

Final Report

**Second Independent Corporate Review of SPREP:
The Pacific Regional Environment Programme**



Prepared by

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Mr. Elkoga Gadabu
Chair
SPREP Meeting
Acting Secretary
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Dear Mr. Gadabu

Second Independent Corporate Review of SPREP

On behalf of the four person Independent Review Team, I have much pleasure in providing you with a copy of our report. The report addresses the tasks we were to undertake, as specified in the Terms of Reference prepared and approved by the SPREP Meeting. We have provided the SPREP Secretariat with a copy of our report, for translation and distribution to SPREP Members and other relevant parties.

While not included as a formal recommendation, we suggest that specific steps be taken to ensure that Members and other stakeholders are fully aware of the results of the Review, and of our recommendations. This would assist them to come to the 2014 SPREP Meeting fully informed, and hence well prepared to engage in discussions on the report's findings and recommendations.

The Deputy Leader of our Team, Ms Teresa Manarangi-Trott of the Cook Islands, will be presenting our report to Members at the SPREP Meeting in September. She will be pleased to respond to questions and comments. Unfortunately I have a prior commitment that prevents me from participating in the SPREP Meeting. I send you, and the Meeting, my apologies and regrets.

Please do not hesitate to contact me if our Team can be of further assistance.

On behalf of the Team,



John E. Hay
Team Leader

Executive Summary

1. **Background.** This draft final report presents and interprets the evidence gathered by an Independent Review Team commissioned by the Pacific Regional Environment Programme (SPREP) to undertake the Second Independent Corporate Review. Interpretation of this evidence leads to several recommendations that are designed to further enhance the effectiveness, efficiency and relevance of the work of both the Secretariat and the wider Organisation.
2. The review involved in-depth assessments of the relevant evidence, using participatory approaches. A comprehensive process of engagement with stakeholders ensured the Review Team acquired the evidence and views of key stakeholders regarding the and performance of SPREP.
3. The first Independent Corporate Review of SPREP, undertaken in 2008, identified a large number of issues identified in previous reviews that remained highly relevant, and largely unaddressed by the Organisation. Much of the focus of the present review is on assessing the response of the Secretariat to the findings and associated recommendations of that first review. The present review provides new recommendations related to improving still further the performance of SPREP.
4. **Mandate.** SPREP has a clear mandate to deliver on the protection, improvement and sustainable development of the Pacific regional environment, including its natural ecosystems. Any challenges about working to, and fulfilling this mandate are more about SPREP's partners and other stakeholders having an equally clear understanding of the origins and authority of this mandate, and about the roles that SPREP must and does play in delivering to its mandate. Evidence presented in this and the companion Mid Term Review report highlights the need for the Secretariat to do much more, and be smarter about addressing these challenges. In order for SPREP to better understand how it can contribute further to sustainable development in the region, it needs to be more inclusive and work more cooperatively in the region.
5. Given key messages in the new Framework for Pacific Regionalism, it is now even more important and timely for SPREP to be engaged in guiding the protection and sustained use of the region's environmental assets, noting the Organisation's comparative advantage in the supporting the Pacific islands region on these matters. This is in part because there are significant benefits to sharing and combining resources in a regional approach. The new Framework will likely result in increased priority being given to regional coordination and cooperation. This is particularly relevant to SPREP given that its mandate clearly covers regional public goods related to the environment and to ecosystem services.
6. It is thus becoming even more critical for SPREP's work on delivering environmental outcomes to be clearly linked with efforts that improve livelihoods and the sustainable economic development of the region. Such work is entirely consistent with its mandate. Opportunities to increase the focus on linking environmental outcomes with actions that improve livelihoods and sustainable economic development are arguably greatest for the current biodiversity and ecosystem management strategic priority, but they exist for the entire Organisation.
7. Where SPREP's Work Programmes do place greater emphasis on activities that improve livelihoods and the sustainable economic development of the region, it is important that the monitoring and evaluation reports include targets and indicators which Ministers and

Leaders see as being relevant because they reflect contributions to social and economic development.

8. **Improving Performance.** A period of major change for SPREP started in late 2008, with implementation of the recommendations of the first Independent Corporate Review, with the appointment of a new Deputy Director General and, in 2009, appointment of a new Director General, and as a result of the Regional Institutional Framework process. SPREP soon began scaling up its programme of environmental work, often through a new spirit of cooperation with other inter-governmental and non-governmental organisations, under the leadership of a new Senior Management Team.
9. By 2010 significant improvements had been achieved, including preparation of SPREP's first Strategic Plan that would guide the organisation over the subsequent six years, by way of its four strategic priorities and clear targets and indicators. Secretariat support to the 21 Pacific Island Country and Territory (PICT) Members was increased, along with contributions from a growing number of partners and donors. Communications, awareness, education and outreach began playing an increasingly significant role in the work of the Secretariat.
10. A new operational structure for the Secretariat was adopted, based on the four strategic priorities, along with Corporate Services and a Senior Management Team. An Internal Audit Policy and the Audit Committee Charter were endorsed in 2012, and became operational in 2013, as well as many other policies related to strengthening the Secretariat's performance and practices.
11. The overall budget for SPREP has increased from USD 7million in 2008 to USD 22 million in 2014. This has included a shift to multi-year funding by the Governments of Australia and New Zealand, with this representing 31% of total income in 2013. There has been a significant decline in support costs relative to total income, and an increase in the collection of Member contributions. Core funding of SPREP has increased in relative terms, from 15% in 2010 to 33% in 2014, with the increase in dollar terms being significant relative to SPREP's overall income.
12. Other key donors, including the European Union, Japan and the Global Environment Facility, have also shown substantially increased confidence in SPREP. These developments are a direct result of the marked improvements in the Secretariat's internal processes and practices, as exemplified by successfully completing the European Union institutional review process, gaining accreditation as a Regional Implementing Entity for the Adaptation Fund, and completing Phase 1 of accreditation as a Project Agency for the Global Environment Facility.
13. Total disbursements have increased by 92% between 2010 and 2013. Disbursements for regional activities increased by 64%, indicating greater emphasis on delivery of assistance direct to Members. Collectively, the percentage increase in assistance to the French Territories was similar to that for total disbursements, but there is considerable difference between the three territories. There is increased satisfaction with SPREP's performance, as expressed by PICT Members at recent SPREP Annual Meetings.
14. **Assessment of Progress.** The Review Team conducted an independent, evidence-based assessment of progress in implementing the recommendations of the 2008 Review. The Secretariat has made an exemplary effort to implement the many recommendations. This is a major and heartening change to the way in which the Organisation had responded to earlier reviews.

15. Substantial improvements in performance are evident across all aspects of the Secretariat's operations. This includes more efficient delivery of increased services and other assistance to Members, guided by SPREP's first ever Strategic Plan and the Annual Work Programmes and Budgets, and as documented by the new process of producing annual performance monitoring and evaluation reports. A majority of questionnaire respondents regionally, consider that SPREP is responding adequately to the prioritised needs of their country or territory.
16. SPREP has had clean and unqualified audits for the past five years, and an Internal Auditor and an Independent Internal Audit Committee have been appointed. It is noted by the Review Team that the Internal Auditor has no support staff and therefore the workload of the office may impact on the effectiveness of the Internal Audit function. A new financial management information system became operational on July 2, 2014. It brings major improvements to the Organisation's purchasing and travel processes and procedures, and may also reduce operational costs once the system is firmly established.
17. The Review Team notes the Secretariat has embraced wholeheartedly the recommendation to ensure greater transparency, accountability and sensitivity, and to ensure that all recruitment within SPREP is merit based. The evidence is compelling, including establishing in 2011 a Recruitment and Selection Policy that is robust and demonstrates international best practice. However, the Review Team also notes that the Policy makes no reference to gender equity and affirmative actions, despite some relevant provisions being in the Staff Regulations. The Review Team notes that there are plans to address these shortcomings in the Policy.
18. The Review Team is pleased to highlight the generally high calibre, commitment and professionalism of both the technical and administrative staff now employed by SPREP. The Review Team commends the Secretariat in its entirety for the major progress on learning and development.
19. Staff satisfaction and retention rates have increased markedly since 2009. SPREP has moved to a performance-based system for all staff, with remuneration reflecting performance against agreed targets in staff Performance Development Plans, as well as against the new SPREP "Code of Conduct" and "Organisational Values" developed by staff. For the first time in its history, SPREP is undertaking staff training and related capacity building initiatives. Some issues raised by staff may warrant further consultative and timely efforts to address them.
20. A Training and Development Plan for the Secretariat is now prepared and issued in July each year. It is based on individual Learning and Development Plans and is implemented subject to assessment of priority issues and availability of funds. The Review Team assessed the Plan for 2014 and noted the 48 categories of training and development needs that have been identified, based on the individual Plans. The Review Team is concerned at the small number of needs that have been, or will be, addressed in 2014. Members may wish to consider making more resources available to the Secretariat so that identified and prioritised training and development needs are addressed in a timely manner.
21. There are many opportunities for the Secretariat to share lessons learned and best practices, both internally and with the wider group of practitioners. This potential can be better utilised, especially in terms of knowledge sharing between Divisions. Neither the Work Programmes, nor the Learning and Development Policy, make reference to the need to document and share the learning that occurs when implementing the Work

Programmes. It is unlikely that whole-of-Secretariat learning will be substantive without there being a formal mechanism which encourages ongoing and inclusive professional discourse and other learning opportunities.

22. There is a need to increase and expand the visibility of SPREP across the region. This would include strengthening outreach and education, and also raising awareness of SPREP's image still further by making more use of modern communications technologies.
23. The Review Team is not convinced that there has been an appropriate response to the recommendation that the Secretariat appoint designated staff to be responsible for preparing and updating a revised form of the country profile and acting as a focal point for a PICT, or for a small group of PICTs such as a sub-regional grouping. The Review Team recognises that country profiles have been prepared, but finds them to be substantially below good practice standards. Not surprisingly, given this view, the Review Team found no evidence of their use in SPREP's strategic planning, work programming and performance monitoring and evaluation processes.
24. **Assessment of Responsiveness.** The Review Team identified 42 mandates and directives assigned to the Secretariat by the five SPREP Meetings from 2010. Evidence shows an exceptionally high level of responsiveness by the Secretariat, resulting in the timely delivery and achievement of many significant outputs and outcomes that had been requested by the Meetings. The Secretariat is advised to identify the few directives which the Review Team considers the responses could have been more substantive or, perhaps, better documented.
25. **Addressing Cross-Cutting Issues and Safeguards.** Both the accreditation process for the Global Environment Facility, and a recent internal review undertaken by New Zealand, identified the need for SPREP to strengthen its procedures and processes for addressing gender considerations. While SPREP, through such initiatives as the Pacific Adaptation to Climate Change project, has created useful experience and guidance products on gender mainstreaming, much more could be done to address gender equity, social inclusion, persons with disabilities etc.
26. As SPREP currently does not demonstrate, in a comprehensive manner, good practice to address cross-cutting issues, a project proposal has been developed that would assist the Secretariat to strengthen its capacity to address all cross-cutting issues in its work, including gender considerations, human rights and safeguards. The proposal is for a medium sized project that would be funded by the Global Environment Facility. Developing clear policies on people with disabilities, child protection, and other vulnerable groups would help ensure that SPREP achieves better practice in cross-cutting areas and safeguards. Addressing such considerations is also one way to improve harmonisation with other regional organisations and other partners. There is also a need to increase the capacity of the Secretariat to interact with Francophone Members and partners, and to increase the French presence and visibility of SPREP on the Web, including mirroring the current English web site, where practical.
27. **Managing Organisational Risk.** The Secretariat has undergone considerable institutional strengthening as part of its change management process. Preparation of a Risk Management Plan was an important part of this process. The 2012 and 2013 Audit Reports identified two major issues - foreign exchange losses and depreciation. Recommendations for actions to be taken by the Secretariat to address major risk areas have been prepared. Efforts to address these are work in progress.

28. **Business Planning and Funding.** The Strategic Plan approved at the 2010 SPREP Meeting is seen as defining the core business of SPREP. At that time a Business Plan was identified as an integral part of the Organisation's planning framework. A draft was prepared in 2012, but was never finalised, approved and implemented. SPREP must have a plan that formalises operational modalities and practices. Without it there is, for example, no clarity regarding the boundaries and priorities of SPREP's support to its Members. Currently needs and expectations amongst PICT Members are high, but the Secretariat's ability to meet them in substantive ways remains relatively low, even with the assistance of partners.
29. Ongoing funding of the Organisation is still a major challenge. SPREP is overly dependent on project funding. The voluntary contributions that constitute core funding, though substantially increased, are still limited. It is important that this core funding increases further, and/or other modalities to fund the delivery of SPREP services are identified and pursued. For many PICT Members, the government agencies that receive SPREP services are different to the agency which approves and provides the funding for payment of membership fees. Often the latter is not well informed in terms of value for money spent on membership fees. This highlights the need for SPREP to report tangible, on-the-ground results, and not just outputs and activities, and to then ensure the results are communicated widely, including to finance and other line ministries of Members.
30. Staff members in the technical Divisions of the Secretariat devote considerable time to sourcing funds that will enable their work programmes to continue into the future. Some parts of SPREP's overall Work Programme have less relevance to donors than do others, so they receive relatively less funding. As a result, resourcing allocations differ across the Strategic Plan. The challenge is to strengthen and achieve a more rational distribution across the four priority areas.
31. The large number of donors and smaller projects constitutes a substantial burden for administration and project implementation. By streamlining reporting procedures the Secretariat aims to reduce transaction costs while maintaining access to the funding of these donors. The draft Business Plan states that donors will be requested to accept the harmonisation of reporting and audit procedures on a voluntary basis. For donors that cannot accept this, their reporting and audit procedures will take precedence.
32. The Review Team was not provided with evidence from either the Secretariat or project-based donors that this approach to harmonisation had been canvassed, let alone received the endorsement of donors. Thus the Review Team is not convinced that the assumption of reduced transaction costs for individual donors will make it possible to further expand the number of donors for SPREP activities, including private sources, without creating an excessive burden for the Organisation.
33. The Business Plan currently being drafted by the Secretariat must include provisions that will enable it to manage the diversity of funding sources and the predictability of funding, as well as the distribution of funding across the Divisions. The scope and objectives of donors and other partners should be in line with the priorities of SPREP, as well as the common priorities of its constituencies. The Plan should also demonstrate to recipients and donors how SPREP provides added value.
34. A funding policy should also provide clear guidance to the Secretariat on declining funding where the "fit" with SPREP's mandate and goals is not clear. Currently it is not clear how the "fit" is assessed, what the current internal process is for determining the suitability of funding, and whether the Secretariat has the confidence to say "no" to

some offers of funding. Reporting to partners and donors must also be clearly articulated, including ensuring that common reporting across a number of donors is provided as audited accounts which demonstrate that SPREP's accounting policies and procedures are consistent with international best practise.

35. **Decentralisation.** The Secretariat has undertaken a cautious roll out of a decentralisation strategy. There is a need for a full evaluation of the current decentralisation initiatives before any further decentralisation takes place. If there are further such initiatives, the Review Team suggests that consideration be given to co-locating at least one desk officer with the Secretariat of the Pacific Community in Suva.
36. **Governance.** SPREP's governance structure has been strengthened in recent years, under the current Senior Management Team. As a consequence, SPREP's reputation has been enhanced. The Secretariat is more visible to Members, gaining their confidence as well as that of donors.
37. The Review Team notes that, while a Troika has been established, four related concerns remain: (i) the current functions of the Troika provide only a limited response to achieving the intent of the recommendation to enhance governance of the Organisation; (ii) the Troika is been assigned new responsibilities (e.g. membership of the Independent Audit Committee and of the Review Reference Group) without being adequately prepared and supported for these roles; (iii) the representativeness of the Troika; and (iv) the Troika not functioning in an effective manner. Currently the Troika do not have a formal Terms of Reference.
38. Importantly, the manner in which the Annual Work Programmes and Budgets are prepared, and subsequently approved at the SPREP Meeting, along with the annual Performance Monitoring and Evaluation Reports, is far from and inclusive processes as far as Member engagement is concerned. This limits ownership of the procedures, as well as the outcomes of the SPREP Meeting. A serious down-stream consequence is the inability of the Annual Work Programmes to align with the evolving needs and processes of PICT Members, and to deliver assistance that adds value to the efforts of the Members themselves, as well as those of their other development partners. This problem is compounded by PICT Members not monitoring and providing annual reports on their progress, consistent with the monitoring and evaluation framework in the Strategic Plan.
39. The SPREP Annual Meeting is an important overarching governance mechanism, but is considered by both stakeholders, and the Review Team, to be too infrequent to provide effective oversight on matters which may justify Member agreement but require quick consideration – such as responding to a decision by Leaders of Pacific Island Countries and Territories to implement a new priority regional initiative, or taking on a large new project.
40. A number of important decisions on SPREP's governance are taken each year, at the SPREP Meeting. There is now increased opportunity for more technical and policy focused discussions between Members and the Secretariat at the SPREP Meeting, including during the Pacific Environment Forum. But many stakeholders informed the Review Team of a wish to have even more opportunity for true discussion, rather than the continuing dominance of presentations, statements, and decisions. The concentration of agenda items, each usually accompanied by lengthy background documents, is problematic for many Members. Often the issues are given insufficient time or the consideration necessary for good decision-making. Due to time differences

between the Pacific and some capitals, during the SPREP Meeting itself some delegations cannot seek timely advice from their capitals on important issues.

41. The policy is for SPREP Meeting papers to be provided to Members six weeks in advance of the Meeting. This should allow adequate time for consideration of all issues under discussion at the SPREP Meeting, including the Work Plan and Budget. Many stakeholders noted there was no formal opportunity or encouragement to enter into discussions with the Secretariat prior to the Meeting. While Members are indeed able to discuss any matter they wish with the Secretariat regarding issues on the agenda of the SPREP Meeting - before, during and after each Meeting - a widespread view amongst PICT stakeholders is that the Meeting is the only forum for such discussions and therefore wide discussion is limited to only those who attend.
42. The Review Team notes that continuity in Member representation at SPREP Meetings is less than desirable, with a significant portion of the representatives attending for the first time and having little or no background and preparation with regard to issues and technical discussions. As a result, decisions made by Members are not always well informed. Senior government representatives at the SPREP Meeting need to ensure that, prior to the Meeting, their staff brief them on the relevant issues. The Review Team acknowledges that, for some PICT members, there are limited systems in place for advisors to prepare briefing papers for those attending the Meeting, reflecting the realities of staffing and other capacity constraints. This reality is an important consideration that the Review Team addresses in its recommendations.
43. The SPREP Meeting itself could also be restructured to focus more on substantive consideration of strategic and work plans, rather than 'for information' updates. All PICT and Metropolitan Members need to own the Work Programme and Budget process. As things presently operate, this document is often approved without any in-depth discussion at the Annual Meeting, with limited or no engagement by Members. During a SPREP Meeting Members rarely make substantive changes to the Work Programme before it is approved.
44. Australia and New Zealand have initiated an annual trilateral meeting with the SPREP Secretariat. This is in part because, as noted above, the SPREP Meeting does not provide adequate opportunity to fully consider the Work Programme and Budget for the following year.
45. The SPREP Meeting did not accept the recommendation from the first Independent Corporate Review that Members approve establishment of an intercessional decision-making body. However, this second Review found that strong arguments and support for such a body still exist. SPREP Members could, in an approved Business Plan or similar, decree on what matters such a body could make decisions and communicate these to Members, and what must be deferred to the next SPREP Meeting. Members of this body could correspond via email and meet via teleconference or Skype, when necessary. This would alleviate the long time lags between proposal of an idea and a decision - for instance, decentralisation - and also allow for deeper investigation by selected Members, on behalf of all Members, into issues, to provide for more informed decision making at SPREP Meetings.
46. The Review Team recommends that Members agree to establish a standing working group. Membership would include a more functional Troika as well as four representatives of Members from each of Micronesia, Melanesia, Polynesia, and metropolitan Members. The working group would be mandated to consider, and act and

report on key issues that require out of session concurrence of Members. This would have the added benefit of allowing the SPREP Meeting to be more focussed on substantive consideration of the Strategic Plan and the Annual Work Programme and Budget, and on delivery of environmental outcomes.

47. **Coordination and Cooperation.** There is a growing number of examples of instances of across Division coordination and project implementation. In some instances, joint missions to countries have reduced the burden on PICT Member teams. Travel costs would be substantially reduced if the Secretariat gave high priority to a whole-of-SPREP approach to coordinating with, and delivering assistance to, PICT Members. The Review Team acknowledges the challenges of doing this when the SPREP budget is dominated by project-based financing.
48. The Review Team was informed that an initial trial of the modality of a SPREP/Secretariat of the Pacific Community Joint Country Strategy was unsuccessful, largely because the latter's Joint Country Strategy covers so many areas of assistance and there appeared to be no clear role and visibility for the SPREP contributions. In addition, greater success was already being achieved through the use of more specific modalities such as joint programming to support the preparation and implementation of Joint National Action Plans for climate change and disaster risk management.
49. Greater coordination and cooperation between the (four) strategic priorities should be a feature of the next Strategic Plan. Currently the priorities are somewhat siloed. Having the priorities more closely connected would enhance value for money, and efficiencies. The Review Team acknowledges an increase in cross Division activities, such as with the Fire Ant Project in French Polynesia. Examples are not common. The Review Team suggests that the few examples provide models for additional joint programming by the Divisions.
50. **Partnerships - Non-governmental Organisations and the Private Sector.** The Secretariat has been highly successful in bringing on board numerous new donors and other partners. This approach has been encouraged and recognised by Members. Several Memoranda of Understanding have also been agreed as part of this proactive approach to secure new partners, including most recently a Memorandum between SPREP and Griffith University. However, the benefits to Members of some partnerships are not always clear.
51. Consideration should also be given to clarifying internal processes, including the development of an internal policy to provide the Secretariat with clear guidance on seeking out, agreeing to, or declining partnership funding opportunities. There should be a role for the SPREP Meeting, or a working group thereof, to consider or endorse new donors and partners.
52. Partnerships should not be driven by funding opportunities, but by their comparative advantage. Additionally, partnerships should not be seen as a way to increase, still further, the scope of the Secretariat's work. That is already overwhelmingly large. Rather, SPREP must focus on working to its mandate and to where it has a comparative advantage. To do that, Members and the Secretariat must first be clear what this means, in practical and pragmatic terms. Secondly, the agreed scope of the Secretariat's work must be communicated to, and accepted by, all partners - current and potential. Thus the Secretariat needs to deliver on the first part of its mandate - promote cooperation in the Pacific region - by building even stronger links with development partners, non-governmental organisations and the private sector, if it is to deliver on the second part of

its mandate - to provide assistance in order to protect and improve the region's environment, and ensure sustainable development for present and future generations.

53. Guided by a comprehensive and robust Business Plan, SPREP must further engage with partners if it is to deliver change in the region. This includes both non-governmental organisations and the private sector. But it is timely to address the level of effort that is being directed by the Secretariat to securing new partnerships. A stakeholder mapping exercise and a stakeholder engagement strategy would be useful ways to analyse and guide the process. Partnerships should be prioritised based on the potential value they bring to the organisation.
54. **Monitoring, Evaluation, Learning and Reporting.** Performance monitoring, evaluation, reporting and learning processes undertaken by the Secretariat are evolving and strengthening, partly because donors are attaching increasing importance to effective management and adequate accountability for resources used. The recently developed monitoring, evaluation, reporting and learning framework describes the overall structure, as well as the processes that are being introduced. However, the organisational structures to assure adequate monitoring, evaluation, reporting and learning processes, and effective use of the information they provide for management, accountability and knowledge management, are not yet in place.
55. The Review Team assessed the 2012 and 2013 Work Programmes and the related monitoring, evaluation, reporting and learning reports. It notes that reporting against the indicators and strategic goals improved somewhat over the two years. But identified "results" are still just a list of completed activities and outputs, meaning it is unclear whether on the ground results and impacts have been achieved. This is despite such results and impacts often being documented in individual project or programme reports, as required by donors.
56. **Comparative Advantage.** SPREP is the primary regional intergovernmental environmental organisation dedicated to identifying and addressing environmental and related issues and opportunities. Country membership confers on SPREP its international political legitimacy. In addition, the membership of Pacific Territories allows them to take full ownership in terms of governance, activities and implementation. Thus SPREP enjoys the comparative advantage of having near universal membership across PICTs. This provides the Organisation with convening power, with reach that is now well beyond the South Pacific, and with the ability to address environmental issues and exploit opportunities across the wider Pacific region, both terrestrial and marine.
57. SPREP has demonstrated its comparative advantage in supporting implementation of environmental policy, waste management, biodiversity conservation, multilateral environment conventions, climate change negotiations and meteorological services. It has a good track record throughout the region, in each of these areas, as well as in implementing successful initiatives in ecosystem-based adaptation to climate change and in mainstreaming environmental and related considerations into national and sector policies and budgetary processes. Some SPREP staff have considerable experience and passion in the relevant science and policy areas, and can assist in effecting programmatic outcomes in partnership with Members and donors.
58. SPREP also has an advantage in understanding the nexus between the plurality of issues and regional priorities at play in environmental management, and in being able to work with national and regional partners to address these. It links into the governance of its PICT Members, to provide perspectives on the development of policy solutions for these

Members, and for then establishing linkages with metropolitan Members, and with donors and other partners.

59. SPREP also plays an important role as an umbrella intergovernmental organisation that helps give the region a voice on the global stage. This is in terms of highlighting the key environmental issues facing the region, increasing awareness of the efforts being taken by PICTs and their development partners, and seeking the much needed additional assistance from the international community that will allow PICTs and their partners to protect and enhance environment quality in the region, and to ensure the environment continues to make a continuing, important contribution to sustainable development. SPREP's contribution to this regional voice is changing, as PICTs gain more capacity to represent themselves, and the region, in international fora and consultations. SPREP must, and does, respect this changing dynamic. It is now playing more of a facilitative and enabling role, rather than being the representative of the Pacific at the international level.
60. Thus SPREP often helps to build the capacity of PICT Members to engage in international environmental fora. For example, SPREP has a strong and unique role to play in supporting Pacific climate change negotiators. No other regional organisation is doing this. In fact SPREP has developed substantial capacity to assist PICT Members to have full and meaningful engagement in negotiations and other activities related to all multilateral environmental agreements. The capability should be utilised further. This is particularly pertinent to SPREP's role in facilitating a strong voice for the Pacific at international climate change negotiations.
61. SPREP also has a comparative advantage as an environmental knowledge hub. To distribute this information the Secretariat should consider making greater use of the peer learning networks operated by non-governmental organisations and other partners.
62. **Looking to the Future.** The next two years, especially, represent a noteworthy and important time for SPREP. The current appointments of many of the Senior Management Team, including the Director General and the Deputy Director General, will have run their course. A new Strategic Plan will come into effect in 2017. There are many new agreements and initiatives that will influence that Plan and how SPREP carries out its work in the region, including the new Framework for Pacific Regionalism, the new Strategy for Climate and Disaster Resilient Development in the Pacific that is currently under development, the proposed Sustainable Development Goals, possible post 2015 agreements on climate change and on disaster risk reduction, the Framework for Nature Conservation and Protected Areas in the Pacific Islands Region (2014-2020), and the Third International Conference on Small Island Developing States, to be held in Samoa later in 2014.
63. SPREP must move rapidly to complete the suite of planning instruments, by preparing and implementing a Business Plan that guides its internal operations and external relations. As a priority, the Plan must address SPREP's continuing high reliance on project-based funding, albeit that this dependency has declined in recent years. Importantly, uncertainties about the continuity of core funding are a huge risk to the Organisation, even in the near term.
64. The current Strategic Plan is somewhat static in nature. It effectively locks the Secretariat into a series of Work Programmes that will deliver on the many goals and associated targets in the Plan. The new Pacific Framework for Regionalism has significant implications for the way SPREP will do business in the future, including new procedures

to identify, or reaffirm, priority regional initiatives on an annual basis. Leaders will identify a small number of initiatives for the region to focus on, and provide directions on further policy development, implementation, and reporting. The next Plan should also reflect emerging and new trends and political developments, such as the environmental consequences of deep-sea mineral extraction, as well as the regional implications following the recent Our Ocean Conference. The concept of the Blue-Green Economy is gaining traction amongst small island developing States, spearheaded by Seychelles, a possible front-runner for the chair of the Alliance of Small Island States. Members might wish to consider whether SPREP is well positioned, and ready to play a leading role, should this become a strategic priority.

65. There needs to be improved balance across the four strategic priorities in terms of funding and other resourcing, and the four strategic priorities need to be more interconnected. Going forward, it will be important that the priorities are clearly linked to outcomes that improve livelihoods and the sustainable economic development of the region - for example, tourism initiatives, food security, and oceans resource management. This will be particularly relevant to the biodiversity and ecosystem management pillar, which should benefit from re-balanced funding.
66. Corporate Services should be included in the next Strategic Plan, which should also be more outcomes, rather than outputs, focussed, with the added challenge of being able to demonstrate if the outcomes will be sustained after SPREP assistance ceases.
67. A challenge for the next Strategic Plan will be for it to give focus and certainty to SPREP's work in the region, while also allowing some flexibility. The challenge will be even greater if the next Strategic Plan is for ten years, rather than the five years for the current Plan. For a ten-year plan the strategic goals, targets and indicators will also need to be substantially different in nature, as well as in their detail. Despite these challenges, the Review Team supports the Secretariat's preference for ten year Plan. One major benefit would be the opportunity to work towards, deliver and document tangible outcomes and somewhat longer-term impacts. The Secretariat will need guidance from Members as to how these improvements might best be achieved in ways that meet their needs. The Secretariat also needs to consider the institutional implications of doing business somewhat differently, including as a result of the proposed institutional strengthening.
68. **Institutional Strengthening.** The draft Business Plan provides for establishment of the Strategic Planning and Information Unit, a Project Review and Monitoring Group and a position of donor liaison officer. A Monitoring and Evaluation Advisor has recently been appointed. The Review Team sees obvious merit in these plans for institutional strengthening as they address many of the issues identified during the review. However, the Review Team proposes that these improvements form part of a more comprehensive initiative to enhance the performance of the Secretariat, including increasing efficiencies and achieving cost savings.
69. With the approval of Members the Secretariat should make some relatively modest changes, to give greater clarity to the work of the technical Divisions, and to encourage more inter-divisional work and a more strategic approach by the Secretariat as a whole. The need for the Secretariat to be more learning focused should also be addressed.
70. The Review Team also proposes an integrated approach designed to strengthen strategic and operational planning and implementation. These processes must be informed by, and contribute to, the new Framework for Pacific Regionalism. The proposal includes preparation and execution of Integrated Country Programmes. Each Programme would

be a negotiated three to five year agreement between SPREP and each PICT Members. A staff member of the Secretariat would facilitate the Secretariat's contributions to each Integrated Country Programme. They would have responsibility for a whole-of-Secretariat relationship with a given PICT Member, or group of PICT Members, such as the French Territories. In turn, each PICT Member would identify a relationship manager for SPREP, to facilitate implementation of the Integrated Country Programme, ensuring a whole-of-country approach to the delivery and uptake of SPREP's assistance. The relationship manager would not be a new position in government. Rather the role might be performed by the SPREP focal point, or by an official who reports to that Focal Point. The relationship manager should have capabilities and oversight across all relevant economic, social and cultural sectors, including understanding how the environment underpins livelihoods and well being.

71. The proposed integrated approach addresses many of the current shortcomings in the relationship between the Secretariat and the PICT Members, as identified by numerous stakeholders, and especially Members.
72. **Organisational Capacity Report Card for SPREP.** To provide an overview of the considerable improvements in SPREP's organisational capacity relative to the situation at the time of the first Corporate Review, and as a point of reference against which future progress can be measured, the Review Team prepared an organisational capacity report card for SPREP. It highlights the tremendous improvements in SPREP's organisational capacity and overall performance, as well as indicating where effort might be focused in order to enhance performance still further.

Recommendations

73. Following is a consolidated list of recommendations arising from this second Independent Corporate Review. These recommendations should be considered and implemented in concert with those that have resulted from the Mid Term Review of SPREP's Strategic Plan. In both cases, the recommendations are clear as to where the responsibility lies for their implementation - Members, the Secretariat or the entire Organisation.
1. Increase both the capacity of the Secretariat to interact with Francophone Members and partners and the French presence and visibility of SPREP on the Web, including mirroring the current English web site, where practical.
 2. The Secretariat respond further to the directives of previous SPREP Meetings for which the IRT considers the responses could have been more substantive or, perhaps, better documented, and provide a report to the 26th SPREP Meeting.
 3. Given the wide range responsibilities involved in internal audit processes, and that there is only one staff member in the SPREP's Internal Audit Unit, the Secretariat should make a special effort to explore with other CROP agencies the possibility of sharing the expertise of personnel in a Joint Internal Audit Unit.
 4. Clarify the role of the Troika, including through a terms of reference, and ensure it has the capacity and support to perform the assigned roles, including undertaking the annual

performance evaluation of the Director General, and providing advice and other support to the Director General and other members of the Senior Management Team.

5. Canvas further the issues raised by staff that remain unresolved, and address these in a consultative and timely manner.
6. The Secretariat to further examine, and justify, the assumption that reduced transaction costs for individual donors will make it possible to expand the number of donors for SPREP activities, including private sources, without creating an excessive burden on the Organisation.
7. Undertake a more thorough and detailed assessment, including discussions with donors, to determine the feasibility of each Division including a pro-rated portion of the depreciation expenses and foreign exchange losses within project budgets, rather than having these costs covered by the Corporate Services budget.
8. Advocate for, and achieve, a timely revision and updating the CROP Chief Executive Officers' Statement on Climate Change.
9. Identify and implement procedures that will ensure that future use of memoranda of understanding contributes to still further increases in the effectiveness and efficiency of the work of the Secretariat, and SPREP as a whole.
10. Strengthen the performance monitoring, evaluation and reporting processes in ways that will allow clarity in the reporting of the results achieved, including outcomes and impacts, as a consequence of SPREP assisting PICT Members to ensure their environment, including natural ecosystems, is of high quality and can sustain lives and livelihoods into the future;
11. Prepare and action a framework that guides implementation and facilitates reporting, whether it be in the form of (completing) the Business Plan, or another instrument such as an action plan that is based on consultations;
12. Clearly identify assumptions and risks in each Annual Work Programme and Budget, to assist in developing an overall understanding of success factors and lessons learned in implementing projects and programmes;
13. Further strengthen the public relations capacity of the Communications and Outreach unit of Corporate Services, and increase the use of visual and social media, other communications technologies, and French and other relevant languages to increase awareness in PICTs of the need for, and the benefits of, the assistance and other support provided by SPREP.
14. Establish and implement a formal mechanism that encourages ongoing and inclusive professional discourse and other learning opportunities for Secretariat staff, including through the existing seminars.

15. When developing Annual Work Programmes in the future, Members and the Secretariat should also be guided by the new Framework for Pacific Regionalism, and by the approved Sustainable Development Goals.
16. Work Programmes should reflect the contributions supporting partners, such as the private sector and NGOs, will also be making to achieving environmental outcomes that help improve livelihoods and sustainable economic development, while performance monitoring, evaluation and reporting processes should include targets and indicators that can be used to demonstrate the resulting immediate and longer term contributions to social and economic development.
17. Members and the Secretariat should identify and implement measures that Increase the sustainability of outcomes beyond the duration of SPREP's investment, including, where needed and appropriate, ensuring ongoing support from sustainable national financing mechanisms.
18. The Secretariat, with the approval and support of Members, should do more in relation to delivering on its mandate concerning regional public goods related to the environment and marine ecosystem services, including knowledge management and sustainable financing.
19. The Secretariat is encouraged to ensure that all cross-cutting issues are addressed in its work, particularly gender and human rights considerations, including the Secretariat having clear operating and programming policies that address the concerns, contributions and needs of people with disabilities, children, youth, the elderly, and vulnerable groups in general.
20. Members may wish to consider making more resources available to the Secretariat so that identified and prioritised training and development needs can be addressed in a timely manner.
21. Assess the implications of the emerging Framework for Pacific Regionalism for the Organisation and, with the approval and support of Members, the Secretariat should ensure it is fully engaged in preparing relevant Policy Statements and in maintaining oversight of the preparatory work for the other Statements, in order to ensure that the enduring integrity of Pacific environments is never compromised.
22. Members may wish to establish a standing working group, as an active decision making body with a well defined mandate; Membership could include a more functional Troika, as well as four representatives of Members from each of Micronesia, Melanesia, Polynesia, and metropolitan countries; the working group could be mandated to consider, and act and communicate with Members and the Secretariat on key matters that require out of session concurrence of Members.
23. With the approval of Members, the Secretariat should implement relatively modest changes that will give greater clarity to the work of the technical Divisions, encourage more inter Divisional work, and achieve a more strategic approach by the Secretariat as a whole.

24. Subject to the approval of Members, the Secretariat and Members should adopt and implement as a matter of high priority the proposed integrated approach that is designed to strengthen SPREP's strategic and operational planning and implementation.
25. Consistent with the monitoring and evaluation framework in the Strategic Plan, Members should undertake relevant monitoring, and report annually to the Secretariat on progress in implementing their components of SPREP's Work Programmes.
26. The Secretariat should, as a matter of urgency, undertake a cost-benefit analysis of the Pacific Climate Change Centre, and seek guidance from Members in light of the findings.
27. Before any further steps are taken to modify SPREP's sub-regional presence, with the assistance of the Secretariat and after a period of approximately 18 months to two years, Members should fully evaluate the decentralisation efforts already being undertaken.
28. The Secretariat should prepare and implement a Business Plan that includes, amongst other considerations, provisions to manage the diversity of partnerships and funding sources, the predictability of funding, and guidance on new project funding as well as on the distribution of funding across the Divisions.

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List of Abbreviations

AFD	Agence Française de développement (French development agency)
AOSIS	Alliance of Small Island States
AusAID	Australian Agency for International Development
BEMD	Biodiversity and Ecosystem Management Division
BIORAP	Biodiversity Rapid Assessment Survey
CBD	Convention on Biological Diversity
CCD	Climate Change Division
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species of Wild Flora and Fauna
CoP	Conference of the Parties
CROP	Council of Regional Organisations in the Pacific
CSO	Civil Society Organisation
DDG	Deputy Director General
DG	Director General
DRM	Disaster Risk Management
EC	European Commission
EDF	European Development Fund
EIA	Environmental Impact Assessment
EMGD	Environmental Monitoring and Governance Division
EU	European Union
FMIS	Financial Management and Information System
GEF	Global Environment Facility
GEF-PAS	Global Environment Facility - Pacific Alliance for Sustainability
ICR	Independent Corporate Review
ICT	Information and Communications Technologies
IFRS	International Financial Reporting Standards
IRT	Independent Review Team
IWRM	Integrated Water Resources Management
JNAP	Joint National Action Plan
J-PRISM -	Japanese Technical Cooperation Project for Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries
LDP	Learning Development Plan
MACBIO	Marine and Coastal Biodiversity Management in Pacific Island Countries and Atolls (project)
MEA	Multi-lateral Environmental Agreement
MERL	Monitoring Evaluation Reporting and Learning
MoU	Memorandum of Understanding
MPA	Marine Protected Area
MSWG	Marine Sector Working Group
MTR	Mid Term Review
M&E	Monitoring and Evaluation
NBSAP	National Biodiversity Strategy and Action Plan
NEMS	National Environmental Management Strategy
NGO	Non-governmental Organisation
NUS	National University of Samoa

PA	Project Agency
PACC	Pacific Adaptation to Climate Change (project)
PACCSAP	(Programme)
PACIOCEA	Pacific Ocean Ecosystem Analysis (project)
PCCC	Pacific Climate Change Centre
PCCR	Pacific Climate Change Roundtable
PDP	Performance Development Plan
PDS	Performance Development System
PIC	Pacific Island Country
PICT	Pacific Island Country and Territory
PIFACC	Pacific Island Framework for Action on Climate Change
PIF	Pacific Island Forum
PMC	Pacific Meteorological Strategy
PMER	Performance Monitoring and Evaluation Report
PRMG	Project Review and Monitoring Group
RIF	Regional Institutional Framework
RMP	Risk Management Plan
SDWG	Sustainable Development Working Group
SDG	Sustainable Development Goal
SIDS	Small Island Developing State
SMART	Specific Measurable Achievable Relevant Time-bound (indicator)
SMT	Senior Management Team
SoE	State of the Environment
SOPAC	Pacific Islands Applied Geoscience Commission (now a SPC Division)
SPC	Secretariat of the Pacific Community
SRDP	Strategy for Climate and Disaster Resilient Development in the Pacific
SPREP	Secretariat for the Pacific Regional Environment Programme
SPREP	Pacific Regional Environment Programme
TREDS	Turtle Research and Monitoring Database System
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
US	United States of America
USAID	United States Agency for International Development
USD	United States Dollar
WMO	World Meteorological Organisation
WMPCD	Waste Management and Pollution Control Division

1. Setting the Scene

1.1 Introduction to the Report

1. This report presents and interprets the evidence gathered by an Independent Review Team (IRT) commissioned by the SPREP¹ Secretariat to undertake the Second Independent Corporate Review (ICR) of SPREP, the Organisation. Interpretation of that evidence leads to several recommendations that are designed to further enhance the effectiveness, efficiency and relevance² of both the Secretariat and the wider Organisation (Annex 1).

1.2 Purpose of the Review

2. As specified in the Terms of Reference (Annex 2), the purpose of the review is to assess the overall performance of the Secretariat over the last five years, and in particular the progress undertaken to address those recommendations of the first ICR (Hay et al., 2008) that were endorsed by the 19th SPREP Meeting. This includes paying specific reference to SPREP's corporate systems and processes and their effectiveness, the impact of SPREP activities in achieving environmental outcomes and how this is integrated into work programmes and contributes to national and regional development, and the level of financial and technical resources that the Secretariat needs to service its Members, deliver its strategic priorities and support its core functions. The overall intent of the review is to document the effectiveness, efficiency and relevance of the organization, and identify where and how performance could be further improved.

1.3 Review Scope, Process and Personnel

3. Consistent with the first ICR, the focus of the present review is on SPREP the Organisation, and not just the SPREP Secretariat. The review involved acquisition and in-depth assessments of relevant evidence, using participatory approaches. A comprehensive process of engagement with stakeholders ensured the Review Team acquired the evidence and views of key stakeholders regarding the contributions and performance of SPREP as the regional intergovernmental forum for environmental affairs and technical assistance in the Pacific islands region. Selection of the methods used was based on their comparative advantage to generate useful information

¹ Unless otherwise noted, in this report "SPREP" refers to the Organization (see Annex 1) - namely, the Pacific Regional Environment Programme, rather than to part of that Organization, namely the Secretariat for the Pacific Regional Environment Programme.

² For the purposes of this review we adopt the following conventional definitions:

- Effectiveness - whether, and to what extent, the intended outputs, outcomes and impacts have been achieved;
- Efficiency - whether the outcomes have been achieved at a reasonable cost, and hence represent value for money; and
- Relevance - whether and to what extent the activities have addressed the needs and priorities of the target groups, and are aligned with national and regional policies and priorities.

when dealing with a specific combination of information provider and information source.

4. The agreed methodology for the review identified the following as stakeholders in the review:
 - the 21 Pacific island countries and territories (PICTs) that are Members of SPREP, including governments, civil society, the private sector, academia, and their constituent institutions and organisations;
 - the five metropolitan Members of SPREP, including governments and partner institutions and organisations in those countries;
 - management and other staff in the SPREP Secretariat; and
 - other bilateral, multilateral, regional and international development partners, including governments, inter- and non-governmental organisations, donors, the private sector and academia.
5. On March 20th, 2014, a four person was contracted to undertake, in combination, the second ICR and a Mid-term Review (MTR) of the SPREP 2011-2015 Strategic Plan. Members of the Review Team were John E. Hay (Team Leader), Teresa Manarangi-Trott (Deputy Team Leader, and with special responsibilities for engagement with stakeholders in the Polynesian sub-region), Sivia Qoro and William Kostka (with similar responsibilities for the Melanesian and Micronesian sub-regions, respectively). As part of the review process the IRT has produced several progress reports. These are listed in Annex 3.
6. A key report is "Stakeholder Views: A Synthesis". The information presented in that report forms an important body of evidence for the present report. The methods used by the Review Team to acquire the relevant evidence, and document views, are described in that report and in the "Planning Meeting" report.
7. A list of stakeholders consulted is provided in Annex 4. As a starting point for longer-term engagement with stakeholders in PICTs, including the SPREP Focal Points, the IRT distributed a questionnaire that had earlier been trialled at a regional consultation workshop that was convened as part of the stakeholder engagement process for the two reviews.
8. Importantly, PICT Members were encouraged to use consultation processes that suited their particular circumstances. As a result, responses to the questionnaires often reflected a compilation of the views of multiple stakeholders. The IRT also used an online survey to ascertain the views of the wider stakeholder community. Both this survey and the questionnaire were sent to stakeholders who could reasonably be assumed to have a good knowledge of the work of the Secretariat, as well as the wider Organisation.
9. Other stakeholders, including the SPREP Focal Points of metropolitan Members, international and regional organisations, and potential partners of SPREP, were provided with the opportunity to engage with the IRT more directly, including responding to specific questions that reflected their actual or potential relationship with the Organisation.

10. Further details on the preparation, use and analysis of the questionnaires, the online survey and the other engagement processes are provided in the report, "Stakeholder Views: A Synthesis".

1.4 Context

11. **History and Mandate.** SPREP's origins date back to 1972, as a joint initiative of the Secretariat of the Pacific Community (SPC), the South Pacific Bureau for Economic Cooperation, the United Nations Economic and Social Commission for Asia and the Pacific, and the United Nations Environment Programme (UNEP). It was eventually established within the South Pacific Commission as a component of UNEP's Regional Seas Programme, and then in 1982 as a Unit.
12. Following a period of expansion and long deliberations, SPREP moved to Samoa in 1992. On the signing of the Agreement Establishing SPREP, in June 1993, it became an independent inter-governmental regional Organisation.
13. Under the Agreement, the purpose of SPREP is to promote co-operation in the South Pacific Region and to provide assistance in order to protect and improve the environment and to ensure sustainable development for present and future generations. SPREP is thus the Pacific region's competent inter-governmental Organisation for environment and sustainable development. SPREP's vision is "the Pacific environment - sustaining our livelihoods and natural heritage in harmony with our cultures".
14. SPREP is one of several inter-governmental agencies comprising the Council of Regional Organisations in the Pacific (CROP). It also functions as the Secretariat of two regional conventions, the Noumea Convention and the Waigani Convention.
15. **SPREP Reviews - a Brief History.** A Corporate Review of SPREP was undertaken in 2000 by the then Australian Agency for International Development (AusAID). In 2005 AusAID conducted a review of the programme funding approach. It also considered the relationships and expectations of all the CROP agencies receiving funding from Australia and New Zealand. In 2003 a Joint Task Force on SPREP Core Functions and Budget provided guidance and recommendations to SPREP. An internal self-assessment was also conducted in 2003. As required by the programmatic funding agreement with AusAID, an internal organizational review was undertaken in 2006. A review of the 2006 work programme activities was also conducted in 2006. This was carried out by the SPREP programme managers and a change management consultant.
16. The first ICR, undertaken in 2008, highlighted that a large number of issues identified in previous reviews remained highly relevant to, but largely unaddressed, by SPREP. These form the baseline for the current review.
17. The first ICR's recommendations, and Secretariat's implementation report for 2014, are provided in Annex 5. Given the TOR for the current review, much of its focus is on validating the implementation report and presenting recommendations based on the

need for further responses to the 2008 ICR, as well as identifying and addressing new and emerging circumstances that affect and/or contribute to the performance of the Organisation.

18. **Recent Developments.** A period of major change for SPREP started in late 2008, with implementation of the recommendations of the first ICR, completion of the terms of the incumbent Director and Deputy Director, and the beginning of the Regional Institutional Framework (RIF) process. SPREP began scaling up its programme of environmental work, often through a new spirit of cooperation with other inter-governmental and non-governmental organisations, under the leadership of a new Deputy Director and, soon after, a new Director³.
19. Amongst other outcomes, the RIF process culminated in a commitment by Members of SPC, SPREP and the Pacific Islands Applied Geoscience Commission (SOPAC), now the Applied Geoscience and Technology Division of SPC, to:
 - strengthen SPREP as the region's lead environmental agency;
 - have SPREP and SPC optimise linkages between their work programmes and activities in the area of environment;
 - strengthen service delivery and coordination;
 - confirm the role of SPREP in energy policy in relation to renewable energy development in the context of climate change, including as part of mitigation of greenhouse gas emissions; and
 - transfer the following specific SOPAC functions to SPREP:
 - the Pacific Islands Global Ocean Observing System;
 - the Islands Climate Update;
 - the Climate and Meteorological Database; and
 - the component of the energy sector relating to monitoring and evaluation of greenhouse gases and the clean development mechanism.
20. The overall change process undertaken by SPREP was guided by four key principles:
 - to improve the delivery of tangible and relevant services to members;
 - to improve internal processes for managing staff and finances;
 - to strengthen SPREP's partnerships, including with other regional organisations; and
 - to improve the link between SPREP's policy work with science and practical, on-ground demonstration projects.
21. By 2010 major improvements had been achieved, including being guided over the subsequent five years by SPREP's first Strategic Plan, with its four strategic priorities, and clear targets and indicators. Secretariat support for the 21 PICT Member efforts was increased, along with those of partners and donors with the view that this would enable the Members to better protect and manage their environments. Communications, awareness, education and outreach began playing an increasingly significant role in the work of the Secretariat.

³ After adoption of the Strategic Plan, and the subsequent reorganisation of the Secretariat in 2011, the positions were retitled Director General (DG) and Deputy Director General (DDG).

22. A new operational structure for the Secretariat was adopted, based on the four strategic priorities, along with Corporate Services and a SMT. An Internal Audit Policy and the Audit Committee Charter were endorsed in 2012. Also in 2012 SPREP succeeded in the European Union (EU) "4- Pillar Institutional Assessment".
23. Table 1 summarises the financial performance of SPREP in 2009 (the baseline) and in 2012 and 2013. Most noteworthy are:

Table 1

Summary of SPREP's Financial Performance for 2009, 2012 and 2013⁴

	USD (million)		
	2009	2012	2013
Total Income	10.300	13.604	16.087
Member Contributions	1.144	0.881	1.213
Programme/Donor Funding	7.779	10.844	12.786
Other Donor Income	0.082	0.626	0.683
Expenses	9.095	13.822	16.319
Exec. Management & Corp. Support	2.169	2.844	3.405
Depreciation	0.137	0.134	0.128
Foreign Exchange	0.761	-0.007	-0.265
Net Surplus	1.205	-0.225	-0.497
Member Contributions as % of Total Income	11.1	6.5	7.5
Core Funding as % of Prog.Donor Funding	0.0	0.0	31.0
Support Costs as % of Total Expenses	23.8	20.6	20.9
Number of Active Donors	24	22	20
Number of Donors Contributing <USD100K	8	9	8

- an increase of 55% in total income, relative to the baseline;
- the shift to multi-year funding by the Governments of Australia and New Zealand, with this representing 31% of total income in 2013;
- for 2013 the core budget was USD 2,618,190, with the contribution from Australia representing 7.07%, from New Zealand 5.13%, from France 5.13%, from the United States 7.15% and from PICT Members 11.28%, with individual Member contributions ranging between 0.38% and 0.77% of the core budget;
- a significant decline in support costs relative to total income, from 45% in 2008 to 20% in 2013, reflecting the fact that much of the additional funding SPREP is receiving is going directly to programmes in PICT Member countries;
- increase in the collection of Member contributions, but a significant decline in Member contributions relative to total income;
- a small decline in the number of active donors, but a consistent number of donors contributing less than USD 100,000 in a given year;
- the net loss of USD 477,000 in 2013 (six of the last seven years have incurred net deficits); and

⁴ The 2009 membership contributions increased because of a one off voluntary contribution of USD 212,000 approved by the SPREP Meeting to balance the core budget.

- a foreign exchange loss of USD 265,000 in 2013.

24. **Looking to the Future.** The next two years, especially, represent an interesting and important time for SPREP. The current appointments of many of the Senior Management Team, including the Director General and the Deputy Director General, will have run their course. A new Strategic Plan will come into effect in 2017. There are many new agreements and initiatives that will influence that Plan and how SPREP carries out its work in the region, including the Framework for Pacific Regionalism, the Strategy for Climate and Disaster Resilient Development in the Pacific (SRDP) which is currently being developed, the Sustainable Development Goals (SDGs), the post 2015 agreements on climate change and on disaster risk reduction, the Framework for Nature Conservation and Protected Areas in the Pacific Islands Region (2014-2020), and the Third International Conference on Small Island Developing States (SIDS), to be held in Samoa later in 2014.
25. Many of the environmental and socio-economic challenges facing SIDS today can be traced back to policy decisions of the past (UNEP, 2014). SPREP can do much to assist its PICT Members to ensure that current and future policy decisions do not compromise their sustainable development, while also guiding PICTs on how best to address the new and emerging environmental issues that will present additional threats to their sustainable development. SPREP has the mandate and, along with that, an important responsibility and unique opportunity to assist regional and national policy makers to forge robust and resilient pathways to sustainable economic development, by recognising the critical inter-linkages between social, economic and environmental challenges and opportunities. SPREP can assist PICTs to identify and harness the many opportunities that can facilitate their transition to inclusive, blue-green economies. There is no other region in the World where the environment plays such an important role in underpinning sustainable development.

2. The Secretariat's Performance over the Past Five Years

2.1 Baseline

26. As noted above, the first ICR undertaken in 2008 (Hay et al., 2008) provides an important baseline for the current ICR. While the low level of performance in 2008 might make it easy for SPREP to achieve some notable improvements, the challenge of making and sustaining the required improvements in performance should not be underestimated (Hillman and Waddell, 2014).

2.2 Implementation of the Recommendations of the First ICR

27. The Secretariat has reported⁵ that more than 95% of the first ICR recommendations have been completed. The 21st SPREP Meeting (2010) "noted the good progress in implementation of the recommendations of the ICR".⁶ Subsequent meetings have not made any further assessments of progress.

⁵ Presentation at Regional Consultation Meeting, Nadi, May 2014.

⁶ Report on 21st SPREP Meeting (2010) para. 90.

28. The IRT conducted an independent, evidence-based assessment of progress in implementing the recommendations of the first ICR. The findings (Annex 5) show that the Secretariat has made an exemplary effort to implement the recommendations of the first ICR, as guided by the 19th SPREP Meeting (2008) and by subsequent advice from Members. This is a major and heartening change to the way in which SPREP has responded to earlier reviews⁷.
29. It is clear that in terms of the first ICR, Members and the Secretariat have responded positively and substantially to the challenge laid out in that ICR report, namely "to clarify and agree on the core role of 'their' regional environmental organization; what that means in terms of skills and resources; then, importantly, how it is to be funded and governed". That review had highlighted the gravity of the situation in no uncertain terms - if the challenge was not met, "serious consideration should be given to winding up the Organization".
30. Gratifyingly, substantial improvements in performance are evident across all aspects of the Secretariat's operations. This includes more efficient delivery of increased services and other assistance to Members, guided by SPREP's first Strategic Plan and the Annual Work Programmes and Budgets, and as documented by the much improved process of producing annual performance monitoring and evaluation reports (PMERs).
31. The financial health of SPREP has improved considerably (Table 1). This is not only in terms of dollar amounts, but is also because two Metropolitan Members decided to provide substantial multi-year funding. Other key donors have also shown a substantially increased confidence in SPREP. These developments are a direct result of the substantial improvements in the Secretariat's internal processes and practices, as exemplified by successfully completing the EU institutional review process, gaining accreditation in a Regional Implementing Entity for the Adaptation Fund, and by completing Phase 1 of accreditation as a Project Agency for the Global Environment Facility (GEF). Core funding of SPREP has increased in relative terms, from 15% in 2010 to 33% in 2014, with the increase in dollar terms being significant relative to SPREP's overall income.
32. SPREP has had clean and unqualified audits for the past five years. An Internal Auditor and an Independent Internal Audit Committee have been appointed. A new financial management information system went live on July 2, 2014. It brings major improvements to the Organisation's purchasing and travel processes and procedures. All of the Secretariat's requisition to purchasing and procurement is now electronic. This will substantially improve service performance to Members, partners and suppliers, and may also reduce operational costs once the system is firmly established.
33. Staff satisfaction and retention rates have increased markedly since 2009. SPREP has moved to a performance-based system for all staff, with remuneration reflecting performance against agreed targets in staff Performance Development Plans (PDPs), as well as against the SPREP "Code of Conduct" and "Organisational Values"

⁷ First ICR Report (Hay et al, 2008).

developed by staff. These two documents reflect staff views on appropriate behaviours and procedures.

34. For the first time in its history, SPREP is undertaking staff training and other capacity building initiatives. Recent appointees to SPREP report high levels of satisfaction with the application and interview processes, with the process of moving to Samoa, and with the welcome and induction into SPREP.
35. The IRT notes the Secretariat has embraced wholeheartedly the recommendation to achieve greater transparency, accountability and sensitivity, and to ensure that all recruitment within SPREP is merit based. The evidence is compelling, including establishing in 2011 a Recruitment and Selection Policy that is robust and demonstrates international best practice. However, the Review Team also notes that the Policy makes no reference to gender equity and affirmative actions, despite some relevant provisions being in the Staff Regulations. For example, recruitment is based on merit, with equal opportunities for men and women. An equal opportunity notice is attached to all SPREP recruitment advertisements and under-represented member nationalities are considered. All men and women employed in the Secretariat are eligible for the same remuneration, based on the characteristics of the position they are holding. Maternity and paternity leave is available, to ensure there is equal access to opportunities for family responsibilities. Retirement age provisions have been removed from the Staff Regulations. Shortcomings in the Recruitment and Selection Policy are to be addressed through a GEF project that will build the ability of SPREP to meet the requirements as a GEF Project Agency (PA)⁸.
36. The Strategic Plan approved at the 2010 SPREP Meeting is seen as defining the core business of SPREP. This begs the question - what and how extensive is the non-core business? At that time a Business Plan was identified as an integral part of the Organisation's planning framework. A draft was prepared in 2012, but was never finalised, approved and implemented⁹. SPREP must have a plan that formalises operational modalities and practices. Without it there is, for example, no clarity regarding the boundaries and priorities of SPREP's support to its Members. Currently needs and expectations amongst PICT members are high, but the Secretariat's ability to meet them in substantive ways remains relatively low, even with the assistance of partners.
37. With regard to the ICR recommendation relating to maintaining flexibility to respond to Member-specific priorities, consultations undertaken by the IRT showed the need for a clearer understanding of SPREP's role in addressing Member specific needs while also addressing regional policy priorities as agreed by Ministers. The new Framework for Pacific Regionalism adds another dimension to this challenge. Importantly, strong linkages with regional priorities will likely encourage increased

⁸ In 2011 the GEF Council decided to implement the Pilot on Broadening the GEF Partnership. New institutions that meet the criteria are accredited to serve as GEF project implementing partners, and are called "GEF Project Agencies." These are entitled to work directly with the GEF Secretariat and Trustee to assist recipient countries in the preparation and implementation of GEF-financed projects, thus enabling them to access resources from GEF-managed trust funds directly, and to assist recipient countries in preparing and implementing GEF-financed projects.

⁹ The Review Team is aware that a Business Plan is to be submitted at the 25th SPREP Meeting, for approval by Members. A current draft was requested, but was never received.

support from existing and new donors, as addressing the commonalities amongst Members will have increased leverage with donors. These considerations need to be covered in a strengthened and operational Business Plan. The Plan must provide greater certainty, transparency and equity for this aspect of the Secretariat's work.

