



CIRCULAR

FILE: SPREP 2/23 **TO:** SPREP National Focal Points
DATE: 4 June 2021 **CC:** CROP Organisations
CIRCULAR: 21/47 SPREP Partner Organisations
SUBJECT: **Update on the Third Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan 2017-2026**

Dear Members,

This serves as an update on the Third Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan 2017-2026. In 2020 the 2nd SPREP Executive Board Meeting:

- i. approved the proposal to combine the Independent Corporate Review of SPREP with the Mid-Term Review of the SPREP Strategic Plan 2017-2026, to be undertaken in 2021 at lesser cost than that of two separate reviews;
- ii. approved the draft Terms of reference and timeline for the Review noting the intention to establish a Reference Group to guide the Review;
- iii. directed the Secretariat to ensure the outcomes of the combined Review are considered by the 2021 SPREP Meeting; and
- iv. noted the interest in principle from Australia and New Zealand to assist with funding the Review noting that this is not included in the 2021 budget.

Natural Solutions Pacific have been selected by Public Tender to undertake the Third Independent Corporate Review of SPREP and Mid-Term Review of the SPREP Strategic Plan 2017-2026. The joint reviews aim to assess the overall performance of the Secretariat and to undertake a mid-term review of the current Plan since the last reviews were conducted and endorsed at the 25th SPREP Meeting in 2014. This consultancy has been made possible with the generous support of the Governments of Australia and New Zealand.

The Natural Solutions Pacific team is made up of six internationally respected leaders in the Pacific islands on regional, environmental and development issues. The team consists of Dr Russell Howorth, Mr Simon Clegg, Ms. Nicola Thomson, Ms. Ana Laqeretabua, Mr. William Kostka, Mrs. Teresa Manarangi-Trott and Mr. Zoltan Kahn. *Refer to Annex 1 for Brief on Natural Solutions Pacific Consultancy team and Annex 2 for the Terms of Reference.*

To ensure there is ownership of the review process, the consultancy will be overseen by the SPREP Governance Group which consists of Members who have volunteered: Samoa for Troika, Australia, Cook Islands, Federated States of Micronesia, New Zealand, and Vanuatu; and the Secretariat.

The reviews will include extensive virtual consultations with key stakeholders including SPREP Members, Partners and the Secretariat, through:

- a. surveys to be disseminated latest by 18 June
- b. a series of sub-regional workshops to be conducted from 28 June to 23 July
- c. smaller virtual meetings and interviews from 19 to 30 July

Due to the tight timeframe to undertake the reviews only the initial findings of both reports will be presented to the 30th SPREP Meeting on 7 September 2021 and the final reports will be discussed and endorsed in a Special Meeting of Members tentatively scheduled for 30 September 2021.

The last reviews of SPREP were conducted in 2014 led by a consortium of consultants under the leadership of Professor John E. Hay. For more information on the last reviews, please visit the following links for a copy of the [2014 Independent Corporate Review](#) and [Mid-Term Review of the SPREP Strategic Plan \(2011 - 2015\)](#) or contact the Secretariat through the Executive Officer (audreyp@sprep.org) who will be the key Secretariat liaison point for the consultancy.

The Secretariat will provide further advice on details of the planned consultation meetings in due course. On behalf of your Secretariat, we look forward to your support in these two very important reviews of SPREP, which will help assess our current and past performance and how we may navigate our future for a more Resilient Pacific.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Kosi Latu".

Kosi Latu
Director General

KL/rmg

Att.

Annex 1: Brief on Natural Solutions Pacific Consultancy Team

The Project Director, Dr Russell Howorth has spent over 40 years working for and in the Pacific Islands Region on sustainable development at all levels. Russell served as the Director (2009-2013) and Deputy Director (2008-2015) of the Pacific Islands Applied Geoscience Commission (SOPAC, a CROP agency) for over nine years. In this role, he had direct oversight of the Commission's financial management and strategic planning.

The ICR Lead, Mr. Simon Clegg has 25 years of experience as a policy, legal and financial professional. He has held a number of senior management positions both in national governments and in international organisations, and was the Chair of the Finance Committee of the International Civil Aviation Organization in 2005-06. Simon is a former Director of Corporate Services at the Pacific Islands Forum Secretariat, where he was responsible for finance, human resources, information technology, property and planning/strategy. He led the organisation's programme of corporate reforms and its successful Sustainable Funding Review, which was approved by Forum Leaders in 2018.

The SPR Lead, Ms. Nicola Thomson is a Fiji Islander who spent over 10 years working in the Pacific region on environmental and development issues for NGOs such as WWF South Pacific Regional Program as their Regional Monitoring and Evaluation lead and as an environmental consultant and regional program evaluator for clients such as SPREP and SPC and donor agencies including the EU, GIZ and AusAID.

The Consultation Lead, Mrs. Teresa Manarangi-Trott, is an independent consultant with over 20 years of relevant experience. Apart from her extensive portfolio of work in the Cook Islands, Mrs Manarangi-Trott has worked throughout the Region and is familiar with its different cultures, business operating environments and governance structures.

Mr. William (Willy) Kostka, has spent over 20 years in senior executive positions with both the Conservation Society of Pohnpei (CSP) and the Micronesia Conservation Trust (MCT). Among many advisory roles to Pacific Island governments and agencies, Willy served on the FSM President's Council on Sustainable Development for 6 years.

