Draft

PIP 3 (2022-2023)

OUTCOME INDICATORS AND KEY ACTIVITIES

REGIONAL GOAL 1
Pacific people benefit from strengthened resilience to climate change

REGIONAL GOAL 1 – Pacific people benefit from strengthened resilience to climate change | PIP3 2022-2023

2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
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**	RO1.1.0 Capacity of Pacific Island Members strengthened to manage national CCR programmes (CCA, LCD, NDCs, and DRR) in achieving national development goals under regional and international agreements	**RO1.1.1:** At least 3 PICTs supported to develop and or review policies/ legislation/strategic plans to strengthen climate change resilience	• Support to Cook Islands, Palau and potentially RMI (PACRES) to develop and or review climate change resilience related policies or legislations or strategic plans • Support PICs in the implementation of their NDCs
		RO1.1.2: Mainstreamed CCR considerations into operational development plans at national level across 7 PICTs	• Support Kiribati and Niue in mainstreaming climate change resilience and development of on-line mainstreaming decision support tool • Support at least 5 PICs in the implementation of national adaptation plans and programmes
		RO1.1.3: At least 40% of trained PICT representatives in CCR capacity building programmes are women	• Implement CCR-related capacity building activities in PICTs (In-person, virtual, hybrid delivery mode)
		RO1.1.4: At least 4 PICTs are supported to strengthen climate change resilience communication, advocacy and information sharing capacity	• Database of adaptation and mitigation technologies and techniques developed for PCCP • Support for climate change portals in FSM, Tonga, and Tuvalu (PACRES)
		RO1.1.5: At least 5 PICTs supported with development of information products and knowledge brokerage	• Development of knowledge brokerage briefing notes and case studies (IMPACT)
		RO1.1.6: At least 3 Pacific Island countries capacity enhanced through innovative adaptation practices, tools and technologies to address climate change challenges.	• Development and delivery of on-line M & E training • Application of the Adaptation Impacts Analysis methodology in close collaboration with at least 10 PICs. • Development of online innovation platform for addressing development challenges relating to climate change
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**	RO1.2.0 Minimised 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:** At least 2 PICTs incorporate EbA initiatives into national adaptation plans.	• Support incorporation of EbA initiatives into NAPs for Tuvalu, Nauru, and Niue and FSM
		RO1.2.2 At least one PICTs implement EbA initiatives in vulnerable island ecosystems as responses to climate change impacts.	• EbA pilots in PNG, Samoa, Solomon Islands and Vanuatu (PACRES, MEBACC)
		RO1.2.3 At least 5 PICTs are trained on EbA approaches and or implementation.	• Development and delivery of training on EbA approaches and planning tools
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**	RO1.3.0 Enhanced 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 3 PICs are supported to develop and or review policies-legislation-strategic plans to strengthen NMHS operations	• Coordinate with WMO through the PMDP support for NMHSs to develop or review legislations, policies and strategies
		RO1.3.2: At least 3 PICs have traditional knowledge programmes supporting national early warning system	• Development of traditional knowledge (TK) programmes in 3 PICs • Conduct training on collection, storage, and monitoring of weather and climate TK indicators for at least 10 PICs • Support NMHS for the development and integration of TK into climate forecasts and warnings

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2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		RO1.3.3: At least 5 PICs have enhanced the communication of climate information to sectors and communities for decision making.	• Implement Community-based Early Warning and TK Systems in at least 7 member countries. • Collaborate with NMHS to develop country specific TK communication products for communities • Support for the development of NMHS Communication Strategies and virtual courses on communication via the PCCC online training platform • Develop websites for NMHS for effective delivery of climate and weather information services to communities and stakeholders
		RO1.3.4: The Pacific Island regional climate center is recognised by WMO as fully operational and providing climate services and information to all 10 members.	• Support implementation of the WMO RA-V Pacific Regional Climate Centre (RCC) Network Implementation Plan • Host Pacific Island Climate Outlook Forums (PICOFs) twice a year and support organization of National Climate Outlook Forums (NCOFs) and sector-focused climate sessions. • Develop sector-focused case studies demonstrating the use and value of climate-science for decision making. • Conduct a Knowledge Brokerage mapping to inform tailored information based on end-user needs. • Convene monthly OCOF and develop and circulate to NMHSs guidance materials on ENSO, drought monitoring and tropical cyclone outlook
		RO1.3.5: At least 50% of the recommendations of the PIMS-PMC outcomes are implemented.	• Coordinate and support implementation of PMC outcomes including convening of regular meetings of six PMC panels and alignment of projects and partners to implement outcomes of the PMC
		RO1.3.6: At least 3 PICs have access to credible climate science information for planning, negotiation and decision making	• Collaborate with science institutions (such as NMHSs, CSIRO, Climate Analytics) to ensure climate change science for the Pacific is up to date and countries have access to it. • Engage NMHSs to develop case studies to demonstrate how climate science can be utilize for decision making and peer reviewed papers on the impacts of climate change
RO1.4 **Support Pacific Island Members to access and manage climate change finances and their national accreditation processes**	**RO1.4.0** Pacific island Member national institutions strengthened through access to climate change finances and national accreditation processes.	**RO1.4.1:** At least 2 PICs supported with institutional strengthening to access climate finance	• Support PICs in developing and or reviewing relevant institutional and governance arrangements for enabling access to climate change finance. • Support the development and delivery of climate change finance executive courses through the PCCC online learning platform.
		RO1.4.2: At least 2 PICs supported with technical assistance towards improved national systems to access climate finance.	• Provide technical assistance to at least 4 PICs to strengthen their national planning processes and systems for enabling access to bilateral and multi-lateral climate change finance. • Develop climate change finance readiness projects for at least 4 PICs in collaboration with the Project Coordination Unit.