38. The Secretariat has undertaken a cautious roll out of a decentralisation strategy, guided by Members and in turn by the findings of a financial and risk analyses that were requested by Members¹⁰. Before any further decentralisation takes place there is a need for a full evaluation of the current decentralisation initiatives in Marshall Islands, the Federated States of Micronesia and the Solomon Islands. If the findings of this study support further such initiatives, the IRT suggests that consideration be given to co-locating at least one desk officer with SPC in Suva.
39. The Secretariat has only responded in part to the broader intent of the ICR recommendation to "give more consideration to the diversity amongst membership and be proactive in ensuring how it operates and promotes greater equity in the way the Secretariat interacts with, and provides services to, Members". The contextual narrative to the recommendation noted that diversity amongst the membership presents both opportunities and constraints, and arises from such factors as there being differences in island forms, constitutional status, levels of development, gender balance, standards of living, and the distance between the Secretariat and a given PICT Member.
40. The DG's annual Update for SPREP Members and Partners provides information on support to PICT members, including project activities and expenditures. This transparency and accountability is one of many examples of the Secretariat's efforts to establish best practice. The reporting would be of even greater value to Members if there was more transparency as to how expenditures by project and Member are calculated, especially if this information is able to be cross checked against the Work Programme and the PMER.
41. The Secretariat is very committed to ensuring that all key documents it produces are available in both French and English. However, most of the considerable amount of information the Secretariat provides to Members is still available in English only, which does not facilitate subsequent sharing with local stakeholders. SPREP has very little French presence/visibility on the Web, except via the Country Profiles and Virtual Environment Library. Where there is a clear need, country sites should endeavour to provide more information in the national language(s). The Review Team recognises the high costs if the Organisation operated equally in French and English, and that the additional costs would be far in excess of the membership contributions of Francophone members. But increasing the ability of the Secretariat to interact meaningfully with its Francophone Members, the availability of materials written in the French language and increasing SPREP's French visibility and presence on the Web is no a matter of weighing the costs and benefits.
42. There has been a deliberate strategy to increase activities in the French Territories in the Pacific, with some positive results. However, the recent secondment of an official

¹⁰ KVAConsult, 2012: Strengthening Regional Linkages: Cost Benefit Analysis of Establishing a Sub-Regional Presence. KVAConsult, Apia, Samoa, 23SM/Officials/WP.6.1/Att.1, 70pp.

from the Government of France does not represent a net addition in Francophone staff - at the time of the first ICR there was already one French-speaking staff member. Moreover, the functionality of the current secondment is impeded by it not having dedicated operational funding.

43. The nationality of all 92 staff is predominantly (49%) Samoan, but this drops to 29% for staff recruited internationally. The 20 most recently recruited international staff have been mostly Australian and Fijian (both 25% of total recruitment).
44. The Review Team notes that, while a Troika has been established, four related concerns remain: (i) the current functions of the Troika provide only a limited response to achieving the intent of the recommendation to enhance governance of the Organisation; (ii) the Troika is being assigned new responsibilities (e.g. membership of the Independent Audit Committee and of the Review Reference Group) without being adequately prepared and supported for these roles; (iii) the representativeness of the Troika; and (iv) the Troika not functioning in an effective manner. Currently the Troika do not have a formal Terms of Reference. This is especially problematic given the three-year rotation of Troika membership, and the absence of selection criteria related to qualifications, experience, responsibilities and ability to take on responsibilities on a volunteer basis. Unlike the annual evaluations of other SPREP staff, which are democratic and objective, the DG evaluation by the Troika is limited because the Troika has only partial information on the DG's operational performance.
45. The intent of the recommendation encouraging ongoing interaction between Secretariat staff and representatives of all Members was to ensure that the Annual Work Programme and Budget presented at the SPREP Meeting are based on a clear understanding of PICT Member needs and priority areas for assistance, as well as on the capacity of the Secretariat to address them. Feedback from stakeholders shows that this recommendation remains largely unaddressed. There needs to be a more consistent way for Members and SPREP to identify and address the most critical needs of a Member. While the support provided to a Member by SPREP may well be in line with the Member's priorities, and consistent with the Annual Work Programme, additional criteria are needed to set priorities consistent with the Secretariat's ability to meet the needs, with the assistance of partners. The prioritisation process and criteria should form part of a functional Business Plan.
46. While there is now increased opportunity for more technical and policy focused discussions between Members and the Secretariat at the SPREP Meeting, including during the Pacific Environment Forum, many stakeholders urged that there be even more opportunity for true discussion, rather than the continuing dominance of presentations, statements, and decisions. The policy is that papers for the SPREP Meeting are provided to Members six weeks in advance of the Meeting. While this should allow adequate time for consideration of all issues under discussion at the Meeting, including the Work Programme and Budget, many stakeholders noted there was no formal opportunity or encouragement to enter into discussions with the Secretariat prior to the Meeting. The impression is that the Meeting is the only forum for such discussions.

47. The IRT also notes that continuity in Member representation at SPREP Meetings is less than desirable, with a significant portion of the representatives attending for the first time and having little or no background and preparation with regard to issues and technical discussions. As a result, decisions made by Members are not always well informed.
48. As the SPREP Work Programme expands, and experience grows, there is an increasing opportunity for the Secretariat to share lessons learned and best practices, both internally and with the wider group of practitioners. While some important initiatives have been undertaken, and are continuing, there is still much more that can be done, including additional sharing of knowledge between Divisions.
49. Based on the evidence available to it, the Review Team is not convinced that the Secretariat has responded appropriately to the recommendation that the Secretariat appoint designated staff to be responsible for preparing and updating a revised form of the country profile, and acting as a focal point for a PICT or for a small group of PICTs, such as a sub-regional grouping. The IRT recognises that informal contact persons at SPREP have been identified for some PICT Members, and they are used as a source of local knowledge for SPREP's work in PICT Members. The IRT further recognises that the SPREP Desk Officers in the Marshall Islands, and pending in Federated States of Micronesia, can make an important contribution towards implementing this recommendation. However, it is not convinced that the project officer in the Solomon Islands can do the same, given the project-based nature of that appointment, and consequential limits on the role they can perform.
50. The IRT recognises that country profiles have been prepared, but finds them to be substantially below good practice standards. Not surprisingly, given this view, the IRT found no evidence of their use in SPREP's strategic planning, work programming and performance monitoring and evaluation processes. More importantly, they provide little, if any, information on the priority needs of PICT Members and how these translate into activities to be carried out by the Secretariat. The Review Team acknowledges that the Secretariat does also use the relevant policies and plans for PICT Members. The climate change country profiles prepared by the Climate Change Division are pertinent but restricted examples of the profiles recommended by the first ICR. These have facilitated joint activities with partners, including other CROP agencies.
51. The IRT found very little evidence of a functioning relationships management system, as recommended in the first ICR. The IRT finds that the "cc approach" implemented by the Secretariat does little to improve communications. The need for a more informed and concerted effort is supported by the questionnaire responses and other evidence presented in the report on stakeholder views¹¹.

2.3. Effectiveness Against Stated Objectives

52. Since 2009 the SPREP Secretariat has worked on six major areas of improvement - a) increase the focus on Pacific Island Members and deliver practical benefits; b) build stronger partnerships; c) overhaul processes and systems; d) greater reliance on

¹¹ Stakeholder Views: A Synthesis - report of the Independent Review Team, June 30, 2014, 153pp.

rigorous empirically based information; e) sharper focus on what SPREP delivers; and f) build an engaging organisational culture that delivers.

53. **Increase the focus on Pacific Island Members and deliver practical benefits.** Just over half of questionnaire respondents regionally agreed that, since 2009, management has made substantial progress towards increasing the focus on PICT Members, and delivering practical benefits, but more action is required. A majority of questionnaire respondents regionally, considered that SPREP is responding adequately to the prioritised needs of their country or territory. A priority moving forward is for the Secretariat to be more focused on identifying and delivering to its comparative advantage, in relation to PICT Member needs and to donor goals that are consistent with SPREP's mandate. It also needs to be more focused on the added value of collaborative action among PICT Members, especially in light of the many common environmental challenges they face.
54. **Build stronger partnerships.** SPREP cannot meet all the needs related to improving the environmental and associated development outcomes for its PICT members, and for the region as a whole. SPREP staff face the challenging task of addressing even a sub-set of these needs, while at the same time having to raise the majority of the funding required to undertake that work. The latter compromises their ability to effectively and efficiently deliver on key priorities. The focus should be more on the quality of outputs, rather than on the quantity.
55. Partnerships are a key way of making a highly challenging task more manageable. The Secretariat has had considerable success in identifying and collaborating with partners to support implementation of the Strategic Plan and the Annual Work Programmes. Importantly, improving the effectiveness and relevance of the work of the Secretariat has meant other agencies are increasingly seeing SPREP as a mechanism through which they can deliver their environment and related development assistance to the Pacific. The Secretariat could take more advantage of opportunities to partner with some regional and subregional initiatives, such as the Micronesia Challenge and the Coral Triangle Initiative.
56. One of many measures of this increasing use of partnerships is the growth in the number of memoranda of understanding (MoUs) signed between SPREP and partners. The IRT identified 70 active MoUs that relate to the work of the technical Divisions in the Secretariat.
57. **Overhaul processes and systems.** Of the 50 evaluation criteria applicable to SPREP in the first EU Institutional Assessment, over one-third of SPREP's processes, policies or systems were deemed 'ineffective' or 'needing improvement'. While well over half of the questionnaire respondents regionally, were concerned with this finding, they also believe that considerable progress has since been made. A similar portion of respondents indicated that progress has been good with respect to overhauling processes and systems, but more still needs to be done. A reassessment conducted by the EU in 2011 confirmed that excellent progress had been made in improving the policies and systems. However, it noted that the Internal Audit function was essential and needed to be established. This function has since been institutionalised successfully.

58. As noted above, there have been major improvements in the Secretariat's internal systems. Further improvements are in the pipeline. For example, a Monitoring and Evaluation (M&E) Adviser has been appointed, and will soon be commencing work. This will help the Secretariats to lift its M&E functions to a higher level.
59. While the Secretariat is now providing detailed reports on exactly how much money is spent when providing assistance to each PICT Member, success should not be measured by the amount of money disbursed, projects run, workshops conducted etc., but by the environmental and related outcomes resulting from the investments and initiatives, and the sustainability of those results beyond SPREP investment. There needs to be greater focus on benefits for PICT Members, and on demonstrating the impacts and other outcomes of SPREP's various efforts.
60. **Greater reliance on rigorous empirically based information.** Regionally, just over half of the responses to the questionnaires indicated that progress has been good with respect to there being greater reliance on rigorous empirically based information, but more still needs to be done. Some 40% of respondents consider that SPREP is able to provide suitable and appropriate technical and scientific information in areas that are most important for their country/territory, but only 12% chose not to qualify their positive response.
61. There is a need and opportunity for the Secretariat to increase, still further, its efforts to gather and disseminate scientific and research-based data in forms that can be readily understood and applied by all Members, including decision makers at all levels, such as village leaders. Such information would provide them with relevant guidance for developing policy, planning interventions and making decisions. In this respect the Secretariat could establish new and stronger partnerships with scientific, academic and other relevant institutions. For example, the IRT notes that SPREP does have MoUs with the University of the South Pacific and with Griffith University, but not with the National University of Samoa (NUS). Given the value that NUS can bring to a partnership with SPREP, and its wish to be more engaged, the IRT suggests that SPREP and NUS consider developing a MoU, and cementing a strong partnership.
62. **Sharper focus on what SPREP delivers.** Through such initiatives and tools as the Strategic Plan, the Annual Work Programme and the PMER process, the Secretariat has done much to improve the delivery of higher quality and more directly targeted assistance, as and where it is needed. Given the continuing high reliance on project-based funding, and the tendency of some donors to place higher priority on their development objectives than those that have been articulated for the Pacific and its constituent countries and territories, it is understandable that the Secretariat is at times challenged to maintain its focus on delivering activities that will benefit Members most effectively and efficiently within the four agreed strategic priorities.
63. Therefore, not surprisingly, over 80% of questionnaire respondents regionally, agreed that addressing this fifth objective should continue to be a top priority. Ensuring that SPREP maintains a sharp focus on what it delivers is one of the reasons why the IRT is advocating for a Business Plan that is both comprehensive and specific, and why it will propose preparation of Integrated Country Programmes that will define what services and other assistance the Secretariat will provide to each PICT

Member. For example, there needs to be a sharper focus on delivering relevant outcomes that will be sustained into the future, and on assessing the state of the environment (SoE) of countries, territories and the region as a whole, through the use of relevant indicators, and on reporting and communicating the findings on a regular basis.

64. **Build an engaging organisational culture that delivers.** Again, not surprisingly given the evidence summarised above and elsewhere¹², over 80% of questionnaire respondents regionally, consider that progress has been good with respect to addressing this objective. Slightly under 50% of the respondents indicated that more still needs to be done. Only 10% believed that actions to date have been sufficient, and no further action is needed.
65. Discussions with staff and other relevant parties, as well as relevant documentation, highlighted an extremely contented staff, relative to the first ICR. They understand the challenges of SPREP, and appreciate the good work that has been carried out by Senior Management to move SPREP to an even more robust, conforming and resilient organisation, ready and able to deliver improved services to Members. There is recognition of the change management processes and procedures that have been established, including audit functions and performance M&E. There is a belief that management should now consolidate and build on all the policies and procedures that are now in place.
66. A key challenge moving forward is to attract and retain the best possible staff, capable of planning and delivering the assistance according to the evolving needs of Members, and the region as a whole. This will require a review of the current terms and conditions of staff appointments, addressing the issues identified, and consideration of innovative ways to attract and retain the most appropriate technical and related personnel.

2.4. Effectiveness Against Member Mandates and Directives

67. The IRT identified 42 mandates and directives assigned to the Secretariat by the five SPREP Meetings starting with the 20th SPREP Meeting (2010). Responses by the Secretariat were assessed based on evidence from the subsequent Annual Work Programmes and Budgets, and from the PMERs. The findings (Annex 6) show an exceptionally high level of responsiveness by the Secretariat, resulting in the timely delivery and achievement of many significant outputs and outcomes that had been requested by the Meetings. Examples include:
 - The 20th SPREP Meeting instructed the Secretariat to prepare a Strategic Plan that would constitute an "action plan" for the purposes of the SPREP Agreement; the 21st SPREP Meeting endorsed the SPREP Strategic Plan (2011-2015);
 - The 21st SPREP Meeting directed that the mid-term review of the Pacific Islands Framework for Action on Climate Change (PIFACC), including the recommendations, be used to guide and inform the drafting of a revised PIFACC to

¹² Stakeholder Views: A Synthesis - report of the Independent Review Team, June 30, 2014, 153pp; and Staff Satisfaction Survey Reports, 2011-2013.

meet the region's needs in 2011 – 2015; the 22nd SPREP Meeting approved the Second Edition PIFACC (2011-2015);

- The 21st SPREP Meeting endorsed the formation of a Pacific Meteorology Council (PMC) and directed the Secretariat to develop terms of reference for the Pacific Meteorology Council and to submit them for endorsement to the Council's first meeting in 2011; the 24th SPREP Meeting endorsed the Rules of Procedure of the PMC;
- The 21st SPREP Meeting directed the Secretariat to engage with countries, other CROP agencies, the GEF Secretariat and GEF implementing agencies to develop and implement an approach to accessing GEF-5 resources; at the 24th SPREP Meeting the Secretariat advised that the Ridge to Reef Programme had effectively replaced the GEF Pacific Alliance for Sustainability (GEF-PAS) under GEF 4 and noted that all 14 SPREP Member countries eligible for GEF funds were now participating in the Ridge to Reef Programme, either through its regional Integrated Water Resources Management (IWRM) component, national Ridge to Reef projects, or both; and
- The 22nd SPREP Meeting directed the Secretariat to provide assistance, where possible, to Members in the implementation of Asbestos Free Pacific: A Regional Strategy and Action Plan, 2011, and to provide assistance to Members in the future implementation of Pacific Ewaste: A Regional Strategy and Action Plan, 2011, where possible; in 2013, SPREP secured Euro7.85 million in funding from the EU for a regional approach to improve hazardous waste management through a four-year project which will identify and implement cost-effective solutions in Pacific countries for improved management of healthcare waste, asbestos, e-waste and integrated solid waste management in the Pacific.

68. The Secretariat is advised to identify those directives listed in Annex 6 for which the IRT considers the responses could have been more substantive or, perhaps, better documented.

2.5 Findings of, and Responses to, the EU and GEF Assessments

69. The EU 4-Pillar Institutional Assessment Report for SPREP (1 September, 2011) was produced in response to a request by the European Commission (EC) for a study that would assist it in making a decision as to whether SPREP fulfils the criteria to be entrusted with budget implementation tasks in the joint management mode as detailed in the Financial Regulations applicable to the 10th European Development Framework (EDF). The 4 Pillars are Accounting, Audit, Internal Control and Procurement.
70. The Report covered an assessment of the four Pillars and concluded the following:
71. **Accounting.** SPREP has implemented financial regulations that provide the framework for related policies and procedures. Since the Report, SPREP has established a new Financial Management Information System (FMIS) called Technology One (Tech One). This went live on 2nd July 2014 and is considered to be a major step towards the Secretariat's delivery of financial services to all stakeholders. The new FMIS replaces the Sage ACCPAC finance system that was covered in the EC Assessment. The Tech One system moves from a module accounting and financial

management system to a more integrated system of changes and improvements to the purchasing/travel processes and procedures for divisional assistants, budget holders, finance and procurement. Purchasing/procurement is now electronic and is expected to improve the performance of SPREP services to business partners and suppliers, and may well result in cost savings. Business processes will be streamlined. Paper-based manual processes are being replaced with web-paged online access, in response to ongoing requests from Division Directors.

72. The Report also confirmed that SPREP has fully adopted International Financial Reporting Standards (IFRS), from 2010. The IRT notes the extensive assessment undertaken by the EU Report authors, and advises the Secretariat to take note of the recommendations to ensure that the Tech One system also complies with all the recommendations of the EU Report, during implementation and training over the coming years. The IRT further notes the expectation that Tech One will significantly increase the effectiveness of financial management at SPREP. Adequate and ongoing training of relevant staff will be essential.
73. **Audit.** SPREP's Financial Regulations govern the audit of the financial records, and outline the requirements of an external auditor. SPREP supports the external audit of its financial statement annually. The performance of the audit is based on the International Standards of Auditing and is covered in the Terms of Reference and Letter of Engagement, which details the work to be performed, the responsibilities of SPREP Management and of the external auditors.
74. **Internal Control.** An earlier assessment conducted by the EU found that there was no internal audit function established, no periodic evaluation of the state of internal control and the annual report did not contain a declaration of the Director General's assessment of internal control. The 2011 assessment found that first level internal controls, including segregation of duties and authorisation, have now been well established. Since the 2011 report a second level of internal control has been established. This periodically verifies if the first level of control is working. The Internal Auditor was recruited in July 2012 and a new Internal Audit Unit established. A major part of 2012 was dedicated to establishing the necessary framework, including the Charters and the Internal Audit policy, as well as the Audit Committee to oversee the work of the internal Audit Unit. The Report had recommended that, given the size of SPREP (some 70 employees at the time), a full time equivalent of an Internal Auditor could be considered too costly. Better practice would be to organise such a function over, for example, the members of the CROP. In this way the internal audit process would also be able to leverage and benchmark all the knowledge gained at both SPREP and other organisations. This would enhance the overall level of internal controls, risk management etc.
75. The IRT is not aware of evidence demonstrating that the sharing of such a resource has been considered by the Secretariat. As a relatively small organisation, SPREP does not have the resources to run an effective audit process covering all aspects of its operations. For this reason, and in order to reduce costs, the IRT recommends that sharing this Audit function with members of the CROP should still be explored.

76. The IRT confirms the Secretariat's successful efforts to meet the EU assessment requirements for establishing internal audit controls and an Audit Committee. However, in order to meet these requirements it would appear that Audit Committee best practise may not have been followed. Best practise in audit committee effectiveness "hinges on some fundamentals, including the right committee composition and dynamics; an up-to-date charter with well-defined responsibilities; a risk-based approach to setting the committee's agenda; an understanding of current and emerging issues; and proactive, engaged oversight--beyond the boardroom" (KPMG, 2014).
77. Members of SPREP's Independent Audit Committee work on a voluntary basis. The Committee meets at least twice a year. Due to financial constraints compensation is not being paid to the Independent members. The IRT recommends that the Audit Committee should follow International best practise, including reviewing the composition and qualifications required to undertake the Audit Committee function, and considering other options that would ensure a more robust Audit Committee is established.
78. **Procurement.** A procurement manual is in place. It ensures that accountability and transparency are maintained when sourcing goods, services and capital works. Value for money, transparency, impartiality and clarity are the core principles that underpin the procurement process. The Procurement Manual provides a clear definition and thresholds for when specific procurement methods are to be followed. The Manual is supported by other relevant policies, including the SPREP Financial Regulations, a Financial Procedures Manual and financial delegations memoranda. While the procurement procedures are based on widely recognized standards, Internal Audit must continue to review procedures to ensure that the required tendering processes are followed.
79. Based on the information available, and the analysis undertaken (Annex 7), the IRT confirms that the Secretariat continues to make good progress on addressing key needs for reforms identified in the recommendations of the EU assessment and the 4-Pillar Assessment, and is building on these to become a more efficient and effective organisation in serving the needs of its Members.
80. The IRT notes that SPREP is currently preparing for the EU 7-Pillar Assessment. Successful accomplishment of this assessment is required if SPREP is to work with EU funds under the indirect management mode. Under indirect management, the EC can entrust budget implementation tasks to certain countries, organisations and bodies. SPREP would need to meet requirements with regard to seven 'Pillars' relating to the internal control system, the accounting system, an independent external audit and rules and procedures for providing financing from EU funds through grants, procurement and financial instruments and Sub-Delegation.
81. **GEF Assessment.** At the request of Members, the Secretariat has sought to meet the accreditation standards of the GEF, in-order to become accredited as a GEF PA. This is a somewhat logical step as SPREP has been assisting PICs with their national and regional applications to the GEF since the inception of GEF. In addition, SPREP is a partner for Pacific Island Countries (PICs) in the GEF-PAS, established in 2006

between the GEF CEO and the PICs. SPREP has been the Executing Agency on a number of regional and multi-country projects under the auspices of GEF-PAS and other GEF Initiatives.

82. Stage I and II applications to the GEF identified the need to build SPREP's institutional capacity to meet minimal accredited standards as part of efforts to strengthen PIC capacities to access GEF resources. In its value added review for Stage I, the independent accreditation panel concluded that SPREP has demonstrated that its mission aligns well with the GEF's mission and that it has extensive regional experience in the areas of climate change and biodiversity, with the ability to engage in both medium and full size GEF projects and the capacity to leverage financing.
83. However, the review noted three areas that required strengthening in order for SPREP to be reconsidered for Stage II. These were: (i) demonstration of environmental or climate change adaptation results; (ii) institutional efficiency; and (iii) network and contacts. These areas shape the key priorities of a proposal the Secretariat has prepared for a medium sized GEF project that will address the need for strengthening and focussing on the many capacity gaps that SPREP must addresses before proceeding to Stage II accreditation. These are: (i) internal audit and financial management and control frameworks; (ii) separation of SPREP's implementation functions from existing execution activities; (iii) financial disclosure; (iv) project appraisal processes and standards; (v) procurement processes; (vi) investigation function and "whistleblower" protection; (vii) environmental and social safeguards; and (viii) a gender mainstreaming policy.
84. In parallel, the Frankfurt School of Finance and Management had performed a baseline assessment of SPREP's institutional capacity to access multilateral funding directly. The study was broad in scope, covering an analysis of SPREP's performance in both programme delivery and compliance with GEF Fiduciary Standards. It noted that, while some aspects of SPREP's organizational practices were in compliance with the various GEF standards and requirements, there were areas in which improvement was needed. In particular, the report identified compliance with the GEF's fiduciary standards and its project development, M&E capacities as key areas in which SPREP, and the region as a whole, require strengthening.
85. While SPREP has recently established an Internal Audit function in the Secretariat, further work is required to meet GEF policies and procedures. In particular, further work is required on the operational policies necessary to ensure that the Internal Auditing function is operationally independent from Executive management. Without these changes SPREP would continue to lack the appropriate internal audit function. The proposed project would develop a comprehensive system for internal audit, to oversee risk areas such as Fraud, Whistleblower Protection and Procurement.
86. There also needs to be a separation of the Secretariat's implementation functions from existing execution activities. The current SPREP institutional framework lacks a clear separation (firewall) between the project implementation and project execution functions. This is entirely the result of the executing agency role that

SPREP is suited for, and has been performing in the Pacific islands region for GEF and other agencies over the last 20 years.

87. However, as a GEF PA, SPREP would be required to have such a firewall if it was to also continue to perform the functions of an executing agency. The proposed project would develop this separation at the operational level, in accordance with the GEF Separation of Implementation and Executing Functions in GEF Partner Agencies. This would ensure that there is a clear separation between project implementation (identification, preparation of project concept, appraisal, preparation of detailed project document, project approval and start-up, project supervision, and project completion and evaluation) and execution (management and administration of the day-to day activities of projects in accordance with specific project requirements).
88. Alternatively, SPREP might still be able to meet accreditation requirements by adopting and implementing a policy that stipulates it will never seek to engage in both roles for the same project. Under this scenario the Secretariat would engage in a project as a GEF PA, and collaborate with separate and independent organizations as the executing agency for that project.
89. The proposed project will also help address the identified weaknesses in SPREP's institutional efficiency. For example, currently there is a lack of clarity in the way project and administrative costs are defined. As part of the proposed project the Secretariat's current classification of project costs would be revised to meet GEF requirements, thereby increasing transparency in the financial procedures.
90. Another major institutional weakness identified in the GEF review was that, at present, it is unclear how long it takes SPREP, on an average basis, to guide a project from concept to terminal evaluation. GEF-specific policies and procedures have not been implemented. The proposed project will develop internal policies and procedures for project cycle management that are compliant with the 2010 GEF Monitoring and Evaluation Policy and the 2008 Policies and Procedures for the GEF Project Cycle.
91. While the GEF review concluded that SPREP's Policies and Procedures in Procurement were GEF compliant, the issue of sustained oversight over procurement processes was identified as a concern that needed to be addressed. In this respect, the proposed project would fully integrate oversight of SPREP's procurement processes into the internal audit function and institute the appropriate procedures to ensure that outside agencies are in full compliance with SPREP's Procurement Processes.
92. The GEF review was satisfied with SPREP's Policy on Zero Tolerance Fraud and Investigation, but noted that there is no detailed operational framework related to whistleblower protection and related issues. The proposed project will develop these policies, and implement them at all levels of the Organisation in order to meet the Recommended Minimum Fiduciary Standards for GEF Implementing and Executing Agencies. To meet GEF requirements SPREP also needs to develop a policy for gender sensitization, to be applied both within the Organization and at the project/programme design stage.

2.6 Effectiveness in Supporting implementation of the Strategic Plan

93. Well over 50% of questionnaire respondents regionally, agree that SPREP has made good progress over the last three years towards improving the Corporate Services priorities that support activities in their country/territory, but all indicate that more still needs to be done.
94. Table 2 shows that the questionnaire respondents considered the Secretariat to perform at above average levels across all nine commitments it made to implementing the Strategic Plan. Respondents judged Secretariat performance to be decidedly above average in relation to supporting countries and the region to address environmental data and information needs, as well as in relation to benefitting from the assistance of development partners.

2.7 Recommendations

95. The following recommendations are based on findings that will not be discussed further in subsequent sections of this report:
 1. Increase both the capacity of the Secretariat to interact with Francophone Members and partners and the French presence and visibility of SPREP on the Web, including mirroring the current English web site, where practical.
 2. The Secretariat respond further to the directives of previous SPREP Meetings for which the IRT considers the responses could have been more substantive or, perhaps, better documented, and provide a report to the 26th SPREP Meeting.
 3. Given the wide range responsibilities involved in internal audit processes, and that there is only one staff member in the SPREP's Internal Audit Unit, the Secretariat should make a special effort to explore with other CROP agencies the possibility of sharing the expertise of personnel in a Joint Internal Audit Unit.
 4. Clarify the role of the Troika, including through a terms of reference, and ensure it has the capacity and support to perform the assigned roles, including undertaking the annual performance evaluation of the Director General, and providing advice and other support to the Director General and other members of the Senior Management Team.

Table 2
Rating of Secretariat Performance to Meet Commitments¹³

Commitment of the Secretariat, as Specified in the Strategic Plan	Performance Rankings (1 = most common) Based on Number of Responses in the Given Category				
	Extremely High	High	Average	Low	Extremely Low
Facilitate regional collaboration and coordination	2	1	3	3	5
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	4	2	1	3	5
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	3	2	1	4	4
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	3	2	1	4	5
Build on and assist national governance capabilities and institutions by establishing regional knowledge hubs; assist Members to identify and maintain minimum capacity requirements	3	2	1	3	3
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	3	2	1	4	5
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	3	1	2	5	4
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	3	2	1	4	5
Advise and consult development partners on priorities and opportunities based on the Strategic 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	3	1	2	4	5

¹³ A comparable analysis of Member commitments is presented in "Report on the Mid Term Review of the SPREP Strategic Plan"

3. Effectiveness of SPREP's Corporate Systems and Processes

96. The previous section has documented many of the major improvements in the corporate systems and processes. There is considerable additional evidence, including the questionnaire responses which show that an impressive 85% of respondents, regionally, consider SPREP to have strong executive leadership that will guide the Organisation going forward. A further 12% hold the same opinion, but with reservations.
97. Respondents to the online survey were asked to rate SPREP's corporate systems and processes over the past five years, in terms of overall effectiveness, efficiency and timeliness. The results are shown in Table 3. A recent internal review of the New Zealand aid programme's engagement with SPREP was positive. It found that there is open communication and that SPREP's Internal Audit Committee is now meeting international good practice due to the Secretariat now having more robust internal audit processes in place and the Organisation is operating in a more open and transparent manner.
98. Importantly, funding is still considered a serious issue. SPREP is overly dependent on project funding. Core funding is limited. It is important that this increases, and/or other modalities to fund the delivery of SPREP services are identified and pursued. Barriers to increasing core funding and Member funding include the fact that, for many PICT Members, the agencies which receive SPREP services are different to the agency that approves and provides the funding for payment of membership fees. Often the latter is not well informed in terms of value for money spent on membership fees. This highlights the need for SPREP to report tangible on-the-ground results in the PMERs, and not just outputs and activities, and to then ensure the results are communicated widely, including to finance and other line ministries of Members.

Table 3

Ratings of SPREP's Corporate Systems and Processes over the Past Five Years

	Number
Exceptional	1
Well above good practice standards	8
Above good practice standards	7
Exhibits good practice	30
Below good practice standards	2
Well below good practice standards	0
Unacceptably poor	0
Preferred not to answer	17
Skipped the question	12
Total Responses	77

99. Staff members in the technical Divisions spend considerable time seeking funding that will enable their work programmes to continue into the future, as needed. Some parts of the SPREP Work Programme are less appealing to donors than are others, so they receive less funding. As a result, resourcing allocations differ across the

Strategic Plan. The challenge is to strengthen and achieve a better balance across the four priority areas. The IRT notes that core budgets are distributed among Divisions, while donor-funded projects are based on matching a donor's priorities to the priorities in the Strategic Plan.

3.1 Human Resources

100. This report has already noted a marked improvement in all the available measures of recruitment, job satisfaction and retention. The SMT, and the Secretariat in its entirety, should feel justifiably proud of this achievement.
101. Since 2009 a staff satisfaction survey has been conducted and reported annually. Response rates have increased from 47% in 2009 to 89% in 2013. The results are summarised in Table 4.

Table 4

Snapshot of Staff Morale¹⁴

	2013		2012		2011		2010		2009	
Very High	18%	61%	20%	54%	13%	55%	37%	74%	13%	21%
High	43%		34%		42%		37%		8%	
Satisfactory	34%		36%		32%		22%		50%	
Low	3%	5%	5%	5%	7%	13%	0%	0%	17%	30%
Very Low	2%		0%		6%		0%		13%	
No Comment	0%		5%		0%		4%		0%	

102. Responses are also summarised in terms of:

- Key factors staff say lead to their high/very high morale;
- Key factors staff say lead to their low/very low morale;
- Positive outcomes staff can build on - decisions or events that had positive impact on how staff do their work and would like to see continued;
- What needs attention – what staff thought were the key issues, decisions or events that had adverse impact on how they do their work and would like to see improved or changed; and
- Status report on issues raised in past surveys and any measures put in place to address them.

103. The Staff Satisfaction Survey Reports encourage staff to contact the Executive, or the Human Resources Unit directly, if they feel the issues they have raised are either not included in the report, or not sufficiently addressed.

104. Under the Learning and Development Policy (2011), the Secretariat recognises the need for ongoing learning and professional development of staff and is committed to providing appropriate and relevant opportunities, within budgetary constraints, to ensure there is continuing capacity building within the organisation. Staff and their Line Managers are responsible for completing the Individual Learning and

¹⁴ From Hillman and Waddell, 2014.

Development Plan (LDP) for each staff member, as part of the Performance Development planning sessions. All staff are required to complete their Individual LDPs in the first quarter of the year, in line with the Secretariat's Performance Development System (PDS). The LDP includes the staff member's priority training needs for the year. It is discussed and agreed between the staff member and their Line Manager.

105. A Training and Development Plan for the Secretariat is prepared annually, and issued in July each year. It is based on the Individual LDPs and is subject to assessment of priority issues and availability of funds. The plan is developed by the Human Resources Unit, reviewed by the Human Resources Working Group, and approved by the Executive Management.
106. The IRT commends the Secretariat in its entirety for the major progress on learning and development, as described above, and including through several inspirational leadership, management, and team building initiatives. These have covered all the issues raised in the staff satisfaction surveys, as well promoting and encouraging a new mindset and a new approach to addressing problems, such as staff asking themselves how they can be part of the solution rather than expecting the SMT to produce all the solutions, all the time.
107. In its discussions, the IRT became aware of three issues that it believes may warrant further and timely consultations and actions if they are to be resolved in a satisfactory manner. The IRT notes that it does not believe it is well informed on these and any other issues that might be of major concern to staff. This is despite the IRT attempting to explore issues raised in the Staff Satisfaction Survey Reports, and despite two face-to-face sessions with staff and opportunities for individual staff to contact members of the IRT on a confidential basis. The IRT received essentially zero feedback from Secretariat staff, other than the SMT, on either the report on Stakeholder Views, or on drafts of the two review reports. All staff received copies of the three documents.
108. In a face-to-face meeting, and subsequently, the Staff Committee stated that it does not speak on behalf of staff with respect to the two reviews being undertaken by the IRT. This position concerns the IRT. It is unclear if this silence, and that of staff overall, is because of a lack of interest, because it is culturally not appropriate to comment on employment related matters, because they fear repercussions, or because of some combination of all three.
109. **Difficulties faced by new staff, and their families.** These are mainly due to travel and time away from home for the staff member, level of education for children and available employment opportunities for spouses/partners. A booklet on living and working in Samoa is currently being prepared by the Secretariat. Every reasonable attempt should be made to ensure this reflects a well-informed and realistic representation of the issues faced by internationally recruited staff, and how they might best be resolved.
110. Although potential candidates may be given an indication of the amount of travel they might expect to undertake, actual travel is often arranged at the last minute and

is subject to change. This is very difficult for families to manage, particularly single parents trying to schedule child care coverage. Staff are able make arrangements with their Directors for relevant time out with families upon returning from duty travel. But there are differences between Divisions, with some Directors being more understanding about the need for work/life balance.

111. While education standards in Samoa are outside of SPREP's control, the Secretariat has built flexibility around the Education Policy to take into account educational alternatives, such as distance education and home schooling. However, many families do not want to either home school, or be separated as a result of sending children overseas to be educated. This makes Samoa less of an attractive option.
112. Unlike other CROP agencies, the Secretariat does not provide employment opportunities for spouses/partners. However, it does provide support for the processing of employment visas if spouses/partners wish to pursue employment in Samoa.
113. **Security and safety of staff, especially while on duty travel.** The Secretariat has introduced a Security Policy that includes a security checklist. There is a security allowance for all matters related to security of staff in Samoa. Security and health updates are now compiled by the Travel Officer for destinations where staff travel, with alerts on any social or health issues. Staff are able to claim for more secured/expensive hotels, for security reasons. Most travel is considered safe, but Secretariat staff often share tips on travel safety, places to stay etc.
114. **Concerns related to terms and conditions for employees.** Recent surveys and a triennial review showed that Secretariat staff who are locally recruited have terms and conditions which are ahead of the local market. SPREP professional staff are considered to be fairly compensated compared to other CROP agencies. The main issue around pay is that some Samoan professional staff in the Secretariat would like to have the same income tax exemptions as their counterparts who are recruited internationally. SPREP has raised this matter with the Samoan government, but there has been no resolution.
115. A comprehensive set of staff regulations was approved at the 23rd SPREP Meeting (2012). These cover similar topics to those in the Staff Manual, namely:
 - Annual Leave;
 - Sick Leave;
 - Family Leave;
 - Maternity Leave;
 - Examination Leave;
 - Home Leave;
 - Definition of Dependants;
 - Medical Scheme;
 - Education Allowance;
 - Learning and Development;
 - Recruitment and Selection;
 - Performance Development System; and

- Job Evaluation.

116. A Fraud Manual was endorsed in 2013. Ongoing work by the Secretariat on recruitment and retention in relation to staff terms and working conditions, and effective implementation of the recruitment policy, will continue to be monitored by the Human Resources Section of Corporate Services, and by the yet to be operationalised Project Review and Monitoring Group (PRMG). Their work will cover job design and organisational structures, amongst other responsibilities - see Section 3.2.

3.2 Finance Policies and Practices

117. The Secretariat has undergone considerable institutional strengthening as part of its change management process. The Procurement Manual was updated in 2013. Preparation of a Risk Management Plan (RMP) was an important part of this process. This Plan is seen by the Secretariat as a tool that will assist with effective and efficient service delivery to Members, by identifying and effectively managing risks to the Organisation. The RMP was completed and endorsed by the SPREP Senior Management Team in June 2011. The SPREP Executive uses the RMP to ensure that the Secretariat will effectively mitigate and manage the impact of strategic, financial, operational, reputational and compliance risks to the pursuit of the Organisation's strategic goals and objectives. A RMP was a requirement of the Adaptation Fund if SPREP to become a Regional Implementing Entity. It has achieved this accreditation.

118. The RMP identifies five major risk areas. These remain important areas of concern currently. They are: (i) under-secured funding risk; (ii) performance management; (iii) recruitment and retention; (iv) job design and organisational structures; and (v) donor reporting. Recommendations for actions to be taken by the Secretariat to address these major risk areas have been prepared by the SMT. The recommendations include completion of the draft Business Plan, and recruitment of a donor liaison officer, noting that securing long term funding will be a continuing challenge. Performance management will require regular contact and visits with Members, as well as periodic surveys of Members and donors to assess their satisfaction and confidence in the quality of the services delivered by SPREP. This is another area considered by the Secretariat to be of high priority.

119. Most recommendations have not yet been implemented. This is in part due to the PRMG not being operational as a result of challenges to fill the position of M&E Advisor. The appointment in July, 2014 of a person to fill the position means that the work of the PRMG will soon commence. The M&E Framework for SPREP includes the Strategic Planning and Information Unit as well as establishment of the internal PRMG. The composition and responsibilities of the PRMG include oversight of design and prioritization of new projects over USD 50,000, ensuring that major projects are integrated across technical Divisions where relevant, as well as project review and monitoring.

120. The draft Business Plan provides for establishment of the Strategic Planning and Information Unit. The envisaged positions of donor liaison officer and monitoring and evaluation staff will be situated at corporate level, reporting directly to corporate

management. For administrative convenience the internal audit function will also be placed in this unit. Overall, the donor liaison officer will be responsible for all external contacts with actual and potential donors. The Internal Auditor and the M&E Advisor will together assume responsibility for a basic quality management programme, at least until the end of the current Strategic Plan period.

121. The IRT sees obvious merit in these plans for institutional strengthening as they address many of the issues identified during the review. However, the IRT will propose that these improvements form part of a more comprehensive initiative to improve the performance of the Secretariat, including increasing efficiencies and achieving cost savings. Thus, an important role for the PRMG could include not only integrating project implementation across the Divisions, but where possible the identification of cost savings and other benefits that result from sharing technical resources and initiatives, including project management.
122. There is also a need to improve knowledge management internally, as well as increase and expand the visibility of SPREP across the region. This could include strengthening outreach and education, and also raising awareness of SPREP's image still further by making more use of modern communications technologies. The Secretariat has been innovative in its use of technologies such as Twitter and Facebook, but currently there is over reliance on websites for increasing SPREP's reach.
123. The draft Business Plan highlights the main weakness of SPREP is in its funding structure. Funding for SPREP comes essentially from its membership contributions and from earmarked project funding. SPREP distinguishes between core, programme and project funding. The IRT notes the projected budgets to 2017 (Table 5).

Table 5

Past and Projected Funding

Year	Miscellaneous Income	Member Country Fees	Programme Core Budget	Project Budget	Unsecured Funds	Total Budget
2011 ₁	1,591,959	1,035,572	2,188,880	6,294,339	439,303	11,550,053
2012	2,029,898	1,035,572	2,257,358	8,609,069	380,307	14,312,204
2013	1,763,513	1,172,682	2,377,116	13,214,033	345,158	18,872,502
2014	2,075,036	1,099,414	3,177,407	15,415,440	375,989	22,143,286
2015 ₂	1,764,615	1,119,774	4,655,787	11,309,323	378,345	19,227,844
2016	1,830,934	1,130,894	4,950,000	13,048,678	513,726	21,474,232
2017	1,956,350	1,164,820	4,950,000	13,520,935	528,621	22,120,726

Source: Email from Secretariat, dated 6 August, 2014

124. Previously SPREP was dependent on three main donors, New Zealand, Australia and the GEF. Funding sources have now expanded to a mix of donors each having shown strong commitment in the short to medium term. These are Australia (13%), New Zealand (5%), the GEF/UNDP (28%), EC/UNEP (12%), EU (11%), Asian Development Bank (5%) and Finland (3%), giving a total of 77% by donors each contributing over

USD 1million. The largest donors for 2014 onwards are anticipated to be Australia, the GEF and the EU.

125. In 2014, 27 donors provided project funding (Table 6), One of the causes of the large number of smaller projects is that individual programme staff approach donors to obtain funding for specific activities relevant for their work. The scope of their requests is determined by their own needs and implementation capacity, and is therefore necessarily limited.

Table 6

Financial Overview of SPREP Project Portfolio

Category	Project Budget (USD 100,000)	Number of Projects	
		2013	2014
Small	0 - 100	34	5
Medium	100 - 1,000	27	17
Large	More than 1,000	9	5

Source: Audited accounts for 2013 and 2014

126. The large number of smaller projects constitutes a substantial burden for project implementation, including administrative support services. This is because each project requires separate reporting, including progress and financial reporting, often using different reporting formats and periods, accounting codes and audit procedures. Since funding for some projects, and especially the smaller ones, is often for periods of one year or less, considerable effort is required to assure continuation of funding into a subsequent phase. Also, SPREP should not be seen as an organization that takes away opportunities for their local partners. Accepting small grants raises the possibility of competing with local partners who rely on such small grants.
127. The uncertainty of funding, and the resulting instability of funding for some activities, is a constraint for SPREP operations. Establishing and implementing a best practice Business Plan could, in part, reduce some of this burden by ensuring that small grants are aggregated, and establishing the minimum size of grant the Secretariat would accept, in the absence of additional considerations that might need to be taken into account.
128. The existing draft Business Plan highlights that SPREP has benefitted from contributions of a substantial number of smaller donors and other funders. Although all contributions to support the activities of SPREP might be welcome, the transaction costs for the smaller contributions are relatively high. The aim is to reduce transaction costs while maintaining access to the funding of these donors. For this, SPREP will draft a document that proposes streamlining reporting procedures. This document will include:
- A brief summary of 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 the SPREP project progress reporting format;
 - Reporting period similar to SPREP reporting period (January – December);
 - Financial reporting based on the SPREP budgeting and accounting system; and
 - Proposal to accept the SPREP annual audit to fulfil donor audit requirements.
129. The draft Business Plan states that donors will be requested to accept the harmonisation of reporting and audit procedures on a voluntary basis. For donors that cannot accept this, their reporting and audit procedures will take precedence.
130. The draft document dates back to 2012. The IRT was not provided with any evidence from either the Secretariat or project-based donors, that this approach to harmonisation had been canvassed, let alone received the endorsement of donors. Thus the IRT is not convinced that the assumption of reduced transaction costs for individual donors will allow "the possibility to expand the number of donors for SPREP activities (including private sources) without creating an excessive burden for the organisation"¹⁵.
131. The Internal Audit Policy was endorsed fully by Secretariat Senior Management in August, 2012. The DG and SMT established the Internal Audit Function as a key component of SPREP's governance framework. The Internal Auditor is appointed as head of SPREP's internal audit function, and reports directly to the DG. The role of the Internal Auditor is to assess and review the existing processes and, if weaknesses are identified, the internal auditor will raise this with the DG or the Audit Committee, as appropriate, with a recommendation on how the issue could be resolved. This usually done in consultation with the appropriate Division, including the Finance and Administration Adviser.
132. The major work of the Internal Auditor over the past two years includes reviews of the Procurement Policy, the RMP, and the status of Audit recommendations for 2013. Work has also included inputs to the GEF accreditation process. The Internal Auditor is also Secretary of the Audit Committee. Considerable time has also been spent providing support to the 2014 reviews and preparing the 2013 and 2014 Staff PDPs¹⁶. Preparation of the Audit Committee Chairman's report to the 25th SPREP meeting in September 2014 is a high priority. It is noted by the IRT that the Internal Auditor has no support staff and therefore the workload of the office may impact the effectiveness of the Internal Audit Function.
133. The draft Business Plan confirms the Internal Auditor is part of the Strategic Planning and Information Unit for administrative convenience, but holds an independent position in the Unit. The autonomy of the Internal Auditor is critical, especially with regard to M&E processes, as well as assessing the work of the yet to be filled donor liaison position.

¹⁵ Draft Business Plan, 2012.

¹⁶ Preparation of the 2014 PDPs involved developing the work plan, and goals to be achieved in 2014. For 2013 the work involved the same preparation of the annual work plan, tied into the PDP as well as the six monthly review with the DG and the Audit Committee Chairman.

134. The Secretariat, as well as the wider Organisation, are gradually becoming accustomed to having an Internal Auditor in the organisation. New processes have been established, such as presentation of the financial accounts to the Audit Committee prior to presenting them to the SPREP Meeting.
135. An Audit Committee oversees and monitors governance, risk and control issues affecting the Secretariat's operations. As defined by the Audit Committee Charter, also approved in August, 2012, the Audit Committee is independent, and has no executive role. The Chair of the Audit Committee must be independent, defined as being free from any external influence and control from SPREP management. The Audit Committee must have no fewer than three members, and no more than five members, of which a majority must be independent.
136. The Internal Audit Policy makes reference to relationships with the external audit process. External audits are carried out annually. The audits reviewed for the past three years by the IRT clearly set out the scope of the accounting framework under which the financial statements will be prepared in accordance with SPREP Financial Regulation 32. The audits clearly detail the responsibilities of Management, including the fair presentation of the financial report in accordance with International Financial Reporting Standards. These include internal controls relevant to the preparation and fair presentation of the financial report, such as the report being free from material misstatement, whether due to fraud or error.
137. The 2012 and 2013 Audit Reports identified two major issues - foreign exchange losses and depreciation. These have serious longer-term financial implications for SPREP. As a result they have now been included in the longer-term risk management strategy.
138. The proposed policy to address foreign exchange losses is to pro-rate the bank account balances to each project, and allocate any exchange losses or gains to relevant projects. This is alternative to the current practice where the Corporate Services budget bears all such costs. A similar policy will address depreciation. Each Division will be required to include a portion of the depreciation expense within project budgets rather than the Corporate Services budget shouldering the entire expense.
139. The IRT notes that project funding expenses require the approval of partners. Therefore it questions these proposed approaches as to how the costs are to be managed. Partners may well adopt the view that such costs should be covered by the administrative fee they already pay.

3.3 Coordination between Divisions

140. The Strategic Plan is the guiding document for coordination of SPREP activities. A current example of a special group or committee that works across SPREP divisions is the GEF Advisory Group. This facilitates planning and the sharing of information. Once it becomes operational, the PRMG will also contribute to the already increasing cooperation between Divisions.

141. There is a growing number of examples of instances of cross-division coordination and project implementation. The Biodiversity and Ecosystem Management Division (BEMD) has joint discussions with the Waste Management and Pollution Control Division on marine debris, and with the Climate Change Division (CCD) on the impacts of climate change on migratory species. Examples of cross Division project implementation include the Marine and Coastal Biodiversity Management in Pacific Island Countries and Atolls (MACBIO) and Pacific Ocean Ecosystem Analysis (PACIOCEA) projects, joint input into the SoE and environmental report card processes, and contributions of project staff to implementing United States Agency for International Development (USAID) projects in the Solomon Islands and Kiribati. There is also cross Division participation in, and implementation of, formal mechanisms and initiatives, such as the Marine Sector Working Group (MSWG), UNEP Regional Seas meetings and activities linked to the Noumea Convention.
142. Collaboration occurs on cross-cutting issues, such as waste and climate change and ozone depleting substances, invasive species with the Waste Management and Pollution Control Division (WMPCD), and conventions work with the Environmental Monitoring and Governance Division (EMGD). In the past, staff involved in waste and pollution management roles have often prioritised and undertaken much of the related media and communications work themselves. However, following the creation of the new WMPCD, the situation changed to reflect the bigger, and high profile projects being commenced by the Division on behalf of Members. The Communications and Outreach team have drafted the WMPCD's over-arching communication strategy (2014-2018), and will manage its roll-out on behalf of the Division over the next four years.
143. The EMGD works closely with the Communications and Outreach team, and allocates costs for them under its projects. Examples are for the multilateral environmental agreement (MEA) project, which supports media teams to conferences of the Parties (CoPS), Rio+20 and meetings related to SIDS. Another example is the marine litter project, where the Communications and Outreach team is in charge of the community outreach component.
144. Placement of the Communications and Outreach team within the Secretariat is considered to be somewhat immaterial, as long as staff members in the Unit are being utilised effectively, are adequately resourced by way of both core and operational funding, and are able to provide corporate SPREP branding to all communications.
145. Each Division currently holds planning meetings early in the New Year, with open invitations for participation and input from other Divisions. However, this process would be more effective if the planning meetings were held before preparation of annual Work Plans for the next year. It is difficult to undertake joint programming, due to different schedules, but it is easier through joint projects.
146. The CCD believes that whole of island approaches are a success as they promote collaboration at all levels. The overall approach is not substantially different to ecosystem and ridge to reef approaches. The main driver is a shift from piece-meal

approaches, community fatigue and confusion with consultations, sharing of skills, and pooling of resources so that much more can be undertaken at national level, rather than in disjointed efforts. The approach taken is also more cost effective in a situation where a single agency does not have completely adequate financing for the tasks required for a worthy project to be implemented. Also successful to date is working in partnership with a wide range of agencies, both nationally and regionally. This has made it possible to upscale impacts by the sharing of scarce financial and technical resources.

147. Organising joint missions to countries has also reduced the burden on PICT Member teams - rather than having a constant stream of development partners with similar aims coming in country, the partners have worked together to create a larger impact during less frequent and more targeted visits. The IRT notes some down sides to the approach, including the initial planning and inception phases sometimes taking longer, until partnerships are established and defined. But once these steps are in place, the result is greater coordination of effort, sharing of resources, duplication of effort reduced, and decreased burden on PICT Member stakeholders.
148. There is also the reality that this approach cannot be replicated for the thousands of communities across all PICTs. A possible solution is to focus on building the capacity of sub-regional partnerships that are already in existence, or have the potential to develop, instead of having regional and international organizations undertaking much of the in-country work.
149. Travel costs would also be substantially reduced if the Secretariat gave a high priority to a whole-of-SPREP approach to coordinating with, and delivering assistance to, PICT Members. Rather than several staff travelling to a country to coordinate and provide assistance, more effort should be given to identifying opportunities to have one or a smaller number of staff doing the work. This will require staff to adopt a more collaborative approach. The IRT acknowledges the challenges of doing this when the SPREP budget is dominated by project-based financing. However, the challenge would be reduced if project planning and funding were better managed, including through cross Divisional technical and management support.

3.4 Partnerships, and Use of Memoranda of Understanding

150. Partnerships should not be seen as a way to increase, still further, the scope of the Secretariat's work. That is already overwhelmingly large. Rather, SPREP must focus on working to its mandate and to where it has a comparative advantage. To do that, Members and the Secretariat must first be clear what this means, in practical and pragmatic terms. Secondly, the agreed scope of the Secretariat's work must be communicated to, and accepted by, all partners - current and potential.
151. As noted above in Section 2.3, the Secretariat needs to deliver on the first part of its mandate - promote cooperation in the Pacific region - by building even stronger links with development partners, non-governmental organisations (NGOs) and the private sector, if it is to deliver on the second part of its mandate - to provide assistance in order to protect and improve the region's environment, and ensure sustainable development for present and future generations.

152. Significantly, over two thirds of questionnaire respondents regionally, agreed that over the past five years progress has been good, but more still needs to be done. The Secretariat has established a relatively large, and increasing, number of partnerships. The vast majority of SPREP's active partners, and some potential partners, were consulted during the course of this review (see Annex 4).
153. In terms of current partnerships, there are excellent examples of inter-CROP collaboration. These include the Sustainable Development Working Group (SDWG), water working groups, the various climate change working groups, and the MSWG. Collaborative implementation includes the Choiseul Integrated Climate Change Programme partnership in the Solomon Islands (including joint field implementation), and collaborating with SPC on biosecurity issues in the current development of the regional invasive species project, to be funded by the GEF, under its sixth replenishment. Such models of coordination and cooperation should be encouraged and promoted.
154. Generally a clearer definition of roles and responsibilities among CROP agencies would be helpful – for organisations, donors and PICTs. Everyone takes organisational roles for granted, but a more rigorous approach to mandates could reduce the 'creeping mandate' syndrome that all CROP agencies are subject to. The DG could urge the Heads of the other CROP agencies to re-examine, collectively, the respective mandates and roles of the CROP agencies, keeping in mind the contributions made by other development partners. This would be especially timely given the new Framework for Pacific Regionalism. Any such assessment would need to be done collaboratively and constructively, and not repeat the divisive RIF process. The result could clarify the mandates, roles and responsibilities of the CROP agencies, and provide a clearer framework for more equitable, mandate-focused allocations of donor funding to CROP agencies.
155. Amongst the general concerns around CROP mandates and harmonisation, these issues are arguably greatest for the climate change work programme in the Pacific. They extend beyond the CROP agencies, to development partners and NGOs, and international NGOs in particular. It might be overly optimistic to expect that implementation of the new Framework for Pacific Regionalism will do much to resolve these matters, but a good start would be to revise and update the CROP CEO Statement on Climate Change.
156. Previous work in the WMPCD has involved NGOs and civil society organisations (CSOs), and there is some involvement in regional training when this is undertaken. Some of the more successful waste management efforts in Micronesia involve the private sector, most notably with the recycling of aluminium products. Other examples include the ongoing biodiversity rapid assessment surveys (BIORAPs) in Samoa, Nauru and Tonga, through engagement of international and local NGOs. This is also considered a successful example of coordination. NGOs are members of the Pacific Climate Change Roundtable (PCCR) and the United Nations Framework Convention on Climate Change (UNFCCC) works closely with Climate Action Network. Individual Pacific Adaptation to Climate Change (PACC) projects work with national NGOs. The Secretariat is encouraged to further its partnering with national, sub-

regional and regional NGOs. These could play a major role in implementation at country level, with the engagement of SPREP ensuring the co-benefit of significant regional environmental outcomes.

157. MoUs with partners help support delivery of SPREP's services to Members, both directly through other stakeholders such as BirdLife International and the Secretariat for the Convention of Biological Diversity (CBD). MoUs allow for more formal mechanisms of cooperation, with specific goals and activities, and support requests for resources as they are formally articulated. Doubt or conflicts can be dealt with more easily. MoUs identify areas of mutual interest and cooperation that are derived from the Strategic Plan and annual Work Plans. MoUs can relate to a funded project executed by SPREP. Otherwise they are seen as a potentially useful way of identifying support.
158. The following criteria generally define SPREP's use of a MoUs:
 - Practical;
 - Clarify roles and responsibilities;
 - Require a clear time line;
 - Resources tagged;
 - Partners are working in framework or boundaries.
159. Importantly, MoUs can't be enforced through legal means as they usually have no binding obligation in law, relying rather on the goodwill of either party. Given their increasing and ongoing use by the Secretariat, MoUs should be regularly assessed for their effectiveness, and to inform the development of new and revised versions. Anecdotal evidence provided to the IRT indicated that MoUs:
 - Work if they are linked to specific Work Plan outputs;
 - Need to identify a focal point;
 - Formalise a process of regular dialogue; and
 - Tend to work better with NGO partners than with CROP agencies, though this was not confirmed in the analysis described below.
160. SPREP has a MoU with SPC. It reinforces all the findings and other points made above. Emphasis is on a shared SPREP/SPC Joint Country Strategy that demonstrates complementarities between the activities of both organisations at Member country/territory level, namely:
 - Develop joint programmes in areas of mutual interest, including but not limited to renewable energy and energy efficiency, climate change, climate related disaster risk reduction, the management of marine and coastal resources and addressing e-waste and water pollution, and possibly gender;
 - Develop synergies and cooperation with planned and existing activities to provide improved delivery of services at national and regional levels;
 - Work together in areas of importance to island countries and territories that require balancing developmental, biodiversity and conservation outcomes, such as in tilapia farming;
 - Commit to the exchange and sharing of information;

- Establish meetings or technical forums for staff or both organisations to share, discuss, develop, implement and monitor programmes of mutual interest;
- Where possible send a senior representative to attend the annual meetings of each other's governing councils;
- Support each other's positions in third party meetings or forums; and
- Use the SPC Joint Country Strategy process to show the complementarities between the work of both organisations at member country/territory level.

161. The IRT was informed that an initial trial of the modality of a SPREP/SPC Joint Country Strategy was unsuccessful, largely because the SPC Joint Country Strategy covers so many areas of assistance and there was no clear role and visibility for the SPREP contributions. In addition, greater success was already being achieved through the use of more specific modalities. These include joint programming to support the preparation and implementation of Joint National Action Plans (JNAPs) for climate change and disaster risk management (DRM) as well as joint implementation of the Roadmap for the new integrated regional strategy for climate change responses and DRM - the SRDP. The IRT has noted the lessons arising from these and other examples, such as CROP and partner collaborations in Choiseul (Solomon Islands) and Abaiang (Kiribati). They will be reflected in some of the recommendations presented later in this report.

162. In order to develop a more substantial evidence base around partnership agreements, the IRT undertook a detailed analysis of the 70 active MoUs¹⁷ that cover technical and related cooperation between SPREP and its partners (Annex 8).

163. The MoUs have a number of features in common, including:

- Emphasis on cooperation and collaboration;
- Activities were not defined, but would depend on mutual agreement;
- Require further exchange of information and consultation for the MOU to be effective;
- Absence of information that identifies the Strategic Plan as SPREP's guiding document or the goals that would be achieved as a result of the MoU;
- No explicit link to the Work Programme; and
- With a few exceptions, no review process is outlined.

