank 3 - SPREP activity/project Highly relevant and effective

Question c) Rank 1 - Results and outcomes of activities/projects had limited or no result and

Rank 3 - SPREP activities and projects had good results and outcomes as designed.

5.1 Summary of Responses to Questions a) – c)

In general, all country representatives spoke highly of SPREP interventions and were very positive about SPREP's role going forward. Countries had specific concerns raised about various activities but the positive comments generally outweighed the small number of negative comments. Further comments to questions a) – c) include:

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- There is limited knowledge or awareness and two countries were unaware of the Strategic Plan. It was noted that SPREP does not discuss or reinforce the Strategic Plan Goals when activities are proposed and implemented, therefore they are not foremost when activities are being considered.
- Goal 1 - All countries confirmed Climate Change and related programmes with Met Services as highly relevant with visible results achieved in climate warning systems - Countries await SPREP completing access for GCF Readiness Grants.
- Goal 2 - Protected Areas, Turtle and Invasive Species Programmes rated highly in most countries. Results differed among the countries but all remain supportive of the important work in this area.
- Goal 3 - PacWaste Plus and Persistent Organic Pollutants (POPS) being highly relevant projects for all countries. SPREP highly commended for the waste programme achievements and interventions. Continuation of PacWaste Plus and Minimata Assessment of mercury essential.
- Goal 4 is highly relevant to all countries improved environmental frameworks for the countries. Completing SOE Reports as well as engaging in Pacific Hub and Inform Project were applauded.

Table 3 reflects country representatives summary responses to questions to demonstrate their understanding of SPREP Secretariat performance and delivery of activities/projects in-country. As well whether these are completed in partnership with donors and engaged with other partners. The questions posed are listed below the table.

Table 3 Polynesian Subregion Findings – SPREP Secretariat

Polynesian Country	SPREP Implementation	Linkages with Donors/Partners	Linkages Regional Instruments	Gender
Questions	d)	e)	f)	g)
American Samoa	Limited contact, workshops well received	No	No	No Comment
Cook Islands	Most activities well received - room for improvement and more coordination	Yes Met Services well placed to confirm collaboration efforts	Yes e.g NDC Hub	YES No issues
Niue	Good number of activities - limited TA support and Room for Improvement	Yes Need more focus on SPREP Mandate	Yes	YES No Issues
Samoa	Generally Good Risk of too many projects better coordination by Secretariat	Yes	Yes	YES
Tokelau	Need more support EIA work good more communication with in-country offices	Yes/No - few projects but work with other partners in region	No	YES No Issues
Tonga	Good and all must link with National Plans, always room for improvement	Yes	Yes e.g. Samoa Pathway	YES No issues
Tuvalu	More effort - Longer stay for consultants and TA support essential	Yes	Not Sure	YES No Issues

d) *Were there any challenges and issues encountered during implementation of projects/activities – was implementation adequate? Examples*

- e) *Was there any collaboration or synergy between work of SPREP activities/projects and partners such as donors that support your country programmes? Examples*
- f) *Did the SPREP activities/projects have linkages with other regional strategic instruments and decisions or were there gaps? Examples*
- g) *Were the activities/projects effective in supporting gender equity and social inclusion? Examples*

5.2 Summary of Responses Questions d) – g)

In general country representatives could not distinguish and had difficulty understanding the Secretariat separate from SPREP the organisation. In most cases they identify as one unit. However, countries were able to identify issues with implementation and delivery of SPREP activities that could be attributed to poor organisation and coordination within the Secretariat. Directors responsible for each of the Goals appeared to work independently and therefore were not aware of the impact on project implementation of multiple activities in-country. Other comments to the questions d) – g) include:

- SPREP delivery of programmes received mixed review. Some countries confirmed implementation as good but there is room for improvement. Consultants not staying in-country long enough. Planning with countries is important and should be carried out prior to work programmes being developed by the Secretariat.
- Large number of projects – countries are overwhelmed and have difficulty prioritising – limited coordination within SPREP to align country work programmes across the Secretariat.
- Confirmation that there is collaboration with other Donors and Partners (Country meteorological services welcomed Partner linkages). Regional instruments included SAMOA Pathway and NDC Hub, provided as examples.
- Gender was considered important for countries - no issues with the gender policies and gender mainstreaming in projects

5.3 Issues Raised to Improve SPREP Delivery

The final question that was discussed with countries was “Do you have any recommendations for improving delivery of SPREP activities/projects going forward?”. Countries identified issues and areas that should be considered by SPREP to improve delivery. These included:

- Work areas and roles of CROP organisations are unclear and these need to be addressed as a priority.
- Limited coordination of SPREP programmes across the Secretariat. Programming of country activities that ensures appropriate implementation plans are agreed by countries.
- In some countries there are a number of focal points with little or no coordination between focal points and implementation offices.
- COVID-19 highlighted capacity constraints in-country and technical assistance support requirements for project implementation. Aligning programmes that matches capacity in country must be a priority at the planning stage.
- Sustainable funding for SPREP operations has been raised if SPREP is to continue to be the paramount environmental organisation in the Pacific Region.

- Engaging and guaranteeing member countries who are NOT signatories to the Rio Convention, GCF, and GEF and therefore equal access to SPREP services must be addressed.

5.4 Emerging Considerations and Recommendations

The issues raised in 5.3 demonstrate the level of concern by countries who know that SPREP activities are at risk and the organisation is at risk if change is not forthcoming. It is clear that the “business and usual” model has to change as a result of the COVID-19 environment. The following are provided for consideration:

- SPREP should advertise and market itself as the paramount environmental organisation and reinforce the Strategic Plan goals. An all-embracing marketing tool could ensure funding comes to SPREP recognising its environmental distinction and significance in the Pacific.
- SPREP designated In-Country Manager to coordinate SPREP activities in each member countries.
- Integrated Country Programming with CROP organisations providing clarity of roles with synergies achieving bigger impacts.
- Identifying and building more capacity in-country and opportunities for countries to support each other – sharing skills across the region.
- Identifying alternate delivery modalities for SPREP activities which includes a business model that ensures financial security.
- A Reserve Fund that allows for emergencies and covers risk strategy plans developed with the business plan.

Annex 8: [Micronesia Subregional Consultation Report](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Consultation Report for **Micronesia**

Summary

This consultation report covers the Micronesia subregional stakeholder consultation to support the SPREP Independent Review. The Micronesia subregional members included the Federated States of Micronesia, Republic of Kiribati, Republic of the Marshall Islands, Republic of Nauru, Republic of Palau, Commonwealth of the Northern Mariana Islands and Guam.

SPREP provided the list of all Micronesia subregional focal points and SPREP points of contact for the Review Team. The methods used by the Review Team included a regional workshop, online survey, and interviews through phone or email correspondence. Among the 77 individuals that the Review Team reached out to, 12 responded and participated in the subregional workshop, 2 completed the online survey and 2 corresponded through email. Out of the 7 Micronesia subregional countries and territories, 4 participated in the regional workshop and 6 out of 7 countries provided some form of input to the Review Team.

Although the participation was low, the Review Team received constructive feedback from the participants. The consultations drew out the following themes and suggestions:

Effectiveness

- Jurisdictions where SPREP is active appreciate the work/activities that SPREP is supporting or leading to meet the countries priorities.
- Specific SPREP funded projects such as the INFORM and the PacWaste Plus projects are seen as making good impacts on national priorities/goals.
- SPREP project managers are providing appropriate support to in-country project leads in order to keep ongoing projects on track.
- The SPREP in-country focal points and project/activities points of contact see the impact of SPREP's support, even with limited presence in country.

Challenges

- Most of the participants could not speak specifically on the success of SPREP's regional and organisational goals and objectives. Those who are involved specifically with SPREP supported projects and activities are the only ones who can speak directly to SPREP's priorities. In some cases, even the focal points and projects or activities leads could not speak fully to SPREP's priorities.
- Some of the respondents feel that SPREP prioritises work in the south more than they do in the north.
- There is some perception that SPREP competes for funds against jurisdictions and local organisations.

- Some jurisdictions feel that their priorities are not reflected on SPREP's organisational or regional priorities, and that SPREP is only responsive if the needs expressed match SPREP current funded projects or activities.
- Some also felt that SPREP could be taking a larger role in leading regional level advocacy.

1. Introduction

This consultation forms part of the SPREP Independent Review. This report has been developed for the SPREP Secretariat as an account of the consultation that was undertaken in the Micronesia subregion. The findings of the consultation have been fed directly into the review and will be reflected in the Final Report findings without attribution to individual consultees. A high-level of account of the consultation findings from the Subregional Consultation Lead is included in Section 5 for the SPREP Secretariat's information.

2. Consultation Team

The Micronesia subregional consultations were led by William Kostka, Executive Director of the Micronesia Conservation Trust. Mr. Kostka has vast knowledge and experience working in the Micronesia subregion and was also a member of the 2014 SPREP review team.

Winfred Mudong is the Micronesia Challenge Regional Socioeconomic Monitoring Coordinator with vast experience in stakeholder consultations. He supported the Consultations Lead with coordination and stakeholder interviews.

3. Stakeholder Group

Targeted stakeholder groups are from various government ministries, departments, and agencies including the SPREP focal points, ministers, directors, secretaries, project managers and all those who are listed in SPREP's points of contact from each of the five Micronesian countries and the two US territories. See Annex 2 for full list of Micronesia stakeholders consulted.

4. Consultation Method

4.1 Outreach and communications with stakeholders

The consultation team reached out to all the SPREP Micronesia subregional focal points and point of contacts provided by SPREP via email to introduce to them the consultation team. The Micronesia consultation team also reached out to all the SPREP Micronesia subregional points of contact for a support on list of all SPREP projects and activities within the last 5-7 years.

4.2 Online Survey

From the Micronesia subregion list of stakeholders, only 2 responded to the online survey or 16% survey response rate from the Micronesia subregion.

4.3 Workshop

In preparation for the workshop, the consultation team sent out to all the SPREP Micronesia subregional group a circular and invitation to the Micronesia subregional workshop. From the list of 77 SPREP Micronesia subregional contacts who received the stakeholder consultation workshop circular, only 17 responded to the invitation, and 12 participated in the Micronesia subregional stakeholder consultations workshop. The consultation team also sent out SPREP’s Regional Goals, SPREP’s Organisational Goals, and SPREP’s commitment to gender and human rights for them to review before the consultation workshop took place.

The consultation team would like to note here that despite numerous emails to Marshall Islands and Kiribati focal points and other stakeholders, including follow up emails from Ms. Audrey Brown-Pereira at SPREP, only one from Marshall Islands participated in the workshop and there were no responses from Kiribati.

On July 7, 2021, the Micronesia subregional consultants conducted a regional virtual workshop with participants from the Federated States of Micronesia (FSM), Republic of Palau (ROP), Republic of the Marshall Islands (RMI), and Republic of Nauru. Leading the facilitation was William Kostka, Director of the Micronesia Conservation Trust (MCT). Also present at the workshop was the Independent Corporate Review (ICR) team project managers Dr. Russell Howorth and Ms. Nicola Thomson.

Out of the 12 workshop participants, only 4 of the 7 Micronesia subregional member states were represented.

4.4 Interviews

Following the workshop direct discussions were held with the Guam and Northern Marianas focal points through email. Both stated that although they participated in several SPREP meetings/workshops in the past, there has not been any SPREP funded projects in their jurisdictions within the past 5-7 years. They expressed their interest in working more with SPREP on projects in addition to the meetings and training programmes they’ve been involved in thus far.

Table 1: Number of invites sent to each Micronesia Subregion, number of contacts made and number of consultation participants and method of consultation.

Micronesian Country	Invites Sent	Contacts	Workshop Participants	Online Survey	Interview
Federated States of Micronesia	28	7	6	1	0
Republic of Kiribati	14	1	0	0	0
Republic of the Marshal Islands	9	2	1	0	0
Republic of Nauru	10	2	4	0	0
Republic of Palau	8	2	1	1	0
CNMI	6	1	0	0	1
Guam	2	2	0	0	1
Total:	77	17	12	2	2

5. High-level findings of Micronesia Consultation

The majority of the jurisdictions where SPREP is active and has had projects implemented or ongoing projects in support of the country’s priorities expressed their gratitude. Specific projects such as the INFORM and the PacWaste Plus projects are examples of SPREP funded

projects that the representatives mentioned were making great impacts on national priorities/goals.

In-country project leads shared that they receive effective and efficient support from SPREP project managers, and that the SPREP project managers are very responsive to their needs. The SPREP in-country focal points, and project points of contact see the impact of SPREP's support even with limited presence in country.

Most of the participants could not speak specifically on the success of SPREP's regional and organisational goals and objectives. Those who are involved specifically with SPREP supported projects and activities are the only ones who could speak directly to specific SPREP's activities or projects, but very few could speak to SPREP's overall regional priorities. In some cases, even the focal points and project/activities leads could not speak to SPREP's priorities.

Some of the respondents feel that SPREP prioritises work in the south more than they do in the north. There is also some perception among the Micronesia subregion participants that SPREP competes for funds against jurisdictions and local organisations, taking away sustainable financing opportunities from member state organisations. It was suggested that SPREP should focus on larger and more regional grants and less on individual jurisdiction grants.

Some jurisdictions feel that their priorities are not reflected on SPREP's organisational or regional priorities. And that SPREP is only responsive if the needs expressed match SPREP funded projects or activities.

The workshop participants suggested the need for a functional North Pacific subregional office, with staff who can maintain strong communications with jurisdiction leaders, SPREP focal points SPREP funded projects, and activities leads. This would include a database of all SPREP funded or supported projects and activities and reports that are easily available to relevant stakeholders. Suggestions also included for SPREP staff should attend relevant conferences to share and learn. Members would like relevant SPREP staff to visit the jurisdictions at least once a year to discuss country priorities and activities, follow up, provide support to SPREP funded projects/activities and carry out monitoring and evaluation, as necessary.

SPREP could quickly improve its relationships and increase its visibility in the subregion by actively partnering and providing financial and technical support to some of the larger national and regional initiatives such as the Micronesia Challenge, the Palau Marine Sanctuary, the Federated States of Micronesia Blue Prosperity Micronesia Programme, and the Guam Green Growth Strategy.

Specific technical capacity needs that are not available in country should be supported by SPREP, including support for scientific research or long-term data collection.

Some Member representatives felt that SPREP could be taking a larger role in leading regional level advocacy. For example, as the region's premiere environment IGO, it was suggested that SPREP should have had a stronger leadership role in leading the countries and providing technical support to the jurisdictions opposition to Japan's attempt to dump nuclear waste in the Pacific. SPREP should have organised the region so that they are all speaking with one voice backed with scientific facts provided by SPREP and partner expertise.

Annex 9: [Melanesia Subregional Consultation Report](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Consultation Report for Melanesia

Summary

This report reflects the findings of the consultations conducted in the Melanesian subregion as part of the Independent Review of SPREP. Countries involved in the consultations were Fiji, Papua New Guinea, Solomon Islands and Vanuatu. The consultations were conducted over a 4-week period from June 24th to July 27th. Contact with countries and consultations were conducted through emails, an online survey, and one-on-one virtual interviews via Zoom. The response rate from the Melanesian subregion was quite low with only 9 responses from the 62 names provided by SPREP on the consultee list.

However, on the upside, responses were secured from all the Government counterparts prioritised by SPREP as important for the review. Unlike the other subregions engaged in the Review, there was no subregional consultation in Melanesia. One-on-one interviews were conducted instead with this considered the best approach given the varied nature of engagement with SPREP in country and also across the subregion.

The feedback from the four countries in Melanesia in relation to SPREP varied considerably with more positive responses to SPREP's regional role from countries with active projects and where SPREP has obviously been more engaged over the past few years as a result of these projects. In other countries SPREP support is considered inadequate with room for improvement in the provision of technical assistance and also with working closer with countries to identify and support country driven priorities. There is a sense that the lack of SPREP's visibility in country reflects a disconnection from country priorities with engagement only taking place when necessary in their capacity as regional coordinating agency for UNFCCC processes and other mandated roles.

1. Introduction

This report has been developed for SPREP Secretariat as an account of the consultation that was undertaken in the Melanesian subregion

The findings of the consultation have been fed directly into the review and will be reflected in the Final Report findings without attribution to individual consultees.

A high-level of account of the consultation findings from the Subregional Consultation Lead is included for the SPREP Secretariat's information.

2. Consultation Team

The consultations were led and conducted by Review Team member Ana Laqeretabua, who based in Suva, Fiji. Ana was supported by the Deputy Project Manager for the Review Team,

Ashlee Poswell who assisted with setting up stakeholder interviews. An intern provided further support with transcribing individual interviews.

3. Stakeholder Group

SPREP provided a consultee list of stakeholders from the four countries in the Melanesian subregion, highlighting those viewed as of importance. The consultee list was made up of representatives from various Government Ministries and Departments in each of the four countries with SPREP focal points in country identified as important to be interviewed. The full list of consultees is available in Annex 2.

4. Consultation Method

The Melanesian Subregional consultations were conducted from June 27th – July 27th with participation from SPREP stakeholders in Fiji, Papua New Guinea, Solomon Islands and Vanuatu. The consultations were conducted through one-on-one interviews and through an online survey sent out to all stakeholders in the region on 13th July 2021.

4.1 Outreach and communications with stakeholders

SPREP sent out an official circular to those on their stakeholder list (62 in total from the Melanesian subregion) advising them of the Review and requesting availability for an interview, participation at a subregional consultation, or feedback through an online survey.

The subregional consultations were proposed for July 7th. However, this was subsequently cancelled following discussions with members who requested in-depth interviews prior to the consultation date. From these initial consultations, and further discussions with the Review Project Management, a decision was made to conduct interviews with individual stakeholders in the four countries given that the nature of engagement with SPREP varied quite significantly with Ministries and Departments in country. The individual interviews were considered to be more relevant as it provided stakeholders with the opportunity to speak individually about their engagement with SPREP throughout the duration of the term under review and for their responses to be considered individually.

With consensus from SPREP, a circular was sent out to cancel the subregional consultation workshop and advise of the revised approach.

4.2 Online Survey

The online survey was sent out to all those on the Melanesian subregion contact list on 13th July 2021 and the survey closed on 23rd July 2021. Only two responses were obtained from the Melanesian subregion to the online survey, responses with the full list of responses in Table 1.

4.3 Interviews

Following distribution of the circular cancelling the consultation workshop, the subregional lead sent follow-up emails to the contact list in each country requesting availability for one-on-one interviews. Emails were sent specifically to the focal points in country and also to the whole list in the Solomon Islands, Vanuatu and Papua New Guinea. Apart from focal points in Fiji and Vanuatu who responded almost immediately after the circular went out making themselves available for in-depth interviews, the response from the other countries was considerably low with only 14.5% response rate overall, and in the end only 11% of those invited participated in in-depth interviews; there was a 3.2% participation rate in the online

survey. (See Table 1). Further assistance was sought from SPREP to secure interviews with focal points in the Solomon Islands and follow-up emails were sent to Papua New Guinea, resulting in individual interviews secured for both countries.

As outlined above, in all four countries interviews were secured with at least one of the country focal points identified on the list. In Fiji and Vanuatu, additional interviews were conducted with those who made themselves available, for example the Ministry of Environment and Ministry of Economy (Fiji) and the Climate Change Division and the Meteorological Division (Vanuatu). Attempts to secure further interviews with those on the SPREP list through emails to the complete list in Papua New Guinea proved unsuccessful but on a positive note, interviews were conducted with representatives from all Government stakeholders in the 4 countries that were identified by SPREP as of high importance.

Seven in-depth interviews were conducted lasting an hour per interview on Zoom with these interviews covering most of the questions in the questions guide.

Table 1

Country	Contacts	Interviews	Online Survey	Total
Fiji	19	3	1	
Papua New Guinea	14	1		
Solomon Islands	15	1		
Vanuatu	14	2	1	
Total	62	7	2	9

Response rate from Sub- Region 14.5%

5. High-level findings of Melanesian Subregion Consultation

There was some diversity in the responses relating to the implementation of SPREP’s commitment to member countries in the Strategic Plan. Where SPREP has active projects and a country presence, the feedback received was more positive than countries where SPREP was not directly engaged. Countries that have no SPREP presence expressed the need for more focused engagement in-country and more visibility at country level to reflect SPREP’s commitment to member countries. Suggestions that emerged from the consultations to strengthen engagement with member countries included closer collaboration with countries to identify country specific priorities that SPREP could support. This would reflect a more tailored approach to country engagement as opposed to countries receiving support through regional projects that have regional objectives but may not be aligned with country priorities. SPREP could then develop country strategies that are aligned with regional priorities but are tailored to country needs.

“The modality of SPREP’s support to member countries is through projects and this has some advantages but also has limitations in terms of continuity and sustainability.”

“SPREP needs to be driven by member country issues and not by issues driven externally.”

SPREP’s role as a technical agency providing technical support to member countries environmental and developmental priorities is recognised and appreciated by member countries in the Melanesian subregion. At the same time there is a sense that SPREP could strengthen technical assistance to countries and could have a stronger technical role when supporting member countries, for example during the UNFCCC processes. Members expressed the need to see SPREP take more of a lead in supporting countries formulate their technical positions when engaging in global meetings. Member countries noted SPREP’s

heavy reliance on external consultants and noted that SPREP should be providing most of the technical support, with some assistance from external consultants.

“SPREP should not become a procurement agency, managing consultant contracts but should be working more directly with member countries”

In countries where SPREP has a strong presence and more direct engagement, there is recognition that SPREP is doing well in terms of brokering partnerships and collaboration with global partner organisations. In countries where they are not so visible, countries noted the need to strengthen the collaboration with other regional organisations and also for SPREP to be more proactive in ensuring stronger collaborations were built and sustained outside of UNFCCC processes for example.

“We’ve only had meetings if someone from the outside world has asked SPREP to call for a meeting. So that’s the issue. It’s been the other way around instead of SPREP initiating the meetings on behalf of the member countries.”

Member countries recognise the key role played by SPREP in leading and coordinating advocacy efforts for member countries and providing a repository of data, information and knowledge. However, some countries see SPREP’s coordination as driven by events and funding cycles but not sustained outside of these events with SPREP missing out on opportunities to remain engaged with countries. Again responses differed considerably where SPREP was engaged in projects in country.

There is also a sense that SPREP’s advocacy has been influenced by environmental issues raised by international Non-Governmental Organisations. SPREP needs to contextualise these issues to the Pacific region rather than carry out the same advocacy just because others are advocating for those specific issues.

“SPREP must be at the forefront of contextualisation. It cannot sing along to what international NGO’s are advocating for without considering the context in the Pacific.”

Members consulted in this subregion would like SPREP to consider tailored support to countries through country strategy documents, to highlight how SPREP will work with each country on a few specific priority areas. They would also like SPREP to focus efforts on building technical capacity in-country to ensure continuity of skills after project completion.

With the recent COVID19 pandemic, it is clear that SPREP cannot rely on external consultants, and this has shown the need to build local capacity to ensure continuity of in-country work. It was suggested that SPREP establishes more country presence as a reflection of commitment to members, to provide more visibility, and to strengthen relationships.

Some representatives suggested SPREP could strengthen its coordination and brokering role between member countries and other regional and global entities, and ensure these are maintained and continued outside of the scheduled processes.

Annex 10: French Speaking Territories Subregional Consultation Report

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Consultation Report for French Territories

Summary

The consultations with French-speaking territories included a consultation workshop, direct interviews and an online survey. Input was gathered from representatives of French Polynesia, New Caledonia and Wallis and Futuna. It was noted that regional priorities, particularly around governance and standards, do not always align well with the context and priorities of the French territories. Stakeholders noted the need for a more flexible approach to adapting projects to local contexts in the French Territories. French Territories would like to see closer cooperation, and more periodic communication around SPREP activities. The main needs of the Territories are expertise on specific topics, and assistance in implementing regional strategies at the local level, according to the local priorities set by the Territory.

The presence of a French-speaking interlocutor based in Samoa is greatly valued; there needs to be more French speakers, and more efforts to ensure the organisation is operating as a bilingual entity. It was noted that SPREP could leverage the French Territory Membership for access and influence into international arenas.

1. Introduction

This consultation forms part of SPREP Independent Review. This report has been developed for the SPREP Secretariat as an account of the consultation that was undertaken with the French-speaking Territories. The findings of the consultation have been fed directly into the review and will be reflected in the Final Report findings without attribution to individual consultees. A high-level of account of the consultation findings from the Subregional Consultation Lead is included in Section 5 for the SPREP Secretariat's information.

2. Consultation Team

The consultation team for French Territories was composed of Zoltan Kahn, founder of Kahn & Associés a leading consulting firm in New Caledonia, and Bénédicte Barret, a Senior Consultant in organisation, performance improvement and public policy assessment. Zoltan Kahn has spent nearly 15 years in the Pacific and has very clear understanding of the regional organisations, SPREP and SPC. The consulting firm has regularly conducted work in the region, as well as for French Polynesia, Wallis and Futuna, and New Caledonia. Bénédicte Barret worked for an international firm, Ernst & Young, and had opportunities to work for the French government as well as the Cote d'Ivoire government. She has a good understanding of the Pacific region and the regional organisation.

3. Target stakeholders

The main stakeholders for the consultations included:

- the local focal points for SPREP in the 3 Territories,
- strategic decision makers (for New Caledonia, the 3 provinces' chief of staff).
- the directors and technicians of the local environmental department that implement SPREP Projects.

It should be noted that representatives from France, as a Metropolitan Member, were keen to participate and they were interviewed as part of this consultation group. See Annex 2 for a full list of French-speaking stakeholders consulted.

4. Consultation Method

4.1 Outreach and communications with stakeholders

A circular was sent to all the stakeholders to introduce the Review Team and provide an overview of the review process. The Review Team translated this circular into French for the French Territories. An invitation to a workshop followed the circular inviting the stakeholder to contact the team contact, which French Polynesia and New Caledonia did in order to prepare the workshop. Wallis and Futuna used the workshop theme to prepare for the workshop and sent the Review Team some inputs in advance. SPREP sent a reminder and link to the meeting out prior to the workshop. There did appear to be some discrepancies with the stakeholder list used, and the Review Team was concerned that many stakeholders did not respond to the invitation.

4.3 Online Survey

A circular invited stakeholders to fill the online survey was sent out by SPREP on 13th July 2021, and the survey closed on 23rd July 2021. Only one survey response was received from Wallis and Futuna.

4.3 Workshop

The workshop was attended by 5 participants from French Polynesia, Wallis and Futuna and New Caledonia. Representatives were predominantly SPREP focal points covering a range of administrative to technical perspectives and this resulted in a heavy bias in the discussion towards operational, rather than strategic topics.

The Review Team was represented by Bénédicte BARRET, Consultant Lead for the French-speaking Territories, and Russell HOWORTH, Project Director of the Review Team.

4.4 Interviews

Following the workshop, three interviews took place with the French Ambassador in the Pacific, the SPREP former focal point in New Caledonia, and the SCREE focal point.

For further details on the stakeholders consulted please see Annex 2.

5. High-level findings of French Territories Consultation

The stakeholders recognised the importance of this review for the French Territories, as it enables some assessment of the level of participation and integration in the Pacific. It also provides the opportunity to assess how the French Territories could cooperate better and in particular bring assistance to the other SPREP Members of the Pacific. The workshop participants lamented the short timeframes they were provided to prepare adequately for the consultation workshop and felt they did not have access to enough information to properly

address the consultation questions. Having said that, substantive feedback was received during the workshop and interviews.

While there is an appreciation that regional strategies are validated by consensus during SPREP meetings, there is a sense that these do not necessarily reflect the ambition nor the specific priorities of the French Territories. It was noted also that the governance arrangements in the French Territories are quite mature and the SPREP objectives in this respect are not always relevant to the context in the Territories.

The stakeholders felt that SPREP does not adapt its approach to the technical and financial capabilities that exist in the Territories. There is a sense that local technicians need to adapt to SPREP rather than SPREP modifying its approach and support to suit the local context, governance frameworks and technical capabilities. This is particularly relevant with the application of the appropriate standards for the Territories (European rather than Australian).

The French Territories were unanimous in saying that it is important for SPREP to intervene in support of local programmes, and not the other way around. They felt the Territories should not have to apply to the SPREP programme, even if there are common issues with other Members. In particular the PROTEGE project was highlighted as a good model, because it provides funds to set up real concrete actions that meet local operational objectives. This allows the creation of a link between the two programmes: local and regional SPREP.