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2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		RO1.4.3: At least 2 projects submitted and or approved for SPREP as Regional Implementing/Accredited Entity for Climate finance	• Develop climate change resilience flagship projects in collaboration with the Project Coordination Unit (OG2.2.1)
RO1.5 **Support Pacific Island Members to develop policy responses to issues of loss and damage, and climate change and disaster induced population mobility**	**RO1.5.0** Pacific Island Members implemented policy measures regarding loss and damage to life and property and disaster induced population mobility.	**RO1.5.1:** At least 2 PICs supported in developing frameworks responding to issues of loss and damage	• Develop projects to strengthen regional and national responses for addressing loss and damage • Implement regional and support convening of national dialogue on climate change security • Support research and knowledge brokerage in climate change security
		RO1.5.2: Repository for loss and damage sustained in 3 PICs.	• Implement phase 2 of Pacific Islands Climate Change Insurance Facility (PICCIF)

REGIONAL GOAL 2
Pacific people benefit from healthy and resilient island and ocean ecosystems

REGIONAL GOAL 2 – Pacific people benefit from healthy and resilient island and ocean ecosystems | PIP3 2022- 2023

2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
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**	RO2.1.0 Supported effective management and protection of marine and coastal ecosystems towards healthy oceans supporting sustainable development through food security	RO2.1.1: Marine and coastal ecosystem management policies implemented in at least 4 countries.	• Implement integrated coastal management at watershed scale at sites in Fiji and Vanuatu through EDF-11 funded Bycatch and Integrated Ecosystem Management (BIEM) Initiative as part of the Pacific-European Union Marine Partnership programme. • Identify and build capacity for management policies through coordination of the Kiwa Initiative Component B1.
		RO2.1.2: National scale marine spatial planning implemented in 2 PICTs	• In partnership with IUCN, support national scale marine spatial planning in Fiji and the Solomon Islands as part of BIEM Initiative.
		RO2.1.3: At least 2 PICTs regularly accessed up-to-date information on the sustainable use and conservation of coastal and marine resources.	• Support countries to use available evidence to promote the sustainable use and conservation of coastal and marine resources. • Share the information gathered with Ministries and for dissemination through the Inform Portal.
		RO2.1.4: Impacts and threats to the health of coastal and marine environments reduced in at least two PICTs.	• Mitigate the impacts and threats to coastal ecosystems through implementation of integrated coastal management and ecosystem-based adaptation to climate change components of the BIEM project in Fiji and Vanuatu. • Commence implementation of the Pacific Coral Reef Action Plan by working with partners and countries. • Identify and build capacity for addressing impacts and threats through coordination of the Kiwa Initiative Component B1.
	RO2.2.0 Supported the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity consistent with international commitments	RO2.2.1: Protected area (PA) management capacity improved in **4 PICTs** through SPREP regional support program with support tools such as use of PIPAP.	• Conduct virtual basic-level training on the use of tools and features, and navigation of the Pacific Islands Protected Area Portal (PIPAP) and protected area related GIS training for at least 3 PICs. • Identify and document any case studies on the use of the PIPAP for planning and decision-making processes at both national and regional levels. • Assist the work of national protected area advisory committees in 2 PICs. • Continue compiling the PIPAP weekly newsletter to disseminate information and training resources to national and regional stakeholders and increase subscriptions beyond 720. • Continue adding new information resources to the PIPAP and increase to 6,000 records as well as facilitating integrated links with other relevant online sources of protected area information, tools and solutions. • Promote the use of the PIPAP *talanoa* discussion forum as tool for facilitating regional information sharing and exchange. • Work closely with national protected area contacts and experts and with UNEP-WCMC to review and finalise protected area data in at least 3 PICs, including publishing on PIPAP and the World Database on Protected Areas (WDPA). • Prepare and widely disseminate at least 4 media releases, including also to highlight BIOPAMA/SPREP PA activities for at least 2 PICs.
		RO2.2.2: PIRT effectively coordinated including the implementation of the Regional Framework for Nature Conservation and Protected Areas.	• Convene PIRT annual meeting and associated meetings of PIRT working groups to support coordinated and effective regional progress to new regional and global biodiversity frameworks. • Continue to expand PIRT membership.
		R02.2.3: The capacity of 9 Pacific Island CBD Parties is strengthened to implement their obligations under the CBD. including Objective 3 on ABS enabling better Regional and National management of genetic resources within the nine ratified countries.	• Convene a Pre- and Post-COPs meetings for the Pacific Island region relating to the CBD, including implementation of the post-2020 Global Biodiversity Framework. • ABS technical support available during regional pre and post-COP meetings utilising regional expertise.

REGIONAL GOAL 2 – Pacific people benefit from healthy and resilient island and ocean ecosystems

PIP3 2022- 2023

2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
			• National and Regional management of genetic resources supported through the Clearing-house mechanism and roster of experts. • Conduct virtual basic-level training on the use of tools and features, and navigation of the Pacific Islands Protected Area Portal (PIPAP) and protected area related GIS training for at least 3 PICs. • Identify and document any case studies on the use of the PIPAP for planning and decision-making processes at both national and regional levels. • Assist the work of national protected area advisory committees in 2 PICs. • Continue compiling the PIPAP weekly newsletter to disseminate information and training resources to national and regional stakeholders and increase subscriptions beyond 720. • Continue adding new information resources to the PIPAP and increase to 6,000 records as well as facilitating integrated links with other relevant online sources of protected area information, tools, and solutions. • Promote the use of the PIPAP *talanoa* discussion forum as tool for facilitating regional information sharing and exchange. • Work closely with national protected area contacts and experts and with UNEP-WCMC to review and finalise protected area data in at least 3 PICs, including publishing on PIPAP and the World Database on Protected Areas (WDPA). • Prepare and widely disseminate at least 4 media releases, including also to highlight BIOPAMA/SPREP PA activities for at least 2 PICs. • Convene annual meetings of PIRT and associated meetings of PIRT working groups to support coordinated and effective regional progress to new regional and global biodiversity frameworks.
RO2.3 **Prevent the extinction of threatened species and support measures to sustain their conservation status**	**RO2.3.0:** Supported measures to prevent extinction and conservation of threatened species.	**RO2.3.1:** At least **8 PICTs** implemented MSAP as the basis for the conservation of threatened marine species	• Marine species workshops for up to 5 species groups for PICTS held to develop national implementation plans for the RMSAPs, funded through ACPMEA3 programme.
		RO2.3.2: Data and information on the conservation status of threatened species **shared** at regional and national level regularly	• e-CITES implemented in one CITES member country. (ACPMEA3) • Develop Important Marine Mammal Area management plans for 2 PICs (ACPMEA3) • In partnership with TRAFFIC, 5 Members supported to develop CITES Non-Detriment Findings and management plans for Appendix II listed marine species through BIEM Initiative.
		RO2.3.3: At **least 1 Member(s) and partners** regularly shared information on the conservation status of marine species at regional level.	• Status of marine turtles in the region will be shared through a regional extinction risk analysis through BIEM.
		RO2.3.4: At least **2 additional marine** sanctuaries or management plans sustained by Members for the protection of threatened species in the region	• At least one marine sanctuary is promulgated for threatened and migratory species.
		RO2.3.5: Regional guidelines for best practice for species ecotourism developed and implemented by 2 PICTs	• Funding being sought to develop a regional marine tourism guideline in collaboration with SPRTO
		RO2.3.6: By-catch of threatened species in commercial fisheries mitigated the impacts of fishery activities in two key PICT fishery through established collaboration in **one Member countries**	• Activities will be implemented through the BIEM Initiative to address by-catch of threatened species in commercial fisheries in Fiji, PNG, Solomon Islands, Tonga and Vanuatu.

