



SPREP

South Pacific Regional Environment Programme

**Eleventh
SPREP Meeting
of Officials**

Working Papers

Volume I

10-12 October 2000

Guam



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10 – 12 October, 2000

Agenda Item 7.2.2: Organisational Review

Purpose of Paper

1. To present to the Meeting for its consideration, a revised Organisational Structure for the SPREP Secretariat, required by the 10th SPREP Meeting.

Background

2. SPREP has grown from a 10 person programme at the time of relocation to Samoa to an Organisation with more than 70 staff. In line with its newly autonomous status following the negotiations of the *Agreement Establishing SPREP*, 1993, staff numbers gradually increased to meet Members' needs. The organisational structure was revised at the Eighth SPREP Meeting (Kiribati 1994) to provide support to Management (Director and Deputy Director) through the creation of Heads of Division. The revised structure proved appropriate for the needs of the Organisation at that time but further gradual increases in staff numbers and expansion of the work of the Secretariat raised the need for revised structural arrangements. Accordingly, the Tenth SPREP Meeting called upon the Secretariat to undertake an organisational review and to report its findings to the 11th SPREP Meeting.

Organisational Review

3. As outlined in the draft Corporate Plan (Section 7.2), and arising from the in-country consultations undertaken during the Action Plan review, a number of needs were identified which call for a revised organisational structure. The following table aligns Corporate Plan objectives with structural change elements.

Corporate Plan Objectives	Proposed Structural change
<p>Strengthen the senior executive group to deal effectively with policy and strategic issues;</p> <p>Create a higher SPREP profile in member countries through more frequent high level contacts between the executive and leaders of governments and national agencies;</p> <p>Greater delegation of responsibilities and functions from Management to area coordinators and unit managers level;</p> <p>Enhanced transparency in communication and reporting arrangements;</p> <p>Greater accountability for performance;</p> <p>Greater coordination and consultation not only within individual work areas but among all different parts of the organisation to ensure a holistic and interdisciplinary approach to programme development, advice and project design and to support the Secretariat's vision and core business functions;</p> <p>Build adequate 'in house' capacity for strategic planning, project planning and design and for monitoring and evaluation using expertise available within the Secretariat thereby reducing the need to engage consultants;</p> <p>Ensure effective and efficient project implementation in direct response to Members' needs.</p>	<ul style="list-style-type: none"> • Inclusion of the Deputy Director/General; 2 Directors (in lieu of 4 HODs); establishment of KRA and Process Coordinators; • Increasing senior management responsibilities for national consultation relating to programme/project implementation and advice to Members; • Establishment of Programme Development/Implementation Committee; inclusion of such delegations within TORs for specific posts; • Establishment of KRA and Process Coordinators; • New performance appraisal system; accountability linked to response to Members and programme/project delivery; • Establishment of KRA and Process Coordinators; responsibilities at Senior Management level for strategic development of programme and response to Member and partner requests for advice; establishment of Programme Development/Implementation Committee and Advisory Groups (supported by IT groupings); • Use of Programme Development/Implementation Committee; increased core technical coordinators; strengthening of planning unit to place greater emphasis on donor liaison and monitoring and evaluation; • Greater involvement by Senior Management in effective and efficient implementation in association with Implementation Committee.

4. The AusAID Review of SPREP has also provided valuable insight and recommendations that reflect the views of independent consultants, following Members' input.

5. Considerable discussion has taken place between Management and Staff to determine an appropriate working structure for the Secretariat. Such a structure was proposed to ensure effective, efficient and cost-effective operation by the Secretariat, in line with the revised Corporate Plan and best suited to implementation of SPREP's new Action Plan. The Secretariat has seen the Organisational Review as an integral part of the Corporate Planning process.

6. The existing structure is attached (WP.7.2.2/Att.1). A range of 'structures' was developed, deliberations on which resulted in agreement on one structure, subsequently submitted for independent review of whether or not such a structure would provide a workable model. Building on their experience with the Job Sizing exercise for SPREP and other CROP agencies, as part of the regional organisations' harmonisation process, the Consultancy firm of Mercer Cullen Egan Dell (MCED) was requested to undertake the revised structure validation exercise.

Revised Structure

7. Attached as WP.7.2.2/Att.2 is a diagram outlining the Secretariat's suggested revised organisational structure, reviewed by MCED. Also attached is a schedule of positions and proposed sources of funding (WP.7.2.2/Att.3).

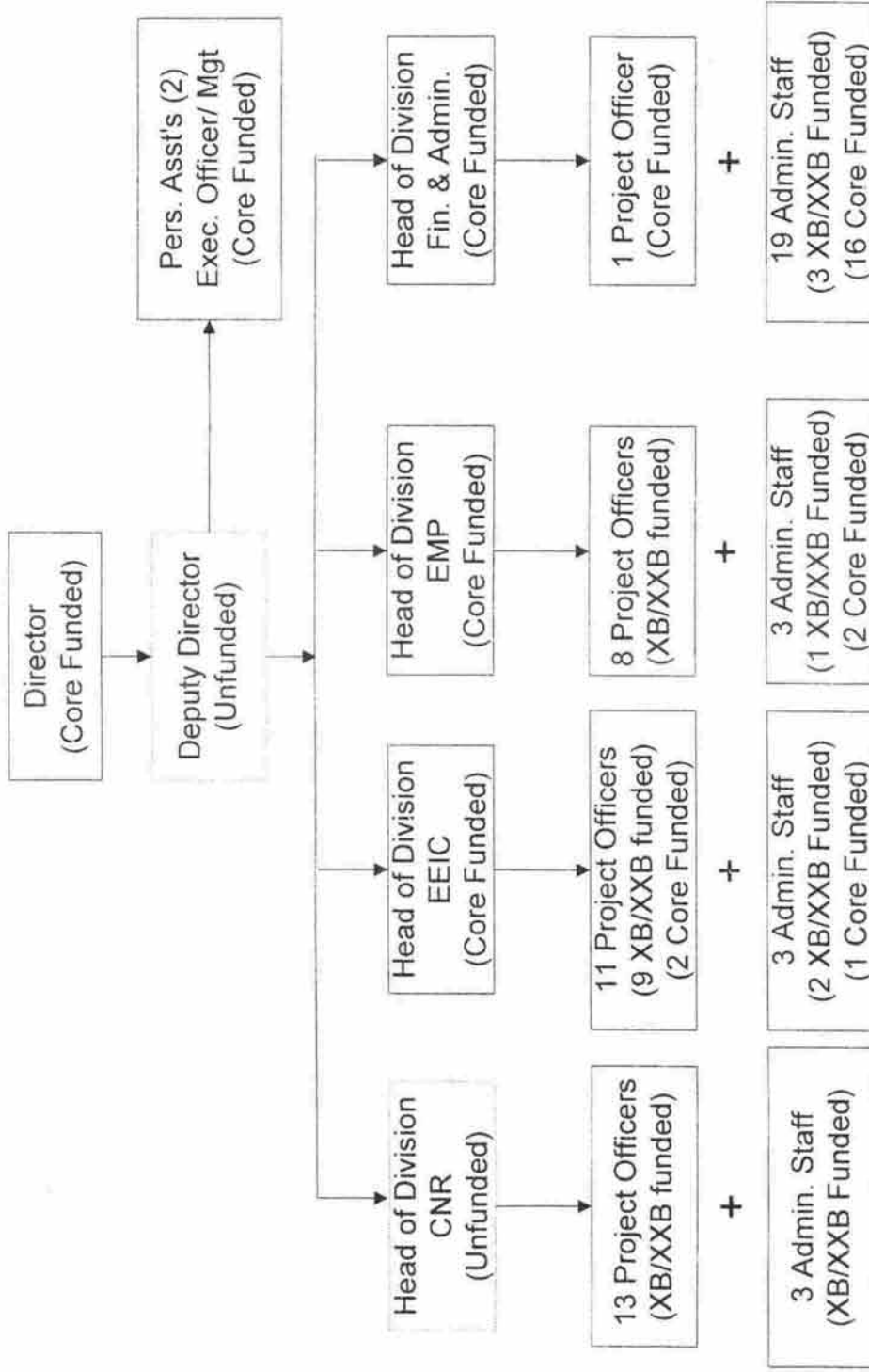
Recommendation

8. The Meeting is invited to:

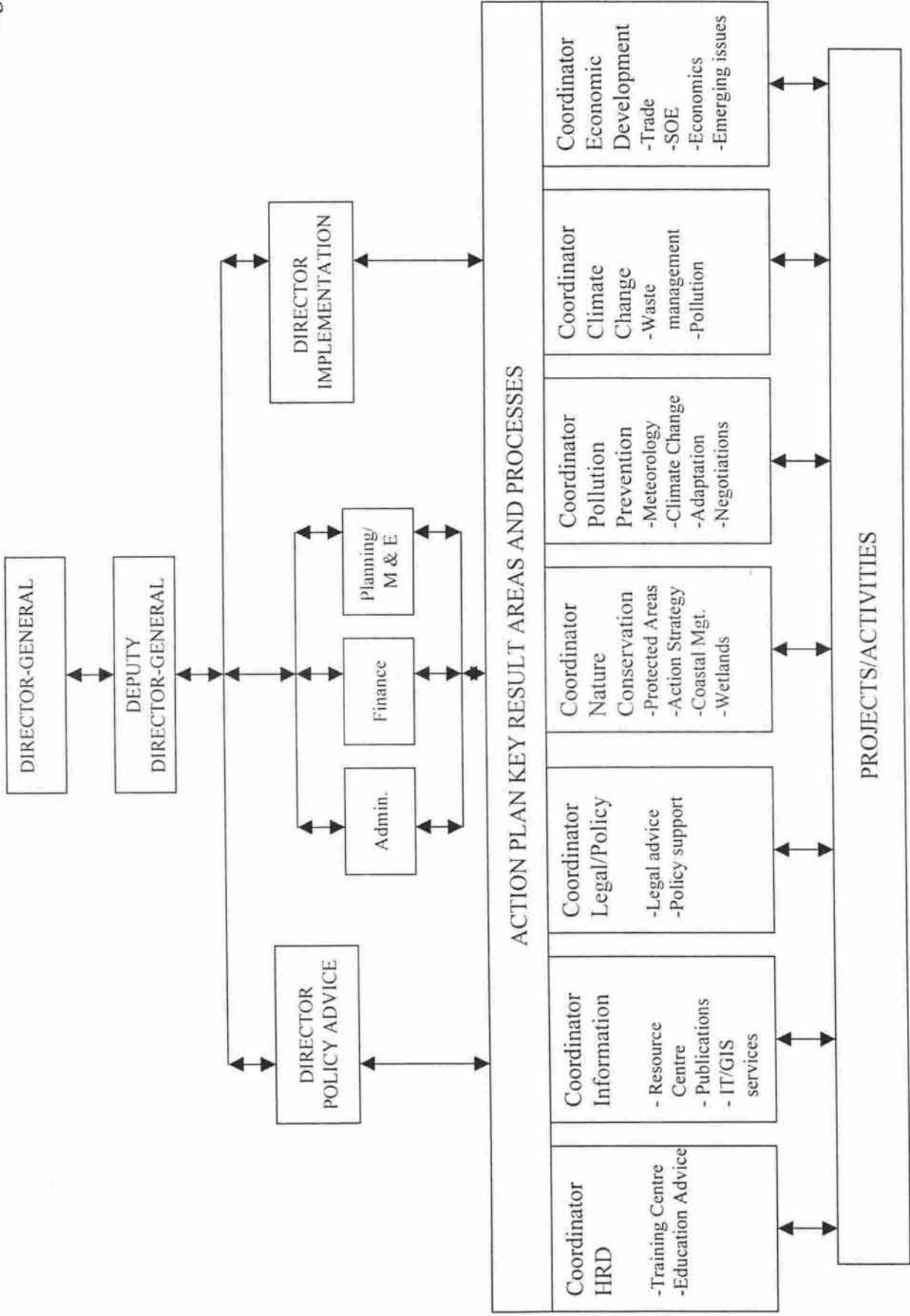
- **consider** and **endorse** the revised organisational structure.

24 September, 2000

Existing Organisational Structure



Note: Core Funding is currently met from:
 a) Primary Function Budget 60%
 b) Project Management Budget 40%



Proposed Funding Sources for Positions under Revised Organisational Structure

	2001		2001		2001		2001		2002		2002	
	Core	Costs	Proj Mgt	Costs	XB	Costs	XXB	Costs	CORE	Costs	Proj Mgt	Costs
	(incl Recrt)	(incl Recrt)	(incl Recrt)	(incl Recrt)					(incl Recrt)	(incl Recrt)	(incl Recrt)	(incl Recrt)
A Proposed Core Positions												
1 Director / Director General	Core	124,490								120,490		
2 Deputy Director/Deputy Director General (6 months)	Core	51,480							90,960			
3 HOD/Director Programmes	Core	93,140							83,140			
4 HOD/Director Projects	Core	87,140							83,140			
5 Personal Assistant	Core	9,920							9,920			
6 Personal Assistant	Core	9,080							9,080			
7 KRA Coordinators: Nature Conservation	AusAID XB / XXB	30,560			30,560				60,560			
8 Waste Pollution & Prevention	AusAID XB / XXB	25,590			25,590				51,170			
9 Climate Change & Variability (6 months)	NZODA XB	37,100			37,100				62,200			
10 Economic Development (6 months)	XXB					35,100			62,200			
11 Environmental Legal Advisor	XXB					39,070			51,170			
12 Information Technology Manager	Core	54,180							54,180			
13 Information Resource Centre Manager	Core	44,710							44,710			
14 Human Resource Development Officer	NZODA XB	35,500			35,500		11,830		51,330			
15 Environment Education Officer	AusAID XB	52,090			52,090				52,090			
16 Coastal Management Officer	NZODA XB	62,510			62,510				62,510			
17 Finance Manager (6 months)	Core	43,250							64,490			
18 Monitoring & Evaluation Officer	AusAID XB	47,110			47,110				47,110			
19 Senior Administrative Officer (9 months)	Core	44,430							52,570			
20 Registry Officer	Core	8,670							8,670			
21 Receptionist	Core	4,260							4,260			
22 Clerk/Driver	Core	4,260							4,260			
23 Maintenance Supervisor	Core	6,760							6,760			
24 Cleaner/Messenger	Core	3,270							3,270			
25 Gardener/Groundsman	Core	2,920							2,920			
26 Night Watchman/Security	Core	3,780							3,780			
Subtotal		<u>886,200</u>	<u>0</u>	<u>0</u>	<u>290,460</u>	<u>141,580</u>	<u>0</u>	<u>0</u>	<u>1,146,940</u>	<u>0</u>	<u>0</u>	<u>0</u>

Total Salaries, Allowances, etc	894,200	413,170	504,190	195,750	1,154,940	382,600	46,500
Operating Costs (including \$150,000 for processes)	420,750	140,250			420,750	140,250	
Capital Costs (incl \$20,000 for processes)	87,750	29,250			87,750	29,250	
Total Funds Required	1,402,700	582,670	504,190	195,750	1,663,440	552,100	46,500

Source of Funds:

Members Contributions (at old contribution rates)	494,280				494,280		
Interest/Sundry income	110,000				110,000		
Administration Fees & Recoveries		360,000				360,000	
Proposed XB Funding for Salaries	290,460	213,730	-504,190			192,100	
Use of Available XB Funding (After Contributions)	315,540	8,940	-324,480				
Total Available XB Funding			828,670		636,570		46,500
XXB Funds (not yet secured)				195,750			
Total Funding	1,210,280	582,670	0	195,750			

Shortfall

	-192,420	0	0	0			
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Proposed Source of Funding:

Additional Members Contributions (to \$625,000)	130,720				130,720		
Less: Reduced XB Funding if Contributions Increased	-35,540				-35,540		
Additional Members Contributions (to \$750,000)	125,000				125,000		
Less: Reduced XB Funding if Contributions Increased	-35,540				-35,540		
Additional Members Contributions (to \$1,000,000)	250,000				250,000		
Less: Reduced XB Funding if Contributions Increased	-71,080				-71,080		
	184,640				1,604,410	552,100	46,500

Deficit (Assuming XXB Funds can be secured)

	-7,780				-59,030	0	0
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South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10 – 12 October, 2000

Agenda Item 7.3.4: Contributions from Members

Purpose of Paper

1. To present the Meeting with a proposal for Members' contributions to fund the core budget.

Background

2. In 1991 Members' contributions to SPREP were set at US\$500,000 per annum. The total contributions were reduced to US\$494,280 following a decision of the 10th SPREP Meeting, 1998. A proposal to increase the core budget by 12 percent was not accepted by Members in 1998.

3. Since 1991, the costs of running the Secretariat have progressively increased substantially in line with the real costs of project implementation. More importantly Members, through the Action Plan Review and AusAID Review, have identified the need for:

- a range of core services to be provided by the Secretariat not linked to/driven by projects; and
- increased responsiveness to Members' requests.

4. Currently Members' contributions are modest, relative to the service and benefits provided to Members through the Secretariat's ability to attract additional donor funding and other in-kind technical assistance. From the 2000 Budget projected expenditure of approximately US\$10.45 million, only US\$494,280 (or 4.73 percent) is expected to be funded from Members' contributions. This means that for every dollar contributed by Members, the Secretariat is required to secure approximately twenty dollars for the delivery of projects and programmes in Member countries and for the delivery of services to Members.

5. Table 1 presents a summary of the costs of core functions for 2001 and 2002 as prepared by the Secretariat under Agenda Item 7.2 (WP.7.2.2, WP.7.2.3 and attachments).

Table 1. Breakdown of Estimated Costs for Core Functions 2001 and 2002		
	2001	2002
	Core	Core
	Costs	Costs
	(incl Recr't)	(incl Recr't)
Proposed Core Positions		
Funded from Core Function funds	603740	646600
Funded from Donor funds	549770	660370
Funded from Administration Fees/Recoveries	181440	181440
Total Salaries, Allowances etc	1334950	1488410
Operating and Capital Costs		
Funded from Core Function funds	258260	455400
Funded from Donor funds	321675	98740
Funded from Administration Fees/Recoveries	208560	218560
Total Operating & Capital	788495	772700
Costs		
Total Costs	2123445	2261110

6. Table 2 shows the total estimated costs of providing the proposed core functions by the Secretariat for the financial years 2001 and 2002 against the outputs of the Draft 2001 and 2002 work programme. These functions were identified as critical to achieving sustainable development in the Pacific islands region and underpin the work required under each of the four Key Result Areas and range of Processes identified in the Action Plan 2001-2004. Core functions include:

- advisory, coordination and information sharing services;
- project planning and design for effective implementation;
- consultative mechanisms with Members, other stakeholders and partners;
- coordinating activities with Members, regional and international agencies;
- donor liaison and negotiation; and
- pilot project implementation for potential replication.

Table 2 : Total Estimated Costs of providing Secretariat core functions for 2001 and 2002 (US\$)

KRAS & PROCESSES	2001 BUDGET ESTIMATES	2001 PERSONNEL COSTS	OPERATING/ CAPITAL COSTS	2002 BUDGET ESTIMATE	2002 PERSONNEL COSTS	OPERATING/ CAPITAL COSTS
KRA 1	1,677,416	149,950	14,000	829,828	123,070	18,000
KRA 2	822,034	51,170	14,000	768,794	51,170	18,000
KRA 3	1,370,460	48,080	14,000	1,224,830	62,200	18,000
KRA 4	1,823,278	111,550	23,000	1,840,078	123,710	33,000
Process 1	659,773	264,036	209,400	657,085	447,900	248,700
Process 2	474,355	95,420	121,278	264,774	103,420	75,000
Process 3	392,049	222,050	105,700	233,849	205,010	85,000
SF & CS	1,070,499	392,694	287,117	935,110	371,930	277,000
TOTAL	\$8,289,864	\$1,334,950	\$788,495	\$6,754,348	\$1,488,410	\$772,700
GRAND TOTAL 1/		2,123,445			2,261,110	4/

(Personnel/Operating/Capital costs)

FINANCED FROM VARIOUS SOURCES : 2/

Members contributions current rates	500,000	750,000
Interest/Sundry Income	112,000	112,000
XB funding for salaries/related costs	678,220	666,855
Use of Available XB funding	59,700	-
XXB funding for salaries/related costs	94,790	-
XXB Unsecured Funding	39,070	82,255
Administration Fees & Recoveries	389,665	400,000
Total	1,873,445	2,011,110
SHORTFALL	250,000	250,000
Proposed Source of Funding :		
Proposed 50% Increased contributions	250,000	250,000

Balance

3/

Explanatory Notes :

- 1 US\$2,123,445 represents the total estimated cost of the Secretariat's essential functions for 2001. It is made up of US\$1,334,950 (personnel costs)+US\$788,495 (total operating/capital costs). These costs are spread across the draft 2001 work programme.
- 2 The total estimated cost for 2001 & 2002 will be financed from a number of sources as shown in the table.
- 3 An exchange loss of US\$108,685 on the Australian and New Zealand XB funding against the US dollar is the main contributor to the revision of the financing of the 2001 Budget. The other contributing factor is the impact of reduced XB funding from Australia and New Zealand resulting from increased member contributions.
- 4 US\$2,261,110 represents the total estimated cost of the Secretariat's essential functions for 2002. It is made up of US\$1,488,410 (personnel costs)+US\$772,700 (total operating/capital costs).

7. The costs of providing the core functions total US\$2,123,445 in 2001 and US\$2,261,110 in 2002 and will be financed from a range of sources, totalling US\$1,873,445 in 2001 and US\$12,011,110 in 2002 (see Table 2). This Table identifies the shortfall in funding of US\$250,000 (Year 2001) and US\$250,000 (Year 2002). The proposed 50% increase in Members' contributions in 2001 (US\$250,000) and a further US\$250,000 in 2002 will cover these shortfalls.

8. To assist Members with implementation of the draft Action Plan 2001 – 2004, a revision to the level of Members' contributions would seem to be most timely. In order to achieve effective Action Plan implementation, the draft Corporate Plan calls for strengthening of core services. The associated proposed Organisational Structure also provides for a strengthened core, to ensure that the Organisation can function independently without undue reliance on a project/donor driven approach. A strengthened core thus calls for greater input and ownership by Members. As well, a strengthened and focused core will enable the Secretariat to seek additional funding from a wider range of donors. Project funding will continue to be sought by the Secretariat to further assist countries.

9. The US\$500,000 originally set as Members' contributions is significantly lower than the percentage amount that Members contribute to other CROP agencies. The practice in other Regional Organisations has been for Members to gradually increase their contributions over the years.

10. Table 3 shows the percentage increase in Members' contributions from 1992 to 2000 for SOPAC, Forum Secretariat and SPREP. SPREP Members' contributions have remained unchanged while the other Regional Organisations are assessed according to the Core Function or Secretariat Budget. Since 1992, SOPAC contributions have increased by 606% and Forum Secretariat contributions have increased by 87%. A graphic representation of comparisons with these other Regional Organisations appears as Table 3, Attachment 1.

Comments

11. An increase of \$500,000 is required to the Core Budget if essential Secretariat functions called for under the draft Action Plan 2001 – 2004 are to be effectively carried out by the Secretariat. It is proposed that this increase be accommodated by doubling Member Contributions over the next two years (2001 – 2002) that is, 50 percent in 2001 and 50 percent in 2002. The financial implication for Members is shown in Tables 4 and 5. Table 4 shows the percentage contribution from each Member. A shortfall of 1.44 percent needs to be absorbed by Members to ensure that 100 percent of the core budget can be funded. Table 5 shows (by country) the current cost to Members and proposed costs for 2001 and 2002.

12. Benefits accruing to Members include:

- dedicated and strengthened advisory services
- increased access to donor funding for national and regional activities
- more focus on Human Resource Development (HRD) at the national level

13. To avoid lump sum increases of this nature in the future and to ensure the Core Budget remains responsive to Members' requirements, the Core Budget and the implications for Member contributions will be presented annually.

Recommendation

14. The Meeting is invited to:

- **consider** and **approve** the Secretariat's proposal for increased Members' contributions by 50 percent commencing in fiscal year 2001; and
- **consider** and **approve**, the proposal for a similar increase (US\$250,000) in contributions from 2002.

26 September, 2000

Table 3: Graphic Representation of Regional Comparison

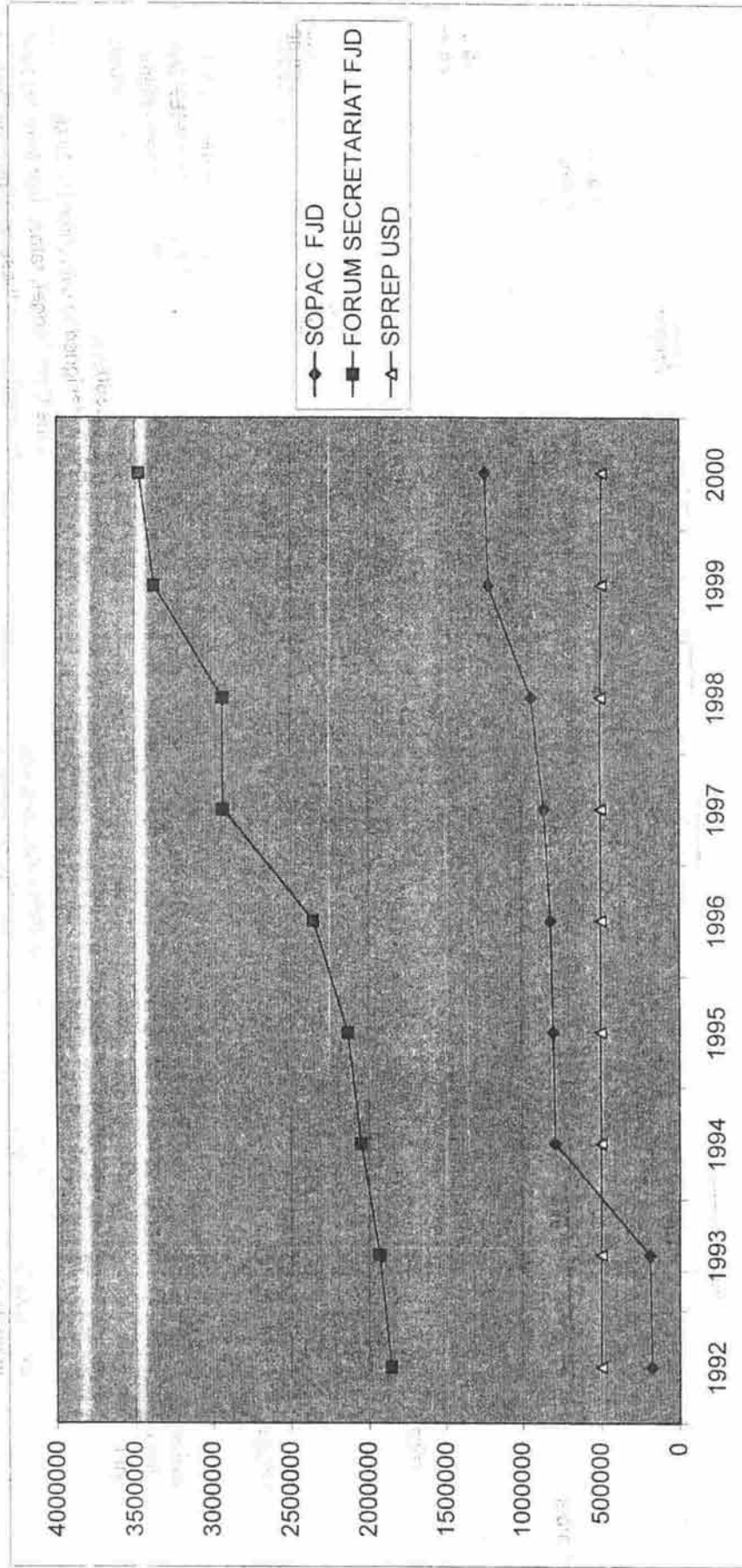


Table 4: FINANCIAL IMPLICATIONS - MEMBERS' CONTRIBUTIONS

No. of Members	Current %	Current Total	Revised %	Revised Current Total	Current Contribution Per Member	Proposed Current Total	Proposed 2001 Contribution Per member	Proposed 2001 Total	Proposed 2002 Contribution Per Member	Proposed 2002 Total
	Rate (1)	% (1)	Rate (2)	% (2)	USD (2)	USD (2)	USD (3)	USD (3)	USD (4)	USD (4)
Group 1 Members *	2.289%	18.312%	2.289%	18.312%	11,445	91,560	17,167.50	137,340.00	22,890	183,120
Group 2 Members ***	1.145%	16.030%	1.145%	16.030%	5,725	80,150	8,587.50	120,225.00	11,450	160,300
Australia	20.811%	20.811%	20.811%	20.811%	104,055	104,055	156,083	156,082.50	208,110	208,110
France	15.088%	15.088%	15.088%	15.088%	75,440	75,440	113,160	113,160.00	150,880	150,880
New Zealand	7.615%	7.615%	7.615%	7.615%	38,075	38,075	57,113	57,112.50	76,150	76,150
Unites States of America	21.000%	21.000%	21.000%	21.000%	105,000	105,000	157,500	157,500.00	210,000	210,000
Shortfall (2)			1.144%	1.144%	5,720	5,720	8,580	8,580.00	11,440	11,440
Total		98.86%		100.00%		\$500,000		\$750,000		\$1,000,000

Notes 1. Percentage rates were originally set in 1991 as a percentage of total contributions of USD\$500,000. There have only been two changes since then. These are:

- (a) From 1997 onwards, the USA contribution decreased and New Zealand's contribution increased by 0.8515% (US\$4,255) as agreed at 9th SPREP Meeting.
- (b) From 1999 onwards, the total percentage and amount was reduced after 10th SPREP Meeting agreed Nauru be treated as a Category 2 Island Member.
2. Proposal is for another existing Member to make up shortfall of 1.144% in the original formula (from Extra-Budgetary funding to SPREP), from 2001 onwards. This will enable all other existing percentage contributions to remain unchanged and return to the original base of US\$500,000.
3. The Contributions in the Proposed Budget for 2001 are proposed at a 50% increase over prior contributions. This is designed to overcome the Draft budgetary shortfall and the reduced XB funds now likely to be received. It will enable more Core positions to be funded from the Core budget, rather than from XB funds. As the total XB funds from Australia and New Zealand include their Core contributions, the proposed contribution increase from these countries will result in a reduction of approximately US\$37,000 in the available XB funds. The net result will be to reduce the budget shortfall by approximately US\$3,000
4. The Contributions in the Proposed Budget for 2002 are based on a further 50% increase over the prior rates. For most Members the proposed 2002 contribution rate is double the rate for 2000 and prior years. This proposal will ensure all proposed Core positions are fully funded from Core funds, rather than from XB funds or having to seek Extra Extra Budget funding.

* Group 1: Fiji, French Polynesia, Guam, New Caledonia, Papua New Guinea, Samoa, Solomon Islands, Vanuatu

*** Group 2: American Samoa, Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Northern Mariana Islands, Palau, Pitcairn Island, Tokelau, Tonga, Tuvalu, Wallis and Futuna Islands,

Table 5: MEMBERS' ANNUAL CONTRIBUTION RATE

	Current Annual Contribution USD	Proposed 2001 Contribution USD	Proposed 2002 Contribution USD
American Samoa	5,725	8,587.50	11,450
Australia	104,055	156,082.50	208,110
Cook Islands	5,725	8,587.50	11,450
Federated States of Micronesia	5,725	8,587.50	11,450
Fiji	11,445	17,167.50	22,890
France	75,440	113,160.00	150,880
French Polynesia	11,445	17,167.50	22,890
Guam	11,445	17,167.50	22,890
Kiribati	5,725	8,587.50	11,450
Marshall Islands	5,725	8,587.50	11,450
Nauru	5,725	8,587.50	11,450
New Caledonia	11,445	17,167.50	22,890
New Zealand	38,075	57,112.50	76,150
Niue	5,725	8,587.50	11,450
Northern Marianas	5,725	8,587.50	11,450
Palau	5,725	8,587.50	11,450
Papua New Guinea	11,445	17,167.50	22,890
Pitcairn Island	5,725	8,587.50	11,450
Samoa	11,445	17,167.50	22,890
Solomon Islands	11,445	17,167.50	22,890
Tokelau	5,725	8,587.50	11,450
Tonga	5,725	8,587.50	11,450
Tuvalu	5,725	8,587.50	11,450
United States of America	105,000	157,500.00	210,000
Vanuatu	11,445	17,167.50	22,890
Wallis & Futuna Islands	5,725	8,587.50	11,450
Shortfall	5,720	8,580.00	11,440
	500,000	750,000	1,000,000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10 – 12 October, 2000

Agenda Item 8.3.2: SPREP Meetings

Purpose of Paper

1. To seek consideration by the Meeting of the Secretariat's efforts to more closely consult with its Membership through a changed time-frame for future Meetings.

Background

2. Under the Rules of Procedure of the SPREP Meeting as revised at the Eighth SPREP Meeting (Western Samoa, 1995) and in accordance with Article 3.2 of the Agreement Establishing SPREP, "the Meeting shall be held at such times as the Meeting may determine and shall be hosted by one of the Members or by the Secretariat" (Rule 4.1).

3. At the Sixth SPREP Meeting, the Director first raised the possibility of convening the SPREP Meeting at two-yearly intervals rather than annually. This was further discussed at the Seventh SPREP Meeting which requested the Secretariat to report back to the Eighth Meeting with an analysis of linkages between the SPREP Meeting and technical meetings and a further analysis of costs and benefits of annual and biennial meetings. The Eighth SPREP Meeting (1995) agreed to work towards a biennial meeting schedule, and requested the Secretariat to reflect on the issues and receive additional Members' input in the period between the 8th and 9th SPREP Meetings. Subsequently, the 9th SPREP Meeting (Tonga, 1996) endorsed a proposal for biennial SPREP Meetings and synchronisation of associated meetings in accordance with the following Table.

Synchronisation of Secretariat Activities in line with Biennial Meeting Schedule

Year Meeting	SPREP	Action Plan Review	Corporate Plan Review	Appointment of Director Meeting	Ministerial Level	Apia/SPREP Conventions	Work Programme/Budget Meeting
1996	Yes	Yes		Yes	Yes	Yes	Yes
1997							Yes
1998	Yes		Yes			Yes	Yes
1999							Yes
2000	Yes	Yes		Renew?	Yes	Yes	Yes
2001							Yes
2002	Yes		Yes	Yes		Yes	Yes
2003							Yes
2004	Yes	Yes		??	Yes	Yes	Yes
2005							Yes
2006	Yes		Yes	Renew?		Yes	Yes

(Reference: Annex 5, Ninth SPREP Meeting Report, Tonga, 1996.)

Comments

4. The Secretariat is cognizant of the desirability of closer contact with Members at both the Officials and Ministerial levels. The wish for closer contact at the Officials level was highlighted by Members during the Action Plan review process undertaken early this year when several Members called for more frequent contact by the Director and senior management. Also, the increasing number of environmental matters on the global agenda requiring high-level input highlights the advantage of more frequent meetings at Ministerial level. The Secretariat is also cognizant of the need to convene the Work Programme and Budget Sub-committee for Work Programme and Budget approval in the intervening year between the biennial Meeting of Officials.

5. The agreement by the Ninth SPREP Meeting of Officials to move to a biennial meeting cycle arose partly from recognition of the high cost to the Secretariat, both financially and in terms of time, in convening annual Meetings. The Secretariat is still cognizant of this cost.

6. Accordingly, the Secretariat seeks guidance from the Meeting about how best to maintain closer contact with Members, whilst proceeding in a cost-effective manner. A suggested procedure is as follows:

- Continue to convene the Meeting of Officials on a two-yearly basis;
- Continue to convene the Work Programme and Budget Sub-committee in the intervening year for approval of the Work Programme and Budget but with a larger representation (possibly two countries from each of Melanesia, Micronesia and Polynesia at each meeting, the participating countries to be determined on an alphabetical rotational basis);
- Director and Senior Management undertake annual in-country consultations with Ministers and Officials;
- Convene two-yearly, rather than four-yearly Ministerial level Meetings as well as ad hoc Ministerial Meetings on specific issues as necessary; and

Subject to availability of donor funding:

- Focal Point Meetings in line with suggestions from the Action Plan Review to ensure common understanding and to assist National Focal Points in Action Plan implementation.

Recommendation

7. The Meeting is invited to:

- **consider** and **endorse** the Secretariat's suggested time-frame for future meetings.

22 September, 2000

Shreshth Raj
(15/9/00)



**Eleventh
SPREP Meeting
of Officials**

Working Papers

**10-12 October 2000
Guam**



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials
Guam, 10-13 October 2000

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Agenda Item 5	Presentation of Annual Report for 1999 and Director's Overview of Progress since Tenth SPREP Meeting	Annual Report (to be tabled at the Meeting)
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Agenda Item 6.1	Achievements	
Agenda Item 6.1.1	Technical Report	WP.6.1.1 WP.6.1.1/Att.1
Agenda Item 6.1.2	Financial Report ➤ Report on Members' Contributions ➤ Cash Flow and Primary Functions ➤ Audited Annual Accounts for 1999 ➤ Report from Work Programme and Budget Subcommittee Meeting, November 1999	WP.6.1.2.1 WP.6.1.2.1/Att.1 WP.6.1.2.2 WP.6.1.2.3 WP.6.1.2.3/Att.1 WP.6.1.2.3/Att.2 WP.6.1.2.3/Att.3 WP.6.1.2.4
Agenda Item 6.1.3	SPREP Centre	WP 6.1.3 WP.6.1.3/Att.1
Agenda Item 6.1.4	AusAID Review of SPREP	WP.6.1.4 WP.6.1.4/Att.1 WP.6.1.4/Att.2
Agenda Item 7	Action Plan (2001-2004)	
Agenda Item 7.1	Draft Action Plan (2001-2004)	WP.7.1 WP.7.1/Att.1 WP.7.1/Att.2

Agenda Item 7.2	Corporate Plan ➤ Draft Corporate Plan ➤ Organisational Review ➤ Financial Implications (Additional input still being obtained at time of paper distribution. Therefore WP.7.2.2, WP.7.2.2/Att.1 and WP.7.2.3 will be sent under separate cover prior to the Meeting)	WP.7.2.1 WP.7.2.1/Att.1 WP.7.2.2 WP.7.2.2/Att.1 WP.7.2.3
Agenda Item 7.3	Work Programme and Budget	
Agenda Item 7.3.1	Work Programme and Budget ➤ Proposed Work Programme and Budget for 2001 ➤ Indicative Work Programme and Budget for 2002 and 2003	WP.7.3.1 WP.7.3.1/Att.1
Agenda Item 7.3.2	Programme Issues	
	<i>Nature Conservation</i>	
Agenda Item 7.3.2.1	Biosafety Draft Invasive Species Strategy	WP.7.3.2.1 WP.7.3.2.1/Att.1
Agenda Item 7.3.2.2	Regional Framework for Access to Genetic Resources and Benefit Sharing	WP.7.3.2.2 WP.7.3.2.2/Att.1
Agenda Item 7.3.2.3	Trust Fund	WP.7.3.2.3 WP.7.3.2.3/Att.1
Agenda Item 7.3.2.4	South Pacific Biodiversity Conservation Programme (SPBCP) Conservation Area (CA) Award	WP.7.3.2.4
Agenda Item 7.3.2.5	South Pacific Whale Sanctuary	WP.7.3.2.5
	<i>Pollution Prevention</i>	
Agenda Item 7.3.2.6	PACPLAN endorsement	WP.7.3.2.6 WP.7.3.2.6/Att.1
Agenda Item 7.3.2.7	Waigani Convention	WP.7.3.2.7
	<i>Climate Change and Variability</i>	
Agenda Item 7.3.2.8	Regional Framework for Climate Change, Climate Variability and Sea Level Rise	WP.7.3.2.8 WP.7.3.2.8/Att.1
Agenda Item 7.3.2.8.1	Strategic Action Plan for the Development of Meteorology in the Pacific Region (SDMP), 2000-2009	WP.7.3.2.8.1 WP.7.3.2.8.1/Att.1 WP.7.3.2.8.1/Att.2
Agenda Item 7.3.2.9	PICCAP Phase III	WP.7.3.2.9
Agenda Item 7.3.2.10	GEF Project – Removing Barriers to Renewable Energy	WP.7.3.2.10
	<i>Economic Development</i>	
Agenda Item 7.3.2.11	RIO + 10	WP.7.3.2.11
Agenda Item 7.3.2.12	Strategic Action Programme for International Waters	WP.7.3.2.12
	<i>Processes</i>	
Agenda Item 7.3.2.13	Environmental Education Strategy	WP.7.3.2.13
Agenda Item 7.3.2.14	Training Needs Assessment Report	WP.7.3.2.14 WP.7.3.2.14/Att.1

Agenda Item 7.3.2.15	Information Strategy	WP.7.3.2.15 WP.7.3.2.15/Att.1 WP.7.3.2.1.5/Att.2
Agenda Item 7.3.2.16	Global Environment Outlook 3 (GEO 3)	WP.7.3.2.16
Agenda Item 7.3.3	Personnel	
Agenda Item 7.3.3.1	Job Sizing (Restricted Distribution)	WP.7.3.3.1 WP.7.3.3.1/Att.1
Agenda Item 7.3.3.2	Staff Regulations	WP.7.3.3.2
Agenda Item 7.3.4	Contributions from Members (Additional input still being obtained at time of paper distribution. Therefore WP.7.3.4 will be sent under separate cover prior to the Meeting)	WP.7.3.4
Agenda Item 7.3.5	Amendments to Financial Regulations	WP.7.3.5
Agenda Item 8	Policy/Institutional Matters	
Agenda Item 8.1	Position of Director (Restricted Distribution)	WP.8.1
Agenda Item 8.2	Appointment of Auditor	WP.8.2
Agenda Item 8.3	Rules of Procedures ➤ Appointment of Director ➤ SPREP Meetings (Additional input still being obtained at time of paper distribution. Therefore WP.8.3.2 will be sent to delegates under separate cover prior to the Meeting.)	WP.8.3.1 WP.8.3.2
Agenda Item 9	Regional Coordination	
Agenda Item 9.1	Regional Oceans Policy	WP.9.1
Agenda Item 9.2	BioNet	WP.9.2
Agenda Item 9.3	Council of Regional Organisations in the Pacific (CROP) (Additional input still being obtained at time of paper distribution. Therefore WP.9.3 will be sent to delegates under separate cover prior to the Meeting.)	WP.9.3
Agenda Item 10	Report from Meetings of the Parties to SPREP and Apia Conventions	Report (to be tabled at the Meeting)
Agenda Item 11	Items Proposed by Members	--
Agenda Item 12	Statements by Observers	--
Agenda Item 13	Other Business	--
Agenda Item 14	Date and Venue of Twelfth SPREP Meeting	--
Agenda Item 15	Adoption of Report	--
Agenda Item 16	Review of Agenda for Ministerial Meeting/Matters for Ministerial Decision	
Agenda Item 17	Close	--



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam,
10-12 October 2000

Agenda Item 3: Adoption of Agenda and Working Procedures

Agenda

The Provisional Agenda is attached as 11SM/Provisional Agenda/Rev.1.