Collaboration with SPREP on invasive species, which dates back to before 2014, has seen many meetings taking place however, the stakeholders felt that nothing concrete has been achieved. On the other hand, there have been some very practical regional trainings, notably on invasive species by Pacific Invasive Learning Network (PILN), which have been very useful in that participants were able to directly apply their knowledge to carry out an adapted and local programme to eradicate pests.

The work that SPREP undertook in partnership with New Caledonia on the 10th Pacific Islands Conference on Nature Conservation and Protected Areas, was recognised with the tangible outcome of the strategic framework 2021-2025 for nature conservation and protected areas in the Pacific Region. The Territories look forward to SPREP's leadership and support to translate this framework.

Stakeholders also noted that regional strategies in areas such as climate change adaptation and biodiversity, have not been translated into localised action plans in the French-speaking Territories. Leveraging SPREP's strengths and expertise in these areas, the Territories would welcome some local implementation of these regional initiatives.

In terms of modes of working, some of the French Territories are not supportive of large conferences, as they are time consuming and they do not see substantive benefits from these. They noted that provision of technical expertise (where these are lacking in the Territories) where this type of intervention is adapted to their needs are of much more benefit.

The Territory representatives feel that the relationships with SPREP could be strengthened. This will require more periodic and regular contact and follow-up from SPREP on activities, reporting on progress and use of Member resources, as well as consistent consultation on calls for projects (especially where Territories are eligible for funds). There was an appreciation as well, that the relationship is two-way, and it is also up to them to identify and communicate their priorities and needs to SPREP.

The presence of a French-speaking interlocutor has greatly improved exchanges, especially since he is based in SAMOA and can therefore go directly to the different SPREP offices to

obtain information. However, SPREP has many competent experts and staff, but the exchanges that the Territories actually have are limited to the few French-speaking people. The Territories would like SPREP to communicate more with its' Members, and this requires more French-speaking interlocutors within the organisation. In recognition that the organisation is bilingual, both working languages should be present to enable more inclusive participation of key stakeholders in Member Territories that do not speak English. To avoid the empty chair policy observed until now, New Caledonia has proposed, as a first step, that if SPREP could provide itself with the means to translate from English to French, and New Caledonia is committed to doing so from French to English.

It would be appreciated if SPREP would disseminate the common positions resulting from conferences and other workshops. The Pacific countries are small on the world stage, but by uniting their voice, in particular via SPREP, the Pacific Territories can strategically leverage the relationship with France to carry the Pacific messages to the European Union, and other international bodies.

For some Territories, the COVID-19 pandemic has slowed down the projects. While project coordinators have been prevented from traveling to the different territories, it was noted that they have been more accessible and available by videoconference. As an example, the planning of the PROTEGE project was more efficient in this way, but now that the project is in the implementation phase, the pandemic is presenting challenges.

The stakeholders noted upcoming opportunities for SPREP to leverage the Membership of French Territories within international forums held in France and Europe to make the voice of all SPREP Members heard. For example, in the preparation of the Rio Conventions: COP15 of the CBD (which has just been postponed to February-March 2022), COP26 of the UNFCCC (which will be held in November in Glasgow) and COP15 of the UNCCD (also postponed to between May and October 2022). New Caledonia is committed to bringing the "voice of the Pacific" to France, which is itself committed to bringing the "voice of the Pacific" to these international bodies.

Annex 11: [Partners, Donors and Metropolitan Members Consultation Report](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Consultation Report for Partners, Donors and Metropolitan Members

Summary of Key Points Raised

- There are very positive comments from donors that value the partnership with SPREP, they see good progress with the four regional goals and the overarching mandate.
- There are suggestions around the need for integration across thematic areas (as opposed to the siloed approach); some mapping of causal pathways or theory of change.
- Issues around CROP coordination raised by most stakeholders, in addition to competition for funding.
- Future focus might include the intersection between health and the environment, more on marine plastic and deep-sea mining, land use changes and urban development.
- Concerns raised around over-reliance on donor project funding and the need for more untied funds to ensure greater independence and financial sustainability.

1. Introduction

This consultation report forms part of SPREP Independent Review. This report has been developed for SPREP Secretariat as an account of the consultations that were undertaken with Partners, Donors and Metropolitan Members.

The findings of the consultation have been fed directly into the review and will be reflected in the Final Report findings without attribution to individual consultees.

A high-level account of the consultation findings is included in Section 5 for the SPREP Secretariat's information.

2. Consultation Team

The Partners, Donors and Metropolitan Members consultations were led by Project Director Dr. Russell Howorth, Strategic Plan Review Lead Nicola Thomson and Corporate Review Lead Simon Clegg. Russell, Nicola, and Simon were supported in conducting consultations by Consultation Leads Crystal Johnston and Teresa Manarangi-Trott. Deputy Project Manager Ashlee Poswell provided assistance and further support in outreach and communications with stakeholders as well as in arranging interviews and briefings.

Three remote briefing sessions for Partners, Donors and Metropolitan Members were facilitated by Dr. Russell Howorth and Nicola Thomson, with technical support from Ashlee Poswell.

The online survey provided to stakeholders was prepared by Crystal Johnston and disseminated with the assistance of Ashlee Poswell through SPREP.

Interviews were conducted by Dr. Russell Howorth, Nicola Thomson, Simon Clegg, Crystal Johnston and Teresa Manarangi-Trott.

3. Stakeholder Group

The stakeholder group consisted of four main groups: CROP Agencies, SPREP's Major Donors, Metropolitan Members (including Metropolitan Major Donors and Metropolitan National Focal Points) and other SPREP Partners. These lists of consultees were provided by SPREP, highlighting those SPREP considered to be of high importance.

The Independent Review Team categorised these lists into the above groups, tailoring different consultation and engagement methods to each of them. All stakeholders were included in the review team's outreach and were invited to attend remote briefings and participate in the online survey. CROP Agencies, Major Donors and Metropolitan Members were further invited to be consulted via video interview, with all other partners offered the opportunity to contact the Review Team should they wish to have an interview.

See Annex 2 for the full list of stakeholders engaged in the consultation process.

4. Consultation Method

4.1 Outreach and Communications with Stakeholders

Outreach to all partners and donors was first initiated through SPREP Circular 21/47 from the SPREP Director General on 4 June 2021. The Circular provided an update on the Third Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan 2017-2026, announcing Natural Solutions Pacific as the selected consultant to undertake both reviews. Included in the Circular was a detailed outline of the Natural Solutions Pacific Consultancy Team in conjunction with an overview of what the review process would entail, including surveys, subregional workshops and smaller virtual meetings and interviews.

Further communication with stakeholders was made through a welcome letter from the Independent Review Team Project Director, Dr. Russell Howorth on 12 June 2021. The majority of SPREP Partners received this letter via SPREP Circular 21/69, while individual letters were sent via email to CROP organisations, Major donors, and Metropolitan Members. The letter entailed an introduction to the SPREP Independent Review from the Review Team with a link to a brief project overview presentation. Partners and Donors were invited to engage in the consultation process through three different means, beginning with an invitation to attend one of three remote briefing sessions. The letter further notified Partners and Donors of an upcoming invitation to complete a survey as well as an invitation for an interview, noting that there would only be time to interview a subset of Partners and Donors. The letter welcomed any individual or organisation to contact the review team should they wish to discuss anything further.

4.2 Online Survey

All SPREP Partners Donors and Metropolitan Members were invited to participate in the SPREP Stakeholder Survey. An invitation to engage in the survey was disseminated through SPREP Circular 21/47 on 13 July 2021. The invitation included a letter from the Independent Review Team Deputy Project Manager, Ashlee Poswell, with a link to the survey via the

Survey Monkey platform, and information including the closing date of 23 July 2021 and a rough survey completion time of 20 minutes.

The Stakeholder Survey received 18 responses of the approximate 169 stakeholders invited to participate – an approximate response rate of 10.5%.

The Membership Survey received 5 responses from Metropolitan Members of the approximate 29 invited to participate - an approximate response rate of 17%.

4.3 Briefings

Three remote briefing sessions were held for SPREP Partners and Donors to introduce the review. Multiple options were offered in order to accommodate the different time zones of Partners and Donors, who were invited to attend whichever of the three best suited:

1. North America/Europe: Thursday 15 July, 8am EDT (US), 2pm CEST (Europe)
2. North America/Oceania: Thursday 15 July, 6pm EDT (US), Friday 16 July, 8am AEST (Australia)
3. Oceania/Europe: Friday 16 July, 5pm AEST (Australia), 9am CEST (Europe)

Remote briefing invitations were sent to all SPREP Partners and Donors via Zoom. Briefing 1 (North America/Europe) had a single individual attend, with one individual also attending Briefing 3 (Oceania/Europe) and 8 attendees being present at Briefing 2 (North America/Oceania). Briefing 2 was deemed a preferable time slot for individuals in Oceania, who make up a majority of Partners and Donors.

The total number of briefing attendees was 10 of an approximate 198 invited to participate. This is an approximate attendance rate of 5%. A small number of invitees indicated that they would not be able to attend a remote briefing session. In this case, a copy of the briefing presentation was provided via email instead.

4.4 Interviews and Meetings

Invitations to interview were extended to the following Partners and Donors via email on 13 July 2021:

CROP Organisations:

Invitations sent to: Pacific Community, Pacific Islands Forum Fisheries Agency, Pacific Power Association, South Pacific Tourism Organisation, University of the South Pacific and Pacific Islands Forum Secretariat.

The Independent Review Team was successful in holding interviews with 4 of these CROP Agencies, with Pacific Power Association being unable to participate and no response from University of the South Pacific (except to the survey). This indicates that 67% of interviews with CROP organisations were held.

Major Donor Organisations:

Invitations sent to: Delegation of the European Union for the Pacific Office, United Nations Environment Programme (ASIA/PACIFIC), Adaptation Fund, Green Climate Fund, Gesellschaft für Internationale Zusammenarbeit and Global Environment Facility Secretariat.

Of the 6 Major Donors listed, representatives from 5 organisations were interviewed, with no response from Global Environment Facility Secretariat. This indicates that approximately 83% of interviews with major donor organisations were held.

Metropolitan Members and Donors:

Invitations sent to: Australia, France, New Zealand, United Kingdom and United States of America.

The Independent Review Team was successful in interviewing National Focal Points from all 5 Metropolitan Countries, including 6 members from Department of Foreign Affairs and Trade in Australia, 2 members from France, 2 members from New Zealand Ministry of Foreign Affairs and Trade, 3 members from United Kingdom and 1 member from U.S. Department of State. This indicates that 100% of interviews with Metropolitan Members and Donors were successfully held.

In addition to the above groups, an interview was held with a representative from Japan International Cooperation Agency (JICA), bringing the total number of stakeholders interviewed to 24. This number includes two French speaking stakeholders, which were interviewed by the French speaking territories lead, Bénédicte Barret.

All interviews were held on the week of Monday 19 July to Friday 23 July, with follow up interviews arranged ending on 12 August 2021. Further information regarding dates of individual interviews can be seen in Annex 2. An interview guide or list of consultation questions was provided to stakeholders ahead of the interview.

5. High-level findings from consultations with Partners, Donors and Metropolitan Members

Survey responses from all Partners and Donors rendered many positive comments on the experience of working in partnership with SPREP, with many citing a close and long-term collaboration.

In relation to its overall mandate, most stakeholders feel that SPREP is delivering, but with some room for improvement. Some stakeholders mentioned that they would like to be further informed and have more engagement with SPREP, particularly with regards to ensuring alignment and preventing duplication in work. A very high proportion (90%+) of stakeholders feel that the strategic goals are highly relevant to regional priorities, with most indicating that SPREP work is well aligned to the goals.

Performance on the four regional goals received mostly positive feedback, with Goal 1 having the highest rates (27% delivering to high quality, and 60% delivering) and Goal 3 having the lowest ratings (17% delivering to high quality and 35% delivering). Some concerns, however, were raised in relation to Goal One - Climate Change and Resilience, particularly with regards to the performance of the Pacific Climate Change Centre. These were also highlighted in the context of the recent GCF reaccreditation report (mid-July 2021), which recommends improvement in planning and management processes and indicates that SPREP does not have adequate human and technical resources to provide support to the executing entities to the level required in project implementation and management.

Most stakeholders reinforce that the existing priorities of SPREP will continue to be relevant in the next 5 years. Suggestions for added areas of focus in the future included: the intersection between health and the environment; more on marine plastic; deep-sea mining; land use changes and urban development.

A recurring concern raised by all stakeholder groups is the need for greater integration across all programme areas. It was suggested that SPREP needs to further integrate at the strategic, operational and project level.

There was acknowledgement that there is some overlap in work with other CROP organisations however this is not necessarily viewed as a bad thing, providing there is effective coordination.

There were suggestions that project-based funding model and donor dependency are challenges faced by SPREP, with suggestions for seeking more untied funding in order to better service Members beyond the scope of projects.

Around two thirds of stakeholders believe SPREP is doing really good or adequate in terms of commitments to gender and human rights, but with some acknowledgement that it is difficult to assess this as an external stakeholder.

Major Donor Organisations:

Throughout the consultation process it was acknowledged by all major donors that SPREP is an important partner in the Pacific and has a strong commitment to its' Members. Many stakeholders were very happy with SPREP's progress providing country support and project implementation. It was noted that work is well aligned to regional priorities and that SPREP's coordination work at the regional level is highly valued.

While it was highlighted that SPREP's projects are well aligned to the Strategic Plan Goals and Objectives, it was also suggested that SPREP's overarching mandate is too broad, leading to overstretching of middle management staff that are required to collaborate with too many organisations. Furthermore, projects were recognised to be quite slow in getting started, and this was attributed to poor planning, including slow recruitment processes.

PacWASTE was cited as a particularly successful example of SPREP's regional coordination and cooperation across a range of stakeholder groups yielding synergies. Likewise, SPREP was commended for its Climate Change advisory and advocacy role. There was a suggestion that SPREP could focus on areas of competitive advantage rather than attempting to be the advocate for everything and risking overlap where technical expertise lies with other agencies.

The issue of operating in silos was underscored by a large majority of donors, with one suggesting that the composition of the Strategic Plan possibly encourages it. The current structure allows projects to operate quite independently of an organisation-wide integrated approach, and this results in missed opportunities to maximise SPREP's mandate in taking multi-thematic approaches to environmental issues that are cross-sectoral. This is also resulting in issues of alignment with multiple databases, multiple systems and duplication of information across projects.

It was also noted that there are some issues with partnership and collaboration with other CROP organisations which are impacting program delivery, and that at times the delineation between some CROP organisations can be blurred.

Concerns were raised about financial sustainability, with the suggestion that SPREP should source more untied funding to allow for better servicing requests from Members that are not project-based – the suggestion being that other Metropolitan Members could follow Australia and New Zealand's lead in providing untied funds to support the Core Budget.

There were mixed opinions in relation to project management, with some stakeholders of the view that perhaps too much is happening; some mentioned that project management skills

need strengthening. Another suggestion was that SPREP staff should spend more time in Member countries rather than at head office.

Donors understand that COVID 19 has resulted in delays in project implementation and that the pandemic has impacted on the monitoring and reporting of projects. SPREP was commended for adaptive management measures in some of its areas of work. SPREP was encouraged to consider new modes of project implementation that are not dependent upon travel. It was emphasised that risk management plans should be in place and that SPREP's COVID Response package should receive some consideration.

CROP Organisations:

Consultations with CROP organisations highlighted a deep appreciation for good partnerships with SPREP, with a combination of new and longstanding relationships. Overall, there were a number of positive comments relating to SPREP providing of technical support, in-country and regional coordination. One CROP Agency commended SPREP's development of shared knowledge, research, training, technological advances and good managerial practices. Survey responses show that SPREP engages with CROP organisations across major thematic areas such as climate change, conservation and protection of Island and ocean ecosystems, waste management and pollution control, and environmental policy, planning and governance.

CROP organisations noted that they were well informed of the SPREP 10-year Strategic Plan, with one respondent mentioning that they had not been consulted about the SPREP Annual Work Programmes over the last 5 years. Overall, it was agreed that the strategic goals in relation to regional priorities are highly relevant and critical for the region.

Delivery of SPREP's Mandate to "*Promote co-operation 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*" received some mixed responses. While it was highlighted by one survey respondent that SPREP is leading well in a challenging area, there is always more to be done. Concerns were raised that SPREP sometimes competes with other organisations for resources rather than cooperating in partnership. It was, however, noted that principles have been established to improve collaboration, strengthen information sharing and improve clarity of programming and communication where duplication may be perceived by members, stakeholders, and staff in each organisation. A more collaborative, inclusive approach was suggested to take advantage of limited resources in the region and to prevent undermining of other CROP organisations and their missions.

It is apparent that Members are having several similar conversations with multiple organisations, and the notion for inter-organisation joint programming has not yet become an established practice across CROP members. It was suggested that SPREP's country programming practice could be improved, and was highlighted that whilst country programming likely does identify a spectrum of needs, it does not necessarily prioritise them.

Concerns were raised about the tensions relating to offshore fishery (tuna) resources, where there is potential for conflict with the environment conservation and protection roles of SPREP.

There is a keen interest particularly from one CROP organisations to strengthen joint activity with the SPREP climate change resilience programme. Despite attempts at initiating a joint project on climate change, there has been limited engagement from SPREP.

Metropolitan Members / Donors

Many Metropolitan members observed that SPREP has had an impressive growth rate and is conducting a substantive portfolio of projects. SPREP was acknowledged for having made excellent progress relating to pollution and waste management. The Ecosystem and Biodiversity Programme was also commended for delivering good work.

A key theme emerged amongst Metropolitan Members relating to the breadth of the Strategic Plan. The wording of the Regional Goals is very broad and all-encompassing, and can result in a broad range of projects representing donor interests rather than a more coordinated strategic approach. It is hard to measure the impacts SPREP is attaining without some mid or shorter term quantifiable and time-bound goals with greater specificity. One Member suggested that it would be useful to use Theory of Change methodology to check the logic and hypotheses underlying interventions.

The theme of integration was also prevalent with many Metropolitan Members highlighting “siloes” operations on a project level. It was noted that while SPREP generally has good engagement with other CROP organisations, with some overlaps noted in the area of climate change. SPREP was encouraged through these consultations to further collaborate with other agencies to have impact across the region, and to ‘carve out’ a niche for itself so as to minimise duplication.

On the topic of financial sustainability, it was mentioned that project dependence makes SPREP vulnerable, and it should perhaps look to others for sustainable models.

Some Members are concerned about the limited resourcing for monitoring and evaluation, acknowledging that the current resourcing covers both project-level and organisational monitoring and evaluation.

Metropolitan Members suggested that it would be preferable to schedule separately meetings that did not include them. The current practice of asking Metropolitan Members to leave during a meeting is not diplomatic.

It was acknowledged that SPREP has been able to maintain a good relationship with focal points throughout the pandemic and has continued outreach despite the challenges the COVID pandemic has posed. It was noted that there would be a potential regression of budgets from Member countries which would pose a risk to SPREP. The organisation should ensure that there is a contingency plan in place to ensure programme continuity through the pandemic.

Annex 12: [SPREP Staff Consultation Report](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Consultation Report – Consultation with **SPREP Staff**

Summary of Key Points Raised

- Staff feel that SPREP is delivering on its mandate and making progress with the 4 Regional Goals.
- A lot of their suggestions are around upgrading corporate systems and standardizing approaches to project management.
- Some staff mentioned they would like to see more integration across programme areas.
- The COVID situation has highlighted the need for more in-country resources.
- Some good advances in use of virtual platforms recently, but highlights the need to invest more in IT, online systems, and communications technologies.
- Some issues around imbalance in conditions between EPAI and EPAL staff.
- Staff would like to see some dedicated resourcing for professional development for staff.

1. Introduction

This consultation forms part of SPREP Independent review project.

This report has been developed for SPREP Secretariat as an account of the consultation that was undertaken with **SPREP Staff**.

The findings of the consultation have been fed directly into the review and will be reflected in the Final Report findings without attribution to individual consultees.

A high-level of account of the consultation findings from the Subregional Consultation Lead is included in Section 5 for the SPREP Secretariat's information.

2. Consultation Team

The SPREP Staff consultations were led by Project Director Dr. Russell Howorth, Strategic Plan Review Lead, Nicola Thomson, and Corporate Review Lead, Simon Clegg. Russell, Nicola, and Simon were supported in conducting consultations by Consultation Leads, Crystal Johnston and Teresa Manarangi-Trott, as well as Gender and Equity Technical Lead, Ana Laqeretabua. Deputy Project Manager, Ashlee Poswell, provided assistance and further support in outreach and communications with stakeholders as well as in arranging interviews and consultation sessions.

3. Stakeholder Group

Based on the staff list provided by SPREP, all staff were included in this stakeholder group and were offered opportunities to provide their input to the review. All staff members were invited to engage in major parts of the consultation process including the online survey and two consultation sessions.

Some staff members were also invited to an interview with members of the Review Team. All members of the Senior Management Team were interviewed. The Review Team made best endeavours also to interview representatives from each programme and department. A collective interview by Zoom was arranged with staff at the four SPREP locations in Fiji, Marshall Islands, Solomon Islands and Vanuatu. See Annex 2 for the full list of staff engaged in the consultation process.

4. Consultation Method

4.1 Outreach and Communications with Staff

Meetings with the SPREP Staff Advisory Committee were held both at the start and end of the consultation process to get guidance and support on the approach to engagement with staff.

All staff were notified of the review process via internal circular and participation in the consultation process was encouraged.

4.2 Online Survey

An online survey provided to SPREP Staff was prepared by Crystal Johnston and disseminated with the assistance of Ashlee Poswell through SPREP. See Annex 4 for survey questions.

All SPREP Staff members were invited to participate in the SPREP Staff Survey. An invitation to engage in the survey was disseminated through email from SPREP on 20 July 2021. The invitation included a link to the survey via the Survey Monkey platform, and information including the closing date of 26 July 2021.

The SPREP Staff Survey received 41 responses of the approximate 133 individuals invited to participate – an approximate response rate of 31%. Of these 41 respondents, 29 remained anonymous. (See Annexes 5 and 6 for Survey results.)

4.3 Apia-based Staff Consultation Sessions

Consultation session invitations were extended to all SPREP staff via email and Zoom on 12 July 2021. A further reminder was sent via email on 21 July 2021, including a copy of each of the two presentations ahead of the sessions.

Two remote consultation sessions for SPREP Staff were led by Simon Clegg (Corporate Review Session), and Nicola Thomson (Strategic Plan Review Session), with technical support from Ashlee Poswell. Discussion groups held in these two sessions were facilitated by the below Independent Review Team members:

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1. Strategic Plan Review (Thursday 22 July, 9am Apia Time):
Facilitators: Ashlee Poswell, Crystal Johnson, Simon Clegg and Nicola Thomson.
2. Independent Corporate Review (Friday 23 July, 9am Apia Time):
Facilitators: Ana Laqeretabua, Crystal Johnson, Simon Clegg and Teresa Manarangi-Trott.

Both of these sessions consisted of a brief presentation of the review, including an introduction of the Project Team and an overview of the Strategic Plan regional goals and objectives (SPR session) and organisational goals (ICR session). Staff members were then divided into 4 breakout rooms to further discuss areas of success and for improvement and future focus. The 4 groups were organised such that 2 of these consisted of EPAL staff and the remaining 2 of EPAI staff. All groups thereafter returned from their breakout rooms to plenary, where a representative from each group provided a summary of their discussion.

Both staff consultation sessions were well attended, with a combination of groups of staff in four rooms and individuals dialling in to the Zoom meeting. A role call was not taken.

4.4 Interviews and Meetings

Interviews with staff were conducted by Dr. Russell Howorth, Nicola Thomson, Simon Clegg, Crystal Johnston, Teresa Manarangi-Trott and Ana Laqeretabua.

The Review Team interviewed a total of 25 SPREP Staff. All interviews were held over the period of Monday 21 June to Monday 23 August. Please see the full list of interviewees in Annex 2. An interview guide or list of consultation questions was often provided to stakeholders ahead of their interview (Annex 3.)

Separate to these Staff Consultations, the Independent Review Project Team worked with the Secretariat for project oversight. This included periodic meetings with the Senior Leadership Team and Governance Group. Meetings with SPREP Troika were requested but did not eventuate.

5. High-level findings of SPREP Staff Consultation

Based on the Staff Survey (41 respondents), most (93%) staff feel that SPREP is delivering on its **overall mandate** – but with some room for improvement (69%). The majority of staff feel the **regional goals are making good or some progress**. It was evident from the consultations and discussions with staff that there is a positive sense of achievement around SPREP’s work on the four Regional Goals, with a number of staff citing examples of successes across all four work areas. A summary of the progress ratings by Staff for the 4 Regional Goals at the Regional Level are tabulated below (note: ‘I don’t know’ responses not captured here).

	Good Progress	Some Progress	Some work, not impactful	No/little progress
1. Climate Change	46%	29%	18%	4%
2. Ecosystems	46%	36%	11%	4%
3. Waste & pollution	50%	36%	11%	0
4. Governance	53%	36%	4%	4%

Some staff mentioned that the project-centred approach is causing fragmentation of work and there is need for more integration and coordination across the four regional goals.

“All 4 Regional goals are making great progress in the last 5 years.”

“These regional goals have been making good progress with impactful results at the national, regional and global level.”

“Our co-operation both within SPREP and with partners/countries still needs a lot of work. There are no standards for what a successful cooperation should look like, or guidelines for working with other CROP agencies.”

“More intentional and SLT-lead integration between programmes is required to ensure we maximise our impact through increased collaboration, knowledge sharing and resource management.”

All staff see the SPREP Regional Goals as **relevant** (to varying degrees) to member priorities, they see **alignment of SPREP work to these goals**. The alignment is rated higher for Goals 3 and 4. Some staff mentioned that the Strategic Plan is too broad and there is a risk that it raises expectations of SPREP's capacity to deliver across all areas.

“The strategic direction or framework needs to be tighter and more clearly defined.”

Based on the survey, around half (**51%**) of Staff rate **SPREP highly for partnering with government efforts and priorities around the 4 Regional Goals**, with 35% staff seeing some partnering efforts, but with some gaps, 8% of staff to not think that SPREP is partnering effectively. Staff acknowledged that members and focal points get overwhelmed with uncoordinated messages; and that there are gaps in servicing Francophone members. The ratings were similar for partnerships with other organisations. On average across the 4 Regional Goal areas, **58% staff think that SPREP is partnering effectively**; 27% say that are partnering to some degree, and 10% do not see any effective partnering. During the briefing sessions, staff highlighted SPREP's strengths in terms of partnerships with donors and with other implementing organisations; a number of staff, however, mentioned issues with CROP coordination/collaboration in the context of partnerships. Related issues of duplication and competition were also raised. In the survey, 70% of Staff acknowledged that there is **some overlap in work with other CROP organisations**, particularly for work streams around climate change.

“SPREP has done a lot in the last 5 years in terms of fostering new partnerships and delivery service to the Members.”

“SPREP has strong partnerships with donors and other international agencies based on the number of active and pipeline projects.”

“There is little proactive engagement with other CROP organisations ...a lot more could be achieved if time was dedicated to forging active strategic working partnerships.”

“Inter-CROP competition remains pronounced and ingrained into SPREP's corporate culture.”

Staff suggested that SPREP might focus on more on issues related to deep-sea mining and BBNJ (international legally binding instrument for the conservation and sustainable use of marine biodiversity beyond national jurisdiction).

There were **mixed opinions about SPREP's performance in terms of Gender mainstreaming** in programming. Some Staff thought SPREP is delivering well on its gender commitments (23%) while, 49% felt that more could be done in this area. 19% rated performance in this area as 'Poor'. There is general acknowledgement amongst staff that

SPREP has made good progress in terms of getting GESI policy frameworks in place, and these are being implemented in some project contexts. Implementation, however, is quite patchy and some staff feel that this tends more towards a ‘tick-box’ exercise. Some staff suggested that there needs to be dedicated resourcing to ensure the meaningful implementation of SPREP’s commitments to gender.

Challenges that Staff mentioned for SPREP were predominantly around the COVID-19 pandemic, CORE funding, meaningful country engagement and current internal systems and processes.

Challenges raised by the staff in SPREP locations away from Apia drew attention to the perception that the Project-focused in-country office staff in Fiji, Vanuatu and Solomon Islands are seen by in-country national entities as representing SPREP and this is often difficult to respond to as the staff do not have the knowledge or expertise to respond. At the same time the donor funding the Project shares concern about the time spent on non-Project activities. A question was raised about sustainability, when the Project ends what happens to the office? For the Marshall Islands office which is set up as a subregional office, establishing an operating modality to interact effectively and efficiently with the seven (7) countries in the Micronesian subregion is an ongoing challenge. Host country Agreements in place need to be flexible and regularly reviewed. The Review is of the view that time these become a valuable resource of lessons learnt when establishing a SPREP presence in other Island Members.