164. Key conclusions of the analysis are:

- The IRT had substantial difficulty obtaining copies of all active MoUs it wished to assess; this suggests: (i) that, once signed, many MoUs are not referred to on a regular basis; and (ii) the need for a central repository of active and historic MoUs, which is reviewed and updated on a regular basis;
- Whilst MoUs are considered to be an important instrument there were few explicit links between the MoUs and the Strategic Plan and its various goals; this includes those MoUs signed in the last two years;
- While some monitoring and reporting of MoUs is undertaken, in general specific activities are not reported;

¹⁷ The IRT uses this as a general term covering all formalised agreements between SPREP and its partners.

- This raises the issue of how efficient and effective these MoUs are as instruments of collaboration, finding synergies for better resource allocation, minimising duplication and maximizing reach;
- Higher tangible performance indicators that are reported, though rarely, usually focus on the enabling environment, such as sharing information, experience and resources, on collaboration, and on supporting awareness-raising efforts;
- Where such indicators are not reported it is unclear whether less priority is accorded to such activities, or because they have not been undertaken;
- In the Work Programmes and Budgets, the budget estimates identify the financial inputs by donors and by partner countries; it would be good practice for these inputs to be covered by the MoU with the relevant donor or organisation; however, this could not be confirmed by the IRT;
- Therefore, given Work Programmes do not refer to specific MoUs, it is difficult to assess their effectiveness, and whether the resources identified in a specific MoU have been used for the purpose indicated; and
- Since reporting commitments are usually identified in a MoU, there is an expectation that this might appear as an activity in a Work Programme and/or PMER, but this is absent in the Work Programmes and PMERs that were reviewed.

165. Overall, when identifying and reviewing synergies, linkages and gaps for MoUs in the context of the elements in SPREP's planning processes it is clear that a number of improvements need to be made in the use of MoUs, so they can contribute to and further increase the effectiveness and efficiency of the Organisation. The current system of MoUs is not effective as it might, and should be. The system should be reviewed to ensure that all MoUs dealing with technical and related cooperation have clearly stated links with SPREP's Strategic Goals and Work Programme activities. MoUs should be viewed by partners as more formal statements on mutual obligations between SPREP and the partner. The performance of a MoU should be reviewed annually, and revisions made on the basis of the learning.
166. Absence of a MoU and contractual arrangements with Members at the time a large project is designed and agreed with donors would suggest that Members are not fully aware of a project until after it is agreed with SPREP. A proactive approach to ensuring Members are better informed would reduce the need for SPREP to have numerous MoUs with individual Members. Assessing the effectiveness of annual reviews and MoU revisions might be within the purview of the Internal Auditor.
167. The IRT suggests that the approach used by the EU can provide relevant learning for the Secretariat. The project document for an EU initiative includes all sub contracts or MoUs with countries and partners. A similar approach would assist the Secretariat to describe and report annual activities by PICT Members. This approach is being used in the disaster risk reduction project currently being implemented by SPC.

3.5 Monitoring, Evaluation, Reporting and Learning

168. Monitoring, evaluation, reporting and learning (MERL) processes are evolving in the Secretariat, partly because donors are attaching increasing importance to effective management and adequate accountability for resources used. The recently developed Monitoring and Evaluation (M&E) Framework describes the overall

structure, as well as the PMER processes that are being introduced. However, the organisational structures to ensure adequate MERL processes, and effective use of the information they provide for management, accountability and knowledge management, are not yet in place.

169. Furthermore, the Internal Auditor's role could be seen as complementing the tasks carried out by the technical M&E Advisor for the EMGD, and the M&E Advisor for the Corporate Services Division. They will have oversight of the project design and planning processes. But the Internal Audit Unit has only recently been established, with the result that there is a large workload for the one staff member. Her work is guided by an annual work plan that is confirmed by the Audit Committee. It is important that the Internal Auditor is independent from project design and planning as she will be involved later to review these processes and systems.
170. The Performance Monitoring and Evaluation Report (PMER) on the Work Programme activities is one component of the M&E Framework that was presented at the 23rd SPREP Meeting (WP.6.2) for endorsement by Members. The Framework is designed to ensure that all levels of SPREP programme implementation are results based and outcome focused, and that outcomes and effectiveness can be measured over short- to long-term time frames.
171. The 2012 PMER was the first to be presented under the new SPREP Strategic Plan 2011-2015, where performance was measured against targets established in the 2012 Work Programme and Budget, reflecting the Member priorities under the new SPREP Strategic Plan. The 2012 PMER also reflected the new organisational structure of the Secretariat. This was approved by the 22nd SPREP Meeting in 2011, with effect from January 1st, 2012.
172. The 2012 PMER outlines the standard to be followed with regard to PMER, including that the PMER will be submitted annually by the Secretariat to the Members and the SPREP Meeting, in fulfilment of the DG's obligation under the Rules of Procedure to provide a summary of the Secretariat's work progress and achievement of specific work targets throughout the year. Other components that form part of, and complement, the M&E Framework include the financial performance and audit of financial accounts, and the DG's Annual Report. The IRT suggests that the various partner project evaluations undertaken throughout the year should also form part of the M&E Framework.
173. The IRT reviewed the 2012 and 2013 Work Programmes and the related PMERs. The methodology and more detailed findings are presented in Annex 9. The more general findings are:
 - Reporting against the indicators and strategic goals improved somewhat over the two years, with some increased reporting on actual on-the-ground results;
 - It is difficult understand how individual activities and outputs complement each other and contribute to the overall success of the Strategic Plan;
 - Identified "results" are usually just lists of completed activities and outputs, with the consequence that it is unclear whether on the ground results and impacts

have been achieved; this is despite such results and impacts often being included in more specific project or programme reports;

- In general, the PMERs report only on activities carried out, rather than on the results achieved within countries as a result of SPREP interventions and capacity building activities;
- Comments are made regarding partner projects but it is unclear how these projects contribute to a target as the PMERs do not report the results of these partnerships;
- Many indicators make reference to “the number of Members”, without assessing what the Members have done subsequent to the activity - there should also be indicators that relate to what Members achieve subsequently;
- Often there is a mix of reported outputs and results for PMER 2012 and 2013 - there needs to be a clear demarcation between the delivery of outputs and the impacts in terms of benefits to the target groups;
- There should be evidence as to how identified ‘results’ are being accessed by the target beneficiaries, including the reach of the outcomes;
- A 100% achievement of a target by 2013 suggests no further activities would be undertaken in 2014 or later years, but the 2014 Work Programme often shows this not to be the case; and
- Failure to identify assumptions is a major failing in the development of the work programmes, reduces the effectiveness of the PMER, and impacts the quality of reporting.

3.6 Recommendations

174. The following recommendations are based on findings that will not be discussed further in subsequent sections of this report:
5. Canvas further the issues raised by staff that remain unresolved, and address these in a consultative and timely manner.
 6. The Secretariat to further examine, and justify, the assumption that reduced transaction costs for individual donors will make it possible to expand the number of donors for SPREP activities, including private sources, without creating an excessive burden on the Organisation.
 7. Undertake a more thorough and detailed assessment, including discussions with donors, to determine the feasibility of each Division including a pro-rated portion of the depreciation expenses and foreign exchange losses within project budgets, rather than having these costs covered by the Corporate Services budget.
 8. Advocate for, and achieve, a timely revision and updating the CROP Chief Executive Officers' Statement on Climate Change.
 9. Identify and implement procedures that will ensure that future use of memoranda of understanding contributes to still further increases in the effectiveness and efficiency of the work of the Secretariat, and SPREP as a whole.

10. Strengthen the performance monitoring, evaluation and reporting processes in ways that will allow clarity in the reporting of the results achieved, including outcomes and impacts, as a consequence of SPREP assisting PICT Members to ensure their environment, including natural ecosystems, is of high quality and can sustain lives and livelihoods into the future;
11. Prepare and action a framework that guides implementation and facilitates reporting, whether it be in the form of (completing) the Business Plan, or another instrument such as an action plan that is based on consultations;
12. Clearly identify assumptions and risks in each Annual Work Programme and Budget, to assist in developing an overall understanding of success factors and lessons learned in implementing projects and programmes;
13. Further strengthen the public relations capacity of the Communications and Outreach unit of Corporate Services, and increase the use of visual and social media, other communications technologies, and French and other relevant languages to increase awareness in PICTs of the need for, and the benefits of, the assistance and other support provided by SPREP.
14. Establish and implement a formal mechanism that encourages ongoing and inclusive professional discourse and other learning opportunities for Secretariat staff, including through the existing seminars.

4. The Impact of SPREP's Activities

175. Since the intent and scope of SPREP's assistance to PICT Members are prescribed by the Strategic Plan, a comprehensive and substantive assessment of the impact of SPREP's activities is presented in the Report on the Mid Term Review of the SPREP Strategic Plan.

4.1 Achieving Environmental Outcomes

176. While the ability to demonstrate contributions to environmental outcomes remains a weakness for the Organisation, it is acknowledged that the Secretariat is working to address this issue, including developing SoE indicators. Early success is critical to the Organisation, given environment plays a significant role in the Pacific way of life, including access to healthy ecosystems and resources essential for Pacific livelihoods and cultural enrichment. Addressing environmental pressures is fundamental to reducing poverty in PICTs because the natural and marine environment is the foundation of Pacific people's wellbeing and livelihoods. Degradation of natural resources in the Pacific can adversely affect people's health, their ability to access essential food and water supplies and their opportunities for economic development.
177. In the online survey, respondents were asked to rate SPREP's contributions to managing the Pacific's environment and natural resources, and to facilitating sustainable development of its Members, and of the region as a whole. The results are presented in Table 7. Significantly, an overwhelming number of those who

responded considered that SPREP was making an important, or even critically important, contribution.

Table 7

Rating of SPREP's Contributions to Managing the Pacific's Environment and Natural Resources, and to Facilitating Sustainable Development of its Members and of the Region as a Whole

	Number
Making a Critically Beneficial Contribution	8
Making an Important Beneficial Contribution	30
Making Minimal Beneficial Contribution	13
Not making any Positive Contribution	0
Making a Negative Contribution	1
Prefer not to Answer	12
Question was Skipped	13
Total Number of Responses	77

178. SPREP is recognised as the primary intergovernmental environmental organisation in the region, charged with assisting PICTs in the protection and sustainable development of the region's environment. SPREP is a significant promoter of regional cooperation in the Pacific, by providing technical assistance, policy advice, training and research activities to assist its PICT Members to deliver environmentally sustainable development initiatives.

4.2 Contributing to Sustainable Development

179. In the new Framework for Pacific Regionalism the Pacific Leaders state: "Pacific peoples are the custodians of the world's largest, most peaceful and abundant ocean, its many islands and its rich diversity of cultures. It is acknowledged we share a responsibility for our significant terrestrial and oceanic resources which provide livelihoods and opportunities for sustainable development". It is now even more important and timely for SPREP to be engaged in guiding the protection of these resources, noting its comparative advantage in the supporting the Pacific islands region on these matters. This is in part because there are significant benefits to sharing and combining resources in a regional approach.

180. It is thus becoming even more important that SPREP's work on delivering environmental outcomes be clearly linked to outcomes that improve livelihoods and the sustainable economic development of the region - for example, tourism initiatives, food security, fisheries, and oceans resource management. Such work is entirely consistent with its mandate. This increasing focus on linking environmental outcomes with outcomes that improve livelihoods and sustainable economic development is particularly relevant to the current biodiversity and ecosystem management pillar, but provides opportunities and challenges for the entire Organisation.

181. In order for SPREP to better understand how it can contribute further to sustainable

development in the region, it needs to be more inclusive and work more cooperatively in the region. For example, it should be represented at every Ministerial Meeting, whether these are, for example, involving Education Ministers, Energy Ministers or Economic Ministers. It is important to note that attendance at meetings is more than taking a seat. It is more about ensuring that environmental considerations receive adequate attention at the highest levels of regional decision making, that SPREP's Work Programmes are linked to outcomes which improve livelihoods and sustainable economic development of the region, and that the PMERs include targets and indicators which Ministers and Pacific Leaders see as being relevant because they reflect contributions to social and economic development.

4.3 Quality of Services Provided

182. In the online survey, respondents were asked to rate the quality of services provided by SPREP to its PICT Members over the past five years, including technical and advisory services and capacity building support. The results are presented in Table 8.

Table 8
Rating of the Quality of Services
Provided by SPREP to its PICT Members over the past Five Years

	Number
Exceptional	1
Well above Good Practice Standards	7
Above Good Practice Standards	11
Exhibits Good Practice	28
Below Good Practice Standards	4
Well below Good practice standards	0
Unacceptably Poor	0
Prefer not to Answer	14
Question was Skipped	12
Total Number of Responses	77

183. There is increased satisfaction with SPREP's performance, as confirmed by PICT Members at recent SPREP Annual Meetings. For example, in 2012-2014 SPREP delivered a regional media and climate change activity, supported by the Pacific-Australia Climate Change Science and Adaptation Planning programme, with vigour and much success, including strong participation from regional media outlets and professionals. The number and accuracy of articles on climate change related matters in the region improved after this work, but more still needs to be done.

4.4 Regional Coordination Role

184. Given the institutional and capacity strengthening experienced by PICT Members, national interests are becoming increasingly paramount for some PICTs, with regional interests being secondary. Interest of Members in regional cooperation now relies even more on SPREP demonstrating strongly its continuing relevance as an apex regional organisation for environment.

185. Importantly, the new Framework for Pacific Regionalism will likely result in increased priority being given to regional coordination and cooperation. This is particularly relevant to SPREP given that its mandate clearly covers regional public goods related to the environment and ecosystem services. A regional public good is one which can be provided and shared by the countries of a region, and which provides benefits to individual countries and to the region as a whole. In principle, collective action by governments in the region should deliver benefits across the region that are greater than those which could be generated if the same governments acted individually. Categories of regional public goods of particular relevance to SPREP are:
- Knowledge, including the provision of information, scientific research and development, and education and training, including through peer learning networks;
 - Environment and natural resources, including pollution management and large scale marine ecosystems;
 - Health, including preventing or eradicating disease, and stopping the spread of epidemics, including those that are weather and climate related;
 - Predictable and sustainable financing; and
 - Governance, including establishing and implementing shared standards, best practices and policy regimes.
186. Regional cooperation should either provide a regional public good, or support activities at national levels, generating efficiencies in building capacity, including through delivery of supportive knowledge, skills and technologies.
187. Regional coordination by SPREP in relation to climate change is carried out under the PIFACC, as well as through the PCCR and its five working groups. These efforts are overseen by the CROP Executive Sub-Committee on Climate Change and Disaster Risk Management, and by the PMC. Specific examples of the results are project or site-specific partnership teams, including the JNAP inter-agency teams, climate finance, whole of island approaches, and the PCCR negotiations working group. Coordination is important because climate change is a cross cutting issue. It avoids duplication, results in better use of limited resources, facilitates harmonised approaches and links closely to the regional and global processes. Coordination is assessed through the PMER, and feedback from the PCCR and various working groups.
188. Regional coordination in biodiversity and ecosystem management is carried out by sharing of information with the national biodiversity focal points, convening of regional meetings and training, joint initiatives and MoU's with partner organisations, such as the CBD Secretariat, and collaboration with the Round Table for Nature Conservation and Protected Areas, including thematic working groups on Protected Areas, National Biodiversity Strategy and Action Plan (NBSAP) Support, and Action Strategy monitoring. Formulation and revision of annual work plans with the Pacific Invasive Partnership, sub-regional groups (e.g. Micronesian RISC), membership of the MSWG and implementation of the Pacific Oceanscape Framework involve ongoing coordination.

189. With reference to waste management and pollution control, regional coordination is carried out with large scale projects such as PacWaste, and with the International Maritime Organisation (IMO) Marine Environment Programme, the Agence Française de développement (AFD), and the GEF-PAS. There are regional assessments required to prioritise future interventions, such as atoll waste management, healthcare waste and e-waste. New reporting and monitoring templates will be trialled in 2014, with regional strategies and action plans developed that will devolve to country strategies and plans.
190. Regional coordination is not considered to be a priority for the EMGD as governance is primarily a national issue. But it is important that the Division demonstrates best practice, and builds on lessons learnt in other countries. And important role for the EMGD is to ensure that PICT SoE Reports are prepared using a common and consistent methodology. This will facilitate preparation of regional environmental assessments in which pressures on the environment, and the progress in addressing them, can be documented. This information is fundamental to the Secretariat being able to determine the effectiveness of its efforts, and those of its partners, as well as to identify where to focus its efforts in the future.
191. There is a need to better link regional and national programmes. There are examples that could be replicated. For example, the healthcare waste and asbestos management interventions are good examples of regional and national priorities being assessed simultaneously (and independently), and interventions funded nationally on a strategic (regional priority) basis. Members are free to provide input into annual work programmes at their discretion.

4.5 Quality of Technical and Advisory Services

192. The CCD uses many formal mechanisms to consult, and share information and other resources with SPREP Members, and with CROP agencies and other partners. These include the PCCR working groups, the Climate Change Portal, a monthly newsletter, the climate change monthly calendar, circulars and project specific websites. The Division's media and communications activities are implemented from both within the Division and through Corporate Services' Communications and Outreach and Information Technology teams.
193. The Division cannot respond to climate change effectively and efficiently without media and information. It therefore works collaboratively in promoting the use of climate change information and science. The Communications and Outreach team conducted training of media personnel in PINMS on how to communicate such information effectively.
194. The CCD is working with other regional and international organisations on preparation of the new SRDP. There is a communications plan related to this work.
195. Communications are very important during negotiations. The CCD works together with the Communications and Outreach team of Corporate Services regarding the Climate Change Portal, as well as on posters, the newsletter, disaster risk management plans for national media, on outreach related to the work of the

Intergovernmental Panel on Climate Change, and on all other aspects of the work of the Division.

196. For the BEMD the official mechanism to share information with SPREP Members and partners is through the SPREP circular, sometimes linked to questionnaires and surveys. Regular postings on list servers support the sharing of information on invasive alerts and activities. Quarterly meetings are held with CROP agencies and some NGOs. Periodic meetings are also held with the Roundtable for Nature Conservation and with the Pacific Invasives Learning Network. Mechanisms need to be strengthened, but this would require more resources. The Communications and Outreach team of Corporate Services plays a critical role in supporting the Division's work - for example through the organisation of Radio Australia interviews, the Information Resources Centre and the Pacific Environmental Information Network Facebook page updates, Conference of the Parties (CoP) communications training, the Pacific Voyage campaign, drafting and dissemination of media releases, updating of the website, linkages with other websites and development of communications/awareness materials.
197. The WMPCD uses many formal mechanisms to consult, and also to share information and other resources. These include newsletters, fact sheets, website and personal communications, project awareness materials, project steering committee meetings for PacWaste and GEF-PAS, and courtesy visits to Focal Points.
198. The EMGD uses formal mechanisms such as the SPREP circulars, the SPREP website and portals. One on one contact is viewed as desirable. Formal mechanisms could be strengthened if there was a dedicated person promoting this.
199. Visits to PICT Members are usually based on receipt of a request for assistance. Typically a comprehensive analysis, including suggested solutions, is provided on the completion of the mission. Often no, little, or delayed action is subsequently taken by the visited country to address the recommendations. Commonly this is a consequence of insufficient finances; other times it is a consequence of a lack of action at either the Department or senior Government levels. Logically, visit recommendations should be tied to subsequently sourcing funding at national and regional levels.
200. SPREP should also consider carrying out coordinated country visits to assess needs across all SPREP thematic areas. This approach would reduce the burden on countries to facilitate multiple (sometimes back-to-back) SPREP visits. Country profiles and strategies could be a way of incorporating country priorities into the annual SPREP Work Programmes.

4.6 Results of Capacity Building Support

201. A number of tools are used by the CCD to assess capacity and national needs. These include site-specific vulnerability and adaptation assessments (e.g. Abaiang, Kiribati), focus discussions, quarterly reports of projects and donor reports. Country participation in project design and M&E reviews is ongoing. Adaptation capacity assessments are aligned very closely to national development plans.

202. Meteorological Service needs are assessed through biennial reports submitted to the PMC, and involves the Division working closely with other partners. Mitigation is assessed through consultations with country coordinators on identification of renewable energy projects. Information is also shared through CROP agencies, including SPC reports.
203. The CCD provided the IRT with a large number of examples of capacity building initiatives. These included ecosystem-based adaptation, gender, cost benefit analysis, vulnerability and adaptation toolkits, the Pacific Meteorological Desk, and communications training for climate change. In partnership with the Asia Pacific Adaptation Network, SPREP provides annual capacity building training on adaptation related issues.
204. For the BEMD, the capacity and needs of PICTs are assessed based on requests made to SPREP, as well as meeting and training workshop discussions, including responses to evaluation questionnaires. Project level assessments, technical reports, informal communication, and dialogue information derived from Member MEA engagement are also utilized.
205. The BEMD also provided a large number of examples of its efforts to build capacity. These included project management coaching, hands on practical field work experience through the BIORAP surveys, south-south engagement, work placement and learning exchanges, turtle monitoring, and exchanges between PICTs.
206. For the WMPCD the capacity and needs of PICTs are assessed through in-country needs assessments and focal point updates, as well as feedback at SPREP meetings and regional events, including training sessions. PICTs' MEA obligations provide the framework for priorities, and are then elaborated through country requests, such as the training schedule related the Waigani Convention, marine pollution and waste management. Capacity needs assessments have not been completed.
207. The WMPCD identified several examples of how it built the capacity of PICT Members, such as through the AF/GEF-PAS training components, collaboration with the Japan International Cooperation Agency (JICA) through the Japanese Technical Cooperation Project for Promotion of the Regional Initiative on Solid Waste Management in Pacific Island Countries (J-PRISM) Project, a train the trainer waste management course, and training related to ship sourced marine pollution.
208. For the EMGD the capacities and needs of PICTs are based on the National Capacity Assessment that all PICs undertook five to six years ago. Information was synthesised into the African Caribbean Pacific MEAs capacity building project. A Survey Monkey questionnaire has been trialled, but with limited success. Personal consultations have been most effective. Countries continue to request capacity building for areas such as National Environmental Management Strategy (NEMS), SoE reporting, environmental impact assessment (EIA), GEF procedures, strategic environmental assessment, spatial planning and ecosystem-based management.

209. The EMGD noted that SPREP does not have dedicated capacity to assist with works related to NEMS and for SoE reporting. The NEMS have not been revised for 20 years or more. It is essential to strengthen areas such as EIA through the revision of regional guidelines, as well as more specific guidance in key areas such as coastal tourism development and exploration and exploitation of deep sea minerals. The Division is also starting to assist in building the architecture for regional and national environmental databases. Associated policies, agreements and protocols are also required.
210. SPREP needs to be undertaking assessments of changes in capacity in each of its PICT Members, to help it decide on the level and type of support it needs to provide to the Members, and/or to sub-regions. These assessments would show the level of capacity growth (or decline) and whether Members and sub-regions should graduate to the next level of support. This would help SPREP determine the level and type of support they and their partners (e.g. international and regional NGOs, other technical and academic institutions) need to provide to Members. It would make sense for SPREP to work with the Members to jointly develop a plan (part of a country profile and strategy) that graduates the countries to the next level and type of support required. This would avoid SPREP repeating the same interventions/training over and over.

4.7. Addressing Cross-cutting Issues and Safeguards

211. The GEF accreditation process identified the need for SPREP to strengthen its procedures and processes for addressing gender considerations. SPREP, through such initiatives as the PACC project, has created some useful experience and guidance products on gender mainstreaming. The Secretariat attempts to take gender equality into account when identifying participants for training workshops. Much more could be done to address gender equity, social inclusion, persons with disabilities etc. SPREP is encouraged to build on the work undertaken to date when mainstreaming gender considerations across its work, including empowering women and girls.
212. As SPREP currently does not demonstrate, in a comprehensive manner, good practice to address cross-cutting issues, a project proposal has been developed that would assist the Secretariat to strengthen its capacity to address all cross-cutting issues in its work, including gender considerations, human rights and safeguards to be strengthened. The proposal is for a medium sized project that would be funded by GEF.
213. Developing clear policies on people with disabilities, child protection, and other vulnerable groups would help ensure that SPREP achieves better practice in cross-cutting areas and safeguards. Addressing such considerations is also one way to improve CROP harmonisation. For example, there is potential for SPREP to work in a more harmonised way with other CROP agencies, especially SPC, on these topics.

4.8 Recommendations

214. The following recommendations are based on findings that will not be further elaborated in subsequent sections of this report:
15. When developing Annual Work Programmes in the future, Members and the Secretariat should also be guided by the new Framework for Pacific Regionalism, and by the approved Sustainable Development Goals.
 16. Work Programmes should reflect the contributions supporting partners, such as the private sector and NGOs, will also be making to achieving environmental outcomes that help improve livelihoods and sustainable economic development, while performance monitoring, evaluation and reporting processes should include targets and indicators that can be used to demonstrate the resulting immediate and longer term contributions to social and economic development.
 17. Members and the Secretariat should identify and implement measures that Increase the sustainability of outcomes beyond the duration of SPREP's investment, including, where needed and appropriate, ensuring ongoing support from sustainable national financing mechanisms.
 18. The Secretariat, with the approval and support of Members, should do more in relation to delivering on its mandate concerning regional public goods related to the environment and marine ecosystem services, including knowledge management and sustainable financing.
 19. The Secretariat is encouraged to ensure that all cross-cutting issues are addressed in its work, particularly gender and human rights considerations, including the Secretariat having clear operating and programming policies that address the concerns, contributions and needs of people with disabilities, children, youth, the elderly, and vulnerable groups in general.

5. SPREP's Future Operations

5.1 The Operating Landscapes

215. **Samoa.** The Secretariat operates from a centralised campus in Samoa. The Headquarters Agreement between the Government of (Western Samoa) and SPREP came into force in April, 1996. It defines the status, privileges and immunities in Samoa of SPREP, the Organisation, and its staff and representatives of member Governments to SPREP Meetings held in Samoa. Most of the privileges and immunities are consistent with the Diplomatic Privileges Act (1978) of Samoa, as amended from time to time.
216. Samoa provides many attractions for SPREP, as the Pacific region's intergovernmental environmental organisation, not the least being the harmonious and supportive relationship with the Government of Samoa, as exemplified by the gifting of four hectares of land, formerly occupied by a government forest research centre, on which the SPREP campus is now located. Several international

intergovernmental and non-governmental organisations have offices in Apia, though representation is not as substantial as in Suva. The NUS and the Alafua campus of the University of the South Pacific (could) provide important academic links with SPREP.

217. Samoa has direct international air connections with Auckland, Nadi, Suva, Sydney, Brisbane, Honolulu and Pago Pago. In this respect it is close to being on par with Suva. Air connectivity is important to the effective operation of SPREP. In 2013 Secretariat staff spent 2,969 person days on mission away from Samoa. The vast majority of these days were spent in Fiji (1,582 days - Table 9) indicating there is an opportunity cost being located away from the region's political and transportation hubs.

Table 9

Days Spent In-country by Secretariat Staff, 2013

Country	TOTAL
American Samoa	16
Australia	100
Belgium	2
CNMI-Northern Marianas	0
Cook Islands	110
FSM	41
Fiji	1,582
France	0
French Polynesia	65
Guam	6
Japan	4
Kenya	8
Kiribati	144
Korea	6
Marshall Islands	44
Nauru	74
New Caledonia	34
New Zealand	88
Niue	56
Palau	41
PNG	12
Slovenia	7
Solomon Islands	143
St Lucia	22
Switzerland	4
Tokelau	0
Tonga	114
Tuvalu	32
United Kingdom	38
United States	34
Vanuatu	110
Wallis et Futuna	32
Total Days	2,969

218. **Regional.** All 21 PICTs are members of SPREP, along with three Members which are on the periphery of the Pacific islands region. As a regional intergovernmental

organisation, SPREP's geographical domain covers a vast area, presenting a challenge to the Secretariat. The first ICR identified the need for SPREP to increase its presence in the region, and especially for Members located in the periphery, as well as with the French Territories in the Pacific.

219. SPREP currently serves as the secretariat for two regional conventions:

- The Convention on the Protection of the Natural Resources and Environment in the South Pacific Region (and Protocols), 1986 (Noumea Convention); and
- The Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region, 1995 (Waigani Convention).

220. Table 10 shows that total disbursements have increased by 92% between 2010 and 2013. Disbursements for regional activities increased by 64%, indicating increased emphasis on delivery of assistance direct to Members. Comparable changes for FSM, Guam, RMI, CNMI and Palau were 501, -73, 539, -85 and 78%, respectively, indicating a somewhat patchy response. Importantly, some of these increases are from a very low base.

221. Collectively, the per cent increase in assistance to the French Territories was similar to the increase in total disbursements, but again there is considerable difference between the three territories. Assistance to New Caledonia declined by 65% between 2010 and 2013.

222. Table 9 shows that, in 2013, only one PICT Member - Tokelau - did not have a SPREP mission. In the previous year only two PICT Members were not visited - the Commonwealth of Northern Mariana Islands, and Wallis and Futuna. In 2013 at least one member of the SMT visited 15 of SPREP's member countries.

223. Importantly, in 2014 the DG spent five days in Tokelau, on an official visit. He visited each of the three islands of Tokelau, (Fakaofu, Atafu, and Nukunonu), with about one full day being spent on each. The mission underlines the significantly increased support from SPREP to each of the three islands.

224. **Global.** SPREP plays an important role as an umbrella intergovernmental organisation that helps give the region a voice on the global stage. This is in terms of highlighting the key environmental issues facing the region, increasing awareness of the efforts being taken by PICTs and their development partners, and seeking the much needed additional assistance from the international community that will allow PICTs and their partners to protect and enhance environment quality in the region, and to ensure the environment continues to make a continuing, important contribution to sustainable development. SPREP's contribution to this regional voice is changing, as PICTs gain more capacity to represent themselves, and the region, in international fora and consultations. SPREP must, and does, respect this changing dynamic. It is now playing more of a facilitative and enabling role, rather than being the representative of the Pacific at the international level.

225. Over half of the questionnaire respondents regionally, agreed that SPREP needs to improve its image in the Pacific Islands Region. A further 30% agreed that improvements are needed, but only in certain respects.

Table 10

Disbursements to PICT Members, and Regionally, 2010 to 2013

	2013	2012	2011	2010	Change
	USD	USD	USD	USD	2010 to 2013
					%
American Samoa	24,863	15,319	10,964	2,338	964
Cook Islands	939,573	301,825	318,108	106,504	782
Federated States of Micronesia	595,693	328,360	246,160	99,156	501
Fiji	156,665	412,200	617,265	128,253	22
French Polynesia	110,957	13,785	18,665	8,513	1203
Guam	858	6,485	3,849	3,208	-73
Kiribati	365,584	250,282	233,214	128,350	185
Marshall Islands	882,887	336,557	181,667	138,114	539
Nauru	363,978	333,321	289,854	179,743	102
New Caledonia	24,669	4,988	29,704	69,879	-65
Niue	396,317	333,213	203,159	230,761	72
Northern Mariana Islands	871	0	766	5,791	-85
Palau	221,507	315,132	167,527	124,331	78
Papua New Guinea	136,667	114,517	198,163	111,211	23
Samoa	292,058	397,745	390,302	237,777	23
Solomon Islands	404,210	422,358	373,358	232,988	73
Tokelau	76,008	475,865	23,669	9,400	709
Tonga	513,069	508,188	305,372	198,816	158
Tuvalu	590,940	373,366	370,122	288,789	105
Vanuatu	463,161	494,597	301,379	128,678	260
Wallis and Futuna	26,994	2,286	0	4,482	502
Regional	11,198,939	8,397,852	8,348,572	6,839,386	64
Total	17,786,469	13,838,240	12,631,842	9,276,471	92

226. There are 22 MEAs to which some or all PICs are Parties (Annex 10). SPREP plays an active role in assisting these countries to understand and meet their obligations under these MEAs. For example, SPREP partners with the Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals, with the Secretariat of the CBD and with the Secretariat of the UNFCCC.

227. The Pacific Regional Centre for the Waigani and Basel Conventions is based at SPREP. These conventions promote the environmentally sound management of waste, including through the Stockholm and Rotterdam Conventions.
228. The Ramsar Convention secretariat provides financial support for a Ramsar Officer Oceania based at SPREP. The Ramsar Convention is the international treaty for the conservation and wise use of wetlands, including maintenance of their ecological character through implementation of ecosystem approaches within the context of sustainable development.
229. Table 9 shows that in 2013 Secretariat staff spent 53 days on mission in non-Member countries. This compares to 107 days in the previous year. It is reasonable to assume that this dramatic decrease reflects, at least in part, the DG's directive of March 2013 in which he noted the need to balance an increasing number of invitations to travel outside the region to participate in international conferences and other events, particularly those relating to climate change against the Secretariat's main priority which is to increase focus and attention on activities that directly support PICT Members.
230. He advised that travel outside the region is warranted when it:
- Will directly result in funding coming to SPREP;
 - Will result in an increased profile for SPREP, leading to increased support and/or resource mobilisation;
 - Is essential in relation to either the climate change or biological diversity conventions; or
 - Is essential for partnership development.
231. Travel outside the region should also be paid for by the host/inviting agency, unless there are project budget lines specifically for this travel as in, for example, work related to the climate change convention. The above criteria were presented as general guidelines, with some flexibility in application. But the main aim of the directive was to be strategic with travel by Secretariat staff, and to increase direct engagement and support for PICTs.
232. In May 2014 the DG reinforced the directive by announcing that any application by staff for travel outside the region will require approval by either the DG or the Deputy DG, and will require: (a) justification, particularly in terms of the points listed above; and (b) clarification of who is paying for the travel.

5.2 Organisational Challenges

233. Hillman and Waddell (2014) identified five challenges for the Organisation. The IRT concurs with their views on the challenges:
234. **Continued Focus on SPREP's Strategic Alignment and Brand.** While the four strategic priorities have resulted in greater clarity about the business SPREP is in, an ongoing challenge is of the Organisation to be clear about who it is and what its core business activities are. SPREP must be aware of, and respond to, trends and patterns in the

ever-changing regional environmental agenda, in the region's political and policy landscapes, and in the needs and capacities of PICT Members. The recent surge in funding has the potential to be addictive and generate other risks. Growth, while seen as a major measure of success in organisations, is also [paradoxically] a potential disabler.

235. Through extensive consultation, involving Members, partners and staff, SPREP has the opportunity to consolidate its core business and set the foundations for a clear strategic focus and concentration on key organisational priorities. By keeping a concerted focus on the core business, as defined by the strategic priorities and other priorities, SPREP will ensure it is positioned to make clear choices and priorities, including engaging in more forward planning to ensure it has sufficient, and the right capacity, such as the structures, systems and processes that will consolidate its position in the region. It is also important that SPREP not raise Member expectations that cannot be met. Rather, and as already stated, SPREP should be encouraging approaches that address sub-regional and other commonalities, so that more cost-effective technical and project interventions can be achieved.
236. **The Ability to be Adaptable and Responsive to the Changing Needs of Members and Donors.** This ability comes from not only having the appropriate structures, systems and processes in place, but also having clarity about how the Organisation will deliver its services by way of plans, modalities and procedures that are adaptable to the changing needs and capacities of Members and donors. This requires quality relationships that are built on effective two-way interactions which focus not only on what SPREP might do, but also on what it has done - nationally, locally at the grass roots level and at a high level. Such an approach would not only highlight a wide array of past achievements, but would also draw attention to environmental protection and conservation throughout the Pacific. The latter is of particular importance if SPREP embraces the challenges and opportunities of increasing its focus on linking environmental outcomes with development outcomes that improve livelihoods and sustainable economic development.
237. **Achieving a 'One SPREP' Mentality and Service Model.** While SPREP has made progress on its objective to present a more united face externally, the evidence presented here and in the companion report on the MTR of the Strategic Plan shows there is still much more that can be done in this regard - there are linkages between people and functions, but there are very few meaningful interactions between Divisions, although these are increasing. Staff acknowledge that the nature of peoples' jobs, areas of work and resource allocations create real or perceived barriers between the respective Divisions. A key point is the need for cooperation between Divisions to be institutionalised, rather than being dependent on individuals such as the heads of Divisions. There is also a need to ensure that cooperation between the Divisions leads to demonstrated improvement in effectiveness and efficiency, and brings about tangible on-the-ground results.
238. Shortfalls in coordination and cooperation result in time, funding and other resources not being utilised as efficiently and effectively as they might be. There is a need for the Secretariat to present a more unified face to Members and other stakeholders, and avoid situations where project proponents and Divisions are

engaging separately with the same PICT Member or donor. Such coordination and increased unity would also ensure the Secretariat is better placed when consulting and engaging with CROP agencies and other development partners. A more cohesive and united organisation will also appeal to the more respecting and trusted partners.

239. **Attracting, Strengthening and Retaining High Calibre Staff.** The satisfaction surveys show that morale and staff perceptions of SPREP have improved steadily and significantly since 2009. This is largely attributable to an increased focus on the basic elements of good employee relations. However, there are structural issues and underlying currents that should be addressed. For example, project-based, fixed-term contracts, while being the standard, are considered by incumbents to be far from optimal due to the longer-term problems they cause, such as continuity of service issues, organisational memory loss, the inability to sustain momentum around organisational change, family relocation concerns, and retention of talented people who wish for more job security. Differences between contract types also raise questions related to consistency in terms and conditions, sometimes leading to locally recruited staff feeling less valued.
240. SPREP has made significant progress in defining a pathway for talented staff to build their skills and capability, both as leaders and technical experts, and to feel they are part of an organisation that values their contribution. The Secretariat should continue down this path with vigour, particularly since the Organisation's external brand is so directly tied to the experiences that its Members and partners have with staff. The ongoing effort and emphasis on everyone being accountable for the future of SPREP has, and will, continue to unify the Organisation towards a common and even better way of doing business. Consolidating and implementing human resources policies in areas such as recruitment, SPREP's code of conduct, and employee development plans will go some way to addressing staff concerns regarding performance issues, organisational memory loss, organisational change issues, professional development opportunities and retention issues.
241. **Delivering Tangible Outcomes.** While this and the companion MTR report provide considerable evidence of improved delivery of support and services to PICT Members, there is a little evidence of tangible environmental and related outcomes on the ground. Thus it is hard to demonstrate real value for the greatly increased expenditure by the Secretariat. The IRT acknowledges that there is a lag between funding and the outcomes of projects, meaning it is likely to be at least two to three years before donors will see whether their funding is adding value. As expectations of both Members and donors mature, there is danger that SPREP's contributions will be found seriously wanting, opening opportunities for other development partners.
242. SPREP's long-term viability as a Member and donor funded organisation is rooted in its ability not only to deliver, but to document the impacts of its work. The Secretariat should be balancing the effort given to both these endeavours, including establishing a robust and well documented baseline, and establishing and monitoring a set of SMART¹⁸ performance indicators that have been identified through appropriate consultation with all stakeholders.

¹⁸ Specific, Measurable, Achievable, Relevant, Time-bound

5.3 SPREP's Mandate, Roles and Comparative Advantages

243. **Mandate.** SPREP has a clear mandate to deliver on the protection, improvement and sustainable development of the Pacific regional environment, including its natural ecosystems. Any challenges about working to, and fulfilling this mandate are more about SPREP's partners and other stakeholders having an equally clear understanding of the origins and credibility of this mandate, and about the roles that SPREP must and does play in delivering to its mandate. Evidence presented in this and the companion MTR report highlights the need for the Secretariat to do much more, and be smarter about addressing these challenges.
244. For example, in response to the online survey question "Is SPREP sufficiently well-known and appreciated for the activities carried out in your country/territory?", one quarter of respondents regionally, answered "Yes", and one quarter "No", while just over one third of respondents answered "Yes, but only in some respects". Eight stakeholders noted that SPREP was not well known or appreciated.
245. **Roles.** The Secretariat, as the administrative and delivery arm of the Organisation, has had clear roles laid out for it by Members and others, as a result of the extensive consultation that lead to preparation of the Strategic Plan. In practical terms these roles may be summarised as:
- Facilitate regional collaboration and coordination;
 - Work with Members to provide policy and technical assistance that supports national or regional on-ground delivery consistent with national priorities, including through the use of community-based management and innovative financing;
 - Work to ensure that regional policies, implementation plans and actions build on national policies and plans that reflect the needs of Members as well as lessons learned from implementing national policies and plans;
 - Establish regional funding and programme partnerships that respond to Members' needs, including liaising with potential partners to provide coordinated assistance to individual Members or groups of Members;
 - Coordinate the region's interests in global fora;
 - Establish and maintain regional knowledge hubs that build on and assist national governance capabilities and institutions;
 - Assist Members to identify and maintain minimum capacity requirements;
 - Assist Members to maintain a pool of skilled personnel by creating opportunities at regional and sub-regional levels for practitioners to update their knowledge and skills;
 - Assist Members to strengthen their institutions through capacity building at national and sub-national levels and provide technical backstopping where appropriate;
 - Advise Members, as appropriate, on gaps and opportunities in national legislation and regulation; including ensuring consistency with regional instruments and providing technical assistance to Members to set up innovative funding systems that support implementation of environment policies;

- Gather, store, provide access to, and analyse and distribute regional environmental data and related information, that adds value to the environmental data and other information held by Members and other sources;
 - Advise and consult development partners on priorities and opportunities based on the Strategic Plan, including fostering links between Members and development partners and identifying opportunities for regionally coordinated development assistance based on Member-defined needs; and
 - Participate with other CROP organisations and other partners in joint country strategy design and implementation missions.
246. **Comparative Advantage.** SPREP is the primary regional intergovernmental environmental organisation dedicated to identifying and addressing environmental and related issues and opportunities. Country membership confers the Programme its international political legitimacy. In addition, the membership of Pacific Territories allows them to take full ownership in terms of governance, activities and implementation.
247. Thus SPREP enjoys the comparative advantage of having near universal membership across PICTs. This provides the Organisation with convening power, with reach that is now well beyond the South Pacific, and with the ability to address environmental issues and exploit opportunities across the wider Pacific region, both terrestrial and marine.
248. Another source of SPREP's comparative advantage is having a SMT and the wider body of staff committed to its programmes. As with other Pacific regional organisations, SPREP offers a reasonably efficient mechanism for coordination, prioritisation and information sharing. In regard to trans-boundary or region-wide issues, SPREP plays a key role in helping PICTs to develop shared responses, and achieve efficiencies in addressing development and economic challenges.
249. SPREP helps to build the capacity of PICT Members to engage in international environmental fora. For example, SPREP has a strong and unique role to play in supporting Pacific climate change negotiators. No other CROP agency is doing this. SPREP has developed good capacity in this regard, which it should build on. This is particularly pertinent to SPREP's role in facilitating a common voice for the Pacific at international climate change negotiations.
250. SPREP has a comparative advantage in supporting implementation of environmental policy, waste management, biodiversity conservation, multilateral environment conventions, climate change negotiations and meteorological services. It has a good track record in each of these areas throughout the region, as well as in implementing successful initiatives in ecosystem-based adaptation and in mainstreaming environmental and related considerations into national and sector policies and budgetary processes. Some SPREP staff have considerable experience and passion in the relevant science and policy areas, and can assist in effecting programmatic outcomes in partnership with Members and donors.
251. SPREP also has an advantage in understanding the nexus between the plurality of issues and regional priorities at play in environmental management, and being able

to work with national and regional partners to address these. It links into the governance of its PICT Members, to provide perspectives on policy solution development for these Members, and for then establishing linkages with metropolitan Members, and with donors and other partners.

252. SPREP benefits from long-established programmes of support to PICTs on climate and environment issues. It is one of the – if not the – first organisations in the region to work exclusively in this area. This gives SPREP advantage over other, newer players in an increasingly contested space – particularly in terms of climate change work. SPREP has built up a strong network, with good connections in its member countries and territories. And it has significant corporate knowledge and expertise, lending credibility to the organisation. Being accredited as an Adaptation Fund Regional Implementing Entity provides SPREP with a unique advantage over other Pacific regional organisations. Establishing the PMC as a subsidiary body of the SPREP has given it greater influence than in the past when presenting developmental weather and climate needs to a higher forum, and seeking regional recognition and support.

5.4 Consistency of Mandates and SPREP's Strategic Priorities

253. Currently, as laid out in the Strategic Plan, SPREP's strategic priorities are:

- Climate Change - by 2015, all Members will have strengthened capacity to respond to climate change through policy improvement, implementation of practical adaptation measures, enhancing ecosystem resilience to the impacts of climate change, and implementing initiatives aimed at achieving low-carbon development;
- Biodiversity and Ecosystem Management - by 2015, all Members have improved their sustainable management of island and ocean ecosystems and biodiversity, in support of communities, livelihoods, and national sustainable development objectives, through an improved understanding of ecosystem-based management and implementation of National Biodiversity Strategic Action Plans;
- Waste Management and Pollution Control - By 2015, all Members have national waste management and pollution control policies, strategies, plans, and practices in place for minimisation of terrestrial, atmospheric, and marine pollution, hazardous waste, solid waste, and other land-based sources of pollution; and
- Environmental Monitoring and Governance - by 2015, all Members will have the capacity to develop and implement transparent and robust frameworks and processes for improved environmental governance, planning, monitoring and reporting, and the Secretariat will be producing periodic regional State of the Environment assessments.

254. While there are other environment-related issues and opportunities that could be covered by additional strategic priorities, through their endorsement of the Strategic Plan, Members have signalled their wish for SPREP to focus on the above four priorities. These priorities are also consistent with the ways in which Members instructed the Secretariat to respond to the recommendations arising from the first ICR and with the Leaders' decision related to the RIF process.

5.5 Implications of Relevant Regional and Wider Initiatives for SPREP's Mandates and Roles

255. Members and the Secretariat need take account of wider processes currently underway.
256. **Framework for Pacific Regionalism.** Under the new Framework for Pacific Regionalism, three of the eight Pacific regional values to be reflected and upheld in all policy making are of particular relevance to SPREP, namely:
- Sustainable economic development for a better quality of life for all Pacific people;
 - The enduring integrity of Pacific environments, including the vast ocean and land resources; and
 - Effective, enduring, and sustainable partnerships with each other and with others beyond the Pacific islands region.
257. The goal of the Framework is to enhance and stimulate economic growth, sustainable development, good governance and security for Pacific countries through regionalism. The goal leads to four strategic objectives. These are:
- Economic growth that is sustainable, inclusive, and pro-poor;
 - Sustainable development that combines economic, social and cultural development in ways that improve livelihoods and well-being and conserve the environment;
 - Good governance for transparent, accountable and equitable management of all resources; and
 - Security to ensure stable and safe human and political conditions for all.
258. Policy Statements will be developed to support each strategic objective, articulating for each objective the path to deeper integration, the long-term regional goal, intermediate regional goals, and time-bound strategic priorities. It will be important for SPREP to be fully engaged in preparing the relevant policy statements. It should also maintain oversight of the preparatory work for the other Statements, in order to ensure that the enduring integrity of Pacific environments is never compromised. It should also contribute SPREP's experience and wisdom to the preparation of all Statements.
259. Where relevant, SPREP should also ensure it plays a key role in the process of identifying a small number of initiatives for the region to focus on, including policy development, implementation and reporting.
260. **Sustainable Development Goals.** The Open Working Group on Sustainable Development Goals has proposed 17 action oriented goals that are global in nature and universally applicable. They take into account different national realities, capacities and levels of development and respect national policies and priorities. They build on the foundation laid by the Millennium Development Goals (MDGs), seek to complete the unfinished business of the MDGs, and respond to new challenges. The goals constitute an integrated, indivisible set of global priorities for

sustainable development. The associated targets, 169 in all, are defined as aspirational global targets, with each government to set its own national targets guided by the global level of ambition, but taking into account national circumstances. The targets will be further elaborated through indicators focused on measurable outcomes. The goals and targets integrate economic, social and environmental aspects and recognize their interlinkages in achieving sustainable development in all its dimensions.

261. The proposed goals are as follows:

1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable, and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development
262. While all 17 goals have some relevance to SPREP, especially when placed in the Pacific content, Goals 7, 13, 14, 15 and 16 are particularly relevant. Assisting PICT Members to achieve these Goals will require that SPREP embraces its mandate and delivers where it has a strong comparative advantage and capability. This is all about SPREP delivering environmental outcomes that increased the ability to improve livelihoods and ensure the sustainable economic development of all PICT Members, and the region at large.
263. **Outcomes of the Small Islands Developing States Conference 2014.** The draft outcome document of the third International Conference on Small Island Developing States recognises that managing the natural resource base of economic and social development is one of the overarching objectives of, and essential requirements for, sustainable development. It also reaffirms the need to achieve sustainable development by promoting the integrated and sustainable management of natural resources and ecosystems that support, inter alia, economic, social and human development while facilitating ecosystem conservation, regeneration and restoration and resilience in the face of new and emerging challenges.
264. The draft outcome statement also recognises that sea-level rise and other adverse impacts of climate change continue to pose a significant risk to small island developing States and their efforts to achieve sustainable development, and for many, represent the gravest of threats to their survival and viability, including for some through the loss of territory. The adverse impacts of climate change compound existing challenges in SIDS and have placed additional burdens on their national budgets and their efforts to achieve sustainable development goals.
265. It also acknowledges that SIDS have demonstrated strong leadership by calling for ambitious and urgent action on climate change, by protecting biodiversity, by calling for conservation, and sustainable use of oceans and seas and their resources, and by and adopting strategies for promoting renewable energy.
266. Thus the SIDS Conference in Samoa has clear implications for SPREP, given the strong environmental / climate change themes and location of the meeting in Samoa. SPREP can use the meeting to demonstrate its role, and strengthen its mandate.
267. **Establishment of the Government of Japan-funded Pacific Climate Change Centre on the SPREP Campus.** PICT Members requested SPREP to develop the Pacific Climate Change Centre (PCCC) to:
- Ensure a more effective and coordinated approach to climate change in the Pacific region;

- Strengthen the resilience of Pacific countries to climate change and natural disasters;
 - Ensure better partnerships between countries donors and regional agencies to address climate change; and
 - Greatly improve the level of scientific advice and capacity building for Pacific Island countries on climate change.
268. In early June SPREP received advice regarding confirmation of Japan's decision to establish the PCCC at SPREP. The initial stage, recruitment of a JICA expert to be based in SPREP for PCCC planning, is already under way.
269. The IRT urges that a cost-benefit analysis of this initiative be undertaken as a matter of urgency.
270. **Our Ocean Conference.** In June 2014, the US Department of State hosted the “Our Ocean” Conference. It brought together individuals, experts, practitioners, advocates, lawmakers, and the international ocean and foreign policy communities to gather lessons learned, share the best science, offer unique perspectives, and demonstrate effective actions.
271. The conference resulted in an Our Ocean Action Plan calling on nations and stakeholders to take international action to end overfishing in the ocean; prevent illegal, unreported and unregulated fishing; reduce nutrient pollution to the marine environment; reduce marine debris; stem the increase in ocean acidification; create worldwide capability to monitor ocean acidification; create more marine protected areas; and protect coastal ecosystems that provide critical services. Among a set of international commitments made at the conference to protect the ocean, Palau, Kiribati and the Cook Islands announced new commitments to protect the marine environment. U.S. President Obama announced a commitment to protect some of the most precious U.S. marine landscapes. His Administration is considering how it might enhance protection near the Pacific Remote Islands Marine National Monument in the South-Central Pacific Ocean. This contains some of the most pristine tropical marine environments in the world.
272. Some key issues and implications for SPREP from the Oceans conference include¹⁹:
- the focus of the conference on Marine Protected Areas (MPAs), marine debris, and ocean acidification links with SPREP's expertise and current areas of emphasis; the conference outcomes highlight opportunities for the Secretariat and Members, including the United States, to work more closely together, and with other partners; there is a need for SPREP to better promote its role in these areas, at the national, regional and international levels; and
 - funding opportunities from both government and foundations sources for these areas are likely to increase in the future; some announcements that are directly relevant to SPREP include: the possibility of increased support from the United States, support from actor and environmental activist Leonardo DiCaprio of USD 7 million to support ocean conservation programmes, on top of his previous grant of USD 3 million to support sharks, marine mammals, and the protection of key

¹⁹ Based, in part, on the DG's US Duty Travel Report, 2014.

ocean habitat in the Eastern Pacific; the Government of Norway also announced support for programmes to address marine debris; SPREP should develop project concepts/proposals in marine conservation and management, in the areas of its mandate, and promote them.

273. Other processes of more specific relevance to SPREP include:

- Increasing emphasis on integrated responses to climate change and disaster risks, as guided by the new SRDP;
- The Green Climate Fund soon becoming operational;
- Aichi Targets 2020; and
- UNFCCC negotiations and the global climate agreement.

274. SPREP should remain adaptable and responsive to regional priorities, as set through the Pacific Islands Forum Leaders' Meetings, and elsewhere. To ensure its ongoing relevance, SPREP will need to devote considerable time to ongoing dialogue with PICT Members and metropolitan Members. This is key to ensuring that its work programme, and its partnerships, genuinely meet the needs of Members. Continued bilateral consultations, not just with environment focal points but also with central agencies and non-State actors, will help ensure mutual understanding of priorities between SPREP and PICTs, and whole of government understanding of the outcomes and impacts of SPREP's work programmes.

275. SPREP will thus need to ensure that Members have access to the information they need and can absorb, including relevant outcomes from SPREP interventions in their own domain, as well as in other PICTs under related programmes. Information provided needs to be targeted, relevant and user friendly. It is important not to overwhelm PICT Members with too much information.

276. There are also a number of functions that could usefully be strengthened by SPREP. For example, it could assist its Members further, to meet their obligations under all MEAs, such as the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES). SPREP can be an effective conduit for sharing information relating to CITES, working with countries with similar experiences to meet their obligations under CITES, and could even work with countries that are not currently parties to CITES. SPREP could, with the assistance of Members, compile and manage a list of known abusers/poachers. This could be distributed to governments and other partners so they are aware of the individuals/businesses that come to countries under the pretence of wanting to benefit people when their real intentions are to exploit and seriously deplete a living resource, through such ventures as live reef fish trade and sea cucumber harvesting.

277. SPREP can maintain and increase its relevance to Members by assisting them in developing a regional environmental agenda, according to their priorities, and in the implementation of global and regional commitments; it can enhance its relevance to donors in demonstrating the added value of regional cooperation and efficient programme delivery. SPREP should also explain to Members clearly, what support it can and does provide, in the context of the regional institutional architecture and,

importantly, what it does not or cannot do. It should also be clearer about how its support can be requested and accessed.

278. Increased country visibility, including at a political level, will also help SPREP to maintain its relevance to Members. SPREP should continue to work closely with other CROPs to confirm/secure agreement on where SPREP has the lead, and to confirm agreed mandates.
279. It is crucial for SPREP itself to be clear about its mandate and comparative advantages, especially in relation to other CROP agencies. From this basis, SPREP needs to communicate transparently and clearly with Members, including and in addition to the SPREP Meetings, and with other CROP agencies, to ensure that planned activities complement and do not duplicate one another.
280. SPREP also needs to ensure there are sufficient core funds dedicated to Secretariat support and coordination efforts, while clarifying comparative advantages to increase efficiencies. Its current contributions to the MSWG, and to the development and implementation of the Pacific Oceanscape Framework that has been endorsed by the Pacific Islands Forum Leaders, provide good examples of the value added by the Secretariat's involvement.
281. Metropolitan Members of SPREP should ensure that their regional activities and strategic engagement with SPREP, and with other regional organisations, align with the Forum Compact and the agreed Pacific regional frameworks, including the mandates of the various CROP agencies. In engagement with other donors and development partners, SPREP is encouraged to always work within the regional architecture signed by Pacific Leaders. The Pacific Oceanscape Framework provides an important agenda that will shape SPREPs growing engagement in oceans issues. Importantly, the Oceanscape Framework seeks to go beyond the “silos” that can sometimes emerge between different CROP agencies.
282. The SRDP that is currently under preparation will require enhanced collaboration and coordination with and between SPC, the PIF Secretariat, development partners and civil society actors. For at least now, the PIFACC, and the PCCR, which SPREP convenes, should continue to inform SPREP’s strategic priorities on climate change.

5.6 Harmonization

283. CROP harmonisation presents excellent potential for CROP agencies, including SPREP, to achieve efficiencies on both corporate and policy issues. On corporate matters, such as reporting, internal audits, recruitment, salaries and other financial matters, greater harmonisation would provide efficiencies for both CROP agencies, for their Members, and for development partners. On policy issues, including cross-cutting themes and ‘safeguards’, such as child protection and gender, there is potential for consistent or shared policies which would reduce administrative burdens arising from each CROP agency having different policies.

284. A challenge is to ensure 'environment' is mainstreamed as an issue across governance sectors with relevance to economic thinking at regional and national government levels, and not sidelined as a 'niche' issue.
285. Amongst the CROP agencies there appears to be some common understanding emerging on the division of labour between agencies. SPREP should work closely with other CROP agencies towards common but clearly differentiated ends, and avoid the perception of an antagonistic relationship. Hence there is a need for even more clarity on the division of responsibilities, including through a clear agreement between SPREP and SPC on coordination, cooperation, roles and responsibilities on climate and on energy. There should be greater emphasis on inter-agency collaboration, to help leverage access to funding for more joint planning and implementation of projects and programmes.
286. SPREP needs to play a constructive oversight role regarding development advice and assistance provided by CROP agencies to their members, especially when they could have significant implications for regional public goods of particular relevance to SPREP's mandate, including implications for the region's environment. A relevant example would be deep sea mining.
287. It must be noted that harmonisation does not necessarily mean all CROPs should be identical in every way. CROP agencies have different mandates and realities, such as different locations - e.g. SPREP based in Apia compared with the Suva-based agencies. Originally harmonisation across the CROP agencies was based on broad principles designed to foster a collective enabling environment. Now there is some evidence of harmonisation being a barrier to progress.
288. For example, the principles were intended to be flexible. While CROP CEOs can agree on a position, it is up to the governing council of each CROP agency to decide on a specific policy position, subject to such considerations as affordability and relevance. Recent decisions by the SPREP Meeting show a preference to harmonise not only in principle, but in practice. This may hinder progress in some areas, such as annual market data and salary scales.

5.7 Governance

289. SPREP's governance structure has been strengthened in recent years, under the current Senior Management Team. As a consequence, SPREP's reputation has been enhanced. SPREP is more visible to Members, gaining their confidence and that of donors.
290. A number of important decisions on SPREP's governance are taken each year, by Members attending the Annual Meeting. The concentration of issues, each usually accompanied by lengthy background documents, is problematic. Often these issues aren't given sufficient time, or the consideration necessary for good decision making. Due to time differences between the Pacific and some capitals, during the Annual Meeting some delegations cannot receive timely advice from their capitals on these issues.

291. The SPREP Annual Meeting is an important overarching governance mechanism, but is too infrequent to provide effective oversight on matters which may justify Member agreement but require quick consideration – such as responding to a decision by Leaders to implement a new priority regional initiative, or taking on a large new project. Options such as establishing a mechanism for out of session consideration of key issues, such as a standing working group, should be considered. Such a standing working group could build on the experience already built up through the use of ad hoc working groups.
292. The SPREP Meeting itself could also be restructured to focus more on substantive consideration of strategic and work plans, rather than ‘for information’ updates. All PICT and Metropolitan Members need to own the Work Programme and Budget process. As things presently operate, this document is often approved without any in-depth discussion at the Annual Meeting, with limited or no engagement by Members. Senior government representatives need to ensure they are more familiar with relevant issues via their Department staff, prior to the SPREP meeting.
293. Australia and New Zealand have initiated an annual trilateral meeting with the SPREP Secretariat. This is in part because, as noted above, the SPREP Meeting does not provide adequate opportunity to fully consider the Work Programme and Budget for the following year. Members are expected to come to the Annual Meeting ready to approve the Work Programme and Budget, but often Member representatives are inexperienced, and/or feel unqualified to comment. As a result the Work Programme and Budget is frequently agreed without due discussion. The Secretariat has tried to address this issue by providing full documentation six weeks in advance of the annual meeting, but this does not appear to have had the desired impact.
294. Along the lines of proposals made by successive Australian attachments to the Secretariat, there would be great value in preparing a strategic document that identifies how the Member-agreed annual Work Programme could be developed and implemented at a national and sub-regional level to continue to deliver benefits against identified Member priorities. This document could also guide engagement with donors and establish mechanisms for ensuring programmes meet current identified national priorities.
295. The SPREP Meetings could be better focussed to engage discussion and decisions on environmental issues rather than bureaucratic governance matters, and allow more input by Members on Work Programme priorities and regional / sub-regional / national issues. The Secretariat should also allow more time for Members to discuss solutions to shared / regional environmental concerns. The current Pacific Environment Forum does not really provide this platform, though this is in part its intention.
296. By consulting with Members on governance issues in a timely manner throughout the year, the bottleneck of decision making at the Annual Meeting can be avoided, and decision making improved overall. Consultations can take place electronically. This would allow Members to consult with the right people in their respective governments, and to feed in more considered opinions.