Timetable

Suggested hours of work for the Meeting are outlined in 11SM/WP.3/Att.1.

Sub-committee

3. An open-ended representative Drafting Sub-committee, comprising no less than seven (7) Members should be appointed to assist with the report of the Meeting.
4. It would also be helpful if the Work Programme and Budget Sub-committee was reconvened early in the proceedings to examine the Work Programme and Budget documentation so as to facilitate later discussions under Agenda Item 7.

Recommendation

5. The Meeting is invited to:
 - **consider and adopt** the Agenda;
 - **agree** on hours of work;
 - **appoint** a Drafting Sub-committee; and
 - **reconvene** the Work Programme and Budget Sub-committee.

26 August, 2000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam,
10-12 October 2000

Provisional Agenda

- 1. Official Opening**
- 2. Appointment of Chair and Vice-Chair**
- 3. Adoption of Agenda and Working Procedures**
- 4. Matters Arising from Tenth SPREP Meeting**
- 5. Presentation of Annual Report for 1999 and Director's Overview of Progress since Tenth SPREP Meeting**
- 6. Action Plan (1997-2000)**
 - 6.1 Achievements
 - 6.1.1 Technical Report
 - 6.1.2 Financial Report
 - Report on Members' Contributions
 - Cash Flow and Primary Functions
 - Audited Annual Accounts for 1999
 - Report from Work Programme and Budget Sub-committee Meeting, November 1999
 - 6.1.3 SPREP Centre
 - 6.1.4 AusAID Review of SPREP
- 7. Action Plan (2001-2004)**
 - 7.1 Draft Action Plan (2001-2004)
 - 7.2 Corporate Plan
 - Draft Corporate Plan
 - Organisational Review
 - Financial Implications

7.3 Work Programme and Budget

7.3.1 Work Programme and Budget

- Proposed Work Programme and Budget for 2001
- Indicative Work Programme and Budget for 2002 and 2003

7.3.2 Programme Issues

Nature Conservation

- 7.3.2.1 Biosafety
- 7.3.2.2 Regional Framework for Access to Genetic Resources and Benefit Sharing
- 7.3.2.3 Trust Fund
- 7.3.2.4 South Pacific Biodiversity Conservation Programme (SPBCP) Conservation Area (CA) Award
- 7.3.2.5 South Pacific Whale Sanctuary

Pollution Prevention

- 7.3.2.6 PACPLAN endorsement
- 7.3.2.7 Waigani Convention

Climate Change and Variability

- 7.3.2.8 Regional Framework for Climate Change, Climate Variability and Sea Level Rise
 - 7.3.2.8.1 Strategic Action Plan for the Development of Meteorology in the Pacific (SDMP), 2000-2009

7.3.2.9 PICCAP Phase III

7.3.2.10 GEF Project – Removing Barriers to Renewable Energy

Economic Development

- 7.3.2.11 RIO + 10
- 7.3.2.12 Strategic Action Programme for International Waters

Processes

- 7.3.2.13 Environmental Education Strategy
- 7.3.2.14 Training Needs Assessment Report
- 7.3.2.15 Information Strategy
- 7.3.2.16 Global Environment Outlook 3 (GEO 3)

- 7.3.3 Personnel
 - 7.3.3.1 Job Sizing
 - 7.3.3.2 Staff Regulations
- 7.3.4 Contributions from Members
- 7.3.5 Amendments to Financial Regulations

8. Policy/Institutional Matters

- 8.1 Position of Director
- 8.2 Appointment of Auditor
- 8.3 Rules of Procedure
 - Appointment of Director
 - SPREP Meetings

9. Regional Coordination

- 9.1 Regional Oceans Policy
- 9.2 BioNet
- 9.3 Council of Regional Organisations in the Pacific (CROP)

10. Report from Meetings of the Parties to SPREP and Apia Conventions

11. Items Proposed by Members

12. Statements by Observers

13. Other Business

14. Date and Venue of Twelfth SPREP Meeting

15. Adoption of Report

16. Review of Agenda for Ministerial Meeting/Matters for Ministerial Decision

17. Close

24 August, 2000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials Official Opening and Meeting Programme

Guam, 9 -12 October 2000

Annotated Agenda

9 October 2000 (early evening)

Agenda Item 1: Official Opening (Early evening of 9 October, 2000)

The Official Opening will be held on Monday 9 October at 6pm (immediately following the closing of the Joint Meeting of the Parties to the Apia and SPREP Conventions). The venue will be the Hyatt Regency Hotel.

Programme for the Official Opening

- Meeting called to Order by Chairperson of the Tenth SPREP Meeting of Officials – Representative of the Cook Islands
- Prayer
- Opening address by the guest speaker – Representative of Guam
- Response by a representative of a SPREP Member
- Address by Mr. Tamari'i Tutangata, Director of SPREP
- Official Photograph
- Reception hosted by the Government of Guam.

Meeting adjourns until 8.00am, Tuesday, 10 October 2000

10 – 12 October 2000

Meeting of Officials commences at the Conference Room of the Hyatt Regency Hotel at 8am on Tuesday, 10 October 2000 (the Official Opening having already been held on the evening of 9 October, 2000)

Agenda Item 2: Appointment of Chair and Vice-Chair

- In accordance with the Rules of Procedure of the SPREP Meeting, where a Meeting is not hosted by the Secretariat, the Chair shall be provided by the host (Rules 8.1 and 8.2).
- Accordingly, the **Chair** of the Eleventh SPREP Meeting will be **Guam**.
- The Rules also provide (Rules 8.3) that the Vice-Chair shall rotate alphabetically whether or not the Meeting is hosted by the Secretariat. The Vice-Chair of the Tenth SPREP Meeting was France. Under the principle of alphabetical rotation, therefore, **French Polynesia** should be appointed **Vice-Chair** of the Eleventh SPREP Meeting.

Agenda Item 3: Adoption of Agenda and Working Procedures

The Meeting is invited to:

- **consider** and **adopt** the Provisional Agenda (11SM/Provisional Agenda/Rev.1). More detail is provided in this Annotated Agenda;
- **agree** on hours of work (suggested hours are outlined in WP.3/Att.1);
- **appoint** an open-ended Report Drafting Sub-committee, comprising no less than 7 members to assist with the Report of the Meeting. (The Report Drafting Sub-committee of the 10th SPREP Meeting comprised representatives of Australia, Fiji, Kiribati, New Zealand, Samoa, Tonga and the United States of America, chaired by New Zealand). Provision has been made for Meetings of the Report Drafting Sub-committee to be held in the Plenary Room (if interpretation is required) or alternatively in a Sub-committee Meeting Room. The Secretariat will assist the Sub-committee by taking notes during the Plenary sessions;

- **reconvene**, as early as possible, the Work Programme and Budget Sub-committee. (At the 10th SPREP Meeting matters that would normally be put to the Work Programme and Budget Sub-committee were addressed in Plenary. At the 9th SPREP Meeting, the Work Programme and Budget Sub-committee met separately, chaired by France. At that Meeting it was agreed that the Chair of this sub-committee should be rotated alphabetically at future meetings. Accordingly, the Chair of the Work Programme and Budget Sub-committee should be French Polynesia. The Secretariat will assist this Sub-committee. Provision has been made for Meetings of the Work Programme and Budget Sub-committee to be held in the Plenary Room (if interpretation is required) or alternatively in a Sub-committee Meeting Room;
- **convene** special Sub-committees for Staff Regulations and Financial Regulations. The Sub-committee on Staff Regulations and the Sub-committee on Financial Regulations (which could possibly be the same Sub-committee) will be required to make adjustments to the Staff Regulations and the Financial Regulations, as required. The Secretariat will assist these Sub-committees and will have available copies of the Staff Regulations and Financial Regulations;
- **convene** a special Sub-committee (if considered appropriate) to make amendments in accordance with decisions of the Meeting, to the "*Rules of Procedure for Appointment of the Director*" and the "*Rules of Procedure for SPREP Meetings*".

Agenda Item 4: Matters Arising from Tenth SPREP Meeting

The Meeting is invited to note the status of matters arising from the Tenth SPREP Meeting. Information is contained in WP.4.

Agenda Item 5: Presentation of Annual Report for 1999 and Director's Overview of Progress since Tenth SPREP Meeting

The Director will table the 1999 Annual Report of SPREP and provide a verbal overview of the Secretariat's Progress since the Tenth SPREP Meeting.

Agenda Item 6: Action Plan (1997-2000)

Agenda Item 6.1: Action Plan (1997-2000) Achievements

6.1.1: Technical Report

Under this Agenda Item, the Secretariat will provide a report on Work Programme Activities undertaken towards achievement of the goals of the 1997 – 2000 Action Plan (WP.6.1.1 and Attachment 1).

6.1.2: Financial Report

Under this Agenda Item, the Secretariat will provide a Financial Report for the 1999 – 2000 period outlined in:

- WP.6.1.2.1 and WP.6.1.2.1/Att.1: Report on Members' Contributions;
- WP.6.1.2.2: Cash Flow and Primary Functions; and
- WP.6.1.2.3, (and Attachments 1, 2 and 3: Audited Annual Accounts for 1999). Included as Attachment 2 is the "Performance" Audit Report.

The Year 2000 Work Programme and Budget was approved in the intervening year between the 10th and 11th SPREP Meetings, by the Work Programme and Budget Sub-committee. Accordingly, the published Report from the Work Programme and Budget Sub-committee Meeting, held in Apia in November, 1999 will also be tabled (WP.6.1.2.4).

Agenda Item 6.1.3: SPREP Centre

The Secretariat will report on the SPREP Centre building project as outlined in WP.6.1.3. The Attachment to this working paper (WP.6.1.3/Att.1) provides an update on Funding and Expenditure for the SPREP Centre.

Agenda Item 6.1.4: AusAID Review of SPREP

Early in 2000, AusAID commissioned a Review of SPREP. The Consultants' Summary Report and Recommendations will be tabled as WP.6.1.4, WP.6.1.4/Att.1 (Summary Report) and WP.6.1.4/Att.2 (Recommendations). A full copy of this report is available from the Australian delegation.

Agenda Item 7: Action Plan (2001-2004)**Agenda Item 7.1: Draft Action Plan (2001-2004)**

The Draft Action Plan for 2001 – 2004 will be tabled for consideration and endorsement (WP.7.1 and WP.7.1/Att.1).

The Action Plan for 2001–2004 has been developed through a highly participatory, consultative process, including visits to 14 Member Countries and Territories. As well, WP.7.1/Att.2 contains information of Members' input at the Regional Workshop on the Initial Draft Action Plan held in Auckland, 14 – 16 June 2000 used in development of the draft Action Plan. Members are called upon to consider and endorse the draft Action Plan 2001-2004.

Agenda Item 7.2: Corporate Plan**Draft Corporate Plan:**

The Draft SPREP Corporate Plan for 2001–2004 will be presented (WP.7.2.1 and WP.7.2.1/Att.1) for consideration and endorsement. This is the second Corporate Plan since SPREP became an autonomous intergovernmental organisation and it has been developed by the Secretariat, assisted by the Consultants who also assisted with development of the draft Action Plan 2001 – 2004. Members are called upon to consider and endorse the draft Corporate Plan 2001-2004.

Organisational Review:

As part of the Corporate Planning exercise, restructuring of the Organisation is proposed. The suggested structure for the organisation is outlined in WP.7.2.1 and WP7.2.1/Att.1 (These papers were sent to Members as part of Volume II and were sent separately, two weeks after the main batch of papers had been sent).

Financial Implications:

Financial implications of such a restructuring are outlined in WP.7.2.3, together with a proposed plan for gradual introduction of such a structure, taking into account availability of funds. (This paper was sent to Members as part of Volume II, sent separately, two weeks after the main batch of papers had been sent).

Agenda Item 7.3: Work Programme and Budget**7.3.1 Work Programme and Budget**

Proposed Work Programme and Budget for 2001 and Indicative Work Programme and Budget for 2002 and 2003 appear as WP.7.3.1 and WP.7.3.1/Att.1. Members are called upon to consider and endorse the Work Programme and Budget proposals.

7.3.2 Programme Issues*Nature Conservation***7.3.2.1 Biosafety**

Under this agenda item, the Meeting's support is sought for development of a regional strategy to address the implementation of the Biosafety Protocol to the Convention on Biological Diversity (WP.7.3.2.1). Also under this agenda item a draft Regional Invasive Species Strategy is presented for endorsement (WP.7.3.2.1/Att.1).

7.3.2.2 Regional Framework for Access to Genetic Resources and Benefit Sharing

WP.7.3.2.2 and WP.7.3.2.2/Att.1 outline progress made so far in addressing the issues of access and benefit sharing (ABS) and intellectual property rights and provide guidelines for appropriate actions at the national level. The Meeting is requested to note progress in addressing these issues and to consider the guidelines for appropriate actions at the national level.

7.3.2.3 Trust Fund

WP.7.3.2.3 and WP.7.3.2.3/Att.1 (Brochure) outline the progress to date in the development of the Pacific Islands Conservation Trust Fund and seek further guidance in pursuance of this initiative.

7.3.2.4 South Pacific Biodiversity Conservation Programme (SPBCP) Conservation Area (CA) Award

WP.7.3.2.4 notes the achievements of the Takitumu Conservation Area Project and requests the meeting to congratulate it for being the first to win the SPBCP's Most Progressive Conservation Area Award.

7.3.2.5 South Pacific Whale Sanctuary

WP7.3.2.5 outlines developments relating to the proposal for a South Pacific Whale Sanctuary and requests the Meeting to advise on further action to protect this highly migratory and endangered species.

Pollution Prevention

7.3.2.6 PACPLAN endorsement

WP.7.3.2.6 and WP.7.3.2.6/Att.1 raise a number of issues for consideration by the Meeting and calls for Member endorsement of PACPLAN as the framework for regional marine spill response.

7.3.2.7 Waigani Convention

WP.7.3.2.6 outlines information on the importance of the 'Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region' (Waigani Convention) and urges countries to become Party to this Convention.

Climate Change and Vulnerability

7.3.2.8 Regional Framework for Climate Change, Climate Variability and Sea Level Rise

WP.7.3.2.8 informs Members of progress with development of the Pacific Islands Framework for Climate Change, Climate Variability, and Sea-level Rise. WP.7.3.2.8/Att.1 contains the draft Regional Framework on which the Meeting is requested to recognise the importance of the Framework in building partnerships and assisting PICs. WP.7.3.2.8 also recommends that the Meeting calls upon the Secretariat to facilitate the Round-Table process to focus efforts on implementation of the Framework and endorse the Framework and transmit it to the Environment Ministers' Forum (immediately following the Officials Meeting) and also transmit it to the Pacific Island Forum Leaders' Meeting in Kiribati later in October.

7.3.2.8.1 **Strategic Action Plan for the Development of Meteorology in the Pacific Region (SDMP), 2000-2009**

WP.7.3.2.8.1 and Attachments 1 and 2 report on progress of the joint efforts by SPREP and the World Meteorological Organization (WMO) to strengthen the capacity of National Meteorological Services (NMSs). The Meeting is called upon to note the progress so far, to endorse both the Strategic Action Plan and the Project Proposals and to advise the Secretariat on options for further implementation.

7.3.2.9 **PICCAP Phase III**

WP.7.3.2.9 Informs the Meeting of progress in developing the Pacific Islands Climate Change Assistance Programme (PICCAP) Phase III and requests Members to note progress to date and endorse the steps outlined by the Secretariat in the consultative process and project development in time for consideration by the GEF in April 2001.

7.3.2.10 **GEF Project – Removing Barriers to Renewable Energy**

WP.7.3.2.10 informs the Members of progress and development to date of the “Removing Barriers to the Adoption of Renewable Energies” Initiative. Members are requested to note this progress and to also note the Secretariat’s efforts in catalyzing the initiative and to provide further encouragement to the UNDP/GEF approval and subsequent project development process.

Economic Development

7.3.2.11 **RIO + 10**

WP.7.3.2.11 provides an update on progress of preparations for Rio + 10, the ten-year review of action to implement Agenda 21. It outlines also the relevant CROP decisions and approach and implications for SPREP Members.

7.3.2.12 Strategic Action Programme for International Waters

WP.7.3.2.12 outlines progress with implementation of the Strategic Action Programme (SAP) for International Waters for noting by the Meeting.

*Processes***7.3.2.13 Environmental Education Strategy**

WP.7.3.2.13 informs the Meeting on progress with implementation of the *Action Strategy for Environmental Education and Training in the Pacific Region, 1999 – 2003*. The Meeting is requested to note the progress on implementation, to urge donors to give greater priority to environmental education and consciousness raising programmes and to support the Secretariat's efforts towards establishment of a Pacific Environmental Citizenship Award.

7.3.2.14 Training Needs Assessment Report

WP.7.3.2.14 and Attachment 1 report on the findings of the Environmental Management Training Needs Assessment (TNA) carried out for eight Members. The Meeting is invited to note the Secretariat's efforts to determine Members' priority training needs and to endorse the Secretariat's recommendations (pages 6-7 of WP.7.3.2.14) relating to promotion of a results-oriented approach to training.

7.3.2.15 Information Strategy

WP.7.3.2.15 and Attachments 1 and 2 inform the Meeting of the Secretariat's proposed new Information Strategy, the Corporate Data Management (CDM) Initiative and seek guidance and support regarding Information Technology (IT) Technical Support and Capacity Building needs of Members. The Meeting is called upon to note the strategic direction in Information Management taken by the Secretariat and support its further development. The Meeting is also called upon to provide guidance on the strengthening of the IT unit, especially with regard to SPREP's provision of computer and information technology support to build up national capacity of Members.

7.3.2.16 Global Environment Outlook 3 (GEO 3)

WP.7.3.2.16 provides information to the Meeting on the Global Environment Outlook No. 3 (GEO-3) activities as part of a global effort to document the current State of the Environment. The Meeting is invited to consider and note the activities and intended outcomes of the GEO-3 programme.

Agenda Item 7.3.3: Personnel**7.3.3.1 Job Sizing (Restricted Distribution Paper)**

WP.7.3.3.1 and Attachment 1 outline the Job Sizing exercise undertaken by SPREP to develop an approach to remuneration consistent with other CROP agencies. The Meeting is invited to note the Job Sizing exercise and advise the Secretariat on any further action required.

7.3.3.2 Staff Regulations

WP.7.3.3.2 outlines the potential need for amendment to Staff Regulations in line with decisions emanating from the Job Sizing exercise and associated CROP regional harmonisation of terms and conditions of employment for staff. Under Agenda Item 3, it was proposed that a Sub-committee on Staff Regulations be appointed to revise, if required, the Staff Regulations. The Meeting is invited to appoint a Sub-committee and to approve of any amendments to the Staff Regulations recommended by such Sub-committee.

7.3.4: Contributions from Members

WP.7.3.4 outlines the effect on contributions from Members which are associated with restructuring of the organisation to better suit needs in line with the Action Plan and Corporate Plans 2001-2004. The Meeting is invited to consider matters raised in this paper. (This paper was sent to Members as part of Volume II, sent separately, two weeks after the main batch of papers had been sent).

7.3.5: Amendments to Financial Regulations

WP.7.3.5 seeks guidance from Members on possible amendment to the SPREP Financial Regulations. The Meeting is invited to appoint a Sub-committee (refer Agenda Item 3) on Financial Regulations (noting that this could be the same sub-committee as that suggested for Staff Regulations) and approve any amendments to the Financial Regulations recommended by such Sub-committee.

Agenda Item 8: Policy/Institutional Matters

Agenda Item 8.1: Position of Director (Restricted Distribution Paper)

WP.8.1 advises the Meeting of the Director's wish to extend his employment for his second term. It also informs the Meeting of action by the current SPREP Chair with relation to additional guidance from Members. The Meeting is invited to note the wish of the incumbent SPREP Director to seek reappointment for his extended term (provided under Rule 8 of the Rules of Procedure for Appointment of the Director); to note the consultative process undertaken by the SPREP Chairperson; to consider reappointment of the incumbent SPREP Director and to transmit the recommendation for decision by the Ministerial Meeting.

Agenda Item 8.2: Appointment of Auditor

WP.8.2 outlines for the Meeting the results of the regionally advertised audit tendering process and makes a recommendation for decision by the Meeting of an auditing firm to undertake SPREP's 2000 and 2001 audits.

Agenda Item 8.3: Rules of Procedure: Appointment of Director

WP.8.3.1 outlines for the Meeting the need to revise the Rules of Procedure for Appointment of the Director to ensure full clarity of interpretation. The Meeting is invited to note the recommendations for proposed changes to the Rules of Procedure. Under Agenda Item 3 an additional sub-committee was proposed to undertake any required drafting. This sub-committee could also be charged with the task of redrafting, if required, any amendments to the Rules of Procedure for SPREP Meetings in the following agenda item.

Rules of Procedure: SPREP Meetings

WP.8.3.2 invites the Meeting to discuss the Secretariat's suggestions with relation for frequency of future SPREP Meetings. As stated in the previous item, a special sub-committee could be charged with the task of any required redrafting to the Rules of Procedure for SPREP Meetings. The Meeting is invited to discuss this item and, if appropriate, convene the special sub-committee which would report back to Plenary.

Agenda Item 9: Regional Coordination**9.1 Regional Oceans Policy**

WP.9.1 presents to the Meeting the rationale and decisions related to the proposal to develop a Regional Ocean Policy. The Meeting is invited to consider the resource implications for the development of a regional ocean policy, endorse the development of such a policy and to guide the Secretariat in its efforts to respond to this initiative.

9.2 BioNet

WP.9.2 informs the Meeting of the statement arising from the BioNET-International Regional Workshop held in Nadi in March 2000 and developments arising from the fifth Conference of the Parties to the Convention on Biological Diversity (CBD), May 2000. The Meeting is called upon to consider acceptance, in principle, of the establishment of a Pacific Loop of BioNet-International, to be known as PACINET.

9.3 Council of Regional Organisations in the Pacific (CROP)

WP.9.3 reports on the outcomes of Meetings of the Council of Regional Organisations in the Pacific (CROP) at which the Director has participated in the interests of ensuring that SPREP activities are in accord with those of the other Regional Organisations.

Agenda Item 10: Report from Meetings of the Parties to SPREP and Apia Conventions

The Fifth Ordinary and Plenipotentiary Meeting of the Contracting Parties to the *Convention on Conservation of Nature in the South Pacific* (Apia Convention) and the Fifth Ordinary Meeting of the Contracting Parties to the *Convention for the Protection of the Natural Resources and Environment of the South Pacific Region* (SPREP Convention) was convened immediately prior to this Meeting (on 9 October).

The Meeting is requested to note the report of the Joint Meeting of these Conventions and to especially note the Conventions' importance with relation to linkages for implementation of SPREP's Action Plan. The Meeting is requested by SPREP (as Secretariat for both Conventions and also as Secretariat for the Waigani Convention, once it enters into force) to support the Secretariat's efforts to ensure that these Conventions retain relevance to the region's environmental protection work. In this regard, the Meeting is requested to note the measures being taken to develop protocols to the Conventions to bring them more in line with recent international convention developments and to support the convening of Working Groups in 2001 and 2002 to this end.

Agenda Item 11: Items Proposed by Members

Additional items, not previously covered but nevertheless considered of direct relevance to the SPREP Meeting can be raised and brought to delegates' attention under this agenda item.

Agenda Item 12: Statements by Observers

The purpose of this item is to invite Advisers (UNEP, SPC, Forum Secretariat), other CROP Agencies and other Observers (including international, regional and organisations) to make a short statement of their work with relation to implementation of SPREP's Work Programme.

Agenda Item 13: Other Business

Any other business of relevance to the SPREP Secretariat and Members can be raised under this agenda item.

Agenda Item 14: Date and Venue of Twelfth SPREP Meeting

Discussion of a date for the Twelfth SPREP Meeting. Under the Rules of Procedure for the SPREP Meeting, the venue for every alternate meeting is SPREP's home country, Samoa.

Agenda Item 15: Adoption of Report

The Drafting Committee Chairperson presents the draft Meeting record to the Meeting and delegates assess the record on a paragraph-by-paragraph or page-by-page basis and make any required corrections, prior to final endorsement.

Agenda Item 16: Review of Agenda for Ministerial Meeting/Matters for Ministerial Decision

The paper produced by the Drafting Committee, assisted by the Secretariat, will be reviewed by the Meeting seeking agreement that the matters contained therein be those that are to be submitted to the Environment Ministers' Forum (Guam, 13 October) for their decision.

Agenda Item 17: Close

The Chairperson will close the Meeting and in doing so will call upon a delegate to say a closing prayer.

30 August, 2000



**South Pacific Regional Environment Programme
(SPREP)**

**Eleventh SPREP Meeting including Apia & SPREP Convention
Meetings, Officials & Ministerial Meetings**
Guam, 9-13 October 2000

Suggested Hours of Work

Time	Monday, 9	Time	Tuesday, 10	Wednesday, 11	Thursday, 12	Time	Friday, 13
0800 – 0900	Official Opening of SPREP and Apia Convention Meetings	0800 – 1000	Meeting in Session	Meeting in Session	Meeting in Session	0800 – 0900	Official Opening of Ministerial Meeting
0900 – 1000	Meeting in Session					0900 – 0930	Coffee Break
1000 – 1015	Coffee Break	1000 – 1030	Coffee Break	Coffee Break	Coffee Break	0930 – 1230	Meeting in Session
1015 – 1300	Meeting in Session	1030 – 1200	Meeting in Session	Meeting in Session	Preparation of Report		
1300 – 1600	Lunch/Meeting Report Preparation Time	1200 – 1330	Lunch	Lunch	[Field trip optional]	1230 – 1600	Lunch/Meeting Report Preparation Time
1600-1800	Meeting Close and Approval of Report	1330 – 1500	Meeting in Session	Meeting in Session			
		1500 – 1530	Coffee Break	Coffee Break			
1800 – 1930	Official Opening of 11 th SPREP Officials Meeting	1530 – 1700	Meeting in Session	Meeting in Session	Adoption of Report	1600 – 1700	Adoption of Report



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10-12 October 2000

Agenda Item 4: Matters Arising from the Tenth SPREP Meeting

Purpose of Paper

- To report on the status of matters arising from the Tenth SPREP Meeting as outlined in the table below.

Agenda Topic	Report Paragraph Number	Matter Arising	Status
Director's Overview	16	The Director encouraged the host (Samoa) of the 1999 Forum Economic Ministers' Meeting (FEMM) to ensure that environmental considerations were taken into account in that meeting's agenda.	The SPREP Director attended the 1999 FEMM which, among other matters, noted the decisions of the Forum Trade Ministers' Meeting relating to trade and the environment
	17	The Director expressed concern that the Ministerial-level SPREP Meeting was now held only every four years. Members agreed this needed to be addressed, while bearing in mind financial constraints in holding more frequent meetings.	A roundtable of Environment Ministers was convened in Auckland 1998 to consider the region's input to the Seventh Session of the UN Commission on Sustainable Development. It is proposed to convene similar roundtables as required on specific environment issues of regional significance.

<p>Integrating Corporate Plan and SPREP Action Plan</p>	<p>19 and 20</p>	<p>The Meeting recognised the difficulties in trying to integrate the Corporate and Action Plans. The Meeting agreed that the existing 1994-1996 Corporate Plan continue to be used by the Secretariat as a guide until a new Corporate Plan and a separate new Action Plan for the period 2001-2004 could be formally presented to the Ministerial Meeting in the year 2000.</p>	<p>The 1994-1996 Corporate Plan continued to be used and a new draft Corporate Plan 2001-2004 is being submitted to the 11SM, together with a separate revised Draft Action Plan for 2001-2004.</p>
<p>Gender Policy</p>	<p>22 and 24</p>	<p>The Meeting endorsed the Secretariat's Gender Policy and encouraged the Secretariat to develop specific gender criteria in line with international standards, together with monitoring arrangements and to continue its efforts to harmonise with the CROP Gender Strategy.</p>	<p>The Secretariat continued to harmonise its work with the CROP Gender Strategy but has yet to develop specific gender criteria and monitoring arrangements. In-house discussion has been undertaken on a monitoring and implementation strategy. The Meeting is requested to note SPREP's work on Gender, highlighted in the Region's "Best Practices Guide" recently produced by the Forum Secretariat.</p>

New Headquarters (Centre)	Paragraph 28-33	The Meeting noted the status of the new SPREP Centre and gave its approval for the Secretariat to proceed with construction under the guidance of the Headquarters Task Force as soon as sufficient donor funding was obtained.	A full report on the SPREP Centre will be given under Agenda Item 6.1.3.
Review of Staff Terms and Conditions	Paragraph 35 – 37	Regulation 19(d) of SPREP's Staff Regulations contains a specific request that Contract salary scales be reviewed triennially. Noting that there was no review mechanism under the regulations, the Meeting agreed to await the decision of FOC with relation to the regional harmonisation job-sizing review and convene a Special Meeting of SPREP Members back-to-back with another regional meeting in 1999. The Secretariat was also requested to work with other SPOCC agencies to obtain maximum reasonable harmonisation. The Meeting also agreed that the Staff Regulations be amended in accordance with Annex VI(B) to the Meeting Report.	SPREP Staff Regulations have been amended as requested. In line with the decision of FOC with relation to the regional harmonisation, a job-sizing exercise was undertaken, details of which appear under Agenda Item 7.3.3.1 / 7.3.3.2.

<p>Personnel</p>	<p>43 - 46</p>	<p>The Meeting agreed to the creation of an Executive Officer Management position for a trial period of 3 years and retention of the Deputy Director position unfilled for 3 years and requested a review of the organisation and a Job-sizing exercise to feed into, and take account of, the FORSEC exercise.</p>	<p>The position of Executive Officer Management was filled for a trial period of 3 years, the Deputy Director's position retained but unfilled, the Job-sizing exercise undertaken (see Agenda Item 7.3.3.1) and a review of the organisation undertaken within the context of the Corporate Plan development. The suggested organisational structure will be discussed under Agenda Item 7.2.</p>
<p>Revision of SPREP Financial Regulations</p>	<p>50</p>	<p>The Meeting agreed that the Work Programme and Budget Sub-Committee would comprise those members with representation in Apia, including the representative of Samoa, plus one representative each from the geographical regions of Polynesia, Micronesia and Melanesia and include a representative of France and that this Sub-committee be delegated and authorised to adopt the Secretariat's budget during the years when the SPREP meeting is not in session.</p>	<p>The Work Programme and Budget Sub-Committee met in Apia, November 1999 and adopted the budget for the year 2000. A mechanism (perhaps based on alphabetical order) will need to be developed to determine which country represents Polynesia, Micronesia and Melanesia or an alternative representational arrangement.</p>

SPREP Status as UN Observer	53 - 55	The Meeting agreed that SPREP should seek Observer Status at the UNGA in accordance with the approved Request, Explanatory Memorandum and Draft Resolution (Annexes VIII and IX to the 10SM Report) and agreed that the SPREP Director should, in the spirit of regional cooperation and consultation, advise the Forum Secretariat of the decision reached by the Meeting.	Following discussions between the SPREP and Forum Secretariats, the Director deferred seeking Observer Status at the UNGA which will be pursued if it becomes clear that environment outputs required by Members are not being effectively or efficiently supported/promoted.
Rules of Procedure for Appointment of Director	Paragraph 60	The Meeting requested the Secretariat to amend the Rules of Procedure for Appointment of Director in accordance with those matters agreed at the 10SM.	The revised Rules of Procedure for Appointment of Director appear as Annex X to the 10SM Report. Note that additional revision is proposed under Agenda Item 8.3.
Implementation of the Action Plan	67 - 78	A range of actions to assist Members implement the Action Plan were requested of the Secretariat. These were to be considered within the context of the 2000 work programme.	See report on implementation of the Work Programme under Agenda Item 6.1.1.

Building EIA Capacity in Pacific Island Countries	81	The representative of Fiji hoped that the proposed EIA framework would look at developing an environmental code of practice and the training of personnel in various aspects of EIA to assist countries in drawing up relevant legislation.	The EIA Framework has become an integral part of the Secretariat's Environmental Assessment activities. Assistance in the area of codes of practice and legislation have been provided on a request bases, specifically the Solomon Islands and the Cook Islands.
Environmental Education and Training Conference Outcomes	88 - 91	The Meeting endorsed the Action Strategy for Environmental Education and Training in the Pacific Region, 1999 – 2003 and requested the Secretariat to continue to develop performance indicators and continue efforts to attract donor support for strategy implementation. The Secretariat was also requested to recognise SOPAC's role in environmental education and training; to work collaboratively with USP, whilst respecting USP's tertiary mandate; and to make efforts to further develop private sector linkages and utilise resources from this area in environmental education and training activities.	Donor assistance for implementation of the Action Strategy for Environmental Education and Training has been forthcoming from UNEP and DFID. SPREP has collaborated with SOPAC on water awareness, with USP in Environmental Education teacher training and with SPC in community education. UNESCO has also expressed interest in assisting SPREP in future EE activities particularly through its schools network in the region.

Climate Change Negotiations	97 - 99	The Meeting emphasised the importance of SPREP assisting PICs to work towards early entry into force of the Kyoto Protocol; the need to consider a regional policy on investing in renewable energy; the need to advise members of the work of AOSIS; called for adequate resources to be allocated through the GEF and donors to address adaptation needs and encouraged advocacy by PICs in the lead-up to and at COP4.	SPREP has continued to provide policy relevant advice to its Members and promoted the early entry into force of the Kyoto Protocol. Funds have been obtained for the development of a GEF funded project to assist with the "Removal of Barriers to Renewable Energy". Updates and information related to the work of AOSIS has been provided to Pacific island countries and further assistance has been received from the GEF through UNDP for the extension of the Pacific Islands Climate Change Assistance Programme (PICCAP). See Agenda Item 7.3.2.9.
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Preparations for UNGASS	102 - 107	<p>The Meeting encouraged SPREP, in collaboration with other SPOCC agencies to work closely with PIC Permanent Missions to the UN in NY and to monitor the resolutions of UNGA 53. The Meeting also called for active participation of non-UN PICs and for support for their participation; encouraged all PICs to take advantage of the 15 November deadline for submission of proposals for the Donor Conference; recognised as a priority for UNGASS, the development of a comprehensive Vulnerability Index which should include ecological indices and capacity building measures; and requested SPREP "to submit relevant regional proposals as outlined in the Secretariat's working paper.</p>	<p>The region participated actively in the UNGASS and its preparatory process. A regional meeting convened (with NZ and UNEP assistance) involving inputs from all CROP agencies. The meeting produced a submission considered by Ministers in Auckland, November 1998. Two regional proposals addressing biodiversity and waste management issues were submitted to the Donor Conference. No response to date from the UN system concerning the assessment/financing of these proposals.</p>
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<p>Capacity Building for Environmental Management in the Pacific (CBEMP) Programme</p>	<p>118 - 119</p>	<p>The Meeting encouraged the Secretariat to further strengthen its partnership with Peace Corps to implement activities and to seek financial assistance to enable inclusion of activities identified by participating countries and to seek additional financial resources.</p>	<p>The Secretariat has continued its close association with the Peace Corps Pacific Initiative and has submitted 26 donor requests. Some additional funding has been forthcoming from ADB, UK Department for International Development (DFID) and USAID East Asia and Pacific Environment Initiative (AEPEI) for complementary projects associated with traditional environmental management knowledge obtained through CBEMP.</p>
<p>Pacific Year of the Coral Reef (PYOCR) Campaign Outcomes</p>	<p>122 and 123</p>	<p>The Meeting requested the Secretariat to encourage Members to participate in the International Tropical Marine Ecosystems Management Symposium (ITMEMS), Townsville, Australia, 23 - 26 November 1998.</p>	<p>Representatives from the Sub-regions of Melanesia, Micronesia and Polynesia attended through funding support from AusAID.</p>
<p>Report on Members' Contributions</p>	<p>128</p>	<p>The Meeting urged the Director to write to member countries with outstanding contributions requesting them to pay immediately.</p>	<p>Letters were sent to all Members with unpaid contributions. Reminders have also been sent.</p>

<p>Primary Budget Financing Issues</p>	<p>133 - 135</p>	<p>The Meeting endorsed the Director's suggestion that the Special SPREP Meeting in 1999 discuss long-term planning and consider essential positions to be funded from the primary function budget and requested the Secretariat to prepare a report presenting a clear picture of the current financial situation.</p> <p>The Meeting observed that the current reserve of funds for deficit was quite high and suggested that part of this reserve be used to cover the current arrears and urged Members to consider their obligations to the Secretariat and to pay their contributions on time if possible.</p>	<p>The Special SPREP Meeting was not convened in early 1999 as envisaged. A clear financial picture was presented to the Work Programme and Budget Sub-committee Meeting, November, 1999. The proposed organisational structure will be covered under Agenda Item 7.2.</p> <p>The Budget for 2000, as submitted to the Work Programme and Budget Sub-committee, provided for the use of reserves to cover the projected budget deficit. The Secretariat has continued to urge Members to pay their contributions on time.</p>
<p>Cash Flow</p>	<p>139</p>	<p>The Meeting encouraged Members to remit future contributions early.</p>	<p>Some Members contributions were remitted in a more timely manner. Full details will be discussed under Agenda Item 6.1.2.</p>
<p>Audited Annual Accounts for 1997</p>	<p>140</p>	<p>The Meeting requested the Secretariat to provide a report that included a comparison between actual and budgeted income and expenditure.</p>	<p>The 2000 Budget as approved by the Work Programme and Budget Sub-committee and the 2001 Budget reflect both the prior year's budget and actual results.</p>

Appointment of Auditors	146	The Meeting agreed to advertise the tender for appointment of auditors regionally (including the local market) for the audit for 1999 and 2000 and for the result of the tender to be tabled at the Special SPREP Meeting in 1999 for a decision. The Meeting also requested the Secretariat to put out the audit for tender every two years, as a matter of normal practice.	The result of the tender for auditors was agreed by the Special SPREP Meeting and the Secretariat has institutionalised the practice of putting out the audit for tender every two years. The audit tender for 2000 and 2001 will be discussed under Agenda Item 8.2.
Work Programme and Budget	149 - 153	The Meeting: <ul style="list-style-type: none"> • requested the Secretariat to develop a qualitative output performance-based budget for presentation to the Special SPREP Meeting 	The 2000 Work Programme and Budget, approved by the Sub-committee, provided more data relevant to the output-based performance budget.
		<ul style="list-style-type: none"> • suggested that in future reporting, the narrative section for each key output show the funding source and the level of commitment of each donor; 	The 2000 budget provides such donor information.
		<ul style="list-style-type: none"> • requested that there be quantitative measures in the form of putting in time-frames for staff to accomplish tasks; 	The performance measures in the 2001 Work Programme and Budget include time frames in relevant instances.