Corporate Environment

In terms of delivering on its 5 areas of **service delivery**, most (80%) of Staff feel SPREP is delivering; with 25% indicating that the quality of service delivery could improve.

Staff predominantly agree that SPREP is making good progress towards the 5 Organisational Goals. The results are tabulated below (note: ‘I don’t know’ responses not captured here). The majority of staff feel the organization is making good or some progress.

Organisational Goals	Strongly agree	Agree	Disagree	Strongly disagree
1. Info, knowledge & coms systems	32%	36%	20%	4%
2. Multi-disciplinary approach	40%	24%	28%	4%
3. Sustainable funding	20%	28%	16%	20%
4. Productive partnerships	32%	40%	20%	0%
5. Access to people	32%	24%	24%	0%

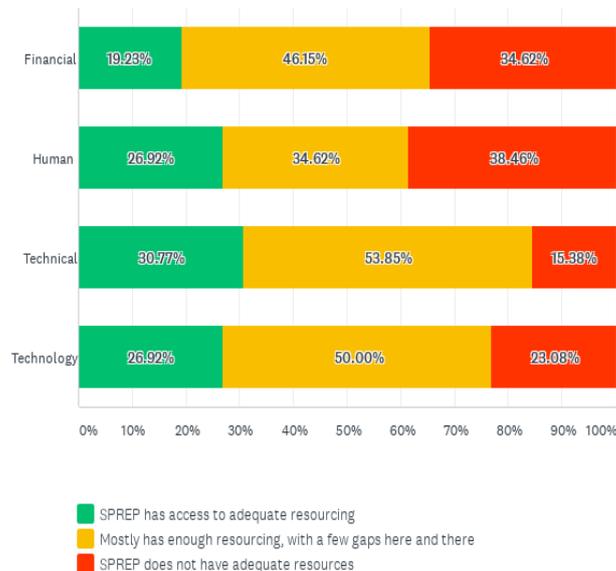
Attaining access to EU funding and accreditation to GCF were highlighted as positive developments for the organisation; as was the ‘no deficit status’. Around 26% of staff feel that SPREP has adequate access to resources (Finance, Human, Technical and Technology), while 74% feel that resourcing levels are inadequate or that there are gaps in resourcing. The chart below shows the current staff sentiment about the adequacy of resourcing in terms finance, human resources, technical and technology. A number of staff mentioned that the current human resource levels are not adequate at SPREP, with a number of positions remaining vacant for a long time which is putting more work pressure on existing staff. Some staff feel tension between providing technical advisory services and project implementation;

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this is impacting on service delivery to members where services requested are not directly funded by a project. Quite a few staff are concerned about the inadequate level of core funding at SPREP and see the heavy bias towards project funding as a key risk to the organisation. The projectisation of work also results in loss of institutional memory, and highlights the need for improved information, knowledge and data management.

Q26 In your opinion, does SPREP have access to adequate resourcing to deliver services to Members?



The consultation process revealed a high sense of frustration with approvals processes. Delegation levels for expenditure do not appear to be commensurate with experience and seniority. Lengthy and unnecessary approvals processes for expenditure and recruitment are causing undue delays in project implementation and hindering staff ability to progress their work.

There is a sense that the full range of corporate systems and processes are due for modernisation and digitalisation. Staff are discontent with currently paper-based systems for HR, recruitment, leave, performance management, contracts management, records management, document review and registry. The challenges of working in the COVID-19 pandemic era have also highlighted the need for a holistic digital transformation of the whole organisation.

Staff also suggested that systems for project management should be standardised for the organisation. The current situation where each project sets up its own set of project management systems is problematic, inefficient and reinforces siloed approaches to work.

There are concerns around project-based priorities driving siloed decision making when it comes to fund-raising, resourcing, communications and information-sharing. Donor requirements often promote these approaches where project-specific plans and communications strategies are required. This is hindering a consistent, organisation-wide approach to business planning, information sharing and external communications.

Some positive developments around the People Strategy were highlighted by staff. Many staff mentioned they would appreciate a stronger emphasis on learning and development, with

resourcing dedicated to professional development. The current performance management system is reportedly cumbersome to use and is not serving to reward outstanding performance; nor does it call for accountability for underperformance. Ongoing discrepancies in the conditions between EAPL and EAPI staff were raised. Staff feel that there needs to be a formal grievance process in place for staff to raise their concerns and have them properly addressed.

The lack of an organisation approach to ensuring the health and safety of staff and contractors in the workplace is of grave concern and staff would like to see the development and implementation of a Health and Safety Plan for SPREP.

All staff have seen impacts of the COVID-19 pandemic on SPREP's work, citing issues around implementation, travel restrictions, inadequacy of virtual delivery for technical support, delays, reduced face-to-face communication and reduced visibility on the ground. Some staff highlighted the positive impacts in that SPREP has reduced its carbon footprint through reduced travel, and "being forced into the 21st century" using web-meeting tools and more efficient approaches for achieving work remotely. For some staff the pandemic has highlighted the need for more dedicated in-country resources in order to ensure continuity and sustainability of programming.

The culture of the organisation is seen as being somewhat inflexible and resistant to change; staff would like to see a more adaptive, consultative and supportive culture and management style in their workplace.

In terms of the future efforts of SPREP, staff emphasised the following priorities:

1. Implementation of the People Strategy,
2. Integration of projects and systems; supporting communities of practice (not just conservation but information systems and skills),
3. Being more strategic in the funds we attempt to access,
4. Rebuilding SPREP culture to reflect genuine respect for all, inclusion and determination to be a leading international organisation, and
5. Project management skills.
6. Sustainability of SPREP in-country presence by way of Project-funded and staff.

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 13: Key achievements against each Regional Goal reported by SPREP Secretariat to SPREP Members Meetings, 2018-2021

Annex 13: Key achievements against each Regional Goal reported by SPREP Secretariat to SPREP Members Meetings, 2018-2021

AGENDA ITEM 5.3:

Progress towards achieving the 2018-2019 PIP Outcomes

Purpose of Paper

1. To report to Members on implementation of the 2018-2019 Work Programme and Budget.
2. To report to Members on progress to date towards achieving the strategic outcomes of the first PIP (2018-2019).

Background

3. The SPREP Meeting (SM) Rules of Procedure require that the Secretariat include in the SM agenda "a review by the Secretariat of progress with the implementation of the SPREP work programme..." This paper and its Attachment fulfills this requirement.
4. 29SM also provides the first opportunity for the Secretariat to report to Members on implementation of SPREP's first PIP
5. The paper provides a high-level report of progress and key achievements by SPREP towards achievement of the strategic Goals of the 2017-26 SPREP Strategic Plan against the 2018-2019 work programme and budget including up to 30 June 2019. The Attachment provides narrative reporting on progress at the Strategic Plan Objective level, as well as for all PIP 2018-2019 Outcome targets.
6. This report has been developed at the midway point of SPREP's first PIP. While it is too soon to attempt to evaluate the effectiveness of the new PIP planning and reporting mechanism, the paper collates and summarises a number of key lessons emerging from the development and early implementation of the 2018-2019 PIP from feedback provided by Secretariat staff. Evaluation of the PIP as a strategic planning and reporting mechanism will be undertaken following implementation of SPREP's second (2020-2021) PIP.

Report

7. This Report on progress towards the SPREP 2-year PIP strategic outcomes is the first to report against both the strategic goals of the 2017-2026 Strategic Plan, and 2-year PIP strategic outcomes. As such it differs slightly from the PMER format provided in previous SMs:
 - The paper provides a high-level summary report on progress and key achievements at the Strategic Goal level. It also records the initial feedback from staff on lessons learned in developing and reporting on the first SPREP PIP.
 - Attachment 1 reports on progress at the Strategic Objective level in the familiar PMER format, with the addition of a new column that reports on progress by PIP Strategic Outcome.
 - Budget performance for 2018 is recorded and accounted for in usual PMER format in Attachment 1.

Over-all Summary of Progress 2018

Regional Goal 1: *Pacific people benefit from strengthened resilience to climate change*

8. Progress to achieving the goal: .
- Successful management of the One-CROP Plus support to the UNFCCC COP24.
 - The Pacific Ecosystem based Adaptation to Climate Change (PEBACC) project provided technical support to countries to mainstream ecosystem-based approaches into relevant national and sub-national planning strategies.
 - Goal 1 budget was underspent due to the delayed commencement of several expected activities and EU projects. These will be implemented in 2019.

Key achievements:

- Success of the SPREP-led Pacific Voyage to COP24 in Katowice
- Successful management by SPREP of the Pacific Pavilion at COP 24.
- Technical input to strengthen ecosystem-based adaptation approaches in National Adaptation Plans (NAPs), sustainable development plans and nation ocean policy in Fiji, Vanuatu and the Solomon Islands.

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

9. Progress to achieving the goal:
- Almost \$20 million funding secured in 2018-19 for island and ocean ecosystem programmes and projects to address coastal and marine, and invasive species priorities.
 - Substantial progress has been made in implementation of the Nagoya Protocol on Access and Benefit Sharing (ABS) in the region.
 - New Caledonia will host the 10th Pacific Islands Nature Conservation and Protected Areas Conference in 2020, which will review the current status of conservation in Oceania and provide regional input to implementation of the Post-2020 Biodiversity Framework.

Key achievements:

- Tuvalu and Palau have ratified the CBD Nagoya Protocol on ABS taking the total number to seven Pacific island countries that have become Party to the Protocol. There are 4 new ABS policies: Cook Is, Fiji, Samoa, RMI; and Palau has approved and enforced ABS national legislation.
- Protected areas data in the region has been strengthened through implementation of the SPREP component of the EU-ACP BIOPAMA project and New Caledonia has agreed to host the 10th Nature Conservation and Protected Areas Conference in 2020.
- Almost US\$12 million has been secured to implement invasive species action in eight PICTs and to provide regional support.
- Ballast water strategies developed for PNG, Fiji, Cook Islands, Tuvalu, RMI, Tonga, Samoa and implementation commenced.
- Underwater education trails were established in protected marine areas in French Polynesia, New Caledonia, Wallis and Futuna.
- Financial agreement signed with the EU to enable commencement of the EDF-11 Pacific-European Union Marine Partnership programme (PEUMP), with SPREP receiving €6.2 million to implement KRA-5: Bycatch and Integrated Ecosystem Management (BIEM).
- National marine spatial planning has commenced in the Solomon Islands and Fiji through the EDF-11 PEUMP programme BIEM key result area.

Regional Goal 3: *Pacific people benefit from improved waste management and pollution control.*

10. Progress to achieving the goal:

- strengthened national capacity for good practice in waste management through continued technical assistance and institutional support to countries in addressing pollution, and improving the management of solid waste, disaster waste and hazardous chemicals and waste.
- initiated major new programmes of support to PICTs including PacWaste Plus, the Australian Pacific Ocean Litter Project, the GEF Islands Programme, and AFD Waste Management project.
- improved the sustainability of sports events by implementing the Greening the Pacific Games.
- Expended 40% of budget due to EU delays in signing off on PacWaste Plus providing savings of US\$0.193M from personnel costs and US\$1.376M from operational budget.

Key achievements:

- Multiple donor support was obtained for projects through POLP, SWAP, PacWaste Plus, GEF ISLANDS and J-PRISM II to assist in the implementation of Cleaner Pacific 2025 and the Marine Litter Action Plan;
- Pacific countries continued to accelerate policies to ban either the importation or use of plastics with two thirds of the countries either having banned or have committed to policies banning single-use plastics, polystyrene and plastic packaging;
- Greening of the Games achieved its green goals and significantly reduced the use of single-use plastics, setting a precedent for future games.

Regional Goal 4: *Pacific people benefit and their environment benefits from commitment to and best practice of environmental governance.*

11. Progress to achieving the goal:

- Met 100% of targets for Environmental Impact Assessment (EIA) and National Environment Management Strategies (NEMS) training;
- Strengthened national capacity for good environmental governance through improved awareness and implementation of policy legislation or international and regional commitments;
- Made significant progress in country-level access to and use of environmental data via the GEF Regional Inform project.
- 93% of funds allocated to Regional Goal 4 were utilized in 2018.

Key achievements:

(i) Strengthened EIA capacity

- Regional EIA Guidelines for Coastal Tourism Development endorsed by the SPREP Executive Board in 2018. Guidelines launched by SPREP SPTO
- Established a Network of 14 PICs on national environment data portals linked to regional repository;
- Developed a Core set of Environmental indicators. Endorsed by the Senior Management Team (SMT) in January 2019;
- Completed Niue State of the Environment (SoE) and NEMS for national government approval and use, and initiated SoE and NEMS formulation processes for Tonga. Solomon Islands and FSM SOEs and NEMS are being widely used to inform policy, planning and reporting by Members.

- (ii) Improved environment data management to support planning, reporting and decision making
 - Established a Network of 14 PICs on national environment data portals linked to regional repository
 - Developed a Core set of Environmental indicators. Endorsed by the Senior Management Team (SMT) in January 2019

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.*

12. Progress to achieving the Goal has:

- Improved access to both library resources and specific fields of information via regional data portals;
- Built further national capacity to access and use environmental information and data.

Key achievements:

- Increased awareness of the virtual library resources and improvement in knowledge management services catering for environmental research and information needs of the Pacific community;
- Enhanced awareness and understanding of Pacific environment issues, actions and solutions amongst both the Pacific and global community through the wide range of communication tools and platforms provided;
- Increased visibility of SPREP work in the region and increased avenues for sharing information with stakeholders with the launch of the new SPREP website integrating social media;
- Increased technical support provided to PIC's National Meteorological Services (NMS) by SPREP IT team on Climate and Weather IT tools and NMS websites.

Organisational Goal 2: *SPREP has multi-disciplinary processes in programme delivery regional policies and strategies.*

13. Progress to achieving the Goal:

- The biennial work programme and budget is now structured around integrated SP Objectives and PIP strategic outcomes.
- 2018 has seen the establishment of the cross-Programme/Department 'linking' groups as specified in the revised structure to enhance cross-agency integration;
- The Project Coordination Unit (PCU) fully established to bring oversight and guidance to all SPREP project cycle work, especially SPREP's Regional Accredited Entity function.
- Monitoring and Evaluation and Risk management functions established.

Key achievements:

- A fully operational PCU which has:
- Managed Adaptation Fund re-accreditation;
 - Managed SPREP's Green Climate Fund upgrade to risk category B;
 - Providing leadership in pipeline project development, with a solely climate funding pipeline of 18 projects with a potential value of nearly US\$200m.
- The SPREP 10-year Results Framework drafted for SM consideration;
- A customized SPREP-DFAT Results Framework adopted

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.*

14. Progress has been achieved by:

- Maintaining a balanced budget;
- Addressing the going concern issue noted from past years via positive reserves noted and continued to increase since 2017;
- Implementing a robust set of internal control measures;
- Initiating negotiations with several potential new donors to secure long-term sustainability of core funding.

Key achievements:

- Achieving a balanced biennial budget for 2018/2019;
- Financial results recorded an operating surplus of USD\$154,273 in 2018 with a positive increase in total reserves (from US\$ 5,123 in 2017 to US\$139,740 in 2018);
- Effectively managing funds through robust control measures including effective financial, risk management, audit systems integrated with programme management, monitoring, and reporting systems;
- Clean audits (unqualified audit opinions) for overall SPREP financial statements as well as for all project audits;
- Budget sustainability advanced with negotiations underway with potential new core donors.

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

15. Progress has been achieved by:

- Establishment of the Partnership Reference Group, including its oversight role for the Partnership Engagement and Resource Mobilisation Strategy (PERMS).
- Development of the PERMS initiated.

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.*

16. Progress has been achieved by:

- Maintaining high levels of staff engagement and performance;
- Maintaining merit-based recruitment processes;
- On-going support of the Code of Conduct;
- Initiation of the development of the 'People Strategy'

Key achievements:

- Achieved 90% of the staff rated Fully Effective and above for the staff performance in 2018 in both Key Results Areas and Behaviours. The target was 80%.
- Continued to recruit qualified staff using a merit-based system
- People Strategy initiated

Lessons learned in implementing SPREP's first PIP

- Strategic outcomes should be broader to accommodate related work arising (eg from Regional priorities under FPR and PRP).
- Care needs to be taken to get indicators practical and truly SMART
- Process focused activities such as policy development take time to realise as there are many in-country factors and considerations to take into account.
- Coordination between and among technical programmes within SPREP as well as externally with Members and partners is crucial.
- High transaction costs for delivering programmes in the Pacific continue to be a challenge and require adequate allocation of resources to ensure services to respond and address the needs and priorities of Members.
- Resourcing regionally driven priorities initiated in addition to Member-endorsed and budgeted activities in the work plan and budget continue to be a significant challenge, as are ad hoc unplanned activities and requests generated internally or from Members.
- The value of regional stakeholder meetings is underscored by the success of the 2018 Clean Pacific Roundtable which developed stronger linkages with climate change and ecosystem protection by the regional waste sector. The strong presence of the private sector led to ongoing active public-private partnerships as evident in the proliferation of national recycling associations and in the commitment of the PRIF to pursue a Pacific Regional Recycling Network.
- Emerging global issues, such as the rapid growth of international interest in marine debris particularly plastic waste underscores the importance of maintaining flexibility within and between PIPs. The challenge remains in delivering awareness raising activities that needs to be embedded within a well-designed behaviour change programme to encourage shifts in behaviours necessary to achieve strategic 10-year goals.
- Continually strengthen monitoring, evaluation and reporting capabilities

Recommendation

17. The Meeting is invited to:

1. **note** the progress made towards achievement of the 2018-2019 programme of work and budget, and 2018-2019 PIP strategic Outcomes.
2. **consider** the lessons learned in the first year of operation of the PIP planning and reporting mechanism; and
3. **note** that the PIP strategic planning mechanism will be evaluated after completion of the second (2020-2021) PIP.

15 August, 2019

2020 Achievements by Strategic Goals

Progress Towards Achieving PIP2 (2020-2021) Strategic Outcomes

Summary Report

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

1. 16 RG1 outcome targets were achieved, 7- In Progress, and 1 No Progress.

Key achievements

- i. Approval of Tuvalu NAP and Readiness 1 completed for Niue and RMI
- ii. E-Platform technical input and development for Tomai Pacificque (formerly RSTM) and virtual learning and communication
- iii. One CROP Coordination well received and preferred platform for COP supported by 14 PSIDS

Targets- No Progress notes:

- 1 target- No Progress: “ At least 4 PICTs established Climate Change fund support in responding to severe climate variations including risk reduction activities”: Dependent on Member actions.

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

2. One RG2 outcome target Achieved, 13- In Progress, and 2-No Progress.

Key achievements

- i. Regional partnerships and collaboration strengthened with the signing of 2 new PIRT Members: the Pacific Community (SPC), and Pacific Island Development Forum (PIDF).
- ii. Engagement-ownership-support strengthened with partners' commitment to the Pacific Islands Roundtable for Nature Conservation (PIRT) and the 10th Pacific Islands Conference for Nature Conservation and Protected Areas and associated key outcomes.
- iii. The 10th Pacific Islands Conference on Nature Conservation and Protected Areas successfully delivered on its outcomes:
 - a. State of Environment and Conservation in the Pacific Islands: 2020 Regional Report
 - b. Development of a new Pacific Islands Framework for Nature Conservation and Protected Areas to be endorsed at SPREP meeting.
 - c. Endorsement of the Vemööre Declaration.
 - d. Conference built Pacific nature conservation capacity and stimulated knowledge and learning.
 - e. The 10th Pacific Islands Conference on Nature Conservation and Protected Areas convened virtually with over 1,800 registered participants from 50+ countries including the Pacific.
 - f. Three conference local hubs set up by the University of Papua New Guinea in Papua New Guinea, IUCN-ORO in Fiji and SPC, New Caledonia.
 - g. Over 55% of the conference participants were women

Targets No Progress notes:

- 2 targets no progress notes: “RO2.3.4: Regional guidelines for best practice for species ecotourism implemented by 4 PICTs” and “RO2.4.3: Invasive species management integrated into NEMS development process in at least 20 PICTs”: Both targets awaiting travel restrictions to ease down.

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

3. 1 RG3 outcome targets achieved, 14- In Progress and 1- No Progress

Key achievements

- i. Legacy wastes safeguarded - 12 tonnes of DDT and 600,000litres of PCB contaminated transformer oils in Papua New Guinea.
- ii. Additional funding support secured to implement the Regional Pacific Action Plan – Marine Litter, through POLP - AUD 8M and SWAP - Euro 230,000.00.
- iii. All PICs (plus Timor-Leste) National Waste Audits in-progress in collaboration with the Pacific Regional Infrastructure Facility (PRIF), World Bank, UNEP and JPRISM2. The national waste audit data is being used to inform a) the development of national policy for Advanced Recovery Fee and Deposit systems in Cook Islands, Nauru, Samoa and Solomon Islands; b) legislative development in Cook Islands, develop organic waste management projects in FSM; c) the national strategy development in Kiribati and Niue; and d) the management of end-of-life tires in Palau.

Targets Not Achieved notes:

- 1 target no progress: “ RO3.3.2: At least 2% per capita reduced generation of wastes for 21 PICTs”: Apart from these indicators, major setbacks in implementation due to COVID which impacted delivery of key projects under this goal, such as the EU funded PacWastePlus (PWP), AU-DFAT-POLP, and French SWAP”

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

4. 15 or all RG4 targets In-Progress

Key achievements

- i. A record for the region with five countries having endorsed National SOEs in 2020: PNG, Niue, Solomon Islands, FSM, and Tonga.
- ii. Increased interest expressed by the tourism sector for further engagement and capacity building on impact mitigation following the presentations on EIA for coastal tourism developments to the POPCCC regional conference and the SPREP post COVID19 recovery regional webinar

- iii. The Strategic Environment Assessment Guidelines was endorsed by the Executive Board meeting. Strategic Environmental Assessment (SEA) is a tool for strengthening national sustainable development planning.
- iv. The joint SPREP and World Bank EIA training on the importance of Public Consultation within the EIA Process was well attended by EIA practitioners, development project coordinators, consultants, and other stakeholders. The training is part of the Pacific Learning Partnership for Environmental and Social Sustainability.
- v. Provided technical advice and drafted texts on EIA and SEA processes on behalf of PSIDS Chair for the PIFS submission to the internationally legally binding instrument for the protection of marine biodiversity beyond national jurisdiction (BBNJ). The draft text input was used to further negotiations for alignment with other parties such as CARICOM. Message of thanks received from Chair of PIFS.
- vi. Developed and launched the first regional State of Environment and Conservation Report which was launched during the 10th Pacific Islands Conference on Nature Conservation and Protected Areas. The report was also used to inform the post 2020 biodiversity conservation agenda. This was a key milestone report 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.

Target No Progress notes:

- All RG4 (15) targets were In Progress for this reporting period. No targets in No Progress status.

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

5. 3 OG1 outcome targets achieved, and 3 In-Progress.

Key achievements

Enhanced IT Systems

- i. 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
- iii. Successful adaptation of ICT services as part of SPREP's emergency response to Covid providing staff capability to work and meet remotely

- iv. Implemented Online payment facility gateway for SPREP Virtual conferences to support attendance of PIC members and online registrations

Increased visibility with Knowledge and Management

- v. Successfully obtained financial assistance for the SPREP Virtual Library upgrade, and procurement of a new digitising scanner machine for the SPREP Library & Archives.
- vi. Disseminated SPREP official correspondences to Members, Partners, and staff in a timely manner

Sustained Pacific presence through Communications and Outreach

- vii. Successful communications campaigns facilitated for the SPREP regional flagship events such as the POPCCC and the 10th Pacific Islands Conference on Nature Conservation and Protected Areas.
- viii. Facilitated the completion of SPREP core products such as the monthly SPREP Tok, 2019 SPREP Annual Report during challenging circumstances given COVID-19, as well as leading the Rapporteur team for the SPREP 2019 Executive Board Meeting resulting in a completed report presented to the Deputy Director General within days of the meeting completion.
- ix. Successful partnerships formed resulting in several key activities to help build the communications and media capacity of SPREP Island Members.

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

- 6. 2 OG2 outcome targets achieved, and 10 In-Progress.

Key Achievements

- i. SPREP Country and Territory Strategic Partnership Framework process endorsed by the 2nd SPREP Executive Board” at its September 2020 Meeting
- ii. SPREP’s Implementing Entity procedures reviewed towards strengthening its Regional Implementing Entity functions.
- iii. Re-accreditation to the Green Climate Fund commenced, including SPREP’s first baseline against GCF indicators leading to another 5-years accreditation status
- iv. 3-year funding secured from NZ MFAT for PCU for 2021-2024
- v. 2nd EBM endorsed the PIP1 Outcome Report aligned to RF 2017-2026
- vi. Operationalised Results-focused M&E System with the endorsement by Members of RF 2017-2026 and PIP2 aligned to the Strategic Plan 2017-2026

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*

7. 10 OG3 outcome targets achieved.

Key achievements

- i. 2020 budget of \$36.8 million had to be reforecasted immediately in March last year with the onset of and subsequent impacts of COVID 19, for a budget of \$19.4 million. This was successfully achieved by December 2020 and with a surplus recorded of \$389,376.
- ii. Reserves remained positive since 2017 and with a notable increase from \$57,763 (2019) to \$447,139 (2020).
- iii. Foreign exchange exposure continued to be controlled within a tolerable limit of \$100,000 (+/-) since 2016. More specifically for 2020, we managed to achieve a gain of \$92,226 which is a worthwhile achievement to note as the last FeX gain was in 2011.

Targets for OG3 notes :

- Targets for OG3 -all achieved.

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

8. Two of key outcomes targets for OG4 were achieved and the other six were In-Progress.

Key Achievement(s)

- i. Partnership Engagement and Resource Mobilisation Strategy (PERMS) endorsed by second EBM. PERMS sets out key partnership values and principles to guide new partnerships.
- 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

Target No Progress notes:

- No OG 4 targets classified as No Progress

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.*

9. 6 OG5 outcome targets were In-Progress, and 2- No Progress.

