

DRAFT

SPREP Business Plan 2013 - 2015

Executive Summary

SPREP is founded upon the 1993 mandate to serve the Pacific and *‘to protect and improve the environment and to ensure sustainable development for present and future generations’*. To achieve the SPREP vision of a Pacific environment that sustains livelihoods and natural heritage in harmony with Pacific cultures, the SPREP Business Plan aims to facilitate implementation of the SPREP Strategic Plan 2011 to 2015 in the four core strategic priorities:

1. Climate Change
2. Biodiversity and Ecosystem Management
3. Waste Management and Pollution Control
4. Environmental Monitoring and Governance

These four strategic priorities, through annual work programmes, provide the basis for programmes, projects and activities implemented in partnership with SPREP’s 26 Members, donors and partners. The strategic priorities are supported by Corporate Services, which are integral to the comprehensive services provided to SPREP Members

The 20th SPREP Meeting endorsed SPREP’s core business as *“The minimum set of capabilities SPREP must provide to Members on a regional basis, in accordance with its mandate as the regional environment organisation, which SPREP is best placed to deliver, and which should be funded through Members’ assessed and voluntary contributions.”*

The Business Plan aims to:

- operationalise how goals and targets in the Strategic Plan will be achieved;
- define an approach to meet SPREP’s financial needs;
- establish the basis for improved Secretariat and Member engagement;
- define effective monitoring and evaluation, and risk management approaches;
- be a dynamic document, responsive to opportunities for strategic partnership where there is added value to SPREP.

The specific role of SPREP is to promote cooperation among Pacific Island Countries and Territories (PICTs) and to provide assistance to its Members on environmental and sustainable development issues. SPREP delivers this through capacity building and providing guidance on technical areas and policy for effective actions at national and territory levels. The SPREP budget has increased from USD\$ 7.6 million in 2009 to USD\$ 22.1 million in 2014, the increase in funding has been mostly allocated to in-country programmatic activities for the direct benefit of the 21 PICT Members.

The key strength of SPREP is that it has established a strong reputation for providing relevant and high quality services to its Members. To continue this, an increased and more flexible core funding budget is required, with less reliance on project funding. SPREP will continue to pursue this through: (i) strengthening partnerships with

IGO and MEA partners; (ii) progressing its accreditation with international financing instruments; and (iii) transitioning to 3 year budget planning process with Members. It is noted that the level of membership contributions and multi-year funding for SPREP from Metropolitan Members also are key elements of increased core funding.

The Business Plan will, support accelerated implementation of the monitoring and evaluation framework, as well as enhancing project management, quality assurance, knowledge management and outcome reporting processes and capabilities. This will require partnership, co-operation and co-ordination between SPREP Members and the Secretariat through the implementation of the M&E framework. Furthermore SPREP recognises the importance of communicating outcomes at national and community levels that outline the organisation's niche and value added to Members.

The Business Plan is a dynamic document that will be updated to reflect new opportunities and reflect corporate developments in response to evolving priorities, emerging issues and Members' needs. Updates on the implementation of the Business Plan will be provided at each SPREP annual meeting.

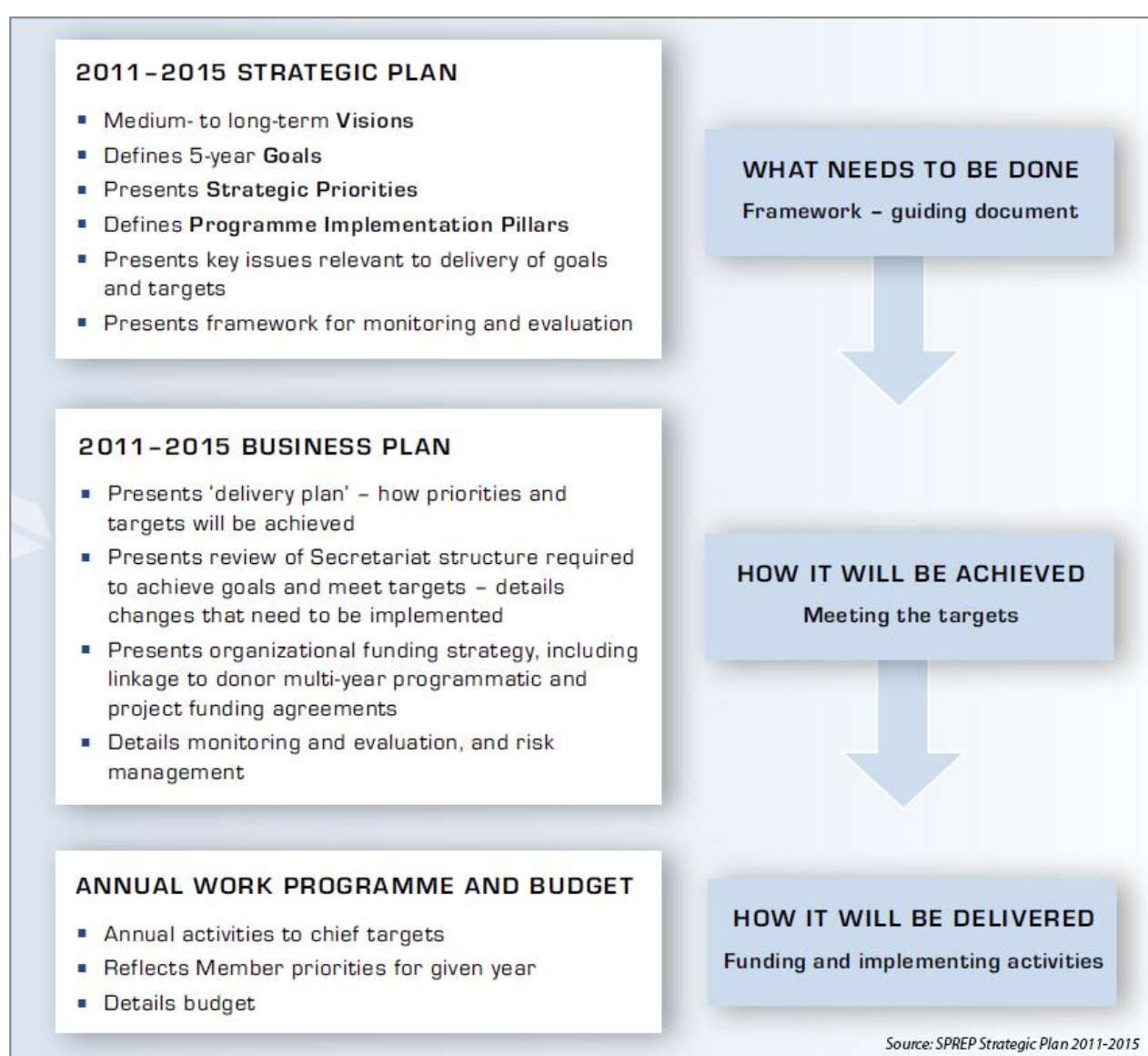
SPREP as the lead environmental CROP Agency for the Pacific shall ensure the Business Plan recognises the importance of the new Pacific Framework for Regionalism and will work in partnership with CROP Agencies in areas of mutual synergy, and ensure this coordination adds value to the core work of SPREP and benefits SPREP Members.

