# 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 |
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| **31:** *Members to reaffirm need for a regional environmental organisation and their commitment to adequately manage and fund the agency* | 1. 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<br>2. 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.<br>3. United Kingdom has joined SPREP as a new Member.<br>4. There has been increased extra budgetary support to SPREP from Members, France and the United States, mainly through their ODA agencies.<br>5. A key part of reinforcing relevance and the need for a regional environmental | **Evidence:**<br>Increased number of Members up to date with Membership Fees (information available from Finance)<br>Signed Multi-year agreements with Australia and New Zealand (information available from Finance)<br>Increased extra budgetary support from France, through AFD, and the United States, through USAID, information available from Finance)<br>Annual budgets for 2009 to 2014 (information available from Finance)<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>Reports of the SPREP Internal Auditor and the |

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| | 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. | Internal Audit Committee (available from the SPREP Internal Auditor)<br><br>Reports of the SPREP External Auditor (available from Finance)<br><br>Case Study of SPREP's Change Management Process, available from Audrey Brown-Pereira, SPREP Executive Officer audreyp@sprep.org |
| | | **On-Going Action:**<br><br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br><br>Working Group on Membership Fees will report to the 2014 SPREP Meeting.<br><br>Continual follow up with Members on the issue of Membership Fee contributions |
| **38:** *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 …* | 1. 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.<br><br>2. 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.<br><br>3. 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 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 | **Evidence:**<br><br>SMT Minutes following each monthly SMT from November 2009 to April 2014 are available from Rosanna.<br><br>Annual Staff Satisfaction Surveys from 2009 to 2013 are available from HR<br><br>Staff Retention rates are available from HR<br><br>Staff retention rates have increased from 76% in 2008 to 93% in 2012.<br><br>"Code of Conduct" and "Organisational Values" available from HR<br><br>PMERs (from 2010 to 2014) available from |

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| | address any issues raised in a positive manner.<br>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.<br>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.<br>6. SPREP recruitment processes have been significantly improved and high calibre staff are being recruited.<br>7. Staff retention rates have increased from 76% in 2008 to 93% in 2012.<br>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. | Finance<br>SPREP Annual Reports.<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br>Staff committee inputs into SMT (SMT minutes)<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>SPREP will continue to invest in training and capacity building for staff. This will include follow up to the leadership and management training.<br>The SPREP Code of Conduct and Organisational values are now part of the Secretariat's staff performance evaluation process since 2010.<br>SPREP will continue to monitor, as part of our normal business, staff satisfaction, staff retention, as well as other related issues |

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| **59:** *directed the Secretariat to focus its core business to Members primarily on:*<br>• *enhancing the strategic capacity of its Members to include mainstream environmental considerations …*<br>• *facilitating the coordination of regional environment-related assistance …*<br>• *supporting compliance, negotiations and advocacy in MEAs …*<br>• *cooperation among Members …* | 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.<br>2. 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<br>3. 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.<br>4. 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.<br>5. 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.<br>6. 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.. | **Evidence:**<br>2011 – 2015 SPREP Strategic Plan (on web site)<br>PMER (available for every year from 2009 to 2013 from Finance)<br>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)<br>SPREP Annual Reports.<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Preparation of 2013 PMER for consideration by the 2014 SPREP Meeting |

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| **60:** *the Secretariat to separate its roles and related activities into:*<br>• *core business activities which are fully costed; and*<br>• *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* | 1. SPREP activities are reported in detail to each years' SPREP Meeting through the 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.<br>2. 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.<br>3. 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.<br>4. 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. | **Evidence:**<br>SPREP Annual Reports from 2009 to 2012 (2013 currently being prepared)<br>Annual Workplan and Budget (available for every year from 2009 to 2014 from Finance)<br>PMER (available for every year from 2009 to 2014 from Finance)<br>Performance Development System (PDS) and policy in place (information available from HR)<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Preparation of 2015 Workplan and Budget for consideration by the 2014 SPREP Meeting |

