ATTACHMENT

Process and plan for the development of the next SPREP Strategic Plan.

Background

The 26th SPREP Meeting agreed on a broad process, considerations and conditions to be applied to the development of the next SPREP Strategic Plan. The 26th SM decision is attached below.

Governance

The development of the Strategic Plan will be led and co-ordinated by an internal (Secretariat) Strategic Plan Working Group (IWG) comprising:

- Kosi Latu (DG)
- Stuart Chape (BEM)
- Netatua Pelesikoti (CCD)
- Clark Peteru (EMG)
- David Haynes (WMPC)
- Alofa Tuuau (Finance)
- Simeamativa Vaai (Human Resources)
- Simon Wilson (PCU)
- Audrey Brown Pereira – IWG focal point

IWG Terms of Reference:

The internal working group will be responsible for leading and coordinating the development and delivery of the next SPREP Strategic Plan. The IWG will have responsibility for:

- co-ordinating Secretariat, Member and Partner consultation and input;
- ensuring adequate opportunity for FoC engagement and input;
- allocating and expending the allowed $150,000 budget effectively;
- co-ordinating the drafting, revision and editing of the plan;
- ensuring delivery of the Divisional, Internal and regional workshops; and
- utilising the resources of the RAS, including via IWG meetings where the Regional Advisory Services (RAS) will serve in an independent advisory role.

The IWG will meet monthly or as required.

Members' Input

The Secretariat and Members have shared responsibility for delivery of the strategic plan and so it is important that development of the next strategic plan is a consultative and inclusive process. The Secretariat will maximise opportunities for Member input, within the allocated budget including through:

1. **Friends of the Chair:** Nominated FoC Members will be engaged throughout the processes via invitation from the chair of the internal working group, including via teleconference meetings (or other remote technologies). The Secretariat will also look for opportunities to engage with FoC (and all Members) when in – country.

2. **Survey feedback and virtual engagement**: SPREP will look to use electronic media (email, restricted social media, etc) to seek Members input and engagement. A survey seeking Members input will also be developed and disseminated to all Members.
3. **Troika input:** To take place in April/May (tentative, TBC).
4. **Regional consultation workshop:** The IWG will use the available budget to support convening of a regional strategic plan workshop. SPREP will also utilise other existing thematic workshops to garner input where ever appropriate.

Partners' engagement

It is important that SPREP partners have the opportunity to also provide input into the plan. Partners will be engaged including via a targeted survey for input and feedback. The IWG will also consider the whether it may be appropriate to involve a selection of Partners in the regional consultation workshop with members, for example as observers attending at their own expense. Partners will also be invited to provide feedback a draft of the strategic plan.

External Support

The SPREP Meeting decided to limit the available budget for development of the strategic plan to $150,000. The IWG will be responsible for allocating the budget. The IWG proposes to use the budget to support a regional consultation workshop and appointment of an expert consultant to assist with collation of input and drafting of strategic plan content. As per SM decision, the Regional Advisory Service will also be engaged to assist with various elements of the processes. A RAS expert will also sit on the IWG in an independent advisory capacity

Key Activities and Milestones

January 2016	**Review and synthesis** of existing strategies, frameworks etc to inform the plan
February	**Options paper** on the initial structure and layout of the next Strategic Plan (and review of overall planning architecture including Business Plan, Annual Work Program, Results Reporting Framework etc)
February	**Divisional workshops (and reports)** on structured review and evaluation of performance, legacy and emerging issues
March	**Surveys disseminated** to Members and Partners
March	**Internal (cross divisional) workshop** facilitated. The major output of the workshop is a Strategic Plan zero-draft for further consultation.
April – May	**Troika and tri-laterals (and FoC)** provide an opportunity for initial review of work to date and zero-draft
June / July	**Regional Consultation Workshop** to workshop the zero-draft. Major output of the workshop will be a Draft Strategic Plan
June - onwards	**Ongoing Drafting of Strategic Plan** and targeted consultation where necessary
August	**Exposure draft of Strategic Plan** circulated for regional feedback
September	**Finalisation of Draft Strategic Plan:** for SM consideration and endorsement

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9. The Secretariat informed the Meeting, by way of a Working Paper, on the processes involved in developing the next SPREP Strategic Plan which is due to be completed at the end of 2016. The Working Paper outlined a number of challenges with regard to timing and cost.

10. As outlined in Agenda Item 3, a Working Group was established to review and discuss the development of the next SPREP Strategic Plan. Australia reported back on the outcomes of the discussions.

11. The Meeting:

- **noted** that a current and up-to-date Strategic Plan is essential in providing a framework for delivery of SPREPs mandate and the Secretariat's operations in support of its Members;
- **acknowledged** ongoing pressures on the Secretariat's core budget and that the development of a new Strategic Plan may come at a cost, including to the core budget, staff time and resources;
- **requested** the Secretariat to develop a new Strategic Plan, to be endorsed at the 2016 SPREP Meeting, with a view to commence in 2017;
- **requested** that the development of the Plan be led by the Secretariat with an operating budget of no more than USD 150,000 (excluding staff costs), to support the process;
- **requested** that in undertaking the development of the Plan, the Secretariat takes into account the Framework for Pacific Regionalism, the SDGs, the SAMOA Pathway, and other relevant strategies and frameworks, and the recommendations of the 2014 mid-term review and independent corporate review;
- **requested** the Secretariat to explore resourcing opportunities such as the Regional Advisory Service and other potential sources, to support development of the Plan;
- **requested** that through the process the Secretariat, in consultation with Members, will explore the strategic and operational benefits of setting the longevity of the Plan at different timeframes;
- **requested** that the new plan be outcomes focused, in keeping with recommendations from the 2014 ICR and MTR;
- **requested** that the Secretariat ensures the Strategic Plan provides the basis for development of other Secretariat planning documents, including the business plan and annual work programmes, as well as a more robust outcomes orientated monitoring and reporting framework for SPREP;
- **requested** that the Secretariat maximises opportunities for consultation with Members within the proposed budget including by utilising other regional, sub-regional and national consultation processes and other platforms, including information technologies;

- **requested** that the Secretariat updates Members with further details on the proposed approach, when internal arrangements are finalised, via a Circular by the end of the year, with Members to provide timely feedback on the proposed approach; and
- **requested** that the Secretariat submit a final report to the 27SM, on the implementation of the current Strategic Plan, as described in paragraph four of the SM Agenda Paper, and **notes** that development of this final report should be incorporated and help inform development of the new strategic plan where possible.