

# STRATEGY FOR THE STRENGTHENING AND ENHANCING THE PERFORMANCE OF THE REGIONAL CENTRES UNDER THE BASEL AND STOCKHOLM CONVENTIONS

## Vision

The Parties to the Basel and Stockholm Conventions are in compliance with their obligations under the Conventions.

## Mission

The Regional Centres under the Basel and Stockholm Convention are effectively providing technical assistance and promoting transfer of technologies to the Parties to the Basel and Stockholm Convention.

## Goal

The Regional Centres under the Basel and Stockholm Convention are fully capable of providing technical assistance and promoting transfer of environmentally sound technologies to the Parties to the Basel and Stockholm Convention in order to enable the parties to comply with the obligations under the Conventions.

**Objective 1:** The Regional Centres are fully capable of providing technical assistance and transferring technologies to eligible country parties;

Action 1.1: The Regional Centres identify and undergo partnership arrangements with relevant institutions having environmentally sound technologies located in the developed countries

Action 1.2: The Regional Centres establish an operational regional network of the centres

Action 1.3: The Regional Centres sign and implement agreements for exchanging among themselves their expertise

**Objective 2:** The Regional Centres become self-sustaining and successfully mobilize resources to implement activities in their business plan/work plan that are aimed at assisting the parties to the conventions;

Action 2.1: The Regional Centres improve their resource mobilization strategies, including by strengthening the development of project proposals for funding  
Action 2.2: The Regional Centres diversify their resource base

Action 2.3: The Regional Centres are able to execute at least one long term (5 years minimum) medium to large size project

**Objective 3:** The Regional Centres and their activities are visible to all the stakeholders and are appreciated by them;

Action 3.1: The Regional Centres have their own websites and are updated regularly

Action 3.2: The Regional Centres publish and share information materials on a regular basis through electronic and other means.

Action: 3.3 The Regional Centres become actively engaged in the communication strategy of the Secretariat

Action 3.4: The Regional Centres are able to engage OCPs/NFPs/DNAs of the Parties they serve in a regular basis and maintain regular contact with them

**Objective 4:** The Regional Centres improve their performance to the satisfaction of the Parties they serve

Action 4.1: The Regional Centres prepare and put in place a performance improvement plan

Action 4.2: The Regional Centres become more and more specialized and are seen as centres of excellence for their areas of expertise in the region

Action 4.3: The Regional Centres become the hubs for the regional delivery of technical assistance for the Basel, Rotterdam, Stockholm and Minamata Conventions as appropriate.

**STRATEGY ON STRENGTHENING AND ENHANCING VISIBILITY OF THE REGIONAL CENTRES**

Current situation	Expected situation	Interventions and responsibility		
		By the Centre	By the Secretariat	
<p><b>Objective1: The Regional Centres are self sustaining and successfully mobilizing resources to implement activities that are aimed at assisting the parties from their business plan/workplan</b></p> <ul style="list-style-type: none"> <li>• The Regional Centres gradually become self-sustaining</li> <li>• The Regional Centres diversify their resource base</li> <li>• The Regional Centres have become able to execute at least one long term medium to large size project</li> </ul>				
<p><b>1. Operational costs</b></p> <p>a. Staff</p> <p>b. Running cost (electricity, phone, etc)</p> <p>c. Equipment and facilities</p> <p><b>2. Projects</b></p> <p>a. Short term</p> <p>b. Long term</p>	<ul style="list-style-type: none"> <li>• BCRCs funded by host Governments for their day to day operations</li> <li>• SCRCs have been hosted by existing institutions</li> <li>• Both BCRCs and SCRCs need a sustainable funding to implement activities from their business plan/workplan</li> <li>• 8 centres (i.e. 35% of the centres both BCRCs /SCRCs) have GEF/EU funded long term projects (3 centres in LAC; 1 centre in Asia; 2 centres in Africa; 1 centre in CEE; 1 centre in WEOG for Mediterranean)</li> </ul>	<p><b>Short term (within 2 years)</b></p> <ul style="list-style-type: none"> <li>• Both BCRCs and SCRCs start earning fees to cover some part of their operational cost</li> </ul> <p><b>Medium term (within 5 years)</b></p> <ul style="list-style-type: none"> <li>• Both BCRCs and SCRCs earn most of their operational costs and part of staff costs thus reducing the financial dependency on the hosting government/institution</li> </ul> <p><b>Long term (within 10 years)</b></p> <ul style="list-style-type: none"> <li>• Both BCRCs and SCRCs are independent from their government/hosting institution for their operational costs</li> <li>• Both BCRCs and SCRCs have few short term projects and at least one long term (~5 year) project</li> </ul>	<p><b>1. Financial sustainability Plan of action:</b></p> <p>Most of the Centres (those in need) will prepare a plan of action/roadmap that leads them to meet the expected situation. Such plan should include opportunity to raise funds including through</p> <ul style="list-style-type: none"> <li>• Consultancy for private sector/ local governments</li> <li>• Charging institutional fees on activities</li> </ul> <p><b>2. Improving resource mobilization capacity</b></p> <ul style="list-style-type: none"> <li>• Improve their proposal writing and report writing skills through training (could be a part of the plan)</li> </ul> <p><b>3. Big project</b></p> <ul style="list-style-type: none"> <li>• Strive to be a part of or have an executing role of a big regional/national project (could be a part of the plan)</li> </ul>	<ol style="list-style-type: none"> <li>1. Strengthening and expanding donor base for Regional Centre SGP</li> <li>2. Organizing donors fair/consultations for the centres</li> <li>3. Onsite visiting of the centres and providing feedback</li> <li>4. Capacity-building on resource mobilization</li> <li>5. Organizing meeting with GEF/IA and EU/DG Environment</li> <li>6. Promote collaboration with agencies implementing ODA funded projects in developing countries</li> </ol>