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| **61:** *the Secretariat to increase its effectiveness and efficiency by:*<br>• *giving more attention to facilitating, advising on and coordinating technical and policy advice and assistance;*<br>• *… training, institutional strengthening and information sharing;*<br>• *showing leadership by playing a coordination role and working collaboratively and cooperatively with relevant partners;*<br>• *improving organizational management …*<br>• *maintaining flexibility to respond to Member-specific priorities* | 1. The Secretariat has increased its effectiveness and efficiency by addressing all of the issues listed in this recommendation.<br>2. Specific activities which have addressed these points are outlined in the annual PMER and also in SPREP Annual Reports.<br>3. Some specific examples (amongst many) include: technical and policy advice to countries in the development of Joint National Action Plans which integrate climate change and disaster risk reduction; training and institutional strengthening though the development of extensive solid waste management and hazardous waste management in all PICTs; coordination and collaborative work with partners and PICT Members on the BIORAP surveys.<br>4. SPREP has responded quickly and effectively to Member specific priorities. Our direct support has significantly increased over the last 5 years.<br>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).<br>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.<br>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.<br>8. Establishment of a model multi-partner approach to joint multi-project implementation with CROP, bilateral donor/technical organizations, INGOs and | **Evidence:**<br>PMER documents (2009 to 2013) available from Finance<br>Annual Reports from 2009 to 2012<br>EU Assessment (2012)<br>Adaptation Fund RIE application and report by the AF Board on SPREP's application<br>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.<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Cooperation will continue and strengthen with CMS, Ramsar, WMO, JICA as well as other partners.<br>We are currently in negotiation with UNEP to establish their sub-regional office at SPREP.<br>Japan has agreed to send an expert to SPREP to |

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| | NGOs in Choiseul Province in the Solomon Islands to improve development assistance.<br>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.<br>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. | develop further the proposal for the establishment of the Pacific Climate Change Centre at SPREP. |
| **62:** *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.* | 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.<br>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. | **Evidence:**<br>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)<br>Increased activities and support for projects in Francophone PICT members<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br>**On-Going Action:** |

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| | | All actions are on-going and institutionalized as part of SPREP's normal work practice. |
| **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 …* | 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.<br>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.<br>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.<br>4. A draft Business Plan for SPREP has been prepared and will be submitted to the 2014 SPREP meeting.<br>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.<br>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 | **Evidence:**<br>SPREP Annual Reports from 2009 to 2012 (2013 currently being prepared)<br>Annual Workplan and Budget (available for every year from 2009 to 2014 from Finance)<br>PMER (available for every year from 2009 to 2014 from Finance)<br>Annual Reports to Australia and New Zealand on outcomes achieved, from 2012 to 2013<br>Draft Business Plan for SPREP (available from Audrey)<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice. |

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| | 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 through the use of alternative travel companies. | |
| **74***: 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 …* | 1. Multi-year funding has been agreed from Australia and New Zealand, linked to the outcomes identified in the SPREP Strategic Plan.<br>2. There has also been a significant increase in funding from other Metropolitan members of SPREP<br>3. The UK has joined SPREP as a new Member and there are already clear and evident benefits to SPREP.<br>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.<br>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.<br>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.<br>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.<br>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 | **Evidence:**<br>Signed Multi-year agreements with Australia and New Zealand (information available from Finance)<br>Increased extra budgetary support from other Metropolitan Members: France, UK and the United States (information available from Finance)<br>Donor project agreements and documents for new projects, including Finland, Germany and the EU, amongst many others, are available from Finance.<br>Letters from DG to donors and partners over the least 5 years are available from Rosanna.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey) |

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| | 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.<br>9. Significantly, all SPREP Divisions now have long term programme funding which will enable sustainable programme delivery. This includes: (a) BEM – the Ecosystem Based Adaptation Project funded by the Government of Germany (BMU); (b) WM&PC – 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) | **On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Work will continue to ensure good relations are maintained with donor countries and organisations |
| **79 as amended by SM19:** *the Secretariat to explore further options for strengthening the engagement between the Secretariat and Members* | 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.<br>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.<br>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.<br>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.<br>5. SPREP Officers appointed to date are located with the SPREP Focal Point, rather | **Evidence:**<br>Correspondence from DG to Troika available from DG or Rosanna<br>Correspondence from DG to SPREP Chair available from DG or Rosanna<br>Agreement with RMI and FSM to establish Desk Officers is available from HR<br>Agreement with SI to establish Project Office<br>SPREP Circulars are available from the SPREP Registry<br>Information on SPREP is regularly posted on the SPREP web site at www.sprep.org<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>Reports of the SPREP Internal Auditor and the Internal Audit Committee (available from the |