Ms. Ana Laqeretabua has worked throughout the Pacific region as a trusted advisor on gender and equity for over 10 years. She has supported Pacific Island Governments, NGOs and CROP agencies to develop strategies, conduct internal reviews and train their staff to deliver more equitable solutions through their work.

Mr. Zoltan Kahn is a French national and has proven expertise and experience in the Pacific including New Caledonia, and French Polynesia on strategy, development and public policy.

Annex 2: 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 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

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 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.
- 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) Participate in a regular project coordination meeting with the nominated SPREP staff at least every two weeks. These meetings will be arranged and scheduled by the Secretariat and attended by the IRT Project Manager.
- (vi) Provide the SPREP Secretariat with draft and final reports which must include summary and recommendations to Members and the SPREP Secretariat.
- (vii) Participate in the 30th SPREP Meeting and Special Meeting of Members virtually to be held 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 which includes where relevant and appropriate, nominated staff, being available to talk with the Consultant's team outside regular SPREP office hours of 8.00am to 4.30pm (Samoa date and time);
- (iii) dealing with all logistics and related matters for virtual consultations;
- (iv) providing feedback on draft reports in a timely manner;
- (v) establishing and operationalising the SPREP Governance Group; and
- (vi) convening a regular project coordination meeting with the Consultant at least every two weeks.

SPREP main contact and liaison

Ms. Audrey Brown-Pereira
Executive Officer
(audreyp@sprep.org)

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) The reporting on project progress and findings to date to the Secretariat and Governance Group, will be ongoing throughout the project including fortnightly meetings or as maybe needed, after the Inception meeting with the Governance Group and Secretariat. These meetings will be arranged and scheduled by the Secretariat and attended by the IRT Project Manager.
- (iii) A report of the Third Independent Corporate Review of SPREP.
- (iv) A report of the Mid-Term Review of the SPREP Strategic Plan 2017-2026.
- (v) Virtual presentation of initial findings of the Reports to Members at the 30th SPREP Meeting.
- (vi) Virtual presentation of the full Reports at the special meeting of Members tentatively scheduled for 30 September 2021.

Time-frame for the review process

It is proposed to complete the Third ICR and Strategic Plan Mid-term Review by Friday 3 September 2021 in time for the consideration of Members in both English and French for the 30th SPREP Meeting from 7 to 10 September 2021 and the special meeting of Members tentatively scheduled for 30 September.

This will require:

- (i) The Secretariat to establish the Governance Group¹ consisting of SPREP Members by **Friday 22 March 2021**.
- (ii) The Secretariat to tender for consultants for the Independent Review Team (IRT): **Monday 8 March to Friday 14 May 2021**.
- (iii) The Secretariat to engage the IRT **as soon as possible**.
- (iv) Virtual consultations with SPREP Members, partners and Secretariat staff including regional workshops: **Monday 14 June to Friday 30 July 2021**.
- (v) Circulation of draft review reports for comments by **Friday 20 August 2021**.
- (vi) Review of Review reports through virtual meetings with the Governance Group, and Secretariat.
- (vii) Finalisation of Review reports by **Friday 3 September 2021** for translation.

Consultation time-frame:

- (i) **Monday 31 May to Friday 4 June 2021: Planning Meetings**
Virtual meetings of the IRT with the Executive, Senior Leadership Team, and SPREP Core Group.²
- (ii) **Monday 28 June to Friday 23 July 2021: Regional Consultations**
Virtual consultations of the IRT to obtain feedback from all SPREP Members, and partners
- (iii) **Monday 19 to 30 July 2021: Second Consultation Meetings**
Virtual meetings of the IRT with Members including the SPREP Troika, Governance Group, Secretariat including SPREP Core Group, management, and staff.
- (iv) **Ongoing throughout the project timeframe: Secretariat and Governance Group Meetings**
Virtual meetings of the IRT with the Governance Group, Secretariat including SPREP Core Group and to be updated and consulted on a fortnightly basis or as appropriate, as well as review the Final reports before dissemination to Members.
- (v) **Tuesday 7 to Friday 10 September 2021: 30th SPREP Meeting; and**

¹ The SPREP Governance Group consists of Samoa for Troika, Vanuatu for Melanesia, Australia and New Zealand for Metropolitan, Federated States of Micronesia for Micronesia, and the Cook Islands for Polynesia.

² The SPREP Core Group consists of Mr. Kosi Latu, Director General (Senior Leadership Team); Ms. Easter Chu Shing, Deputy Director General – Governance and Operations (SLT); Mr. Stuart Chape, Acting Deputy Director General and Director Island and Ocean Ecosystems (SLT); Ms. Simeamativa Vaai, Director Human Resources (SLT); Ms Petra Suhren Chan Tung, Director of Finance and Admin (SLT); Mr. Clark Peteru, Legal Counsel (SLT); Ms. Veronica Levi, Financial Accountant; Ms. Rebecca Polestico, M&E Adviser; Ms. Miraneta Willams Hazelman, KM Manager; Mr. Bradley Nolan, PacWaste Plus Project Manager and Staff Committee President; and Ms. Audrey Brown-Pereira, Executive Officer.



(vi) Thursday 30 September 2021(tbc): Special meeting of Members

IRT to participate virtually in the 30th SPREP Meeting in September to provide assistance and/or clarification on the initial findings to SPREP Members as maybe required on 7 September and to the special meeting of Members on the full reports tentatively scheduled for 30 September.

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