

Twenty Eighth SPREP Meeting of Officials

Apia, Samoa
19 – 21st September 2017

Agenda Item 7.3: Revised Organisation Structure

Purpose

1. The purpose of this paper is to submit to Members for endorsement a revised organisation structure. The revised structure will improve programme integration, strengthen efficiency and cost effectiveness for implementation of the 2017-2026 Strategic Plan and provide more effective service delivery to Members.

Background

2. The 2011-2015 Strategic Plan formed the basis for the current organisational structure, which was a logical 'form follows function' approach based on the four strategic priorities: Climate Change, Biodiversity and Ecosystem Management, Waste Management and Pollution Control, and Environmental Monitoring and Governance.
3. Following the adaptation by Members of the 2011-2015 Strategic Plan in 2010, the 2011 restructure into four divisions addressed the four Member strategic priorities of: climate change, biodiversity and ecosystem management, waste management and pollution control, environmental monitoring and governance. However, the establishment of four separate divisions in 2011, despite the logic, tended to compartmentalise the management and implementation of the strategic priorities and lacked a mechanism to drive cohesive, integrated approaches.
4. Therefore an organisational lesson from implementation of the previous strategic plan is the need to have a structure that facilitates more efficient and integrated delivery of services to Members. The new 2016-2026 Strategic Plan calls for more integrated approaches by the Secretariat, in particular to enable the functioning of new programmatic and structural mechanisms such as the overarching strategic priorities of climate change and oceans, the need to improve strategic planning and coordination, and to enable the functioning of new programmatic and structural mechanisms such as the Project Coordination Unit as it coordinates implementation of the project cycle, and manages SPREP's role as a Regional Implementing Entity for the Green Climate and Adaptation Funds. Strongly integrated approaches across programmes will also be important for the Secretariat's support to the Pacific Climate Change Centre.

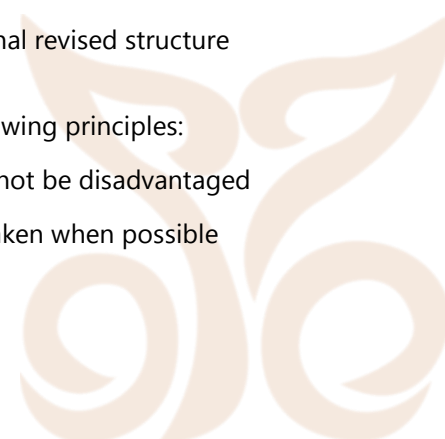
5. Member priorities adopted in the new 2017-2026 Strategic Plan are fundamentally the same as the previous strategic plan: climate change, biodiversity and ecosystem conservation, waste management and pollution control, environmental monitoring and governance. This is logical given that these are ongoing issues of concern at national and regional levels.
6. However, in addition to the overarching themes of climate change and oceans, two other critical aspects of the new strategic plan are: 1) the shift from the previous 'stand-alone' strategic priorities allocated to four respective divisions to 'free-flowing' regional goals and objectives where different programme areas work to the same goals and objectives as relevant; and 2) the establishment of the biennial Performance Implementation Plan (PIP) process. To address these it is imperative that the organisation has a more responsive and integrated functional structure.

Principles for Developing a Revised Structure

7. Taking into account the imperatives for change outlined above, the Secretariat has applied the following principles to developing the revised structure:
 - i. To implement the 2017-2026 Strategic Plan directive to "embrace new and bold approaches...including structural reorganisation, capability building, and ongoing change management to capitalise on new opportunities".
 - ii. To implement a more integrated way of working to deliver services to Members and meet the 2017-2026 Strategic Plan regional and organisational goals and objectives.
 - iii. To build on what we have as much as possible: enhance our strengths, recognise and address our weaknesses, develop opportunities, and ensure that we address threats.
 - iv. To clearly define and built into the structure clear lines of accountability that are aligned to the overall strategic goals and objectives of the SP 2017-2026.

