2018-2019
SPREP Performance Implementation Plan and Results Framework

The SPREP Meeting in 2016 adopted a new Strategic Plan for the period 2017-2026. In recognition of the need for a longer term strategic perspective to make progress in achieving the vision, *a resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures*, Members agreed that the plan should span 10 years to address critical environmental and related social and governance strategic priorities reflected in the strategy's regional goals and objectives that address:

- Climate Change Resilience
- Ecosystem and Biodiversity Protection
- Waste Management and Pollution Control
- Environmental Governance

The plan also identified organisational goals and objectives to support achievement of the regional goals and objectives with a focus on:

- Information, knowledge and communications
- Integrated, programmatic approaches
- Sustainable financing
- Productive partnerships
- Staff and culture

The strategic plan also introduced an implementation and monitoring process to enable the new 2-year SPREP governance arrangements to manage progress towards the 10-year strategic goals, comprising:

- A performance and implementation plan and results framework (PIP) and
- A performance reporting, and learning framework

This 2018-19 PIP is the first of 5 in the life of this strategic plan. Each PIP will be used to both plan and monitor progress in 2-year steps towards the achievement of the 10-year goals of the Strategic Plan.

The PIP outcomes and indicators form the basis of the results framework and the 2-year work programme and budget. The learning framework will be developed by 2018.

The strategic plan also directed the PIP to include country and territory action plans to describe the agreed priorities for each Member. For this to be done effectively a process is required to consult with Members on their respective priorities, and this has also been included in the results framework and work programme. The 28th SPREP Meeting will be asked to consider what and how Members wish to see country and territory action plans develop for subsequent PIPs.

The PIP is designed to provide high level reporting to Members on the achievement of outcomes and addresses Member concerns that previous reporting was too detailed and not providing a clear sense of progress towards strategic goals. Figure 1 describes the relationship between the key elements of the SPREP strategic planning, implementation and results monitoring process.

Achievement of strategic goal outcomes over the 10-year timeframe of the 2017-2026 Strategic Plan will be implemented through five 2-year PIPs that will have cumulative impacts in delivery of those outcomes. The goal and objectives outcome results logic is presented in Figure 2.

The results framework is presented in two matrices, one for regional goals (Table 1) and the other for organisational goals (Table 2). Each goal is introduced by a narrative outlining the strategic focus for the 2-year outcomes, which are then identified in relation to each strategic objective, along with indicators to be used to measure progress towards the outcomes.

Figure 1: Relationship between 2017-2026 Strategic Plan, Performance Implementation Plan and Results Framework, Work Programme and Budget, Annual and Semi-Annual Reviews and PDPs