Key achievements

- i. First People Strategy for SPREP developed and endorsed by the second Executive Board meeting
- ii. Implementation of the People Strategy rolled out 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

Target No Progress notes:

- The targets “ OO5.1.2-A least 55% of staff rated “High” morale reflected in annual Staff Engagement Survey”: The Staff Engagement Survey was not undertaken due to the shift of focus to the First People Strategy; and “OO5.1.3 : At least 45% of the staff who passed the probationary status professional channelled professional competency to technical assistance across programmes”: The areas of improvement for staff were not identified in 2020 because the Staff Engagement Survey was not undertaken due to the shift of focus to the First People Strategy

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Volume 2 | Annex 14: SPREP Member National Footprint per Regional Objective reported in the 2018-2019 and 2020-2021 Performance Implementation Plan Reports

Annex 14: [SPREP Member National Footprint per Regional Objective reported in the 2018-2019 and 2020-2021 Performance Implementation Plan Reports](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 14: SPREP Member National Footprint per Regional Objective reported in the 2018-2019 and 2020-2021 Performance Implementation Plan Reports

PIP Report 2018/2019 Regional Goal 1: Pacific people benefit from strengthened resilience to climate change

2026 Regional Objective / Outcome Indicators	PIP1 (2018-2019) STRATEGIC OUTCOMES Countries																						
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu	Vanuatu	Wallis & Futuna Islands	Regional	
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.																							
a) UNFCCC national reporting of at least 3 PICs showing mainstreamed CCA, DRR and LCD mainstreamed in operational national development plans.																							
b) Project pipelines to be signed by the end of 2017																							
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																							
a) At least 4 PICs have incorporated Ecosystem based Adaptation (EbA) into national planning strategies and 5 additional PICs are being supported to do so.																							
b) Capacity building and training in planning and adaptation responses to address Ocean Acidification (OA) and Sea Level Rise (SLR) implemented in at least 4 PICs																							
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																							
a) At least 3 new countries accredited with TCAO certification																							
b) At least 2 NMHSs to establish and improve MHEWS and enhance integration across government agencies and communities.																							
c) At least 4 NMS have climate services frameworks and NCOFs																							
d) At least 5 NMS have integrated Traditional Knowledge in their climate knowledge products																							
RO1.4: Support Pacific Island Members to access and manage climate change finances and their national accreditation processes																							
a) At least 3 PICs provided with information and technical support to access climate finance and strengthen national institutions.																							
See Note 1 below																							
b) SPREP has a portfolio of at least 4 approved projects/programmes as Regional Implementing Entity for climate finance																							
RO1.5: Support Pacific Island Members to develop policy responses to issues of loss and damage, and climate change and disaster induced population mobility																							
Repository for loss and damage established and showing at least 3 PICs supported to approve loss and damage policies.																							
<i>Note 1: Outcomes were achieved in RO1.4.1a, however the names of 14 PICs not specified</i>																							

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PIP Report 2018/2019 Regional Goal 2: Pacific people benefit from healthy and resilient island and ocean ecosystems

2026 Regional Objective / Outcome Indicators	PIP1 (2018-2019) STRATEGIC OUTCOMES Countries																						
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu	Vanuatu	Wallis & Futuna Islands	Regional	
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																							
2.1.1 Four new technical and policy briefs on ocean management, ABNJ/BBNJ, Oceans SDG, seabed mining and related issues are developed and coordinated by SPREP and its partners.																							
2.1.2 a) At least three training activities carried out for commercial fisheries in the region to improve by-catch mitigation																							
b) By-catch collaboration established with fisheries industries and relevant agencies evidenced through implementation of improved by-catch control methods in at least national jurisdictions																							
2.1.3 a) Regional coral reef database developed and the Pacific coral reefs status and trends update completed.																							
b) At least 3 country environmental profiles are improved with information from this database																							
2.1.4 a) Integrated ecosystem analysis and mapping, and rapid biodiversity assessments completed in at least 2 PICTs and lessons learnt shared and used by Members																							
2.1.5 a) Ballast water management strategy implemented in 7 PICTs																							
b) Pipeline project to be signed by end of 2017																							
RO2.2: Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with international commitments																							
2.2.1 a) Marine protected area (MPA) planning and management training undertaken in four PICTs																							
b) Guidelines for marine spatial planning (MSP), PA management, monitoring and surveillance produced and disseminated to Members and partners.																							
2.2.2 a) Three PICTs have developed draft ABS policy instruments and processes																							
2.2.3 At least 50% of PICTs have achieved Aichi Target 11 on establishment of protected areas																							
2.2.4 a) Number of PICTs and partners that have joined and used PIPAP as a repository to share information on PAs and biodiversity conservation																							
RO2.3 Prevent the extinction of threatened species and support measures to sustain their conservation status																							
2.3.1 a) Regional Marine Species Action Plan (MSAP) is reviewed and updated for the period 2018-2023.																							
b) At least 5 PICTs are implementing activities under the MSAP to protect and conserve threatened marine species with support from SPREP																							
2.3.2 a) Data management in the marine turtle research and monitoring database (TREDS) has improved and update report are sent annually to Members and partners																							
2.3.3 a) Planning and management support provided to PICTs for the establishment of at least two marine species sanctuaries																							
RO2.4 Significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems and control or eradicate priority species																							
2.4.1 a) US\$4m secured for four PICTs to implement management and eradication measures																							
b) US\$2m secured for regional invasive species support from the Global Environment Facility (GEF)																							
c) Invasive species are removed from four islands																							
d) Invasive species managed at four sites																							
2.4.2 a) At least one regional PILN meeting convened																							
b) Number of new resources on the Battler Resource Database.																							

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PIP Report 2018/2019 Regional Goal 3: Pacific people benefit from improved waste management and pollution control

2026 Regional Objective / Outcome Indicators	PIP1 (2018-2019) STRATEGIC OUTCOMES Countries																						
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu	Vanuatu	Wallis & Futuna Islands	Regional	
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																							
3.1.1 a) At least 20% of legacy wastes removed																							
b) At least three contaminated sites remediated																							
3.1.2 a) US\$6m secured for marine litter and microplastics from the Global Environment Facility (GEF)																							
b) Regional Marine Litter and Microplastics Action Plan adopted and at least 20% of activities implemented																							
3.1.3 a) At least three dumpsites improved.																							
b) At least three storage facilities for hazardous wastes established. Pipeline projects to be signed by December 2017																							
c) Pipeline projects to be signed by December 2017																							
RO3.2 Strengthen national, regional, and international mechanisms for waste management including for chemicals, hazardous wastes, ships, and aircraft generated waste, marine plastic litter, and other marine debris. (Institutional)																							
3.2.1 a) At least 3 PICTs completed and endorsed Cost-Benefit Analysis for implementation of polluter pays programme																							
b) At least 9 PICTs have updated and endorsed Waste Strategies																							
c) Four funding proposals to address priority areas identified by the strategic assessments and gap analyses submitted to donors																							
3.2.2 a) PACPLAN review completed and endorsed																							
b) Regional strategy to address derelict vessels and wrecks completed and endorsed by SPREP Members																							
c) Educational tool kits developed for all PICTs																							
d) Number of PICTs delivering WCP awareness and educational programmes																							
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																							
a) Average of 10% diversion of wastes from the landfill for 9 PICTs																							
b) Improved CDL in Palau and FSM																							
c) Selected initiatives replicated in four more PICTs																							
d) At least 12 more community level pilot projects on organic waste recycling initiated																							
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																							
a) Regional Waste Monitoring System established, disseminated and implemented in all PICTs																							
b) Clean Pacific Roundtable conducted in 2018																							
c) At least nine countries complete the survey and risk assessment of WCP stockpiles and facilities.																							

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PIP Report 2018/2019 Regional Goal 4: Pacific people and their environment benefit from commitment to and best practice of environmental governance

2026 Regional Objective / Outcome Indicators	PIP1 (2018-2019) STRATEGIC OUTCOMES Countries																					
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu	Vanuatu	Wallis & Futuna Islands	Regional
RO4.1	Strengthen national sustainable development planning and implementation systems including through use of Environmental Impact Assessments, Strategic Environmental Assessments and spatial planning																					
4.1.1	a) 3 PICTs have written their NEMS (or equivalent) document																					
	b) 4 PICTs have received EIA or SEA training																					
	c) 4 PICTs have received GIS and spatial data management training																					
	d) 4 PICTs have approved environmental spatial data management guidelines and policies																					
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																					
4.2.1	a) 3 PICTs have policies and laws which allow them to implement their major international obligations which links all national databases																					
RO4.3	Strengthen environmental data collection, monitoring and analysis and reporting on results, nationally and regionally																					
4.3.1	a) 2 PICTs have functional data collection, data storage monitoring systems																					
	b) PICTs have protocols in place for the protection of data collection, storage and usage of data																					
RO4.4	Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions																					
4.4.1	a) A fully operational Project Coordination Unit (PCU) is established to institutionalise and implement project procedures, and process project proposals.																					
	b) Climate finance assessments completed in 3 countries.																					
RO4.5	Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making																					
4.5.1	a) Finalise and disseminate to Members a policy on science and TK																					
	b) New policies, decisions, projects that integrate TK with modern science are developed in at least 3 PICTs																					

Legend

- Work towards this strategic outcome was reported as being carried in this Country/Territory.
- Blank cell indicates that no work towards this strategic outcome was reported as being carried in this Country/Territory.
- Not enough information was specified in the PIP report to confirm the location of this work.

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PIP Report 2020/2021 Regional Goal 1: Pacific people benefit from strengthened resilience to climate change

2026 Regional Objective / Outcome Indicators	PIP2 (2020-2021) STRATEGIC OUTCOMES Countries																			Regional		
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu		Vanuatu	Wallis & Futuna Islands
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 fulfillment of their national environment and development goals and their voluntary and legal obligations under regional and international agreements.																						
RO1.1.1 At least 10 PICTs institutionalised CCR flagship programmes supporting national development plans																						
RO1.1.2 Mainstreamed CCR programmes approaches into operational development plans at national level across PICTs																						
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																						
RO1.1.4 PICTs allotted budget from the national budget for CCR programmes indicated in National development plans																						
RO1.2 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																						
RO1.2.1 At least 7 PICTs incorporated EbA into national adaptation plans in Member countries at national level subtotal																						
RO1.2.2 At least 2 PICTs implemented EbA in identified vulnerable Pacific Island ecosystem on responses to ocean acidification and sea level rise																						
RO1.2.3 At least 2 tangible projects implemented in PICTs by staff trained on adaptation responses on "Ocean Acidification and Sea level rise"																						
RO1.2.4 At least 20% of the population adopted climate change adaptation and risk reduction activities in responding to severe climate variations																						
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																						
RO1.3.1 Policies-legislations-strategic plans identified together with key partners such as WMO, SPC and others in assisting at least 14 member countries towards strengthening the operations of their NMHS																						
RO1.3.2 At least 14 Member countries integrated climate information services as well as Traditional Knowledge in strengthening national Early Warning Systems (EWS).																						
RO1.3.3 At least 14 Member Countries enhanced communication of relevant information to sector and communities for decision making																						
RO1.3.4 Increased number of MET related projects implemented with a range of partner																						
RO1.3.5 At least 30% of the recommendations of the PIMS-PMC- Expert Panel outcomes implemented																						
RO1.3.6 At least 6 PICTs ensured with the availability of credible climate science information for planning, negotiation and decision making																						
RO1.4 Support Pacific Island Members to access and manage climate change finances and their national accreditation processes																						
RO1.4.1 National accreditation acquired for accessing climate change finances in at least 21 Pacific Island members																						
RO1.4.2 At least 15 Pacific Island Members accessed climate change finances adopting their own national governance mechanism																						
RO1.4.3 At least 4 PICTs established Climate Change fund support in responding to severe climate variations including risk reduction activities																						
RO1.4.4 Pacific Island Members supported with technical assistance towards improved national systems for accreditation and access to climate finance.																						
RO1.4.5 At least 10 projects approved by SPREP as Regional Implementing Entity for climate finance																						
RO1.5 Support Pacific Island Members to develop policy responses to issues of loss and damage, and climate change and disaster induced population mobility																						
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 <i>See Note 1 below</i>																						
RO1.5.2 Repository for loss and damage sustained in 15 PICTs.																						
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																						
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.																						
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																						

Note 1: Outcomes were achieved in RO1.5.1, however the names of 14 PICTs not specified

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PIP Report 2020/2021 Regional Goal 2: Pacific people benefit from healthy and resilient island and ocean ecosystems

2026 Regional Objective / Outcome Indicators	PIP2 (2020-2021) STRATEGIC OUTCOMES Countries																						
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu	Vanuatu	Wallis & Futuna Islands	Regional	
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																							
RO2.1.1: Marine and coastal ecosystem management policy implemented in 8 PICTs.																							
RO2.1.2: At least 10 PICTs regularly accessed up-to-date information on the sustainable use and conservation of coastal and marine resources.																							
RO2.1.3: Impacted threats to the health of coastal and marine environments have been mitigated in 8 key PICTs. <i>See Note 2 Below</i>																							
RO2.2 Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with international commitments																							
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																							
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 <i>See Note 3 Below</i>																							
RO2.2.3: PIRT effectively coordinated including the implementation of the regional FW for nature conservation and protected areas.																							
RO2.3 Prevent the extinction of threatened species and support measures to sustain their conservation status																							
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																							
RO2.3.3: Members and partners regularly shared information on the conservation status of marine at regional level																							
RO2.3.4: Regional guidelines for best practice for species ecotourism implemented by 4 PICTs																							
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 <i>See Note 4 Below</i>																							
RO2.4 Significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems and control or eradicate priority species																							
RO2.4.1: Risk of new socio-economic-environmental impacts lowered due to active specific Early Detection-Rapid Response Plans in 12 PICTs																							
RO2.4.2: Island and coastal ecosystems more resilient due to invasive vertebrate species being eradicated in 70 islands.																							
RO2.4.3: Invasive species management integrated into NEMS development process in at least 20 PICTs																							
RO2.4.4: Active invasive plant biological control programmes evident in at least 7 PICTs in lowering the impact of widespread weeds.																							
RO2.4.5: At least 67 priority ecological sites restored ecosystem function through managing multiple invasive species taxa.																							

Note 2: Progress was made in RO2.1.3, however the names of all 10 PICTs not specified
Note 3: Progress was made in outcome 2.2.2, however the names of all 14 PICTs not specified
Note 4: Progress was made in outcome 2.3.5, however the PICTs involved in WCFC and RMM meetings not specified

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PIP Report 2020/2021 Regional Goal 3: Pacific people benefit from improved waste management and pollution control

2026 Regional Objective / Outcome Indicators	PIP2 (2020-2021) STRATEGIC OUTCOMES Countries																			Regional			
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu		Vanuatu	Wallis & Futuna Islands	
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																							
RO3.1.1: At least 6% of legacy wastes removed from PICTs																							
RO3.1.2: At least 5 sites remediated from the contamination of legacy wastes across PICTs																							
RO3.1.3: Funding secured in implementing high priority actions for PICs under Regional Pacific Action Plan- Marine Litter																							
RO3.1.4: Waste management practices improved in 3 waste disposal sites and storage facilities																							
RO3.1.5: At least 10 PICTs implemented the agreed regional and international frameworks, including Cleaner Pacific 2025. <i>See Note 5 Below</i>																							
RO3.2 Strengthen national, regional, and international mechanisms for waste management including for chemicals, hazardous wastes, ships, and aircraft generated waste, marine plastic litter, and other marine debris. (Institutional)																							
RO3.2.1: At least 30% of PICs operationalised specific waste and pollutant management policies, strategies, legislation and regulations <i>See Note 6 Below</i>																							
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.																							
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																							
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																							
RO3.2.5: Member countries represented through technical advice at regional and international fora for all 21 PICTs <i>See Note 7 Below</i>																							
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																							
RO3.3.1: Resource recovery from waste implemented in 21 PICTs																							
RO3.3.2: At least 2% per capita reduced generation of wastes for 21 PICTs																							
RO3.3.3: At least 3 PICTs strengthened public-private partnerships contributing to social and economic development of communities <i>See Note 8 Below</i>																							
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																							
RO3.4.1: Regional environmental waste monitoring system implemented with support from national governments in 21 PICTs																							
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 <i>See Note 9 Below</i>																							
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 <i>See Note 10 Below</i>																							

Note 5: Progress was made in RO3.1.5, however the names of 14 PICs engaged not specified
Note 6: Progress was made in RO3.2.1, however the names of 14 PICs which received assessments and papers not specified
Note 7: Progress was made in RO3.2.5, however the names of 8 PICs audited and 14 PICs engaged not specified
Note 8: Progress was made in RO3.3.3, however the names of 14 PICs engaged not specified
Note 9: Progress was made in RO3.4.2, however the names of 14 PICs assisted and PICs involved in projects not specified
Note 10: Progress was made in RO3.4.3, however the names of 14 PICs engaged not specified

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PIP Report 2020/2021 Regional Goal 4: Pacific people and their environment benefit from commitment to and best practice of environmental governance

2026 Regional Objective / Outcome Indicators	PIP2 (2020-2021) STRATEGIC OUTCOMES Countries																			Regional			
	American Samoa	Cook Islands	Federated States of Micronesia	Fiji	French Polynesia	Guam	Kiribati	Marshall Islands	Nauru	New Caledonia	Niue	Northern Marianas	Palau	Papua New Guinea	Samoa	Solomon Islands	Tokelau	Tonga	Tuvalu		Vanuatu	Wallis & Futuna Islands	
RO4.1 Strengthen national sustainable development planning and implementation systems including through use of Environmental Impact Assessments, Strategic Environmental Assessments and spatial planning																							
RO4.1.1: At least 16 PICTs updated existing national EIA processes based on the regional EIA/SEA guidelines- tools developed by SPREP																							
RO4.1.2: At least two new sector-specific regional EIA Guidelines endorsed by SPREP Members																							
RO4.1.3: At least 5 PICTs utilised GeoSpatial data and tools supporting environmental assessment and planning																							
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																							
RO 4.2.1: At least 2 PICTs integrated MEA obligations and commitments into National Environmental Management Strategies or Equivalent																							
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.																							
RO4.2.3 At least 3 PICTs adopted new policies after review of existing national environmental policies and legislation																							
RO4.3 Strengthen environmental data collection, monitoring and analysis and reporting on results, nationally and regionally																							
RO4.3.1: At least 14 PICTs have developed and used the State of Environment Report as basis for reporting to international and regional MEAs																							
RO4.3.2: At least 12 PICTs with functional and centralised environmental databases established and are used to support planning and decision making.																							
RO4.3.3: Functional environmental indicator reporting tool developed and used for SoE, MEA and other strategic reporting requirements in at least 7 PICTs																							
RO4.3.4: At least 140 trained staff in 10 PICTs involved in managing environmental database monitoring for better reporting																							
RO4.4 Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions																							
RO4.4.1: At least 14 PICTs supported in establishing national mechanisms as an accrediting entity in accessing environment funds for national priority projects <i>See Note 11 Below</i>																							
RO4.4.2: PICTs increased access to funding opportunities in the implementation national environmental priorities encompassing international commitments. <i>See Note 11 Below</i>																							
RO4.4.3: At least 10 PICTs enabled in implementing responses to national environmental priorities in accordance with the regional commitments																							
RO4.5 Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making																							
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 <i>See Note 11 Below</i>																							
RO4.5.2: At least 21 PICTs promoted the cohesions of traditional knowledge with modern science in decision-making process for the environment sector across Members. <i>See Note 11 Below</i>																							
<i>Note 11: No information specified regarding progress towards achieving Objectives 4.4 and 4.5 outcomes</i>																							

Legend

- Work towards this strategic outcome was reported as being carried in this Country/Territory.
- Blank cell indicates that no work towards this strategic outcome was reported as being carried in this Country/Territory.
- Not enough information was specified in the PIP report to confirm the location of this work.

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 15: SPREP Country and Territory Strategic Partnership Framework Concept and Process, endorsed at the SPREP Executive Board Meeting, September 2020

Annex 15: [SPREP Country and Territory Strategic Partnership Framework Concept and Process, endorsed at the SPREP Executive Board Meeting, September 2020](#)



2nd Executive Board Meeting

2 – 4 September 2020

Agenda Item 9.3: Country and Territory Strategic Partnership Frameworks

Purpose of paper

1. To present SPREP's proposal for refocusing Country and Territory Action Plans at a more strategic and practical level on the concept and process of Country and Territory Strategic Partnership Frameworks.

Background

2. 28SM agreed to the development of Country and Territory Action Plans within PIPs as a response to a request from Members for strategic bilateral engagements between the Secretariat and Members in the Mid-term Review of the SPREP 2011– 2015 Strategic Plan.
3. Discussion during 28SM considered the concept and agreed that Action Plans should be documented and appended to PIPs but left unresolved specific parameters of the Plans. Further definition was recommended for the 2020/2021 PIP. Relevant text from the SPREP Strategic Plan 2017-2026 and recommendations of 28SM ¹ provide the mandate for Country and Territory Action Plans.
4. A series of SMT bilateral visits in 2019 focused attention on the Country and Territory Action Plan approach, and in June SMT agreed that 'Action Plans' implied a level of detail likely to require significant transaction costs on both PICTs and the Secretariat and instead proposed a more strategic and high-level approach more appropriately entitled "Country and Territory Strategic Partnership Frameworks."

Summary

5. The Secretariat appreciates the desire of PICT Members to have focused guidance to their ongoing bilateral engagements with the Secretariat and recognises that strategic guidance will better focus and streamline Secretariat interactions with PICTs.

¹ **Mandate for Country and Territory Action Plans:**

1. SPREP Strategic Plan 2017-2026:
"[PIPs to] establish simple and flexible Country Action Plans, which describe the agreed priorities for each Member country that will be delivered during the two-year period;"
2. SM28:
 - **noted** the responsibility of Pacific Members to drive country and territory plans;
 - **agreed** to greater involvement of Members in reporting to the SPREP Meeting; and
 - **agreed** that the scope and content of the action plans will be further developed in the 2020-21 PIP.

6. The Secretariat proposes that the Membership consider the potential for Country and Territory Strategic Partnership Frameworks to provide practical and appropriately focused guidance to Secretariat support to, and interactions with PICTs.

Country and Territory Strategic Partnership Frameworks

7. Country and Territory Strategic Partnership Frameworks should:
 - be high-level guides to all interactions between the Secretariat and individual SPREP PICT Members;
 - confirm mutual commitments to existing and planned strategic priorities and actions;
 - take account of other development partner engagements in each PICT development plan;
 - Align with the Partnership Principles of the SPREP Partnership, Engagement and Resource Mobilisation Strategy (refer Working Paper 9.2);
8. A process proposed for joint PICT/Secretariat development and implementation of Country and Territory Strategic Partnership Frameworks is annexed as Attachment 1.

Implementation planning

9. In order to stage the development of Strategic Partnership Frameworks for all 21 PICTs, the Secretariat proposes to begin in 1st quarter 2021 with host country Samoa and those countries visited by SMT in late 2019 (Solomon Islands, Vanuatu, Palau and RMI). A timetable for working with remaining PICTs will be developed and shared

Recommendations

10. The Executive Board Meeting is invited to:
 1. **Endorse** the concept and process for developing Pacific Strategic Partnership Frameworks; and
 2. **Consider** and advise on next steps.

31 July, 2020

Proposed process for developing Country and Territory Strategic Partnership Frameworks

Phase 1: Initial development

- Preparations by the Secretariat in close collaboration with Member Focal Points to include:
 - Internal stocktake of existing mutual commitments and priorities at policy, programme, project, or activity level.
 - Stocktake of key stakeholders and other development partners actively involved in the environment sector.
 - Internal collation of opportunities and planning avenues being identified and/or pursued from regular Programme and project dialogue in Member administrations by Focal Point internal liaison.
 - Draft/potential key elements for strategic partnership framework opportunities collated/recoded, maintained and updated on on-going basis by DDG GO in consultation with DDG TP.
 - Member Focal Point maintains equivalent.

Phase 2: Consultation

- Secretariat and national Focal point/teams at a mutually agreed time meet to:
 - Compare and compile a stocktake of existing project and programme engagements and commitments;
 - identify other development partner activities
 - analyse gaps and opportunities for potential bilateral attention
 - assess fit between SPREP PIP strategic outcomes and Member priorities
 - Discuss and agree on national consultation process and timelines including key stakeholders to be involved in finalising the SPFs
- Secretariat and individual PICTs meet face-to-face or virtually to prepare a draft Strategic Partnership Framework.
- Consult with other development partners.
- Identify the focus of potential implementation arrangements and modalities to achieve each Strategic Partnership Framework's goals and priorities;

Phase 3: Finalisation and implementation

- Present to the SPREP Meeting for approval of the Strategic Partnership Framework.
- Activities in Frameworks to be included in annual WP&B/Member equivalent and subject to normal monitoring and evaluation
- Strategic Partnership Frameworks appended to PIPs (intercessionally if necessary)

Phase 4: Monitoring and Evaluation

- Annual review meeting Secretariat/Focal Point to assess joint performance in meeting existing commitments and implementation of the Framework;
- Report on implementation at biennial SPREP Meetings
- The SPREP Strategic Plan mid-term review due to be undertaken in 2022 to consider the effectiveness/utility of the Country and Territory Strategic Partnership Framework mechanism.

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 16: SPREP Results Planning, Performance Reporting, and Learning Framework (the Results Framework), version shared in the agenda for the 30th SPREP Meeting scheduled for September 2021

Annex 16: [SPREP Results Planning, Performance Reporting, and Learning Framework \(the Results Framework\), version shared in the agenda for the 30th SPREP Meeting scheduled for September 2021](#)

SPREP Results Framework (RF) 2017-2026

Climate Change Resilience

Regional Goal 1: Pacific people benefit from strengthened resilience to climate change

RO1: The 10-year goal of Pacific Members is to have built into national systems greater capacity to manage implementation of climate change action priorities prioritising:

- A pilot programme for 4 PICTs to have integrated into their national sustainable development plans (or equivalent) adaptation, low carbon development, nationally determined commitments for mitigation;
- community-based climate risk responses based on improved meteorological information; and
- strengthened ecosystem-based adaptation implementation programmes .
- enhanced capacity of National Meteorological and Hydrological Services (NMHS), improved climate services, with support and coordination through the Pacific Meteorological Council ;
- effective access to climate finance , and support for management of priority climate actions.

Regional Objectives:

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.

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

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

RO1.4: Support Pacific island Members to access and manage climate change finances and their national accreditation processes

RO1.5: Support Pacific Island Members to develop policy responses to issues of loss and damage, and climate change and disaster induced population mobility

2017-2026 Outcomes	Updated Indicators (2017-2026)	Updated Target 2026	Baseline 2017	PIP1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
RO1.1: 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 Note: CCRs institutional programmes include CCA, NCD, LCD, and DRR	RO1.1.1 At least 7 PICTs supported to develop and or review policies/legislation/strategic plans to strengthen climate change resilience	7	0	3	10	3 PICTs	5 PICTs	7 PICTs	
	RO1.1.2 Mainstreamed CCR considerations into operational development plans at national level across 7 PICTs		Not clear	Discussion initiated	Mainstreamed	Mainstreamed in 3 PICTs	Mainstreamed in 5 PICTs	Mainstreamed in 7 PICTs	
	RO1.1.3 At least 50% of trained PICT representatives in CCR capacity building programmes are women	50% women trained	5% (25% Women)	30% (40% women)	45%	40% women trained	45% women trained	50% women trained	
	RO1.1.4 At least 10 PICTs supported to strengthen climate change resilience communication, advocacy and information sharing capacity	10 PICTs				4PICTs	7PI	10 PICTs	
	RO1.1.5 At least 10 PICTs supported with development of information products and knowledge brokerage (New)	10PICTs				5 PICTs	7 PICTs	10 PICTs	
	RO1.1.6 At least 7 Pacific Island countries capacity enhanced through innovative adaptation practices, tools and technologies to address climate change challenges. (New)	7 PICTs				3 PICs	5PICs	7 PICs	

RO1.2: 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.	RO1.2.1: At least 4 PICTs incorporated EbA initiatives into national adaptation plans.	4 PICTs	0	3	7	2 PICTs	3 PICTs	4PICTs	
	RO1.2.2 At least 3 PICTs implemented EbA initiatives in vulnerable island ecosystems as responses to climate change impacts.	3 PICTs	0	1	2	1 PICT	2 PICTs	3 PICTs	
	RO1.2.3 At least 14 PICTs trained on EbA approaches and or implementation.	14 PICTs	0	0	2	5 PICTs	10 PICTs	14 PICTs	

RO1.3: 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.	RO1.3.1 At least 7 PICs are supported to develop and or review policies-legislation-strategic plans to strengthen NMHS operations	7PICs	Legislation: (3) Vanuatu, Fiji, Samoa, PNG and Tonga	(2) Tuvalu and Samoa Met regulations	To be identified	3 PICs	5 PICs	7 PICs	
	RO1.3.2 At least 10 PICs have traditional knowledge programmes supporting national early warning system	10 PICs	TK (4), Samoa, Niue, Vanuatu, Solomon Islands	(3) RMI, Kiribati, Palau EAR Watch (2) Cooks, Kiribati	To be identified	3 PICs	5 PICs	10 PICs	
	RO1.3.3 At least 14 PICs enhanced the communication of climate information to sectors and communities for decision making.	14 PICs	10 - Vanuatu, Sols, Samoa, Tuvalu, Fiji, RMI, Nauru, Cook islands, PNG	(6) RMI, Cook Islands, Palau, Kiribati, FSM, Niue	To be identified	5 PICs	10 PICs	14 PICs	
	RO1.3.4 The Pacific Island regional climate center recognised by WMO as fully operational and providing climate services and information to	14 Members	4 x Projects COSPPac, Vanuatu GCF, RESPAC, CSIRO	5 x UKMO, , CREWS, GCF SIDS EWS	To be identified	10 Members	12 Members	14 Members	
	RO1.3.5 At least 80% of the recommendations of the PIMS-PMC outcomes are implemented.	80%	10%	20%	To be identified	50% recommendations implemented	60% recommendations implemented	60% recommendations implemented	
	RO1.3.6 At least 14 PICs have access to credible climate science information for planning, negotiation and decision making	14 PICs	0	3	6	9	12	14	

RO1.4 Pacific island Members strengthened national institutions through its access to climate change finances and their national accreditation processes.	RO1.4.1 At least 4 PICs supported with institutional strengthening to access climate finance	4 PICs	Not Assessed	Process commenced	Acquired	2 PICs supported	3 PICs supported	4 PICs supported	
	RO1.4.2: At least 4 PICs supported with technical assistance towards improved national systems to access climate finance.	4 PICs	Not Accessed	Discussion progressed	Accessed	2 PICs supported	3 PICs supported	4 PICs supported	
	RO1.4.3 At least 5 projects submitted and or approved for SPREP as Regional Implementing/Accredited Entity for Climate finance	5 Projects	0	2	6	2 Projects	4 Projects	5 Projects	

RO1.5: Pacific Island Members implemented policy measures regarding loss and damage to life and properties or climate change and disaster induced population mobility.	RO1.5.1 At least 2 PICs supported in developing frameworks responding to issues of loss and damage	2 PICs	Not Assessed	4	6	1 PIC	1 PIC	2 PICs	
	RO1.5.2 Repository for loss and damage sustained in 8 PICs.	8 PICs	Not Assessed	Discussion progressed	Sustained	Sustained in 3 PICs	Sustained in 5 PIC	Sustained in 8 PICs	

SPREP Results Framework 2017-2026 Ecosystem and Biodiversity Protection (Island and Oceans Ecosystems)

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 prioritising:

- development and implementation of a regional GCF proposal for coastal ecosystem resilience;
- PICTs demonstrating improved coral reef, MPA and genetic resources capacity;
- PICTs implementing invasive species management and eradication measures, supported by a regional framework.