1. Purpose

The current planning framework of SPREP comprises a 2011-2015 Strategic Plan, annual work plans and budgets, and a Business Plan. The purpose of the Business Plan is to outline the organisation's implementation modalities and capacities that are required to enable SPREP to effectively execute the activities formulated in the Strategic Plan and the annual work plans.

The Business Plan is a key middle step in the organisational planning process set out in the Strategic Plan (see Figure 1). It will focus on a number of priority issues that are critical for the successful delivery of the current Strategic Plan, and will concurrently address issues that are of longer term relevance to the success of the organisation.

Figure 1: Key Components of the Strategic Plan Implementation Process



2. Objectives of the Business Plan

- Set out how the organisation will ensure that Strategic Plan goals and targets will be achieved
- Define an approach to meet the organisation's financial needs
- Establish the basis for improved Secretariat and Member engagement
- Define key activities to ensure effective monitoring and evaluation and risk management

3. SPREP Vision, Mandate and Strategic Priorities

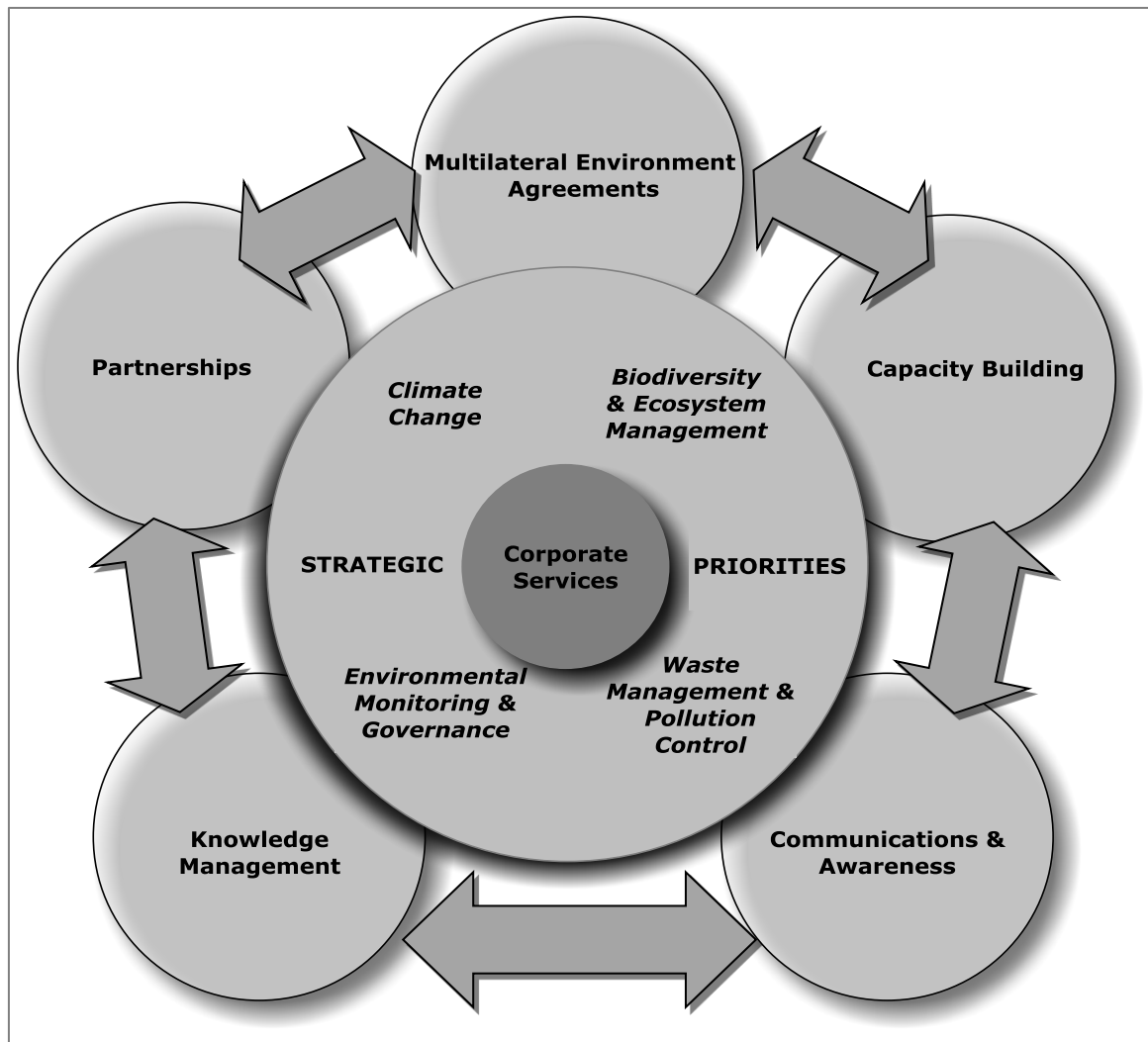
SPREP is guided by its mandate, defined in the 1993 Agreement Establishing SPREP, to promote cooperation among Pacific Island Countries and Territories (PICTs) and assist its Members to protect and improve the environment and to ensure sustainable development for present and future generations. The 2011 - 2015 Strategic Plan further defines the vision of SPREP as achieving a Pacific environment that sustains livelihoods and natural heritage in harmony with Pacific cultures. The specific role of SPREP is to promote cooperation among Pacific Island Countries and Territories (PICTs) and to provide assistance to its Members on environmental and sustainable development issues.

