

## **Annex A: Terms of Reference of the Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan 2017-2026**

### **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 25<sup>th</sup> 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 regard to current strategies and processes for funding core programmes and operations.
  - Recommendations for moving forward.

#### **Mid-term Review of SPREP Strategic Plan 2017-2026**

2. 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 regard 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.
  - 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**

3. 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:

- (i) 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.
- (ii) 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.
- (iii) Provide a synthesis of key inputs from consultations with SPREP Members, partners and donors.
- (iv) Consult and work closely with the SPREP Secretariat in finalising key inputs in the development of the draft reports.
- (v) Provide the SPREP Secretariat with draft reports containing recommendations to Members and the SPREP Secretariat.
- (vi) Participate in the 30th SPREP Meeting virtually in September to provide assistance and/or clarification on the reports to SPREP Members as maybe required.

**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:

- (i) supplying requested documentation, and other information, in a timely manner, consistent with the agreed timetable;
- (ii) 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
- (iii) dealing with all logistics and related matters for virtual consultations;
- (iv) providing feedback on draft reports in a timely manner; and
- (v) establishing and operationalising the SPREP Governance Group.

## Consultancy deliverables

- (i) Create virtual meeting platforms and framework for effective engagement with stakeholders to enable meaningful input into the review and consultation process.
- (ii) A report of the Third Independent Corporate Review of SPREP.
- (iii) 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 30<sup>th</sup> SPREP Meeting from 7 to 10 September 2021.

### This will require:

- (i) The Secretariat to establish the Governance Group consisting of SPREP Members by **Friday 12 March 2021**.
- (ii) The Secretariat to tender for consultants for the Independent Review Team (IRT): **Friday 5 March to Tuesday 6 April 2021**.
- (iii) The Secretariat to engage the IRT by **Monday 26 April 2021**.
- (iv) Virtual consultations with SPREP Members and partners: **Monday 3 May to Friday 2 July 2021**.
- (v) Circulation of draft review reports for comments by **Friday 9 July 2021**.
- (vi) Review of draft documents through virtual meetings with the Secretariat and Governance Group on **12 and 13 July 2021**.
- (vii) Finalisation of Review reports by **Friday 16 July 2021** for translation and inclusion in the 30<sup>th</sup> SPREP Meeting agenda papers.

### Consultation time-frame:

- (i) **3 to 14 May 2021: Planning Meetings**  
Virtual meetings of the IRT with Members including the SPREP Troika, Governance Group, management and staff.
- (ii) **17 May to 18 June 2021: Regional Consultations**  
Virtual consultations of the IRT to obtain feedback from all SPREP Members and partners
- (iii) **28 June to 2 July 2021: Second Consultation Meetings**  
Virtual meetings of the IRT with Members including the SPREP Troika, Governance Group, management and staff.
- (iv) **12 and 13 July 2021: Secretariat and Governance Group Meetings**  
Virtual meetings of the IRT with the Secretariat and Governance Group to review the draft reports.
- (v) **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:

- (i) Demonstrated experience and understanding of the Pacific context including regional, environmental and developmental issues.
- (ii) Demonstrated expertise in organisational financial management and strategic planning.
- (iii) Demonstrated expertise in monitoring and evaluation.
- (iv) Demonstrated experience and understanding of the Council of Regional Organisations of the Pacific (CROP) architecture, interactions, mandates, policy and planning instruments.

- (v) Engagement with national government agencies, participatory and consultative approaches relevant to the Pacific.
- (vi) Demonstrated expertise in change management.
- (vii) Demonstrated expertise in gender equity and social inclusion.
- (viii) Demonstrated experience in undertaking reviews of this nature.
- (ix) Relevant ICT expertise and demonstrated experience with delivering virtual consultations that enable meaningful engagement of stakeholders.
- (x) Excellent knowledge and understanding of the work of SPREP and its mandates.
- (xi) 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](https://www.sprep.org/attachments/Publications/Corporate_Documents/sprep-organisational-values-code-of-conduct.pdf)

### **Consultancy costs**

The consultancy costs will be commissioned for the period from April until September 2021. It shall not exceed the total cost of US\$ 135,000.