297. An intercessional decision-making body could serve the governance well. SPREP Members could, in the Business Plan or similar, decree on what matters this group could make decisions, and what needs to be left to the next SPREP Meeting. This group could correspond via email and meet via teleconference or Skype, when necessary. This would alleviate the long time lags between proposal of an idea and a decision - for instance, decentralisation - and also allow for deeper investigation by selected Members, on behalf of all Members, into issues, to provide richer decision making outcomes at the SPREP Meetings.
298. The IRT recommends that Members agree to establish a standing working group, as an active decision making body with a well defined mandate. Membership could include a more functional Troika, as well as four representatives of Members from each of Micronesia, Melanesia, Polynesia, and metropolitan countries. The working group would be mandated to consider, and act and communicate on key issues that require out of session concurrence of Members. This would have the added benefit of allowing the SPREP Meeting to be more focussed on substantive consideration of the Strategic Plan and the Annual Work Programme and Budget, and on delivery of environmental outcomes.
299. SPREP could also look at ways to play a role to assist its PICTs Members, particularly Smaller Island States, engage in global dialogues of concern to them, and have their voices more clearly heard – this is likely to be through partnerships with other CROP agencies, ensuring their processes encompass environmental and other issues covered by the SPREP mandate.
300. Core funding priorities should be more proactively managed by Members. This also requires greater commitment to SPREP governance processes, and an approach by the Secretariat that better fosters this commitment. The Focal Point network has not worked effectively since its inception, and needs revamping.
301. Improvements in SPREP governance are also needed in order to better reconcile Members' expectations that SPREP provides technical staff supplementation to compensate for their lack of national capacity.
302. Common to other sectoral meetings in the Pacific, it sometimes appears that decisions at the SPREP Annual Meeting are not effectively followed-through or taken up beyond the PICT environment agencies. Greater efforts to engage central agencies and other sectoral line ministries would assist.
303. SPREP could benefit from implementing new, innovative approaches to governance and communications between the Secretariat and Members, particularly through the use of technology to improve communications between the Secretariat and Members. It is useful to visit Member countries and territories in person, and hold in-person meetings and events, but travel is increasingly expensive. It could be a more efficient use of resources, in some but not all cases, to utilize teleconferencing technology to hold meetings, and redirect travel funding to programming related to strategic priorities.

304. The Secretariat could improve transparency and accountability to Members by ensuring that all decision making processes are shared with Members, and that all proposals are put forward well in advance of the time when action is meant to be taken on the proposals. For example, at a recent SPREP Meeting, Members requested the opportunity to provide input on which projects and initiatives would be funded. The Secretariat circulated a list of proposals and requested that Members rank them. The projects that were ranked highest were prioritised for funding. This was an inclusive and transparent process. This type of process should be the standard.
305. It is recommended that SPREP consider the lessons from governance reform undertaken by the University of the South Pacific, and the governance review underway in SPC, to determine if there are applicable findings. Consideration could also be given to clarifying and enhancing the role of the Troika, to focus more on providing guidance to the wider membership.

5.8 Senior Management and Institutional Strengthening

306. The SMT provides extremely useful direction and oversight to the Secretariat and to Members. The IRT recognises the important roles it plays and has sighted no evidence that would suggest the need for change in the executive management systems and practices. The SMT has overseen an impressive process of change management (Hillman and Waddell, 2014). The IRT recommends that the focus of the SMT now be on a process of consolidation, with a continual process of monitoring, evaluation, learning and refinement. This would ensure that all the policies and processes established over the past five years, and those that the IRT has identified as still being needed, are embedded and operationalised by the Secretariat.
307. The IRT proposes (Figure 1) that, with the approval of Members, the Secretariat makes some relatively modest changes, to give greater clarity to the work of the technical Divisions, and to encourage more inter Divisional work, and a more strategic approach by the Secretariat as a whole. The need for the Secretariat to be more learning focused is also addressed. The proposed institutional strengthening would also enable the integrated approach proposed in the report on the MTR of the Strategic Plan to be implemented in a more effective and efficient manner.
308. Key features of the proposed changes are:
- Most of the proposed changes are relatively modest, but have the potential to deliver significant benefits;
 - The name of the current CCD be changed to reflect its widening role in managing both current and anticipated weather- and climate-related risks, as exemplified by the major role in implementing the SRDP that is currently under preparation; this will replace the PIFACC, which ends its term in 2015;
 - existing and important functions of the current CCD need to be given greater prominence; these include coordinating weather and climate services through the Pacific Islands Meteorological Strategy and the Pacific Islands Meteorological

Desk, and supporting PIC negotiators in their work related to the UNFCCC and other relevant MEAs;

- the name of the current EMGD be changed to reflect its work across the entire environmental management spectrum, and not just monitoring;
- the existing and important reporting and assessment functions of that Division also need to be given greater visibility; and
- an important new feature of the Secretariat's institutional arrangements, the Strategic Planning Hub, would bring together existing staff, and enable them to work together in more synergistic ways; the Hub would also bring together, and strengthen, many existing but relatively weak functions, such as strategic planning, regional SoE reporting, PMER processes, and knowledge management; it would also formalise new functions, such as a whole of SPREP (Secretariat and Members) PMER process, thereby adding value to the existing Divisional PMER processes, as well as strategic environmental management and environmental foresighting. This proposed Hub has many elements that are included in the PRMG that is intended to involve senior management staff in overseeing project design and coordination, supported by the M&E Advisor.

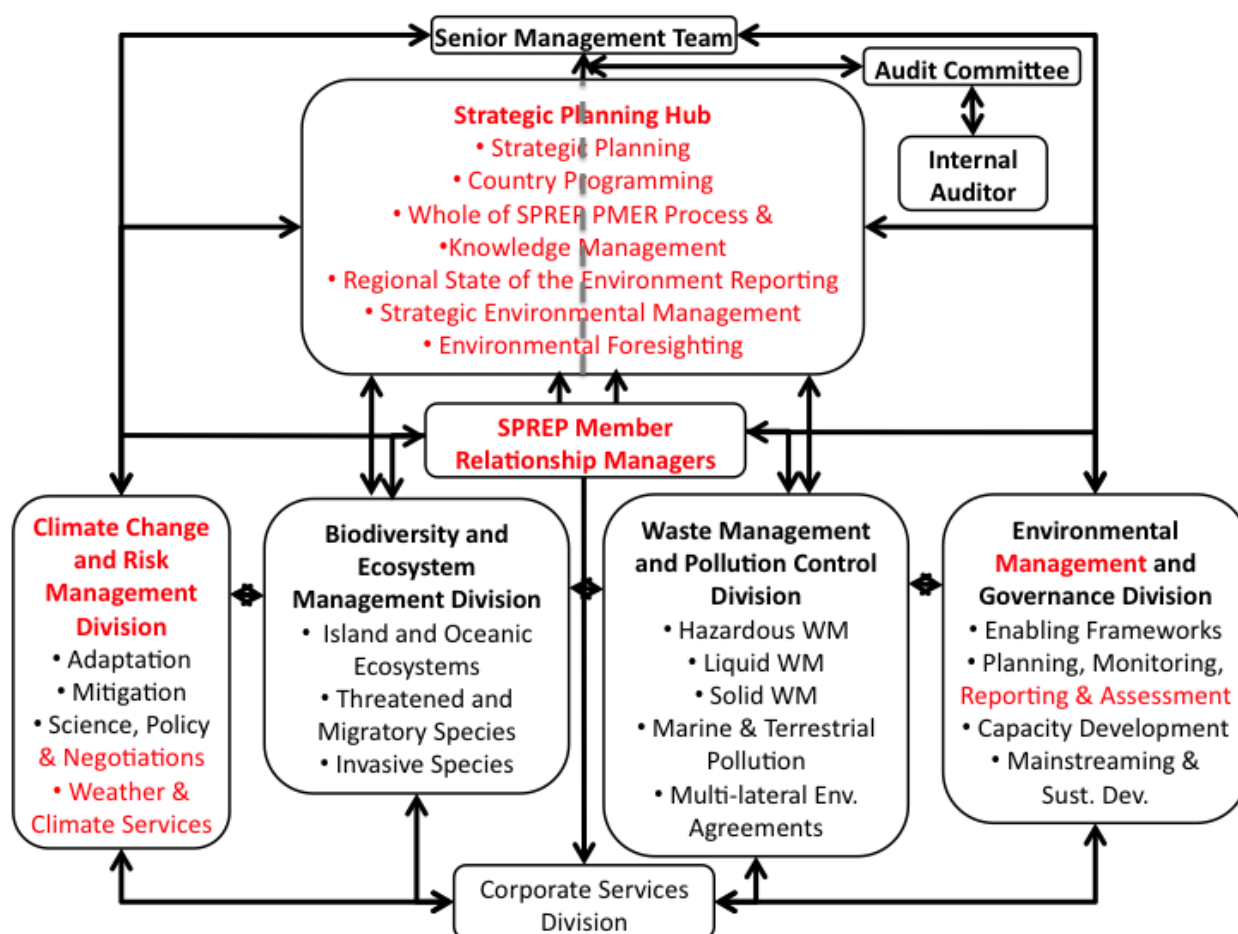


Figure 1. Proposed institutional strengthening of the Secretariat. The relatively minor and more substantive changes are shown in red.

309. **Job Description for the Director General.** In addition to current requirements, the job description should have a greater focus on the capacity to work effectively within

the Pacific regional architecture, in partnership with other CROP executives. The new Director General must be someone of high integrity with Pacific taste and flavour. She/he must have charisma and technical know-how, and the ability to create and sustain partnerships. Since SPREP is a bilingual organisation, a working ability in the French language should be a requirement.

310. The proposed criteria against which CROP CEOs are evaluated have been categorized (O'Callaghan, 2010). These are:

1. Education - the level of education required to perform the functions required of the position, however obtained;
2. Experience - the length of practical experience and nature of specialist or managerial familiarity required; this experience is in addition to the knowledge required under Education;
3. Complexity - measured in terms of: (i) the time taken to learn and adjust to the specific job requirements; (ii) the level to which the job function is defined and follows established and predictable patterns; and (iii) the thinking challenge required to adapt to rapidly changing circumstances and innovative or conceptual thinking needed to initiate new corporate directions;
4. Scope of Work - the breadth or scope of the position (i.e. the span of influence in the organisation);
5. Problem Solving - the nature and complexity of problem solving expected of the job; this considers the judgement exercised, availability of rules and guidelines to assist in problem solving, the degree of analysis and research required, and the originality, ingenuity or initiative required to arrive at a solution;
6. Freedom to Act - the extent of supervision, direction or guidance imposed on the jobholder and the freedom the jobholder has to take action;
7. Impact / Results of Decisions - the level of discretionary decision making delegated to the job holder;
8. Interpersonal Skills - the requirement for interpersonal skills in dealing with other personnel and external contacts;
9. Authorities - authority levels expressed in terms of routine expenditure and investments, granting loans, and employing and dismissing staff; and
10. People Management - the responsibility for the control and management of staff within the organisation, including direct line management, and other forms of supervision, direction, co-ordination or influence over other staff.

311. Respondents in the online survey listed the following as the top-rated key competency or personal quality that should be included in the job description of the new Director General of SPREP:

- Vision;
- Pacific Islands regional experience;
- Demonstrated high level leadership and independence;
- Hard-working;
- Partnership and collaboration, including the ability to work with existing mechanisms and partnerships and trusting that others can help SPREP accomplish its mission;
- Environmental and social impact assessment leadership;

- Graduate degree (e.g., Master or PhD)
- Professional in the field of environment
- Demonstrated experience in the Pacific;
- Uniquely Pacific way approach/leadership;
- Innovative charismatic leadership;
- Environmentalist;
- Demonstrated strong relationship and communications skills with people at all levels - Heads of Government to local people;
- Know more about the PIC cultures;
- Strategic thinker and practitioner;
- Understanding and experience in the larger Pacific region;
- Ability to bring diverse stakeholder groups together;
- Regional perspective;
- Active in working with member countries;
- Islander;
- Has to be an islander;
- Community heart that understands work on the ground;
- Integrated marketing;
- Cares about the secretariat staff;
- Accomplished Diplomatic skills, but not necessarily a "Diplomat" by training';
- Someone who respects the diversity of cultures in the Pacific;
- Professionalism;
- Sound technical and scientific skills;
- Proactive in related field areas;
- Strong appreciation of a Pacific regional context;
- Have had practical experience in project implementation at the community and/or technical level;
- Visionary;
- Ability to network with members from the Pacific;
- Ability to appoint and manage a highly effective senior management team;
- Regional environmental person;
- Knowledge of climate change;
- Academic background in environmental sciences;
- Very good communicator;
- Have the right academic qualification;
- Less formal....i.e don't have to always go through foreign affairs in each country;
- Extensive Leadership Skills;
- Communicate with the Governments of member countries;
- Pacific Politics;
- Appropriate knowledge, experience and genuine interest in assisting members and sub-regions with sustainable financing to ensure SPREP supported projects/programs are perpetuated beyond SPREP investment;
- A strong knowledge of regional environmental priorities;
- Ability to communicate at all levels - including with media; and
- Confidence

312. These and other considerations have been taken into account when preparing a draft of the job description to be used when recruiting a new DG for the organisation (Annex 11).

5.9 Strategic Planning, and Monitoring and Evaluation

313. SPREP must also move rapidly to complete the suite of planning instruments, by developing and implementing a Business Plan that guides its internal operations and external relations. As a priority, the Business Plan must address SPREP's continuing high reliance on project-based funding, albeit that this dependency has declined in recent years. Importantly, uncertainties about the continuity of the core funding it does receive are a huge risk to the Organisation, even in the near term.
314. The current Strategic Plan is static in nature. The Plan effectively locks the Secretariat into a series of Work Programmes that will deliver on the many goals and associated targets in the Plan. The new Pacific Framework for Regionalism has significant implications for the way SPREP will do business in the future, given new regional procedures to Identify, or reaffirm, priority regional initiatives on an annual basis, through a multi-step process. This will result in Leaders identifying a small number of regional initiatives for the region to focus on, and providing directions on further policy development, implementation, and reporting. The next Strategic Plan for SPREP should also reflect new and emerging trends and political developments, such as the environmental consequences of deep sea mineral extraction, as well as the regional implications following the recent Our Ocean Conference. The concept of the Blue Economy is gaining traction amongst SIDS, spearheaded by Seychelles, a possible front runner for the AOSIS chair. Members might wish to consider whether SPREP is well positioned, and ready to play a leading role, should this become a strategic priority.
315. Corporate Services should be included in the next Strategic Plan. It should also be more outcomes, rather than outputs, focussed, with the added challenge of being able to demonstrate if the outcomes will be sustained once SPREP assistance ceases.
316. A further challenge for the next Strategic Plan will be for it to give focus and certainty to SPREP's work in the region, while also allowing some flexibility. As noted above, the current Plan effectively locks the Secretariat into a series of Work Programmes that will deliver on the many goals and associated targets in the Plan. The new Plan must enable the SPREP to reflect, in an expeditious manner, new issues, challenges and opportunities, so as those which will come on an annual basis when Leaders identify a small number of initiatives for the region to focus on.
317. The challenge will be even greater if the next Strategic Plan is for ten years, rather than the five years for the current Plan. For a ten year plan the strategic goals, targets and indicators will also need to be substantially different in nature, as well as in their detail. Despite these challenges, the IRT supports the Secretariat's preference for ten year Plan. One major benefit would be the opportunity to work towards, deliver and document tangible outcomes and somewhat longer-term impacts.
318. Greater interconnectedness between the (four) priorities should be a feature of the next Strategic Plan. Currently the priorities are somewhat siloed. Value for money and efficiency would be further enhanced by having the priorities more closely connected.

319. It is important to demonstrate how the priorities in the Strategic Plan link environmental outcomes to sustainable development outcomes, and to broader economic outcomes for the Pacific region. That is, there should be a clear link that demonstrates what SPREP is delivering for the region. This could include impacts for tourism, agriculture and fisheries, and the sustainable development of the Pacific Ocean and its resources. Thus all priorities in the next Strategic Plan should clearly show how each would promote sustainable economic growth in Member countries and territories. There should also be meaningful reporting of performance, to enable development partners to usefully assess each Strategic Priority's implementation against required benchmarks and aid performance frameworks.
320. PICTs are especially vulnerable to a range of new and emerging environmental issues that pose additional threats to their sustainable development. As an organisation that provides technical and other assistance to these PICTs, both the Secretariat and the Organisation as a whole must be dynamic and proactive. It must have a Strategic Plan that is consistent rather than at odds with these attributes. The Secretariat should be guided by Members as to how this might best be achieved, in ways that meet their needs. The Secretariat also needs to consider the institutional implications of doing business somewhat differently.
321. The IRT proposes an integrated approach designed to strengthen strategic and operational planning and implementation. This is conceptualised in Figure 2.

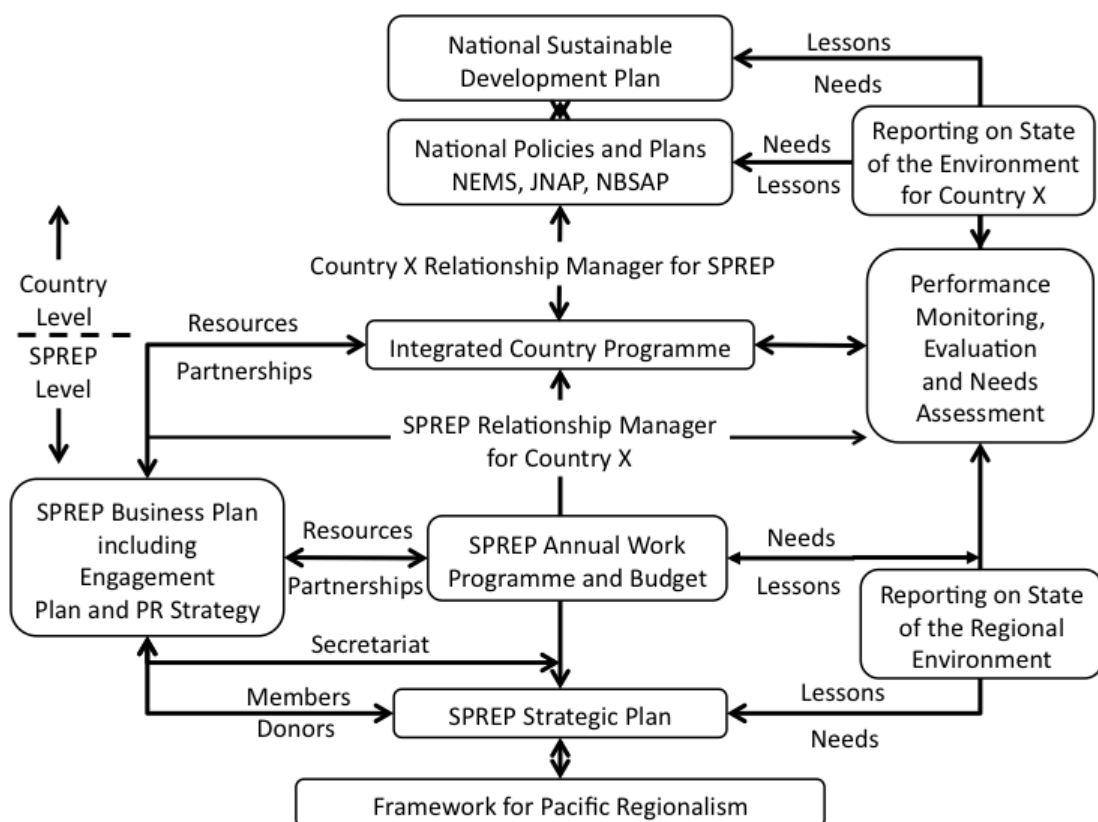


Figure 2. Proposed integrated approach designed to strengthen SPREP's strategic and operational planning and implementation.

322. The key features of the proposed approach are:

- many of the components already exist as parts of SPREP's planning and operational processes; the proposed approach simply ensures these components are better integrated into an overall system;
- the strategic and operational planning and implementation processes are informed by, and contribute to, the new Framework for Pacific Regionalism;
- reporting on the state of the environment of PICT Members will inform reporting on the state of the regional environment; the latter will also be informed by the PMER process and associated assessments of needs which, along with lessons learned, will be reflected in the new Strategic Plan and in the Annual Work Programmes and Budgets for SPREP;
- the Business Plan will be strengthened and operationalised, and will guide the flow of resources and use of partnerships to implement the Annual Work Programme;
- the Business Plan will also guide the flow of resources and use of partnerships, to implement a new modality - the Integrated Country Programme;
- the Integrated Country Programmes are negotiated three to five year agreements between SPREP and each of its PICT Members, informed by the PMER process and associated assessment of needs, and the regional and Member-level SoE reporting; each agreement will describe the services and other assistance SPREP will provide to the PICT Member, the roles and responsibilities of the PICT Member to ensure the assistance provided by SPREP is used to good effect by working with in-country and sub-regional systems, stakeholders and partners; M&E of the Integrated Country Programmes will be undertaken as part of the PMER process;
- the Secretariat's contributions to each Integrated Country Programme will be facilitated by a staff member of the Secretariat; each staff member will have responsibility for a whole-of-Secretariat relationship with a given PICT Member, or group of PICT Members, such as the French Territories;
- each PICT Member will identify a relationship manager for SPREP who will facilitate implementation of the Integrated Country Programme, ensuring a whole-of-country approach to the delivery and uptake of SPREP's assistance; the relationship manager will not be a new position in government; rather the role might be performed by the SPREP focal point, or by an official who reports to that Focal Point;
- the mutually agreed Integrated Country Programme will inform, and be informed by national and sectoral development policies and plans; and
- the PMER and needs assessment processes will inform the SoE processes for each PICT Member and, in turn, the updating of the national and sectoral development policies and plans.

323. If the system proposed in Figure 2 is implemented expeditiously it will result in major improvements in effectiveness and efficiency. The main delay will come in negotiating the Integrated Country Programmes. If Members accept the proposal, the Secretariat should give this task the highest priority. Going into the negotiations it will be important for all parties to have modest intentions and ambitions. It will be

better to start small, and allow the Integrated Country Programmes to evolve and mature over time.

324. The information provided in the PMER is very detailed in terms of specific inputs, outputs and tasks undertaken by the Secretariat. However, it is very process focused, and structured around the different work areas. Ideally, the PMER under a new Strategic plan would have a greater results focus and contain information detailing the extent to which this work has contributed to broader environmental outcomes, as well as sustainability beyond SPREP investment.
325. All major projects funded through the EU, UN, GEF and bilateral donors well developed, and independent, M&E requirements that consider and assess success against project objectives and outcomes, including their sustainability after project completion. The current system of PMER targets and indicators makes it exceedingly difficult to incorporate the project M&E results in a PMER. The Secretariat is encouraged to indentify ways in which M&E for a Strategic Priority can be better informed by the M&E results of relevant projects. This would result in a major improvement in the robustness and usefulness of the PMERs.

5.10 Reach within the Region

326. **Focal Points and Relationship Managers.** The IRT proposes (Figure 2) that the current shortcomings in the SPREP Focal Point system, as identified by numerous stakeholders, and especially Members, be addressed by each PICT Member designating an existing official to manage their relationship with SPREP. The role of the relationship manager would be to facilitate implementation of the Integrated Country Programme, ensuring a whole-of-country approach to the delivery and uptake of SPREP's assistance. The tasks could be performed by the SPREP Focal Point. Regardless, the relationship manager should have capabilities and oversight across the economic, social and cultural sectors, including understanding how the environment underpins livelihoods and well-being.
327. **Decentralisation.** When this issue was put forward in the years following the 2008 ICR, Members provided cautious support. Decentralisation, or developing a 'sub-regional presence', has occurred in the Republic of the Marshall Islands, in the Federated States of Micronesia, and in Solomon Islands. However, some of these postings are project-funded positions, with associated and/or potential sustainability issues. Thus, increasing the geographical spread of SPREP is seen as more a project management response, and not necessarily a strategic response.
328. Some Members indicated they support the staged, incremental approach to decentralisation that is currently being implemented. However, there is a need for this initial decentralisation process to be fully evaluated after a period of approximately 18 months to two years, before any further decentralisation takes place. Further decentralisation should only be considered if agreed by Members, and supported by a clear business case and further cost-benefit analysis, including determining resource implications. There is a need to consider especially the views of PICT Members, including their particular needs. Evaluating the success of current

decentralisation initiatives should be considered from these perspectives, before assessing the value of further decentralisation.

329. If there are further such initiatives, the IRT suggests that consideration be given to co-locating at least one desk officer with SPC in Suva. Consideration could also be given to locating a SPREP desk officer in the French Territories.
330. **Partnerships - NGO and Private Sector.** The Secretariat has been highly successful in bringing on board numerous new donors and other partners. This approach has been encouraged and recognised by Members. Several MoUs have also been agreed as part of this proactive approach to secure new partners, including most recently an MoU between SPREP and Griffith University. However, it is not always clear as to the added benefit derived from such “partnerships”. The collective benefit they bring to the organisation is also unclear. Partnerships should not be driven by funding opportunities, but by their comparative advantage.
331. SPREP has a comparative advantage as an environmental knowledge hub. To distribute this information the Secretariat should consider making greater use the peer learning networks operated by NGOs and other partners.
332. Mentors could also help SPREP increase its reach. Mentors have the ability to support other people in a given strategic area, such as climate change, conservation enforcement, community outreach techniques, biophysical and socio-economic monitoring. Such people often belong to peer learning networks and are leaders in their own organisations. They usually donate their time, but SPREP would need to cover expenses if travel was involved. The result could be a major increase in, and quality of, SPREP's reach, at low cost.
333. Guided by a comprehensive and robust Business Plan, SPREP must further engage with partners if it is to deliver change in the region. This includes both NGOs and the private sector. But it is timely to address the level of effort that is being directed by the Secretariat to securing new partnerships. A stakeholder mapping exercise and a stakeholder engagement strategy would be good ways to analyse and guide the process. Partnerships should be prioritised based on the potential value they bring to the organisation.
334. Consideration should also be given to clarifying internal processes, including the development of an internal policy to provide the Secretariat with clear guidance on seeking out, agreeing to, or declining partnership funding opportunities. There should be a role for the SPREP Meeting, or a working group thereof, to consider and perhaps endorse new donors and partners.
335. Many NGOs see SPREP as a desirable partner given its regional intergovernmental status. At least in the case of the BEMD, a number of NGOs and international governmental organisations share very specific but common objectives on environmental and conservation objectives. As a contrary example, there are also occasional instances when relationships do not work, despite common objectives and MoUs. This is usually due to competition for donor funds and influence in the region.

336. Applying some specific criteria ('tests') before entering new partnerships, and an assessment of costs and benefits and resource implications, including any impacts on existing SPREP work, would assist in making decisions on new partnerships. Possible criteria could include:
- The donor/partner's identified benefit to SPREP (by the broad definition);
 - Outcomes of the partnership are clear and meet identified strategic priorities, and enhance Members' capacities to build on these partnerships;
 - SPREP's comparative advantage in relation to other potential partners;
 - Knowledge / experience of the Pacific;
 - Complementarity of interests and priorities with those of SPREP;
 - Environmental expertise / competence;
 - Potential support available - financial, technical etc.;
 - Profile, reputation and influence;
 - A clear mechanism for SPREP to withdraw from a negative partnership and assist Members to do same; and
 - A set of sub-criteria that could also be met to enhance outcomes and to allow the Secretariat to choose between potential partners.
337. There is value in SPREP co-locating with other regional offices, for example, the World Meteorological Office and the recently announced UNEP sub-regional office, but again well rationalized and clear "tests" need to be applied to other possible hosting agreements.

5.11 Skills and Expertise of Staff

338. As noted above, the IRT is pleased to highlight the generally high calibre, commitment and professionalism of both the technical and administrative staff now employed by SPREP. A Training and Development Plan for the Secretariat is prepared and issued in July each year. The IRT reviewed the Plan for 2014. It notes the 48 categories of training and development needs that are identified, based on individual LDPs. However, it is concerned at the small number of needs that have been, or will be, addressed in 2014. For example, there appears to be no response to any of the seven "scientific" related training and development needs identified in the Plan. Members may wish to consider making more resources available to the Secretariat so that identified and prioritised training and development needs are addressed in a timely manner.
339. There is an increasing opportunity for the Secretariat to share lessons learned and best practices. PACC, as one example amongst many SPREP Projects, has produced substantive knowledge products that have been shared internally and globally. This potential can be better utilised, especially in terms of knowledge sharing between Divisions. Neither the Work Programmes, nor the Learning and Development Policy, make reference to the learning that occurs when implementing the Work Programmes needing to be documented and shared within the Secretariat, including between the Divisions. It is unlikely that whole-of-Secretariat learning will be substantive without there being a formal mechanism which encourages ongoing and inclusive professional discourse and other learning opportunities.

5.12 Corporate Policies and Practices

340. The Secretariat has invested heavily in preparing numerous policies that govern and guide its operations. The efforts and results are commendable. Full and effective implementation of these policies now and into the future will be a challenge, but one the Secretariat is likely to meet because of the collegial effort and commitment of staff.
341. Earlier comments regarding SPREP's focus, and how it works, highlighted the need for an overarching framework showing how all four technical Divisions, both individually and collectively, deliver a programme of work that is in line with SPREP's core business. The Secretariat should place greater emphasis on work programmes and activities that reflect common environmental challenges, and avoid areas where other agencies have more capability.
342. How to prioritise and focus the efforts of SPREP was raised by stakeholders, in many different ways. This included noting that Members have competing interests. Although SPREP interventions are positive, the resulting outcomes are often the responsibility of PICT Members. A question often raised by stakeholders was whether the modalities of joint country strategies or other agreements used by SPC, the United Nations Development Programme (UNDP) and the Forum Fisheries Agency (FFA) provide relevant models for formalising the SPREP inputs in member countries, as well as the roles and responsibilities of individual Members. The IRT has attempted to build on, and adapt these approaches and experiences. Figure 2, and the associated narrative, are the result.
343. Currently, the manner in which the Annual Work Programmes and Budgets are prepared, and subsequently approved at the SPREP Meeting, along with the annual PMER, are far from inclusive processes as far as Member engagement is concerned. This limits ownership of the procedures, as well as the outcomes of the SPREP Meeting. A serious down-stream consequence is the inability of the Annual Work Programmes to align with the evolving needs and processes of PICT Members and to deliver assistance that adds value to the efforts of the Members themselves, as well as those of their other development partners. This problem is confounded by PICT Members not monitoring and providing annual reports on their progress, consistent with the M&E framework in the Strategic Plan. Again, Figure 2 and the associated recommendations related to enhancing the impact of SPREP's support and other services are designed to improve performance.
344. As also noted above, there needs to be improved balance across the four strategic priorities in terms of funding and resourcing. In turn, the four strategic priorities need to be more interconnected. Going forward, it will be important that the priorities are clearly linked to outcomes that improve livelihoods and the sustainable economic development of the region - for example, tourism initiatives, food security, fisheries, and oceans resource management. This will be particularly relevant to the biodiversity and ecosystem management pillar, which should benefit from re-balanced funding.

5.13 Recommendations

345. The following recommendations are based on findings that will not be further elaborated in subsequent sections of this report:
20. Members may wish to consider making more resources available to the Secretariat so that identified and prioritised training and development needs can be addressed in a timely manner.
 21. Assess the implications of the emerging Framework for Pacific Regionalism for the Organisation and, with the approval and support of Members, the Secretariat should ensure it is fully engaged in preparing relevant Policy Statements and in maintaining oversight of the preparatory work for the other Statements, in order to ensure that the enduring integrity of Pacific environments is never compromised.
 22. Members may wish to establish a standing working group, as an active decision making body with a well defined mandate; Membership could include a more functional Troika, as well as four representatives of Members from each of Micronesia, Melanesia, Polynesia, and metropolitan countries; the working group could be mandated to consider, and act and communicate with Members and the Secretariat on key matters that require out of session concurrence of Members.
 23. With the approval of Members, the Secretariat should implement relatively modest changes that will give greater clarity to the work of the technical Divisions, encourage more inter Divisional work, and achieve a more strategic approach by the Secretariat as a whole.
 24. Subject to the approval of Members, the Secretariat and Members should adopt and implement as a matter of high priority the proposed integrated approach that is designed to strengthen SPREP's strategic and operational planning and implementation.
 25. Consistent with the monitoring and evaluation framework in the Strategic Plan, Members should undertake relevant monitoring, and report annually to the Secretariat on progress in implementing their components of SPREP's Work Programmes.
 26. The Secretariat should, as a matter of urgency, undertake a cost-benefit analysis of the Pacific Climate Change Centre, and seek guidance from Members in light of the findings.
 27. Before any further steps are taken to modify SPREP's sub-regional presence, with the assistance of the Secretariat and after a period of approximately 18 months to two years, Members should fully evaluate the decentralisation efforts already being undertaken

6. Future Financial and Technical Resource Requirements

346. The main resourcing challenges related to implementing the Strategic Plan are:

- Heavy reliance on project-based funding;
 - Much of the current work undertaken by the Secretariat has elements of being supply driven;
 - Poor rationale for the distribution of financial resources across the four technical divisions; and
 - Available technical support to enable appropriate support for PICT Members, versus available funding.
347. The Business Plan currently being drafted by the Secretariat must include provisions that will enable it to manage the diversity of funding sources and the predictability of funding, as well as the distribution of funding across the Divisions. A partnership funding policy could specify funding criteria, such as the following: (i) any new funding must build on existing links; (ii) ensure clear links to the Strategic Plan and to the specific work objectives that flow from it; and (iii) identify minimum acceptable funding levels. It should also demonstrate to recipients and donors how SPREP provides added value. Donors/partners scope and objectives should be in line with the priorities of SPREP, as well as the common priorities of its constituencies.
348. A funding policy should also provide clear guidance to the Secretariat on declining funding where the “fit” with SPREP’s mandate and goals is not clear. Currently it is not clear how the “fit” is assessed, what the current internal process is for determining the suitability of funding, and whether the Secretariat has the confidence to say “no” to some funding offers from donors.
349. Reporting to partners and donors must be clearly articulated, ensuring that common reporting across a number of donors is provided as audited accounts that demonstrate international best practise and consistent with SPREP accounting policies and procedures

6.1 Recommendation

28. The Secretariat should prepare and implement a Business Plan that includes, amongst other considerations, provisions to manage the diversity of partnerships and funding sources, the predictability of funding, and guidance on new project funding as well as on the distribution of funding across the Divisions.

7. Organisational Capacity Report Card for SPREP

350. The IRT sought to document the considerable improvements in SPREP’s organisational capacity relative to the situation at the time of the first ICR, and to provide a point of reference against which future progress can be measured. Capacity is an abstract term that describes a wide range of capabilities, knowledge, and resources that nonprofits need in order to be effective (Connolly and Lukas, 2002).
351. Six components of organizational capacity are critical for assessing the performance of an organisation. These, and the performance indicators developed by the IRT for each component, are as follows:

- **Mandate, Vision, Strategy & Comparative Advantage:**
 - Vital mission;
 - Clear understanding of identity;
 - Regular, results-oriented, strategic, and self-reflective thinking and planning;
 - Strategy aligned with mission and with organizational capacity;
 - Planning processes involve stakeholders in an ongoing dialogue; and
 - Mission and programmes valued by SPREP's stakeholders/beneficiaries.
- **Governance and Leadership:**
 - Governing body is representative and engaged, with defined governance policies and practices;
 - Governing body effective in overseeing policies, programmes, and organizational operations;
 - Strong convening power in the region; and
 - Leadership is alert to changing stakeholder needs and realities.
- **Internal Operations and Management:**
 - Efficient and effective operations, and strong management support systems;
 - Financial operations are responsibly managed and reflect sound accounting principles;
 - Information used effectively for organizational and project management purposes;
 - Accomplished at recruiting, developing, and retaining capable staff and technical resources; and
 - Assets, risks, foreign exchange and technology management are strong and fit for purpose.
- **Finance:**
 - Successfully secures support from a variety of sources;
 - Revenues are diversified, stable, and sufficient for the mission and goals;
 - Business plan is aligned with the mission, long-term goals, and strategic direction;
 - High visibility with key stakeholders; and
 - Resource mobilization efforts are clearly linked to the mission and strategy.
- **Programme Delivery and Impact:**
 - Programmes demonstrate tangible outcomes, commensurate with the resources invested;
 - Programmes are high quality and well regarded;
 - Performance evaluation results inform strategic goals, objectives and work planning; and
 - Formal mechanisms used to assess internal and external factors that affect achievement of goals.
- **Strategic and Operational Relationships:**
 - A respected and active player and leader in the region, and internationally;
 - Strong and ongoing engagement with its stakeholders; and
 - Strategic and operational alliances and partnerships significantly advance the goals and expand influence.
- **Learning and Enabling:**
 - Regular monitoring and reporting on the state of the environment;
 - Routine assessments of stakeholder views;

- Knowledge management, including documentation and sharing of lessons learned and good practices;
 - Enhancing the capacity and engagement of target beneficiaries; and
 - Investing in human, organisational and information capital.
352. The four members of the IRT worked independently when assigning scores to each of the above indicators. They used evidence-based judgement, giving due attention to effectiveness, efficiency, impacts, sustainability and relevance, as appropriate. Scores could range between 1 and 5, with 5 being allocated for "best practice", 3 for "good practice", and 1 for "poor practice". The four scores assigned by each member of the IRT were first averaged for each indicator, and subsequently for each of the seven components.
353. Colour coding is used in Figure 3, to help visualise the findings of current organisational capacity. Green represents best practice and red poor practice. Had a similar assessment been undertaken in 2008, as part of the first ICR, the IRT conjectures that all segments of the circle would have been coloured red, with few instances of slightly higher scores for individual indicators.
354. Figure 3 therefore highlights the tremendous improvements in SPREP's organisational capacity and overall performance, as well as indicating where effort might be focused in order to enhance performance still further.

8. Summary and Consolidated List of Recommendations

355. This final report presents and interprets the evidence gathered by an Independent Review Team commissioned by SPREP to undertake the Second Independent Corporate Review of the Organisation. Interpretation of that evidence leads to several recommendations that are designed to further enhance the effectiveness, efficiency and relevance of both the Secretariat and the wider Organisation. The review involved acquisition and in-depth assessments of relevant evidence, using participatory approaches. A comprehensive process of engagement with stakeholders ensured the Review Team acquired the evidence and views of key stakeholders regarding the contributions and performance of SPREP.
356. The Review Team conducted an independent, evidence-based assessment of progress in implementing the recommendations of the 2008 Review. The Secretariat has made an exemplary effort to implement the many recommendations. This is a major and heartening change to the way in which the Organisation has responded to earlier reviews. Substantial improvements in performance are evident across all aspects of the Secretariat's operations. This includes more efficient delivery of increased services and other assistance to Members, guided by SPREP's first ever Strategic Plan and the Annual Work Programmes and Budgets, and as documented by the new process of producing annual performance monitoring and evaluation reports.

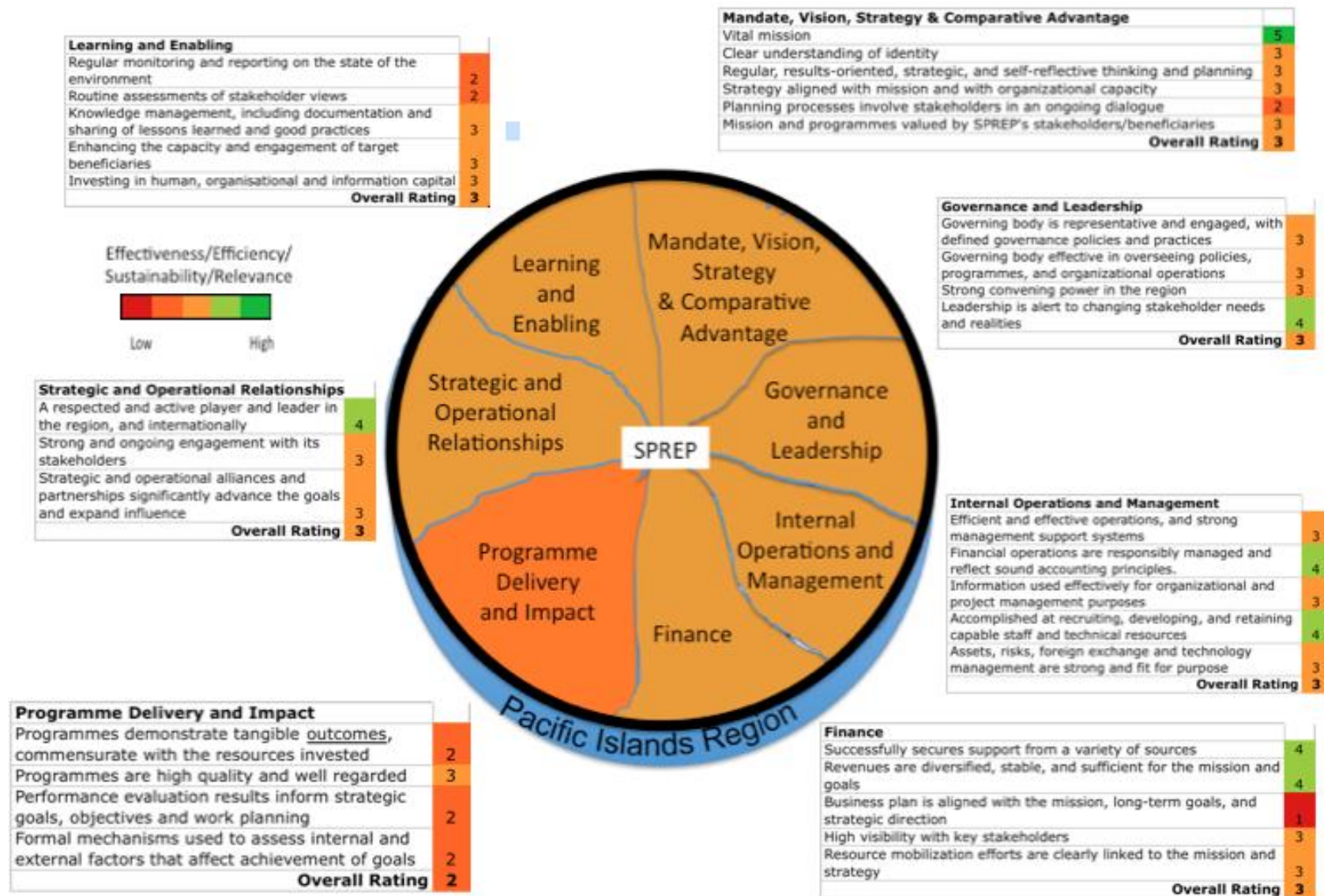


Figure 3. Organisational capacity report card for SPREP.

357. The IRT has highlighted the generally high calibre, commitment and professionalism of both the technical and administrative staff now employed by SPREP. The Review Team commends the Secretariat in its entirety for the major progress on learning and development, including through several inspirational leadership, management, and team building initiatives.
358. The Review Team identified 42 mandates and directives assigned to the Secretariat by the five SPREP Meetings from 2010. Evidence shows an exceptionally high level of responsiveness by the Secretariat, resulting in the timely delivery and achievement of many significant outputs and outcomes that had been requested by the Meetings. The Secretariat is advised to identify the few directives which the Review Team considers the responses could have been more substantive or, perhaps, better documented.
359. While SPREP, through such initiatives as the PACC project, has created some useful experience and guidance products on gender mainstreaming, much more could be done to address gender equity, social inclusion, persons with disabilities etc.
360. The Secretariat has undergone considerable institutional strengthening as part of its change management process. Preparation of a Risk Management Plan was an important part of this process. The 2012 and 2013 Audit Reports identified two major issues - foreign exchange losses and depreciation. Recommendations for actions to be taken by the Secretariat to address major risk areas have been prepared, and implementing them is current work in progress.
361. The Strategic Plan approved at the 2010 SPREP Meeting is seen as defining the core business of SPREP. At that time a Business Plan was identified as an integral part of the Organisation's planning framework. A draft was prepared in 2012, but was never finalised, approved and implemented. Funding is still considered a serious issue. SPREP is overly dependent on project funding. The large number of donors and smaller projects constitutes a substantial burden for administration and project implementation. The Business Plan currently being drafted by the Secretariat must include provisions that will enable it to manage the diversity of funding sources and the predictability of funding, as well as the distribution of funding across the Divisions.
362. The Secretariat has undertaken a cautious roll out of a decentralisation strategy. There is a need for a full evaluation of the current decentralisation initiatives before any further decentralisation takes place.
363. The Review Team acknowledges that a Troika has been established, but four concerns remain. An initial step to addressing these concerns would be to prepare a formal Terms of Reference for the Troika.
364. SPREP's governance structure has been strengthened in recent years, under the current Senior Management Team. As a consequence, SPREP's reputation has been enhanced. SPREP is more visible to Members, gaining their confidence and that of donors. Several suggestions are made for further improvements.

365. There is also a growing number of examples of instances of cross Division coordination and project implementation. Greater interconnectedness between the (four) priorities should be a feature of the next Strategic Plan. Currently the priorities are somewhat siloed. Value for money and efficiency would be further enhanced by having the priorities more closely connected.
366. The Secretariat has been highly successful in bringing on board numerous new donors and other partners. This approach has been encouraged and recognised by Members. Partnerships should not be driven by funding opportunities, but by their comparative advantage. Additionally, partnerships should not be seen as a way to increase, still further, the scope of the Secretariat's work. SPREP must focus on working to its mandate and to where it has a comparative advantage.
367. Guided by a comprehensive and robust Business Plan, SPREP must further engage with partners if it is to deliver change in the region. This includes both non-governmental organisations and the private sector. But it is timely to address the level of effort that is being directed by the Secretariat to securing new partnerships. A stakeholder mapping exercise and a stakeholder engagement strategy would be good ways to analyse and guide the process. Partnerships should be prioritised based on the potential value they bring to the organisation. Consideration should also be given to clarifying internal processes, including the development of an internal policy to provide the Secretariat with clear guidance on seeking out, agreeing to, or declining partnership funding opportunities. There should be a role for the SPREP Meeting, or a sub-committee thereof, to consider or endorse new donors and partners.
368. Performance monitoring, evaluation, reporting and learning processes undertaken by the Secretariat are evolving and strengthening, partly because donors are attaching increasing importance to effective management and adequate accountability for resources used. The recently developed monitoring, evaluation, reporting and learning framework describes the overall structure, as well as the processes that are being introduced. However, the organisational structures to assure adequate monitoring, evaluation, reporting and learning processes, and effective use of the information they provide for management, accountability and knowledge management, are not yet in place. Reporting against the indicators and strategic goals improved somewhat over the two years. But identified "results" are still largely a list of completed activities and outputs, meaning it is unclear whether on the ground results and impacts have been achieved, often despite such results and impacts being documented in more specific project or programme reports.
369. SPREP has a clear mandate to deliver on the protection, improvement and sustainable development of the Pacific regional environment, including its natural ecosystems. Any challenges about working to, and fulfilling this mandate are more about SPREP's partners and other stakeholders having an equally clear understanding of the origins and credibility of this mandate, and about the roles that SPREP must and does play in delivering to its mandate. Given key messages in the Framework for Pacific Regionalism it is now even more important and timely for SPREP to be engaged in guiding the protection of these resources, noting its comparative

advantage in the supporting the Pacific islands region on these matters. This is in part because there are significant benefits to sharing and combining resources in a regional approach. The new Framework will likely result in increased priority being given to regional coordination and cooperation. This is particularly relevant to SPREP given that its mandate clearly covers regional public goods related to the environment and ecosystem services.

370. It is thus becoming even more important that SPREP's work on delivering environmental outcomes be clearly linked to outcomes that improve livelihoods and the sustainable economic development of the region. Such work is entirely consistent with its mandate. This increasing focus on linking environmental outcomes with outcomes that improve livelihoods and sustainable economic development is particularly relevant to the current biodiversity and ecosystem management pillar, but provides opportunities and challenges for the entire Organisation.
371. SPREP is the primary regional intergovernmental environmental organisation dedicated to identifying and addressing environmental and related issues and opportunities. Country membership confers the Programme its international political legitimacy. In addition, the membership of Pacific Territories allows them to take full ownership in terms of governance, activities and implementation. Thus SPREP enjoys the comparative advantage of having near universal membership across PICTs. This provides the Organisation with convening power, with reach that is now well beyond the South Pacific, and with the ability to address environmental issues and exploit opportunities across the wider Pacific region, both terrestrial and marine. SPREP also has a comparative advantage as an environmental knowledge hub. To distribute this information the Secretariat should consider making greater use the peer learning networks operated by NGOs and other partners.
372. The next two years, especially, represent an important time for SPREP. The current appointments of many of the Senior Management Team, including the Director General and the Deputy Director General, will have run their course. A new Strategic Plan will come into effect in 2017. There are many new agreements and initiatives that will influence that Plan and how SPREP carries out its work in the region, including the new Framework for Pacific Regionalism, the Strategy for Climate and Disaster Resilient Development in the Pacific that is currently being prepared, the Sustainable Development Goals, the post 2015 agreements on climate change and on disaster risk reduction, the Framework for Nature Conservation and Protected Areas in the Pacific Islands Region (2014-2020), and the Third International Conference on Small Island Developing States, to be held in Samoa later in 2014.
373. SPREP must move rapidly to complete the suite of planning instruments, by developing and implementing a Business Plan that guides its internal operations and external relations. As a priority, the Business Plan must address SPREP's continuing high reliance on project-based funding, albeit that this dependency has declined in recent years. Importantly, uncertainties about the continuity of the core funding it does receive are a huge risk to the Organisation, even in the near term.

374. The current Strategic Plan is overly static in nature. The Strategic Plan effectively locks the Secretariat into a series of Work Programmes that will deliver on the many goals and associated targets in the Plan. The new Pacific Framework for Regionalism has significant implications for the way SPREP will do business in the future, given new regional procedures to Identify, or reaffirm, priority regional initiatives on an annual basis, through a multi-step process, with Leaders identifying a small number of regional initiatives for the region to focus on, and providing directions on further policy development, implementation, and reporting. A challenge for the next Strategic Plan will be for it to give focus and certainty to SPREP's work in the region, while also allowing some flexibility. The new Plan must enable the SPREP to reflect, in an expeditious manner, new issues, challenges and opportunities, so as those which will come on an annual basis when Leaders identify a small number of initiatives for the region to focus on.
375. The challenge will be even greater if the next Strategic Plan is for ten years, rather than the five years for the current Plan. For a ten year plan the strategic goals, targets and indicators will also need to be substantially different in nature, as well as in their detail. Despite these challenges, the IRT supports the Secretariat's preference for ten year Plan. One major benefit would be the opportunity to work towards, deliver and document tangible outcomes and somewhat longer-term impacts.
376. The draft Business Plan provides for establishment of the Strategic Planning and Information Unit, a Project Review and Monitoring Group and a position of donor liaison officer. A Monitoring and Evaluation Advisor has recently been appointed. The Review Team sees obvious merit in these plans for institutional strengthening as they address many of the issues identified during the review. However, the Review Team proposes that these improvements form part of a more comprehensive initiative to enhance the performance of the Secretariat, including increasing efficiencies and achieving cost savings.
377. With the approval of Members the Secretariat should make some relatively modest changes, to give greater clarity to the work of the technical Divisions, and to encourage more inter Divisional work and a more strategic approach by the Secretariat as a whole. The need for the Secretariat to be more learning focused is also addressed.
378. The Review Team also proposes an integrated approach designed to strengthen strategic and operational planning and implementation. These processes must be informed by, and contribute to, the new Framework for Pacific Regionalism. The proposal includes Integrated Country Programmes. A staff member of the Secretariat would have responsibility for a whole-of-Secretariat relationship with a given PICT Member, or group of PICT Members, such as the French Territories. In turn, each PICT Member would identify a relationship manager for SPREP, to facilitate implementation of the Integrated Country Programme, ensuring a whole-of-country approach to the delivery and uptake of SPREP's assistance. The relationship manager would not be a new position in government; rather the role might be performed by the SPREP focal point, or by an official who reports to that Focal Point. The relationship manager should have capabilities and oversight across the economic,

social and cultural sectors, including understanding how the environment underpins livelihoods and well-being.

379. To provide an overview of the considerable improvements in SPREP's organisational capacity relative to the situation at the time of the first Corporate Review, and to provide a point of reference against which future progress can be measured, the Review Team prepared an organisational capacity report card for SPREP. It highlights the tremendous improvements in SPREP's organisational capacity and overall performance, as well as indicating where effort might be focused in order to enhance performance still further.

Recommendations

380. Following is a consolidated list of recommendations arising from this second Independent Corporate Review. These recommendations should be considered and implemented in concert with those that have resulted from the Mid Term Review of SPREP's Strategic Plan. In both cases, the recommendations are clear as to where the responsibility lies for their implementation - Members, the Secretariat or the entire Organisation.

1. Increase both the capacity of the Secretariat to interact with Francophone Members and partners and the French presence and visibility of SPREP on the Web, including mirroring the current English web site, where practical.
2. The Secretariat respond further to the directives of previous SPREP Meetings for which the IRT considers the responses could have been more substantive or, perhaps, better documented, and provide a report to the 26th SPREP Meeting.
3. Given the wide range responsibilities involved in internal audit processes, and that there is only one staff member in the SPREP's Internal Audit Unit, the Secretariat should make a special effort to explore with other CROP agencies the possibility of sharing the expertise of personnel in a Joint Internal Audit Unit.
4. Clarify the role of the Troika, including through a terms of reference, and ensure it has the capacity and support to perform the assigned roles, including undertaking the annual performance evaluation of the Director General, and providing advice and other support to the Director General and other members of the Senior Management Team.
5. Canvas further the issues raised by staff that remain unresolved, and address these in a consultative and timely manner.
6. The Secretariat to further examine, and justify, the assumption that reduced transaction costs for individual donors will make it possible to expand the number of donors for SPREP activities, including private sources, without creating an excessive burden on the Organisation.
7. Undertake a more thorough and detailed assessment, including discussions with donors, to determine the feasibility of each Division including a pro-rated portion of

the depreciation expenses and foreign exchange losses within project budgets, rather than having these costs covered by the Corporate Services budget.

8. Advocate for, and achieve, a timely revision and updating the CROP Chief Executive Officers' Statement on Climate Change.
9. Identify and implement procedures that will ensure that future use of memoranda of understanding contributes to still further increases in the effectiveness and efficiency of the work of the Secretariat, and SPREP as a whole.
10. Strengthen the performance monitoring, evaluation and reporting processes in ways that will allow clarity in the reporting of the results achieved, including outcomes and impacts, as a consequence of SPREP assisting PICT Members to ensure their environment, including natural ecosystems, is of high quality and can sustain lives and livelihoods into the future;
11. Prepare and action a framework that guides implementation and facilitates reporting, whether it be in the form of (completing) the Business Plan, or another instrument such as an action plan that is based on consultations;
12. Clearly identify assumptions and risks in each Annual Work Programme and Budget, to assist in developing an overall understanding of success factors and lessons learned in implementing projects and programmes;
13. Further strengthen the public relations capacity of the Communications and Outreach unit of Corporate Services, and increase the use of visual and social media, other communications technologies, and French and other relevant languages to increase awareness in PICTs of the need for, and the benefits of, the assistance and other support provided by SPREP.
14. Establish and implement a formal mechanism that encourages ongoing and inclusive professional discourse and other learning opportunities for Secretariat staff, including through the existing seminars.
15. When developing Annual Work Programmes in the future, Members and the Secretariat should also be guided by the new Framework for Pacific Regionalism, and by the approved Sustainable Development Goals.
16. Work Programmes should reflect the contributions supporting partners, such as the private sector and NGOs, will also be making to achieving environmental outcomes that help improve livelihoods and sustainable economic development, while performance monitoring, evaluation and reporting processes should include targets and indicators that can be used to demonstrate the resulting immediate and longer term contributions to social and economic development.
17. Members and the Secretariat should identify and implement measures that Increase the sustainability of outcomes beyond the duration of SPREP's investment, including, where needed and appropriate, ensuring ongoing support from sustainable national financing mechanisms.

18. The Secretariat, with the approval and support of Members, should do more in relation to delivering on its mandate concerning regional public goods related to the environment and marine ecosystem services, including knowledge management and sustainable financing.
19. The Secretariat is encouraged to ensure that all cross-cutting issues are addressed in its work, particularly gender and human rights considerations, including the Secretariat having clear operating and programming policies that address the concerns, contributions and needs of people with disabilities, children, youth, the elderly, and vulnerable groups in general.
20. Members may wish to consider making more resources available to the Secretariat so that identified and prioritised training and development needs can be addressed in a timely manner.
21. Assess the implications of the emerging Framework for Pacific Regionalism for the Organisation and, with the approval and support of Members, the Secretariat should ensure it is fully engaged in preparing relevant Policy Statements and in maintaining oversight of the preparatory work for the other Statements, in order to ensure that the enduring integrity of Pacific environments is never compromised.
22. Members may wish to establish a standing working group, as an active decision making body with a well defined mandate; Membership could include a more functional Troika, as well as four representatives of Members from each of Micronesia, Melanesia, Polynesia, and metropolitan countries; the working group could be mandated to consider, and act and communicate with Members and the Secretariat on key matters that require out of session concurrence of Members.
23. With the approval of Members, the Secretariat should implement relatively modest changes that will give greater clarity to the work of the technical Divisions, encourage more inter Divisional work, and achieve a more strategic approach by the Secretariat as a whole.
24. Subject to the approval of Members, the Secretariat and Members should adopt and implement as a matter of high priority the proposed integrated approach that is designed to strengthen SPREP's strategic and operational planning and implementation.
25. Consistent with the monitoring and evaluation framework in the Strategic Plan, Members should undertake relevant monitoring, and report annually to the Secretariat on progress in implementing their components of SPREP's Work Programmes.
26. Before any further steps are taken to modify SPREP's sub-regional presence, with the assistance of the Secretariat and after a period of approximately 18 months to two years, Members should fully evaluate the decentralisation efforts already being undertaken.

27. The Secretariat should, as a matter of urgency, undertake a cost-benefit analysis of the Pacific Climate Change Centre, and seek guidance from Members in light of the findings.
28. The Secretariat should prepare and implement a Business Plan that includes, amongst other considerations, provisions to manage the diversity of partnerships and funding sources, the predictability of funding, and guidance on new project funding as well as on the distribution of funding across the Divisions.