Regional Objectives:

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

RO2.2: Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with international commitments

RO2.3: Prevent the extinction of threatened species and support measures to sustain their conservation

RO2.4: Significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems and control or eradicate priority species.

2017-2026 Outcomes	Updated Indicator(s) (2017-2026)	Updated Target 2026	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
RO2.1 Ensured effective management and protection of marine and coastal ecosystems towards healthy oceans supporting sustainable development through food security	RO2.1.1: Marine and coastal ecosystem management policies implemented in at least two countries.	12 Countries	0	4	8	Implemented in (4) countries)	Implemented in (4) countries)	Implemented in (4) countries)	
	RO2.1.2 National scale marine spatial planning process implemented in at least 6 PICs	6 PICs	0	4	10	Implemented in Solomon and or Fiji	2 more PICs	2 more PICs	
	RO2.1.3: At least five PICTs regularly accessed up-to-date information on the sustainable use and conservation of coastal and marine resources. (Vai/ PD/AW)	5 PICTs	0	4	8	2 PICTs	3 PICTs	5 PICTs	
	RO2.1.4 Impacts and threats to the health of coastal and marine environments in at least two PICTs.	Reduced in 2 PICTs	0			Reduced in 2 PICTs	Reduced in 2 PICTs	Reduced in 2 PICTs	
RO2.2 Supported the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with international commitments	RO2.2.1: Protected area (PA) management capacity improved in 12 PICTs through SPREP regional support program with support tools such as use of PIPAP.	12 PICTs	2	4	5	Improved in 4 PICTs	Improved in 8 PICTs	Improved in 12 PICTs	
	RO2.2.3: Capacity of 14 Pacific Island CBD Parties strengthened to implement their obligations under the CBD. including Objective 3 on ABS enabling better Regional and National management of genetic resources within the nine ratified countries.	14 PICTs	1	6	7	9	12	14	
	RO2.2.2: PIRT effectively coordinated including the implementation of the Regional Framework for Nature Conservation and Protected Areas.	Effectively coordinated	Ongoing - Secretariat of PIRT, Chair of Working Groups.	Secretariat of PIRT, PIRT Annual Meeting held	Coordinated	Effectively coordinated	Effectively coordinated	Effectively coordinated	

RO2.3: Prevented the extinction of threatened species and support measures to sustain their conservation	RO2.3.1: At least 12 PICTs implemented MSAP as the basis for the conservation of threatened marine species (Karen)	12 PICTs	0	4	8	8 PICTs	10 PICTs	12 PICTs	
	RO2.3.2: Data and information on the conservation status of threatened species shared at regional and national level regularly	Shared	Data and information collected on sharks and rays and turtles for 2 Members	Collated	Shared	Shared	Shared	Shared	
	RO2.3.3: At least 3 Members and partners regularly shared information on the conservation status of marine species at regional level.	1				Member (1) and partners	1 Member and partners	1 Members and partners	
	RO2.3.4: At least 6 additional marine sanctuaries or management plans sustained by Members for the protection of threatened species in the region	6	0	2	2	2 additional marine sanctuaries	4 additional marine sanctuaries	6 additional marine sanctuaries	
	RO2.3.5: Regional guidelines for best practice for species ecotourism developed and implemented by 6 PICTs	6 PICTs	0	2	4	2 PICTs	4 PICTs	6 PICTs	
	RO 2.3.6: By-catch of threatened species in commercial fisheries mitigated the impacts of fishery activities in two key PICT fishery through established collaboration in 5 Member countries	5 Members	0	0	1	1 Member	3 Members	5 Members	
RO2.4: Significantly reduced the socio-economic and ecological impact of invasive species on land and water ecosystems by controlling and eradicating priority species.	RO2.4.1: Risk of new socio-economic-environmental impacts lowered due to active specific Early Detection-Rapid Response (EDDR) Plans in 16 PICTs	21 PICTs	8	8	12	16	21	21	
	RO2.4.2: Island and coastal ecosystems more resilient due to invasive vertebrate species being eradicated on 73 islands.	100 Islands	60 Islands	60 Islands	70 Islands	73 Islands	91 Islands	100 Islands	
xx	RO2.4.3: At least 98 Invasive species integrated into NEMS development process in at least 20 PICTs	16 PICTs	ND	4 PICTs	8 PICTs	12 PICTs	16 PICTs	20 PICTs	
	RO2.4.4 Active invasive plant biological control programmes evident in at least 9 PICTs in lowering the impact of widespread weeds.	9 PICTs	2 PICTs	2 PICTs	7 PICTs	9 PICTs	11 PICTs	9 PICTs	
	RO2.4.5 At least 73 priority ecological sites restored ecosystem function through managing multiple invasive species taxa.	100 priority ecological sites	61 priority ecological sites	61 priority ecological sites	67 priority ecological sites	73 priority ecological sites	91 priority ecological sites	100 priority ecological sites	

SPREP Results Framework 2017-2026

Waste Management and Pollution Control (WMPC)

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

<p>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 prioritising:</p> <ul style="list-style-type: none"> • clean-up of existing problems by supporting and building national capacities for the removal of legacy wastes • remediation of contaminated sites in the region • implementation of a regional resource recovery and recycling programme • establishment of a regional initiative to reduce and manage marine litter.
<p>Regional Objectives:</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>RO3.2: 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>RO3.3: 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>RO3.4: 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>

2017-2026 Outcomes	Updated Indicators (2017-2026)	Updated Target 2026	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
RO3.1: 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	RO3.1.1: Hazardous legacy wastes (healthcare wastes, e-wastes, used oil, asbestos, liquid chemicals) appropriately safeguarded, recovered for processing, or sent to final disposal in PICTs	Safeguarded/ Recovered				Safeguarded /Recovered	Safeguarded /Recovered	Safeguarded /Recovered	
	RO3.1.2 At least 7 PICTs with contaminated sites appropriate ly managed from the contamination of legacy wastes across PICTs	10 PICTs	0	3 PICTs	5 PICTs	7 PICTs	9 PICTs	10 PICTs	
	RO3.1.3: Funding secured for implementing high priority actions for PICTs under Regional Pacific Action Plan- Marine Litter	Secured Funding	none	Discussion	Secured	Secured	Secured	Secured	
	RO3.1.4: Waste management practices improved in at least 10 PICTs	10 PICTs	0	1	3	4	5	5	
	RO3.1.5: At least 14 PICTs implemented the agreed regional and international frameworks, including Cleaner Pacific 2025.	21 PICTs	2	6	10	14	18	21	
RO3.2: Strengthened institutional mechanism at all level for waste management and pollution control	RO3.2.1: At least 10 PICTs operationalised specific waste and pollutant management policies, strategies, legislation, and regulations	10 PICTs	5%	10%	30%	6 PICTs	8 PICTs	10 PICTs	
	RO3.2.2: Regional strategy integrated PACPOL in 14 PICTs for marine pollution into national plans and strategies for oil spill response, invasive marine species, and marine plastic pollution.	21 PICTs	0	6	10	14	18	21	

	RO3.2.3: At least 10 PICTs adopted the NEAP for better waste management practices influenced by educational awareness and behaviour change projects delivered by schools-NGOs- CSOs across PICTs	10 PICTs	Not Assessed	0	5%	6 PICTs	8 PICTs	10 PICTs	
	RO3.2.4: At least 2 staff in each 21 PICTs enhanced technical capacity who participated in WMPC capacity building opportunities	42 staff (21 PICTs)	Not Assessed	60%	60%	42 staff (21 PICTs)	42 staff (21 PICTs)	42 staff (21 PICTs)	
	RO3.2.5: At least 14 PICTs represented at regional and international fora on waste management and pollution control	Represented 14 PICTs	Not Assessed	Represented	Represented	Represented 14 PICTs	Represented 14 PICTs	Represented 14 PICTs	
RO3.3: Waste minimisation contributed to social and economic development of communities adopting mechanisms on resource recovery	RO3.3.1: Resource recovery from waste implemented in 14 PICTs	Implemented in 14 PICTs	Not Assessed	Implemented	Implemented	Implemented in 5 PICTs	Implemented in 10 PICTs	Implemented in 14 PICTs	
	RO3.3.2 At least 2% per capita increased diversion from landfill and or avoided from being generated in at least 16 PICTs	2% in 16 PICTs	0	2%	2%	2% in 16 PICTs	2% in 16 PICTs	2% in 16 PICTs	
	RO3.3.3 At least 4 PICTs strengthened relationships between public-private entities contributing to social and economic development of communities	4 PICTs	0	1	3	2 PICTs	3 PICTs	4 PICTs	
RO3.4: PICTs made evidence-based decisions based on reliable waste and pollution information	RO3.4.1: Regional environmental waste monitoring system implemented with support from national governments in 21 PICTs	Implemented in 21 PICTs	Not Assessed	Implemented	Implemented	Implemented in 21 PICTs	Implemented in 21 PICTs	Implemented in 21 PICTs	
	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	Influenced	Not Accessed	Influenced	Influenced	Influenced	Influenced	Influenced	

SPREP Results Framework 2017-2026

Environmental Monitoring and Governance (EMG)

Regional Goal 4: Pacific People and their environment benefit from commitment to and best practice of environmental governance Pacific people benefit from improved waste management and pollution control

RO 4: To achieve the 10-year goal of a Pacific Members, core building blocks will supported for national capacities for environment governance. For 2018-2019, SPREP is prioritising:

- Support to PICs to meet their obligations under MEAs and for associated negotiation meetings;
- Support to PICs to plan and manage integrated national sustainable development including production of State of Environment assessments and National Environmental Management Strategies;
- Establishment of functional monitoring, data collection and data storage systems, and policies and laws linked to national databases;
- Strong synergies between science, policy and traditional and local knowledge.

Regional Objectives:

- 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
 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
 RO4.3: Strengthen environmental data collection, monitoring and analysis and reporting on results, nationally and regionally
 RO4.4: Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions
 RO4.5: Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making

2017-2026 Outcomes	Updated Indicator(s) (2017-2026)	Updated Target 2026	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
RO4.1: 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	RO4.1.1: At least 16 PICTs received technical assistance, capacity building and training based on the regional EIA/SEA guidelines developed by SPREP	16 PICTs	6 FSM, Tokelau, Cook Islands, Fiji and Tuvalu	14 FSM (Yap and Chuuk), Kiribati, Solomon Islands, Samoa and Tokelau	Continue to provide EIA capacity building and training to PICTs to address existing and new emerging issues	14 PICTs	14 PICTs	16 PICTs	
	RO4.1.2: At least two new sector-specific regional EIA Guidance Notes; EIA guidelines; policies and legislation developed	2 new sector specific EIA guidelines developed	1 Regional EIA Guidelines	Under preparation SEA Guidelines drafted	1 Under preparation Mining Sector Guidelines for Solomon Islands	2 new sector specific EIA guidelines developed	2 new sector specific EIA guidelines developed	2 new sector specific EIA guidelines developed	
	RO4.1.3: At least 11 PICTs have received capacity building and training on the use of Geo-Spatial data and tools to support environmental assessment, planning, and reporting	11 PICTs	0	0	5	5 PICTs	9 PICTs	11 PICTs	
RO4.2: Ensured national capacity for good environmental governance through improved awareness and implementation of policy legislation for international and regional commitments	4.2.1: At least 13 PICTs have integrated MEA obligations and commitments into National Environmental Management Strategies or equivalent	13 PICTs	2 Completed Vanuatu, RMI	7 Due for completion: Tonga, FSM and Solomon Islands	11 Kiribati, Palau due for completion	Continue to support PICTs with the review and update of NEMS	Continue to support PICTs with the review and update of NEMS	Continue to support PICTs with the review and update of NEMS	
	RO4.2.2: At least 5 PICTs have received capacity building and training on environment policy formulation, implementation, compliance and enforcement	5 PICTs	Taking the Floor Booklet utilised;	1 national MEA training; Handbook and Booklet utilised at the Pacific CITES pre-COP meeting	3 national MEA training; 1 post COP meeting held and information materials developed	3 PICTs National MEA training; MEA capacity building lessons learnt and tools for engagement consolidated and disseminated; pre-COP meeting; regional briefs; technical support at COP meeting	4 PICTs national MEA training	5 PICTs national MEA training	

RO4.3: Increased access to, and use of environmental data and information to support planning, monitoring, reporting and decision making	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	14 PICTs	2 RMI, CI completed	9 Tonga, FSM, Solomon Islands, PNG, Tuvalu	15 Nauru			More than 15 PICTs	
	RO4.3.2: At least 14 PICTs updated its environmental databases and are being used to support planning and decision making.	14 PICTs	0	All 14 national portals continue to be updated with new information; new users added; and information on the portal is used to support planning, reporting and decision making				14 PICTs	
	RO4.3.3: A functional environmental indicator reporting tool updated with new information in 14 PICs to support the SoE, MEA, SDG reporting and other strategic reporting requirements	14 PICs	0	Tool development completed	The reporting tool continues to be updated with new information and is used to support planning and reporting in 14 PICs			14 PICs	
	RO4.3.4: At least 140 staff in 14 PICTs trained on environmental database monitoring system for better reporting	140 trained staff	0	40	100	60 staff trained in 6 PICTs	100 staff trained in 10 PICTs	140 staff trained in 14 PICTs	
	RO 4.3.5: Funding secured for SPREP and member countries to scale up the INFORM Project (New)					Secured	Secured	Secured	
RO4.4: PICTs strengthened access to funding mechanisms including effective and efficient fund utilisation in the delivery required environment interventions	RO4.4.1: At least 9 PICTs supported in establishing national mechanisms as an accrediting entity in accessing environment funds for national priority projects	9 PICTs	0	1	6	3 PICTs	6 PICTs	9 PICTs	
	RO4.4.2: PICTs increased access to funding opportunities in the implementation national environmental priorities encompassing international commitments.	Increased access	Not assessed	established	increased	increased access	increased access	increased access	
	RO4.4.3: At least 5 PICTs enabled in implementing responses to national environmental priorities in accordance with the regional commitments	5 PICTs	0	1	4	2 PICTs	4 PICTs	5 PICTs	
RO4.5: Improved synergies between science, policy, and traditional knowledge for decision making at national level among SPREP Members	RO4.5.1: At least 15 PICTs implemented new policies integrating traditional knowledge with modern science with focus on the environment sector across Member countries	15 PICTs	0	Developed	Implemented	5 PICTs mplemented	12 PICTs mplemented	15 PICTs Implemented	
	RO4.5.2: At least 8 PICTs promoted the cohesions of traditional knowledge with modern science in decision-making process for the environment sector across Members	8 PICTs	0	4	6	5 PICs	7 PICs	8 PICs	

SPREP Results Framework 2017-2026
Organisational Goal 1
Information Technology-Knowledge Management- Communications

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

SPREP's 10-year goal of influencing positive change will focus 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.

Organisational Objective(s)

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 1.2: Influence positive behaviour change within SPREP and its stakeholders through persuasive, purposeful and integrated communications
OO 1.3: Improve quality and interoperability of information and communications technology infrastructure in SPREP and the region

2017-2026 Outcomes	Updated Indicator(s) (2017-2026)	Updated Target 2026	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
Example									
OO 1.1: Knowledge shared across Member countries through optimised management of processes of reliable systems including access to critical information	OO1.1.1: Maintained 90% uptime operation of the ICT platforms providing increased accessibility to stakeholders including the public	90%	No data	90%	90%	90%	90%	90%	
	OO1.1.2: At least 90% of service requests from key stakeholders acted upon in a timely manner	90%	No data	90%	90%	90%	90%	90%	
	OO1.1.3: At least 80% of the staff satisfied with the provision of technical oversight on IT matters annually	80%	Not Assessed	80%	80%	80%	80%	80%	
	OO1.1.4: Increased by 10% annually on the access of SPREP Knowledge products by staff, Members, and stakeholders	10%	No Data	10%	10%	10%	10%	10%	
	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	80%	No assessed	80%	80%	80%	80%	80%	
	OO1.1.6: At least 90% of SPREP's legacy collection made available digitally (New)	90%				30%	60%	90%	
OO 1.2: SPREP Staff and partners influenced positive behaviour change through integrated communications in Member countries	OO1.2.1: At least 50% 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	50%	No assessed	10%	30%	50%	50%	50%	
	OO1.2.2 At least 9 PICTs implemented National Communication Strategy utilising the developed SPREP communication model.	9 PICTs	No Determined	1	5	3 PICTs	6 PICTs	9 PICTs	

SPREP Results Framework 2017-2026

Organisational Goal 2

Integrated Programming Policies and Strategies

Organisational Goal 2: SPREP has multi-disciplinary processes in programme delivery regional policies and strategies

To achieve the 10-year goal SPREP will prioritise:

- Tighter alignment to Members' national plans of action via Country and Territory Action Plans (CTAPs);
- The effective implementation in SPREP of policies and procedures within project cycle management, supported by the PCU and overseen by the Project Review and Monitoring Group;
- The establishment of an effective monitoring, learning and outcome reporting system.

Organisational Objective(s)

- OO 2.1:** Promote integrated programme approaches to address environmental management challenges
OO 2.2: Build the capacity of SPREP as a Regional Implementing Entity (RIE) for climate change and as a conduit for other environmental funding mechanisms
OO 2.3: Strengthen SPREP learning and outcomes reporting framework, integrating organisational and environmental performance

2017-2026 Outcomes	Updated Indicator(s) (2017-2026)	Updated Target 2026	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
OO 2.1: Promoted the integration of programming approaches in collaboration with partners in addressing environmental management challenges	OO2.1.1 At least 8 SPREP CTSPFs developed and or signed with high level agreed strategic priorities clearly articulated	21 PICTs (21 CTSPF)	No CTAPs	Development of Country and Territory Action Plan mechanism attached to PIP	5 PICTs 5(5CTSPF)	8 PICTs (8CTSPF)	18 PICTs (18 CTSPF)	21 PICTs (21 CTSPF)	
	OO2.1.2: At least 95% of the projects endorsed by SLT for donor funding compliant with appropriate safeguard mechanisms adopted by PRMG annually.	95%	PRMG mechanism designed	PRMG ensured rigorous mechanisms in reviewing projects specifically ESS and policy implementations for SMT endorsement	95%	95%	95%	95%	
	OO2.1.3: Improved services provided to PICTs through the delivery of integrated programmes adopting transformative environmental leadership in the region	21 PICTs	Not assessed	PRMG reporting established, linking working groups established, MEA policy and guidelines in development	80%	10 PICTs	18 PICTs	21 PICTs	
	OO2.1.4: At least 85% of PMIS-recorded projects from "concept design to implementation phases" reported annually with feedback to PRMG.	85%	Not Assessed	PMIS updated PRMG processes established	60%	85%	85%	85%	
OO2.2: SPREP capacity enhanced as a Regional Implementing Entity (RIE) for climate change with focus on being a conduit for other environmental funding mechanisms	OO 2.2.1 Increased access in climate financing by PICs through SPREP as an RIE/Delivery Partner and or EA (GEF) as measured based on March 2021 baseline	Increased in the number of projects approved and under implementation including moving into planning stage, and amount of funding received	PCU design	RIE Process established - 2 PICs/18 pipeline projects	7	Increased in the number of projects approved and under implementation including moving into planning stage, and amount of funding received	Increased in the number of projects approved and under implementation including moving into planning stage, and amount of funding received	Increased in the number of projects approved and under implementation including moving into planning stage, and amount of funding received	
	OO 2.2.2 SPREP remained accredited to the GCF and AF as per status.	Maintained accreditation status				Maintained accreditation status	Maintained accreditation status	Maintained accreditation status	

	OO2.2.3 At least 80% of PICs which SPREP worked with its RIE roles satisfied on the services received	80%	0			50%-	70%-	80%-	
	OO 2.2.4 SPREP's project management policies-procedures-systems enhanced	Project related system, policies and procedures upgraded to support RIE/IE functionality				Project related system, policies and procedures upgraded to support RIE/IE functionality	Project related system, policies and procedures upgraded to support RIE/IE functionality	Project related system, policies and procedures upgraded to support RIE/IE functionality	

OO 2.3: SPREP strengthened learning and outcomes reporting framework integrating organisational and environmental performance towards results-focused policy for program implementation	OO2.3.1: SPREP outcome-focused learning framework adopted and implemented	Implemented	None	Consultation draft	Training	Adopted	Implemented	Implemented	
	OO2.3.2: SPREP Performance Implementation Plan (PIP) Report endorsed by Members during high level governance meetings based on RF/ PIP achievements / AWPB	Endorsed	Planned	Adopted	Adopted	Endorsed	Endorsed	Endorsed	
	OO2.3.3: Performance of SPREP Programme implementation supported by partners	Supported	Not Assessed	Guidelines developed	Impact evaluation design developed	Supported	Supported	Supported	
	OO2.3.4: SPREP M&E Policy institutionalised within the organisation	Institutionalised	None	Drafted	Approved	Adopted	Implemented	Institutionalised	

SPREP Results Framework 2017-2026
Organisational Goal 3
Sustainable Financing
(Finance and Administration)

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

The 10-year goal for SPREP prioritises:

- Maintenance of a balanced budget
- Effective application of all control measures including implementation of policies for:
 - o risk management;
 - o currency exchange
 - o audit;
 - o cost recovery;
- Building a wider, sustainable funding base
- Developing and implementing a Partnership Engagement and Resource Mobilisation Framework

Organisational Objectives

- OO 3.1: Achieve a balanced and sustainable budget.
- 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.
- OO 3.3: Build effective, strategic, long-term relationships with new and existing donors through regular communications, including high-level discussions and meetings.
- OO 3.4: Build the capacity of SPREP as a Regional Implementing Entity (RIE) for climate change and as a conduit for other environmental funding mechanisms.
- OO 3.5: Seek additional sources and forms of sustainable financial support

2017-2026 Outcomes	Updated Indicator(s) (2017-2026)	Updated Target 2026	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
OO 3.1: Balanced and sustainable budget achieved	OO3.1.1: At minimum, a breakeven point achieved for annual financial performance	Achieved	Maintained	Sustained	Sustained	Achieved	Achieved	Achieved	
	OO3.1.2: Reserves maintained at a positive level	Maintained	Reduced	Reduced	Reduced	Maintained	Maintained	Maintained	
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.	OO3.2.1: Risks properly identified and mitigated utilising an updated Risk Management Policy	Mitigated	identified	Mitigated	Mitigated	Mitigated	Mitigated	Mitigated	
	OO3.2.2: Fiduciary systems ensured accurate financial management with integrity	Ensured	established	Ensured	Ensured	Ensured	Ensured	Ensured	
	OO3.2.3: Donors and partners endorsed relevant project financial reports	Endorsed	submitted	Endorsed	Endorsed	Endorsed	Endorsed	Endorsed	
OO 3.3: Additional funding sources with sustainable financing supported	OO3.3.1: "Cost Recovery Policy" implemented and utilised effectively on Investments from donor engagements	Implemented	Developed	Implemented	Implemented	Implemented	Implemented	Implemented	
	OO3.3.2 At least 75% of projects included cost recovery process	75%	No data	75%	75%	75%	75%	75%	
	OO3.3.3 Programme support fees integrated in relevant project budgets	Integrated	maintained	Increased	Increased	Integrated	Integrated	Integrated	

SPREP Results Framework 2017-2026
Organisational Goal 4
Productive Partnerships and Collaborations

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

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 via a Partnership Engagement and Resource Mobilisation Framework (PERMF) that will:

- identify criteria for effective partnerships
- prioritise key new partnerships and sources of funding in the context of SPREP's on-going international and regional engagements
- establish a monitoring programme to assess the effectiveness of established partnerships according to PERMF criteria

2017-2026 Outcomes	Updated Indicators (2017-2026)	Baseline 2017	PIP 1 2018-2019	PIP 2 2020-2021	PIP 3 2022-2023	PIP 4 2024-2025	PIP 5 2026	Remarks
OO 4.1: Strengthened SPREP partnerships including development of mutually beneficial agreements with defined roles for both partners sustained ownership	OO4.1.1 SPREP Partnership Engagement and Resource Mobilisation Strategy (PERMS) guided by clear partnership operational guidelines and processes.	Guided by clear guidelines / processes	None	Development initiated	Under implementation	Guided by clear guidelines / processes	Guided by clear guidelines / processes	Guided by clear guidelines / processes
	OO4.1.2 At least 2 new partnerships developed and/or signed to support progressing environment priorities contributing to regional and international commitments	6 Partnerships	No data	Effectiveness criteria for partnerships developed and adopted	95%	2 new partnerships	4 partnerships	6 partnerships
	OO4.1.3 At least 50% of existing partnerships generated results that add value to the achievement of SPREP's strategic priorities.	50%	No data			30%	40%	50%

OO4.2 Strategic regional partnership engagements including international collaborations sustained with high-level engagements in various forum focused on the protection and safety of environment in the Pacific region	OO4.2.1 At least 4 high level strategic events supported by SPREP in collaboration with key partners.	4				1	2	4
	OO4.2.2 SPREP protected from legal actions by resolving cases and actions on recommendations with legal advice to management across programmes	Protected	Not Assessed	Protected	Protected	Protected from legal action	Protected from legal action	Protected from legal action
	OO4.2.3 Contractual obligations ensured with any party (donor, consultants and or staff, or any other partner) including country agreements with the Government of Samoa for eligible privileges and immunities including tax and civil offenses for all staff	Ensured	Identified	Ensured	Ensured	Ensured	Ensured	Ensured

SPREP Results Framework 2017-2026
Organisational Goal 5
People Strategy
(Human Resources)

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

SPREP's 10-year goal of influencing positive change will prioritise:

- improved IT systems and practices, improved knowledge and information-sharing mechanisms,
 - a sharper focus on Member support through communications and outreach activities.
 - 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
 - implementation of an organisation culture transformation programme
- a Secretariat capacity to support effective change and to sustain organisational performance

Organisational Objective 5:

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

OO5.2: Build our human resource capability and capacity through continuous professional development within an empowering professional workplace culture

OO5.3: Build a constructive, empowering, and results-oriented culture where working as a collaborative team that respects and values each other is the norm

2017-2026 Outcomes	Updated Indicator(s) (2017-2026)	Updated Target 2026	Baseline 2017	PIP 2018-2019	PIP 2020-2021	PIP 2022-2023	PIP 2024-2025	2026	Remarks
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OO 5.1: Staff recruited and retained have the knowledge and skills contributing to the effective and efficient achievements of SPREP's Strategic Plan	OO5.1.1 a "No-more-than-6-months" recruitment period adopted	Implemented				adopted	adopted/ Implemented	Implemented	
	OO5.1.1b At least 70% staff retention rate annually	70% retention	None	Drafted	Implemented	70% retention	70% retention	70% retention	
	OO5.1.2a Budget support allocated and approved for the implementation of the People Strategy including remuneration, performance, and salary scale movements	Allocated/ Approved				Allocated/ Approved	Allocated/ Approved	Allocated/ Approved	
	OO5.1.2b At least 70% positive rating on actions and results supported resolutions from Suggestion Box, Staff Committee, and staff issues in general issues relating to people policies, practices, and ways of working	70% positive rating	No data	45%	55%	70% positive rating	70% positive rating	70% positive rating	
	OO5.1.3 At least 50% of the recommendations from the Remuneration Review implemented	50%	No data			50%	50%	50%	

OO5.2: Human resource capability and capacity strengthened through continuous professional development within an empowering professional workplace culture in a Pacific environment	OO5.2.1a Capability budget of 5% Payroll appropriated for leadership and capacity building programmes for staff	5% appropriated				5% appropriated	5% appropriated	5% appropriated	
	OO5.2.1b At least 70% of staff have attended leadership and continuous professional development programmes	70% of staff				70% of staff	70% of staff	70% of staff	

OO5.2.2a At least 70% of 'Near Miss' Incident reporting documented with actions undertaken.	70%					70%	70%	70%	
OO5.2.2b Reduced TRIFR (Total Recordable Injury Frequency Rate Formula = number of incidents x 1000000 / total number of employee hours worked)	Reduced TRIFR					Reduced TRIFR	Reduced TRIFR	Reduced TRIFR	

OO5.3: Results-oriented culture empowered staff through collaborative teamwork	OO5.3.1a At least 70% positive ratings derived from Culture and Engagement survey on actions covering staff performance, ethics and integrity, communications, teamwork, representations, and practices	70% positive ratings	No Assessed	30%	40%	70% positive ratings	70% positive ratings	70% positive ratings	
	OO5.3.1b At least 90% of the staff engaged in collaborative teamwork that values each other's norm in support of a culture that is inclusive and resilient	90% staff engaged				90% staff engaged	90% staff engaged	90% staff engaged	

Marginal Notes:

1. SPREP RF 2017-2026 is an M&E tool that housed indicators across programme outcomes with reference to the Strategic Plan 2017-2026
2. Strategic Objectives Statements are retained
3. Strategic Outcomes evolved from Strategic Objectives
4. Outcome Indicators were identified in consultation with programme and department teams in three cycles
5. Outcome indicators has specific targets across PIP periods from 2017-2026
6. SPREP RF is a adaptive learning framework document with real-time performance tracking

Addendum:

7. Indicators updated in conjunction with PIP3 and onwards as of July 15, 2021
8. Targets by PIP period are equally calibrated for quantitative indicators
9. PIP3 indicators and targets revised, changed, updated, or deleted were approved by Directors of Programmes and Departments (July 2021)

SPREP Results Framework 2017- 2026

Prepared by M&E

Revised Aug 15, 2019

2nd revision 15.07.2021

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 17: 2020 Pacific Regional Environment Indicator Status, excerpt from the Regional State of the Environment and Conservation Report (SoE) (SPREP, 2020)

Annex 17: [2020 Pacific Regional Environment Indicator Status, excerpt from the Regional State of the Environment and Conservation Report \(SoE\) \(SPREP, 2020\)](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 17: 2020 Pacific Regional Environment Indicator Status, excerpt from the Regional State of the Environment and Conservation Report (SoE) (SPREP, 2020)

Except from: SPREP (2020). State of Environment and Conservation in the Pacific Islands: 2020 Regional Report. Straza TRA (author). Wheatley A, Anderson P, Callebaut J, Reupena L (eds). Apia, Samoa: Secretariat of the Pacific Regional Environment Programme.

