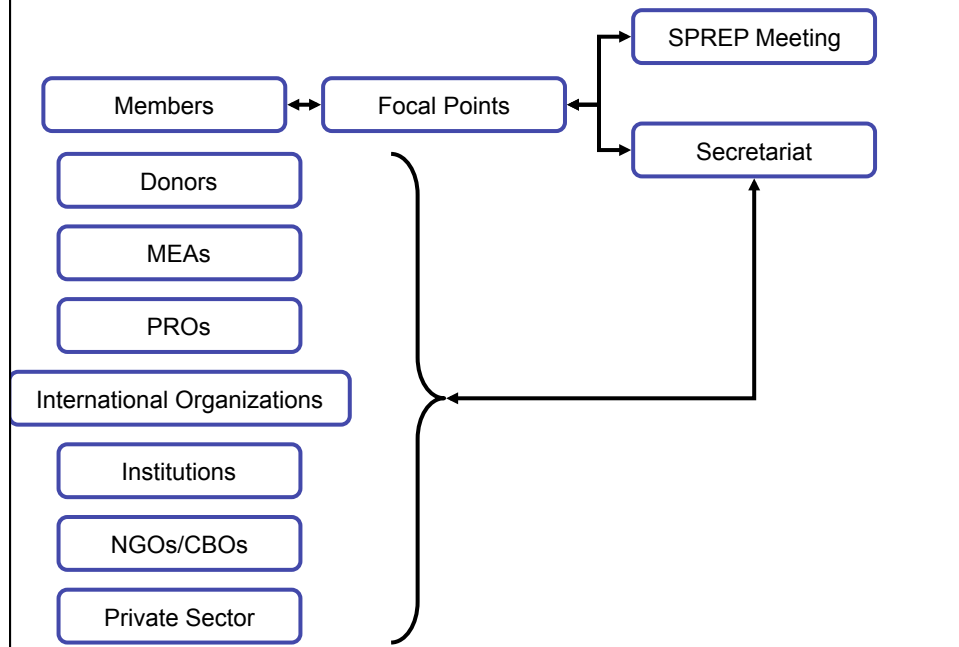


Our Focus – SPREP, the Organisation



Is there still a need for a regional environmental agency?

- [Rec. 31] SPREP Members reaffirm their belief in the need for a regional environmental agency as described in the SPREP Agreement as well as their commitment to adequate management and funding of the agency in ways consistent with their common but differentiated capacities.

Has SPREP responded appropriately to changes in regional and national needs and in its external operating environment, and to calls for improved management within the Secretariat?

- High dedication, passion and competency of most SPREP staff, especially those directly responsible for the delivery of services to Members;
- Performance of Secretariat can be attributed largely to the goodwill and professionalism of its programme, project and support staff.

Has SPREP responded appropriately to changes in regional and national needs and in its external operating environment, and to calls for improved management within the Secretariat?

- Disturbingly low morale of Secretariat staff, with adverse impacts on their productivity;
- Problems with staff recruitment and retention;
- An overall decline in the quality and relevance of services provided to SPREP's member countries and territories, relative to the needs of the Members.

Has SPREP responded appropriately to changes in regional and national needs and in its external operating environment, and to calls for improved management within the Secretariat?

- The Secretariat has made some attempts to address the recommendations of the numerous previous reviews;
- Few of the suggested changes have been implemented in ways which will achieve the desired outcomes;
- Organization has not kept pace with the ongoing, rapid changes in regional, national and territorial needs, as well as in the Organization's operating environment;
- The Secretariat is not operating in ways that are consistent with good practice in organizational management.

Has SPREP responded appropriately to changes in regional and national needs and in its external operating environment, and to calls for improved management within the Secretariat?

- [Rec. 38] SPREP Members commit themselves to:
 - addressing the fundamental causes of the low effective productivity and morale of Secretariat staff;
 - the associated problems of staff recruitment and retention;
 - the overall decline in the quality and relevance of services provided to SPREP's member countries and territories, relative to the needs of the Members.

What core services should SPREP provide to its Members?

[Rec. 59] 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.

What core services should SPREP provide to its Members?

[Rec 60] 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.

What core services should SPREP provide to its Members?