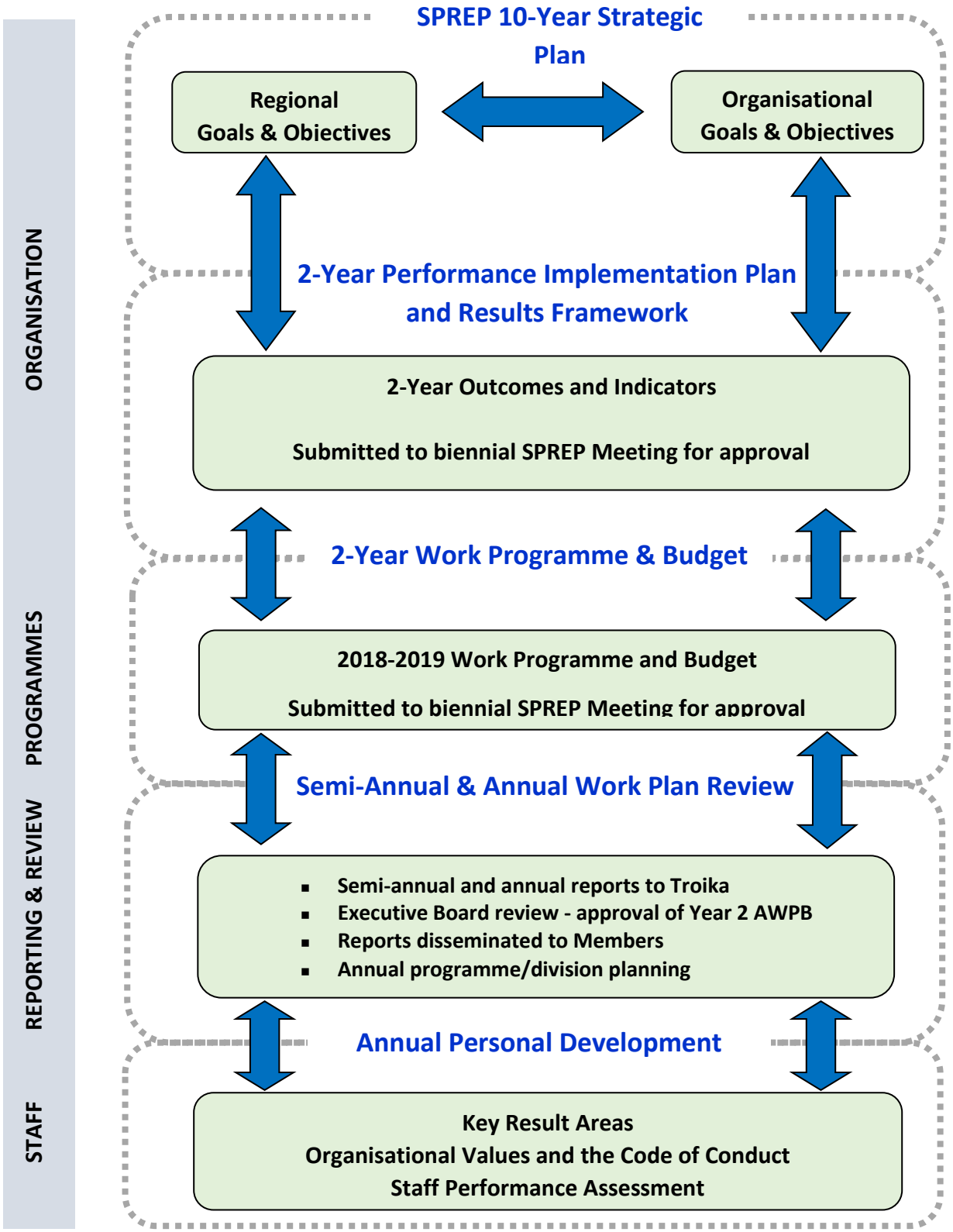


Figure 2: Strategic Plan Goals and Objectives: Outcome Results Logic

STRATEGIC PLAN OUTCOME: 2026 GOALS & OBJECTIVES	**Regional Goals and Objectives Achieved**	**Indicators and Sources of Verification**
	More resilient Pacific societies and environment: people protected by strengthened adaptation to climate change; ecosystems better managed and biodiversity loss limited; health of people and ecosystems benefit from reduced waste and pollution impacts; institutional capacity, environmentally aware populations and effective governance maintain high environmental quality	Strategic Plan implementation assessment; national/ regional SOEs and national reports to MEAs show improved environmental quality from baselines; SDG Goals on-track for achievement; PICTs and SPREP region cited as model for environmental quality and ecosystem protection in international fora
INTERMEDIATE OUTCOMES: 2022	**Changes in Practice and Performance**	**Indicators and Sources of Verification**
	Better decision-making and policy implementation; improvements to environmental quality; best practice technical solutions; effective waste management systems operational	national/ regional SOEs, SOCOs and national reports to MEAs show improved environmental quality from baselines; good progress in meeting SDG goals; CBD Aichi targets achieved
SHORT TERM CUMULATIVE OUTCOMES: 2-YEAR PIP IMPLEMENTATION CYCLE (2019-2021-2023-2025-2027)	**Improvement in Capacities and Facilities**	**Indicators and Sources of Verification**
	Skills; knowledge-processes, attitudes, technical solutions implementation; environmental policy implemented; technical and staffing capacity gaps filled	PIP and Results Framework reviews; measurable improved capacity in PICTs; PMER reports accepted by Members; new or improved technical solutions completed/finalised; policies adopted-CBD Aichi Targets achieved by 2020
OUTPUTS	**Products and Services Resulting from Activities**	**Indicators and Sources of Verification**
	Workshops facilitated; policy advice provided; assessments conducted; baseline information improved; communication and information tools produced and distributed	Annual PIP reviews; biennial PMER reports to SM; positive project periodic M&E assessments; no. of people trained; communication products; PDP reviews rated Fully Effective for SPREP staff
ACTIVITIES	**Planned Activities**	**Indicators and Sources of Verification**
	Programme and project technical implementation; capacity building; policy development; training; MEA support	AWP&Bs adopted by Members; PDPs focused on relevant KRA delivery; activities support donor and Member priorities in National Development Plans and MEA commitments
INPUT	**Investment**	**Indicators and Sources of Verification**
	Funds; technical skills; partners; staff; time; coordination; advice; programme and project design	Programme and project funding level/success rate; donor and partner agreements; highly qualified and motivated staff