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| | 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.<br>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.<br>7. Increased Secretariat country presence in terms of technical assistance and other on ground support is all the core business of the Secretariat. | SPREP Internal Auditor)<br>Reports of the SPREP External Auditor (available from Finance)<br>Case Study of SPREP's Change Management Process (available from Audrey)<br>PMER since 2010 |
| | | **On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice. |
| **80:** *encouraged ongoing interaction between Secretariat staff and representatives of all Members …* | 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.<br>2. The increasing level of project involvement in PICTs has contributed to more effective interaction between Secretariat staff and representatives of Members.<br>3. Increased communication through the SPREP web site, PEIN, Climate matters newsletter, fact sheets and publications | **Evidence:**<br>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)<br>Number of visits by Secretariat staff to PICT Members over the last 5 years is available from Finance/Travel Officer.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports. |
| | | **On-Going Action:** |

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| | | All actions are on-going and institutionalized as part of SPREP's normal work practice. |
| **81:** *encouraged more technical and policy focused discussions between individual Members and the Secretariat at the SPREP meeting* | 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 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.<br>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.<br>3. The increasing level of project involvement in PICTs has contributed to more effective interaction between Secretariat staff and representatives of Members. | **Evidence:**<br>SM Reports over the 2009 to 2013 period clearly reflect an increasing focus on technical and policy issues and are available from Audrey.<br>Reports from the Pacific Environment Forum are available from Audrey.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice. |
| **98:** *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 …* | 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. | **Evidence:**<br>SPREP web site "hits" over the last 5 years (information available from SPREP IT Section)<br>Number of requests for information, including through PEIN, are available from Mira (SPREP Knowledge Management Officer)<br>Agreement between SPREP and Griffiths University regarding the Climate Change |

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| | 2. The use of Regional Information Networks PEIN, PILN, has greatly expanded in the 2009 to 2014 period<br>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.<br>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 change information and knowledge. SPREP has recently entered into an agreement with Griffiths University (Australia) to strengthen the technical underpinning of this portal<br>5. 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.<br>6. 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". | Portal.<br>Monthly IB articles, since November 2009, available from Communications and the IB website<br>Transcripts of all Radio Australia and Radio NZ interviews by SPREP staff, since November 2009, are available from Communications and the websites of Radio Australia and Radio NZ<br>Reports of all media training implemented by SPREP (including evaluation by participants) is available from Communications.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Strengthening media and communications will continue as an important priority of SPREP. |
| **99:** *the Secretariat should ensure that all staff have opportunities to enhance their performance through professional development and related activities* | 1. 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).<br>2. 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.<br>3. Staff training and professional development is also taking advantage of the skills | **Evidence:**<br>Learning and Development Policy in place, available from HR.<br>Reports of Staff Retreats (including evaluation of participants) available from HR<br>Reports of all training courses implemented at SPREP are available from HR<br>Information on the PDS process, as it relates to |

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| | 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.<br>4. 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.<br>5. A Staff Seminar Series has been initiated by the SPREP Knowledge Management Officer (Mira) and this provides an informal mechanism for sharing the experience of staff with the broader SPREP community. | training and capacity building of staff, is available from HR<br>Information on Staff Seminar Series is available from Mira.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Strengthening media and communications will continue as an important priority of SPREP. |
| **100:** *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* | 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.<br>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.<br>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.<br>4. Pacific country profiles have been prepared and included in the Pacific Climate Change Portal. | **Evidence:**<br>Support to SPREP PICT Members (refer SPREP Circular setting out this information)<br>List of missions by all SPREP staff to all PICT members is available from Finance (Travel officer)<br>Agreements with RMI and FSM to appoint Desk Officers.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as |

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| | 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. | part of SPREP's normal work practice.<br><br>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. |
| **101:** *encouraged Members to consider, agree on and implement a relationships management system that addresses the challenges in the current system of Focal Points …* | 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.<br>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.<br>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<br>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. | **Evidence:**<br><br>Support to SPREP PICT Members (refer SPREP Circular setting out this information)<br><br>List of missions by all SPREP staff to all PICT members is available from Finance (Travel officer)<br><br>Agreements with RMI and FSM to appoint Desk Officers.<br><br>PMERs (from 2010 to 2014) available from Finance<br><br>SPREP Annual Reports.<br><br>**On-Going Action:**<br><br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br><br>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. |
| **102:** *The Secretariat to ensure greater transparency, accountability and sensitivity, including to gender equity …* | 1. SPREP has completely revised its recruitment processes and procedures to ensure they are merit based and they also conform to international best practice. | **Evidence:**<br><br>Recruitment and Selection policy developed and regularly updated, available from HR. |