In the 2011-2015 Strategic Plan, SPREP Member countries and territories agreed on four strategic priorities:

1. Climate Change
2. Biodiversity and Ecosystem Management
3. Waste Management and Pollution Control
4. Environmental Monitoring and Governance

These four strategic priorities provide the basis for programmes, projects and activities implemented in partnership with Members, donors and partners. In addition to the strategic priorities, five supporting implementation pillars were agreed as essential to achieve strategic outcomes. These pillars are common to all strategic priorities, are interlinked and are mutually supportive. The adoption of the strategic priorities by SPREP members in 2010 also provided the basis for the Secretariat's subsequent organisational restructuring, based on the principle that 'form follows function'. Prior to adoption of the Strategic Plan there were two broad technical programmes: Pacific Futures and Island Ecosystems. This was changed to four technical divisions, one for each strategic priority. These technical divisions are in turn supported by the Corporate Services Division that plays a key role in financial planning and management, communication and outreach and knowledge management. Figure 2 presents a schematic outline of the inter-relationships between the key elements of SPREP's Strategic Plan implementation strategy.

Figure 2: Key Elements for Implementing the 2011-2015 Strategic Plan: Strategic Priorities/Technical Divisions, Corporate Services and Implementation Pillars



4. Analysis of Key Strengths, Weaknesses, Opportunities and Threats

4.1 Strengths

SPREP has a track record dating back to the 1970s when it was established as a unit within the then South Pacific Commission (now the Secretariat of the Pacific Community) under the umbrella of the new UNEP Regional Seas Programme. It was formally established as an independent inter-governmental organisation with the signing of the Agreement Establishing SPREP in Apia on 16 June 1993. With membership of 21 PICT Members and five metropolitan countries it has a strong basis in the region. The vision and mission and strategic priorities in the current Strategic Plan give a clear focus to SPREP and have been strongly endorsed by all Member Governments. The key strength of SPREP is that it has established a strong reputation for providing relevant services to its Members, and that these services are of high professional level.

In particular over the past five years, SPREP has embraced proactive change management, restructured the organisation to align it with the strategic priorities agreed with members, established new supporting partnerships, and strengthened delivery of services to PICT Members. In addition it has set-up, and is continuing to improve, strong internal processes to assure transparency and effectiveness, resulting in positive institutional assessments by key donors and partners. This has, for example, resulted in the provision of substantial multi-year programmatic funding by Australia and New Zealand, and the awarding to SPREP of Regional Implementing Entity (RIE) status with the Adaptation Fund. The organisation is staffed by a growing number of high calibre technical staff, drawn from the Pacific as well as international regions. It enjoys strong support from the host Government of Samoa.

All these factors contribute to a reputation of competence and efficiency, which enhance the trust of Members in the relevance and effectiveness of SPREP for environmental policy in the region.

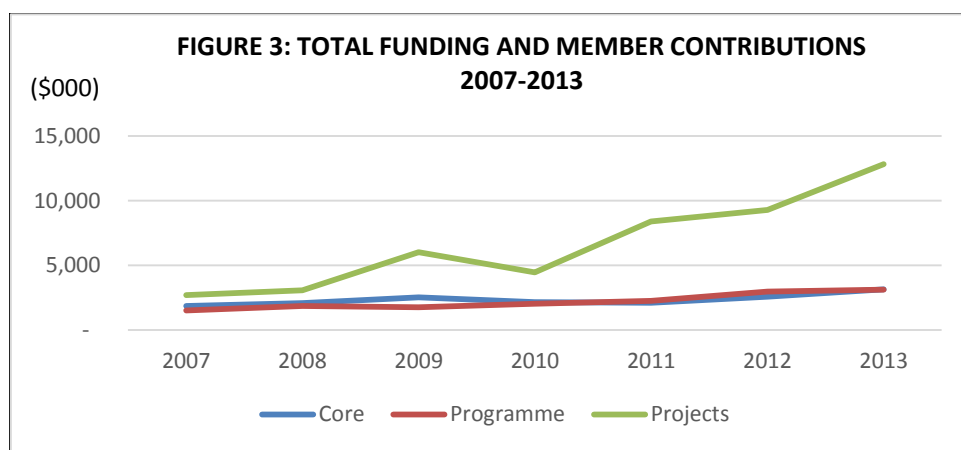
4.2 Weaknesses

▪ Funding

A major weakness of SPREP is its funding structure, which has three components:

1. Core Funding includes: voluntary member contributions, programme support charges, interest on bank deposits and other minor sources of income (e.g. rent of premises).
2. Programme Funding includes: funds to support and undertake programs consistent with the Strategic Plan. SPREP depends on two main donors (Australia and New Zealand) for programme funding for broad 3-year programmatic commitments and France provides support for a technical position over three years.
3. Project Funding includes funds for earmarked projects and initiatives in support of the Strategic Plan.

The evolution of these categories of funding over recent years is shown below and reflect the increasing reliance of the Secretariat on project-based funding:

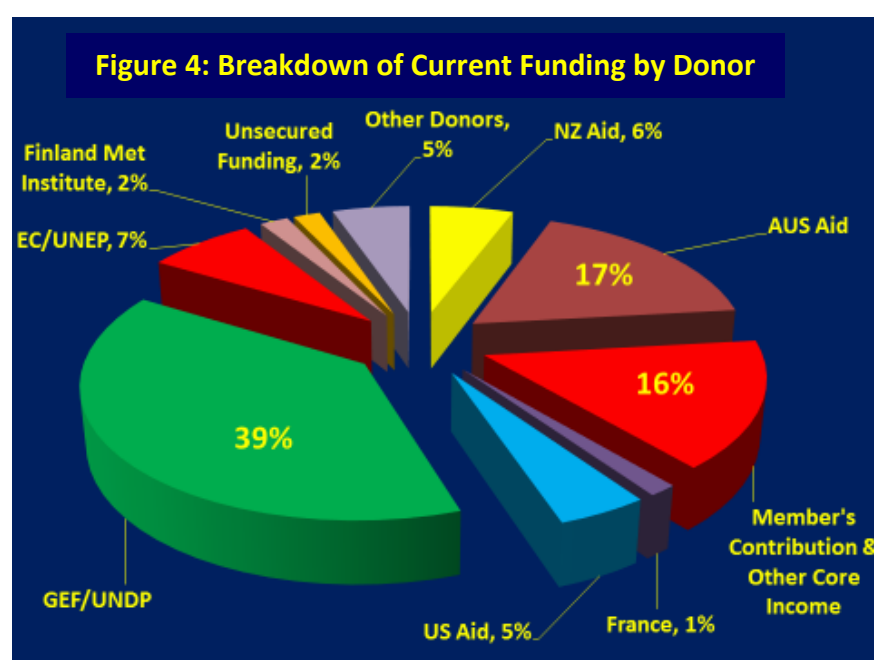


(Note: the rise in core funding in 2009 relates to a one-off voluntary contribution by members (\$292,000) towards the operational costs of the Secretariat).