		<ul style="list-style-type: none"> requested SPREP to take into account in its Work Programme, the proposal to establish a South Pacific Sanctuary for Great Whales and work related to the conservation and management of tuna stocks under the Multilateral High Level Conference on Conservation and Management of Migratory Fish Stocks of the Western and Central Pacific; 	See report under Agenda Item 7.3.2.5 (South Pacific Whale Sanctuary) and Agenda Item 7.3.2.12 (Strategic Action Programme for International Waters)
		<ul style="list-style-type: none"> requested inclusion in the Work Plan, work on fresh water environmental management issues and aquatic biodiversity; 	Working with SOPAC on water awareness and aquatic biodiversity taken into account in SPBCP and Species Conservation work.
		<ul style="list-style-type: none"> reiterated comments in relation to future consideration in the SPREP Work Programme and Budget of the US insular areas; 	SPREP has been actively involving the US insular areas in Work Programme activities.
		<ul style="list-style-type: none"> sought "a revised Primary Function budget that would reflect the agreement of the SPREP Meeting that there would be no increase in Members' contributions in 1999, as well as the cost savings accruing from the decision to temporarily replace the Deputy Director with an Executive Officer"; 	1999 Budget was revised, as requested, and sent to Members in early 1999.

		<ul style="list-style-type: none"> • requested the Secretariat “to itemise (in the revised budget) the total amount programmed into the 1999 budget with an 11% professional staff salary increase which had now been deferred, as well as any other cost reductions to balance the 1999 budget”; 	<p>This was incorporated in the revised Budget.</p>
		<ul style="list-style-type: none"> • encouraged SPREP “not to work towards a deficit budget and requested that it set its Work Programme according to future indications of commitments from Member countries”; 	<p>Deficits have been eliminated, but where funding has not been sufficient to fund expenditures, the budget has drawn on Reserves to avoid a deficit budget.</p>
		<ul style="list-style-type: none"> • adopted the Work Programme and Budget for 1999 with appropriate amendments and requested that this revised document be circulated as soon as possible to Members and be tabled at the Special Meeting to review SPREP Programme Officers’ salaries.” 	<p>As the Special SPREP Meeting was not convened in early 1999, the Budget was sent to all Members.</p>

Submission by Government of the Republic of Nauru	156	The Meeting agreed that Nauru be classified by SPREP as a Small Island State.	SPREP has reclassified Nauru as a Small Island State and provided financial assistance for Nauru's attendance at the 11SM.
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Recommendation

The Meeting is invited to:

- **note** the status of action undertaken by the Secretariat on matters arising from the Tenth SPREP Meeting.

31 August 2000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10 – 12 October, 2000

Agenda Item 6.1.1: Action Plan (1997 – 2000) Achievements – Technical Report

Purpose of Paper

1. To present to the Meeting the Key Achievements under each Programme Area completed during the time of the current Action Plan (1997 – 2000).

Background

2. The Action Plan (1997 – 2000) contains six Strategic Outputs under which Work Programme activities, aimed at achieving the Action Plan's overall goal of building national capacity to protect and improve the environment in the region, are addressed. These include:

- Strategic Output 1: Biodiversity and Natural Resource Conservation;
- Strategic Output 2: Climate Change and Integrated Coastal Management;
- Strategic Output 3: Waste Management, Pollution Prevention and Emergencies;
- Strategic Output 4: Environmental Management, Planning and Institutional Strengthening; and
- Strategic Output 5: Environmental Education, Information and Training.

3. Whilst significant progress has been made towards achievement of the Action Plan goal, the Secretariat would appreciate additional guidance and input from Members on how best to undertake future Work Programme activities and thus assist and complement environmental management efforts of Member countries and territories.

Recommendation

- 4 The Meeting is invited to:
- **note** the achievements of SPREP during the Action Plan period 1997-2000; and
 - **provide guidance** to the Secretariat on how best to achieve future Action Plan goals.

28 August, 2000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10-12 October 2000

Key Achievements under each Programme Area 1997 - 2000

Strategic Output 1: Biodiversity and Natural Resource Conservation

Relevant Objective & Outputs	1997-2000 Achievements
<p>Output 1: Staff of government departments, who can competently promote and undertake initiatives for the conservation of biodiversity and sustainable resource management</p>	<ul style="list-style-type: none"> • Completion of community-based resource management planning and sustainable enterprise training for all CASO's and some Project Managers, following 1997 training needs assessment • Plans by SPREP, USP and International Centre for Protected Landscapes (ICPL) regarding the establishment of a protected area training programme for conservation and environment practitioners in the Pacific are near completion.
<p>Output 2: Government, NGO and community organisations working on issues and initiatives through effective partnerships that incorporate a fully participatory approach.</p>	<ul style="list-style-type: none"> • So far, the more common and successful partnerships are those between government agencies and local communities through Conservation Area (CA) Coordinating Committees. Private sector involvement is limited and needs to be improved in future.
<p>Output 3:</p> <p>(a) Identification of new areas important for the conservation and sustainable use of biological diversity.</p> <p>(b) Establishment and management of conservation areas that protect biodiversity and demonstrate ecologically sustainable development by local communities in partnership with NGOs and government agencies.</p> <p>(c) Where appropriate, the establishment and management of other types of protected</p>	<ul style="list-style-type: none"> • Since 1993, 34 new sites have been set aside as conservation areas. 50% of these sites were set up with SPREP assistance through the South Pacific Biodiversity Conservation Programme (SPBCP). The SPBCP sites cover an estimated 1.5 million hectares of land and marine areas in 12 PICs. The ability of other organisations to match the achievement of SPREP is a good indication of their commitment and acceptance of the SPBCP community-based approach and augurs well for future collaboration with SPREP. • Resource surveys and inventories have been undertaken and completed in a number of SPBCP-supported CA Projects including Koroyanitu, Vatthe, Utwawalung, Uafato, Haapai, Funafuti and Huvalu. Species conservation and monitoring are underway in Takitumu, and Arnavon islands.

areas.	<ul style="list-style-type: none"> • While some work has been done outside SPREP in this area, the SPBCP focus on community-based conservation areas has come at the expense of other forms of protected areas. Conventional national parks and heritage sites have not made much progress at all in the past four years.
<p>Output 4: Development and implementation of regional strategies, national plans and NGO and local community initiatives for endangered, threatened or vulnerable native species.</p>	<p>The following Regional Species Conservation Programmes have been in operation for the four years of the Action Plan.</p> <p><i>Regional Marine Turtle Conservation Programme:</i></p> <ul style="list-style-type: none"> • Ongoing activities following 1995 Year of the Sea Turtle Campaign – including more than 18 national and NGO dedicated campaigns. <p><i>Regional Avifauna Conservation Programme</i></p> <ul style="list-style-type: none"> • technical review of the conservation requirements of birds in Polynesia and Melanesia. • workshop to create project briefs for top priority species in Polynesia and Melanesia. • establishment of five in-country projects demonstrating wildlife management/species recovery techniques or producing educational material. • technical review of the conservation requirements of birds in Micronesia. • establishment of partnerships with Bird Life International and Birds Australia. <p><i>Regional Marine Mammal Conservation Programme</i></p> <ul style="list-style-type: none"> • Tonga whale watching project/South Pacific Humpback Whale Project. • Baseline reviews of Marine Mammals in the SPREP region, including a set of strategic recommendations for further work in the region. • SPREP input to Southern Ocean Whale Sanctuary and proposal for a South Pacific Whale Sanctuary • Advice given on SPREP member request basis including support to bat, insects and crocodile work.
<p>Output 5: Prevention, eradication or control of non-indigenous species which threaten ecosystems, habitats and species.</p>	<ul style="list-style-type: none"> • Development and securing of resources, including new staff, for a regional Invasive Species Programme. • Technical review of the status of invasive species in PICs, risk of spread, urgency for mitigation, future projects defined. • Draft Pacific regional invasive species strategy written by PIC workshop participants. • Two demonstration projects incorporated into threatened bird recovery programmes. • Obtained funding for and started a demonstration eradication project on two islands which will also benefit an endangered species. • Networks and collaboration established especially

	<p>with the US Brown Tree Snake control and containment programme, IUCN's Invasive Species Specialist Group (ISSG) and Global Invasive Species Programme.</p> <ul style="list-style-type: none"> • Comprehensive information base composed of publications established. Assisted in the design of ISSC's early warning information base.
<p>Output 6: Implementation of conventions, agreements and strategies that are relevant to the conservation and sustainable use of biodiversity.</p>	<p><i>Convention on Biological Diversity</i></p> <ul style="list-style-type: none"> • Assistance provided to PICs to join this convention. There are now 13 PICs party to the CBD. • Technical and policy advisory support and briefings to key CBD meetings and processes e.g. COPs on biosafety, access and benefit sharing. • Policy development and coordination for COPs and key CBD issues to increase effectiveness of PIC participation. • Awareness raising, training and information programme developed and regional workshop convened. • Includes information product design and services on CBD Overview, National Coordination, Access and Benefit Sharing, Biosafety and Intellectual Property Rights. • Regional project established to develop Guidelines on Access to Genetic Resources and Benefit Sharing. • UNDP/GEF funded joint SPREP/WWF project established to support the development of National Biodiversity Strategies and Action Plans. • Good working partnerships developed with FIELD and WWF for CBD implementation. <p><i>Action Strategy for Nature Conservation in the Pacific Islands Region and Nature Conservation Roundtable</i></p> <ul style="list-style-type: none"> • Sixth South Pacific Conference for Nature Conservation in the Pacific Islands Region convened – led by team of Pacific Island Working Group Facilitators. • Action Strategy successfully reviewed and completed for 1999-2000. • Nature Conservation Roundtable established with good commitment from agencies (NGOs and IGOs) active in nature conservation in the region. Met 4 times and developed strategic indicators-based monitoring programme.
<p>Output 7: Political support and increased national and local capacity for coral reef and wetland ecosystem conservation.</p>	<ul style="list-style-type: none"> • The 1997 Pacific Year of the Coral Reef Campaign was developed by 18, Members and was regionally launched simultaneously with national campaigns across the region. • Evaluation of the PYOCR Campaign. • Regional development of an "Activity Plan for the

Conservation of Coral Reefs in the Pacific Region”.

- Training in coral reef monitoring methods was provided to many of the Melanesian and Micronesian countries. Some of these (e.g. Kosrae) having developed large scale coral reef monitoring programmes. Appropriate methods for communities were trialed in Samoa. All of this training will form the basis of nodes for the Global Coral Reef Monitoring network in the Pacific.
- In-country awareness raising theme competition activities were carried out through the Wetland Network. A Mangrove Awareness Video targetting the general public was developed to show people the benefits of mangroves and the threats they face.
- Coastal Programme staff attended meetings of the regional agencies and key international organisations with a vested interest in the coastal area to generate project synergy and eliminate duplication.
- To facilitate communication and awareness in the region and overseas, directories of profiles of organisations involved in coastal and coral reef management and training courses available were published.
- Activities to improve coordination of regional organisations in the conservation of marine resources were partially addressed in the Coral Reef Activity Plan.
- Train-the-Trainers community based Marine Ecotourism workshop to provide communities with practical alternatives for earning revenue from coral reef and mangrove resources.
- Train-the-Trainer community based workshops were held for setting up and managing Marine Protected Areas (MPAs).
- Conducted the Pacific Year of the Coral Reef Evaluation Meeting, April 1998, Nadi, Fiji. Funded Pacific island participants to the Meeting from American Samoa; Cook Islands; FSM; Fiji; Guam; Kiribati; Marshall Islands; Nauru; Niue; Palau; Samoa; Solomon Islands; Tonga; Vanuatu.
- Funded Pacific island participants from FSM and Fiji to the advanced training course in coral reef survey and monitoring methods (March 1998, Townsville, Australia).
- Conducted a sub-regional train-the-trainer workshop in coral reef survey and monitoring techniques at the College of Micronesia (October 1998, Pohnpei). Funded Pacific island participants to attend the workshop from FSM and Vanuatu.

	<ul style="list-style-type: none">• Conducted a sub-regional train-the-trainer workshop in coral reef survey and monitoring techniques at the University of the South Pacific, Suva, Fiji, July 1998. Funded participants to the workshop from Fiji; Nauru and Niue.• Funded Pacific island participants to the SPBCP Multipartite Review Meeting, Port Vila, Vanuatu, 19–20 November 1998 from 8 PICs.• Funded participants to the community-based ecotourism skills development programme and workshop for SPBCP-supported Conservation Areas, Esperitu Santo, Vanuatu, 23 November – 4 December 1998 from 10 PICs.• Contributed to the World Bank-funded Seminar on Marine Biodiversity and Sustainable Coastal Uses in the Pacific, Nadi, May 1998. Pacific island participants to seminar from American Samoa; FSM; Fiji; Guam; Kiribati; Niue; Palau; Samoa; Solomon Islands; Tonga; Tuvalu and Vanuatu.• Commenced Canada South Pacific Ocean Development Project Phase II Coastal Systems Project in FSM (October 1998), in Kosrae and Tuvalu (August 1998), Funafuti and Vanuatu (August 1998).• Funded Pacific island participants to the “train-the-trainers” Community Ecotourism Workshop for the Melanesia sub-region, November 1998, Vanuatu from Fiji; Solomon Islands and Vanuatu.• Polynesia Community-based Marine Ecotourism Workshop Cook Islands, 1-12 May, 2000. This workshop resulted in two Cook Island communities having their own tour products developed by the workshop.• The Mangrove awareness raising video launched regionally on World Environment Day, 6 June in partnership with the Samoa Government.• The Pacific Islands Environmental Conference, American Samoa, June 2000 was the launch-pad for SPREP Regional Seagrass Factsheet.• Contribution to:<ul style="list-style-type: none">• Pacific Coral Reef Symposium and ICRI Coordinating Planning Committee Meeting, New Caledonia; and• 5th Coral Reef Task Force Meeting, American Samoa
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Strategic Output 2: Climate Change and Integrated Coastal Management

Relevant Objective & Outputs	Achievements
<p>Output 1. Information, methodologies and models which predict the impacts of climate change, climate variability and sea level rise.</p>	<ul style="list-style-type: none"> • Ongoing support to countries in association with the US Department of Energy Atmospheric Radiation Measurement (ARM) programme. • Scenarios for climate change impacts and sea level rise - An Analysis of the Kyoto Protocol – Latent Sea-Level Rise in the Pacific Region Part One and Regional Climate Change Scenarios Part Two. • Development of PACCLIM, a pilot climate change impact model for the region.
<p>Output 2. National staff with planning and management skills to develop adaptation strategies to climate change, climate variability and sea level rise.</p>	<ul style="list-style-type: none"> • Implementation of the South Pacific Sea Level Rise and Climate Monitoring Project in partnership with the National Tidal Facility (NTF), Flinders University, South Australia. • Development and transfer to USP of the Vulnerability and Adaptation training programme. • Development of Adaptation Guidelines – A policymakers guidance document produced. • Assistance with the development of the World Bank Regional Economic Report for Forum Economic Ministers 2000, on Evaluating Adaptation Options for Pacific Island countries enhancing and utilising Fiji and Kiribati Vulnerability and Adaptation activities. • One set of regional/national procedures developed on GHG inventories. • One set of regional/national guidelines developed on undertaking Vulnerability and Adaptation. • One set of regional/national guidelines developed on undertaking Initial National Communications. • One set of regional/national guidelines developed for undertaking National Implementation Plans. • One Vulnerability and Adaptation Training Course Package on CD-ROM. • Memorandum of Understanding between SPREP and University of the West Indies, Centre for Environment and Development (UWICED) related to closer working collaboration between PICCAP and Caribbean Planning for Adaptation to Climate Change (CPACC).
<p>Output 3. Meteorological organisations co-operating at a regional level and committed to internationally recognised</p>	<ul style="list-style-type: none"> • The establishment of the World Meteorological Organization Sub-regional office for the South West Pacific. • Strengthening arrangements for support to the Directors of the Regional Meteorological Services.

standards and procedures.	<ul style="list-style-type: none"> • Strategic Plan for the Development of Meteorological Services in the Pacific Islands • Needs analysis for the development of meteorological services.
<p>Output 4. Adaptation strategies as part of Integrated Coastal Management (ICM) plans including measures to manage or mitigate against the effects of sea level rise or climate change.</p>	<ul style="list-style-type: none"> • Phase I and phase II of the Pilot Information Management Workshop for Pacific Islands Climate Change Assistance Programme (PICCAP) co-ordinators was conducted by staff from the World Conservation Monitoring Centre. • ICM concepts were introduced to the Forum governments participating in the Sea Level Rise Training at the National Tidal Facility, Flinders University. • An Integrated Coastal Management Introductory Workshop was conducted during August 1998 in Funafuti for the PICCAP country team as part of the CSPODP II Coastal Systems Project. • ICM concepts were introduced to the Forum governments participating in the Sea Level Rise training attachment. • CSPODP II Coastal Advisory groups were supported with funds to allow key stakeholders to discuss critical coastal issues. • A Pandanus tree conservation project was initiated in one country to promote practices that will help mitigate and adapt to the impacts of climate change on coastal areas. This will act as a pilot study for a larger project. • The major issues, constraints and opportunities for technology transfer in the coastal zone were written up as an IPCC report.
<p>Output 5. Implementation of commitments under the United Nations Framework Convention on Climate Change (UNFCCC)</p>	<ul style="list-style-type: none"> • Ten National Greenhouse Gas Inventories. • One Regional Greenhouse Gas Synthesis. • One Regional Mitigation Analysis Study. • Ten National Preliminary Assessments on Vulnerability and Adaptation. • Ten National Vulnerability and Adaptation Statements. • One Regional Vulnerability and Adaptation Synthesis. • Ten initial National Communications. • One Regional Synthesis of National Communications (A Regional Statement). • Ten National work plans on developing National Implementation Plans. • A Draft Pacific Islands Regional Framework for Action on Climate Change (links science and policy) in terms of developing National Implementation Plans.

	<ul style="list-style-type: none">• Strengthened support to Pacific Island countries participating in the UNFCCC negotiations.• Provision of briefing notes to UNFCCC Subsiding Bodies and Conference Parties.• Development of a climate manual for PIC negotiator.• Regional Study on CDM.• Technical advice to delegations of specialised meetings. eg. High level sinks meeting in Perth; Regional consultations on technology transfer; Asia-Pacific meetings on climate change and AOSIS meetings.• In country visits to raise awareness on UNFCCC/Kyoto Protocol issues.• A Regional Study on Potential Opportunities and Constraints of the Clean Development Mechanism.
<p>Output 6. A regional information service on climate change.</p>	<ul style="list-style-type: none">• Newsletter for Sea Level Rise and Climate Monitoring Project circulated quarterly.• Annual briefing provided to the Pacific Islands Forum.

Strategic Output 3: Waste Management, Pollution, Prevention and Emergencies

Relevant Objective & Outputs	Achievements
<p>Output 1. Improved national and regional capacity to prevent, minimise and manage pollution and waste.</p>	<ul style="list-style-type: none"> • The completion of an inventory of Persistent Organic Pollutants (POPs) in the region. • Analysis of land based sources of marine pollution. • Development of Clearinghouse options for the implementation of the Global Programme of Action for the Protection of the Marine Environment from Land Based Sources. • A Regional Plan of Action for the Protection of the Marine Environment from Land Based Sources in the Pacific island region. • The completion of the Waste Characterisation Study under the European Union (EU) funded WASTE programme along with commencement of in-country activities in PNG, Vanuatu, Solomon Islands, Kiribati and Fiji. • Development of waste education and awareness material including video and cartoon booklets. • Assistance with national workshops on pollution prevention, awareness and enforcement. • Co-ordinating UNEP-funded consultancy on Integrated Waste Management Planning for SIDS. • Demonstration projects in waste management techniques in selected countries.
<p>Output 2. Co-ordinated marine pollution emergency response.</p>	<ul style="list-style-type: none"> • The development of the Pacific Islands Regional Marine Spill Contingency Plan (PACPLAN) and National Plan (NATPLAN) template to address national and regional oil spill responses. • Commencement of Marine Pollution Risk Assessment under PACPOL.
<p>Output 3. Implementation of the principles of the Waigani Convention.</p>	<ul style="list-style-type: none"> • MoU established with the Basel Convention Secretariat. • Analysis of Secretariat requirements for entry into force of Waigani Convention.
<p>Output 4. National and regional strategies to minimise sea-based pollution.</p>	<ul style="list-style-type: none"> • Formulation and endorsement of Pacific Ocean Pollution Prevention Program (PACPOL) Strategy and Workplan 1999-2003. • The implementation of selected Pacific Ocean Pollution Prevention Programme (PACPOL) projects. • The completion of model national Marine Pollution Prevention legislation.

Strategic Output 4: Environmental Management, Planning and Institutional Strengthening

Relevant Objective & Outputs	Achievements
<p>Output 1. Intergrated Coastal Management approaches developed for Pacific island situations.</p>	<ul style="list-style-type: none"> • Train-the-trainer workshops conducted aimed at key government and industry personnel with a major focus on benthic lifeforms. • Over the past 6 years, training in coral reef monitoring methods has been provided to the majority of SPREP member countries. ReefCheck methods, a subset of more simpler methods of the Global Coral Reef Monitoring Network (GCRMN) have also been trialed in some Melanesian countries. • An introductory GIS workshop was held in Tuvalu from 8 to 13 February, 1999 for 20 representatives from the government organisations responsible for managing and monitoring coastal resources in Tuvalu. • A workshop on Conflict Management for Sustainable Coastal Livelihoods, was held in Vanuatu.. • A strategic environmental assessment training workshop was held in Kosrae. • The Seminar on Marine Biodiversity and Sustainable Coastal Uses in the Pacific held in Nadi in conjunction with the World Bank Economic Development Institute. • Support to International Coral Reef Initiative (ICRI) Co-ordination and Planning Committee (CPC) meetings. • Review of the IPCC regional climate impacts report and lead authorship on the coastal technology transfer report. • Inputs to the CROP Marine Sector Working Group and the APEC Oceans meeting on behalf of the Forum.
<p>Output 2. Representatives of government, NGOs, local communities and the private sector with skills to plan, manage and regulate development.</p>	<ul style="list-style-type: none"> • The monitoring and evaluation of Statement of the Environment (SoE) capacity in the region. Monitoring and evaluation of previous support for State of the Environment reporting undertaken in the Marshall Islands, Kiribati and Niue. Considerable constraints exist at national level including the need for both software and hardware support for SoE databases that were introduced in 1997. • The agreement by Trade Ministers to a significant programme of work on trade and environment linkages. This provides the platform for linking environmental issues to the economic reform and

	<p>development agenda in the region.</p> <ul style="list-style-type: none"> • The completion of the Pacific Islands Environment Outlook. The project funded by European Union (EU) through UNEP, provides another solid platform for evaluating environmental priorities over the next five years. The launch of the Pacific Islands Environment Outlook was well received in New York and both UNEP and the European Union were complimentary of SPREP's efforts.
<p>Output 3. Integration of NEMS into national and sectoral plans and programmes</p>	<p><i>Capacity Building for Environmental Management in the Pacific (CBEMP)</i></p> <ul style="list-style-type: none"> • Held a regional CBEMP National Project Coordinators meeting to determine the process for developing the CBEMP Project Document and countries prepared County Reports outlining capacity building requirements • Completed the Preparatory Assessment Phase and produced CBEMP Project Document. Twelve Pacific Island countries signed on to participate in the CBEMP Project under the working themes of Marine Resources, Forests and Trees and Sustainable Tourism, and each prepared a Country Workplan (coordinated by the CBEMP National Project Coordinator under the guidance of the CBEMP National Coordinating Committee.) • Mobilised the involvement of 10 Peace Corps Volunteers under their Pacific Initiative for CBEMP. • Participating countries assessed their national database levels; determined suitability for the establishment of a national database on traditional knowledge; reviewed existing national information on traditional knowledge; designed survey forms to obtain traditional information not collected during the literature reviews; held training workshops to improve national skills to collect traditional information; and entered traditional information collected during the literature reviews and the surveys onto a national database. • Convened a regional training workshop for Peace Corps Volunteers, their national counterparts and representatives from participating countries.
<p>Output 4. Environmental Assessment, legislation and reporting to support NEMS priorities.</p>	<ul style="list-style-type: none"> • Prepared revised Draft Environment Bill for Niue in 1999. • Prepared four environmental regulations under the Solomon Islands Environmental Bill, the principal regulation being the Environmental Assessment Regulations. Completed in 1999. • Drafted, in conjunction with Marine Pollution Officer and the SPC Maritime Legal Expert, Regional

	<p>Marine Pollution legislation template. Template positively acknowledged by the World Maritime Organization as a model to guide other regions in the World. Completed in 1999.</p> <ul style="list-style-type: none"> • Provided legal advice, interpretations and briefs to member countries through faxes and electronic media.
<p>Output 5. Effective participation in regional and international environment negotiations and agreements</p>	<ul style="list-style-type: none"> • The secondment of SPREP officer to Samoa Mission to the United Nations (UN), New York. Such an arrangement if continued can increase capacity of Pacific Island Countries (PIC) Missions to the UN to deal with international environment issues and increase the links between regional priorities and those negotiations. • Assistance to PIC representatives at the GEF Council. • Advice and briefing to PIC representatives to the Commission on Sustainable Development. • Participated in UNEP Global Environment Outlook II publication, chapter on Implementation of Multilateral Environmental Agreements in the Pacific. • Presented paper in Trade and Environment Regional Workshop Nadi, January 1999 in preparation for Biosafety Protocol Negotiations held in Colombia, February 1999. PICs Briefing paper prepared. • Provided advice and support to PICs (Cook Islands, Federated States of Micronesia, Kiribati, Samoa and Solomon Islands) at 5th Ad Hoc Open Ended Working Group Meeting on the Biosafety Protocol and the First Extraordinary Conference of the Parties to the Convention on Biological Diversity held in Colombia, February 1999. Prepared Briefing Paper for PICs at First Extraordinary Meeting of the Parties (Resumed Session) to the Convention on Biological Diversity. • Provided legal support to PICs on legal status and prospects for management of hazardous waste in the Pacific. • Collaborated with the Secretariat of the Basel Convention on the preparation of SPREP as the Secretariat to the Waigani Convention upon entry into force. • Prepared Briefing Paper and provided support and advice to Pacific Island Countries attending the Third Meeting of the Intergovernmental Negotiating Committee Meeting on Persistent Organic Pollutants (INC 3), November 1999. • Provided advice to PICs at the SPC Regional Workshop on Biosafety and Capacity building, Nadi,

Fiji, December 1999.

- Assisted in the preparation of the Convention on Biological Diversity Information Kit and compiled documentation for PICs on International Conventions relating to the environment.
- Jointly convened a Regional Workshop (with Commonwealth Secretariat and Forum Secretariat) Vavau, Tonga in June 1999 on implementation of the United Nations Convention on the Law of the Sea (UNCLOS). This Meeting was attended by the fourteen independent Pacific Island Countries. Presented Paper on the correlation between the SPREP Convention and the Law of the Sea (Part XII).
- Provided information to Pacific Island Law Officers Meeting Madang, Papua New Guinea on the Challenges to the Environment of the South Pacific in the New Millennium.
- Contributed to UNEP's first expert panel meeting on the Third Montevideo Plan of Action held to guide UNEP's action plan for the years 2000-2010 by highlighting the special needs of the Small Island Developing States of the Pacific.

Strategic Output 5: Environmental Education, Information and Training

Relevant Objective & Outputs	Achievements
<p>Output 1 Integration of Environmental content into formal and non-formal education programmes</p>	<ul style="list-style-type: none"> • Since 1997, the Education Programme has been actively providing training for teachers and for teacher trainers in environmental education. This training has covered resource material development, communication skills training, student-centred teaching skills and also general environmental information. The integration of Environmental Education (EE) into formal education programmes of the majority of SPREP member countries is an indication that this training has been successful. Teacher training continues as a priority of the education programme with two sub-regional workshops held for primary school teachers in 1999/2000. • Resource material developed at the national level with SPREP assistance in several countries, includes school newsletters (Vanuatu), environmental activity guides for teachers (Tonga) and curriculum material production (Kiribati). • The Pacific Regional Conference for Environmental Education and Training, Fiji in 1998 brought together over 170 educators from the formal, non-formal and government sectors. The Conference resulted in the development of the <i>Action Strategy for Environmental Education and Training in the Pacific Region, 1999-2003</i> which will provide guidance for a co-ordinated approach to EE in the Pacific region. • The Country Attachment Scheme supported an attachment from the Palau Environmental Protection Agency in 1997/1998. • A short-term country attachment scheme was also successfully trialed with a representative from American Samoa. Training in resource material production was provided. • A country-to-country assistance initiative has also been established to build regional capacity in EE. Participants of workshops later visit other countries in the region to assist at national workshops or in resource production under this initiative. <p><u>Public Awareness Raising through Community Environmental Education</u></p> <ul style="list-style-type: none"> • Posters and brochures produced at the national level with SPREP assistance in several member countries. • Assistance provided to at least 5 member countries

	<p>each year for National Environment Week or other environment observation. Posters, videos and other material provided to countries for awareness raising.</p> <ul style="list-style-type: none"> • Communication training workshops conducted at national level to assist NGOs, churches and government environment officers to better raise awareness in country and to effectively use the media (particularly radio).
<p>Output 2 Public conversant with environmental issues of the region</p>	<ul style="list-style-type: none"> • SPREP's publications and material produced since 1998 through a corporate marketing strategy was developed to better "identify" the organisation through a focused approach. This has produced an identifiable SPREP image based on colour and style of its publications, awareness material and presentations. • Late 1999, development of a Corporate information kit commenced. The kit comprises a generic SPREP folder, SPREP brochure, Annual Report, Environment Newsletters, SPREP Action Plan, Publications Catalogue and Programme Area factsheets. • Training provided to all Programme staff on PowerPoint presentation to assist them with presentations at regional/international fora. • Coordination and implementation of the SPREP/UNESCO Pacific Environmental Information Network (PEIN) Media Workshops for journalists and government officials to raise awareness of environmental issues in each of the five participating countries (Samoa, Tonga, Marshall Islands, Fiji, Cook Islands). This provided assistance, to ensure "media-friendly" material is produced by environment officials for the media and public at large. • Advice and training in Desktop Publishing provided to country attachments from Niue and Solomon Islands in 1999. • Publications Section formally requested by the Governments of Samoa, Kiribati and Marshall Islands to provide Desktop and printing expertise in the production of their <i>Initial National Communication to the UNFCCC</i>. To date, Samoa and Kiribati products are complete and have been submitted to the UNFCCC Secretariat. • The volume of SPREP's publishing requirements has continually increased due to the number of new programme staff and increased scope of SPREP projects. To cater for this extra demand (without a corresponding increase in publishing staff) the

	<p>Publications Section developed and actioned an outsourcing process to outside service providers in late 1998. This involved vetting and developing a group of editors, designers and layout experts, and printers. The process in the latter half of 1999 is achieving its objectives.</p> <ul style="list-style-type: none"> • In 1997 and 1998, desktop publishing training (in collaboration with SPC, Suva) was provided to SPREP administration staff to assist in production of in-house material and help raise skill levels. • Participation in 1998 in development of a Regional Communications Strategy (initially developed by SPC). Strategy endorsed by SPC, Forum Secretariat and SPREP.
<p>Output 3 National and regional Environmental Information Centres and Network</p>	<ul style="list-style-type: none"> • Fully equipped and staffed Information Resource Centre (IRC) established within the Secretariat. Holds approximately 13,000 environmental records with access also to Samoa's National Environmental Resource Database (NERDS) with approximately 13,000 records as well as the 'Alafua' database with approximately 17,000 environment and agriculture records. IRC currently 'host' to SPREP's Website feedback function. • 6 National Environmental Information Centres (Fiji, Kiribati, Marshall Islands, Samoa, Vanuatu and American Samoa) established with trained staff and equipped (computers, software and photocopiers). Country participants also attended the 1st Environmental Information Network and Clearinghouse Sub-regional Workshop, Samoa 1998 as a follow-up to in-country training. Vanuatu National Information Sharing Workshop, held in November 1999 involving 15 ni-Vanuatu participants plus 1 Cook Islands participant as an Observer. • 'Guidelines to Establishing National Environmental Information Centres' developed. Standardised coding and referencing included within this guideline. 'Non-librarians guide to InmagicPlus' developed and distributed to all countries with established National Environmental Information Centres. Database established within Secretariat IRC as well as Members involved in the PEIN Library Training programme.

- Collaboration with other CROP agencies strengthened. The 1st Environmental Information Network and Clearinghouse Sub-regional Workshop, Samoa February 1998, held in collaboration with USP Alafua. Vanuatu National Information Sharing Workshop, November 1999, held in collaboration with the Pacific Islands Marine Resource Information Systems (PIMRIS).
- SPREP IRC has been a deposit library for IUCN since 1995 under the IUCN/WRI/IIED, INTERAISE programme.
- SPREP IRC works with an established group of deposit libraries throughout its 26 Members. Current mailing list: 1,100 depositories.
- Information disseminated in a variety of mediums (paper, diskette, email, Internet via SPREP website, people-network, audio, and videos) in accordance with requests from all sectors of the community (including government agencies).

Access by member countries to modern telecommunications and electronic information technology for dissemination of environmental information

- Communication and access to information within SPREP has been improved with introduction of Internet Technology and well managed and developed IT infrastructure supporting various vital services to SPREP.
- Access to, and dissemination of, SPREP information has been vastly improved with a constantly updated website and automated distribution list.
- An Information Management Strategy also initiated in 1999 to provide a more coordinated and integrated approach to Information Management in SPREP, the foundation for which is expected to be completed by end of 2000.
- IT Coordination at regional level through the ITPACNET group.
- IT Capacity Building of Member Countries through country attachments to SPREP from Niue and Solomon Islands (in 1999) and PNG (2000).
- Computers purchased for countries with established National Environmental Information Centres and software purchased to enable searching, downloading and dissemination of environmental information.

<p>Output 4 Training/Capacity-building (Although Training was included in the title of this Work Programme Area, no output and performance indicators were identified in the last Action Plan. Members' needs have nevertheless been catered for through this work programme through a range of training and capacity building activities which we are described as Output 4.)</p>	<ul style="list-style-type: none"> • Training Needs Assessment (TNA) completed for Pacific Island Members' environmental management training requirements. Results currently being assessed to determine future capacity building of Members through training. • Regular information dissemination to Members about potential Training Opportunities through a range of international/regional sources. • Member s' personnel trained in facilitation/management related skills through the Climate Change and Conservation Area programmes. • Human Resource Development Training Needs Assessment for SPREP Secretariat staff developed, together with a Human Resource (HR) Induction Programme for new staff.
	<ul style="list-style-type: none"> • Standardised Evaluation process developed for SPREP workshops/training activities. • Training Programme developed through international/regional collaboration (ICPL and USP) for Conservation Management trainees. • Capacity building activities undertaken for Members through Country Attachment scheme and Volunteer Technical Assistance to member countries (Australian Volunteers and Volunteer Service Overseas). • Small Grants Scheme assistance provided to Members for a range of environmental awareness raising activities and ad hoc requests for environmental management support.

Strategic Output 6: SPREP Secretariat – Management and Corporate Services

Role and Functions of the Secretariat and Guiding Principles	Achievements
Provide professional advice, co-ordinate environmental activities and facilitate implementation of the Action Plan.	<ul style="list-style-type: none"> • Advice and assistance provided through responses to Members' requests, newsletters, participation at workshops, meetings and conferences and by direct country visits and consultations.
Assist SPREP Members in national capacity building, to allow Secretariat to move purposefully towards increased facilitation and co-ordination over life of the Action Plan.	<ul style="list-style-type: none"> • Capacity building promoted through strengthening environmental education, training and information systems. Also see Objective 5, above.
Monitor extent to which the Action Plan is implemented and encourage in-country responsibility as national capacity strengthens.	<ul style="list-style-type: none"> • Monitoring commenced with revised budget format for 1999 (presented at Ninth SPREP Meeting in 1998), with Interim Monitoring Report provided to Members after first half of 1999, with a complete 1999 Report provided in early 2000.
Support interests of Pacific island countries and territories in design, management and execution, of activities that require a regional approach to implementation.	<ul style="list-style-type: none"> • Participated as advisor to Members at international meetings, to ensure Pacific island interests were taken into account.
Use of existing opportunities for technical meetings and Secretariat participation in appropriate technical meetings of other regional institutions.	<ul style="list-style-type: none"> • Participated in technical meetings of other regional and international agencies, including some joint agency meetings and workshops.
Information management and communication system developed.	<ul style="list-style-type: none"> • Systems and database developed and modified to monitor and report on Action Plan progress, linkages between programmes, state of environment and reports to key agencies on new developments.
Report to SPREP Meetings on implementation of the Action Plan.	<ul style="list-style-type: none"> • Update provided to Ninth SPREP Meeting (1998), together with a performance based Output Budget format for 1999, integrating closely with the strategic objectives and programmes identified in the Action Plan.
Annual work programmes and budgets prepared.	<ul style="list-style-type: none"> • 1997, 1998 and 1999 Work programmes and budgets submitted and approved by the 1997 Work Programme and Budget Subcommittee, 1998 SPREP Meeting and 1999 Work Programme and Budget Subcommittee.
Jointly responsible, with governments, non-governmental organisations and	<ul style="list-style-type: none"> • Undertook search for funding to enable work programmes to be implemented.

donors, in the search for funding to implement work programmes.	
Provide cost-effective service to meet functions under the <i>Agreement Establishing SPREP (1993)</i> and other conventions to which the SPREP Secretariat is also the Secretariat.	<ul style="list-style-type: none"> • Use of staff and other common resources to service the SPREP Secretariat as well as functions required as Secretariat to the Apia and SPREP Conventions.
Comprise functional divisions under guidance of small management team, with flat hierarchy, delegation of responsibility, necessary administrative support and sound financial procedures.	<ul style="list-style-type: none"> • Divisional structure fully operational, Deputy Director position not filled from 1997, flat hierarchy retained. Financial and administrative responsibilities delegated in 1997. Administrative support maintained within funding constraints. Financial procedures updated in 1997, 1998 and again in 1999, to accommodate revisions to recording and reporting systems.
Work through governments, existing institutions and expertise in the region, and in co-operation with appropriate regional bodies and mechanisms, to promote co-ordination and remove duplication of effort.	<ul style="list-style-type: none"> • Visits to 90 percent of all SPREP members, participated in Heads of CROP Agencies meetings and working groups during the period. • Other regional agency meetings, improving better working relationships (including establishing Memoranda of Understanding) for promotion of co-ordination and removal of duplication of effort.
Make effective and efficient use of resources at its disposal and seek to balance allocation of resources between programmes.	<ul style="list-style-type: none"> • Scarce resources were utilised effectively and efficiently in seeking to establish a balanced allocation between programmes. Donor priorities prevented a complete balance for programmes where sufficient funds could not be raised.
Comprehensive process of evaluation and revision of Action Plan, involving all Members, collaborating organisations and institutions.	<ul style="list-style-type: none"> • Review and revision commenced in 1999, with initial outline of evaluation process presented to 1999 Work Programme and Budget Sub-committee. • Comprehensive review of the 1997-2000 Action Plan undertaken with in-country consultations with 14 members in 2000 including the obtaining of views on the future direction for the next Action Plan. • Member country input provided to draft Action Plan through the Regional Workshop in Auckland, 14-16 June 2000.
SPREP Centre Building Project	<ul style="list-style-type: none"> • Construction commenced July 1999. Completed and officially opened August 2000.



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam, 10-12 October 2000

Agenda Item 6.1.2.1 : Report on Members' Contributions

Purpose of Paper

1. To report on the receipt of Members' contributions in accordance with Financial Regulation 13.

Background

2. Financial Regulation 13 requires the Director to submit to each SPREP Meeting a report on the receipt of Members' contributions. This report addresses Members' contributions received during 1999. It also provides an update on the status of Members' contributions received in 2000, up to 31 July, and the unpaid balances of contributions as at 31 July 2000.

Members' Contributions received in 1999 and 2000 (to 31 July 2000)

3. As shown in the 1999 Audited Annual Accounts (Agenda Item 6.1.2.3), Members contributions totalling US\$457,410 were credited during 1999 (including \$47,073 advance contributions received in 1998). Of this total, \$420,115 was in respect of 1999 contributions and \$37,295 was for prior years' contributions. In addition, a further \$12,039 was received in 1999 in respect of unpaid relocation contributions, which have been transferred to the Small Grants Scheme in accordance with the decision of the 6th SPREP Meeting. A further \$7,553 was also received in 1999 in respect of 2000 contributions in advance and this amount is reflected in the 2000 contributions below.

4. US\$298,841 Members' contributions have been credited in 2000, up to 31 July 2000, including the \$7,553 received in 1999 in advance. For three members, their total payments made in 2000 exceeded their 2000 contributions, reflecting their commitment towards payment of prior years' contributions.

Unpaid Contributions

5. The attached Table shows the status of unpaid contributions as at 31 December 1999 and as at 31 July 2000.

6. The US\$261,665 balance of unpaid contributions, as at 31 December 1999, represents the \$7,553 advance contribution for 2000 and \$269,218 unpaid contributions in respect of 1999 and prior years.

7. As at 31 July 2000, the balance of unpaid contributions has increased to US\$464,657. In this period, and over the past two years, at least six Members appear to have made a concerted effort to reduce their unpaid contribution balances. The Secretariat would like to express its sincere appreciation to these Members.