REGIONAL GOAL 2 – Pacific people benefit from healthy and resilient island and ocean ecosystems | PIP3 2022- 2023

2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
RO2.4 **Significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems and control or eradicate priority species**	RO2.4.0 Significantly reduced the socio-economic and ecological impact of invasive species on land and water ecosystems by controlling and eradicating priority species.	RO2.4.1: Risk of new socio-economic-environmental impacts lowered due to active specific Early Detection-Rapid Response (EDDR) Plans in **16 PICTs**	• Key activities will be executed through the GEF6 project "Strengthening national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific", the EDF11 OCT PROTEGE project and the initiation of the NZMFAT project "Managing Invasive Species for Climate Change Adaptation in the Pacific" (MISCCAP): a PRISMSS-NZ Collaboration for Pacific resilience. Further activities will be developed through the Pacific Regional Invasive Species Management Support Service (PRISMSS): • Complete an EDRR Plan for Wallis and Futuna • Training, simulation exercises and equipment to be supplied to Niue, RMI, Tonga, Tuvalu and Wallis and Futuna • Encourage further development of national EDRR plans through the PRISMSS Protect Our Islands regional programme.
		RO2.4.2: Island and coastal ecosystems more resilient due to invasive vertebrae species being eradicated on **73 islands.**	• Key activities will be executed through the GEF6 project "Strengthening national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific", the EDF11 OCT PROTEGE project and the initiation of the NZMFAT project "Managing Invasive Species for Climate Change Adaptation in the Pacific" (MISCCAP): a PRISMSS-NZ Collaboration for Pacific resilience. Further activities will be developed through the Pacific Regional Invasive Species Management Support Service (PRISMSS). • Complete implementation of invasive vertebrate species eradications in French Polynesia (4), RMI (4), Tonga (>4), Tuvalu (5) and Wallia and Futuna (14). • Encourage further development of eradication plans and operations through the PRISMSS Predator Free Pacific regional programme. • Create a PRISMSS Predator Free Pacific strategy.
		RO2.4.3: At least **98 Invasive species** management (plans) integrated into NEMS development process in at least 20 PICTs	• Support RMI and Fiji to update their NEMS, integrate them with MEA commitments and mainstream them into national planning processes. Guidance to other PICs that may need support on the development of the NEMS as requested.
		RO2.4.4: Active invasive plant biological control programmes evident in at least **9 PICTS** in lowering the impact of widespread weeds.	• Key activities will be executed through the GEF6 project "Strengthening national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific", the EDF11 OCT PROTEGE project and the initiation of the NZMFAT project "Managing Invasive Species for Climate Change Adaptation in the Pacific" (MISCCAP): a PRISMSS-NZ Collaboration for Pacific resilience. Further activities will be developed through the Pacific Regional Invasive Species Management Support Service (PRISMSS): • Progress the delivery of natural enemies into Niue, RMI, Tonga, Tuvalu. • Initiate natural enemy programmes in two countries and promote further PICT programmes through the PRISMSS Natural Enemies – Natural Solutions regional programme. • Determine regional priority target species for improving ecosystem resilience.

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2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		RO2.4.5: At least **73 priority ecological sites** restored ecosystem function through managing multiple invasive species taxa.	• Key activities will be executed through the GEF6 project "Strengthening national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific", the EDF11 OCT PROTEGE project and the initiation of the NZMFAT project "Managing Invasive Species for Climate Change Adaptation in the Pacific" (MISCCAP): a PRISMSS-NZ Collaboration for Pacific resilience. Further activities will be developed through the Pacific Regional Invasive Species Management Support Service (PRISMSS). 　• Determine regional priority target species for improving ecosystem resilience. 　• Implement site restoration plans in French Polynesia, Niue, RMI, Tuvalu and Wallis and Futuna. 　• Encourage further development of site restoration plans through the PRISMSS Resilient Ecosystems – Resilient Communities regional programme. 　• Create a PRISMSS Resilient Ecosystems – Resilient Ecosystems strategy • Key activities will be executed through the GEF6 project "Strengthening national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific", the EDF11 OCT PROTEGE project and the initiation of the NZMFAT project "Managing Invasive Species for Climate Change Adaptation in the Pacific" (MISCCAP): a PRISMSS-NZ Collaboration for Pacific resilience. Further activities will be developed through the Pacific Regional Invasive Species Management Support Service (PRISMSS): 　• Implement site restoration plans in French Polynesia, Niue, RMI, Tuvalu and Wallis and Futuna. 　• Encourage further development of site restoration plans through the PRISMSS Resilient Ecosystems – Resilient Communities regional programme. 　• Create a PRISMSS Resilient Ecosystems – Resilient Ecosystems strategy.