Performance Implementation Plan and Results Framework

TABLE 1: 2019 Outcomes by Objectives: Regional Goals

Regional Goal 1: Pacific people benefit from strengthened resilience to climate change		
RO1: In order to achieve the 10-year goal of Pacific Members to have built into their national systems greater capacity to manage implementation of their climate change action priorities, SPREP's first 2-year outcomes are focused on supporting a pilot programme for at least 4 PICTs to have integrated into their national sustainable development plans (or equivalent) adaptation, low carbon development, nationally determined commitments for mitigation, and community-based climate risk responses based on improved meteorological information.		
Regional Objectives	**2019 Outcomes**	**2019 Indicators**
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.	**RO1.1.1**: Institutional strengthening programmes supporting mainstreamed and integrated implementation of CCA, DRR & low carbon development (LCD) in budgeted national development plans in at least 30% of PICTs.	a) National reporting of at least 3 PICTs showing mainstreamed CCA, DRR and LCD mainstreamed in operational national development plans.
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.	**RO1.2.1**: EbA incorporated into national adaptation plans of at least 3 PICTs	a) At least 4 PICTs have incorporated 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 OA and sea level rise implemented in at least 4 PICTs resulting in tangible projects/programmes
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**: At least 4 NMHS with climate service frameworks integrated across government agencies and communities	a) At least 3 new countries accredited with International Civil Aviation Organisation certification b) At least 2 NMHS have established and improved meteorological and hydrological early warning systems, and enhance integration across government agencies and communities. c) At least 4 NMHS have climate services frameworks and national climate outlook fora
RO1.4: Support Pacific island Members to access and manage climate change finances and their national accreditation processes.	**RO1.4.1**: Pacific island Members are supported with information and technical assistance to improve their national systems for accreditation and access to climate finance.	a) At least 3 PICs provided with information and technical support to access climate finance and strengthen national institutions. 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, or climate change and disaster induced population mobility.	**RO1.5.1**: At least 3 PICTs have developed policy for loss and damage	a) Repository for loss and damage established and showing at least 3 PICTs supported to develop loss and damage policies.

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. For this first 2-year step towards that goal, SPREP is prioritising:

- Development of a regional GCF proposal for coastal ecosystem resilience
- At least 20% of PICTs for improved coral reef, MPA and genetic resources capacity
- At least 4 PICTs implementing invasive species management and eradication measures, supported by a regional framework

Regional Objectives	2019 Outcomes	2019 Indicators
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**: SPREP Members, other regional organisations and partners have easy access to improved Information on sustainable use and conservation of ocean resources and biodiversity beyond national jurisdictions (BBNJ)	a) Four new technical and policy briefs on ocean management, ABNJ/BBNJ, Oceans SDG monitoring, sea bed mining and related issues are developed and coordinated by SPREP and its partners.
	RO2.1.2: By-catch of threatened species in commercial fisheries successfully mitigated in one key PICT fishery.	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 data collection and control methods in at least national jurisdictions
	RO2.1.3: Information on the status of Pacific coral reefs is improved, easily accessed and used to guide more effective planning and management of coral reefs in 20% of PICTs	a) Regional coral reef database developed and the Pacific coral reefs status and trends update completed. b) At least 3 country environment profiles are improved with information from this database
	RO2.1.4: Examples of improved coastal and marine ecosystem analysis have been developed, implemented and made available to Members	a) Integrated ecosystem analysis and mapping, and rapid biodiversity assessments completed in at least 2 PICTs and lessons learnt shared and used by Members
	RO2.1.5: Ballast water management strategy implemented in Pacific island countries	a) Ballast water management strategy implemented in 7 PICTs
RO2.2: Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with regional and international commitments	**RO2.2.1**: Protected area (PA) management capacity is improved in at least 20% of PICTs	a) Marine protected area planning and management training undertaken in four PICTs and evaluated to indicate improved capacity. b) Guidelines for marine spatial planning, PA management, monitoring and surveillance produced and disseminated to Members and partners.
	RO2.2.2: Capacity of PICTs to implement Objective 3 of the Convention on Biological Diversity (CBD) on Access and Benefit Sharing (ABS) is strengthened to enable better national and local management and control of genetic resources	a) Three PICTs have developed draft ABS policy instruments and processes