Core Funding

Core funding contributed to 17% of the 2013 SPREP budget and comes largely from membership contributions, programme fees, interests on bank deposits and a variety of other relatively minor sources of income such as sales of publications, and rent of premises. Core funding covers the Executive Management and Corporate support services, as well as the Secretariat's operational costs including project execution. The majority of the core budget comes from funding from Australia and NZ and from project overheads from implementing GEF, EU and other project funding facilities.

In examining the three funding categories it can be seen that while core funding is reliable, by and large, it provides the least level of support for SPREP operations. Multi-year programmatic funding provides substantial time-bound flexible programme funding, but only two SPREP Members are providing this kind of support. There is another category that falls within the domain of programmatic support and that is the funding that is provided for specific positions. For example, France has consistently supported a francophone technical position, and the Ramsar and CMS Secretariats both provide part-funding for SPREP officer positions dedicated to supporting these MEAs. The breakdown of current funding by sources is presented in **Figure 4**.



Multilateral Funding

Global Environment Facility (GEF) funds remain critically important to environment organisations, as well as to national agencies, around the world and has been the largest donor to SPREP since 2009. The European Union (EU) could become a bigger player in support of SPREP's work. It has recently increased its support for SPREP programmes and since 2013 has been the second largest project donor, through the PacWaste project.

Bilateral Funding

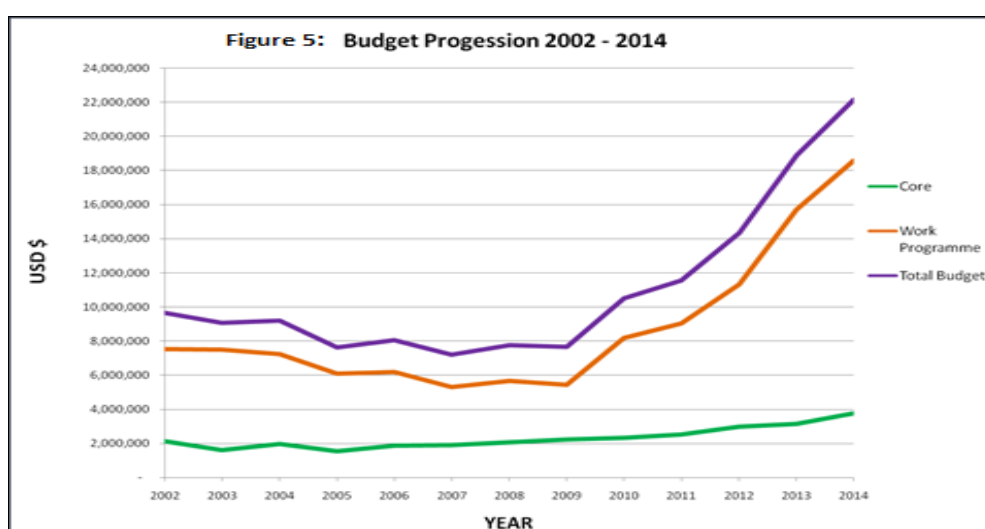
Australian and New Zealand Governments have played the biggest role in bilateral grants and contribute 98% towards programme funding.

Government Funding

25 member countries contribute 6% towards the funding mix through voluntary contributions. This is an area of opportunity for further assistance from Members respective governments.

Membership Contributions

The unchanged level of membership contributions since 2003 means the core has remained static for more than 10 years (see **Figure 5**). Between 2008 to 2014 the SPREP budget has increased 3.1 times from USD 7 million to USD 22 million. The increased level of programme and project funding means there is a widening gap with the core budget. Change in demands as a result of increased services to Members is placing considerable stress on core services support.



Project Funding

Although project funding provides the bulk of SPREP's budget for implementation activities, there are obvious constraints in terms of the project specific requirements of the funding, variable percentage administrative overheads permitted by donors that contribute to key core functions, and the specific time-bound nature of project funding. The highest value project funding comes through GEF, EU and a handful of bilaterals. The high reliance on project funding as the major part of the SPREP budget creates a 'peak and trough' scenario as it is difficult to maintain a steady, overlapping flow of large-funded projects, resulting in a continuously sustained budget. During the 'troughs' there can be a significant impact on the core funding that supports key Secretariat functions and specific personnel positions. For the remainder of the strategic plan the funding required is shown in **Table 1**.

Table 1: Planned Funding 2014 – 2015 (US\$1,000)

Category	2014	2015
Core	3,175	2,884
Programme	3,177	4,656
Project	15,791	11,688
Total	22,143	19,228

Small Projects

Another issue for SPREP is the large number of small funded projects currently undertaken. Many partners and a number of donors make available small grants for targeted purposes that match the needs of SPREP strategic priorities, are able to fill gaps in programme funding, have key catalytic roles (such as French Fonds Pacifique grants for projects in the French Territories), strengthen key partnerships (for example, with UNEP), or enable larger project development. This small-scale funding can therefore play an important role in sustaining and extending programme activities. However, the large number of smaller projects do constitute a substantial burden on financial and administrative support services, because each project requires separate reporting, both progress and financial reporting, often using different reporting formats and periods, accounting codes and audit procedures. In 2013, 37 donors provided project funding (see **Table 2**) including 18 donors that provide less than US\$100,000, in many cases, split over several different projects.

Table 2: Overview of SPREP Project Portfolio 2013 (US\$1,000)

Category	Project budget	Number of projects
Small	0 – 100	34
Medium	100 - 1,000	27
Large	More than 1,000	9

Variability of administrative overheads allowed by donor regulations is another issue that impacts on SPREP's capacity to sustain programme support, despite the SPREP requirement for a 12% overhead. Some donors do not allow any overhead charges.

- **Demonstrating Outcomes**

SPREP aims to continue to improve its capacity to monitor, evaluate and report on the lasting impacts of its work. This is a challenge for many, particularly environmental, organisations and is a key issue raised in various organisational reviews. In addition to the typical challenges associated with being able to measure long term environmental outcomes, the Secretariat does not necessarily have direct visibility of long term environmental change, as its primary role is to build and deliver policy, technical, communication and knowledge management capacity and support to PICT Members. Through this work SPREP aims to support members to take action and deliver effective environmental and sustainable development outcomes at national and territory levels - it is primarily, the Members' responsibility to ensure that technical, policy and capacity building support is translated into sustainable outcomes. Nevertheless, SPREP will continue to improve and coordinate its own, and Members', capacity to report on the longer term outcomes of its work. To

achieve this it will require co-operation and co-ordination between both Members and the Secretariat through the implementation of the M&E framework.