REGIONAL GOAL 3

Pacific people benefit from improved waste management and pollution control

REGIONAL GOAL 4 – Pacific people benefit and their environment benefit commitment to and best practice of environmental governance

PIP3 2022- 2023

2026 Regional Objectives	PIP3 2020-2021 Outcomes	Indicators 2022-2023	Planned Key Activities 2022-2023
RO3.1 **Minimise the adverse impacts of chemicals and all wastes on human health and the environment 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**	**RO3.1.0** Minimised the adverse impacts of waste through environmentally sound life cycle management in accordance with agreed regional and international frameworks including Cleaner Pacific 2025	**RO3.1.1:** **Hazardous legacy wastes (healthcare wastes, e-wastes, used oil, asbestos, liquid chemicals)** appropriately safeguarded, recovered for processing, or sent to final disposal in PICTs	• Management of hazardous legacy wastes (**healthcare wastes, e-wastes, used oil, asbestos, liquid chemicals**) in 5 PICs (Niue, Nauru, Tonga, Samoa, Solomon Islands)
		RO3.1.2: At least **7 PICs with contaminated sites** appropriately managed from the contamination of legacy wastes across PICTs	• Assist four PICs (Niue, Tonga, Nauru, and Kiribati) to remediate or appropriately manage contaminated sites for Asbestos removal under PWP project.
		RO3.1.3: Funding **secured** for implementing high priority actions for PICs under Regional Pacific Action Plan- Marine Litter	• Negotiate to secure funding agreements
		RO3.1.4: Waste management practices improved in **at least 4 PICTs**	• Assist PICTs (Kiribati, FSM, Fiji, Niue, Samoa, Solomon Islands, Tuvalu, Palau, RMI, Vanuatu, Tahiti, W&F, Tonga) to improve waste management practices and improve management of waste disposal sites and storage facilities
		RO3.1.5: At least **14 PICTs** implemented the agreed regional and international frameworks, including Cleaner Pacific (CP) 2025.	• Assist PICTs in ratification, acceding and implementing the regional and international frameworks including CP2025 • Develop a regional framework to address marine litter and microplastics possibly through the scope of the Noumea Convention • Provide support for the Cleaner Pacific Round Table (CPRT) technical working groups
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)**	**RO3.2.0:** Strengthened institutional mechanisms at all levels for waste management and pollution control	**RO3.2.1:** At least **6 PICTs operationalised** specific waste and pollutant management policies, strategies, legislation, and regulations	• Assist PICTs to develop Waste Management Strategies, Policies, legislation, or regulations to improve waste management outcomes • Assist PICTs to operationalise National Waste Management Strategies, legislation, and regulations
		RO3.2.2: Regional strategy integrated PACPOL in **14 PICTs** for marine pollution into national plans and strategies for oil spill response, invasive marine species, and marine plastic pollution.	• Assist PICTs (Kiribati, Nauru, Niue, PNG, Samoa, Solomon Islands, Tonga, W&F) developing capability for implementation of national plans and strategies under PACPOL.
		RO3.2.3: At least 6 PICTs adopted the NEAP for better waste management practices influenced by educational awareness and behaviour change projects delivered by schools-NGOs- CSOs across PICTs	• Assist PICTs to develop and implement National Environmental Awareness Plans (NEAP)
		RO3.2.4: At least 2 **staff in each 21 PICTs** enhanced technical capacity who participated in WMPC capacity building opportunities	• Assist PICTs with capacity development for waste and pollution management (either assist to attend courses, or deliver courses where project modality allows)

REGIONAL GOAL 4 – Pacific people benefit and their environment benefit commitment to and best practice of environmental governance

PIP3 2022- 2023

2026 Regional Objectives	PIP3 2020-2021 Outcomes	Indicators 2022-2023	Planned Key Activities 2022-2023
		RO3.2.5: At least 14 PICTs **represented** at regional and international fora on waste management and pollution control	• Support the attendance and engagement of PICTs at regional and international MEAs and other fora which intersect with WMPC funded activities.
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**	**RO3.3.0** Waste minimisation contributed to social and economic development of communities adopting mechanisms for resource recovery	**RO3.3.1:** Resource recovery from waste **implemented** in 5 PICTs	• Improve or establish material resource recovery infrastructure (facilities, plant, and equipment) in 9 PICTs ((Cook Is, Fiji, FSM, Palau, RMI, Samoa, SI, Tuvalu, and Vanuatu)
		RO3.3.2: At least **2% per capita increased diversion from landfill and or avoided from being generated in at least 16 PICTs**	• Assist 16 PICTs to develop and implement resource recovery programmes • Assist 16 PICTs to develop and implement waste prevention programmes
		RO3.3.3: At **least 2 PICTs strengthened relationships between public-private** entities contributing to social and economic development of communities	• Assist 4 PICs (Samoa, Fiji, Vanuatu, Solomon Islands, and PNG) to strengthen relationships between private-public entities through support for the National Recycling Associations and project activities supporting Public Private Partnerships • Assist PICTs (PNG) to establish and implement recycling associations
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:** PICTs made evidence-based decisions using reliable waste and pollution information	**RO3.4.1:** Regional environmental waste monitoring system **implemented** with support from national governments in 21 PICTs	• Assist the implementation of the Regional Waste Monitoring system in selected countries.
		RO3.4.2: Dissemination of information on the findings of the regional environmental waste monitoring system **influenced** decision-making on waste management and pollution control across PICTs	• Provision of waste data analysis to inform evidence-based decision making on waste management systems, processes, and private-public partnerships

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REGIONAL GOAL 4
Pacific people benefit and their environment benefit from commitment to and best practice of environmental governance