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| *and to ensure that all recruitment within SPREP is merit based …* | 2. As a result, SPREP recruitment processes have been significantly improved and high caliber staff are being recruited.<br>3. Staff retention rates have increased from 76% in 2008 to 93% in 2012.<br>4. Staff at SPREP come from a wide range of countries, as outlined in the List of staff nationalities (from HR)<br>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 (EPAI) staff, the breakdown is 47% women and 53% men. For support (EPAL) staff, the breakdown is 77% women and 23% men.<br>6. 40% of SPREP's Senior Management Team are women.<br>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 | Staff retention rates at SPREP, available from HR.<br>List of staff nationalities at SPREP, available from HR.<br>List of gender balance amongst SPREP staff, available from HR<br>Material on the Gender Mainstreaming in Climate Change Programme is available from the Climate change division (Peniamina Leavai).<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br><br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Work will continue to ensure the highest caliber of staff are recruited and retained at SPREP<br>Work will continue to integrate gender considerations into all of SPREP's work, including within the Secretariat and within SPREP's PICT Members. |
| **103:** *within the limits … actively encourage relevant organisations to locate within the Secretariat's facilities …* | 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.<br>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 | **Evidence:**<br>Agreements between SPREP and UNEP and between SPREP and WMO are available from HR<br>The submission for hosting the UNEP sub- |

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| | office at SPREP. WMO is also considering the expansion of their existing regional office at SPREP.<br>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 location of a CITES Convention Officer at SPREP with the CITES global secretariat in Geneva.<br>4. The following partner organisations are now located at SPREP: JICA and the Australian Government (Climate Change Adaptation Programme)<br>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.<br>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. | regional office at SPREP is available from Finance<br>Application from SPREP to the Government of Japan to support the Pacific Climate Change Centre (PCCC) at SPREP, information and the full application is available from Audrey.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Work will continue regarding hosting of partner organisations at SPREP as well as the PCCC. |
| **112:** *The Secretariat should place greater emphasis on developing and implementing joint programming with other PROs, at both regional and country/territory levels* | 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.<br>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- | **Evidence:**<br>Minutes of CROP CEOs meetings, available from Audrey.<br>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.<br>MoUs between SPREP and SPC, and SPREP and |

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| | chairs with the Secretary General of the Forum, Neroni Slade.<br>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 in the Solomon Islands. This has integrated approaches to land and natural resource management between CROP agencies and many partners.<br>4. Cooperation with USP has included joint work on climate change, training and capacity building and education and outreach, amongst many other areas.<br>5. 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. | USP, available from Audrey<br>Information of the integrated approach at Choiseul is available from Director BEM (Stuart Chape)<br>Information on cooperation with SPC on integrated approaches to disaster risk reduction and climate change adaptation is available from the Director CCD (Netatua Pelesikoti)<br>Information on cooperation with USP is available from the Communications and Outreach Adviser (Seema Deo).<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports.<br>**On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>Work will continue to increase effective cooperation with other CROP agencies. |
| **113:** *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.* | 1. 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.<br>2. In addition there is a project which is only being implemented in one SPREP | **Evidence:**<br>Agreements with RMI and FSM to appoint Desk Officers<br>Agreements with SI to establish the Project Officer at SPREP, and signed contract with SI Officer.<br>PMERs (from 2010 to 2014) available from |

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| | Member Country (Solomon Islands, on Ecosystem based Adaptation) and the Project Officer will be located in the SI. | Finance<br>SPREP Annual Reports. |
| | | **On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice.<br>The sub regional officers in FSM and RMI will be assed and reviewed at the 2015 SPREP meeting |
| **114:** *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.* | 1. SPREP members have clearly and sharply defined the role of SPREP as the region's environmental agency through the SPREP Strategic Plan.<br>2. The effective governance of SPREP is ensured through the annual SPREP meetings and through the SPREP Troika.<br>3. The SPREP response to this specific recommendation has been addressed and included in responses to many of the above recommendations. | **Evidence:**<br>Approved 2011 to 2015 SPREP Strategic Plan<br>Also refer to evidence mentioned in many of the recommendations above.<br>PMERs (from 2010 to 2014) available from Finance<br>SPREP Annual Reports. |
| | | **On-Going Action:**<br>All actions are on-going and institutionalized as part of SPREP's normal work practice. |