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<p><b>Objective 2: The Regional Centres are fully capable of providing technical assistance and transferring technologies to the eligible country parties</b></p> <ul style="list-style-type: none"> <li>• The Regional Centres identify and undergo partnership arrangements with the institution having environmentally sound technologies located in the developed countries</li> <li>• The Regional Centres establish an operational regional network of the centres</li> <li>• The Regional Centres under go various MOUs for exchanging their expertise irrespective of the geographical regions</li> </ul>				
<p>1. Physical Infrastructure 2. Technical expertise 3. Availability of technologies to be transferred</p>	<ul style="list-style-type: none"> <li>• 1 network of regional centres (BCRCs and SCRCs) in GRULAC region to fill out the gap of expertise in the region</li> <li>• Most of the Centres hosted by the Universities or Government department do have basic technical infrastructure and expertise but largely unused to the absence of project funding</li> <li>• No significant collaboration exists between the institutions having transferrable technology and the regional centres</li> </ul>	<p><b>Short term (within 2 years)</b></p> <ul style="list-style-type: none"> <li>• Regional networks are established in each region</li> </ul> <p><b>Medium term (within 5 years)</b></p> <ul style="list-style-type: none"> <li>• South-South cooperation established between the regional centres irrespective of their geographical regions</li> <li>• Partnership arrangements (between centres, other relevant institutions) for effective implementation of the project are increasing</li> </ul> <p><b>Long term (within 10 years)</b></p> <ul style="list-style-type: none"> <li>• Most of the regional centres have a partnership arrangements with institutions possessing transferrable technologies</li> <li>• Number of centres engaged in transferring environmentally sound technologies in their region</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regional Network</b> The centres establish and actively participate in regional networks</li> <li>• <b>MOU for specific project</b> The centres find, through information exchange, another regional centre possessing the expertise they lack and do MOU for its implementation</li> <li>• <b>Partnership with agency in developed countries</b> Regional centre actively indentify institutions possessing technology to be transferred in their region and strive for a partnership by attracting bilateral and multilateral funding</li> </ul>	<ul style="list-style-type: none"> <li>• Organize regional and global meetings of centres to allow them to initiate the networking</li> <li>• Organize meeting with donors/bilateral technical agencies to allow them for the exchange of idea and project development</li> <li>• Assist the centres in all possible way to materialize such partnership</li> </ul>