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PIP3 2022- 2023

2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
RO4.1 **Strengthen national sustainable development planning and implementation systems including through use of Environmental Impact Assessments, Strategic Environmental Assessments and spatial planning**	**RO4.1.0** Strengthened national sustainable development planning and implementation systems through increased utilisation of the results of environmental development assessments such as EIA, SEA and Spatial Planning	**RO4.1.1:** At **least 14**PICTs received technical assistance, capacity building and training based on the regional EIA/SEA guidelines developed by SPREP	• Conduct awareness and capacity building on the regional EIA guidelines for government officials in 3 PICTs. • Conduct awareness and capacity building on the regional EIA coastal tourism development guidelines for coastal tourism in 2 PICTs. • Train of trainers in one CROP (SPTO Staff) and one national tourism authority on how to conduct EIA awareness training. • Produce online EIA, SEA capacity building modules based on the Regional EIA Guidelines. • Undertake a review of national EIA regulations or guidelines in 2 PICs. • Conduct SEA awareness and capacity building in at least 2 PICs.
		RO4.1.2: At least two new sector-specific regional EIA Guidance Notes; EIA guidelines; policies and legislation developed	
		RO4.1.3: **At least 5 PICTs** have received capacity building and training on the use of Geo-Spatial data and tools to support environmental assessment, planning, and reporting	• Increase SPREP GIS capacity, target- fill vacant GIS position in EMG. • Produce GIS e-learning module for beginners and environmental assessors, ensure PICs with EIA and SOE needs have access and assess use. Target- minimum 3 PICs • Build inter-program partnerships (EMG Waste CCR and IOE) to convert critical SPREP data into GIS data for PICs.
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**	**RO4.2.0** Strengthened national capacity for good environmental governance through improved awareness and implementation of policy legislation or international and regional commitments	**RO4.2.1:** At least **13 PICTs have integrated** MEA obligations and commitments into National Environmental Management Strategies or equivalent	• Support 2 PICs (Vanuatu and RMI) to update and develop NEMS to integrate into MEA commitments and mainstreamed into national planning processes.
		RO4.2.2: At least **5 PICTs have received capacity building** and training on environment policy formulation, implementation, compliance and enforcement	• Regional assessment on the status of MEA Implementation to identify compliance issues and challenges • Strengthen the implementation of the Noumea Convention by its members and make non-members become members to the convention. • Noumea Convention profile raised amongst its members and improve the management of convention within SPREP. • Raise profile of the ACP/MEA 3 programme through newsletters, publications, outreach materials and media platforms on progress of ACPMEA3 Programme implementation and achievements • Review and update environment policies as well as develop new policies for 2 PICs (Tonga and Solomon Islands) including policy development training.
RO4.3 **Strengthen environmental data collection, monitoring and analysis and reporting on results, nationally and regionally**	**R04.3.0** Increased access to, and use of environmental data and information to support planning, monitoring, reporting and decision making	**RO4.3.1** At least 14 PICTs have received technical assistance and capacity building to support the formulation of the State of Environment Report as basis for reporting to international and regional MEAs	• Building capacity for national level environment reporting in at least 2 PICs (Kiribati and Vanuatu) and linking SOE reporting to MEA and SDG reporting obligations

REGIONAL GOAL 4 – Pacific People benefit and their environment benefit from commitment to and best practice of environmental governance
PIP3 2022- 2023

2026 Regional Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		RO4.3.2: At least 14 PICTs updated its environmental databases and are being used to support planning and decision making.	• Strengthen the PEP network, updating the content management systems and user interface. Increase available datasets over 10000.
		RO4.3.3: A functional environmental indicator reporting tool updated with new information in 14 PICs to support the SoE, MEA, SDG reporting and other strategic reporting requirements	• Support the use and adoption for the IRT in at least 2 PICs (PNG and Tonga) and document use for strategic reporting requirements.
		RO4.3.4: At least 60 staff in 6 PICTs trained on environmental database monitoring system for better reporting	• Build capacity in at least 40 staff in member countries to use the environmental database supported by e-learning platforms • Conduct workshop trainings for enforcement officers (Quarantine, Customs and Fisheries) in selected PICs to improve collection of data/information that will contribute to reporting requirements for relevant MEAs, such as CITES, CMS, BRS, Minamata, Waigani and Noumea. • Conduct trainings for enforcement officers on the e-CITES tool.
		RO 4.3.5: Funding secured for SPREP and member countries to scale up the INFORM Project	• Develop at least one proposal to scale up and address gaps uncovered in the delivery of EMG program and Inform project implementation during PIP2.
RO4.4 **Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions**	**RO4.4.0** PICTs access to funding mechanisms strengthened including effective and efficient fund utilisation in the delivery required environment interventions	**RO4.4.1:** At least 3 PICTs supported in establishing national mechanisms as an accrediting entity in accessing environment funds for national priority projects	• Refer to OG2.2.1
		RO4.4.2: PICTs increased access to funding opportunities in the implementation national environmental priorities encompassing international commitments.	• Refer to OG2.2.1
		RO4.4.3: At least 2 PICTs enabled in implementing responses to national environmental priorities in accordance with the regional commitments	• Review the progress of the ACPMEA3 Programme and compile the results to develop other project funding proposal
RO4.5 **Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making**	RO4.5.0 Knowledge shared across Member countries through optimised management and access to reliable information systems	RO4.5.1: At least 15 PICTs implemented new policies integrating traditional knowledge with modern science with focus on the environment sector across Member countries	• Refer to RG 1.3.2 and or RG1.3.3
		RO4.5.2: At least 8 PICTs promoted the cohesions of traditional knowledge with modern science in decision-making process for the environment sector across Members	• Refer to RG 2.3.2