[Rec 61] Increase the effectiveness and efficiency of the Secretariat by:

- 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 by claiming exclusive ownership of specific environmental issues such as climate change; and
- improving organizational management.....

What core services should SPREP provide to its Members?

[Rec 62] Give more consideration to the diversity amongst its membership and be proactive in ensuring that its operations promote greater equity in the way the Secretariat interacts with, and provides services to, the member countries and territories.

How should the organization be funded?

[Rec. 72] 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.

How should the organization be funded?

[Rec 73] 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.

How should the Organization be governed?

[Rec. 79] 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.

[Rec. 80] Increase the ongoing interaction between Secretariat staff and representatives of Island Members.

[Rec 81] Hold more technical and policy-focussed discussions between individual Island Members and the Secretariat during the SPREP Meeting.

How should the Secretariat operate?

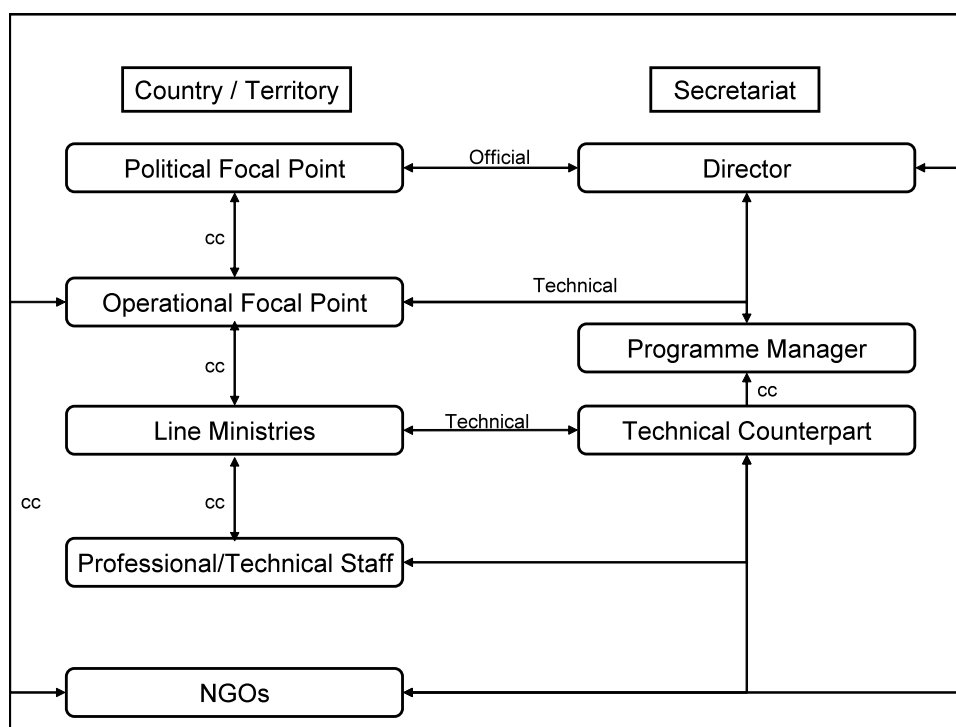
[Rec. 98] Strengthen its systems for learning from its experiences, and sharing lessons and best practices within the Secretariat as well as with its Members and other stakeholders.

[Rec. 99] Ensure all Secretariat staff have opportunities to enhance their performance through professional development and related activities, not just those with “permanent” appointments.

How should the Secretariat operate?

[Rec. 100] Designated staff prepare and update a revised form of the country profile and acting as a focal point for a PICT or for a small group of PICTs.

[Rec.101] Implement a relationships management system that addresses the shortcomings in the current system of Focal Points. The NGO focal point list should be re-established.



How should the Secretariat operate?

[Rec. 102] Greater transparency, accountability and sensitivity, including to gender equity, are required in Secretariat processes.

Future appointees to SPREP's Executive positions should have technical competence relevant to the work of the Organization, in addition to strong managerial skills.

All recruitment within SPREP should merit based, including appointment of individuals to Executive positions within the Secretariat.

[Rec. 103] 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.

How should a strengthened SPREP position itself relative to other organizations?

[Rec. 112] The Secretariat should place greater emphasis on developing and implementing joint programming with other PROs, at both regional and country/territory levels.

[Rec. 113] 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.

[Rec 114] 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.