8. The Secretariat has continued to urge Members to meet their contributions due to SPREP. In accordance with the decisions of the Ninth and Tenth SPREP Meetings, the Secretariat has been advising Members that such contributions are vital to the functional operation of the Secretariat.

9. Notwithstanding the commitment made by some Members, the Secretariat is still very concerned at the present overall level of unpaid contributions. Up to 31 July 2000, only eleven Members (out of twenty-six) had paid any contribution during 2000. At 31 July 2000, there are only four Members who have fully paid their total contributions.

Recommendation

10. The Meeting is invited:

- to **note** the report, in particular the implications on the Primary Function Budget of the shortfall in Members' contributions; and
- to **advise** the Secretariat on further action, if any, to be taken.

24 August 2000

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME
UNPAID MEMBERS CONTRIBUTIONS AS AT 31 JULY 2000
(US DOLLARS)**

COUNTRY	Relocation Contribution	1992 Contributions	1993 Contributions	1994 Contributions	1995 Contributions	1996 Contributions	1997 Contributions	1998 Contributions	1999 Contributions	1999 Receipts on A/C	Balance 31/12/99	2,000 Contributions	2,000 Receipts	Balance 31-Jul-00
American Samoa									5,725		22,900	5,725	5,725	22,900
Australia						5,725	5,725	5,725			0	104,055	104,055	0
Cook Islands									5,725		5,725	5,725	5,725	0
Federated States of Micronesia									5,725		5,725	5,725	11,450	0
FIJ									0		0	11,445	7,874	3,571
France									10		10	75,440	75,440	20
French Polynesia									20		20	11,445		11,465
Guam							11,445	11,445	11,445		34,335	11,445	45,780	45,780
Kiribati									5,725		5,725	5,725	5,725	11,450
Marshall Islands											0	5,725		5,725
Nauru	2,862	6,600	11,445	11,445	11,445	11,445	11,445	11,445	5,725	6,373.15	77,453.85	5,725		83,208.85
New Caledonia									11,445	18,998	-7,553	11,445		3,892
New Zealand											0	38,075	38,075	0
Niue									5,725		5,725	5,725	5,725	5,725
Northern Marianas						5,725	5,725	5,725	5,725		22,900	5,725	17,175	11,450
Palau														
Papua New Guinea								40	11,445		11,485	11,445		22,930
Pitcairn Island							5,725	5,725	5,725		17,175	5,725		22,900
Samoa														
Solomon Islands														
Tokelau						433		11,445	11,445		0	11,445	11,445	0
Tonga									5,725		23,323	11,445		34,768
Tuvalu								1,853	5,725		5,725	5,725	5,725	11,450
United States of America									5,725	5,351.60	2,326.40	5,725	5,202.88	2,848.64
Vanuatu									5,725		5,725	5,725		11,450
Wallis & Futuna Islands								15	11,445		0	105,000		105,000
								5,725	5,725		11,460	11,445		22,905
									5,725		11,450	5,725	9,131	8,044
	\$2,862	\$6,600	\$11,445	\$11,445	\$11,445	\$22,895	\$40,498	\$59,243	\$125,955	\$30,722.75	\$261,665.25	\$494,280	\$291,287.82	\$464,657.43



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam,

10-12 October 2000

Agenda Item 6.1.2.2 : Cash Flow and Primary Functions

Purpose of Paper

1. To report on Primary and Project Management Functions cash flow during 1999 and for the period up to June 2000.

Background

2. The Fifth SPREP Meeting directed the Secretariat to present to each subsequent Meeting a report summarising cash flow for SPREP finances.
3. The Project Implementation Function is donor funded, with expenditure being committed only when funds are available. If insufficient funds are on hand, the donor is requested to make an advance to cover projected expenditure. Only after funds are actually received, can expenditure be incurred. Project Implementation Function cash flows are therefore not included in this report which covers only Primary and Project Management Functions.

Overall Cash Flow Position

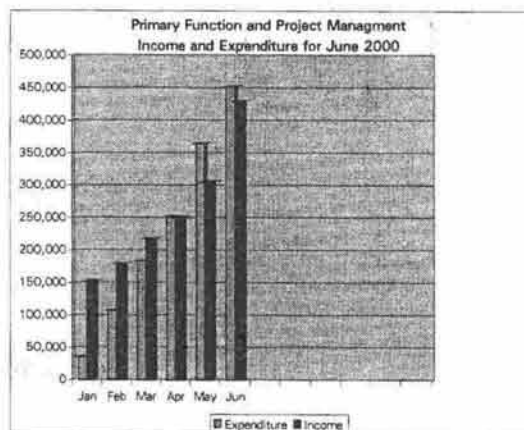
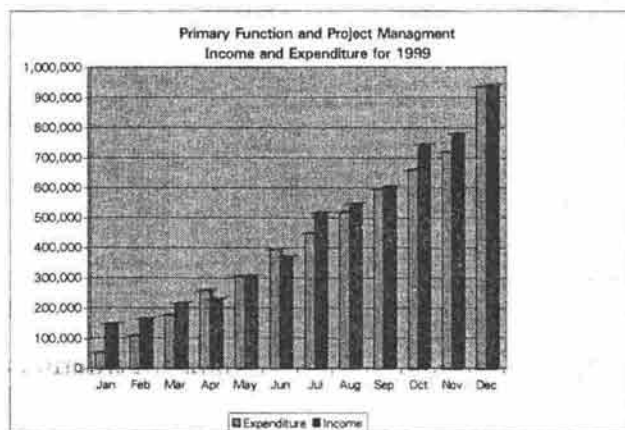
4. Combined cash flows in 1999, and for the period to June 2000, for Primary and Project Management Functions, are shown in the following tables and graphs.

Primary Function & Project Management
Income and Expenditure for 1999

Month	Expenditure	Income	Surplus/ (Deficit)
Jan	53,700	150,303	96,603
Feb	111,030	166,383	55,353
Mar	178,509	217,660	39,151
Apr	259,952	231,134	(28,818)
May	306,942	308,766	1,823
Jun	395,085	371,105	(23,980)
Jul	449,999	518,695	68,697
Aug	521,596	548,900	27,304
Sep	597,322	607,295	9,973
Oct	663,513	747,286	83,773
Nov	722,459	782,824	60,365
Dec	937,435	942,940	5,505

Primary Function & Project Management
Income and Expenditure for June 2000

Month	Expenditure	Income	Surplus/ (Deficit)
Jan	35,918	152,835	116,917
Feb	107,844	179,853	72,009
Mar	183,960	218,451	34,491
Apr	252,105	250,602	(1,504)
May	365,789	305,731	(60,058)
Jun	452,587	429,877	(22,710)



5. The Secretariat continues to utilize the capital fund to cover shortfalls in the cash flows as only a few Member contributions are received at the beginning of each year. In the first six months of 2000 a shortfall of \$19,770 is recorded. The budget for the year shows a transfer of around \$150,000 from Members' funds to cover such shortfalls. This trend will continue in the future and would completely deplete this reserve as the Secretariat's income from Members' contributions can not sustain its expenditure. The above tables and graphs illustrate the past and current positions.

6. A clearer perspective of the position can be gained by separating cash flows into Primary Function and Project Management. The following tables and graphs provide cashflow breakdowns for each of these functions.

Primary Function Cash Flow

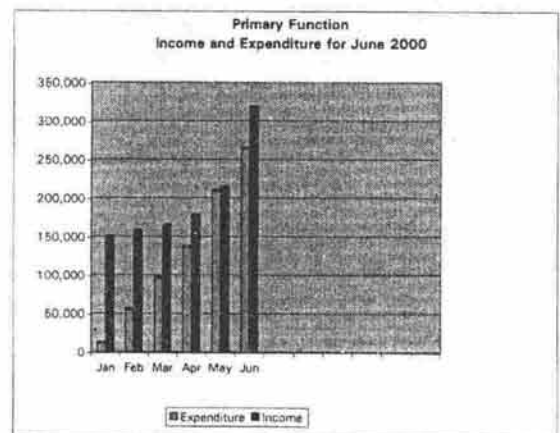
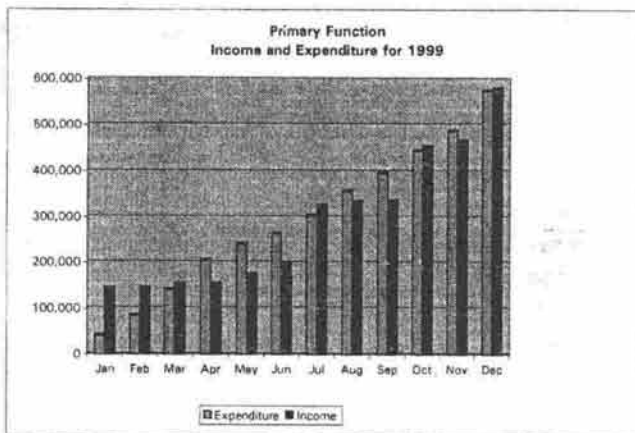
7. The following tables and graphs for 1999 and to June 2000 respectively show income received and expenditure incurred in the Primary Function.

**Primary Function
Income and Expenditure for 1999**

	Expenditure	Income	Surplus/ (Deficit)
Jan	41,012	143,160	102,149
Feb	85,012	145,131	60,118
Mar	139,860	152,741	12,880
Apr	205,260	153,622	(51,638)
May	241,498	174,013	(67,485)
Jun	263,543	199,929	(63,615)
Jul	304,194	325,222	21,028
Aug	355,993	332,613	(23,380)
Sep	395,792	335,538	(60,254)
Oct	443,158	452,700	9,542
Nov	486,728	466,332	(20,396)
Dec	573,329	578,433	5,104

**Primary Function
Income and Expenditure for June 2000**

	Expenditure	Income	Surplus/ (Deficit)
Jan	12,611	151,435	138,824
Feb	56,193	158,759	102,566
Mar	97,913	166,135	68,222
Apr	138,032	179,069	41,037
May	210,476	215,032	4,556
Jun	265,168	319,634	54,465



8. For the first three months in 1999 and in only three subsequent months there was a positive cash flow. During the periods of negative cash flows, the Secretariat was, again, able to cover the shortfall from the Capital Fund. For the rest of the year, and for the six months to June 2000, the Primary Function income cash flow was sufficient to cover expenditures. This is reflected as a positive cash flow in the tables and on the graphs.

9. The positive cash flow position was a result of the early payment of contributions from some metropolitan countries whose contributions amount to a significant proportion of Members' contributions.

10. As shown in the foregoing tables, a surplus of \$5,104 in 1999, and of \$54,465 in the period to 30 July 2000, was realised in the Primary Function. The working paper covering the 1999 audited annual accounts provides further details on this.

11. The Capital Fund was used to provide funds to meet the shortfall in Primary Function income during six months of 1999, when there was insufficient funds available to meet the expenditures.

Project Management Cash Flow

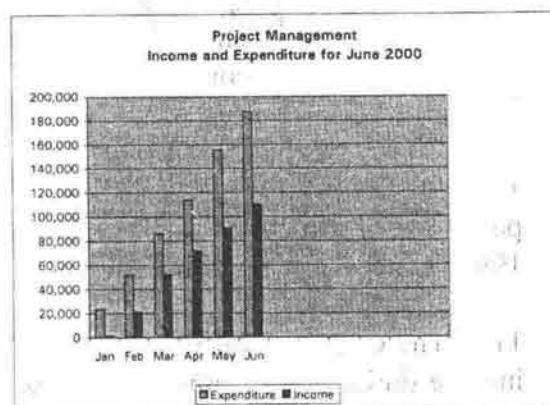
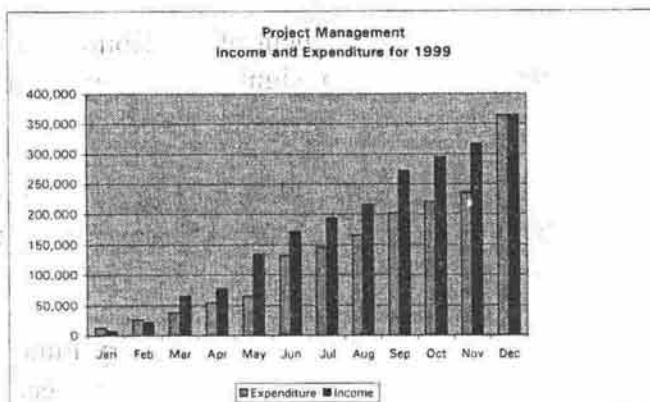
12. The following tables and graphs show income received and expenditure incurred in the Project Management Function.

**Project Management
Income and Expenditure for 1999**

	Expenditure	Income	Surplus/ (Deficit)
Jan	12,688	7,143	(5,546)
Feb	26,018	21,252	(4,766)
Mar	38,649	64,919	26,271
Apr	54,692	77,512	22,820
May	65,445	134,753	69,308
Jun	131,542	171,177	39,634
Jul	145,805	193,473	47,668
Aug	165,603	216,287	50,684
Sep	201,530	271,757	70,227
Oct	220,355	294,586	74,231
Nov	235,731	316,492	80,761
Dec	364,106	364,507	401

**Project Management
Income and Expenditure for June 2000**

	Expenditure	Income	Surplus/ (Deficit)
Jan	23,307	1,401	(21,907)
Feb	51,650	21,094	(30,557)
Mar	86,047	52,316	(33,731)
Apr	114,073	71,533	(42,540)
May	155,313	90,699	(64,614)
Jun	187,419	110,243	(77,176)



13. Negative cash flows were experienced for the cumulative total under this function in early 1999 and throughout 2000. This is attributable primarily to a shortfall in project administration fees and expense recoveries during these periods. The fees are based on a percentage of actual Project Implementation expenditure incurred during the year.

14. The actual Project Implementation expenditure, for projects to which these fees can be charged, was much lower than projected for the period to June 2000. Some factors contributing to this include :

- delays in receiving approval from donors to spend project funds;
- fees cannot be charged against some project funding for 2000; and
- arrival of replacement staff whose contracts had expired, with a lessening of project expenditures until the replacement staff became familiar with the projects.

15. The Secretariat continues to monitor project expenditure closely, through Management and Divisional Heads, and regular consultation with all Project Officers on an individual basis.

16. Donors have been reluctant to meet the full cost of administration fees on donor funded projects. The Secretariat has actively pursued an increase in these fees.

Recommendation

17. The Meeting is invited to :

- **note** the report;
- **encourage** Members with outstanding contributions to remit these as soon as possible; and
- **commend** and **encourage** Members to continue to remit future contributions early.

24 August 2000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10-12 October 2000

Agenda Item 6.1.2.3: Audited Annual Accounts for 1999 and Performance Indicator Audit for 1999

Purpose of Paper

1. To present the Audited Annual Accounts and the Performance Indicator Audit Report for the year ended 31 December 1999.

Background

2. Financial Regulation 26(c) requires the Director to submit annual financial statements to the SPREP Meeting, while Regulations 27-33 prescribe the manner in which the financial statements are to be presented and audited. Financial Regulation 34 requires the Director to circulate to each SPREP Meeting, or to the Work Programme and Budget sub-committee, the Auditors Report on the financial operations of SPREP, together with such remarks as the Director may wish to offer, prior to the next SPREP Meeting.

3. The Financial Statements for the year ended 31 December 1999 (Attachment 1) have been prepared in accordance with the Financial Regulations and comprise the following documents:

- Audit Report
- Balance Sheet
- Income & Expenditure Statement
- Notes and Supporting Papers to the Accounts

4. The Auditor's Report in respect of the 1999 Performance Indicator Audit is also provided in Attachment 2. This compliments the Financial Statements and also provides a detailed record of activities and achievements in 1999, compared to the Performance Measures contained in the 1999 Work Programme and Budget.
5. The Director's comments on the audited accounts are in Attachment 3. Comments on the achievements for 1999 are provided in the Paper under Agenda Item 6.1.1.

Recommendation

6. The Meeting is invited to:
- **adopt** the Financial Statements and Auditor's Report; and
 - to **note** the Performance Indicator Audit Report, for the year ended 31 December 1999.

28 August 2000

**INDEPENDENT AUDIT REPORT
TO THE MEMBERS OF THE**

SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME

11SM/WP.6.1.2.3/Att.1
Page 1

Scope

We have audited the accompanying balance sheet of the South Pacific Regional Environment Programme as of 31 December 1999 and the related income and expenditure statement for the year then ended. The organisation's management are responsible for the preparation and presentation of these financial statements and the information they contain. Our responsibility is to express an opinion on these financial statements based on our audit.

Our audit has been conducted in accordance with International Standards on Auditing to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether in all material respects, the financial statements are presented fairly in accordance with generally accepted accounting principles and the organisation's financial regulations so as to present a view which is consistent with our understanding of the organisation's financial position and results of their operations.

The audit opinion in this report has been formed on the above basis.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the South Pacific Regional Environment Programme as of 31 December 1999, and of the results of its operations for the year then ended in accordance with generally accepted accounting principles and in accordance with the organisation's financial regulations.

Reporting requirements of Financial Regulation 33

Based on the work performed during the audit as discussed in the scope paragraph above, we report that in terms of Financial Regulation 33 (a) to (f) there are no issues that require specific mention in the audit report.

Betham & Co
BETHAM & CO
Certified Public Accountants

Apia, Samoa

Date: *April 20, 2000*

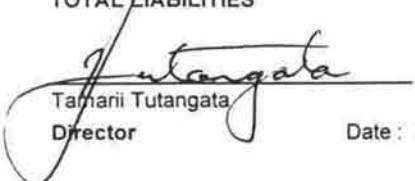


South Pacific Regional Environment Programme (SPREP)

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 1999

BALANCE SHEET
AS AT 31 DECEMBER 1999

	Note	31/12/99 USD	31/12/98 USD
ASSETS			
<u>Current Assets</u>			
Banks	4	762,415	1,491,698
Prepayments			
Term Deposits	5	4,226,622	2,430,906
		<u>4,989,038</u>	<u>3,922,604</u>
<u>Fixed Assets</u>	6	<u>93,772</u>	<u>122,912</u>
TOTAL ASSETS		<u><u>\$5,082,810</u></u>	<u><u>\$4,045,516</u></u>
LIABILITIES			
<u>Current Liabilities</u>			
Sundry & other creditors	7	995,441	629,667
Advance Funding	8/13	1,115,263	2,916,372
Small Grants Scheme	9		25,866
Project Balances	13/8	2,473,953	
		<u>4,584,657</u>	<u>3,571,905</u>
<u>Reserves</u>			
Foreign exchange variation reserve	3C/15	114,590	86,984
Capital Reserve	10	28,444	37,013
Capital Fund	11	49,628	49,628
		<u>192,662</u>	<u>173,625</u>
<u>Members Funds</u>			
Members funds	12	305,491	299,986
		<u>305,491</u>	<u>299,986</u>
TOTAL LIABILITIES		<u><u>\$5,082,810</u></u>	<u><u>\$4,045,516</u></u>


Tamarii Tutangata
Director

Date: 20 April, 2000

The above Balance Sheet is to be read in conjunction with the notes to the accounts.

STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 DECEMBER 1999

DESCRIPTION	PRIMARY	PROJECT	PROJECT	1999	1998
	FUNCTION	MANAGEMENT	IMPLEMENTATION	TOTAL	TOTAL
	USD	USD	USD	USD	USD
INCOME					
Member Contributions	\$420,115			\$420,115	\$458,960
Other Income	\$121,023			\$121,023	\$131,244
Donor Funds		\$364,507	\$8,644,702	\$9,009,209	\$5,089,028
TOTAL INCOME	\$541,138	\$364,507	\$8,644,702	\$9,550,347	\$5,679,232
EXPENDITURE					
Primary Function & Project Management					\$829,112
Conservation of Natural Resources					\$1,685,711
Environmental Management & Planning					\$2,124,600
Environmental Education, Information & Coordination					\$844,155
Finance & Administration					\$1,762
Miscellaneous Activities					\$230,213
Strategic Output 1			\$1,932,349	\$1,932,349	
Strategic Output 2			\$1,800,792	\$1,800,792	
Strategic Output 3			\$630,789	\$630,789	
Strategic Output 4			\$493,237	\$493,237	
Strategic Output 5			\$627,848	\$627,848	
Strategic Output 6	\$573,329	\$364,106	\$685,735	\$1,623,170	
TOTAL EXPENDITURE	\$573,329	\$364,106	\$6,170,749	\$7,108,184	\$5,715,553
Previous Years Contributions	\$37,295			\$37,295	\$64,380
Excess/(Deficit) Income over Expenditure	\$5,103	\$401	\$2,473,953	\$2,479,458	\$28,059

Note : In 1998, the SPREP meeting endorsed the 1999 Work Programme and Budget using Performance Measures and Specific Outputs. The above statement of income and expenditure have been prepared to reflect the Strategic Outputs rather than Divisional Summary as previously used. The excess of Income over Expenditure from Primary Function and Project Management have been transferred to the Members Funds, while the Balance of Donor Funds have been carried forward to 2000 and is recorded as Project Implementation Balance in the Notes to the Accounts. A comparison of the 1998 and 1999 Income & Expenditure is not practical as the reporting criteria differ.

NOTES TO THE ACCOUNTS

1. GENERAL

The South Pacific Regional Environment Programme - also known as SPREP - is a regional organisation established by the governments of 22 Pacific Island countries and territories, and four developed countries. SPREP's Headquarters was moved to Apia, Western Samoa from Noumea, New Caledonia in early 1992. The governments concerned agreed to re-constitute SPREP as an autonomous organisation. This was done at a Plenipotentiary Meeting of SPREP member governments and administrations in Apia June 1993 which adopted an Agreement establishing SPREP as an Intergovernmental Organisation.

2. GENERAL ACCOUNTING POLICY

Modified accrual accounting has been used in the preparation of these accounts whereby income is accounted for on a cash basis while expenditure is accounted for on an accrual basis.

Income & Expenditure includes contributions from Donors and expenditure relating to Donor funded projects. This is in line with the treatment in the Budget preparation and approvals as submitted to the Intergovernmental Meeting.

3. PARTICULAR ACCOUNTING POLICIES

3.A Accounting Period

The accounting period covers the period from 1 January 1999 to 31 December 1999.

3.B Currency Used

Unless otherwise stated all financial information in these accounts is in United States dollars.

3.C Exchange Rate Policy

Currencies are converted at an average rate set by SPREP each month. These rates are based on rates for internal transfers from SPREP's US dollar account to its bank accounts held in other currencies.

3.D Apportionment of expenses between Primary Function, Project Management, and Project Implementation

Expenses have been apportioned on the following basis :

- Costs that are direct costs to Primary Function have been charged to Primary Function.
- Costs that are direct costs of Project Management have been charged to Project Management.
- Costs that are direct costs of Project Implementation have been charged to Project Implementation
- Costs that are common between Primary Function and Project Management have been allocated between Primary Function and Project Management on the basis of cost drivers developed by the SPREP Secretariat. For 1999 the cost drivers have resulted in 60% of common costs being allocated to Primary Function and 40% to Project Management.
- Some costs are paid fully from Primary Function or Project Management according to the strategic outputs.

3.E Depreciation - Refer Note 6.

4. BANKS

	1999	1998
US Dollar account	58,831	193,535
Headquarters Account	456,144	936,566
Western Samoa Tala accounts	31,204	25,834
US Dollar account - SPBCP Programme	85,496	288,909
Western Samoa Tala account - SPBCP Programme	-16	31,528
Petty Cash	205	205
European Union Account	72,788	7,600
SPREP/IMO Special Account	57,763	7,520
	<u>\$762,415</u>	<u>\$1,491,698</u>

5. SHORT TERM DEPOSITS

US Dollar Term Deposits	3,026,622	2,430,906
Call Account	1,200,000	
	<u>\$4,226,622</u>	<u>\$2,430,906</u>

NOTES TO THE ACCOUNTS

6. FIXED ASSETS

Fixed Assets - Primary Function

These assets are shown in the Balance Sheet at cost price and depreciated at the following rates :

Building improvements	15 years life, with no residual value i.e. 6.7% flat
Equipment	5 years life, with no residual value i.e. 20% flat
Furniture & fittings	10 years life, with no residual value i.e. 10% flat
Motor vehicles	10 years life, with no residual value i.e. 10% flat

As the secretariat is moving to its new premises in 2000, existing Building

Improvements depreciation has been adjusted, leaving a balance of one year to be accounted in 2000.

	Cost	Provision for Depreciation	Provision for Depreciation (Capital Reserve)	Book Value 31/12/99
Building improvements	69,859	65,119		4,740
Computer equipment	33,137	20,393		12,744
Equipment	73,597	44,895	12,978	15,724
Furniture & fittings	84,643	7,914	54,092	22,636
Motor vehicles	42,734	1,643	3,162	37,929
	<u>\$303,969</u>	<u>\$139,965</u>	<u>\$70,232</u>	<u>\$93,772</u>

Fixed Assets - Donor Funded

These assets have been expensed in the accounts because they are related to specific Project expenditure. The ownership of these assets will not be determined until the end of each relevant project, at which time the assets will be included in the Balance Sheet and an entry credited to the Capital Reserve account. (Refer also to Note 10)

7. SUNDRY & OTHER CREDITORS

Sundry creditors and accruals	550,945	501,682
Other creditors	144,133	127,985
Gratuity Accruals	110,024	
Repatriation Accruals	74,888	
Holiday Pay Accruals	44,908	
Closed Projects	70,543	
	<u>\$995,441</u>	<u>\$629,667</u>

8. ADVANCE FUNDING

For the 1998 accounts these included unspent funds received from donors for the implementation of projects. It also included members contributions paid in advance. In 1999, advance funding is made up of 2000 XB funding from Australia and New Zealand paid at the end of 1999. It also includes members contribution paid in advance.

Refer to note 13 for unspent donor implementation funds carried forward to 2000.

	<u>\$1,115,263</u>	<u>\$2,916,372</u>
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9. SMALL GRANTS SCHEME

The 6th SPREP meeting agreed that the Small Grants Scheme be reactivated. Relocation contributions received from Members since 1991 (in excess of actual relocation expenditure) have been credited to this scheme.

The 1999 balance is now included in the project implementation balance (see note 13).

Balance carried forward from previous year	25,866	19,879
Transfer from Members Contribution (Re-location)	12,039	15,275

Small Grants:

Marine Studies Pohnpei		-5,955
Basic Research Project - Niue	-5,000	-545
Samoa DEC World Env Day	-1,080	-686
Tuvalu - National Env Day	-2,825	-2,102
Fiji Small Grants Scheme proposal	-3,589	
Tonga - Coral Harvesting	-6,500	
IDNDR Report	-5,663	
Report for CSD	-1,132	
	<u>\$12,116</u>	<u>\$25,866</u>

NOTES TO THE ACCOUNTS**10. CAPITAL RESERVE** (Refer also to Note 6)

This reserve has been created for assets transferred to SPREP on completion of the Relocation Project. Depreciation for these assets is charged to the Capital Reserve account.

	1999	1998
Balance of Capital Reserve Account in General Ledger	98,676	105,135
Fixed assets acquired with donor funds		18,065
Deduct:		
Assets disposed of		-24,524
Balance of Amortisation in General Ledger (refer note 6)	-70,232	-61,663
	<u>\$28,444</u>	<u>\$37,013</u>

11. CAPITAL FUND

The 6th SPREP meeting agreed that 1992 net surpluses be transferred to the Capital Fund. SPREP's financial regulations govern the use of the Capital Fund.

	1999	1998
Total surplus 1992	212,650	212,650
Deduct:		
Fixed assets purchased for Primary Function 1992	-25,952	-25,952
1994 Transfer to Members Funds	-135,273	-135,273
1995 Transfer to Members Funds	-5,000	-5,000
1998 Sale of Fixed Assets	3,203	3,203
	<u>\$49,628</u>	<u>\$49,628</u>

12. MEMBERS FUNDS

	1999	1998
Opening balance 01.01.1999	299,986	166,036
Surplus/(Deficit) for the year :-		
Primary Function	5,104	168,484
Project Management	401	-34,534
	<u>\$305,491</u>	<u>\$299,986</u>

13. PROJECT IMPLEMENTATION BALANCE

This represents the balance of secured donor funds for project implementation received in 1999 and carried forward from previous years. These funds will be carried forward to complete activities as budgeted for in the 2000 financial year (see note 8 for 1998 balance).

	1999	1998
	<u>\$2,473,953</u>	

14. PREVIOUS YEARS CONTRIBUTION

Members contributions have been separated in these Financial Statements, to reflect contributions received in 1999 but relating to previous years, and those received in 1999 for 2000 (see summary members funds)

15. EXCHANGE VARIATION RESERVE

Exchange gains or losses realised each year from receipts and payments are transferred to this reserve to accommodate future losses or gains due to fluctuation of rates in the foreign currency market.

	1999	1998
	<u>\$114,590</u>	<u>\$86,984</u>

SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME

TABLE 1

TABLES TO THE ACCOUNTS

11SM/WP.6.1.2.3/Att.1

Page 8

MEMBERS FUNDS

MEMBERS CONTRIBUTIONS	Previous	1999	2000	Total	1998 Actual
	Years	Contributions	Contributions	Contributions	
	Contributions	Paid in 1999	Paid in 1999	Paid in 1999	Paid in 1999
	USD	USD	USD	USD	USD
American Samoa					
Australia			104,055	104,055	104,055
Northern Marianas					
Cook Islands	17,175	5,725		22,900	
F.S.M.					5,725
Fiji	2,945	11,445		14,390	8,500
France		75,430		75,430	75,425
French Polynesia		22,870		22,870	
Guam					
Kiribati					5,725
Marshall Islands	17,175	5,725		22,900	
Nauru		6,373		6,373	
New Caledonia		11,445	7,553	18,998	20,443
New Zealand		38,075		38,075	76,150
Niue		5,725		5,725	5,725
Palau		5,725		5,725	5,010
Papua New Guinea					22,850
Samoa		11,445		11,445	11,445
Solomons Islands					71,100
Tokelau					11,450
Tonga		5,352		5,352	8,485
Tuvalu		5,725		5,725	5,725
USA (USAID)	12,039	105,000		117,039	125,000
Vanuatu					22,875
Wallis & Futuna					
Pitcairn Island					
Transfer to Small Grants Scheme	-12,039			-12,039	-15,275
	37,295	420,115	7,553	464,963	570,413

Members contributions have been separated in these Financial Statements, to reflect contributions received in 1999 but relating to previous years, and those received in 1999 for the current year and 2000. The advance contribution of \$7,553 has been transferred to Advance Funding. \$12,039 has also been transferred to Small Grants Scheme as per the 6th SPREP meeting resolution.

OTHER INCOME

Interest				119,363	129,572
Miscellaneous Income				1,660	1,672
				121,023	\$131,244
TOTAL MEMBERS FUNDS				585,986	701,657

SPREP
STRATEGIC OUTPUT 1
CONSERVATION OF NATURAL RESOURCES
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/1999

	PROJECT IMPLEMENTATION		101		102		103		104		105		106		107	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
PERSONNEL COSTS																
Programme Manager / Head of division	47,292	48,054	5,911	6,006	5,911	6,006	5,911	6,006	5,911	6,006	1,970	2,002	1,971	2,003	3,941	4,005
Programme Officer (Species)	70,977	76,940	0	0	5,535	6,000	0	0	0	0	0	0	0	0	0	0
Program Officer (Resource Management)	60,437	54,970	12,087	10,994	24,175	21,988	6,044	5,497	18,131	16,491	0	0	0	0	0	0
Programme Officer (Socio economics)	52,914	58,130	10,583	11,626	5,291	5,813	21,166	23,252	15,874	17,439	0	0	0	0	0	0
Coastal Management Officer (*Output 2)	39,846	41,593	0	0	0	0	0	0	0	0	17,931	18,717	17,930	18,716	1,993	2,080
Wetlands and Mangroves Officer	37,231	34,270	0	0	0	0	0	0	0	0	0	0	0	0	18,516	17,135
Executive Officer	26,956	22,190	3,369	2,773	3,369	2,773	3,370	2,774	3,370	2,774	0	0	0	0	0	0
Accountant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Driver/Clerk	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Secretary to HOD	7,250	7,730	659	703	659	703	659	703	659	703	659	703	659	702	658	703
Divisional Assistant	5,925	7,410	539	674	539	674	539	674	539	674	538	673	539	674	538	673
Programme Officer (Avifaunal/Invasive Species)	53,936	55,060	2,697	2,753	2,697	2,753	0	0	0	0	0	0	0	0	0	0
TOTAL PERSONNEL COSTS	402,765	406,347	35,845	35,529	48,176	46,710	37,688	38,906	44,484	44,087	21,099	22,095	21,100	22,095	25,746	24,596
IMPLEMENTATION COSTS																
Duty Travel	61,332	63,500	25,575	8,625	0	8,625	0	8,625	0	8,625	27,968	0	-1,730	0	23	0
Communications	15,060	30,971	8,484	1,500	0	1,500	0	1,500	0	1,500	712	4,985	0	4,986	0	5,000
Meetings/Workshops	181,017	577,715	4,714	11,250	0	11,250	0	11,250	4	104,250	51,932	112,857	-7,372	112,858	4,617	40,000
Public Information	44,387	88,880	7,667	3,250	0	3,250	0	3,250	0	3,250	6,726	15,190	9,348	15,190	47	15,000
Capital Expenditures	29,434	16,350	5,470	0	0	9,810	0	6,540	0	0	13,082	0	2,265	0	0	0
Other Expenses	131,161	147,700	57,207	25,425	0	25,425	3,395	25,425	0	25,425	11,840	0	7,877	0	2,642	39,000
TOTAL IMPLEMENTATION COSTS	462,392	925,116	109,117	50,050	0	59,860	3,395	56,590	4	143,050	112,260	133,032	10,388	133,034	7,329	99,000
Direct Contributions to Member Countries	692,747	468,500	192,025	83,000	17,548	136,000	48,773	116,500	340,175	38,000	0	0	0	0	0	0
External Contracting Costs	374,446	149,600	194,082	0	0	29,034	5,122	29,033	0	29,033	10,860	0	32,568	0	21,728	0
TOTAL COSTS	1,932,349	1,949,563	531,070	168,579	65,723	271,604	94,978	241,029	384,663	254,170	144,219	155,127	64,056	155,129	54,803	123,596

- Project Activities (Key Outputs)
- 101 CA Establishment
 - 102 CA Awareness
 - 103 Sustainable Income Generation
 - 104 Training
 - 105 Surveying & Monitoring Coastal Habitats
 - 106 Integrated Coastal Management & Planning
 - 107 Implementation of Regional Strategies from the International Coral Reef Pacific Strategy
 - 108 Development of Regional Strategies & National Management Plans for the Conservation & Sustainable Management of Wetlands, Mangroves & Seagrasses
 - 109 Regional Marine Turtle conservation, Regional Avifaunal Conservation Programme & Regional Marine Mammal Programme
 - 110 Regional Invasive Species Development
 - 111 Implementation of Regional and International Conventions, Agreements & Strategies on Biological Diversity
 - 112 Other Key Output

SPREP
STRATEGIC OUTPUT 1
CONSERVATION OF NATURAL RESOURCES
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (

	108	109	110	111	112
	Actual YTD	Actual YTD	Actual YTD	Actual YTD	Actual YTD
	Budget	Budget	Budget	Budget	Budget
PERSONNEL COSTS					
Programme Manager / Head of division	3,941	7,095	2,365	2,365	2,403
Programme Officer (Species)	0	41,445	4,612	19,384	21,013
Program Officer (Resource Management)	0	0	0	0	0
Programme Officer (Socio economics)	0	0	0	0	0
Coastal Management Officer (*Output 2)	1,993	0	0	0	0
Wetlands and Mangroves Officer	18,616	0	0	0	0
Executive Officer	0	10,109	3,370	2,774	0
Accountant	0	0	0	0	0
Driver/Clerk	0	0	0	0	0
Secretary to HOD	659	658	659	658	702
Divisional Assistant	538	540	538	538	673
Programme Officer (Avifauna/Invasive Species)	0	21,575	24,271	2,697	2,753
TOTAL PERSONNEL COSTS	25,747	81,422	35,816	25,643	27,544
IMPLEMENTATION COSTS					
Duty Travel	0	5,173	2,441	1,881	15,000
Communications	42	4,704	761	358	1,000
Meetings/Workshops	56,514	3,809	38,889	27,908	5,000
Public Information	0	10,954	0	9,646	6,000
Capital Expenditures	0	7,229	1,388	0	0
Other Expenses	10,298	20,575	12,111	5,217	0
TOTAL IMPLEMENTATION COSTS	66,854	52,444	55,591	45,009	27,000
Direct Contributions to Member Countries	0	94,226	0	0	0
External Contracting Costs	34,579	7,700	53,192	14,614	10,000
TOTAL COSTS	127,180	235,792	144,598	85,266	64,544
Project Activities (Key Outputs)					

SPREP
STRATEGIC OUTPUT 2
ENVIRONMENTAL MANAGEMENT, PLANNING & INSTITUTIONAL STRENGTHENING PROGRAMME
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/1999

	PROJECT IMPLEMENTATION		201		202		203		204		205	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
PERSONNEL COSTS	8,373	8,670	1,675	1,734	1,675	1,734	1,675	1,734	1,675	1,734	1,675	1,734
Head of Division (Output 3 & 4)	85,163	88,390	46,626	53,034	0	0	0	0	0	0	38,537	35,356
Climate Change Officer	49,992	65,590	0	0	34,803	32,320	0	0	27,843	25,856	0	0
Meteorological Officer	69,607	64,640	0	0	27,914	32,320	0	0	22,331	25,856	6,961	6,464
Programme Manager - PICCAP	55,828	64,640	0	0	26,564	27,728	0	0	0	0	5,583	6,464
Scientific Adviser - PICCAP	26,564	27,728	0	0	0	0	0	0	0	0	0	0
Coastal Management Officer (Output 1)	27,948	26,030	0	0	0	0	0	0	27,948	26,030	0	0
International Negotiations Officer (Output 4)	6,942	7,730	0	0	3,471	3,865	0	0	3,471	3,865	0	0
Divisional Assistant												
TOTAL PERSONNEL COSTS	330,416	353,418	48,301	54,768	94,427	97,967	51,667	67,324	83,267	83,341	52,755	50,018
IMPLEMENTATION COSTS	180,981	41,666	6	0	0	14,833	92,472	12,000	88,503	14,833	0	0
Duty Travel	45,847	39,000	1,322	0	5	19,000	9,563	0	35,143	15,000	813	5,000
Communications	42,832	398,324	3,128	0	0	139,157	25,528	98,000	14,176	161,167	0	0
Meetings/Workshops	30,733	94,000	0	0	0	10,000	0	30,000	30,733	23,000	0	31,000
Public Information	-2,101	80,000	0	0	0	20,000	-4,092	50,000	1,991	10,000	0	0
Capital Expenditures	126,881	60,000	6,082	10,000	1	10,000	58,954	20,000	59,793	10,000	2,052	10,000
Other Expenses												
TOTAL IMPLEMENTATION COSTS	426,173	712,990	10,539	10,000	6	212,990	182,425	210,000	230,338	234,000	2,865	46,000
Direct Contributions to Member Countries	887,190	680,000	10,000	0	62,914	300,000	0	80,000	814,276	300,000	0	0
External Contracting Costs	157,013	120,000	24,941	0	0	40,000	23,019	40,000	106,858	40,000	2,194	0
TOTAL COSTS	1,800,792	1,866,408	93,781	54,768	157,347	650,957	257,111	397,324	1,234,739	657,341	57,814	96,018

Project Activities (Key Outputs)
 201 Evaluation of Methodologies, Models and their Results
 202 Development of Adaptation Strategies to Climate Change, Climate Variability and Sea Level Rise by National Staff
 203 Strengthened Meteorological Cooperation and Capacity
 204 Implementation of Commitments under the United Nations Framework Conventions on Climate Change (UNFCCC)
 205 Clearing House for information on Climate Changes

SPREP
STRATEGIC OUTPUT 3
ENVIRONMENTAL MANAGEMENT, PLANNING & INSTITUTIONAL STRENGTHENING PROGRAMME
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/1999

	PROJECT IMPLEMENTATION		301		302		303		304		305		306	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
PERSONNEL COSTS														
Head of Division (Output 2 & 4)	8,373	8,670	1,675	1,734	1,675	1,734	837	867	837	867	1,675	1,734	1,675	1,734
Waste Pollution Prevention Officer	63,175	86,787	0	0	26,384	10,912	33,861	50,583	2,931	12,646	0	12,646	0	0
Marine Pollution Officer - CS	16,584	70,000	0	0	0	0	0	0	0	0	0	0	16,584	70,000
Project Coordinator - EU	7,541	70,000	7,541	70,000	0	0	0	0	0	0	0	0	0	0
TOTAL PERSONNEL COSTS	95,673	235,457	9,216	71,734	28,058	12,646	34,698	51,450	3,768	13,513	1,675	14,380	18,258	71,734
IMPLEMENTATION COSTS														
Duty Travel	93,772	85,000	5,316	20,000	0	0	4,738	30,000	0	5,000	9,725	10,000	73,992	20,000
Communications	12,035	75,000	5	20,000	5	0	5,316	20,000	33	5,000	182	10,000	6,494	20,000
Meetings/Workshops	191,074	230,000	86,198	0	10,089	0	15,824	50,000	0	0	4,002	60,000	74,981	120,000
Public Information	36,033	110,000	30,865	20,000	1,353	0	365	50,000	0	10,000	0	10,000	3,450	20,000
Capital Expenditures	7,495	1,385,000	403	40,000	0	20,000	1,569	520,000	0	5,000	0	280,000	5,524	520,000
Other Expenses	133,255	0	46,046	0	3,838	0	13,826	0	480	0	4,065	0	65,000	0
TOTAL IMPLEMENTATION COSTS	473,655	1,885,000	168,834	100,000	15,285	20,000	41,639	670,000	513	25,000	17,974	370,000	229,421	700,000
Direct Contributions to Member Countries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Contracting Costs	61,452	755,000	0	80,000	550	20,000	31,172	290,000	950	15,000	26,746	100,000	2,034	250,000
TOTAL COSTS	630,789	2,875,457	178,049	251,734	43,893	52,646	107,509	1,011,450	5,230	53,513	46,394	484,380	249,713	1,021,734