9. References

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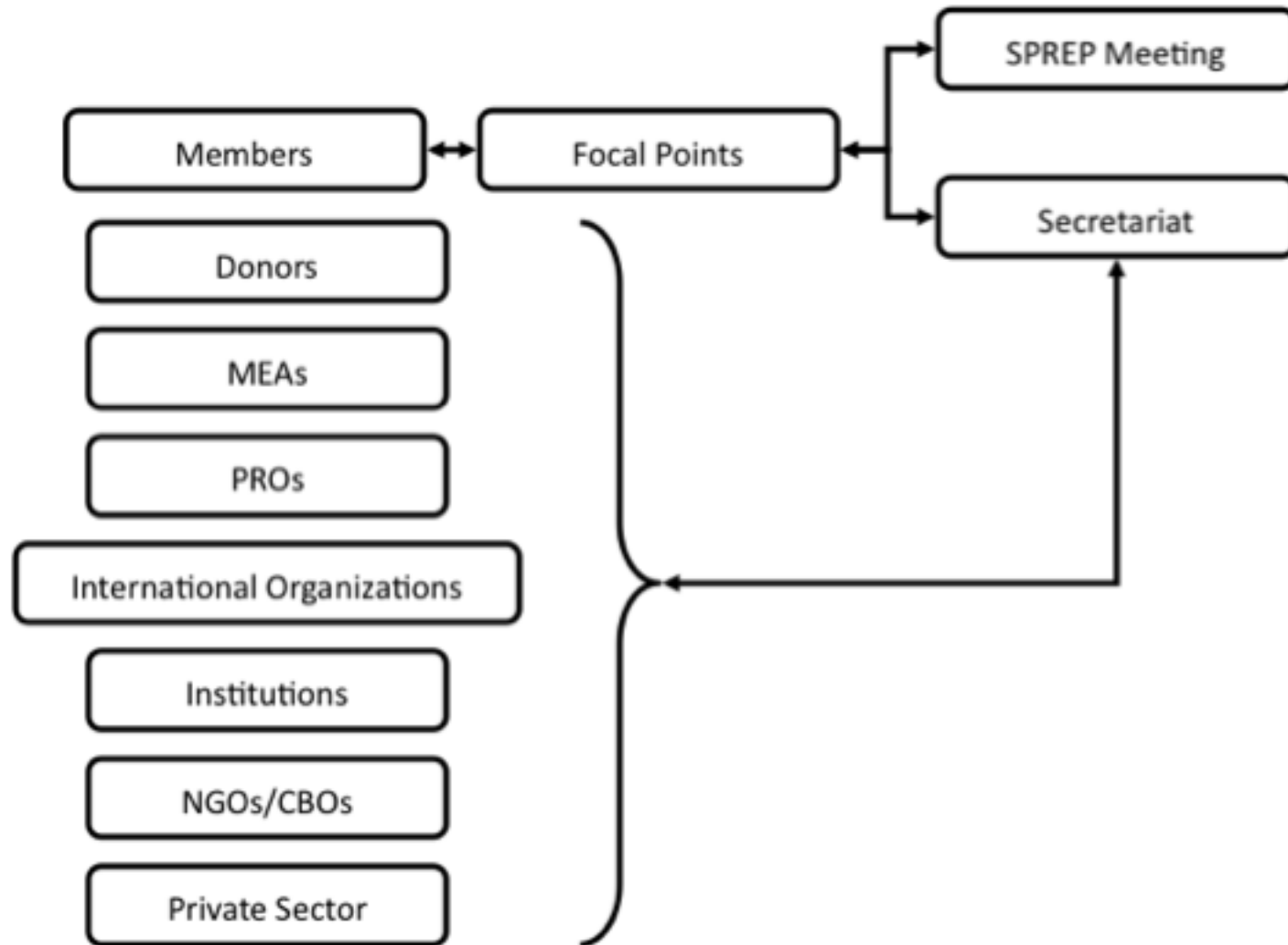
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Annex 1

Organisational Diagram



Annex 2

Terms of Reference for the Reviews

Scope of Reviews

1. Second Independent Corporate Review

Assess the overall performance of the Secretariat over the last 5 years, and in particular the progress undertaken to address the recommendations of the 2008 1st ICR endorsed by the 19th SPREP Meeting, with specific reference to:

- The Secretariat's performance over the last five years against stated objectives, 2011-2015 Strategic Plan, and other SPREP Member mandates and directives.
- SPREP's corporate systems and processes and their effectiveness.
- The impact of SPREP activities in achieving environmental outcomes and how this is integrated into work programmes and contributes to national and regional development.
- A participatory/consultative process with members and key stakeholders of the quality of services provided in terms of timeliness, quality of technical and advisory services, and results of capacity building support.
- The level of financial and technical resources that the Secretariat needs to service its members, deliver its strategic priorities and support its core functions.
- Related current regional initiatives and analysis of implications for the role/mandates of SPREP in the region as a CROP organisation, including the consistency of mandates relative to SPREP strategic priorities.
- Developing a revised job description for the Director General, taking into account the feedback from members at the 24th SPREP Meeting.
- Recommendations for moving forward

2. Mid-term Review of SPREP Strategic Plan 2011-2015

In conjunction with the 2nd ICR, undertake a mid-term review of the current strategic plan as required in the plan. Specifically to assess:

- The effectiveness, as measured by agreed indicators defined in the plan, of delivery against the goals and targets in the Strategic Plan.
- The relevance of the priorities and targets identified in the Strategic Plan to guide the ongoing implementation of the plan to 2015, and to inform the formulation of the next Strategic Plan.
- Challenges and issues encountered in implementing the Strategic Plan, including effectiveness of member and partner engagement.
- Extent to which the Secretariat is working in synergy with SPREP members to achieve the agreed priorities and targets of the plan and sustainable outcomes.
- Identify and review synergies, linkages and gaps with other relevant regional strategic instruments, with particular regard to formulation of the next Strategic Plan.

- Recommendations for improving delivery of the Strategic Plan during 2014-2015, including identification of any priorities and targets that require focused support (technical, financial, collaboration, etc) to ensure their achievement.

Specific Tasks: Consultant

The specific tasks of the consultancy shall include, but will not necessarily be limited to:

- (i) Consult with Pacific Island countries and Territories (PICTs) and Partners/ donors in participatory approaches and ensuring that relevant and adequate information is received;
- (ii) Travel to Australia and New Zealand to consult with relevant Government officials with a view to soliciting their views;
- (iii) Provide a synthesis of key inputs from consultations with SPREP Members, partners and donors;
- (iv) Consult and work closely with the SPREP secretariat in finalising key inputs in the development of a draft report;
- (v) Provide the SPREP Secretariat with a draft report containing recommendations to Members and the SPREP Secretariat
- (vi) Provide assistance and/or clarification of the report to SPREP Members at the 25th SPREP Meeting in Tonga from 29 September - 3 October 2014, as required.

Specific Tasks: SPREP

SPREP will provide support to the Consultant in the implementation of the Agreement including, but not limited to the following actions:

- (i) supplying requested documentation, and other information, in a timely manner, consistent with the agreed timetable
- (ii) dealing with all logistics and related matters for the Regional Workshop;
- (iii) providing feedback on draft reports in a timely manner; and
- (iv) establishing and operationalising the SPREP Steering Committee and the Review Reference Group.

Deliverables

The Deliverables under this Agreement are:

- 1 A report of the Second Independent Corporate Review of SPREP
- 2 A report of the Mid-Term Review of SPREP Strategic Plan 2011 -2015

Annex 3

List of Reports

Report on Planning Meeting

Mid Review Report

Report on Views of Stakeholders

Draft Final Reports

Final Reports

Annex 4

List of Stakeholders Consulted

Polynesia Sub-region

American Samoa

- NOAA National Weather Services
- Dept of Commerce (Coastal Zone Mgmt
- Dept of Marine and Wildlife

Cook Islands (ES, OPM, CC, DRM)

- National Environment Service
- Office of the Prime Minister
- Cook Islands Climate Change and Disaster Management Division
- Ministry of Marine Resource
- Ministry of Foreign Affairs
- Marine Park NGO
- Te Ipukarea Society
- Cook islands Marine Park
- Natural Heritage
- Shark Conservation
- Kakiore Project
- Marine Resources
- National Council of Women
- Meteorological Service
- Red Cross
- Disaster Management
- Maureen Hilyard (consultant for NES)
- Teina McKenzie Marine Park
- Cook islands Chamber of Commerce

Niue Government

Samoa Ministry of Natural Resources

Tokelau

Tonga

- Tonga Civil Society
- Tonga Development Trust

Tuvalu

- EKT - Tafue Lusama
- Kaupule Funafuti - Uluao Lauti
- TANGO
- TNCW

USP Cook Islands

Nat. Univ. Samoa (4 individuals)

PIPSO

Pacific Legislatures for Population and Governance (PLPG INC)

UNDP MCO Samoa

Micronesia Sub-region

FSM:

- Office of Environment and Emergency Management – SPREP (GEF, etc...) Focal Point and assistant
- Department of Resources and Development – CBD and Micronesia Challenge Focal Point
- Department of Foreign Affairs – SPREP Focal Point
- College of Micronesia – FSM Marine Lab
- Pohnpei State EPA – State SPREP Focal Point
- Chuuk State EPA – State SPREP Focal Point
- Yap State EPA – State SPREP Focal Point
- Kosrae Island Resources Management Authority – State SPREP Focal Point

Palau:

- Office of Environmental Response and Coordination - SPREP Focal Point
- Bureau of Agriculture - Invasive Species Expert/Coordinator
- Ministry of Natural Resources, Environment and Tourism – Micronesia Challenge Focal Point and staff
- Palau Community College Natural Resources & Environmental Education Division
- SPREP Stakeholders Meeting Participant

RMI:

- Office of Environment Planning and Policy Coordination – SPREP and Micronesia Challenge Focal Point
- Ministry of Foreign Affairs – Micronesia Challenge Assistant to the Focal Point
- Marshall Islands Marine Resources Authority
- Marshall Island Environment Protection Agency
- College of the Marshall Islands Office of the Vice President of Academic and Student Affairs
- TROIKA member and SPREP Fiji Stakeholders Meeting Participant

CNMI:

- CNMI Department of Environmental Quality – SPREP Focal Point
- SPREP Stakeholders Meeting Participant

Guam:

- Guam EPA – SPREP Focal Point and assistant
- Guam Water Works – Micronesia Challenge Focal Point
- Ayuda Foundation – MCT Board member/community advocate
- University of Guam Marine Lab – Micronesia Challenge support group

Kiribati:

- SPREP Stakeholders Meeting Participant
- Ministry of Foreign Affairs and Ministry of Environment – SPREP Focal Points

Nauru:

- SPREP Focal Point/TROIKA/SPREP Stakeholders Meeting Participant

Other Stakeholders:

- Micronesia Challenge Steering Committee Members
- Micronesians in Island Conservation Peer Learning Network Members – 25 environmental leaders in the Micronesia Sub-region from government and NGOs
- Pacific Islands Managed and Protected Areas Community and Micronesia Locally Managed and Protected Areas Network – on the ground conservation and environment project managers from government and NGOs
- The Nature Conservancy Micronesia Program management
- SPC North Representative and staff
- Western and Central Pacific Fisheries Commission head and staff
- Island Conservation Pacific Staff
- Global Island Partnership (GLISPA)
- RARE Micronesia Staff
- Pew Charitable Trusts Micronesia Shark Campaign staff

Melanesian Sub-region

University of Papua New Guinea

National University of Fiji Schools of Agriculture, Fisheries and Animal Science

Fiji University

South Pacific Tourism Organisation (SPTO)

Fiji School of Medicine (FSM)

Pacific Disability Forum (PDF)

Foundation of the Peoples of the South Pacific International (FPSI)

Pacific Islands News Association (PINA)

Pacific Council of Churches (PCC)

Pacific Youth Council (PYC)

Pacific Foundation for the Advancement of Wome (PACFAW)

Deutsche Gesellschaft fur Internationale (GIZ)

Pacific Regional NGO's (PRINGO)

Pacific Islands Association of Non Government Organisations (PIANGO)

Melanesian Spearhead Group (MSG)

United Nations Development Programme Multi - Country Office (UNDP MCO) Fiji

The Nature Conservancy (TNC) – Solomon Islands

The Nature Conservancy (TNC) - Vanuatu

Fiji

Ministry of Foreign Affairs

Ministry of Environment

Ministry of Local Government and Housing

Solomon Islands

Ministry of Foreign Affairs

Ministry of Environment Conservation and Meteorology

Ministry of Agriculture and Livestock

Ministry of Fisheries

National Disaster Centre

Meteorological Services

Vanuatu

Department of Foreign Affairs

Ministry of Lands and Natural Resources

Department of Environment Protection and Conservation

Papua New Guinea

Department of Foreign Affairs

Department of Environment Protection and Conservation

French Territory Members

French Polynesia

New Caledonia

Wallis and Futuna

Metropolitan Members and their Governmental and Relevant NGO Constituencies

Australia

France

New Zealand

United States of America

United Kingdom

SPREP

Secretariat - SMT, administrative and programme staff, Review Liaison Committee, Review Reference Group, Troika

Non-member Countries

Japan

China

Regional and International Organisations

ACFID

Act for Peace

Adaptation Fund Board

Asian Development Bank

Australian Volunteers

Basel Convention Regional Centre for Asia and the Pacific

BirdLife Int.

Care

Caribbean Community Climate Change Centre

Caritas

Commonwealth Secretariat

Conservation International

European Union

Food and Agriculture Organisation

Global Environment Facility

Greenpeace
Int. Coral Reef Initiative
Intergovernmental Oceanographic Commission
International Maritime Organisation
International Whaling Commission
Island Conservation
IUCN
Live and Learn
NOAA
OceansWatch Int
Oxfam
Pacific Islands Forum Secretariat
Pacific Meteorological Council
Red Cross
Secretariat for the Basel Convention
Secretariat for the Convention on Biological Diversity
Secretariat for the Convention on International Trade in Endangered Species
Secretariat for the Convention on Migratory Species
Secretariat for the Ramsar Convention
Secretariat for the Rotterdam Convention
Secretariat for the Stockholm Convention
Secretariat for the UNFCCC
Secretariat of the Pacific Community
SIDSNet
TEAR
UN Habitat
UNEP
UNESCO
UNICEF
UNITAR
University of the South Pacific
VOICE
VSA
Water Aid
Wetlands International
WHO
WMO
World Bank
World Vision
WVI
WWF

Individuals

Harold Hillman
HE. Dr. Leiataua Kilifoti Eteuati
Neville Koop
Pene Lefale
Peter Adams

Annex 5

A. Recommendations of the First ICR

- SPREP Members reaffirm the need for a regional environmental agency and also their commitment to adequately manage and fund the agency, consistent with their common but differentiated responsibilities and capacities;
- SPREP Members and the Secretariat commit to working together to address the fundamental causes of the low morale of Secretariat staff, the associated problems of staff recruitment and retention, and an overall decline in the quality and relevance of services provided to SPREP's Island Members, relative to their needs;
- The Secretariat focus its delivery of services to member countries and territories on:
 - enhancing the strategic capacity of its Island Members to mainstream environmental considerations in development planning and processes;
 - coordinating the environment-related efforts of donors and NGOs at regional level; and
 - supporting compliance, negotiations and advocacy in relation to existing and emerging multilateral environmental agreements and other modalities.
- SPREP should separate its roles and related activities into:
 - core business activities which are fully costed; and
 - project-related activities that contribute to the core by way of both a project management fee and the growth of knowledge and expertise within the Secretariat and its Members.
- Increase the effectiveness and efficiency of the Secretariat by:
 - giving more attention to facilitating, advising on and coordinating technical and policy advice and assistance;
 - facilitating and coordinating training, institutional strengthening and information sharing;
 - showing leadership by playing a coordination role and working collaboratively and cooperatively with relevant partners, rather than my claiming exclusive ownership of specific environmental issues such as climate change; and
 - improving organizational management in such areas as performance management, strategic planning and prioritizing - performance M&E should allow the Organization to learn and should be implemented and strengthened across the entire Organization, including but not limited to individual staff, senior management, programmes and projects, the annual work programme and the SPREP Meeting.
- SPREP must give more consideration to the diversity amongst its membership and be proactive in ensuring how it operates promotes greater equity in the way the Secretariat interacts with, and provides services to, the member countries and territories.
- In order to increase ownership of SPREP by its Members, and accountability to them, SPREP should prepare and implement a strategy for all its core business activities to be funded by its Members through assessed contributions as well as by programmatic funding from some Members and other donor partners; if this is not acceptable to the Members, serious consideration should be given to winding up the Organization.
- The Secretariat should make a more targeted effort to engage with SPREP's large (both current and potential) donor countries and organizations, to explore ways to achieve

longer-term programmatic funding to address any gap between Member contributions and the cost of the Secretariat's agreed Core business.

- The SPREP Meeting consider establishing a SPREP Board, similar to a Corporation, to which the Secretariat reports and is accountable; the Board is in turn accountable to SPREP Members, through the SPREP Council.
- Increase the ongoing interaction between Secretariat staff and representatives of Island Members so that the draft strategic plan and work programme which are presented at the SPREP Meeting are based on a clear understanding of Island Members' needs and priority areas for assistance, as well as on the capacity of the Secretariat to address them.
- During the SPREP Meeting informal, more technical and policy-focussed discussions should be held between individual Island Members and the Secretariat.
- The Secretariat should strengthen its systems for learning from its experiences, and sharing lessons and best practices within the Secretariat as well as with its Members and other stakeholders, including establishing more effective person-to-person interactions with environmental stakeholders in the region.
- As a learning organization, SPREP should ensure that all of the Secretariat's staff have opportunities to enhance their performance through professional development and related activities, not just those with "permanent" appointments.
- Designated staff in the Secretariat should be responsible for preparing and updating a revised form of the country profile and acting as a focal point for a PICT or for a small group of PICTs.
- Island Members should be encouraged to consider, agree on and implement a relationships management system that addresses the shortcomings in the current system of Focal Points and allows for more flexibility, diversity, and effectiveness in the interactions between the Secretariat and its national stakeholders. In addition, and primarily because in many cases NGOs are not receiving information via the SPREP Focal Point, SPREP's NGO focal point list should be re-established.
- Greater transparency, accountability and sensitivity, including to gender equity, are required in Secretariat processes such as recruitment, contract renewal or termination, awarding salary increments to individual staff and funding/support decisions. As a technically-based organization, it is important that future appointees to SPREP's Executive positions have technical competence relevant to the work of the Organization, in addition to strong managerial skills. The Review recommends that all recruitment within SPREP is merit based, including appointment of individuals to Executive positions within the Secretariat.
- Within the limits imposed by logistical, space and other constraints, the Secretariat should actively encourage relevant organizations and initiatives to locate within the Secretariat's facilities, while at the same time ensuring that the functions and operations of the agencies are readily distinguished from SPREP's core business activities and are not part of the Secretariat's organizational structure.
- The Secretariat should place greater emphasis on developing and implementing joint programming with other PROs, at both regional and country/territory levels.
- SPREP should consider decentralising some Secretariat activities by locating selected staff at strategic sub-regional locations, in order to service a group of PICTs that require extensive support.
- Before the RIF-related decisions are finalised and implemented, SPREP Members and other relevant stakeholders should clearly define the role of the region's environmental agency, and commit to funding and governing it effectively.

B. Secretariat's Implementation Report

REPORT ON IMPLEMENTATION OF 2008 SPREP INDEPENDENT CORPORATE REVIEW Report of: 27 April, 2014

INTRODUCTION

This table summarizes the action taken and results against each of the major recommendations of the 2008 ICR. The table also provides evidence which supports the “action taken” and results” as well as outlining on going action.

The SPREP Secretariat reported to SPREP Meetings and to SPREP members in 2009 and 2010. The SPREP Meeting in 2010 noted that all the recommendations from the 2008 ICR had been institutionalized and acted upon as part of SPREP’s normal work practice.

SUMMARY TABLE OF IMPLEMENTATION OF THE 2008 ICR (as at April, 2014)

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
31: <i>Members to reaffirm need for a regional environmental organisation and their commitment to adequately manage and fund the agency</i>	<ol style="list-style-type: none"> Higher number of SPREP members are now up to date with Membership contributions in 2014 compared to 2009. An approach to address the unpaid contributions for Nauru have been agreed to in 2010, which includes scheduling yearly installment payments. The main outstanding arrears issues are now with Guam and Saipan, and it is noted that Guam is likely to withdraw from SPREP membership. Both Guam and Saipan have been inactive on SPREP matters for many years and it is understood that this is also the case for some other CROP agencies. The Director General has raised unpaid contributions during country visits (he has now visited 24 out of the 26 Members of SPREP) and many follow up letters have been sent each year. The 2013 SPREP Meeting established a Working Group to consider the possibility of increasing SPREP Membership Fees Australia and New Zealand have shifted their support to SPREP from Annual to Multi Year which is a very significant development for SPREP, providing greater budget security and certainty in planning. 	<p>Evidence:</p> <p>Increased number of Members up to date with Membership Fees (information available from Finance)</p> <p>Signed Multi-year agreements with Australia and New Zealand (information available from Finance)</p> <p>Increased extra budgetary support from France, through AFD, and the United States, through USAID, information available from Finance)</p> <p>Annual budgets for 2009 to 2014 (information available from Finance)</p> <p>PMERs (from 2010 to 2014) available from</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
	<ol style="list-style-type: none"> United Kingdom has joined SPREP as a new Member. There has been increased extra budgetary support to SPREP from Members, France and the United States, mainly through their ODA agencies. A key part of reinforcing relevance and the need for a regional environmental organisation is through increasing the support from SPREP to PICT Members. The overall SPREP budget has increased from USD7.6 million in 2009 to USD22.1 million in 2014. Over this period, salary costs as a percentage of the total SPREP budget have dropped from 49% in 2009 to 27 % in 2013. The bulk of the increase in the funding for SPREP has thus been mostly allocated to in-country programmatic activities aligned to the SPREP Strategic Plan. 	<p>Finance</p> <p>SPREP Annual Reports.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP's Change Management Process, available from Audrey Brown-Pereira, SPREP Executive Officer audreyp@sprep.org</p> <hr/> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Working Group on Membership Fees will report to the 2014 SPREP Meeting.</p> <p>Continual follow up with Members on the issue of Membership Fee contributions</p>
<p>38: <i>Members and the Secretariat to work together to address the fundamental causes of low morale of Secretariat staff, the associated problems of staff recruitment and retention ...</i></p>	<ol style="list-style-type: none"> Open communication adopted between staff and SPREP Management, including reporting on Senior Management Team (SMT) outcomes to staff within 2 days of each meeting, and reporting on key SMT issues at monthly all staff meetings. All SMT meeting papers are available to all staff except where there are confidentiality requirements. A staff satisfaction survey process commenced in 2009 and has been undertaken each year since then. It is understood that SPREP is the only CROP agency that undertakes such a survey. Results from the survey have shown that staff that have rated their morale as "High or very High" has increased from 21% in 2009 to 61% in 2013. As to be 	<p>Evidence:</p> <p>SMT Minutes following each monthly SMT from November 2009 to April 2014 are available from Rosanna.</p> <p>Annual Staff Satisfaction Surveys from 2009 to 2013 are available from HR</p> <p>Staff Retention rates are available from HR</p> <p>Staff retention rates have increased from 76% in 2008 to 93% in 2012.</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
	<p>expected, each survey highlights both positive aspects and also areas that need improvement. For “areas needing improvement” there has been an open and consultative approach by SMT and staff, through the Staff Committee, to try to address any issues raised in a positive manner.</p> <p>4. SPREP has a strong and independent Staff Committee, with staff committee membership rotating annually. The Staff Committee has a standing invitation to raise any issue they wish at any time, either with the SMT or with the Executive. Director General has an open door for staff wishing to confidentially discuss or raise any issue, as does the HR Advisor. There is a Confidential Staff Suggestions Box for any issues that staff wish to raise.</p> <p>5. SPREP is now, for the first time in its 40 year history, investing in training and capacity building of SPREP staff, with programmes starting in 2012. Regular all Staff Retreats have been held, with the most recent in Savaii in April 2013. Extensive leadership and management training for all staff was implemented in January and February 2014.</p> <p>6. SPREP recruitment processes have been significantly improved and high calibre staff are being recruited.</p> <p>7. Staff retention rates have increased from 76% in 2008 to 93% in 2012.</p> <p>8. SPREP staff have developed our own “Code of Conduct” and “Organisational Values” which reflect what staff have identified themselves as appropriate behaviours for SPREP Staff.</p>	<p>“Code of Conduct” and “Organisational Values” available from HR</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP’s Change Management Process (available from Audrey)</p> <p>Staff committee inputs into SMT (SMT minutes)</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP’s normal work practice.</p> <p>SPREP will continue to invest in training and capacity building for staff. This will include follow up to the leadership and management training.</p> <p>The SPREP Code of Conduct and Organisational values are now part of the Secretariat’s staff performance evaluation process since 2010.</p> <p>SPREP will continue to monitor, as part of our normal business, staff satisfaction, staff retention, as well as other related issues</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
<p>59: <i>directed the Secretariat to focus its core business to Members primarily on:</i></p> <ul style="list-style-type: none"> <i>enhancing the strategic capacity of its Members to include mainstream environmental considerations ...</i> <i>facilitating the coordination of regional environment-related assistance ...</i> <i>supporting compliance, negotiations and advocacy in MEAs ...</i> <i>cooperation among Members ...</i> 	<ol style="list-style-type: none"> The 2011 to 2015 SPREP Strategic Plan defines the core business of the organisation. This Plan was developed following the largest consultation process with members and partners in SPREP's history and came into force in January 2012 (2011 was effectively a transition year in moving from the "old" to the "new" plan). Activities are reported in the PMER (Project Monitoring and Evaluation Report) which is presented to each years' SPREP meeting. SPREP has significantly increased its support for Pacific island members with a major focus on enhancing the strategic capacity of Members to include mainstream environmental considerations and on ensuring better coordination of regional environment related assistance SPREP's direct financial and technical support for Pacific Island Country and Territory (PICT) members has significantly increased over the 2009 to 2014 period, with SPREP's direct financial support to Pacific Island countries and territories increasing from US\$ 9.2 in 2010 to US\$ 17.8 million in 2013, with all projects in all PICTs outlined in a Circular sent to all SPREP members each year. Organisational restructure to form the new Environmental Monitoring and Governance (EMG) Division to focus on building capacity of members for environmental governance and the implementation of MEAs. SPREP has increased attention to MEAs, in particular through the EU ACP MEA (Africa, Caribbean and Pacific Multilateral Environment Agreement) Project which is supporting PICT to implement MEAs within their countries and to strengthen capacity relating to MEAs. Phase 1 was successfully concluded in 2013 (SPREP was identified as the leading Regional Hub in Phase 1, compared to agencies in Africa and the Caribbean and the only hub completing all its project activities on time and within budget). Phase 2 commenced in 2014. SPREP has very close and effective relationships with many MEA Secretariats, including the CBD, UNFCCC, CMS, Ramsar, CITES, and the 3 Chemical Conventions. SPREP hosts the Pacific Regional Officers for CMS and Ramsar and serves as the regional centre for the waste cluster of MEAs as well as the regional reporting entity for the UNCCD.. 	<p>Evidence:</p> <p>2011 – 2015 SPREP Strategic Plan (on web site)</p> <p>PMER (available for every year from 2009 to 2013 from Finance)</p> <p>Annual reporting to all members and partners on all projects implemented by SPREP in all PICT Members from 2010 to 2013 (information available from Finance)</p> <p>SPREP Annual Reports.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP's Change Management Process (available from Audrey)</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Preparation of 2013 PMER for consideration by the 2014 SPREP Meeting</p>
<p>60: <i>the Secretariat to</i></p>	<ol style="list-style-type: none"> SPREP activities are reported in detail to each years' SPREP Meeting through the 	<p>Evidence:</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
<p><i>separate its roles and related activities into:</i></p> <ul style="list-style-type: none"> <i>core business activities which are fully costed; and</i> <i>project-related activities that contribute to the core by way of both a project management fee and the growth of knowledge and expertise within the Secretariat and its Members</i> 	<p>Annual Work Plan and Budget (WP&B) and through the Annual PMER, and also through the SPREP Annual reports. The WP&B and PMER flow directly from the Targets and Indicators in the SPREP Strategic Plan. The WP&B outlines all activities in each year with a clear indication, for each activity, of sources of funding and the breakdown between Staff, Operating and Capital costs. All activities are fully costed and achievable within each years' overall SPREP Budget.</p> <ol style="list-style-type: none"> All staff, including the DG, have Individual Performance Development Plans (PDPs) in place which flow directly from the SPREP Strategic Plan and the Annual WP&B. SPREP has moved to a performance based system for all staff, with remuneration reflecting performance against agreed targets in staff PDPs, as well as against the SPREP Code of Conduct and Organisational Values. The significant budget increase for SPREP, from USD7.6 million in 2009 to USD22.1 million in 2014, has enabled SPREP to significantly increase support for PICT Members. These figures include substantive project funds that have specific time frames. 	<p>SPREP Annual Reports from 2009 to 2012 (2013 currently being prepared)</p> <p>Annual Workplan and Budget (available for every year from 2009 to 2014 from Finance)</p> <p>PMER (available for every year from 2009 to 2014 from Finance)</p> <p>Performance Development System (PDS) and policy in place (information available from HR)</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP's Change Management Process (available from Audrey)</p>
		<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Preparation of 2015 Workplan and Budget for consideration by the 2014 SPREP Meeting</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
<p>61: <i>the Secretariat to increase its effectiveness and efficiency by:</i></p> <ul style="list-style-type: none"> • <i>giving more attention to facilitating, advising on and coordinating technical and policy advice and assistance;</i> • <i>... training, institutional strengthening and information sharing;</i> • <i>showing leadership by playing a coordination role and working collaboratively and cooperatively with relevant partners;</i> • <i>improving organizational management ...</i> • <i>maintaining flexibility to respond to Member-specific priorities</i> 	<ol style="list-style-type: none"> 1. The Secretariat has increased its effectiveness and efficiency by addressing all of the issues listed in this recommendation. 2. Specific activities which have addressed these points are outlined in the annual PMER and also in SPREP Annual Reports. 3. Some specific examples (amongst many) include: <u>technical and policy advice</u> to countries in the development of Joint National Action Plans which integrate climate change and disaster risk reduction; <u>training and institutional strengthening</u> through the development of extensive solid waste management and hazardous waste management in all PICTs; <u>coordination and collaborative work</u> with partners and PICT Members on the BIORAP surveys. 4. SPREP has responded quickly and effectively to Member specific priorities. Our direct support has significantly increased over the last 5 years. 5. SPREP has significantly improved its organisational management, as shown by: (a) clean and unqualified audits over the last 5 years; (b) passing the EU Institutional Assessment in 2012 (after failing an earlier EU Assessment in 2008); and (c) being accredited as a Regional Implementing Entity under the Adaptation Fund for the UNFCCC (making SPREP one of only three such RIEs in the world). 6. The establishment of an Internal Auditor position at SPREP (the first such position established in CROP agencies) has also made a significant contribution to SPREP's effectiveness and accountability. The IA position is completely independent and reports to the chair of an Independent Internal Audit Committee. 7. SPREP has increased its work with Members and a wide range of partners, as reflected in: (a) many new MoUs, all leading to tangible and practical support for PICT Members of SPREP; (b) the number of agencies that are approaching SPREP with a wish to partner and develop cooperative programmes; (c) the number of UN Agencies that are seeking to co-operate with SPREP and/or base their regional offices at SPREP. 8. Establishment of a model multi-partner approach to joint multi-project implementation with CROP, bilateral donor/technical organizations, INGOs and NGOs in Choiseul Province in the Solomon Islands to improve development 	<p>Evidence:</p> <p>PMER documents (2009 to 2013) available from Finance</p> <p>Annual Reports from 2009 to 2012</p> <p>EU Assessment (2012)</p> <p>Adaptation Fund RIE application and report by the AF Board on SPREP's application</p> <p>MoUs with partner organisations signed from 2009 to 2014 (available from the SPREP Records and Archives Officer (Lupe), who keeps a record of all signed MoUs.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP's Change Management Process (available from Audrey)</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Cooperation will continue and strengthen with CMS, Ramsar, WMO, JICA as well as other partners.</p> <p>We are currently in negotiation with UNEP to establish their sub-regional office at SPREP.</p> <p>Japan has agreed to send an expert to SPREP to develop further the proposal for the</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
	<p>assistance.</p> <p>9. SPREP has shifted its focus with Metropolitan members from a “donor-recipient” to a “partner-partner” relationship. The bottom line result from this approach has been a significant increase in partnerships with line Ministries in all metropolitan Members of SPREP.</p> <p>10. Partnerships produce a win-win situation, which benefit both SPREP and the supporting partner. For example, funds provided by NZ for the SPREP GEF Adviser have had a multiplier effect in attracting more funds for PICTs from GEF.</p>	<p>establishment of the Pacific Climate Change Centre at SPREP.</p>
<p>62: <i>SPREP to give more consideration to the diversity of amongst membership and be proactive in ensuring how it operates and promotes greater equity in the way the Secretariat interacts with, and provides services to, Members.</i></p>	<p>1. SPREP has increased its effectiveness in promoting equity between Members in terms of how the Secretariat interacts with, and provides services to, Members. The specific support (activities and budget) to all PICT Members is tracked each year and has shown that SPREP programmes have been implemented in a greater number of PICT Members over the 2009 to 2014 period and that the diversity and equity of SPREP’s programme delivery has significantly increased.</p> <p>2. There has been a deliberate strategy to increase activities in the French speaking Members of SPREP and there are positive results, including through: (a) recruitment of a French national at SPREP (through a secondment from the Government of France) to build linkages between SPREP’s programmes in Pacific Anglophone and Francophone members; (b) support from the French Government under the French Pacific Fund, which have led to increasing programme delivery in Francophone PICT Members; (c) increasing visits by SPREP Staff to francophone PICT members.</p>	<p>Evidence:</p> <p>Annual reporting to all members and partners on all projects implemented by SPREP in all PICT Members from 2010 to 2013 (information available from Finance)</p> <p>Increased activities and support for projects in Francophone PICT members</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP’s Change Management Process (available from Audrey)</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP’s normal work practice.</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
<p>73: <i>to increase ownership of SPREP by its Members and enhance accountability to them, directed SPREP to prepare and implement a strategy for all its core business activities to be funded by Member contributions as well as by programmatic funding ...</i></p>	<ol style="list-style-type: none"> 1. The 2011 to 2015 SPREP Strategic Plan defines the core business of the organisation. This Plan was developed following the largest consultation process with members and partners in SPREP's history and came into force in January 2012 (2011 was effectively a transition year in moving from the "old" to the "new" plan). Activities are reported in the PMER (Project Monitoring and Evaluation Report) which is presented to each years' SPREP meeting. 2. Core funding of SPREP has increased from 15% in 2010 to 33% in 2014, reflecting the decision by Australia and New Zealand to shift from annual to multi-year funding. Core funding is largely allocated to support Corporate Service functions and staff positions. SPREP reports annually to Australia and New Zealand on outcomes from multi-year funding provided by each country, through an annual Outcomes Table and also through regular and effective technical and policy consultations. 3. The significant budget increase for SPREP, from USD7.6 million in 2009 to USD22.1 million in 2014, has enabled SPREP to significantly increase support for PICT Members. These figures include substantive project funds that have specific time frames. 4. A draft Business Plan for SPREP has been prepared and will be submitted to the 2014 SPREP meeting. 5. The three fold increase in the SPREP budget from 2009 to 2014 ensures that core business activities are more effectively funded by Member contributions and programmatic funding. 	<p>Evidence:</p> <p>SPREP Annual Reports from 2009 to 2012 (2013 currently being prepared)</p> <p>Annual Workplan and Budget (available for every year from 2009 to 2014 from Finance)</p> <p>PMER (available for every year from 2009 to 2014 from Finance)</p> <p>Annual Reports to Australia and New Zealand on outcomes achieved, from 2012 to 2013</p> <p>Draft Business Plan for SPREP (available from Audrey)</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP's Change Management Process (available from Audrey)</p>
	<ol style="list-style-type: none"> 6. In addition to revenue generation, there have also been efforts to reduce expenditure and re-allocate any savings resulting to support of PICT (Pacific Island Country and Territory) Members. This has included: (a) reducing SPREP per diem rates from 100% to 80% of UN rates, with resultant saving supporting practical programmes in Pacific countries. Under this system additional per diem is paid on production of receipts to ensure staff are not "out of pocket"; (b) the DG has waived his right (as set out in his contract) to business class travel and always travels economy class. Savings arising (around US\$ 15,000 per annum) are allocated to support capacity building and training of SPREP staff and Members; (c) SPREP has been exploring avenues for reducing travel costs 	<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p>

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	through the use of alternative travel companies.	
74: <i>the Secretariat to make a more targeted effort to engage with SPREP's large (both current and potential) donor countries and organizations, to explore ways to achieve longer-term programmatic funding ...</i>	<ol style="list-style-type: none"> 1. Multi-year funding has been agreed from Australia and New Zealand, linked to the outcomes identified in the SPREP Strategic Plan. 2. There has also been a significant increase in funding from other Metropolitan members of SPREP 3. The UK has joined SPREP as a new Member and there are already clear and evident benefits to SPREP. 4. SPREP has shifted its focus with Metropolitan members from a “donor-recipient” to a “partner-partner” relationship. The bottom line result from this approach has been a significant increase in partnerships with line Ministries in all metropolitan Members of SPREP. 5. Many new donors are now providing support to SPREP such as the Government of Finland under the FINPAC Project, and the Government of Germany on Ecosystem based Adaptation. The EU has provided significant recent funding to SPREP in 10 years through support for the PACWASTE Project, focused on hazardous waste management in PICT Members. It is also noted that the ACP MEA project is funded by the EU, via UNEP and the ACP Secretariat. 6. The Director General and other Senior staff have invested considerable time and effort in meeting with new donors and also ensuring relations with existing donors are proceeding well. 7. The significant improvements to SPREP's financial and human resource management systems have resulted in more effective reporting to donors and partners and thus to improved relations. 8. The three fold increase in SPREP's budget over the last 4 years reflects the increasing confidence of donors and partners in our work. The landmark decisions in 2012 by the Governments of Australia and New Zealand to support SPREP through multi-year rather than annual funding significantly increases the ability of SPREP to plan and implement long term programmes in SPREP's Pacific Members. 	<p>Evidence:</p> <p>Signed Multi-year agreements with Australia and New Zealand (information available from Finance)</p> <p>Increased extra budgetary support from other Metropolitan Members: France, UK and the United States (information available from Finance)</p> <p>Donor project agreements and documents for new projects, including Finland, Germany and the EU, amongst many others, are available from Finance.</p> <p>Letters from DG to donors and partners over the least 5 years are available from Rosanna.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP's Change Management Process (available from Audrey)</p>
	<ol style="list-style-type: none"> 9. Significantly, all SPREP Divisions now have long term programme funding which 	<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as</p>

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	will enable sustainable programme delivery. This includes: (a) <u>BEM</u> – the Ecosystem Based Adaptation Project funded by the Government of Germany (BMU); (b) <u>WM&PC</u> – the PACWASTE and GEF POPs Programmes, funded by EU and GEF; (c) EMG – funded by the EU (ACP MEAs Phase 2) and GEF (in process GEF Capacity Building PIF approved now formulating project document)	part of SPREP’s normal work practice. Work will continue to ensure good relations are maintained with donor countries and organisations
79 as amended by SM19: <i>the Secretariat to explore further options for strengthening the engagement between the Secretariat and Members</i>	<ol style="list-style-type: none"> 1. SPREP members have agreed to establish a SPREP Troika, comprising the past, current and future Chair of SPREP. Key SPREP information is regularly provided to the Troika including material such as SMT Minutes, DG Trip reports and other matters of strategic interest. The Troika has an annual face to face meeting and/or conference call to discuss strategic issues including the Assessment of the DG’s performance and they report on this to the annual SPREP meeting. The Troika is formally part of the 2014 SPREP Review Reference Group. 2. The SPREP DG is in frequent communication with the SPREP Chair to ensure she or he is fully briefed on all strategic matters regarding SPREP. 3. SPREP members have agreed to establish a SPREP sub-regional presence and the first out posted Officer in SPREP’s history is now working in the RMI and another Desk Officer will be appointed in the FSM this year. These Officers undertake normal Induction Training at SPREP and have a Liaison Person assigned within the SPREP Apia Office to provide support and linkage between the officer and SPREP staff and programmes. 4. In addition there is a project which is only being implemented in one SPREP Member Country (Solomon Islands, on Ecosystem based Adaptation) and the Project Officer is located in the SI. 5. SPREP Officers appointed to date are located with the SPREP Focal Point, rather than through establishing a separate office, to ensure the positions are contributing to the capacity development and institutional strengthening of the SPREP Member in the host country. 6. In addition to the above there are frequent SPREP Circulars sent to SPREP members and regular web updates on SPREP activities on the SPREP web site. 7. Increased Secretariat country presence in terms of technical assistance and 	<p>Evidence:</p> <p>Correspondence from DG to Troika available from DG or Rosanna</p> <p>Correspondence from DG to SPREP Chair available from DG or Rosanna</p> <p>Agreement with RMI and FSM to establish Desk Officers is available from HR</p> <p>Agreement with SI to establish Project Office</p> <p>SPREP Circulars are available from the SPREP Registry</p> <p>Information on SPREP is regularly posted on the SPREP web site at www.sprep.org</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)</p> <p>Reports of the SPREP External Auditor (available from Finance)</p> <p>Case Study of SPREP’s Change Management Process (available from Audrey)</p> <p>PMER since 2010</p>

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	other on ground support is all the core business of the Secretariat.	<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p>
<p>80: <i>encouraged ongoing interaction between Secretariat staff and representatives of all Members ...</i></p>	<ol style="list-style-type: none"> 1. There has been significantly increased interaction between Secretariat and representatives of SPREP Members, at both a technical and policy level. This reflects the key aim of the SPREP change management process which is to increase the level of support and effective involvement of Secretariat staff with PICT Members. 2. The increasing level of project involvement in PICTs has contributed to more effective interaction between Secretariat staff and representatives of Members. 3. Increased communication through the SPREP web site, PEIN, Climate matters newsletter, fact sheets and publications 	<p>Evidence:</p> <p>Annual reporting to all members and partners on all projects implemented by SPREP in all PICT Members from 2010 to 2013 (information available from Finance)</p> <p>Number of visits by Secretariat staff to PICT Members over the last 5 years is available from Finance/Travel Officer.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p>
<p>81: <i>encouraged more technical and policy focused discussions between</i></p>	<ol style="list-style-type: none"> 1. SPREP Meetings provide the key forum for technical and policy focused discussion between SPREP Members and Secretariat. The SPREP Meetings have been restructured since 2010 to allow more time for discussion of technical and 	<p>Evidence:</p> <p>SM Reports over the 2009 to 2013 period clearly reflect an increasing focus on technical and policy</p>

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<i>individual Members and the Secretariat at the SPREP meeting</i>	<p>policy issues. This has included: (a) inclusion of a one day Pacific Environment Forum before each SPREP meeting to allow for open discussion on specific issues relevant to SPREP's mandate; (b) increasing attention to policy and technical issues within the agenda of each SM; and (c) incorporation of a programme of side events and other technical fora during the SM.</p> <p>2. There has been significantly increased interaction between Secretariat and representatives of SPREP Members, at both a technical and policy level. This reflects the key aim of the SPREP change management process which is to increase the level of support and effective involvement of Secretariat staff with PICT Members.</p> <p>3. The increasing level of project involvement in PICTs has contributed to more effective interaction between Secretariat staff and representatives of Members.</p>	<p>issues and are available from Audrey.</p> <p>Reports from the Pacific Environment Forum are available from Audrey.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p>
		<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p>
<p>98: <i>the Secretariat to strengthen its systems for learning from its experiences and sharing lessons learned and best practices within the Secretariat as well as with Members and other stakeholders ...</i></p>	<ol style="list-style-type: none"> 1. SPREP is increasingly seen as the Knowledge Management Agency for the environment, both in the Pacific region and globally, particularly through initiatives such as: (a) Pacific Environment Information Network (PEIN); (b) ensuring lessons learned are factored into revised institutional policies (e.g. performance management system) and programmes (e.g. mid-term reviews of climate change programmes); (c) development of specific, tailored knowledge networks, such as Pacific Invasives Learning Network (PILN); (d) development of the Climate Change Portal as the key knowledge portal for the Pacific region. 2. The use of Regional Information Networks PEIN, PILN, has greatly expanded in the 2009 to 2014 period 3. SPREP website is developing as a major tool for communicating technical and policy issues of SPREP and the number of web hits has been expanding rapidly. 4. All CROP agencies have agreed that SPREP would host the Climate Change Portal and this is developing as the key tool for the Pacific region for climate 	<p>Evidence:</p> <p>SPREP web site "hits" over the last 5 years (information available from SPREP IT Section)</p> <p>Number of requests for information, including through PEIN, are available from Mira (SPREP Knowledge Management Officer)</p> <p>Agreement between SPREP and Griffiths University regarding the Climate Change Portal.</p> <p>Monthly IB articles, since November 2009, available from Communications and the IB website</p> <p>Transcripts of all Radio Australia and Radio NZ interviews by SPREP staff, since November</p>

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	<p>change information and knowledge. SPREP has recently entered into an agreement with Griffiths University (Australia) to strengthen the technical underpinning of this portal</p> <ol style="list-style-type: none"> SPREP has significantly boosted and increased its communication effort, through all available means. This has included: (a) continuing a monthly DG Column in Pacific Islands Business with more than 50 articles prepared and published since October 2009; (b) frequent (at least monthly) radio interviews with DG and senior SPREP staff with Radio Australia and Radio NZ; (c) regular press releases in local media in PICT Members of SPREP. SPREP has made significant efforts to boost the capacity of local media in PICT members. This has included support for journalists to attend key meetings such as UNFCCC COPs as well as focused media training for PICT members, held at SPREP and “in country”. 	<p>2009, are available from Communications and the websites of Radio Australia and Radio NZ</p> <p>Reports of all media training implemented by SPREP (including evaluation by participants) is available from Communications.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP’s normal work practice.</p> <p>Strengthening media and communications will continue as an important priority of SPREP.</p>
<p>99: <i>the Secretariat should ensure that all staff have opportunities to enhance their performance through professional development and related activities</i></p>	<ol style="list-style-type: none"> SPREP is now, for the first time in its history, investing in training and capacity building of SPREP staff, with programmes starting in 2012. This training is tailored to address training needs identified through the SPREP Performance Development System (PDS). The PDP process includes strong emphasis on skills and career development and training is tailored to address the individual needs of staff as identified by staff and their supervisors. Staff training and professional development is also taking advantage of the skills of existing staff at SPREP. For example SPREP has run courses for staff on GIS and on IT related matters, with the courses run by relevant technical staff at SPREP. Regular all Staff Retreats have been held, with the most recent in Savaii in April 2013. Extensive leadership and management training for all staff was implemented in January and February 2014. A Staff Seminar Series has been initiated by the SPREP Knowledge Management 	<p>Evidence:</p> <p>Learning and Development Policy in place, available from HR.</p> <p>Reports of Staff Retreats (including evaluation of participants) available from HR</p> <p>Reports of all training courses implemented at SPREP are available from HR</p> <p>Information on the PDS process, as it relates to training and capacity building of staff, is available from HR</p> <p>Information on Staff Seminar Series is available from Mira.</p> <p>PMERs (from 2010 to 2014) available from Finance</p>

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	Officer (Mira) and this provides an informal mechanism for sharing the experience of staff with the broader SPREP community.	SPREP Annual Reports.
		<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Strengthening media and communications will continue as an important priority of SPREP.</p>
<p>100: <i>the Secretariat to appoint designated staff to be responsible for preparing and updating a revised form of the country profile and acting as a focal point for a PICT or for a small group of PICTs</i></p>	<ol style="list-style-type: none"> 1. SPREP has greatly increased its involvement in PICT SPREP members, including through: (a) significantly increased programme delivery, with a doubling of SPREP member support to PICT members over the last 4 years; (b) significant increase in visits and missions by SPREP staff to PICT members; (c) visits by the DG to 19 of the 21 PICT members over the last 4 years. 2. There are informal contact persons at SPREP for PICT Members, such as Pascale Salaun (French Secondment at SPREP) for the French Territories in the Pacific, Netatua Pelesikoti for Tonga, Frank Griffin for PNG and Diane McFadzien for the Cook islands. These are used as a source of local knowledge for SPREP's work in PICT Members and also regarding any issues that arise in specific countries and territories which are relevant to SPREP's work plan. 3. The appointment of SPREP Desk Officers in PICT Members in RMI and FSM and a project officer in the Solomon Islands, is also a critically important means of strengthening direct links between the Secretariat and PICT Members of SPREP. 4. Pacific country profiles have been prepared and included in the Pacific Climate Change Portal. 5. SPREP staff are leading and facilitating the Pacific Climate Change Roundtable Working Groups on: climate finance; adaptation and mainstreaming; knowledge management and information; mitigation and loss and damage. All working groups have active involvement and representation from Pacific countries. 	<p>Evidence:</p> <p>Support to SPREP PICT Members (refer SPREP Circular setting out this information)</p> <p>List of missions by all SPREP staff to all PICT members is available from Finance (Travel officer)</p> <p>Agreements with RMI and FSM to appoint Desk Officers.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>A review of the effectiveness of the SPREP Desk Officer positions in RMI and FSM will be undertaken and reported to the 2015 SPREP meeting.</p>

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<p>101: encouraged Members to consider, agree on and implement a relationships management system that addresses the challenges in the current system of Focal Points ...</p>	<ol style="list-style-type: none"> 1. SPREP has greatly increased its involvement in PICT SPREP members, including through: (a) significantly increased programme delivery, with a doubling of SPREP member support to PICT members over the last 4 years; (b) significant increase in visits and missions by SPREP staff to PICT members; (c) visits by the DG to 19 of the 21 PICT members over the last 4 years. 2. There are informal contact persons at SPREP for PICT Members, such as Pascale Salaun (French Secondment at SPREP) for the French Territories in the Pacific, Netatua Pelesikoti for Tonga, Frank Griffin for PNG and Diane McFadzien for the Cook islands. These are used as a source of local knowledge for SPREP's work in PICT Members and also regarding any issues that arise in specific countries and territories which are relevant to SPREP's work plan. 3. The appointment of SPREP Desk Officers in PICT Members, including RMI, FSM and a project officer in the Solomon Islands, is also a critically important means of strengthening direct links between the Secretariat and PICT Members of SPREP 4. SPREP's distribution list for SPREP Circulars and other related material has been broadened to include relevant agencies on the "cc" for each PICT, such as Ministries of Foreign Affairs. This is designed in part to address issues where there may be limited communication between relevant agencies, including the SPREP Focal Point, in PICT Members. 	<p>Evidence:</p> <p>Support to SPREP PICT Members (refer SPREP Circular setting out this information)</p> <p>List of missions by all SPREP staff to all PICT members is available from Finance (Travel officer)</p> <p>Agreements with RMI and FSM to appoint Desk Officers.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>A review of the effectiveness of the SPREP Desk Officer positions in RMI and FSM will be undertaken and reported to the 2015 SPREP meeting.</p>
<p>102: The Secretariat to ensure greater transparency, accountability and sensitivity, including to gender equity ... and to ensure that all recruitment within SPREP is merit based ...</p>	<ol style="list-style-type: none"> 1. SPREP has completely revised its recruitment processes and procedures to ensure they are merit based and they also conform to international best practice. 2. As a result, SPREP recruitment processes have been significantly improved and high caliber staff are being recruited. 3. Staff retention rates have increased from 76% in 2008 to 93% in 2012. 4. Staff at SPREP come from a wide range of countries, as outlined in the List of staff nationalities (from HR) 	<p>Evidence:</p> <p>Recruitment and Selection policy developed and regularly updated, available from HR.</p> <p>Staff retention rates at SPREP, available from HR.</p> <p>List of staff nationalities at SPREP, available from HR.</p> <p>List of gender balance amongst SPREP staff,</p>

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	<ol style="list-style-type: none"> 5. There is a good gender balance at SPREP (refer gender table of staff at SPREP). The summary data notes that 56% of SPREP's staff are women, and 44% are men. For professional (EPAL) staff, the breakdown is 47% women and 53% men. For support (EPAL) staff, the breakdown is 77% women and 23% men. 6. 40% of SPREP's Senior Management Team are women. 7. SPREP has pioneered the integration of gender into its programmes, in particular through the gender mainstreaming work of the Pacific Adaptation to Climate Change (PACC) Programme 	<p>available from HR</p> <p>Material on the Gender Mainstreaming in Climate Change Programme is available from the Climate change division (Peniamina Leavai).</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <hr/> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Work will continue to ensure the highest caliber of staff are recruited and retained at SPREP</p> <p>Work will continue to integrate gender considerations into all of SPREP's work, including within the Secretariat and within SPREP's PICT Members.</p>
<p>103: <i>within the limits ... actively encourage relevant organisations to locate within the Secretariat's facilities ...</i></p>	<ol style="list-style-type: none"> 1. There has been a significant increase, over the last 4 years, in the number of partner organisations which have located at the SPREP Campus. 2. The following UN agencies are now located at SPREP: UNEP and WMO. UNEP has recently agreed to expand its sub-regional presence (increasing its office from 1 person to 4 persons) and SPREP is current discussing the hosting of this office at SPREP. WMO is also considering the expansion of their existing regional office at SPREP. 3. The following UN Conventions are located at SPREP: Ramsar and CMS. SPREP employs officers for both Conventions through supplementary funding provided by the Convention Secretariats. SPREP is currently discussing the 	<p>Evidence:</p> <p>Agreements between SPREP and UNEP and between SPREP and WMO are available from HR</p> <p>The submission for hosting the UNEP sub-regional office at SPREP is available from Finance</p> <p>Application from SPREP to the Government of Japan to support the Pacific Climate Change Centre (PCCC) at SPREP, information and the</p>

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	<p>location of a CITES Convention Officer at SPREP with the CITES global secretariat in Geneva.</p> <p>4. The following partner organisations are now located at SPREP: JICA and the Australian Government (Climate Change Adaptation Programme)</p> <p>5. SPREP's ability to host partner organisations will be greatly enhanced by the development of the Pacific Climate Change Centre at SPREP, as discussed and endorsed by SPREP members. Negotiations are currently under way with the Government of Japan regarding support for this. The PCCC has the full endorsement of SPREP members and the Government of Samoa.</p> <p>6. It has been agreed by Pacific countries that SPREP will host the SIDS Dock Regional Centre at SPREP. SIDS Dock is a cross regional initiative, involving the Caribbean, Pacific and Indian Ocean regarding renewable energy. Discussions regarding hosting the regional UNIDO renewable energy centre are on-going and SPREP has expressed interest in hosting this Centre.</p>	<p>full application is available from Audrey.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <hr/> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Work will continue regarding hosting of partner organisations at SPREP as well as the PCCC.</p>
<p>112: <i>The Secretariat should place greater emphasis on developing and implementing joint programming with other PROs, at both regional and country/territory levels</i></p>	<p>1. SPREP has developed and signed MoUs with SPC and USP. MoUs have also been signed with Griffith University (Australia) and Tsinghua University (Beijing BCRC) for Pacific based collaborative efforts.</p> <p>2. The level of programmatic involvement and cooperation with other CROP agencies has increased significantly over the last 4 years. A key driver of this has been the CROP CEOs Meetings and the associated CROP Working groups, particularly those addressing: climate change; sustainable development, human resources development, and marine sector issues. SPREP is involved as a co-chair or member of these and other CROP Working Groups. The Director General is the Co-Chair of the CROP CEOs Group on Climate Change, with he co-chairs with the Secretary General of the Forum, Neroni Slade.</p> <p>3. Cooperation with SPC has included the major region wide initiative to integrate disaster risk reduction and climate change adaptation, which is being implemented at regional (Integrated Regional Strategy) and national (Joint national Action Plan) levels. A landmark initiative has been the joint work between SPREP, SPC and many other donors and partners in Choiseul province</p>	<p>Evidence:</p> <p>Minutes of CROP CEOs meetings, available from Audrey.</p> <p>Minutes of CROP Working Group meetings on: (a) climate change, (b) sustainable development; (c) human resource development and marine sector issues. All information is available from Audrey.</p> <p>MoUs between SPREP and SPC, and SPREP and USP, available from Audrey</p> <p>Information of the integrated approach at Choiseul is available from Director BEM (Stuart Chape)</p> <p>Information on cooperation with SPC on integrated approaches to disaster risk</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
	<p>in the Solomon Islands. This has integrated approaches to land and natural resource management between CROP agencies and many partners.</p> <ol style="list-style-type: none"> Cooperation with USP has included joint work on climate change, training and capacity building and education and outreach, amongst many other areas. Establishment of a model multi-partner approach to joint multi-project implementation with CROP, bilateral donor/technical organizations, INGOs and NGOs in Choiseul Province in the Solomon Islands to improve development assistance. 	<p>reduction and climate change adaptation is available from the Director CCD (Netatua Pelesikoti)</p> <p>Information on cooperation with USP is available from the Communications and Outreach Adviser (Seema Deo).</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p> <p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p> <p>Work will continue to increase effective cooperation with other CROP agencies.</p>
<p>113: <i>The Secretariat should consider the feasibility of decentralizing some Secretariat activities by locating selected staff at strategic locations, in order to service a group of PICTs that require extensive support.</i></p>	<ol style="list-style-type: none"> SPREP members have agreed to establish a SPREP sub-regional presence and the first out posted Officer in SPREP's history is now working in the RMI and another Desk Officer will be appointed in the FSM this year. These Officers undertake normal Induction Training at SPREP and have a Liaison Person assigned within the SPREP Apia Office to provide support and linkage between the officer and SPREP staff and programmes. In addition there is a project which is only being implemented in one SPREP Member Country (Solomon Islands, on Ecosystem based Adaptation) and the Project Officer will be located in the SI. 	<p>Evidence:</p> <p>Agreements with RMI and FSM to appoint Desk Officers</p> <p>Agreements with SI to establish the Project Officer at SPREP, and signed contract with SI Officer.</p> <p>PMERs (from 2010 to 2014) available from Finance</p> <p>SPREP Annual Reports.</p>
		<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as</p>

ICR Recommendation	Action taken/results (as at April, 2014)	Evidence to support Action taken/results
		<p>part of SPREP's normal work practice.</p> <p>The sub regional officers in FSM and RMI will be assessed and reviewed at the 2015 SPREP meeting</p>
<p>114: <i>Before the RIF-related decisions are implemented, SPREP Members should clearly define the role of the region's environmental organisation, and commit to funding and governing it effectively.</i></p>	<ol style="list-style-type: none"> 1. SPREP members have clearly and sharply defined the role of SPREP as the region's environmental agency through the SPREP Strategic Plan. 2. The effective governance of SPREP is ensured through the annual SPREP meetings and through the SPREP Troika. 3. The SPREP response to this specific recommendation has been addressed and included in responses to many of the above recommendations. 	<p>Evidence:</p> <p>Approved 2011 to 2015 SPREP Strategic Plan</p> <p>Also refer to evidence mentioned in many of the recommendations above.</p> <p>PMERs (from 2010 to 2014) available from Finance SPREP Annual Reports.</p>
		<p>On-Going Action:</p> <p>All actions are on-going and institutionalized as part of SPREP's normal work practice.</p>