4.3 Opportunities

SPREP's mandate, vision and strategic priorities have been endorsed by its 26 country and territory Members and define its niche within the Pacific regional institutional landscape. All of the four key strategic priorities are essential for supporting the sustainable development goals of PICTs. SPREP therefore has both the responsibility and opportunity to ensure that it provides quality services to its Members.

Key opportunities to maintain and enhance SPREP's key roles include:

- increasing dialogue with Members to ensure that strategic priorities are valid and relevant;
- strengthened cooperation with donors and development partners to implement priority programmes in areas of mutual interest to support PICT priorities
- maintaining and developing linkages with scientific and technical institutions that can improve the scientific basis of SPREP's work;
- continuing to develop and implement regional and national environmental reporting to improve PICT understanding of environmental status and trends to underpin policy development and implementation;
- continuing to engage with CROP agencies in line with the new Pacific Framework for Regionalism to define and refine respective organisational roles and modes of interaction.

4.4 Threats

A primary potential threat to SPREP comes from its funding structure: the 'troughs and peaks' of project funding; the low level of core funding provided by membership contributions and the difficulty in receiving support from any increase in these contributions; the limited number of Member countries providing long term programmatic funding and the lack of long-term guarantees for its continuation; and the year-by-year funding agreements with Convention Secretariats (Ramsar, CMS) to support key MEA positions. Long-term financial viability is critical for effective support to PICTs in terms of programme delivery across strategic priorities.

A second key potential threat is the failure to maintain momentum of change management in the context of remaining relevant to Member needs, and failure to deliver (with Members) meaningful environmental outcomes within the implementation of strategic priorities. The Secretariat notes the 2014 to 2016 period will be an important time for SPREP, including with the conclusion of contracts of the Director General and some SMT Members, as well as a number of external factors such as the new Strategy for Climate and Disaster Resilient Development. We believe there is thus a need for clear and effective transition planning and that this close cooperation and consultation between the Secretariat and SPREP Members.

A third potential threat relates to effective engagement with CROP and other partners, which plays a key role in the delivery of SPREP strategic priorities. Failure to maintain good relationships, to agree on rules of engagement, mandates and respective areas of support for PICTs would put at risk SPREP's reputation and ability to support its Members.

5. Business Approach

5.1. Building on Strengths

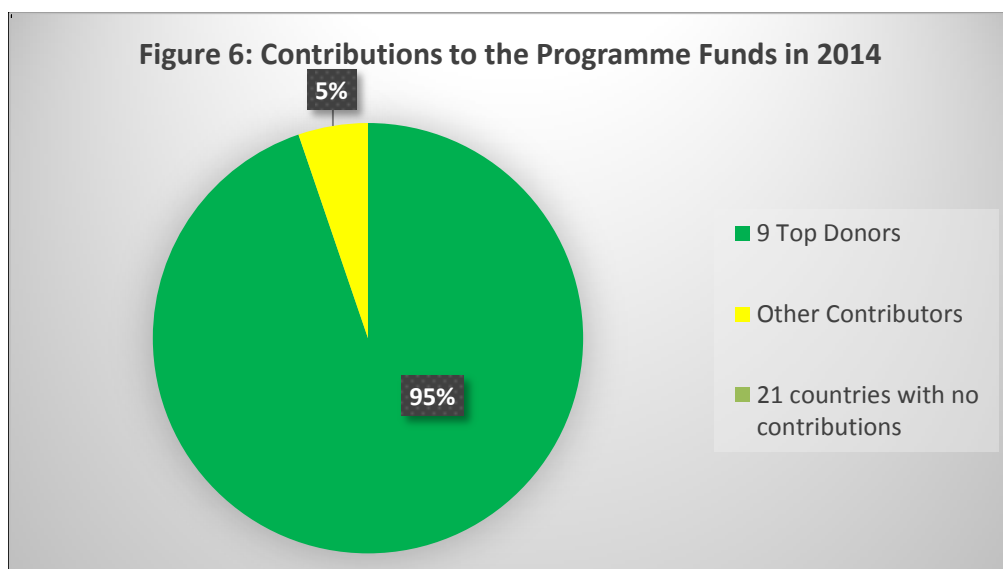
For the remainder of the current Strategic Plan term the Secretariat will continue to implement an adaptive change management process aimed at building on its current successes and strengths and improving its service delivery to Members by continuing to:

- Be responsive to members' changing needs and delivering practical benefits
- Respond to donors' changing needs in line with Members' priorities and the Strategic Plan
- Build stronger partnerships
- Review and improve processes and systems
- Increase the reliance on rigorous empirically based information
- Build an engaging organisational culture that delivers
- Reinforce a 'One SPREP' mentality and service model
- Attract, develop and retain high calibre staff
- Deliver on the four strategic priorities that define SPREP's mandate in the regional institutional architecture

5.2 Strengthening the Funding Base

▪ Programme Funding

Funding needs to be assured for the medium-long term through more effective programmatic planning. As indicated in **Figure 3**, the bulk of SPREP's funding is derived from projects, making the organisation vulnerable to funding fluctuations. **Figure 6** shows that nine donors provide 95% of SPREP's funding.



Flexible multi-year programmatic funding from Australia and New Zealand has proven invaluable in enabling effective support to PICTS by funding key technical positions and a range of programmatic activities. If other metropolitan Members – France, UK, and USA – were able to provide similar levels of programme funding support it would greatly improve SPREP’s capacity to respond to Member needs. The Secretariat will continue to engage these three countries on the potential for them to provide multi-year programme funding. Programmatic funding can also be provided by non-SPREP Members and partners and as part of a funding diversification strategy SPREP will continue engagement with countries and donors such as Japan, China, ADB, EU, AFD and the World Bank to explore possibilities.

France has for many years provided valuable support by covering the costs of a technical specialist, as have Agreements with the Ramsar Secretariat and more recent support from the Secretariat for the Convention on Migratory Species. While this approach provides valuable support to progress strategic priorities, in each case the funding provided does not cover all costs, particularly operational costs, which have to be met by the Secretariat. Nevertheless, provision of seconded technical and policy specialists aligned with Member strategic priorities is clearly an avenue for strengthening SPREP’s programme delivery and reduce the financial burden on core and programme funding. The Secretariat will urge metropolitan Members and other partners to consider providing this kind of support.