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<p>Objective 3: The Regional Centres and their activities are visible to all the stakeholders and are appreciated by them</p> <ul style="list-style-type: none"> <li>• The Regional Centres have their own websites and are updated regularly</li> <li>• The Regional Centres are publishing and sharing information materials on a regular basis</li> <li>• The Regional Centres are actively engaged in the communication strategy of the Secretariat</li> <li>• The Regional Centres have been able to engage OCPs/NFPs/DNAs of the Parties they serve in a regular basis</li> </ul>				
<p>1. Recognized as the regional stakeholders on chemical and wastes</p> <p>2. Strengthened regional delivery of TA</p> <p>3. Parties satisfaction through online feedback</p>	<ul style="list-style-type: none"> <li>• Not many countries (both recipient and donors) approach the regional centre for the chemical and waste related activities</li> <li>• Minamata Convention has recognized the BCRCs/SCRCs as the source for technical assistance</li> <li>• UNEA (I/V) identified the role of regional centres on mainstreaming and coordinated delivery</li> <li>• Only 54 parties provided feedback of which only 2 centres received feedback from more than 5 parties, and only one centre was said to be excellent by more than 2 countries</li> <li>• Not all centres have their websites, publish newsletters regularly</li> </ul>	<p><b>Short term (within 2 years)</b></p> <ul style="list-style-type: none"> <li>• Every centre has their websites featuring their expertise, activities undertaken, upcoming activities, etc</li> <li>• Every centre start preparing Newsletters and sending to the OCPs of the countries they serve regularly</li> </ul> <p><b>Medium term (within 5 years)</b></p> <ul style="list-style-type: none"> <li>• Most of the centres do have visited the OCPs/NFPs through project activities</li> <li>• The centres ensure that they have consulted and got feedback from parties on their business plan/workplans</li> </ul> <p><b>Long term (within 10 years)</b></p> <ul style="list-style-type: none"> <li>• The centres are recognized as the repository of technical expertise in the region</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sharing news</b> The Centres start sharing news with the Secretariat on a monthly basis</li> <li>• <b>Publishing Newsletters</b> The Centres will publish their own newsletters and share it with the parties on a regular basis; Feature the news/project activities and relevant case studies in the countries they serve</li> <li>• <b>Establishing/updating websites</b> The Centre will establish their websites (on the activities of the regional centre); Those which already have the website will constantly update and keep sharing the updated information through group mail outs, etc</li> </ul>	<ol style="list-style-type: none"> <li>1. The Secretariat will develop and Visibility roadmap for the centres; (A joint plan is to be worked out with GEF Sec, UNEP, and UNIDO on how to engage more and more SCRC/BCRC in relevant regional projects. A preliminary discussion with GEF staff indicated that such idea is being mulled within GEF team as well).</li> <li>2. The Secretariat will collect news highlights from the centres and feature them in the BRS Newsletter on a regular basis</li> <li>3. The Secretariat will feature activities of the centre through Conventions' homepage</li> <li>4. The Secretariat in collaboration with UNEP will feature the regional centres in their meet the experts, etc features</li> <li>5. The Secretariat will work to harmonize the look of all the centres by giving a visual identity and corporate look</li> </ol>

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		By the Centre	By the Secretariat	
<b>Objective 4: The Regional Centres improve their performance to the satisfaction of the Parties they serve</b> <ul style="list-style-type: none"> <li>The Regional Centres prepare and put in place a performance improvement plan</li> <li>The Regional Centres become more and more specialized and are seen as the centre of excellence for their areas of expertise in the region</li> <li>The Regional Centres become the hubs for the regional delivery of technical assistance</li> </ul>				
<p>1. Number of activities projects implemented by regional centres/two years</p> <p>2. Business plan/workplan and activity report submission</p>	<ul style="list-style-type: none"> <li>Number of centres implementing 0 - 5 activities: <b>9</b></li> <li>Number of centres implementing 6 - 15 activities: <b>11</b></li> <li>Number of centres implementing &gt; 15 activities: <b>10</b></li> <li>Harmonized templates are available</li> <li>Prototype of online reporting is available</li> <li>Continuous updating of plan and report is yet to be developed</li> </ul>	<p><b>Short term (within 2 year)</b> Number of centres implementing (0-5) activities: online continuous reporting available</p> <p><b>Medium term (within 5 years)</b> Number of centres implementing (6-15) activities: <b>8</b> No centre remains implementing less than 6 activities in two years; Online continuous workplan submission available</p> <p><b>Long term (within 10 years)</b> Number of centres implementing (&gt;15 ) activities: <b>17</b> (All centres perform at their utmost capacity)</p>	<p><b>Short term:</b></p> <ul style="list-style-type: none"> <li>9 centres (those scored less than 60) have prepared their performance improvement plan and put in place</li> <li>6 centres that scored satisfactory prepare plan to achieve better scores</li> </ul> <p><b>Medium term:</b> Centres keep pursuing all possible clients to get more activities to implement so that no centre remains at bottom tyre</p> <p><b>Long term:</b> No centre remains unsatisfactory performer</p> <p>The Centres submit their workplan (and update as needed) and activity report as soon as they finished implementing</p>	<ol style="list-style-type: none"> <li>The Secretariat will assist the centres in finalizing their performance improvement plans</li> <li>The secretariat will assist the centres to identifying the areas needing interventions</li> <li>The Secretariat will assist the them through field visits, through organizing meetings to provide platform for learning from other to improve their situation</li> </ol> <p>Online reporting and business plan/workplan platform are developed and put in place by the Secretariat</p>