SPREP
Secretariat of the Pacific Regional Environment Programme

PO Box 240, Apia, Samoa
E: sprep@sprep.org
T: +685 21929
F: +685 20231
W: www.sprep.org

CLEAN PACIFIC

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

CIRCULAR

FILE: SPREP 2/23

DATE: 20 March 2014

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To: SPREP National Focal Points
Copy: CROP Agencies
SPREP Partner Organisations

SUBJECT: **Update on the Independent Corporate Review of SPREP and the Mid-term Review of the SPREP Strategic Plan**

Dear SPREP Members and Partners,

As you are aware, the 24th SPREP Meeting held in Apia 17-19 September 2013 approved the implementation of the combined 2nd Independent Corporate Review of SPREP and the mid-term review of the SPREP 2011-2015 Strategic Plan in 2014. The meeting directed the Secretariat to ensure the reviews are considered by the 2014 SPREP Meeting.

The review will broadly assess the Secretariat's performance over the last five years against stated objectives in the 2011-2015 Strategic Plan, and review progress in its implementation. It will also review progress in implementing the Strategic Plan and assess the relevance of its priorities and targets. This will help guide the ongoing implementation of the plan to 2015, and inform the formulation of the next Strategic Plan. The full scope of the review is outlined in Annex B.

In December 2013 SPREP called for Expressions of Interest for consultant teams to undertake these Reviews. As a result of the selection process, the consultant team of John E. Hay and Associates Ltd has been appointed. This very experienced team is led by Professor John Hay and also comprises Teresa Manarangi-Trott, Sivia Qoro and William Kostka. More information on the team is outlined in Annex A.

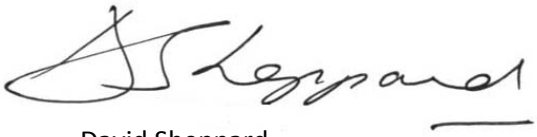
This review will be guided by a reference group of Members and undertaken in a fully consultative manner with SPREP Members, partners, donors and staff, through an open and transparent process of consultation.

The key dates and timelines are as follows:

- Start of work by consultant team - week starting March 17
- Planning Meeting - April 28 to 30, Apia, SPREP HQ – meetings of the review team with members of the Reference Group (including the SPREP Troika), and SPREP management and staff
- Regional Consultation Workshop - May 12-14, Nadi to obtain feedback from all SPREP members and partners
- Second Consultation Meeting - July 9 - 11, Apia, SPREP HQ - second meeting of the review team with members of the Reference Group (including the SPREP Troika), and SPREP management and staff
- SPREP Meeting - September 29 to October 3, venue to be advised - meeting for SPREP Members to consider the review reports.

These are important reviews for SPREP. We look forward to your full and effective participation in the reviews. Further information on the regional consultation workshop, as well as other meetings, will be provided in due course. Members of the review team will shortly be in touch to obtain your views and feedback. Thank you very much for your cooperation.

Yours faithfully,



David Sheppard
Director General

Att.

DS/AP/ae

ANNEX A - MEMBERS OF THE SPREP REVIEW TEAM

John Hay is leader of the four-person Independent Review Team. He is a Cook Islands based independent consultant, with adjunct professorships at USP, and at universities in New Zealand and Japan. John has over 40 years of relevant experience, including as leader of the six-person team that undertook the 2008 ICR of SPREP. Currently he is regional advisor for the new Strategy for Climate and Disaster Resilient Development in the Pacific. This will come into effect in 2016.

Teresa Manarangi-Trott is deputy team leader. She is a Cook Islands based independent consultant with over 20 years of relevant experience, including as Director of Pacific Consultants Ltd. Her specialist areas include project management, monitoring and evaluation, development planning, resource management, project finance, rural development and Pacific Islands development issues, and reporting to EU, ADB, SPREP, NZODA, UNDP, among others.

