

**SPREP Secretariat ICR Implementation Plan
Report 3: July ~ October 2009**

| ICR Recommendation | Action required | Action taken/pending | Time line for completion |
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| | Update | | |
| 31: <i>Members to reaffirm need for a regional environmental organisation and their commitment to adequately manage and fund the agency</i> | Members to review their financial commitments to the organisation, especially with regard to the RIF outcomes | Special Members' meeting of July 2009 and SM20 to review commitments | June and September 2009 |
| | Special Members' meeting discussed but did not resolve the matter of future financial commitments. SM deferred to November 2009. | | November 2009 |
| 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> | Address issues of low morale | 1. Staff survey to be undertaken to identify key morale issues 2. Action taken in collaboration with Staff Committee to address issues identified in survey | 1. March 2009 2. April 2009 |
| | 1. Survey distributed and input completed by October 2009 2. Issues being analysed and response prepared | | December 2009 |
| 59: <i>directed the Secretariat to focus its core business to Members primarily on:</i> <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> | 1. Define SPREP's core business 2. 2010-2014 Action Plan to reflect core business | 1. Secretariat to present to Members at SM20 for decision recommendations for (re) defining core business. 2. Prepare new Action Plan (see #61) | 1. June 2009-September 2009 2. May 2010 |
| | Draft paper on SPREP core functions tabled at SPREP Special Meeting in July 2009, discussed at ICR task force in September 2009 and in the lead-up to SM20. Papers prepared for SM20. | | SM20 (Members may prefer to continue discussion to SM21) |
| 60: <i>the Secretariat to separate its roles and related activities into:</i> <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> | 1. Separate roles and activities into core business and project-related activities 2. Staff to reflect recommendation in annual individual work plans (IWPs) | 1. Define core business (see Rec. #59). Secretariat to ensure that projects support core business 2. Staff have prepared 2009 IWPs, and will prepare the 2010 WP&B on this basis | 1. See Rec. #59 2. February 2009-ongoing |
| | 1. Secretariat paper discussed by ICR task force: see Rec #59 2. Projects assessed for relevance to core business 3. IWPs for 2009 in place | | 1. SM20 (+) 2. Ongoing 3. Complete |

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| <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. 2010-2014 Action Plan 2. Continue to strengthen work with partners 3. Improving organisational management 4. Planning for 2010 Work Programme and Budget takes into account this recommendation. | <ol style="list-style-type: none"> 1. Preparation recommended for 2010, post-RIF implementation. 2. MoUs and other mechanisms developed and maintained. New MOU with the CBD. 3. AWPID developed and trialed and strategic planning and prioritizing to be strengthened 4. Develop 2010 WP&B | <ol style="list-style-type: none"> 1. May 2010 2. Ongoing 3. January-March 2009 (final version) 4. March 2009 for approval at SPREP Meeting. |
| | <ol style="list-style-type: none"> 1. Action Plan process to begin late 2009 – see SM20 paper 2. Ongoing 3. AWPID implemented and operational subject to fine-tuning 4. 2010 WP&B completed, to be sent to Members for SM20 review | <ol style="list-style-type: none"> 1. June 2010 – SM21 2. Ongoing 3. March 2009 4. SM20 | |
| <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> | <ol style="list-style-type: none"> 1. As regards service to francophone members, SPREP will actively increase the number of programme officers with French language ability. 2. Improve participation of territories 3. Secretariat to consider appointing a Francophone Focal Point per SPC | <ol style="list-style-type: none"> 1. Discussing options for increasing French-language ability among staff: language training, placing more emphasis on language ability when recruiting staff. 2. Secretariat has reviewed progress on action items from 2006 Territories meeting. 3. Secretariat to investigate feasibility of appointing a FFP | <ol style="list-style-type: none"> 1. 2010 2. 2010 3. 2010 |
| | Ongoing | | |
| <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> | Develop and implement strategic/corporate plan in consultation with Members | To be developed after RIF decisions finalized | May 2010 |
| | ICR task force proposed in September 2009 that core business should be funded permanently by Members' contributions. | | May 2010 |
| <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> | Targeted effort to engage donors | <ol style="list-style-type: none"> 1. 3-year A&NZ programmatic funding 2. Improved engagement with other donors 3. Appointment of Donor Liaison Officer | <ol style="list-style-type: none"> 1. 2009 2. Ongoing 3. Pending funding |