ORGANISATIONAL GOALS | **PIP3**
2022-2023

ORGANISATIONAL GOALS

ORGANISATIONAL GOAL 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies

PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
OO1.1 **Share and use knowledge through the development and maintenance of reliable systems and processes for the effective collection, storage, and access to critical information**	**OO 1.1.0** Knowledge shared across Member countries through optimised management and access to reliable information systems	**OO1.1.1:** Maintained 90% uptime operation of the ICT platforms providing increased accessibility to stakeholders including the public	• Server upgrade to latest windows server • Maintain and test disaster recovery plans and manage Service Level Agreements • Increase internet bandwidth • information security compliance audit • optimise content delivery network
		OO1.1.2: At least **90% of** service requests from key stakeholders acted upon in a timely manner	• Improve service request for tracking and reporting • Contribute to development of IT capacity and information systems for stakeholders • Increase SPREP IT capacity and resourcing • Develop e-learning materials for IT training for staff and members (self-learning, onboarding, how-to, technical courses)
		OO1.1.3: At least **80% of the staff satisfied** with the provision of technical oversight on IT matters annually	• IT involvement in key strategic advisory groups and committees • EDRMS Upgrade
		OO1.1.4: Increased by **10% annually** on the access of SPREP Knowledge products by staff, Members, and stakeholders	• Provide research and document delivery services to SPREP staff, Members, and stakeholders • Maintain and continuously update the SPREP Virtual Library and Publications on Website of the latest knowledge products published by SPREP and its partners. • Provide enhanced library and information services in the decentralised SPREP • Acquire new materials throughout the year to ensure staff have access to the latest knowledge on the environment in the Pacific • Implement the SPREP internal knowledge management strategy
		OO1.1.5: At least **80% of the SPREP KM products disseminated** utilising ICT platforms to all stakeholders and partners including the depository libraries annually	• Conduct survey to gauge staff satisfaction with KM services • Disseminate SPREP knowledge products to Members, stakeholders, and depository libraries in a timely manner through various mediums e.g. mailouts, virtual library, website, social media, GML • Continue the series of regular staff seminars and knowledge sharing on various topics of interest. • Deliver staff trainings in collaboration with IT, Comms, and other departments on an annual basis • Develop relevant collection of library resource materials to reflect the diversity of programmes/projects in SPREP
		OO1.1.6: At least 50% of SPREP's legacy collection made available digitally	• Digitise SPREP's legacy collection and harvest in other existing portals. • Digitise multimedia resources and integrate to the PCCC E-learning platform
OO1.2 **Influence positive behaviour change within SPREP and its stakeholders through persuasive, purposeful and integrated communications**	**OO 1.2.0** SPREP and partners influenced integrated communications in Member countries	**OO1.2.1:** At least **50% of media trained environmental specialists amplified** the Pacific voice on the role of media in the environment during SPREP flagship events including COP to Multi-lateral Environment Agreements across Member countries	• Media literacy and communication skills training for Pacific practitioners • Training for Pacific journalists to amplify the Pacific voice on environment issues through media platforms • Participation in regional media events to build effective networks helping to enhance the Pacific environment profile

ORGANISATIONAL GOAL 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies

PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		OO1.2.2: At least 3 **PICTs implemented** National Communication Strategy utilising the developed SPREP communication model.	• Implement a Pacific Communications Campaign at SPREP Pacific Flagship events and MEA COP's, where applicable • Support activities in SPREP Member countries leading to the development of communications plans, strategies, and guides to bring about positive environmental awareness and behavior change
		OO1.2.3: All communication outreach activities are guided by sustainable environmental practices.	• Capacity building activities conducted for Pacific Members upon request to develop, implement, monitor, and evaluate communication strategies and guides, inclusive of support for development of resource materials under these guides and strategies. • Coordinate regional and national communications campaigns and implement in collaboration with environmental work undertaken by SPREP staff
		OO1.2.4: SPREP communication products **utilised** by 5 PICs in developing its national environment policy with support from partners and donors.	• Development and distribution of SPREP resources with a focus on the Pacific environment such as but not limited to the SPREP Annual Report, factsheets, case studies, reports, manuals, and guides.
OO1.3 **Improve quality and interoperability of information and communications technology infrastructure in SPREP and the region**	**OO 1.3.0** Quality of services delivered through improved interoperability of information and communications technology infrastructure in SPREP HQ and regional offices	**OO1.3.1:** At least **50% Inter-operability of SPREP's systems delivered** timely in responding to the needs of ICT users	• Review and enhance corporate information systems to support interoperability • Review and improve user experience across all systems • Facilitate digital transformation to streamline business and corporate processes
		OO1.3.2: Inter-operability standards **adopted** and mainstreamed into project development activities	• Active involvement of IT in strategic advisory groups and committees • Review and update interoperability standards
		OO1.3.3: Improved interoperability in at least one sub-regional office and SPREP HQ	• Develop standard remote interoperability guidelines
		OO1.3.4: ICT **cost recovery adopted** and mainstreamed into project developments /activities with recommendation on ICT technologies.	• Promote and include ICT cost recovery in project activities and budgets
		OO1.3.5: At least **40% of** KM products produced by programmes are catalogued with links established to SPREP portals.	• Maintain and continuously update the intranet with the latest internal documents Include knowledge management services in SPREP project budget • Catalogue all SPREP official publications in the Virtual Library and make these available on the SPREP website. • Tag relevant knowledge products in the Virtual Library to facilitate integration with other internal portals and information systems. • Include cost recovery budgetary provisions for knowledge management activities into projects. • Conduct regular stakeholder satisfaction surveys to provide information on what is working well and what needs to be strengthened

ORGANISATIONAL GOAL 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies | PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
OO2.1 **Promote integrated programme approaches to address environmental management challenges.**	**OO 2.1.0** Promoted the integration of programming approaches in collaboration with partners in addressing environmental management challenges	**OO2.1.1:** At least **8 SPREP CTSPFs developed and or** signed with high level agreed strategic priorities clearly articulated	• Carry out consultation with SPREP Pacific Island Members to initiate the development of CTSPF • Develop Country and Territory Strategic Partnership Frameworks with high level strategic priorities that are aligned to national and regional environment priorities.in consultation with Pacific Island Members • Monitor and review CTSPFs on an annual basis in line with the PIP timelines and agreed M&E plans for each approved CTSPF.
		OO2.1.2: At least **95% of the projects endorsed by** SLT for donor funding compliant with appropriate safeguard mechanisms adopted by PRMG annually.	• Ensure the implementation of ESS mechanisms and other relevant project implementation standards through PRMG • Conduct periodic feedback review of project status using dashboards or traffic lights to aid management in its decision making
		OO2.1.3: Improved services provided to 10 PICTs through the delivery of integrated programmes adopting transformative environmental leadership in the region	• Implement integrated programming approaches with focus on the resources available to SPREP for better delivery of services to PICTs • Strengthen the strategic linkages amongst programmes and departments including development of new thematic policies as well as review of existing policies, guidance, or priorities • Assess the multidisciplinary approaches implemented including gender equity and social inclusion, innovation, and risks mindful of its effectiveness, efficiency, and sustainability across the organisation • Support Members in developing its national and regional policies that would enhance its strategic priorities or areas of change. • Review existing SPREP policies, and guidelines as well as develop new thematic policies that would strengthen integrated programming across the organisation
		OO2.1.4: At least **85% of PMIS-recorded projects** from "concept design to implementation phases" reported annually with feedback to PRMG.	• Monitor the status of project phases with reference to the project cycle entered the PMIS/PIMS • Solicit feedback from directors of programmes, departments, and work units on the status of project implementation with reports provided to PRMG
	OO2.2 SPREP capacity enhanced as a Regional Implementing Entity (RIE) for climate change funding mechanisms as conduit for other environmental funding mechanisms (From OO3.4)	**OO 2.2.1:** Increased access in climate financing by PICs through SPREP as an RIE/Delivery Partner and or EA (GEF) as measured based on March 2021 baseline	OO2.2.1 • Undertake PIC requests to develop and submit concept notes, PPFs and project plans (Readiness Support, NAPs and full-size proposals) for submission to the GCF and AF. • Collaborate with Implementing Entities to work with PICs to develop regional projects funded under the GEF i.e. Pacific I2I blue economy project. • Support PICs through Readiness Support projects to work towards the establishment of national direct access entities in the relevant country. • Undertake the role of Implementing Entity and provide management and supervisory functions on approved projects. • Monitor the implementation, progress, and effectiveness of approved projects. • Collaborate with other AEs, partners, and organisations to maximise PICs access to climate financing.