Sivia Qoro is a Fiji based independent consultant. Her nearly 40 years of relevant experience include undertaking an external evaluation of Live and Learn for Environment Education, for the EU, assisting the Public Health Division of the SPC to develop its programme of work post 2013, and developing an overarching design for implementation and performance monitoring of the Pacific Women Shaping Pacific Development initiative.

William Kostka is FSM based, with over 20 years of relevant experience. He is Executive Director of the Micronesia Conservation Trust and a member of the Micronesia Challenge Steering Committee. His expertise is in founding and sustaining organizations, with extensive experience in non-profit management, conservation financing and endowments, organizational capacity development and mentoring, monitoring and evaluation, fund raising, conservation, strategic planning, community outreach and government relations.

ANNEX B : SCOPE OF REVIEW TO UNDERTAKE 1. Independent Corporate Review of SPREP and 2. Mid-term Review of the SPREP Strategic Plan

Objectives

1. To undertake the 2nd Independent Corporate Review of SPREP; and

2. To undertake a mid-term review of the SPREP Strategic Plan 2011-2015

Scope of Reviews

1. 2nd Independent Corporate Review:

Assess the overall performance of the Secretariat over the last 5 years, and in particular the progress undertaken to address the recommendations of the 2008 1st ICR endorsed by the 19th SPREP Meeting, with specific reference to:

- The Secretariat's performance over the last five years against stated objectives, 2011-2015 Strategic Plan, and other SPREP Member mandates and directives.
- SPREP's corporate systems and processes and their effectiveness.
- The impact of SPREP activities in achieving environmental outcomes and how this is integrated into work programmes and contributes to national and regional development.
- A participatory/consultative process with members and key stakeholders of 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 and technical 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/mandates of SPREP in the region as a CROP organisation, including the consistency of mandates relative to SPREP strategic priorities.
- Developing a revised job description for the Director General, taking into account the feedback from members at the 24th SPREP Meeting.
- recommendations for moving forward

2. Mid-term Review of SPREP Strategic Plan 2011-2015

In conjunction with the 2nd ICR, undertake a mid-term review of the current strategic plan as required in the plan. Specifically to assess:

- The effectiveness, as measured by agreed indicators defined in the plan, of delivery against the goals and targets in the Strategic Plan.
- The relevance of the priorities and targets identified in the Strategic Plan to guide the ongoing implementation of the plan to 2015, 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 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, with particular regard to formulation of the next Strategic Plan.

- Recommendations for improving delivery of the Strategic Plan during 2014-2015, including identification of any priorities and targets that require focused support (technical, financial, collaboration, etc) to ensure their achievement.

Review approach

- Establishment of a SPREP member Reference Group to work closely with the Secretariat in the first instance to define detailed review ToR; and with the Independent Review Team (IRT), during review implementation, comprising relevant sub-regional representation from Micronesia, Melanesia, Polynesia and a metropolitan members.
- Engagement of an Independent Review Team (IRT), comprising comprehensive expertise and experience in: Pacific regional environmental and developmental issues;
    - organisational and thematic strategic planning; monitoring and evaluation; Pacific regional organisation architecture, interactions, mandates, policy and planning instruments; engagement with national government agencies; participatory and consultative approaches relevant to the Pacific.
- Establishment of a SPREP Secretariat support team to assist in implementation of the reviews.
- Extensive consultation with SPREP Members, partners, donors and staff, through an open and transparent process of consultation including convening sub-regional workshops.
- Submission of review reports to the 2014 SPREP meeting.

Time Frame

In view of significant regional and national commitments in 2014 it is proposed to complete the 2nd ICR and Strategic Plan mid-term review in the first half of 2014. This will require:

- Establishment of member Reference Group and finalization of review ToR : November 2013
- Tendering for consultants for Independent Review Team (IRT): November-December 2013
- Engagement of IRT: January-February 2014
- Regional consultations and draft review preparation: March-May 2014