- 301 Upgrade Regional Awareness of Solid Waste
- 302 Waste Management and Pollution Prevention
- 303 Environmental Sound Management of Chemicals & Hazardous Waste
- 304 Implementation of the Principles of the Waqar Conventions
- 305 Protection of the Pacific Marine Environment for Land Based activities
- 306 Commence Implementation of the Pacific Ocean Pollution Programme (PACPOL)
- 307 Other Key Output

SPIREP
STRATEGIC OUTPUT 4
ENVIRONMENTAL MANAGEMENT, PLANNING & INSTITUTIONAL STRENGTHENING PROGRAMME/EEIC
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/1999

	PROJECT IMPLEMENTATION		401		402		403		404		405		406		407	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
PERSONNEL COSTS																
Head of Division - EMP	16,745	17,340	4,186	4,335	4,186	4,335	0	0	0	0	0	0	4,186	4,335	4,186	4,335
Head of Division - EEIC	8,172	8,002	0	0	0	0	4,086	4,001	4,086	4,001	0	0	0	0	0	0
Programme Manager - SAP Implementation	0	55,130	0	0	0	0	0	0	0	0	0	0	0	0	0	65,130
Community Ass't, Participation Specialist	51,655	59,130	0	0	0	0	51,655	59,130	0	0	0	0	0	0	0	55,000
Programme Manager - CBEMP	41,054	49,650	0	0	0	0	0	0	41,054	49,650	0	0	0	0	0	0
Legal Officer	0	55,000	0	0	0	0	0	0	0	55,000	0	0	0	0	0	0
EIA OFFICER	0	52,060	0	40,000	0	12,060	0	0	0	0	0	0	0	0	0	0
PO Environmental Ass't & Reporting	6,996	52,060	0	0	335	10,000	0	0	0	0	6,561	42,060	0	0	0	0
International Negotiation Officer	27,948	26,030	0	0	0	0	0	0	0	0	0	27,948	26,030	0	0	0
Assistant GIS Officer	19,600	37,940	0	0	0	0	0	0	0	0	19,600	37,940	0	0	0	0
Divisional Assistant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERSONNEL COSTS	172,171	477,342	4,186	44,335	4,521	26,395	55,741	63,131	45,140	108,651	26,261	80,000	32,134	30,365	4,186	124,465
IMPLEMENTATION COSTS																
Duty Travel	38,572	136,000	0	10,000	16,058	8,000	689	20,000	18,077	30,000	5,125	18,000	0	30,000	0	20,000
Communications	7,489	23,000	81	2,000	4,199	2,000	1,995	5,000	936	5,000	274	2,000	0	2,000	4	5,000
Meetings/Workshops	152,900	480,000	72	50,000	688	120,000	80,324	80,000	0	30,000	5,859	50,000	65,956	50,000	0	100,000
Public Information	8,755	120,000	0	30,000	5,269	20,000	2,579	0	907	20,000	0	10,000	0	20,000	0	20,000
Capital Expenditures	4,996	99,000	10	12,000	50	50	2,185	50,000	2,389	50,000	29	8,000	332	5,000	0	24,000
Other Expenses	55,042	60,300	1,328	9,900	2,871	15,000	4,933	0	32,069	0	5,362	8,800	7,167	10,700	1,313	15,900
TOTAL IMPLEMENTATION COSTS	267,754	918,300	1,491	113,900	29,135	165,000	91,327	155,000	54,378	85,000	16,650	96,800	73,455	117,700	1,317	184,900
Direct Contributions to Member Countries	6,489	385,000	0	30,000	0	70,000	1,104	45,000	0	20,000	0	0	5,385	80,000	0	140,000
External Contracting Costs	46,823	375,000	13,197	50,000	2,100	20,000	8,112	200,000	0	105,000	16,000	0	0	0	7,415	0
TOTAL COSTS	493,237	2,155,642	18,874	238,235	35,756	281,395	156,284	463,131	99,518	318,651	58,911	176,800	110,975	228,065	12,918	449,365

- Project Activities (Key Outputs)**
- 401 Tools to plan, manage and regulate development
 - 402 Linking sectoral development to environmental policies
 - 403 Capacity Building for Environmental Management in the Pacific (CBEMP)
 - 404 Strengthen Environmental Legislation
 - 405 National Capacity for Assessment and Reporting
 - 406 Participation in negotiations and agreements concerning sustainable developments
 - 407 Implementation of Strategic Action Programme of the Pacific Small Island Developing States
 - 408 Other Key Output

**SPIEP
STRATEGIC OUTRUT 6
PRIMARY FUNCTION & PROJECT MANAGEMENT
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/1999**

	PROJECT IMPLEMENTATION		601		602		603		604		605		606		607	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
PERSONNEL COSTS																
Management																
Director	115,873	112,350	37,980	37,076	13,733	13,487	7,297	6,741	7,297	6,741	3,218	3,370	0	0	45,349	44,940
Executive Officer Management	22,514	61,369	6,806	18,411	2,055	5,523	1,491	3,682	2,619	7,364	564	1,841	0	0	8,980	24,548
Head of Division (Finance & Admin)	76,352	60,332	15,213	13,718	3,866	3,430	3,866	3,430	3,866	3,430	18,366	17,148	0	0	30,785	27,436
Head of Division (ECCI) (Outputs 4 & 5)	49,035	43,520	12,259	10,880	12,259	10,880	12,259	10,880	12,259	10,880	0	0	0	0	0	0
Head of Division (EMP) (Outputs 2,3 & 4)	50,237	47,528	12,559	11,882	12,559	11,882	12,559	11,882	12,559	11,882	0	0	0	0	0	0
Head of Division (CHR)	31,510	32,036	7,878	8,009	7,878	8,009	7,878	8,009	7,878	8,009	0	0	0	0	0	0
Personal Assistant	10,002	11,730	5,983	7,038	7,038	8,009	7,878	8,009	7,878	8,009	0	0	0	0	4,019	4,692
Personal Assistant	8,757	9,790	5,874	6,741	6,741	7,878	8,009	7,878	8,009	0	0	0	0	0	3,502	3,915
Total Cost for Management	304,889	386,915	104,931	112,888	53,349	53,208	45,350	44,624	46,477	48,306	22,147	22,359	0	0	93,635	105,532
Finance & Administration																
Accountant	61,522	76,340	0	0	0	0	0	0	0	0	36,913	45,804	0	0	24,603	30,535
Assistant Accountant (NZODA)	11,214	11,070	0	0	0	0	0	0	0	0	0	0	0	0	11,214	11,070
Senior Accounts Clerk	10,675	10,240	0	0	0	0	0	0	0	0	6,400	6,144	0	0	4,276	4,095
Accounts Clerk 1	5,790	7,080	0	0	0	0	0	0	0	0	3,475	4,248	0	0	2,316	2,832
Accounts Clerk 2	6,536	7,080	0	0	0	0	0	0	0	0	3,921	4,248	0	0	2,615	2,832
Accounts Clerk 3 (NZODA)	4,936	7,080	0	0	0	0	0	0	0	0	0	0	0	0	6,936	7,080
Administration Officer	13,007	12,850	7,819	7,710	0	0	0	0	0	0	0	0	0	0	5,188	5,140
Registry Officer	8,813	9,250	5,274	5,550	0	0	0	0	0	0	0	0	0	0	3,539	3,700
Conference Officer	8,511	8,820	5,107	5,292	0	0	0	0	0	0	0	0	0	0	3,404	3,528
Divisional Assistant 1	7,986	7,080	5,229	4,248	0	0	0	0	0	0	0	0	0	0	2,757	2,832
Divisional Assistant 2	4,054	4,610	2,439	2,766	0	0	0	0	0	0	0	0	0	0	1,625	1,844
Receptionist	3,902	4,990	2,341	2,994	0	0	0	0	0	0	0	0	0	0	1,561	1,996
Handyman	3,410	4,260	2,046	2,656	0	0	0	0	0	0	0	0	0	0	1,364	1,704
Driver/Clk (SPBCT)	3,855	4,260	2,708	2,994	0	0	0	0	0	0	0	0	0	0	1,806	1,996
Driver/Clk (SPBCT)	4,147	4,990	2,488	2,994	0	0	0	0	0	0	0	0	0	0	3,855	4,260
Stores Clerk / Tea Attendant	3,69	4,420	2,16	2,652	0	0	0	0	0	0	0	0	0	0	1,659	1,996
Groundsman	4,360	4,420	2,628	2,652	0	0	0	0	0	0	0	0	0	0	595	1,758
Nightwatchman	3,102	3,690	1,863	2,214	0	0	0	0	0	0	0	0	0	0	1,752	1,768
Chairman / Messenger	0	2,950	0	1,770	0	0	0	0	0	0	0	0	0	0	1,241	1,475
Over-time/HAJLJL aligned, increments, etc	9,291	26,900	32	12,480	0	0	0	0	0	0	0	0	0	0	1,180	0
Provision for Professional Staff Salary Increase	0	37,558	0	8,576	4,520	0	0	3,661	0	0	0	0	0	0	9,250	10,400
Other Outputs																
IT Manager	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DA EMP Division	6,082	7,080	0	0	0	0	0	0	0	0	0	0	0	0	6,082	7,080
Secretary EMP Division	6,301	7,230	0	0	0	0	0	0	0	0	0	0	0	0	6,301	7,230
Secretary, EITC Division	4,850	7,230	0	0	0	0	0	0	0	0	0	0	0	0	4,850	7,230
Total Cost for Finance, Admin & Other Div	199,258	286,568	39,747	67,448	4,570	0	3,661	0	4,030	0	50,709	68,907	0	0	108,802	138,002
TOTAL PERSONNEL COSTS	504,147	673,483	144,679	180,336	57,919	53,208	49,011	44,624	46,477	52,336	71,856	91,266	0	0	202,437	243,534
IMPLEMENTATION COSTS																
Duty Travel	91,363	65,000	31,508	19,500	28,210	7,800	5,802	3,900	2,982	3,900	2,982	3,900	0	0	19,879	26,000
SPIEP Meeting	16,293	20,200	0	0	16,293	15,000	0	0	0	0	0	0	0	0	0	5,200
Apex Convention	0	8,700	0	0	0	0	0	0	0	0	0	0	0	0	0	8,700
SPIEP Convention	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Grant Scheme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consultants	50,383	6,000	15,281	3,000	19,500	0	0	0	0	0	15,602	3,000	0	0	0	0
Stationery & Miscellaneous Supplies	17,802	21,000	10,681	12,600	0	0	0	0	0	0	0	0	0	0	7,121	8,400
Communications	18,963	15,500	6,090	1,860	2,790	2,790	1,351	1,860	1,414	1,860	707	930	0	0	7,270	6,200
Publications/Journals	31,884	28,000	12,228	3,360	3,407	5,040	1,388	3,360	1,388	3,360	694	1,880	0	0	12,761	11,200
Electricity & Water	31,352	30,000	18,843	18,000	0	0	0	0	0	0	0	0	0	0	12,509	12,000
Capital Expenditures	45,481	61,500	26,289	32,103	0	0	0	0	0	0	0	0	0	0	8,000	0
Other Expenses	59,798	20,000	35,879	20,000	0	0	0	0	0	0	3,662	4,797	0	0	15,511	24,500
Depreciation	681,344	0	0	0	0	0	0	0	0	0	0	0	0	0	23,919	0
SPIEP Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0	681,344	0
TOTAL IMPLEMENTATION COSTS	1,044,621	295,900	156,797	122,423	69,940	30,630	8,541	9,120	5,784	9,170	23,646	14,307	0	0	98,969	110,300
Direct Contributions to Member Countries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Contracting Costs	14,401	60,000	0	0	8,841	36,000	0	0	0	0	0	0	0	0	5,760	24,000
TOTAL COSTS	1,023,170	1,029,383	301,476	302,759	130,530	174,336	53,891	57,405	52,261	61,456	96,502	105,573	0	0	307,167	377,834

601 Management
602 Interaction with Member Countries
603 Regional Co-operation & Coordination
604 Programme Development
605 Finance
606 Other Key Output
607 Project Management

Audited Annual Financial Statements for 1999**Director's Comments****Balance Sheet**

1. The Balance Sheet shows total assets of US\$5,082,810 as at 31 December 1999, comprising of Bank Accounts, Term Deposits and Fixed Assets.
2. The liabilities comprise:
 - Advance Funding of US\$1,115,263, representing extra-budgetary funds received from donors for the year 2000 and members contributions in advance;
 - Project Balances of US\$2,473,953, being balances of Project Implementation Function activities on hand at 31 December 1999. These balances are intended to be spent on projects during 2000;
 - Sundry & Other Creditors of US\$995,441;
 - Members Funds of US\$305,491; and
 - Reserves of US\$192,662.
3. Included in the Reserves are:
 - a Capital Fund of US\$49,628, which was established in 1993 from accumulated surpluses from Primary and Project Management Functions;
 - a Foreign exchange variation reserve of US\$114,590, which includes an exchange gain of US\$27,606 made during 1999; and
 - a Capital Reserve of US\$28,444, in respect of assets previously transferred to SPREP, which is progressively diminishing through amortisation.
4. Members share of total assets is the combined total of Members Funds and Reserves. At 31 December 1999, this amounted to US\$498,153, an increase of US\$24,542 in 1999, which is mainly attributed to the increase in the Foreign exchange variation reserve. The table below reflects the position:

	1993	1994	1995	1996	1997	1998	1999
Member's Funds	149,235	79,876	429	23,960	166,036	299,986	305,491
Reserves	331,931	189,565	174,464	155,890	157,497	173,625	192,662
Members' Share of Assets	481,166	269,441	174,464	179,850	323,533	473,611	498,153
Total Assets	3,690,648	2,938,835	3,363,918	3,484,807	2,859,270	4,045,516	5,082,810
Percentage	13%	9%	5%	5%	11%	12%	10%

5. The US\$5,505 increase in Member's Funds was mainly due to increased interest income and controls over expenditure in the core activity areas. Although income was below budget, considerable expenditure savings resulted from reduced salaries costs, as some positions were not filled, or did not have to be funded, for part of the year.

Income & Expenditure Statement

6. The Income & Expenditure Statement should be read in conjunction with the Notes and Supporting Papers, which provide further information.

7. The Statement allocates SPREP's financial activities into three Functions:

- Primary Function - which relates to all activities which are core functions of SPREP including the servicing of the SPREP Meeting, seeking funds, co-ordinating activities and providing information to members.
- Project Management - which relates to the management of donor funded projects on behalf of Members and donors.
- Project Implementation - which relates to the implementation of donor funded projects on behalf of Members and donors excluding the project management function.

8. As directed by the Fifth SPREP Meeting, the Secretariat developed a system to apportion expenditure between these Functions. Costs directly attributable to a particular Function are charged to that Function. Where they relate to more than one Function, costs are allocated by a ratio (called a "cost-driver") derived from estimates of how much staff time is spent on respective Functions. The "cost-driver" for 1999 (and prior years) allocated 60% of core costs to Primary Function and 40% to Project Management, except for salaries that were allocated on estimates of staff time occupied on each activity.

9. The presentation adopted, since the 1994 Annual Accounts, also provided a direct link to SPREP's divisional structure. With the introduction of Performance Based Output Budgeting, from 1999 onwards, the 1999 Accounts still show the three different Functions, although they also now reflect expenditures for each of the Strategic Outputs, rather than on a Divisional basis. Strategic Outputs 1 to 5, inclusive, are mainly those Functions previously shown under Project Implementation which are performed by the three technical Divisions. Strategic Output 6 covers the core activity Functions of the Secretariat. This includes all the Primary Function and Project Management activities, plus project implementation activities of a core nature.

Primary Function

10. Members' contributions are separated, in the Annual Accounts, to distinguish between contributions received in the current year but relating to previous years and those received in the current year for the current year and the future.

11. The total income for the Primary Function, including prior years' contributions, interest and other income, was US\$578,433, of which US\$457,410 consisted of contributions from Members and US\$121,023 from interest and other income.

12. Expenditure for 1999 was US\$573,329. Savings in salaries, together with controls and close monitoring of expenses in 1999, resulted in a surplus of US\$5,103 for the year, whereas the budget projected a need to transfer US\$24,818 from Members Funds, to avoid a deficit in this function.

13. As noted in paragraph 10, Members' contributions received during the year that related to previous years are shown separately in the Annual Accounts. The Primary Function activity would have produced a loss in excess of US\$32,000, without the receipt of the US\$37,295 prior year contributions in 1999.

Project Management Function

14. Total income for the Project Management Function for 1999 was US\$364,507, comprising mainly of administration fees and recoveries.

15. Expenditure for 1999 was US\$364,106. Again, savings in salaries, together with controls and close monitoring of expenses in 1999, resulted in a surplus of US\$401 for the year, whereas the budget projected the need to transfer US\$7,272 from Members Funds to avoid a deficit.

Project Implementation Function

16. Most of SPREP's income and expenditure falls within this Function, which involves the implementation of donor-funded projects.

17. In 1999, the total funding available from donors, for this function, including advanced funding carried forward from 1998, was US\$9,587,642.

18. Project implementation expenditure for the year was US\$7,108,184. The balance of US\$2,473,953, between available funding and actual expenditures, represents specific project balances on hand, at the end of 1999, which is available for such specific project activities during 2000.

Strategic Output Expenditures

19. As 1999 was the first year for the Performance Based Output Budgeting, the Financial Statements also reflect the actual expenditures on a Strategic Output basis. As indicated in paragraph 9, Strategic Outputs 1 to 5 comprise of most of the Project Implementation activities. Strategic Output 6 covers the core activity functions of the Secretariat, including all the Primary Function and Project Management activities plus project implementation activities of a core nature.

20. The following table reflects the actual expenditures for each Strategic Output, compared to the budgeted expenditures:

	Strategic Outputs						Total
	1	2	3	4	5	6	
Budgeted Expenditures	1,949,562	1,866,408	2,875,456	2,155,642	839,536	1,022,678	10,709,282
Actual Expenditures	1,932,349	1,800,792	630,789	493,237	627,848	1,623,170	7,108,184

21. Details of the actual expenditure in respect of each Strategic Output are shown in the Supporting Papers to the Financial Statements (pages 8-14).

22. The main contributing factor to the reduced expenditure in Strategic Outputs 3, 4 and 5, was because most of the budgeted expenditure was unsecured at the time the budget was finalised. Some activities were therefore deferred until 2000, pending available funding.

23. The sole contributing factor to the increased expenditure (over budget) for Strategic Output 6, was the commencement of the construction of the new SPREP Centre, an activity that could not be incorporated in the 1999 budget. At the time the 1999 Budget was prepared, then approved, the cost of this activity and the potential donor funding could not be determined. The 10th SPREP Meeting authorised the SPREP Headquarters Task Force and the Secretariat to proceed with the construction once the costs were ascertained and funding was fully secured for this activity. An amount of US\$681,344 was spent on this activity during 1999.

24. The 1999 Performance Audit Report, in Attachment 2, primarily deals with the achievements of SPREP during 1999, which is being discussed in more detail in the Paper under Agenda Item 6.1.1.

28 August 2000



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam,

10-12 October 2000

Agenda Item 6.1.3: SPREP Centre

Purpose of Paper

1. To update Members on the SPREP Centre building project.

Background

2. The 10th SPREP Meeting (10SM) "gave its approval for the Secretariat to proceed with the construction of the SPREP Headquarters Centre under the guidance of the Headquarters Taskforce as soon as sufficient donor funding was obtained. The Meeting mandated the Headquarters Task Force to continue its work in relation to the project" (paragraph 33 of Report of 10SM).

3. At the time of 10SM, approximately USD\$1.3 million (at then exchange rates) had been pledged towards the project from Australia (AU\$1.25 million), New Zealand (NZ\$1.0 million) and Papua New Guinea (100,000 kina). This left a funding shortfall of approximately US\$520,000, based on a quantity surveyor's estimates at the time.

4. The SPREP Headquarters Task Force (chaired by the Australian High Commissioner), together with the Secretariat, vigorously pursued possible funding options. Subsequent pledges were received from the People's Republic of China (US\$100,000), France (US\$100,000) and United States of America (US\$200,000).

5. The quantity surveyor's estimates indicated that the cost was expected to slightly exceed such available funds, even if all funding was received. The Task Force decided that the project should proceed to tender, to ascertain the final costs and the amount of shortfall (if any). The Secretariat was given approval to proceed with the architectural contract and with the issue of tender documents once they were completed.

6. Expressions of Interest for Building Contractors were called for in March 1999. Tender documents were issued to the six qualifying contracting firms in April 1999, with six weeks allowed for submission.

7. Only five tenders were received and opened at a Task Force Meeting in late May 1999. A review of the tenders indicated there was a potential shortfall of between \$700,000 and \$900,000 Samoan tala in funding, if all donor funding was received. As all tenders were considerably higher than the quantity surveyor's estimates, the Secretariat pursued the possibility of making further refinements to the project. As the highest tender price was nearly SAT\$600,000 more than the next highest tender price, the consultants only pursued the reduced cost of such refinements with the four lowest tenders. Revised tenders were then requested from these four businesses.

8. Both the Australian and New Zealand High Commissioners (as members of the Task Force) pursued the possibility of their respective governments funding the shortfall. Both Governments subsequently agreed to commit further funds to meet the shortfall. Australia agreed to make further funding, up to a maximum of AU\$250,000, available and New Zealand agreed to make a further NZ\$250,000 funding available.

9. The review of the possible cost savings from the various deletions and reductions did not achieve anywhere near the architect's estimates, but some variations were still made to the original tender. In particular, a composting toilet block (very expensive, as a demonstration model) and reverse cycle (heating) in the air-conditioning (not needed in Samoa) were deleted.

10. Revised tenders were submitted in June 1999. Tenders were analysed by the architects, who held subsequent meetings with the Secretariat and each of the four contractors. After a detailed analysis of all tenders, the Consultants submitted their recommendation to the Task Force. The Secretariat advised the Task Force that the total cost of the entire project, based on the Consultant's recommendation, would be approximately SAT\$6.06 million, which at the time was almost US\$2.06 million.

11. The Task Force was advised that the additional pledges from Australia and New Zealand would suffice to fund the project. The Task Force accepted the Consultant's recommendation and on 18 June 1999 authorised the Director to issue a formal Letter of Intent to C.A.R.E. Construction Company Ltd., for the basic building construction contract at a cost of SAT\$4,742,788. Their timeframe for construction, including extensions of time, was 52 weeks. The formal construction contract commenced on 12 July, 1999.

12. The construction by C.A.R.E. extended slightly over the 52-week period. The Prime Minister of Samoa, the Hon. Tuilaepa Sailele Malielagoai, officially opened the Centre, on 2 August, 2000. A "Practical Completion Certificate" was issued on 9 August 2000. The Secretariat commenced operations in the new Centre on Monday 7 August, 2000.

13. The Secretariat closely monitored the construction project, to ensure costs did not exceed available funding. Attachment A is an Update on the actual funding and expenditure on the SPREP Centre, as at 31 July, 2000. The final total cost will be under the budget, at approximately US\$1.935 million. Cost savings came mainly from increased exchange movements between USD and tala. However, the funding was also reduced, due to unfavourable exchange rate movements between the currencies of the main donors to the project (Australia and New Zealand) against both the US dollar and the tala.

14. The People's Republic of China also made a specific grant of US\$120,000, This grant was in addition to those funds provided by the Chinese Government towards the building construction. These funds enabled us to acquire new furnishings and equipment, for the Centre, which had to be excluded from the original budget.

15. The Secretariat has also progressed negotiations with two other donors for further facilities to enhance the SPREP Centre. In late 1999, the Government of Japan selected a Japanese building design firm to conduct a feasibility study and to commence the design of an Education and Training Centre. Following such studies, the Japanese Government made a formal commitment to the Centre, through its bilateral agreement with Samoa, for this building. A formal Agreement between the two Governments was executed during August 2000. Construction of this building is expected to commence in late 2000.

16. The European Union (EU) has also approved a Secretariat proposal for an Information Resource Centre project. In May, 2000, the EU and the Secretariat executed a Memorandum of Understanding (MOU) for this project. A Samoan architectural and engineering firm has been contracted to carry out a part of the MOU for the design, documentation and subsequent building contract supervision. Tenders are expected to be issued later this year, with construction also scheduled to commence by the end of 2000.

Recommendation

17. Members are invited to **note** the report.

24 August, 2000

SPREP Centre
Update on Funding and Expenditure
(as at 31 July 2000)

Source of Funding:

A. Received

		USD (Note 1)
New Zealand:	NZ\$250,000 (US\$137,250 received)	137,250
"	NZ\$1,000,000 (NZ\$1,000,000 received)	465,970
PNG	Kina 100,000 (AU\$71,400 received)	44,198
China	US\$100,000 (US\$100,000 received)	100,000
Australia:	AU\$1,250,000 (AU\$1,250,000 received)	757,972
USA	US\$200,000 (US\$200,000 received)	200,000

Total received to date:

B. Pledged and not yet received:

France:	US\$100,000	100,000
Total received and pledged:		1,805,391

C. Pledge to fund any shortfall:

Australia:	AU\$250,000 maximum	
Maximum funding	US dollar amount required to cover shortfall (see Note 2)	129,386
		1,934,776

Project Costs:

		1999 USD	2000 to date USD	Outstanding USD	Total USD
Tender Price of Contract	SAT4,742,888				
Essential variations	SAT 229,307				
Total payable under building contract	SAT4,972,194	544,303	880,180	186,327	1,610,810
Flag poles, etc. not in contract			8,140		8,140
Partitions, screens, mobile filing units			37,619	6,326	43,945
Landscaping not in building contract				36,500	36,500
Architects and engineering costs		120,234	33,353	26,173	179,760
Building contract supervision		14,640	17,604	3,727	35,970
Communications costs		1,022	318	200	1,540
Relocation costs				6,500	6,500
Sundry expenses		1,145	966	9,500	11,611
		681,344	978,180	275,253	1,934,776

Notes:

1. Exchange rates applied are:

- (a) at the date of receipt in respect of all funds actually received in USD;
- (b) at the date that any funds received in other currencies were actually transferred into USD;
- (c) at 31/7/00 exchange rates for all funds received and still in other currencies and for all funds pledged
- (d) at the date of payment in respect of all payments made up to 31 July 2000
- (e) at 31/7/00 exchange rates for all payments not yet paid

2. Australia has confirmed that it will make AU\$230,000 available to cover this commitment



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10 – 12 October, 2000

Agenda Item 6.1.4: AusAID Review of SPREP

Purpose of Paper

1. To present to the Meeting the Summary Report and Recommendations produced by Consultants for AusAID who undertook a Review of SPREP. This is tabled at the request of AusAID.

Background

2. Early in 2000, the Australian Agency for International Development (AusAID) organised an independent review of SPREP. Its aim was to provide up-to-date knowledge of SPREP's programmes and procedures and to improve understanding of the contributions they make to the Pacific islands region. The review process included interviews by the two-person Review Team in Samoa, Fiji and Australia, with the SPREP Secretariat and staff from a selection of national government offices, regional organisations, donor agencies and non-governmental organisations that work with SPREP. Staff at Australian overseas missions in other Pacific island countries conducted additional interviews and surveys with national and state government officers. A total of 136 individuals representing 62 organisations in 12 countries contributed information and comments. This included 20 staff from the SPREP Secretariat. Over 100 documents were examined, including reports on SPREP's 1998 and 1999 work programmes, individual project records held by SPREP or donor agency offices and materials prepared for the review of the 1997 – 2001 SPREP Action Plan.

3. The review process provided a broad perspective on the regional environment organisation and programmes in the first half of 2000. The scope of the exercise constrained the length of time spent on any one aspect and limited the depth of the review. The review mentions, but does not discuss in detail, the 2001-2004 Action Plan which was being developed during the time of the review.

4. The Consultants' review report describes:
- the institution of SPREP, its governance, management, resources, programmes and activities at the time of the review, with particular attention to the relevance of SPREP to its Members, the region and Australia;
 - the efficiency of its governance, structure, systems and operations; and
 - the effectiveness of its programmes and activities.
5. The Consultants' report includes recommendations for the Secretariat, AusAID, other SPREP Members and partner organisations, with the aim of strengthening SPREP's work of coordinating environmental protection and natural resource management in the Pacific islands region. At the request of AusAID, SPREP is tabling the Summary Report (Attachment 1) and Recommendations (Attachment 2).

Recommendation

6. The Meeting is invited to:
- **consider** and **note** the Summary Report and Recommendations of the AusAID Review of SPREP.

28 August, 2000

SPREP 2000

Review of the South Pacific Regional Environment Programme

Summary Report

INTRODUCTION

The South Pacific Regional Environment Programme, SPREP, is an inter-governmental organisation established to serve the states and territories of the South Pacific region by protecting the environment and promoting sustainable development. SPREP's members are the twenty-two Pacific island countries (PICs) and Australia, France, New Zealand and the United States of America.

In early 2000, the Australian overseas aid agency, AusAID, organised an independent review of SPREP. Its aim was to provide up-to-date knowledge of SPREP's programs and procedures and to improve understanding of the contributions they make to the Pacific islands region.

The review process included interviews by the two-person Review Team in Samoa, Fiji and Australia, with the SPREP Secretariat and staff from a selection of national government offices, regional organisations, donor agencies and non-government organisations that work with SPREP. Staff at Australian overseas missions in other Pacific island countries conducted additional interviews and surveys with national and state government officers. A total of 136 individuals representing 62 organisations in 12 countries contributed information and comments. This included 20 staff from the SPREP Secretariat. Over 100 documents were examined, including reports on SPREP's 1998 and 1999 programs, individual project records held by SPREP or donor agency offices, and materials prepared for the review of the 1997-2001 SPREP Action Plan.

The review process provided a broad perspective on the regional environment organisation and program in the first half of 2000. The scope of the exercise constrained the length of time spent on any one aspect and limited the depth of the review. The review mentions, but does not discuss in detail, the 2001-2004 Action Plan which was being developed during the time of the review.

The review report describes the institution of SPREP, its governance, management, resources, programs and activities at the time of review, with particular attention to the **relevance** of SPREP to its members, the region and Australia; the **efficiency** of its governance, structure, systems and operations; and the **effectiveness** of its program and activities. The report includes recommendations for the Secretariat, AusAID, other SPREP members and partner organisations, with the aim of strengthening SPREP's work of coordinating environmental protection and natural resource management in the South Pacific.

THE RELEVANCE OF SPREP

The Relevance of SPREP to Its Members

SPREP's principal role is to promote cooperation and assist its members with issues of environmental management and conservation. The underlying importance of SPREP's business is that a healthy environment is critical to the Pacific island countries (PICs) because of their small size and vulnerable ecologies and because islanders' livelihoods are largely dependent on these limited and fragile natural resources.

The needs of member countries for assistance from SPREP are expressed through national planning mechanisms and conveyed to regional planning fora including the formal SPREP Meeting. SPREP's response is conveyed in SPREP Action Plans and in the program that is subsequently delivered and reported upon.

The independent island states have been the main recipients of assistance from SPREP. The 1998 SPREP Annual Report indicated that some states received more than twice as many acts of assistance as others. The island dependencies did not receive any direct assistance, participating only in some regional initiatives, and the metropolitan country members were involved only in governing and supporting SPREP. The Review Team concluded that it would be valuable for all members to contribute more actively to the planning and development of the program rather than merely waiting for SPREP to deliver assistance. Members could draw benefit from, and contribute to, SPREP by linking national strategic and development plans to the region's coordinating mechanism for environmental protection and management.

The first substantial effort made by many independent PICs to identify their national priorities for environmental management and protection was the development of National Environment Management Strategies (NEMS) in the early 1990s. The review used a selection of PICs' NEMS to determine members' expressed needs. The analysis of 7 NEMS revealed 201 priority proposals in 5 main categories. Eighty-six per cent (173) of the proposals were for preparatory and supportive activities rather than for actual implementation of resource management action. The NEMS expressed strong demands for capacity building, information, education, training assistance and institutional strengthening. Nearly half (49%) of the proposals were in these areas.

SPREP's most recent Annual Report, for 1998, was analysed to compare what was delivered with the needs identified in members' NEMS. The analysis confirmed that the regional organisation has done a lot of work that meets the demand, as part of specific climate change, coastal management or conservation area projects. Most of SPREP's activities with members have included components aimed at building local capacity and environmental awareness. SPREP's two largest projects have allocated 16-20% and 43% of their respective funds to education, information and training-related activities.

However, the NEMS analysis highlights the improvement required in the region's planning and monitoring mechanisms. The NEMS were a major investment of effort that is not easily repeated. Unfortunately, in many countries there was insufficient follow-up, proposals were dismissed as wish lists and few resources materialised for implementation.

Interviews with government and partner agency representatives in 12 of SPREP's member countries produced numerous comments on SPREP's current relevance to its members. Members value SPREP's assistance in information sharing, training, public media work, publications, reproduction of materials and international conventions. Respondents regarded provision of technical advice as a key role for the Secretariat, but also one that needs greater resources and attention to satisfying members' particular information needs.

Members were concerned that the region has neglected the Apia and SPREP Conventions. The Review Team concluded that SPREP should develop a systematic approach to working on international agreements, with an appropriate strategy and adequate core resources to assist members with a selection of key conventions.

Concern was expressed that SPREP, largely because of its funding mechanism, has been preoccupied with implementing projects and that these have often not met the basic needs of its members. SPREP is perceived as a project implementation agency, although the Secretariat has recognised the problem and, in many instances, has moved away from a direct project implementation role.

SPREP has built its own capacity over the past decade by executing aid-funded regional projects. While some donors argued that smaller island countries do not have the capacity to implement complex projects by themselves, several PIC government agencies criticised SPREP's role in project management and considered that SPREP would be more relevant and useful to them as a facilitator, advisor and coordinator. The strong feeling was that projects are more effective if implemented nationally or locally, and that SPREP should work "further upstream", providing technical and policy advice and assistance to members and partners.

The Review Team considered that the SPREP program should not be dominated to such an extent by projects, and that instead the Secretariat and Members should deliberately strengthen the program's technical advice, training and institution-building functions. SPREP should further develop "information sharing" as its principal mode of service to members and partners.

The Relevance of SPREP to Donors

SPREP is important to overseas aid donors as a regional inter-governmental technical coordination agency. Donors rely on SPREP to understand the region's environment and biodiversity issues and to organise projects in locally appropriate ways. There has been a trend towards larger aid projects that are "regional", "integrated" and complex. The rationale for this is that it should be possible to apply to these projects a high standard of management and administration and achieve economies of scale. There is also recognition of the drawbacks with this system, including loss of local ownership and local capacity building from inappropriate "regional" projects.

A number of donors were critical of SPREP's lack of attention to serving their needs for advice and guidance. On the other hand, some donors appeared to have little genuine interest in SPREP's long-term concerns or knowledge of its program or plans. Some donor offices attached low relevance to a regional program focussed narrowly on the environment, and preferred to deal with natural resource issues as a component of a sectoral development project.

Aid donors have contributed to SPREP's program being excessively "projectised". Whereas projects should be useful supplementary activities, they form virtually the entire SPREP program. The advantages of projects for direction and administrative control can be outweighed by bringing an inflexible, narrow and piecemeal approach.

The Review Team concluded that SPREP should work more with donors and with regional and national agencies with a view to addressing environmental concerns within the "mainstream" of Pacific island societies. In these partnerships SPREP should ensure that environmental factors are taken into account in all programs and projects that affect the region's natural resources, including regional programs, aid and national initiatives in forestry, agriculture, fisheries, tourism, mining, infrastructure construction, urban planning and education.

The Relevance of SPREP to Australia

The review assessed the relevance of SPREP to Australia in particular, as the member that had initiated the review, with a close neighbour's direct interest in the environmental outcomes of the organisation's activities. The Review Team concluded that the priorities identified in SPREP's current plans and programs matched reasonably well with AusAID's strategy for the Pacific island countries. In addition, SPREP's program has contributed directly or indirectly to four of AusAID's Key Results Areas, and appears to have taken principles of gender equity and environmental sustainability into account.

AusAID is interested in natural resource utilisation and environmental management as a component of mainstream development, whereas SPREP's program has had a more conventional focus on protection of the natural environment and biodiversity. The review recorded that, while Australia relies on SPREP to extend the concept of environmental protection across the Pacific islands region, SPREP's assistance is not distributed evenly among countries.

The Review Team also noted that there has been relatively little interaction between SPREP and Australian Government and non-government agencies in mutually beneficial joint programming and cooperation in regional environment protection and management.

THE EFFICIENCY OF SPREP'S STRUCTURE AND SYSTEMS

The review examined the efficiency of SPREP's systems for governance, programming and planning, institutional development, management and administration.

Governance

SPREP is governed through the SPREP Meeting of member government officials and Ministers for the Environment. The current schedule is a Ministerial meeting every four years, a plenary officials meeting every two years and a sub-committee of officials meeting to approve the work program and budget in the intervening years.

The SPREP Meeting appears to be a transparent mechanism serviced diligently by the Secretariat. Concerns raised by members included the inadequate frequency of the meetings and the inconsistency of representation.

The Review Team concluded that the SPREP Meeting should be re-formed into a smaller, annual, technical working meeting, focussed primarily on setting broad directions for SPREP through the Action Plan and annual work program. To strengthen the region's political agenda for the environment, the links between SPREP Meetings and the meetings of the Forum Officials Committee and the Forum leaders should be developed further by the two Secretariats.

Planning & Programming Systems

Selection and Prioritisation of Activities: The Pacific's broad range of local, national and regional interests makes it essential for members to have efficient planning and programming systems. The NEMS were planned as a major tool for countries, but produced few useful outcomes and need to be reviewed and reformulated. The SPREP Action Plan was intended to be the main tool by which the SPREP program was planned, broad priorities proposed and agreed, activities determined and results monitored. Unfortunately, the Action Plan appears to have been found inadequate and has received very little attention or use.

Secretariat comments on this paragraph:

It has provided strategic guidance focusing the effort of the Secretariat in 5 programme areas (reduced from 9 previously). It has not been used successfully as a programme management tool, a task more appropriate to SPREP's Corporate Plan.

The Review Team considered that the 1997 – 2000 Plan was of poor quality as a strategic management tool. The SPREP program has grown in complexity and there is a need for more coordination and coherence under the common planning framework provided by the Action Plan. The Secretariat has taken steps to rectify shortcomings in the new Action Plan for 2001 – 2004.

Planning processes in member countries need to better integrate and “mainstream” environment issues. Environment departments appear marginalised, without adequate capacity, political support or cooperation between Ministries. The system of SPREP National Focal Points has been unreliable as it does not promote engagement with other agencies and processes in member countries. Knowledge in countries of SPREP’s current strategies, plans and activities has been poor. The Review Team considered that a national development framework, that integrated the concerns of all resource sector managers for environmental sustainability, would be more effective than the prevailing approach of trying to “manage the environment” as a separate sector.

Planning and Design of Activities and Allocating Resources: The standard of planning and design of SPREP activities has varied widely. Some donor-funded projects have required a formal plan, logical framework and risk management, but numerous activities seem to have been managed informally, with little quality control. The Review Team considered that SPREP should aim for a consistently high standard of design for its smaller projects and activities, with attention paid to rigorous design, preparation and management support.

SPREP’s program has been determined to a large extent by funding that has been available from overseas aid donors. The Secretariat has formulated projects that match both donors’ interests and gaps in the Action Plan. However, donor agencies have their own priorities and strategies, and may not be willing or able to be flexible. The Review Team concluded that a useful mechanism would be for donors to base their strategies and financing activities on the SPREP Action Plan.

Although the review found that SPREP’s two largest projects had been managed carefully with regard to local implementation and ownership, member countries were generally critical of the trend towards large, multi-faceted projects that are applied to several small island states for economies of scale. Too often such projects have not adequately addressed national and local priorities and have not been ‘owned’ by national or local stakeholders. By not being directly responsible for the concept, design, implementation, monitoring or drawing their own lessons, local partners have ended up gaining less than the regional organisation, and project sustainability has suffered.

The Review Team concludes that it would be valuable for the next phase of SPREP's development to focus on planning and delivering a set of core service functions and to deliberately limit engagement in projects. Project implementation should be devolved fully to national and local organisations. The Secretariat should organise or facilitate only small, simple pilot exercises, for the purpose of exploring effective solutions to specific problems.