Process

8. The Secretariat has undertaken an inclusive, participatory approach with staff to reviewing and revising the organisation structure that has involved:
 - i. An initial Senior Management Team (SMT) review session, formulation of a draft revised structure and formation of SMT Structure Sub-Committee
 - ii. Circulation of the draft to all staff and also completion by staff of an organisation SWOT analysis and capacity needs assessment
 - iii. Collation of staff input by the SMT Sub-Committee
 - iv. SMT review, with Staff Association representative, of the Sub-Committee report and agreement on a revised draft that took account of staff input
 - v. Meeting with all staff to present and discuss the revised draft structure
 - vi. Final SMT meeting to review staff input and agreement on the final revised structure to be presented to the SPREP meeting.
9. In engaging with staff in the restructure the SMT implemented the following principles:
 - i. Staff should not be worse off than where they are now – should not be disadvantaged
 - ii. Opportunities for increasing staff professional goals should be taken when possible



- iii. Some realignment of roles and lines of reporting may possibly change - any changes will be actively managed and appropriately supported
- iv. Structure to be based on function not the person
- v. Ensure the process has transparency, ownership, accountability, and is inclusive and engaging – ensuring staff are part of the journey

Proposed Structure

10. The revised organisational structure applies a functional logic (Annex 1: **Organisation Functional Logic**) that places the key strategic drivers at the centre of the organisation to deliver services to Members, including: SPREP mandate through the 1993 Agreement; 2017-2026 Strategic Plan regional and organisational goals; addressing climate change and better ocean management; application of the ecosystem approach; ensuring effective environmental advocacy; and monitoring environmental status and trends.
11. These strategic drivers link the functional components of: overall organisation governance at the highest levels; Senior Management Coordination, Planning, Strategy, Risk Management; and the operational areas of Strategic Policy and Technical Programmes and Strategic Planning, Coordination and Operations.
12. The functional logic forms the basis for the functional structure (Annex 2: **Organisation Functional Structure**), with the strategic drivers shown in Annex 1 forming the basis of the key strategic plan linkages in the functional structure that are the integrating core of the organisation: climate change coordination; Pacific Climate Change Centre; oceans coordination; communications and advocacy; partnerships coordination; and environmental monitoring.
13. Regional and organisational goal outputs and outcomes will be delivered to Members will through the operational areas (Annex 3: **Description of SPREP Organisational Programmes and Functions**) of:
 - a. Strategic Policy and Technical Programmes
 - i. Climate Change Resilience
 1. Climate change policy
 2. Mitigation
 3. Adaptation
 4. Meteorological services
 - ii. Island and Ocean Ecosystems
 1. Biodiversity and ecosystem conservation
 2. Invasive species
 3. Coastal and marine ecosystems
 4. Threatened species
 - iii. Waste Management and Pollution Control
 1. Cleaner Pacific 2025
 2. Waste management and pollution control policy
 3. Resource recovery and recycling

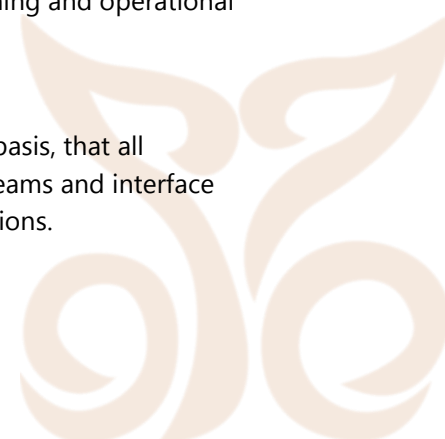


- iv. Environmental Monitoring and Governance
 - 1. Assessment and planning
 - 2. Policy, law and MEA implementation
 - 3. Monitoring and reporting
- b. Strategic Planning, Coordination and Operations
 - i. Strategic Planning and Coordination
 - 1. Strategic planning, performance monitoring and reporting
 - 2. Project coordination
 - 3. Resource mobilisation and partnership engagement
 - 4. Enterprise risk management
 - 5. Communications and outreach
 - ii. Strategic Operations
 - 1. Information Technology & Knowledge Management
 - Knowledge management
 - Information services
 - Websites, applications and systems development
 - ICT infrastructure
 - 2. Finance and Administration
 - Budget monitoring
 - Financial management, administration and reporting
 - Properties and asset management
 - Financial sustainability
 - 3. Human Resources
 - Recruitment and retention
 - Capacity building and performance development
 - Culture, values and ethics
 - Occupational health and safety

14. The structure also includes a new dedicated legal component to provide advice and services to the Director-General on all organisational legal issues, and the existing internal audit function that reports directly to the Director-General and the external Audit Committee that reports to the SPREP Meeting.