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| | Australia-New Zealand-Secretariat trilateral held September 2009; funding will remain annual in 2010. | | |
| 79 as amended by SM19: <i>the Secretariat to explore further options for strengthening the engagement between the Secretariat and Members</i> | Options for strengthening engagement between Members and Secretariat | Secretariat to submit proposal to SM20 | June 2009 |
| | Discussion paper on a chair's committee/group tabled at SPREP Special Meeting in July 2009, ICR task force in September 2009 and in the lead-up to SM20. Revised proposal prepared for SM20. | | SM20 |
| 80: <i>encouraged ongoing interaction between Secretariat staff and representatives of all Members ...</i> | As for recommendation 79 | | |
| | Methods for improving links between individual Members and the Secretariat (country contact points, thematic contact points) discussed at ICR task force in September 2009. Addressed in revised proposal on Rec #79 to SM20. | | SM20 |
| 81: <i>encouraged more technical and policy focused discussions between individual Members and the Secretariat at the SPREP meeting</i> | Develop and implement an agreed modality for more Member-Secretariat technical and policy focused discussions | Modality to be developed after adoption of RIF-SOPAC decisions | 2010 |
| | See Rec #80. | | |
| 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> | 1. Development of lessons learned manual/toolkit 2. AWPID development and implementation | 1. Request to be submit to NZAID under institutional strengthening funds to develop toolkit 2. AWPID currently being trialed | 1. 2009 2. March 2009 finalization |
| | 1. Yet to be done 2. AWPID implemented | | 1. 2010 2. Complete |
| 99: <i>the Secretariat should ensure that all staff have opportunities to enhance their performance through professional development and related activities</i> | Identify staff development needs; do Training Needs Analysis | Needs to be clearly articulated and agreed with individuals; TNA | June-December 2009 |
| | To be implemented in latter half of 2009 following review of Individual Work Plans | | December 2009 |
| 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> | Designate staff responsible for country profiles and focal points | Currently being implemented | April 2009 |
| | Proposal on country profiles (to cover past interventions, current issues, programme response) and improved Secretariat focal point system (thematic: marine ecosystems, terrestrial ecosystems, climate change, pollution and waste management, environmental governance) under consideration by SPREP Executive | | December 2009 |

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| 101: encouraged Members to consider, agree on and implement a relationships management system that addresses the challenges in the current system of Focal Points ... | FP strategy paper prepared for SM20 | Draft strategy to be prepared | May 2009 |
| | As for Rec #100 | | |
| 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 ... | 1. HR policy implemented | 1. Implementation under way | 1. Ongoing |
| | 2. Approved Home Leave policy sent out to staff for review | 2. Final endorsement by Management | 2. end-February 2009 |
| | 3. Personnel Performance Management System | 3. To be considered by Management and implemented | 3. June 2009 |
| | 1. In operation | | 1. Completed |
| | 2. In operation | | 2. Completed |
| | 3. Being finalised | | 3. 2010 |
| 103: within the limits ... actively encourage relevant organisations to locate within the Secretariat's facilities ... | Policy implemented | Ongoing | Ongoing |
| | Ongoing – IFAW closed its office at SPREP due to economic constraints; discussions with UNEP ongoing | | |
| 112: The Secretariat should place greater emphasis on developing and implementing joint programming with other PROs, at both regional and country/territory levels | 1. Review effectiveness of CROP working group mechanism | 1. Forum Secretariat's review consultancy. | Consultancy report is expected in March 2009 |
| | 2. Joint Country Strategy (JCS) programming missions | 2. Participate in SPC JCS programming missions to Member countries. | Ongoing |
| | 3. Joint project design and implementation | 3(a) EDF10 Two project proposals under the EDF10 regional programme – with SOPAC; with SPC and SOPAC and other partners. | |
| 3(b) Sustainable Land Management GEF – UNDP. SPREP initiated the re-establishment of the CROP Land Resources Working Group. | | | Ongoing |
| 3(c) Mainstreaming Collaborating with SOPAC and partners on Pacific guidelines for mainstreaming in disaster management. | | | Ongoing |

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| | 4. Joint SOPAC-SPREP activities | 4. Refer to the SPREP RIF paper on joint SPREP-SOPAC program initiatives. | Ongoing |
| | 1. SPREP input to CROP working group review completed 2. JCS missions to Tonga, Palau and Samoa 3. (a) initial approval of EDF10 concepts required merger of SPREP and SPC proposals (b) GEF project and WG continuing (c) mainstreaming work is continuing 4. Incorporated into RIF outcomes | | 2009 Complete for 2009 All ongoing Complete |
| 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> | Consider feasibility of decentralizing some SPREP activities | 1. Consideration of establishing a Suva office in RIF planning completed by Secretariat. 2. Wider feasibility assessment of Member needs, logistics, funding and opportunities pending RIF decisions | 1. June-August 2009 2. 2009-2010 |
| | RIF outcome will relocate one project to Suva (with SPC). | | Reassess in 2010 |
| 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> | Members to clearly define SPREP's role and commit to funding and governing it | Members to agree on SPREP's role, governance and funding in the context of RIF recommendations | September 2009 |
| | Discussed by ICR task force in September 2009: see Rec #59 update | | |