▪ **Project Funding**

SPREP benefits from the contributions of a substantial of smaller donors and funders. Although all contributions to support the activities of SPREP are programmatically and strategically important, transaction costs for smaller contributions are relatively high. The aim is to reduce transaction costs while maintaining access to the funding from these donors. SPREP will draft a document that proposes streamlining reporting procedures, to address:

- The need for streamlining procedures: high transaction costs for implementing a large number of small projects of short duration.
- Proposed procedures to reduce transaction costs by streamlining reporting and accountability, including:
 - Progress reporting formats, based on SPREP project progress reporting format.
 - Reporting period similar to SPREP reporting period (January – December).
 - Financial reporting based on the SPREP budgeting and accounting system.
 - Proposal to accept the SPREP annual audit to fulfil donor audit requirements.

SPREP donors are requested to consider the harmonization of reporting and audit procedures on a voluntary basis. For donors that cannot accept this, their reporting and audit procedures will take precedence.

Reducing transaction costs for individual donors opens the possibility to expand the number of donors for SPREP activities (including private sources) without creating an excessive burden for the organisation.

A Fundraising and Donor Coordination Officer (FRDCO) with fund raising and report writing skills is proposed to be appointed to prepare a portfolio of projects and programmes in collaboration with programme staff, when funding is available. The FRDCO will also be responsible for liaising with

donors to ensure that funding opportunities/cycles are available to programme staff, that monitoring and reporting requirements are met and that issues are resolved and good relationships are maintained with donors.

▪ **Accreditation with International Financing Instruments**

SPREP has been accredited as a Regional Implementing Entity, under the UNFCCC Adaptation Board. This means that SPREP is now one of only three RIE's in the world, with the other two located in Africa. This is a significant achievement which will benefit SPREP members and is a strong indication and validation of the strength of the governance processes and procedures at SPREP. SPREP is also in the process of obtaining accreditation with the Global Environment Facility (GEF) as an Implementing Agency.

The aim of the accreditation is to facilitate access to funding from these facilities in order to obtain a steady and stable flow of funds for activities implemented by SPREP PIC Members. Accreditation with the GEF requires a further level of organisational capacity that SPREP is currently building based on what was required for the Adaptation Fund. The GEF will build on the accreditation process of the Adaptation Fund and may only add a few additional requirements, thus placing SPREP in a good position for accreditation as a RIE of the GEF when arrangements are finally adopted at the international level.

Currently 10 international organisations are listed as GEF Implementing Agencies, now known as Project Agencies. GEF aims to admit more organisations to the status of accredited GEF Project Agencies under the GEF-5 pilot. SPREP has submitted its application for the status of GEF Project Agency as directed by its members. This application was not approved and requests for more information and organisational strengthening were requested. An application for funding support to carry out such strengthening was accepted by the GEF and will be implemented through UNDP in 2014. Accreditation as a GEF Project Agency will facilitate SPREP access to GEF funding for national and regional activities.

GEF rules include a provision for overhead costs that could contribute to a stable flow of funding for the Secretariat's operational costs. Accreditation as an RIE will facilitate funding to national activities, and SPREP will receive an 8.5% fee as RIE, but if SPREP seeks involvement in project execution then an additional fee of 1.5% only will be received by SPREP. Thus Adaptation Fund projects will most likely have to be executed by national agencies only. However, there are opportunities for SPREP engagement in these projects if funded through the Regional Technical Support Mechanism at country request.

▪ **Maintaining and Strengthening Relationships with IGO and MEA Partners**

Some relationships are already established with sectoral UN agencies, such as WMO, IMO, UNEP and FAO or other international bodies (Ramsar). The basis for these relationships is longstanding and often linked to common mandates and programmes. Partnership with these organisations is mutually beneficial and will be strengthened. For example, in 2014 UNEP will strengthen its engagement in the Pacific by expanding its one-person presence to a sub-regional office co-located in the SPREP compound. An important aspect of these partnerships is to generate additional funding for SPREP programmes, either directly or through collaboration in the development and implementation of large GEF and EU projects.

■ Work Programme and Budget Planning

Closely linked to the issue of sustainable programmatic funding is work programming and budgeting. The current requirement to undertake this on an annual basis is time consuming, limits the scope for engagement with Members on activity/target priorities and is less easily linked to the programme funding currently provided by Australia and New Zealand. The Secretariat will therefore request Members to move to 3-year work programming and budget cycles instead of the current annual work programmes and budgets. This will allow a more consultative process and timeframe with Members in the preparation of the work programme and budget in year 1 of the 3-year cycle linked to agreed PICT implementation strategies (see below). It will also allow Secretariat programme staff more time to devote to implementation activities.

■ Quality of Services

The Secretariat recognises that long-term sustainability of funding is dependent on the quality of services that SPREP provides. The reputation of SPREP has improved over recent years, both among its Members as well as among funders. Maintenance of this reputation and its further enhancement is vital to assure future SPREP funding, and requires enhanced communication to Members and funders of information about SPREP's successes. To support its reputation for quality service delivery SPREP will establish a quality management system at corporate level. The scope of operations for this quality management system includes both the Secretariat and national partners. In order to be manageable within the resource constraints of SPREP, such a quality management system is closely integrated with the monitoring and evaluation processes that are defined in the Monitoring and Evaluation (M&E) Framework endorsed by Members at the 23rd SPREP Meeting. It includes seven elements, summarised in **Table 3**:

Table 3: Summary of Quality Management System

Quality management process	Description	Primary responsibility
Setting minimum standards for project proposals and plans	Project proposals and other plans must satisfy basic requirements, for example include lessons learned from earlier similar plans, be relevant, feasible (relationship between resources and objectives) and manageable.	Minimum standards proposed by Project Review and Monitoring Group, endorsed by corporate management
Verify compliance of proposals to minimum standards set	Assessment of proposals and plans by others that project/plan formulation staff.	Project Review and Monitoring Group
Setting minimum standards for service delivery	Service delivery should be consistent with SPREP code of conduct.	Formulated and endorsed by corporate management
Verify compliance to minimum standards for service delivery	Receptive to unstructured signals about service delivery by SPREP staff from members and national partners. Client satisfaction survey among members and national partners.	Corporate management and senior SPREP staff for receiving and reacting to unstructured signals. M&E staff for client satisfaction survey.
Assist national partners to contribute good quality results.	Make national partners aware of importance of professional competence and provide necessary technical support and information.	All SPREP staff, most often project managers and project staff.