C. Independent Review Team Assessment of Progress in Implementing the Recommendations of the First ICR

Recommendation of First ICR	Summary of Findings
<p>31: <i>Members to reaffirm need for a regional environmental organisation and their commitment to adequately manage and fund the agency</i></p>	<p>There is considerable evidence showing this recommendation has been addressed in many substantive ways. This includes:</p> <ul style="list-style-type: none"> ▪ Increase in number of members up to date with Membership contributions ▪ Multi-year funding by Australia and New Zealand ▪ Increased extra budgetary support from some Members ▪ United Kingdom joined SPREP as a new Member ▪ Guam is actively exploring re-engaging in SPREP ▪ Active engagement of Members in official and informal meetings, and in processes such as preparation of the SPREP Strategic Plan and the second ICR; ▪ A Working Group established by the 2013 SPREP Meeting is considering a mechanism for the possible increase in Membership Fees. <p>However, there are still some significant ways in which Members can increase the effectiveness and efficiency of how the organisation is governed - see other findings and associated recommendations.</p>
<p>38: <i>Members and the Secretariat to work together to address the fundamental causes of low morale of Secretariat staff, the associated problems of staff recruitment and retention ...</i></p>	<p>Much has been done in this regard, with statistics and other evidence related to morale, recruitment and retention highlighting the success of the actions taken. Difficulties faced by new staff, and their families, need to be addressed.</p> <p>The Staff Committee could be more proactive and committed - for example, when the IRT met with the Committee, it had not gone to the wider constituency to canvas opinions - thus members of the Committee had to speak as individuals, not as representatives of the staff.</p> <p>The organisation has, for the first time in its history, undertaken staff training and other capacity building initiatives.</p> <p>SPREP staff have developed our own “Code of Conduct” and “Organisational Values”. These reflect staff views on appropriate behaviours and procedures.</p>

<p>59: <i>directed the Secretariat to focus its core business to Members primarily on:</i></p> <ul style="list-style-type: none"> • <i>enhancing the strategic capacity of its Members to include mainstream environmental considerations ...</i> • <i>facilitating the coordination of regional environment-related assistance ...</i> • <i>supporting compliance, negotiations and advocacy in MEAs ...</i> • <i>cooperation among Members ...</i> 	<p>The 2009 SPREP Meeting agreed that the core business of SPREP fell under two categories: (i) maintaining essential secretariat services, (for example circulating information, convening meetings, framing decisions for members, managing institutional and human resources, overseeing follow-up work); and (ii) supporting activities that address priority regional environmental challenges and opportunities, and which require a regionally coordinated response, and for which SPREP is best positioned to deliver.</p> <p>The Strategic Plan approved at the 2010 SPREP Meeting is seen as defining the core business of SPREP²⁰. This begs the question - what is the non-core business? Without the Business Plan that was presented as an integral part of the organisation's planning processes²¹, there is no clarity regarding the boundaries of SPREP's support to its Members.</p>
<p>60: <i>the Secretariat to separate its roles and related activities into:</i></p> <ul style="list-style-type: none"> • <i>core business activities which are fully costed; and</i> • <i>project-related activities that contribute to the core by way of both a project management fee and the growth of knowledge and expertise within the Secretariat and its Members</i> 	<p>The activities planned for the following year are now described in detail in an Annual Work Plan and Budget that is presented to the SPREP Meeting. All activities in the Plan are fully costed, and potentially achievable within the overall budget for that year. The Annual Work Plan and Budget provides, for each activity, the sources of funding and the breakdown between Staff, Operating and Capital costs.</p> <p>The work accomplished in the previous year is also reported to the Meeting, by way of the PMER and the Annual Report. There is a direct relationship between the Strategic Plan, the Annual Work Plan and Budget and the PMER.</p> <p>All staff, including the DG, have Individual Performance Development Plans (PDPs) in place. These flow directly from the SPREP Strategic Plan and the Annual Work Plan and Budget.</p> <p>SPREP has moved to a performance-based system for all staff, with remuneration reflecting performance against agreed targets in staff PDPs, as well as against the SPREP Code of Conduct and Organisational Values.</p>

²⁰ Strategic Plan p.9

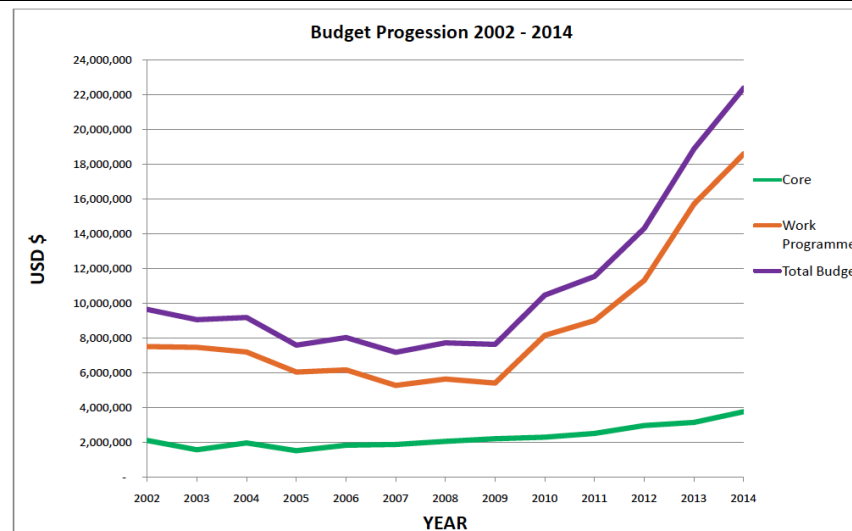
²¹ Strategic Plan p.9

<p>61: <i>the Secretariat to increase its effectiveness and efficiency by:</i></p> <ul style="list-style-type: none"> • <i>giving more attention to facilitating, advising on and coordinating technical and policy advice and assistance;</i> • <i>... training, institutional strengthening and information sharing;</i> • <i>showing leadership by playing a coordination role and working collaboratively and cooperatively with relevant partners;</i> • <i>improving organizational management ...</i> • <i>maintaining flexibility to respond to Member-specific priorities</i> 	<p>The Secretariat has responded to this recommendation in many ways, and with great effect in terms of both effectiveness and efficiency. Preparing and implementing the Strategic Plan, the Annual Work Plan and Budget and the PMER, including ensuring they operate as an integrated system, goes a long way to deliver improvements in effectiveness and efficiency, and to ensure the work of the Secretariat delivers impacts and is of relevance to Members.</p> <p>The evidence base for these improvements is comprehensive and substantial across all components of the recommendation, as documented in the PMERs and the annual and other reports. Examples for each component are:</p> <ul style="list-style-type: none"> ▪ technical and policy advice and assistance - contributing to the preparation of Joint National Action Plans which integrate climate change responses and disaster risk reduction; ▪ training, institutional strengthening and information sharing - <u>solid</u> waste, landfill and hazardous waste management train the trainer teaching resources developed and delivered to 68 Pacific islanders; ▪ leadership through coordination, collaboration and cooperation - 9th Pacific Islands Conference on Nature Conservation and Protected Areas delivered several key outcomes including a new Regional Framework for Nature Conservation and Protected Areas 2014-2020, 10 High Level Key Actions and the Laucala Declaration on Nature Conservation and Protected Areas; ▪ improved organizational management - clean and unqualified audits for past five years; successful completion of the EU Institutional Assessment in 2012; accredited as a Regional Implementing Entity under the Adaptation Fund; establishment of an Internal Auditor position and an Independent Internal Audit Committee; ▪ maintaining flexibility to respond to Member-specific priorities - there needs to be greater certainty, transparency and equity on this aspect of the Secretariat's work; this could be achieved through preparation and implementation of a comprehensive Business Plan. <p>A new financial management information system went live on July 2, 2014; it brings major improvements to the organisation's purchasing and travel processes and procedures, as all of the Secretariat's requisition to purchasing and procurement is now electronic. This will substantially improve service performance to Members, partners and suppliers.</p>
<p>62: <i>SPREP to give more consideration to the diversity of amongst membership and be proactive in ensuring how it operates and promotes greater equity in the way the Secretariat interacts with, and provides services to, Members.</i></p>	<p>The DG's annual Update for SPREP Members and Partners provides information on support to PICT members, including project activities and expenditures. This transparency and accountability is one of many examples of the Secretariat's efforts to establish best practice. The reporting would be of even greater value to Members if there was more transparency as to how expenditures by project and Member are calculated.</p> <p>The Secretariat is very committed to ensuring that all key documents it produces are available in both French and English. However, most of the considerable amount of information the Secretariat provides to Members is still in English, which does not facilitate subsequent sharing with local stakeholders.</p> <p>SPREP has very little French presence/visibility on the Web, except via the Country Profiles and Virtual Environment Library. All country sites should endeavour to provide more information in the national language(s).</p> <p>There has been a deliberate strategy to increase activities in the French Territories in the Pacific, with some positive results. However, the secondment of an official from the Government of France does not represent a net addition in Francophone staff - at the time of the first ICR there was already one French-speaking staff member. Moreover, the functionality of this secondment is impeded by it not including</p>

	<p>operational funding.</p> <p>The Secretariat has not responded to the broader intent of the recommendation. The supporting narrative noted that diversity amongst the membership presents both opportunities and constraints, and arises from such factors as there being differences in island forms, constitutional status, levels of development, gender imbalances, standards of living, and the distance between the Secretariat and a given PICT Member.</p> <p>The following table²² shows a reasonable gender balance within the Secretariat, but there are some anomalies. The SPREP Recruitment and Appointment Policy does not make any provision for gender affirmative action. The reviews undertaken as part of the GEF accreditation assessment have identified the need for the Secretariat to strengthen its procedures and processes reading gender, and other cross-cutting and safeguards considerations.</p> <table><tr><th colspan="3">NUMBERS</th><th colspan="2">%</th></tr><tr><th>SPREP Staff</th><th>Female</th><th>Male</th><th>TOTAL</th><th>Female</th><th>Male</th></tr><tr><td>EPAI</td><td>27</td><td>30</td><td>57</td><td>47%</td><td>53%</td></tr><tr><td>EPAL</td><td>17</td><td>5</td><td>22</td><td>77%</td><td>23%</td></tr><tr><td></td><td>44</td><td>35</td><td>79</td><td>56%</td><td>44%</td></tr><tr><td>Others</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Secondments</td><td>0</td><td>2</td><td>2</td><td>0%</td><td>100%</td></tr><tr><td>Short Term Work Attachments</td><td>3</td><td>0</td><td>3</td><td>100%</td><td>0%</td></tr><tr><td>Temps</td><td>3</td><td>0</td><td>3</td><td>100%</td><td>0%</td></tr><tr><td>Project Staff</td><td>2</td><td>3</td><td>5</td><td>40%</td><td>60%</td></tr><tr><td></td><td>8</td><td>5</td><td>13</td><td>62%</td><td>38%</td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>TOTALS</td><td>52</td><td>40</td><td>92</td><td>57%</td><td>43%</td></tr></table> <p>The nationality of all 92 staff is predominantly (49%) Samoan, but this drops to 29% for staff recruited internationally. The 20 most recently recruited international staff have been mostly Australian and Fijian (both 25% of total recruitment²³).</p>	NUMBERS			%		SPREP Staff	Female	Male	TOTAL	Female	Male	EPAI	27	30	57	47%	53%	EPAL	17	5	22	77%	23%		44	35	79	56%	44%	Others						Secondments	0	2	2	0%	100%	Short Term Work Attachments	3	0	3	100%	0%	Temps	3	0	3	100%	0%	Project Staff	2	3	5	40%	60%		8	5	13	62%	38%							TOTALS	52	40	92	57%	43%
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<p>73: to increase ownership of SPREP by its Members and enhance accountability to them, directed SPREP to prepare and implement a strategy for all its core business activities to be funded by Member contributions as well as by programmatic funding ...</p>	<p>The Strategic Plan, the first in SPREP's history, defines the core business of the organisation. The Plan was developed following the largest consultation process with members and partners in SPREP's history.</p> <p>While core funding of SPREP has increased from 15% in 2010 to 33% in 2014, the increase comes on a small base - see following figure.</p>																																																																													

²² Information on gender (as at 28.04.14) and nationality (as at 31.10.13) - email from DG to staff, dated April 28, 2014.

²³ Ibid.



However, over the same period there has been a substantial increase in funding for the work programme, in both relative and absolute terms. This has enabled SPREP to significantly increase support for PICT Members.

Improvements in revenue generation have been accompanied by efforts to reduce expenditure. These have included: (i) reducing SPREP per diem rates from 100% to 80% of UN rates - additional per diem is paid on production of receipts to ensure staff are not “out of pocket”; (ii) the DG has waived his right to business class travel and always travels economy class - the savings (around USD 15,000 per annum) support capacity building and training of SPREP staff and Members; and (iii) SPREP is seeking opportunities to reduce travel costs through the use of alternative travel agents.

The Review Team has identified additional opportunities to reduce travel costs. These are presented in the body of the report.

The Review Team also notes that Member contributions and funding are identified in SPREP's Risk Management Plan²⁴ as the highest risks facing the organisation. The Plan identifies several risk management strategies.

The Internal Audit Committee has oversight of risk management, as set out in Audit Committee Charter. Amongst other responsibilities is must review whether management has in place a current and appropriate risk management process, and associated procedures for effective identification and management of SPREP's financial and business risks. It must also review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings.

²⁴ SPREP Risk Management Plan, 2011

<p>74: <i>the Secretariat to make a more targeted effort to engage with SPREP's large (both current and potential) donor countries and organizations, to explore ways to achieve longer-term programmatic funding ...</i></p>	<p>There is substantial evidence of a concerted response to this recommendation. The efforts have led to a marked improvement in SPREP's current financial position. This has often been due to responses to other recommendations, such as the need for a strategic plan and a tightly linked Annual Work Plan and Budget and PMER. The multi-year funding from Australia and New Zealand and significant increases in funding from other Metropolitan members of SPREP are two of many examples.</p> <p>Many new donors are now providing support to SPREP, such as the Governments of Finland and Germany. The EU is now providing significant funding through support for the PACWASTE Project. The ACP MEA project is funded by the EU, via UNEP and the ACP Secretariat.</p>
<p>79 as amended by SM19: <i>the Secretariat to explore further options for strengthening the engagement between the Secretariat and Members</i></p>	<p>The intent of the original recommendation was to address the need for a more continuous flow of high quality advice to the Director, and to increase the accountability of the Director to the membership. The specific suggestion of a "Board" proved to be an unfortunate distraction.</p> <p>The IRT acknowledges that a Troika has been established, but has three concerns: (i) the current functions of the Troika provide only a limited response to achieving the intent of the recommendation, namely "strengthening the engagement between the Secretariat and Members"; (ii) the representativeness of the Troika; and (iii) the Troika is not functioning in an effective manner.</p> <p>Membership of the Troika relates neither to need nor to effectiveness - it is determined solely by the alphabetical ordering of the Members, with equally unrelated substitutions should a Member be unable to host the SPREP Meeting. Evidence (e.g. opinions expressed at the Regional Consultation Workshop²⁵) highlights the need for the mechanism such as "Troika+" - with systematic representation for each sub-region and for Metropolitan Members.</p> <p>Currently the Troika do not have a terms of reference. This is especially problematic given the three-year rotation of Troika membership. The terms of reference should include standard operational procedures to ensure Troika members are fully engaged in their roles and responsibilities. At the end of the SPREP Meeting the SMT should advise members on the roles and duties of the Troika, to make sure that the Troika members have full understanding.</p> <p>There is no regular interaction between Troika members. One member is not made aware of the responses another member has submitted to the Secretariat. The Troika receive frequent communications from the Secretariat, but are not aware if the wider membership receives the same documents.</p> <p>Unlike the annual evaluations of other SPREP staff, which are democratic and objective, the DG evaluation by the Troika is limited because the Troika has only partial knowledge of the DG's daily work. This might be addressed, at least in part, by a way of an advisory note from the SMT who work closely to the DG.</p> <p>SPREP members have agreed to establish a SPREP sub-regional presence and the first out posted Officer in SPREP's history is now working in the RMI. Another Desk Officer is to be appointed in the FSM later in 2014. These Officers undertake normal Induction Training at SPREP</p>

²⁵ Report of the Regional Consultation Meeting, Nadi

	<p>and have a Liaison Person assigned within the SPREP Apia Office, to provide support and linkage between the officer and SPREP staff and programmes.</p> <p>The SPREP Officers appointed to date are located with the SPREP Focal Point, rather than through establishing a separate office, to ensure the positions are contributing to the capacity development and institutional strengthening of the SPREP Member in the host country.</p> <p>The SPREP project on Ecosystem Based Adaptation is being implemented only in the Solomon Island, so the Project Officer is located in that country, to reduce costs and increase effectiveness.</p> <p>The Secretariat has increased in-country presence because of the greater technical assistance and other on-ground support that is an increasing part of the core business of the Secretariat.</p>																																																																	
80: encouraged ongoing interaction between Secretariat staff and representatives of all Members ...	<p>The intent of this recommendation was to ensure that the Annual Work Programme and Budget presented at the SPREP Meeting are based on a clear understanding of PICT Member needs and priority areas for assistance, as well as on the capacity of the Secretariat to address them.</p> <p>The following responses to the questionnaire show that this recommendation of the first ICR remains largely unaddressed.</p> <table><tr><td></td><td colspan="4">Number of Respondents (%)</td></tr><tr><td></td><td>Yes</td><td>No</td><td></td><td></td></tr><tr><td>Familiar with Work Programme - 2012</td><td>37</td><td>63</td><td></td><td></td></tr><tr><td>Familiar with Work Programme - 2013</td><td>46</td><td>54</td><td></td><td></td></tr><tr><td>Familiar with Work Programme - 2014</td><td>42</td><td>58</td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>Appropriate Consultatons</td><td>Yes, but only to an Extent</td><td>No</td><td>Don't Know</td></tr><tr><td>Consulted Prior to Prepartion of the Work Programmes</td><td>10</td><td>25</td><td>29</td><td>37</td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td>No, as No Direct Consultations</td><td>No, as No Opportunity to Make Requests</td><td></td></tr><tr><td></td><td>Yes</td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Requested Actions Identifiable in the Work Programmes</td><td>42</td><td>31</td><td>27</td><td></td></tr></table>		Number of Respondents (%)					Yes	No			Familiar with Work Programme - 2012	37	63			Familiar with Work Programme - 2013	46	54			Familiar with Work Programme - 2014	42	58									Appropriate Consultatons	Yes, but only to an Extent	No	Don't Know	Consulted Prior to Prepartion of the Work Programmes	10	25	29	37								No, as No Direct Consultations	No, as No Opportunity to Make Requests			Yes									Requested Actions Identifiable in the Work Programmes	42	31	27	
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<p>81: <i>encouraged more technical and policy focused discussions between individual Members and the Secretariat at the SPREP meeting</i></p>	<p>There is now increased opportunity for more technical and policy focused discussions between individual Members and the Secretariat at the SPREP Meeting. But many stakeholders²⁶ urged that there be even more opportunity for true discussion, rather than the continuing dominance of presentations, statements, and decisions.</p>
<p>98: <i>the Secretariat to strengthen its systems for learning from its experiences and sharing lessons learned and best practices within the Secretariat as well as with Members and other stakeholders ...</i></p>	<p>SPREP is increasingly seen as the environmental knowledge hub for the Pacific region, and plays an important role globally. This has been achieved through such initiatives such as: (i) Pacific Environment Information Network (PEIN); (ii) ensuring lessons learned are reflected in subsequent project and programme planning and implementation (e.g. mid-term review of the PACC project); (iii) development of specific, tailored knowledge networks, such as the Pacific Invasives Learning Network (PILN); and (iv) development of the Climate Change Portal as a key knowledge portal for the Pacific region. SPREP has recently entered into an agreement with Griffiths University (Australia) to strengthen the technical underpinning of this portal</p> <p>SPREP has significantly enhanced its communication efforts, including: (i) an ongoing monthly DG Column in Pacific Islands Business with more than 50 articles prepared and published since October 2009; (ii) frequent (at least monthly) radio interviews with DG and senior SPREP staff by Radio Australia and Radio NZ; and (iii) regular press releases in local media in PICT Members countries and territories.</p> <p>SPREP has made significant efforts to boost the capacity of local media in PICT members. This has included support for journalists to attend key meetings such as UNFCCC COPs, as well as focused media training for PICT members, held at SPREP and “in country”.</p> <p>As the SPREP Work Programme expands, and experience grows, there is an increasing opportunity for the Secretariat to lessons learned and best practices, both internally and with the wider group of practitioners. This potential has hardly been tapped, and especially in terms of knowledge sharing between divisions.</p>
<p>99: <i>the Secretariat should ensure that all staff have opportunities to enhance their performance through professional development and related activities</i></p>	<p>The focus of this recommendation was the need to strengthen systems by which the Secretariat staff learn from sharing experiences, lessons learned and best practices, both within the Secretariat and with Members, partners and other stakeholders. The narrative around this recommendation made it clear that, as part of a learning organization, the Secretariat should provide staff development opportunities to its entire staff, not just those with “permanent” appointments.</p> <p>The IRT is very well aware that enhancing the capacity of Secretariat staff is now an integral part of the work of Secretariat. A Learning and Development Policy was approved in 2011. It recognises the need for ongoing learning and professional development of its staff and is committed to providing appropriate and relevant opportunities, within budgetary constraints, to ensure there is continuing capacity building within the organisation. Continuous professional development for staff is crucial to the growth, expansion and recognition of the</p>

²⁶ Stakeholder Views Report

	<p>Secretariat as one of the world's leading regional environmental organisations.</p> <p>SPREP is now, for the first time in its history, investing in training and capacity building of SPREP staff, with programmes starting in 2012. This training is tailored to address training needs identified through the SPREP Performance Development System (PDS).</p> <p>The PDP process includes strong emphasis on skills and career development and training is tailored to address the individual needs of staff as identified by staff and their supervisors.</p> <p>Staff training and professional development is also taking advantage of the skills of existing staff at SPREP. For example SPREP has run courses for staff on GIS and on IT related matters, with the courses run by relevant technical staff at SPREP.</p> <p>In 2013 25 staff members were supported under the learning and development programme. This initiative is part of the Performance Development System which identifies the need for staff training and capacity building.</p> <p>Regular all-staff retreats have been held, with the most recent in Savaii in April 2013. Extensive leadership and management training for all staff was implemented in January and February 2014.</p> <p>A Staff Seminar Series has been initiated by the SPREP Knowledge Management Officer. This provides an informal mechanism for sharing the experience of staff with the broader SPREP community.</p> <p>Significantly, in the latest Staff Satisfaction Survey "opportunities to learn and develop" was one of the key factors staff say lead to their predominantly high or very high morale.</p>
<p>100: <i>the Secretariat to appoint designated staff to be responsible for preparing and updating a revised form of the country profile and acting as a focal point for a PICT or for a small group of PICTs</i></p>	<p>The Review Team is not convinced that the Secretariat has responded appropriately to this recommendation. We recognise that informal contact persons at SPREP have been identified for PICT Members, such as Pascale Salaun (French Secondment at SPREP) for the French Territories in the Pacific, Netatua Pelesikoti for Tonga, Frank Griffin for PNG and Diane McFadzien for the Cook islands. We are aware that these contact persons are used as a source of local knowledge for SPREP's work in PICT Members and also regarding any issues that arise in specific countries and territories which are relevant to SPREP's work plan. We further recognise that the SPREP Desk Officers in RMI, and pending in FSM, can make an important contribution towards implementing this recommendation. We are not convinced that the project officer in the Solomon Islands can do the same, given the nature of their appointment and responsibilities.</p> <p>We also recognise that country profiles have been prepared, but find them to be substantially below good practice standards. Not surprisingly, given this assessment, we found no evidence of their use in SPREP's strategic planning, work programming and performance monitoring and evaluations processes.</p>
<p>101: <i>encouraged Members to consider, agree on and implement a relationships management system that addresses the challenges in the current system of Focal Points ...</i></p>	<p>We found very little evidence of a relationships management system, as proposed by the first ICR. Broadening SPREP's distribution list for SPREP Circulars and other related material to include relevant agencies on the "cc" for each PICT, such as Ministries of Foreign Affairs, is noted, but does not fundamentally address the issues identified. While designed in part to address issues where there may be limited communication in PICTs between relevant agencies, including the SPREP Focal Point, we find that the "cc approach" will do little to improve communications.</p> <p>Our finding that a more informed and concerted effort is required is supported by the questionnaire responses and other evidence presented in the report, Stakeholder Views.</p>

<p>102: <i>The Secretariat to ensure greater transparency, accountability and sensitivity, including to gender equity ... and to ensure that all recruitment within SPREP is merit based ...</i></p>	<p>The IRT notes the Secretariat has embraced this recommendation wholeheartedly, and to good effect. The evidence is compelling:</p> <ul style="list-style-type: none"> ▪ in 2011 SPREP introduced a robust and international best practice recruitment and selection policy that includes the following guiding principles: (i) Merit: qualification and experience; (ii) Competence: knowledge and ability; (iii) Integrity: of good professional and personal standing; and (iv) Equity: Men and women of all nationalities are equally eligible. These principles are reflected in all procedures and tools (e.g. templates) documented in the policy; ▪ SPREP has demonstrated good practice in advocating for, and delivering on, the integration of gender considerations into its activities, projects and programmes, including through the gender mainstreaming work of the Pacific Adaptation to Climate Change (PACC) project; ▪ as noted above, gender equity is demonstrated in staff recruitment; ▪ 40% of SPREP's Senior Management Team are women; and ▪ Staff retention rates have increased from 76% in 2008 to 93% in 2012.
<p>103: <i>within the limits ... actively encourage relevant organisations to locate within the Secretariat's facilities ...</i></p>	<p>Over recent years there has been a significant increase in the number of partner organisations which have located at the SPREP Campus, including the UN agencies, UNEP and WMO. UNEP has recently agreed to expand its sub-regional presence, increasing its office from 1 person to 4 persons. WMO is also considering the expansion of their existing regional office at SPREP. Discussions regarding hosting the regional UNIDO renewable energy centre are on-going.</p> <p>The following UN Conventions are located at SPREP: Ramsar and CMS. SPREP employs officers for both Conventions through supplementary funding provided by the Convention Secretariats. SPREP is currently in discussions about locating a CITES Convention Officer at SPREP.</p> <p>JICA also has an officer based at SPREP. Pacific countries have agreed that SPREP will host the SIDS Dock Regional Centre.</p> <p>SPREP's ability to host partner organisations will be greatly enhanced through establishment of the Pacific Climate Change Centre at SPREP. Negotiations are currently under way with the Government of Japan regarding support for this, and concrete steps toward establishing this Centre are already underway.</p>
<p>112: <i>The Secretariat should place greater emphasis on developing and implementing joint programming with other PROs, at both regional and country/territory levels</i></p>	<p>SPREP has developed and signed MoUs with SPC and USP. MoUs have also been signed with Griffith University (Australia) and Tsinghua University (Beijing BCRC) for Pacific based collaborative efforts.</p> <p>The level of programmatic involvement and cooperation with other CROP agencies has increased significantly over the last four years. A key driver of this has been the CROP CEOs Meetings and the associated CROP Working groups, particularly those addressing: climate change; sustainable development, human resources development, and marine sector issues. SPREP is involved as a co-chair or member of these and other CROP Working Groups. The Director General is the Co-Chair of the CROP CEOs Group on Climate Change, which he co-chairs with the Secretary General of the Forum.</p> <p>Cooperation with SPC has included the major region wide initiative to integrate disaster risk reduction and climate change adaptation, which is being implemented at regional (Integrated Regional Strategy) and national (Joint national Action Plan) levels. A significant</p>

	<p>initiative has been the joint work between SPREP, SPC and many other donors and partners in Choiseul province in the Solomon Islands. This has integrated approaches to land and natural resource management between CROP agencies and many partners.</p> <p>Cooperation with USP has included joint work on climate change, training and capacity building and education and outreach, amongst many other areas.</p>
<p>113: <i>The Secretariat should consider the feasibility of decentralizing some Secretariat activities by locating selected staff at strategic locations, in order to service a group of PICTs that require extensive support.</i></p>	<p>As noted above, the Secretariat has undertaken a cautious roll out of a decentralisation strategy. The IRT notes that the suggested cost benefit analysis of various options was not undertaken prior to the initiatives described above. The IRT recommends that the Secretariat undertake a full evaluation of the current decentralisation initiatives before any further decentralisation takes place. If there are further initiatives, the IRT recommends that co-locating at least one desk officer with SPC be given full consideration.</p>
<p>114: <i>Before the RIF-related decisions are implemented, SPREP Members should clearly define the role of the region's environmental organisation, and commit to funding and governing it effectively.</i></p>	<p>The IRT notes full implementation of this recommendation.</p>

Annex 6

Assessment of the Secretariat's Responses to Members Mandates and Directives

Mandate/Directive	Actions and Evidence (Examples)
20th SPREP Meeting (2010)	
Members instructed the Secretariat to prepare a Strategic Plan that would constitute an "action plan" for the purposes of the SPREP Agreement.	<ul style="list-style-type: none"> 21st SPREP Meeting endorsed the SPREP Strategic Plan (2011-2015)
21st SPREP Meeting (2010)	
Member contributions	<ul style="list-style-type: none"> 24th SPREP Meeting - set up a Working Group to look at the issue of membership contributions and to consider innovative options including potential incremental increases in membership contributions over a number of years Working Group will report to the 25th SPREP Meeting
Provide assistance to Members in the implementation of the Pacific Islands Regional Plan of Action for Sharks, where possible	<ul style="list-style-type: none"> 2011 Work Programme - provide technical support to PICs for implementation of the regional Marine Species Programme Action Plans 2008-2012 on cetaceans, dugongs, marine turtles and sharks 2011 Work Programme - maintain the dugong, marine turtle, cetacean and shark networks and disseminate relevant information as received Government of Palau has legislated the world's first and only national sanctuary for shark conservation Six SPREP Members are signatory to the CMS Memorandum of Understanding on Sharks BEM 2013 PMER - continued outreach with Tonga, Palau, Samoa and Kiribati to pursue accession to/signing of convention, Pacific cetacean and Shark MoU BEM 2013 PMER - 56 grant funding alerts to support country fundraising efforts 2013 Work Programme - develop information/factsheets on various aspects and conservation of marine species, including sharks
PIFACC mid-term review and its recommendations be used to guide and inform the drafting of a revised PIFACC to meet the region's needs in 2011 – 2015	<ul style="list-style-type: none"> The 22nd SPREP Meeting approved the Second Edition PIFACC (2011-2015)
Monitoring and evaluation of PIFACC implementation should form an integral part of the SPREP Strategic Plan and work program, and be funded accordingly	<ul style="list-style-type: none"> The Strategic Plan does not refer to monitoring and evaluating PIFACC implementation The PCCR coordination role directly supports the monitoring and reporting on progress made in the PIFACC; it is also a valuable forum for sharing lessons learnt and reporting on the progress of initiatives such as the PCCP - an online repository of

	<p>information on climate change in the Pacific region</p> <ul style="list-style-type: none"> 2014 Work Programme - continue the support for the monitoring and evaluation of lessons learned from the implementation of the PIFACC
Endorsed the formation of a Pacific Meteorology Council and directed the Secretariat to develop terms of reference for the Pacific Meteorology Council and to submit them for endorsement to the Council's first meeting in 2011	<ul style="list-style-type: none"> 22nd SPREP Meeting - respond to those tasks recommended for the Secretariat from the PMC 23rd meeting - Endorsed the Pacific Islands Meteorological Strategy (PIMS) as the principal guide to regional cooperation between meteorological services and partners for the region Established Pacific Meteorological Desk (PMDP), which comprises SPREP and the World Meteorological Office in Apia. 24th SPREP Meeting - endorsed the Rules of Procedure of the Pacific Meteorological Council; 24th SPREP Meeting - noted the establishment of the Pacific Island Climate Services Panel subject to final determination and requested SPREP to report back to the next SPREP Meeting on its status
Secretariat to engage with countries, other CROP agencies, the GEF Secretariat and GEF implementing agencies to develop and implement an approach to accessing GEF-5 resources	<ul style="list-style-type: none"> 24th SPREP Meeting - in response to the delays in accessing the GEF 5 resources by countries, the Ridge to Reef Umbrella Programme was proposed as a viable platform to help SPREP member countries lock in their STAR and other GEF funding windows before the end of GEF 5 cycle in June 2014 24th SPREP Meeting - the Secretariat advised that the Ridge to Reef Programme had effectively replaced the GEF Pacific Alliance for Sustainability (GPAS) under GEF 4 and noted that all 14 SPREP Member countries eligible for GEF funds were now participating in the Ridge to Reef Programme either through its regional IWRM component, national Ridge to Reef projects or both
Support for establishing a GEF-PAS monitoring and evaluation coordination unit to be located at SPREP	<ul style="list-style-type: none"> 24th SPREP Meeting - the Secretariat advised that the Ridge to Reef Programme had effectively replaced the GEF Pacific Alliance for Sustainability (GPAS) under GEF 4
The position of GEF Support Adviser with SPREP be continued, with revisions to responsibilities reflecting GEF operational changes, and urged the Secretariat to seek funding for the position as necessary, and Members to consider possible options for funding	<ul style="list-style-type: none"> In 2013 US \$153,000 from Australia's core funding was used to support this position
Re Director performance evaluation, agreed to appoint a Standing Committee, to be chaired by the current SPREP Chair, to evaluate the	<ul style="list-style-type: none"> 22nd SPREP Meeting - approved the establishment of a Troika (immediate past Chair, current Chair and next Chair) to be

Director's performance on an annual basis	chaired by the current Chair, to assess the performance of the Director on an annual basis, in line with the Secretariat's Performance Development System; the Troika to provide a report to the Members at the next Annual Meeting
There should be an outside panellist on all selection panels for senior appointments for purposes of transparency	<ul style="list-style-type: none"> Recruitment and Selection Policy - "it is strongly suggested that independent external panel members be engaged for senior positions"
Develop a social marketing strategy and programme that emphasises both political mainstreaming and environmental inspiration for the very young, to raise the level of understanding of the values of biodiversity and healthy ecosystems and of threats to it, including invasive species and climate change, and thereby generate increasing public and political support for management of these threats to livelihoods and the environment	<ul style="list-style-type: none"> 2011 Work Programme - Support provided to development of social marketing campaign to raise the political profile of invasive species 2014 Work Programme - trial a social marketing-focused programme based on one SPREP activity (e.g. Invasive species or solid waste) No evidence found of a "social marketing strategy and programme" per se
22nd SPREP Meeting (2011)	
Seek assistance to implement the Oceania Humpback Whale Recovery Plan	<ul style="list-style-type: none"> 2012 Work Programme - collaborate with partners, in particular the SPWRC, to seek funding to implement the Oceania Humpback Whale Recovery Plan 2012 Work Programme - provide technical assistance and collaborate with SPWRC in the implementation of the Oceania Humpback Whale Recovery Plan 2013 PMER - no results reported
Provide assistance to Members, where needed, in the implementation of the Pacific Mangrove Initiative and its associated activities	<ul style="list-style-type: none"> 2012 Work Programme - provide technical assistance to the IUCN MESCAL project and the Pacific Mangrove Initiative (PMI) 2013 PMER - participated in the third annual Pacific Mangrove Initiative meeting held in Suva and provided an update on mangrove-related activities that SPREP is undertaking; one main outcome of the meeting was agreement to develop a mangrove charter for the Pacific
Develop a strategy for post-second edition PIFACC and for when the DRM Framework for Action ends in 2015, as quickly as possible through a consultative process	<ul style="list-style-type: none"> 24th SPREP Meeting - Secretariat to seek funding for the Roadmap process and report back to the 2014 SPREP meeting Draft <i>Strategy for Climate and Disaster Resilient Development in the Pacific (SRDP)</i> will be presented to the 25th SPREP Meeting, for its endorsement
The Secretariat to undertake any related tasks or provide assistance to Members in matters relating to emerging climate change financing issues	<ul style="list-style-type: none"> 23rd SPREP Meeting - The Secretariat to continue to provide support to Members on climate financing, through the continuation of cooperative efforts with other agencies 2013 PMER - SPREP supported all 14 PICs who are signatories to the UNFCCC through onsite technical assistance on climate change finance at COP 19
Provide assistance to Members in the further development of the work programme on loss and damage, where possible	<ul style="list-style-type: none"> A key outcome of the 2013 PCCR was establishment of a working group to focus specifically on 'loss and damage' from slow

	<p>onset and extreme climate events</p> <ul style="list-style-type: none"> 2013 PMER - SPREP supported all 14 PICs who are signatories to the UNFCCC through onsite technical assistance on loss and damage at COP 19
Respond to the tasks recommended for the Secretariat from the PCCR, where consistent with the SPREP Strategic Plan and PIFACC	<ul style="list-style-type: none"> The 2013 PCCR, held in Nadi, was coordinated by SPREP in partnership with the PIFS, SPC and USP, with funding provided by the Government of Switzerland, the EU GCCA, the Australian Government, the British Government and GIZ; the PCCR coordinates climate change dialogue and networking in the region and facilitates links between global, regional, national and community stakeholders 2013 PMER - completed development of project and meeting websites for PCCR and Roadmap
Undertake any related tasks, or provide assistance to Members in matters relating to emerging climate change negotiations issues	<ul style="list-style-type: none"> 23rd SPREP Meeting - The Secretariat to continue its support for member countries in the UNFCCC negotiations and to disseminate all relevant information including Loss and Damage Preparing Pacific Ministers for Warsaw climate change negotiations - in November 2013, 15 Ministers and senior officials from across the region attended a two-day meeting to prepare for negotiations at the 19th COP to the UNFCCC; this activity, a first for the region, was undertaken jointly by SPREP, Climate Analytics, Charles and Associates and the Caribbean Climate Change Centre
<p>Provide assistance to Members in the implementation of Asbestos Free Pacific: A Regional Strategy and Action Plan, 2011, where possible</p> <p>Provide assistance to Members in the future implementation of Pacific Ewaste: A Regional Strategy and Action Plan, 2011, where possible</p>	<ul style="list-style-type: none"> 23 SPREP Meeting - provide assistance to Members in the implementation of the Regional E-waste Strategy and Action Plan (Pacific E-waste: A Regional Strategy and Action Plan, 2012), where possible 2012 PMER - Niue National Solid Waste Management Strategy, Training and Asbestos assistance In 2013, SPREP secured Euro7.85 million in funding from the EU for a regional approach to improve hazardous waste management; a four-year project, known as PacWaste, will identify and implement cost-effective solutions in Pacific countries for improved management of healthcare waste, asbestos, E-waste and integrated solid waste management in the Pacific 2014 Work Programme - provide technical support for improved regional management of asbestos, Ewaste and healthcare waste 2014 Work Programme - regional best practice in asbestos, health care waste and Ewaste management identified including management options, policy and prioritized interventions

<p>The Secretariat apply for accreditation as a GEF Project Agency to provide Members with another choice of GEF Agency</p>	<ul style="list-style-type: none"> ▪ The Secretariat submitted a Stage I application in December 2011 and a Stage II Application in May, 2012; the Secretariat is now working with the GEF Secretariat to obtain assistance, through a Medium Sized Project, to addressing identified areas for improvement, in time for a future round of agency accreditations ▪ The IRT has not sighted evidence related to New Zealand's request that the Secretariat report on the cost implications, and on other implications, such as staffing levels required to service the new function
<p>23rd SPREP Meeting (2012)</p>	
<p>Placement of SPREP contracted technical desk officers in Federated States of Micronesia and Marshall Islands for a one year trial period, subject to funding being available within the existing SPREP budget; directed the Secretariat to negotiate and finalise appropriate host-country agreements with the two Governments</p>	<ul style="list-style-type: none"> ▪ An out-posted Desk Officer is now working in the RMI and another Desk Officer will be appointed in the FSM in 2014; a project officer is located in SI as part of a project being implemented only in that country ▪ SPREP signed an agreement with RMI in October 2013 ▪ The position in FSM has been advertised three times. Interviews were finally conducted in late July, 2014; the resulting recommendation has been sent to FSM for their views, before an offer is made. ▪ SPREP signed an agreement with SI in July 2014
<p>Recommended that the Secretariat explore partnership mechanisms with the Melanesian Spearhead Group (MSG) secretariat to enhance coordination and delivery of services to South West Pacific members</p>	<ul style="list-style-type: none"> ▪ SPREP and MSG have agreed to strengthen linkages, particularly focussed on climate change and environment in Melanesian countries; ▪ A MoU was signed in December, 2013
<p>Continue to seek funds for enhancing the capacity of SPREP Members to access, interpret and use available ocean data</p>	<ul style="list-style-type: none"> ▪ Funding received from the US National Oceanic Atmospheric Administration was USD 70,000 in 2012 and USD 110,000 in 2013
<p>Develop the proposals for establishment of an efficient regional coordinating mechanism [for improved regional solid waste coordination and monitoring] to include cost implications, and to ensure wide distribution of these proposals for comment</p>	<ul style="list-style-type: none"> ▪ The 2012 SPREP Meeting was requested to approve a co-ordinated approach to donor funding. The approach proposed by the WMPCD in 2012 was rejected, with the Division being requested to propose a strengthened approach. This was presented to the 2013 Meeting, but was again rejected because of concerns that the proposed regional approach would compromise efforts by some Members to secure funding bilaterally. As a result, the WMPCD is now requesting that Members submit a summary work list to present to the 2014 Meeting, while it is also trying to work through the PRIF group as well as independently compiling a donor gap analysis based on regional priorities. This will be distributed more generally at a future time ▪ In 2013, SPREP secured Euro7.85 million in funding from the EU for a four-year regional approach to improve hazardous

	waste management
The Secretariat to continue to use existing fora to collate information on national waste management activities	<ul style="list-style-type: none"> 2013 PMER - regional pilot projects designed and funded to provide model composting, air quality, PCB analysis and healthcare waste management systems 2013 PMER - PACPLAN review completed and endorsed by SPREP Meeting 2013 PMER - lessons learnt from the 2012 Clean Pacific campaign compiled and disseminated (including to the 2013 SPREP Meeting)
24th SPREP Meeting (2013)	
Review the effectiveness of the Desk Officers arrangement, including a cost benefit analysis for consideration by the 2014 SPREP Meeting	<ul style="list-style-type: none"> The IRT supports the need for such a review
The Internal Audit Committee to consider appointing additional independent members that are in a position to be involved	<ul style="list-style-type: none"> The Troika was included in the July 2014 meeting of the Audit Committee; Given the Troika lacks a TOR and is in other ways unprepared for this role, such an arrangement is considered an inadequate response to the directive
Provide further information relating to ongoing operational and maintenance costs of the centre, once advice is received from the Government of Japan	<ul style="list-style-type: none"> As the project is still at the initial phase, information relating to ongoing operational and maintenance costs of the PCCC will be provided to the 2015 SPREP Meeting. This will be a key role of the JICA Expert
Secretariat to develop a regional terrestrial and marine invasive species project for submission to GEF 6, in coordination with Members, partners, and other interested parties	<ul style="list-style-type: none"> 2014 Work Programme - submit a regional Invasives Species proposal to GEF6 Biodiversity funding allocation Support provided to the Govt. of Niue on preparation of project proposals & concept note for GEF 6 funding
Secretariat to pursue more EbA opportunities for PICTs and to work collaboratively across divisions to incorporate ecosystem adaptation options in conjunction with wider adaptation approaches	<ul style="list-style-type: none"> 2014 Work Programme <ul style="list-style-type: none"> Promote the integration of EbA principles into the Open Standards for Conservation in Nauru and Tonga Facilitate discussions on the integration of EbA principles into the process for the review and update of NBSAPs Document, publish and disseminate EbA case studies Assess watershed adaptation options and developing of adaptation monitoring and evaluation planning process for Lami Town, Fiji Complete Ecosystem based Adaptation project in Rarotonga, Cook Islands Implement USAID funded EbA activities as part of integrated adaptation programme in Choiseul Province, Solomon Islands. Develop communication materials to promote EbA in Solomon Islands Promote and disseminate outcomes and products of the ICCAI coastal EbA project. Seek opportunities to replicate coastal

	EbA experiences in other PICTs
Secretariat to work with Members and partners under the Oceanscape Framework to support marine and terrestrial management actions in PICTs, including the establishment of protected areas, integrated management and marine spatial planning and seek funds to do so	<ul style="list-style-type: none"> ▪ 2014 Work Programme - participate in Marine Sector Working Group, including development of funding proposals and technical support to the Ocean Commissioner, to deliver and expand on Oceanscape initiatives, including assistance with information dissemination and implementation of the Pacific Oceanscape Framework (POF) within French territories ▪ 2014 Work Programme - communicate marine spatial planning needs and opportunities in the Pacific Region, through implementation of GIZ-IUCN-SPREP MACBIO and French MPAA-SPREP PACIOCEA project

Annex 7

The European Union's Institutional Assessment

Background

At the 21st SPREP Meeting (WP 6.2) an update of the Secretariat's response to the EC Institutional Assessment was presented. It was noted that the Directors approach to change management continues to be guided by key principles: (a) to improve the delivery of tangible services to Members; (b) to improve internal processes, in particular in response to recommendations of recent reviews; (c) to strengthen SPREP's partnerships, including with other regional organisations; and (d) to improve the link between policy and action, such as field demonstration projects.

EC assessment implementation

In October 2009, the European Commission finalised its compliance analysis of SPREP's accounting, audit, control and procurement systems. The EC report identified key reforms necessary to ensure that SPREP's internal procedures meet international best practice. The 20th SPREP Meeting directed the Secretariat to provide a progress report on these recommendations, which the Secretariat provided by circular in May 2010. Since this Assessment Report the Secretariat has reformed key financial procedures, adopted a rigorous procurement manual, updated several policies on human resources, and is improving and strengthening the risk management framework. Price Waterhouse Coopers carried out a reassessment report in 2011 and a 4-Pillar Institutional Assessment Report was presented to the 22nd SPREP meeting.

The IRT have used this 4 Pillar Report and a desktop review of key corporate and financial documents to provide a comment on progress of the original recommendations and observations and assessments of the 4 Pillar Report.

Conclusion

The IRT confirms that the Secretariat continues to make good progress on addressing key needs for reforms identified in the recommendations of the EC assessment and the 4-Pillar Assessment building on these to become a more efficient and effective organisation in serving the needs of its Member countries and territories.

Ref.	Recommendation	Importance	SPREP Comment	Status as at 21 SM/6.2	IRT COMMENT JULY 2014 ²⁷
5.1.4	<ul style="list-style-type: none"> ▶ We recommend placing the latest version of the Financial Regulations on SPREP Website 	Low		Done	After a web search of the SPREP Website no Financial Regulations were listed
5.1.4.1	<ul style="list-style-type: none"> ▶ Since SPREP is using the IFRS (as adopted by the Samoa Society of Accountants) they should adopt and implement the accrual basis of accounting rather than a modified basis. IAS 20 'Accounting for Government Grants and Disclosure of Government Assistance'. ▶ The financial statements need to be amended in order to be compliant with IAS 20 (IAS 20 'Accounting for Government Grants and Disclosure of Government Assistance'). Under IAS 20, all grant income received need to be recorded (credited) in a Donor Grant account in the balance sheet. 	High	<p>The accrual basis of accounting is adopted by SPREP except the treatment of members' contributions. The status of SPREP member contributions is designated as "voluntary" which is out of step with all other regional organisations which require their members to pay "assessed" contributions. While this matter had been raised several times with SPREP's governing council to move to a system of "assessed contributions", the member countries did not support the concept of contributing on a "firm and assessed" basis.</p> <p>It is on that basis of "voluntary" member contributions that contributions are recorded on a cash basis rather than the accrual basis of accounting. Also refer SPREP Financial Regulation 27 1 (b) which addresses this.</p> <p>The accounts are in compliance with IAS20 in that Government Grants which were received in kind for the construction of building and other major capital assets have been credited to the balance sheet under capital reserves as these</p>	<p>Done – approved by November 2009 SPREP Meeting</p>	<p>2013 Audit Report confirms specific Reporting Requirements are in accordance with SPREPS Financial Regulation 32. The examination is based on the International Standards of Auditing and the financial statements for the year ended 31st December 2013 have been prepared in accordance with international Financial Reporting Standards.</p> <p>Member's contributions are recognised as a receivable only if there is objective evidence that the contribution for the current period will be received. Otherwise Members contributions are only recognised when they are received.</p> <p>Donor Funds where the primary condition is that the Secretariat should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the balance sheet (or statement of financial position) and transferred to the income statement on a systematic and rational basis over the useful lives of the related assets. This Deferred Income liability relates to 1) SPREP complex funded by donor Governments, 2) Training and Education Centre funded by Japan, 3) Information Resource Centre funded by the European Union. The deferred income liability is amortised to income over 50 years for buildings</p>

²⁷ IRT used 4 Pillar Report and a desktop review of key corporate and financial documents

			were the only government grants received. The release of yearly income through amortisation of capital grants will certainly distort the fund concept as adopted by SPREP.		and 10 years for office equipment and furniture the same rates assets are depreciated.
5.1.4.2	<p>► The financial statements need to include a statement of changes in reserves and funds on the face of the financial statements; and they need to disclose details regarding the Medical evacuation reserve. At a minimum, When balance at balance date, comparatives, and a brief narrative.</p>	Moderate	We believe a clear and complete set of financial statements has been prepared, except on the medical evacuation reserve that required a note to the accounts.	Done for 2009 accounts	Financial Audit as at 31 December 2013 Page 6 Statement of Movement of Reserves and Page 7 Statement of Cash Flows is provided.
5.1.4.2	<p>► SPREP's external auditor is to identify clearly the reporting date covered by the financial statements. Within the Statement of the accounting policies, a paragraph can be included about the reporting date covered. The first and the last day of the reporting period will have to be mentioned in this paragraph;</p>	Low	The comment is acceptable in that the income statement does not include the commencing date, however the accounting period ending date is clearly noted on the financial statements, therefore any person can determine that financial statements are for a period of twelve months.	Done for 2009 accounts	<p>Financial Audit as at 31 December 2013 Page 2 Auditors Opinion states (ii) To the best of our information and according to the explanations given to us</p> <p>a. Give a true and fair view of SPREP's state of affairs as at 31 December 2013 and of its statements of financial performance, changes in reserves and its cash flows for the year ended on that date</p>
5.1.4.2	<p>► The financial statements need to be amended in order to be compliant with IAS 16 and 20.</p>	Very High	The above comments are noted; however we believe IAS 20 provides two broad approaches ie capital approach and income approach. SPREP has adopted the capital approach because we believe it is inappropriate to recognise as income the grants/donation from the Government of Samoa and Government of Japan in the construction of the premises and acquisition of other major assets.	Done – see 5.1.4.1	<p>As stated in 5.1.4.1 SPREP complex funded by donor Governments, 2) Training and Education Centre funded by Japan, 3) Information Resource Centre funded by the European Union. The deferred income liability is amortised to income over 50 years for buildings and 10 years for office equipment and furniture the same rates assets are depreciated.</p> <p>Acceptable best practice has been followed.</p>

			These grants are not earned but constitute capital assets gifted by these governments to establish the SPREP organisation. The amounts are clearly disclosed in the notes to the financial statements under capital reserves.		
5.1.4.3	<p>► In line with general regulations for the public sector, the legal form and the jurisdiction under which SPREP operates should be clarified in a transparent way. Within the Statement of accounting policies, a paragraph can be included about the legal form (international Governmental Organisation) and the jurisdiction under which SPREP operates</p>	Low	The comments are noted and will include an appropriate statement in the future.	Done for 2009 accounts	<p>The legal form and the jurisdiction under which SPREP operates is provided in the 2013 Audit as Notes to the Financial Statements for the Year ended 31 December 2013</p> <p>1. General Information</p> <p>The Secretariat of the Pacific Regional Environment Programme (SPREP) is an inter-governmental organisation of the Pacific Region and is domiciled in Samoa.</p>
5.2.4.1	<p>► We recommend SPREP to perform compliance and internal audits to assess the compliance of SPREP with the internal control framework requirements. Moreover, to execute performance audits to assess efficiency and effectiveness of SPREP activities.</p> <p>○ Given the size of SPREP, it might be better practice to have these audits performed in cooperation with other CROP Member. We recommend proposing the solution to the other CROP members.</p>	High	SPREP had considered the practice of conducting performance audits in the past, but was not possible to implement a performance audit due to financial constraints. An internal audit division is not feasible due to the size of SPREP but we would explore and liaise with other CROP agencies to carry out compliance and internal audits.	Not done due to lack of funds and because no other CROP organisation does so	<p>Confirms that SPREP has established the Internal Audit function as a key component of SPREP's governance framework. Internal Audit Policy in principle was adopted on the 27th April, 2012 and this policy provides for an Audit Committee to be established. The internal Audit policy was finalised and endorsed by Secretariat Senior Management on the 30th of August 2012.</p> <p>This Audit Committee charter provides a comprehensive statement of the purpose, authority, responsibilities and reporting relationship of the Secretariat's Audit Committee which is an integral component of SPREP's Corporate Governance arrangements, and its responsibilities will generally cover review and oversight of the following areas:</p> <ul style="list-style-type: none"> • Internal controls • Risk management • Corruption and fraud prevention • Procurement • External accountability (including the financial statements)

					<ul style="list-style-type: none"> • Compliance with applicable laws, financial regulations & International Auditing Standards • Internal audit <p>Longer-term proposal may include exploring joint Internal Audit with other CROP Agencies to reduce costs.</p>
5.2.4.1	<p>► We recommend the SPREP Meeting to safeguard their organization for threats, created by the relationship or circumstance, by issuing a code of ethics for its (external) audit firms. This should be in line with the International Federation of Accountants' Ethics Committee's Code of Ethics for professional accountants – Exposure draft, issued in July 2008, and the Commission Recommendation 2002/590/EC of 16 May 2002 "Statutory Auditors' Independence in the EU: A Set of Fundamental Principles" [Official Journal L 191 of 19.7.2002].</p> <p>► We recommend the SPREP Meeting to impose their external auditor to draw up the auditor's responsibilities in the auditor's report, instead of the scope of the independent audit.</p>	Low	The recommendation on the audit reporting requirements have been included in the external audit report.-refer page 1 & 2 of the auditors report on the 2007 audited accounts.	Being addressed by SPREP Finance – incorporated in tender process for auditors, July 2010	<p>Confirmed in the 2013 Financial Audit Report Page 2 Conducted our audit in accordance with International Standards on Auditing. These Auditing Standards required that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.</p> <p>We confirm we have no other relationship with SPREP other than the audit of the financial statements.</p> <p>Confirms that the 2013 Financial Audit Report has the Auditors Responsibility on Page 2.</p>
5.2.4.2	<p>► We recommend Management to request the SPREP Meeting to revise the current Financial Regulations/ Fund Accounting Policy regarding the depreciation rules to comply with the standard IAS 16.</p>	Very High	We accept the recommendation and a submission is being prepared for consideration by members of the next SPREP Meeting in September 2009. The notes to the financial statements clearly states the fact that the fixed assets are not being depreciated as approved by the SPREP meeting.	Done	2013 Financial Audit confirms Notes to the Financial Statements for the year ended 31 December 2013, Page 8 Property and equipment. Items of property and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the assets

5.3.4.1	<ul style="list-style-type: none"> ► Create a written code of conduct that is approved by the SPREP Meeting and that will be communicated to all staff. Staff should read the Code of Conduct and e.g. on a yearly basis acknowledge to adhere to this Code of Conduct. 	High	We agree with the recommendations – plans are already in the pipeline for the establishment of a Code of Conduct for Staff. This is in addition to reviews of Human Resource policies and procedures already in progress at the time of the EU visit. . A number of policies are already in draft form awaiting Management consideration.	Being addressed by SPREP HR in May-August 2010 in the performance development system (will be available for information to SPREP Members)	Confirmed written document named the “organizational values and the code of conduct” which was issued in July 2010. The organizational Values and Code of Conduct have been broadly communicated and are visible on the signboards at the different buildings at SPREP.
5.3.4.1	<ul style="list-style-type: none"> ► The Staff manual should contain provisions promoting ethical behaviour and values. 	Moderate	The Staff Regulation is reviewed annually and recommendations are noted for the next review.	Done: SPREP code of conduct developed by staff and endorsed by management July 2010	<p>The Staff Regulations has a number of provisions promoting ethical behavior. Including:</p> <p>Accepting appointment they pledge themselves to discharge their functions and to regulate their conduct with the interests of SPREP only in view</p> <p>Staff shall exercise the utmost discretion in regard to all matters of official business.</p>
5.3.4.1	<ul style="list-style-type: none"> ► An organization culture should be set up emphasizing the importance of integrity, values and ethics. ► Ethical aspects have to be publicly stressed towards the staff by top management of the organization (“tone at the top”). 	High		Done: SPREP organizational values developed by staff and endorsed by management July 2010	<p>SPREP’s Performance Development System (PDS) has been developed in accordance with the CROP Harmonisation & Remuneration Guiding Principles, best management practices and to reflect the Secretariat’s Values and Code of Conduct</p> <p>Confirmed Performance Development Plan (PDP) considers performance from two perspectives: Expected Results Measured through meeting job-related key result areas and outputs related to job as well as Expected Behaviours Measured through displaying Expected Behaviours in line with SPREP’s Values and code of Conduct</p>
5.3.4.1	<ul style="list-style-type: none"> ► The regulations of SPREP have to foresee a responsibility (disciplinary sanctions, financial responsibility and personal liability) towards officers who do not respect the rules. 	High		Being addressed by SPREP HR in the 2010 update of staff regulations	<p>The Staff Regulations mention</p> <p>“A staff member commits an offence who (i) wilfully disobeys a lawful order of the Director or of any other officer to whom the employee is formally responsible, (ii) wilfully disregards the regulations, (iii) is negligent inefficient or</p>

					incompetent in the exercise of his or her duties etc. and the Director may discipline an employee found guilty of an offence and or dismissal with notice under Regulation 14 (a)
5.3.4.1	► We recommend setting up an effective permanent performance appraisal system of the staff.	Moderate	Agree with the Recommendation and as highlighted during the visit, a draft revised Performance Management System (PMS) is already in place with the trial of Individual Work Plans already started in January 2009.	Under way – consultant working with SPREP HR in May-August 2010	Confirmed Performance Development System has been developed in cooperation with other CROP agencies since end of 2010. Each Staff member has a Performance Development Plan and the PDS is in four parts that includes, performance planning at the beginning of the year, performance monitoring mid-term and performance review at the end of the year.
5.3.4.1	► The roles of the staff in the internal control have to be taken into consideration with the system that is currently in try out. Another target with the draft evaluation system also has to be getting everyone aligned and start creating smart goals, as based on the existing Job descriptions.	Moderate		Under way – consultant working with SPREP HR in May-August 2010	The Performance Development process looks to ensure consistent application of the system. The Executive team does moderation that look at all the ratings that have been put forward in the organisation and challenge any that appear unfounded or inconsistent. These ratings are then linked to pay awards and remuneration
5.3.4.1	► We recommend SPREP to create a formal and organized system of competence development plan of the staff that meets the development needs of individuals. E.g. assessment of development needs, training development programmes	Moderate	This revised PMS has a Professional Development Plan section built into it to address the capability needs of individuals and organisation. This work is being finalised.	Under way – consultant working with SPREP HR in May-August 2010	Confirmed that all information is maintained by the HR department and supports the learning and development plan, which is an integral part of the personal development plan. The Learning and Development Policy was issued in June 2011. While SPREP's recruitment policy ensures that individuals recruited to the organisation have the necessary skills and experience to competently meet the requirements of the position, SPREP is committed to the ongoing learning and development of our staff within budgetary constraints. Ongoing training and development are important, irrespective of the level of performance assessed during the previous review period.
5.3.4.1	► We recommend including an additional paragraph in the existing human resources policies and	Low	A draft revised Recruitment & Selection policy is now going through its second revision by	Under way – HR revising selection &	Confirmed HR Policy approved Recruitment and Selection Policy June 2011 Purpose To recruit the best candidates to work at

	practices ensuring that competent, trust-worthy personnel is recruited, developed, promoted and retained.		Management. This revised policy addresses issues made in the recommendation.	recruitment policy	SPREP and provide clear, transparent and fair guidelines for the recruitment process with guiding Principles a) Merit: qualification and experience b) Competence: knowledge and ability c) Integrity: of good professional and personal standing d) Equity: Men and women of all nationalities are equally eligible.
5.3.4.1	► We recommend SPREP to expand its governance and oversight structure. For instance via the creation of an additional layer between the SPREP Meeting and management. Management already is going to propose two possible bodies to the next SPREP Meeting.	High	The EU recommendation is in line with the recommendation 79 of the SPREP Independent Corporate Review (ICR). The Secretariat has developed a proposal on a governance structure in response to the ICR, which will address this issue. Furthermore, members at the 20th SPREP meeting in September 2009 will submit this proposal for consideration.	Under consideration: proposal not accepted by November 2009 SPREP Meeting, alternative ideas to be addressed in 2010	The IRT finds the Secretariat's response lacks understanding, vision and commitment. As for the first ICR, the second ICR recommends an arrangement for inter-sessional decision making.
5.3.4.1	► We recommend placing an updated organisation chart on the SPREP Website.	Low	An up-to-date SPREP organizational chart has been uploaded to the Website	Done	A quick web search on the SPREP site did not find the SPREP organizational chart.
5.3.4.2	► We recommend basing the shorter-term action plans on the longer-term strategic plan, thereby implying that short-term goals are based upon longer-term goals.	Moderate	In terms of a broad strategic/planning framework, the action plan is the equivalent of a strategic plan in other organizations. The Secretariat is planning to replace the action plan with the Strategic Plan for 2010. The Strategic Programmes will be reviewed in 2010 to be in line with the new Strategic Plan.	Under way: November 2009 SPREP Meeting agreed to work towards a single Strategic Plan in 2010 – Members consultations in May 2010; draft circulated in July	Strategic Plan is now in place with Strategic Goals, Targets and Indicators.
5.3.4.2	► We recommend following up on the realisation of recommendations noted in the Independent Corporate Review and the AZN reporting.	Moderate	ICR recommendations have been implemented in accordance with the 19th SPREP Meeting and two periodic reports have been sent to the members so far this year.		The second ICR shows that not all recommendations of the first ICR that were accepted by Members have been implemented to the full spirit of the recommendations.