ORGANISATIONAL GOAL 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies

PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		OO 2.2.2: SPREP maintained accreditation to the GCF and AF as per status.	• Undertake the SPREP re-accreditation submission to the GCF. • Continue to monitor and work towards strengthening or improving SPREP's performance, systems, policies and procedures against requirements of the GCF and AF. • Report as required to the GCF and AF in line with accreditation / AMA / Head Agreement requirements.
		OO2.2.3: At least 50% of PICs which SPREP worked with its RIE roles are satisfied on the services received	• Continue to work collaboratively with PICs on project development and project implementation.
		OO 2.2.4: SPREP's project management policies-procedures-systems enhanced	• Work with the project management community of practice and review the project management policies and procedures and update as required. • Develop SPREP's Implementing Entity Manual. • Finalise the upgrade of PMIS and ensure all project information is updated and maintained regularly. • Work with the DDG to review the PRMG and coordinate meetings, events etc. • Continue to champion the ESMS and undertake trainings to ensure all SPREP projects are implementing the policy. • Lead the review and upgrade of SPREP's Grievance Redress Mechanism. • Build internal and external capacity in project management through capacity building activities, trainings, mentoring programmes, on-the-job training, and internships. • Actively participate in SPREP and external Committees to strengthen integration across programmes and projects, coordination mechanisms and to ensure best practice in project management is implemented.
OO2.3 **Strengthen SPREP learning and outcomes reporting framework, integrating organisational and environmental performance.**	OO 2.3.0 Strengthened SPREP learning and outcomes reporting framework integrating organisational and environmental performance based on a results-focused policy for programme implementation	OO2.3.1: SPREP outcome-focused learning framework adopted and implemented	• Continue to lead in-house training on learning and awareness for Programme Officers on Logframe, Results framework, indicator settings, M&E Plan, Theory of Change, formative and summative assessments, and performance evaluation • Conduct a 5-day M&E workshop in regional offices for staff and partners (Fiji, FSM, Vanuatu, RMI and Solomon Islands) including reporting • Establish M&E Working Group across SPREP including regional offices • Advocate for the Culture of Monitoring and Evaluation across programmes
		OO2.3.2: SPREP Performance Implementation Plan (PIP) Report endorsed by Members during high level governance meetings based on RF/ PIP achievements / AWPB	• Continue to collaborate with programmes on PIP reporting for higher governance meetings • RF/ PIP/ AWPB endorsed by higher governance meetings • Ensure outcome-focused budgeting utilised by programmes in ensuring implementation of planned activities

ORGANISATIONAL GOAL 2: SPREP has multi-disciplinary processes in programme delivery and in supporting members to develop national and regional policies and strategies | PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
		OO2.3.3: Performance of SPREP Programme implementation supported by partners	• Encourage donors and partners to advocate SPREP institutional frameworks • Support PICTs in developing, designing, and promoting learning and performance frameworks when needed • Collaborate with CROP agencies and partners on creative a cohesive platform on assessing performance frameworks and other learning frameworks
		OO2.3.4: SPREP M&E Policy institutionalised within the organisation	• Pilot-test Internal Formative Assessments for some selected flagship projects under programmes in coordination with the regional offices • Enhance PIDOC system for capacity building delivery for strategic reporting once turned over to SPREP from JPPRISM • Assess effectiveness and efficiency of SPREP flagship programmes implemented in PICTs • Monitor and report on the integration of gender equity and social inclusion indicators across programmes • Conduct priority risk monitoring and assessments for organisational effectiveness and efficiency • Implement M&E Policy and guidelines in collaboration with other programmes and departments, donors, and partners

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

PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
OO3.1 **Achieve a balanced and sustainable budget.**	**OO 3.1.0** Balanced and sustainable budget achieved	**OO3.1.1:** At minimum, a breakeven point achieved for annual financial performance	• Regularly monitor the organisation's cash flow and balances and provide relevant recommendations to management • Monitor monthly budget reports and provide relevant advice • Provide timely financial projects and budget standards • Provide administrative support services to all staff and tenants and review for improvements where necessary
		OO3.1.2: Reserves maintained at a positive level	• Advise SLT and staff on financial and policy matters • Actively monitor and manage Foreign Exchange exposure • Promote efficient property and land management practices • Manage properties to maintain their conditions to agreed standards • Provide administrative support services to all staff and tenants and review for improvements where necessary
OO3.2 **Manage funds efficiently and transparently through effective financial, risk management and audit systems, integrated with programme management, monitoring, evaluation, and reporting systems.**	**OO 3.2.0** Funds managed efficiently with transparency through effective financial, risk management and audit systems, integrated into programme management, monitoring, evaluation, and reporting systems.	**OO3.2.1:** Risks properly identified and **mitigated** utilising an updated Risk Management Policy	• Respond and resolve contractual requests and legal problems
		OO3.2.2: Fiduciary systems **ensured** accurate financial management with integrity	• Continuously assess and monitor risks • Facilitate internal audit work plan to mitigate identified risks • Provide timely and accurate financial statements and data for both years 2022 and 2023
		OO3.2.3: Donors and partners **endorsed** relevant project financial reports	• Facilitate project audits to ensure unqualified audit opinion are received for both 2022 and 2023 • Support the donor requirements by providing high quality advise and services • Provide timely financial reports for all donor requirements • Strengthen the Internal Audit Function – resources, system, and process. • Leverage the use of technology to automate the manual process.
OO3.3 **Seek additional sources and forms of sustainable financial support.**	**OO 3.3.0** Additional funding sources with sustainable financing managed	**OO3.3.1:** "Cost Recovery Policy" **implemented and utilised effectively** on Investments from donor engagements	• Monitor Programme Support Fees and Cost Recovery Plan • Review Programme support Fees
		OO3.3.2: At least **75% of projects** included cost recovery process	
		OO3.3.3: Programme support fees integrated in relevant project budgets	