	Capacity building.	
Feedback from implementation of project and other activities	Adequate operation of the monitoring and evaluation system as described in the M&E framework.	Project Review and Monitoring Group and M&E staff
Adjust minimum standards for project proposals and service delivery	Incorporate lessons learned from project implementation in minimum standards.	Project Review and Monitoring Group, proposals to be endorsed by corporate management.

5.3 Embedding Monitoring and Evaluation

Monitoring and evaluation (M&E) is an essential requirement for SPREP. In addition to being a requirement of all donors for project funding, it underpins a process of continuous improvement through the programme and project inception, design and management phases, to support better outcomes for Members and the Secretariat. M&E also supports SPREP to demonstrate its achievements and results, including against the Strategic Plan. The Secretariat is confident that the M&E framework endorsed by Members at the 23rd SPREP Meeting will support SPREP progress towards best practice M&E standards in the organization. In summary Members endorsed:

- An overall performance management framework
- Results measurement process for projects and activities
- Monitoring and evaluation work plan format for project and activities
- Revised format for PMER reporting commencing for 2013 reporting
- Establishment of an internal Project Review and Monitoring Group

The Secretariat has also appointed a Monitoring and Evaluation Advisor to oversee the continued implementation of actions and processes within the Monitoring and Evaluation Framework, including through guiding internal and external M&E processes endorsed by Members. Through implementation of the M&E Framework SPREP will aim to ensure that high standards and quality control are maintained and improved through the programme and project inception, design and delivery phases, as well as improve its own, and member capacities to report on results and longer term impacts of its work.

The annual Performance Monitoring and Evaluation Report (PMER) to Members will be reviewed and improved as a tool for measuring the impact of SPREP's work. This will be linked to the ongoing work to streamline and standardise reporting where possible, and the continued development of periodic state of the environment reporting at national, territory and regional levels.

5.4 Working with Members and Partners

The current Strategic Plan has been formulated after an extensive process of consultation with Members and partners. During these consultations the priorities for 2011 – 2015 were extensively discussed and agreed and the commitments by the Secretariat and the Members were made explicit (see **Table 4**). This is reflected in the Strategic Plan, where considerable attention is given to the complementary responsibilities of SPREP and Members to achieve the strategic goals. During the implementation of the Strategic Plan, SPREP has made it a priority to increase the amount of resources channeled to individual member states and enhance the level of services provided to

national partners in PICTs. The respective obligations agreed in the Strategic Plan are largely being fulfilled. However, the Secretariat recognises that there is room for improvement and proposes that a new system of Country Strategic Agreements (CSAs) be established with PICTs for the duration of the plan and beyond. These CSAs would define individual PICT expectations from the Secretariat, preferably over a 3-year time frame linked to the new 3-year Work Programme and Budget planning referred to above.

Table 4: SPREP Secretariat and Member Commitments to Implementing the Strategic Plan 2011-2015

Members will:	The Secretariat will:
Work together collaboratively to address national and regional priorities	Facilitate regional collaboration and coordination
Facilitate the work of the Secretariat by communicating to it their national priorities for policy and technical assistance and national-level drivers	Work with Members to tailor policy and technical assistance, and support national or regional on-ground delivery that meets national priorities and incorporates community-based management and innovative financing
Develop national policies and implementation plans; where necessary seek guidance and advice from the Secretariat such as lessons learned; where possible work with the Secretariat to integrate regional implementation plans at the national level	Consider and build on national policies and plans to develop regional policies and implementation plans that reflect the needs of Members; assist Members to integrate regional plans into national plans; advise on and share lessons learned from national policies and plans
Coordinate approaches between government, civil society, NGOs, and the private sector to help achieve the goals of the Strategic Plan	Establish regional funding and programme partnerships that respond to Members' needs; coordinate the region's interests in global forums; liaise with potential partners to provide coordinated assistance to individual Members or groups of Members
Maintain national capabilities and institutions for biodiversity, climate change, pollution and waste management, and environmental monitoring and Governance	Build on and assist national governance capabilities and institutions by establishing regional knowledge hubs; assist Members to identify and maintain minimum capacity requirements
Establish an enabling environment – meaning suitable legislation and regulation with guidance, where appropriate, from the Secretariat on opportunities and possible linkages to regional instruments	Advise Members, as appropriate, on gaps and opportunities in national legislation and regulation; this includes ensuring consistency with regional instruments and providing technical assistance to Members to set up innovative funding systems that support environment policies
Gather national environmental data and information and, where possible, make it available to the Secretariat	Build on national environmental data and information from Members or other sources to provide regional environmental data; gather, store, provide access to, and analyse regional environmental data and information
Develop and maintain skilled human resources and commit sufficient resources from national budgets to support and sustain environmental programmes	Help Members maintain skilled human resources by creating opportunities at regional and sub-regional levels so that practitioners can update their skills; assist Members to strengthen their institutions through capacity building at national and sub-national levels; provide technical backstopping where appropriate
Collaborate bilaterally with development partners to help deliver goals in the Strategic Plan; seek guidance	Advise and consult development partners on priorities and opportunities based on the Strategic

from the Secretariat on links with development partners; support the Secretariat to identify opportunities for regional coordination of development assistance	Plan; foster links between Members and development partners; identify opportunities for regionally coordinated development assistance based on Member-defined needs; participate with other CROP organisations in joint country strategy design missions
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At the request of Members, an exploratory study was undertaken in 2011 into the possibility and desirability of establishing a sub-regional presence in selected locations. The study concluded that a sub-regional presence in Micronesia and Melanesia is relevant and could be expected to improve relations and programme delivery with Members in these sub-regions. An independent cost benefit analysis on the sub-regional presence was commissioned and endorsed in the 2012 SPREP Meeting which supported the establishment of SPREP posts in RMI and FSM. Since then a SPREP Officer has also been based in the Solomon Islands to manage implementation of a major USAID ecosystem-based adaptation to climate change project to ensure effective engagement with national and provincial governments and project implementation.

5.5 Establishment of the Strategic Planning and Information Unit

The recently appointed M&E Adviser and the yet to be recruited Fundraising and Donor Coordination Officer (FDCO) will form the core of a Strategic Planning and Information Unit, and will be located in the Corporate Services Division.

The FDCO will be responsible for external contacts with actual and potential donors. The Monitoring and Evaluation Adviser will, together with Independent Auditor located outside the SPIU, assume responsibility for a basic quality management programme.