GUIDE TO INTERPRETING THE SYMBOLS

COLOUR indicates state of **Good** **Fair** **Poor** **Unknown** **Can be a range**

ARROW or SYMBOL indicates trend of **Improving** **Stable** **Deteriorating** **Mixed** **Unknown**

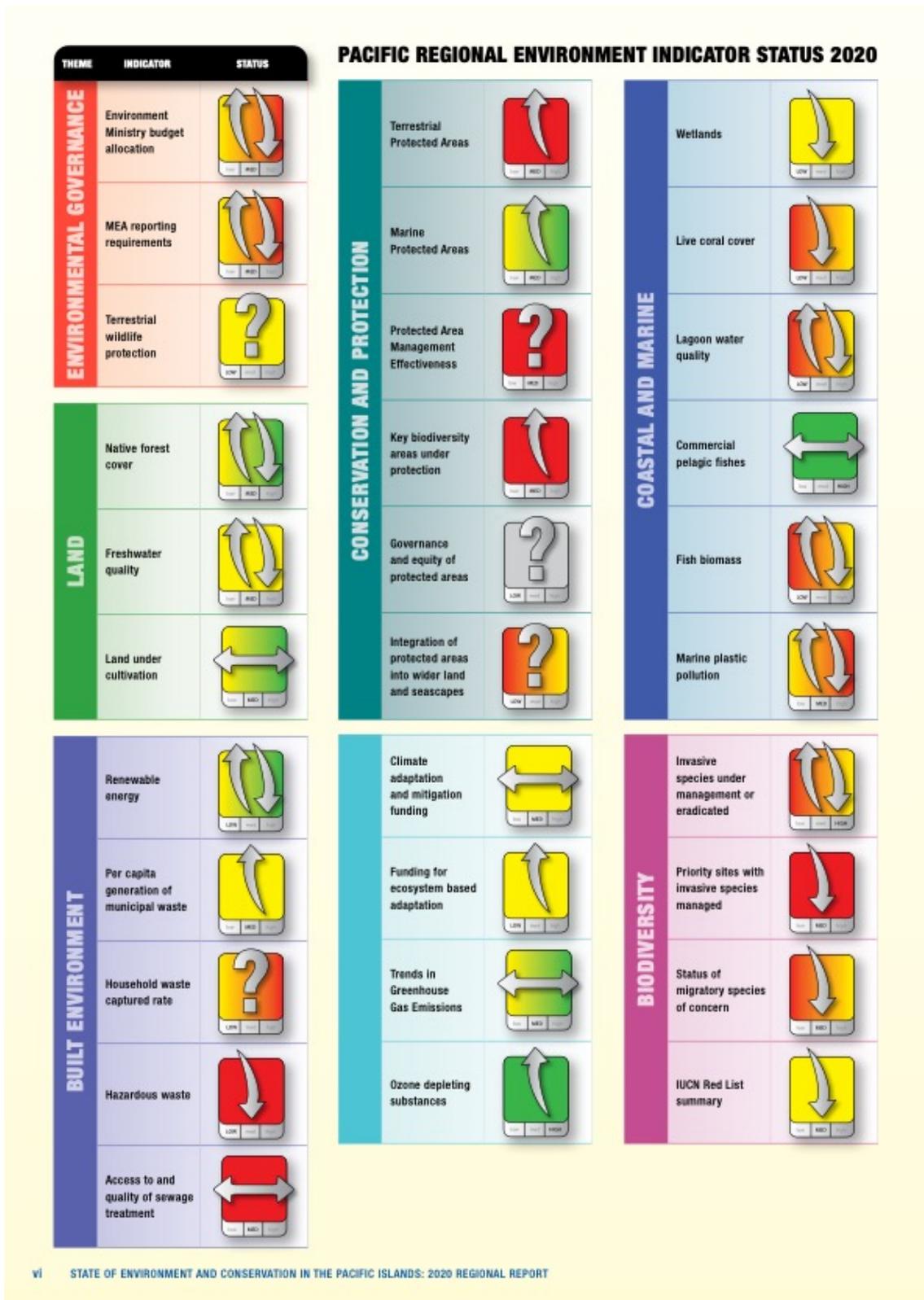
BOTTOM BAR indicates confidence in data and assessment of **Low** **Medium** **High**

	CATEGORY	DESCRIPTION	HOW IS IT DERIVED?	EXAMPLE
STATE <i>can be a range</i>	GOOD	The level to which the indicator meets or exceeds (good), is close to meeting (fair) or is well below (poor) a given standard for healthy ecosystems, habitats, species, watersheds or an urban environment.	Assessment is based on: • Recent trends; • Comparison with similar jurisdictions; and • Comparison with "healthy" habitats and systems. Where little data exists to make an assessment based on these criteria, expert opinion is used.	
	FAIR			
	POOR			
TREND	IMPROVING	The state of the environment related to the indicator is getting better.	Trends show a significant increase, or based on weight of evidence, indicators are improving.	
	DETERIORATING	The state of the environment related to the indicator is getting worse.	Trends show a significant deterioration, or based on weight of evidence the indicator is worsening.	
	STABLE	The state of the environment related to the indicator shows no detectable change.	Trends show no significant increase or decrease or, based on weight of evidence, the indicator is stable.	
	MIXED	The state of the environment related to the indicator shows a mixed trend; some worse, some better, some stable	Used primarily for sub-topics with multiple indicators, or in cases where data shows two distinct trends.	
	UNDETERMINED	The state of the environment related to the indicator is unclear.	Not enough data exists to determine a trend.	
CONFIDENCE	HIGH	Confidence in the data and assessment process is high.	Data is of high quality and provides good spatial and temporal representation.	
	MEDIUM	Confidence in the data and assessment process is medium.	Data is either lower quality, geographically sparse or limited temporally.	
	LOW	Confidence in the data and assessment process is low.	Data quality is poor and does not meet any of the above criteria.	

STATE OF ENVIRONMENT AND CONSERVATION IN THE PACIFIC ISLANDS: 2020 REGIONAL REPORT 5

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 17: 2020 Pacific Regional Environment Indicator Status, excerpt from the Regional State of the Environment and Conservation Report (SoE) (SPREP, 2020)



Annex 18: [SPREP Partnership, Engagement and Resource Mobilisation Strategy \(PERMS\)](#)

Draft SPREP Partnership Engagement and Resource Mobilisation Strategy

SPREP and Partnerships

Partnerships are essential to SPREP's achievement of the regional and organisational goals established by the SPREP Strategic Plan 2017-2026 (SP). In recognition of this, the SP directs a Secretariat role and focus on *brokering genuine and productive partnerships that support the advancement of Members' national and regional priorities... to make best use of the financial, human, and capital resources applied to Pacific island environmental priorities, and best serve the environmental needs of Pacific communities*. Organisational Goal 4 has partnerships and collaboration as its sole focus:

Organisational Goal 4 (OG4): SPREP is leading and engaged in productive partnerships and collaboration:

OG4 directs SPREP to undertake effective coordination of regional efforts in the spirit of the Framework for Pacific Regionalism and within SPREP's mandated areas of focus, to collaborate with other regional organisations and partners who provide additional expertise and capacity, and to act as a gateway for partners at the national level. The SP identifies two Objectives:

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.*

4.2 *Strengthen SPREP's reputation and capacity to lead productive regional partnerships that achieve positive environmental outcomes.*

Background

- The Secretariat's mission to support PIC Members to achieve their national, regional and international environmental priorities relies on a web of partnerships at different levels. All relationships depend on a level of inter-personal understanding and trust, however SPREP's partnerships with in-country and external partners need to be formalised to ensure that they are established to meet clearly defined and mutually desirable objectives, and that the effectiveness of both partners in meeting those objectives can be monitored and evaluated.
- On a regular and on-going basis it is important that the Secretariat is able to identify gaps and opportunities for new partnerships, particularly in relation to partnerships that bring technical and/or financial resources to SPREP's achievement of strategic goals and objectives.

The Partnership Engagement and Resource Mobilisation Strategy

The Partnership Engagement and Resource Mobilisation Strategy (PERMS) has been developed to provide guidance on establishing, maintaining, and targeting productive partnerships. Under the guidance of the SPREP Partnership and Resourcing Reference Group (PRRG), the PERMS:

1. Guides the development of new partnerships and the monitoring of active partnerships; and

Targets the development of new strategic partnerships by identifying opportunities and gaps from analysis of SPREP's strategic priorities and partnership portfolio.

PERMS Framework in 3 parts:

1. Guidance on new partnerships
2. Guidance on M&E for existing partnerships
3. Targeting new partnerships via opportunities and gaps in partnership portfolio compared to PIP Strategic outcomes.

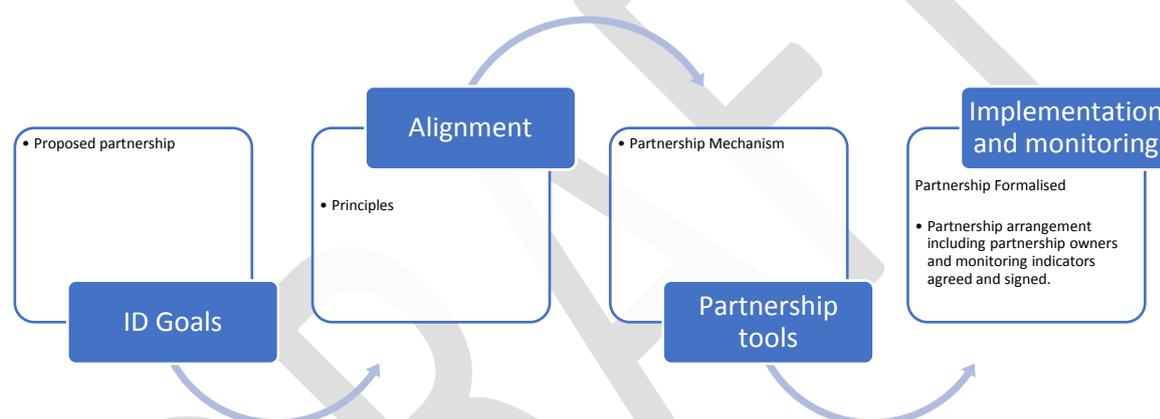
1. Developing new partnerships

Principles for partnership engagement:

SPREP Partnership agreements should seek to:

- b. Contribute towards achievement of SPREP strategic Goals and PIP outcomes by aligning with national, regional, and organisational principles, plans and strategies;
- c. Be collaborative with other relevant existing/planned initiatives;
- d. Be based on shared values;
- e. Be integrative across, and add value to, SPREP programmes, projects and support services;
- f. Produce meaningful, positive, equitable and mutually beneficial outcomes with performance indicators that reinforce equity, transparency and accountability for the roles and responsibilities of both partners;

Foster gender mainstreaming and social inclusion across engagements.



Goals of partnership

- Shared values
- Funding support
- Technical support
- Development partner
- Procurement
 - Goods
 - Services

Partnership mechanism and tools

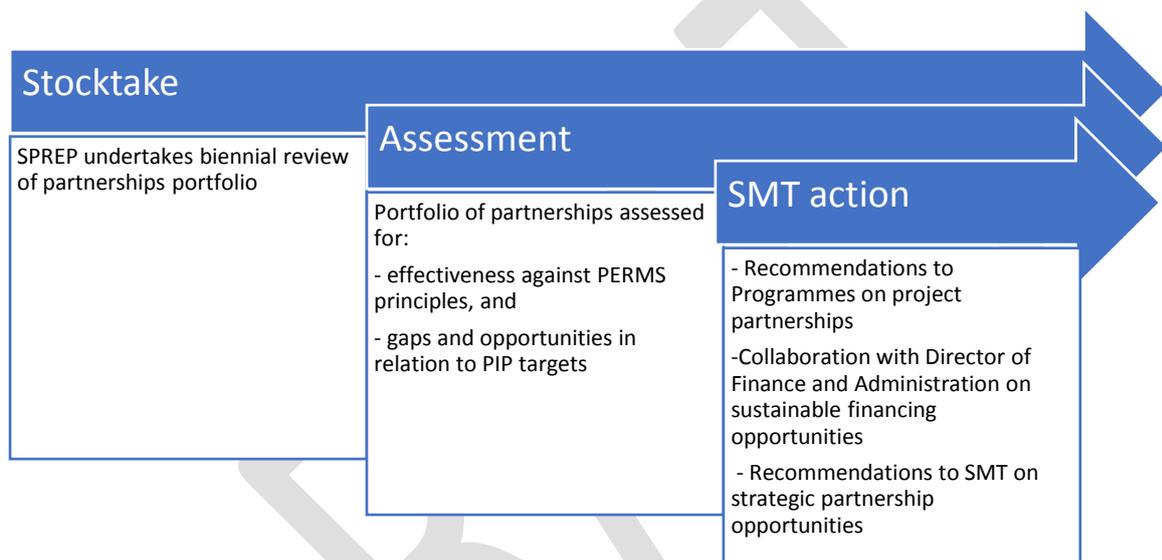
SPREP formally engages with partners through a wide range of mechanisms. The choice of mechanism and associated tools will depend on the purpose/goals of the partnership. In cases such as funding partnerships, the particular mechanism and partnership tools may be

required by the partner. However, all partnerships should seek to meet the PERMS principles from the outset and develop monitoring indicators accordingly.

2. Monitoring partnerships

All partnerships that meet PERMS criteria will have specific monitoring indicators and identified partnership owner/s. Monitoring performance of partners will be ongoing according to the parameters contained in the partnership agreement. SPREP will undertake biennial reviews of the partnership portfolio:

3. Assessment of opportunities and gaps



SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 19: Active Partnership Agreements, output from internal SPREP Secretariat database circa June 2021

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SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

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Note: * In response to missing details in this column, the Secretariat advised:

"The list of MOU active and inactive in excel is what was extracted from the Intranet. There are no other details missing. The details are in the sub-folders of the MOU by years. It does not have the name of the MOU but rather what type it is".

Type	Description *	Organization	Start *	End *	Programme	ID
Memorandum Of Understanding (MOU)	To renew the Intent of SPREP & WCS	Wildlife Conservation Society (WCS)	20/5/21	20/5/26	Island and Ocean Ecosystem (IOE)	Record 414434396
Letter of Agreement (LOA)	Ministry of Meteorology, Energy	Government of Tonga	11/3/21	1/3/23	Island and Ocean Ecosystem (IOE)	Record 1500184975
Memorandum Of Understanding (MOU)	To provide a framework for co-operation	Government of Tonga	24/3/21	24/3/26	Island and Ocean Ecosystem (IOE)	Record 61571354
Financial Agreement (FA)	Kiwa Initiative-Nature-base solutions	Agence Francaise De Developpement (AFD)	18/11/20	18/11/22	Island and Ocean Ecosystem (IOE)	Record 1566719855
Host Agreement	Relationship of J-PRISM II	Japan International Cooperation Agency (JICA)	1/4/21	31/3/22	Executive	Record 1952951178
Memorandum Of Understanding (MOU)	To facilitate cooperation between the	Western and Central Pacific Fisheries Commission (WCPFC)	1/5/08		Island and Ocean Ecosystem (IOE)	Record 844474887
Memorandum Of Understanding (MOU)	Partnership between Ministry of Health	Government of Tonga	3/3/21		Waste Management and Pollution Control (WMPC)	Record 1685901476
Partnership Agreement (PA)	(Amendment #1) Agreement for the	Commonwealth Scientific & Industrial Research Organization (CSIRO)	18/2/21	1/1/22	Climate Change Resilience (CCR)	Record 942892335
Partnership Agreement (PA)	(Amendment #1) Agreement for the	APEC Centre for Climate Change (APCC)	18/2/21	10/1/22	Climate Change Resilience (CCR)	Record 1421685456
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Government of Vanuatu	7/8/20	31/12/21	Waste Management and Pollution Control (WMPC)	Record 1961031038
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Government of Tonga	3/8/20	31/12/21	Waste Management and Pollution Control (WMPC)	Record 1377481148
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Government of Republic of Marshall Islands	24/7/20	30/6/22	Waste Management and Pollution Control (WMPC)	Record 1014983932
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Government of Palau	1/7/20	31/12/21	Waste Management and Pollution Control (WMPC)	Record 156742007
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Government of Niue	24/8/20	30/6/22	Waste Management and Pollution Control (WMPC)	Record 2110444566
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Government of Kiribati	3/7/20	31/12/21	Waste Management and Pollution Control (WMPC)	Record 661292009
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	National Environment Service (NES)	1/7/20	31/12/21	Waste Management and Pollution Control (WMPC)	Record 402305094
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	REV Ocean			Climate Change Resilience (CCR)	Record 878143612

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan

Volume 2 | Annex 19: Active Partnership Agreements, output from internal SPREP Secretariat database circa June 2021

Type	Description *	Organization	Start *	End *	Programme	ID
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Vanuatu Environment and Science Society (VESS)	9/2/21	9/2/26	Island and Ocean Ecosystem (IOE)	Record 924092475
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Vava'u Environmental Protection Association(VEPA)	8/9/20	8/9/26	Island and Ocean Ecosystem (IOE)	Record 153512724
Memorandum Of Understanding (MOU)	To provide a framework of co-operation	Wan SmolBag(WSB)	19/1/21	19/1/26	Island and Ocean Ecosystem (IOE)	Record 1561620407
Partnership Agreement (PA)	MOU between SPREP and the National	Government of Timor Leste	6/8/20	30/6/22	Climate Change Resilience (CCR)	Record 1824647519
Memorandum Of Understanding (MOU)	Recognises the intent of SPREP and	Government of Vanuatu	16/7/20		Waste Management and Pollution Control (WMPC)	Record 478785114
Memorandum Of Understanding (MOU)	Recognises the intent of SPREP and	Government of Solomon Islands	8/2/21		Waste Management and Pollution Control (WMPC)	Record 1626402574
Memorandum Of Understanding (MOU)	Recognises the intent of SPREP and	Government of Palau	25/8/20		Waste Management and Pollution Control (WMPC)	Record 491619823
Memorandum Of Understanding (MOU)	The National Authorising Office (NAO)	Government of Timor Leste	12/6/20		Climate Change Resilience (CCR)	Record 2066646337
Grant Agreement	Development cooperation programme, to	Government of Ireland	24/11/20	24/11/21	Climate Change Resilience (CCR)	Record 1539230375
Memorandum Of Understanding (MOU)	Framework of cooperation with Ministry	Government of Vanuatu	25/1/21		Island and Ocean Ecosystem (IOE)	Record 1153690272
Memorandum Of Understanding (MOU)	Provide a framework of cooperation with	Government of Vanuatu	8/9/20		Island and Ocean Ecosystem (IOE)	Record 134087630
Memorandum Of Understanding (MOU)	Provide a framework of cooperation	Blue Planet Marine (BPM)	6/4/17	6/4/22	Island and Ocean Ecosystem (IOE)	Record 1282791553
Memorandum Of Understanding (MOU)	Provide a framework for co-operation	Pacific Community (SPC)	27/7/17	27/7/22	Executive	Record 377999145
Memorandum Of Understanding (MOU)	Co-operation between SPREP and	Government of Niue	24/8/20	30/6/22	Waste Management and Pollution Control (WMPC)	Record 427461672
Memorandum Of Understanding (MOU)	Collaboration on Climate Change and	Organisation of Eastern Carriibbean States	21/10/20	21/11/25	Climate Change Resilience (CCR)	Record 1902366214
Memorandum Of Understanding (MOU)	On cooperation in the field of Climate	Government of Papua New Guinea	3/11/20	3/11/25	Climate Change Resilience (CCR)	Record 2142741310
Partnership Agreement (PA)	PACRES Partnership Agreement	Government of Samoa	20/10/20	31/10/21	Climate Change Resilience (CCR)	Record 1685987308
Letter of Agreement (LOA)	Building climate resilience in urban	Government of Vanuatu	21/5/19		Island and Ocean Ecosystem (IOE)	Record 2063660414
Memorandum Of Understanding (MOU)	Ministry of Meteorology, Energy,	Government of Tonga	26/7/19	26/7/24	Island and Ocean Ecosystem (IOE)	Record 48452477
Memorandum Of Understanding (MOU)	To provide a framework for continued	The Nature Conservancy (TNC)	29/7/19	29/7/24	Environmental Monitoring and Governance (EMG)	Record 124820629
Memorandum Of Understanding (MOU)	Sets out the understanding of	Australian Bureau of Meteorology (BoM)	1/7/18	30/6/22	Climate Change Resilience (CCR)	Record 1170164598
Memorandum Of Understanding (MOU)	Is to provide a framework of co-	World Wildlife Fund (WWF) Pacific	11/10/19	11/10/24	Island and Ocean Ecosystem (IOE)	Record 427457587
Grant Agreement	Climate Policy Support Project	Deutsche Gesellschaft fur Internationale Zusammenarbeit GmbH (GIZ)	19/12/19	15/10/21	Climate Change Resilience (CCR)	Record 209295838

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Volume 2 | Annex 19: Active Partnership Agreements, output from internal SPREP Secretariat database circa June 2021

Type	Description *	Organization	Start *	End *	Programme	ID
Letter of Agreement (LOA)	Pacific Regional Invasive Species	Victoria University of Wellington	22/11/19		Island and Ocean Ecosystem (IOE)	Record 573106192
Memorandum Of Understanding (MOU)	MOU is designed to outline the basis	University of the South Pacific (USP)	31/3/20	31/3/25	Executive	Record 353793917
Memorandum Of Understanding (MOU)	Provide a new framework of co-operation	Institute for Pacific Coral Reefs (IRCP)	14/11/17	14/11/22	Island and Ocean Ecosystem (IOE)	Record 567714560
Memorandum Of Understanding (MOU)	Provide a framework of co-operation	New Zealand Centre for Environmental Law (NZCEL)	1/9/17	1/9/22	Environmental Monitoring and Governance (EMG)	Record 207558850
Memorandum Of Understanding (MOU)	Provide a framework of co-operation	The Ocean Foundation (TOF)	6/10/17	6/8/22	Climate Change Resilience (CCR)	Record 398024923
Memorandum Of Understanding (MOU)	Provide framework of cooperation &	United Nations Environment Programme (UNEP)	4/12/17	31/12/22	Island and Ocean Ecosystem (IOE)	Record 410551114
Memorandum Of Understanding (MOU)	Mutal interests in relation to the	Korea Institute of Ocean Science and Technology (KIOST)	2/4/18	2/4/23	Climate Change Resilience (CCR)	Record 1841866669
Memorandum Of Understanding (MOU)	Provide a framework of cooperation	The Global Green Growth Institute (GGGI)	23/8/18	23/8/23	Climate Change Resilience (CCR)	Record 2044592550
Memorandum Of Understanding (MOU)	To protect the region's birds	Birdlife International	12/9/18	12/9/23	Island and Ocean Ecosystem (IOE)	Record 223542891
Partnership Agreement (PA)	Agreement for Coordination of the	Territory of Wallis et Futuna	2/8/19	2/9/22	Island and Ocean Ecosystem (IOE)	Record 168988184
Partnership Agreement (PA)	Intention to collaborate in the	Government of France	1/8/19		Island and Ocean Ecosystem (IOE)	Record 753693093
Memorandum Of Understanding (MOU)	Framework for cooperation between the	Meteo France	7/12/18	7/12/23	Climate Change Resilience (CCR)	Record 10927225
Memorandum Of Understanding (MOU)	Framework of cooperation between SPREP	L'Agence Francaise pour la Biodiversite (AFB)	4/12/18	4/12/23	Island and Ocean Ecosystem (IOE)	Record 1547616010
Letter of Agreement (LOA)	The Project Regionnal Oceanien des	Pacific Community (SPC)	1/3/19		Island and Ocean Ecosystem (IOE)	Record 190805766
Memorandum Of Understanding (MOU)	EMG Programme & Inform Project	Government of Samoa	12/3/19	12/12/21	Environmental Monitoring and Governance (EMG)	Record 20219921
Principles of Collaboration	Foster training, knowledge exchange,	Asian Development Bank(ADB), World Bank (WB), University of the South Pacific (USP)	30/4/19		Environmental Monitoring and Governance (EMG)	Record 1308149621
Letter of Agreement (LOA)	Implementation of the Global Climate	Pacific Community (SPC)	1/1/19	31/12/22	Climate Change Resilience (CCR)	Record 639780975
Memorandum Of Understanding (MOU)	MOU is to strengthen collaboration	The Caribbean Community Climate Change Centre (CCCCC)	11/12/19	11/12/24	Climate Change Resilience (CCR)	Record 2084209197