	RO2.2.3: The Pacific Islands Roundtable for Nature Conservation effectively coordinates and implements the Framework for Nature Conservation and Protected Areas 2014-2020	a) At least 50% of PICTs have achieved Aichi Target 11 on establishment of protected areas
	RO2.2.4: Data, information and knowledge on PAs in PICTs are improved, used and easily accessed by Members and partners through the Pacific Islands Protected Area Portal (PIPAP).	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	**RO2.3.1**: An updated MSAP including a new section on sharks and rays is endorsed by all PICTs is used as the basis for the conservation of threatened marine species by PICTs	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
	RO2.3.2: The conservation status of marine turtles is regularly monitored and information shared with Members and partners	a) Data management in the marine turtle research and monitoring database (TREDS) has improved and update report are sent annually to Members and partners
	RO2.3.3: Members progress the establishment two additional marine sanctuaries in the SPREP region for the protection of threatened species	a) Planning and management support provided to PICTs for the establishment of at least two marine species sanctuaries
	RO2.3.4: Regional guidelines for best practice for species ecotourism are developed and implemented by at least 2 PICTs.	a) Endorsement of best practice for species ecotourism guidelines by SPREP Members and implementation by at least 2 PICTs
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**: Invasive species management and eradication measures implemented in at least 4 PICTs and a regional support framework is in place	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
	RO2.4.2: Capacity of PICT Pacific Invasive Learning Network (PILN) members to manage and eradicate invasive species is strengthened through network initiatives	a) At least one regional PILN meeting convened b) Number of new resources on the Battler Resource Database
Regional Goal 3: Pacific people benefit from improved waste management and pollution control		
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. For the first 2 years SPREP will prioritise clean-up of existing problems by supporting and building national capacities for the removal of at least 20% of legacy wastes, remediating at least 3 contaminated sites in the region, and implementing a regional resource recovery and recycling programme. By 2019 SPREP will also prioritise support for a regional initiative to reduce and manage marine litter.		
Regional Objectives	**2019 Outcomes**	**2019 Indicators**
RO3.1: Minimise the adverse impacts of chemicals and all wastes on human health and the environment	**RO3.1.1**: 20% of legacy wastes are removed from PICTs and at least 3 contaminated sites remediated	a) At least 20% of legacy wastes removed b) At least three contaminated sites remediated

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.	**RO3.1.2**: Funding for marine litter and microplastics secured and high priority actions implemented	a) US$6m secured for marine litter and microplastics from the Global Environment Facility (GEF)
	RO3.1.3: Residual waste management practices improved in three dump sites and storage facilities	b) Regional Marine Litter and Microplastics Action Plan adopted and at least 20% of activities implemented a) At least three dumpsites improved. b) At least three storage facilities for hazardous wastes established.
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)	**RO3.2.1**: 3 PICTs have established sustainable financing to manage waste chemicals and pollutants (WCP).	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) 4 funding proposals to address priority areas identified by the strategic assessments and gap analyses submitted to donors
	RO3.2.2: Regional strategy marine pollution from ship wrecks and derelict vessels	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
	RO3.2.3: Improved and sustained WCP awareness, coordination and engagement through new and existing forums and platforms including educational toolkit for PICTs that includes private sector	a) At least 7 functional technical working groups established with M&E frameworks including the Recycling and Hazardous Waste Disposal Network
	RO3.2.4: SPREP has completed nine capacity training needs assessment in PICTs and assessment information incorporated in the Pacific Islands Database (PIDOC)	a) Training needs assessments completed in at least 9 PICs b) At least one training completed on each waste stream c) PIDOC database on WCP Activities is functional and operational
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 and recycling activities funded and implemented	a) Average of 10% diversion of wastes from the landfill for 9 PICTs b) Improved container deposit legislation 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.	**RO3.4.1:** Regional environmental waste monitoring system established implemented in all PICTs	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.

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

- In order to progress the 10-year goal, in its first 2-year programme of work SPREP will prioritise support to core building blocks for strengthening national capacities in PICTs for environmental governance:
- Plan and manage integrated national sustainable development including production of State of Environment assessments and National Environmental Management Strategies.
- Establish functional monitoring, data collection and date storage systems, and policies and laws linked to national databases
- Strengthen synergies between science, policy and traditional and local knowledge

In this first 2-year PIP, SPREP will also prioritise building its project design and support capacity to provide PICTs with increased access to environmental planning and management funding by implementing the new project cycle policy and establishing the Project Coordinating Unit.