5.3.4.3	<p>► Introduce a risk management system whereby the risk universe of SPREP is identified and rated (in terms of both likelihood and impact). This may also provide guidance to an internal auditor to prioritise audit visits.</p>	Very High	The Secretariat accepts this recommendation and will develop and put in place a Risk Management Framework.	Under way – Risk management framework drafted, to be completed in 2010	Senior management and staff of SPREP confirmed Risk Management Plan in June 2011. The objective of the Plan is to profile SPREP's risk universe and accountability by rating the likelihood and possible consequences of risks using a risk matrix as a snapshot to make practical recommendations to mitigate the risks. The process has been set up with the ISO 31000 risk management standard as guidance.
5.3.4.4	<p>► We recommend setting up operational and performance manuals.</p>	Moderate	We concur with the recommendation and operational and performance manuals are now being developed.	ing addressed by SPREP HR as individual components	firm that Staff manuals and operation performance manual are now established.
5.3.4.4	<p>► We recommend setting up one final set of procedures. These procedures need to be reviewed periodically by management (e.g. at least yearly). Evidence of review should be kept. The procedures should note the latest date of the review and the next date of review.</p>	High	We concur with the recommendation and we are developing a process to facilitate the review of the procedures periodically and to incorporate any approved changes to the procedures periodically.		Staff Regulations Approved, September 2012 23rd SPREP Meeting, Set out the obligations and rights of the Secretariat of the Pacific Regional Environment Programme (SPREP) and its employees. These Regulations contain the broad principles of the Secretariat's staff policy. The Director General will devise, implement and enforce policy, procedures and processes consistent with these Staff Regulations.
5.3.4.4	<p>► When rules change, they should not only be communicated to the responsible and involved employees but also the current procedure has to be adjusted accordingly.</p>	High			HR responsibility
5.3.4.4	<p>► We recommend that the Access rights of the Finance Manager are adjusted in a way that she only has "Read only" access to the ACCPAC system.</p>	High	Access rights of the Finance Manager to the ACCPAC system has been adjusted on 16th March 2009 to "Read only" access.	Done	SPREP has established a new Financial Management Information System (FMIS) called Technology One (Tech One) that went live on 2 nd July 2014 and is considered to be a major step towards the Secretariat's delivery of financial services to all stakeholders. This replaces the Sage ACCPAC finance system that was included in the EC Assessment. The Tech

					One system moves from a module accounting and financial management system to a more integrated system of changes and improvements to the purchasing/travel processes and procedures for divisional assistants, budget holders, finance and procurement.
5.3.4.4	<p>► The segregation of duties should be declared as a principle of SPREP e.g. in a revised Delegation of Authority. Following duties should be segregated: authorizing transactions, processing transactions, recording transactions, custody of values, and reviewing transactions.</p>	Moderate		Being addressed by SPREP Finance – revised financial manual of procedure to be finalised in 2010	The revised financial manual will reflect not only all these procedures but will take into account the new Tech One System
5.3.4.4	<p>► We recommend adjusting the current Delegation of Authority in a way that when Finance employees serve as a budget holder, they are not allowed to approve for payments. In these cases, the approval is to be provided by a level N+1.</p>	Very High	We concur with the findings and will revise existing Delegation of Authority to address the three recommendations with full implementation by 31st July 2009.	Done in early 2010	The principles of segregation of duties has been introduced in the finance manual and the financial Delegations memo January 2010 authorizations for committing funds approving payments and transactions with the bank Financial Procedures Manual 2011. It is also embedded in the procurement manual where a general principle of approval applies.
5.3.4.4	<p>► We recommend informing the banks about the amounts authorized people can sign to.</p>	Very High			Financial Procedure Manual and Finance holds a list of the banks authorized signatures as approved by the Director
5.3.4.4	<p>► We recommend setting up physical counting procedures, including the principle of blind counting.</p>	Low	We concur with the findings and the recommendation (1) will be incorporated in the Finance operational and performance manual.	Being addressed by SPREP Finance – revised financial manual of procedure to be finalised in 2010	SPREP Financial Delegations and Financial Procedures Manual 2011
5.3.4.4	<p>► Regarding the non-depreciated fixed assets we refer to earlier recommendations made (Cf Supra).</p>	Very High	Recommendation (2) is addressed under the accounting and auditing standard pillars.	Done	2013 Financial Audit confirms Notes to the Financial Statements for the year ended 31 December 2013, Page 8 Property and equipment. Items of property and equipment are measured at cost less accumulated

					depreciation and impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the assets
5.3.4.4	<p>► We recommend setting up a Code of Conduct (Cf Supra) in which the principle of whistle blowing is added.</p>	Moderate	This is addressed under Staff Regulation 30 (c) which provide for procedures in respect of various unlawful conduct committed by an employee including stealing and misappropriation of properties of SPREP.	Done	The Whistle Blower and Conflict of Interest provisions are currently being prepared and will be incorporated by 30 Sep, 2012 (email information provided as outstanding issues to be addressed by the Audit Committee 24 th Feb 2013 – issues still being considered
Risk man5.3.4.5	<p>► Based upon the earlier recommended Risk Management, a formal state of internal control should be created. Management is to issue an annual report/declaration on its assessment of the internal controls.</p>	Very High	The Secretariat accepts these recommendations and will develop and put in place a Risk Management Framework. [See also 5.2.4.1: explore with other CROP agencies]	Under way	<p>Internal Audit Policy was finally endorsed in August 2012. The purpose of the policy is to ensure the establishment and maintenance or organizational arrangements that will provide additional assurance, independent from operational management, on internal audit. The Policy does this by:</p> <p>Introducing corporate governance requirements to ensure the real and perceived independence of the Audit Committee and the Internal Audit Function.</p> <p>Adopting the application of current standards for professional practice in internal audit (Institute of Internal Auditors (IIA) <i>International Standards for the Professional Practice of Internal Auditing</i>).</p>

5.3.4.6	<p>► We recommend setting up an Internal Audit Body. Given the size of SPREP (some 70 employees), a full time equivalent of an internal Auditor would be considered too large. Better practice would be to organise such a function over e.g. the members of the CROP. Thereby it will also be able to leverage and benchmark all knowledge gained at both SPREP and other organisations, enhancing the overall level of internal controls, risk management etc</p>	Very High		<p>Not done due to lack of funds and because no other CROP organisation does so(see 5.2.4.1)</p>	<p>Confirms that SPREP has established the Internal Audit function as a key component of SPREP's governance framework. Internal Audit Policy in principle was adopted on the 27th April, 2012 and this policy provides for an Audit Committee to be established. The internal Audit policy was finalised and endorsed by Secretariat Senior Management on the 30th of August 2012.</p> <p>The Head of Internal Audit continually review current arrangements for internal audit and risk management against the core requirements, and take steps to establish governance structures where these do not exist or align existing governance structures with the new requirements.</p>
5.4.4.1	<p>► Given the fact that the procurement manual is currently under revision, we recommend incorporating the items from the 'Minimum questions to evaluate the compliance with the standards' as noted in the Questionnaire.</p>	Very High	<p>The findings are agreed to and the recommendations will be incorporated in the procurement manual currently revised to be completed by 31st December 2009.</p>	<p>Done: procurement manual in place April 2010</p>	<p>Proposed changes to Tender Procedures in the current procurement manual 2010 Procurement process for all tenders requiring Bidders to submit written tenders in response to an advertisement made by the Secretariat and tenders send electronically. This Procedure must be read in conjunction with the approved 2010 Procurement Policy Manual. Declaration of conflict of interest must be made by all of the assigned members of the tender committee at the Planning stage. ALL Conflict of Interest (COI) declaration should be filed together with the appropriate contract documents. Noted as a paper presented to at the Audit Committee Meeting in June.</p>
5.4.4.1	<p>► The Financial Procedures Manual needs to include the type of documents that have to be published or provided with the invitation to tender.</p>	High		<p>Done: procurement manual in place April 2010</p>	<p>The Procurement policy (4.1 Plan) contains condition that for procurement above US\$ 40,000 SPREP should publish international tender.</p>
5.4.4.1	<p>► Criteria need to be documented in</p>	High			<p>Section 4.3 of the Procurement Manual details</p>

	the Financial Procedures Manual to guide the evaluation of tenders and the exclusion or award of contracts.				on the general and specific evaluation criteria.
5.4.4.1	<p>► Following criteria need to be documented in the Financial Procedures Manual to guide the evaluation of tenders and the exclusion or award of contracts.</p> <ul style="list-style-type: none"> ○ The obligation and responsibility to report the tender events/processes. ○ Tender procedures relating to the opening of the tenders, assessment of eligibility and conformity of tenders. ○ Guidelines over the publishing of tender results. 	High			<p>Appendix C to Procurement Manual contains the Tender Evaluation template to be used to document the evaluation and decision making process on the tenders received.</p> <p>The tender Evaluation template contains the details of conditions and evaluation criteria judged, budgets the details of the evaluation committee members and a summary of prospective suppliers along with scoring analysis of the tenders received.</p>
5.4.4.2	<p>► Procedures and guidelines setting out the obligation and responsibility to comply with the principles of non-discrimination and equal treatment of all candidates should be included in the Manual.</p>	High			<p>Section 3.3 of the Procurement Manual specifies the guidelines for impartial treatment of candidates.</p> <p>8.4 of SPREP Financial Procedures Manual 2011 specifies the Code of Ethics for all the staff involved in purchasing activities which includes declaration by SPREP staff of any interest or conflict of interest, confidentiality of information, acceptance of gifts and hospitality from the candidates and fraud</p>
5.4.4.2	<p>► The Manual should include provisions to guarantee equal access to all candidates.</p>	High			
5.4.4.2	<p>► The Manual should include measures that ensure equal and impartial treatment of all candidates. The measures may</p>	High			<p>Section 4.3 of the Procurement Manual states "SPREP's Financial Regulations require staff involved in a procurement process to receive, open and treat all quotes and tenders in a way that guarantees fairness and impartiality and</p>

	<p>include:</p> <ul style="list-style-type: none"> ○ Opening of tenders only after submission date; ○ Protection of confidentiality of tenders; ○ Existence of opening/evaluation committees; ○ Evaluation criteria fixed before the tender opening and unchanged during the evaluation process; ○ Documentation of the evaluation, allowing subsequent verification of the decision; and ○ Prohibition of internal and external influences on the evaluators (lobbying, political, etc) 			<p>Done: procurement manual in place April 2010</p>	<p>protests the confidentiality of the information provided by potential supplies.</p> <p>All tenders received from Bidders requiring tenders to be placed in the tender box will be recorded by the receptionist / Customer Services Assistant (RCSA) in the tender Log book Register before placing in tender box by bidder</p> <p>All sealed tenders are marked as requested in advertisement, placed in the sealed tender box at the receptionist// Customer Services Assistant (RCSA).</p> <p>Internal Auditor is responsible to keep the key of the tender box.</p> <p>Open tenders require a 4 person evaluation committee. Select tenders require a 3 persons evaluation committee.</p> <p>Sections 3- 4 of the Procurement Manual “standards for evaluating tenders and awarding contracts will be articulated before tenders are received and the criteria and any weighting made available to potential suppliers.</p> <p>The template for tender evaluations helps to ensure that evaluations are properly documented.</p>
5.4.4.3	<p>► The Manual should include detailed descriptions of the different tendering procedures including a clear indication of the circumstances and conditions under which each procedure must be used. The responsibility and rules for implementing procurement policies must be documented in the Manual.</p>	High			<p>Appendix A of the Procurement Manual clearly describes the different procurement methods and tendering process.</p> <p>Section 4.1 of the Procurement Manual describes the procurement value threshold to apply different procurement methods.</p>

5.4.4.3	<p>► The Manual should document the existence and responsibilities of opening and evaluation committees.</p>	High			<ol style="list-style-type: none"> 1. Internal Auditor will be required to be at all tender review committee and responsible Officer will be the chairperson of the tender review committee 2. Appointment of other members of the tender review committee by responsible Officer 3. Tender box will only be opened in the presence of all tender review committee. 4. Bid Tender log Register to be kept by the RAO after review of tenders 5. Confidentiality, Impartiality and Conflict of Interest form to be signed by the tender Review Committee- The initial opening of tender bids is for the purpose of reviewing and eliminating any tenders that were not responsive to specific requirements of the tender – such as closing date/requested documentation to be included in the submitted tender.
5.4.4.4	<p>► The obligation of SPREP to be compliant with the principle of best value for money must be specifically mentioned in the Manual along with guidelines on achieving this.</p>	High			<p>Section 3.1 to the Procurement Manual mentions the principle on the Value for Money.</p> <p>The guiding principle of the procurement process is that SPREP must get value for money. Each procurement process must evaluate the costs and benefits of the available options so that SPREP obtains the maximum benefit from the goods and services we acquire over their whole lives within the resources available to us. The best value for money option is not always the cheapest.</p>
5.4.4.5	<p>► The Manual needs to state a criterion on the types of tenders whose results should be made public, and guidelines over the process of publishing the results.</p>	High	The finding is agreed to and a different method of informing the candidates of the results of the tender process through sending letters will be incorporated in the revised procurement manual.		<p>Section 4.5 of Procurement Manual once the contract is awarded SPREP must in the case of select or open tenders the results should be published on the SPREP website including description of goods or services procured; the name and address of the successful supplier, the value of the successful tender and the date</p>

					the contract was awarded.
Additional	<p>► We recommend that SPREP investigate Hedge funding or setting up agreements with the donors in which the currency risk is covered by the donor.</p>	High	--	Being addressed by SPREP Finance – revised financial manual of procedure to be finalised in 2010	This was raised in the 2013 Financial Audit and is being addressed with Senior Management and the Audit Committee.

Annex 8

Analysis of Memoranda of Understanding

ANALYSIS OF MEMORANDUM OF UNDERSTANDING AGREEMENTS WITH SPREP PROJECT PARTNERS

Introduction

The Memorandum of Understanding (MOU) analysis was undertaken after the IRT asked questions of each Division Director relating to MOU's and whether MOU's were considered to be effective and useful tools in the delivery of SPREP services. Having provided the IRT with very detailed responses it was decided that an analysis was necessary to determine whether MOU's as a tool was useful and effective and whether this tool might need to be strengthened to further improve SPREP's delivery of services to members and partners. MOU is used to cover all types of agreements including Letters of Agreement (LOA), Grant Funding, Research Agreement and Memorandum of Agreement. Table 1 provides the total of MOU's analysed for each Division. The only selection process for the MOU analysis was that if the Division provided the MOU it was included in the analysis. The Climate Change Division list was initially more extensive however as is the case for the other Divisions the analysis was dependent on receiving documentation on time.

Table 1: Number of MOU's examined for each Division

DIVISION	MOU's Analysed
Climate Change (CC)	37
Biodiversity and Ecosystem Management (BEM)	18
Waste Management and Pollution Control (WMPC)	9
Environmental Monitoring and Governance (EMG)	6
Corporate Services	

The MOU Analysis Table is attached to this summary. The broad analysis uses a number of criteria to ascertain whether the MOU is an effective tool for the purpose for which it was executed and agreed and more importantly whether this tool is effective in assisting the delivery of SPREP services and will result in improved environmental outcomes in the region.

The MOU analysis criteria that was applied to each MOU included: term of the MOU, whether the objectives and principles have been highlighted, links to the Strategic Plan and Goals, links with targets and related activities, identifies partner responsibilities, identifies funding arrangements, links to the performance monitoring and evaluation framework and identifies whether there is a renewal clause. A simple Yes (y), No (n) or Yes/No (y/n) measure is utilised for this analysis. Conclusions are then drawn from this measure. The MOU's analysed were active in the years under review 2011 – 2014. In the review of the MOU's it was necessary to also review the Work Programmes for 2011, 2012, 2013 and 2014 as well as the Performance Monitoring and Evaluation Reports (PMER) for the same years.

The CC Division has the largest number of MOU's with a diversity of partners, members including academia. The PIGGAREP Project has the same MOU for each country that is included as a project site and these were consolidated into one line. The BEM and EMG Division had fewer MOU's and for some, information was not readily available and therefore could not be analysed against the indicators and results achieved as reported in the Performance Monitoring and Evaluation Report (PMER) for the years 2012 and 2013. WMPC Division had a small number of MOU's and in some cases they refer to appendices but those were not provided to the IRT and therefore are not included in the analysis.

Linkages to Strategic Plan and Goals

The CC and WMPC Strategic Priority areas have 3 Strategic Goals and the work programme identifies the targets, indicators and results. The CC Division like the WMPC Division, the MOU's reviewed do not make reference to the Strategic Goal or targets that the activity or results identified in the MOU are aiming to achieve. The majority of the MOU's are used to describe areas of cooperation and understanding and to facilitate collaboration at a national, territory or regional level. - Notwithstanding they provide a framework for cooperation.

However the examination of the Work Programme it was revealed that a number of MOU's are clearly acknowledged in the Strategic Goals and targets although as stated earlier no reference is made to the Strategic Goal in the MOU. The MOU's that are identified within each of the CC Strategic Goals are acknowledged below.

- Strategic Goal 1: Pacific Adaptation to Climate Change (PACC), FinPac that is being implemented by all PIC's as well as the SPC-GIZ, SPC – EU that SPREP partners, and ICCAI and the Pacific Australian Climate Change Science and Adaptation Planning (PACCSAP) Programme
- Strategic Goal 2: Agreements and MOU's clearly identified relate to MFAT (ICU), GIZ CCCPIR, PACCPACC Project CBA benefit analysis, and the Meteorological Services transferred from SOPAC that include MOUs and Agreements with WMO, IOC PI-GOS project and APAN activities
- Strategic Goal 3: Further implementation of SOPAC functions relating GHG and energy through the PIGGAREP projects
- The CC Division has also concluded a large number of MOU's for administrative purposes such as Leases of Office space (PACCSAP) and purchase of vehicles (GIZ) that would not necessarily be identified in the Strategic Goal.

MOUs that are identified within and/or correlate with each of the WMPC Strategic Goals are acknowledged below.

- Strategic Goal 1: MOU with Westpac to support the Clean Pacific 2012 Campaign; MOU with Scientific Research Organization of Samoa (SROS) to support SPREP's "Green Campus" and to promote environment-friendly and clean renewable energy alternatives;
- Strategic Goal 2: Although none of the MOUs are specifically tied to Strategic Goal 2, several of the MOUs listed under Strategic Goals 1 and 3 address some of the areas under Strategic Goal 2.
- Strategic Goal 3: MOU with the International Maritime Organization to promote the Integrated Technical Cooperation Programme (ITCP) and the Pacific Ocean Pollution

Prevention Programme (PACPOL) pertinent to marine pollution prevention, preparedness and response; AFD Regional Solid Waste Management Initiative for the Pacific – MOUs with Governments of Fiji and Vanuatu; MOU with AusAID and Australian Maritime Safety Authority pertaining to attachment to SPREP WMPC Division for Improved Management of Regional Marine Pollution; MOU with Griffith University to support E-waste Management; MOU with UNU- StEP Initiative members; MOU with BCRC Beijing to promote implementation of the Basel and Waigani Conventions.

The BEM has 3 Strategic Goals and an attempt has been made to discuss the MOUs in light of each focal area and to link the agreements and activities detailed in the MOUs against the indicators and results as reported in the PMER.

- Strategic Goal 1 Examination of the MOUs available with relevant details shows that while the MOUs may not be explicit in terms of the specific strategic and/or focal areas that it is related to, nevertheless, it can be inferred that the development of such instrument is in keeping with specific focal areas in mind and to address the issues identified. Of the 18 MOUs accessed only 9 MOUs, representing 50% of the total, provided some details and attempts were made to report against PMER for 2012 and 2013. It must be noted however, that the reporting against the MOUs are not as comprehensive. This can be attributed to the fact that the PMER's overall purpose is to report against work plans under each focal and strategic area and not necessarily under the MOUs in existence. For example under the Secretariat of the Convention on Biological Diversity and SPREP MOU Progress Report for each year is provided. In 2012, the Second NBSAP capacity building workshop was conducted and the Pre-COP Meeting organised and delivered. Similarly in 2013 two workshops were carried out under this MOU namely the Ecosystem Restoration Workshop and the Capacity Workshop for the preparation of the 5th national reports to the CBD. On closer examination of the above mentioned MOU, areas of cooperation such as exchange of information on the progress in the implementation of joint activities, share information on activities relevant to promoting the ratification and implementation of the Nagoya Protocol, mutually support one another in implementation and promotion of activities relevant to the respective mandates, identify respective focal points and each organisation to fundraise to be able to implement activities – these are only some activities that are not clearly reported against and can be assumed are neither evaluated.
- Strategic Goal 2 Similarly, the analysis above also relates to the SPREP / Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals (CMS Secretariat) MOU. It is not clear whether activities identified such as prepare mutually relevant documents for each other's meeting; liaising on key issues to promote compatibility of respective policy decisions; coordinate on matters relevant to their administrative and programmatic relationships; and liaise on how best to complement each other in promoting their organisations shared goals of supporting biodiversity conservation, international wildlife conservation and migratory species. Also identified in the MOU are institutional cooperation, exchange of experience and information, coordination of work programmes and joint conservation action between the two organisations. To what extent have these been achieved could not be verified.
- Strategic Goal 3 An MOU signed between Birdlife International and SPREP outlines in detail the responsibilities on both sides. This includes consulting each other on policy matters of mutual concern, such as bird species conservation, protected areas and invasive species. Exchange information on developments and current activities in

relation to bird conservation, protected areas and invasive species in the region. Extend to each other standing invitations to be represented by observers at appropriate meetings, including the annual SPREP Meeting and the biannual Birdlife Pacific Partnership Meetings and to co-sponsor relevant meetings. Collaborate and support capacity-building initiatives that assist with improving the status of threatened birds and habitats. Collaborate and support awareness-raising efforts on the status of threatened birds and habitats. Collaborate on the implementation of global and regional bird conservation priorities. Integrate bird conservation priorities and actions into the Action Strategy for Nature Conservation at the regional level and NBSAPs (or similar plans) at the national level.

The MOU's reviewed for the EMG division information was not readily available. The EMG Division has 4 Strategic Goals. Attempt is made to discuss the MOUs etc. in light of each focal area and (trying to) link the agreements and activities detailed in the MOUs against the indicators and results as reported in the PMER. For this part of the Report, two focal areas are dealt with for illustration. The reason being that similar to the BEM Division, the EMG Division reporting does not match the indicators identified. Again this could be related to the fact that the PMER reporting could be geared more towards reporting against the strategic and focal areas identified in the Strategic Plan rather than the MOU.

- Strategic Goal 1 illustrates the point made above. Under the focal area: Enabling Environment, the indicator "The number of Members with legislation to implement MEA obligations" is assessed and not to be accurately reported against.
- Strategic Goal 2 and 3 are similar and the MOU with NZAIA outlines the setting up of a network for environmental assessment professionals and as an indicator "The number of environmental assessment and planning professionals that have subscribed to a network". The reporting in 2012 merely reiterates the stated indicator "setting up a pacific network for environmental assessment and planning professionals" and reports the participation in the NZAIA annual conference by a delegate from Fiji.

Major Partners

All the Divisions have a wide range of partners and these include regional as well as international partners and some partners work support more than one Division such as EU, GEF. New Zealand and Australia. Specific CC partners include specialists that can provide specific expertise such as the NZ Association for Impact Assessment and the Institute for Global Environmental Strategies (IGES). Other international partners seeking cooperative efforts include USAID, WMO and the Caribbean Community Climate Change Centre. Of relevance is the very extensive and comprehensive MOU with SOPAC and SPC both noting the transfer of functions to SPREP but also recognizing cooperation and collaboration between the two organisations especially in the area of meteorology, climate change and Disaster Risk Management?

WMPC Division has several partners and these also include national, regional as well as international partners such as UNU – StEP Initiative Members, Basel Convention Regional Centre for Training and Technology Transfer for the Asia and Pacific Region (BCRC Beijing), AusAID and the Australian Maritime Safety Authority, the International Maritime Organization (IMO), Griffith University, etc. It is clear that these partnerships have expertise that can provide substantial technical support to SPREP and its members. However, because the SPREP reports

do not specify the collaboration, activities undertaken and results achieved for each MOU, it is difficult to gauge their effectiveness.

It was apparent in the review of the MOU's that there are a number of MOU's that are signed with the same partners but make no reference to each other.

Summary General Comments

In the discussions and responses received from Directors it was established that MOU's are practical tools as they clarify roles and responsibilities, provide a clear time line, resources are tagged and the partners are working in a framework or boundaries. The MOU's reviewed for the CC Division did support these criteria however it was unclear what resources were tagged for some MOU's.

Also Directors noted that MOU's support the delivery of SPREP's services to members and stakeholders and work if they are linked to specific work plans and outputs. For the majority of MOU's reviewed there was no clear link with specific work plans and outputs in the Work Programme. In most cases the Work Programme identified the Project name or country but it was difficult to align the activities to a specific MOU.

Directors noted that MOUs should identify areas of mutual interest and cooperation that are derived from the Strategic Plan and annual work plans. MOU's can relate to a funded project executed by SPREP. Otherwise they are seen as a potentially useful way of identifying support. But they cannot be relied on, as they usually have no binding obligation in law, relying rather on goodwill of both parties. The Review suggests that CC Division has a large number of MOU's that simply confirm cooperation and collaboration with parties and provide little else.

MOU's allow for more formal mechanisms of cooperation, with specific goals and activities and support requests for resources as they are formally articulated. Doubt or conflicts can be dealt with more easily. In nearly all MOU's there were clauses that provided for conflicts and disputes as well as termination clauses.

The MOU's needed to have an identified focal point, and regular dialogue. It was difficult to determine from this examination whether regular dialogue is carried out between parties and in some cases the MOU's identified communication channels however very few identified focal points. There was no indication from the review that MOU's tend to work better with NGO partners than with CROP agencies.

Given the time taken to collate the MOU's from each of the Divisions for the review this would suggest that the MOU's are not documents that are used monitored or reviewed regularly. Therefore the IRT questions how effective are these documents as a decision making tool if they cannot be accessed easily.

In reviewing the Agreements and MOU's there were a number of similar features with the majority of the Agreements and these included:

- a. The emphasis is on cooperation and collaboration
- b. Activities were not defined in some but others were open ended and dependent on mutual agreement

- c. Require further exchange of information and consultation for the MOU to be effective
- d. There is an absence of information that identifies SPREP's guiding document the Strategic Plan or identifying the Goals that would be achieved as a result of the MOU or Agreement.
- e. No link to the Work Programme
- f. Very few outlined a review process

CONCLUSIONS:

1. It can therefore be concluded that while some monitoring and reporting is done on the whole a number of specific activities are not reported against which then raises the issue of how efficient and effective these MOUs are as instruments of collaboration and finding synergies for better resource allocation, minimize duplication and reach.
2. It can also be concluded that the higher tangible indicators are not often reported on, if they are indeed reported but on the 'softer' issues such as – share information, experience and resources, collaborate and support awareness-raising efforts, these are often unstated. Whether it is due to whether less priority are accorded to such activities or because they have not been done at all is uncertain.
3. The Work Programme identified financial input by partners and donor countries in the Strategic Goal budget estimates and it is assumed to be the result of the MOU with the organisation and or the donor country however could not be confirmed by the IRT.
4. Given the work programmes does not always identify the MOU it is difficult to assess how effective the MOU is and whether the resources identified in the MOU have been used for the purpose allocated.
5. Although reporting is usually identified as a result in a given MOU there is an expectation that this might appear as an activity in the Work Programme but there is an absence of this activity in the Work Programmes reviewed.
6. Whether the current MOU's need to be strengthened or renewed was not responded to by Directors. Identified results could be identified in some cases but for the majority results were absent. Funding spent for each MOU was also not identified.

In identifying and reviewing synergies, linkages and gaps with other relevant strategic instruments it is clear that a number of improvements need to be made with MOU's - strengthening them to achieve better results

An MOU with SPC already exists and provides the following that reinforces all the principles noted above during consultations with Directors. The strongest emphasis highlighted that a shared SPREP/SPC Joint Country Strategy will demonstrate complementarity between the activities of both organisations at member country/territory level. It is noted by the IRT that discussions with Directors also concluded that this strategy was trialled and was not successful however the IRT notes the principles applied to this joint strategy remain valid and could be used as the foundation for an alternate strategy and the recommendation by the IRT to implement an Integrated Country Programme that would be an inclusive document that addresses the country environmental needs and identifies not only those that will be met by SPREP but other partners as well.

- Develop and identify Joint programmes in areas of mutual interest, including but not limited to renewable energy and energy efficiency, climate change, climate related

disaster risk reduction, the management of marine and coastal resources and addressing e-waste and water pollution (perhaps this should include gender)

- Develop and identify synergies and cooperation with planned and existing activities to provide better delivery of services at national and regional levels
- Work with other agencies in areas of importance to island countries and territories that require balancing developmental and biodiversity, conservation outcomes such as in tilapia farming.
- Commit to the exchange and sharing of information with other partners

Specific principles identified between SPREP and SPC included:

- Establish meetings or technical forums for staff or both organisations to share, discuss, develop, implement and monitor programmes of mutual interest.
- Where possible send a senior representative to attend the annual meetings of each other's governing councils
- Support each other's positions in third party meetings or forums and
- Use the SPC Joint Country Strategy process to show the complementarity between the work of both organisations at member country/territory level.

RECOMMENDATIONS

- The model used by EU that provides a Project Document with all sub contracts or MOU's with countries attached to the main project document would assist with reporting and identifying annual activities by country. This is the model used by the DRR project implemented by SPC.
- Clearly the current system of MOU's is not effective and should be reviewed to ensure that MOU's are treated as formal legal and enforceable agreements with SPREP that should have an annual review and perhaps this is the role of the Internal Auditor.
- MOU's must have clearly stated links with Strategic Goals and Work Programme activities.
- There is room for improvement for collaborations and synergies with strategic partners under MOU facilities. Strategic partner organisations such as MSG need to be explored fully for potential and opportunities. Current arrangements under existing MOUs are broad and not specific, with no implementation arrangements and activities identified.
- MOUs are living documents and should be used as a working document or as an implementation framework similar to work plans. In doing so it becomes a useful management tool for effective collaborations and joint implementations and evaluations.
- MOU with SPC must now be further strengthened to enhance complementarity of effort.

MOU PARTNER	TERM	OBJECTIVES AND PRINCIPLES	LINKS TO STRATEGIC PLAN AND GOALS	LINKS WITH TARGETS OF STRATEGIC GOAL	IDENTIFIES SPREP RESPONSIBILITIES	IDENTIFIES FUNDING ARRANGEMENTS	LINKS TO PMER	IDENTIFIES RENEWAL
CLIMATE CHANGE								
Ministry for Foreign Affairs of Finland	Signed 24th December 2012 - 2015	N	N	N	Y	Y	N	N
USP (PaceSD)	20 Nov 2014	Y	N	N	Y	Y	N	N
IFRC (International Federation of the Red Cross and Red Crescent Societies)	1 July 2013 - 31 March 2017	Y	N	N	Y	Y	N	N
SPC SOPAC	31 October 2010	Y	Y	N	Y	Y	N	N
SPC	5 June 211	Y	N	N	Y	N	N	N
NZ MFAT is responsible for managing the New Zealand Aid Programme.	03 May 2011 to 01 May 2013	Y	Y/N	Y/N	Y	Y	N	N
GIZ Programme Coping with Climate Change in the Pacific Island Region (CCCPiR)	September 15 2011	Y	N	Y/N	Y	N	N	N
GIZ Programme Coping with Climate Change in the Pacific Island Region (CCCPiR)	Year of Model 2011 ongoing	Y	N	N	Y	Y	N	N
Australia (AusAID) change of address to Suva, Fiji	06 May to 31 March 2014	Y	Y/N	N	N	Y	N	N
Government of Australia (GOA)	30/06/13	Y	N	Y/N	Y	Y	Y	N
Department of Climate Change & Energy Efficiency DCCEE	To 30 June 2013 + 1 Year	Y	N	Y/N	Y	Y	Y/N	Y
Government of Tokelau	Nov 2011 - Dec 2013	Y	N	Y/N	Y	Y	N	N
SPREP & Government of Papua New Guinea	Oct 2010 - Dec 2013	Y	N	Y/N	Y	Y	N	N
Government of Federated States of Micronesia	Dec 2012 to Dec 2014	Y	N	Y/N	Y	Y	N	N
Government of Republic of Marshall Islands	Dec 2012 Extension to Dec 2014	Y	N	Y/N	Y	Y	N	N
New Zealand Association for Impact assessment (NZAIA)	12 April 2013 - 2018	Y	Y/N	Y/N	Y/N	Y	N	N
Institute for Global Environmental Strategies IGES, authorisation by the Minister for	22 May 2013 to 28 February 2014	Y	N	Y/N	Y	Y	N	N

MOU PARTNER	TERM	OBJECTIVES AND PRINCIPLES	LINKS TO STRATEGIC PLAN AND GOALS	LINKS WITH TARGETS OF STRATEGIC GOAL	IDENTIFIES SPREP RESPONSIBILITIES	IDENTIFIES FUNDING ARRANGEMENTS	LINKS TO PMER	IDENTIFIES RENEWAL
Environment of Japan								
The Asian Pacific Adaptation Network APAN. Institute for Global Environmental Strategies IGES	22 May 2013 to 28 February 2014	Y	N	Y/N	Y	Y	N	N
Center of Locally Managed Areas Inc., PNGCLMA	Signed by SPREP 3 June 2011	N	N	Y/N	Y	Y	N	N
Pacific Leadership Programme (PLP)	4 month placement	Y	N	N	Y	Y	N	N
Rachel Mary Nunn - Young Professional	26 Feb. 2013	Y	N	N	Y	Y	N	N
Caribbean Community Climate Change Centre (CCCCC)	26 May 2011 - 31 Dec 2015	Y	N	N	N	Y	N	N
World Meteorological Organization (WMO)	No date given	Y	N	Y/N	Y	Y	N	N
World Meteorological Organization (WMO)	5 year time period 2011-2015 9 April 2014	Y	N	Y/N	Y	Y	N	Y
University of Maryland Center for Environmental Science UMCES	Signed 2011 - 2016 +5yrs upon mutual agreement	Y	N	N	N	Y	N	Y
Environmental Defenders Office Limited EDO	30 November 2011 for 5 years	Y	N	Y/N	N	N	N	Y
Government of Solomon Islands through Ministry of Environment, Climate Change Disaster Management & Meteorology (MECDM) & Provincial Government of Choiseul	14 August 2012 - 2014	Y	N	Y/N	Y	Y	Y/N	N
Conservation International (CI) signed by Michael Donoghue	March 2008 - March 2013	Y	N	Y/N	Y	Y	N	N
Indian Ocean Commission IOC	20 June 2012 terminate 31 Dec 2017	Y	N	N	Y	N	N	Y/N
National Oceanic and Atmospheric Administration NOAA	End 30 Sept 2012	Y	N	Y/N	Y	N	N	Y/N
US Aid and US Dept. State/SPREP	Signed 08/09/2011	Y	N	Y/N	Y	N	N	N

MOU PARTNER	TERM	OBJECTIVES AND PRINCIPLES	LINKS TO STRATEGIC PLAN AND GOALS	LINKS WITH TARGETS OF STRATEGIC GOAL	IDENTIFIES SPREP RESPONSIBILITIES	IDENTIFIES FUNDING ARRANGEMENTS	LINKS TO PMER	IDENTIFIES RENEWAL
Ministry of Environment, Lands & Agriculture Development MELAD Kiribati	One year 2013 signed by SPREP 8 January 2013	Y	N	N	Y	Y/N	N	N
Korea Institute of Ocean Science & Technology (KIOST)	11 March 2013 - 2018	Y	N	N	Y	Y/N	N	N
Norwegian Refugee Council (NRC)	28 June 2013	Y	N	Y/N	Y	Y	N	Y
Government of Republic of Marshall Islands	17-Oct-13	Y	N	Y/N	Y	Y	Y/N	Y
Scientific Research Organisation of Samoa SROS	June 2012 for 6 months	Y	N	Y/N	Y	N	N	N
SPREP and UNDP SPREP has signed MOU' with Cook Islands, FSM, Kiribati, RMI Palau, Samoa, Solomon Islands, Tuvalu, Tonga	Feb-14	Y	N	Y/N	Y	Y	Y/N	N
BIODIVERSITY AND ECOSYSTEM MANAGEMENT								
Secretariat of the Convention on Biological Diversity / SPREP	Oct 12-Oct 14	Y	Y	Y	Y	Y ²⁸	Y	N
Implementing the Biodiversity Convention SPREP/GIZ (TK/ABS)	Jul 13- Jun 14 ²⁹	Y	Y	Y	Y	Y	Y	N
BIORAPs Samoa, Nauru and Tonga	-	Y	Y	Y	N/A ³⁰	N/A	N/A	N/A
Vavau Environmental Protection ³¹	2014	Y	Y	Y	N/A	N/A	N/A	N/A
Conservation International ³²	-	Y	Y	Y	N/A	N/A	N/A	N/A
IUCN	2007	Y	Y	Y	Y	N/A ³³	Y	N/A
AAMP French Marine Protected Areas Agency ³⁴	2010	Y	Y	Y	N/A	N/A	N/A	N/A

²⁸ Subject to availability of funding. Both parties will engage in fundraising activities to be able to implement activities identified.

²⁹ New MOU with activities starting in the second half of 2013 and 2014 activities yet to be reported against.

³⁰ Copies not available during time of analysis for verifications.

³¹ Signed 2014, copy not available. Summary provided by BEM

³² Information provided in summary submitted by BEM, copy not available for better scrutiny.

³³ Documents not available to allow verification

³⁴ Information provided in summary submitted by BEM, copy not available for better scrutiny.

MOU PARTNER	TERM	OBJECTIVES AND PRINCIPLES	LINKS TO STRATEGIC PLAN AND GOALS	LINKS WITH TARGETS OF STRATEGIC GOAL	IDENTIFIES SPREP RESPONSIBILITIES	IDENTIFIES FUNDING ARRANGEMENTS	LINKS TO PMER	IDENTIFIES RENEWAL
SPREP / UNEP (Guidance on Island Ecosystem Management - SIDs)	Jul12 – Dec 13	Y	Y	Y	Y	N	Y	N
Choisel Integrated CC Programme (CICCP)	2014	Y	Y	Y	N/A	N/A	N/A	N/A
SPREP and PNG Locally Managed Areas (PNGCLMA)	2013	Y	Y	Y	Y	Y	N/A ³⁵	N
Nature Conservancy / SPREP	Dec 13 ³⁶	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals (CMS Secretariat)	-	Y	Y	N/A	Y	N	N	Y
South Pacific Whale Research Consortium (SPWRC)	2009-2014	Y	Y	Y	Y	N/A	Y	N
International Fund for Animal Welfare (IFAW)	2014	Y	Y	Y	N/A	N/A	N/A	N/A
State of the World's Ocean Turtles (SWOT)	-	Y	Y	Y	N/A	N/A	N/A	N/A
Island Conservation	Jun 13	Y	Y	Y	N/A	Y	N/A	N/A
Birdlife International / SPREP	Jun 11 – Jun 16	Y	Y	Y	Y	Y	Y	Y
WWF Pacific /SPREP	2014	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Secretariat of the Convention on Biological Diversity / SPREP	Oct 12-Oct 14	Y	Y	Y	Y	Y ³⁷	Y	N
WASTE MANAGEMENT AND POLLUTION CONTROL								
The Fiji Ministry of Local Government, Urban Development, Housing and Environment	Commenced September 26, 2013 - no end date	Y	Y/N	Y/N	Y/N	N	Y/N	N
Pacific Regional Centre for Training Basel and Waigani Conventions and Basel Convention Regional Centre for Training and Technology Transfer for the Asia and Pacific Region	Commenced July 23, 2013 - no end date	Y	Y/N	Y/N	Y	N	Y/N	N

³⁵ Implemented in 2013.

³⁶ New Agreement signed in December 2013

³⁷ Subject to availability of funding. Both parties will engage in fundraising activities to be able to implement activities identified.

MOU PARTNER	TERM	OBJECTIVES AND PRINCIPLES	LINKS TO STRATEGIC PLAN AND GOALS	LINKS WITH TARGETS OF STRATEGIC GOAL	IDENTIFIES SPREP RESPONSIBILITIES	IDENTIFIES FUNDING ARRANGEMENTS	LINKS TO PMER	IDENTIFIES RENEWAL
The International Maritime Organization	Commenced July 29, 2010 and for an indefinite period	Y	Y/N	Y/N	Y	Y	Y/N	N
Government of Vanuatu - Department of Environmental Protection and Conservation	Commenced November 22, 2012 for a total of 3 years	Y	Y/N	Y/N	Y	N	Y/N	N
AusAID and the Australian Maritime Safety Authority	Deed was Executed on May 14, 2013. Activity Start Date is July 01, 2013 to August 31, 2015. Please note that the term of this Agreement commences upon execution by both parties being the date indicated at the front of this Agreement and continues until all obligations have been fulfilled under this Agreement.	Y/N	Y/N	Y/N	Y	N	Y/N	N
Westpac Banking Corporation (Westpac)	May 15, 2012 to December 31, 2012	Y	Y/N	Y/N	Y	Y	Y/N	N
Griffith University	Commenced on October 01, 2012 and remains in effect until terminated in writing	Y	Y/N	Y/N	Y/N	N	N	N
UNU - The Members of the "Solving the E-Waste Problem (StEP) Initiative"	Commenced on 05/07/2011 with no termination date	Y	Y	Y	Y	Y/N	N	N
Scientific Research Organization of Samoa (SROS)	Commenced on May 11, 2012. No end date indicated	Y	Y/N	Y/N	Y	Y/N	Y/N	N
ENVIRONMENTAL MONITORING DIVISION								
UNEP DEWA (Div. of Early Warning and Assessment) / SPREP	2011	Y	Y	Y	Y	Y	Y	N
UNCCD to be regional reporting entity	N/A	N/A	N/A	N/A	N/A	N/A	Y	N/A
MOU with CBD on collaboration and joint programming	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

MOU PARTNER	TERM	OBJECTIVES AND PRINCIPLES	LINKS TO STRATEGIC PLAN AND GOALS	LINKS WITH TARGETS OF STRATEGIC GOAL	IDENTIFIES SPREP RESPONSIBILITIES	IDENTIFIES FUNDING ARRANGEMENTS	LINKS TO PMER	IDENTIFIES RENEWAL
CCCPIR: Strengthening regional and management capacity; mainstreaming CC and adaptation strategies	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SPREP/MSG	Jan 13 – Dec 16	N	N	N	N	N	N	N
MOU with NZAIA	N/A	Y	Y	Y	N/A	N/A	Y	N/A
SPREP/MSG	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Annex 9

Performance Monitoring And Evaluation Reporting Analysis

BACKGROUND

The Performance Monitoring and Evaluation Report (PMER) on the Work Programme activities is one component of the Monitoring and Evaluation (M&E) Framework that was presented at the 23rd SPREP Meeting (WP.6.2) seeking Members endorsement. The Framework is designed to ensure that all levels of SPREP programme implementation are results based and outcome focused and that outcomes and effectiveness can be measured over short to long-term time frames.

The 2012 PMER was the first to be presented under the new SPREP Strategic Plan 2011-2015 where performance was measured against targets established in the 2012 Work Programme and Budget, reflecting the Member priorities under the new SPREP Strategic Plan. The 2012 PMER is also presented on the basis of the new SPREP organisational structure which was approved by the 22nd SPREP Meeting in 2011 and which entered into force on January 1st, 2012.

The 2012 PMER outlines the standard to be followed with regard to PMER i.e. “the PMER will be submitted annually by the Secretariat to the members and the SPREP Meeting (SM) in fulfilment of the Director’s obligation under the SM Rules of Procedure to provide a summary of the Secretariat’s progress and achievements of specific work targets throughout the year”.

Other components identified in the WP 6.2 that forms part of and complements the M&E Framework include the financial performance and Audit of Financial Accounts, the Director General’s Annual Report and the IRT encourages the various partner project evaluations undertaken throughout the year should also form part of the M&E Framework.

The 23rd SPREP Meeting WP 6.2 recognised the challenges of establishing the M&E Framework highlighting elements requiring more work including “(1) reaching agreement with PICTs on an acceptable methodology for ongoing monitoring of SPREP related environmental outcomes at national level including beyond the life of funded programmes, projects and activities, (2) defining standard output indicators for each strategic priority to enable data to be consistently aggregated across the organisation, and (3) reaching agreement on national and regional environmental indicators to underpin objective assessments of medium and long term outcomes of Strategic Plan implementation. As well SPREP will need to further develop the M&E standards and criteria required by multilateral funding agencies such as the GEF and Adaptation Fund”. Progress and attempts to address these challenges has been hampered by not being able to appoint a suitable M&E Specialist who will support this work.

BROAD ASSESSMENT OF 2012 AND 2013 PMER

The IRT has reviewed the 2012 and 2013 Work Programmes and the related PMER for each year and note the following “Introduction” to the 2012 PMER.

“In 2012 SPREP continued its comprehensive change management process to improve its effectiveness and efficiency. Key elements included:

- Increasing national level delivery of practical programmes and initiatives as a result of an increased budget reflecting increased donor confidence in SPREP’s work.
- Better definition of priorities and clarifying what countries want from SPREP
- Better and focused partnerships; and
- Increasing cost effectiveness and initiating measures to reduce costs and pass on benefits to member countries
- Further strengthening of internal controls within the Secretariat through the recruitment of an internal auditor and the establishment of an audit committee – the first within a CROP agency

The IRT in this broad assessment has used the above key elements to determine the effectiveness of the PMER for 2012 and 2013 and provides the following assessment and analysis of the PMER as a tool that SPREP has identified as effective in improving member country engagement and delivery of services. The PMER Analysis Table is attached to this summary.

The PMER analysis criteria includes: Work Programme (WP) identifies in-country activities, WP links to Country priorities, WP utilises partnerships, Delivery of services uses National systems, PMER identifies country activities completed, PMER identifies progress to meeting targets, PMER describes results/outcomes/ impact. A simple Yes (y), No (n) or Yes/No (y/n) measure is utilised for this analysis. Conclusions are then drawn from this broad measure.

ASSESSMENT PROCESS

The assessment process included examining the following

1. Performance Monitoring and Evaluation Report (PMER) and the Work Programmes and Budget Allocations for 2012 and 2013;
2. Proposed WP and Budget for 2014;
3. A comparison was made of the results highlighted for years 2012 and 2013 against the specific strategic plan targets and indicators identified;
4. An examination of the Budget for 2012 and 2013 as well as budget for each Strategic Goal..

The Work Programme assessment noted:

- Activities to be delivered in each year were very similar and changed very little from one year to the next
- 2014 Work Programme list of activities was very similar to previous years and was used as the basis for comparison in previous years.
- The number of countries where SPREP activities would be carried out was identified
- Specific country activities was in most cases not identified.

The PMER Assessment noted the following issues :

- It is also evident from the PMERs that SPREP and its Divisions are doing a lot of work – but it was difficult for the reviewer to connect the relationship between the outputs/activities to each other and how they support/complement each other, as well as how that relates to the overall achievement of the SPREP strategic plan.

- For all Divisions, it is clear from the review of the 2012 and 2013 PMERs that what are noted as results are actually a list of completed activities and outputs. It is not clear to the reviewer whether on the ground results and impacts are actually achieved and whether this is reported in more specific project or program reports. Information in the PMER is not measured against indicators and how this contributes to the achievement of the strategic goals.
- The PMERs for all Divisions do not report on activities carried out and results achieved within countries as a result of SPREP interventions and capacity building activities however these are reported by the Director General Reports to countries at the Annual SPREP Meeting.
- It is difficult to know whether the PMER is reporting annually or making a cumulative response towards meeting Strategic Goal targets. The PMER discusses the % completed in some Strategic Goal areas, which is related to overall completion rate of the target and not what was completed in the year under review. E.G. The CC 1.1.1.2 PMER 2013 “14 members have documented PACC and their lessons learned” PMER 100% complete however there are activities in this Strategic Target that no comments are provided therefore it is unclear how the completion % rate is assessed and determined.
- Comments are made regarding partner projects but it is unclear how this meets the strategic goal target for SPREP CC 1.1.2.1 Adaptation in the Pacific is coordinated through the Adaptation Working Group 100% complete and unclear the benefits of this partnership to countries. The PMER is not reporting on the results of these partnerships.
- For all Divisions a number of indicators identified makes references to “the number of members” which are all qualitative and seems to imply that there are no objectively verifiable indicators beyond these quantitative ones. It is suggested that there should also be indicators that relates to what the member countries are going to do with these quantitative indicators. For example “EMG 1.1.1 - The number of regulatory framework models (EIA, IEA, and SEA) developed; EMG 1.1.3 - The completion of a needs analysis survey; and EMG 1.2.1 - The number of Members whose environmental law review has been updated” – what are the countries going to do with the regulatory framework or environmental laws updated. In the examples given it can stated that the indicators are not SMART. It is acknowledged that some of these indicators would depend on the collaborations and engagement of member countries. These must be articulated in the reporting and suggestions for improvements made.
- For all Divisions there are many examples where results reported there is still a ‘mixture’ of reporting of both outputs and results for PMER 2012 and 2013. There must be a clear demarcation of what the results are i.e. the consequences of the delivery of outputs or the effects of the outputs in terms of benefits to the target groups to enable them to achieve the intervention purpose.
 - BEM examples include the 2012 PMER results identified are in most cases activities. 1) “completed second NBSAP capacity building workshop in collaboration with the CBD Secretariat, attended by 12 Pacific Island Countries and hosted by New Zealand”; 2) “Coordinated a meeting between 12 Pacific Island Delegates, SPREP and the new CEO of the GEF during the 11th Conference of Parties to the CBD”; and “Signed a new MOU with the CBD Secretariat on priority areas for collaboration in the Pacific”. The above examples clearly are activities. There is no clear demarcation between activities, outputs or outcomes. These aspects of the PMER are often blurred

when reported against the indicators or strategic targets identified. These distinctions are not always easy nevertheless it is imperative upon the Division to be reporting correctly because this is where the 'true' assessments of its success or failure lies.

- Similarly, while this is repeated in the 2013 PMER in a number of places, it is observed that the reporting against the indicators and strategic goals has improved somewhat. Briefing paper prepared and other advisory support provided to the Oceania Regional representative, technical assistance provided for their accession preparations and for joining RAMSAR are examples that reporting is still focused on activities. Examples where reporting is beginning to focus on results include: 1) Enhanced systems for coordination and networking with regional biodiversity/ecosystem management related interventions including, but not limited to, (i) FAO/GEF Forestry and Protected Area Management in Fiji, Samoa, Vanuatu and Niue (GEF-PAS-FPAM; and 2) Completed in-depth design of the Rapid Biodiversity Assessment (RBA) framework including... that will facilitate PICT approaches for managing conservation values on customary owned land.
- For WMPC Division there were a few instances where actual on the ground activities/impacts were achieved. For example, "Sites contaminated with persistent organic pollutants in Samoa remediated and contaminants exported offshore for safe disposal". But these also fell short of explaining how these achievements actually resulted in habitat or species recovery/conservation impacts.
- On examination EMG has made concerted efforts to collaborate with other CROP agencies and increase the engagement of PICs through consultations. Development of SoE regional framework that in turn informs the national SoEs. The standardisation of SoEs reporting has been slow to take off. For examples the development national and regional database systems for environmental inventories and monitoring and this is indicative of the total PMER completion rate at 20- 25% but considered to be positive progress to date.

PMER ACHIEVEMENT RATES

- The achievement rates, expressed in percentages, are often less than a 100%, which may be attributed to certain assumptions, and risks that exist that affect the results level. These external conditions should be identified at the beginning of the programme to underscore the ratings given and should be explained.
- There also needs to be discussions as to how these 'results' are being accessed by the target beneficiaries. What is the outreach of the outcomes? Percentage ratings given in terms of completion rate imply that 'full' outreach has not been achieved. The reasons for the exclusion of the groups identified are not given and this is important to understand the rationale behind the ratings.
- It would appear that the PMER assessment is a subjective assessment and provides little evidence to the reader that activities identified in the work programme have all been completed. CC 1.1.2.1.A 100% completed would suggest that there would be no activities to be completed in 2014 or 2015.
- It is not certain how the percentage ratings were arrived at. Whether these percentage ratings are for the whole outcome / results i.e. duration of the

programme or against yearly targets could not be ascertained. This can be attributed to the lack implementation plans to benchmark achievements.

- The lack of identification of assumptions is a major failing in the development of the work programmes and reduces the effectiveness of the PMER and impacts the quality of reporting.

PMER ANALYSIS AND EFFECTIVENESS

1. SPREP and its Divisions need to start connecting and aligning its work programmes with existing national, sub-regional and regional initiatives to reduce duplication and cost and to ensure that gaps are identified and responded to. There is no need for SPREP to reinvent the wheel where there are already existing mechanisms and partnerships to align or participate. Partnership building will be the most cost effective modality to enable better engagement with member countries and deliver better services on behalf of partners. Identifying commonalities with member countries and supporting these is a good start.
2. The PMERs need to begin to report on actual conservation and environmental results/impacts. Statements such as “Pilot integrated atoll waste management project commenced in the RMI (PacWaste project)” should include for example “has resulted in the removal of # of solid waste from the # atolls leading to the recovery of # habitats and/or species”.
3. And where it is reporting on achievements “Sites contaminated with persistent organic pollutants in Samoa remediated and contaminants exported offshore for safe disposal”. It should go further and explain how these have resulted in habitat and species recovery.
4. SPREP and its Divisions need to begin to do its business the SMART way – working closely with the countries and partnerships/mechanisms within those countries to identify those activities that will effectively and efficiently achieve the most consequential and sustainable impacts, as opposed to trying to do everything under the sun. This challenge can be overcome with the development of the Business Plan and the Integrated Country Programmes.
5. SPREP’s rating on “results” achieved should be based on actual on the ground impact and not on outputs and activities and should be based off on the ground achievements in the countries. It is difficult to understand how it is possible to then provide an annual list of contributions to each member country when it is not identified in the PMER.
6. The PMER should include reports on what is completed and/or achieved in the work programmes for a given year, as well as what’s achieved against its larger strategic goals in the strategic plan. There are normally several results which are supposed to be derived from the outputs delivered by the projects, therefore there is room to discuss the likely or achieved short-term and medium-term effects derived from the outputs delivered by the project, in terms of capacities and other benefits for target group(s), and which are necessary to achieve the purpose of the project. This will provide the stakeholders with a much clearer idea of what is achieved against the annual work programmes. A weakness in the reporting system is the lack of quantitative reporting. Whilst an achievement rate is reported, expressed in percentage terms and countries detailed in terms of activities implemented, reports are not against the indicators identified

7. If the PMERs begin to report on actual impacts and results, it will become clearer in which countries these impacts are being achieved.
8. The PMERs reporting focus should be on the sustainability of programmes beyond SPREP intervention and investment, it will also become clearer to the stakeholders where these successes are taking place and how they contribute to SPREP's overall strategic goals.

PMER ANALYSIS AND EFFICIENCY

The comparison of budgets versus actual were undertaken for all Divisions to determine efficiency of SPREP to utilise budgeted funds. Table 1 compares 2012, 2013 and 2014 budgets versus actuals and percentage of funds spent compared to budget.

Table 1 Financial Budget versus Actual

	Budget 2014	Actual 2,014	% Spent as at 30 April 2014	Budget 2013	Actual 2013	% Unspent	Budget 2012	Actual 2012	% Unspent
CC									
Personnel	\$1,480,597	493,263	33%	1,521,142	1,436,870	94%	1,027,545	1,121,705	109%
Operating	\$7,788,867	2,184,709	28%	8,725,665	6,149,356	70%	5,130,069	4,682,162	91%
Capital	\$155,029	13,277	9%	11,000	67,339	612%	27,900	17,227	62%
TOTAL	\$9,424,493	2,691,249	29%	10,257,807	7,653,565	75%	6,185,514	5,821,094	94%
BEM									
Personnel	\$1,257,154	442,775	35%	1,044,864	1,284,487	123%	1,084,525	1,358,763	125%
Operating	\$2,224,783	607,350	27%	1,872,143	2,356,943	126%	2,342,576	2,046,640	87%
Capital	\$6,250	6,153	98%	16,450	13,938	85%	8,400	16,006	191%
TOTAL	\$3,488,187	1,056,277	30%	2,933,457	3,655,368	125%	3,435,501	3,421,409	100%
WMPC									
Personnel	\$791,304	280,722	35%	354,362	584,621	165%	343,904	425,451	124%
Operating	\$3,147,774	782,457	25%	661,778	811,647	123%	464,784	702,131	151%
Capital	-	2,906		5,000	16,765	335%	7,850	4,015	51%
TOTAL	\$3,939,078	1,066,085	27%	1,021,140	1,413,033	138%	816,539	1,131,598	139%
EMB									
Personnel	\$729,480	310,275	43%	676,458	626,950	93%	453,114	475,991	105%
Operating	\$777,472	126,748	16%	752,445	370,856	49%	417,064	512,598	123%
Capital	\$3,000	5,543	185%	15,000	6,093	41%	2,000	23,888	1194%
TOTAL	\$1,509,952	606,111	40%	1,443,903	1,003,899	70%	872,178	1,012,476	116%

The CC Division has been very efficient in using funds in 2012 but only spent 75% of budget for 2013 and is unlikely to spend the budget for 2014. The increasing budget to the EMG Division, between 2012 and 2014, reflects the growing importance

placed on the Division and its work. In 2012 total actual budget was US\$1,012,476, in 2014 this is estimated to be US\$1,509,952. Actual budget will only be available at the end of 2014 or early 2015 to ascertain whether this amount is actually allocated

It must be noted that similarly in 2013 the EMG budget allocated was US\$1,443,903 but only \$1,003,899 was actual budget. When comparing the 2012 and 2013 overall budget, it is observed that the budget for personnel costs had decreased in actual terms with 'corresponding' increase in operating costs. This seems to suggest that there are continued efforts by SPREP to focus more on delivering at the national levels. It is however, interesting to note that the capital costs remain small and it is not clear what these costs are allocated to.