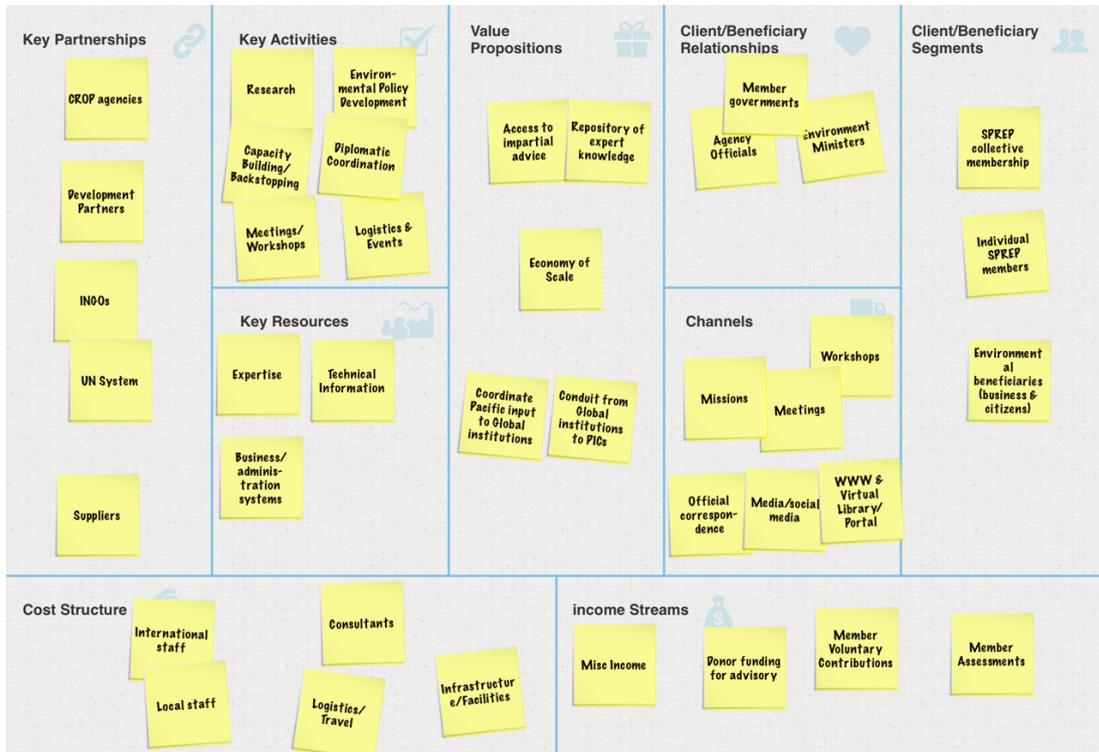
Annex 20: [Business Models described in Part D, Section 1](#)

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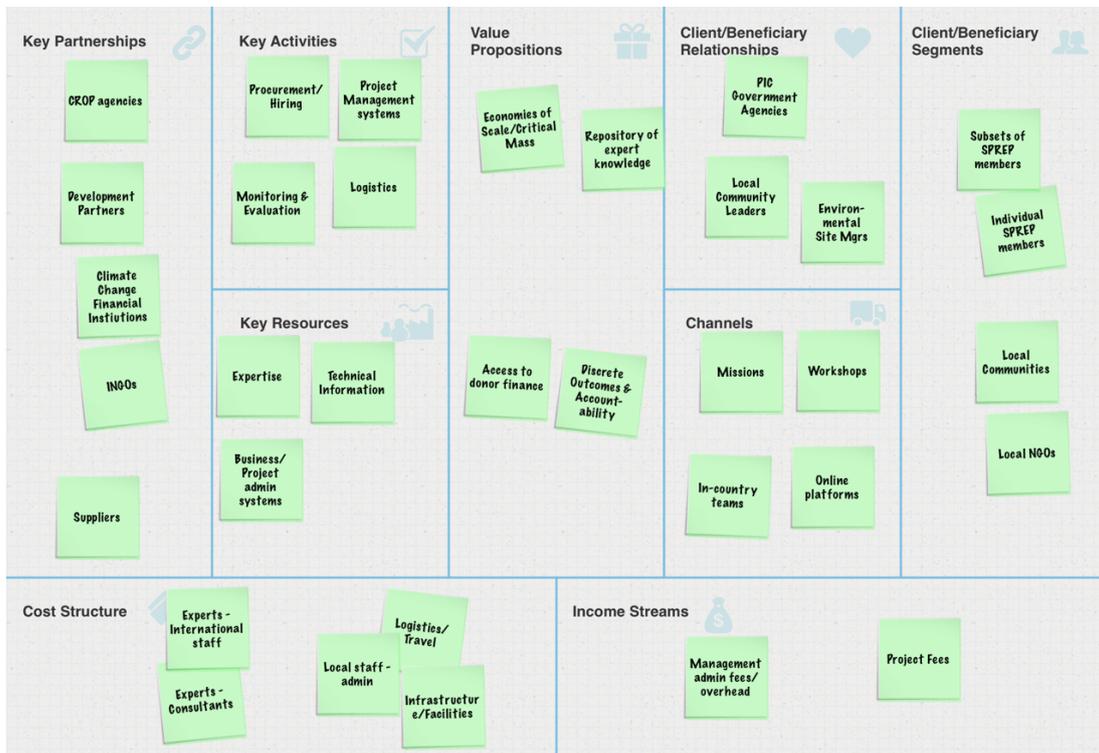
Volume 2 | Annex 20: Business Models described in Part D, Section 1

The Review Team carried out a whiteboard exercise in an attempt to clarify the differences and overlaps between two Business Models currently in operation at the SPREP Secretariat.

Business Model A (SPREP's Advisory Role)



Business Model B (SPREP's Project-based Role)



Annex 21: [Gender Equity and Social Inclusion Assessment](#)

SPREP Independent Corporate Review & Mid-Term Review of the Strategic Plan
Gender Equity and Social Inclusion Assessment

SPREP's overarching commitments to Gender and Human Rights are reflected in the SPREP Strategic Plan, which recognises its integration as one of the key enabler's to ensuring the effective delivery of the four regional goals outlined. The SP makes no reference as to how gender and human rights will enable the effective delivery of the four goals, though it highlights, the people of the Pacific as one of the four values that guide the work. SPREP's value for the people of the Pacific takes into consideration the diverse social and cultural priorities of the 21 countries in the region with a commitment to strive to embrace diversity in all its work.

At a regional level, the explicit commitment to Gender Equality and Human Rights is captured in the Pacific Platform for Action for Gender Equality and Women's Human Rights (PPA) endorsed by the Ministers for Women in 2017. The PPA provides a regional roadmap for achieving gender equality and human rights and makes specific reference to the well-being of all women and girls of all diversities in all their diversity, inclusive of young women, older women, rural women, women with disabilities, women with diverse sexual orientations and gender identities, and indigenous women. The PPA guides PICTs, regional agencies and development partners in prioritising strategic approaches to achieve gender equality and supports action on national, regional and international gender equality commitments made by Pacific Island countries and territories (PICTs), particularly under the Pacific Leaders' Gender Equality Declaration (PLGED) and the Sustainable Development Goals (SDGs)

While these commitments are not clearly articulated in the Strategic Plan, SPREP has in place a Gender Policy (2016) that establishes a framework and outlines priority areas of action for the institution. In 2020, a few years after the development of the Gender Policy, SPREP instituted a Gender Equality & Inclusion Mainstreaming Working Group (GEIM) to provide strategic guidance and cohesiveness to SPREP's commitment to gender equality and social inclusion both internally and externally. The TOR for the WG was approved by the SMT in 2020. SPREP recognises that the mainstreaming of gender and social inclusion is the responsibility of all SPREP staff, however members of the GEIM are expected to act as champions in their respective work units, programmes and departments.

The Gender Policy sets out to:

- i) strengthen and maintain an institutional environment that supports and encourages gender mainstreaming
- ii) improve the effectiveness and sustainability of SPREP's projects, programmes and activities
- iii) contribute to increased capacity in Member countries to incorporate a gender perspective into policies, plans and projects

The expected outcomes are:

- i) increased knowledge and skills among SPREP staff for addressing gender in policy development and programming
- ii) improved and sustained gender mainstreaming in SPREP projects, programmes and activities and
- iii) increased capacity in Member countries to incorporate a gender perspective into policies, plans and projects

Tools developed for this review incorporated specific questions to gauge how well the Secretariat has tracked in these areas with responses from member countries, stakeholders and staff reflecting a varied level of understanding and awareness on how well gender and human rights were being integrated across all projects and programs carried out by SPREP in member countries.

In 2020, the GEIM WG conducted a survey among staff within the Institution to assess the gaps in the implementation of SPREP Gender Policy and determine institutional actions towards ensuring social

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inclusion and mainstreaming across programmes, departments, and work units. The findings from the survey revealed, amongst other findings, the fact that there is a lack of knowledge and awareness of the SPREP Gender Policy with no systems in place to ensure that it is embedded into programmes and departments with very little guidance and direction for its inclusion.

This review also noted the use of different terminology in different documents, which reflects growing awareness within the Secretariat of how the work in this area continues to evolve to capture the intersectionality of women and girls lived experiences and the experiences of other marginalized groups including the LGBTQI communities and People Living With A Disability. However, this is not specified in SPREP's Gender Policy. An example of this difference in terminology is the reference to Gender and Human Rights in the Strategic Plan, the reference to Gender Equity and Women's Empowerment in Communities and Environments in the Gender Policy (2016) and the establishment of the Gender Equality and Inclusion Mainstreaming Working Group (GEIM) in 2020.

Staff Consultation Findings

Staff who responded to questions on the implementation of commitments to gender in the online survey conducted as part of this review, indicated that implementation of gender commitments in SPREP Regional Programmes and projects is inconsistent with some projects having more success than others. More than 34% of staff who completed the survey recognise that SPREP is performing well in delivering gender commitments through work in countries and territories, but more work is needed. Around 23% of staff believe that SPREP is doing excellent work in this regard with 19% of the view that SPREP's work on gender mainstreaming is poor.

“SPREP does not have a system in place, it is an after thought at best. Projects are left to their own devices to design and implement, and as such, the majority have little built in, and no corporate support to do better. The issue is only ever spoken about once a year when we have a report to write as part of the PIP - it is tokenistic and no impacts if not done. Not taken seriously by Executive” – SPREP Staff Member Response in Online Survey

“We need dedicated gender and human rights-based approach specialist team to support projects across SPREP integrate these aspects into their work from the outset and implemented throughout the lifetime of the project.” – SPREP Staff Member Response in Online Survey

The SPREP Gender Mainstreaming Policy identifies priority actions that relate to how the Secretariat is structured and run, including:

- 50% of SPREP's senior team inclusive of management/advisors who are women,
- Two Gender focal points in house,
- Recruitment of Pacific Island women,
- Gender diversity and balance in the organisation,
- Strengthening and maintaining an institutional environment to support Gender mainstreaming.

Over 38% of staff are of the view that SPREP's performance in delivering the above is good but incomplete with more work needed. A little over 23% consider SPREP's work in this regard to be excellent and a little over 26% consider SPREP's performance to be poor with very little of these commitments being implemented.

“There is no dedicated role for Gender due to no funds. No funding for learning and development in this area for staff who have been given these gender tasks on top of their own roles. There is no expertise in house.” – SPREP Staff Member Response in Online Survey

“I don't think gender equity is an issue at SPREP. Overall, there is parity. In the Senior Leadership Team there are more women. In IT [the Secretariat IT Department] we would like more women, but they are not motivated to apply for positions.” – SPREP Staff Member Response in Online Survey

Member Consultation Findings

Members who responded to this question on the implementation of commitments to gender in the online survey conducted as part of this Review highlighted mixed views on how well SPREP is doing on this issue. Some recognise SPREP's support towards ensuring gender perspectives as excellent

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(33%), or good but incomplete (33%), while over 19% of the view that SPREP's performance is inadequate in this regard

One comment from a Member representative exemplifies entrenched views of gender roles prevalent in the region: "gender has a rightful place to perform their duties and God-given functions" and that SPREP when working on gender equality, should "consider the context of different cultures". These entrenched notions of gender roles require careful navigation and sensitivity. SPREP staff need to be equipped through training to manage these discussions at a country level which requires specific knowledge and expertise in discussing and educating stakeholders in relation to gender equality in a way that is culturally appropriate.

Partner Consultation Findings

Over 52% of partners (including donors) who responded to this question, are of the view that SPREP has been doing mostly well in ensuring that gender and social inclusion perspectives are considered as part of their programming, work and support to Members. A little over 17% are of the view that SPREP is doing this very well with a little over 23% of the view that this is being done sometimes.

["While SPREP may do what it can to integrate Gender and Human Rights issues into its work, it is still hampered by the socio-cultural constructs in parts of the Pacific." - SPREP Partner Response in Online Survey](#)

["It is hard to tell if it is a box-ticking exercise to ensure that donor safeguards are followed, or if they have developed meaningful, culturally appropriate ways to implement gender equity and social inclusion across their programmes. It is more apparent, for example, that SPC has invested significant effort in this space." - SPREP Partner Response in Online Survey](#)

Conclusion

The Secretariat has made some progress in its commitments to Gender Equity and Social Inclusion (GESI) with reports to the upcoming SPREP Members meeting highlighting specific programmes that support gender inclusion with activities considering women, men, youth and people with disabilities in its work plans and programme implementation. SPREP implemented Gender and Social Inclusion reviews of projects, which resulted in the development of new GESI strategies and action plans for two programmes with ongoing collection of sex-disaggregated data. According to reports, Gender courses have also been developed to implement and support Gender mainstreaming policies and practices for beneficiaries.

However, it is also evident that there is room for improvement in the implementation of SPREP's commitments in the Gender Policy. While the GEIM is making a concerted effort to fulfill the commitments in their terms of reference, they are performing this role in addition to existing full-time roles. There is recognition that Gender mainstreaming is the responsibility of all staff but the lack of visible support from the Senior Leadership Team appears to be the biggest obstacle for staff tasked with implementing the policy. Without high level commitment, SPREP's GESI work will remain more of a tick box exercise to respond to donor requirements at the project level with few indicators of measurement institutionalised within SPREP.

This review finds that a commitment needs to be made by Secretariat Senior Leadership to strengthen and maintain the institutional environment that supports the implementation of commitments to gender and social inclusion. This includes the need for a more robust system of measurement to determine how this focus on gender equality and social inclusion considerations and activities is improving the effectiveness and sustainability of SPREP's projects, programmes and activities.

Recommendation: The 30th SPREP Meeting consider requiring that:

- SPREP Senior Leadership reinforce their commitment to the implementation of the SPREP Gender Policy with one member of the Executive team identified as a Gender Champion to lead on its implementation.
- The work of the GEIM Working Group be supported to ensure it translates into the Secretariat's management and decision-making systems and processes.
- The Secretariat update the SPREP Gender Policy (2016) to reflect developments in GESI theory and practice in the Pacific Region. These updates would include:

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- The recognition of the intersectionality of women and girls lives and other marginalized diverse groups including LGBTQI and People Living with Disabilities.
- A commitment for staff to be trained to enable them to deliver SPREP's commitments to Island Members.
- A systematic approach to planning, monitoring, evaluation and reporting on SPREP's GESI work through programmes and projects.

Annex 22: [2014 ICR and SPR Recommendations Progress Review](#)

Annex 22. 2014 ICR and SPR Recommendations Progress Review

This analysis assesses the response of the Secretariat to the recommendations of the 2014 Independent Corporate Review and Strategic Plan Medium Term Review. In 2021, the Secretariat provided progress updates for each of these 2014 recommendations to inform this Review, a summary of the Secretariat's comments is included in the tables below.

This analysis confirms that most of the recommendations are still under implementation. Very few of the recommendation have been fully implemented. The challenges identified in 2014 reviews remain highly relevant and mostly unresolved. They include:

- The need for business planning that moves from project to programme funding,
- Strategic organisation-wide planning that ensures coordination and integration across all divisions including communications,
- The need for a governance structure that promotes the sharing of responsibilities between Members and the Secretariat,
- Monitoring and evaluation that provides for results-based planning and management that delivers environmental outcomes and improved livelihoods.

These findings are reflected in the 2021 Review Findings and Recommendations.

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Table 1. Independent Corporate Review Recommendations 2014

Note: there was some overlap between these recommendations and the SPR Recommendations (Table 2) Recommendations from the SPR that are not included in this Table are detailed in Table 2 below.

Recommendation 2014	SPREP Progress and Status as 21 March 2021	2021 Review Team Comment	Recommendation 2021
1. Increase both the capacity of the Secretariat to interact with Francophone Members and partners and the French presence and visibility of SPREP on the Web, including mirroring the current English web site, where practical.	No progress update from SPREP Secretariat.	Not Actioned.	Refer Recommendation 5 (Island Members Strategic Partnerships Frameworks), Recommendation 6 (in-country SPREP representatives) and Recommendation 7 (Communications Plan) in Part C.
2. The Secretariat respond further to the directives of previous SPREP Meetings for which the IRT considers the responses could have been more substantive or, perhaps, better documented, and provide a report to the 26th SPREP Meeting.	Process remains the same - no change to the current reporting process.	Not Actioned.	Refer Recommendations in Part D Section 1 (Structure) in relation to Governance Arrangements.
3. Given the wide range responsibilities involved in internal audit processes, and that there is only one staff member in the SPREP's Internal Audit (IA) Unit, the Secretariat should make a special effort to explore with other CROP agencies the possibility of sharing the expertise of personnel in a Joint Internal Audit Unit.	This recommendation is impractical given that the IA role operates on a daily basis and on specific issues relating to SPREP governance. IA function is an area that requires strengthening with additional personnel but has been constrained due to funding challenges.	Not Fully Actioned (not in progress).	Refer Recommendations in Part D Section 2 (Processes and Systems) in relation to the Auditor role/Independent Ombudsman.

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Recommendation 2014	SPREP Progress and Status as 21 March 2021	2021 Review Team Comment	Recommendation 2021
<p>4. Clarify the role of the Troika, including through a terms of reference, and ensure it has the capacity and support to perform the assigned roles, including undertaking the annual xiii performance evaluation of the Director General, and providing advice and other support to the Director General and other members of the Senior Management Team.</p>	<p>SPREP will accept the standing offer of the Regional Advisory Services (RAS) to work with SPREP on the role of the Troika within the context of the overall governance of SPREP.</p> <p>The Secretariat's view is that the Troika is playing an increasingly important role in SPREP's overall governance, which does not diminish or reduce the role or importance of the annual SPREP Meeting as the primary governance mechanism for SPREP.</p>	<p>Not Fully Actioned (not in progress).</p>	<p>Refer Recommendations in Part D Section 1 (Structure) in relation to Governance Arrangements and the appointment of a permanent Board.</p>
<p>5. Canvas further the issues raised by staff that remain unresolved, and address these in a consultative and timely manner.</p>	<p>The first ever People Strategy for the Secretariat was endorsed by the SPREP Executive Board Meeting in 2020. Funding for this Strategy remains a challenge.</p>	<p>In progress.</p> <p>Staff engagement survey planned in PIP 3 (2022-2023)</p>	<p>Refer Recommendations in Part D Section 3 (People and Rewards) in relation to the establishment of an independent external dispute mechanism to provide a neutral forum for staff grievances to be addressed and adjudicated, after other dispute settlement processes are exhausted.</p>
<p>6. The Secretariat to further examine, and justify, the assumption that reduced transaction costs for individual donors will make it possible to expand the number of donors for SPREP activities, including private sources, without creating an excessive burden on the Organisation.</p>	<p>The issue of cost recovery is incorporated in the project design, hence integrated into the budget from the outset and in the PIP 2020-2021.</p> <p>The Secretariat could benefit from a Funding Strategy which could be aligned with the Partnership Engagement and Resource Mobilisation Strategy.</p>	<p>Refer to analysis in Part D Section 4 (Sustainable Finance).</p>	<p>Refer Recommendations in Part D Section 4 (Sustainable Finance). These recommendations supersede the 2014 recommendation.</p>

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Recommendation 2014	SPREP Progress and Status as 21 March 2021	2021 Review Team Comment	Recommendation 2021
<p>7. Undertake a more thorough and detailed assessment, including discussions with donors, to determine the feasibility of each Division including a pro-rated portion of the depreciation expenses and foreign exchange losses within project budgets, rather than having these costs covered by the Corporate Services budget.</p>	<p>The budget is categorized into two major components:</p> <ol style="list-style-type: none"> 1. the core budget which is primarily funded by member contributions, programme/project management fees and other miscellaneous funding sources; and 2. the work programme which is funded by donor contributions. <p>The work programme and budget is aligned with the PIP 2020-2021 and Organisational <i>Objective 3.1: Achieve a balanced and sustainable budget</i> and correlating indicators of:</p> <ul style="list-style-type: none"> – OO3.1.1: A Net Surplus sustained in Financial Performance – OO3.1.2: Negative reserves reduced – OO3.1.3: Foreign Exchange exposure managed risks reduced loss which is not more than financial surplus – OO3.1.4: Foreign Exchange exposure managed properly. 		<p>Refer Recommendations in Part D Section 4 (Sustainable Finance). These recommendations supersede the 2014 recommendation.</p>
<p>8. Advocate for, and achieve, a timely revision and updating the CROP Chief Executive Officers' Statement on Climate Change.</p>	<p>This has not been done to date due to the cross sectoral approach of climate change across all agencies. Furthermore, regional developments in terms of Climate Change in recent years such as the adoption of the Framework for Resilient Development in the Pacific (FRDP) in 2016 and the Pacific Resilience Partnership (PRP) in 2017 have required a different CROP heads mechanism to address Climate Change challenges. On February 2021 the CROP Heads agreed to support the new CROP Climate Change Resilience Mechanism (CCCRM), that is to</p>	<p>No longer relevant.</p> <p>Superseded by change in CROP coordination arrangements on climate change.</p>	<p>Refer Recommendation 3 (CROP Collaboration) in Part C.</p>

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Recommendation 2014	SPREP Progress and Status as 21 March 2021	2021 Review Team Comment	Recommendation 2021
	include climate change and resilient development as a standing item on the agenda of CROP Heads meetings. The importance of complementing existing mechanisms taking into consideration that this worked well however the context changed when Leaders endorsed the Framework for Resilient Development in the Pacific (FRDP) in 2016.		
9. Identify and implement procedures that will ensure that future use of memoranda of understanding contributes to still further increases in the effectiveness and efficiency of the work of the Secretariat, and SPREP as a whole.	The adoption of the Partnership Engagement and Resource Mobilization Strategy (PERMS) by the Executive Board in 2020 established a new strategic Framework for addressing proposals for new Partnerships through and MoUs. Under the guidance of the SPREP Partnership and Resourcing Reference Group (PRRG), the PERMS	In progress. The Partnership Engagement and Resource Mobilisation Strategy (PERM) and Partnership and Resourcing Reference Group (PRRG) are an appropriate and timely management initiative. Time is needed to determine if this new initiative will fulfil its objective.	No recommendation.
10. Strengthen the performance monitoring, evaluation and reporting processes in ways that will allow clarity in the reporting of the results achieved, including outcomes and impacts, as a consequence of SPREP assisting PICT Members to ensure their environment, including natural ecosystems, is of high quality and can sustain lives and livelihoods into the future;	Members at the Executive Board in 2020 commended the quality of the first PIP (2028-2019) in reporting against outcomes. SPREP-DFAT Performance Results Framework was based on the PIP outcome indicators. The reporting to Members has been more outcome-focused shifting away from activity level reporting. Directors of Programmes and Departments engaged in PIP discussions and reporting on outcomes. SPREP M&E periodically engaged with PICTs and CROP members (SPC, PIFS, USP)	In progress. The Secretariat have yet to fully develop, implement and resource the Results Planning, Performance Reporting and Learning Framework as described in the Strategic Plan. As a result, SPREP is not currently achieving results-focussed monitoring and evaluation that can inform a continuous learning and	Refer Recommendation 9 (Results Planning, Performance Reporting and Learning Framework) in Part C.

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Recommendation 2014	SPREP Progress and Status as 21 March 2021	2021 Review Team Comment	Recommendation 2021
	specifically on issues regarding regional M&E frameworks such as FRDP 2017-2030, RMI's Climate Strategy 2050, among others.	improvement approach to achieving the Goals of the Strategic Plan. A Monitoring and Evaluation Policy is under development that may address these outstanding aspects of the Strategic Plan's monitoring, evaluation and learning commitments.	
11. Prepare and action a framework that guides implementation and facilitates reporting, whether it be in the form of (completing) the Business Plan, or another instrument such as an action plan that is based on consultations	<p>The Secretariat proposes that further work on the Business Plan is deferred until confirmation of the next Strategic Plan process. This will enable strategic consideration of the purpose of the Business Plan as an integral element of the overall governance and planning framework of SPREP.</p> <p>Based on the new Strategic Plan the Performance Implementation Plan (PIP) 2018-2019 was developed and endorsed by the SPREP Meeting in 2017. The 1st PIP (2018-2019) outcomes were reported during 2nd EBM using the approved PIP. The 2nd EBM endorsed the PIP1 outcome report</p>	<p>Not fully actioned. In progress.</p> <p>The Strategic Plan and the Performance Implementation Plan and Reporting system represents significant progress in relation to this recommendation.</p> <p>Secretariat has Frameworks that guide implementation and facilitate reporting under development including the Monitoring and Evaluation Policy and the Country and Territory Strategic Partnership Framework.</p>	Refer Recommendation 5 (Island Members Strategic Partnerships Frameworks), and Recommendation 9 (Results Planning, Performance Reporting and Learning Framework) in Part C.
12. Clearly identify assumptions and risks in each Annual Work Programme and Budget, to assist in developing an overall understanding of success factors and lessons learned in implementing projects and programmes;	In 2017 a suite of policies was developed and approved by management including the SPREP Governance Policy which includes Core Requirement for Risk Management; Internal Control Framework which includes Risk Assessment in line with the COSO model; and the SPREP Risk Management Manual.	<p>Not fully actioned.</p> <p>Current Performance Implementation Plans (Work Programmes) and Reports do not identify risks and assumptions.</p>	Refer Recommendations in Part D Section 2 (Processes and Systems) in relation to Adoption of a Quality Management System.

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	<p>The Risk Committee is operational, and the Risk Management Policy developed is under review together with the Risk Management Manual. This will further enhance risk management across the work of SPREP.</p>	<p>The monitoring of enterprise-level risk is currently handled by the Risk Committee system.</p> <p>The Project Coordination Unit (PCU) monitors and reports on project-specific risks.</p>	
<p>13. Further strengthen the public relations capacity of the Communications and Outreach unit of Corporate Services, and increase the use of visual and social media, other communications technologies, and French and other relevant languages to increase awareness in PICTs of the need for, and the benefits of, the assistance and other support provided by SPREP.</p>	<p>The Secretariat has faced challenges with the core budget. As a result, since 2017 there is only one EPAL staff member complemented by two local EPAL positions in the communications team.</p> <p>The two EPAL positions of Communications and Outreach Adviser (COA) and Publications Officer (PBO) have not been recruited despite the COA being identified by the SLT as a priority position to be filled in the last 3 years given the absence of funding. The Media and Public Relations Officer (MPRO) has been serving in an acting Communications Adviser capacity since 2015.</p> <p>The funding challenges in the communications and IT team has further exacerbated the lack of French language visibility but there is a commitment to the production of publications and resources in French, that are made available on the SPREP website.</p>	<p>Not actioned due to funding issues.</p> <p>Section C6.4 details the status quo.</p>	<p>Recommendation 7 (Communications Plan) in Part C.</p> <p>Refer Recommendations in Part D Section 4 (Sustainable Finance) in relation to the Core Budget.</p>
<p>14. Establish and implement a formal mechanism that encourages ongoing and inclusive professional discourse and other</p>	<p>Inclusive professional discourse at SPREP is strongly encouraged and supported through a range of mechanisms including the monthly staff seminar series.</p>	<p>In Progress.</p>	<p>Recommendation 2 (Regional Programme Integration) in Part C.</p>

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learning opportunities for Secretariat staff, including through the existing seminars.	<p>This has also been addressed through an all staff capacity building programme through the SPREP Advance in 2015 led by the Change Management Factory.</p> <p>A key challenge for the Secretariat has been funding for Professional Development particularly the implementation of the Staff Learning and Development Plans in their Performance Development Plans (PDPs).</p>	<p>Refer Section C6.3.1 (Regional Programme Integration) in Part C.</p> <p>Through the People Plan, under “Staff capacity development”, PIP3 (2022-2023) includes a commitment to develop and implement:</p> <ul style="list-style-type: none"> a) Leadership Talent Framework; b) Capability Building Framework c) Leadership and Capability Building Programmes 	Refer Recommendations in Part D Section 3 (People and Rewards) in relation to Learning and Development and the use of a Capability Development Framework.
15. When developing Annual Work Programmes in the future, Members and the Secretariat should also be guided by the new Framework for Pacific Regionalism, and by the approved Sustainable Development Goals.	As a general observation, the Secretariat considers its work programme and activities are fully consistent with the Framework for Pacific Regionalism. If there are areas where this is not the case, then SPREP would welcome guidance and advice from SPREP members.	<p>In Progress.</p> <p>See Section C6.4 Regional Leadership on Strategic Priorities and C6.6 Monitoring, Evaluation and Continuous Improvement.</p>	See Recommendation 7 (Communications Plan) and Recommendation 9 (Monitoring and Evaluation) in Part C.
16. Work Programmes should reflect the contributions of supporting partners, such as the private sector and NGOs, will also be making to achieving environmental outcomes that help improve livelihoods and sustainable economic development, while performance monitoring, evaluation and reporting processes should include targets and indicators that can be used to demonstrate the resulting immediate and longer term	<p>SPREP is making every effort to reflect contributions of all stakeholders and supporting partners.</p> <p>SPREP is continuing to develop and communicate the linkages between its work on environmental management and sustainable livelihoods.</p> <p>SPREP will strengthen work on targets and indicators to demonstrate the resulting immediate and longer-term contributions to social and economic development, including through development of the next strategic plan.</p>	<p>In Progress.</p> <p>See Section C5 and C6.3.2 (Partnerships) for progress in relation to management and reporting of Partnerships.</p> <p>See Section C 6.6 for progress in relation to Monitoring and Evaluation if outcome/impact.</p>	See Recommendation 3 (CROP Partnership) and Recommendation 9 (Monitoring and Evaluation) in Part C.