Regional Objectives	2019 Outcomes	2019 Indicators
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	**RO4.1.1**: Improved PICT capacity for integrated planning, including use of EIA, SEA, and spatial planning tools	a) 3 PICTs have written their NEMS (or equivalent) document b) 4 PICTs have received EIA or SEA training and impact of training evaluated
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	**RO4.2.1**: PICTs have policies and laws linked to national databases enabling them to implement their major international obligations	a) 3 PICTs have policies and laws which allow them to implement their major international obligations which links all national databases
R04.3: Strengthen environmental data collection, monitoring and analysis and reporting on results, nationally and regionally	**RO4.3.1**: PICTs have functional data collection, data storage monitoring systems	a) 2 PICTs have functional data collection, data storage monitoring systems
RO4.4: Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions	**RO4.4.1**: PICs have increased access to funding that enables them to plan and implement responses to national environmental priorities and international and regional commitments.	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	**RO4.5.1**: Information on the values of integrating traditional knowledge (TK) with science as the basis for decision making are better understood by SPREP Members and articulated in policy	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.

TABLE 2: 2019 Outcomes by Objectives: 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		
SPREP's first 2-year focus for achieving the 10-year goal of influencing positive change will be 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	**2019 Outcomes**	**2019 Indicators**
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	**OO1.1.1**: SPREP information and knowledge management resources and products (IKMRP) are available and easily accessible by the public and SPREP stakeholders	a) 100% of all new SPREP's IKMRP are available and openly accessible on the website. All print copies are disseminated to SPREP Members, partners and stakeholders b) A robust library services and information portals that provide easy and fast access to critical information are functioning effectively.
	OO1.1.2: Improved SPREP knowledge management practices and updated Information, Communications, and Information Technology (ICIT) service platforms are operational	a) A new electronic document recording and management system is developed b) Robust library services and information portals that provide easy and fast access to critical information are functioning effectively
	OO1.1.3: Improved SPREP knowledge management practices	a) By 2019, internal SPREP knowledge management strategy and framework developed
OO 1.2: Influence positive behaviour change within SPREP and its stakeholders through persuasive, purposeful and integrated communications	**OO1.2.1**: Increased understanding of the role of the media in sharing information about the Pacific environment.	a) Minimum of two media trainings held at national or regional level for both Pacific environment specialists and media
	OO1.2.2: The Pacific environment profile will be raised at both the regional and international level	b) Pacific Voyage Communications campaign will be held at both the regional level through SPREP flagship events and at the Conferences of the Parties to the Multilateral Environment Agreements
OO 1.3: Improve quality and interoperability of information and communications technology infrastructure in SPREP and the region	**1.3.1**: Establishment of an ICIT unit and the integration and interoperability of at least 20% of SPREP's existing systems including the Project Management Information System (PMIS)	a) ICIT unit is staffed and well-resourced b) 20-30% of existing information systems are integrated/linked and interoperable with each other c) 2 SPREP internal ICIT strategies are adopted
	OO1.3.2: ICIT cost recovery is mainstreamed into project developments/activities and recommended ICIT technologies and interoperability standards adopted.	a) Repository of web services developed b) Cost recovery policy is implemented in all existing projects with ICIT components. c) At least one successful IT audit completed
Organisational Goal 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies		
▪ The first 2-year steps to build the capacity for SPREP support to Members in national policy and strategy work will prioritise 3 core components for progressing work towards the 10-year goal: ▪ Tighter alignment to Members' national plans of action ▪ The effective implementation in SPREP of the new project cycle policy and procedures, notably the PCU and the Project Review and Monitoring Group ▪ The establishment of an effective learning and outcome reporting system.		
Regional Objectives	**2019 Outcomes**	**2019 Indicators**

OO 2.1: Promote integrated programme approaches to address environmental management challenges.	**OO2.1.1**: SPREP technical and supporting corporate services collaborate with Members to design programmes and projects.	a) Country and Territory Action Plans are established for each Member that reflect their priorities for the 2020-2021 Performance Implementation Plan b) 100% of relevant project proposals are reviewed by the Project Review and Monitoring Group to ensure input by technical and corporate programmes before they are submitted for funding c) 100% of all current projects are entered into the PMIS d) Project operations manual that formalises inter-programme input is finalised
OO 2.2: Strengthen SPREP learning and outcomes reporting framework, integrating organisational and environmental performance.	**OO2.2.1**: An effective learning and outcome reporting system results in SPREP delivering an outcome focussed report to the 2019 SPREP meeting	a) Learning and outcomes framework in place by 2018 b) Project and programmes lessons learned manual produced and available for staff, consultants and partners c) Organisation performance effectiveness report presented to Members in 2019

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

- In its first 2-year programme of work towards this 10-year goal SPREP will prioritise:
- Maintenance of a balanced budget
- Implementing the new risk management policy
- Developing and implementing a Partnership Engagement and Resource Mobilisation Framework

Regional Objectives	2019 Outcomes	2019 Indicators
OO 3.1: Achieve a balanced and sustainable budget.	**OO3.1.1**: A Net Surplus sustained in Financial Performance and a reduction in Negative Reserves. **OO3.1.2**: Foreign Exchange exposure properly managed	a) Income received is greater than expenditure as a result of income growth b) Both 2018 and 2019 annual work budgets are achieved within a 10% over-under expenditure range. c) Foreign Exchange loss is reduced and is not more than the financial surplus
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.	**OO3.2.1**: Risks properly identified and mitigated **OO3.2.2**: Fiduciary systems ensure that financial management is accurate and has integrity **OO3.2.3**: Donors and partners endorse and accept all relevant project financial reports	a) An updated Risk Management Policy addresses all risks and mitigation action is in place b) Unqualified Audit Opinion on financial accounts is received in 2018 and 2019100% of financial reports are submitted to donors and partners are accurate and submitted on time
OO 3.3: Build effective, strategic, long-term relationships with new and existing donors through regular communications, including high-level discussions and meetings.	**OO3.3.1**: Priority existing partners converted to long term sustained partnerships that actively support delivery of the Regional Goals, and new donors engaged	a) Number of new and existing donors b) Partnership Engagement and Resource Mobilisation Framework is developed
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.	**OO3.4.1**: SPREP achieves a portfolio of at least 4 approved projects/programmes as RIE	a) Fully operational Project Coordination Unit (PCU) is established in the Secretariat to institutionalise and implement RIE procedures, and process PIC project development. b) SPREP achieves a portfolio of at least 4 approved projects/programmes at $10 million as RIE for the Green Climate Fund and Adaptation Fund. c) All eligible PICs have pipeline projects established

OO 3.5: Seek additional sources and forms of sustainable financial support.	**OO3.5.1**: Effective implementation and utilisation of the 'Cost Recovery Policy'	a) Cost recovery process is implemented in 75% of project budgets b) Increase in amount of fees charged to Cost Recovery

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.
To achieve this goal by 2027, in this 2-year programme of work SPREP will strengthen existing partnerships, and establish a Partnership Engagement and Resource mobilisation Framework (PERMF) that will provide the framework for SPREP's partnership engagement over the life of the following PIPs to 2027. The PERMF 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.

Regional Objectives	2019 Outcomes	2019 Indicators
OO 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.	**OO4.1.1**: SPREP is implementing a Partnership Engagement and Resource Mobilisation Framework (PERMF) that identifies, selects, and monitors effective partnerships and sources of funding.	a) PERMF is developed and endorsed by SMT b) 75% of partnerships meet effectiveness criteria

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

In its first 2-year step towards this goal SPREP will:

- develop and implement a people strategy to help attract, motivate, develop and retain high performing professionals who have the commitment and drive to deliver on SPREP goals and objectives
- develop and endorse an organisation culture transformation programme.
- build Secretariat capacity to support effective change and to sustain organisational performance

Regional Objectives	2019 Outcomes	2019 Indicators
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.	**OO5.1.1**: SPREP has endorsed a People Strategy that promotes ethical standards and effective governance and leadership to attract, develop, motivate and retain staff of the highest calibre. **OO5.2.1**: SPREP has built an organisational culture that supports empowerment and high-performance	a) A People Strategy is developed and endorsed. b) An organisation culture transformation programme is developed and implemented c) Staff engagement survey with at least 80% 'High' staff morale d) Overall staff performance rating of at least 80% at 'Fully Effective' in Key Results Areas and Behaviours
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.		