The 2014 Budget for BEM shows a further increase in operational costs with the personnel costs remaining at the same level which is a positive sign that in country activities will increase. When comparing the 2012 and 2013 overall budget, it is observed that the budget for personnel costs had decreased in actual terms with 'corresponding' increase in operating costs. This seems to suggest that there are continued efforts by SPREP to focus more on delivering at the national levels. It is however, interesting to note that the capital costs remain small as compared and it is not clear to me what these costs are allocated to. The 2014 Budget shows a further increase in operational costs with the personnel costs remaining at the same level.

A comparison of budgets versus actual shows that the WMPC Division in 2012 and 2013 actually spent more funds than budgeted in the division's personnel and operating costs. It is not clear to the reviewer how the over budget spending was absorbed by SPREP and from which sources of funds. Whether SPREP had received new funds or whether this was absorbed by the core funds is not clear.

A conclusion that might be drawn from this broad assessment is that planning around efficiencies and ensuring that budgets are spent on time and effectively is a priority. It would appear the WP's are prepared and in some cases overspending occurs but in most cases there are underspends.

PMER RECOMMENDATIONS

- IRT encourages the various partner project evaluations undertaken throughout the year should also form part of the M&E Framework.
- It is recommended that SPREP must improve its reporting system as reflected in the PMER to definitively inform stakeholders and the public of the results that have accrued as a result of the activities and outputs conducted. Several results should be derived from the outputs delivered by the projects, therefore there is room to discuss the likely or achieved short-term and medium-term effects derived from the outputs delivered by the project, in terms of capacities and other benefits for target group(s), and which are necessary to achieve the purpose of the project. This issue highlights the need for better coordination and consultations to be underpinned by the degree of ownership at the country level.
- It is further suggested that the engagement of a Monitoring and Evaluation (M&E) Unit or Officer will go a long way towards achieving this.

- An Implementation Framework is necessary and needs to be strengthened) to guide implementation and facilitate reporting be it in the form of (completing) the Business Plan or any other instrument such as the Action Plan that is based on consultations. From the word 'go' including conceptualisation there is a need to clearly identify, for example, the organisational and implementation procedures and the assumptions that exist that would have a bearing on the achievement of the results.
- Assumptions and risks need to be clearly identified to help in the understanding of the overall analysis of why things happen or do not happen.
- On the assessments of results there needs to be clear identification and reasons as to why the outreach has been limited.
- It is also recommended indicators and milestones should be linked to personnel objectives if the SPREP staff for their on-going personnel assessments so as to comply with the results-based management objectives

ACHIEVING ENVIRONMENTAL OUTCOMES

Donors and partners have noted the need for SPREP to report on Environmental outcomes. The Work Programme and PMER in its current form are not able to report on Environmental Outcomes. Having smarter indicators and measurable targets would support improved reporting. There is no impact assessment being carried out of SPREP's activities at national, regional or territorial level.

Given that a large number of the Strategic Goal targets have been achieved it is necessary to take these achievements to the next level and assess country impact.

CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

The Work Programmes and the activities of SPREP all contribute in part to the overall sustainable development paradigm of countries and the region. However if the Work Programmes do not identify country activities that then can be identified as supporting sustainable development in a particular country sector the results of SPREP contributing to sustainable development is lost.

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
CLIMATE CHANGE								
1.1.1.1 At least 10 PICT members have mainstreamed climate change adaptation, including ecosystem-based approaches and risk reduction considerations in their national sustainable development strategies (NSDS) or equivalent and resources have been mobilized for their implementation	The number of members that have incorporated adaptation into their NSDS.	N	Y/N	N	Y	Y	Y	Y/N
1.1.1.2 By 2015 lessons learned from adaptation efforts in the region, including the Pacific Adaptation to Climate Change (PACC) project, have been documented in all participating countries and replicated in other sectors in at least five countries participating in PACC.	The number of members that have documented PACC and other lessons learned	Y	N	N	Y	Y	N	Y/N
	The number of members that have replicated lessons in other sectors	N	N	N	Y	Y	Y	N
1.1.2.1 By 2015, all adaptation projects are consistent with agreed regional objectives	A satisfactory assessment of adaptation coordination	N	N	N	N	Y/N	N	Y/N
	Effective regional management systems in place in support of projects delivery	N	N	N	N	Y/N	N	Y/N
1.1.3.1 By 2015, there is a significant increase in resources for adaptation: more funding disbursed and projects implemented	The percentage increase in annual funding for adaptation over 2010 level.	N	N	N	N	N	N	Y/N
	The percentage increase in annual number of adaptation projects implemented above the 2010 level	N	N	N	N	Y/N	Y	Y/N
1.2.1.1 By 2015, at least 10 Members have strengthened institutional capacity, with a pool of national expertise able to use and apply climate change and disaster risk reduction information for informed and timely decision making and policy development	The number of Members basing policy on climate change and disaster risk management information	N	N	N	N	N	Y	Y/N
1.2.1.2 By 2011, a climate change portal developed; at least five targeted	The extent to which climate change portal is ready.	N	Y/N	Y	Y/N	N	Y	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
awareness programmes and communication strategies developed and delivered to raise the level of awareness and facilitate information exchange for key sectors	The proportion of recommendations of regional meteorological review implemented	N	N	N	N	Y/N	Y/N	Y
	The number of climate change awareness and communications programmes delivered	N	Y/N	Y	Y	N	N	N
1.2.1.3 All recommendations of the Regional Meteorological Review are implemented	The proportion of recommendations of regional meteorological review implemented	N	N	Y	Y	Y	Y	Y/N
1.2.1.4 By 2015, at least 14 national meteorological services have improved access to tools and applied scientific knowledge of Pacific climate drivers and projections; and have installed and implemented national climate and disaster databases	The number of national meteorological services with national climate and disaster databases	N	N	N	Y	Y	Y	Y
	The level of support targeted for national meteorological services	N	Y	Y	Y	Y	Y	N
1.2.2.1 Informed participation and decision-making in responding to climate change impacts	The number of sustainable adaptation and mitigation initiatives on the ground	N	Y	Y	Y	Y	Y	N
1.2.3.1 By 2015, all PICs are effectively participating in key international climate change negotiations	The proportion of PICs participating in UNFCCC negotiations	N	N	N	Y	N	Y	N
1.2.3.2 Increased number of contributions from the region to the 5 th report of the Intergovernmental Panel on Climate Change (IPCC)	The number of Pacific contributions to the 5 th IPCC report	N	N	N	N	Y	Y	N
1.3.1.1 By 2015, energy efficiency technologies are in widespread use in the region	The percentage of additional megawatt hours saved and megawatts of RE capacity installed using data from 2010 as the baseline	N	N	N	N	N	Y	N
	The number of additional best practices and lessons learned, documented and disseminated by 2015.	N	N	N	N	Y/N	Y/N	N
	Regional project management systems in place	N	N	N	N	N	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
1.3.2.1 By 2015, all Members are implementing renewable energy technologies and have plans to increase their use	The number of additional national RE targets or roadmaps adopted by 2015	N	N	N	Y	Y/N	Y	N
	The number of new feasibility studies completed by 2015	N	N	N	N	Y/N	Y	N
	The number of Members implementing RE technologies developed as a result of SPREP advice	N	N	N	N	N	N	N
	Regional project management systems in place	N	N	N	N	N	N	N
1.3.3.1 By 2015, all Members can refer to accurate emissions inventories and assessments of their technical needs	The number of new GHG Inventories and Technology Needs Assessments completed by 2015.	N	N	N	Y	N	Y/N	N
1.3.4.1 By 2015, all Members have designated national authorities under the carbon offsetting mechanism, and are developing projects under the Clean Development Mechanism (CDM) of the Kyoto Protocol	The number of designated national authorities established and CDM projects proposed under international carbon offsetting mechanism by 2015.	N	N	N	N	Y	Y	N
	Capacity at the regional level to support in-country implementation if mitigation work	N	N	N	Y	N	N	Y
BIODIVERSITY AND ECOSYSTEM MANAGEMENT								
BEM 1.1.1 At least 50% of all Members are implementing National Biodiversity Strategic Action Plan (or equivalent) targets.	The number of members implementing NBSAP or equivalent targets	Y	Y	Y	Y	Y	N	N
BEM 1.1.2 By 2015, Members have increased the number and/or extent of terrestrial and marine conservation areas effectively managed compared to the 2010 level and met individually identified targets; for example, through the Programme of Work on Protected areas, of the Convention on Biological Diversity (CBD).	The number and extent of conservation areas effectively managed	Y	Y	Y	Y	Y	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
BEM 1.1.3 Each Member has at least one effectively managed Marine Protected Area (MPA)	The number of members with an effectively managed MPA	Y	Y	Y	Y	Y	N	N
BEM 1.1.4 At least one Regional Oceanscape initiative is fully operational	The number of regional Oceanscape <i>initiatives fully operational??</i>	N	N	Y	N	N	N	N
BEM 1.1.5 By 2015, at least two additional PICs have joined the Ramsar Convention	Number of PICs that are Ramsar members	Y	Y	Y	Y	Y	N	N
BEM 1.1.6 By 2015, implementation of the Regional Wetlands Action Plan coordinated in collaboration with all partners	The extent to which the Regional Wetlands Action Plan is implemented	Y	Y	Y	Y	N	N	N
BEM 1.2.1 By 2015, five examples of EbA to climate change being implemented in PICTs	The number of examples of EbA being implemented	Y ³⁸	Y	Y	Y	N	N	N
BEM 1.3.1 Roundtable for Nature Conservation working groups are fully functional and providing regional leadership and coordination on key issues	The proportion of Roundtable for Nature Conservation working groups that are fully functional	Y	Y	Y	Y	N	Y	N
BEM 1.4.1 Members are able to spend less time on meeting MEA reporting requirements	The number of MEAs that have modified reporting requirements for Pacific Members	Y	Y	Y	N	N	N	N
BEM 1.5.1 Identify numbers of Ecologically and Biologically Significant Areas in relation to the CBD, and other relevant organisations and initiatives	The number of ecologically and biologically significant areas (EBSAs) identified	Y	Y	Y	N	N	N	N
BEM 2.1.1 Regional marine species action plan reviewed and updated by 2012	The number of Members implementing NBSAP or equivalent targets	Y	Y	Y	Y	Y	Y	N
BEM 2.1.2 By 2015, at least four additional PIC Members have joined the Convention on Migratory Species (CMS) or its relevant Memoranda of Understanding (MOUs)	The number of additional PIC Members of CMS / MOUs	Y	Y	Y	Y	Y	Y	Y

³⁸ Only discusses Lami Town Council. Whereas there should be five EbAs implemented in the Pacific by 2015

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
BEM 2.2.1 By 2015, regional species priorities are integrated into relevant regional and international policies and programmes	The number of regional or international policies and programmes that are developed or updated to include regional species priorities	Y	Y	Y	N	N	N	N
BEM 2.2.2 By 2015, two regional and four national species recovery plans developed and implemented	The number of recovery plans implemented	Y	Y	Y	Y	Y	Y	N
BEM 2.2.3 New or updated wildlife legislation enacted	The number of new or updated pieces of wildlife legislation enacted	Y	Y	Y	Y	Y	Y	N
BEM 2.3.1 Members are using TREDs as a standard database	The number of Members that use TREDs	Y	Y	Y	Y	Y	Y ³⁹	N
BEM 2.4.1 By 2015, status reviews of threatened species completed, resulting in a regional assessment of how much the decline in species has been arrested	The extent to which a regional status assessment of threatened species is completed; extent to which the decline has been arrested	Y	Y	Y	Y	Y	Y	N
BEM 2.5.1 By 2015, at least four additional PICs have joined CITES	The number of additional PIC members in CITES	Y	N	N	Y	N	N	N
BEM 2.5.2 Training completed for scientific authorities to implement CITES article 4 (non-detriment findings)	The number of officers trained to implement CITES article 4	N	N	N	Y	N	N	N
BEM 2.5.3 A model management plan for corals, dolphins, and other marine species has been developed	The extent to which model CITES management plan for corals, dolphins, and other marine species is completed	Y	Y	Y	Y	N	N	N

³⁹ Results are expressed in numbers and not on the impact or what the benefit is. Indicators not SMART

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
BEM 3.1.1 By 2013, regional invasives priorities are identified, based on gap analysis of the Guidelines for Invasive Species Management in the Pacific, and coordinated action to address them is undertaken by member agencies of the Pacific Invasives Partnership in collaboration with Members	The extent to which invasive species gap analysis is completed and is being implemented	Y	Y	Y	Y	N	N	N
BEM 3.1.2 By 2015, five additional Members have National Invasive Species Action Plans, managed by National Invasive Species Committees	The number of additional Members with National Invasive Species Action Plans	Y	Y	Y	Y	Y	Y	N
BEM 3.1.3 By 2015, environmental risk assessment is adopted and informs biosecurity and invasive species management programmes in five PICTs	The number of PICTs using environmental risk assessment to inform biosecurity/invasive species management	Y	Y	Y	Y	Y	Y	Y
BEM 3.2.1 By 2015, PILN achieves comprehensive membership by PICTs	The number of PICT members of PILN	Y	Y	Y	Y	Y	Y	N
BEM 3.3.1 By 2015, there are high-quality examples of invasive species awareness/education campaigns tailored to the region	The number of Pacific invasive species awareness/education campaigns completed	Y	Y	Y	Y	Y	Y	N
BEM 3.4.1 By 2013, a case study pilot demonstrating actual and potential economic costs of specific invasive species and the economic benefits of successful responses has been carried out	Completion of a case study pilot on the economic cost of invasive species	Y	Y	Y	Y	Y	Y	Y
BEM 3.4.2 By 2014, a social marketing campaign has been undertaken based on the case study to lift invasive species up the political agenda and increase financial support for control measures	Completion of a social marketing campaign on invasive species	Y	Y	Y	Y	Y	Y	N
BEM 3.5.1 By 2015, there is evidence of increased regional coordination to share information on the status and distribution of invasive species	Evidence of regional coordination to share information on invasive species	Y	Y	Y	N	Y	Y	N
3.5.2 (added 2014) A large-scale invasive species project is included in the GEF-5 programme		N	N	N	N	N	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
WASTE MANAGEMENT AND POLLUTION CONTROL								
WMPC 1.1.1 By 2015, increase in proportion of waste and hazardous chemicals appropriately managed by all Members	The proportion of waste and hazardous chemicals appropriately managed	Y	Y/N	Y	Y	Y	Y	N
WMPC 1.1.2 By 2015, improvement in coastal marine water quality and reduction in number of pollution incidents demonstrated by at least five PICT Members.	The coastal marine water quality and number of pollution incidents	Y/N	Y/N	Y/N	Y	Y	Y	N
WMPC 1.1.3 Waste minimization programmes based on 'refuse, reduce, reuse, recycle' principles are implemented at five high-profile regional sporting/cultural events and lessons learned disseminated widely	The number of waste minimization programmes implemented at high-profile events	Y/N	Y/N	Y/N	Y/N	Y	Y	N
WMPC 1.1.4 Waste management communications toolkit developed by 2012 and in use by at least five PICT Members by 2014	The extent to which waste management communications toolkit is finalised; number of Members using the toolkit	Y/N	Y/N	Y/N	Y/N	Y	Y	N
WMPC 1.1.5 Pilot schemes addressing waste, hazardous chemicals, and pollution operating and being monitored in selected Members by 2013	The number of Members implementing pilot schemes on waste, hazardous chemicals, and pollution	Y	Y	Y	Y	Y	Y	N
WMPC 2.1.1 Standard methods for collection, storage, analysis, and interpretation of pollution and waste management data are established and disseminated and are used by at least six PICT Members	The extent to which standard methods for pollution and waste are finalized.	Y	Y/N	N	Y	Y/N	N	N
	The number of Members using the standard methods	Y	Y/N	N	Y	Y/N	N	N
WMPC 2.1.1 Standard methods for collection, storage, analysis, and interpretation	The extent to which standard methods for pollution and waste are finalized	Y	Y/N	Y	Y	N	Y	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
of pollution and waste management data are established and disseminated and are used by at least six PICT Member	The number of Members using the standard methods	Y	Y/N	Y	Y	N	Y	N
WMPC 2.1.2 Increase in the number of relevant articles published in regional and international scientific journals, proceedings, and other publications	The number of Pacific waste/pollution articles published	Y	Y/N	Y	Y	N	Y	N
WMPC 2.1.3 By 2015, a regional overview of the status of waste and hazardous chemical management and pollution control issues published	The extent to which a regional overview of waste, chemical, and pollution control is finalised	Y	Y/N	Y	N	N	N	N
WMPC 3.1.1 Baseline analysis of capacity for waste and hazardous chemical management and pollution prevention completed, in cooperation with existing work such as that of the Food and Agriculture Organization, in 2011 and reviewed in 2015	The extent to which a baseline analysis of capacity for waste and hazardous chemical management is completed	Y	N	N	N	N	N	N
	When the analysis is reviewed	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
WMPC 3.1.2 At least one core regional activity that addresses fundamental capacity gaps is implemented by 2012	The number of core regional activities addressing waste/pollution capacity gaps	Y	Y	Y	Y	Y/N	Y/N	N
WMPC 3.1.3 By 2015, five models of good waste management and pollution-prevention practices identified and disseminated to all Members and at least one model replicated in selected Members	The number of models of good waste and pollution practices disseminated	Y	Y/N	Y	Y/N	Y/N	Y/N	N
WMPC 3.1.4 Training in best practice waste and hazardous chemical management and pollution prevention guidelines made available to all Members through dissemination program	The number of guidelines on best practice waste and hazardous chemicals management disseminated	Y	Y/N	Y	Y	Y	Y	Y
ENVIRONMENTAL MONITORING AND GOVERNANCE								
EMG 1.1.1 By 2015, Pacific-related models for regulatory framework including EIA, IEA, and SEA developed	The number of regulatory framework models (EIA, IEA, and SEA) developed	Y	Y	Y	Y	Y	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
EMG 1.1.2 By 2015, integrated framework of enabling policies and regulations based on models in place in at least five PICT Members	The number of Members that have put in place integrated regulatory frameworks based on the Pacific models	Y	Y	Y	Y	Y	Y	N
	Level of compliance with national environment laws	Y	Y	Y	Y	Y	Y	N
EMG 1.1.3 By 2015, needs analysis conducted in the region by means of a survey to ensure that all significant issues are canvassed	The completion of a needs analysis survey	Y	Y	Y	Y	Y	Y	Y
EMG 1.1.1 By 2015, Pacific-related models for regulatory framework including EIA, IEA, and SEA developed	The number of regulatory framework models (EIA, IEA, and SEA) developed	Y	Y	Y	Y	Y	Y	Y
EMG 1.2.1 By 2012, national reviews of environmental law that were conducted in the 1990s are updated and published	The number of Members whose environmental law review has been updated	Y	Y	Y	Y	Y	Y	N
EMG 1.2.2 National legislation in place and officers trained to implement MEA obligations (such as CITES law enforcement and awareness materials)	The number of Members with legislation to implement MEA obligations	Y	Y	Y	Y	Y	Y	N
	The number of Members with officers trained to implement MEA obligations	Y	Y	Y	Y	Y	Y	N
EMG 1.2.1 By 2012, national reviews of environmental law that were conducted in the 1990s are updated and published	The number of Members whose environmental law review has been updated	Y	Y	Y	Y	Y	Y	N
EMG 1.2.3 MEA signatories in the region propose further priorities for support from MEA conferences of parties or potential donors	The number of proposals from PIC MEA signatories for priorities for future support	Y	Y	Y	Y	Y	Y	N
EMG 2.1.1 All key economic sectors, research and education institutions in at least five PICT Members are engaged in national environmental planning	The number of Members with economic, research, and education sectors engaged in environmental planning	Y	Y	Y	Y	Y	Y	N
EMG 2.1.2 By 2015, regionally agreed priorities for international targets in MEAs, Millennium Development Goals and other international frameworks are mainstreamed in national policy and strategies by at least five Members	The number of Members that include regionally agreed priorities for international targets in their national policy and strategies	Y	N	N	N	N	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
EMG 2.1.1 All key economic sectors, research and education institutions in at least five PICT Members are engaged in national environmental planning	The number of Members with economic, research, and education sectors engaged in environmental planning	Y	Y	Y	Y	Y	Y	N
EMG 2.1.3 Gender issues are factored into environmental planning	Evidence that gender issues are factored into environmental planning	Y	Y	Y	Y	Y	Y	N
EMG 3.1.1 By 2012, a standardised regional program and guideline for training and development of human resources with technical competencies for environmental monitoring, assessment, and reporting developed and tested	The date on which a regional environmental monitoring training program is finalised	Y	Y	Y	Y	Y	Y	N
EMG 3.1.2 By 2015, environmental monitoring training program is established, and 'train-the-trainer' courses delivered, in at least nine PICT Members	The number of Members in which environmental monitoring training has been established	Y	Y	Y	Y	Y	Y	N
EMG 3.1.3 By 2015, a network for environmental assessment and planning professionals in the Pacific established	The number of environmental assessment and planning professionals that have subscribed to a network	Y	Y	Y	Y	Y	Y	N
EMG 3.2.1 By 2015, capacity needs assessments completed and action taken to fill gaps	The proportion of capacity gaps that are being addressed	Y	N	Y	N	N	Y	N
EMG 4.1.1 By 2012, a framework for conducting regular regional SOE assessment and reporting together with data access and sharing arrangements established	The date by which a regional SoE framework is established	Y	N	Y	N	N	Y	N
EMG 4.1.2 Baseline of key regional environmental indicators established, including headline indicators for climate change, biodiversity and waste and pollution, regular monitoring implemented, and a 2015 report on regional biodiversity status produced	The date by which the baseline of key regional environmental indicators is finalised	Y	N	Y	N	N	Y	N
EMG 4.1.3 By 2015, a first report on the region's SoE developed and disseminated	The number of Members that have provided input on SoE indicators	N	N	Y	N	N	N	N
	The extent to which the regional SoE report is complete	Y	Y	Y	Y	Y	Y	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
EMG 4.1.4 By 2015, national and regional database systems for environmental inventories and monitoring established	The extent to which national and regional inventory systems are finalised	Y	Y	Y	Y	Y	Y	N
EMG 4.1.5 By 2015, procedures for data and information management and reporting established	The number of Members with data management procedures in place	Y	Y	Y	Y	Y	N	N
EMG 4.1.6 By 2015, at least five PICT Members have produced national SoE reports	The number of Members that have produced SoE reports	Y	Y	Y	Y	Y	Y	N
CLIMATE CHANGE								
1.1.1.1 At least 10 PICT members have mainstreamed climate change adaptation, including ecosystem-based approaches and risk reduction considerations in their national sustainable development strategies (NSDS) or equivalent and resources have been mobilized for their implementation	The number of members that have incorporated adaptation into their NSDS.	N	Y/N	N	Y	Y	Y	Y/N
1.1.1.2 By 2015 lessons learned from adaptation efforts in the region, including the Pacific Adaptation to Climate Change (PACC) project, have been documented in all participating countries and replicated in other sectors in at least five countries participating in PACC.	The number of members that have documented PACC and other lessons learned	Y	N	N	Y	Y	N	Y/N
	The number of members that have replicated lessons in other sectors	N	N	N	Y	Y	Y	n
1.1.2.1 By 2015, all adaptation projects are consistent with agreed regional objectives	A satisfactory assessment of adaptation coordination	N	N	N	N	Y/N	N	Y/N
	Effective regional management systems in place in support of projects delivery	N	N	N	N	Y/N	N	Y/N
1.1.3.1 By 2015, there is a significant increase in resources for adaptation: more funding disbursed and projects implemented	The percentage increase in annual funding for adaptation over 2010 level.	N	N	N	N	N	N	Y/N
	The percentage increase in annual number of adaptation projects implemented above the 2010 level	N	N	N	N	Y/N	Y	Y/N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
1.2.1.1 By 2015, at least 10 Members have strengthened institutional capacity, with a pool of national expertise able to use and apply climate change and disaster risk reduction information for informed and timely decision making and policy development	The number of Members basing policy on climate change and disaster risk management information	N	N	N	N	N	Y	Y/N
1.2.1.2 By 2011, a climate change portal developed; at least five targeted awareness programmes and communication strategies developed and delivered to raise the level of awareness and facilitate information exchange for key sectors	The extent to which climate change portal is ready.	N	Y/N	Y	Y/N	N	Y	N
	The proportion of recommendations of regional meteorological review implemented	N	N	N	N	Y/N	Y/N	Y
	The number of climate change awareness and communications programmes delivered	N	Y/N	Y	Y	N	N	N
1.2.1.3 All recommendations of the Regional Meteorological Review are implemented	The proportion of recommendations of regional meteorological review implemented	N	N	Y	Y	Y	Y	Y/N
1.2.1.4 By 2015, at least 14 national meteorological services have improved access to tools and applied scientific knowledge of Pacific climate drivers and projections; and have installed and implemented national climate and disaster databases	The number of national meteorological services with national climate and disaster databases	N	N	N	Y	Y	Y	Y
	The level of support targeted for national meteorological services	N	Y	Y	Y	Y	Y	N
1.2.2.1 Informed participation and decision-making in responding to climate change impacts	The number of sustainable adaptation and mitigation initiatives on the ground	N	Y	Y	Y	Y	Y	N
1.2.3.1 By 2015, all PICs are effectively participating in key international climate change negotiations	The proportion of PICs participating in UNFCCC negotiations	N	N	N	Y	N	Y	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
1.2.3.2 Increased number of contributions from the region to the 5 th report of the Intergovernmental Panel on Climate Change (IPCC)	The number of Pacific contributions to the 5 th IPCC report	N	N	N	N	Y	Y	N
1.3.1.1 By 2015, energy efficiency technologies are in widespread use in the region	The percentage of additional megawatt hours saved and megawatts of RE capacity installed using data from 2010 as the baseline	N	N	N	N	N	Y	N
	The number of additional best practices and lessons learned, documented and disseminated by 2015.	N	N	N	N	Y/N	Y/N	N
	Regional project management systems in place	N	N	N	N	N	N	N
1.3.2.1 By 2015, all Members are implementing renewable energy technologies and have plans to increase their use	The number of additional national RE targets or roadmaps adopted by 2015	N	N	N	Y	Y/N	Y	N
	The number of new feasibility studies completed by 2015	N	N	N	N	Y/N	Y	N
	The number of Members implementing RE technologies developed as a result of SPREP advice	N	N	N	N	N	N	N
	Regional project management systems in place	N	N	N	N	N	N	N
1.3.3.1 By 2015, all Members can refer to accurate emissions inventories and assessments of their technical needs	The number of new GHG Inventories and Technology Needs Assessments completed by 2015.	N	N	N	Y	N	Y/N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
1.3.4.1 Bye 2015, all Members have designated national authorities under the carbon offsetting mechanism, and are developing projects under the Clean Development Mechanism (CDM) of the Kyoto Protocol	The number of designated national authorities established and CDM projects proposed under international carbon offsetting mechanism by 2015.	N	N	N	N	Y	Y	N
	Capacity at the regional level to support in-country implementation if mitigation work	N	N	N	Y	N	N	Y
BIODIVERSITY AND ECOSYSTEM MANAGEMENT								
BEM 1.1.1 At least 50% of all Members are implementing National Biodiversity Strategic Action Plan (or equivalent) targets.	The number of members implementing NBSAP or equivalent targets	Y	Y	Y	Y	Y	N	N
BEM 1.1.2 By 2015, Members have increased the number and/or extent of terrestrial and marine conservation areas effectively managed compared to the 2010 level and met individually identified targets; for example, through the Programme of Work on Protected areas, of the Convention on Biological Diversity (CBD).	The number and extent of conservation areas effectively managed	Y	Y	Y	Y	Y	N	N
BEM 1.1.3 Each Member has at least one effectively managed Marine Protected Area (MPA)	The number of members with an effectively managed MPA	Y	Y	Y	Y	Y	N	N
BEM 1.1.4 At least one Regional Oceanscape initiative is fully operational	The number of regional Oceanscape <i>initiatives fully operational??</i>	N	N	Y	N	N	N	N
BEM 1.1.5 By 2015, at least two additional PICs have joined the Ramsar Convention	Number of PICs that are Ramsar members	Y	Y	Y	Y	Y	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
BEM 1.1.6 By 2015, implementation of the Regional Wetlands Action Plan coordinated in collaboration with all partners	The extent to which the Regional Wetlands Action Plan is implemented	Y	Y	Y	Y	N	N	N
BEM 1.2.1 By 2015, five examples of EbA to climate change being implemented in PICTs	The number of examples of EbA being implemented	Y ⁴⁰	Y	Y	Y	N	N	N
BEM 1.3.1 Roundtable for Nature Conservation working groups are fully functional and providing regional leadership and coordination on key issues	The proportion of Roundtable for Nature Conservation working groups that are fully functional	Y	Y	Y	Y	N	Y	N
BEM 1.4.1 Members are able to spend less time on meeting MEA reporting requirements	The number of MEAs that have modified reporting requirements for Pacific Members	Y	Y	Y	N	N	N	N
BEM 1.5.1 Identify numbers of Ecologically and Biologically Significant Areas in relation to the CBD, and other relevant organisations and initiatives	The number of ecologically and biologically significant areas (EBSAs) identified	Y	Y	Y	N	N	N	N
BEM 2.1.1 Regional marine species action plan reviewed and updated by 2012	The number of Members implementing NBSAP or equivalent targets	Y	Y	Y	Y	Y	Y	N
BEM 2.1.2 By 2015, at least four additional PIC Members have joined the Convention on Migratory Species (CMS) or its relevant Memoranda of Understanding (MOUs)	The number of additional PIC Members of CMS / MOUs	Y	Y	Y	Y	Y	Y	Y
BEM 2.2.1 By 2015, regional species priorities are integrated into relevant regional and international policies and programmes	The number of regional or international policies and programmes that are developed or updated to include regional species priorities	Y	Y	Y	N	N	N	N
BEM 2.2.2 By 2015, two regional and four national species recovery plans developed and implemented	The number of recovery plans implemented	Y	Y	Y	Y	Y	Y	N

⁴⁰ Only discusses Lami Town Council. Whereas there should be five EbAs implemented in the Pacific by 2015

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
BEM 2.2.3 New or updated wildlife legislation enacted	The number of new or updated pieces of wildlife legislation enacted	Y	Y	Y	Y	Y	Y	N
BEM 2.3.1 Members are using TREDs as a standard database	The number of Members that use TREDs	Y	Y	Y	Y	Y	Y ⁴¹	N
BEM 2.4.1 By 2015, status reviews of threatened species completed, resulting in a regional assessment of how much the decline in species has been arrested	The extent to which a regional status assessment of threatened species is completed; extent to which the decline has been arrested	Y	Y	Y	Y	Y	Y	N
BEM 2.5.1 By 2015, at least four additional PICs have joined CITES	The number of additional PIC members in CITES	Y	N	N	Y	N	N	N
BEM 2.5.2 Training completed for scientific authorities to implement CITES article 4 (non-detriment findings)	The number of officers trained to implement CITES article 4	N	N	N	Y	N	N	N
BEM 2.5.3 A model management plan for corals, dolphins, and other marine species has been developed	The extent to which model CITES management plan for corals, dolphins, and other marine species is completed	Y	Y	Y	Y	N	N	N
BEM 3.1.1 By 2013, regional invasives priorities are identified, based on gap analysis of the Guidelines for Invasive Species Management in the Pacific, and coordinated action to address them is undertaken by member agencies of the Pacific Invasives Partnership in collaboration with Members	The extent to which invasive species gap analysis is completed and is being implemented	Y	Y	Y	Y	N	N	N
BEM 3.1.2 By 2015, five additional Members have National Invasive Species Action Plans, managed by National Invasive Species Committees	The number of additional Members with National Invasive Species Action Plans	Y	Y	Y	Y	Y	Y	N

⁴¹ Results are expressed in numbers and not on the impact or what the benefit is. Indicators not SMART

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
BEM 3.1.3 By 2015, environmental risk assessment is adopted and informs biosecurity and invasive species management programmes in five PICTs	The number of PICTs using environmental risk assessment to inform biosecurity/invasive species management	Y	Y	Y	Y	Y	Y	Y
BEM 3.2.1 By 2015, PILN achieves comprehensive membership by PICTs	The number of PICT members of PILN	Y	Y	Y	Y	Y	Y	N
BEM 3.3.1 By 2015, there are high-quality examples of invasive species awareness/education campaigns tailored to the region	The number of Pacific invasive species awareness/education campaigns completed	Y	Y	Y	Y	Y	Y	N
BEM 3.4.1 By 2013, a case study pilot demonstrating actual and potential economic costs of specific invasive species and the economic benefits of successful responses has been carried out	Completion of a case study pilot on the economic cost of invasive species	Y	Y	Y	Y	Y	Y	Y
BEM 3.4.2 By 2014, a social marketing campaign has been undertaken based on the case study to lift invasive species up the political agenda and increase financial support for control measures BEM 3.5.1 By 2015, there is evidence of increased regional coordination to share information on the status and distribution of invasive species	Completion of a social marketing campaign on invasive species	Y	Y	Y	Y	Y	Y	N
	Evidence of regional coordination to share information on invasive species	Y	Y	Y	N	Y	Y	N
3.5.2 (added 2014) A large-scale invasive species project is included in the GEF-5 programme		N	N	N	N	N	N	N
WASTE MANAGEMENT AND POLLUTION CONTROL								
WMPC 1.1.1 By 2015, increase in proportion of waste and hazardous chemicals appropriately managed by all Members	The proportion of waste and hazardous chemicals appropriately managed	Y	Y/N	Y	Y	Y	Y	N
WMPC 1.1.2 By 2015, improvement in coastal marine water quality and reduction in number of pollution incidents demonstrated by at least five PICT Members.	The coastal marine water quality and number of pollution incidents	Y/N	Y/N	Y/N	Y	Y	Y	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
WMPC 1.1.3 Waste minimization programmes based on 'refuse, reduce, reuse, recycle' principles are implemented at five high-profile regional sporting/cultural events and lessons learned disseminated widely	The number of waste minimization programmes implemented at high-profile events	Y/N	Y/N	Y/N	Y/N	Y	Y	N
WMPC 1.1.4 Waste management communications toolkit developed by 2012 and in use by at least five PICT Members by 2014	The extent to which waste management communications toolkit is finalised; number of Members using the toolkit	Y/N	Y/N	Y/N	Y/N	Y	Y	N
WMPC 1.1.5 Pilot schemes addressing waste, hazardous chemicals, and pollution operating and being monitored in selected Members by 2013	The number of Members implementing pilot schemes on waste, hazardous chemicals, and pollution	Y	Y	Y	Y	Y	Y	N
WMPC 2.1.1 Standard methods for collection, storage, analysis, and interpretation of pollution and waste management data are established and disseminated and are used by at least six PICT Members	The extent to which standard methods for pollution and waste are finalized.	Y	Y/N	N	Y	Y/N	N	N
	The number of Members using the standard methods	Y	Y/N	N	Y	Y/N	N	N
WMPC 2.1.1 Standard methods for collection, storage, analysis, and interpretation of pollution and waste management data are established and disseminated and are used by at least six PICT Member	The extent to which standard methods for pollution and waste are finalized	Y	Y/N	Y	Y	N	Y	N
	The number of Members using the standard methods	Y	Y/N	Y	Y	N	Y	N
WMPC 2.1.2 Increase in the number of relevant articles published in regional and international scientific journals, proceedings, and other publications	The number of Pacific waste/pollution articles published	Y	Y/N	Y	Y	N	Y	N
WMPC 2.1.3 By 2015, a regional overview of the status of waste and hazardous chemical management and pollution control issues published	The extent to which a regional overview of waste, chemical, and pollution control is finalised	Y	Y/N	Y	N	N	N	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
WMPC 3.1.1 Baseline analysis of capacity for waste and hazardous chemical management and pollution prevention completed, in cooperation with existing work such as that of the Food and Agriculture Organization, in 2011 and reviewed in 2015	The extent to which a baseline analysis of capacity for waste and hazardous chemical management is completed	Y	N	N	N	N	N	N
	When the analysis is reviewed	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
WMPC 3.1.2 At least one core regional activity that addresses fundamental capacity gaps is implemented by 2012	The number of core regional activities addressing waste/pollution capacity gaps	Y	Y	Y	Y	Y/N	Y/N	N
WMPC 3.1.3 By 2015, five models of good waste management and pollution-prevention practices identified and disseminated to all Members and at least one model replicated in selected Members	The number of models of good waste and pollution practices disseminated	Y	Y/N	Y	Y/N	Y/N	Y/N	N
WMPC 3.1.4 Training in best practice waste and hazardous chemical management and pollution prevention guidelines made available to all Members through dissemination program	The number of guidelines on best practice waste and hazardous chemicals management disseminated	Y	Y/N	Y	Y	Y	Y	Y
ENVIRONMENTAL MONITORING AND GOVERNANCE								
EMG 1.1.1 By 2015, Pacific-related models for regulatory framework including EIA, IEA, and SEA developed	The number of regulatory framework models (EIA, IEA, and SEA) developed	Y	Y	Y	Y	Y	N	N
EMG 1.1.2 By 2015, integrated framework of enabling policies and regulations based on models in place in at least five PICT Members	The number of Members that have put in place integrated regulatory frameworks based on the Pacific models	Y	Y	Y	Y	Y	Y	N
	Level of compliance with national environment laws	Y	Y	Y	Y	Y	Y	N
EMG 1.1.3 By 2015, needs analysis conducted in the region by means of a survey to ensure that all significant issues are canvassed	The completion of a needs analysis survey	Y	Y	Y	Y	Y	Y	Y
EMG 1.1.1 By 2015, Pacific-related models for regulatory framework including EIA, IEA, and SEA developed	The number of regulatory framework models (EIA, IEA, and SEA) developed	Y	Y	Y	Y	Y	Y	Y

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
EMG 1.2.1 By 2012, national reviews of environmental law that were conducted in the 1990s are updated and published	The number of Members whose environmental law review has been updated	Y	Y	Y	Y	Y	Y	N
EMG 1.2.2 National legislation in place and officers trained to implement MEA obligations (such as CITES law enforcement and awareness materials)	The number of Members with legislation to implement MEA obligations	Y	Y	Y	Y	Y	Y	N
	The number of Members with officers trained to implement MEA obligations	Y	Y	Y	Y	Y	Y	N
EMG 1.2.1 By 2012, national reviews of environmental law that were conducted in the 1990s are updated and published	The number of Members whose environmental law review has been updated	Y	Y	Y	Y	Y	Y	N
EMG 1.2.3 MEA signatories in the region propose further priorities for support from MEA conferences of parties or potential donors	The number of proposals from PIC MEA signatories for priorities for future support	Y	Y	Y	Y	Y	Y	N
EMG 2.1.1 All key economic sectors, research and education institutions in at least five PICT Members are engaged in national environmental planning	The number of Members with economic, research, and education sectors engaged in environmental planning	Y	Y	Y	Y	Y	Y	N
EMG 2.1.2 By 2015, regionally agreed priorities for international targets in MEAs, Millennium Development Goals and other international frameworks are mainstreamed in national policy and strategies by at least five Members	The number of Members that include regionally agreed priorities for international targets in their national policy and strategies	Y	N	N	N	N	N	N
EMG 2.1.1 All key economic sectors, research and education institutions in at least five PICT Members are engaged in national environmental planning	The number of Members with economic, research, and education sectors engaged in environmental planning	Y	Y	Y	Y	Y	Y	N
EMG 2.1.3 Gender issues are factored into environmental planning	Evidence that gender issues are factored into environmental planning	Y	Y	Y	Y	Y	Y	N
EMG 3.1.1 By 2012, a standardised regional program and guideline for training and development of human resources with technical competencies for environmental monitoring, assessment, and reporting developed and tested	The date on which a regional environmental monitoring training program is finalised	Y	Y	Y	Y	Y	Y	N

Strategic Goal Targets	Indicators	WP links to Country priorities	WP identifies in-country activities	WP utilises partnerships	Delivery of services uses National systems	PMER identifies country activities completed	PMER identifies progress to meeting targets	PMER describes results/outcomes/ impact
EMG 3.1.2 By 2015, environmental monitoring training program is established, and 'train-the-trainer' courses delivered, in at least nine PICT Members	The number of Members in which environmental monitoring training has been established	Y	Y	Y	Y	Y	Y	N
EMG 3.1.3 By 2015, a network for environmental assessment and planning professionals in the Pacific established	The number of environmental assessment and planning professionals that have subscribed to a network	Y	Y	Y	Y	Y	Y	N
EMG 3.2.1 By 2015, capacity needs assessments completed and action taken to fill gaps	The proportion of capacity gaps that are being addressed	Y	N	Y	N	N	Y	N
EMG 4.1.1 By 2012, a framework for conducting regular regional SOE assessment and reporting together with data access and sharing arrangements established	The date by which a regional SoE framework is established	Y	N	Y	N	N	Y	N
EMG 4.1.2 Baseline of key regional environmental indicators established, including headline indicators for climate change, biodiversity and waste and pollution, regular monitoring implemented, and a 2015 report on regional biodiversity status produced	The date by which the baseline of key regional environmental indicators is finalised	Y	N	Y	N	N	Y	N
EMG 4.1.3 By 2015, a first report on the region's SoE developed and disseminated	The number of Members that have provided input on SoE indicators	N	N	Y	N	N	N	N
	The extent to which the regional SoE report is complete	Y	Y	Y	Y	Y	Y	N
EMG 4.1.4 By 2015, national and regional database systems for environmental inventories and monitoring established	The extent to which national and regional inventory systems are finalised	Y	Y	Y	Y	Y	Y	N
EMG 4.1.5 By 2015, procedures for data and information management and reporting established	The number of Members with data management procedures in place	Y	Y	Y	Y	Y	N	N
EMG 4.1.6 By 2015, at least five PICT Members have produced national SoE reports	The number of Members that have produced SoE reports	Y	Y	Y	Y	Y	Y	N

Annex 10

Multi-lateral Environmental Agreements

Parties to international and regional MEAs relevant for SPREP activities. Updated March 2014

International agreements	Cook Islands	FSM	Fiji	Kiribati	Marshall Islands	Nauru	Niue	Palau	Papua New Guinea	Samoa	Solomon Islands	Tonga	Tuvalu	Vanuatu
BIODIVERSITY														
Convention on Biological Diversity (CBD)	R	R	R	A	R	R	A	A	R	R	R	A	R	R
• Cartagena Protocol on Biosafety	S		R	R	A	A	A	R	A	R	A	A		
• Nagoya Protocol on Access and Benefit-Sharing (Not in force)		R	A					S						S
Convention on International Trade in Endangered Species (CITES)			A					A	A	A	A			A
Convention on Migratory Species (CMS)	A							A		A				
Convention on Wetlands (RAMSAR)			R	R	R			R	R	R				
World Heritage Convention (WHC)	R	R	R	A	A		A	A	A	A	A	A		R
WASTE AND POLLUTION														
Hazardous waste and pollution														
Basel Convention	A	A		A	A	A			A	A				
Rotterdam Convention	A				A					A		A		
Stockholm Convention	A	R	R	R	A	R	R	R	R	R	A	R	A	R
Atmospheric Pollution														
Vienna Convention	A	A	A	A	A	A	A	A	A	A	A	A	A	A
• Montreal Protocol	A	A	A	A	A	A	A	A	A	A	A	A	A	A
Ship-based pollution														
UNCLOS (Part XII : Protection and Preservation of the Marine Environment)	R	R	R	A	A	R	R	A	R	R	R	A	R	R
London Convention - Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter				R		R			R		R	R		R

• London Protocol				R								R		R
CLIMATE CHANGE														
UNFCCC	A	R	A	A	A	A	A	A	A	A	A	A	A	R
• Kyoto Protocol	R	R	R	A	R	R	R	A	R	R	R	A	A	A
LAND DEGRADATION														
UNCCD	A	R	A	A	A	A	A	A	A	A	A	A	A	R
Regional agreements	Cook Islands	FSM	Fiji	Kiribati	Marshall Islands	Nauru	Niue	Palau	Papua New Guinea	Samoa	Solomon Islands	Tonga	Tuvalu	Vanuatu
Waigani Convention	R	R	R	R		S	R	S	R	R	R	R	A	R
Noumea Convention	R	R	R		R	R		S	R	R	R		S	
• Dumping Protocol	R	R	R		R	R		S	R	R	R		S	
• Emergencies Protocol	R	R	R		R	R		S	R	R	R		S	

R = ratified or A= Acceded;

S = Signed;

FSM= Federated States of Micronesia

Annex 11

Draft Job Description for the Director General of SPREP

Job Title: SPREP Director General

Division: Corporate Services

Team: Senior Management

Responsible To: Members, principally through the SPREP Meeting and its Chair

Responsible For: All Staff (93)

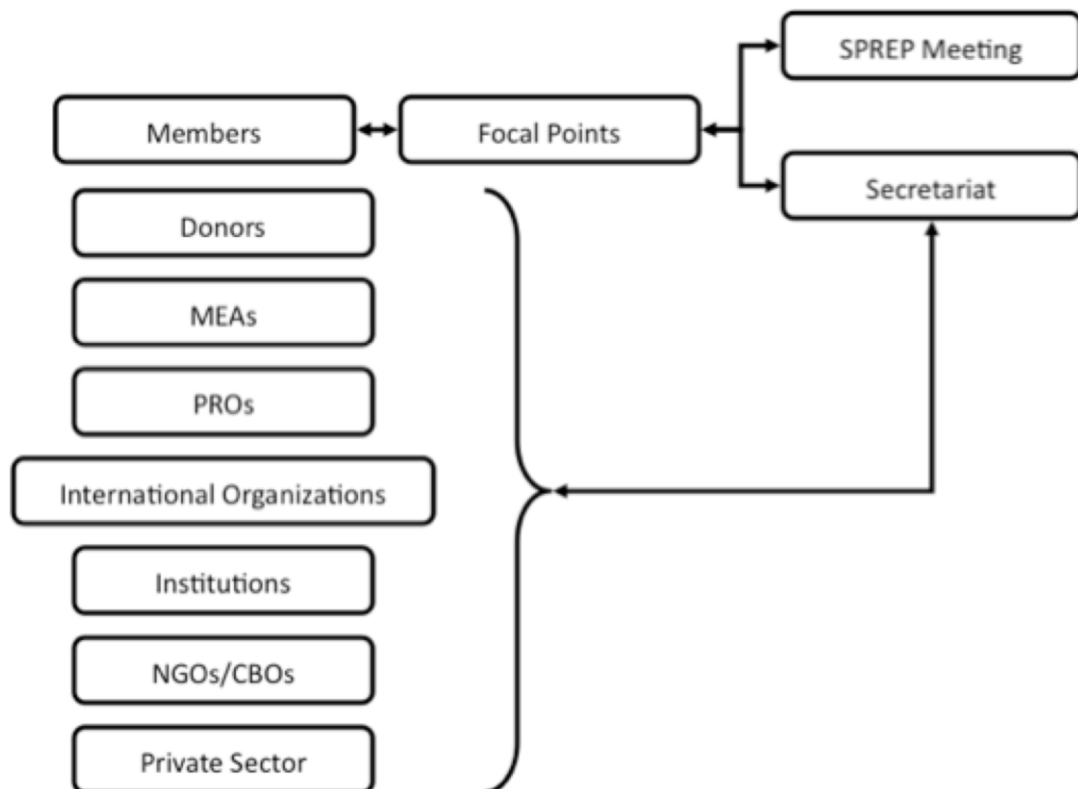
Job Purpose:

- To provide strategic leadership, direction and management oversight to the Secretariat
- To be fully informed on stakeholder needs and realities, especially those of Members
- To keep Members fully informed on all aspects of the Organisation's operations

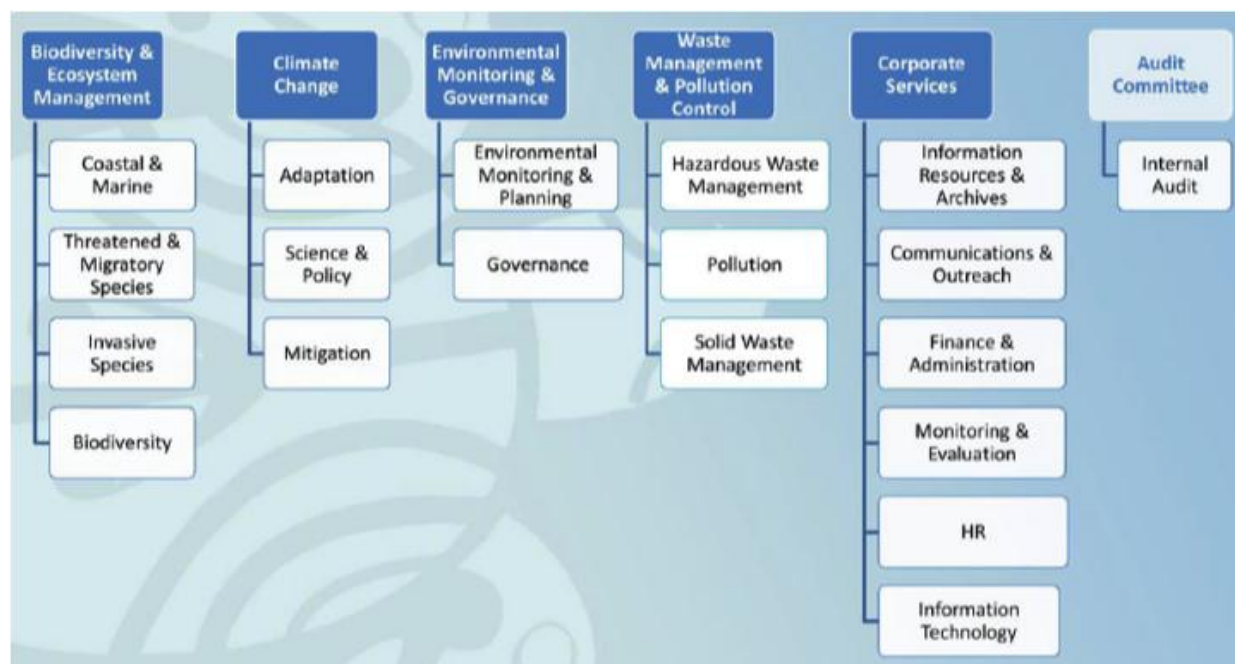
Commencement Date: January 2016

Organisation Contexts

A. Organisation



B. Secretariat



Key Result Areas

The position of Director General (DG) addresses the following Key Result Areas:

1. High Quality Strategic Leadership and Direction
2. High Quality Strategic Organisational Management and Planning
3. Effective and Efficient Preparation and Implementation of the Strategic Plan
4. Successful SPREP Meetings and Effective Environmental Advocacy
5. Effective and Productive Donor Liaison, Regional Coordination and Cooperation, and Networking

The requirements in the above Key Result Areas are broadly identified below.

Jobholder is accountable for	Jobholder is successful when
1. High Quality Strategic Leadership and Direction <ol style="list-style-type: none"> a) Provide strategic leadership and direction for the Secretariat b) Lead the Executive Management team in providing an integrated approach to strategic and organisational planning, programme design, work programme and budget implementation, performance monitoring and evaluation, and building partnerships to ensure the ongoing success of SPREP. c) Lead the Senior Management Team meetings and discussions on all key decision making for the strategic direction 	<ul style="list-style-type: none"> • Innovative, charismatic, effective and efficient leadership and management of the Secretariat • The SPREP Meeting is kept fully informed of the leadership and management of the Secretariat • Demonstrates accountability to Members, and a high level of Member satisfaction • The SPREP Chair is kept regularly and fully briefed on relevant management and other issues at SPREP • The Secretariat has a strong and effective Senior Management Team • The Secretariat has a strong, active and

<p>and management of the Secretariat.</p> <p>d) Provide guidance to the SPREP Meeting on key strategic issues for the effective and efficient management of the Secretariat</p> <p>e) Lead evaluation of strategic leadership of the Secretariat</p>	<p>effective team of programme and administrative staff</p> <ul style="list-style-type: none"> • Transparent executive management performance review accepted by Members and by stakeholders
<p>2. High Quality Strategic Organisational Management and Planning</p> <p>a) Provide leadership and management of SPREP's Work Programmes, Staff and Assets;</p> <p>b) Keep up to date with knowledge of strategic management and organisational issues and identify implications and opportunities for SPREP.</p>	<ul style="list-style-type: none"> • Annual Work Plan and Budget successfully achieved and accepted by SPREP Meeting • SPREP shows leadership and constructive cooperation and collaboration at a regional level, especially with other CROP agencies • Sound appreciation of the Pacific regional context is demonstrated
<p>3. Effective and Efficient Preparation and Implementation of the Strategic Plan</p> <p>a) Lead the process to prepare the Strategic Plan</p> <p>b) Ensure that the Strategic Plan is successfully implemented</p> <p>c) Increase the delivery of relevant programmes and activities that benefit Member countries</p>	<ul style="list-style-type: none"> • Strategic Plan prepared, and meets the identified priorities of the SPREP mandate and of Members • Strategic Plan successfully implemented • Strategic priorities successfully achieved • Member countries are satisfied with level of services provided by SPREP
<p>4. Successful SPREP Meetings and Effective Environmental Advocacy</p> <p>a) Support Members leading up to, during, and following the SPREP Meeting and ensure this and other key strategic meetings for SPREP are effectively implemented and achieve successful results</p> <p>b) Advocate strongly for environment concerns of the regions</p> <p>a) Represent SPREP at high level regional and international meetings</p>	<ul style="list-style-type: none"> • Successful SPREP meetings • Key SPREP meetings enhance membership engagement, increase profile for the environment and increase the technical focus, effectiveness and relevance of SPREP's work • SPREP recognised and respected as premier environmental organisation for the region • Engagement at high level meetings is effective and productive
<p>5. Effective and Productive Donor Liaison, Regional Coordination and Cooperation, and Networking</p> <p>a) Develop and maintain successful and effective relationships through networking and interaction with other regional organisations, donors and stakeholders</p> <p>b) Lead and oversee donor and country liaison, including negotiation and acquisition of funding and Member support for the Secretariat's work</p> <p>c) Increase communication of SPREP activities in Member countries, to Members, partners and other stakeholders</p>	<ul style="list-style-type: none"> • Constructive relationships with Members, donors and partners results in increased and/or continuous funding and support • Effective partnerships are established with relevant organisations • Adequate funding is secured for Secretariat programme activities and operations • SPREP activities in Member countries are effectively communicated to Members, donors, partners and to other stakeholders

Note:

The above performance standards are provided as a guide only. The precise performance measures for this position will need further discussion between the jobholder and manager as part of the performance development process.

Work Complexity

The most challenging duties typically undertaken are likely to be:

- Ensuring continuing effective leadership and management of the Secretariat
- Representation and advocacy of SPREP and Pacific Island positions at high level international and regional meetings and other fora, including Ministerial meetings
- Securing long term funding for the operations and management of the Secretariat
- Ensuring Members, donors and partners have continuing full confidence in the management of the Secretariat

Functional Relationships and Related Skills

Key internal and/or external contacts	Nature of the most typical contact
<i>External</i> <ul style="list-style-type: none">• Leaders of Member countries• Ministers within Member countries• CROP Executives• SPREP Meeting• Donors / Partners, including agency heads• Professional / Scientific / Academic organisations• Regional / International organisations	<ul style="list-style-type: none">• Advocacy for SPREP, including the work of the Secretariat• Strategic planning and harmonization• Advice, assistance and resource mobilization• Consultations• Technical discussions and support• Collaborative discussions and financial and technical support• Reporting
<i>Internal</i> <ul style="list-style-type: none">• Executive Management• Programme staff• Administrative staff	<ul style="list-style-type: none">• Management and leadership• Supervision and delegation• Advice and support• Resolution of human resources concerns

Level of Delegation

The Director General:

- Has decision making and delegation authority
- Leads negotiations on behalf of SPREP

- Accountable for the Secretariat's performance

Person Specification

This section is designed to capture the expertise required for the role at the 100% fully effective level, and therefore does not necessarily reflect the capabilities of the incumbent Director General. The personal capabilities and competencies may be a combination of knowledge / experience, qualifications or equivalent level of learning through experience or key skills, attributes or job specific competencies.

Qualifications

A. Essential

Qualifications

1. A Masters or higher degree in relevant Management/Development/Environment or related fields.

Knowledge / Experience

2. At least 15 years of significant and relevant practical experience and educational background in strategic leadership and management, including working in senior management and leadership at senior executive level, preferably in a multicultural and multi-disciplinary work environment in the Pacific region
3. Outstanding credentials in his or her individual field of expertise, demonstrated sound judgement and strong analytic and strategic planning skills
4. Established track record of performance, and extensive high level experience and competency, in dealing with regional and extra-regional governments and institutions and in negotiations with donors and development agencies, with a very good and practical understanding of donor policies and processes
5. Demonstrated experience of operating in the unique Pacific way and in partnership building, including capacity and resource mobilisation
6. A vision for, commitment to, and empathy with, the sustainable social, economic and environment development aspirations of the Pacific island countries and territories
7. Confidence and ability to advocate for, and promote, the environmental concerns, the protection and development of the environmental resources of the region and proven experience of high level negotiation work with Governments, especially SPREP Member countries and partners

8. Exposure to development issues and opportunities, and to living conditions in developing countries, and an ability to engage and build rapport and trust with stakeholders around various and complex issues
9. Hands on experience working in multicultural and multidisciplinary teams, as both a team leader and member, with flexibility to adapt to a shifting and demanding work load
10. Excellent capability to write and communicate verbally in English, and good computer and related technical skills, including an ability to communicate and interact effectively with governments, development partners, the private sector and civil society
11. Deep interest in, and an extensive knowledge of, the Pacific islands region, including a good understanding of the environmental management issues in the Pacific and challenges facing Pacific island countries and territories, and the region as a whole.

B. Desirable

- Excellent ability to write and communicate verbally in SPREP's two working languages

Key Skills / Attributes / Job Specific Competencies

The following levels would typically be expected in order to achieve the 100% fully effective level:

Expert level	<ul style="list-style-type: none"> • Strategic Leadership • Strategic Management • Diplomacy • Visionary • Environmental knowledge • Programme monitoring and evaluation • Work programme planning, budgeting and implementation • Negotiation and advisory • Proposal development • Resource mobilisation
Advanced level	<ul style="list-style-type: none"> • Current environmental issues and opportunities in the Pacific islands region • Emerging environmental issues and challenges • General management and organizational issues
Working Knowledge	<ul style="list-style-type: none"> • General Financial principles • General Human Resources Management principles • SPREP Strategic Plan • SPREP Work Programmes • SPREP Business Plan • SPREP Performance Monitoring, Evaluation and Reporting Processes • SPREP Cross-cutting and Safeguards Policies
Awareness	<ul style="list-style-type: none"> • Appreciation of the social and economic development challenges facing the region, including the importance of

	<p>promoting sustainable development and good governance ,and the need to balance these objectives against the requirements of economic growth</p> <ul style="list-style-type: none"> • Willing to travel within the region and internationally
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Key Behaviours

All SPREP staff are expected to uphold SPREP’s Organisational Values and Code of Conduct . These Key Behaviours, which form part of the Performance Evaluation and Development processes, are :

- Environmental Leadership
- Service Delivery
- Valuing our People
- Integrity

All managers and supervisors in SPREP are expected to uphold SPREP’s established Leadership and Management Behaviours that form part of the Performance Development Plan.

The Director General will have impeccable personal and professional integrity, sound judgement, and intellectual rigour, and must be able to command trust across a broad and diverse range of stakeholders.

Change to Job Description

From time to time it may be necessary to consider changes in the Job Description, in response to the changing nature of the work environment– including technological requirements or statutory changes. This Job Description may be reviewed as part of preparations for performance planning for the annual performance cycle, or as required.