Personnel Required for the Restructure

15. The focus on two major areas responsible for service delivery to Members and integrated strategic plan implementation require management, direction and coordination by two executive level positions, one of which would be the current Deputy Director-General position. It is considered that two positions are essential to provide effective management of the combined technical programmes, and the combined strategic planning and operational functions. These positions will perform the following functions:
- a. Head of Strategic Policy and Technical Programmes
 - i. Ensure on day-to-day, as well as on a longer term strategic basis, that all technical programme areas work as cohesive, coordinated teams and interface effectively with Strategic Planning, Coordination and Operations.



- ii. Allocate resources and personnel across technical programmes and projects for effective delivery of PIPs and work programmes and budgets, and therefore delivery of regional goals and objectives.
 - iii. Ensure relevant technical programme engagement in, and support for, strategic linking mechanisms and functions (PICCC, PCU, Oceans Team, etc).
 - iv. Ensure that SPREP has best practice technical and strategic policy delivery and interactions with Members, donors and partners.
 - v. Ensure overall strategic leadership and guidance to ensure integrated high quality programme impact delivery.
 - vi. Ensure effective and coordinated strategic engagement with Members, donors and partners
- b. Head of Strategic Planning, Coordination and Operations
- i. Ensure on day-to-day as well as longer term basis, that strategic planning, coordination and operations work as cohesive, coordinated teams and interface effectively with all programme areas
 - ii. Ensure resources, personnel and systems are in place across the organisation for effective support to, and delivery of PIPs and work programmes and budgets, and therefore delivery of organisational goals and objectives
 - iii. Ensure relevant engagement of strategic planning, funding, financial management, communications, coordination and operations across the organisation for effective support to the technical programmes and regional goals
 - iv. Ensure SPREP has best practice in place for strategic planning, coordination and operations for an efficient and effective organisation in support of technical programmes.
 - v. Provide overall strategic leadership and guidance to ensure high quality programme impact delivery.
 - vi. Ensure effective and coordinated strategic engagement with Members, donors and partners.
16. As noted in paragraph 8, in the staff participation process for development of the revised organisation structure a capacity needs assessment was undertaken. Staff were asked to identify what they considered to be key additional positions to deliver the strategic plan. The assessment has identified 35 new positions, but also highlighted that 16 existing positions have remained unfunded for some years.

Financial Implications

17. This obviously has major cost implications, with the identified new positions costing \$2,907,953 and existing unfunded positions \$1,303,195. While recognising that it is not possible to fill all of the identified positions in the short to medium term it is important to remember that the organisation has commenced implementation of a 10-year strategic plan, that environmental issues in the region are growing - especially with regard to climate change and ecosystem resilience, SPREP now has significant responsibilities as a Regional Implementing Entity for the GCF and Adaptation Fund, and the project portfolio is growing. In 2018 the budget will double to \$ 28,998,044 from the 2017 budget, and is anticipated to

grow further over the coming years with increased funding from a range of donor projects and programmes - SPREP implemented EU EDF-11 projects alone are anticipated to be valued at €30 million over the next two years. SPREP currently has a total staff number (including project staff) of 124, and this will grow significantly in 2018 with the commencement of new projects.

18. To support the restructure, and thereby increase effective implementation of the strategic plan, it is proposed in the first instance to identify essential priority positions that can be funded. Programme staff and directors are currently revisiting and prioritising positions that have been identified in the capacity needs assessment. These will be reviewed and scheduled by the Senior Management Team in early 2018 and a prioritisation schedule agreed, as well as options for filling the positions using different modalities: core funding; through projects; or secondments and/or externally funded positions from supporting organisations.
19. The overarching priority is of course to make sure that SPREP is able to deliver services to Members. In this respect it should be noted that the financial ratio in percentages of technical and policy delivery to Members to organisation administration and management costs is 82%:18%.

Recommendation

20. The Meeting is invited to:
 - **endorse** the revised organisation structure.

18 August, 2017