As part of moving "beyond projects" towards this next phase, careful attention should be given to the rigorous design and development of the core functions SPREP will implement. The Review Team considered that the primary core function of SPREP should be to provide members and partners (including international and other regional organisations) with advice on technical issues and policy development concerning the environment and ecologically sustainable development. SPREP should also develop the related function of monitoring the state of the environment and alerting members and partners to the need for action.

Monitoring, Reporting, Evaluation & Learning

SPREP's monitoring and reporting at program level has been through annual work programs, budgets and reports provided to members through the annual Sub-Committee and biennial SPREP Meetings, as well as a formal Annual Report for a wider audience. Monitoring and reporting standards for SPREP activities have varied widely. Formally managed "donor projects" have tended to be monitored and managed under efficient contractual arrangements which the donor and Secretariat have followed carefully. Typically they have required regular progress reports to the donor's set format. By contrast, many SPREP activities and smaller projects have not been designed to strict plans. They may not have had objectives set or outputs planned, and monitoring may have been limited to recording activity, costs or time expended.

The four-year Action Plan was formulated with planned outputs and performance indicators, so that progress with implementation would be readily monitored and evaluated. However, the Review Team concluded that the Action Plan has not been used adequately for monitoring program activity and results. Part of the problem has been the poor formulation of the performance indicators.

Secretariat comments on this paragraph:

The problem related to a mix of indicators targetting Secretariat performance and country implementation, rather than being focussed.

In 1998-99, the Secretariat introduced Performance and Output Budgeting (POB) that is being used to monitor the production of planned outputs. The work program framework was based on the Action Plan. The new system was still being developed at the time of the review and the Secretariat was addressing some problems. However, the system appeared to be over-complicated with low-level detail and to be poorly understood by some Secretariat staff. An apparent problem for monitoring was that the Key Outputs and performance indicators of the new POB framework were not the same as those of the Action Plan Outputs. A further concern of the Review Team was that formally planned and contracted projects register on the new work program framework only as a series of activities and the broad objectives of the project are lost sight of.

The Review Team concluded that SPREP needs to strengthen its systems for learning from its experiences and sharing lessons with its members and partners. There have been few clues as to whether SPREP has made progress towards middle level objectives under its goal of environmental protection and management in the PICs. The Secretariat needs to pay greater attention to projects as integral parts of the overall program and at their conclusion. Effective development of the program will depend on the Secretariat and members systematically analysing events, and evaluating achievements and broader impacts over the long term. There is a need for baseline data and for measurable targets or indicators of success to be set for SPREP's Strategic Outputs.

Institutional Capacity – Resources

In the six years 1994-1999, total annual funds available to SPREP were US million dollars 5.8, 6.7, 8.1, 8.2, 7.6 and 9.6 respectively. Ninety per cent of these funds have been provided by donors for specific project activities. Funds raised for projects have increased steadily while a fixed US\$0.5 million a year has been available for running core functions. SPREP's core funds have derived from members' annual subscriptions and from project management fees. Core funds have paid for some staff salaries, coordination activities, servicing of SPREP meetings, general communications, liaison and information services to members. An inadequate core budget has been a perennial problem for SPREP, affecting many issues noted in this review. For example, SPREP has difficulty in responding to members' requests for assistance in areas not covered by its portfolio of projects. The problem has got worse; as SPREP has grown to a relatively large organisation the core budget has remained the same, ie. it has decreased in relative terms, despite the increasing costs of project management, supervision and support. An exacerbating factor has been that some members have not paid their subscriptions; in some cases for several years.

The Review Team considered the inadequacy of SPREP's core funding and the increasingly disproportionate project funding to be the most serious issue for SPREP's management. The review found support among government officials in Suva and Apia and within SPREP for member countries to pay contributions promptly and to settle outstanding contributions. Support was recorded also for increasing contributions substantially.

AusAID and NZ ODA have started to provide SPREP with additional 'extra-budgetary' funding which SPREP is able to use as a source of longer-term program funding. The Review Team considered this a most positive development for SPREP. It provides the Secretariat with a significant opportunity to move beyond many of the issues that arise when funds are tied to discrete, relatively narrow, inflexible and short-term projects.

Organisational Structure

The SPREP Secretariat has been based in Apia, Samoa since 1993. Four Division Heads have been responsible to the Director for six Program areas or strategies. There has been an executive management group of four, strengthened in late 1999 by the appointment of an Executive Officer. The total number of staff was 67 in March 2000, an increase of 30 per cent since 1995. At the time of review, thirty staff were funded from core budget, the rest by a range of donors.

The Review Team concluded that there were too few senior professional staff for the development, management and coordination of the SPREP program. At the time of review, two Division Heads covered five programs and 42 staff. The Divisional structure appears artificial and has engendered little feeling of coherence across the program. The structure has not promoted efficient and effective use of staff, nor encouraged coordination and consultation among professionals in different Divisions. Within each Division staff have been aligned to projects. Senior management staff appear to have had little time for policy, strategic planning and development tasks. The lack of a Deputy Director has left the Director to undertake the bulk of representative, policy, managerial and fundraising duties, necessitating considerable travel, and adding to the responsibilities of the Heads of Divisions.

The Secretariat have recognised the shortcomings of the structure. The Action Plan under development at the time of review, for the period 2001 – 2004, will have implications for the organisation of SPREP. Following the completion of the new Action Plan, the Secretariat intends to review its Corporate Plan prior to the SPREP Ministerial meeting in October 2000.

Administrative and Financial Procedures

Financial administration of SPREP has been governed by the Financial Regulations adopted by the Fifth Meeting in 1992, and applicable to all SPREP financial activities irrespective of the source of funds. The Review Team found the budgetary processes to be transparent and reasonably efficient, but poorly understood by some staff and member country officials. SPREP accounts have been externally audited. Audit procedures were clear and had been complied with consistently. Future audits will be extended to project funding going from SPREP to members and partners.

With respect to procurement and contracting, procedures are in place but management is to review these to ensure more rigorous and open procedures and to enforce compliance by staff.

Regional Relationships

SPREP is the technical agency responsible for advising on environment and sustainability issues to its members, the region and internationally. It is one of eight inter-governmental organisations serving the South Pacific, unfortunately with overlapping mandates and functions. The heads of the eight organisations have formed the Council of the Regional Organisations of the Pacific (CROP) to review the agencies' work programs, their combined efficacy, and common positions on specific issues.

Coordination between the Pacific regional organisations needs to be strengthened. They have tended to compete for significance and funding, show lack of understanding of their respective areas, and operate narrowly within the frameworks of their own data sources, networks, paradigms and training. A particular concern for the review was that, despite the need for a crosscutting approach to environment work, the regional organisations appear to not work well together on initiatives affecting the region's environment and natural resources.

A regional strategic framework had been developed to guide synchronisation of the regional organisations' programs, but had been found too complex and constraining. There was interest at the time of the review in integrating the regional technical organisations, with an exercise underway to assess possible integration of SPC and SOPAC. Arrangements have been made for joint programming discussions between SPREP and the SPC and between SPREP and SOPAC. SPREP and the Forum Secretariat have also improved mechanisms for introducing environmental issues onto the Forum's agenda.

The Review Team considered that, in the longer term, it might be feasible to link the governing councils of the technical organisations, to integrate the organisations and to define distinct terms of reference for a small number of complementary technical programs within a single institution. In the interim, a valuable unifying mechanism would be for all the regional organisations to adopt the same goal with respect to the environment. This would reflect a shared concern and the programs' common purpose of ecologically sustainable, economic and social development. The Review Team also recommends an appraisal of the environmental components of the regional organisations' programs and plans, and drafting of a single framework. This would indicate a coherent, consistent and collaborative approach to regional development assistance under each of the resource economic sectors.

THE EFFECTIVENESS OF SPREP

The review considered the broad successes achieved by the Secretariat and regional environment program, and assessed the effectiveness of a sample of projects undertaken by SPREP.

SPREP has been developed into a significant organisation for the Pacific Islands region. What started as a small field program of the South Pacific Commission has been transformed into an independent organisation with modern systems for management of staff, finances, information and communications. A professional administrative and technical team has been established with reasonable facilities and working conditions.

Over the past five years, SPREP has raised nearly US\$30 million in funds from external sources for new activities. This has required considerable skilled resources in planning, project design, documentation, communications and negotiation.

SPREP has developed satisfactory relations with a number of overseas development assistance agencies. It has built a track record of professional administration and execution of donor-funded projects. In 2000, at least eight multilateral and bilateral donors were funding members of SPREP's professional staff.

SPREP has guided many stakeholders in environmental management and conservation across the complex region over the past decade. This has included coordinating developments with its 26 member countries and promoting cooperation among national agencies, regional institutions, donors and partner organisations. SPREP has effectively raised the profile of environmental issues in the PICs and in international fora.

Part of SPREP's mandate has been to promote integrated legal, planning and management mechanisms in the region. The SPREP Action Plans have been important contributions to this objective, and the PICs' National Environment Management Strategies were a further important achievement attributable largely to SPREP's efforts. Although the Review Team concluded that there is a need for further development, the quality of these iterative planning exercises has improved over the years.

The Secretariat has a substantial record of review, documentation and publication of information about the natural features, environment and resources of the Pacific islands region. These form a major accessible resource for planners, managers, decision-makers, educators, trainers and students. Members value the information, advice and training provided through SPREP to PIC organisations, including the large number of workshops and other meetings that contribute to local capacity building. SPREP has led the long-running South Pacific regional conservation conferences, held every 4 years, the proceedings of which are a valuable record of conservation progress across the region. SPREP was instrumental in formulating the 1999-2002 Action Strategy for Nature Conservation in the Pacific Islands Region, and coordinated development of two significant monitoring tools – an Activities Inventory and a Monitoring Matrix.

SPREP's professional staff have been dedicated and skilful in supporting island state members in the series of significant international negotiations and agreements that marked the 1990s.

The Secretariat has developed a substantial and diverse program of activities. The review recorded almost 150 acts of assistance to member countries in 1998 and 124 project accounts across the four Divisions in 1999.

The Effectiveness of Projects carried out by SPREP

The review assessed a sample of 16 projects, as a cross-section of SPREP's technical program of the past 3-4 years.

For each project, the project manager was interviewed briefly and available planning documents, financial statements, reports and other written materials were examined. In addition, information and comments specific to the project, that had been obtained from interviews with other organisations during the review, were taken into account.

Project management: The way in which the SPREP Secretariat and staff had planned, organised and managed the 16 projects was assessed. Three aspects of each project's management were examined – planning & design, participation & ownership, and implementation & management. A qualitative assessment was made and a simple rating (1 Weak – 5 Best Practice) was given for how each aspect had been handled for each project.

Three of the 16 projects were rated Good (4) or Best Practice (5) for each of the three aspects of management. The management of another 6 projects was considered to have been Satisfactory (3). The remaining 7 projects were rated Mediocre (2) in the ways they had been managed.

Project effectiveness: The 16 projects were assessed further to evaluate their effectiveness with regard to (a) production of planned results or outputs and (b) the likelihood that they had contributed, or would contribute, to a broader outcome in line with the objectives of the activity.

In terms of producing planned outputs, 11 of the projects (69%) were rated Good (4) or Best Practice (5) and 3 were Satisfactory (3). Only 2 were considered less than Satisfactory, both as Mediocre (2). With regard to contributing towards eventual outcomes, the majority of projects, 10 of the 16, were assessed as Mediocre. Three were rated Satisfactory and 3 as Good.

The Review Team considers that the results reflect reasonably accurately the way in which SPREP is structured and managed. They show a strong inwards focus onto individual projects and activities. The basic responsibility assigned to a project manager is to ensure production of the immediate planned products or outputs. The results indicate that SPREP's project managers and staff meet this responsibility well, the achievement of desired outcomes less so.

The challenge for a project-oriented organisation like SPREP is to turn the array of discrete projects into an integrated program, and to increase the focus on the broader influences and achievements that it is aiming for. The assessment findings may indicate that there is insufficient encouragement for individual project managers to focus outwards and upwards, towards broader and longer-term outcomes. This may be a reflection of the organisation's apparent preoccupation with projects, the lack of baseline data and monitoring of higher-level trends and strategic achievements, and the relatively weak management structure at the program level.

The Review Team concludes that SPREP needs to strengthen both the way in which individual activities are managed within the organisation and the attention and resources given to management of the overall program.

SPREP 2000

Review of the South Pacific Regional Environment Programme

Main Recommendations

1. A Common Regional Goal for Environment and Development

The SPREP Secretariat should extend its planning and negotiations with member country agencies, donors and the other regional organisations in order to "mainstream" environmental concerns, ensuring that ecological factors and biodiversity are taken adequately into account in all programs and projects that affect the Pacific island countries' natural resources. This promotion and coordinating effort should extend in particular to national development initiatives in forestry, agriculture, fisheries, mining and tourism and to activities such as infrastructure construction, urban planning and education.

The SPREP Secretariat should develop its function of advising and assisting the other regional organisations to integrate environmental management and conservation with their sectoral development programs. This could involve SPREP assessing and commenting on other agencies' plans and activities. As a unifying mechanism, SPREP members should propose a common framework of action and a common goal for the regional organisations, towards the long term conservation of the natural environment and resources across the Pacific islands region, and ensuring that economic and social development are pursued in ways that are ecologically sustainable.

2. Governance and Direction of SPREP

The SPREP Secretariat and members should reform the SPREP Meeting into a smaller, annual, technical working meeting, focussed primarily on setting broad directions for SPREP through the Action Plan and annual work program. Members should consider delegating their Heads of Environment or equivalent officials as SPREP Meeting representatives, or specifically naming individuals to serve for a specified term as a SPREP governing council¹. Members should improve processes within their countries to ensure representatives carry whole of government briefs. The SPREP Meeting should strengthen existing links with the South Pacific Forum Officials Committee and Forum Leaders' Meetings.

¹ AusAID's view is that while the technical capacity of some delegations need strengthening, the purpose of meetings, composition of delegations and the future of the Ministers of the Environment meetings needs further deliberation.

3. National and Regional Coordination

All SPREP members, including island dependencies and the metropolitan countries, should contribute more to planning, development and subsequently drawing benefit from the SPREP program, enhancing its use as a coordinating mechanism for environmental protection and management in the region. This initiative should include reviewing and up-dating the NEMS or equivalent national planning mechanisms. The system of National Focal Points should be revised, to ensure better facilitation of local definition of needs, participatory planning and design, cross-sectoral collaboration and local implementation.

4. Planning, Monitoring, Evaluation & Learning

The SPREP Secretariat and Meeting should continue to develop and use the Action Plan as the principal management tool for the regional program. The Plan should be strengthened and promoted as a shared expression of actions and co-responsibilities, supported by adequate consultative mechanisms, joint planning and regular monitoring and evaluation. It should be developed as the framework for ensuring sustainability and minimal environmental disruption in natural resource sector development and management – fisheries, mining, agriculture, etc..

The framework should identify significant middle level objectives, in order to improve the program's development, management and ability to assess achievements. It should also encompass the increasing series of "regional action strategies" that deal with particular fields of concern (invasive species, wetlands, environmental education, etc).

The SPREP Secretariat and Meeting should ensure that the annual work programs are formulated as annual components of the 4-year Action Plan, using the same logical hierarchical structure and terminology, in order to enable the Action Plan to be used efficiently for medium-term monitoring and reporting purposes. The Secretariat should procure baseline data and set measurable targets or indicators of success for SPREP's Strategic Outputs or objectives. Simple tools to conduct standard evaluations at the conclusion of each activity should be introduced. The Secretariat should place greater emphasis on the completion, evaluation and documentation of activities and should aim to move progressively towards a culture of learning, sharing lessons and helping to extend successful initiatives.

5. Limitations of Projects

The SPREP Secretariat should deliberately limit its own direct involvement in implementing projects, restricting its role to facilitating project execution in countries by other organisations and undertaking itself only small pilot exercises for experimental and demonstration purposes. Building on the experience from the SPBCP and PICCAP projects, large "regional" projects should be formulated as packages of smaller, linked country-specific exercises that maximise local value. SPREP member agencies should organise themselves to take on, learn from and build upon externally assisted projects. SPREP should build greater rigour into managing its own activities to strengthen participatory planning, design and development, use projects to focus outwards and upwards towards broader and longer-term outcomes, and emphasise activities that can become self-sustaining and demonstrate effective solutions.

6. SPREP Core Functions & Funding

The SPREP Secretariat and Meeting should re-form the SPREP work program to have a greater proportion of core functions and services that are not projects or dependent on projects for resources. SPREP's primary core function should be to provide or help members to access technical and policy advice and information concerning the environment and ecologically sustainable development in the Pacific islands region. The Secretariat should make "information sharing" its principal mode of delivery, with a strengthened information service at the forefront of interactions with member country agencies and partners. This should include advising on selective ratification and implementation of multi-lateral agreements. SPREP should also develop the related function of monitoring the state of the environment and alerting members and partners to the need for action.

Members should consider a revised funding mechanism for the program, as part of the SPREP Action Planning and Corporate Planning processes during 2000. The revised mechanism should determine an actual figure for a core budget, based on a specified organisational structure and size, and the facilities and services that would be delivered to each member for this budget. The mechanism should specify the financial contribution that will be required from each member country annually for the next four years (aligned with the Action Plan).

7. Donor Funding

The SPREP Secretariat should foster improved liaison and collaboration with donors, including alignment of donor agencies' plans with the SPREP Action Plan, and facilitating donor support for in-country activities by other organisations. The Secretariat should use the extra-budgetary funds from Australia and New Zealand as enhanced core funding, enabling SPREP to operate "further upstream" by strengthening its core advisory and coordinating services for its members in each area of the program. The Secretariat should negotiate with other donors to provide part of their financing, as general contributions to the SPREP program rather than in the form of individual project funds.



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting

Guam

10 – 12 October, 2000

Agenda Item 7.1: Draft Action Plan (2001 – 2004)

Purpose of Paper

1. To present to the Meeting the draft Action Plan (2001 – 2004) for consideration and endorsement.

Background

2. The Action Plan is intended as the regional agenda for managing the environment of the Pacific islands region for four-year periods. It embodies the vision of SPREP members and key stakeholders for the long-term management of their shared environment. It is the main planning document which identifies the broad priorities and key result areas of the regional agenda and associated capacity building processes and interventions. The Action Plan is intended to be implemented by governments and administrations who are Members of SPREP, in conjunction with the many organisations and individuals active in the protection and management of the environment and natural resources of the Pacific islands region.

3. The 2001-2004 Action Plan was developed through a highly participatory, consultative process involving a wide range of stakeholders. This consultative process involved visits to 14 member countries and territories by the SPREP Secretariat, assisted by a Consultant. A Regional Workshop on the Initial Draft Action Plan was held in Auckland, 14 to 16 June, 2000 at which Members provided in-depth input to the initial draft especially with relation to the composition of the Key Result Areas and associated Processes/Interventions. A matrix of members input, used extensively in the preparation of the final draft Action Plan, is attached. The overall process included consultations with and valuable input from, a wide range of government departments, non-governmental organisations, community and private sector representatives in reviewing the previous Action Plan (1997-2000), providing feedback on lessons learned and guidance on future action and direction. It also involved active participation by SPREP staff.

Recommendation

4 The draft *Action Plan for Managing the Environment of the Pacific Islands Region (2001-2004)* is attached (WP7.1/Att.1) and the Meeting is invited to:

- **consider** and **endorse** the Action Plan (2001-2004).

27 July, 2000



**South Pacific Regional Environment Programme
(SPREP)**

Draft

**Action Plan for Managing the Environment
of the Pacific Islands Region
2001 - 2004**

July 2000

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1. INTRODUCTION

1.1 Agreement Establishing SPREP 1993

SPREP was first established in 1982 as a programme within the now Secretariat of the Pacific Community. It was accorded formal legal status to be an autonomous regional organisation in 1993 under the Agreement Establishing SPREP which came into force in 1995.

The SPREP Secretariat is located in Apia, Samoa.

1.2 The Action Plan for Managing the Environment of the Pacific Islands Region

Articles 2.1 and 2.2 of the Agreement Establishing SPREP 1993 stipulates that "SPREP shall achieve [its] purposes through the Action Plan adopted from time to time by the SPREP Meeting, setting the strategies and objectives of SPREP.

The Action Plan shall include:

- (a) Co-ordinating regional activities addressing the environment;
- (b) monitoring and assessing the state of the environment in the region including the impacts of human activities on the ecosystems of the region and encouraging development undertaken to be directed towards maintaining or enhancing environmental qualities;
- (c) promoting and developing programmes, including research programmes, to protect the atmosphere and terrestrial, freshwater, coastal and marine ecosystems and species, while ensuring ecologically sustainable utilisation of resources;
- (d) reducing, through prevention and management, atmospheric, land based, fresh-water and marine pollution;
- (e) strengthening national and regional capabilities and institutional arrangements;
- (f) increasing and improving training, educational and public awareness activities; and
- (g) promoting integrated legal, planning and management mechanisms. "

The purpose of SPREP is “to promote co-operation in the Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations”.

1.3 Rationale for the Action Plan

The Action Plan is intended as the regional agenda for managing the environment of the Pacific islands region for four-year periods. It embodies the vision of SPREP members and key stakeholders for the long-term management of their shared environment. It is the main planning document which identifies the broad priorities and key result areas of the regional agenda and associated capacity building processes and interventions. From this document the Secretariat will develop its Corporate Plan and annual work programmes in support of national, regional and global initiatives.

The 2001-2004 Action Plan was developed through a highly participatory, consultative process involving a wide range of stakeholders. Its Key Result Areas and associated Processes and Interventions, reflect the main programme areas and priorities as identified through this process.

1.4 Regional Legal Framework

In addition to the Agreement Establishing SPREP, the following legal agreements provide the framework for common action to manage the environment of the Pacific islands region.

1.4.1 SPREP Convention

SPREP is the Secretariat for the Convention for the Protection of the Natural Resources and Environment of the South Pacific Region, (the SPREP or Noumea Convention) which came into force in 1990. Its articles cover environmental management and development of natural resources, pollution, wastes, mining and coastal erosion, protection of flora and fauna, environmental impact assessment, scientific and technical cooperation, technical and other assistance and transmission of information.

The SPREP Convention carries two Protocols, the Protocol Concerning Cooperation in Combating Pollution Emergencies in the South Pacific Region and the Protocol for the Prevention of Pollution of the South Pacific Region by Dumping.

1.4.2 Apia Convention

SPREP is also the Secretariat for the Convention on the Conservation of Nature in the South Pacific, (Apia Convention) which came into force in 1990. It relates to the creation of protected areas to "safeguard" representative samples of natural ecosystems, geological formations, regions and objects of aesthetic interest or historic cultural or scientific value.

1.4.3 Waigani Convention

SPREP will act as Secretariat for the Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Waste and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region (Waigani Convention). The Convention was adopted on 16th September 1995 and as of now, it will need to be ratified by 5 more countries for it to enter into force.

1.4.4 Global Conventions and Initiatives

Some SPREP members are also Parties to a range of global conventions and initiatives. The Conventions often call for appropriate action to be taken at the regional level. By their nature, these agreements are an integral part of the region's efforts towards sustainable development. They provide further definition to the regional legal framework particularly in relation to conserving biological resources, climate change, hazardous wastes, marine and land based sources of pollution.

1.5 Partnerships for Action Plan Implementation

The Action Plan is intended to be implemented by governments and administrations who are members of SPREP, in conjunction with the many organisations and individuals active in the protection of the environment and natural resources of the Pacific islands region. Key players include the environment, planning and development agencies in each country and territory; natural resource management agencies, local communities and resource owners, regional and international organisations, bilateral and multilateral agencies, local non-governmental organisations (NGOs) including churches, women's and youth groups and other interested partners.

1.6 SPREP Membership

The 26 members of SPREP are:

American Samoa	Niue
Australia	Northern Marianas
Cook Islands	Palau
Federated States of Micronesia	Papua New Guinea
Fiji	Pitcairn Islands
France	Samoa
French Polynesia	Solomon Islands
Guam	Tokelau
Kiribati	Tonga
Marshall Islands	Tuvalu
Nauru	United States of America
New Caledonia	Vanuatu
New Zealand	Wallis and Futuna

2. STRATEGIC ISSUES

2.1 Lessons Learned

The review of the 1997-2000 Action Plan provided the following key lessons, which have guided the development of this Action Plan :

- A stronger commitment by Pacific island Governments and Administrations to the environment, to SPREP and to the implementation of the Action Plan is essential.
- The capacity to effectively plan, implement and monitor environmental programmes must be identified and recognised in the design of projects and programmes.
- Stronger linkages should be developed between the SPREP Secretariat and agencies responsible for natural resource sectors and those coordinating the key functions of national planning, finance and development in SPREP members.
- These linkages should aim to promote and achieve the full integration of environmental issues into social and economic development at national and regional levels.
- The planning and design of regional activities should recognise differences between SPREP members.

- Effective consultative mechanisms to identify and prioritise members' needs are required.
- There is value in using simple pilot exercises to test designs and applicability to country situations before embarking on ambitious regional programmes.
- Regional projects, which complement or support national initiatives have better chances of success and sustainability.
- There is a need for greater focus of regional activities and interventions to address common needs on the basis of groups or groupings of members.
- Response to members' needs has been constrained by the project driven nature of the Secretariat's funding base and the voluntary nature of members' contributions.

2.2 Ownership of the Action Plan

The ownership of the Action Plan is shared by SPREP members and the Secretariat who work in partnership with NGOs, Inter-governmental organisations (IGOs), local communities and the private sector.

The Action Plan is intended to be an essential and useful tool for any person, organisation or development agency involved or interested in the environment and natural resource management in the Pacific islands region.

2.3 Diversity of the Pacific Islands Region

The Pacific is a region of great diversity. While there are many common issues and concerns, there are significantly more differences, such as in physical size of the Pacific islands, in natural resources, in social and cultural aspects, in population and rates of population growth, in levels of economic and social development and in national capacity to absorb external assistance. Designing regional programmes or projects that will effectively address common problems of the region while providing sufficient flexibility to accommodate national differences and needs, is a challenge for SPREP and its regional partners.

2.4 Sharpening the Focus of Regional Interventions

The wide range of needs and expectations of members for SPREP services requires the Secretariat to place a greater focus on interventions that develop programmes in areas where SPREP is best placed to make an effective contribution.

This also requires the development of a geographical focus of activities, with countries grouped on the basis of commonality of needs, of similar geographic characteristics, national capacity to plan and implement programmes and have ready access to resources to fund programmes and employ quality staff.

2.5 Strengthening Linkages with Members

Members' level of awareness of SPREP's role and activities vary considerably. Some members, especially the flag territories or island dependencies, are almost totally reliant on resources and support from their sovereign governments. They receive little assistance from SPREP and have less public awareness of SPREP's functions and activities. On the other hand, the independent Pacific island countries have been the main beneficiaries of assistance from the SPREP Secretariat. But even in these countries, the level of public awareness of SPREP's functions and activities is rather low. The Secretariat needs to vastly improve its communications and interactions with all its members to enhance public awareness of what SPREP has to offer. It needs to assist its focal points to become more effective partners through co-ordination and interaction. This will also assist in the implementation of the Action Plan, the Secretariat work programme and activities in its members.

To enable SPREP members to monitor progress, trends and conditions of their environment and natural resources, key ecological, social, cultural and economic indicators will need to be developed. The SPREP Secretariat has initiated the development of country profiles on the state of the environment, which would enable the Secretariat and members to monitor and evaluate the progress and impact of environmental programmes and interventions. These initiatives will receive greater support in their implementation. This will be coordinated and integrated with other efforts and existing mechanisms to compile data on the environment.

The SPREP Secretariat recognises its vital responsibility to provide timely and credible responses to requests for advice and information from its members. Among various options to develop this capacity within the Secretariat is the establishment of a help desk to co-ordinate responses from SPREP's professional staff and/or to identify other sources which might be able to provide such advice.

2.6 Funding

Over ninety percent of SPREP funding comes from donors, most of it tied to specific projects linked to the Action Plan. The balance is from members' annual contributions. The level of members' contributions has remained at US\$0.5 million since 1991. These core funds pay for some staff salaries, servicing of meetings, general communications and information to members. SPREP members must contribute sufficient funding to enable the Secretariat to respond flexibly and effectively to increasing demands. The Pacific island members in particular must signal their commitment to protecting their environment by the timely payment of their voluntary contributions and by acknowledging the need for larger contributions to the core budget.

The mobilisation of financial resources for environmental management remains critical to the success of the Action Plan. Members will need to explore all avenues including national budgets, economic instruments, implementation of user/polluter pays principle and official development assistance.

3. VISION

"People of the Pacific islands better able to plan, protect, manage and use their environment for sustainable development."

4. 4-YEAR GOAL

"To achieve the key results identified in the Action Plan below and to ensure that the strategic issues identified are successfully addressed".

5. KEY RESULT AREAS (MAIN PROGRAMMES AND AREAS OF FOCUS)

Following consultations with SPREP Members, the following Key Result Areas (KRAs) were identified as critical to achieving sustainable development in the region. Nature Conservation focuses on the fundamental species and special areas of the region. Preventing pollution and the management of wastes is seen as critical to maintaining the health of the region's people and ecosystems. Climate Change and Variability will focus on strengthening the region's capacity to understand and respond to the continuum of weather from daily forecasts through seasonal variability and to long-term change.

Economic development, reform regimes and key sectors such as Tourism, Trade and Planning require special attention if efforts addressing other KRAs are to be successful.

5.1 Nature Conservation

Objective: *Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.*

Threats to the region's biodiversity continue to increase. Rapid population growth, habitat destruction from logging, agriculture, over-harvesting of fish and wildlife resources, and invasive species have combined to put tremendous pressure on natural environments and species. New threats to the region's biodiversity are the destructive live reef-fish harvesting practices and illegal bio-prospecting.

Trends in resource overexploitation are driven by a complex combination of many factors, including overpopulation, high development expectations, dependence on foreign exchange and export revenue, and a system of political and economic values that see the environment as external to social and development concerns.

Today, things are changing. Pacific island leaders recognise that implementing sustainable development is a task of immense proportion, but commitment is growing at all levels. There is some urgency to slow the rapid rate of resource extractions and reduce environmental damage occurring everywhere in the region.

There is still time to invest in environmental protection and sustainable development. The challenge of the next four years is to apply the successful approaches and lessons from the past to conservation and development decisions on a larger scale.

Within this KRA, SPREP will focus in the 2001-2004 period on the following issues:

- Conservation Areas
- Ecosystems Management
- Species Protection
- Biosafety, Access to Genetic Resources and Intellectual Property Rights
- Traditional Resource Management

5.1.1 Conservation Areas

Replication of the community-based conservation area concept and approach to nature conservation in the region which has been developed through the South Pacific Biodiversity Conservation Programme (SPBCP) will be a major focus for the Action Plan. Support for existing projects, including building capacity of local communities to manage such projects will likewise, continue where possible. Model conservation areas including marine protected areas (MPAs) that demonstrate biodiversity protection, sustainable use of natural resources and community economic development, preferably including adjoining terrestrial and marine resources will receive greater attention.

Expected Outcomes :

1. Region-wide acceptance and application of Conservation Area (CA) approaches for nature conservation.
2. CA monitoring methods designed and widely applied.

5.1.2 Ecosystems Management

Public consciousness and awareness of members on the importance of the health of coral reefs, wetlands, forests and coastal ecosystems will be raised. Focus will be on raising public awareness and consciousness and understanding of role of ecosystems in maintaining the integrity of islands and their importance in providing goods (resources) and services (eg. erosion and sedimentation control, pollution prevention) to people. The capacity of NGOs

and local communities to protect and manage these areas sustainably will be enhanced. Technical assistance and other support will be provided to enable SPREP members to plan and implement national conservation strategies (e.g. the National Biodiversity Strategies and Action Plans (NBSAPs)) and sector strategies in areas such as forestry and fisheries.

Training will be provided to enable SPREP members to identify terrestrial, freshwater and marine organisms and ecosystems that are rare, endangered, threatened or of special cultural, economic or ecological importance. Assistance will be provided to ensure that government agencies provide for their protection by ensuring that national policies do not lead to adverse impacts on these species and ecosystems when designing and siting major development and infrastructure projects, especially roads and power plants.

Expected Outcomes :

1. Increased capacity of member countries to sustainably manage ecosystems.
2. More ecosystems of local, regional and international significance protected.
3. Improved capacity to manage sustainable fisheries and protect the social, cultural and biological value of marine areas.
4. Regional coordination on nature conservation is strengthened.

5.1.3 Species Protection

5.1.2.1 Endangered Species

Conservation of endangered species such as sea turtles, marine mammals, and avifauna will continue through the implementation of three existing regional strategies, namely; Marine Turtle Conservation Strategy; Marine Mammals Conservation Strategy, and the Avifauna Strategy. The development of other regional strategies and management plans for other threatened species and ecosystems such as coral reefs and wetlands will also be considered.

5.1.2.2 Invasive Species

Work with and through international, regional and national agencies to implement effective biosecurity measures and programmes to prevent the introduction of alien invasive species (AIS) or to assist with their control or eradication. Implement the Draft Regional Invasive Species Strategy in collaboration with governments and non-governmental organisations as far as possible.

Expected Outcomes :

1. Increased protection of species of local, regional and international significance.
2. Identified, documented and prioritised status of endangered species in the region.
3. Raised awareness of (i) the threat to the security of native biota from alien invasive species and (ii) endangered species in PICs.
4. Improved statutes and regulations aimed at protecting countries from AIS which threaten native biodiversity.
5. Projects that increase the ability of countries to protect themselves against AIS and mitigate existing threats presented by AIS.

5.1.4 Biosafety, Access to Genetic Resources and Intellectual Property Rights (IPRs)

SPREP members will be encouraged to develop adequate and effective legal and other mechanisms for protecting intellectual and cultural property rights of local and indigenous communities, and traditional owners and users of biological resources. This will include access to and ownership of genetic resources. Training and other forms of assistance to enable members to better understand, discuss and negotiate these issues at international forums will also be provided.

Expected Outcomes :

1. Raised awareness of biosafety, access to genetic resources and IPR issues.
2. Increased commitment to the implementation of the CBD.

5.1.5 Traditional Resource Management

National capacity will be enhanced to promote and support the maintenance, revival and application of traditional conservation knowledge to modern natural resource management in local communities. Support will include:

- Recording and disseminating traditional knowledge with informed agreements before it is lost; and
- Giving appropriate recognition to persons noted for their wealth of traditional knowledge or involvement in traditional resource management.

Expected Outcomes :

1. Increased acceptance of the value and importance of beneficial traditional practices.
2. Integration of traditional management practices in national resource legislation.

5.2 Pollution Prevention

Objective: *To increase the capability of SPREP members to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution and to meet the requirements of relevant international and regional legal instruments.*

Pollution is one of the major threats to sustainable development in the Pacific islands region. The transboundary nature of much marine pollution requires a coordinated and comprehensive approach to both assessment and control. Without adequate measures to combat the growing sources and extent of pollution, the Pacific islands' efforts to maintain healthy societies, to stimulate development and new investment and a sustainable future for its people may be permanently undermined.

Increasing quantities of solid waste, the lack of controls on chemicals imported into the region and the lack of capacity to manage the range of pollutants are of immediate concern for Pacific island members. In addition to land based activities, the region's coastal and marine resources are threatened by introduced marine species, ship wrecks and marine spills (e.g oil, chemicals and other hazardous materials), ships' waste (e.g oil, sewage, chemicals and garbage), antifouling paints on vessels and the transport of nuclear materials.

Within this KRA, SPREP will focus in the 2001-2004 period on the following issues:

- Marine Pollution
- Hazardous Waste Pollution
- Solid Waste, Sewage and Other Land-Based Sources of Pollution

5.2.1 Marine Pollution

SPREP members have endorsed the Pacific Ocean Pollution Prevention Programme (PACPOL) as the framework through which regional marine pollution issues, in particular those from ship related sources are addressed. The aim of PACPOL is to maintain, protect and enhance the quality of coastal and marine environments in the Pacific islands region by minimising ship-sourced marine pollution.

To achieve its aim, PACPOL will initially assess the current and potential risks of ship-sourced marine pollution in the Pacific islands region. This will allow a more comprehensive understanding of the situation and render more effective targeted assistance to SPREP island members to develop better capacity to effectively prevent, plan and respond to shipping incidents and marine pollution.

PACPOL assistance to SPREP island members will include:-

- Facilitating membership of International Maritime Organization (IMO), adoption and implementation of the International Convention for the Prevention of Pollution from Ships 1974 (MARPOL) and other international marine pollution conventions through assistance in meeting national obligations such as the drafting of national enabling legislation.
- Increasing adoption and implementation of the SPREP Convention Pollution and Dumping Protocols.
- Developing regional and national marine pollution planning and response capabilities through a Pacific Islands Regional Marine Spill Contingency Plan (PACPLAN) and the provision of templates, training and strategies.
- Targeting projects to address identified high priority marine pollution problems such as the provision of guidance on the environmental management of ports in particular, the provision of ships' waste reception facilities and the assessment of potential risks from marine invasive species from ballast water and hull fouling.

Expected Outcomes :

1. Improved capability to respond to marine spills.
2. Improved management of ships' waste.
3. Increased consideration of environmental issues in development and operation of ports.
4. Increased ratification by members of relevant international and regional marine environment conventions (IMO – SPREP).

5.2.2 Hazardous Waste Pollution

National capacity for the safe and effective management of hazardous wastes, in particular, persistent organic pollutants (POPs) will be strengthened through the development and implementation of Hazardous Waste Management Plans in all SPREP members. Technical assistance will be provided in the development of appropriate waste treatment and disposal facilities, and the implementation of Cleaner Production (CP) principles for waste minimisation and avoidance.

SPREP members will be encouraged and assisted in moving towards the ratification of the Basel and Waigani conventions, with SPREP also acting as Secretariat for the Waigani convention once it comes into force.

Expected Outcomes :

1. Enhanced capacity for management of hazardous chemicals and hazardous waste.
2. Assist in development of treatment and disposal facilities for hazardous waste.
3. Reduced generation of hazardous waste.

5.2.3 Solid Waste, Sewage and Other Land Based Sources of Pollution

National capacity for the management of solid wastes will be enhanced through the completion and regular updating of waste surveys in all SPREP members, staff training and development in municipal waste management, landfill operation and management procedures. Technical advice will be provided on the environmental effects of current and alternative disposal systems, development and support of impact monitoring programmes.

Waste minimisation efforts in members will be assisted through the continuing development and promotion of public education programmes, assistance with the development of national and regional recycling programmes and the development of alternative waste management options, such as composting of organic, including human, waste and incineration. Particular focus will be placed on plastics and scrap metal including batteries. Countries will also be assisted in the development of appropriate institutional controls, such as container deposits.

The effective mitigation of sedimentation will be promoted and national capacity built in relation to land use planning and practices in key productive sectors of forestry, agriculture and urban development. Increasing but still localised, air and noise pollution problems will receive attention as required.

Coordination of efforts to implement the Global Programme of Action (GPA) for Land-based Sources of Marine Pollution will continue, in particular, the establishment of an effective information clearinghouse mechanism within the region.

Expected Outcomes :

1. Enhanced waste minimization.
2. Enhanced capacity for management of solid waste through assistance in development of treatment and disposal facilities and reduced generation of solid waste.
3. Enhanced implementation of Global Programme of Action (GPA) in the region.
4. To improve the management and conservation of watershed resources.

5.3 Climate Change and Variability

Objective: *To improve the Pacific island members' understanding of and strengthen their capacity to respond to climate change, climate variability and sea level rise.*

Pacific island members have long been concerned about the serious impacts of weather patterns and events and short-term climate variability (eg El Nino phenomenon). Since 1988, there has been further concern about long-term climate change and sea level rise. It is clear that they are extremely vulnerable to climate variability, climate change and sea level rise and will be among the

first to suffer the impacts of climate change and among the first to be forced to adapt or abandon or relocate from their environment. Given their vulnerability, the Pacific islands need to improve their understanding of and strengthen their capacity to respond to climate change, climate variability and sea level rise. Pacific island members have a substantial interest in global efforts to reduce emissions of greenhouse gases and ozone depleting substances (ODS).

Within this KRA SPREP will focus in the 2001-2004 period on the following issues:

- Strengthened Meteorological Services
- Understanding Climate Change and Variability
- Sea Level Rise
- Impacts and Vulnerability
- Adaptation and Mitigation
- Policy Development on Climate Change

5.3.1 Strengthened Meteorological Services

The capacity of National Meteorological Services to provide the necessary data and information needed for daily weather forecasting, seasonal predictions and climate change will be strengthened. This will be achieved through the implementation of agreed recommendations with the Needs Analysis for Meteorological Services in Pacific island members, and will be consistent with the Regional Strategic Plan for the Development of Meteorological Services in the region. Capacity building to strengthen participation in both global and regional observation networks such as the establishment of a regional climate centre will also be undertaken.