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contributions to social and economic development.			
17. Members and the Secretariat should identify and implement measures that increase the sustainability of outcomes beyond the duration of SPREP's investment, including, where needed and appropriate, ensuring ongoing support from sustainable national financing mechanisms.	This remains a key challenge for SPREP, noting sustainability beyond the project or intervention of SPREP is often subject to staff turn over within national agencies and also prioritisation of financing and resources available at the national level. SPREP is addressing this issue, wherever possible, while noting the matter is subject to continued funding from donors in most cases. Specific examples are provided through SPREP's work under the Adaptation Fund and the Green Climate Fund to follow-up key outcomes arising from the PACC and PIGGAREP Projects.	Not Fully Actioned (not in progress). Refer Section C3.2 (Sustainability of Results) C6.6 (M&E) for progress and areas for improvement in relation to outcome sustainability. Country and Territory Strategic Partnership Frameworks are likely to be a practical tool to better build outcome sustainability into SPREP's work with Island Members at the national level.	See Recommendation 5 (Country and Territory Strategic Partnership Frameworks) and Recommendation 9 (Monitoring and Evaluation) in Part C.
18. The Secretariat, with the approval and support of Members, should do more in relation to delivering on its mandate concerning regional public goods related to the environment and marine ecosystem services, including knowledge management and sustainable financing.	The new project on EbA (PEBACC) has commenced focusing on ecosystems services and which includes knowledge management and sustainable financing. Other examples include PACIOCEA, MACBIO, BIOPAMA, FINPAC and COSSPAC projects. To enhance integration of work across the organisation to ensure implementation of the mandate concerning public regional goods related to the environment and marine ecosystem services; knowledge management	In progress. Good progress made in relation to Knowledge Management over the review period. PIP3 (2022-2023) includes the following outcome indicators: <ul style="list-style-type: none"> At least 40% of knowledge management products produced by programmes are 	No recommendation.

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	<p>and sustainable financing the key strategic plan linkages are noted as follows:</p> <ul style="list-style-type: none"> • Climate Change & Meteorology Coordination; • Pacific Climate Change Centre; • Oceans Coordination; • Environmental Monitoring; • Communications and Advocacy; and • Partnerships Coordination. <p>Current projects include:</p> <ul style="list-style-type: none"> ▪ PacWaste Plus ▪ PEUMP ▪ Global Climate Change Alliance Plus Intra ACP - Pacific Adaptation to Climate Change and Resilience Building Project, which includes strengthening knowledge and sharing information to address climate change and build resilience; and capacity building, research and innovation ▪ Pacific ICLIM Phase 2 which aimed at effective management of climate change data and information. <p>This has included the establishment of the Blue Team at SPREP and the development of a range of marine related programmes.</p>	<p>catalogued with links established to SPREP portals.</p> <ul style="list-style-type: none"> • Include cost recovery budgetary provisions for knowledge management activities into projects. 	
<p>19. The Secretariat is encouraged to ensure that all cross-cutting issues are addressed in its work, particularly gender and human rights considerations, including the Secretariat having clear operating and programming policies that address the concerns, contributions and needs of people</p>	<p>SM 2015 SPREP needs to focus on its mandate but will incorporate these concerns in its work where relevant and feasible. Specific increased focus on human rights will require additional resources. A Social and environmental safeguards policy is currently in draft form and will be implemented incrementally through the evolving project management framework. A</p>	<p>Not Fully Actioned. In progress.</p> <p>There have been some positive developments made in relation to the Gender Mainstreaming Policy, notably the introduction of a Gender Equality and Inclusion Mainstreaming Working Group, but this work remains patchy and</p>	<p>See Recommendation 8 (Gender Equality and Inclusion).</p>

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with disabilities, children, youth, the elderly, and vulnerable groups in general.	final social and environmental safeguards policy will be presented to the 2016 SM. SLT endorsed the ToR of GEIM (Gender Equity Inclusion and Mainstreaming) working group as a cross-cutting mechanism. GEIM is now fully represented in CROP-Gender Coordination and GEIM champion was delegated to oversee the institutional operation ensuring the inclusion of GEIM across all areas of SPREP work.	inconsistent across the programme areas. Given the dramatic challenges faced by the Region on gender equality, it is likely that SPREP would need to dedicate further technical training and resourcing to this important cross-cutting issue. See Section C3.4 and C6.5 (Gender Equality and Inclusion).	
20. Members may wish to consider making more resources available to the Secretariat so that identified and prioritised training and development needs can be addressed in a timely manner.	The Secretariat explored an increase in membership contributions at the SPREP Meetings in 2015, 2017 and 2019. While there has been a commitment by some to increase, most Members have yet to formalize any additional pledges or intention to increase and hence membership contributions remain insufficient to render significant support for the Core Budget. As noted in the Final Audit of SPREP by KPMG in 2020, the current reserves of US\$ 447,000 reflects the weak position of the Organization's reserves, which critically needs to be strengthened if SPREP is to continue to be resilient	Poor Progress. Funding for prioritised training and development needs is still highly limited due to limited core funds. PIP3 refers to continuation of the series of regular staff seminars and knowledge sharing on various topics of interest. Section C6.3.1 (Regional Programme Intervention) also suggests fostering "communities of practice" within the Secretariat that bring together cross-disciplinary expertise and interests. However, these measures should be in addition to an organisational investment in the training and development needs of its staff.	Refer Recommendations in Part D Section 3 (People and Rewards) in relation to Learning and Development and the use of a Capability Development Framework.
21. Assess the implications of the emerging Framework for Pacific Regionalism for the Organisation	The SPREP Strategic Plan 2017-2026 was endorsed by the 27 th SPREP Meeting in 2016. This incorporated the noted priorities as	Not fully Actioned.	Refer Recommendation 3 (CROP Collaboration) and Recommendation 7

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<p>and, with the approval and support of Members, the Secretariat should ensure it is fully engaged in preparing relevant Policy Statements and in maintaining oversight of the preparatory work for the other Statements, in order to ensure that the enduring integrity of Pacific environments is never compromised.</p>	<p>reported in 2015. Note in 2020 and 2021 the Pacific Islands Forum with Members and CROP agencies are working on developing the 2050 Strategy, which is another high level political statement on the priorities for the region including on climate change, oceans and the environment</p>	<p>Refer Section C6.4 (Regional Leadership).</p>	<p>(Communications Plan) in Part C.</p>
<p>22. Members may wish to establish a standing working group, as an active decision making body with a well defined mandate; Membership could include a more functional Troika, as well as four representatives of Members from each of Micronesia, Melanesia, Polynesia, and metropolitan countries; the working group could be mandated to consider, and act and communicate with Members and the Secretariat on key matters that require out of session concurrence of Members.</p>	<p>Reported to 2015 SM: The meeting noted the recommendation. Until such time as a clearly defined need for a standing working group is demonstrated ad hoc working groups should continue to be used.</p> <p>All Members meet every two years with an Executive Board in alternate years. The Executive Board included rotational member representation from Polynesia, Micronesia, Melanesia, Metropolitan and French speaking.</p>	<p>Not accepted at the 25th SPREP Meeting (2014).</p> <p>Part D Section 1 (Structure) explores issues related to the current governance arrangements in detail and recommends changes.</p>	<p>Refer Recommendations in Part D Section 1 (Structure) in relation to Governance Arrangements.</p>
<p>23. With the approval of Members, the Secretariat should implement relatively modest changes that will give greater clarity to the work of the technical Divisions, encourage more inter Divisional work, and achieve a more strategic approach by the Secretariat as a whole.</p>	<p>Based on the Strategic Plan 2017-2026 management approved the functional structure of the Secretariat in 2017. This includes the Strategic Policy and Technical Programmes of Climate Change Resilience; Island and Ocean Ecosystems; Waste Management and Pollution Control; and Environmental Monitoring and Governance. Also incorporated in the functional structure is the Governance and Operations (Strategic</p>	<p>Poor Progress.</p> <p>Refer Section 6.3.1 (Regional Programme Integration) in Part C.</p>	<p>Refer Recommendation 2 (Regional Programme Integration) in Part C.</p>

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	<p>Planning & Project Coordination and Information Services) as well as Finance & Administration and Human Resources. Furthermore, to enhance integration of work across the organisation the key strategic plan linkages are noted as follows:</p> <ul style="list-style-type: none"> • Climate Change & Meteorology Coordination; • Pacific Climate Change Centre; • Oceans Coordination; • Environmental Monitoring; • Communications and Advocacy; and • Partnerships Coordination. <p>Projects such as the ACPMEAs Phase 3 is an example of cross programme approach where three of the programmes are working together to implement this project.</p>		
<p>24. Subject to the approval of Members, the Secretariat and Members should adopt and implement as a matter of high priority the proposed integrated approach that is designed to strengthen SPREP's strategic and operational planning and implementation.</p>	<p>SPREP agrees in principle though may suggest refinements and adjustments. Agree with concept of Integrated Country Programming – will have additional cost implications. The appointment of SPREP Officers in a number of PICTs has improved the effectiveness of SPREP delivery in Pacific Island members. We note this will be addressed through the next Strategic Plan and no action is necessary at the current time.</p>	<p>Poor Progress.</p> <p>Refer Section 6.3.1 (Regional Programme Integration) in Part C.</p> <p>Country and Territory Strategic Partnership Frameworks and greater local staff presence are likely to be a practical tool to better build programme integration into SPREP's work with Island Members at the national level.</p>	<p>Refer Recommendation 2 (Regional Programme Integration), Recommendation 5 (Island Members Strategic Partnerships Frameworks), and Recommendation 6 (in-country SPREP representatives)</p>
<p>25. Consistent with the monitoring and evaluation framework in the</p>	<p>SM 2015 It is noted that SPREP is making good progress on the State of the</p>	<p>Actioned.</p>	

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Strategic Plan, Members should undertake relevant monitoring, and report annually to the Secretariat on progress in implementing their components of SPREP's Work Programmes.	Environment Reports in a number of Pacific countries and this can assist members reporting on implementing the SPREP Strategic Plan and work plan. March 2021 Reporting is presented to the Members through the PIP.		
26. The Secretariat should, as a matter of urgency, undertake a cost-benefit analysis of the Pacific Climate Change Centre, and seek guidance from Members in light of the findings.	At the 2014 SM (SM25) the Secretariat disagreed with this recommendation noting the PCCC has been in negotiation for 3 years, is endorsed by Government of Samoa, and has been approved for funding by Government of Japan. Since the SPREP Meeting the Prime Minister of Japan has formally announced, at the PALM 7 Meeting in May, 2015, that the Government of Japan has approved the PCCC and this is now proceeding. In June 2019 SPREP finalised a Grant Funding Arrangement with New Zealand for US\$ 2.3 million which supports the operationalisation of the PCCC including personnel for the period 2019 to 2022. This has included the appointment of the Manager in October 2020 and the rest of the staff in early 2021. SPREP and JICA signed the extension of the Project for the Capacity Building on Climate Resilience in the Pacific with new ending date until 2022 on 17 March 2021. A total of 12 Executive courses to be delivered until 2022.	Not accepted at the 25 th SPREP Meeting (2014).	
27. Before any further steps are taken to modify SPREP's sub-regional presence, with the assistance of the Secretariat and	To date SPREP has been able to enhance its sub-regional presence in Micronesia and Melanesia. Official opening of the Northern Pacific Sub-Regional Office located in Majuro,	Not clear if this recommendation was Actioned – did “Members fully evaluate the decentralisation efforts already being undertaken”.	Refer Recommendation 6 (in-country SPREP representatives)

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<p>after a period of approximately 18 months to two years, Members should fully evaluate the decentralisation efforts already being undertaken.</p>	<p>Marshall Islands in November 2019, which was a decision of Micronesian Leaders.</p> <p>The office helps support strategic goals of SPREP’s Micronesian Members and visibility - Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Guam, Kiribati, Marshall Islands, Nauru and Palau.</p> <p>SPREP as at March 2021 has offices and staff in Samoa, Fiji, Marshall Islands, and Vanuatu. In the Marshall Islands staff are funded by the core for the North Pacific Office and through the Regional Invasives Project. For Fiji staff are funded by the EU BIEM Project and PacWaste Plus, and the PEBACC Project which was completed in 2020. For Vanuatu staff are funded by the GCF for VanKIRAP and EU for PacWaste Plus.</p>	<p>In terms of this Review, the findings conclude that greater Staff presence in the region is improving programme effectiveness and impact and is well received by Members. Refer Section C6.3.3 (Member Engagement).</p>	
<p>28. The Secretariat should prepare and implement a Business Plan that includes, amongst other considerations, provisions to manage the diversity of partnerships and funding sources, the predictability of funding, and guidance on new project funding as well as on the distribution of funding across the Divisions.</p>	<p>The Business Plan was endorsed by the SPREP Meeting in 2014.</p> <p>The Secretariat proposes that further work on the Business Plan is deferred until confirmation of the next Strategic Plan process. This will enable strategic consideration of the purpose of the Business Plan as part of the overall new governance and planning framework of SPREP.</p>	<p>Not fully Actioned.</p>	<p>Refer Recommendations in Part D Section 4 (Sustainable Finance). These recommendations supersede the 2014 recommendation.</p>

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Table 2. Strategic Medium-Term Review Recommendations 2014

Note: there was some overlap between these recommendations and the ICR Recommendations above. Recommendations from the SPR that are not included above are detailed below.

Recommendation 2014	SPREP Progress and Status as 21 March 2021	2021 Review Team Comment	SPR Recommendation 2021
Assessing Effectiveness, Efficiency and Relevance			
<p>1. The Secretariat should 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.</p>	<p>SPREP has been working closely with SPC with its first joint management meeting held in 2019 and in 2020. In the 2019 meeting agreed in areas of mandate need for mutually agreed principles in how SPC and SPREP collaborate. A commitment for regular meetings every six months between SPC and SPREP management</p>	<p>In Progress. See Section C5 and C6.3.2 (Partnerships) for progress in relation to management and reporting of Partnerships.</p>	<p>See Recommendation 3 (CROP Partnership) and Recommendation 9 (Monitoring and Evaluation) in Part C.</p>
<p>2. The Secretariat should ensure that programme and project planning and implementation is more transparent, and consistent with the best practices of other development partners, including contributions by and disbursements to PICT Members being confirmed prior to final project approval, as well as being identified in the Work Programme and Budget.</p>	<p>The Country and Territory Strategic Partnership Frameworks are high-level guides to all interactions between the Secretariat and individual SPREP PICT Members. It is to confirm mutual commitments to existing and planned strategic priorities and actions. Take account of other development partner engagements in each PICT development Plan.</p>	<p>In Progress. PIP System and Results Framework has introduced more transparent programme planning and implementation. Project Coordination Unit has been introducing best practice at the project level, but this is limited to Climate Finance Projects. The Secretariat has Frameworks that guide implementation and facilitate reporting under development including the Monitoring and Evaluation Policy and the Country and Territory Strategic Partnership Framework. Country and Territory Strategic Partnership Frameworks are likely to be a practical tool to</p>	<p>Refer Recommendation 5 (Country and Territory Strategic Partnerships Frameworks) and Recommendation 9 (Monitoring and Evaluation) in Part C.</p>

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		ensure that contributions by and disbursements to PICT Members are being confirmed prior to final project approval, as well as being identified in the Work Programme and Budget.	
Recommendations 3-5 were included in Table 1.			
6. The Secretariat should begin a dialogue with Members as to how it might 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.	<p>The SPREP Strategic Plan 2017-2026 was endorsed by the 27th SPREP Meeting in 2016.</p> <p>Based on the new Strategic Plan the Performance Implementation Plan (PIP) 2018-2019 was developed and endorsed by the SPREP Meeting in 2017. The 1st PIP (2018-2019) outcomes were reported during 2nd EBM using the approved PIP. The 2nd EBM endorsed the PIP1 outcomes</p>	<p>In Progress.</p> <p>PIP System and Results Framework has introduced more flexible programme planning and implementation.</p> <p>See Section C6.4 Regional Leadership on Strategic Priorities and C6.6 Monitoring, Evaluation and Continuous Improvement.</p>	See Recommendation 3 (CROP Partnership), Recommendation 7 (Communications Plan) and Recommendation 9 (Monitoring and Evaluation) in Part C.
7. Consistent with the agreed monitoring and evaluation framework in the Strategic Plan, PICT Members should be more committed to monitoring and providing annual reports on their progress in implementing their components of SPREP's Work Programmes, including assessing the extent to which SPREP programming is supporting Member priorities as outlined in relevant policy and planning documents. In turn, the Secretariat should be more proactive in encouraging and	The Country and Territory Strategic Partnership Frameworks are high-level guides to all interactions between the Secretariat and individual SPREP PICT Members. It is to confirm mutual commitments to existing and planned strategic priorities and actions. Take account of other development partner engagements in each PICT development plan	<p>Poor Progress.</p> <p>See Section C 6.3.3 Member Engagement. SPREP has recently introduced the Country and Territory Strategic Partnership Framework. This requires mutual commitment from PICT members as well as the Secretariat on action, monitoring and reporting.</p>	Refer Recommendation 5 (Island Members Strategic Partnerships Frameworks)

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supporting PICT Members to report in this way.			
Resourcing the Strategic Plan.			
Recommendations 8-12 were included in Table 1.			
13. The next Strategic Plan should guide SPREP's activities for at least ten years, so the Organisation can work towards, deliver and document tangible environmental and related economic and social outcomes as well as somewhat longer-term impacts.	Based on the new Strategic Plan the Performance Implementation Plan (PIP) 2018-2019 was developed and endorsed by the SPREP Meeting in 2017. The 1 st PIP (2018-2019) outcomes were reported during 2 nd EBM using the approved PIP. The 2 nd EBM endorsed the PIP1 outcome report.	Actioned.	
14. Members and the Secretariat should take account of wider policy and planning processes currently underway in the region, and internationally, and consider the opportunities these offer for aligning SPREP's work with wider sustainable development considerations. The Review Team recommends that, in particular, Members consider how best to align its next Strategic Plan, as well as annual Work Programmes and other action plans, with relevant aspects of the final version of the Sustainable Development Goals, with the Framework for	Considered with the development of the next strategic plan	In Progress. See Section C6.4 Regional Leadership on Strategic Priorities and C6.6 Monitoring, Evaluation and Continuous Improvement.	See Recommendation 3 (CROP Partnership), Recommendation 7 (Communications Plan) and Recommendation 9 (Monitoring and Evaluation) in Part C.

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<p>Pacific Regionalism, and with relevant aspects of the Small Islands Developing States Conference outcome document. Members should instruct the Secretariat, accordingly, including how future activities under each of SPREP's Strategic Priorities need to contribute directly to outcomes that improve lives and livelihoods, and the sustainable economic development of the region.</p>			

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SPREP
Coronavirus – Emergency Response and Contingency Plan
Approved March 2020_Updated July 2021

INTRODUCTION

In March 2020, SPREP established an Emergency Response Team (ERT) in recognition of the need to have a clear position and response to the State of Emergency (SOE) situations declared by the Governments of Samoa and other SPREP Office locations due to the COVID-19 pandemic. The ERT established the following guidelines that SPREP will follow in preparation for different scenarios and levels under the SOEs.

OVERALL OBJECTIVE:

- 1) Prioritise health and well-being of staff in line with SPREP’s People Strategy: Outcome 2
- 2) Clarification of our duty of care as an employer for the health and safety of staff
- 3) Maintaining operations and service delivery to Members and development partners to the extent possible

1. PLANNING AND PREVENTION

- a) Keeping track of all official Health and Government advice for all office locations
- b) Keeping staff well and regularly informed of developments and plans

2. COMMUNICATIONS

- a) All communications both internally and externally will be via the Director General as focal point and documents copied to website.
- b) Basic hygiene practices
 - i. notices and reminders will be regularly issued by HR;
 - ii. posters around the Headquarters compound will be maintained by the Properties Team;
 - iii. Outposted offices are to acquire appropriate hygiene posters from local Health Ministries and display them in public office areas including all washrooms.
 - iv. hand soap and hand sanitisers will be maintained around the Apia Campus by the Properties Team
 - v. Outposted offices are to purchase and distribute hand sanitisers in office public spaces and all washrooms
 - vi. regular cleaning and wiping down of common areas especially morning tea area and facilities; door handles; bathrooms; stairs and rails (TEC, PCCC, Mod B and walkways) will be maintained on the Apia campus
 - vii. Outposted offices are to ensure that similar, enhanced cleaning protocols are routinely in place.
 - viii. Staff should avoid hugs/handshakes at the office
 - ix. use of bankcards rather than cash is encouraged wherever available.
 - x. All staff to regularly check WHO website - HR will continue to circulate links and web addresses of important information. The WHO and the Official Government Information Centers will be the source of all information that would guide SPREP.
- c) HR will continue to circulate official advice from Samoa and other host countries. Any other information the DG and ERT consider to be important for staff in addition to this official advice will be sent to HR for circulation.

3. TRAVEL

- a) Travel is a major component of everyone’s roles given the nature of SPREP’s work, as a consequence, under the present circumstances from now (16 March 2020):
 - i. **SPREP has instituted ban on all official travel since March 2020.** Exception will be considered on a case by case basis especially on medical grounds and for staff who wish to return to be with families in their recognised homes during these SOE periods.

ii. All workshops and conferences have been either cancelled or postponed.

- b) Annual Leave is a personal decision. During this period however, staff are required to advise their Directors if they are planning to travel for leave. If they are, then guidelines put in place by SPREP should be followed, taking into account requirements of the host countries.
- c) Reiterating previous Coronavirus Updates – it is most important that if you are not feeling well, or are sick, especially with fluey symptoms, or have to care for a sick family member, please do not come to work, just let us know and keep us informed through HR.
- d) **Effective immediately, any staff returning from travel overseas (either on work purposes or for leave) is required to work from home for 14 days. The Directors will make arrangements with the staff on work arrangements while at home. Period is for 14 days or when medically cleared.** This situation has been replaced by Government regulations on compulsory quarantine. All staff are expected to comply with all host country requirements. The ERT will revisit this condition when quarantine conditions by host countries change.

4. WHEN A STAFF MEMBER IS SUSPECTED OF CONTRACTING THE VIRUS (ie, fever, dry cough, muscle aches or cold or flu-like symptoms)

- a) Any staff member who suspects, or is tested for possible coronavirus while overseas will need to meet Samoan entry criteria and either have gained medical clearance and certification within 3 days of return in the country they are currently in, or if tested positive, undertake quarantine for 14 days in a country free of the virus. Affected staff must advise their Directors and HR of their situation and keep them updated. Take note of most recent conditions by the host Governments.
- b) Outposted staff feeling ill in their country of work, and Apia staff feeling ill at home must self-isolate (at an appropriate place in line with recommended health advisories)
- c) Staff must advise HR and visit the nearest medical facilities for testing
- d) Staff absence will be treated as sick leave
- e) HR will provide support by sharing information on self-care and prevention from health authorities.

5. WHEN A STAFF MEMBER IS CONFIRMED TO HAVE CONTRACTED THE VIRUS

- a) Staff must self-isolate (at an appropriate place in line with recommended WHO and SPREP/country health advisories) for 14 days or until medically cleared.
- b) Staff must advise HR and visit the nearest medical facilities for help and assistance.
- c) Staff absence will be treated as sick leave
- d) HR will provide support by sharing information on self-care and recovery from health authorities
- e) If the staff member had been at their office, proper and thorough clean-up of the office will be undertaken. The affected staff need to advise HR and Directors of those colleagues/other people with whom they had come into in contact so that appropriate action can be taken for their well-being.
- f) Depending on the level of contact between the affected staff and others in their building and on the compound, other staff may need to self-isolate. It is critical that affected staff take responsibility for this and contact their Directors and HR so that wider effects and the potential spread of the virus can be effectively managed.

6. WHEN A MEMBER OF THE STAFF'S HOUSEHOLD IS SUSPECTED/CONFIRMED TO HAVE CONTRACTED THE VIRUS

- a) Staff are advised to contact their Directors and HR and immediately work from home. Directors will make arrangements with the staff member on protocols for working from home. The period of working from home will be for 14 days or when medically cleared. HR can assist with medical doctor contacts if necessary.

- b) If a staff member cannot work from home, alternative arrangements are to be discussed and agreed to with their Directors, then the staff will utilise sick leave, upon submission of the medical certificate for the affected household member.

7. CONTINGENCY PLANS

- a) Directors will report to the DG and ERT weekly on alternative measures planned for the next 3 months to manage project implementation including cancelled/postponed mission travels, workshops, meetings, milestones etc
- b) Meanwhile, the Executive is working to upgrade our video/teleconferencing facilities in the MCR and PCCC and purchase additional bandwidth to enable alternative measures for on-going project implementation to proceed. Directors are overseeing reconsideration/re-negotiation for transfer of unused travel funds in project budgets to support agreed alternative measures for implementation.
- c) The Executive will consider ERT further advice on contingency planning measures on an on-going basis as the situation develops and keep staff informed accordingly.
- d) Connectivity – IT and Finance will work with HR to ensure all staff have access to WiFi during remote work and lockdown situations. Internet routers have been provided for all staff that require to work remotely during a lockdown situation. This has been extended to the end of September 2021.

8. IN THE EVENT OF A LOCKDOWN – BUSINESS CONTINUITY PLAN

- a) A lockdown or shut down of all services in Samoa (or another location) will be the decision of the Government of Samoa (and host countries) and as this is a last option for covid-19 control, SPREP will also institute lockdown.
- b) All staff will have to stay at home and for staff to be identified by the Directors, work from home or for those not able to travel to Samoa, work remotely.
- c) For staff working from home or from remote locations:
 - i. Work laptops should be used. For those who would not normally work from home but as approved by their Directors, will be provided with a laptop for this purpose. All laptops will be covered by Insurance.
 - ii. IT and Finance will confirm connectivity issues including internet connections and data bundles.
- d) The SPREP Offices will be given full and thorough clean up before all staff return.

9. VACCINATION

- a) While COVID-19 vaccination is highly recommended for all staff, exceptions will be granted upon production of medical reports

10. EMERGENCY RESPONSE TEAM

- a) To meet regularly – every 3 days or whenever required particularly when host locations declare levels of SOE that will impact staff health and safety and staff work.

11. RESPONSIBILITIES

- a) All staff have the following responsibilities
 - i. Read and take notice of all emails and information circulated by HR
 - ii. Follow basic hygiene rules at the Office and at home
 - iii. Be responsible – advise Directors and HR immediately if you are returning from overseas travel, suspect or are confirmed of contracting the virus.
- b) Directors, Finance and Administration, HR and IT all have particular responsibilities outlined below and identified in the contingency plan.

- c) Directors
 - i. Programme and project planning as part of business continuity
 - ii. Make arrangements with staff on work from home/remotely
 - iii. Get in touch with HR if staff are suspected or confirmed to be infected

- d) Finance and Administration
 - i. Confirm insurance for all laptops
 - ii. Work with IT on connectivity issues
 - iii. Ensure thorough cleaning of office and facilities at all times

- e) IT
 - i. Work with Finance on connectivity issues
 - ii. Ensure laptops are available for those requiring laptops

- f) Human Resources
 - i. Contact numbers and details are up-to-date (Monica)
 - ii. That all staff have access to communications from the ERT
 - iii. Communication is regular in particular when new development come in to place
 - iv. Understand SPREP's position in supporting staff as well as Directors in dealing with their staff
 - v. Ensure staff and Directors remember to advise HR of all incidents

- g) Staff
 - i. Read and take notice of all emails and information circulated by HR
 - ii. Follow basic hygiene rules at the Office and at home
 - iii. Be responsible – advise their Directors and HR immediately if they suspect or confirmed of contracting the virus
 - iv. Be responsible – follow SPREP guidelines for all those travelling