Apart from the Strategic Planning and Information Unit an internal Project Review and Monitoring Group will be established (as agreed by the 23rd SPREP Meeting). The composition and responsibilities of this group are described in **Appendix 1**.

5.6 Corporate Services

▪ Human Resources

Human resource needs of the Secretariat will be aligned with the organisation structure as the functions of the Secretariat grow and expand. Sustainable funding of key Division positions is critical to ensure that key priority areas are sustained. Recruitment and retention of the highest calibre staff is a key objective of the Secretariat. Staff terms and conditions must remain competitive in the market and policies and processes in place benchmarked to international best practice.

▪ Information Technology

Information Technology will be leveraged to provide an enabling environment for collaboration and information sharing, promoting interoperability standards and open architecture. IT will be innovative in providing effective and reliable IT systems and solutions, implementing Green IT solutions where appropriate. Through joint initiatives and collaboration with partners, capacity building opportunities will be sought for IT personnel to ensure we take advantage of emerging trends and advances in technology. Policies and standards to be implemented to govern the use of ICT will be effectively communicated to the organisation.

- **Information Resources & Archives**

The information resources & archives centre aligns with the mission of the organization and reinforces its goals and objectives by providing appropriate services. Disseminating accurate and timely information to our Members and key partners on an ongoing basis is a key objective. We strive to sustain a knowledge culture within the organization of which we must embed in our daily work a combination of best practices in information management, knowledge management and knowledge sharing.

- **Communications & Outreach**

SPREP's current organisational structure incorporates two key functions – public relations, information and awareness of the organization; and outreach and education on environmental issues and SPREP's strategic priorities. The functions are discussed separately here:

- **Public Relations**

A strategic, integrated approach is necessary if SPREP's communications are to have ongoing and targeted impact in terms of raising the organisation's profile at the regional and national level. It is evident that despite increased media activity and other initiatives to raise public awareness of SPREP, and despite the substantial positive impact of our activities at the national level, SPREP is not yet a "household name". Rapidly changing personnel in government and in NGOs also impacts on the knowledge of the organisation. To address this, SPREP recognises that our communication must focus on outcomes at national and community level through case studies, ongoing media engagement and strengthened branding that clearly outlines the organization's niche and value added.

The current communication strategy is now seven years old and will be reviewed in line with the business plan and its objectives. The revised communication strategy will identify internal communication needs and processes as well as external communications focusing on specific target groups.

- **Outreach and Education**

Outreach and education is essential to the on-ground success of all of SPREP's work. This ranges from policy changes through to behaviour change at individual/community level. Widely accepted principles of Education for Sustainable Development should continue to guide SPREP's outreach and education work. These approaches are incorporated in SPREP's ESD guidelines for the organisation and efforts need to be made to ensure these filter through to and guide project activities.

Appendix 1: Project Review and Monitoring Group - Membership and ToR

1. Membership

- Chair - Deputy D-G
- Core: Division Directors (4)
- Core: Division thematic Advisers (4) - for input + back-up for Directors
- Communications Adviser as required
- Capacity Development Adviser as required
- Finance Adviser /Project Accountant as required
- HR Adviser as required depending on recruitment issues
- Additional division programme Advisers as required depending on thematic issue
- Ad hoc external specialists for project design/reviews as required

2. Terms of Reference

A. Project Design

- i. Oversee design and prioritization of new projects over US\$50,000 to ensure that they are aligned with Strategic Plan priorities and targets, and address donor objectives.
- ii. Ensure that major projects are integrated across technical divisions, where relevant, as well as communications and capacity development, so that projects benefit from available in-house expertise and synergies with other programmes and projects.
- iii. Ensure that environmental planning, impact assessment and management to international standards are included in relevant projects.
- iv. Design a project preparation cover sheet to accompany proposals to facilitate review by the PRMG that includes all relevant project information and space for PRMG review comments back to project proposer.
- v. Assess the need for, and identify, external specialist input for technical design of projects.
- vi. Lead in developing new cross cutting projects on an annual basis.

B. Project Review and Monitoring

- vii. Receive project tracking reports from Directors to monitor implementation progress
- viii. Review periodic project reports for major projects before they are submitted to donors.
- ix. Provide guidance to project managers and Executive on relevant issues that arise.
- x. For projects in-country, undertake periodic inspection of project implementation (tied to scheduled country visits) including discussions with national stakeholders to ensure satisfaction with project delivery and identify any issues that need to be.
- xi. Establish a PRMG M&E schedule with project manager with timelines for internal review.

C. Other

- xii. Ensure that a manual is prepared for risk assessment during project preparation and outlining procedures for monitoring and evaluating projects during implementation.
- xiii. Ensure that a manual or toolkit is developed that summarizes lessons learned from SPREP projects, which is updated regularly and acts as a sourcebook for SPREP staff for best practice. .
- xiv. Develop and manage a project database that records essential information on all SPREP projects: name, location, purpose, outputs, outcomes and lessons learned.
- xv. Review and advise opportunities for increasing the funding available for SPREP Programmes

3. Operation

It is anticipated that most work of the PRMG will be done as desk reviews, at least as a first step. Large or complex projects are likely to require a meeting(s) to review the proposal with the responsible officer. It is important that project development not be delayed, so the PRMG needs to work quickly and efficiently.

Project Design

- STEP 1: new projects referred to Chair of PRMG with appropriate cover sheets with checklist (project information, internal and external collaboration details, internal and external monitoring schedule, etc).
- STEP 2: Chair distributes project document(s) to PRMG members for review.
- STEP 3: PRMG desk review turn-around 1 week with comments returned to Chair for transmittal with PRMG advice/queries to proposer as one coherent document.
- STEP 4: for simple proposals and/or with no major issues identified by PRMG, Chair approves.
- STEP 5: for complex proposals with issues, proposer addresses concerns and resubmits to PRMG to indicate how issues will be addressed - likely to require presentation to meeting of PRMG (see below).
- STEP 6: final approval by PRMG or decision not to proceed if proposal is considered deficient or not in accordance with Strategic Plan priorities/targets.

Project Monitoring

- Monitoring timeline established during project design and agreed by PRMG.
- Chair convenes PRMG meeting as needed to review projects within monitoring schedule (reports presented by project managers) as well as projects in design stage per Step 5 above.
- Chair reports regularly to D-G and SMT on status of project monitoring and development, with early identification of any major issues that need addressing, as well as any other project development priorities.