Continued support for the meetings of Regional Directors of Meteorology will be provided as an affective mechanism for the coordination of programmes in this sector. The development of a well coordinated programme of activities will be facilitated through the World Meteorological Organization (WMO) Sub-regional Office for the Western Pacific co-located at SPREP.

Expected Outcome :

1. Improved weather forecasting and prediction.

5.3.2 Understanding Climate Change and Variability

The reduction of the uncertainties in climate prediction and scenario development with an increased focus on regional variability and seasonal and inter-annual changes, will continue within the climate programme. Particular emphasis will also be on extreme weather and climate events to assist members with disaster preparedness, water resource planning, agricultural and other investment strategies.

An essential component of efforts to improve understanding and reduce uncertainties will be the use of an effective clearinghouse mechanism, to collate, disseminate and respond to inquiries for information related to climate change and variability from the general public, media and government officials.

Expected Outcomes :

1. Reduced uncertainty in the use of climate predictions and scenario.
2. Increased participation in global observation networks.
3. Increased understanding of climate change and variability among all stakeholders.

5.3.3 Sea Level Rise

The maintenance of existing observational networks and the strategic placement of future facilities will remain important. Improved techniques for detecting relative and absolute sea level rise and improved models will greatly assist with the formulation of response measures.

5.3.4 Impacts and Vulnerability

The development of new frameworks for analysing impacts and vulnerability, that integrate science and local needs remains important. New frameworks will include, those that will assist with the characterisation of vulnerability to climate change, climate variability and sea-level rise on Pacific island communities. Pacific islands will be assisted through the provision of technical and policy relevant advice, and the further enhancement of capacity

of national institutions to undertake assessment of impacts related to climate change and sea level rise. This will assist with work to strengthen ecosystem resilience and post cyclone recovery. Specific activities will include improved forecasting and warning for droughts, floods and tropical cyclones particularly related to the El Nino Southern Oscillation (ENSO) phenomenon and appropriate training of national experts in the science of climate change and sea-level rise at a country level.

Expected Outcomes :

1. Improved analysis of impacts and vulnerability
2. Improved understanding of seasonal and inter-annual variation as well as longer-term changes

5.3.5 Adaptation and Mitigation

Increasing regional and national foci are being placed on adaptation and on developing adaptation responses within the community, private and public sectors as well as on a sector-by-sector basis (eg. tourism, infrastructure and agriculture). Given the corresponding increase in the development of technical information at the national level, assistance will be provided to SPREP members to further improve their capacity to identify adaptation options and undertake response measures. These activities will cover both the gathering of technical information and data gathering process, as well as essential consultation and policy development.

The development and use of appropriate tools to assess the economic and social impacts of climate change and variability will also be undertaken.

The need to catalyse effective mitigation measures that will reduce greenhouse gas concentrations in the atmosphere is also important. This will involve strong partnerships between a number of regional organisations, SPREP members, other international organisations and the private sector. The development of national capacity to undertake risk assessment of applicable technologies related to renewable energies and ODS will be an ongoing regional activity.

Expected Outcomes :

1. Effective adaptation strategies and response measures.
2. Reduced greenhouse gas emissions.

5.3.6 Policy Development on Climate Change

The development of policy relevant to climate change and variability occurs at the national, regional and international levels. At the international level, capacity will be strengthened to enable Pacific island members to participate effectively in the ongoing negotiations and scientific panels. Regional policy development and the collaboration between Pacific islands, regional organisations and other partners will be further strengthened and maintained. The first step in strengthening collaboration and co-operation was taken at the 4th Pacific Islands Climate Conference April 2000, where a draft Pacific Islands Framework for Action was developed with an attendant Round-Table process. There will also be a greater promotion of mechanisms that encourage sustained interaction between scientists and policymakers at all levels. The provision of policy advice to key regional meetings will continue.

At the national level, priority will be given to continuing development of relevant policy guidance and advice to Pacific islands related to the interpretation of scientific and technical climate data and information. Building upon national activities initiated under the Pacific Islands Climate Change Assistance Programme (PICCAP) such as National Implementation Plans, assistance to national institutions will continue in order to strengthen arrangements leading to the integration of climate policies into national development processes.

Expected Outcomes :

1. Improved linkages between science and policy.
2. Increased mainstreaming of climate change and variability.
3. Regional and international policy responsive to Pacific island priorities.

5.4 Economic Development

Objective: *To strengthen regional and national capacity to integrate environmental research, information, planning and management with development processes in a manner which identifies opportunities as well as constraints.*

Sustainable development is the ultimate long term objective for all Key Result Areas within the Action Plan. Primarily, this KRA will focus on integrating environmental protection, management and planning parameters with fiscal and physical development economics. This will be achieved by ensuring the objectives, activities and outcomes from the other KRAs are consistent and that there is wide acceptance of contemporary tools such as natural resource economics, strategic environmental assessment and integrated coastal management.

The promotion of sustainable development will involve integration of environmental considerations in specific and broader physical and economic development sectors and will be addressed with relevance to economic and governance reform agenda in the region. Particular attention will be paid to identifying opportunities as well as constraints stemming from trade liberalisation, globalisation, tourism development, rapid population growth, urbanisation and settlement patterns.

Within this KRA SPREP will focus in the 2001-2004 period on the following issues:

- Trade, Investment and Environment
- Tourism
- Integrating Environment and Development
- Population, Settlement and Urbanisation
- Public and Private Sector Partnerships

5.4.1 Trade, Investment and Environment

National capacity will be enhanced to ensure that trade, investment and environmental considerations are mutually supportive. This will be achieved in close collaboration with the Pacific Islands Forum Secretariat, through the environmental assessment of trade liberalisation in the region, the provision of advice in relation to the World Trade Organization (WTO) Committee on Trade and Environment. The SPREP members and the Secretariat in partnership with the Forum Secretariat, will develop an appropriate green products programme and advise these organisations on domestic prohibited goods. It will also include the trade dimensions of relevant multilateral environment agreements such as the Convention on International Trade in Endangered Species (CITES).

Expected Outcomes :

1. Increased awareness of links between trade, globalisation, investment and environment at national and regional levels.
2. Improved strategies to generate environmentally sensitive response to initiatives in global trade liberalization and investment.

5.4.2 Tourism

Sustainable tourism will be promoted through a well-coordinated series of interventions, addressing nature conservation, pollution prevention and climate change. Working closely with the South Pacific Tourism Organisation (SPTO), a more environmentally aware and responsible tourism sector will be developed through targeted training, environmental assessment and advice. This will include the promotion of good practices and the development of an effective network of institutions and practitioners through the Pacific Eco-tourism Liaison Group.

Expected Outcomes :

1. An “environmentally aware” and responsible tourism sector.
2. Increased regional and national capacity to assess the impact of tourism on environment.
3. Environmental considerations incorporated into development of economic policies relating to tourism.

5.4.3 Integrating Environment and Development

A major challenge for SPREP members is seen to be the improvement of current resource management regimes particularly in coastal areas and associated watersheds. Capacity for better management of natural resources is not only relevant to climate change and biodiversity but is also an integral part of SPREP efforts to conserve natural resources and prevent pollution, while at the same time supporting sustainable economic development. Natural resource economics will be promoted to assist environment officials, national and financial planners in taking stock of economic implications for

environmental impacts. National capacity will be further strengthened through training in coastal and land resource assessment techniques, including the use of relevant tools such as GIS and remote sensing, conflict resolution, participatory approaches, resource allocation as well as advice in relation to institutional arrangements and appropriate policy and legal frameworks. Improved baseline data will be essential for effective climate change vulnerability assessment, nature conservation initiatives, SoE reporting and environmental monitoring and integrated coastal zone management - a focal area of a new programme in International Waters.

Expected Outcomes :

1. Improved base-line information applied to sustainable development programmes and decision making.
2. Improved State of Environment (SOE) reporting at national and regional levels.
3. Better data sources for regional vulnerability assessment and indexing.
4. Improved resource use, conservation and planning tools and techniques available for PICs.
5. Improved integration between environmental strategies and national mechanisms for strategic and sector planning and development (physical, social and economic).
6. Improved regional facilitation of in-country implementation of environmental assessment (EA).
7. Better integration of conservation and management strategies in watersheds and in the coastal zone that support economic development.

5.4.4 Population, Settlement and Urbanisation

Population pressures will affect the effectiveness of some SPREP members to protect, improve or sustainably use their environment. Bad land use location, overcrowding, high intensity, poorly timed and designed development will lead to social, health, physical and environmental degradation. Urban sprawl can directly and indirectly affect sensitive ecosystems, through clearance of habitats or outflow of pollutants to them. High urban density can minimise opportunities for on-site measures to minimise pollution or the retention of natural assets, leading water quality problems and poor quality of life. Poorly located and managed rural land use and development can threaten sensitive land and marine ecosystem through vegetation clearing, soil degradation (fertility and structure decline, erosion), sedimentation and pollutant flows.

Alternative strategies for land use, resource use, population and development coordination will be essential to mitigating the impacts of current patterns of urbanisation and settlement in the region. Traditional and modern methods will need to be combined. Initiatives will focus on the role and benefits of coordinated strategies for land and resource use, population and development allocation and intensity management, as well as means to respond to settlement related development impacts. The benefits of integrating environmental and physical data, tools and techniques and contemporary decision making platforms will be exposed keys to identifying opportunities from coordinated land use, resource use and physical development.

Expected Outcomes :

1. Increased capacity to respond to settlement related development impacts.
2. Decisions on population, urbanisation and settlement linked to environmental objectives.

5.4.5 Public-Private Sector Partnerships

The promotion of effective partnerships between the public and private sectors will assist the effective allocation of resources and skills to achieve environmental benefits in the region. This will be done through the use of mixed capital joint ventures, where feasible, through the promotion of corporate sponsorship and through business environment councils. Emphases for this work may include waste management and renewable energy technologies. Appropriate environmental standards and guidelines to assist the public and private sector to engage in environmentally sound ventures will be developed where appropriate.

Expected Outcomes :

1. Established sustainable programmes and initiatives through public and private sector partnerships.
2. Processes suited to integrating traditional knowledge and contemporary management demonstrated.
3. Increased investment partnerships with sustainable development outcomes.

6. STRATEGIES FOR BUILDING CAPACITY OF SPREP MEMBERS

Capacity building provides SPREP members with the appropriate skills to enable them to improve the management and sustainability of their environment.

The requirements for capacity building in SPREP members vary from country to country. They range from the appointment of qualified and experienced staff, transfer of knowledge and relevant skills from training in the field, ready access to information and technical advice, adequate funding support to the provision of essential equipment and infrastructure to support the implementation of projects at country level.

Capacity constraints should be identified and taken into consideration when programmes, projects and interventions are designed.

A range of processes and interventions will be used to assist in the implementation of activities in the Key Result Areas.

6.1 Processes

The processes identified below are the mechanisms by which capacity building in the Pacific islands will be strengthened during the Plan period. Being change processes, these mechanisms will be long-term in nature in member countries where the capacity to manage and implement environment programmes is presently lacking or inadequate.

These are grouped into four broad categories :

- Policy, Planning and Institutional Strengthening
 - Policy and Planning support
 - Legislative Framework (eg. inducement for compliance and enforcement, etc)
 - Trust Fund Development
 - Project Proposal development

- Human Resource Development
 - Training (including vocational and special)
 - Formal Education
 - Public Awareness and Consciousness Raising

- Communications and Information
 - Clearinghouse Mechanism
 - Information Technology
 - Public Relations and Publications
 - Networking
- Technical Advice and Backstopping
 - Response to members' requests for scientific and technical advice not covered under other categories
 - Technical assistance help desk
 - Pilot projects

6.2 Interventions

The members are directly responsible for the implementation of this Action Plan. The main interventions by SPREP and others to support the processes identified above for capacity building are summarised below. The choice or selection of interventions will depend on the particular circumstances of the members or the group(s) of members. This will be in terms of their specific needs, the complexity of the issues involved, the national capacity to manage and implement activities and the assistance to be provided by other regional organisations and donor agencies.

Many interventions reflect activities outlined in the range of Action Strategies/Plans, including the Action Plan for Environmental Education and Training in the Pacific Region 1999-2003, the Regional Information Strategy and SPREP's Environmental Management Training Needs Assessment (TNA).

POLICY PLANNING AND INSTITUTIONAL STRENGTHENING

- **Policy and Planning Support**
 - Information briefs for conferences and negotiations
 - Policy advice
 - Regional collaboration and cooperation on policy development
 - Strategic planning
 - Strategy documentation
 - Guideline development
 - Monitoring and Evaluation
 - Advice to donors and other regional organisations

- **Legislative Framework**
 - Legislation development and implementation
 - Conventions – international and regional
 - Convention Secretariat
- **Trust Fund Development**
 - Conservation Trust fund
 - Other trust funds
- **Project Proposal Development**
 - Liaison with donors and international financial institutions
 - Assistance and training for members in proposal design and writing
 - SOE Reporting
 - Environmental Assessment

HUMAN RESOURCE DEVELOPMENT

- **Training**
 - Workshops/Seminars/Conferences
 - Attachments/Secondments/Internships
 - On-the-Job-Training
 - Scholarships and training opportunities
 - Secretariat Human Resource Development (HRD)
- **Formal Education**
 - Teacher Training
 - Curriculum Development
- **Public Awareness and Consciousness Raising**
 - Community Awareness Workshops
 - Print/Radio/TV Material Production Training
 - Media Personnel Awareness Raising
 - Campaigning

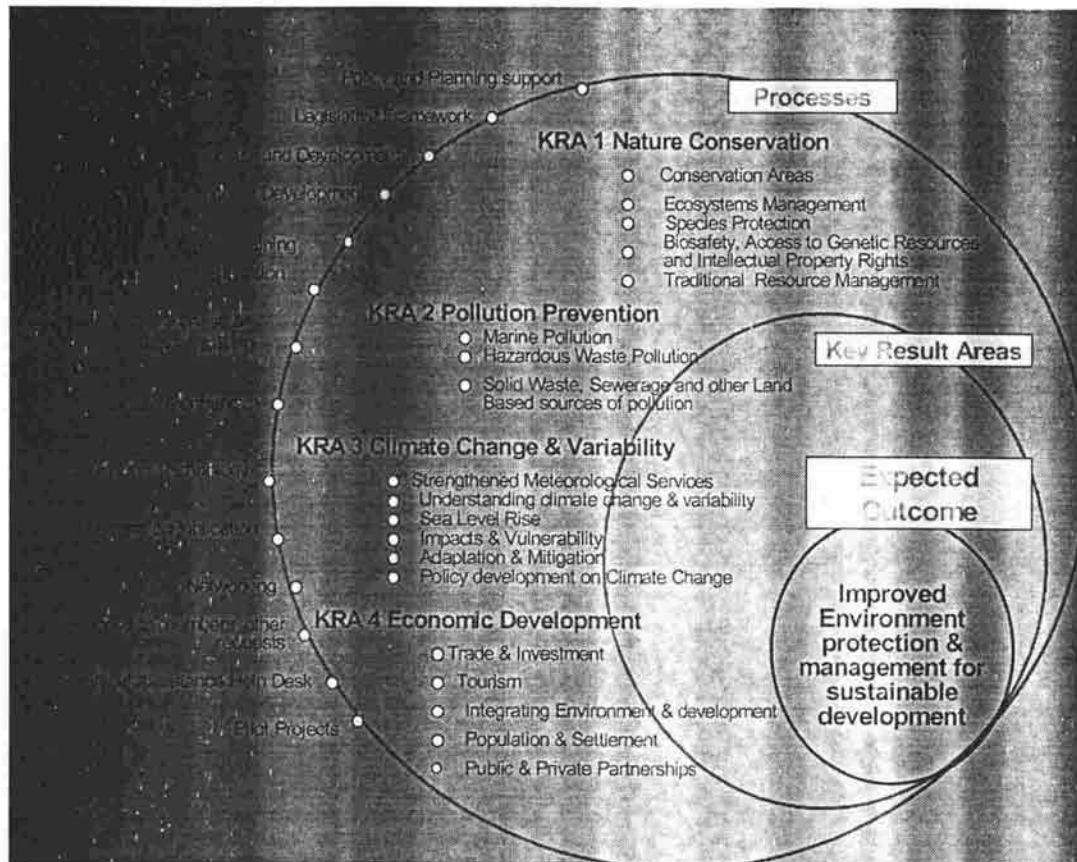
COMMUNICATIONS AND INFORMATION

- **Clearinghouse Mechanism**
 - Response to information requests
 - Database development
 - Members' library development, training and networking
- **Information Technology**
 - IT training for members
 - Website development and associated members training
 - Electronic networking
- **Public Relations and Publications**
 - Print/Radio/TV Material Production
 - Press conferences
 - Newsletters
 - General public relations/annual report/brochures, etc
 - Production of multi-lingual documentation
- **Networking**

TECHNICAL ADVICE AND BACKSTOPPING

- Response to members' requests for scientific and technical advice not covered under other categories
- Technical assistance help desk
- Pilot projects

6.3 Integration and Interactions between KRAs and Processes to achieve the Expected Outcomes under each of the KRAs



7. IMPLEMENTATION STRATEGIES

The Action Plan is intended to be implemented by SPREP's member governments and administrations, in conjunction with the many collaborating organisations and individuals active in the protection and management of the environment and natural resources of the Pacific islands region.

It is important that members actively promote the integration and mainstreaming of environmental management issues into their national planning and budgeting processes. This will enhance recognition and support at the senior government level for the funding of environment programmes. The SPREP Secretariat will support programme implementation through the provision of policy and technical advice, coordination of activities with other development partners and facilitation of additional resource support where appropriate.

SPREP will develop closer linkages with central agencies of SPREP members especially those responsible for coordinating national planning, finance and development to ensure effective coordination and implementation of the Action Plan at the national level.

7.1 Linkages with Key Result Areas

Where possible, the Secretariat will encourage and assist Pacific island members become active Parties to international and regional conventions.

SPREP will provide for an appropriate and effective institutional framework for ongoing support and technical input to ensure that environmental priorities and approaches within the Pacific are reflected in the activities of national, regional and international organisations and programmes.

7.2 Designing SPREP Interventions

The needs of members for SPREP Secretariat services vary. They reflect the geographic characteristics, the state of social and economic development, natural resource endowments, national processes and capacity to plan, design and implement programmes, as well as the availability of well trained and skilled manpower resources. This diversity requires the Secretariat to gather data and information, to develop strategies and to design interventions that recognise there are differences in members or between groups of members.

At the local and national level, regional projects must be designed to complement and support national initiatives. It is imperative that SPREP develop and build partnerships (with shared commitments and inputs clearly identified) between NGOs, communities, the private sector, Government agencies and other regional organisations to improve national capacity to deal with environment and conservation issues more effectively.

The commonality of geographic characteristics and related common needs of some members must be recognised to allow SPREP to develop projects and interventions on a sub-regional or group-of-members basis. A focus such as this can facilitate more concentrated project activities to address the common needs, e.g atolls.

Some projects are most cost-effective if implemented on a regional level and by involving all SPREP members. This allows all members to benefit from assistance, especially in areas of regional and global significance that may not be available from country or bilateral initiatives.

7.3 Role of SPREP Members

SPREP members must firmly commit themselves to protecting and managing the environment and to assist other members. Without this commitment, SPREP interventions will make little impact on the problems. This commitment must include adopting appropriate policies and practices, approving and enforcing legislative framework for effective environmental controls, and strengthening national capacity of implementing agencies through the provision of adequate resources to support the activities of these agencies.

SPREP members must take responsibility for implementing the Action Plan. Pacific Island members will decide regional projects that will best meet their most urgent needs and which support or complement national initiatives. Pacific island members are developing capacity to assume full responsibility for the implementation of in-country activities. For those members that do not have the necessary capacity, special care should be taken in evaluating the benefits of taking on projects which cannot be managed by their environment agencies or by a combination of government and non-governmental organisations. The Secretariat will focus on providing the appropriate technical backstopping to best assist the national counterparts implement in-country activities.

7.4 Role of the Secretariat

The 1997-2000 Action Plan forecast that the SPREP Secretariat would eventually move away from project implementation "towards increased facilitation and co-ordination".

The new Action Plan envisages the Secretariat further enhancing national capacity, both of the government agencies and other non-governmental organisations, to implement projects. In this scenario, the Secretariat will further strengthen its advisory role and will develop appropriate processes and interventions to help strengthen local expertise and capacity to implement environmental programmes. The Secretariat will provide technical support to national counterparts and other partners who will manage and implement programmes. The Secretariat's role will essentially be to advise on regional and global issues, to be a regional environmental expert and watchdog, to help secure funding for new national and regional initiatives, and to build partnerships with country organisations, regional organisations, collaborating organisations and donors, to support national and regional environment programmes. An important prerequisite for the successful development of such partnerships is the sharing of information and an effective mechanism for co-ordinating assistance and activities to avoid unnecessary duplication of efforts and overloading of national implementing capacity.

7.5 Resource Mobilisation

SPREP Secretariat and the majority of members depend almost entirely on donor funding for their programmes.

Donors have indicated they would continue to support SPREP as long as they were satisfied that the Secretariat's activities were relevant and effectively responding to the real needs of the region. They also need to be assured that these activities are making a difference to the state of the environment and are meeting the objectives of the respective aid programmes.

The Secretariat will negotiate with donor agencies for more, longer-term and flexible funding arrangements to support the achievement of key result areas through financial support of the annual work programmes.

A formula will be developed for assessing members' contributions to SPREP, replacing the current guidelines which determine voluntary contributions. This change will align SPREP with all the other regional organisations, which

require their members to pay assessed contributions. Such a formula is intended to be introduced in the financial year 2001 and will determine the level of members' contributions annually, by the amount required to finance the core establishment, functions and processes of the Secretariat.

7.6 Interaction between SPREP and Regional Organisations

SPREP is one of several inter-governmental regional organisations set up to serve the interests of Pacific islands. They all deal with environment issues in the various sectors which are their primary focus. They must all therefore collaborate to promote through their respective work programmes the long-term protection and management of the environment and natural resources of the Pacific islands region. The regular meetings of the Council of Regional Organisations in the Pacific (CROP) and technical working groups will facilitate the achievement of this common goal.

7.7 Partnerships with other Organisations

There is scope for further development of effective partnerships between the SPREP Secretariat, its members, NGOs, regional and international organisations to address some of the region's environmental concerns. Such partnerships will ensure better coordination of efforts, avoid unnecessary duplication and improve cost effectiveness. The design of SPREP programmes and project activities will clearly identify areas where greater economies of scale and efficiency can be achieved through partnership with other stakeholders. In several members, NGOs have developed strong community based/orientated projects. SPREP will strengthen its efforts to develop effective partnerships with these organisations at both country and regional level. Consistent with its proposed role, SPREP will provide technical advice and assistance but leave implementation to its partners.

7.8 Monitoring and Evaluation

It is essential that all parties, including member governments and administrations, collaborating agencies, donors and the Secretariat manage, monitor and evaluate the implementation of this Action Plan.

It is important that a mid-term review of the implementation of the Action Plan is undertaken which will :-

- provide feedback on the implementation of the Action Plan activities;
- identify successes and achievements that could be replicated elsewhere;
- identify problems to ensure they are not repeated;
- provide an assessment of the relevance, efficiency and effectiveness of Secretariat supported activities in SPREP members.

8. ACRONYMS

AIS	Alien Invasive Species
CBD	Convention on Biological Diversity
CA	Conservation Area
CAPs	Conservation Area Projects
CITES	Convention on International Trade in Endangered Species
CROP	Council of Regional Organisations in the Pacific
CSD	Commission on Sustainable Development
EIA	Environment Impact Assessment
ENSO	El Nino Southern Oscillation
FEMM	Forum Economic Ministers Meeting
GEF	Global Environment Facility
GIS	Geographical Information System
GPA	Global Programme of Action
HRD	Human Resource Development
ICPL	International Centre for Protected Landscapes
ICZM	Integrated Coastal Zone Management
IMO	International Maritime Organization
IGO	Inter-governmental Organisation
IPRs	Intellectual Property Rights
IT	Information Technology
KRAs	Key Result Areas
MARPOL	International Convention for the Prevention of Pollution from Ships 1974 as amended by the Protocol of 1978
MPAs	Marine Protected Areas
NBSAPs	National Biodiversity Strategies and Action Plans
NGO	Non-governmental organisation
NTF	National Tidal Facility
ODS	Ozone Depleting Substance
PACPLAN	Pacific Islands Regional Marine Spill Contingency Plan
PACPOL	Pacific Ocean Pollution Prevention Programme
PICCAP	Pacific Islands Climate Change Assistance Programme
PIC	Pacific Island Country
POP	Persistent Organic Pollutant
SOE	State of the Environment
SPBCP	South Pacific Biodiversity Conservation Programme
SPREP	South Pacific Regional Environment Programme
SPTO	South Pacific Tourism Organisation
SLR	Sea Level Rise
TNA	Training Needs Assessment
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific
V & A	Vulnerability and Adaptation
WHC	World Heritage Convention
WMO	World Meteorological Organization
WTO	World Trade Organization

**Members' Input at Regional Workshop
on the Initial Draft Action Plan
Auckland, 14-16 June 2000**

Matrices on Strategies for Capacity Building in Relation to Key Result Areas

Key Result Area 1: NATURE CONSERVATION		
PROCESSES	<ul style="list-style-type: none"> ◆ Conservation Areas ◆ Ecosystems Management ◆ Species Protection 	<ul style="list-style-type: none"> ◆ Biosafety, Access to Genetic Resources and Intellectual Property Rights ◆ Traditional Resource Management
<p>Policy, Planning & Institutional Strengthening</p> <ul style="list-style-type: none"> ▪ Policy & Planning Framework ▪ Legislation, Treaties and Conventions [e.g. inducement for compliance and enforcement,] 	<ul style="list-style-type: none"> ▪ Assist the development of National Biodiversity Strategies and Action Plans (NBSAPs) or their equivalents, based on experience and lessons learned from current programmes such as the SPBCP. ▪ Provide advice and technical support for mainstreaming conservation into national policies and plans ▪ Facilitate regional meeting to discuss and agree on policy issues of regional significance e.g. Intellectual Property Rights (IPRs), biosafety, etc ▪ Facilitate review of the Action Strategy for Nature Conservation following adoption of the 2001-2004 Action Plan ▪ Continue efforts in the development of the Pacific Islands Conservation Trust Fund ▪ Encourage and support policies that recognise traditional knowledge and skills including the special role of women in resource management ▪ Provide specialist training projects in special needs areas such as border control officer training for the interception of invasive species which threaten native biodiversity ▪ Guidelines for Monitoring Status of Species Population ▪ Guidelines for Protection of Species ▪ Methods in control and eradication of invasive species ▪ Effective Legislative Framework for Protection (Coral reefs and wetlands) ▪ Review the best practices from other countries ▪ Assist with CBD and other treaties 	

	<ul style="list-style-type: none"> ▪ Encourage greater participation by eligible countries in the implementation of the Apia Convention ▪ Assist countries meet their obligations to international conventions especially CBD, CITES and WHC. ▪ Provide legal assistance in the development of legislation for protection of natural resources ▪ Strengthen quarantine and biosecurity laws and services to control the importation or traffic of invasive species and disease organisms and vectors
<p>Human Resource Development</p> <ul style="list-style-type: none"> ▪ Training ▪ Education ▪ Public awareness 	<ul style="list-style-type: none"> ▪ Support the SPREP/USP/ICPL Resource Management Training course ▪ Provide training for conservation officials and community members in the management and monitoring of natural resources including key indicator species ▪ Conduct joint training with Customs, Immigration and quarantine officials on interception, control and monitoring invasive species ▪ Provide training on issues such as Access to Genetic resources, IPRs and biosafety ▪ Conduct Training of Tourism Operators/Local Populations on conservation strategies ▪ Assist efforts to integrate conservation issues in school curricula and programmes ▪ Promote the use of CAPs for field studies and research ▪ Training on community based Conservation Areas development ▪ Encourage Educational Programs in Science for students/Scholarship/Internship ▪ Provide information on Attachments/scholarships available in environmental fields. ▪ Public consciousness and awareness ▪ Access to information on training opportunities within the region related to the environment ▪ Special training (media, communications, public speaking, logic) ▪ Networking between and with PICs ▪ Raise awareness about importance of land and marine ecosystems in the region ▪ Provide information in support of community efforts to protect natural resources, including freshwater resources

	<ul style="list-style-type: none"> ▪ Publish threatened species conservation and invasive species management material as appropriate and use education and coordinate where possible with existing educational initiatives ▪ Publish and distribute newsletters on a timely basis ▪ Publish and distribute case studies based on successes of, and lessons learned from South Pacific Biodiversity Conservation Programme (SPBCP)
<p>Communications & Information</p> <ul style="list-style-type: none"> ▪ Clearinghouse mechanism to disseminate information ▪ IT & Communications ▪ Public Relations & Publications 	<ul style="list-style-type: none"> ▪ Create and maintain a Conservation database ▪ IT Training for Conservation Areas Managers ▪ Publication Training for Conservation Areas Managers ▪ Website developments and links to other websites ▪ Bilingual documents ▪ Convention on Biological Diversity (CBD) Clearinghouse Mechanism (CHM) ▪ Develop an Expertise register ▪ Establish appropriate mechanisms for the dissemination and sharing of information on coral reefs, wetlands, species and habitats ▪ Provide support for the Pacific Conservation Area Network ▪ Link countries to existing information systems which are free to the public such as those on the internet ▪ Provide assistance in the development of biodiversity databases ▪ Where possible, provide IT support for communities and agencies working in conservation ▪ Publish and distribute publications more widely ▪ Strengthen linkages and collaboration with other relevant organisations through the Nature Conservation Roundtable or other mechanisms
<p>Technical Advice</p> <ul style="list-style-type: none"> ▪ Reponse to members' other requests 	<ul style="list-style-type: none"> ▪ Provide technical support for governments and communities in the planning and management of natural resources ▪ Provide linkages with other organisations and countries ▪ Provide rostered duty officer in SPREP to receive requests for technical advice ▪ Support for management of special areas and species
<p>General Across the board requirements</p>	<ul style="list-style-type: none"> ▪ Information and resource services (library database) ▪ Special training modules (media, logic, problem solving; management, etc) ▪ Best practice guidelines ▪ Treaties resource person

Key Result Area 2 : POLLUTION PREVENTION		
PROCESSES	<ul style="list-style-type: none"> ◆ Marine Pollution ◆ Hazardous Waste Pollution 	<ul style="list-style-type: none"> ◆ Solid Waste, Sewage and Other Land Based Sources of Pollution
<p>Policy, Planning & Institutional Strengthening</p> <ul style="list-style-type: none"> ▪ Policy & Planning Framework ▪ Legislation, Treaties and Conventions [eg. inducement for compliance and enforcement, EIAs, etc] 	<ul style="list-style-type: none"> ▪ Supportive marine pollution legislation enacted ▪ Guidelines for landfill management ▪ Hazardous waste management strategies in place ▪ Waste characterisation surveys ▪ Waste audits ▪ Contingency plans ▪ Legislation ▪ Best practice guidelines ▪ Conventions and agreements ▪ Marine pollution legislation enacted ▪ Explore community-based enforcement ▪ Develop model ICZM legislation ▪ Assist with conventions (e.g. Waigani) ▪ simple method for assessing island ecosystem health 	
<p>Human Resource Development</p> <ul style="list-style-type: none"> ▪ Training ▪ Education ▪ Public Awareness 	<ul style="list-style-type: none"> ▪ Short term training in recycling and disposal techniques ▪ Training on Resource Plans, Contingency Plans and Procedures ▪ Assist in placing or facilitating secondments and scholarships within the Pacific ▪ In school tertiary curriculum ▪ Training in spill prevention ▪ Special training (integrating with natural resource department, health, public works and other management agencies) 	
<p>Communications & Information</p> <ul style="list-style-type: none"> ▪ Clearinghouse mechanism to disseminate information ▪ IT & Communications ▪ Public Relations & Publications 	<ul style="list-style-type: none"> ▪ Establishment of Global Programme of Action (GPA) clearinghouse node for the Pacific ▪ Devise campaigns ▪ Encourage environmental associations ▪ Publicity, publication, public relations, media ▪ Clearinghouse mechanism and Website development ▪ Database management ▪ Bilingual (French & English, & local languages as appropriate) advice and publication 	

<p>Technical Advice</p> <ul style="list-style-type: none"> ▪ Reponse to members' other requests 	<ul style="list-style-type: none"> ▪ Hazardous waster disposal techniques ▪ Demonstration of low waste-no waste technologies ▪ Risk assessment ▪ Cleaner production techniques ▪ POPs and other hazardous waste disposal ▪ New technologies 	
<p>General Across the board requirements</p>	<ul style="list-style-type: none"> ▪ Information and resource services (library database) ▪ Networking with other PICs ▪ Special training modules (media, logic, problem solving, management, etc) ▪ Best practice guidelines ▪ Treaties resource person 	
<p>Key Result Area 3 : CLIMATE CHANGE AND VARIABILITY</p>		
<p>PROCESSES</p>	<ul style="list-style-type: none"> ◆ Strengthened Meteorological Services ◆ Understanding Climate Change and Variability ◆ Sea Level Rise ◆ Impacts and Vulnerability 	<ul style="list-style-type: none"> ◆ Adaptation and Mitigation ◆ Policy development on Climate Change
<p>Policy, Planning & Institutional Strengthening</p> <ul style="list-style-type: none"> ▪ Policy & Planning Framework ▪ Legislation, Treaties and Conventions [eg. inducement for compliance and enforcement, EIAs, etc] 	<ul style="list-style-type: none"> ▪ Adaptation strategies developed and technologies demonstrated ▪ Assistance with the fulfilment of commitments under the UNFCCC ▪ Review the best practices legislation from other countries (Coastal Management and Climate Changes) ▪ Disaster management – key areas: (increase resilience, improve warnings, improve immediate response & recovery) ▪ Assistance with UNFCCC & other treaties ▪ Provide policy advice to countries and the Pacific Islands forum 	
<p>Human Resource Development</p> <ul style="list-style-type: none"> ▪ Training ▪ Education ▪ Public Awareness 	<ul style="list-style-type: none"> ▪ Ongoing support for certificate level training in climate change (USP) ▪ Extension of Certificate training in Climate Change to non-participating countries ▪ Training on Coastal Management ▪ Country attachment possibilities with nations that have CZM programmes in place 	

	<ul style="list-style-type: none"> ▪ Public Awareness/Communication/Education (Understanding climate changes/coastal management) ▪ Vulnerability & Adaptation training for United Nations Framework Convention on Climate Change (UNFCCC) Flinders National Tidal Facility (NTF) training
Communications & Information <ul style="list-style-type: none"> ▪ Clearinghouse mechanism to disseminate information ▪ IT & Communications ▪ Public Relations & Publications 	<ul style="list-style-type: none"> ▪ Effective climate change clearinghouse ▪ Database management ▪ Website developments and links to other websites ▪ Bilingual documents ▪ Better balance in Climate change/sea level information ▪ UNFCCC Clearinghouse Mechanism
Technical Advice <ul style="list-style-type: none"> ▪ Response to members' other requests 	<ul style="list-style-type: none"> ▪ Development of effective response strategies ▪ Provide linkages with other organisations and countries ▪ Vulnerability assessments ▪ National mitigation plans for unpredictable and future events
General Across the board requirements	<ul style="list-style-type: none"> ▪ Information and resource services, (library database) ▪ Networking with other PICs ▪ Special training modules (media, logic, problem solving, management, etc) ▪ Best practice guidelines ▪ Treaties resource person
Key Result Area 4 : ECONOMIC DEVELOPMENT	
PROCESSES	<ul style="list-style-type: none"> ◆ Trade, Investment and Environment ◆ Tourism ◆ Integrated Environment and Development ◆ Population, Settlement and urbanisation ◆ Public-Private Sector Partnerships
Policy, Planning & Institutional Strengthening	<ul style="list-style-type: none"> ▪ Environmental assessment of trade liberalisation ▪ Pilot project ▪ Effective legislative for EIS requirement to be in place for big development

<ul style="list-style-type: none"> ▪ Policy & Planning Framework ▪ Legislation, Treaties and Conventions [eg. inducement for compliance and enforcement, EIAs, etc] 	<ul style="list-style-type: none"> ▪ EIA legislation ▪ Labelling ▪ Environmental opportunities and threats from trade and investment in the Pacific
	<ul style="list-style-type: none"> ▪ Best practice guidelines ▪ Assist with treaties & international organisations (WTO, CSD, Global Environment Facility (GEF)) Advises and briefing in relation to International Conventions
<p>Human Resource Development</p> <ul style="list-style-type: none"> ▪ Training ▪ Education ▪ Public Awareness 	<ul style="list-style-type: none"> ▪ Targeted training for tourism sector ▪ Training in Economic Evaluation of Natural Resources ▪ Training Courses (Training of trainers) run with South Pacific Tourism Organisations ▪ Training Loan Officers/Planners with Economic Evaluation/EIA ▪ Risk Assessment associated with Economic Development ▪ Public Awareness (Raising Economic Values of Natural Resources) ▪ Targeted training
<p>Communications & Information</p> <ul style="list-style-type: none"> ▪ Clearinghouse mechanism to disseminate information ▪ IT & Communications ▪ Public Relations & Publications 	<ul style="list-style-type: none"> ▪ Dissemination of information on sustainable development ▪ Database development ▪ Information sharing/case studies/best practices ▪ Web-based information on products and alternatives ▪ General consciousness raising
<p>Technical Assistance</p> <ul style="list-style-type: none"> ▪ Reponse to members' other requests 	<ul style="list-style-type: none"> ▪ Advice and briefing in relation to WTO, CSD, GEF and Rio +10 ▪ Programme to capture traditional knowledge and practices
<p>General Across the board requirements</p>	<ul style="list-style-type: none"> ▪ Information and resource services (library database) ▪ Networking with other PICs ▪ Special training modules (media, logic, problem solving, management, etc) ▪ Best practice guidelines ▪ Treaties resource person



South Pacific Regional Environment Programme (SPREP)

Eleventh SPREP Meeting of Officials

Guam

10 – 12 October, 2000

Agenda Item 7.2.1: Draft Corporate Plan

Purpose of Paper

1. To present to the Meeting for its consideration, a draft Corporate Plan 2001 – 2004 which defines the vision and core business functions for the Organisation.

Background

2. This draft Corporate Plan is the second Corporate Plan since SPREP became an autonomous intergovernmental organisation following the successful negotiation of the Agreement Establishing the South Pacific Regional Environment Programme (SPREP) in 1993. It was agreed in 1996 that the previous Corporate Plan (1994 – 1996) continue to be used until the Secretariat and Members could determine whether or not to integrate the SPREP Action Plan with the Corporate Plan. Members evaluated a possible integration and agreed that better guidance could be provided to the Secretariat if its Action Plan and Corporate Plan remained separate. A revised draft Action Plan for Managing the Environment of the Pacific Islands Region 2001 – 2004 is being tabled under Agenda Item 7.1. The draft Corporate Plan, which now covers the same time frame as the Action Plan, was thus developed to provide guidance to the Secretariat in pursuing the mandate, mission and objectives as outlined in the SPREP Action Plan.

Corporate Plan Development

3. A Consultancy firm was engaged to work with SPREP Management and Staff in developing the draft Corporate Plan. Several in-house consultative sessions were held during July, 2000 and the Consultants thus produced their final draft based on extensive Secretariat input. The Consultants were the same company that had assisted SPREP and Members produce the draft Action Plan and they were thus readily able to make appropriate linkages. The Corporate Plan sets out how the organisation will be structured to contribute to the achievement of the Action Plan. It defines the organisation's vision, mission, major strategies and performance indicators. It will also contain the revised structure for the organisation which will be tabled as WP.7.2.2.

Recommendation

The Meeting is invited to:

- **consider** and **endorse** the draft Corporate Plan 2001 – 2004.
-

26 August, 2000



South Pacific Regional Environment Programme
(SPREP)

DRAFT

CORPORATE

PLAN

2001 - 2004

July 2000

Foreword

I am pleased to present the Secretariat's Corporate Plan for the period 2001-2004. This is the second plan since SPREP became an autonomous intergovernmental organisation following the successful negotiation of the Agreement Establishing SPREP in 1993.

The Corporate Plan period coincides with the term of the Action Plan for Managing the Environment of the Pacific Island Region for 2001-2004. The matching of these Plans is a deliberate effort to align the Secretariat's vision and business functions to the vision of the region, the key result areas and strategic processes to further strengthen national capacities which SPREP members have directed should be given priority attention in the next four years.

The review of the Action Plan for the Region for 1997-2000 concluded that SPREP members were generally satisfied with the performance of the Secretariat. More importantly it identified the need for the Secretariat in the years ahead to take on the role of being the regional environmental expert providing professional and competent advice to SPREP members, helping where appropriate to mobilise funding for new initiatives, and moving away from direct involvement in project implementation in favour of national agencies and their collaborating partners.

The Secretariat is committed to reorganising and strengthening its human and financial resources to enable it to respond effectively and responsibly to meet the challenges of its new role. It is committed to working closely with SPREP members and its partners to achieve the vision and objectives of the region's Action Plan.