ORGANISATIONAL GOAL 4: SPREP is leading and engaged in productive partnerships and collaborations | **PIP3 2022- 2023**

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023
OO4.1 **Improve SPREP partnerships, including development of mutually beneficial agreements, with clearly defined roles for both partners and measurable results that are regularly maintained.**	**OO 4.1.0** Strengthened SPREP partnerships based on mutually beneficial agreements with defined partner roles for sustained ownership	**OO4.1.1:** SPREP Partnership Engagement and Resource Mobilisation Strategy (PERMS) guided by clear partnership operational guidelines and processes.	• Develop clear guidelines, criteria, and processes to identify, assess and select new partners. • Assess all new proposed organizational level partnerships and by PRRG in line with the approved PERMS.
		OO4.1.2: At least 2 new partnerships developed and/or signed to support progressing environment priorities contributing to regional and international commitments	• Explore and develop new strategic partnerships that will contribute to regional goals and priorities.
		OO4.1.3: At least 30% of existing partnerships generated results that add value to the achievement of SPREP's strategic priorities.	• Develop the partnership database to include information on results and outcomes achieved. • Monitor and report on progress of existing partnerships with key results and outcomes periodically entered in the partnerships database.
	OO4.2.0 Strategic regional partnership engagements including international collaboration sustained with high-level engagements in various forum focused on the protection and safety of environment in the Pacific region (From OO3.3)	**OO4.2.1:** At least 1 high level strategic events supported by SPREP in collaboration with key partners. **OO 4.2.2:** SPREP protected from legal actions by resolving cases and actions on recommendations with legal advice to management across programmes **OO 4.2.3:** Contractual obligations ensured with any party (donor, consultants and or staff, or any other partner) including country agreements with the Government of Samoa for eligible privileges and immunities including tax and civil offenses for all staff	• Continue to engage and contribute to key CROP forums in line with SPREP's mandate and in support of Leaders' priorities. • Engage in and collaborate with key partners in high level strategic dialogues and forums including MEAs COPs to promote key environmental issues and priorities. • Update environmental legislative reviews published for Members in 2018 as a resource to Member countries, staff, and public users.

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

PIP3 2022- 2023

2026 Organisational Objectives	PIP3 2022-2023 Outcomes	Indicators 2022-2023	Key Activities 2022-2023

OO5.1 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 channeling of technical assistance.	**OO 5.1:** Staff recruited and retained have the knowledge and skills contributing to effective and efficient achievements of SPREP Strategic Plan	**OO5.1.1**
		 a) "No-more-than-6-months" recruitment period adopted
		 b) At least 70% staff retention rate annually
			• Develop and implement a robust Workforce Plan including:
			   a) Succession Planning
			   b) Talent Management

		OO5.1.2
		 a) Budget support allocated and approved for the implementation of the People Strategy including renumeration, performance, and salary scale movements
		 b) At least 70% positive rating on actions and results supported resolutions from Suggestion Box, Staff Committee, and staff issues in general issues relating to people policies, practices, and ways of working
			• Review and/or develop new policies on matters relating to:
			   a) Flexi and remote work arrangements
			   b) Staff remuneration
			   c) Secondary employment and engagement
			   d) Grievance
			   e) Performance Development System
			   f) Other policies based on prioritisation of issues
			
			 • Carry out a Staff Engagement Survey

		OO5.1.3 • At least 50% of the recommendations from the Remuneration Review implemented	• Follow up and implement outcomes of the Remuneration Review

OO5.2 Build our human resource capability and capacity through continuous professional development within an empowering professional workplace culture.	**OO5.2.0:** Human resource capability and capacity strengthened through continuous professional development within an empowering professional workplace culture in a Pacific environment	**OO5.2.1**
		 a) Capability budget of 5% Payroll appropriated for leadership and capacity building programmes for staff
		 b) At least 70% of staff have attended leadership and continuous professional development programmes
			• Develop and implement:
			   a) Leadership Talent Framework;
			   b) Capability Building Framework
			   c) Leadership and Capability Building Programmes

		OO5.2.2
		 a) At least 70% of Near Miss Incident reporting documented with actions undertaken.
		 b) Reduced TRIFR (Total Recordable Injury Frequency Rate Formula = number of incidents x 1000000 / total number of employee hours worked)
			• Develop and implement:
			   a) HSSE and Wellbeing Management System
			   b) Policy Review
			   c) Incident Reporting System
			   d) Safe to Work Permit System
			   e) Change Management System
			
			 • Implement two Annual Hazards & Controls Audit

OO5.3 Build a constructive, empowering, and results-oriented culture were working as a collaborative team that respects and values each other is the norm.	**OO5.3.0** Results-oriented culture empowered staff through collaborative teamwork	**OO5.3.1**
		 a) At least 70% positive ratings derived from Culture and Engagement survey on actions covering staff performance, ethics and integrity, communications, teamwork, representations, and practices
		 b) At least 90% of the staff engaged in collaborative teamwork that values each other's norm in support of a culture that is inclusive and resilient
			• Carry out a Staff Engagement Survey
			
			 • Develop and implement:
			   a) Culture transformation programme that is inclusive and resilient;
			   b) Competency Values Framework