Meitaki ma'ata

Tamari'i Tutangata
DIRECTOR

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1. Introduction

The purpose of this Corporate Plan is to define a vision for the Secretariat and to identify its core business functions which will enable it to contribute in a positive manner to the implementation by SPREP members of the Action Plan for Managing the Environment of the Pacific Islands Region 2001-2004.

The Secretariat has served the region well since SPREP became an autonomous regional body following the coming into force of the Agreement Establishing SPREP 1993. It has played a pivotal role in raising awareness in all its Pacific island members of the importance of responsible management of the environment and natural resources to the future livelihood and prosperity of their people. The Secretariat has facilitated cooperation among SPREP members to deal with environment issues. It has also assisted Pacific island members to put their concerns on the agenda of the various international forums dealing with the environment and sustainable development.

The next four years will see the Secretariat intensifying its efforts, in collaboration with SPREP members, civil societies and with regional and international development partners to make further progress in strengthening the capacity of Pacific island members to plan and manage their own national environmental programmes and to enhance regional cooperation to deal more effectively with issues that are transboundary in nature or which require interventions at the global level. The Secretariat is committed to strengthening its own technical and policy advisory capacity to support these worthwhile initiatives.

The Secretariat will continue to seek innovative ways and encourage excellence in its management and staff practices to further improve its performance. It will do so by building on the current strength of its dedicated staff, its good relations with all SPREP members and its successful relations with several donors and development agencies.

There will be a mid-term review of the Corporate Plan to ensure the Secretariat is able to make adjustments, where necessary, to maintain its responsiveness to the needs of SPREP members.

2. **Mandate and Operating Environment**

The Secretariat derives its mandate from the Agreement Establishing SPREP 1993, the Action Plan for Managing the Environment of the Pacific Islands Region and from the directives of its governing body, the SPREP Meeting.

The role and functions of the Secretariat, its structure and its performance is determined by the mandate, the priority needs and expectations of its members and partners as reflected in the Action Plan and by the resources available to implement its work programmes.

The Secretariat is made up of motivated and skilled professionals who are committed to the vision of "People of the Pacific Islands better able to plan, protect, manage and use their environment for sustainable development." They are committed to helping SPREP's members achieve prosperity based on a national and regional development agenda that incorporates sound management practices of their environment and natural resources.

A major challenge for the Secretariat, SPREP members and all stakeholders who share the stated vision for the Pacific is to raise awareness and public consciousness about the threats to the environment and natural resources from pressures arising from rapid economic development. They need to take timely and appropriate initiatives to strengthen national and regional capacity to bring about sustainable development as soon as practical.

The review of the 1997-2000 Action Plan sought the views of SPREP members and partners on the priorities and strategic issues for the Action Plan for 2001-2004. It identified issues which need to be addressed constructively if the Secretariat is to be able to operate and perform at a level of effectiveness and efficiency to achieve the vision and objectives set for it by its legal mandate and by the Action Plan.

These issues are:

(i) For the Secretariat

- Strengthening our core advisory, coordinating services and information sharing services. Improving planning, designing and implementation of projects to recognise potential risks (resource constraints, inadequate legal and policy frameworks), the differences in members' situations that may affect project delivery and implementation to strengthen the focus of interventions;
- Strengthening interactions with territories;
- Developing effective consultative mechanisms with members' agencies, other stakeholders and partners in identifying needs and priorities as well as cost effective solutions, including better use of pilot projects, to address them;

- Strengthening coordination, linkages and collaboration with members' agencies, other stakeholders, regional and international agencies to avoid duplication of efforts and inefficient use of limited resources; and
- Liaising and negotiating with donors to secure funding on more flexible and long-term arrangements and to provide funding for more general support rather than project specific terms.

(ii) For Members assisted by the Secretariat

- Strengthening national planning and programming processes to mainstream environment issues into development planning and to integrate environment issues into policy and decision making processes, at both political and senior public service levels;
- Developing appropriate legal and policy frameworks in support of sustainable development;
- Resourcing SPREP Focal Points and national agencies tasked with responsibility for implementation and enforcement of 'environment' policy and legislation;
- Committing adequate finances to the Secretariat's core budget; and
- Strengthening (and providing mandated briefs to) member representation to SPREP Meetings, and to meetings/conferences dealing with important issues that have wide political, legal, policy and financial implications for members and the Secretariat.

(iii) Regional and other Organisations

- Using the Council of Regional Organisations in the Pacific (CROP) to promote a common goal – to be pursued through their respective work programmes – of the long term protection and sustainable management of the environment and natural resources in the Pacific; and
- Developing effective partnerships between SPREP, NGOs and international agencies to address environment and related issues of common interest at both regional and country level.

3. Vision

A Secretariat able to provide effective support to People of the Pacific islands better able to plan, protect, manage and use their environment for sustainable development

4. Mission

To promote cooperation in the Pacific islands region and to provide assistance in order to protect and improve the environment and to ensure sustainable development for present and future generations.

To achieve this mission, we will:

- Develop closer linkages and effective partnerships with SPREP members, regional and international organisations to address the region's environmental concerns;
- Collaborate with other regional organisations to promote links within respective work programmes, to pursue the long-term protection and management of the environment and natural resources in the Pacific;
- Strengthen efforts to integrate or develop effective partnerships, identify areas where greater economies of scale and efficiency can be achieved and strengthen coordination and cooperation with member countries, civil society, private sector, regional and international organisations;
- Strengthen our information clearinghouse role and functions to support SPREP members;
- Assist to further strengthen national capacity by providing professional, competent policy and technical advice, institutional strengthening support, Human Resource Development support, and timely responses to requests for technical assistance.

5. **Work Values and Practices**

In the pursuit of our mandate and mission objectives, we are committed to:

- strengthening relations and collaboration with our members and partners;
- achieving the highest standard of professionalism and integrity in carrying out our core functions;
- improving the development and management of our human resources;
- enhancing the transparency of all our institutional policies and systems; and
- a workplace which promotes equal opportunity for all based on merit and performance.

6. **Key Result Areas and Processes**

The Action Plan for Managing the Environment of the Pacific Islands Region (2001-2004) identifies the following Key Result Areas (KRA) as critical to achieving sustainable development.

- KRA1 Nature Conservation
- KRA2 Pollution Prevention
- KRA3 Climate Change and Variability
- KRA4 Economic Development

6.1 **Key Result Areas - Objectives and Main Focus**

Nature Conservation

Objective: Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.

Main Focus:

- Conservation areas
- Ecosystems Management
- Species Protection
- Biosafety, Access to Genetic Resources and Intellectual Property Rights
- Traditional Resource Management

Pollution Prevention

Objective: To increase the capability of SPREP members to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land based sources of pollution. The Secretariat will assist members to meet the requirements of relevant international and regional legal instruments.

Main Focus:

- Marine Pollution
- Hazardous Waste Pollution
- Solid Waste, Sewerage and Other Land Based Sources of Pollution

Climate Change and Variability

Objective: To improve the Pacific Island members' understanding of and strengthen their capacity to respond to climate change, climate variability and sea level rise.

Main Focus:

- Strengthened Meteorological Services
- Understanding Climate Change and Variability
- Sea Level Rise
- Impacts and Vulnerability
- Adaptation and Mitigation
- Policy Development on Climate Change

Economic Development

Objective: To strengthen regional and national capacity to integrate environmental research, information, planning and management with development processes in a manner which identifies opportunities as well as constraints.

This KRA will focus on strengthening the integration (mainstreaming) of environment issues and objectives with the key social, physical and economic development practices and reform agenda being pursued by SPREP members. As improving opportunities for sustainable development is the long-term objective of the Action Plan, it will seek to integrate the objectives, activities and outcomes of the other KRAs in addition to addressing specific sustainable development needs in information, decision support tools and integrative legislative/policy platforms.

Main Focus:

- Trade, Investment and Environment
- Tourism
- Integrating Environment and Development
- Population, Settlement and Urbanisation
- Public and Private Sector partnerships

6.2 Processes for Capacity Building

The successful achievement of the KRA objectives and of the expected outcomes of the main focus areas will depend a great deal on the institutional capacity of individual SPREP members to manage and implement country programmes. It will depend as well on our ability to provide effective and timely support to complement or strengthen that capacity.

The following processes are the mechanisms by which we will assist capacity building in Pacific island members.

- Policy Planning and Institutional Strengthening
 - Policy and Planning support
 - Legislative Framework
 - Trust Fund Development
 - Project Proposal development

- Human Resource Development
 - Training (including vocational and special)
 - Formal Education
 - Public Awareness and Consciousness
- Communications and Information
 - Clearinghouse Mechanism
 - Information Technology
 - Public Relations and Publications
 - Networking
- Technical Advice and Backstopping
 - Response to members' requests for scientific and technical advice not covered under other categories
 - Technical assistance help desk
 - Pilot projects

6.3 Expected Outcomes, Performance Indicators and Secretariat Inputs

The expected outcomes, performance measures as well as the Secretariat inputs into each of the main focus areas under the four KRAs have been identified in Appendix I.

7. The Secretariat

SPREP has grown from a small programme attached to the South Pacific Commission in the 1980s to one of the major independent regional organisations in the Pacific Islands region today. It has raised considerable funding resources to support environmental activities in the region. It has also developed a dedicated team of professionals providing both advisory and implementation assistance to the region in the last decade. The challenge for the Secretariat in the years ahead is to continue to build on these strengths to improve its capacity to respond effectively to the diverse needs of the members it serves.

7.1 Resources

7.1.1 Human Resources

The Secretariat has relatively modern systems for the management of its human resources. These are documented in the Staff Regulations Manual. These systems as well as their documentation are being updated and written in clear and concise language to ensure transparency and consistency in their interpretation and application. The systems are being reviewed and expanded to provide for more structured orientation/induction for new staff, structured training and upskilling of all staff, career development and to provide for a performance appraisal mechanism that rewards good performance.

7.1.2 Financial Resources

The Implementation of past Action Plans has depended largely on donor funding. The Review of the Action Plan for Managing the Environment of the South Pacific Region 1997-2000 estimated that over 90 percent of funds available to SPREP for the last five years had been granted from donors. The balance of funds came from voluntary contributions from member countries, interest earned on investment of unutilised donor funds and fees earned from the management of projects for donors. The bulk of funds received from donors is tied to specific project activities.

The level of 'core funding' or income from members' annual voluntary contributions has remained at US\$0.5 million since 1991. The core funds pay for some staff salaries, servicing of meetings, general communications and information to members. These resources have not been sufficient to support the level of assistance expected by members from SPREP.

The draft Action Plan for Managing the Environment of the Pacific Islands Region 2001-2004 proposes the following solution with respect to the core funding issue:

“A formula for assessing members’ contributions to SPREP will be developed to replace the current guidelines used for determining contributions on a voluntary basis. This change will bring SPREP in line with all the other regional organisations which require their members to pay assessed contributions. This change will be introduced in the financial year 2001 and will ensure the level of members’ contributions will be determined annually by the amount required to finance the core establishment, functions and processes of the Secretariat”.

The core organisation of SPREP has been run essentially on a shoestring budget. The problem has been compounded by some member countries never having paid their contributions on time. The inadequacy of funds for the Secretariat’s core functions, if allowed to continue, will have serious consequences for SPREP.

7.1.3. Resource Management – Expected Outcomes and Performance Indicators

Objectives: To enhance transparency and efficiency in the management and utilisation of our human and financial resources.

Main Focus:

- Staff Regulations, Administrative Systems and Procedures
- Human Resource Development
- Financial Regulations, Systems and Procedures

Staff Regulations, Administrative Systems and Procedures

Expected Outcomes	Performance Indicators
1. Revised and updated Staff Regulations 2. Revised and updated Administrative Procedures Manual	1.1 Regulations reviewed, amended and approved by SPREP Meeting 2.1 Manual revised, with simple and transparent policies, processes and systems for: <ul style="list-style-type: none"> ▪ Recruitment and repatriation ▪ Staff conditions of service ▪ Medical and insurance cover ▪ Job TORs and evaluations ▪ Communications ▪ Customer services ▪ Engagement of consultants ▪ Performance monitoring and evaluation ▪ Procurement ▪ Property and asset management ▪ Security

Human Resource Development

Expected Outcomes	Performance Indicators
1. Well trained and skilled staff	1.1 Training Needs Analysis (TNA) completed for all existing and new staff 1.2 Staff training programmes developed and conducted

Financial Regulations, Systems and Procedures

Expected Outcomes	Performance Indicators
1. Revised and updated Financial Regulations 2. Updated Financial System 3. Revised Financial Procedures Manual	1.1 Regulations reviewed, amended and approved by SPREP Meeting 2.1 System revised to meet requirements of amended Financial Regulations, budgets and work programmes 3. Manual revised, with transparent policies and processes for: <ul style="list-style-type: none"> ▪ Processing of transactions ▪ Financial monitoring and reporting ▪ Audit and budget procedures ▪ Property and asset management

7.2 Organisational Structure

The organisation structure of the Secretariat has been changed on the basis of the following needs.

- To strengthen the senior executive group to deal effectively with policy and strategic issues;
- To create a higher SPREP profile in member countries through more frequent high level contacts between the executive and leaders of governments and national agencies;
- For greater delegation of responsibilities and functions from Management to area coordinators and unit managers level;
- For enhanced transparency in communication and reporting arrangements;
- For greater accountability for performance;
- For greater coordination and consultation not only within individual work areas but among all different parts of the organisation to ensure a holistic and interdisciplinary approach to programme development, advice and project design and to support the Secretariat's vision and core business functions;
- To build adequate 'in house' capacity for strategic planning, project planning and design and for monitoring and evaluation using expertise available within the Secretariat thereby reducing the need to engage consultants;
- To ensure effective and efficient project implementation in direct response to members needs.

Organisational Structure

Suggested Organisational Structure will be discussed under WP 7.2.2. (The Agreed Organisational Structure will be included on this page of the Corporate Plan).

8. APPENDICES

I. KEY RESULT AREAS: Expected Outcomes, Performance Indicators and Secretariat Inputs

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1. KRA 1 - Nature Conservation

KRA 1.1 - Conservation Areas

Expected Outcomes	Performance Indicators	Inputs
1. Region-wide acceptance and application of Conservation Area (CA) approaches for nature conservation.	1.1 Replication of CA approaches to at least 10 PICs. 1.2 At least 7 CAs achieved financial independence while maintaining their protected status.	<ul style="list-style-type: none"> ▪ Funding ▪ Technical advice ▪ Information dissemination ▪ Awareness raising
2. CA monitoring methods designed and widely applied.	2.1 Monitoring methods applied to at least 6 CA's.	<ul style="list-style-type: none"> ▪ Funding ▪ Technical advice ▪ Information dissemination ▪ Awareness raising

KRA 1.2 - Ecosystems Management

Expected Outcomes	Performance Indicators	Inputs
1. Increased capacity of members to sustainably manage ecosystems.	1.1 Member relevant training provided to environment managers for at least 16 members. 1.2 At least 1 regional campaign conducted. 1.3 Regional Action Strategy for Nature Conservation is updated 1.4 National Biodiversity Plans and Strategies (NBSAPs) completed in at least 10 PICs.	<ul style="list-style-type: none"> ▪ Regular informed advice on species related Conventions. ▪ Funding ▪ Material production ▪ Commissioning and advice e.g. managing model projects which demonstrate the techniques of native biodiversity management and recovery and which serve to raise the awareness of relevant issues. ▪ Define/identify hot species/hot spots for effective conservation (research) ▪ Provide/identify funding

<p>2. More ecosystems of local, regional and international significance protected.</p>	<p>2.1 At least 20% increase over current levels of critical ecosystems under protection or sustainable management.</p>	<ul style="list-style-type: none"> ▪ Regular and informed technical advice. ▪ Information and material production ▪ Training ▪ Funding
<p>3. Improve capacity to manage sustainable fisheries and protect the social, cultural and biological value of marine areas.</p>	<p>3.1 At least two demonstration projects in sustainable fisheries.</p> <p>3.2 At least two demonstration projects in Marine Protected Areas (MPAs).</p> <p>3.3 Cost/benefit analysis for at least two pilot projects promoting sustainable coastal fisheries and MPAs.</p>	<ul style="list-style-type: none"> ▪ Regular and informed technical advice. ▪ Information and material production ▪ Training ▪ Funding
<p>4. Regional coordination on nature conservation is strengthened.</p>	<p>4.1 7th Pacific Islands Conference on Nature Conservation is staged successfully.</p> <p>4.2 The Pacific Islands Roundtable for Nature Conservation is maintained and strengthened with additional members.</p>	<ul style="list-style-type: none"> ▪ Funding and coordination

KRA 1.3 - Species Protection

Expected Outcomes	Performance Indicators	Inputs
1. Increased protection of species of local, regional and international significance.	1.1 The number of species recovery projects increased by 50% above existing levels. 1.2 Members' satisfaction with Secretariat support.	<ul style="list-style-type: none"> ▪ Regular informed advice on species-related Conventions ▪ Funding ▪ Material production ▪ Commissioning and advice e.g. managing model projects which demonstrate the techniques of native biodiversity management and recovery and which serve to raise the awareness of relevant issues.
2. Identified, documented and prioritised status of endangered species in the region.	2.1 Up-to-date input into international databases of endangered species.	<ul style="list-style-type: none"> ▪ Define/identify hot species/hot spots for effective conservation (research) ▪ Provide/identify funding
3. Raised awareness of (i) the threat to the security of native biota from alien invasive species and (ii) endangered species in PICs.	3.1 Increased production over current levels, of field guides, teaching aids, training workshops, and media exposure	
4. Improved statutes and regulations aimed at protecting members from Alien Invasive Species (AIS) which threaten native biodiversity.	4.1 At least 1 regional workshop to strengthen PICs status and regulations.	

5. Projects that increase the ability of members to protect themselves against AIS and mitigate existing threats presented by AIS.	5.1 At least 1 pilot project is implemented	
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KRA 1.4 - Biosafety Access to Genetic Resources and Intellectual Property Rights (IPR)

Expected Outcomes	Performance Indicators	Inputs
<p>1. Raised awareness of biosafety, access to genetic resources and IPR issues.</p> <p>2. Increased commitment to the implementation of the CBD.</p>	<p>1.1 Resources secured to establish a regional Biosafety Programme.</p> <p>1.2 At least 1 regional workshop conducted on access to genetic resources and IPR issues.</p> <p>1.3 Production and distribution of awareness raising materials promoting Biosafety, etc.</p> <p>2.1 Continued legal and technical advisory support to Convention on Biological Diversity (CBD) partners.</p> <p>2.2 Member countries satisfaction with Secretariat support at CBD-related international meetings.</p>	<ul style="list-style-type: none"> ▪ Regular informed advice on species related Conventions. ▪ Funding ▪ Material production ▪ Commissioning and advice e.g. managing model projects which demonstrate the techniques of native biodiversity management and recovery and which serve to raise the awareness of relevant issues. ▪ Define/identify hot species/hot spots for effective conservation (research) ▪ Provide/identify funding ▪ Coordinate Pacific island participation in CBD-related meetings etc.

KRA 1.5 - Traditional Resources Management

Expected Outcomes	Performance Indicators	Inputs
1. Increased acceptance of the value and importance of beneficial traditional practices.	1.1 National awareness campaigns developed and executed in 6 PICs.	<ul style="list-style-type: none"> ▪ Regular informed advice on species-related Conventions. ▪ Funding ▪ Material production ▪ Commissioning and advice e.g. managing model projects which demonstrate the techniques of native biodiversity management and recovery and which serve to raise the awareness of relevant issues
2. Integration of traditional management practices in national resource legislation.	2.1 Database of traditional management practices established in 6 PICs with security protocols in place. 2.2 National resource management legislation updated in 6 PICs.	<ul style="list-style-type: none"> ▪ Define/identify hot species/hot spots for effective conservation (research) ▪ Provide/identify funding

2. KRA 2 - Pollution Prevention***KRA 2.1 - Marine Pollution***

	Performance Indicators	Inputs
1. Improved capability to respond to marine spills	1.1 Approve and implement PACPLAN 1.2 Provide template and adoption by 14 Pacific islands of national plans 1.3 Conduct 2 regional workshops on marine spills response	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Assessment ▪ Awareness and education ▪ Legal advice ▪ Response planning ▪ Coordination ▪ Monitoring ▪ Data Management ▪ Securing funding for regional initiatives

<p>2. Improved management of ships waste</p>	<p>2.1 Waste characterisation study undertaken for 20 Pacific islands. 2.2 Strategy for 20 Pacific islands developed. 2.3 Curriculum developed for tertiary institutions & Maritime colleges.</p>	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Assessment ▪ Awareness and education ▪ Legal advice ▪ Response planning ▪ Coordination ▪ Monitoring ▪ Data management ▪ Securing funding for regional initiatives
<p>3. Increased consideration of environmental issues in development and operation of ports</p>	<p>3.1 Environmental Management Guidelines for Pacific Island ports published 3.2 Environmental Management Plan of Okat Harbour pilot project developed 3.3 Regional workshop conducted</p>	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Assessment ▪ Awareness and education ▪ Legal advice ▪ Response planning ▪ Coordination ▪ Monitoring ▪ Data management ▪ Securing funding for regional initiatives
<p>4. Increased ratification by members of relevant international and regional marine environment conventions (IMO – SPREP)</p>	<p>4.1 Finalised model legislation 4.2 Enactment of national legislation in 4 Pacific islands 4.3 Increased ratification of relevant international and regional legislation by Pacific islands</p>	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Assessment ▪ Awareness and education ▪ Legal advice ▪ Response planning ▪ Coordination

KRA 2.2 - Hazardous Waste Pollution

Expected Outcomes	Performance Indicators	Inputs
1. Enhanced capacity for Management of Hazardous chemicals and hazardous waste.	1.1 Completion of national chemical profiles in 10 Pacific islands 1.2 Adoption of hazardous waste management plans in 14 Pacific islands 1.3 Two training workshops conducted per country	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data Management ▪ Securing funding for regional initiatives
2. Assist in development of treatment & disposal facilities for hazardous waste	2.1 Documented proposals for facilities in at least 5 countries 2.2 Two training workshops conducted per country	<ul style="list-style-type: none"> ▪ Technical advice /Guidance/ Training ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data Management ▪ Securing funding for regional initiatives
3. Reduced generation of hazardous waste	3.1 Preparation of regional guidelines on Cleaner Production (CP) 3.2 Regional workshop conducted on CP	<ul style="list-style-type: none"> ▪ Technical advice /Guidance/ Training ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data Management ▪ Securing funding for regional initiatives

4. Entry into force of Waigani Convention, and additional ratification by members of BASEL Convention	4.1 Ratification of Waigani Convention by 3 Pacific islands 4.2 Development of model legislation 4.3 Enactment of national legislation and regulations in 3 Pacific islands	<ul style="list-style-type: none"> ▪ Technical advice /Guidance/Training ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data management ▪ Securing funding for regional initiatives
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KRA 2.3 - Solid Waste, Sewerage and Other Land Based Sources of Pollution

Expected Outcomes	Performance Indicators	Inputs
1. Enhanced waste minimization	1.1 Public education programmes conducted in 14 Pacific islands 1.2 Development of recycling programmes in 4 Pacific islands	<ul style="list-style-type: none"> ▪ Technical advice /Guidance/Training ▪ Education and awareness ▪ Legal advice ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data management ▪ Securing funding for regional initiatives
2. Enhanced capacity for management of solid waste through assistance in development of treatment and disposal facilities and reduce generation of solid waste	2.1 Waste characterization in 14 Pacific islands 2.2 Two regional workshops conducted 2.3 Landfill management guidelines developed and adopted 2.4 Model legislation as part of campaign package to be developed 2.5 Trends in solid waste generated, reported and monitored	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Education and awareness ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data management ▪ Securing funding for regional initiatives

<p>3. Enhanced implementation of Global Programme of Action (GPA) in the region</p>	<p>3.1 Memorandum of Understanding (MOU) with GPA Secretariat signed</p> <p>3.2 GPA clearinghouse mechanism operational</p> <p>3.3 Regional workshops conducted</p> <p>3.4 Development of Protocol on Land Based Sources (LBS) under SPREP Convention</p>	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Education and awareness ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data Management ▪ Securing funding for regional initiatives
<p>4. Enhanced waste minimisation</p>	<p>4.1 At least two demonstration projects with the objective of creating low-cost/no-cost</p>	<ul style="list-style-type: none"> ▪ Technical advice/Guidance/Training ▪ Education and awareness ▪ Legal advice ▪ Response planning ▪ Assessment ▪ Coordination ▪ Monitoring ▪ Data management ▪ Securing funding for regional initiatives

3. KRA 3 Climate Change, and Variability

KRA 3.1 - Strengthened Meteorological Services

Expected Outcomes	Performance Indicators	Inputs
<p>1. Improved weather forecasting and prediction</p>	<p>1.1 Implementation of the Strategic Plan for the Development of Meteorological Services and priority needs</p> <p>1.2 Annual meetings of Directors of Meteorology convened</p>	<ul style="list-style-type: none"> ▪ Regional coordination ▪ Information sharing through a regional climate centre/clearinghouse ▪ Project development ▪ Policy and technical advice

KRA 3.2 - Understanding Climate Variability and Climate Change

Expected Outcomes	Performance Indicators	Inputs
1. Reduced uncertainty in the use of climate predictions and scenario	1.1 Regional climate centre established 1.2 Coordinated and verified climate predictions and scenarios	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Support and coordination services to key research activities ▪ Policy and technical advice
2. Increased participation in global observation networks	2.1 At least 6 members able to participate in global networks 2.2 Continued monitoring of sea level to international standards	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Support and coordination services to key research activities
3. Increased understanding of climate change and variability among all stakeholders	3.1 Climate update circulated quarterly	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Support and coordination services to key research activities

KRA 3.3 - Impacts and Vulnerability

Expected Outcomes	Performance Indicators	Inputs
1. Improved analysis of impacts and vulnerability	1.1 New frameworks and tools for assessing impacts and vulnerability developed 1.2 Tools piloted in 4 members	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Training in assessment techniques ▪ Project development ▪ Policy and technical advice

2. Improved understanding of seasonal and inter-annual variation as well as longer-term changes	<p>2.1 Integrated assessments of impacts and vulnerability in 4 members</p> <p>2.2 Climate information prediction services (CLIPS) provided to policy makers, private sector and the public. (e.g. drought forecasts, tropical cyclone occurrence, ENSO)</p>	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Training in assessment techniques ▪ Project development ▪ Policy and technical advice
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KRA 3.4 - Adaptation and Mitigation

Expected Outcomes	Performance Indicators	Inputs
1. Effective adaptation strategies and response measures	<p>1.1 Appropriate methodologies and model related to vulnerability and adaptation for use in the Pacific region</p> <p>1.2 Compilation of critical information for adaptation in 4 members</p> <p>1.3 Consultation and policy development arrangements in place in 4 members</p> <p>1.4 Adaptation options identified in key sectors (e.g. tourism infrastructure and agriculture)</p>	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Policy and technical advice
2. Reduced greenhouse gas emissions	<p>2.1 Renewable energy proposal completed</p> <p>2.2 Policy advice provided to Pacific island members</p> <p>2.3 Regional arrangements for Clean Development Mechanism in place</p>	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Policy and technical advice

KRA 3.5 - Policy Development on Climate Change

Expected Outcomes	Performance Indicators	Inputs
1. Improved linkages between science and policy	<p>1.1 Regional conference linking science and policy convened</p> <p>1.2 Ongoing support for Regional Framework for Climate Change, Climate Variability and Sea Level Rise</p>	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Policy and technical advice
2. Increased mainstreaming of climate change and variability	<p>2.1 Effective institutional arrangements in place for inter-ministerial coordination and policy development</p>	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Policy and technical advice
3. Regional and international policy responsive to Pacific island priorities	<p>3.1 Briefing provided and coordination meetings convened in relation to UNFCCC, IPCC, Pacific Islands Forum and related processes</p>	<ul style="list-style-type: none"> ▪ Regional coordination and information sharing ▪ Project development ▪ Policy and technical advice

4. KRA 4 Economic Development

KRA 4.1 - Trade, Investment and Environment

Expected Outcomes	Performance Indicators	Inputs
<p>1. Awareness of links between trade, globalisation, investment and environment at national and regional level.</p> <p>2. Improved strategies to generate environmentally sensitive response to initiatives in global trade liberalization and investment.</p>	<p><i>Performance Indicators for 1-2</i></p> <ul style="list-style-type: none"> ▪ High degree of collaboration between SPREP members' trade and environment officials ▪ Framework to assess opportunities and costs against trading opportunities developed. ▪ Coordinated assistance developed to respond to national, regional and international conventions and treaties relating to trade ▪ Case studies on integrated laws, policies (economic, social and physical), procedures and processes to address investment, trade and the environment completed 	<ul style="list-style-type: none"> ▪ International/regional dissemination and response coordination. ▪ Model environmental assessment, policy and legislative tools. ▪ Ensuring a consistent message across trade, investment and environment negotiations ▪ Awareness training for senior officials involved in Trade and Environment ▪ Regional media exposure of key issues ▪ Develop curriculum for USP ▪ Foster in-country linkages between environment, trade, finance, land planning and resource use, tenure, investment and tax laws and policies.

KRA 4.2 - Tourism

Expected Outcomes	Performance Indicators	Inputs
<ol style="list-style-type: none"> 1. An environmentally aware and responsible tourism sector. 2. Regional and national capacity to assess the impact of tourism increased. 3. Environmental considerations incorporated into development of economic policies relating to tourism 	<p><i>Performance Indicators for 1-3</i></p> <ul style="list-style-type: none"> ▪ Responsible environmental policy and strategies adopted and applied by the tourist industry. ▪ Effective network of institutions and practitioners providing high quality legal, policy and technical advice to the tourism sector. 	<ul style="list-style-type: none"> ▪ Assist South Pacific Tourism Organisation (SPTO) and Forum Secretariat in promoting best environmental practice ▪ Case study or template of environmental resource use guidelines, specific Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA) targeting tourism ▪ Interventions through advice addressing nature conservation, pollution and climate change.

KRA 4.3 - Integrating Environment and Development

Expected Outcomes	Performance Indicators	Inputs
<ol style="list-style-type: none"> 1. Improved base-line information applied to sustainable development programmes and decision making 2. Improved State of Environment (SoE) reporting at national and regional levels. 3. Better data sources for regional vulnerability assessment/indexing. 	<p><i>Performance Indicators for 1-6</i></p> <ul style="list-style-type: none"> ▪ Existing base-line data holdings catalogued and priority data needs identified for resource use, conservation and planning on a regional and national scale. ▪ Improved national and regional capacity to use baseline, enhanced and extrapolated data for multiple uses. ▪ High quality reports for the SoE using agreed key environmental indicators 	<ul style="list-style-type: none"> ▪ Regional approach to data-gap filling using Remote sensing and Geographical Information System (GIS). ▪ Coordinate funding and inputs (Secretariat and external) for data supply, training and use. ▪ Assist identification of key national sustainable development indicators. ▪ Expose local and regional, immediate, medium and longer term benefits of integrated data, research, decision tools and platforms.

<p>4. Improved resource use, conservation and planning tools and techniques available for PICs</p> <p>5. Improved integration between environmental strategies and national mechanism for strategic and sector planning and development (physical, social and economic).</p> <p>6. Improved regional facilitation of in-country implementation of EA.</p>	<ul style="list-style-type: none"> ▪ SEA and EIA adopted as tools to expose local opportunities for environmental investment and as a means for environmental protection. ▪ Acceptance of natural resource economics as an essential decision tool. ▪ High quality case studies showing strategic land use, resource use and environmental assessment systems used as platforms to institute environmental programs and strategies ▪ High quality case studies linking integrated environmental management platforms with other business, fiscal, investment, taxation and economic policy and legislation. ▪ Better integration of policies, programmes and strategies for integrated coastal zone management. 	<ul style="list-style-type: none"> ▪ Expose beneficial use of strategic and development of environment assessment (EA).
	<ul style="list-style-type: none"> ▪ Regional Environment Assessment Facilitation Office and networks operating. ▪ Inventory of contemporary EA techniques compiled and accessible. ▪ Case studies showing use of physical development plans/strategies/laws and environmental assessment systems used as platforms to pursue sustainable development. 	

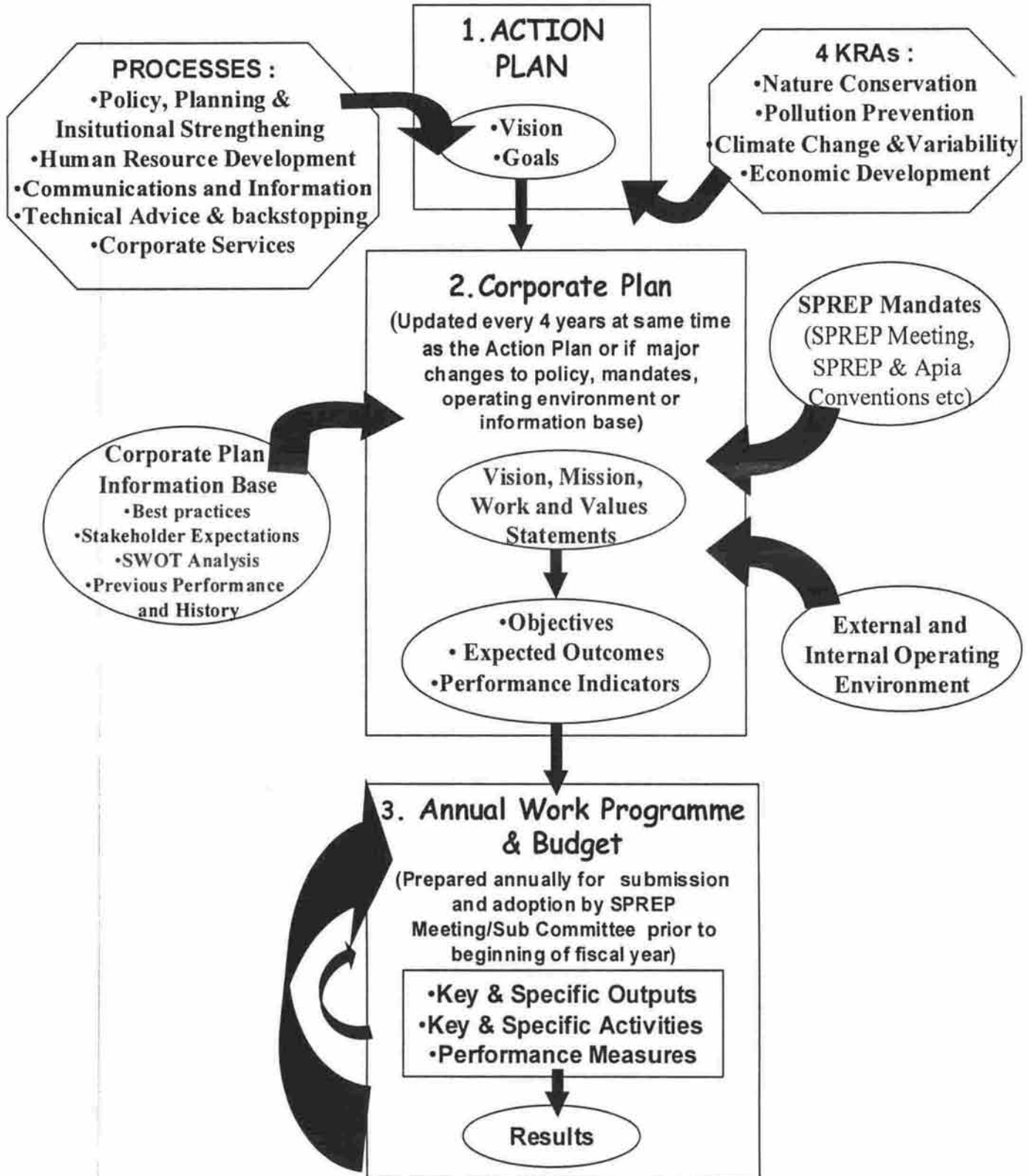
KRA 4.4 - Population, Settlement and Urbanisation

Expected Outcomes	Performance Indicators	Inputs
<p>1. Increased capacity to respond to settlement related development impacts.</p> <p>2. Decisions on population, urbanisation and settlement linked to environmental objectives.</p>	<p><i>Performance Indicators for 1-2</i></p> <ul style="list-style-type: none"> ▪ SEA, EIA and planning methods available to address population and settlement matters. ▪ Resources mobilised and tools available for applying best environmental practice for urban and rural development. ▪ Information, strategic land use and resource use and environmental assessment initiatives targeted to address population and settlement issues. 	<ul style="list-style-type: none"> ▪ Identify priority areas where population and settlement patterns are threatening environments ▪ Distribution of model/template land development and management guidelines incorporating and integrating environmental objectives. ▪ Assist with case studies integrating population, land use, resource use and coastal management issues.

KRA 4.5- Public-Private Sector Partnerships

Expected Outcomes	Performance Indicators	Inputs
<p>1. Sustainable programmes and initiatives enhanced through public and private sector partnerships.</p> <p>2. Processes suited to integrating traditional knowledge and contemporary management demonstrated</p> <p>3. Increase in investment partnerships with sustainable development outcomes.</p>	<p><i>Performance indicators for 1-3</i></p> <ul style="list-style-type: none"> ▪ Participatory approaches broadly applied to environment planning, development and conservation management. ▪ Joint-venture programmes, sponsorship or business enterprise initiatives established for environmental conservation and management. ▪ Increased number of stakeholders involved in partnerships promoting sustainable environmental practice. 	<ul style="list-style-type: none"> ▪ Assist through information sharing and case study, the use of effective participation and private/ public partnerships to deliver products, better development and decision making. ▪ Investigation of options for mixed capital joint ventures, corporate sponsorships and business incubation/enterprise.

II. CORPORATE PLANNING PROCESS INTEGRATED TO THE ACTION PLAN AND ANNUAL WORK PROGRAMME AND BUDGET PROCESSES



III. Glossary of Corporate Planning Terms

Activities	The tasks or inputs once produced will result in the delivery of specified outputs in the Annual Work Programme.
Corporate Plan	A short to medium term plan normally covering a period from 3 to 5 years. It will describe how the Secretariat will contribute to the implementation of the Action Plan. It defines the organisation's vision; mission; expected outcomes and performance indicators. It links the organisation's vision and objectives to the Pacific islands region Action Plan. It is often referred to as the Organisational Plan. It also sets out how the organisation will be structured to contribute to the achievement of the region's Action Plan.
Environment	The internal and external conditions affecting the Secretariat's performance
Work Programme	It describes the Secretariat's specific objectives, key and specific outputs and activities that the Secretariat will perform annually. It also identifies the resources required to produce the outputs and activities in a one year timeframe. It is often referred to as the Operational or Business Plan and is usually for a period of one year. It is based on the Corporate Plan and integrated to the Action Plan.
Mandate	It describes the source of the Secretariat's authority to carry out its business.
Mission	A statement of why the Secretariat exists and what it does. The Mission Statement defines the overall purpose and goal of the organisation. What roles and responsibility does the organisation have in furthering the achievement of the Vision
Objective	The aim or purpose in performing or addressing a development priority that is to be achieved at some future point in time

Outcome	The intended result, effect or impact of a programme or project or the next level effects caused by the performance of the production of an output.
Output	A good or service provided by the Secretariat for stakeholders which contributes to the achievement of an objective. An output is the intended result of key or specific activity.
Performance Indicator	The means to measure how far an organisation is achieving each of its long term goals. Indicators tell us what we mean by a particular objective and what we will do to measure or value it
Performance Measure	Performance measures provide specific measures of timeliness, cost, location, quantity, quality and the extent to which the key and specific outputs have been achieved.
Strategy	Describes 'how' the Secretariat is to achieve a planned result. A specific course of action
Structure	The way in which the human resources of the Secretariat are organised.
Values	The factors, which drive the way in which managers and employees, interact with each other. The values have an impact on the attitude of management and staff, stakeholders and the image of the Secretariat
Vision	The medium to long term objectives for the Secretariat. It describes what the Secretariat intends to become, where it wants to be and what it will achieve over the planning period. The statement should motivate change and influence what people think and feel about the Secretariat.

IV. Acronyms

AIS	Alien Invasive Species
CA	Conservation Area
CBD	Convention on Biological Diversity
CLIPS	Climate Information and Prediction Services
CP	Cleaner Production
CROP	Council of the Regional Organisations in the Pacific
EA	Environment Assessment
EIA	Environment Impact Assessment
GIS	Geographical Information System
GPA	Global Programme of Action
HRD	Human Resource Development
IMO	International Maritime Organization
IPCC	Intergovernmental Panel on Climate Change
IPR	Intellectual Property Rights
KRA	Key Result Area
LBS	Land Based Sources
MPA	Marine Protected Area
MOU	Memorandum of Understanding
NBSAPs	National Biodiversity Strategies and Action Plans
NGO	Non-governmental Organisation
PACPLAN	Pacific Islands Regional Marine Spill Contingency Plan
PIC	Pacific Island Country
PIM	Pacific Island Member
SOE	State of the Environment
SPREP	South Pacific Regional Environment Programme
SPTO	South Pacific Tourism Organisation
SEA	Strategic Environment Assessment
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific