



**SPREP**

South Pacific Regional Environment Programme

# **Twelfth SPREP Meeting of Officials**

## **Working Papers**

**Apia, Samoa  
10-14 September 2001**

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## **LANGUAGE**

The Pre Meeting Workshop and Officials' Meeting will be conducted in English with simultaneous interpretation into French.

## **LIABILITY FOR PERSONAL INJURY**

SPREP will not accept liability for any injury suffered by a delegate attending the SPREP Meeting. We strongly recommend that every participant should take out personal insurance at his/her own expense for the period in which he/she is travelling to and from Apia.

## **PROGRAMME OF ACTIVITIES**

A Programme of Activities is provided in your package of documents for your information.

## **DOCUMENTATION**

Delegates have been sent a full set of bound documents. We assume that delegates will bring these Documents to the Meeting. However, some additional copies will be available from the Secretariat.

## **VISIT TO THE SPREP CENTRE**

A visit to the SPREP Centre, Vailima will be arranged for Friday, 14 September in the afternoon. This will take place when the Meeting adjourns on Friday 14 September to enable the Secretariat to finalise the Meeting Report. Transportation will be provided from the Venue to SPREP. Please be at the foyer at the announced time.

## **PARTICIPANTS' LIST**

A provisional participants' list will be circulated during the Meeting for delegates to make corrections to their names, designations, contact address including phone/fax and email numbers. Please return it to the Secretariat in order for us to print an official participants' list before the Meeting closes.

## **SAMOA VISITORS BUREAU**

Please refer to the enclosed Samoa Visitors Bureau pamphlets for information on Churches, Entertainment, Recreational Facilities, Restaurants, Shopping and other useful information.

## **GENERAL**

For further information please do not hesitate to contact:

Ms Saunoo Mata'u

Conference/Travel Officer, SPREP

**SPREP Secretariat**

Telephone: (685) 21 929

Fax: (685) 20 231

Email: [saunoam@sprep.org.ws](mailto:saunoam@sprep.org.ws)

# **INFORMATION BOOKLET TWELFTH SPREP MEETING OF OFFICIALS APIA, SAMOA, 10-14 SEPTEMBER 2001**



*People of the Pacific islands better able to plan, protect, manage and use their environment for sustainable development*  
(Vision: SPREP Action Plan 1001-1004)



**SAMOA'S COMMERCIAL HOURS**

**Monday – Friday: 8.00 am – 4.30 pm**, with lunch from 12.00 noon to 1.00 pm.

(Some shops and offices close for lunch).

**Saturday:** 8.00 am – 12.30 pm.

**Sunday:** All shops and businesses are closed except for small convenience stores.

**FINANCIAL SERVICES**

Financial Services are available from three commercial trading banks in Apia.

The Australia and New Zealand (ANZ), and Westpac Banks open Monday to Wednesday from 9.00 am – 3.00 pm, Thursdays and Fridays from 9.00 am – 4.00 pm. The National Bank of Samoa opens Monday to Friday, from 9.00 am – 3.00 pm and Saturday from 9.00 am – 12.00 noon.

**ANZ (Samoa) Ltd** Phone: 22 422

**Westpac** Phone: 20 000

**National Bank of Samoa** Phone: 23 076

Banks are within walking distance from the Meeting venue and normal exchange facilities are also available. Banks also offer money exchange facilities at the airport for all arrivals and departures. The local currency is Samoan Tala (SAT\$). As of 23 July 2001 the bank buying exchange rate is approximately US\$ 1.00 equivalent to SAT\$ 3.57. Automatic Teller Machines (ATM) are available only at the ANZ Bank main office. Please ensure that you convert your Samoan Tala to another currency prior to departure, as Samoa's currency is not convertible overseas.

**TELEPHONE/FAX**

Telephone services will be available to all participants at the meeting venue for local calls only. For international calls and faxes, participants are strongly advised to please use the hotel facilities or the Post and Telecommunication facilities in down-town Apia.

**MORNING/AFTERNOON TEAS**

Morning/Afternoon Tea will be provided during the Meeting.

**DEPARTURE TAX**

There is a Departure tax of Samoan Tala \$30.00. This is paid at the airport on departure.

**DRESS CODE**

Dress will be formal for the Official Opening and informal during the working sessions. It is recommended that light summer clothing is appropriate with perhaps a light sweater for the cooler evenings. Smart casual eveningwear is appropriate for hotels and restaurants.

Welcome

*The Director, Mr. Tamarii Talangata and Staff of the*

*South Pacific Regional Environment Programme (SPREP)*

*extend to you a very warm and cordial welcome to Samoa*

*for the*

*Twelfth SPRREP Meeting of Officials.*

## **TRAVEL CONFIRMATION**

Delegates are advised to please present their tickets to the SPREP Secretariat on the first day of the Meeting for re-confirmation of onward flights, ticket amendments and transport arrangements. It is strongly advised that tickets be handed in as soon as you arrive for re-confirmation of your onward flights. Please contact Ms Saunou Mata'u, Conference/Travel Officer.

## **ENTRY REQUIREMENT**

Entry Permit is not required however, a one-month visa to enter Samoa will be issued on arrival at Faleolo International Airport by the Samoa Immigration Officials upon presentation of an onward/return ticket and valid passport.

## **HEALTH AND MEDICAL ASSISTANCE**

Vaccination for yellow fever is required if arriving within six days of leaving or transiting infected areas. Medical Assistance can be reached at the Tupua Tamasese Meaole Hospital on telephone number 21 212.

## **ELECTRICITY**

240 volts AC 50 cycles, but facilities are available at hotels for use of 110 volts equipment. Please ask the hotel receptionist.

## **TELECOMMUNICATIONS**

The main Post and Telecommunication Department situated on Beach Road, Apia offers the following services:

- **Telephone and Telex**  
Monday – Sunday from 8.00 am – 10.00 pm
- **Facsimile**  
Monday – Sunday from 8.00 am – 4.30 pm
- **Stamps and Philatel**  
Monday – Friday from 8.00 am – 4.30 pm

## **INTERNET AND EMAIL SERVICES**

Access to the Internet and Email Services, and other business use facilities (outgoing faxes, reservations, rental cars and general guest activity assistance), are available at the three hotels. In addition, two internet cafes (**Computer Services Ltd: phone 20 926**) and (**Cyber Booth: phone 21 016**) are located at the Lotemau Shopping Centre, next to the Air New Zealand Travel Centre, opposite McDonalds Restaurant, in central Apia, about 10 minutes walk from the Meeting Venue.

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**DATES AND VENUE**

The Twelfth SPREP Meeting of Officials will be held at the Ocean Terrace Ball Room, Hotel Kitano Tustiala in Apia, Samoa from Monday, 10 to Friday, 14 September 2001.

The first day (Monday, 10 September) will be an informal Pre Meeting Workshop to assist Members with any additional information they may require so that they are better able to address Agenda Item 7.2: *Organisation Structure and Agenda Item 7.3: CROP Harmonisation including Job Sizing* during the Meeting of Officials.

**REGISTRATION**

Registration will be held at the Hotel Kitano Tustiala on Monday, 10 September starting at 8.15 am.

**OFFICIAL OPENING AND OFFICIAL RECEPTION**

The Official Opening of the Twelfth SPREP Meeting of Officials will be held at the Hotel Kitano Tustiala on Monday night, 10 September 2001 at 6.00 pm – 6.30 pm, to be followed by an Official Reception at 6.30 pm – 8.30 pm also at the Hotel Kitano Tustiala.

An official photograph will be taken immediately after the Official Opening Ceremony.

**SEATING ARRANGEMENTS**

One seat is allocated to each Head of delegation at the Main Conference Table with seating for other Delegation members behind. Advisers and Observers will have separate seats arranged at designated locations.

**HOURS OF MEETING**

The Hours of Meeting will be:

- Pre Meeting Workshop  
10 September 2001                      9.00 am – 5.00 pm
- Meeting of Officials  
11-14 September 2001                  8.30 am – 5.00 pm

**DELEGATES' OFFICE**

An office for delegates will be set up in the Samoa Function Centre (behind the Ocean Terrace Ball Room). A telephone for outside local/receiving calls, a photocopier, two desktop computers and a printer will be available at the Delegates' office. Contact person: Ms Saunou Mata'u, Conference/Travel Officer.

**PIGEON-HOLES AND MESSAGES**

Pigeon-Holes will be available at the Venue for each Country as well as for Advisers and Observers, where documents and messages will be placed. Urgent messages for delegates will be passed on through the Delegates' office upon receipt, while general messages will be deposited in the pigeon-holes.

**PER DIEM AND ACCOMMODATION**

For SPREP-funded participants, per diem will be paid in Apia on the first day of the Meeting (Monday, 10 September). The per diem rate is US\$ 97.00 approximately equivalent to Samoan Tala \$306.00 per day. Payment will be available only in Samoan Tala.

Per diem allowances will also be paid at prevailing SPREP rates to cover nights necessarily spent in transit to and from Samoa.

Accommodation will be arranged for all delegates at the three hotels below:

- **Hotel Kitano Tustiala**  
Phone: (685) 21 122  
Fax: (685) 23 652
- **Tatiana Motel**  
Phone: (685) 26 829  
Fax: (685) 26 829
- **Pasefika Inn Hotel**  
Phone: (685) 20 971  
Fax: (685) 23 301

**TRANSPORTATION TO AND FROM AIRPORT**

SPREP's designated service provider (**Trans Pacific Travel and Tours**) will provide airport transfers upon arrival and departure. Please ensure that your travel itinerary has been sent to SPREP at least two weeks prior to the Meeting (i.e. by 31 August) to assist us in organising airport transfers.

**TRANSPORTATION TO AND FROM VENUE**

The location of the Venue is in town and within walking distance of most services and shops. Delegates will be required to find their own transportation to the venue if they are staying in locations separate from the Venue Hotel. Local Taxi stands to contact include:

Airport City Cab	21 600
Auto Taxi Stand	26 800
Town Taxi	21 698
DB Taxi Services	22 380

*Sam Susaga*

# **Twelfth SPREP Meeting of Officials**

## **Working Papers**

**Apia, Samoa  
10-14 September 2001**



## South Pacific Regional Environment Programme (SPREP)

Twelfth SPREP Meeting of Officials  
Apia, 10 – 14 September, 2001

### Documentation

<b>Delegates' Information</b>		<b>Information Booklet</b>
<b>Programme of Events</b>		<b>Programme</b>
<b>Participants List</b>		<b>Available at Meeting</b>
<b>Agenda</b>		<b>Yellow Paper</b>
<b>Annotated Agenda</b>		<b>Green Paper</b>
<b>Agenda Item 1</b>	<b>Official Opening</b>	See Programme
<b>Agenda Item 2</b>	<b>Appointment of Chair and Vice-Chair</b>	WP.2
<b>Agenda Item 3</b>	<b>Adoption of Agenda and Working Procedures</b>	WP.3 WP.3/Att.1
<b>Agenda Item 4</b>	<b>Matters Arising from Eleventh SPREP Meeting</b>	WP.4
<b>Agenda Item 5</b>	<b>Presentation of Annual Report for 2000 and Director's Overview of Progress since Eleventh SPREP Meeting</b>	WP.5 Director's Overview (to be distributed at time of verbal presentation)
<b>Agenda Item 6</b>	<b>Performance Review</b>	–
<b>Agenda Item 6.1</b>	<b>Technical Report on Action Plan Implementation</b>	WP.6.1 WP.6.1/Att.1
<b>Agenda Item 6.1.1</b>	<b>SPBCP Terminal Report</b>	WP.6.1.1
<b>Agenda Item 6.1.2</b>	<b>SPBCP Conservation Area Awards</b>	WP.6.1.2
<b>Agenda Item 6.2</b>	<b>Financial Reports</b>	–
<b>Agenda Item 6.2.1</b>	<b>Report on Members' Contributions</b>	WP.6.2.1 WP.6.2.1/Att.1
<b>Agenda Item 6.2.2</b>	<b>Cash Flow and Primary Functions</b>	WP.6.2.2
<b>Agenda Item 6.2.3</b>	<b>Audited Annual Accounts for 2000 and Performance Audit</b>	WP.6.2.3 WP.6.2.3/Att.1 WP.6.2.3/Att.2 WP.6.2.3/Att.3
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<b>Agenda Item 7.2</b>	<b>Organisation Structure</b>	WP.7.2 WP.7.2/Att.1 WP.7.2/Att.2
<b>Agenda Item 7.3</b>	<b>CROP Harmonisation including Job Sizing</b>	WP.7.3

		WP.7.3/Att.1 WP.7.3/Att.2 WP.7.3/Att.3 WP.7.3/Att.3 (A – G) WP.7.3/Att.4 WP.7.3/Att.4 (A) WP.7.3/Att.5 WP.7.3/Att.6
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Agenda Item 8.2	Indicative Work Programme and Budget for 2003 and 2004	–
Agenda Item 8.3	<u>Programme Issues Requiring Members' Direction</u>	–
Agenda Item 8.3.1	<u>Nature Conservation</u>	–
Agenda Item 8.3.1.1	Regional Strategy for Avifauna Conservation – Future Direction	WP.8.3.1.1 WP.8.3.1.1/Att.1
Agenda Item 8.3.1.2	International Coral Reef Action Network (ICRAN)	WP.8.3.1.2 WP.8.3.1.2/Att.1
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Agenda Item 8.3.5.2	Human Resource Development (HRD) for Environment Departments	WP.8.3.5.2

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<b>Agenda Item 8.4</b>	<b>Financial Issues Requiring Members' Direction</b>	–
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<b>Agenda Item 9</b>	<b>Institutional Matters</b>	–
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<b>Agenda Item 10</b>	<b>Policy and Regional Coordination</b>	–
Agenda Item 10.1	Council of Regional Organisations in the Pacific (CROP)	WP.10.1
Agenda Item 10.2	International Waters – Status Report	WP.10.2
Agenda Item 10.3	UNEPnet Mercure Project: Concepts and Consideration for Strengthening Environment Information Servicing of SPREP Members through Satellite Telecommunication	WP.10.3 WP.10.3/Att.1
Agenda Item 10.4	Rio+10	WP.10.4 WP.10.4/Att.1
<b>Agenda Item 11</b>	<b>Items Proposed by Members</b>	–
<b>Agenda Item 12</b>	<b>Statements by Observers</b>	–
<b>Agenda Item 13</b>	<b>Other Business</b>	–
<b>Agenda Item 14</b>	<b>Date and Venue of Thirteenth SPREP Meeting</b>	–
<b>Agenda Item 15</b>	<b>Date and Venue of Ministerial Meeting</b>	–
<b>Agenda Item 16</b>	<b>Adoption of Report</b>	–
<b>Agenda Item 17</b>	<b>Close</b>	–

24 July, 2001



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Kitano Tusitala Hotel

Apia,

10-14 September 2001

### Provisional Agenda

#### Monday 10 September, 2001 (9 am – 5.00pm)

##### Pre Meeting Workshop on Organisation Structure

The purpose of this Pre Meeting Workshop is to provide Members with the opportunity to evaluate the issue of SPREP's structure in-depth, to openly discuss the matter and to review budgetary implications associated with implementation of suggested structural changes. The meeting will also discuss matters relating to CROP Harmonisation and Job Sizing. This is an 'informal' workshop to assist Members with any additional information they may require so that they are better able to address during the Meeting of Officials, *Agenda Item 7.2: Organisation Structure and Agenda Item 7.3: CROP Harmonisation including Job Sizing*.

#### Meeting of Officials – Monday 10 September, 2001

**Agenda Item 1: Official Opening 6.00pm – 6.30pm**

**Official Reception 6.30pm – 8.30pm, Hotel Kitano Tusitala**

#### Tuesday 11 – Friday 14 September, 2001

##### Meeting of Officials (8.30am – 5.00pm)

**Agenda Item 2: Appointment of Chair and Vice-Chair**

**Agenda Item 3: Adoption of Agenda and Working Procedures**

**Agenda Item 4: Matters Arising from Eleventh SPREP Meeting**

**Agenda Item 5: Presentation of Annual Report for 2000 and Director's Overview of Progress since Eleventh SPREP Meeting**

**Agenda Item 6: Performance Review**

- 6.1 Technical Report on Action Plan Implementation
  - 6.1.1 SPBCP Terminal Report
  - 6.1.2 SPBCP Conservation Area Awards
- 6.2 Financial Reports
  - 6.2.1 Report on Members' Contributions
  - 6.2.2 Cash Flow and Primary Functions
  - 6.2.3 Audited Annual Accounts for 2000 and Performance Audit

**Agenda Item 7: Corporate Plan and Organisation Structure**

- 7.1 Corporate Plan
- 7.2 Organisation Structure
- 7.3 CROP Harmonisation including Job Sizing

**Agenda Item 8: Work Programme and Budget**

- 8.1 Proposed Work Programme and Budget for 2002
- 8.2 Indicative Work Programme and Budget for 2003 and 2004
- 8.3 Programme Issues Requiring Members' Direction
  - 8.3.1 Nature Conservation**
    - 8.3.1.1 Regional Strategy for Avifauna Conservation – Future Direction
    - 8.3.1.2 International Coral Reef Action Network (ICRAN)
    - 8.3.1.3 7<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas
    - 8.3.1.4 Regional Marine Turtle Conservation Programme
    - 8.3.1.5 Proposal for a South Pacific Whale Sanctuary
  - 8.3.2 Pollution Prevention**
  - 8.3.3 Climate Change and Variability**
    - 8.3.3.1 Pacific Islands Climate Change Assistance Programme (PICCAP) – Future Direction

**8.3.4 Economic Development**

- 8.3.4.1 State of Environment Reporting Programme – Future Direction
- 8.3.4.2 Global Environment Outlook No.3 – Future Direction

**8.3.5 Processes**

- 8.3.5.1 Waigani and Apia Conventions
- 8.3.5.2 Human Resource Development (HRD) for Environment Departments

**8.4 Financial Issues Requiring Members' Direction**

- 8.4.1 Approval of Work Programme and Budget for 2002

**Agenda Item 9: Institutional Matters**

- 9.1 Report on SPREP Centre (Information Resource Centre and Training and Education Centre – Progress)
- 9.2 Financial Regulations
- 9.3 Staff Regulations
- 9.4 Process for Appointment of Director
- 9.5 Smaller Island State (SIS) Designation

**Agenda Item 10: Policy and Regional Coordination**

- 10.1 Council of Regional Organisations in the Pacific (CROP)
- 10.2 International Waters – Status Report
- 10.3 UNEPnet Mercure Project: Concepts and Consideration for Strengthening Environment Information Servicing of SPREP Members through Satellite Telecommunication
- 10.4 Rio + 10

**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 Thirteenth SPREP Meeting**

**Agenda Item 15: Date and Venue of Ministerial Meeting**

**Agenda Item 16: Adoption of Report**

**Agenda Item 17: Close**

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24 July, 2001



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

**Twelfth SPREP Meeting of Officials and  
Pre Meeting Workshop**  
Apia, 10 – 14 September, 2001

**Annotated Agenda**

**Monday 10 September, 2001**

**Pre Meeting Workshop: Organisation Structure**

This informal meeting will be held at the Kitano Tusitala Hotel on Monday 10 September, 2001 (9am – 5pm). The purpose of this Pre Meeting Workshop is to provide Members with the opportunity to evaluate the issue of SPREP's Organisational Structure in-depth, to openly discuss the matter and to review budgetary implications associated with implementation of suggested structural changes. This is an 'informal' workshop to assist Members with any additional information they may require so that they are better able to address *Agenda Item 7.2: Organisation Structure* during the Meeting of Officials. Time permitting, the informal meeting will also discuss *Agenda Item 7.3: CROP Harmonisation including Job Sizing*, clarifying any issues requested by Members.

**Agenda Item 1: Official Opening of Twelfth SPREP Meeting of Officials**

The Official Opening will be held on Monday at 6pm to 6.30pm at the Kitano Tusitala Hotel.

Programme for the Official Opening

**6.00 pm – 6.30 pm**

- Meeting called to Order by Chairperson of the Eleventh SPREP Meeting of Officials – Representative of Guam
- Prayer, Reverend Otele Perelini
- Choir

- Opening address by the guest speaker, the Honourable Tagaloa Tuala Tagaloa, Minister for Lands, Surveys and Environment, Government of Samoa
- Response by a Representative of a SPREP Member
- Address by Mr. Tamari'i Tutangata, Director of SPREP
- Official Photograph

### Official Reception

Monday 10 September, 2001          6.30pm – 8.30pm

The Reception will be hosted by the SPREP Secretariat at the Kitano Tusitala Hotel.

### Tuesday 11 – Friday 14 September, 2001

**Meeting of Officials** continues at the Hotel Kitano Tusitala Hotel from 8.30am on Tuesday 11 September until 5.00pm on Friday 14 September, 2001.

### Agenda Item 2: Appointment of Chair and Vice-Chair (WP.2)

- In accordance with the "*Rules of Procedure of the SPREP Meeting*", where a Meeting is hosted by the Secretariat, the Chair shall rotate alphabetically. Where a Meeting is not hosted by the Secretariat, the Chair shall be provided by the host country. (Rules 8.1 and 8.2).
- Accordingly, the **Chair** of the Twelfth SPREP Meeting will be the **Federated States of Micronesia (FSM)**, the next in alphabetical order since the Secretariat last hosted the SPREP Meeting (10SM, Apia 1998) at which time the Chair was Cook Islands.
- The Rules also provide (Rule 8.3) that the Vice-Chair shall rotate alphabetically whether or not the Meeting is hosted by the Secretariat. The Vice-Chair of the Eleventh SPREP Meeting was French Polynesia. Under the principle of alphabetical rotation, therefore, **Guam** should be appointed **Vice-Chair** of the Twelfth SPREP Meeting.

For information of Members, the following table shows the order for recent past and future Chairs and Vice-Chairs:

	<u>Chair</u>	<u>Vice-Chair</u>	<u>Year</u>
11SM	Guam/Host	French Polynesia	2000
12SM(Secretariat – Host)	FSM	Guam	2001
13SM	Member/Host	Kiribati	2002
14SM(Secretariat – Host)	Fiji	Marshall Islands	2003
15SM	Member/Host	Nauru	2004
16SM(Secretariat – Host)	France	New Caledonia	2005
17SM	Member/Host	New Zealand	2006
18SM (Secretariat – Host)	French Polynesia	Niue	2007
19SM	Member/Host	Northern Marianas	2008
20SM (Secretariat – Host)	Guam	Palau	2009
21SM	Member/Host	PNG	2010

<b>Agenda Item 3: Adoption of Agenda and Working Procedures (WP.3 and Attachment 1)</b>
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The Meeting is invited to:

- **consider and adopt** the Provisional Agenda;
- **agree** on hours of work (suggested hours outlined in WP.3/Att.1);
- **appoint** an open-ended Report Drafting Sub-committee and a Drafting Committee Chair.

The Report Drafting Sub-committee of the 11<sup>th</sup> SPREP Meeting comprised representatives of Australia, Cook Islands, France, Guam, New Zealand, Samoa and the United States of America. 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 Report Drafting Sub-committee by taking notes during the Plenary sessions.

<b>Agenda Item 4: Matters Arising from Eleventh SPREP Meeting (WP.4)</b>
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The Meeting is invited to note the status of matters arising from the Eleventh SPREP Meeting. Information is contained in Working Paper 4 and also in later 12SM Agenda Items.



<b>Agenda Item 5:</b>	<b>Presentation of Annual Report for 1999 and Director's Overview of Progress since Tenth SPREP Meeting (Year 2000 Annual Report, WP.5 and Director's Overview Paper)</b>
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The Director will table the Year 2000 Annual Report of SPREP and provide a verbal overview of the Secretariat's Progress since the Eleventh SPREP Meeting. The Director's Overview paper will be distributed immediately following his presentation.

<b>Agenda Item 6:</b>	<b>Performance Review</b>
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**Agenda Item 6.1: *Technical Report on Action Plan Implementation (WP.6.1 and WP.6.1/Att.1)***

Under this Agenda Item, the Secretariat will provide a report on Work Programme Activities undertaken towards achievement of the goals of the 2001-2004 Action Plan. The Secretariat (Heads of Division and some Programme Officers) will make a Power-Point Presentation. The opportunity will be provided for discussion by Members immediately following this presentation.

**Agenda Item 6.1.1: SPBCP Terminal Report (WP.6.1.1)**

The Programme Manager, South Pacific Biodiversity Conservation Programme, Mr Iosefatu (Joe) Reti will present the Terminal Report for this programme which has provided eight years continuous support to 12 Pacific Island countries through a series of large, diverse community-based Conservation Area Projects.

**Agenda Item 6.1.2: SPBCP Conservation Area Awards (WP.6.1.2)**

Mr Iosefatu Reti will present to two Conservation Areas, the SPBCP's Most Progressive Conservation Area Award.

### **Agenda Item 6.2: Financial Reports**

Under this Agenda Item, the Secretariat will provide a Financial Report for the 2000 - 2001 period outlining:

- Report on Members' Contributions (WP.6.2.1 and Attachment 1);
- Cash Flow and Primary Functions (WP.6.2.2); and
- Audited Annual Accounts for 2000 and Performance Audit (WP.6.2.3 and Attachments 1 - 3). The Director's comments on both the financial and performance audits appear in Attachment 2.

<b>Agenda Item 7: Corporate Plan and Organisation Structure</b>
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#### **Agenda Item 7.1: Corporate Plan (WP.7.1 and Attachment 1)**

The Secretariat will table its draft Corporate Plan, revised as requested at the 11SM. The draft Corporate Plan has tracked markings to show changes which are in bracketed text. The Matrix, pp. 11 - 25 is also revised text. Members are invited to consider and approve the Corporate Plan 2001-2004. Members are requested to note that the Organisation Structure, which will form part of the Corporate Plan, is being addressed under the following Agenda Item 7.2.

#### **Agenda Item 7.2: Organisation Structure (WP.7.2 and Attachments 1 and 2)**

The Secretariat will present a revised Organisational Structure, contained in Attachment 1 together with other Structural Options provided by the Consultancy firm, Mercer Cullen Egan Dell (MCED). Attachment 1 provides information on the Secretariat's Preferred Structure. Attachment 2 provides information on the Review undertaken by MCED, together with the Secretariat's comments on MCED's findings. The Meeting will be requested to:

- consider MCED's Final Report and the Secretariat's comments;
- decide on an Organisational Structure and transitional arrangements; and
- provide further guidance to the Secretariat on the implementation of any structural and procedural change.

Note: The Final Report from MCED was circulated to Members on 13 July, 2001 (Circular No. 38/01).

**Agenda Item 7.3: CROP Harmonisation including Job Sizing (WP.7.3 and Attachments 1 – 6)**

***Closed Session:***

*This item will be discussed in Closed Session (i.e. Members and CROP agency representatives only). We trust that other Participants will appreciate this and will enjoy a quiet break from the Meeting. Coffee will be available for those required to leave the Meeting at this time.*

As is customary for SPREP Meetings, documentation relating to items addressing staff matters has restricted distribution (i.e. to Members and CROP agencies only). Accordingly, this Working Paper and its attachments was distributed separately and does not therefore appear in the bound documents.

This item advises the Meeting of the overall results of the Review of the SPREP staff salaries and conditions of service, undertaken to develop an approach to remuneration that is consistent across all CROP agencies. A number of matters are considered under this item relating to:

- Job Sizing Report;
- CROP Remuneration Review Working Group outcomes;
- Review of Local Contract Staff Salaries and Conditions of Service; and
- Grading for all Secretariat Staff.

**Agenda Item 8: Work Programme and Budget**

***Agenda Item 8.1: Proposed Work Programme and Budget for 2002***  
***Agenda Item 8.2: Indicative Work Programme and Budget for 2003***  
***and 2004***

These two Agenda Items are addressed together. The separately bound document (with partially red cover) contains the Work Programme and Budget for 2002 and Indicative Work Programme and Budget for 2003 and 2004. The Meeting is requested to consider these documents. Following presentation of the related Work Programme issues (Agenda Item 8.3), the Meeting will be invited to formally approve the Work Programme and Budget (Note: approval will take place under Agenda Item 8.4).

**Agenda Item 8.3: Programme Issues Requiring Members' Direction**

**8.3.1 Nature Conservation**

8.3.1.1 Regional Strategy for Avifauna Conservation – Future Direction  
(WP.8.3.1.1 and Attachment 1).

The Meeting is invited to consider and endorse the Regional Avifauna Conservation Strategy.

8.3.1.2 International Coral Reef Action Network (ICRAN): A Global Partnership for Coral (WP.8.3.1.2 and Attachment 1)

The Meeting is invited to note the recent commencement of this major programme activity recently funded by the United Nations Foundation through the UNEP Regional Seas Programme.

8.3.1.3 7<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas (WP.8.3.1.3)

The Meeting is invited to note the 7<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas to be held in the Cook Islands, 8 – 12 July, 2002 and to note progress made in its arrangements.

8.3.1.4 Regional Marine Turtle Conservation Programme (WP.8.3.1.4)

The Meeting is invited to note the status and progress of the Regional Marine Turtle Conservation Programme.

8.3.1.5 Proposal for a South Pacific Whale Sanctuary (WP.8.3.1.5 and Attachment 1)

The paper advises on the outcome of the “Regional Forum and SPREP Member Regional Workshop for a South Pacific Whale Sanctuary”, held 17 – 20 April, 2001 in Apia. The Meeting is invited to note the progress in relation to the proposed South Pacific Whale Sanctuary and especially note the “Apia Statement” that came out of the April, 2001 meeting.

### 8.3.2 Pollution Prevention

There is no specific paper under this item. However, Members will be advised of action taken with regard to Waste Management and Pollution Prevention under Agenda Item 6.1: Technical Report on Action Plan Implementation. At that time, the Coordinator/Waste Management and Pollution Prevention will refer also to a forthcoming proposal relating to the Year of Waste, 2004.

### 8.3.3 Climate Change and Variability

#### 8.3.3.1: Pacific Islands Climate Change Assistance Programme (PICCAP) – Future Direction. (WP.8.3.3.1 and Attachment 1)

Under this item, the Meeting will be informed of the outcomes of the Nadi Meeting on Climate Change, Variability and Sea Level Rise and its implications for SPREP Members. The Ministerial Statement which emanated from that meeting is attached. Further update (on events since the production of that paper) are given.

### 8.3.4 Economic Development

#### 8.3.4.1: State of Environment Reporting (SOE) Programme – Future Direction (WP.8.3.4.1 and Attachment)

Under this item, the Meeting will be advised on activities and future direction of the State of Environment (SOE) Reporting Programme.

#### 8.3.4.2: Global Environment Outlook No. 3 – Future Direction (WP.8.3.4.2)

Under this item, the Meeting will be advised of progress of the Secretariat's involvement in Global Environment Outlook No. 3 (GEO – 3) and Members' support is sought for continued involvement in the GEO process.

### 8.3.5 Processes

#### 8.3.5.1 Waigani and Apia Conventions (WP.8.3.5.1 and Attachment)

Under this item, the Meeting is advised of new developments under the Waigani and Apia Conventions. The Meeting will be requested to note progress on both Conventions; endorse the "Activity Plan for Ratification and Implementation of the Waigani Convention"; urge additional countries to become Party to Waigani; and reaffirm the importance of the amended Apia Convention as a regional mechanism to address concerns emanating from the Global level.

#### 8.3.5.2 Human Resource Development (HRD) for Environment Departments (WP.8.3.5.2)

Under this item, the Meeting will be advised of a new AusAID-funded programme of capacity building at the national level involving Environment Department staff development. The Meeting is invited to provide additional guidance to the Secretariat on implementing this Programme.

### ***Agenda Item 8.4: Financial Issues requiring Members' Direction***

#### 8.4.1: Approval of Work Programme and Budget for 2002

The Work Programme and Budget was presented under Agenda Items 8.1. Following discussion of the related Work Programme issues requiring Members' direction (Agenda Item 8.3), the Meeting is invited to approve the Work Programme and Budget for 2002 and Indicative Work Programme and Budget for 2003 and 2004.

<b>Agenda Item 9: Institutional Matters</b>
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***Agenda Item 9.1: Report on SPREP Centre (Information Resource Centre and Training and Education Centre) – Progress (WP.9.1)***

The Secretariat will advise the Meeting of progress in further development of the SPREP Centre facilities.

***Agenda Item 9.2: Financial Regulations (WP.9.2 and Attachment)***

Amendment is sought to the Financial Regulations to reflect SPREP's move to a performance based output budgeting format and also to reflect the 11SM decision to revert to holding annual SPREP Meetings. The Attachment contains the Financial Regulations, marked to show suggested amendments.

***Agenda Item 9.3: Staff Regulations (WP.9.3 and Attachment)***

The Secretariat seeks Members' approval for amendments to the SPREP Staff Regulations. A copy of the existing Staff Regulations appears in the attachment, with marked suggested amendments.

***Agenda Item 9.4: Process for Appointment of Director (WP.9.4 and Attachment)***

With the Contract for the existing Director coming to an end in January 2003, the Meeting is required to instigate the process for appointment of the new SPREP Director. WP.9.4 outlines the matters that need to be undertaken to commence this process.

Attachment 1 contains the *Rules of Procedure for Appointment of the Director*, amendment of which is also sought. The 10SM changed the term of the Director to four years, followed by two years (total six years) to ensure that the appointment process was in line with the move to a biennial SPREP Meeting cycle. However, the 11SM agreed that the SPREP Meeting would return to an annual meeting cycle. Accordingly, it is suggested that the term of the Director be adjusted back to a period of three years in the first instance followed by a further period of three years (total six years).

***Agenda Item 9.5: Smaller Island State (SIS) Designation (WP.9.5 and Attachment)***

The 11SM called upon the Secretariat to develop criteria to be used by SPREP in assessing applications for Smaller Island State (SIS) designation. Accordingly, under this agenda item, the Meeting is requested to endorse the definition to apply to SIS. The Attachment contains a letter for noting received from the Governor of Pitcairn relating to withdrawal from participation in SPREP.

<b>Agenda Item 10: Policy and Regional Coordination</b>
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***Agenda Item 10.1: Council of Regional Organisations in the Pacific (CROP) (WP.10.1)***

The Meeting is invited to note activities by SPREP relating to regional coordination in association with CROP agencies. Work undertaken by the Marine Sector CROP Working Group with relation to an Ocean Policy is also outlined.

***Agenda Item 10.2: International Waters – Status Report (WP.10.2)***

Under this Agenda Item, the Meeting is advised of progress with implementation of the Strategic Action Programme for the International Waters of the Pacific Small Island Developing States – the International Waters Programme. The Project Manager, International Waters will verbally update Members on additional implementation activities undertaken since the production of this paper.

***Agenda Item 10.3: UNEPnet Mercure Project: Concepts and Consideration for Strengthening Environment Information Servicing of SPREP Members through Satellite Telecommunication (WP.10.3 and Attachment)***

Under this Agenda Item the Meeting is informed of the proposal for an environmental satellite network and the Meeting's support and advice is sought on strengthening environmental information servicing in the region through better infrastructure. The Attachment outlines the UNEPnet/Mercure Telecommunication System – a UNEP/GRID initiative.

***Agenda Item 10.4: Rio + 10 (WP.10.4 and Attachment)***

Under this Agenda Item, the Meeting is advised of preparations for the World Summit for Sustainable Development (WSSD) (Rio + 10) and input is sought relating to the process and activities for Pacific Island input. The paper and its attachment outline also the relevant CROP decisions and approach and implications for SPREP Members.



**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 non-governmental organisations) to make a short statement on 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 Thirteenth SPREP Meeting**

Discussion of a date for the Thirteenth SPREP Meeting. Under the *Rules of Procedure for the SPREP Meeting*, the venue for every alternate meeting is SPREP's home country, Samoa. As the 12SM has been held in Samoa, there is potential for a Member to offer to host the 13SM.

**Agenda Item 15: Date and Venue of Ministerial Meeting**

A date will need to be determined for 13SM, taking into account other major regional and international meetings.

**Agenda Item 16: 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 17: Close**

*Sam Seaga*

12SM.WP.9.3/New Att.1

Page 1

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**

**(SPREP)**

**STAFF REGULATIONS**

**JANUARY 1996**

**(including amendments proposed to be effective from 1-October-1998 January  
2002)**

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<sup>1</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>2</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>3</sup> Amended at 10<sup>th</sup> SPREP Meeting

## PART I : SCOPE AND APPLICATION

### Regulation 1

- (a) These Regulations set out the mutual obligations and rights of SPREP and its employees. They have been approved by the SPREP Meeting and are administered by the Director. They apply to all staff appointed to SPREP by the Director and where appropriate to the Director as well. They do not apply to temporary or short term professional contract staff, casual workers or consultants unless the contrary is specifically indicated, nor where other conditions have been agreed to in writing.<sup>4</sup>
- (b) If any part of these Regulations becomes contrary to the laws of Samoa, or where they are silent, the laws of Samoa will apply.
- (c) These Regulations may be supplemented or amended by the SPREP Meeting without prejudice to the existing contracts of staff members.
- (ca) The amendments made to these Regulations at the Tenth (1998) SPREP Meeting shall take effect from 1 October 1998.<sup>5</sup>
- (cb) The amendments made to these Regulations at the Twelfth (2001) SPREP Meeting shall take effect from 1 January 2002, unless otherwise shown, and will apply to all new contracts and extensions to existing contracts entered into on or after that date.<sup>6</sup>
- (d) The Director may supplement these Regulations with Staff Instructions not inconsistent with these Regulations or with any decisions made by the SPREP Meeting and further, may issue such Staff Instructions as may appear to be necessary to render these Regulations effective.
- (e) The Eighth SPREP Meeting in 1995 agreed that Fiji would be used as the country from which the comparator organisation is selected for the development of an appropriate region remuneration model to be based on a comparison with market based data for the skills required. This region model shall be adjusted for equitable implementation in SPOCCROP<sup>7</sup> organisations based in other countries and the tax-free entitlement for expatriate staff shall be considered in determining appropriate allowances and benefits.

<sup>4</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>5</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>6</sup> Proposed to be inserted by 12<sup>th</sup> SPREP Meeting

<sup>7</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

## PART II : DEFINITIONS

### Regulation 2

(a) In these Regulations, unless the context otherwise requires-

"allowances" means remuneration other than salaries but does not include money received to meet expenses incurred by an employee in the course of duty.

"child" means a biological child of an employee, a child that has been adopted by an employee through an Adoption Order, or a child for whom an employee has established guardianship rights.<sup>8</sup>

~~"contract staff"~~<sup>9</sup>

"CROP" means the Council of Regional Organisations in the Pacific.<sup>10</sup>

"dependent" means the financially dependent spouse or dependent child of an employee.

"dependent child" means an employee's unmarried and financially dependent child who is:

- (i) under the age of 16 years; or
- (ii) under the age of 19 years if undertaking full-time study at a secondary school; or
- (iii) under the age of 22 years if enrolled and undertaking full-time study at a university or other tertiary institution; or
- (iv) mentally or physically incapacitated.

"employee" is a general term which according to the context may mean local contract staff, professional contract staff, temporary staff or all three.<sup>11</sup>

"establishment" means staff positions approved by the SPREP Meeting.

"expatriate" means a professional contract staff member, not a citizen or permanent resident of Samoa, who resides in Samoa only by virtue of employment with SPREP.<sup>12</sup>

"greater Apia area" includes Letogo, Afiamalu, Ululoloa and Faleula.

<sup>8</sup> Proposed to be included at 12<sup>th</sup> SPREP Meeting

<sup>9</sup> Deleted at 10<sup>th</sup> SPREP Meeting

<sup>10</sup> Proposed to be inserted at 12<sup>th</sup> SPREP Meeting

<sup>11</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>12</sup> Amended at 10<sup>th</sup> SPREP Meeting

"international school" means a school that a child of an expatriate employee may attend to receive an education of sufficient standard that will allow the child to fit back into their home country's school curriculum, when the employee completes his or her contract, and includes an overseas boarding school where appropriate.<sup>13</sup>

"local" means a staff member who is not an expatriate.<sup>14</sup>

"local contract staff" are local staff engaged under a fixed termed contract whose work does not require the qualifications and/or experience required of professional contract staff and include accounts, administration, clerical, secretarial and technical employees.<sup>15</sup>

"local school" means a school in Samoa that a child of a local professional contract staff member may attend to receive a Samoan curriculum education and includes a Government, denominational, or private school.<sup>16</sup>

"professional contract staff" are staff local engaged under a fixed termed contract undertaking work which requires a university degree or equivalent qualification, or a lower qualification with expertise and practical experience of sufficient breadth to counter-balance the lack of formal qualifications.<sup>17</sup>

"remuneration policy" means the basis for remuneration approved by the SPREP Meeting.

"salary" means the basic annual rate of pay for the job which is specified in SPREP's salary scale.

~~"SPOCC" means the South Pacific Organisations Coordinating Committee.~~<sup>18</sup>

"SPREP" means the South Pacific Regional Environment Programme.

"staff" or "staff member" means local contract staff and professional contact staff appointed to an established position.<sup>19</sup>

- (b) Where there is difference or disagreement over the interpretation of these definitions, the decision of the Director will be final.

<sup>13</sup> Proposed to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), page 9, Item 17]

<sup>14</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>15</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>16</sup> Proposed to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), page 9, Item 17]

<sup>17</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>18</sup> Proposed to be deleted at 12<sup>th</sup> SPREP Meeting

<sup>19</sup> Amended at 10<sup>th</sup> SPREP Meeting

## **PART III : DUTIES AND OBLIGATIONS**

### **Status as International Civil Servants**

#### **Regulation 3**

The Director and all members of the staff of SPREP are international civil servants. Their responsibilities are not national but exclusively international. By accepting appointment, they pledge themselves to discharge their functions and to regulate their conduct with the interests of SPREP only in view.

### **Responsibility of SPREP**

#### **Regulation 4**

The Director is responsible for the proper functioning of SPREP. Staff members are subject to the authority of the Director and shall not seek or receive in the performance of their duties any instruction from any external authority.

### **Privileges and Immunities**

#### **Regulation 5**

Privileges and Immunities are as set out in the Headquarters Agreement between the Independent State of Samoa and SPREP signed on the 30<sup>th</sup> April 1996.<sup>20</sup>

### **Communication of Unpublished Information**

#### **Regulation 6**

Staff shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate to any person or the press any unpublished information known to them by reason of their official position, except in the course of their duties or by authorization of the director. All rights in, and title to, the results of any work performed by staff in the he course of their duties shall be the property of SPREP.

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<sup>20</sup> Inserted at 10<sup>th</sup> SPREP Meeting



**Conduct**  
**Regulation 7**

Staff shall avoid any action, and in particular any kind of public pronouncement or activity, which may adversely reflect on their positions as international civil servants. They are not expected to give up their national sentiments or their political and religious conventions, but they shall at all times bear in mind the reserve and tact incumbent upon them by reason of their international status.

**Outside Activities**  
**Regulation 8**

No staff may accept, hold or engage in any office or occupation which, in the opinion of the Director, is incompatible with the proper discharge of their duties with SPREP.<sup>21</sup>

**Candidacy for Public Office**  
**Regulation 9**

Any staff member who becomes a candidate for a public office of a political character shall resign from SPREP.

**Acceptance of Honours, Decorations, Favours, Gifts or Fees**  
**Regulation 10**

No staff shall accept in respect of their work for SPREP any honour or decoration from any government or organisation or, except with the approval of the Director, any favour, gift or fee from any government, organisation or person during the period of their appointment.

**PART IV : APPOINTMENT AND PROMOTION**

**Appointment of Director and Staff**  
**Regulation 11**

**Director**

- (a) The Director is appointed under such terms and conditions as the SPREP Meeting determines.

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<sup>21</sup> Amended at 10<sup>th</sup> SPREP Meeting

### **Director - Exercise of Powers**

- (b) When the position of Director is vacant, the Director's functions and powers shall be exercised according to the instruction of the Chairperson of the SPREP Meeting and in the absence of any instruction by the Deputy Director.
- (c) When the Director is absent from Headquarters, the Deputy Director shall be designated to act as Director, in the event that both are absent, an officer of the Director's choice shall be designated Officer-in-Charge

### **Power of Appointment**

- (d) The power of appointment rests with the Director subject to the establishment and remuneration policy approved by the SPREP Meeting.

### **Appointment Policy Regulation 12**

- (a) In selecting staff for appointment to SPREP, the dominant considerations shall be:
  - (i) the required qualifications and experience
  - (ii) competence
  - (iii) integrity
  - (iv) the principle of open competition
- (b) Subject to Regulation 12(a) above, the Director shall, in selecting professional contract staff, give due consideration to the nationals of SPREP island member states and to the desirability of obtaining equitable national representation.<sup>22</sup>
- (c) When a local contract staff vacancy occurs the vacancy will be advertised in the Apia press. When a professional staff vacancy occurs the vacancy will be advertised regionally.<sup>23</sup>
- (d) When two applicants for a local contract staff position are rated equally suitable, and one is a SPREP employee, preference shall be given to the existing staff member.<sup>24</sup>
- (e) Men and women are equally eligible for all posts in SPREP.

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<sup>22</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>23</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>24</sup> Amended at 10<sup>th</sup> SPREP Meeting

## Appointment Procedure

### Regulation 13

- (a) No appointment is valid which is not the subject of a written offer of employment signed by the Director or an authorized representative, and a written acceptance signed by the appointee. Every offer of employment shall contain a statement of duties, all the terms and conditions of employment and a copy of the Staff Regulations.
- (b) An appointment is either temporary or on a fixed or short term contract. The length of appointment of a temporary or contract staff member is set by the Director according to the requirements of the work programme and available funding.<sup>25</sup>
- (ba) The term of appointment of a local contract staff member shall not exceed a maximum of three years. Such period may be extended for a term or terms of up to the same duration, subject to the work programme requirements and available funding and provided the employee's work performance has been satisfactory.<sup>26</sup>
- (c) A temporary appointment may not exceed a period of six months. A temporary appointment is usually made to replace a local contract staff member who has resigned at short notice or is on leave.<sup>27</sup>
- (d) A fixed term of appointment for professional contract staff is of not less than three years. A short term appointment for professional contract staff is for any period less than three years and is subject to such terms and conditions as the Director determines, but within the salary scales applicable to SPREP. Subject to Regulation 13 (ea) a short term appointment may be renewed for a further term or terms.<sup>28</sup>
- (e) Subject to Regulation 13(ea), a fixed term appointment of three years for professional contract staff is renewable, based on the needs of SPREP, and the merit and performance of the employee, for a further period not exceeding three years.<sup>29</sup>
- (ea) When an aggregate period of six years has been served by professional contract staff it shall be mandatory for that position to be readvertised. The incumbent is eligible to apply and should the Director decide to reappoint the incumbent on merit he may do so provided a report is made to the next SPREP Meeting.<sup>30</sup>

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<sup>25</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>26</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>27</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>28</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>29</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>30</sup> Inserted at 10<sup>th</sup> SPREP Meeting

- (f) The length, terms and conditions of appointment may be varied in exceptional circumstances by the mutual agreement in writing of the Director and employee.
- (g) Appointment is provisional until confirmed. Appointment is subject to a satisfactory medical examination by a designated medical practitioner and a probationary period of six months' service which may be extended or reduced by the Director. At the end of the probationary period the Director shall in writing:
  - (i) confirm the appointment; or
  - (ii) extend the probationary period; or
  - (iii) terminate the appointment.
- (h) The appointment of:
  - (i) an expatriate runs from the date of leaving home to take up appointment with SPREP;
  - (ii) a local employee from the date of appointment.
- (i) Salary is earned from the date of appointment.

### **Promotion**

#### **Regulation 14**

- (a) A local contract staff member is promoted when appointed to a position higher than his or her current position.<sup>31</sup>
- (b) A promotion is a variation to the terms of an appointment and is subject to Regulation 13(f).

### **Termination**

#### **Regulation 15**

#### **Ways of Termination**

- (a) An appointment is terminated -
  - (i) when being a fixed term appointment it reaches the end of its term; or
  - (ii) by either SPREP or the staff member giving the other one month's notice in writing; or
  - (iii) without notice by either SPREP or the employee paying to the other one month's salary in lieu of notice; or
  - (iv) as a disciplinary measure by dismissal with or without notice under Regulation 30(b).

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<sup>31</sup> Amended at 10<sup>th</sup> SPREP Meeting

### **Suspended Staff**

- (b) Before dismissing or giving notice to a staff member who is a permanent employee of a member government's Public Service, the Director shall inform the government in question.

### **Certificate of Service**

- (c) A staff member shall, on leaving the service of SPREP, be given a certificate relating to the nature of his or her duties, the length of service, the amount of emoluments, and other relevant information.

### **Final Pay**

- (d) Upon leaving the service, any indebtedness of a staff member to SPREP shall be deducted from any money due to the staff member from SPREP.

## **PART V : ENTITLEMENTS ON APPOINTMENT AND TERMINATION**

### **Regulation 16**

#### **Entitlements**

- (a) SPREP shall meet the following appointment and termination expenses of professional contract staff recruited from outside the Greater Apia Area. The entitlements cover the transport and accommodation enroute for the staff member and accompanying dependents between home and Apia, and back, by the shortest and most economical route. The Director has discretion, after taking family circumstances into account, to include dependents who arrive within six months of the start of appointment or leave within one month of termination.<sup>32</sup>

#### **Fares**

- |               |                |
|---------------|----------------|
| (i) Director: | Business class |
| Other staff:  | Economy class  |

<sup>32</sup> Amended at 10<sup>th</sup> SPREP Meeting

**Removal Expenses**

- (ii) The reasonable cost of packing, insuring, shipping and unpacking furniture, household and personal effects as follows<sup>33</sup>
- (a) 6m<sup>3</sup> in respect of the staff member  
 2m<sup>3</sup> in respect of a dependent spouse  
 1m<sup>3</sup> in respect of each dependent child

For contracts entered into prior to 1 October 1998, the entitlement is 12m<sup>3</sup>, 4m<sup>3</sup> and 2m<sup>3</sup> respectively.

- (b) up to 20 kilos of excess baggage per person for all professional contract staff recruited overseas.

**Establishment Grant**

- (iii) To offset incidental expenses and compensate for the upheaval of removal an establishment grant on appointment only at the rate prescribed in Schedule 1 to these Regulations.

**Temporary Accommodation**<sup>34</sup>

- (iv) Accommodation at a suitable hotel or other fully furnished accommodation for up to ~~five-six~~ working days or such other period, up to a maximum of twelve working days, as the Director considers reasonable in the circumstances. Professional contract staff will not be paid a housing subsidy for the period when temporary accommodation costs are met.<sup>35</sup>

**SPREP Assistance**

- (v) An appointee will be assisted to settle into Apia. This assistance could include help to find suitable rented accommodation and advice on suitable terms.

**Ineligibility**

- (b) The entitlements prescribed in Regulation 16(a) do not apply and, at the Director's discretion, may be withheld in whole or in part if:
- (i) all or part of the expenses are met from some other source; or
- (ii) within 12 months of appointment the staff member resigns appointment under Regulation 15(a) (ii) or (iii) or is dismissed under Regulation 30(b) (iv) or (v).

<sup>33</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>34</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), page 7, Item 12]

<sup>35</sup> Amended at 10<sup>th</sup> SPREP Meeting

## PART VI : HOURS OF WORK

### Normal Hours Regulation 17

- (a) The Director has the right to call upon the services of staff to the extent considered reasonable.
- (b) Normal office hours are 8 am to 12 noon and 1 pm to 4.35 pm Monday to Friday, making a total of 37 hours 55 minutes per week.
- (c) The driver/messenger, gardener, handyman and tea attendant/cleaner will be required to work hours as directed by the Director. They will have to work either 40 hours per week or 8 hours a day before overtime rates become applicable.
- (d) The watchman will be required to work from 6 pm to 6 am Monday to Friday as well as any additional hours required by the Director.

### Overtime Regulation 18

#### Eligibility

- (a) Local contract and temporary staff at ~~Level 4~~ Grade F and below may claim overtime or time off in lieu of overtime for the hours they are required to work in excess of their normal working hours.<sup>36 37</sup>

#### Overtime Rates of Pay

- (b) The rates of pay for overtime are:
  - (i) for days other than public holidays and Sundays, one and half times the normal hourly rate.
  - (ii) for Sundays or public holidays, double the normal hourly rate.

Provided that the normal hourly rate paid for any overtime shall be no higher than the normal hourly rate paid to an employee at the top Step of Grade 2. This rate of payment will be reviewed in accordance with changes in the practice in the Samoan Public Service.<sup>38 39</sup>

#### Meal Allowance

- (c) Staff required to work overtime for more than 6 hours on a Saturday, Sunday or public holiday, or beyond 6.30 pm on a full working day, shall be paid lunch and dinner allowances as appropriate at rates approved by the Director.

<sup>36</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>37</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 10, para. 12]

<sup>38</sup> Proviso inserted at 10<sup>th</sup> SPREP Meeting

<sup>39</sup> A SPREP local contract staff delegation has requested that 12<sup>th</sup> SPREP Meeting completely delete this proviso, which was inserted by 10SM

**Transport Assistance<sup>40</sup>**

- (d) Staff required to work more than one hour's overtime on a normal working day shall be taken home by SPREP transport, if it is available, and if not, by taxi at SPREP expense, or is entitled to an allowance under Regulation 29(d).
- (e) Staff required to work overtime on weekends or public holidays shall be;
- (i) taken to and from work by SPREP transport, if it is available, and if not, by taxi at SPREP expense; or
- (ii) entitled to claim ~~mileage~~ an allowance under Regulation 29(d).

**PART VII : REMUNERATION**

**Regulation 19**

**Determination and Adjustments**

- (a) The remuneration policy and conditions of service of SPREP employees are determined by the SPREP Meeting.
- (b) The remuneration of all SPREP staff shall be expressed and paid in Samoan Tala.

**Adjustments**

- (c) Professional contract salaries and expatriate allowances are expressed in International Monetary Fund Special Drawing Rights (SDRs) and adjusted every six months based on a moving average in the value of the SDR relative to the Samoan Tala for the six months period immediately preceding the date of review.<sup>41</sup>
- (d) Professional contract staff salary scales shall be reviewed ~~periodically~~ three yearly, with a sample of positions sized against the relevant market, in co-ordination with other SPOCC-CROP agencies, with internal annual adjustments based on a market comparison and ~~based upon~~ giving consideration to:<sup>42</sup>
- recruitment effectiveness
  - analysis of practices in the market from which the Secretariat recruits.<sup>43</sup>

<sup>40</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 13, para. 24]

<sup>41</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>42</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), pages 2 and 3, Items 1.4 and 1.7]

<sup>43</sup> Amended at 10<sup>th</sup> SPREP Meeting



- (e) Adjustments to related locations allowances shall be based upon:
- change in the relevant cost-of-living differential excluding housing
  - exchange rate
  - taxation relativity factor
- (f) ~~The salaries of local contract staff are to be reviewed three yearly, with salary scales to be adjusted to the 75 percentile range of comparable positions in the Apia local salary market, based on an Apia local market salary survey. For the purpose of this provision, the 75 percentile range is the boundary between the top 25% of organisations participating in the survey and the other 75%.<sup>44</sup> adjusted at the same time and in accordance with the same rate of adjustments paid in the Samoan Public Service. Provided that where the salary of such employee is in excess of 20% over the Apia public and private sector market at the commencement of this amendment, any adjustment due under this provision will not be made except to the extent that some part of the proposed increase is required to maintain the 20% margin above such market. Such salaries are to be reviewed biennially to maintain the same relativity to the Apia public and private sector market.<sup>45</sup>~~

## Salaries Regulation 20

### General

- (a) Current salary scales as at the date
- (b) of approval of these Regulations by the SPREP Meeting are set out in Schedule 2 to these Regulations.

### Salary on Appointment

- (b) Appointments of local contract staff shall be to the bottom step of the grade for the position except that the Director shall have discretion, in particular cases, to appoint to a higher step if the circumstances justify it.<sup>46</sup>
- (c) The Director shall have the flexibility to appoint professional contract staff to whatever salary step is considered appropriate by the Director within the designated salary level; appointments should be subject to annual review by the Director.<sup>47</sup>
- (d) The salary level for any contract period for professional contract staff shall be fixed; any review within that period shall be at the discretion of the Director.<sup>48</sup>

<sup>44</sup> Proposed amended for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att.1, page 6, para. 27]

<sup>45</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>46</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>47</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>48</sup> Amended at 10<sup>th</sup> SPREP Meeting

### Salary on Promotion

- (e) Appointment on promotion is at the minimum of the salary range for the higher position or, if the salaries for the two positions overlap, to the level of the higher salary range which affords an immediate salary increase equal to one incremental step.

### Increments

- (f) The Director may authorize an increment to an employee at the completion of a particular year's service:
- (i) where the employee's work performance is assessed as having been exceptional; or<sup>49</sup>
  - (ii) in recognition of permanent increases in formal skill levels of that employee, relevant to their duties in SPREP;<sup>50</sup> or
  - (iii) where the Director is satisfied that the employee has permanently increased their capacity to accept responsibility in their duties within SPREP.<sup>50</sup>

### Performance bonus<sup>51</sup>

- (g) Where an local contract staff employee has reached the maximum salary point in their approved salary scale and where the<sup>52</sup> employee's work performance is assessed as having been exceptional, on completion of a particular year's service, the Director may grant a fixed sum performance bonus payment to that employee, provided that any such bonus:
- (i) is not made as a permanent increase in the salary of the employee;
  - (ii) can be fully financed from available budgetary provision in that year; and
  - (iii) shall not exceed 5% of the employee's current salary.

<sup>49</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 2, Item 1.4 and page 13, Item 1]

<sup>50</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>51</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>52</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 13, Item 1]

## **PART VIII : ALLOWANCES AND RELATED BENEFITS**

### **Higher and Extra Duties Allowances Regulation 21**

- (a) Any staff member may at any time be required by the Director to undertake the duties of a senior or other position whether or not the circumstances justify increased pay.
- (b) A staff member who is required by the Director to carry out and does carry out the full duties of a higher graded position for a continuous period of not less than ten working days will be paid a higher allowance amounting to the difference between his or her salary at the time and the minimum salary for the higher graded position.

### **Representational Allowance Regulation 22**

The Director and Deputy Director shall receive a non-accountable representational allowance of 5% and 1% of basic salary respectively.

### **Professional Contract Staff and Expatriate Staff Allowances<sup>53</sup> Regulation 23**

- (1)<sup>54</sup> In addition to salary, expatriate staff are entitled to receive the following allowances and benefits-
  - (a) **A location allowance** of 5% of salary. This provision shall not apply to any new contract, or extension to an existing contract entered into on or after 1 January 2002.<sup>55</sup>
  - (b) **A cost-of-living differential allowance** to reflect the differential in the cost of living between Suva and Apia. The allowance will be reviewed annually and adjusted provided a movement of at least plus or minus five per cent has occurred in the index in the period since the last review.

<sup>53</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>54</sup> Subsection number inserted at 10<sup>th</sup> SPREP Meeting

<sup>55</sup> Proposed amendment at 12<sup>th</sup> SPREP Meeting [to adopt the harmonised recommendation]

- (c) **An education expense reimbursement allowance**, up to a maximum of ~~[\$10,788~~**Samoa tala \$15,600** per child per annum, with a maximum of ~~[\$32,364~~**46,800** per family per annum, to assist with the actual education costs of the employee's dependent children. This ~~includes only covers reimbursement of~~ tuition fees, boarding fees, compulsory extra-curricular activities organised by school authorities and any necessary private language tuition. This allowance shall be subject to periodic reviews, based on 100% of the tuition and boarding fees payable at an international school, for students in Forms 4 to 7 or equivalent.<sup>56 57</sup>
- (i) ~~in Samoa — tuition fees and compulsory school excursions;~~
- (ii) ~~outside Samoa — tuition and boarding fees, compulsory school excursions, regulation school uniforms and purchase or hire of text books.~~
- Any external financial assistance (such as a bursary) received by an expatriate professional contract staff towards the above items is to be deducted from actual expenses when determining the amount to be reimbursed.<sup>58</sup>
- (d) **School holiday travel.** The entitlement of one return economy class flight each year between place of education and Apia by:
- (i) each dependent child being educated outside Samoa; or
- (ii) the staff member or spouse, providing the journey is not made within the final six months of the contract.
- This entitlement is in addition to any home leave travel airfares entitlement under Regulation 23(1)(e).<sup>59</sup>
- (e) **Home leave travel** for every completed year of service except for the terminal year. The entitlement is for the reimbursement of one economy class return flight between Apia and home for the staff member, spouse and dependent children. The normal home of the staff member will be agreed between him or her and SPREP at the time of appointment. For new contracts and extensions to existing contracts entered into on or after 1 January 2002, this provision will only apply in respect of every completed eighteen months of service (not every completed year of service)<sup>60</sup>
- (f) ~~A gratuity equivalent to 14% of final year basic salary at the end of a two-year contract provided the contract is not renewed, 21% on completion of a three-year contract provided the contract is not renewed and 33% on completion of six years. Under special circumstances (e.g. illness) the Director may authorise payment of the gratuity in full or in part. This provision shall not apply to any new contract entered into on or after 1 October 1998.~~<sup>61 62</sup>

<sup>56</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>57</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 9, Item 17. New rate is tala equivalent of rate now paid by Forsec and SOPAC for expatriate staff educating children at International schools within and outside of Fiji (FJD\$11,229)]

<sup>58</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>59</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 10, Item 18, to adopt the harmonised recommendation]

<sup>60</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [to adopt the harmonised recommendation]

<sup>61</sup> Proviso inserted at 10<sup>th</sup> SPREP Meeting

<sup>62</sup> Proposed to be deleted at 12<sup>th</sup> SPREP Meeting

(fa) A repatriation allowance equivalent to two week's salary, on completion of a contract providing the contract is not extended or renewed.<sup>63</sup>

(g) A market allowance as follows:

- the Director shall have discretion to decide whether a particular position qualifies for this allowance.
- eligibility shall be assigned to the position and not personally.
- the allowance shall be negotiable up to 25% of salary scale mid-point.
- the maximum allowance shall be reviewed annually and adjusted according to relative movement in the base salary scale in SDR units.
- guideline criteria for eligibility shall be.
  - (i) that the skills are rare and in international demand.
  - (ii) proven failure to recruit appropriate candidates.
  - (iii) budgetary provision is available.
  - (iv) conditions justifying the decision to apply the allowance are readily transparent.

The amount shall be determined through negotiations with the preferred candidate.

The Allowance should not apply to more than 10% of professional contract staff positions at any one time.<sup>64</sup>

The Director shall notify the SPREP Meeting of Market Allowance agreements greater than 5% of the salary mid point.

(2)<sup>65</sup> In addition to salary, professional contract staff are entitled to receive the following allowances and benefits-

(a) A **cost-of-living differential allowance** to reflect the differential in the cost of living between Suva and Apia as shown in Schedule (2a) of these Regulations. The allowance will be reviewed annually and adjusted provided a movement of at least plus or minus five per cent has occurred in the index in the period since the last review. This allowance does not apply where an allowance is paid under Regulation 23(1)(b).

~~(b) A gratuity equivalent to 14% of final year basic salary at the end of a two year contract provided the contract is not renewed, 21% on completion of a three year contract provided the contract is not renewed and 33% on completion of six years. Under special circumstances (e.g. illness) the Director may authorise payment of the gratuity in full or in part. Any entitlement under this provision shall only accrue in respect of contracts commencing from or after 1 January 1996. This provision does not apply where a gratuity is paid under Regulation 23(1)(f). This provision shall not apply to any new contract entered into on or after 1 October 1998.~~<sup>66</sup>

<sup>63</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>64</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>65</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>66</sup> Proposed to be deleted at 12<sup>th</sup> SPREP Meeting

(c) An education expense reimbursement allowance, up to a maximum of Samoan tala \$3,200 per child per annum, with a maximum of Samoan tala \$9,600 per family per annum, to assist with the actual education costs in Samoa of the employee's dependent children. This only covers tuition fees and compulsory extra-curricular activities organised by school authorities. This allowance shall be subject to periodic reviews, based on 100% of the tuition fees payable at a local school, for students in Forms 4 to 7 or equivalent.

Any external financial assistance (such as a bursary) received by a local contract staff member towards the above items is to be deducted from actual expenses when determining the amount to be reimbursed.

This allowance does not apply where an allowance is paid under Regulation 23(1)(c).<sup>67</sup>

### **Director's Entitlements Regulation 24**

In addition to any other allowances provided for elsewhere in these Regulations the Director shall be entitled to the following:

- (a) rent-free accommodation up to a rental limit specified in Schedule 1;
- (b) electricity charges for accommodation; and
- (c) a domestic assistance allowance. The allowance is to be adjusted at the same time and in accordance with the same rate of adjustments made to pay in the Samoan Public Service and the rate for the time being is set out in Schedule 1.

### **PART IX : LEAVE**

#### **Annual Leave Regulation 25**

- (a) The annual leave entitlement is:

<sup>68</sup>Professional contract Staff : 25 working days. For contracts entered into prior to 1 October 1998 the entitlement is 30 working days.

<sup>69</sup>Local contract Staff : 15 working days

- (b) For each staff member the leave year runs from the date of appointment to its anniversary and thereafter from anniversary to anniversary. Leave accumulates with the passing of the leave year with the full entitlement, minus any leave taken, falling due on the anniversary of appointment.

<sup>67</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 9, Item 17. Rate of allowance is based on present maximum rate of fees payable for a student in the highest Form in Samoa]

<sup>68</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>69</sup> Amended at 10<sup>th</sup> SPREP Meeting

- (c) If a Samoan public holiday is observed on a normal working day while a staff member is on annual leave or duty travel that day shall be added to his or her entitlement.
- (d) Applications for leave should where possible be received by the Director 30 days before the leave applied for begins.
- (e) Annual leave does not carry over from one leave year to the next without written approval from the Director, and shall not exceed 50 days. In considering applications to carry over annual leave, the Director will have regard both to the requirements of SPREP and the situation of the staff member.
- (f) SPREP will only pay salary in lieu of unexpended leave at the end of a contract. Cases involving dismissal under Regulation 30(b) will not receive salary in lieu of unexpended leave.

### **Sick Leave Regulation 26**

- (a) Each staff member is entitled to 36 days' paid sick leave per year after one year. Sick leave not taken accumulates up to a maximum of 108 days. For contracts entered into on or after 1 January 2002, including extensions made after that date to previous contracts, the entitlement is 30 days paid sick leave per year, with a maximum accumulation of 90 days.<sup>70</sup>
- (b) To qualify for sick leave a staff member is required:
  - (i) to notify his or her immediate superior as early as practical on the first day of absence; and
  - (ii) as soon as practicable, apply for sick leave in writing.
- (c) All applications for sick leave shall be supported by a certificate from a qualified medical practitioner justifying the absence on medical grounds unless;
  - (i) the application is for two days or less; and
  - (ii) the applicant has not already taken six days of uncertified sick leave in the last 12 months.
- (d) The Director may at any time withdraw the dispensation from the requirement to furnish a medical certificate, or require a staff member to undergo a medical examination from a designated medical practitioner, when certified sick leave appears to be excessive.

<sup>70</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 5, Item 6 and pages 14 and 15, Item 6]

- (e) If a staff member is taken sick or is injured while on annual leave and produces a medical certificate to that effect, the period of sickness shall be recorded as sick, not annual, leave.
- (f) Sick leave may not be used by a staff member to meet his or her extended family responsibilities, or for any reason other than personal sickness of the employee.<sup>71</sup>
- (g) SPREP will not make any payment in lieu of unexpended sick leave at the completion of employment.<sup>72</sup>

## Other Leave Regulation 27

### Maternity Leave

- (a) A staff member with at least one year's continuous service at the expected date of confinement is entitled to 60 working days' maternity leave on full pay. The period of leave begins on a date decided by the Director in consultation with the mother but not more than 30 days before the expected confinement. The balance of the leave, but in any case not less than 30 working days, shall be taken immediately after confinement.

### Family (Compassionate and Paternity) Leave<sup>73</sup>

- (b) Applications for ~~compassionate-family~~ leave will be considered by the Director on an individual basis, but will not exceed five days per situation or a maximum of six ten days in any year plus minimal travelling time for all staff members whether they have to travel outside or within Samoa. This leave will normally only apply to a bereavement in respect of an immediate family member, or for the birth of a child of a male staff member. ~~Sick-Compassionate leave (Regulation 26(a))~~ may not be used by a staff member to meet his or her extended family responsibilities.

### Special Leave Without Pay

- (c) Requests for special leave without pay shall be submitted in advance and require approval in writing from the Director. Special leave may be granted for cases of extended illness or other exceptional or urgent reasons.
- (d) Special leave without pay shall be granted only after accrued annual leave has been expended. No leave accruals or other financial allowances of any kind shall be earned or granted during periods of special leave without pay.

<sup>71</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 14, para. 30]

<sup>72</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 14, para. 28]

<sup>73</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 5, Item 7 and page 15, Item 7]



**Examination Leave<sup>74</sup>**

- (e) Where an employee sits for an examination for an approved course of studies, which is directly relevant to their duties in SPREP, and is successful in passing such examination, the Director may grant a leave credit for leave taken by the employee to enable them to attend and sit for that examination.

**PART X : HOUSING****Regulation 28****Eligibility**

- (a) All professional contract staff shall be eligible to receive a housing subsidy.<sup>75</sup>

**Rental Assistance**

- (b) ~~A rental assistance supplement of 1875% of basic salary typical rent in Samoa for expatriate executive furnished housing rent~~ shall be a component of remuneration for all professional contract staff. This ~~supplement assistance~~ shall be reviewed annually and adjusted on relative movement in the local market rentals index.<sup>76 77</sup>

**PART XI : EXPENSES****Regulation 29****Duty Travel**

- (a) SPREP meets the travelling expenses necessarily incurred by staff required to travel away from Apia on official business.
- (b) The Director is entitled to travel business class. All other staff will travel economy class except that the Director shall have the discretion, where particularly arduous combinations of duty and travel have to be undertaken on behalf of SPREP, to authorize business or executive class travel.

**Per Diem Allowance**

- (c) Staff travelling on business and spending the night away from Samoa will receive:
- (i) reimbursement of actual and reasonable expenses. Such expenses will include the cost of hotel and other non private accommodation and meals. A daily incidental allowance is also payable at a rate set by the Samoan Public Service; or
  - (ii) a subsistence allowance at the appropriate per diem rate. Rates will be equivalent to those agreed by SPOCCROP, and will be updated regularly in line with changes promulgated by SPOCCROP.<sup>78</sup>

<sup>74</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>75</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>76</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>77</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [to adopt the harmonised recommendation]

<sup>78</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

**Mileage-Private Transport Allowance**<sup>79</sup>

- (d) An mileage allowance at the rates prevailing in the Samoan Public Service may be claimed by a staff member who uses his or her personal vehicle with the prior approval of the Director in the following circumstances;
- (i) to travel on official business in and around Apia when SPREP transport is not available; or
  - (ii) when working overtime as set out in Regulation 18(d) and (e).

**Official Entertainment**

- (e) Providing the Director's approval in writing has been obtained prior to the offer of official entertainment, ~~a Head of Division~~ senior Management<sup>80</sup> may be reimbursed the expenses of entertainment extended on behalf of SPREP. The Director shall not authorize any reimbursement under this provision unless reasonable evidence of the official nature of the entertainment is provided and the claim is supported by receipts.

**PART XII : DISCIPLINE****Regulation 30****Offences**

- (a) An employee commits an offence who:
- (i) wilfully disobeys a lawful order of the Director or of any other officer to whom the employee is formally responsible;
  - (ii) wilfully disregards the Regulations;
  - (iii) is negligent, inefficient or incompetent in the exercise of his or her duties;
  - (iv) wilfully acts without regard to SPREP's interests;
  - (v) behaves disgracefully or improperly either in an official capacity or otherwise; or
  - (vi) steals or misappropriates the funds or property of SPREP.

**Penalties**

- (b) The Director may discipline an employee found guilty of an offence by:
- (i) an official reprimand;
  - (ii) a fine not exceeding 14 days' salary;
  - (iii) demotion to a lower step in the grade of the offender's position;
  - (iv) dismissal with notice under Regulation 15(a) (ii); or
  - (v) if the offence is theft or misappropriation of SPREP's funds or property, by summary dismissal without notice.

<sup>79</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 13, para. 24]

<sup>80</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting (Heads of Division to cease)

### Procedures

- (c) No employee suspected of committing an offence shall be penalized under Regulation 30(b) unless guilt is confirmed by:
- (i) the employee's own admission; or
  - (ii) the outcome of criminal proceedings; or
  - (iii) the findings of an internal inquiry conducted as soon as practicable by the Director (or in his or her absence by the Deputy Director) and two other staff members, one of whom may be nominated by the suspected employee.

### Suspension

- (d) An employee may be suspended without pay if suspected of theft or misappropriation of SPREP's property and on pay in all other cases. If the suspicion cannot be sustained the employee will be fully reinstated with effect from the date of suspension.

## PART XIII : STAFF CONSULTATIONS

### Regulation 31

Regular meetings will be held between SPREP management and staff to discuss general matters relating to the work programme, staff administration and staff welfare.

## PART XIV : GENERAL

### Regulation 32

#### Personal Accident Insurance

- (a) All employees who are required by SPREP to travel away from Apia by any form of transport on official business are insured under SPREP's blanket cover for personal accidents.
- (b) All staff are covered 24 hours per day by SPREP's Personal Accident Insurance Policy.
- (c) An employee may take out additional cover ~~is available at their own~~ cost of the employee.<sup>81</sup>

#### Medical Insurance

- (d) All employees and their dependents will have all reasonable medical, dental and optical expenses, as determined by the Director, met by SPREP direct or, where appropriate, by SPREP's medical scheme.
- (e) An employee may take out additional cover ~~is available at their own~~ cost of the employee.<sup>82</sup>

<sup>81</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

<sup>82</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

### Superannuation

- (f) An expatriate professional contract staff member will receive a superannuation allowance of seven percent of basic salary<sup>83</sup> provided that where the minimum legal requirement for contributions payable by Samoan citizens and residents to the Samoan National Provident Fund (NPF) exceeds seven percent of basic salary, the employee will be entitled to an allowance equal to such minimum legal requirement for contributions to the NPF.<sup>84</sup>
- (g) Local staff will contribute to the Samoa National Provident Fund NPF.<sup>85</sup>
- (h) For all local staff, SPREP will make a contribution to the Samoa National Provident Fund NPF equivalent to seven percent of basic salary<sup>86</sup> provided that where the minimum legal requirement for contributions payable by Samoan citizens and residents to the Samoan NPF exceeds seven percent of basic salary, SPREP will make a contribution to the NPF equal to such minimum legal requirement for contributions.<sup>87 88</sup>

### Protective Clothing

- (i) On confirmation of their appointment, local contract staff regularly employed on labouring work shall be issued with two sets of overalls and two pairs of safety boots, at a charge of eight tala for a set of overalls or a pair of safety boots.
- (j) Overalls and safety boots issued to staff will be replaced on a fair wear and tear basis but not more than once a year.

### Training

- (k) The Director shall, where deemed necessary in the interests of SPREP, provide for the training of staff members in areas directly related to their duties and advancement. Priority should be given to local contract staff.

### Documentation

- (l) The Director shall maintain up-to-date documents detailing the establishment, grading system, salary scales and conditions of service of SPREP as approved by the SPREP Meeting.

### Review

- (m) These salaries and conditions of service should be subject to periodic review.

<sup>83</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>84</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 3, Item 2]

<sup>85</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>86</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>87</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 3, Item 2]

<sup>88</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 3, Item 2 and page 13, Item 3]

## SPREP STAFF REGULATIONS

### SCHEDULE 1

#### ALLOWANCES

<u>Establishment Grant:</u> Regulation 16 (iii)	<u>Samoan Tala</u>
Director	2,747
Other Staff	2,060

<sup>89</sup>For contracts entered on or after 1 January 2002, the rate of this grant is:

Director	SDR 1,467
Other Staff	SDR 1,100

Maximum Rate for Director's Rent-free Accommodation: Regulation 24(a)

Samoan Tala            3,500 per month

For contracts entered into on or after 1 January 2002, the maximum rate under this provision is Samoan tala 5,000 per month plus VAGST<sup>90</sup>

Domestic Assistance Allowance for Director<sup>91</sup>: Regulation 24(c):

Samoan Tala 4,695 per annum (at 1 January 2001) : Adjusted at the same time and in accordance with the same rate of adjustments made to pay in the Samoan Public Service.<sup>92</sup>

<sup>89</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 7, Item 13. The rate for the Director was previously 33% higher and has therefore been increased by the same proportion]

<sup>90</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(D) para.7]

<sup>91</sup> Updated at 10<sup>th</sup> SPREP Meeting to reflect rate at 1 July 1998

<sup>92</sup> Revised 1 January 2001, in accordance with 5% pay adjustments made to the Samoan Public Service

**SPREP STAFF REGULATIONS  
SCHEDULE 2A<sup>93</sup>**

**SDR SALARY SCALES FOR SPREP PROFESSIONAL CONTRACT STAFF  
(Including Interim Adjustment Paid from 1 January 1999 \*)**

Grade	Step	Basic Salary (SDR*) 1/01/1999_Reg.20(a)	
Grade 6	Minimum	1	10,668
	High	1	11,734
	Minimum	2	11,618
	High	2	12,781
	Minimum	3	12,654
	High	3	13,919
	Minimum	4	13,781
	High	4	15,159
	Minimum	5	15,010
	High	5	16,510
Grade 5	Minimum	1	18,162
	High	1	19,981
	Minimum	2	19,776
	High	2	21,754
	Minimum	3	21,660
	High	3	23,827
	Minimum	4	23,548
	High	4	25,903
Grade 4	Minimum	1	25,176
	High	1	27,701
	Minimum	2	27,429
	High	2	29,825
	Minimum	3	29,624
	High	3	32,586
Grade 3	Minimum	1	32,916
	High	1	36,215
	Minimum	2	33,910
	High	2	37,304
	Minimum	3	36,512
	High	3	40,164
Grade 2	Minimum		43,665
	High		47,991
Grade 1	Minimum		49,912
	High		54,911

\* SDR Salary levels remain constant until revised by a SPREP Meeting.  
Interim Adjustment, from 1 January 1999, approved by 1999 Special Meeting.

<sup>93</sup> Old Schedule 2A to continue to apply to all contracts or extensions entered into on or before 31 December 2001, but not to new contracts or extensions to old contracts entered into on or after 1 January 2002, as decided at 12<sup>th</sup> SPREP Meeting]

**SPREP STAFF REGULATIONS**

**SCHEDULE 2A**<sup>94</sup>

**(Effective from 1 January 2002)**

**Executive/Professional Contract Staff**

Grade	CED Points		Base Salary (SDR pa)									
	Minimum	Maximum	Minimum	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Maximum	
<u>M</u>	<u>1,050</u>	<u>1,310</u>	<u>39,493</u>	<u>41,692</u>	<u>44,431</u>	<u>46,901</u>	<u>49,370</u>	<u>51,839</u>	<u>54,308</u>	<u>56,778</u>	<u>59,239</u>	
<u>L</u>	<u>840</u>	<u>1,049</u>	<u>33,851</u>	<u>35,969</u>	<u>38,036</u>	<u>40,204</u>	<u>42,321</u>	<u>44,439</u>	<u>46,556</u>	<u>48,674</u>	<u>50,777</u>	
<u>K</u>	<u>630</u>	<u>839</u>	<u>29,971</u>	<u>31,293</u>	<u>32,615</u>	<u>33,936</u>	<u>35,258</u>	<u>36,579</u>	<u>37,901</u>	<u>39,223</u>	<u>40,552</u>	
<u>J</u>	<u>470</u>	<u>629</u>	<u>25,977</u>	<u>27,125</u>	<u>28,272</u>	<u>29,420</u>	<u>30,567</u>	<u>31,715</u>	<u>32,863</u>	<u>34,010</u>	<u>35,143</u>	
<u>I</u>	<u>350</u>	<u>469</u>	<u>20,309</u>	<u>21,327</u>	<u>22,345</u>	<u>23,363</u>	<u>24,381</u>	<u>25,399</u>	<u>26,417</u>	<u>27,436</u>	<u>28,442</u>	
<u>H</u>	<u>260</u>	<u>349</u>	<u>10,668</u>	<u>11,398</u>	<u>12,128</u>	<u>12,858</u>	<u>13,588</u>	<u>14,318</u>	<u>15,048</u>	<u>15,779</u>	<u>16,510</u>	

<sup>94</sup> Proposed new Schedule 2A to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att.3(B) and 3(C), page 1, Item 1]. To apply to all new contracts and extensions to old contracts entered into on or after 1 January 2002

**SPREP STAFF REGULATIONS**  
**SCHEDULE 2B**<sup>95</sup>

SALARY SCALES FOR LOCAL CONTRACT STAFF FROM 1 OCTOBER 1998<sup>96</sup>

Step	1	2	3	4	5	6	7	8	9	10
<b>Grade</b>										
<u>1</u>	5,160	5,418	5,689	5,974	6,273	6,587	6,916	7,261	7,625	8,006
	{	{	{	Gardener	Cleaner	{	Night Watchman	{	{	{
								Teaperson / Cleaner		
<u>2</u>	8,232	8,643	9,075	9,530	10,006	10,506	11,032	11,584	12,162	12,770
	{		Driver / Clerk							
	{		Receptionist							
	{		Handyman							
	{		Clerk / Teaperson							
	{			Registry Clerk						
<u>3</u>	12,901	13,545	14,222	14,934	15,680	16,464	17,288	18,153	19,061	20,014
	{	Maintenance	Tradesman							
	{		Accounts	Clerk						
					Divisional	Assistant				
					Administration	Assistant				
							Secretary to Division Head			
<u>4</u>	18,429	19,351	20,319	21,335	22,402	23,522	24,697	25,932	27,229	28,590
	{	Registry	Supervisor							
	{		Conference	Officer						
					Personal	Assistant				
					Senior	Accounts	Officer			
						Assistant	Accountant			
<u>5</u>	23,344	24,511	25,737	27,024	28,375	29,794	31,284	32,848	34,491	36,216
	{		Administration	Officer						

<sup>95</sup> Old Schedule 2B to continue to apply to all contracts or extensions entered into on or before 31 December 2001, but not to new contracts or extensions to old contracts entered into on or after 1 January 2002, as decided at 12<sup>th</sup> SPREP Meeting  
<sup>96</sup> Updated at 10<sup>th</sup> SPREP Meeting to reflect revised salary scales at 1 July 1998 and regrading of four positions.  
 SPREP Staff Regulations



**SPREP STAFF REGULATIONS**

**SCHEDULE 2B**<sup>97</sup>

**SALARY SCALES FOR LOCAL CONTRACT STAFF FROM 1 JANUARY 2002**

**Para-Professional/Technical/ Local Contract Staff**

Grade	CED Points		Minimum	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Maximum
	Minimum	Maximum									
F3	240	259	26,800	28,450	30,100	31,750	33,400	35,050	36,700	38,350	40,000
F2	220	239	20,000	21,250	22,500	23,750	25,000	26,250	27,500	28,750	30,000
F1	200	219	13,600	14,550	15,500	16,450	17,400	18,350	19,300	20,250	21,200
D/E	110	199	8,400	9,050	9,700	10,350	11,000	11,650	12,300	12,950	13,600
B/C	60	109	5,600	5,950	6,300	6,650	7,000	7,350	7,700	8,050	8,400
A	40	59									

**Grade: Staff Position:**

- F3 Administration Officer: Personal Assistant to the Director  
 F2 Assistant Accountant; Property Services Officer: Personal Assistant;  
 Registry Supervisor; Conference and Travel Officer; Secretary  
 F1 Assistant Librarian; Administration Assistant; Finance Officer;  
 Programme Assistant; Maintenance Tradesman;  
 D/E Customs Clerk; Driver/Clerk; Registry Clerk; Handyman; Receptionist  
 B/C Teaperson/Cleaner/Clerical Assistant; Nightwatchman/Security; Cleaner/Teaperson/Messenger;  
 Groundsman/Gardener; Cleaner  
 A

<sup>97</sup> Proposed new Schedule 2B to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att.3(B) and 3(C), page 12, Item 11 To apply to all new contracts and extensions to old contracts entered into on or after 1 January 2002

# CNN.com / TRAVEL

## FAA allows limited flights to resume

SEARCH

September 12, 2001 Posted: 4:43 PM EDT (2043 GMT)

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The FAA halted all U.S. flights after the attacks on the World Trade Center.

(CNN) -- The Federal Aviation Administration has given clearance for flights diverted after Tuesday's terrorist attacks to continue on to their final destination Wednesday, but ordered all other commercial air traffic to remain grounded.

Only passengers on the original flights will be allowed to re-board, and only after airports and airlines have implemented strict screening measures.

Senior officials tell CNN that commercial air traffic will be phased back in Thursday, and will not return to a normal level until Thursday evening at the earliest.

The FAA has ordered all airports, currently closed under a "groundstop," to meet new heightened security guidelines before they are allowed to reopen.

Among the restrictions:

- \* A total ban on knives of any material. Previously, knives with blades shorter than 4 inches had been allowed.
- \* Curbside and off-airport check-ins will be eliminated.
- \* The use of federal air marshals, common in the early 1970s during a spate of hijackings, will be stepped up.
- \* More officers will be on duty at the nation's airports.
- \* There will be more physical checks on passengers.
- \* All but ticketed passengers will be prohibited from proceeding past airport metal detectors.
- \* Airport security screeners will be required to meet higher standards, and the contractors who supply the security personnel will be required to report to the FAA.

Most airlines plan to resume at least partial service when the groundstop is lifted and

### AIRLINE INFORMATION

Read statements issued by the following airlines:

- \* [Alaska](#)
- \* [America West](#)
- \* [Delta](#)
- \* [United](#)
- \* [AirTran](#)
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- \* [Continental](#)
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- \* [Northwest](#)
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### AMERICA UNDER ATTACK

#### CNN.COM SPECIAL REPORT

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##### EXTRA INFORMATION

- [Chronology of terror](#)
- [Partial list of those killed in Tuesday's attacks](#)
- [Photo Gallery](#)
- [CNNFN: Special Report](#)

service when the groundstop is lifted and airports reopen. Midway Airlines announced Wednesday that it has suspended all flight operations indefinitely and laid off 1,700 employees effective immediately.

RESOURCES
■ <a href="#">Text of Bush's address</a>
■ <a href="#">Quotes from witnesses and leaders</a>
■ <a href="#">Emergency contact information</a>
■ <a href="#">Message Board</a>

Boston Logan, Reagan National in Washington and Dulles International outside the nation's capital were expected to remain closed through Wednesday.

The Justice Department is assisting with security staffing, CNN has learned. It has ordered as many as a thousand federal security officers to boost airport and jetliner security.

An undetermined number of federal marshals, along with about 400 U.S. Customs Agents and 300 Border Patrol agents, are being dispatched to large airports across the country, law enforcement officials tell CNN.

The Marshals Service says an undisclosed number of deputies are being drawn from around the country to help provide security at more than a dozen of the nation's busiest and most important airports.

CNN Correspondent Patty Davis reports a source close to the airline industry has called on the FAA to nationalize or federalize the security checkpoints. So far, the FAA would not comment on that. Currently, the cost of security checkpoints is subsidized by the airlines.

Aviation and regulatory sources have not been able to say whether the variety of new security measures will be permanent or temporary.

The FAA ordered all U.S. flights be grounded for the first time in history, after Tuesday's terrorist hijackings and plane crashes.

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**Sam Sesega**

**From:** Brenda & Greg Sherley [sherley@paradise.net.nz]  
**Sent:** Sunday, 2 September 2001 21:04  
**To:** Sam Sesega  
**Cc:** Seema Deo  
**Subject:** Re: more comments re contract  
Hi Sam

There were near tears at my mates house last Saturday night - but enough said of the All Blacks.

Sorry it has taken till now to respond - been away at the NZ Ecological Society Conference - my way to catch up with the ecological scene here. Had to defend the islands from neo imperialist views on climate change which basically run "who cares"? Red rag to a bull of course.

Today I had to take abuse from a racist maori (a scientist!!) hateful for the way doc has treated maori interests - all this in the unesco workshop on indigenous science and traditional knowledge at which I am representing sprep and giving a talk on Wednesday. I was really shocked at the hate and arrogance. Ironic to travel around the world for the past three years and see so little of it to come home and have it thrust down your throat. Made me wish I was back in the Pacific where at least you are basically appreciated and not subjected to such outrageous racist based hate. I was not a happy chappy. Our New Zealand Aotearoa is changing and not all for the good.

Seema's comments are as usual very worthwhile and she has in fact discussed them as she was included in the discussion with the consultant and our colleague from the USFWS - Ernie Kosaka.

So no problem about requesting that sprep's education officer comment on the module before testing in the countries. Only we must make sure of a reasonable turn around time because the whole consultancy only runs a year. The addition is okay by me. The "pre post evaluation" I guess means checking with countries about how they found the course. If so then no problems - we can build that in to the visit made but need to watch that the idea does not involve more money-time. The whole point of the training module, testing etc is so that we have something that we can then use for the rest of the pacific countries. We have the funding more or less in hand for this already. I have today just had a communication from Ernie to this effect. The money is going through final approvals now so the further use of the module will happen as long as we sprep can manage it.

So hope this all is okay - thanks again both of you for your help. If you see Liz please get her to give me a long ring by arrangement and Sam, if you can influence approval for me to come up sometime and assist Liz get started I would be very grateful. I have asked Tam but heard nothing back.

Regarding the Avifauna paper agenda item - the item asks that the meeting endorse the avifauna strategy which is a very simple document of about three pages long. Sam it will be very important to let the countries know that a lengthy consultative process was followed to create the strategy. The other thing is to let them know that the strategy has been written by country delegates to the three sub regional workshops - NOT by a Programme Officer. Thus the text has evolved during structured workshops which included relevant NGO representatives from within the region (including WWF). The span of time is March 1999 to October 2000. Helen has a publication which reports the workshops which followed the following format : technical review by sherley communicated at the workshop then conservation briefs by delegates rank ordered then review of current version of strategy. All repeated to the Micronesia workshop (Polynesia and Melanesia preceded). So hopefully this will demonstrate due process and consultation.

I am going to write a personal email soon so will be in touch again. Let me know if you need more Sam and hope the meeting goes well. Also hope the reorg plans are pragmatic.

Miss you guys

greg

----- Original Message -----

**From:** [gsherley@doc.govt.nz](mailto:gsherley@doc.govt.nz) <<mailto:gsherley@doc.govt.nz>>  
**To:** [sherley@paradise.net.nz](mailto:sherley@paradise.net.nz) <<mailto:sherley@paradise.net.nz>>  
**Sent:** Monday, September 03, 2001 11:44 AM  
**Subject:** FW: more comments re contract

-----Original Message-----

From: Sam Sesega [ <<mailto:sams@sprep.org.ws>>]  
Sent: Saturday, 25 August 2001 12:39  
To: Sherley, Greg Central RO; 'Greg Sherley - home'  
Subject: more comments re contract

Greg,

I passed the draft contract to Seema for a look and she sent me the following comments -

- \* teaching material should be made available to SPREP training and education officer for comments one month before testing in-country.
- \* under scope of work - add consultation with SPREP TO and EEAO
- \* consider having a pre-post evaluation in the 3 countries
- \* training module/material to be designed so they can be used for in-country training further down the track.

Any strong views on those?

Sam  
Action Strategy Coordinator (Nature Conservation)  
SPREP  
Apia  
Samoa.  
Ph: 685 21929  
Fax 685 20231  
Email - [sams@sprep.org.ws](mailto:sams@sprep.org.ws)  
Web - <<http://www.sprep.org.ws>>

---

**Attention:**

This e-mail (and attachments) is confidential and may be legally privileged.

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## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 2: Appointment of Chair and Vice-Chair

##### Background

1. In accordance with the "*Rules of Procedure of the SPREP Meeting*", where a Meeting is hosted by the Secretariat, the Chair shall rotate alphabetically. Where a Meeting is not hosted by the Secretariat, the Chair shall be provided by the host country. (Rules 8.1 and 8.2).
2. Accordingly, the **Chair** of the Twelfth SPREP Meeting will be the **Federated States of Micronesia (FSM)**, the next in alphabetical order since the Secretariat last hosted the SPREP Meeting (10SM, Apia 1998) at which time the Chair was Cook Islands.
3. 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 Eleventh SPREP Meeting was French Polynesia. Under the principle of alphabetical rotation, therefore, **Guam** should be appointed **Vice-Chair** of the Twelfth SPREP Meeting.

##### Recommendation

4. The Meeting is invited to appoint:
  - the Representative of the **Federated States of Micronesia (FSM)** as **Chair**;  
and
  - the Representative of **Guam** as **Vice-Chair**.

---

2 May, 2001



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 3: Adoption of Agenda and Working Procedures

##### Agenda

1. The Provisional Agenda appears in the Working Paper documentation as 12SM/Provisional Agenda/Rev.1.

##### Timetable

2. Suggested hours of work for the Meeting are contained in the attached (12SM/WP.3/Att.1).

##### Sub-committee

3. An open-ended representative Report Drafting Sub-committee should be appointed to assist with the report of the Meeting.

4. The 11SM agreed that Work Programme and Budget matters, given their importance, should be addressed in plenary rather than in a Sub-committee. Accordingly we are not proposing, unless otherwise directed by the Meeting, that a Work Programme and Budget Sub-committee be appointed.

##### Recommendation

5. The Meeting is invited to:

- **consider** and **adopt** the Provisional Agenda;
- **agree** on hours of work; and
- **appoint** an open-ended Report Drafting Sub-committee.

---

2 May, 2001





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

**Twelfth SPREP Meeting of Officials**  
Apia, 10-14 September 2001

**Suggested Hours of Work**

Time	Monday, 10	Time	Tuesday, 11	Time	Wednesday, 12	Thursday, 13	Friday, 14
0900 – 1000	Pre Meeting Workshop on Organisation Structure	0900 – 1000	Official Opening – Meeting of Officials	0800 – 1000	Meeting in Session	Meeting in Session	Meeting in Session
1000 – 1030	<i>Coffee Break</i>	1000 – 1030	<i>Coffee Break</i>	1000 – 1030	<i>Coffee Break</i>	<i>Coffee Break</i>	<i>Coffee Break</i>
1030 – 1200	Workshop in Session	1030 – 1200	Meeting in Session	1030 – 1200	Meeting in Session	Meeting in Session	<i>Adjournment- Lunch/Meeting Report Preparation Time</i>
1200 – 1330	<i>Lunch</i>	1200 – 1330	<i>Lunch</i>	1200 – 1330	<i>Lunch</i>	<i>Lunch</i>	
1330 – 1500	Workshop in Session	1330 – 1500	Meeting in Session	1330 – 1500	Meeting in Session	Meeting in Session	
1500 – 1530	<i>Coffee Break</i>	1500 – 1530	<i>Coffee Break</i>	1500 – 1530	<i>Coffee Break</i>	<i>Coffee Break</i>	
1530 – 1700	Meeting in Session	1530 – 1700	Meeting in Session	1530 – 1700	Meeting in Session	Meeting in Session	Meeting resumes for Adoption of Report

2 May, 2001



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September 2001

#### Agenda Item 4: Matters Arising from Eleventh SPREP Meeting

##### Purpose of Paper

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

Agenda Topic	Report Paragraph Number	Matter Arising	Status
<b>Agenda Item 4: Matters Arising from 10 SM</b>	17	The Representative of Kiribati called for greater use by SPREP of local expertise, e.g. through use of local NGOs.	The Secretariat has encouraged greater utilisation of Pacific Island expertise in activities and has taken this into account in Project Design. See, for example, 12SM Agenda Item 8.3.5.2.
	18	The Representative of the United States of America, in congratulating SPREP on its increased involvement of Territories in its work, called upon the Secretariat to continue to increase such efforts.	Active involvement of territories continued in Work Programme implementation.
<b>Agenda Item 5: Annual Report for 1999 and Director's Overview</b>	22	The Representative of the United States, in commending the Secretariat on its performance, requested that in future presentations, the Director also refers to constraints.	See 12SM Agenda Item 5. Director reports on constraints as well as success.

<b>Agenda Item 6.1.1: Action Plan (1997-2000) Achievements: Technical Report</b>	27	The Representatives of Tonga, Nauru and American Samoa called for more technical assistance with Waste Management issues. Tonga and Nauru also called for assistance with Coastal Erosion matters.	Secretariat awaits formal request for assistance with these matters.
	28	The Representatives of Kiribati, Tokelau and Tuvalu called for national capacity building and technical advice.	The Secretariat has obtained financial assistance from AusAID for a capacity building project for PICs. See 12SM Agenda Item 8.3.5.2.
	29	The Representative of the Federated States of Micronesia called for an extension of Community Based Conservation Area development in Yap and Chuuk.	Secretariat awaits a specific request prior to developing a project proposal for submission to donors.
	30	The Representative of Australia requested appropriate indicators to identify quality, timeliness and quantity of outputs as a means of assisting Members to assess performance.	Secretariat has given emphasis to development of appropriate indicators as requested. See Work Programme and Budget for 2002. (12SM Agenda Items 8.1 and 8.2)
<b>Agenda Item 6.1.2.2: Cash Flow and Primary Functions</b>	39	The Representative of Samoa raised concern at the amount of unpaid Members' contributions and requested Members to seriously consider this issue.	Letters sent to all Members with balances of unpaid contributions. By end of 2000, balance of unpaid contributions was less than at the end of 1999.
<b>Agenda Item 7.2.1: Draft Corporate Plan</b>	71	It was agreed that the Corporate Plan should include monitoring processes that identify outputs and performance indicators.	Revised Corporate Plan now identifies outputs and performance indicators. See 12SM Agenda Item 7.1.

	72	In deferring a decision relating to the proposed Organisational Review, the Meeting approved the Corporate Plan in principle. It was agreed that a detailed revision of the Corporate Plan would be prepared for the next SPREP Meeting.	Draft Corporate Plan revised. See 12SM 12SM Agenda Item 7.1 (Corporate Plan) and 12SM Agenda Item 7.2 (Organisation Structure).
<b>Agenda Item 7.2.2: Organisational Review</b>	74 and 76	<p>The Meeting accepted that a new structure was required to support the new Action and Corporate Plans and called upon the Secretariat to provide additional information on structural options and full cost implications on which Members could base their decision. Information requested:</p> <ul style="list-style-type: none"> <li>(i) Identification of sources of funding for positions in proposed structure, identifying which positions were new or restructured, as well as grading;</li> <li>(ii) Comparison of costs of current structure, relative to costs associated with the proposed structure;</li> <li>(iii) Transitional funding arrangements if the proposed structure is implemented;</li> <li>(iv) Duty statements for restructured/new positions;</li> <li>(v) Assessment of implications if Members are unable to agree a new structure.</li> </ul> <p>The Meeting requested that this information be distributed to Members prior to 12SM.</p>	<p>Consultant's Review undertaken. Structural Options and additional information provided. See 12SM Agenda Item 7.2.</p> <p>Preliminary findings (Consultant's Report) distributed to Members as Circular 38/01, 13 July, 2001 to assist in decisions under 12SM Agenda Item 7.2.</p>

<p><b>Agenda Item</b> 7.3.2.1: <b>Biosafety/ Invasive Species</b></p>	82 and 83	<p>The Representative of New Zealand, in endorsing the Invasive Species Strategy noted that it needed to give more attention to practical ways of reducing risks of damage to the environment from accidentally introduced exotic pests. He also suggested that it be linked to a work programme and would benefit from external reviews.</p> <p>The Representative of the United States in commending the Invasive Species Strategy, requested inclusion of the marine invasive species issue, given its significance in the region.</p>	<p>Practical steps taken with implementation of the strategy include: demonstration rat eradication project; in-country training programme for border control and conservation officers; specialised training for conservation officers in control and eradication of pest animal and plant species and three in-country projects targetting predators of threatened bird species. Projects continually peer reviewed.</p> <p>Regional Invasive Species Programme addresses terrestrial invasive species. SPREP recognises urgency of marine invasive species issue which requires a separate programme and funding. Issue to some extent addressed by PACPOL (around ports).</p>
<p><b>Agenda Item</b> 7.3.2.5: <b>South Pacific Whale Sanctuary</b></p>	96	<p>Several representatives including Fiji, French Polynesia, Kiribati and PNG voiced their support for the creation of a whale sanctuary. It was suggested that Forum Leaders be briefed on developments for the next Forum Meeting in Kiribati.</p>	<p>Forum Leaders briefed in 2000. Further developments see 12SM Agenda Item 8.3.1.5.</p>

<p><b>Agenda Item 7.3.2.7: Waigani Convention</b></p>	103	<p>The Meeting requested countries to investigate and inform the Secretariat (by February 2001), of any national barriers to becoming Party to Waigani and requested SPREP to seek resources to assist in overcoming such barriers.</p> <p>The Meeting further requested SPREP, jointly with the Basel Secretariat, to prepare a detailed paper on collaborative arrangements between both Secretariats.</p>	<p>Secretariat obtained information on status of implementation/barriers. Developed Draft Activity Plan for ratification/implementation (see 12SM Agenda Item 8.3.5.1)</p>
<p><b>Agenda Item 7.3.2.8: Regional Framework for Climate Change, Climate Variability and Sea-Level Rise</b></p>	106	<p>The Secretariat was requested, with assistance of development partners, to facilitate the Round-Table process to further strengthen partnerships, improve coordination and focus on the implementation of the Framework. The Secretariat was also requested to transmit the Framework to the Pacific Island Forum Leaders' Meeting in Kiribati, October 2000.</p>	<p>Actioned as requested. See also 12SM Agenda Item 8.3.3.1.</p>
<p><b>Agenda Item 7.3.2.9: PICCAP Phase III</b></p>	115	<p>SPREP was requested to continue to undertake a wide consultative process and project development in time for consideration by the GEF in April 2001 and to address this project with some urgency.</p> <p>SPREP was also encouraged to consider playing a more facilitating and technical coordination role rather than an implementing role.</p>	<p>Actioned as requested. See also 12SM Agenda Item 8.3.3.1.</p>

<b>Agenda Item 7.3.2.11: Rio + 10</b>	119	<p>The Meeting recognised the importance of two major themes being considered by the CSD in 2000 (sustainable energy and sustainable fresh water) and looked forward to regional participation at Rio + 10.</p>	<p>Secretariat actively involved with other CROP partners in Rio + 10 process. See 12SM Agenda Item 10.4.</p>
<b>Agenda Item 7.3.2.15: Information Strategy</b>	134 and 135	<p>The Representatives of Tokelau and Tuvalu specifically called for greater involvement of the Secretariat in IT capacity building through Country Attachments and through the computer laboratory in the proposed new Training and Education Centre.</p>	<p>Secretariat noted requests for inclusion in future Work Programmes. Donors currently being approached for Country Attachment Scheme financial assistance.</p>
<b>Agenda Item 7.3.3.1: Job- Sizing and CROP Remuneration System</b>	143, 144 and 145	<p>The Representative of Australia, in noting that the Job-Sizing Review had been conducted using Australian Public Sector baselines as a comparison, urged SPREP members to have discretion in application of any externally driven salary adjustments. The Representative of the United States of America similarly cautioned against making adjustments without fully considering the implications of recommendations in the Job-Sizing Review.</p> <p>Members requested that a market survey in Samoa would need to be undertaken at a later stage to ensure support staff salaries were compatible at the local level.</p>	<p>Secretariat has noted these comments.</p> <p>Local market survey conducted. See 12SM Agenda Item 7.3.</p>

		The Meeting supported, "in principle, recommendations of the CROP Remuneration Working Group on the condition that no action be taken by the Secretariat until the 2001 SPREP Meeting is able to take a decision on the matter".	See 12SM Agenda Item 7.3.
<b>Agenda Item 7.3.2.2: Staff Regulations</b>	146 and 147	Amendments to the Staff Regulations were deferred until a decision had been undertaken on the Remuneration Issue.	See 12SM Agenda Item 9.3.
<b>Agenda Item 7.3.5: Amendments to Financial Regulations</b>	153 and 154	It was noted that the presentation format of the annual budget and annual accounts as required by the current Financial Regulations was inappropriate to the new performance based output budgeting process.  The changed timing of SPREP meetings has an impact on the Financial Regulations. The Secretariat was requested to provide suggested revision to the Financial Regulations to the 12SM.	The Secretariat has revised its format for the Work Programme and Budget. See 12SM Agenda Items 8.1 and 8.2.  See proposed amendment to the Financial Regulations under 12SM Agenda Item 9.2.
<b>Agenda Item 8.3.1: Rules of Procedure: Appointment of Director</b>	166	The Meeting agreed that Rule 8 of the <i>Rules of Procedure for Appointment of the Director</i> be amended and re-titled as follows to provide greater clarity:  " <b>Term of Service – Rule 8</b> The successful applicant shall be appointed for a period of four years in the first instance. The incumbent may seek reappointment, through application, for a further two years. The maximum length of service for any individual is six years."	<i>Rules of Procedure for Appointment of the Director</i> amended as requested. See 12SM Agenda Item 9.5.



<b>Agenda Item 8.3.2: SPREP Meetings</b>	170	Agreed that future Meetings be held annually; Ministerial Meetings biennially; discontinuation of Work Programme and Budget Subcommittee.	Actioned.
<b>Agenda Item 8.4: Staff Appointments</b>	172 and 173	<p>Secretariat requested by Representative of Samoa to take into future consideration:</p> <ul style="list-style-type: none"> <li>• The need, addressed under the six-year rule, to regularly give the Organisation an infusion of new blood;</li> <li>• The exercising of due caution in applying the Market Allowance and adherence to approved guidelines and the principle of transparency (noting that the Market Allowance would cease to apply on implementation of CROP harmonisation).</li> </ul>	The Secretariat has taken note of these matters.
<b>Agenda Item 9.1: Regional Ocean Policy</b>	178	Meeting supported the involvement of SPREP in development of a Regional Ocean Policy, provided additional funding could be found.	SPREP actively working with CROP agencies on Ocean Policy through Marine Sector Working Group. See 12SM Agenda Item 10.1.
<b>Agenda Item 11: Items Proposed by Members</b>	186	<p>The Representative of Samoa encouraged the Secretariat to develop criteria to be used by SPREP in assessing applications for Small Island State (SIS) designation.</p> <p>The Meeting agreed that the Secretariat inform Pitcairn to formally apply and to clarify its status in respect of the SPREP Treaty.</p>	<p>Secretariat obtained information on criteria used by Pacific Islands Forum to determine Small Island State designation. See 12SM Agenda Item 9.6.</p> <p>The Governor of Pitcairn, Henderson, Ducie and Oeno Islands advised the Secretariat that "After giving the matter careful consideration, here and in</p>

			London, we have decided that at this point Pitcairn cannot play a full part, and has no option therefore but to withdraw from SPREP. We would like to keep open the possibility to review this decision in future however.”(Correspondence from Wellington, 29 May, 2001)
<b>Environment Ministers' Forum</b>			
<b>Agenda Item 5: Matters for Decision – Action Plan</b>	12	The Ministers called upon the Secretariat to further develop synergies between the SPREP Action Plan and the Asia-Pacific Action Plan endorsed at Ministerial Level in Japan.	Secretariat has intensified synergies between its Action Plan and the Asia-Pacific Action Plan through closer cooperation with ESCAP, UNEP and ADB in development of GEO 3, preparations for the World Summit on Sustainable Development (WSSD) and a joint SPREP/ESCAP workshop on environment and economic decision making.
<b>Corporate Plan</b>	13	The Ministers endorsed, in principle, the main elements of the Corporate Plan and agreed that, following the need for more work in developing alternative Organisational Structures, the Corporate Plan be submitted to the next SPREP Meeting for endorsement.	See Agenda Items 7.1 and 7.2.

		Further, the Ministers urged the Secretariat to correspond with Members, present alternative Organisational structures, along with a complete matrix of performance measures before these are addressed by the next SPREP Meeting.	Secretariat has actioned as requested. Consultant's Report on Organisational Structure circularised to Members (Circular 38/01) 13 July, 2001.
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**Recommendation**

The Meeting is invited to:

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

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20 July, 2001



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### **Agenda Item 5: Presentation of Annual Report for 2000 and Director's Overview of Progress since the Eleventh SPREP Meeting**

#### **Purpose of Paper**

1. To table SPREP's Annual Report for the Year 2000 and to present an overview of progress since the Eleventh SPREP Meeting (Guam, October 2000).

#### **Background**

2. Attached is the Annual Report for the Year 2000. The Director will verbally present his Overview, a copy of which will be distributed immediately following his presentation. As well as providing an overview on progress, the Director's presentation is intended to alert Members to emerging issues and trends and to raise matters on which the Director seeks further direction and advice.

3. The Secretariat's Technical Report on Action Plan Implementation will cover specific details of Work Programme implementation under Agenda Item 6.1.

#### **Recommendation**

4. The Meeting is invited to:
- **discuss** the issues raised by the Director in his Overview;
  - **provide advice and direction** to the Secretariat; and
  - **endorse** the Year 2000 Annual Report.

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17 July, 2001



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 6.1: Technical Report on Action Plan Implementation**

##### **Purpose of Paper**

1. To present to the Meeting the key achievements and any constraints related to SPREP's activities in implementing its 2000 Work Programme (under its former Action Plan 1997-2000) for the period October – December 2000 and activities in implementing its 2001 Work Programme for the period January to June 2001 (under the new Action Plan 2001-2004).

##### **Background**

2. The Secretariat reported to the 11SM on implementation of the 2000 Work Programme up till October 2000 outlining achievements. This was presented in line with the 1997-2000 Action Plan that grouped SPREP's activities under six Strategic Outputs. The 11SM called upon the Secretariat in its next Work Programme Report, to also refer to any constraints.

3. To assist in this process of monitoring and evaluation of outputs, the Secretariat for the past two years has submitted its performance report for assessment through a Performance Audit by independent auditors, Betham and Company. The Secretariat instigated a process of Performance Auditing as a means of improving its service to Members and has found this exercise valuable in pointing the way to better performance. The Auditors have made recommendations to assist in future performance monitoring in relation to: funding issues; refining definitions of performance indicators; regular monitoring of the work programme; and assessing the effectiveness of performance measures.

4. The results of the Performance Audit are covered in more depth under Agenda Item 6.2.3 (Audited Annual Accounts for 2000 and Performance Audit). In summary, the Auditors found that 53% of the performance measures, or indicators, provided in the 2000 Work Programme were fully achieved, while 26% were not achieved. The remaining 21% were either partly achieved or unable to be determined (by the Auditor) in relation to the given performance indicator.

5. The Performance Audit Report highlights the main factors contributing to the non-achievement of some performance measures as:

- insufficient funding for the specific output;
- performance indicators not clearly defined;
- the inability to link or measure the achievement in relation to the indicator;
- additional work performed not included in performance measures;
- the delay in recruitment of programme officers;
- the lack of in-country responses; and
- the need for timely reviews of work programmes, as a tool for monitoring the progress of performance measures.

6. The following report is presented in line with the *Action Plan for Managing the Environment of the Pacific Islands Region, 2001-2004* approved at the 11SM in Guam, October, 2000. It identifies 4 main programmes and areas of focus, Key Result Areas (KRAs), which are critical to achieving sustainable development in the region. These four KRAs are:

- Nature Conservation;
- Pollution Prevention;
- Climate Change and Variability;
- Economic Development.

7. As well, a number of Processes and Interventions are identified to assist in implementation of activities under the Key Result Areas. These include:

- Policy, Planning and Institutional Strengthening;
- Human Resource Development;
- Communications and Information;
- Technical Advice and Backstopping.

8. The 2001 Work Programme was developed based on the above KRAs and Processes/Interventions and the following Achievements and some Constraints are outlined for the first six months (January to June 2001) of this Work Programme period (Attachment 1). The Secretariat, in its Power Point Presentation under this Agenda Item will provide more detailed information and looks forward to discussion by Members.

#### **Recommendation**

9. The Meeting is invited to:

- **consider** the Report; and
- **provide guidance** to the Secretariat on continued Work Programme implementation.

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3 August, 2001

## 2001 Work Programme Achievements and Constraints

<b>KRA 1: Nature Conservation</b>
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### Objective:

*The main objective of the Nature Conservation KRA is effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.*

### Achievements (January – June, 2001)

#### **101 Establishment and Management of Conservation Areas**

- Transition strategies for 15 Conservation Area Projects (CAPs) have been prepared and implemented.
- Lessons learned from the field are being documented.
- Preparations for the final evaluation of the SPBCP underway.
- Commencement of consultancy for the preparation of the Issues and Options paper for a Regional Trust Fund for Nature Conservation in the Pacific Islands.
- An assessment of the SPBCP was undertaken by a GEF Operational Review Team.

#### **102 Conservation Area Awareness**

- The information centre for the Utwa-walung CAP in Kosrae was opened for public visitation.
- Radio programmes by a number of CAPs are continuing to raise public awareness about the importance of biodiversity conservation.
- Some CAPs are featuring in tourist promotion publications of their respective countries (e.g. Vatthe in the Air Vanuatu magazine and Koroyanitu in the Air Pacific magazine).

#### **103 Sustainable Income Generation and Conservation Enterprises**

- The Uafato beekeeping enterprise entered its production phase when honey was extracted for the first time in June.



- The eco-lodges at the Vatthe CAP in Vanuatu are back in operation after serious damage by two cyclones earlier in the year.
- Eco-tourism case studies have been produced for five CAPs under the SPBCP.

#### 104 Training

- Inaugural Pacific Islands Community Conservation Course (PICCC) jointly launched by SPREP, ICPL and USP in February 2001.
- Success Indicators Workshop for Terrestrial Conservation Area Projects held in Apia 18-22 June, 2001.
- Lessons Learned workshop held in Savaii, Samoa on 25 – 29 June.

#### 105 Surveying and Monitoring Coastal Habitats

- Coordination of Pacific Coral Reef Monitoring Network.
- Development of Monitoring Methodology Manual and Database tailored to Pacific context.
- National Monitoring Plans in development.
- Training Clinic conducted for National Teams.
- Collaboration with SEAGNET – Pacific Sea Grass Monitoring Network.
- Partnerships with International Marine-life Alliance (IMA) and WWF to assist with and fund in-country monitoring activities.
- Funding support obtained from CSPOD-II and United Nations Foundation (UNF).

#### 106 Integrated Coastal Management and Planning

- Funding secured for 4 year programme of community-based initiatives focused on Integrated <sup>Coastal</sup> Centre Management (ICM) and coral reef management.
- USAID-East Asia Pacific Environmental Initiative (EAPEI) Community Based Environmental Management Project continued. Technical and financial support to National Coordinating Committees in Tonga, Vanuatu, Palau and Samoa.
- Funding and support to Kosrae Coastal Advisory Committee.
- Development of ICM training module with USP.
- Pacific Regional Wastewater Strategy.

#### 107 Implementation of Regional Strategies from the International Coral Reef Pacific Strategy

- Small Grant Fund for Marine Protected Area (MPA) activities maintained.

- Partner – International Coral Reef Action Network 4 year strategic action programme.
- Marine Ornamentals Workshop.
- In-country support for Coral Trade and Convention on International Trade in Endangered Species (CITES).
- Funding Support for Pacific Coral Reef Monitoring Network.

#### 108 Conservation and Sustainable Management of Wetlands

- Regional Review Workshop.
- Update of Regional Wetlands Action Plan.
- Establishment of Technical Advisory E-Group.
- Regional proposal for major community-based wetland management initiative in development.

#### 109 Species Conservation and Sustainable Use Initiatives

##### Achievements under Regional Marine Turtle Conservation Programme

- Communication network re-established and strengthened.
- Funding provided for 4 major ongoing in-country programmes. Progress report – end of year 2000, submitted for 3 projects.
- Continued distribution of turtle awareness material/poster and tags. Turtle t-shirt produced and distributed.
- 1st draft Turtle bycatch consultancy report produced.

##### Achievements under Regional Marine Mammal Conservation Programme

- Communication network re-established and strengthened with Members with dugong and whales in their waters.
- In-country support to Tonga whale watch workshop and whale conservation awareness.
- Continued promotion of whale watching in Tonga.
- Organised a South Pacific Whale Sanctuary Meeting for SPREP Members. Outcome “Apia Statement”.

#### 110 Regional Invasive Species Programme (RISP)

- Funding proposal to US under development. Consultations continuing.
- Regional Invasive Species Strategy and technical review distributed.
- Planning underway for rat eradication demonstration project on Nuutele Island, Samoa. Awaiting outcome of funding proposal for additional funds.
- Training of 1 country representative (Samoa) currently underway.
- Dialogue with US officials continuing regarding joint collaboration.
- Implementation of Regional and International Conventions, Agreements and Strategies on Biological Diversity.

\* Border-control training in <sup>detecting,</sup> handling + mgmt. invasive spp.

## **111 Implementation of Regional and International Conventions, Agreements and Strategies on Biological Diversity**

### **Action Strategy for Nature Conservation**

- Review process for Action Strategy underway at both national and regional levels.
- Progress report on Action Strategy underway.
- Funding proposals to AusAID, NZODA and other donors submitted and awaiting responses.
- 7<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas deferred from September 2001 to July 2002.
- Roundtable 5 recommendations implementation underway. Progress report to Roundtable 6 being compiled.
- Action Strategy database updated. Currently being trialed as a web-based database for easier access of all users.
- 6<sup>th</sup> Roundtable being organised for end of October 2001.

### **Convention on Biological Diversity**

- Regional Clearinghouse mechanism established (Pacificbiodiv.org) and jointly managed by SPREP and WWF;
- Implementation of COP5 decisions, and Nadi statements on-going.
- Briefing and support to PIC delegations to CBD-related international meetings provided.
- Coordination of PIC participation in CBD-related meetings provided.
- Support to CBD Pacific Island parties in National Biodiversity Strategies and Action Plan (NBSAP) formulation on-going.
- Proposal for funding regional Biosafety Officer submitted to AusAID. Other donor interest also being explored.
- Regional guidelines for Access and Benefit Sharing finalised and demonstration projects implemented in Cook Islands and Vanuatu.
- Advice on other international biodiversity conventions provided to countries on request.

### **Constraints**

- Funding availability and uncertainties continue to be a constraint in providing technical support to countries.
- Factors beyond the control of SPREP led to the postponement of the 7<sup>th</sup> Pacific Islands Conference, as well as the 6<sup>th</sup> Roundtable Meeting.

- Lack of technical capacity in specific areas e.g. biosafety limits the extent of assistance provided.
- Communication between Members (network) at most time is not effective, affecting delivery of services in a timely manner.
- Funding for Marine Mammals Programme is inadequate to meet all country requests for in-country programmes.

## KRA 2: Pollution Prevention

### Objective:

*The main objective of the Pollution Prevention KRA is 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.*

### Achievements (January – June, 2001)

- 201 Continuing implementation of the Pacific Ocean Pollution Prevention Programme (PACPOL)**
- Completion of template and provision to PICs of National Marine Spill Contingency Plan documentation.
  - Completion of Management Plan for Okat Harbour, Kosrae, FSM.
  - Successful country visits to Fiji, Cook Islands, FSM, Vanuatu and Palau assisting in development of National oil and chemical spill contingency plans.
- 202 Environmentally sound management of chemicals and hazardous wastes**
- Project documentation finalised for PCB disposal operation (POPs in PICs, Phase II).
  - Hazardous waste training courses in 14 PICs.
- 203 Participation in international chemical and hazardous waste programmes**
- Awareness raising workshop on POPs, PIC, Basel and Waigani Conventions.
  - Work commenced on Regionally-based Assessment of Persistent Toxic Substances (PTS).

**204 Implementation of the Waigani Convention**

- Awareness raising workshop on POPs, PIC, Basel and Waigani Conventions.
- Convention ratified by Samoa and Kiribati.

**205 Upgrade regional management of solid wastes**

- Waste awareness and education programmes under way in 8 PICs.
- Completion of EU WASTE project.
- JICA/SPREP regional workshop in Okinawa.
- JICA landfill expert commenced work at SPREP.
- Assessment of waste management needs for Tokelau.
- Concept development for Year of Waste (2004) project.

**206 Protection of the Pacific marine environment from land-based activities**

- Completion of GPA Clearinghouse report.
- Input to draft Strategic Action Plan for Wastewater (with SOPAC).

**Constraints**

- Progress in some areas has been hindered by competing demands on staff time.

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**KRA 3: Climate Change and Variability**

**Objective:**

*The main objective of the Climate Change and Variability KRA is to improve the Pacific island Members' understanding and to strengthen their capacity to respond to climate change, climate variability and sea level rise.*

**Achievements (January – June, 2001)**

**301 Strengthen capacity to respond to climate change and variability**

- Strengthening of capacity primarily through PICCAP Phase II.
- Development of a draft technology transfer framework for climate change.
- Identification of new resources for adaptation to climate change.

**302 Implementation of the Montreal Protocol**

- Commenced UNEP-funded Regional Programme to Phase Out Ozone Depleting Substances.
- Countries focused on preparing National Compliance Action Plans.

**303 Strengthen meteorological cooperation and capacity building**

- Continued implementation of the ARM Project.
- Strengthened collaboration with WMO aimed at joint programming and convening of WMO/SPREP meetings.

**304 Implementation of commitments under the United Nations Framework Convention on Climate Change (UNFCCC)**

- Extension of Phase II of PICCAP to support Country Coordinators and Country Team approach.
- Regional Meeting on Climate Change.
- Ministerial Statement on Climate Change.

**305 Information clearinghouse on Climate Change, Variability and Sea Level Rise**

- Pacific Islands position developed for COP6.
- Establishment of the Pacific Islands Climate Coalition.
- Ongoing circulation of climate change information.

**Constraints**

- Financial support to the bulk of climate change outputs has been slowed by lengthy UNFCCC negotiations.
  - Lack of staff continuity between projects has slowed output delivery.
  - Need for a programmatic approach to avoid stop-start nature of project delivery.
-

## **KRA 4: Economic Development**

### **Objective:**

*The main objective of the Economic Development KRA is 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.*

### **Achievements (January – June, 2001)**

#### **401 Sustainable practices to trade, investment and tourism**

- TORs for South Pacific Tourism Organisation (SPTO) Regional Environmental Assessment of Tourism.
- Publication of Samoan Tourism Indicators Handbook.
- Programme Outline for Trade, Investment and Environment Assessment.

#### **402 Implementation of the Strategic Action Plan for International Waters**

- Achievements and any constraints will be discussed under a separate Agenda Item 10.2: The Strategic Action Programme for the International Waters of the Pacific Small Island Developing States - Status Report

#### **403 Strengthen national capacity to undertake environmental assessment**

- Environmental Economics Workshop in June 2001.
- Advice on Space Development Environment Assessment: HOPE-X and Sea launch.
- General advice on Environmental Assessment: Dam augmentation, reef passage channels, waste site locations.
- Draft Environmental Assessment guidelines and TORs: for Toolkits.

#### **404 Building capacity for environmental monitoring and reporting**

- Environmental Assessment and Reporting Work Strategy 2001-2004: Spatial data needs identified.
- Reports and inputs to GEO-3 and draft SOE templates.

### Constraints

- Funding for Environmental Assessment and SOE programmes.
- Planning required for implementation of new KRA4.
- Late involvement of national and regional interests in Trade, Investment and Environment focus area.
- Late inception of Rio+10 preparations.

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## *Processes and Interventions*

### Objective:

*The main objective of the Processes and Interventions is to provide mechanisms through which capacity can be built within Member countries to implement activities for environmental protection under the four KRAs.*

<b>Process 1: Policy, Planning and Institutional Strengthening</b>
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### Achievements (January – June, 2001)

#### **P101 Policy and Planning Support**

- CROP Coordination – Hosted CROP Heads Meeting, May 2001.
- Input to CROP Ocean Policy.
- CROP World Summit for Sustainable Development Preparations.

#### **P102 Legislative Framework**

- Legal advice and support provided to PICs for attendance to International Conference: development of briefing papers and attendance at conference.
- Consultation with PACPOL Officer to secure funds for legal/technical workshop (February 2002) to examine amendments to the SPREP Convention protocols.
- Advice provided to PICs regarding Waigani/Basel Convention and for additional contracting parties.
- Assisted PICs with development of national legislation.
- Legal support to SPREP Secretariat.



### Constraints

- Financial constraints.
  - Lack of sustained consultation with governments.
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<b>Process 2: Human Resource Development</b>
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### Achievements (January – June, 2001)

#### **P201 Capacity building in SPREP Members through training activities**

- Training and Education Centre construction underway.
- Training opportunities information circulated to Governments.

#### **P202 Capacity building in Members through Country Attachments and Volunteer Technical Assistance**

- Funds secured for Human Resource Development (HRD) for Environment Departments (See Agenda Item 8.3.5.2).

#### **P203 Integration of environmental content into formal education programmes**

- Freshwater Education Package produced for use in schools.
- Feedback questionnaire sent to countries to evaluate Waste Awareness Comic book released in second quarter.
- Environmental story writing competition held in Samoa. Stories being edited for publication.
- Environmental stories being written by teachers in Tuvalu. Should be due for publication in October.
- Continued collaboration with SOPAC for water awareness activities.
- Informal network of environmental educators formed with updates started via a faxed newsletter. Email updates are to be produced shortly.
- Funding received from Asian Development Bank (ADB) for awareness raising on Traditional Environmental Management Practices in Cook Islands, Marshall Islands and Vanuatu. The project is underway.

**P204 Public Awareness raising through Community Environmental Education**

- Environment Training Manual developed for Community Education and Training Centre, (SPC – CETC).
- Continue to liaise with national NGOs to provide resource material and information on a request basis.

**P205 Strengthen capacity of government institutions and communities under the Capacity Building for Environmental Management in the Pacific (CBEMP) project**

- Data on traditional knowledge for environmental management collected.
- Peace Corps Volunteer Assistance to countries.

**P206 Assist Members through the Small Grants Scheme (SGS)**

- 3 Members assisted through *ad hoc* requests.

**Constraints**

- Personnel – one education officer for 22 countries.
- Finance – insufficient funds to allow for travel of Environmental Education Officer (EEO) so national programmes reliant on communication by email and phone/fax.
- Environmental education not always given sufficient priority status at national level in terms of funding and personnel.
- Insufficient funding for Small Grants Scheme.

**Process 3: Communications and Information****Achievements (January – June, 2001)****P301 Streamline information clearinghouse activities**

- Upskilling Workshop for National Environmental Resource Database of Samoa (NERDS) conducted by NERDS Coordinator with technical assistance by SPREP.
- Established Cook Islands National Environmental Information Network (CINEIN). National records accessible - 1,600.

- Preliminary National Network (LASER) established in American Samoa. National records accessible – 1792.
- National Environmental Information Sharing Workshop for American Samoa completed.
- 1<sup>st</sup> and 2<sup>nd</sup> Quarterly Additional Holdings List completed.

### **P302 Information technology and telecommunications**

- CDM framework completed and endorsed.
- Feasibility for Mercure Satellite Communication System.
- General and continuous improvement of Secretariat's ICT services.

### **P303 Strengthen public relations capacity of Secretariat and SPREP Members**

- Regular Director's column for a regional monthly magazine produced.
- SPREP/UNESCO environmental media workshop in Papua New Guinea.
- Trained country attachments in Desktop publishing.
- Providing publishing and media advice and services to Members.
- Identifying Pacific islanders as resource personnel.
- Environmental issues promoted and highlighted to Members i.e. SPREP Newswire service.

### **Constraints**

- Small financial resources for public relations activities.
  - Time constraints – lack of enough staff.
  - Lack of funds to pool and target a core group of Pacific media journalists to cover and participate in environmental events and activities.
  - Limitation in staffing (3 IT staff for about 80 users).
  - Difficult to meet Work Plan deadlines because of changes to regional 'calendars'.
  - High staff turnover in-country.
  - Non-existent facilities for establishment of national information networks.
  - Finance – insufficient funds for non-Pacific Environmental Information Network (PEIN) Members.
-

## **Secretariat Functions and Corporate Services**

### **Objective**

*Consistent with the functions outlined in the Agreement Establishing SPREP (1993), the objective of Secretariat Functions and Corporate Services is to provide strategic direction to the Secretariat's work, coordinate and facilitate the implementation of the Action Plan, Corporate Plan and annual Work Programmes.*

**SF101 Management**

**SF102 Interaction with Action Plan stakeholders**

**SF103 Programme and Project Monitoring and Evaluation**

**SF104 Donor Liaison and Planning**

**CS101 Administration Services**

**CS102 Financial and accounting services**

### **Achievements (January – June, 2001)**

- 12 SPREP Meeting Documentation produced on time.
- Performance monitoring systems operational.
- Performance audit completed.
- 2 additional Construction Projects commenced.
- Completion of Annual Accounts.
- Upgrade of Financial System (including integrated cashbook and payroll systems).

### **Constraints**

- Increasing volume of work/restricted resources.
-



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 6.1.1: SPBCP Terminal Report**

#### **Purpose of Paper**

1. To inform the Meeting of some of the major achievements by the South Pacific Biodiversity Conservation Programme (SPBCP) following eight years of continuous support to 12 Pacific island countries.

#### **Background**

2. The SPBCP was launched in April 1993 following the completion of its design phase in 1991.
3. The SPBCP was intended to be a five year endeavour to protect the biological diversity within a number of Pacific Island Countries (PICs) by facilitating the establishment of a series of large, diverse Conservation Area Projects (CAPs) in which there are agreed criteria for development based on long-term ecological sustainability. Ancillary activities, linked to specific CAPs where possible, include information dissemination, training, species protection and action-oriented conservation policy analysis.
4. The emphasis for the SPBCP was on facilitating local communities, NGOs and relevant government agencies to establish together viable management systems for biodiversity conservation and sustainable development.
5. The SPBCP was funded by the GEF, UNDP and AusAID and executed by SPREP.

#### **Some key achievements**

6. The following are some of the major achievements of the SPBCP during its eight years of operation:
  - 17 community-based CAPs have been established and supported in 12 PICs;

- Some 1.5 million hectares of land and marine areas in the Pacific islands have been placed under protection. This exceeds any previous single conservation initiative in the history of this region;
- Some endangered species and habitats are showing good signs of recovery;
- Effective management structures are in place for most CAPs;
- Local communities are becoming more involved in the establishment and management of conservation areas;
- Partnership arrangements between governments, NGOs and local communities have been established for the management of conservation areas;
- At least 1,000 Pacific islanders, mainly from local communities, have been trained under the Programme in disciplines such as project management, small business enterprise management, tour guiding, conflict resolution and resource management;
- Through resource surveys and inventories supported by the Programme, our understanding of the biological diversity of the Pacific islands has increased many-fold in the past few years;
- The level of awareness about the need for and importance of biodiversity, especially at the community level, has increased enormously through activities of the Programme;
- There is general acceptance of the community-based conservation area concept and approach, pioneered by the Programme, as being the most appropriate for achieving conservation objectives in the Pacific islands region.

### **Some key lessons learned**

7. A short summary of some key lessons learned from the experience of the SPBCP is presented hereunder:

- The full participation of local communities is critical to conservation success in the Pacific islands. The communities must own and drive the conservation process;

- Neither governments nor local communities can achieve conservation success alone. Effective partnerships between them and between them and other stakeholders is imperative to achieving this goal;
- Long term funding commitment is crucial to the sustainability of conservation initiatives in the Pacific. The success of the SPBCP had much to do with the fact that it had eight years of secured funding behind it;
- Income generating activities are important as a means of raising additional benefits from the CAPs. However, they are unlikely to be sufficient to support the full cost of maintaining the CAPs, let alone providing for the cash needs of the communities;
- For community-based projects, donor requirements and community needs can be quite different and contradictory at times;
- Protected areas do contribute to the recovery of degraded ecosystems and species. SPBCP experience conforms to scientific findings worldwide;
- For community-based conservation projects, addressing the main social and economic concerns of local communities is an important step towards achieving community support and commitment;
- Equitable sharing of responsibilities for and benefits from CAPs, is critical to the long-term viability of such projects.

### **Discussion**

8. As the SPBCP approaches the end of its life, the inevitable challenge for SPREP, the governments and local communities that have been involved with the Programme, is what will happen to the CAPs after the end of the SPBCP? Will they be able to manage on their own? If not, what can be done to ensure that they do?

9. Transition strategies have been prepared to ensure that all the CAPs achieve smooth transitions from the SPBCP to self-reliance. For some projects, this will be a big ask; for a few others, a little more time and additional resources would help move them closer to this goal.

10. The best legacy the SPBCP will leave behind is the group of well-trained local community conservation practitioners on whose shoulders will lie the future of the 17 CAPs established under the SPBCP and possibly, some new initiatives post-SPBCP. These people have been trained in a wide range of topics relevant to their roles as project managers, negotiators, extension officers, mediators, and advisers. They deserve all the support they can get from governments and NGOs.

11. As a ground-breaking and ambitious Programme, the SPBCP is rated as a great success. Its Conservation Area concept and community-based approach targeted the right people – the local communities – whose participation and support are vital to its success. Several other Conservation Organisations have adopted the SPBCP's concept and approach and this will augur well for the future of nature conservation in the Pacific region.

### **Recommendation**

12. The Meeting is invited to:

- **note** the achievements of the SPBCP during its eight years of operation;
- **note** the lessons learned from the experience of the Programme; and
- **express** its appreciation to the GEF, UNDP and AusAID for their financial assistance, which enabled the implementation of this highly innovative Programme.

---

24 May, 2001





## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 6.1.2: SPBCP Conservation Area Awards

#### Purpose of Paper

1. To present the winners of the “Most Progressive Conservation Area Awards” for the years 2000 and 2001 under the South Pacific Biodiversity Conservation Programme (SPBCP).

#### Background

2. The Award for the Most Progressive Conservation Area Project under the SPBCP was announced in 1998 as an incentive to encourage the seventeen projects under the Programme to increase efforts to achieve sustainability by the end of 2001.

3. “Progress” was assessed mainly on the basis of achievements made in respect of activities carried out by each project as indicated in their work plans and as reported to the Secretariat on a regular basis.

4. The inaugural Award for the Most Progressive Conservation Area in 1999 was presented at the Eleventh SPREP Meeting in Guam last year. The Award was won by the Takitumu Conservation Area Project in the Cook Islands.

#### Issues

5. Since the SPBCP is coming to an end in December 2001, the awards for the years 2000 and the 2001 will be presented together at this Twelfth SPREP Meeting.

6. The winner of the Most Progressive Award for the year 2000 goes to the **Vatthe Conservation Area in Vanuatu.**

7. The winners of the Most Progressive Award for the year 2001 are the **Utawalung Conservation Area in Kosrae, Federated States of Micronesia** and the **Koroyanitu Conservation Area in Fiji.**

**Recommendation**

8. The Meeting is invited to:

- **note** the recipients of the Most Progressive Conservation Area Project Awards for 2000 and 2001 and to offer its congratulations to the recipients as appropriate.

---

2 July, 2001



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

### **Agenda Item 6.2.1: 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 2000. It also provides an update on the status of Members' contributions received in 2001, up to 31 May, and the unpaid balances of contributions as at 31 May, 2001.

#### **Members' Contributions received in 2000 and 2001 (to 31 May 2001)**

3. As shown in the 2000 Audited Annual Accounts (Agenda Item 6.2.3), Members' contributions totalling US\$515,711 were credited during 2000 (including \$7,553 advance contributions received in 1999). Of this total, US\$426,167 was in respect of 2000 contributions and \$89,544 was for prior years' contributions. Advance contribution of \$3,220 for 2001 was paid in 2000.

4. US\$405,644 Members' contributions have been credited in 2001, up to 31 May 2001, and include the 35% increase some Members have paid. The Government of the United States has not endorsed the increase but has nevertheless paid US\$149,990 for its 2001 contribution of US\$105,000, with the balance to assist the Secretariat for 2001 operating costs.

#### **Unpaid Contributions**

5. The attached Table shows the status of unpaid contributions as at 31 December 2000 and as at 31 May 2001.

6. The US\$244,566 balance of unpaid contributions, as at 31 December 2000, was over \$17,000 lower than at 31 December 1999, reflecting an increased commitment by some Members to pay their outstanding balances.

7. As at 31 May 2001, the balance of unpaid contributions has increased to US\$514,448 and includes the 35% increase of Members' contributions discussed in the 11<sup>th</sup> SPREP Meeting, Guam, October 2000. Although some Members have not endorsed the increase in contributions, those who have, have shown their commitment by paying the new contributions for 2001.

8. The Secretariat has continued to urge Members to meet their contributions. In accordance with the decisions of the past 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 May 2001, only 10 Members (out of twenty-six) have either paid the full 2001 contributions or part thereof.

#### **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
- **advise** the Secretariat on further action, if any, to be taken.

---

18 June, 2001

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME  
UNPAID MEMBERS CONTRIBUTIONS AS AT 31 MAY 2001  
(US DOLLARS)**

COUNTRY	Relocation Contribution	1992 Contributions	1993 Contributions	1994 Contributions	1995 Contributions	1996 Contributions	1997 Contributions	1998 Contribution	1999 Contributions	1999 Receipts on A/C	Balance 12/31/99	2,000 Contributions	2,000 Receipts	Balance 31-Dec-00	2001 Contributions	2001 Receipts	Balance 31-May-01
American Samoa							5,725	5,725	5,725		22,900	5,725	24,809	3,816	7,730	140,475	11,548
Australia							5,725	5,725	5,725		0	104,055	104,055	0	140,475	140,475	0
Cook Islands							5,725	5,725	5,725		5,725	5,725	11,450	0	7,730	7,730	7,730
Federated States of Micronesia							5,725	5,725	5,725		5,725	5,725	14,670	(3,220)	7,730	4,510	4,510
Fiji							10	10	10		0	11,445	7,874	3,571	15,450	19,021	19,021
France							20	20	20		10	75,440	75,430	20	101,845	101,845	101,865
French Polynesia							11,445	11,445	11,445		34,335	11,445	11,440	25	15,450	11,435	4,040
Guam							11,445	11,445	11,445		44,000	11,445	44,000	1,780	15,450	1,780	15,450
Kiribati							5,725	5,725	5,725		5,725	5,725	11,450	11,450	7,730	7,730	11,450
Marshall Islands							5,725	5,725	5,725		5,725	5,725	7,730	7,730	7,730	7,730	13,455
Nauru	2,862	6,600	11,445	11,445	11,445	11,445	11,445	11,445	5,725	6,373.15	77,483.85	5,725	7,553	83,209	7,730	14,253	90,939
New Caledonia									11,445	18,988	0	38,075	38,075	3,892	15,450	51,400	5,089
New Zealand									5,725		0	5,725	5,725	5,725	7,730	51,400	0
Niue							5,725	5,725	5,725		22,900	5,725	17,175	11,450	7,730	7,730	7,730
Northern Marianas							5,725	5,725	5,725		0	5,725	5,725	11,450	7,730	5,725	19,180
Palau							5,725	5,725	5,725		0	5,725	5,725	7,730	7,730	7,730	7,730
Papua New Guinea							40	40	40		11,485	11,445	11,445	22,900	15,450	38,380	38,380
Pitcairn Island							5,725	5,725	5,725		17,175	5,725	5,725	22,900	7,730	30,630	30,630
Samoa							433	433	433		0	11,445	11,445	0	15,450	15,450	15,450
Solomon Islands							11,445	11,445	11,445		23,323	11,445	11,445	34,768	15,450	50,218	50,218
Tokelau							1,953	1,953	1,953		5,725	5,725	8,051	11,450	7,730	7,730	7,730
Tonga							5,725	5,725	5,725		2,326.40	5,725	5,725	0	7,730	7,730	7,730
Tuvalu							5,725	5,725	5,725	5,351.60	5,725	5,725	11,450	0	7,730	7,730	7,730
United States of America							15	15	15		0	105,000	105,000	0	149,990	149,990	0
Vanuatu							11,445	11,445	11,445		11,450	11,445	11,445	22,905	15,450	11,406	26,949
Wallis & Futuna Islands							5,725	5,725	5,725		11,450	5,725	15,005	2,170	7,730	9,900	9,900
	<b>\$2,862</b>	<b>\$6,600</b>	<b>\$11,445</b>	<b>\$11,445</b>	<b>\$11,445</b>	<b>\$22,895</b>	<b>\$40,498</b>	<b>\$59,243</b>	<b>\$125,955</b>	<b>\$30,722.75</b>	<b>\$289,218.25</b>	<b>\$494,280</b>	<b>\$518,931</b>	<b>\$244,566.63</b>	<b>\$675,525.00</b>	<b>\$405,644.00</b>	<b>\$514,448</b>



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

### Agenda Item 6.2.2 : Cash Flow and Primary Functions

#### Purpose of Paper

1. To report on Primary and Project Management Functions cash flow during 2000 and for the period up to May 2001.

#### 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

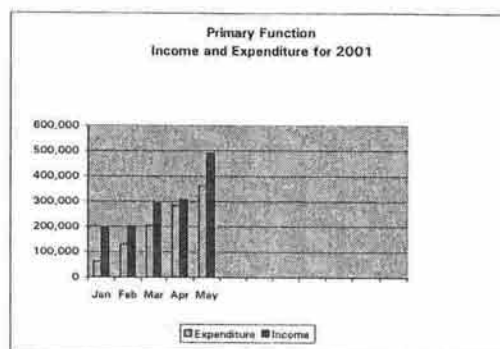
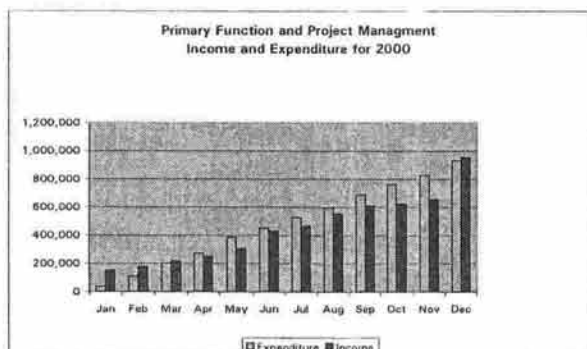
4. Combined cash flows for Primary and Project Management Functions (Combined Core Functions) in 2000, and Core Functions for the period to May 2001 are shown in the following tables and graphs.

Combined Core Functions  
Income and Expenditure for 2000

Month	Expenditure	Income	Surplus/ (Deficit)
Jan	36,918	152,83	115,91
Feb	108,84	179,85	71,009
Mar	204,46	218,45	13,991
Apr	272,60	250,60	(22,004)
May	386,28	305,73	(80,558)
Jun	452,58	429,87	(22,710)
Jul	526,31	468,33	(57,982)
Aug	596,98	553,68	(43,299)
Sep	691,85	608,28	(83,566)
Oct	762,37	623,21	(139,158)
Nov	828,41	654,36	(174,053)
Dec	930,42	953,56	23,139

Core Functions  
Income and Expenditure for 2001

	Expenditure	Income	Surplus/ (Deficit)
Jan	62,957	196,67	133,72
Feb	131,78	200,53	68,749
Mar	205,00	293,82	88,825
Apr	283,24	307,22	23,984
May	361,91	489,56	127,64



5. In the first three months of 2000, there was a cashflow surplus as a result of some Members paying their contributions at the beginning of the year. Although there was a steady flow of contributions from April to November, this was not sufficient to cover expenditure and the Secretariat utilized the capital fund to cover the shortfall. Large payments of Members' contributions in December not only cleared this shortfall, but also produced a surplus for the year. The budget for the year 2000 provided for a transfer of \$130,032 from Members' funds to cover the projected deficit. However, this was not required. The Secretariat appreciates the commitment of some Members who have paid their 2001 contributions which has provided a cashflow surplus since the start of this new year. The above tables and graphs illustrate the past and current positions.

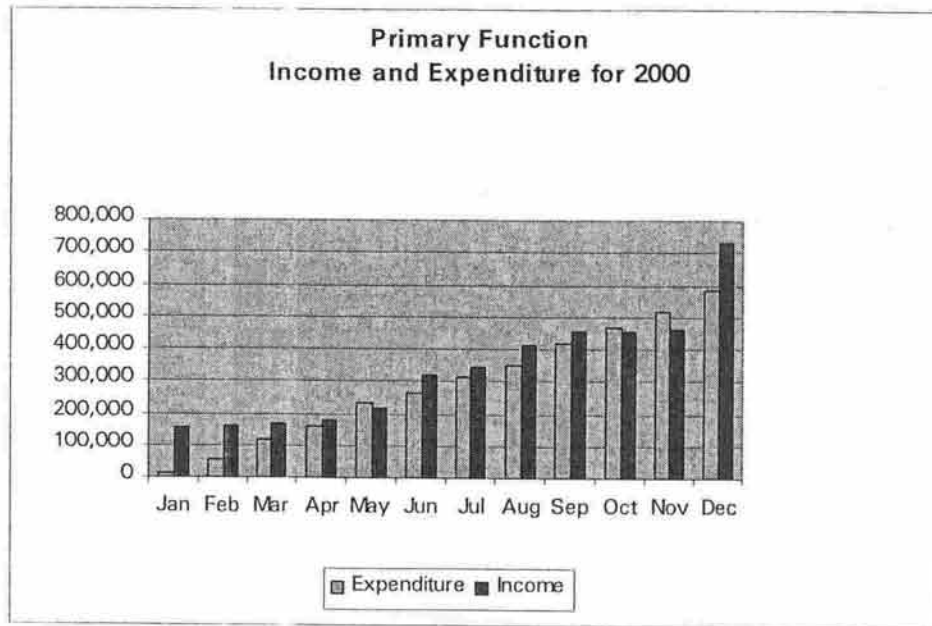
6. A clearer perspective of the 2000 position can be gained by separating cash flows into Primary Function and Project Management. The 2001 Work Programme and Budget have combined these two functions as shown above. The following tables and graphs provide cashflow breakdowns for each of these functions.

### Primary Function Cash Flow

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

**Primary Function  
Income and Expenditure for 2000**

	Expenditure	Income	Surplus/ (Deficit)
Jan	13,611	151,435	137,824
Feb	57,193	158,759	101,566
Mar	118,413	166,135	47,722
Apr	158,532	179,069	20,537
May	230,976	215,032	(15,944)
Jun	265,168	319,634	54,465
Jul	311,561	344,569	33,008
Aug	352,846	413,303	60,458
Sep	420,666	453,499	32,832
Oct	466,631	457,476	(9,155)
Nov	514,607	463,325	(51,282)
Dec	586,326	726,879	140,533



8. With the exception of the months of May, October and November, the Primary Function operated on a positive cash flow for the rest of the year. The Capital Fund was used to meet the shortfall in these months.

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 cash surplus of \$140,533 for the year 2000, was realised in the Primary Function.

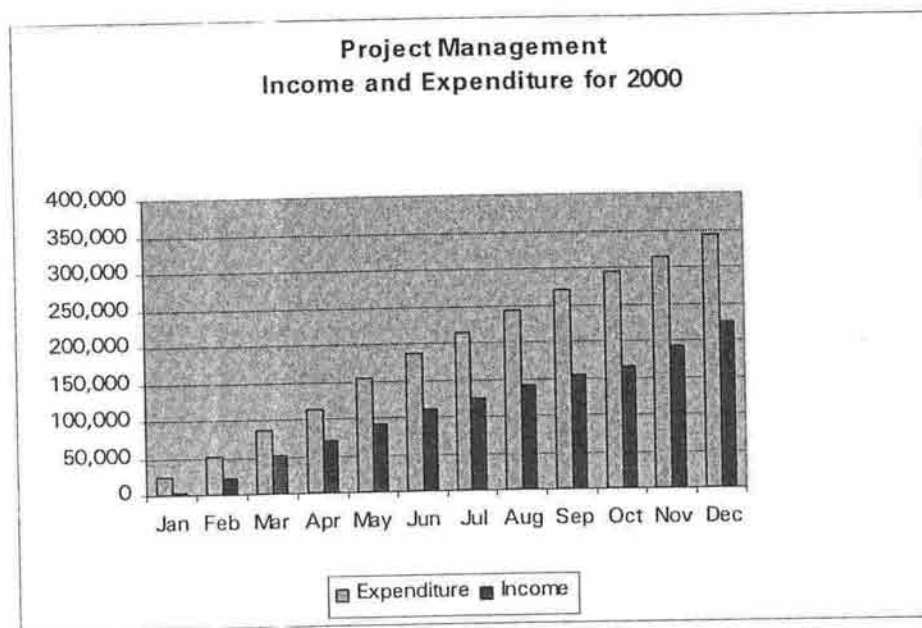
**Project Management Cash Flow**

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

**Project Management  
Income and Expenditure for 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)
Jul	214,755	123,765	(90,990)
Aug	244,138	140,381	(103,756)
Sep	271,185	154,786	(116,398)
Oct	295,741	165,739	(130,002)
Nov	313,811	191,040	(122,771)
Dec	344,096	223,462	(120,634)





12. Negative cash flows were experienced for the cumulative total under this function 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.

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

- delays in receiving approval from donors to spend project funds;
- fees could not 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.

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

15. 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**

16. 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.

18 June, 2001

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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 6.2.3: Audited Annual Accounts for 2000 and Performance Indicator for 2000**

#### **Purpose of Paper**

1. To present the Audited Annual Accounts and the Performance Indicator Audit Report for the year ended 31 December, 2000.

#### **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, 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, 2000 (Attachment 1) have been prepared in accordance with the Financial Regulations and comprise the following documents:
  - Audit Report
  - Balance Sheet
  - Income and Expenditure Statement
  - Notes and Supporting Papers to the Accounts
4. The Director's comments on the audited accounts, the Performance Indicator Audit and the Report to Management are in Attachment 2.

5. The Auditor's Report in respect of the 2000 Performance Indicator Audit is provided in Attachment 3. This complements the Financial Statements and also provides a detailed record of activities and achievements in 2000, compared to the Performance Measures contained in the Work Programme and Budget. Comments on the achievements for 2000 are provided in the Technical Report on Action Plan Implementation under Agenda Item 6.1

### **Recommendation**

6. The Meeting is invited to:

- **adopt** the Financial Statements and Auditor's Report; and
- **note** the Performance Indicator Audit Report, for the year ended 31 December 2000 and **advise** the Secretariat on any further action required.

---

1 August, 2001

**INDEPENDENT AUDIT REPORT  
TO THE MEMBERS OF THE  
SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME****Scope**

We have audited the balance sheet of the South Pacific Regional Environment Programme as of 31 December, 2000, and the related income & expenditure statement for the year then ended as set out on pages 2 to 15. 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 regulatory requirements 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 as detailed below has been formed on the above basis.

**Specific reporting requirements**

In accordance with the specific audit reporting requirements of SPREP Financial Regulation 33 (i) to (vi), we report as required on the following matters:

- (i) extent and character of examination is as explained in the section above under the heading 'scope';
- (ii) refer to our report to management which is attached and details matters which affect the completeness and accuracy of the accounts;
- (iii) the fixed assets records are materially accurate as determined by an examination of the fixed asset records;
- (iv) apart from the matters referred to in (ii), internal control procedures and financial regulations have been adhered;
- (v) at the time of our audit, insurance arrangements had not been finalised for the new building at Vailima as well as a motor vehicle;
- (vi) some of the issues detailed in our report to management (attached) indicate that SPREP is accruing costs in the financial statements for expenditure which has not occurred or will only occur in the future. This accounting treatment is not permitted under the recently issued International Accounting Standard 37.

**Opinion**

In our opinion, except for effects of the matters referred to above in the section on 'specific reporting requirements', the financial statements give a true and fair view of the financial position of the South Pacific Regional Environment Programme as of 31 December, 2000, 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.

  
BETHAM & CO  
Certified Public Accountants

Apia  
Date *July 23, 2001*

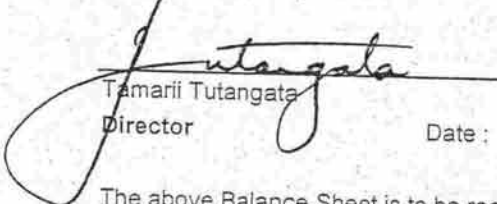


South Pacific Regional Environment Programme  
(SPREP)

FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2000

BALANCE SHEET  
AS AT 31 DECEMBER 2000

	Note	31/12/2000 USD	31/12/99 USD
<b>ASSETS</b>			
<u>Current Assets</u>			
Banks	4	1,792,050	762,415
Term Deposits	5	2,715,200	4,226,622
Debtors	6	207,455	
		<u>\$4,714,705</u>	<u>\$4,989,038</u>
<u>Fixed Assets</u>	7	1,967,812	93,772
<b>TOTAL ASSETS</b>		<u>\$6,682,517</u>	<u>\$5,082,810</u>
<b>LIABILITIES</b>			
<u>Current Liabilities</u>			
Sundry & other creditors	8	957,949	995,441
Advance Funding	9	3,220	1,115,263
Project Balances	13	3,319,946	2,473,953
		<u>\$4,281,115</u>	<u>\$4,584,657</u>
<u>Reserves</u>			
Foreign exchange variation reserve	3C/15	118,174	114,590
Capital Reserve	10	1,923,097	28,444
Capital Fund	11	52,867	49,628
		<u>\$2,094,139</u>	<u>\$192,662</u>
<u>Members Funds</u>			
Members funds	12	307,263	305,491
		<u>\$307,263</u>	<u>\$305,491</u>
<b>TOTAL LIABILITIES</b>		<u>\$6,682,517</u>	<u>\$5,082,810</u>

  
Tamarii Tutangata  
Director

Date : 18 July, 2001

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



DESCRIPTION	PRIMARY FUNCTION USD	PROJECT MANAGEMENT USD	PROJECT IMPLEMENTATION USD	GRAND TOTAL USD
<b>INCOME</b>				
Member Contributions 2000	426,167			426,167
Member Contributions prior years	89,544			89,544
Donor Funds Brought Forward from 1999	8,154	838,685	1,627,114	2,473,953
Donor Funds received in 2000	1 368,839	549,057	6,748,162	7,666,058
Interest	2 184,496			184,496
Miscellaneous Income	26,671			26,671
Project Administration Fees		223,462		223,462
<b>TOTAL INCOME</b>	<b>\$1,103,871</b>	<b>\$1,611,204</b>	<b>\$8,375,276</b>	<b>\$11,090,351</b>
<b>EXPENDITURE</b>				
Strategic Output 1			2,222,452	2,222,452
Strategic Output 2			1,355,129	1,355,129
Strategic Output 3			707,260	707,260
Strategic Output 4			381,380	381,380
Strategic Output 5			452,091	452,091
Strategic Output 6	970,566	1,679,756		2,650,322
<b>TOTAL EXPENDITURE</b>	<b>\$970,566</b>	<b>\$1,679,756</b>	<b>\$5,118,312</b>	<b>\$7,768,634</b>
Excess/(Deficit) Income over Expenditure	\$133,305	-\$68,552	\$3,256,964	\$3,321,718
Primary function project Management	3 \$129,677	-\$127,905	-	\$1,772
Donor Funds carried forward 2001	4 \$3,628	\$59,354	\$3,256,964	\$3,319,946

Notes :

1. Funds provided by donors to finance the SPREP Meeting and other primary function activities not funded by members.
2. Interest earned from investment of balance of donor funds for project activities.
3. The net excess of income over expenditure of \$1,772 from Primary Function and Project Management has been transferred to Member's Funds.
4. Donor Funds of \$3,319,946 carried forward have been transferred to the Balance Sheet and will be credited to appropriate projects for future activities.

## SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME

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 metropolitan 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 2000 to 31 December 2000.

## 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 2000 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

	2000	1999
US Dollar account		
Headquarters Account	556,501	58,831
ANZ Samoa Tala Account	4,871	456,144
US Dollar account - SPBCP Programme	15,752	31,204
Western Samoa Tala account - SPBCP Programme	100,320	85,496
Petty Cash	6,658	-16
European Union Account	205	205
SPREP/IMO Special Account	32,584	72,788
ANZ AUD Account	53,280	57,763
ANZ NZD Account	115,049	
ANZ USD Account	85,806	
GEF International Waters USD Account	104,642	
GEF International Waters SAT Account	689,913	
	26,470	
	<u>\$1,792,050</u>	<u>\$762,415</u>

NOTES TO THE ACCOUNTS

## 5. SHORT TERM DEPOSITS

	2000	1999
US Dollar Term Deposits	2,327,115	3,026,622
Call Accounts	388,085	1,200,000

## 6. DEBTORS

Pledges for SPREP Meeting &amp; SPREP Headquarters

	<u>\$2,715,200</u>	<u>\$4,226,622</u>
	<u>\$207,455</u>	

## 7. FIXED ASSETS

Fixed Assets - Primary Function

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

Buildings (Headquarters)	Amortised over a period of 20 years i.e. 5% flat
Building improvements	15 years life, with no residual value i.e. 6.7% flat
Computer Equipment	5 years life, with no residual value i.e. 20% 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

Building Improvements have been fully depreciated and will be written off in 2001.

The New Headquarters funded by donors has been capitalised and is amortised over a period of 20 years.

	This Year's Cost	This Year's Depreciation	Accumulated Provision for Depreciation	This Year's Depreciation Capital Reserve	Accumulated Depreciation Capital Reserve	Book Value 31/12/2000
Building improvements	69,859	4,740	69,859			
New Headquarters	1,870,485			31,175	31,175	1,839,310
Computer equipment	38,122	3857	23,478	530	530	14,113
Equipment	72,715	5143	34,575	803	13,512	24,627
Furniture & fittings	102,329	1941	5,265	6,349	40,957	56,107
Motor vehicles	42,734	2467	4,111	1,807	4,969	33,654
	<u>\$2,196,243</u>	<u>\$18,147</u>	<u>\$137,289</u>	<u>\$40,663</u>	<u>\$91,143</u>	<u>\$1,967,812</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)

## 8. SUNDRY &amp; OTHER CREDITORS

	2000	1999
Sundry creditors and accruals	644,423	550,945
Other creditors	97,049	144,133
Gratuity Accruals	59,138	110,024
Repatriation Accruals	51,231	74,888
Holiday Pay Accruals	23,323	44,908
Closed Projects	82,784	70,543
	<u>\$957,949</u>	<u>\$995,441</u>

## 9. ADVANCE FUNDING

Members Contribution for future year

	2000	1999
	<u>\$3,220</u>	<u>\$1,115,263</u>

NOTES TO THE ACCOUNTS**10. CAPITAL RESERVE** (Refer also to Note 7).

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.

	2000	1999
Balance of Capital Reserve		
Disposals 2000	98,676	98,676
Additions in 2000	-24,550	
Balance of Amortisation in General Ledger (refer note 7)	1,940,114	
	-91,143	-70,232
	<u>\$1,923,097</u>	<u>\$28,444</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.

	2000	1999
Balance B/Fwd		
	49,628	46,425
Sale of Fixed Assets		
	3,239	3,203
Balance C/Fwd	<u>\$52,867</u>	<u>\$49,628</u>

**12. MEMBERS FUNDS**

	2000	1999
Opening balance		
Surplus/(Deficit) for the year :-	305,491	299,986
Primary Function		
Project Management	129,677	5,104
	-127,905	401
Closing Balance	<u>\$307,263</u>	<u>\$305,491</u>

**13. PROJECT IMPLEMENTATION BALANCE**

This represents the balance of secured donor funds for project implementation received in 2000 and carried forward from previous years. These funds will be carried forward to complete activities as budgeted for in the 2001 financial year.

	2000	1999
	<u>\$3,319,946</u>	<u>\$2,473,953</u>

**14. PREVIOUS YEARS CONTRIBUTION**

Members contributions are reflected separately in these Financial Statements, to show contributions received in 2000 but relating to previous years (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.

	2000	1999
	<u>\$118,174</u>	<u>\$114,590</u>

## SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME

## TABLES TO THE ACCOUNTS

MEMBERS FUNDS

<u>MEMBERS CONTRIBUTIONS</u>	Previous	2,000	2,001	Total	1999 Actual
	Years	Contributions	Contributions	Contributions	
	Contributions	Paid in 2000	Paid in 2000	Paid in 2000	
	USD	USD	USD	USD	USD
American Samoa	19,084	5,725		24,809	
Australia		104,055		104,055	104,055
Cook Islands	5,725	5,725		11,450	22,900
F.S.M.	5,725	5,725	3,220	11,450	
Fiji		7,874		7,874	14,390
France		75,430		75,430	75,430
French Polynesia		11,440		11,440	22,870
Guam	32,555	11,445		44,000	
Kiribati					
Marshall Islands					22,900
Nauru					6,373
New Caledonia		7,553		7,553	18,998
New Zealand		38,075		38,075	38,075
Niue		5,725		5,725	5,725
Northern Mariannas	11,450	5,725		17,175	
Palau		5,725		5,725	5,725
Papua New Guinea		11,445		11,445	11,445
Samoa					
Solomons Islands					
Tokelau					
Tonga		8,051		8,051	5,352
Tuvalu	5,725	5,725		11,450	5,725
USA (USAID)		105,000		105,000	117,039
Vanuatu					
Wallis & Futuna	9,280	5,725		15,005	
Pitcairn Island					
Transfer to Small Grants Scheme					-12,039
	<u>\$89,544</u>	<u>\$426,167</u>	<u>\$3,220</u>	<u>\$515,711</u>	<u>\$464,963</u>

Members contributions have been separated in these Financial Statements, to reflect contributions received in 2000 but relating to previous years.

OTHER INCOME

Interest				184,496	129,572
Miscellaneous Income				26,671	1,672
				<u>\$211,167</u>	<u>\$131,244</u>
<u>TOTAL MEMBERS FUNDS</u>				<u>\$726,878</u>	<u>\$596,207</u>

## PRIMARY FUNCTION &amp; PROJECT MANAGEMENT

TABLE 2

Funding Summary	2000 ACTUALS			1999 Actual
	Primary Function	Project Management	Project Implementation	Total
	USD	USD	USD	USD
Members (Table 1)	726,878			
Project Administration Fees / Recoveries		223,462		
			726,878	578,433
			223,462	364,507
	<u>\$726,878</u>	<u>\$223,462</u>	<u>\$950,340</u>	<u>\$942,940</u>

## Detailed Expenditure Breakdown -

*Expenditure met from Members Funds & Project Administration Fees*

Library	1,308	872	2,179	523
Official entertainment	2,105	1,648	3,753	1,206
Vehicle expenses	1,553	1,052	2,605	2,273
Postages/couriers	2,425		2,425	1,600
Printing/publications	11,721	7,054	18,775	31,864
Stationery/expendable equipment	22,510	11,282	33,792	17,802
Telephone/fax/telex	14,465	10,944	25,408	16,575
Audit fees	8,130	1,902	10,033	5,103
Bank charges	308		308	180
Cleaning	1,868	1,258	3,126	2,135
Electricity & water	24,326	16,242	40,568	31,352
Property maintenance	20,643	1,233	21,876	6,175
Insurance	2,375	1,139	3,513	3,578
Operating maintenance	2,353	1,312	3,665	13,429
Salaries	361,012	246,881	607,893	591,488
Duty travel	38,239	5,763	44,002	77,108
Language services	29,330	11,348	40,678	14,401
Other costs	5,744	3,655	9,400	5,802
Depreciation	10,875	7,271	18,147	59,798
Consultants	34,073	1,778	35,851	37,812
Capital Expenditure	1,838	1,225	3,063	
Salaries		17,509	17,509	17,232
	<u>\$597,201</u>	<u>\$351,368</u>	<u>\$948,569</u>	<u>\$937,436</u>

*Expenditure met from Donor funds*

Small Islands Participation SPREP Mtg	19,526		19,526	7,983
SPREP Meeting	137,465		137,465	8,310
Apia Convention		5220	5,220	
SPREP Convention		4000	4,000	
Action Plan Review	130,199		130,199	
Review of SPREP Conditions of Servic	17,150		17,150	
Drawings SPREP Headquarters				14,640
SPREP Centre		1,209,322	1,209,322	666,704
SPREP Administration Staff		22,183	22,183	18,150
Regional Coordination	17,065		17,065	13,099
Information Technology	48,731		48,731	
Capital Expenditure	3,229	87,663	90,892	
	<u>\$373,365</u>	<u>\$1,328,388</u>	<u>\$1,701,753</u>	<u>\$728,886</u>

## Total expenditure

	<u>\$970,566</u>	<u>\$1,679,756</u>	<u>\$2,650,321</u>	<u>\$1,666,322</u>
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STRATEGIC OUTPUT 1  
BIODIVERSITY AND NATURAL RESOURCE CONSERVATION  
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/2000

PERSONNEL COSTS	101		102		103		104		105		106		107	
	Actual YTD	Budget (I)	Actual YTD	Budget (I)	Actual YTD	Budget (I)	Actual YTD	Budget (I)	Actual YTD	Budget (I)	Actual YTD	Budget (I)	Actual YTD	Budget (I)
Program Manager - SPREP	65,903	69,680	13,181	17,936	13,181	17,936	16,476	22,420	16,476	22,420	17,936	22,420	17,936	22,420
Program Manager - International Writers	54,867	100,000	0	0	0	0	0	0	0	0	0	0	0	0
Program Officer (Diplomat)	83,820	83,820	0	0	0	0	0	0	0	0	0	0	0	0
Program Officer (Resource Management) (4)	25,294	58,310	6,323	14,577	6,323	14,577	6,323	14,578	6,323	14,578	6,323	14,578	6,323	14,578
Program Officer (Socio-economics) (4)	43,685	58,680	10,921	14,645	10,921	14,645	10,921	14,645	10,921	14,645	10,921	14,645	10,921	14,645
Coastal Management Officer	34,332	74,420	0	0	0	0	0	0	0	0	0	0	0	0
Wetlands and Mangroves Officer	37,839	41,880	0	0	0	0	0	0	0	0	0	0	0	0
Executive Officer (4)	24,669	27,670	6,167	6,917	6,167	6,917	6,167	6,918	6,167	6,918	6,167	6,918	6,167	6,918
Secretary (4)	6,407	7,450	1,281	1,490	1,281	1,490	1,281	1,490	1,281	1,490	1,281	1,490	1,281	1,490
Divisional Assistant (4)	5,324	6,530	1,065	1,306	1,065	1,306	1,065	1,306	1,065	1,306	1,065	1,306	1,065	1,306
Programme Officer (Avifauna/Invasive Species)	54,653	58,680	0	0	0	0	0	0	0	0	0	0	0	0
Community Assessment Specialist	26,270	50,000	0	0	0	0	0	0	0	0	0	0	0	0
Resource Economist	4,983	50,000	0	0	0	0	0	0	0	0	0	0	0	0
Project Assistant	0	18,000	0	0	0	0	0	0	0	0	0	0	0	0
Divisional Assistant	1,883	7,000	0	0	0	0	0	0	0	0	0	0	0	0
Programme Officer (Convention) (5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Programme Officer (Action Strategy) (5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERSONNEL COSTS</b>	<b>442,327</b>	<b>731,920</b>	<b>38,939</b>	<b>56,871</b>	<b>38,939</b>	<b>56,871</b>	<b>42,234</b>	<b>61,357</b>	<b>42,234</b>	<b>61,357</b>	<b>56,871</b>	<b>61,357</b>	<b>56,871</b>	<b>61,357</b>
<b>IMPLEMENTATION COSTS</b>														
Only Travel	89,660	208,900	2,988	48,000	0	0	0	0	0	0	0	0	0	0
Communications	19,277	87,100	1,350	29,000	1,890	0	0	0	0	0	0	0	0	0
Meetings/Workshops	185,269	813,600	40,050	85,000	427	0	0	0	0	0	0	0	0	0
Public Information	15,185	159,000	-1,701	15,000	583	0	0	0	0	0	0	0	0	0
Capital Expenditure	49,114	104,100	-238	12,000	-6	0	0	0	0	0	0	0	0	0
Other Expenses	81,301	70,000	7,650	25,000	252	0	252	0	252	0	252	0	252	0
Administration Fees	61,205	53,500	-52	0	0	0	0	0	0	0	0	0	0	0
Direct Contributions to Member Countries (1)	986,569	1,172,500	339,748	528,000	36,071	0	86,403	0	86,403	0	86,403	0	86,403	0
External Contracting Costs (2)	312,545	350,900	52,483	54,000	0	0	847	0	70,507	0	847	0	70,507	0
<b>TOTAL IMPLEMENTATION COSTS</b>	<b>1,780,124</b>	<b>3,019,500</b>	<b>442,219</b>	<b>780,600</b>	<b>39,017</b>	<b>0</b>	<b>71,406</b>	<b>0</b>	<b>71,406</b>	<b>0</b>	<b>82,338</b>	<b>238,000</b>	<b>112,325</b>	<b>165,000</b>
<b>TOTAL COSTS</b>	<b>2,222,452</b>	<b>3,751,520</b>	<b>484,453</b>	<b>841,955</b>	<b>77,956</b>	<b>56,871</b>	<b>113,640</b>	<b>61,357</b>	<b>113,640</b>	<b>61,357</b>	<b>99,504</b>	<b>335,210</b>	<b>129,491</b>	<b>202,210</b>
<b>Actual YTD</b>														
<b>Budget</b>														
<b>Actual YTD</b>														
<b>Budget</b>														

**Key Outputs:**

- 101 Establishment and Management of Conservation Areas(Cas)
- 102 Conservation Area Awareness
- 103 Sustainable Income Generation & Conservation Enterprises
- 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 Conservation & Sustainable Management Wetlands
- 109 Species Conservation and Sustainable Use Initiatives
- 110 Regional Invasive Species Development
- 111 Implementation of Regional and Sustainable International Conventions, Agreements & Strategies on Biological Diversity
- 112 Implementation of Strategic Action Programme (SAP) for the Pacific Small Island Developing States
- 113 Trust Fund Development

**Notes:**

- (1) Payments made directly to countries for implementing projects and activities
- (2) Payments made directly by SPREP for contracted external services
- (3) Implementation costs for Key Output 101 - 104 are included under Key Output 101
- (4) Allocation for PO Resource Management, PO Socio Economics, Executive Officer, Secretary and Divisional Assistant are not incurred for Year 2002
- (5) Allocation for PO Convention & PO Action Strategy under Key Output 111 are included in 2001 & 2002 Funding not secured

SPREP  
STRATEGIC OUTPUT 1  
BIODIVERSITY AND NATURAL RESOURCE CONSERVATION  
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS 1

	108		110		111		112		113	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
<b>PERSONNEL COSTS</b>										
Programs Manager - SPBCP	0	0	0	0	0	0	0	0	3,295	4,484
Programs Manager - International Waters	0	0	0	0	0	0	0	54,867	0	0
Programs Officer (Specialist)	0	0	0	0	12,254	41,910	0	0	0	0
Program Officer (Resource Management) (4)	0	0	0	0	0	0	0	0	0	0
Programs Officer (Socio-economic) (4)	0	0	0	0	0	0	0	0	0	0
Coastal Management Officer	0	0	0	0	0	0	0	0	0	0
Wetlands and Mangroves Officer	0	0	0	0	0	0	0	0	0	0
Executive Officer (4)	37,839	41,880	0	0	0	0	0	0	0	0
Secretary (4)	0	0	0	0	0	0	0	0	0	0
Divisional Assistant (4)	0	0	1,281	1,480	0	0	0	0	0	0
Programs Officer (Juliana/Typhoon Specialist)	0	0	1,095	1,206	0	0	0	0	0	0
Community Assessment Specialist	0	0	27,400	29,290	0	0	0	0	0	0
Resource Economist	0	0	0	0	0	0	0	26,270	50,000	0
Project Assistant	0	0	0	0	0	0	0	4,393	50,000	0
Divisional Assistant	0	0	0	0	0	0	0	18,000	0	0
Programs Officer (Convention) (5)	0	0	0	0	0	0	0	1,863	7,000	0
Programs Officer (Action Strategy) (5)	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PERSONNEL COSTS</b>	<b>37,839</b>	<b>41,880</b>	<b>27,253</b>	<b>29,290</b>	<b>43,355</b>	<b>41,910</b>	<b>88,013</b>	<b>225,000</b>	<b>3,295</b>	<b>4,484</b>
<b>IMPLEMENTATION COSTS</b>										
Duty Travel	0	5,000	4,331	8,200	20,652	38,100	36,125	50,000	0	0
Communications	21	6,000	145	1,000	-30	7,000	10,368	5,000	0	0
Meetings/Workshops	10,654	58,000	8,388	6	38	45,600	0	190,000	17,736	0
Public Information	0	6,000	739	2,000	9,131	8,000	9,715	20,000	0	0
Capital Expenditures	0	1,000	419	11,500	12,200	10,000	30,045	50,000	0	0
Other Expenses	788	1,000	12,788	0	2,755	0	20,300	0	5,605	10,000
Administration Fees	3,688	0	6,046	29,900	4,605	11,800	0	0	3,696	0
Direct Contributions to Member Countries (1)	0	0	42,290	88,000	27,000	9,500	417,550	520,000	0	0
External Contracting Costs (2)	27,078	25,000	250	28,900	42,386	800	8,227	23,000	10,073	40,000
<b>TOTAL IMPLEMENTATION COSTS</b>	<b>42,229</b>	<b>102,000</b>	<b>63,672</b>	<b>130,000</b>	<b>36,150</b>	<b>130,000</b>	<b>532,326</b>	<b>858,000</b>	<b>37,110</b>	<b>50,000</b>
<b>TOTAL COSTS</b>	<b>80,067</b>	<b>143,880</b>	<b>90,925</b>	<b>159,290</b>	<b>80,105</b>	<b>171,910</b>	<b>620,339</b>	<b>1,083,000</b>	<b>40,405</b>	<b>54,484</b>



SPREP  
 STRATEGIC OUTPUT 2  
 CLIMATE CHANGE AND INTEGRATED COASTAL MANAGEMENT  
 DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/2000

	201		202		203		204		205	
	Actual YTD	Budget (3)	Actual YTD	Budget (4)	Actual YTD	Budget (5)	Actual YTD	Budget (6)	Actual YTD	Budget
<b>PROJECT IMPLEMENTATION Budget</b>										
Actual YTD	70,773	24,601	5,662	4,278	51,231	67,830	0	0	32,555	24,601
Climate Change Officer (3)	53,480	0	0	0	0	0	0	0	0	0
Meteorology/Climatology Officer	67,830	0	0	0	0	67,830	0	0	0	0
Programme Manager - PICCAP	71,570	17,893	0	0	0	0	0	53,677	0	0
Scientific Adviser - PICCAP	32,410	36,943	0	0	0	0	0	30,227	0	0
International Negotiations Officer	55,369	66,770	0	0	0	0	0	66,770	0	0
Divisional Assistant	6,506	0	0	0	0	0	0	7,130	0	0
<b>TOTAL PERSONNEL COSTS</b>	<b>285,847</b>	<b>79,437</b>	<b>5,662</b>	<b>4,278</b>	<b>51,231</b>	<b>67,830</b>	<b>0</b>	<b>128,628</b>	<b>157,804</b>	<b>24,601</b>
<b>IMPLEMENTATION COSTS</b>										
Duty Travel	134,853	10,000	0	10,000	85,234	10,000	0	42,457	104,000	0
Communications	10,289	15,000	0	5,000	2,597	2,000	0	2,410	30,000	89
Meetings/Workshops	238,795	250,500	0	5,000	84,963	98,000	0	153,832	132,500	5,000
Public Information	21,806	10,000	0	0	0	0	0	21,699	0	0
Capital Expenditures	-1,905	0	0	0	-1,905	50,000	0	0	0	10,000
Other Expenses	111,944	69,638	460	0	79,886	0	0	24,002	49,638	0
Administration Fees	39,139	30,000	0	0	21,204	20,000	0	17,474	10,000	0
Direct Contributions to Member Countries (1)	482,260	16,000	0	0	0	40,000	0	484,149	250,000	5
External Contracting Costs (2)	32,302	175,000	115	15,000	0	80,000	0	28,502	80,000	0
<b>TOTAL IMPLEMENTATION COSTS</b>	<b>1,069,282</b>	<b>1,092,138</b>	<b>575</b>	<b>35,000</b>	<b>271,980</b>	<b>300,000</b>	<b>0</b>	<b>774,525</b>	<b>656,138</b>	<b>5,281</b>
<b>TOTAL COSTS</b>	<b>1,355,129</b>	<b>1,426,088</b>	<b>6,237</b>	<b>39,278</b>	<b>323,211</b>	<b>367,830</b>	<b>0</b>	<b>903,153</b>	<b>813,942</b>	<b>37,836</b>

Key Outputs

- 201 Evaluation of Methodologies, Models and their Results
- 202 Implementation of the Montreal Protocol
- 203 Strengthened Meteorological Cooperation and Capacity Building in the field of Meteorology and Climatology within the Region
- 204 Implementation of Commitments under the United Nations Framework Conventions on Climate Change (UNFCCC)
- 205 Clearing House for information on Climate Changes

Notes:

- (1) Payments made directly to countries for implementing projects and activities
- (2) Payments made directly by SPREP for contracted external services
- (3) Awaiting confirmation of funding under Phase III of Sea Level Monitoring Project (AusAID). Salary allocation for Climate Change Officer up to July 2000 only
- (4) Project Document under Development with UNEP
- (5) Special Met Fund established and contributions expected in Year 2000
- (6) Bridging Funds for 1 year expected from UNDP by July 2000

SPREP  
STRATEGIC OUTPUT 3  
WASTE MANAGEMENT, POLLUTION AND EMERGENCIES  
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/2000

	301		302		303		304		305		306	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
<b>PERSONNEL COSTS</b>	0	0	0	0	0	0	0	0	0	0	0	0
Project Coordinator - Waste	46,497	60,830	26,503	34,673	6,975	9,125	3,255	4,258	9,764	12,774	0	0
Waste Pollution Prevention Officer	0	0	0	0	0	0	0	0	0	0	0	0
Marine Pollution Adviser	0	0	0	0	0	0	0	0	0	0	0	0
Marine Pollution Officer	48,386	42,770	0	0	0	0	0	0	0	0	48,386	42,770
<b>TOTAL PERSONNEL COSTS</b>	94,883	103,600	26,503	34,673	6,975	9,125	3,255	4,258	9,764	12,774	48,386	42,770
<b>IMPLEMENTATION COSTS</b>												
Duty Travel	36,982	80,000	0	20,000	15,314	10,000	1,889	0	31	10,000	15,591	20,000
Communications	16,961	26,000	121	7,000	9,006	2,000	17	1,000	92	2,000	7,726	4,000
Meetings/Workshops	78,511	224,000	2,166	54,000	27,544	20,000	8	0	0	50,000	19,856	50,000
Public Information	120,893	167,000	0	30,000	9,252	0	0	0	0	15,000	56,203	2,000
Capital Expenditures	9,833	66,000	0	60,000	1,624	0	0	0	6,137	5,000	1,022	0
Other Expenses	124,763	90,000	0	35,000	119,365	0	0	0	0	5,000	5,398	0
Administration Fees	47,948	116,000	4,476	70,000	18,435	5,000	510	1,000	627	12,000	17,402	18,000
Direct Contributions to Member Countries (1)	162,457	176,000	0	20,000	0	0	0	0	0	20,000	99,011	60,000
External Contracting Costs (2)	14,030	473,000	14,017	400,000	0	3,000	0	0	13	20,000	0	50,000
<b>TOTAL IMPLEMENTATION COSTS</b>	612,378	1,418,000	20,779	710,000	200,540	40,000	2,423	2,000	6,900	139,000	222,208	204,000
<b>TOTAL COSTS</b>	707,260	1,521,600	47,283	744,673	207,514	49,125	5,678	6,258	16,665	151,774	270,594	246,770

Key Outputs

- 301 Upgrade Regional Awareness of Solid Waste Issues
- 302 Environmentally Sound Management of Chemicals & Hazardous Waste
- 303 Participation in International Chemicals & Hazardous Waste Wastes Programmes
- 304 Implementation of the Principles of the Waigani Convention
- 305 Protection of the Pacific Marine Environment from Land-based activities
- 306 Continue Implementation of the Pacific Ocean Pollution Programme (PACPOL)

Notes:

- (1) Payments made directly by SPREP for implementing projects and activities
- (2) Payments made directly by SPREP for any contracted external services
- (3) Funded by European Union, No projection for 2001 & 2002 as programme funding ends in 2000. Output to be reviewed for follow-up activities in late 2000
- (4) Support for POPs in PICs follow-up indicated by AusAID
- (5) Support from UNEP anticipated
- (6) Contribution from IMO still under discussion - Commonwealth Secretariat funding for Marine Pollution Adviser runs out January 2000

SPREP  
STRATEGIC OUTPUT 4  
ENVIRONMENTAL MANAGEMENT, PLANNING & INSTITUTIONAL STRENGTHENING  
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 12/2000

	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
<b>PERSONNEL COSTS</b>														
Programs Manager - CBEMP	50,503	58,120	0	0	50,503	58,120	0	0	0	0	0	0	0	0
Second/International Negotiation Officer	0	20,000	0	0	0	0	0	0	0	0	0	20,000	0	0
Legal Officer	31,547	41,470	0	0	0	0	31,547	41,470	0	0	0	0	0	0
Legal Officer (5)	49,171	67,830	0	0	0	0	0	0	0	0	0	0	49,171	67,830
PO Environmental Asst't & Reporting	43,323	56,800	21,662	28,400	0	0	0	0	0	0	0	0	0	0
Environmental Impact Assessment Officer	0	56,800	0	0	0	0	0	0	0	0	0	0	0	0
Assistant GIS/Database Officer	20,903	28,530	0	28,400	0	0	0	0	20,903	28,530	0	0	0	0
Divisional Assistant	7,457	6,830	0	0	7,457	6,830	0	0	0	0	0	0	0	0
<b>TOTAL PERSONNEL COSTS</b>	<b>202,905</b>	<b>336,380</b>	<b>21,662</b>	<b>28,400</b>	<b>57,960</b>	<b>64,950</b>	<b>31,547</b>	<b>41,470</b>	<b>20,903</b>	<b>56,930</b>	<b>0</b>	<b>20,000</b>	<b>49,171</b>	<b>67,830</b>
<b>IMPLEMENTATION COSTS</b>														
Duty Travel	36,386	101,500	1,461	-37	2,500	2,500	14,533	10,000	17,929	0	0	69,000	0	20,000
Communications	10,792	9,954	120	7,116	1,954	954	938	3,000	666	0	0	1,000	0	5,000
Meetings/Workshops	58,400	127,282	0	-1,652	45,521	40,000	0	22,282	119	0	0	50,000	0	15,000
Public Information	13,234	6,000	15	1,171	7,092	0	-4,956	5,000	0	0	0	1,000	0	0
Capital Expenditures	7,389	2,500	2,792	146	3,690	2,500	-106	0	881	0	0	0	0	0
Other Expenses	3,357	40,111	51	98	2,631	40,111	0	0	0	0	6	704	0	0
Administration Fees	12,372	21,178	1,343	-138	989	0	565	9,178	-685	0	704	0	5	0
Direct Contributions to Member Countries (1)	5,195	105,000	0	0	487	0	7,000	0	1,253	0	1,926	12,000	0	0
External Contracting Costs (2)	31,380	40,000	19,105	0	26,249	5,000	-45	10,000	-9,969	0	0	5,000	0	0
<b>TOTAL IMPLEMENTATION COSTS</b>	<b>178,476</b>	<b>453,523</b>	<b>24,886</b>	<b>6,703</b>	<b>91,113</b>	<b>91,065</b>	<b>27,829</b>	<b>59,458</b>	<b>10,174</b>	<b>30,000</b>	<b>21,770</b>	<b>138,000</b>	<b>-4,006</b>	<b>5,000</b>
<b>TOTAL COSTS</b>	<b>381,380</b>	<b>789,903</b>	<b>46,548</b>	<b>28,400</b>	<b>149,073</b>	<b>156,015</b>	<b>59,377</b>	<b>100,928</b>	<b>31,077</b>	<b>86,930</b>	<b>21,770</b>	<b>158,000</b>	<b>45,171</b>	<b>112,830</b>

Key Outputs:

- 401 Tools to plan, Manage and Regulate Environmental 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 Provide Secretariat Assistance to SPREP and Apia Conventions and the entry into force of the Waigani Convention

Notes:

- (1) Payments made directly to countries for implementing projects and activities
- (2) Payments made directly by SPREP for any contracted external services
- (3) Project finishes in 2001, no allocation provided in 2002
- (4) Includes GEF funded regional workshop. Continuation of secondment will be determined following evaluation in late 1999 and consultation with CROP
- (5) French Government is providing funding of an additional Legal Officer from 1999 for 3 years

SPREP  
STRATEGIC OUTPUT 6  
ENVIRONMENTAL EDUCATION, INFORMATION & TRAINING  
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS (US DOLLARS) FOR YTD 192000

	PROJECT IMPLEMENTATION		E01		E02		E02		E04		E06		E07		E08	
	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget	Actual YTD	Budget
<b>PERSONNEL COSTS</b>																
Environmental Education Officer	51,501	53,180	38,626	39,885	12,875	13,295	0	0	0	0	0	0	0	0	0	0
Information Publications Officer	38,783	43,210	0	0	38,783	43,210	0	0	0	0	0	0	0	0	0	0
Editorial Publications Officer (3)	18,650	0	0	0	18,650	0	0	0	0	0	0	0	0	0	0	0
Library Assistant	6,108	6,830	0	0	0	0	6,108	6,830	0	0	0	0	0	0	0	0
Assistant Information, Technology Officer	24,712	25,620	0	0	0	0	0	0	24,712	25,620	0	0	0	0	0	0
Training Officer	38,025	50,800	0	0	0	0	0	0	0	0	0	0	38,025	50,800	0	0
<b>TOTAL PERSONNEL COSTS</b>	<b>177,780</b>	<b>179,640</b>	<b>38,626</b>	<b>39,885</b>	<b>12,875</b>	<b>13,295</b>	<b>57,433</b>	<b>43,210</b>	<b>6,108</b>	<b>6,830</b>	<b>24,712</b>	<b>25,620</b>	<b>38,025</b>	<b>50,800</b>	<b>0</b>	<b>0</b>
<b>IMPLEMENTATION COSTS</b>																
Duty Travel	53,464	67,700	20,880	5,700	-964	4,000	3,312	5,000	1,827	5,000	7,029	5,000	21,386	40,000	0	3,000
Communications	11,605	21,000	1,893	2,000	148	0	2,524	5,000	2,701	2,000	2,500	2,000	1,839	10,000	0	0
Library	3,954	6,000	0	3,000	0	0	0	0	2,660	0	1,294	1,000	0	2,000	0	0
Meetings/Workshops	37,026	60,000	-600	10,000	5,454	10,000	339	0	27,621	25,000	0	0	4,212	15,000	0	0
Publication / Information	4,321	33,000	333	5,000	288	8,000	3,700	4,000	0	0	0	0	0	10,000	0	6,000
Capital Expenditures	18,347	22,000	100	2,000	72	0	3,605	0	23	0	14,159	10,000	387	10,000	0	0
Other Expenses	82,649	40,000	0	2,000	0	3,000	6,505	0	1,619	5,000	9,445	20,000	65,080	10,000	0	0
Administration Fees	29,292	33,399	5,626	7,339	860	4,740	1,955	6,000	3,712	9,150	6,061	3,800	11,078	970	0	1,400
Direct Contributions to Member Countries (1)	2,471	27,500	0	1,500	0	0	0	0	0	0	0	0	0	0	0	0
External Contracting Costs (2)	31,183	56,500	-143	5,000	-16	10,000	-16	8,500	667	0	12,848	0	17,983	30,000	-156	5,000
<b>TOTAL IMPLEMENTATION COSTS</b>	<b>274,311</b>	<b>369,099</b>	<b>28,089</b>	<b>43,539</b>	<b>5,857</b>	<b>39,740</b>	<b>21,926</b>	<b>28,500</b>	<b>40,831</b>	<b>52,150</b>	<b>53,335</b>	<b>41,800</b>	<b>121,965</b>	<b>127,970</b>	<b>-162</b>	<b>15,400</b>
<b>TOTAL COSTS</b>	<b>452,091</b>	<b>548,739</b>	<b>66,715</b>	<b>83,424</b>	<b>18,732</b>	<b>53,035</b>	<b>79,358</b>	<b>71,710</b>	<b>46,939</b>	<b>58,980</b>	<b>78,047</b>	<b>67,420</b>	<b>159,990</b>	<b>178,770</b>	<b>-162</b>	<b>15,400</b>

Key Outputs:

- 501 Integration of Environmental Content into Formal Education Programmes
- 502 Public Awareness Raising through Community Environmental Education
- 503 Strengthen Public Relations Capacity of SPREP and Publish SPREP Technical Material through various media
- 504 Streamline Information Resource and Public Environmental Information Network - Clearing House Activities
- 505 Information Technology and Telecommunications
- 506 Assist Member Countries through Small Grants Scheme (SGS)
- 507 Capacity Building in Member countries through Training Activities, Country Attachments and Volunteer Technical Assistance
- 508 Networking, Communication and Collaboration in Environmental Education

Notes:

- (1) Payments made directly to countries for implementing projects and activities
- (2) Payments made directly by SPREP for contracted external services
- (3) Commonwealth Secretariat currently funds the Editorial Publications Officer position and negotiations are underway for continuation of this assistance during 2000
- (4) Twelve months consultancy for IT Support position to be funded as fee for service from all other programme areas
- (5) Include anticipated increase in IT staff numbers to meet increasing organisational demands are projected and mostly unsecured

SPREP  
STRATEGIC OUTPUT 6  
MANAGEMENT AND CORPORATE SERVICES  
DETAILED BUDGET ANALYSIS OF KEY OUTPUTS FOR YTD 12/2000

	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
<b>PERSONNEL COSTS</b>														
<b>Management</b>														
Director	110,685	127,130	38,548	41,952	6,630	7,628	6,630	7,628	3,316	3,814	0	0	44,281	50,862
Head of Division (EMP Division)	76,071	82,100	11,881	13,815	11,881	13,815	11,881	13,815	0	0	0	0	31,628	36,940
Head of Division (EEIC Division)	81,101	86,360	12,091	12,954	12,091	12,954	12,091	12,954	0	0	0	0	32,738	34,544
Head of Division (Finance & Admin)	74,142	85,970	14,828	17,184	7,415	4,269	3,707	4,269	14,828	17,184	0	0	29,658	34,388
Executive Officer Management	45,480	49,600	13,641	14,880	4,095	4,464	5,458	5,952	1,395	1,488	0	0	19,181	19,840
Personal Assistant	9,480	9,890	5,688	5,824	0	0	0	0	0	0	0	0	4,158	4,324
Personal Assistant	9,480	9,890	5,688	5,824	0	0	0	0	0	0	0	0	3,792	3,966
<b>Total Cost for Management</b>	410,324	451,860	100,894	113,216	48,721	55,085	37,018	41,672	39,747	44,647	0	0	164,445	184,744
<b>Finance &amp; Administration</b>														
Accountant	56,015	62,830	0	0	0	0	0	0	33,608	37,688	0	0	22,406	25,132
Assistant Accountant (2)	11,850	11,850	0	0	0	0	0	0	5,148	5,664	0	0	11,850	11,850
Senior Accounts Clerk	8,584	9,440	0	0	0	0	0	0	3,067	3,918	0	0	3,437	3,776
Accounts Clerk 1	6,098	6,520	0	0	0	0	0	0	4,071	3,750	0	0	2,030	2,012
Accounts Clerk 2	6,250	6,250	0	0	0	0	0	0	0	0	0	0	2,714	2,500
Accounts Clerk 3 (2)	12,205	12,325	7,385	7,382	0	0	0	0	0	0	0	0	6,250	6,250
Registry Officer	9,337	9,440	5,602	5,604	0	0	0	0	0	0	0	0	4,920	4,928
Conference Officer	8,215	8,630	4,931	5,178	0	0	0	0	0	0	0	0	3,705	3,776
Divisional Assistant	6,358	6,830	3,785	4,088	0	0	0	0	0	0	0	0	3,284	3,452
Registry Assistant	3,580	4,250	2,148	2,550	0	0	0	0	0	0	0	0	2,865	2,737
Receptionist	3,758	4,630	2,256	2,778	0	0	0	0	0	0	0	0	1,432	1,700
Handyperson	3,317	4,680	1,890	2,454	0	0	0	0	0	0	0	0	1,327	1,652
Driver/Clark (4)	4,692	4,630	2,816	2,778	0	0	0	0	0	0	0	0	1,876	1,862
Driver/Clark (4)	4,083	3,930	0	0	0	0	0	0	0	0	0	0	4,083	3,930
Stores Clerk / Fee Attendant	3,850	4,630	2,208	2,778	0	0	0	0	0	0	0	0	1,531	1,852
Nightwatchman	2,897	4,060	1,738	2,454	0	0	0	0	0	0	0	0	1,169	1,658
Cleaner / Messenger	2,656	3,650	1,384	2,136	0	0	0	0	0	0	0	0	1,062	1,424
Cleaner	0	2,840	0	1,764	0	0	0	0	0	0	0	0	0	1,176
Cleaner	2,165	2,840	1,268	1,764	0	0	0	0	0	0	0	0	887	1,176
Overseas JAO and adj. prof. increments, etc	7,359	29,000	2,907	10,400	0	2,600	0	0	1,129	2,600	0	0	5,703	10,400
<b>Total Cost for Finance, Administration</b>	109,174	200,560	38,417	54,188	0	2,600	0	0	47,012	53,630	0	0	83,745	95,642
<b>EEIC Division</b>														
IT Manager	50,547	57,700	30,328	34,620	0	0	0	0	0	0	0	0	20,218	23,080
Information Resource Center Manager (2)	40,640	49,930	24,384	28,950	0	0	0	0	0	0	0	0	16,266	18,972
Secretary EEIC Division	5,613	7,130	0	0	0	0	0	0	0	0	0	0	5,613	7,130
<b>Total Cost for EEIC Division</b>	96,800	114,760	54,712	64,578	0	0	0	0	0	0	0	0	42,098	50,192
<b>EMZ Division</b>														
Secretary EMP Division	6,180	7,450	0	0	0	0	0	0	0	0	0	0	6,180	7,450
DA EMP Division	5,715	6,830	0	0	0	0	0	0	0	0	0	0	5,715	6,830
<b>Total Cost for EMP Division</b>	11,895	14,280	0	0	0	0	0	0	0	0	0	0	11,895	14,280
<b>TOTAL PERSONNEL COSTS</b>	689,204	796,980	194,023	231,982	48,721	57,685	37,018	41,672	39,747	44,647	0	0	302,172	344,848
<b>IMPLEMENTATION COSTS</b>														
Duty Travel	150,631	76,000	42,800	3,500	90,688	14,000	2,991	14,000	3,780	7,000	0	0	10,159	28,000
SPREP Meeting	137,485	70,000	767	0	131,716	70,000	169	0	0	0	0	0	1,893	0
SIS Participation at SPREP Meeting	19,528	20,000	0	0	19,526	20,000	0	0	0	0	0	0	0	0
Stationery & Miscellaneous Supplies	33,792	21,000	20,888	7,200	881	0	0	0	0	0	0	0	827	5,000
Communications	30,518	24,000	16,854	7,200	1,978	3,800	130	1,200	0	1,200	0	0	11,282	6,400
Publication/Information	18,775	28,000	11,068	4,900	701	4,900	0	2,800	0	1,400	0	0	10,844	9,600
Electricity & Water	40,568	32,000	24,326	19,200	0	0	0	0	0	0	0	0	7,054	11,200
Capital Expenditures	93,955	30,000	4,837	9,000	0	0	0	0	0	0	0	0	16,242	12,800
SPREP Center	1,208,322	1,110,000	31,023	30,000	1,780	0	0	0	0	0	0	0	88,888	8,000
Other expenses	50,972	80,000	0	0	3,136	0	2,142	0	600	6,000	0	0	1,198,331	1,100,000
Depreciation	18,147	0	10,875	0	0	0	0	0	0	0	0	0	14,071	24,000
Direct Contributions to Member Countries (1)	0	0	0	0	0	0	0	0	0	0	0	0	7,271	0
External Contracting Costs (2)	158,446	147,000	26,428	4,800	69,345	72,000	0	0	4,619	2,400	0	0	11,348	62,800
<b>TOTAL IMPLEMENTATION COSTS</b>	1,962,117	1,617,000	189,592	85,800	319,558	184,500	5,432	18,000	3,780	11,000	0	0	1,377,883	1,252,800
<b>TOTAL COSTS</b>	2,650,321	2,413,980	382,615	317,782	368,279	242,185	-42,450	59,672	43,526	55,647	0	0	1,679,756	1,597,648

**Key Outputs:**  
601 Management  
602 Interaction with Member Countries  
603 Regional Co-operation & Coordination  
604 Programme Development  
605 Finance  
606 Information Technology and Telecommunications  
607 Project Management

**Notes:**  
(1) Payments made directly to member countries for implementing projects and activities  
(2) Payments made directly by SPREP for any contracts external services  
(3) Staff salaries booked by UNDOA  
(4) Staff salaries funded by UNDP under SPBCP

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9 April 2001

Mr Tamarii Tutungata  
Director  
South Pacific Regional Environment Programme  
VAILIMA

Dear Mr Tutungata,

**REPORT TO MANAGEMENT  
YEAR ENDED 31 DECEMBER 2000**

We have completed the financial statement audit of the South Pacific Regional Environment Programme's (SPREP) financial statements for the year ended 31 December 2000 and are writing to draw your attention to areas of concern which are detailed in the attachment to this letter.

The responsibility for the maintenance of an adequate system of internal controls as well as for the prevention and detection of irregularities, including fraud, rests with management. We are not required to search specifically for fraud and therefore our audit cannot be relied upon to disclose all such matters.

Whilst our audit procedures are designed to provide reasonable assurance of detecting errors and irregularities, including fraud and other illegal acts, that are material to the financial statements, there are inherent limitations in performing an audit and therefore there is an unavoidable risk that even some material misstatement may remain undiscovered.

We would like to take this opportunity to express our appreciation to your staff for the co-operation and assistance given to us during the course of our audit and would be pleased if you could extend our thanks to them.

Yours faithfully,

  
Terrence Betham  
Partner

SOUTH PACIFIC REGIONAL ENVIRONMENT  
PROGRAMME (SPREP)

REPORT TO MANAGEMENT  
YEAR ENDED 31 DECEMBER, 2000

ATTACHMENT

### Inaccurate listing of repatriation, gratuity and holiday accruals

#### *Issue*

Following on from the issue noted above, the detailed listing of employees who had accruals for repatriation, gratuity etc. included employees who were no longer in the employee of SPREP. For example included in the listing were the following employees with existing balances:

- Andrew Munroe - \$6,759.14
- Gisa Uesele - \$4,519.08
- Graham Sem - \$275.22
- James Aston - \$(6,564.04)
- Petelo Ioane - \$1,350.24
- Sue Miller - \$7,074.43
- Tiare Holm - \$4,726.82
- Asofa Fereti - \$265.03

Given that these staff members were no longer employed by SPREP, the accrual balance for the existing staff members included a pro-rata share of the accruals relating to the employees no longer employed by SPREP.

#### *Recommendation*

Given that staff member salaries and related costs are funded under different projects and donors, we therefore recommend that accruals relating to employees who are no longer in the employee of SPREP be written back to the particular project or donor.

#### *Management response*

*Steps have already been undertaken in 2001, in which the above were credited back to the respective projects*

### Computer system upgrade costs

#### *Issue*

Included in the list of employee accruals relating to gratuity and repatriation costs is an expenditure of USDS11,437 which is offset against the total balance for accruals. This amount relate to costs for the upgrade of the computers in the finance section.

#### *Recommendation*

We are uncertain as to why this entry was posted to accruals when it should be part of fixed assets and therefore recommend that management review the general ledger postings as well as the postings to fixed assets to determine the proper accounting entry for this transaction. Accruals and fixed assets are therefore understated by this amount.



*Management Response*

*This was a posting error by the finance section and has already been corrected in 2001.*

**Commission from travel agents**

*Issue*

Due to the lack of identification from Travel Agents some of the commissions for 2000 were posted to sundry recoveries instead of to the relevant budget line from where the travel originated.

*Recommendation*

Whilst we agree that in some instances it is difficult to identify the budget lines to which the travel originated from we recommend that discussions with the travel agents be held to determine whether there is in fact a method that can be adopted in order to make the process easier. For example, if the travel agents could provide a list of SPREP employees which related to the commission earned then this listing could then be used.

Alternatively, the purchase of the airline tickets could be made on a net of commission basis which would relieve the travel agent from having to submit the commission to SPREP.

Finally if it does become impractical to identify some of the budget lines to which the commissions originated from, then we recommend that management advise the Budget Sub-Committee accordingly so that the current treatment can be formally approved at the Members meeting.

*Management Response*

*In some instances, it is difficult to identify the budget lines based on the advices received from travel agents. When such is the case, commission is credited to sundry recoveries*

**Insurance over Fixed Assets**

*Issue*

As at the date of the completion of our audit fieldwork, the new headquarter buildings at Vailima, and a motor vehicle (Landcruiser Prado) were not insured. We note however, that steps have been taken by SPREP to insure these assets.

*Recommendation*

The insurance industry in Samoa has grown in the last two years and we recommend that SPREP continue its efforts to obtain the best possible pricing in relation to the total value of the assets to be insured. We also recommend that this process be completed as soon as practicable.

*Management Response*

*The Secretariat is currently in the process of finalising insurance cover for all its assets.*

**Medical Clearing Account**

*Issue*

The medical clearing account (which included as part of the Other Creditors account balance) is USD\$15,418 and has remained the same for the previous three years.

*Recommendation*

We recommend that appropriate advice be sought from the Director or SPREP meeting to reach a decision on the disposition of this amount.

**Retainage Control Account**

*Issue*

We noted that once a consultancy agreement is signed, the full cost of the consultancy fee per the consultancy contract is posted to the Retainage control account which is the nature of a liability account.

This accounting practice does not conform to International Accounting Standard 37 where a liability or a provision should not be recognised for future costs.

*Recommendation*

We recommend that the advice of the SPREP meeting be sought on how to account for these costs given that they are not actually in conformity with International Accounting Standards.

Consultancy costs should only be recognised once the consultant's bill for services rendered has been presented for payment which indicates that the consultancy service has been performed in accordance with the terms of the contract.

**Creditors Control Account**

*Issue*

The total balance of the creditors control account in the general ledger and as included in the financial statements is USD\$224,159.95. A detailed listing however, of creditors as at 31 December 2000 shows that the total balance outstanding is USD\$338,753.18. We noted that this discrepancy is due to the fact that when balance date adjustments are posted, the accounting system updates only the control account as at balance date, whereas the subsidiary ledger is updated on the date the adjustment is actually posted.

*Recommendation*

We recommend that the supplier of Accpac (computerised accounting system) be consulted on the above issue.

*Management Response*

*As recommended*

## Sundry Creditors

### *Issue*

Included in the balance of Sundry Creditors (USD\$174,278) is an amount of USD\$45,027.91 which is a brought forward balance from previous years.

### *Recommendation*

We recommend that if this amount will never be paid, it should be written back to the project where these costs were originally accrued. However, we noted that there were unrelated costs being offset against this account such as overtime costs, variations on account etc. In addition some of the projects from which the payables originated are closed.

Therefore we also recommend that consultation with the director be sought and the funds be returned to the donors for those projects which are closed.

## Director's Comments

### Audited Annual Financial Statements for 2000

#### Balance Sheet

1. The Balance Sheet shows total assets of US\$6,682,517 as at 31 December 2000, comprising Bank Accounts, Term Deposits Fixed Assets and Debtors.
  
2. The liabilities comprise:
  - Project Balances of US\$3,319,946, being balances of Project Implementation Function activities on hand at 31 December 2000. These balances are intended to be spent on project activities during 2001;
  - Sundry and Other Creditors of US\$957,949;
  - Advance Funding of \$3,220 in respect of prepaid Members' contributions;
  - Reserves of US\$2,094,139; and
  - Members' Funds of US\$307,263.
  
3. The Reserves comprise:
  - Capital Fund of US\$52,867, which was initially established in 1993 from surpluses from Primary and Project Management Functions;
  - Foreign exchange variation reserve of US\$118,174, which includes an exchange gain of US\$3,584 in 2000; and
  - Capital Reserve of US\$1,923,097, made up of the new SPREP Centre premises and the balance of assets previously transferred to SPREP.
  
4. Members' total assets is the combined total of Members' Funds and Reserves. At 31 December 2000, this amounted to US\$2,401,402, an increase of US\$1,906,468 in 2000, which is mainly attributed to donor funding for the new SPREP Centre. The table below reflects the position:

*value of assets*  
*Had to be done*

*value of assets*

	1994	1995	1996	1997	1998	1999	2000
Members' Funds	79,876	429	23,960	166,036	299,986	305,491	307,263
Reserves	189,565	174,464	155,890	157,497	173,625	192,662	2,094,139
Members' Share of Assets	269,441	174,464	179,850	323,533	473,611	498,153	2,401,402
Total Assets	2,938,835	3,363,918	3,484,807	2,859,270	4,045,516	5,082,810	6,682,517
Percentage	9%	5%	5%	11%	12%	10%	36%

5. The US\$1,772 increase in Members' Funds is the combined outcome of both the Primary Function and Project Management Function activities (see below). This increase was mainly due to: donor funding being secured for many core activities; controls over expenditure in these functional areas; and increased interest income.

### Income & Expenditure Statement

6. The Income and 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 2000 (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 method of presentation adopted, since the 1994 Annual Accounts, provided a direct link to SPREP's divisional structure. Since the introduction of Performance Based Output Budgeting, from 1999 onwards, the 2000 Accounts still show the three different Functions, although they also now reflect expenditures for each of the Strategic Outputs, instead of on a Divisional basis. For 2000, Strategic Outputs 1 to 5, inclusive, are those Functions previously shown under Project Implementation which were performed by the three technical Divisions. Strategic Output 6 covers all the core activity Functions of the Secretariat including all the Primary and Project Management function activities.

### **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 normal income for the Primary Function, including prior years' contributions, interest and other income, was US\$726,879 of which US\$515,711 consisted of Members' contributions and US\$211,168 from interest and other income. The receipt of \$89,544 from unpaid Members' contributions from prior years, and increased interest, assisted in achieving a surplus from this function.

12. Expenditures funded from normal income in 2000, for this function, amounted to US\$597,201. Savings were achieved in salaries, while the Secretariat maintained controls over and close monitoring of other expenditures.

13. In addition, a total of US\$373,365 core activity expenditures, included under this function, were met from donor funds. Such donor funding largely contributed to a surplus of US\$129,677, for the year, being achieved under this function.

### **Project Management Function**

14. Total normal income for the Project Management Function for 2000 was US\$223,462, comprising administration fees and recoveries. Expenditures funded from such normal income in 2000 amounted to US\$351,368. In addition, a total of US\$1,328,388 expenditures, included under this function, were met from donor funds.

15. The deficit of \$127,905 for the year reflects a reduction in the level of administration fees, mainly due to the reluctance of some donors to allow such fees to be charged against their project funds. This issue has been reviewed and a cost recovery system is being established to resolve this problem. The result also highlights the fact that the 60% to 40% ratio, for apportioning some costs between the Primary and Project Management functions, may be inappropriate.

### **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 2000, the total funding available from donors, including advanced funding carried forward from 1999, was US\$8,375,276.

18. Project implementation expenditure for the year was US\$5,118,312. The balance of US\$3,256,964, between available funding and actual expenditures, represents specific project balances on hand, at the end of 2000, which is available for such specific project activities during 2001.

### **Strategic Output Expenditures**

19. The Financial Statements also reflect the actual expenditures on a Strategic Output basis. As indicated in paragraph 9, Strategic Outputs 1 to 5 comprise 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:

	<b>Strategic Outputs</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Total</b>
<b>Budgeted Expenditures</b>	3,751,520	1,426,088	1,521,600	789,903	548,739	2,413,960	10,451,810
<b>Actual Expenditures</b>	2,222,452	1,355,129	707,260	381,380	452,091	2,650,321	7,768,633

21. Details of the actual expenditure in respect of each Strategic Output are shown in the Supporting Papers to the Financial Statements.

22. The main contributing factors to the reduced expenditure in Strategic Output 1, were: the delay in commencement in implementation of the International Waters Project; the phasing out of activities under the SPBCP programme; and the fact that the budgeted expenditure for some other activities was unsecured at the time the budget was finalised.

23. 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 2001, pending available funding.

24. The main contributing factors to the increased expenditure (over budget) for Strategic Output 6 were: the Action Plan review process; the increased cost of convening the 11<sup>th</sup> SPREP Meeting in Guam; and additional costs to support the new SPREP Centre building project. At the time the 2000 Budget was approved, the Secretariat could not have projected such additional costs, all of which were subsequently funded by donors.

#### **Performance Indicator Audit Report**

25. The 2000 Performance Indicator Audit Report, in Attachment 3, deals with the achievements of SPREP during 2000 and the constraints contributing to the non-achievement of some of the performance measures or indicators. The statistics provided in the Report reflect that 53% of the performance measures, or indicators, provided in the 2000 Work Programme were fully achieved, while 26% were not achieved. The remaining 21% were either partly achieved or unable to be determined in relation to the given performance indicator.

26. The Report also highlights the main factors contributing to the non-achievement of such performance measures. Specifically, these were:

- insufficient funding for the specific output;
- performance indicators not clearly defined;
- the inability to link or measure the achievement in relation to the indicator;
- additional work performed not included in performance measures;
- the delay in recruitment of programme officers;
- the lack of in-country responses; and
- the need for timely reviews of work programmes, as a tool for monitoring the progress of performance measures.



27. The Report also provides some recommendations to assist in future performance monitoring, in relation to:

- funding issues;
- refining definitions of performance indicators;
- regular monitoring of the work programme; and
- assessing the effectiveness of performance measures.

28. The proposal to show actual funding income received in respect of each output is difficult, given some projects are not specifically funded to achieve a specific key output, rather many outputs, and in some cases this is spread across a number of Strategic Outputs, or Key Result Areas.

29. The matter of better definitions of performance indicators has already been considered in preparing the 2002 Work Programme and the Secretariat is considering whether such other recommendations can be achieved within present funding constraints.

30. The scope of the audit extended to every Key Output as detailed in the 2000 Work Programme, using an internal Report prepared by the Secretariat on the actual achievements for the year. A detailed report, in respect of each performance measure, will be provided to Members at a later date.

#### **Financial Audit Report to Management**

31. The Audit Report to Management is attached to the Financial Audit Report for the year ended 31 December 2000. The Secretariat's comments, in respect of each issue raised in that Report, are detailed below.

#### ***Repatriation, gratuity and holiday accrual balances for ceased employees***

32. As noted in the Report, the Secretariat has already taken the appropriate steps to credit these balances back to the relevant accounts. This process is now automatically being applied when staff complete their employment with SPREP.

#### ***Computer system upgrade costs – incorrect posting***

33. As noted in the Report, this incorrect posting has already been remedied.

*Are there not times do liquid employees?*

***Commission from travel agents – some amounts credited to sundry income***

34. As noted in the Report, it was not possible to readily identify the specific budget line/s for which some travel agents' commissions were paid to the Secretariat, in respect of some airline ticket purchases. Given the absence of such information, and the amount of core funded staff time involved in making the travel arrangements and associated payments, such unidentified commissions were credited to the primary function budget.

35. The Secretariat is currently reviewing the arrangements with travel agents to ensure that either:

- the commissions are deducted, by the agents, at the time of raising their invoice; or
- when any commissions are paid to the Secretariat, the commission is calculated and shown for each ticket purchased, identifying each budget line - as given to the Travel Agent in the SPREP Purchase Order.

***Fixed assets insurance – no cover on some new assets***

36. As noted in the Report, action was being taken by the Secretariat at the time of the audit to remedy the matter of insufficient insurance cover. A cover note had been taken out at the time of purchase of the new vehicle. Full insurance cover is now in place, in respect of all fixed assets.

37. The Report also recommends that the Secretariat continue seeking the best possible price for the total insurance of all assets. In this regard, the Secretariat obtains quotes for new insurance cover, at the time of acquisition of new assets, which has resulted in different maturity dates for each policy. The proposal, to consolidate all insurance cover under one policy, will be considered by the Secretariat prior to the renewal of existing insurance policies.

***Medical clearing account – advice sought on possible disposition of balance***

38. Although this account has remained at the same level for the past three years, the Secretariat has been unable to obtain medical insurance cover for staff in Samoa until very recently and has therefore had to internally cover the reimbursement of reasonable medical expenses for all staff. This account has been retained to cover cases where the existing funding for a staff member is insufficient to meet such reimbursements. The new cover proposal is currently being finalised and is expected to require reactivation of this account. The Secretariat does not therefore consider it appropriate to close the account.

Application  
by Samoa

① Pre-existing condition - not covered

②

***Retainage Control Account - does not conform to International Accounting Standards***

39. The policy adopted by the Secretariat is to ensure that project funds are committed at the time consultancy agreements are entered into. This ensures that the relevant funds are not subsequently used for other project expenditures and may not then be available to meet the contractual obligation when it falls due. This has been the standard practice for many years, as a prudent expenditure control measure, given donor funds are involved.

40. The auditor has advised that the current practice does not now accord with the new International Accounting Standard 37, which appears to be an appropriate measure for commercial enterprises. The Secretariat is therefore currently seeking advice from other inter-governmental agencies on the practices adopted by them, to protect donor funds from being overspent under similar circumstances.

***Creditors Control Account not aligned to subsidiary ledger***

41. As the Report indicates, the accounting system currently in place does not automatically update the subsidiary ledger to reflect balance date adjustments. The Secretariat has sought advice, from the accounting system supplier, on the appropriate measures required to rectify this issue.

***Sundry Creditors – balances from prior years, including closed projects***

42. As the Report indicates, some old project funds are retained in the Sundry Creditors account. The Secretariat has sought confirmation, from the donors of most such projects, on the possible use of such balances on other related projects. The Secretariat is reluctant to commit such funds until such confirmation is received. As recommended in the Report, any funds will be returned to donors once the donor requests it.

43. The Report also indicates that some small, but unrelated, charges had been posted to the Sundry Creditors account. The Secretariat has initiated a reconciliation and review of such account, to ensure any minor incorrect postings are rectified.

---

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31 July, 2001

Mr Tamarii Tutangata  
Director  
SPREP  
VAILIMA

Dear Sir,

**AUDIT REPORT ON THE PERFORMANCE INDICATORS FOR THE YEAR ENDED  
31 DECEMBER, 2000**

We have completed the performance audit for the year ended 31 December, 2000 and present the the Performance Audit Report for the year ended 31 December, 2000.

Please do not hesitate to contact us should you require any information or wish to discuss the contents of the report.

Yours faithfully,

  
Terrence Betham  
Partner

**SOUTH PACIFIC ENVIRONMENTAL  
PROGRAMME**

***PERFORMANCE AUDIT REPORT  
EXECUTIVE SUMMARY  
30 JUNE 2000***

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## SUMMARY RESULTS OF THE PERFORMANCE AUDIT

### Statistics on Performance Audit Indicators

The table below depicts the results for all outputs and the respective statistics relating to the achievement of the performance measures or the performance indicators for each of the Strategic Outputs for the 2000 year:

Table 1

OVERALL STRATEGIC OUTPUT ACHIEVEMENT SUMMARY	Strategic Output No.						TOTAL	
	1	2	3	4	5	6		
Total Number of Performance Measures (Indicators)	89	44	59	47	88	55	382	100%
Performance Measures fully achieved	45	21	24	14	50	47	201	53%
Performance Measures partially achieved	17	1	5	7	5	3	38	10%
Performance Measures not achieved	19	7	30	21	21	2	100	26%
Performance Measures unable to determine achievement rate in relation to Performance Indicator	8	15	0	5	12	3	43	11%
Additional Achievements					2		2	

### Interpreting the Performance Audit Statistics

#### Performance Measures Fully Achieved

Only 53% or 202 of 382 of the performance measures or indicators for the 2000 performance year were achieved. This means that we were able to verify that not only the 'achievement' as described in the '2000 Annual Work Programme and Budget Performance and Evaluation Report' was achieved but we were also able to link the achievement directly with the performance measure for each of these respective sub-outputs.

#### Performance Measures Partially Achieved

10% of the performance measures were partially achieved which means that the achievement that was described as having been attained did not fully satisfy the requirements of the performance measure or indicator.

#### Performance Measures Not Achieved

26% or 99 of 382 of the performance measures for the 2000 performance year were not achieved.

#### Performance Measures Unable to Determine Achievement Rate

11% of the performance indicators could not be correlated to the 'achievement' as described in the '2000 Annual Work Programme and Budget Performance and Evaluation Report'. That is we were unable to link the achievement as described to the actual performance measure or indicator.

## **Summary of Factors relating to the non-achievement of Performance Measures**

As indicated above, only 53% of the performance measures for the 2000-year were satisfactorily achieved. The other 47% could not be achieved due to a number of reasons. These are summarised below: -

1. The delay or partial achievement of many activities or indicators were due to –
  - Lack of in-country collaboration
  - Delay in recruitment of program officers
  - Instability in some Pacific Island Countries (Fiji and Solomon Islands)
  - Performance indicators were not clearly defined thereby making it difficult to relate the actual achievement for particular outputs to the performance indicator for these respective outputs.
2. Some of the performance measures realistically could not be achieved within a 12 month period and were more of an ongoing activity.
3. Performance measures were originally based on estimates of funds to be made available however, funding targets were not achieved, and therefore performance measures could not be achieved.
4. The work programme requires monthly reviews to be conducted. However it appears that these were not performed thereby possibly having an effect on the achievement of some of the performance measures.



## Detailed Analysis of Factors relating to the non-achievement of Performance Measures

This section of the report describes in detail the reasons as to why some of the performance measures were not achieved during the 2000 year.

### Funding issues

The table below details the rate of spending for each strategic output based on the budgeted income data versus the actual expenditure incurred. **The comparison should be made using actual income figures however, these could not be obtained on a strategic output basis.** Furthermore, the budgeted income figures play a crucial role in defining the work programme and therefore setting the performance measures.

Table 2

Budget Analysis	Strategic Output (in USD \$millions)						Total Actual Income Available for Project Implementation	Strategic Output 6	Actual Income Available for Primary Function	GRAND TOTAL OF ACTUAL INCOME & EXPENDITURE
	1	2	3	4	5	Total				
Budgeted Income	3.8	1.4	1.5	0.8	0.5	8.0	8.4	2.4	2.7	11.1
Actual Expenditures	2.2	1.3	0.7	0.4	0.4	5.1	5.1	2.6	2.6	7.7
Rate Of Spending	59%	95%	46%	48%	82%	64%	60.7%	110%	96%	69%
Excess of Income over expenditure							3.3		0.06	3.3

One of the common reasons for not achieving some of the performance measures across the strategic outputs was the fact that some activities were faced with funding problems. However, this appears to contradict the fact that the 2000 work programme was based on secured funding and therefore the funding should have been available. This is in contrast to the 1999-work programme where the budget included unsecured funding and in-kind contributions.

As indicated in the table above, total income available for project implementation in year 2000 was USD\$ 8.4m which was 4.2% more than the budgeted income. This comprises of donor funds received during 2000 and donor funds carried forward from 1999.

Despite actual income being more than budgeted, it is not clear if, how much of actual total income received relates to each strategic output as to determine whether funding availability was really the reason for activities not being fully implemented during the year.

This therefore distorts the evaluation process, as the usual agreement between donors and SPREP is that donor funds are only to be utilised for purposes specified by donors and are not to be utilised for any other function or project not consistent with the purpose in which the funds were

provided for. **This means that even if surplus funds are available from other programmes, SPREP cannot use these surpluses to assist in under-funded projects.**

Except for the primary function in which actual expenditures were more than budgeted for, the rest of the projects were underspent and in particular strategic output 3 and strategic output 4 which had a rate of spending less than 50% in comparison to budgeted income.

It is therefore an indication that although funds were secured, the disbursement of funds was either delayed or funds disbursed were less than initially committed by the donors. This was the case for CBEMP (Output 403) in which approved UNDP funding was lesser than initially indicated hence resulting in the majority of activities for this key –output not being achieved at year-end.

However program managers in particular the EEIC division (Environmental Education and Information Capacity Building) have specifically claimed that when set upon designing their work programmes it was based on the estimated costs of these activities not on the funds secured. They have to send out proposals to various donors during the year for funding assistance in order to implement their planned activities. As of year-end, some of these activities were never completed as no funding was secured in time for implementation.

### **Unclear Meaning Related to Performance Measures**

Some of the performance measures or indicators were inextricably linked to the achievement of other actives and therefore could only be achieved over a period of time and not within one year and were thus of an ongoing nature.

- For example in the Establishment and Management of Conservation Areas (Key Output No. 101.1.1), in order to implement strategies for all 17 CA's (i.e. Conservation Areas) the strategies firstly had to be developed and approved. The achievement for 2000 showed that only 9 CA strategies had been completed. Therefore, the achievement of the performance measure (Key Output No. 101.1.2), which was defined as implementing 17 strategies, is impractical given that only 9 CA strategies had been completed.

In some instances, performance measures were “too ambitious” in the sense that they were expected to be completed within 12 months when realistically they would take longer to achieve.

- For example Key Output No 402.1.1 required Consultations in 14 countries between trade/sectoral and environment ministries by March 2000. This was ambitious in the sense that before you could commence the consultations, detailed research and collaborative arrangements was required with the CROP agencies. In addition, the time frame for completion of the performance measure i.e. March 2000 was unrealistic.

### **Inability to link the Achievement to the Performance Measure**

In some instances, we were able to confirm an achievement however, we could not link the particular achievement to the performance measure i.e. the performance indicators were not clearly defined as to the exact outcome expected to be achieved.

- For example Key Output No 105.5 defined their performance indicator as 'Proposals accepted by donors and member countries'. The achievement was described as 'International Coral Reef Action Network – Strategic Plan Implementation to UNF in Dec 2000'.

### **Unable to measure the achievement in relation to the performance indicator**

Performance indicators were not clearly defined as to the exact outcome expected to be achieved during the year. As a result, we were not able to determine the achievement status or confirm that the actual achievement as described confirmed that the performance indicator was completely attained.

- For example Key Output No 102.2.2 had as a performance measure the 'compilation of best practices lessons learned and case studies of successful CAP's are produced and widely distributed...'. The achievement was described as six CA case studies under preparation and published three SPBCP articles at various international magazines. The problem was that the performance measure did not specify exactly how many case studies were required to be published. Therefore it is not possible to determine whether the six that were published was a better than expected result or whether it was a less than expected outcome.
- Another example is Key Output 203.2 where the achievement was described as 'ongoing' and therefore the achievement of the performance measure or indicator could not be measured or confirmed.

### **Additional work performed not reflected as a performance measure**

Some divisions or outputs such as Output 406 and Key Output 503, which are the legal information and publication sections, perform some work in other Output areas however, this work is not reflected as a performance measure in their respective key outputs.

- For example, the director would request the legal officers from time to time or other program managers to review and express their expert views on legal documents, an exercise that is often time consuming, these however are not reflected in the workprogramme. Similarly, the Information and Publication Officer's expertise would be called upon by various programs to assist and coordinate the compilation of information materials such as brochures, videos.

Yet these efforts are not reflected as achievements in the work programme simply because it is not specifically defined as a performance measure.

### **Delay in recruitment of programme officers**

Some of the outputs were not able to be achieved during the year as project officers were not available to implement the project activities during the year.

- For example the performance measure for key output 105.1 could not be achieved as the CMO position was vacant for 6 months during the 2000 year.

### **Lack of in-country responses**

The achievement of certain outputs was based on expected feedback and responses from member countries. However, during the year these particular outputs could not be achieved as there were no responses from member countries.

- For example, key output 109.4.1 required as a performance measure the follow up of action based on requests received from member countries. The achievement was nil for 2000 as no feedback was received from member countries.
- Another example relates to key output 306.11 where at least four member countries are to participate in the International Coastal Cleanup in 2000. The information was distributed to the members as required however, no country has taken up this initiative and therefore the performance indicator was not achieved.

### **Timely review of work programmes as a tool for monitoring the progress of the performance measures**

Output 601.6 requires the monthly divisional output and budget performance reviews to be completed on a timely basis. However, the achievement was not attained. It is somewhat difficult therefore to quantify the effect that the lack of an effective monitoring tool would have on the achievement or the non-achievement of performance measures throughout the year.

## **Recommendations**

### **Funding**

As shown in Table 2, actual income available for the 2000 year was \$8.4 million compared to the actual expenditure of \$5.1 million. Therefore it would seem prima facie that there are more than enough funds in order to complete the work programmes and therefore achieve the performance measures.

However, the funding issue appears to be constrained by the inability to allocate surplus funds across projects or strategic outputs. Donor funding is governed by specific agreements as to how the funds are to be used and allocated to specific projects.

The only available recourse is to secure more funding which in itself has its inherent problems. In any event the setting of performance measures for any particular year should be done in accordance with actual funding that is certain to be received instead of setting performance measures based on budgeted income.

In addition it would be a more useful indicator if the data in Table 2 could include comparisons to actual income received for each strategic output. Therefore assertions that performance measures could not be achieved due to funding shortages could be easily verified.

### **Refining the definition of the performance indicator**

The performance indicators need to be defined more accurately in terms of its stated objective so that the achievement can be assessed or measured more reliably.

- For example, some performance measures can only realistically be achieved over more than one year because they involve a lot more preparation and detail. Therefore, the indicator should be allocated over the number of years and not aggregated as a performance measure to be achieved in a single year. For example instead of implementing strategies for 17 CA's in one year this could be divided into 6 CA's every year.

In addition, the achievement that is described needs to correlate directly to the performance measure otherwise, the performance measure cannot really be defined as a 'performance measure' in itself.

- For example achievements described as 'ongoing' make it very difficult to assess particularly if the performance measure is specific such as preparing proposals or strategies for member countries.
- Another example is Key Output 507.3.3 where the performance measure was defined as providing assistance which was satisfactory to member countries and Programme Staff. It is obviously difficult to measure the 'satisfaction' of the assistance that is provided to member countries and Programme Staff. Therefore it would be more appropriate if this type of activity remained part of

If however, the intention is to retain this type of performance measure or indicator then there should be detailed procedures or evaluation criteria which enable the 'qualitative' element of the performance measure to be assessed. For instance, in the example above questionnaires to be completed by the Programme Staff and member countries could indicate the level of 'satisfaction' that is being achieved thereby allowing a quantitative assessment to be made.

### **Regular monitoring of the work programme**

For the work programme to be effective as performance indicators, we recommend that the internal SPREP performance evaluation be undertaken on a progressive basis (i.e. monthly or quarterly basis) to ensure that the performance of officers are regularly monitored against the work programme requirements.

The main benefit of course to conducting regular monitoring reviews of the performance measures is the timely resolution of issues that work programmes face. For example, recruitment issues and funding issues and lack of in-country collaboration will be highlighted immediately and the impact on the performance measure for that particular period will be assessed and redefined.

To this end, it may be useful if the performance measures could be revised or modified taking into account the circumstances that affect the achievement of a particular performance measure for a particular year. Therefore the performance measures would be more realistic and thereby have a greater probability of actually being achieved.

For example, shortfalls in funding assistance during the year, will be highlighted by the monthly or quarterly review and this will enable the program manager for the affected key output re-prioritise the planned activities or explore other compensatory sources funding.

In addition, the regular reviews will enable us as auditors to also perform six monthly performance audits to enable the year-end report to be completed on a more timely basis. For example, the 2000 Annual Work Programme and Budget Performance Monitoring and Evaluation Report was received on the 31 May, 2001. Had it been received earlier we would have been able to complete the audit earlier than the end of July, 2001.

Another important factor in the timely review of the performance measures is that the performance measures relate to the 2000 year but were actually reviewed six months after the 2000 year. Therefore this raises some concern about the effectiveness of the review as some of the performance measures may have been achieved during the 2001 year instead of the 2000 year. Therefore conducting the performance review or audit one or two months immediately after the year would provide a more effective measure of the performance indicators and possibly highlight further issues.

In addition this will alleviate programme managers from addressing or completing the performance review for the prior year (eg. 2000) during the current performance year so that they can concentrate or focus on achieving the performance measures for the current year (eg. 2001).

#### **Auditing the effectiveness of the performance measure**

It should be noted that the scope of our work was to assess the achievement of the performance measures or indicators as described in the 2000 Annual Work Programme and Budget Performance Monitoring and Evaluation Report.

The scope of our work does not include assessing the effectiveness of the achievement of the performance indicator. For example, if a training programme was held, we did not evaluate whether that training was effective for the participants. The scope of the work only required to confirm whether a training programme was in fact held.

Another example is where the achievement related to establishment of conservation areas (i.e. CA's), we were only required to confirm that the conservation areas had been implemented but not to assess whether the conservation area had achieved its objectives or whether it was effective in its implementation.

These types of issues are beyond the scope of this audit and possibly can only be measured or assessed over a number of years or after the conclusion of a particular project. However, we do recommend that management consider this type of review which would also verify that SPREP as an organisation is achieving the purposes and objectives for which it was established.

## SCOPE

The activities or outputs in which the performance audit was based are defined in the South Pacific Regional Environment Programme's "2000 Annual Work Programme and Budget Performance and Evaluation Report." We were required to confirm or verify the achievements that were described in this report for each Key Output.

The procedures that we performed were basically limited to interviews of the project officers responsible for each key output as well as reviewing related reports and documentation of the results of the activities or outputs that were required to be achieved during the year 2000 performance year. Note that we did not visit other pacific island countries to determine the achievement of outputs where particular outputs were required to be achieved in such countries. This was primarily due to not having enough time to conduct these visits in addition to the fact that most of the key outputs consisted of training programmes and workshops, production of publications including media formats, education programmes and report preparation.

We have concentrated on direct interviews and consultation with Program Managers and Management in addition to review of relevant reports and other documentation as evidence of these outputs being achieved in country.

### **Interpreting the results of performance audit**

The results of the performance audit on each Output and related key outputs are included as part of the Detailed Report beginning with Output 1 through to Output 6. We have reviewed the year 2000 performance achievements. We have used the SPREP internal report to convey results of our examination under the columns "Audit Confirmation of Achievements" and "Audit Confirmation of Achievements in Relation to Performance Measures".

In instances where the achievement is confirmed, we have noted *achieved* under the "Audit confirmation of Achievements" column. Where the actual achievements directly reflect the performance measure, we have noted *achieved* under the "Audit Confirmation of Achievement in relation to Performance measures" column. Where we have added additional achievements, these are shown in *italics*.

The "% of Achievement in Relation to Performance Measures" column reflects whether a particular performance measure has been 100% achieved on the basis of the actual achievement, otherwise we have commented in instances where we were unable to determine the success rate of a performance measure.





## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 7.1: Corporate Plan

##### Purpose of Paper

1. To seek from the Meeting, endorsement of the revised Corporate Plan.

##### Background

2. The Corporate Plan has been developed to provide guidance to the Secretariat in pursuing the mandate, mission and objectives as outlined in the *SPREP Action Plan for Managing the Environment of the Pacific Islands Region, 2001 – 2004*. The time frame for the Corporate Plan thus coincides with the time frame for the Action Plan. As well, the Organisation Structure for SPREP will be contained within the Corporate Plan.
3. Whilst deferring a decision relating to the proposed Organisational Structure, the 11SM approved the draft Corporate Plan, in principle. However, the Meeting agreed that the Corporate Plan should also identify outputs and performance indicators and that a revision of the draft Corporate Plan be prepared for submission to the 12SM.
4. The Corporate Plan has been revised as requested at the 11SM and is attached for the Meeting's consideration. Revised elements appear in italics and square brackets, together with a matrix showing the linkage and integration with the 2001-2004 Action Plan; Focus Areas and Objectives; Expected Outcomes of the Secretariat's four-year Outputs; and Performance Indicators for the four Key Result Areas (KRAs).
5. Members are requested to note that the Organisation Structure, which will form part of the Corporate Plan, is being addressed under the following Agenda Item 7.2.

##### Recommendation

6. The Meeting is invited to:
  - **consider and approve** the Corporate Plan 2001 – 2004.

27 July, 2001

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

**DRAFT**

**CORPORATE**

**PLAN**

**2001 - 2004**

Revised July 2001

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## **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 time frame of the Action Plan for Managing the Environment of the Pacific Island Region, 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. This 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 entry 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, rather than project-specific support.

(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  
[ensure] People of the Pacific islands [are] 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 (KRAs) 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
- Ecosystem 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
- *[Sustainable]* Tourism
- Integrating Environment and Development
- Population, Settlement and Urbanisation
- Public – Private Sector Partnerships

## 6.2 Matrix showing the linkage and integration with the 2001 – 2004 Action Plan Focus Areas and Objectives, Expected Outcomes of the SPREP Secretariat's 4-Year Outputs and Performance Indicators for the four Key Result Areas (KRAs).

The successful achievement of the *[expected outcomes of the KRAs and]* focus areas will depend a great deal on the institutional capacity of individual SPREP Members to manage and implement programmes *[and outputs at the country level]*. It will [also] depend on *[the SPREP Secretariat's]* ability to provide effective and timely support to complement or strengthen that capacity.

*[In the Matrix below, the following processes are the mechanisms and tools by which the SPREP Secretariat will assist in building capacity and strengthening institutional arrangements in Pacific Island Members. These processes and services are not specifically identified in the outputs in the matrix as the outputs in the Corporate Plan are for four years. However, the integration of these inputs to achieve the outputs on an annual basis, will be specifically reflected and identified in the annual work programmes of the Secretariat].*

- 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 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

**KRA 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.**

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.1 – Conservation Areas</p> <p>Objective – To effectively conserve and manage the biodiversity and natural resources sustainably in-situ through the use of community-based approaches.</p>	<p>1.1.1 Increase in the total area of high biodiversity value and the range of natural resources under conservation and sustainable management (using the conservation area approach).</p> <p>1.1.2 The health, integrity and status of Pacific Islands conservation areas, ecosystems, habitats and species are maintained or restored.</p> <p>1.1.3 Greater appreciation of the benefits and value of biodiversity conservation at all levels in PICs.</p> <p>1.1.4 Increased acceptance of the value of beneficial traditional practices in biodiversity conservation and resource management.</p>	<ul style="list-style-type: none"> <li>Region-wide acceptance and application of Conservation Area (CA) approach for nature conservation.</li> <li>Biological indicators and monitoring methods and protocols are developed and applied widely</li> <li>Maintenance and restorative measures are initiated or maintained.</li> <li>Model CAs that demonstrate dual benefits of conservation and sustainable development are established.</li> <li>Increased application of beneficial traditional practices and methods in resource management and biodiversity conservation.</li> </ul>	<ul style="list-style-type: none"> <li>Number of PICs applying the Conservation Area approach in nature conservation efforts.</li> <li>Number of existing CA's that have achieved financial independence while maintaining their protected status.</li> <li>Number of conservation areas and sites with on-going monitoring programmes.</li> <li>Timeliness of monitoring reports on the status of conservation areas, ecosystems and species.</li> <li>Number of training workshops and other training provided in the use of indicators and monitoring methods.</li> <li>Number of successful small business enterprises that are operational in the Conservation Areas.</li> <li>Number of PICs with national resource legislation, integrating traditional management practices.</li> <li>Number of resource management, conservation area plans, wildlife and habitat management plans incorporating beneficial traditional practices and methods.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.2 – Ecosystems Management Objective – To secure the protection or sustainable management of a representative sample of various types of island ecosystems in the Pacific Islands and their associated flora and fauna.</p>	<p>1.2.1 Increased capacity of PICs to protect and sustainably manage ecosystems and in so doing protect biodiversity.</p> <p>1.2.2 More marine and terrestrial ecosystems of local, regional and international significance protected.</p> <p>1.2.3 The most urgent threats to ecosystems are prevented, eliminated or reduced.</p> <p>1.2.4 Pacific Island countries managing island and coastal environments in an integrated manner.</p> <p>1.2.5 Improved resource use in conservation and planning approaches in use in PICs.</p> <p>1.2.6 Improved integration between environmental strategies/programmes and outputs with national social and economic development initiatives.</p>	<ul style="list-style-type: none"> <li>• Relevant training and capacity building programmes provided for a wide range of targeted conservation stakeholders.</li> <li>• Technical support and projects to identify habitats and species in need of protection and management to secure their survival.</li> <li>• Heightened awareness of PICs of threatened marine and terrestrial ecosystems of local, regional and international significance.</li> <li>• Planning for biodiversity conservation is strengthened at the national and local levels.</li> <li>• New areas of locally, regionally and internationally significant ecosystems are brought under protection or effective sustainable management.</li> <li>• Local, national and regional measures to prevent, eliminate or reduce urgent threats to ecosystems are undertaken.</li> <li>• Training programmes and demonstration projects to integrate physical and economic policies, strategies and guidelines for coastal zone management in PICs.</li> <li>• Pilot projects demonstrating means to integrate conservation and sustainable development management at the local level.</li> <li>• Demonstration projects to illustrate best practices on community based management of Marine Protected Areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training workshops conducted or training programmes undertaken, and of trainees trained in ecosystem management and related topics.</li> <li>• Number of national and regional awareness campaigns conducted.</li> <li>• Number of PICs with National Biodiversity Strategies and Action Plans (NBSAPs) and Integrated Coastal Management Plans (ICMs).</li> <li>• Number of conservation initiatives targeting specific high risk (of extinction) ecosystems and resources initiated.</li> <li>• Number of community level projects initiated to describe best practice and lessons for community-based management for sustainable use and and conservation of specific ecosystems and resources.</li> <li>• At least a 10% increase over current levels of critical ecosystems under protection or sustainable management by 2004.</li> <li>• Number of local, national and regional measures taken to prevent, eliminate or reduce urgent threats to ecosystems.</li> <li>• Outcomes of Pilot programmes/ projects accepted and instituted by the Member countries.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.3 – Species Protection</p> <p>Objective – To effectively protect viable populations of all IUCN category threatened and or endangered species.</p>	<p>1.3.1 Increase in the number of threatened and/or endangered species of local, regional and international significance under effective protection.</p> <p>1.3.2 The capacity of PICs to protect themselves against threats (such as invasive species, unsustainable harvesting etc.) and to mitigate existing threats is strengthened.</p> <p>1.3.3 The most urgent threats to species and their habitats are prevented, eliminated or reduced.</p>	<ul style="list-style-type: none"> <li>• Site-specific interventions to protect threatened and/or endangered species are conducted or supported.</li> <li>• Status of endangered species in the region is identified, documented and their status ranked for management.</li> <li>• Improved statutes and regulations aimed at protecting PICs from Alien Invasive Species (AIS) which threaten native biodiversity. Improved capability to enforce regulations and statutes.</li> <li>• Raised awareness of (i) the threat to the security of native biota from alien invasive species and (ii) endangered species in PICs.</li> <li>• Abatement measures are taken against most urgent threats to species and habitats.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of species recovery projects and other species-specific initiatives initiated or supported.</li> <li>• Number of regional, national and local level activities for monitoring key species supported.</li> <li>• Number of endangered species with status determined and input into appropriate international databases.</li> <li>• Number of regional and national workshops conducted to strengthen PICs' status and regulations.</li> <li>• Number of and % increase over current levels of field guides, teaching aids, training workshops and media exposure.</li> <li>• Effective regional communication networks to support the protection of specific regional and globally significant species are established and/or strengthened.</li> <li>• Number of collaborative arrangements with NGO's or relevant Government departments responsible for species conservation.</li> <li>• Number of PICs with actions under way – plans, policies or programmes in place – to prevent, eliminate or reduce most urgent threats to biodiversity in their countries.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.4 – Biosafety, Access to Genetic Resources and Intellectual Property Rights.</p> <p>Objective – To properly coordinate nature conservation activities using existing and new regional mechanisms and to support PICs' efforts to negotiate and implement relevant international and regional conventions.</p>	<p>1.4.1 PICs are committed and have the capacities to implement the CBD and other relevant international and regional conventions.</p> <p>1.4.2 PICs' capacity to participate effectively in international and regional meetings related to CBD and other conservation conventions is strengthened.</p> <p>1.4.3 SPREP's regional activities are properly coordinated with those of Members and other regional organisations.</p>	<ul style="list-style-type: none"> <li>• Raised awareness within PICs of issues of international, regional and national interest emanating from CBD and other related conventions.</li> <li>• Regional initiatives to support and complement national actions addressing specific conventions-related issues are initiated.</li> <li>• The existing mechanisms for coordinating regional and national nature activities are maintained and strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of regional meetings (planning and training workshops, etc.) wherein awareness and understanding of biosafety, access to genetic resources, intellectual property rights, alien invasive species and clearinghouse mechanisms are discussed.</li> <li>• Number of SPREP coordinated initiatives under way to support PICs in CBD implementation.</li> <li>• Number of CBD-related international meetings wherein SPREP participate to provide support for PICs.</li> <li>• The annual Pacific Islands Roundtable for Nature Conservation is maintained and strengthened.</li> <li>• The 1999-2002 Pacific Islands Regional Action Strategy for Nature Conservation is reviewed and, where appropriate, updated.</li> <li>• The 7<sup>th</sup> Conference is successfully held and key resolutions and recommendations implemented.</li> </ul>
<p>KRA 1.5 – Traditional Resources Management</p> <p>Objective – To promote and apply appropriately, traditional knowledge for conservation and sustainable resource management.</p>	<p>1.5.1 Increased acceptance of the value and importance of beneficial traditional practices in resource conservation.</p>	<ul style="list-style-type: none"> <li>• Sustainable traditional practices and methods are widely applied in resource management and biodiversity conservation.</li> <li>• Integration of traditional management practices in national resource legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource management and conservation plans incorporating traditional practices and methods in all conservation areas.</li> <li>• Awareness of traditional resource management practices increased.</li> </ul>

**KRA 2: Pollution Prevention**

**Objective:** To increase the capacity 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.

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 2.1 – Marine Pollution</p> <p>Objective – To assess the current and potential risks of ship-sourced marine pollution and to assist SPREP Members develop better capacity to effectively prevent and respond to pollution incidents.</p>	<p>2.1.1 Improved capability to respond to marine spills.</p> <p>2.1.2 Improved management of ships waste.</p> <p>2.1.2 Increased consideration of environmental issues in the development and operation of ports.</p>	<ul style="list-style-type: none"> <li>• PICs developed and adopted Regional Action Plan (PACPLAN).</li> <li>• Prepared and adopted National action plans.</li> <li>• Trained personnel with assigned responsibilities.</li> <li>• Regional marine spill equipment strategy.</li> <li>• Established and completed Waste Characterisation and Facility audit reports for 20 Pacific islands.</li> <li>• Completed Waste management strategies for each country.</li> <li>• Established specifications for a tertiary-level training module in ships' waste management.</li> <li>• Regional waste oil recycling programme.</li> <li>• Adopted Environmental Management Guidelines for Pacific Island ports.</li> <li>• Environmental Audit Framework for Regional Oil Terminals.</li> <li>• Report on Okat Harbour (FSM) Environmental Management pilot project.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of national and regional preparedness.</li> <li>• Adoption of PACPLAN by all countries in the region.</li> <li>• National plans prepared and adopted in 14 PICs.</li> <li>• At least 2 fully trained personnel in key positions in each country.</li> <li>• Endorsement by Members of the regional marine spill equipment strategy.</li> <li>• Establishment of improved management systems and facilities.</li> <li>• Formal country acceptance of each report.</li> <li>• Acceptance and agreement to implement, in each country.</li> <li>• Adoption and use of module by regional maritime training colleges.</li> <li>• Effective oil collection and recycling programmes in all countries.</li> <li>• Increased application and/or use of Environmental Management Guidelines.</li> <li>• Formal adoption of Guidelines by all PICs.</li> <li>• Framework used effectively in audits of oil terminals in 5 Members.</li> </ul>



Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
	<p>2.1.3 Improved compliance with international and regional marine conventions.</p>	<ul style="list-style-type: none"> <li>• Model legislation to assist country implementation of conventions.</li> <li>• Report on a review of the SPREP Protocols including proposed amendments.</li> </ul>	<ul style="list-style-type: none"> <li>• Kosrae State Government acceptance of report and agreement to implement.</li> <li>• Extent of ratification and implementation of conventions</li> <li>• National legislation adopted and conventions ratified in 5 countries</li> <li>• Endorsement of the proposals at a review workshop and adoption at a meeting of the Parties in 2002.</li> </ul>
<p>KRA 2.2 – Hazardous Waste Pollution</p> <p>Objective – To assess and enhance PIC capacities for effective management of hazardous materials, including eliminating hazards posed by existing waste stockpiles, and improve compliance with international conventions requirements.</p>	<p>2.2.1 Current exposures to hazardous wastes reduced through disposal or treatment of existing stockpiles.</p> <p>2.2.2 Enhanced PIC capacities for management of hazardous chemicals and hazardous wastes.</p> <p>2.2.3 Ratification and compliance with relevant conventions.</p>	<ul style="list-style-type: none"> <li>• Completion of AusAID project for disposal of PCBs and POP's pesticides.</li> <li>• Funding secured and projects implemented for disposal of other waste identified in POPs in PICs report (2000).</li> <li>• National Chemical Profiles for each PIC.</li> <li>• Hazardous Waste Management Plans for each PIC.</li> <li>• Hazardous waste treatment facilities in some PICs.</li> <li>• Regional report on assessment and management of persistent toxic substances.</li> <li>• Entry into force of the Waigani Convention.</li> <li>• Model legislation for implementation of the Basel and Waigani conventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Extent of stockpile elimination.</li> <li>• Quantities of wastes disposed and acceptance of project report by AusAID.</li> <li>• Extent to which the stockpile problem will be addressed.</li> <li>• Extent of establishment of hazardous materials management systems in PICs.</li> <li>• Formal adoption and implementation of recommendations.</li> <li>• Formal adoption and implementation of Management Plans.</li> <li>• Effective installation and operation of treatment facilities.</li> <li>• Endorsement of regional report by member countries and acceptance by UNEP.</li> <li>• Extent of ratification and compliance with relevant conventions.</li> <li>• Extent of ratification by PICs.</li> <li>• Adoption and implementation by PICs.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 2.3 – Solid Waste, Sewerage and Other Land-Based Sources of Pollution</p> <p>Objective – To build and enhance SPREP Member country capacities to manage land-based pollution sources, especially solid waste and sewage.</p>	<p>2.3.1 Reductions in waste quantities, especially plastics, paper and organics.</p> <p>2.3.2 Enhanced capacity for management of solid waste.</p> <p>2.3.3 Increased activities in the management of sewage and other land-based sources.</p>	<ul style="list-style-type: none"> <li>• Public education materials (videos, posters, instruction sheets).</li> <li>• Guidelines for in-country awareness programmes.</li> <li>• Development of recycling programmes in 4 Pacific islands.</li> <li>• Waste management action plans for each PIC (produced during regional workshops).</li> <li>• Guidelines for landfill design and operation.</li> <li>• Reports on waste demonstration projects.</li> <li>• Regional report on implementation of the Global Programme of Action (GPA).</li> <li>• Establishment of a regional node for the GPA Information Clearinghouse.</li> <li>• Regional Strategic Action Plan for wastewater management (with SOPAC).</li> </ul>	<ul style="list-style-type: none"> <li>• Waste composition and quantities.</li> <li>• Materials incorporated into country programmes in at least 14 Pacific Island Countries.</li> <li>• On-going waste awareness programmes in each PIC.</li> <li>• Trained personnel, effective management systems and improvements to disposal facilities.</li> <li>• Plans effectively implemented in each PIC.</li> <li>• Guidelines formally adopted by each PIC.</li> <li>• Recommended methods adopted by other Pacific Island Countries.</li> <li>• Active PIC programmes in the management of sewage and other land-based sources.</li> <li>• Endorsement by PICs.</li> <li>• Clearinghouse regularly accessed by PIC personnel.</li> <li>• Adoption of Strategic Action Plans (SAPs) by all Pacific Island Countries.</li> </ul>

**KRA 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.**

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 3.1 – Strengthened Meteorological Services.</p> <p>Objective – To strengthen the meteorological and climatological capabilities of Pacific Island countries.</p>	<p>3.1.1 Improved weather forecasting and prediction.</p>	<ul style="list-style-type: none"> <li>• A strategic Plan for Pacific Island Meteorological services.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Strategic Plan for the development of Meteorological Services.</li> <li>• Annual Meetings of Directors of Meteorology.</li> </ul>
<p>KRA 3.2 – Understanding Climate Change, Variability and Sea Level Rise.</p> <p>Objective – To reduce uncertainties in climate prediction and scenario development through the use of clearing-house mechanisms.</p>	<p>3.2.1 Reduced uncertainty in the use of climate predictions and scenario generation.</p> <p>3.2.2 Increased participation in global observation networks.</p> <p>3.2.3 Increased understanding of climate change and variability among all stakeholders.</p>	<ul style="list-style-type: none"> <li>• Consultations on a regional climate centre.</li> <li>• Capacity building for global observation networks.</li> <li>• Awareness and maintenance of sea level gauges.</li> <li>• Climate information interpreted and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional climate centre established.</li> <li>• Pacific Island countries able to participate in global networks.</li> <li>• Monitoring of sea levels to international standards.</li> <li>• Climate updates produced regularly.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 3.3 Impacts and Vulnerability.</p> <p>Objective: To develop frameworks for analyzing impacts and vulnerability.</p>	<p>3.3.1 Improved analysis of impacts and vulnerability.</p> <p>3.3.2 Improved understanding of seasonal and inter-annual variation as well as longer-term changes.</p>	<ul style="list-style-type: none"> <li>• Development of tools and frameworks.</li> <li>• Awareness and training programmes.</li> <li>• Develop methodologies for undertaking integrated assessments.</li> <li>• Capture and dissemination of climate information utilising climate networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Frameworks and tools developed for assessing impacts and vulnerability.</li> <li>• Tools used in Pacific Island countries.</li> <li>• Integrated assessments of impacts and vulnerability undertaken.</li> <li>• Climate information services provided to all stakeholders.</li> </ul>
<p>KRA 3.4 – Adaptation and Mitigation.</p> <p>Objective – To improve or strengthen Pacific Island capacities to identify adaptation or mitigation options and undertake response measures.</p>	<p>3.4.1 Effective adaptation and mitigation strategies and response measures.</p> <p>3.4.2 Reduced Green House Gases.</p>	<ul style="list-style-type: none"> <li>• Development of methods and models on adaptation in the context of socio-economic development.</li> <li>• Consultations and capacity building to develop response measures.</li> <li>• Develop emission factors in the region.</li> <li>• Technology Transfer framework verified and applied.</li> <li>• Clean Development Mechanism (CDM) evaluated in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Methodologies and models related to adaptation developed in the region.</li> <li>• Adaptation options identified and evaluated.</li> <li>• Policies developed by sector.</li> <li>• Improved Green House Gas (GHG) inventories and emission factors.</li> <li>• Renewable Energy technologies evaluated, assessed then transferred.</li> <li>• Regional CDM arrangements in place.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 3.5 – Policy Development on Climate Change.</p> <p>Objective – To enhance the continuing development of policies in Pacific Island countries in cooperation with multi-stakeholders at all levels</p>	<p>3.5.1 Improved linkages between science and policy.</p> <p>3.5.2 Increased mainstreaming of climate change and variability.</p> <p>3.5.3 Regional and international policy responsive to Pacific Island priorities.</p> <p>3.5.4 Development and implementation of a regional strategy for implementation of Montreal Protocol.</p>	<ul style="list-style-type: none"> <li>• Continued conferences linking science and policy.</li> <li>• Round-Table process strengthened.</li> <li>• Country Teams enhanced and strengthened.</li> <li>• Awareness and training on policy development.</li> <li>• Improve the National Implementation Strategy (NIS) process.</li> <li>• Develop information, briefs and advice to Pacific Island countries to enhance participation.</li> <li>• Develop information, briefs and advice to Pacific Island countries to enhance participation.</li> <li>• Awareness and consultations on Ozone Depleting Substances (ODS) in Pacific Island countries.</li> <li>• Ratification of relevant amendment to Montreal Protocol.</li> <li>• Preparation of country legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing support for the Pacific Islands Framework for Action on climate Change, Climate Variability, and Sea Level Rise.</li> <li>• Institutional arrangements to ensure Country Teams can coordinate policy development.</li> <li>• Strategy completed and endorsed by Pacific Island countries.</li> <li>• Implementation of priorities that phase out ODS in Pacific Island countries.</li> <li>• Country legislation implemented</li> </ul>

**KRA 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.

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 4.1 - Integrating Environment and Development.</p> <p>Objective: To enhance regional and national capacity for integrated environmental decision-making.</p>	<p>4.1.1 Improved base-line information applied to sustainable development programmes and decision making.</p> <p>4.1.2 Improved State of Environment (SOE) reporting at national and regional levels.</p> <p>4.1.3 Better data sources for regional vulnerability assessment and indexing, conservation, environmental protection and sustainable development management programmes.</p>	<ul style="list-style-type: none"> <li>• Information planning and management with development process in a way which identifies opportunities as well as constraints.</li> <li>• Provision of base-layer environmental landcover information to enable regional and national environmental assessment and monitoring (2001 – 2004).</li> <li>• Training in GIS and Remote Sensing for application in sustainable development initiatives.</li> <li>• Toolkits and guidance on the means to identify priority data needs, issues, policy needs, driving forces and indicators of environmental change.</li> <li>• With PICs the production of national and regional State of Environment (SOE) reports and Outlooks using consistent key and/or composite environmental indicators.</li> <li>• Assistance with the supply or production of base-layer information to assist in Vulnerability, Adaptation and Mitigation assessments (e.g. Climate Change) and the generation of Index systems for the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Data gaps in landcover, forestry and land use for national, regional and international reporting – filled.</li> <li>• Existing regional base-line data holdings catalogued, and consistent (Geographical Information System GIS)/Inventory systems adapted or adopted by PICs.</li> <li>• Use of consistent GIS and relational databases nationally and regionally for SOE and Environment Outlooks.</li> <li>• Improved and consistent Resource Inventory systems for Environment Assessment (EA), SOE monitoring and Vulnerability Assessments.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>4.1.4 Improved resource use, conservation and planning tools and techniques available for PICs.</p> <p>4.1.5 Improved integration between environmental strategies/programmes and outputs with national social and economic development initiatives.</p> <p>4.1.6 Improved regional facilitation of in-country implementation of environmental assessment (EA).</p> <p>4.1.7 Better integration of conservation and management strategies in watersheds and in the coastal zone that support economic development.</p>	<ul style="list-style-type: none"> <li>• Inventory and compilation of contemporary EA techniques and planning tools accessible as Toolkits.</li> <li>• Demonstrations of means to integrate physical and economic policies, strategies and guidelines for coastal zone management.</li> <li>• Demonstrations of means to use <b>strategic</b> environmental assessment and planning systems to pursue sustainable development.</li> <li>• Training and toolkit materials on the use of environmental economics in EA and single and multi-sector resource use policy development and/or assessment.</li> <li>• Curriculum manual developed for use by regional and national education institutions.</li> <li>• EA Facilitation Office established.</li> <li>• Networks of EA practitioners and stakeholders established.</li> <li>• Pilot research and practice programmes/projects demonstrating means to integrate conservation and sustainable development management at the local level.</li> </ul>	<ul style="list-style-type: none"> <li>• Toolkits of EA techniques and planning tools for coastal, urban and rural settlement and development activities used or adopted by PICs.</li> <li>• Acceptance and use of natural resource economic techniques in environmental planning, impact assessment and conservation.</li> <li>• Acceptance and use of natural resource accounting in regular governance and SOE reporting.</li> <li>• Use of natural resource economics curriculum material in secondary and tertiary institutions.</li> <li>• Environmental Assessment Facilitation Office used by PICs.</li> <li>• Networks of Assessment officers, advisers, research institutions and professional associations operating.</li> <li>• Outcomes of Pilot programmes/ projects accepted and instituted by Members.</li> </ul>	

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 4.2 - Trade, Investment and the Environment</p> <p>Objective: To enhance regional and national capacity to ensure that trade, investment and environmental considerations are mutually supportive in decision making.</p>	<p>4.2.1 Increased awareness of links between trade, globalisation, investment and environment at national and regional levels.</p> <p>4.2.2 Improved strategies to generate environmentally sensitive response to initiatives in global trade liberalization and investment</p>	<ul style="list-style-type: none"> <li>• Research and Analysis of Trade and Environment linkages relevant to the region.</li> <li>• Networks of regional physical and economic development advisers and stakeholders.</li> <li>• Information, training and awareness activities on linkages between international trade negotiations and environmental implications for the region.</li> </ul>	<ul style="list-style-type: none"> <li>• High degree of collaboration between SPREP Members' and CROP agency's trade and environment officials through provision and use of networks.</li> </ul>
		<ul style="list-style-type: none"> <li>• Demonstrations of means to integrate law, policies (economic, social and physical) and administrative procedures and processes to address linkages between investment, trade and environment.</li> <li>• Production of frameworks to assess environmental implications, opportunities and costs of trade and investment liberalization initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater understanding of linkages between trade, investment and environment demonstrated through institutional changes in PICs.</li> </ul>



Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 4.3 - Sustainable Tourism</p> <p>Objective: To enhance regional and national capacity for stakeholders to ensure that Tourism development is environmentally sustainable.</p>	<p>4.3.1 An "environmentally aware" and responsible tourism sector.</p> <p>4.3.2 Increased regional and national capacity to assess the impact of tourism on environment.</p> <p>4.3.3 Environmental considerations incorporated into development of economic policies relating to tourism.</p>	<ul style="list-style-type: none"> <li>Assistance with the regional analysis of Tourism and Environment linkages.</li> <li>With SPTO, enhance Networks of stakeholders involved in the linkages between Tourism and Environment.</li> <li>Regional and national frameworks and guidelines produced for the assessment of impacts of tourism on the environment.</li> <li>Environmental Assessment demonstration Pilots and Case Studies - focussing on tools for sustainable tourism development.</li> <li>Checklists and best practice templates produced to ensure environmental considerations are incorporated into economic policies covering Tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Effective network of institutions and practitioners providing legal, policy and technical advice to the tourism sector.</li> <li>Adoption, adaptation and/or application by the tourism sector of environmental policy, guidelines and strategies for sustainable tourism development.</li> <li>Acceptance and use by CROP agencies and Tourism sector stakeholders of checklists to ensure environmental matters are incorporated in economic policies relating to tourism.</li> </ul>
<p>KRA 4.4- Population, Settlement and Urbanisation</p> <p>Objective: To enhance regional and national capacity for integrated environmental planning and targeting population and settlement problems.</p>	<p>4.4.1 Increased capacity to respond to settlement-related development impacts.</p> <p>4.4.2 Decisions on population, urbanisation and settlement linked to environmental objectives</p>	<ul style="list-style-type: none"> <li>Regional Networks established between environmental planning and management stakeholders and professional associations.</li> <li>Focus of the EA Facilitation Office on assistance relative to population, settlement and urbanisation matters.</li> <li>Production of EA Toolkits and Factsheets incorporating matters of information and data needs, strategic land use and environmental assessment techniques - suited to ensure environmental protection in physical development decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Resources mobilised and tools made available for applying best environmental practice for urban and rural development.</li> <li>Collaboration mechanisms established between regional and national agencies, between CROP agencies, and private and professional associations.</li> <li>Integrated EA, Land Use and Resource Management tools Social-economic Assessment (SEA), Environmental Impact Assessment (EIA) and planning methods available to address population, settlement and urbanisation matters.</li> </ul>

Focus Area and Objectives	Expected Outcomes (corresponding to Focus Area)	4-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 4.5 - Public-Private Sector Partnerships</p> <p>Objective: To promote the benefit of public-private partnerships for the delivery of effective environmental resources and skills.</p>	<p>4.5.1 Sustainable programmes and initiatives enhanced through public and private sector partnerships.</p> <p>4.5.2 Processes suited to integrating traditional knowledge and contemporary management demonstrated.</p> <p>4.5.3 Increase in investment partnerships with sustainable development outcomes.</p>	<ul style="list-style-type: none"> <li>• Planning and EA toolkits, Pilots and Case Studies demonstrating means for effective community participation in decision-making.</li> <li>• Toolkit, Factsheet and Training Outputs involving and targeting NGOs, government, industry groups, professional associations and community members.</li> <li>• Pilots and Case Studies demonstrating means to incorporate local and traditional knowledge in environmental planning and management decision-making.</li> <li>• Advocacy and assistance in joint-venture programmes for environmental conservation and management with emphasis on waste management and energy use.</li> <li>• Production of environmental standards and guidelines for joint-ventures, sponsorships and business involvement in environmental protection and sustainable development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Participatory approaches broadly applied to environment planning, development and conservation management.</li> <li>• Increased number of stakeholders involved in partnerships promoting sustainable environmental practice.</li> <li>• Outcomes of Pilot programmes/ projects accepted and instituted by host countries.</li> <li>• Acceptance and use by stakeholders of Environmental standards and guidelines for joint-venture and private enterprise involvement in environmental protection and sustainable development initiatives.</li> </ul>

## **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.

**7.1.3. Resource Management – Expected Outcomes and Performance Indicators**

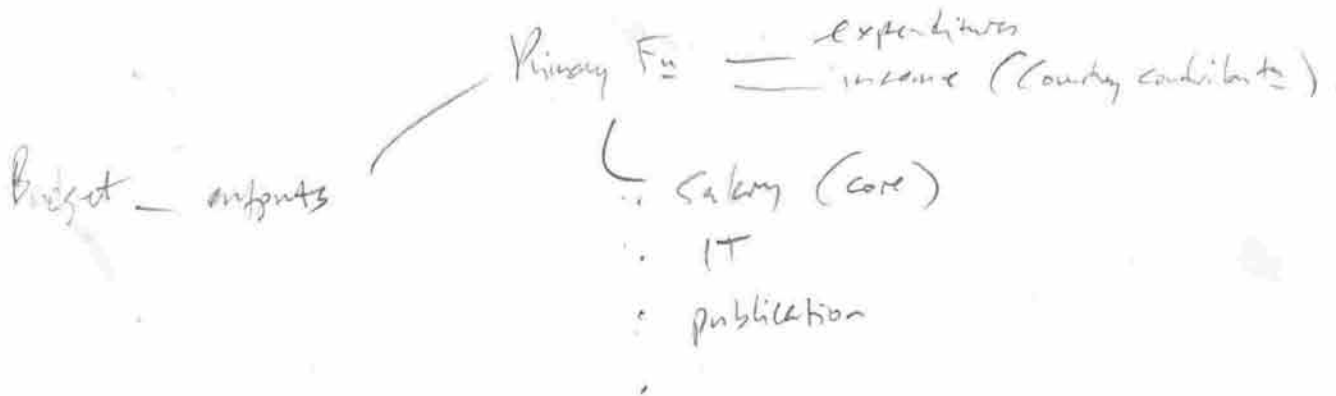
**Objectives:** To enhance transparency and efficiency in the management and utilisation of our human and financial resources.

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"> <li>▪ Recruitment and repatriation</li> <li>▪ Staff conditions of service</li> <li>▪ Medical and insurance cover</li> <li>▪ Job TORs and evaluations</li> <li>▪ Communications</li> <li>▪ Customer services</li> <li>▪ Engagement of consultants</li> <li>▪ Performance monitoring and evaluation</li> <li>▪ Procurement</li> <li>▪ Property and asset management</li> <li>▪ Security</li> </ul>



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**Human Resource Development**

<b>Expected Outcomes</b>	<b>Performance Indicators</b>
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**

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

**7.2 Organisational Structure**

The organisation structure of the Secretariat has been *[reviewed based on]* the following needs.

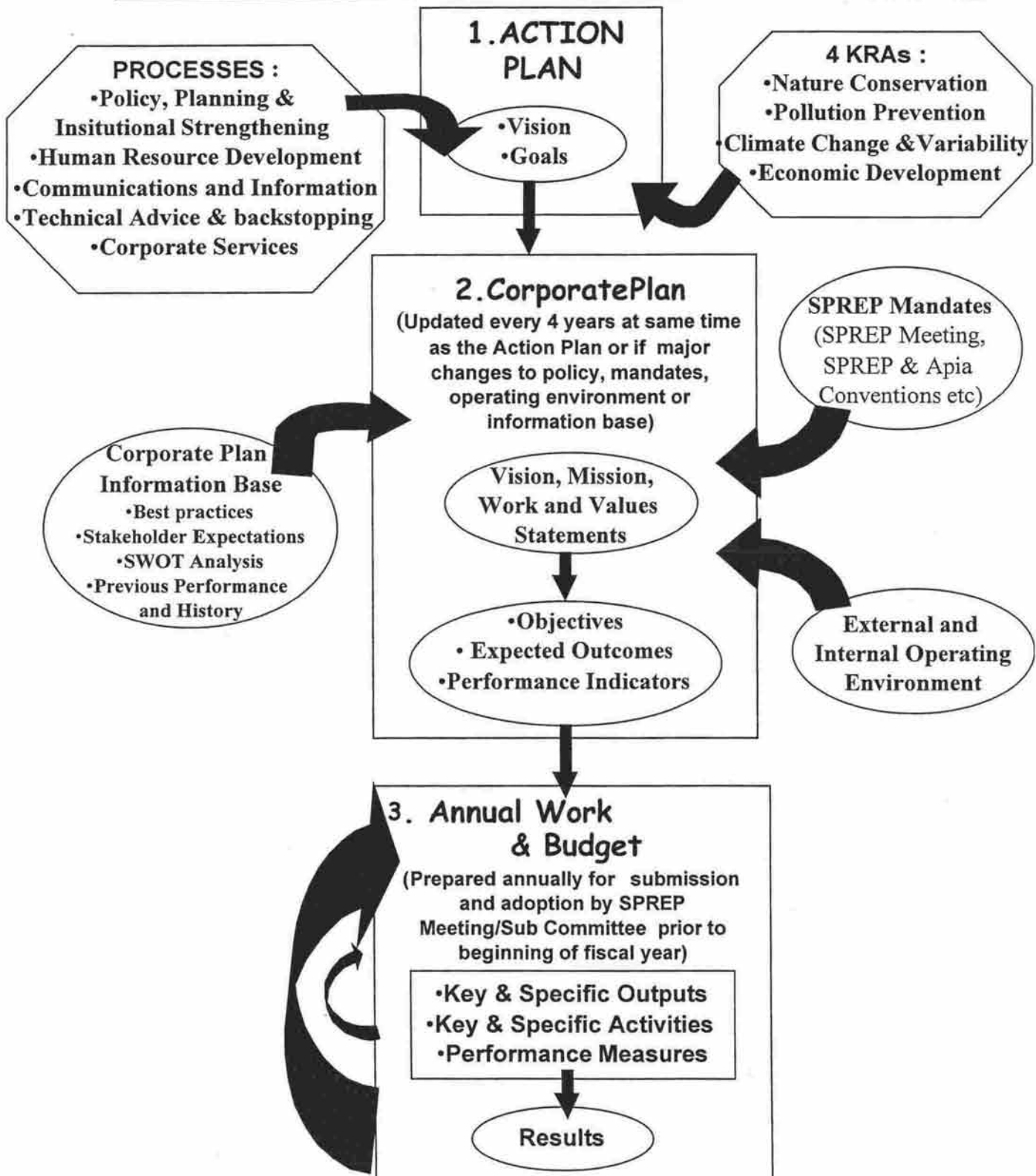
1. *[To align the organisation structure with SPREP's strategic direction and mission and to clarify the way in which the SPREP Secretariat serves its constituent Members].*
2. *[To ensure SPREP programmes are driven by the needs and requirements of SPREP Members].*
3. *[To ensure effective and efficient project implementation in response to Members' needs].*
4. *[For greater accountability in the effective delivery of Corporate Plan outcomes and Work Programme Outputs].*

5. *[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].*
6. *[To provide and develop SPREP Members' capability and capacity to carry out their own interventions].*
7. *[For greater coordination and integration not only within individual work areas but among all different parts of the organisation to ensure a holistic, cohesive and interdisciplinary approach to programme development, advice and project design and to support the Secretariat's vision and core business functions].*
8. *[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 consultant].*
9. *[For enhanced transparency in communication and reporting arrangements].*
10. *[To provide funders the surety that the people and the processes throughout the organisation were aligned with its purpose].*
11. *[To clarify the management of resources in such a way that allows SPREP to anticipate and build its technical capability to meet the current and future needs of members].*
12. *[To clarify the way in which SPREP interacts with Donors, maximising the value to the Region in terms of environmental progress].*

*[NB: The different options for Organisational Structure are presented in a separate paper. The agreed Organisational Structure will be included on this page].*

8. APPENDICES

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



## **II. Glossary of Corporate Planning Terms**

<b>Corporate Plan</b>	A short to medium-term plan covering 4 years which provides a response by the SPREP Secretariat to the vision and goals of the Pacific Islands Region Action Plan. It describes how the SPREP Secretariat will contribute to the implementation of the Action Plan. It defines the organisation's vision, mission, expected outcomes and performance indicators. It also sets out how the organisation will be structured to implement and deliver the Corporate Plan and indirectly the Action Plan. It can be referred to as the Organisational Plan.
<b>Vision</b>	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.
<b>Work Programme</b>	It describes the SPREP Secretariat's focus area and objectives, outputs and corresponding performance measures and integrated activities and resources to support the performance of outputs in one year. It is the one year Operational or Business Plan, based on the Corporate and Action Plans.
<b>Mandate</b>	It describes the source of the Secretariat's authority to carry out its business.
<b>Mission</b>	A statement of why the Secretariat exists and what it does. The Mission Statement defines the overall purpose and goal of the organisation and the roles and responsibilities the organisation has in furthering the achievement of the Vision.
<b>Objective</b>	The aim or purpose in performing or addressing a development priority that is to be achieved at some future point in time.
<b>Outcome</b>	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.
<b>Output</b>	A service or set of activities performed and provided by the Secretariat for the benefit of its Members and other stakeholders.



<b>Activities</b>	The tasks or inputs which will result in the delivery of outputs in the Annual Work Programme.
<b>Performance Indicator</b>	The means or indicator of performance which measures how far an organisation is achieving its expected outcomes.
<b>Performance Measure</b>	Provides specific measures of timeliness, cost, location, quantity, quality and the extent to which the annual outputs have been achieved.
<b>Strategy</b>	Describes 'how' the Secretariat is to achieve a planned result. A specific course of action.
<b>Values</b>	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.

#### 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 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



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 7.2: Organisation Structure

#### Purpose of Paper

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

#### Background

2. SPREP has grown from a 10 person programme at the time of relocation to Samoa (January 1992) to an Organisation with more than 70 staff. In line with its newly autonomous status following the negotiation of the *Agreement Establishing SPREP, 1993*, staff numbers increased in accordance with the expanded Work Programme. 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 four Heads of Division. The revised structure proved appropriate for the needs of the Organisation at that time, but further 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 11<sup>th</sup> SPREP Meeting.

3. The Secretariat reviewed its structure, taking into account issues arising from in-country consultations undertaken during the Action Plan review process in mid-2000 and issues that had arisen from AusAID's Review of SPREP which took place at the same time. Also taken into account was the revised draft Corporate Plan. The result was a revised organisational structure which was presented to the 11SM. The 11SM accepted that a new structure was required to support the new Action Plan and Corporate Plan. However, a decision on SPREP's structure was deferred to the 12SM, pending provision by the Secretariat of additional information on the proposed structure and full cost implications on which Members could base their decision. Additional information requested included:

- (i) Identification of sources of funding for positions in the proposed structure;
- (ii) Identification of which positions were new or restructured, as well as grading;
- (iii) A comparison of costs of current structure, relative to the costs associated with the proposed structure;
- (iv) Transitional funding arrangements if the proposed structure is implemented;
- (v) Duty statements for restructured positions;
- (vi) Assessment of implications if Members are unable to agree on a structure.

4. The Government of Australia provided funding to assist the Secretariat with the provision of additional information requested by the 11SM. Expressions of Interest were called for during December, 2000 from 5 consulting firms with experience in provision of Organisational Structure advice. Two of these firms were short-listed for tender. Following assessment of these two bids, the Secretariat contracted the firm, Mercer Cullen Egan Dell (MCED), New Zealand who have experience with similar exercises undertaken with a range of Private Sector, Public Sector and Not-for-Profit Organisations. As well, MCED has had experience with the Job Sizing exercise undertaken for SPREP and other CROP Agencies, as part of the Regional Organisations' harmonisation process.

5. In undertaking this Consultancy, MCED convened a workshop involving a representative group (28 people) from across Professional and Administrative sections of SPREP. This workshop took place in Apia, 12 – 16 February, 2001. The MCED team also conducted short interviews with representatives of some Members with offices located in Samoa (namely, the Governments of Australia, New Zealand, Samoa and Tokelau, the latter by telephone). As well, during the SPREP Biosafety Workshop held in Apia in March, 2001, the opportunity was taken to provide Members with MCED's preliminary findings. Feedback received during this half-day briefing was then incorporated into MCED's work in finalising its report.

7. As requested by the 11SM, the Secretariat circulated MCED's final report to Members prior to the 12SM (Circular Number 38/01, 13 July, 2001). That report discussed various options and made recommendation on a structure.

8. As well, the Secretariat consulted on 27 July with those Members who have representation in Apia to provide additional input on the matter. Taking into account this consultation as well as further internal discussion, the Secretariat has developed an Organisational Structure (referred to as the "Preferred Structure") additional to the structure recommended by MCED.

9. The 3 Structural Options presented by MCED; additional information requested by participants at the 27 July Meeting in Apia; an organogram of the Preferred Structure and draft Term of Reference of positions appear in Attachment 1. Attachment 2 provides the Secretariat's Comments on MCED's Final Report.

### **Recommendation**

10. The Meeting is invited to:

- **consider** MCED's Final Report and the Secretariat's comments (contained in Attachment 2);
- **decide** on an Organisational Structure and transitional arrangements; and
- **provide further guidance** to the Secretariat on the implementation of any structural and procedural change.

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2 August, 2001

## PREFERRED STRUCTURE

1. The Secretariat has developed a "Preferred Structure" which reflects evolution in its original thinking and which takes into account the suggestion that a less complicated new structure than that recommended by MCED, would be more appropriate for SPREP. Structural Options appear on pages 9-12. The structure recommended by MCED (Option 2) has more high-level management positions (three Managers, four Programme Coordinators and three Team Leaders), in the absence of the Deputy Director position.
2. The inclusion of the Deputy Director position, puts a different emphasis on the Management level of the Organisation, i.e. the presence of the Deputy Director negates the need for three Managers and puts into a different perspective the roles of the four Programme Coordinators and three Team Leaders. The External Relations Manager position, suggested in the MCED options, is not included in the "Preferred Structure", many tasks (e.g. Donor Liaison and Member Representational Duties) considered more appropriately undertaken by the Director and Deputy Director.
3. As shown in the Organogram (page 12), the "Preferred Structure" includes a Deputy Director, Service Delivery Manager (SDM) and Business Support Manager (BSM). It has five Coordinators (one each for the four Key Result Areas and one for the Processes Area). The Coordinators would manage the staff and programmes within their section and would report to the SDM. The current Executive Officer Management position is restructured as Organisational Development Quality (ODQ) Officer and reports to the BSM.
4. To avoid some of the difficulties experienced in the existing structure, it is recognised that Coordinators would need to be "dedicated" positions. However, existing financial resources make it necessary to phase-in recruitment of dedicated Coordinator posts and, during the phase-in period, to appoint existing staff as Acting Coordinators.
5. The SDM is considered by the Secretariat to be a critical position especially in the early stages, before the advent of "dedicated" Coordinators. This position will ensure horizontal and cross-sectoral coordination. It will also relieve potential overload on the Deputy Director position, will enable him/her to assist the Director with donor liaison (in the absence of an External Relations position) and ensure that the Deputy Director can effectively deputise in the absence of the Director when travelling on representational duties.

6. The Preferred Structure would be very dependent, however, on early development of internal procedures to ensure that the work of the staff working in one Key Result Area is integrated and effectively coordinated with the staff working in other Key Result Areas and also with the 'process-oriented' areas (e.g. through weekly Coordination Meetings). The position responsible for ensuring that this integration/coordination is successful, would be that of the SDM. The Secretariat, in proposing this preferred structure, believes that without adequate internal coordination procedures, it would suffer from the same problem as does the existing structure.

7. The major differences between the existing, "Status Quo Structure" and the "Preferred Structure", are that whilst in the existing structure the 3 HODs undertook dual roles as part of the Senior Management Team (and at times Officer-in-Charge) as well as coordinating activities of their Divisional Staff and some direct programme delivery, the 5 Coordinators would not have a Senior Management role. Senior Management would comprise the Director, Deputy Director, Service Delivery Manager and Business Support Manager.

8. The Secretariat recommends that the Coordinator positions be placed in the top 4 steps of Grade J.

### **Transitional Arrangements**

9. In the case of three of the Coordinator positions, Acting/Coordinators would be identified by Management through a process of internal selection, existing staff being placed in this acting capacity until such times as their existing three-year contract comes to an end. The position of Coordinator would then be advertised. The Acting/Coordinator would be eligible to apply. It is recognised that, in the case of some Acting/Coordinators, should they be the successful applicant for the Coordinator position, the skills base of the Organisation would be diminished unless a Programme Officer in their particular speciality area was recruited. This recognises that whilst under the Acting/Coordinator position, the incumbent would be still undertaking his/her existing programme tasks. However, a "dedicated" Coordinator position would be a Programme/Staff "Coordinator", rather than a specialist in a specific programme/process area.

10. In the case of two of the Coordinators (Pollution Prevention Coordinator and Climate Change Coordinator) the positions already closely reflect the role envisaged of the Coordinator post, only requiring alteration to include greater emphasis on the staff management function. For instance, the existing Coordinator/Waste Management and Pollution Prevention position was recruited previously in recognition of the organisation's need to coordinate areas of its work. The Terms of Reference (TOR) for this position, therefore closely reflects that proposed for the Coordinator posts.

11. The Climate Change Coordinator position is currently under recruitment and Management would ensure that the TOR adequately reflects the increased staff management role. It may in this case, be necessary to recognise that a Climate Change Officer (with Climate Change specialist skills) will need also to be recruited in the future. The Climate Change Coordinator would be more a Coordinator of Programmes (a variety of which fall under the Climate Change Key Result Area) and staff, rather than a programme area specialist.

### **Implementation of Structural Arrangements**

12. Should the "Preferred Structure" be the one agreed by Members, the following procedure is suggested:

#### **Immediate (October 2001 to June 2002)**

- Recruit Deputy Director;
- Complete TOR for the SDM and BSM positions and commence recruitment;
- Adjust TOR and remuneration for existing Pollution Prevention (PP) Coordinator to include staff management of PP personnel;
- Recruit Climate Coordinator;
- Adjust TOR of the Executive Officer Management to reflect duties under restructured position of Organisational Development Quality (ODQ) Officer;
- Put in place a Coordination Procedure (e.g. weekly meetings involving SDM and 5 Coordinators).

#### **July to December 2002**

- Management to undertake internal selection process of Acting/Coordinators for Nature Conservation (A/NCC); Economic Development (A/EDC) and Processes (A/PC) and appoint staff to a higher position in Grade J whilst acting;
- Allocate in 2003 budget (prepared mid 2002) additional funding required to complete the restructuring (i.e. to recruit on completion of Acting/Coordinators' three year contracts);
- Report to 13SM on progress with structural and process implementation.



**Identification of sources of funding for positions in the proposed structure**

13. Within the "Preferred Structure", the positions of Deputy Director, SDM and BSM have been taken into account in the 2002 Budget (Core/XB). Similarly, an incremental increase for the Pollution Prevention Coordinator, Acting/Coordinator allowances for Economic Development, Nature Conservation and Processes Coordinators have similarly been provided for. Funds are also available for the Climate Change Coordinator (currently under recruitment). SDM and BSM would be recruited against core budgeted funds for current 3 HODs. (H/EMP and H/EEIC complete their contracts by 31 December 2001, while H/FA has already completed his contract).

**Identification of new or restructured positions including grading**

14. New positions would be:

- SDM and BSM (Grade L)
- 5 Coordinators (Grade J)

Coordinators and Acting/Coordinators would be placed on upper steps of Grade J. In most cases, this would not be a major increase to existing salaries as most potential Acting/Coordinator candidates are already at Adviser Level.

**Comparison of costs of current structure relative to proposed structure**

15. A comparison of costs of the various structural options appears in the following table which also gives a comparative analysis of the features of the options.

<b>Comparative Analysis of the Structural Options</b>			
<b>Option 1 Status Quo Fully Resourced without harmonisation</b>	<b>Option 2 Matrix Structure without harmonisation</b>	<b>Option 3 Matrix Structure + Deputy Director without harmonisation</b>	<b>Option 4 "Preferred Structure" without harmonisation</b>
<p><b>Drivers for structural change and improvement in institutional arrangements and administrative procedures</b></p> <ul style="list-style-type: none"> <li>• Increased responsiveness to Members' priorities</li> <li>• Driven by the needs and requirements of donors, rather than Members' programme development.</li> <li>• Not adequately focused on meeting the needs of all SPREP Members.</li> <li>• Current structure is geared to deliver pre-determined programmes, rather than focusing on building the capacity of Members.</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff liaising and coordinating directly with donors.</li> <li>• External relations functions spread across positions.</li> <li>• No dedicated accountabilities for coordinating Members' inputs, Donor liaison or programme development.</li> <li>• Divisional Structure will continue to reinforce project driven format.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated External Relations Manager to improve coordination and liaison with Members and Donors.</li> <li>• Specific accountabilities for Member and Donor liaison.</li> <li>• Dedicated Service Delivery Manager with technical oversight and accountabilities for country-driven programme development and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director dedicated to oversee and manage external relations, service delivery and business support functions.</li> <li>• D/Director provides greater opportunity for the Director to engage in Members/Donor programming and strategic development of SPREP.</li> <li>• D/Director ensures ERM, SDM and BSM are more responsive to Members' requests and expectations.</li> </ul>
<ul style="list-style-type: none"> <li>• D/Director dedicated to oversee and manage external relations, service delivery and business support functions.</li> <li>• D/Director provides greater opportunity for the Director to engage in Members/Donor programming and strategic development of SPREP.</li> <li>• D/Director ensures 5 Coordinators, SDM and BSM are responsive to Members' requests and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director dedicated to oversee and manage external relations, service delivery and business support functions.</li> <li>• D/Director provides greater opportunity for the Director to engage in Members/Donor programming and strategic development of SPREP.</li> <li>• D/Director ensures 5 Coordinators, SDM and BSM are responsive to Members' requests and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director dedicated to oversee and manage external relations, service delivery and business support functions.</li> <li>• D/Director provides greater opportunity for the Director to engage in Members/Donor programming and strategic development of SPREP.</li> <li>• D/Director ensures 5 Coordinators, SDM and BSM are responsive to Members' requests and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director dedicated to oversee and manage external relations, service delivery and business support functions.</li> <li>• D/Director provides greater opportunity for the Director to engage in Members/Donor programming and strategic development of SPREP.</li> <li>• D/Director ensures 5 Coordinators, SDM and BSM are responsive to Members' requests and expectations.</li> </ul>

Option 1 Status Quo Fully Resourced without harmonisation	Option 2 Matrix Structure without harmonisation	Option 3 Matrix Structure + Deputy Director without harmonisation	Option 4 "Preferred Structure" without harmonisation
<p><b>Integration of programme development and delivery</b></p> <ul style="list-style-type: none"> <li>• Lack of dedicated management oversight for integrated programme design and implementation.</li> <li>• Lack of internal processes for the coordination of resources with programme activity.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ad hoc</i> integration and coordination based on nature of projects.</li> <li>• Depends on individuals.</li> <li>• New Committee to be developed to assist coordination.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated ERM, SDM and BSM to manage and oversee integration and coordination of programme design, delivery and monitoring.</li> <li>• Removal of Divisions.</li> <li>• Improved institutional arrangements for effective integration and coordination of programme delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director ensures SDM dedicated to integration of programme design to meet Members' expectations.</li> <li>• D/Director dedicated to ensure business support and programme delivery are better coordinated to ensure effective resource allocation.</li> <li>• SDM provides dedicated management of integrated programme design and ensures effective coordination of resources.</li> </ul>
<p><b>Removing bottlenecks in business support and programme management</b></p> <ul style="list-style-type: none"> <li>• Internal business processes and systems have become inefficient.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinators and Team Leaders to assist with integration and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Support Manager to oversee and manage the review and institution of new systems required to increase efficiency and quality control.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director resolves day-to-day resource conflicts and coordinates internal processes and undertakes representational duties in the absence of the Director.</li> </ul>

	Option 1 Status Quo Fully Resourced without harmonisation	Option 2 Matrix Structure without harmonisation	Option 3 Matrix Structure + Deputy Director without harmonisation	Option 4 "Preferred Structure" without harmonisation
<ul style="list-style-type: none"> <li>• Too few senior professional staff to deal with conflict resolution and co-ordination as well as in-country work and representational duties.</li> <li>• Need to better equip the Secretariat with appropriate skills.</li> <li>• Span and control of management positions too broad and too many staff reporting to a single manager.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Heads of Division remain involved in programme delivery and organisational management.</li> <li>• No dedicated human resources staff</li> <li>• Responsibilities for coordination to be developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Service Delivery Manager and External Relations Manager provide support to the Business Support Manager.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director reduces impact of country travel and representational duties on SDM and ERM.</li> <li>• D/Director to drive and manage the implementation of the organisational change process.</li> </ul>	<ul style="list-style-type: none"> <li>• D/Director reduces impact of country travel and representational duties on SDM.</li> <li>• D/Director to drive and manage the implementation of the organisational change process.</li> </ul>
<p><b>Total Cost Estimates (Salaries, including Recruitment costs only, excluding Operating Costs)</b></p>	<p>US\$3,196,180</p>	<p>US\$3,006,630</p>	<p>US\$3,104,590</p>	<p>US\$2,966,900</p>
<p><b>Total Available Core Funding-Members' Contributions (current, additional and unpaid contributions) to meet Salaries and Operating Costs</b></p>	<p>US\$832,198</p>	<p>US\$832,198</p>	<p>US\$832,198</p>	<p>US\$832,198</p>
<p><b>Required Funding Sources:</b></p> <ul style="list-style-type: none"> <li>• Core Funded</li> <li>• Extra Budgetary (NZODA/AusAID)</li> <li>• Donor/Project Funding</li> <li>• Unfunded positions</li> </ul>	<p>US\$1,058,860 US\$668,920 US\$942,620 US\$525,780</p>	<p>US\$862,420 US\$672,430 US\$946,000 US\$525,780</p>	<p>US\$960,380 US\$672,430 US\$946,000 US\$525,780</p>	<p>US\$821,730 US\$677,680 US\$941,710 US\$525,780</p>

**Transitional funding arrangements if the proposed structure is implemented**

16. See above under Transitional Arrangements and Sources of Funding.

**Duty statements for new and restructured positions**

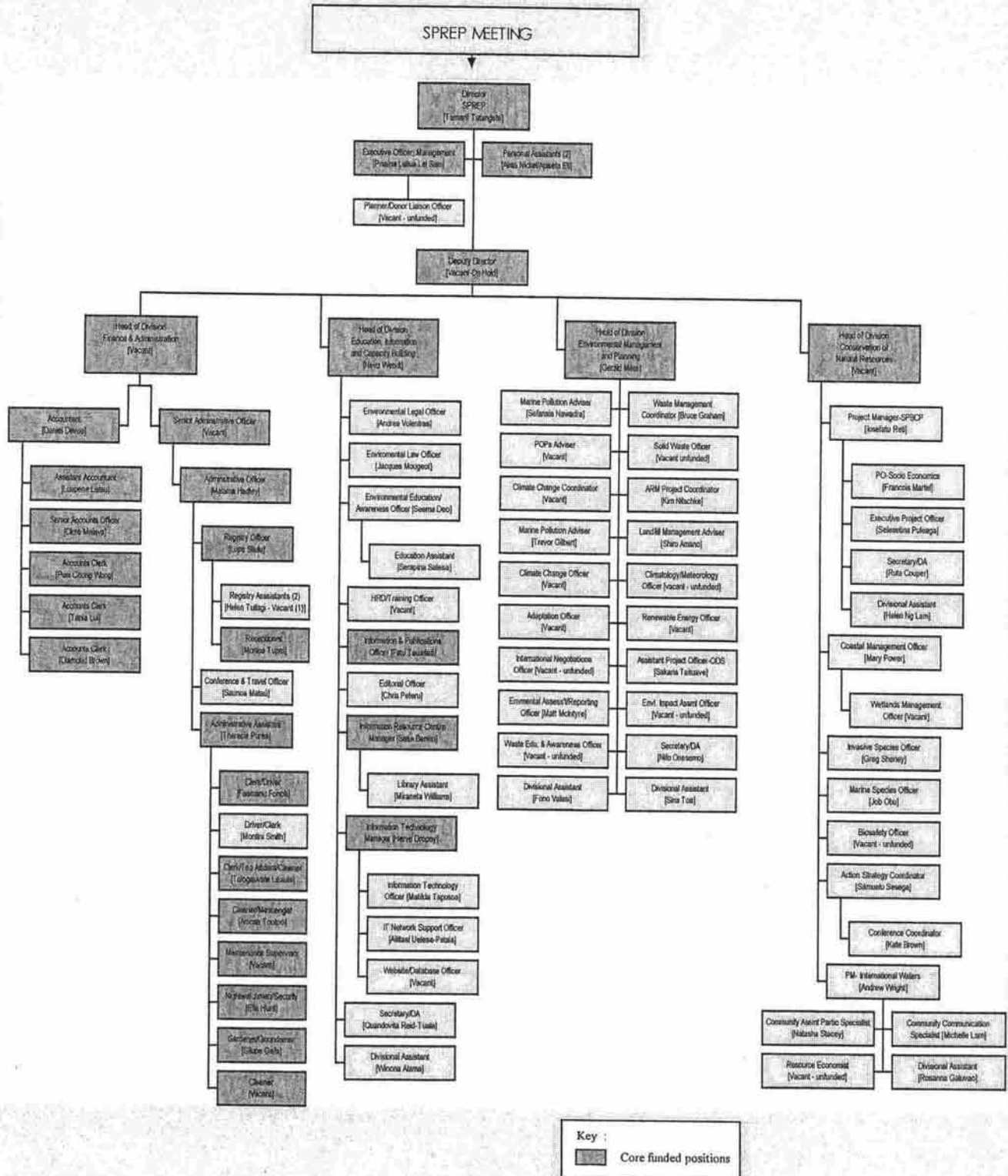
17. Proposed TORs for the positions of Deputy Director, SDM and Coordinators are attached. The Director's current TOR is also included for comparative purposes.

**Assessment of implications if Members are unable to agree on a structure.**

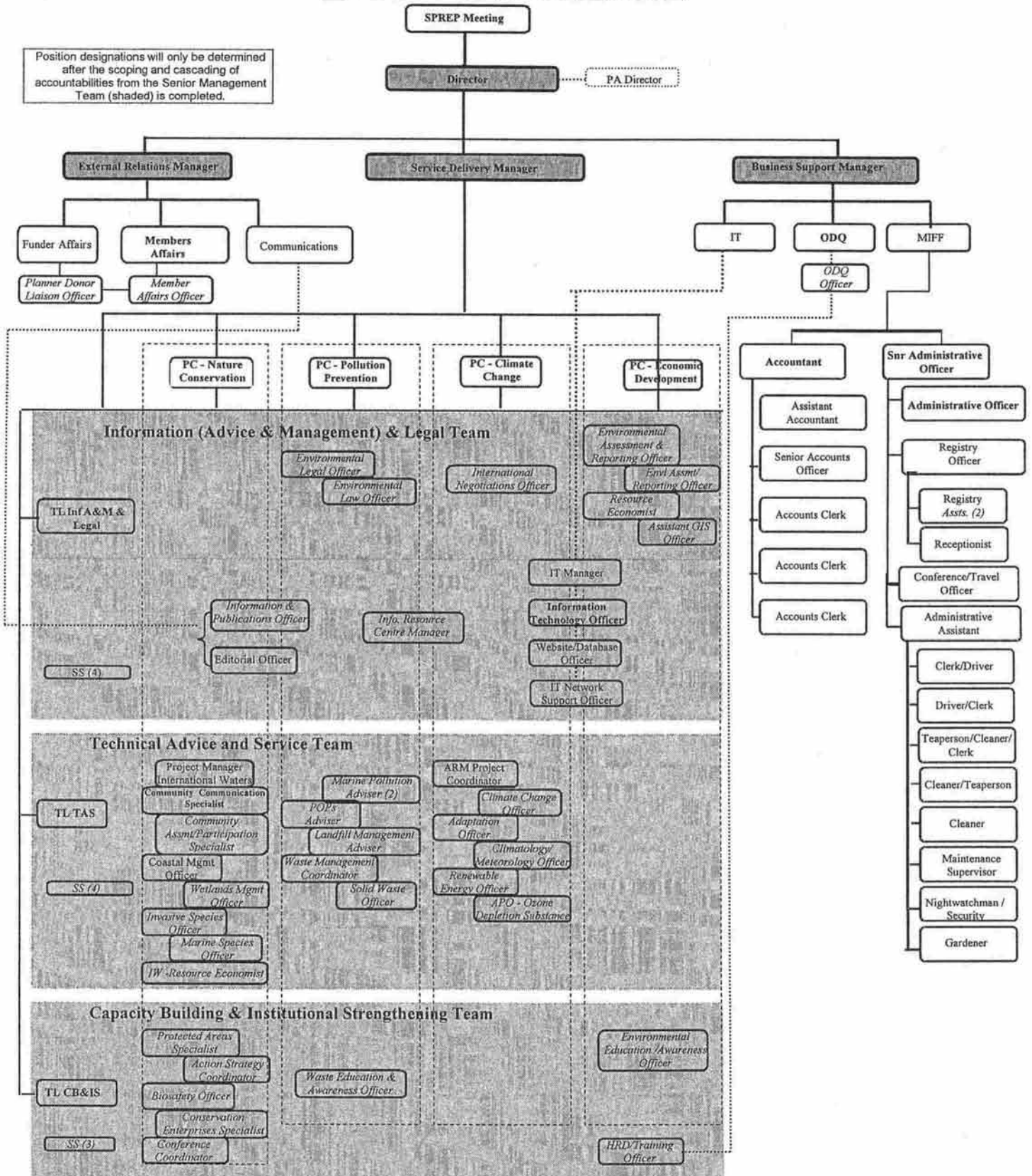
18. The Secretariat reiterates its views expressed earlier that the effectiveness and responsiveness of the Secretariat to Members' needs will continue to be affected. Funding constraints currently encountered in fully resourcing the existing Structure (Option 1) will constrain the Secretariat in the effective delivery of programmes, if Members do not commit additional resources. Integration and coordination of programme development and delivery coupled with existing bottlenecks with business support and programme management, will continue to be dealt with in an ad-hoc manner, subject to funding availability.

# Selection of Structural Options

## Option 1 – Status Quo



### Option 2 – Integrated Structure

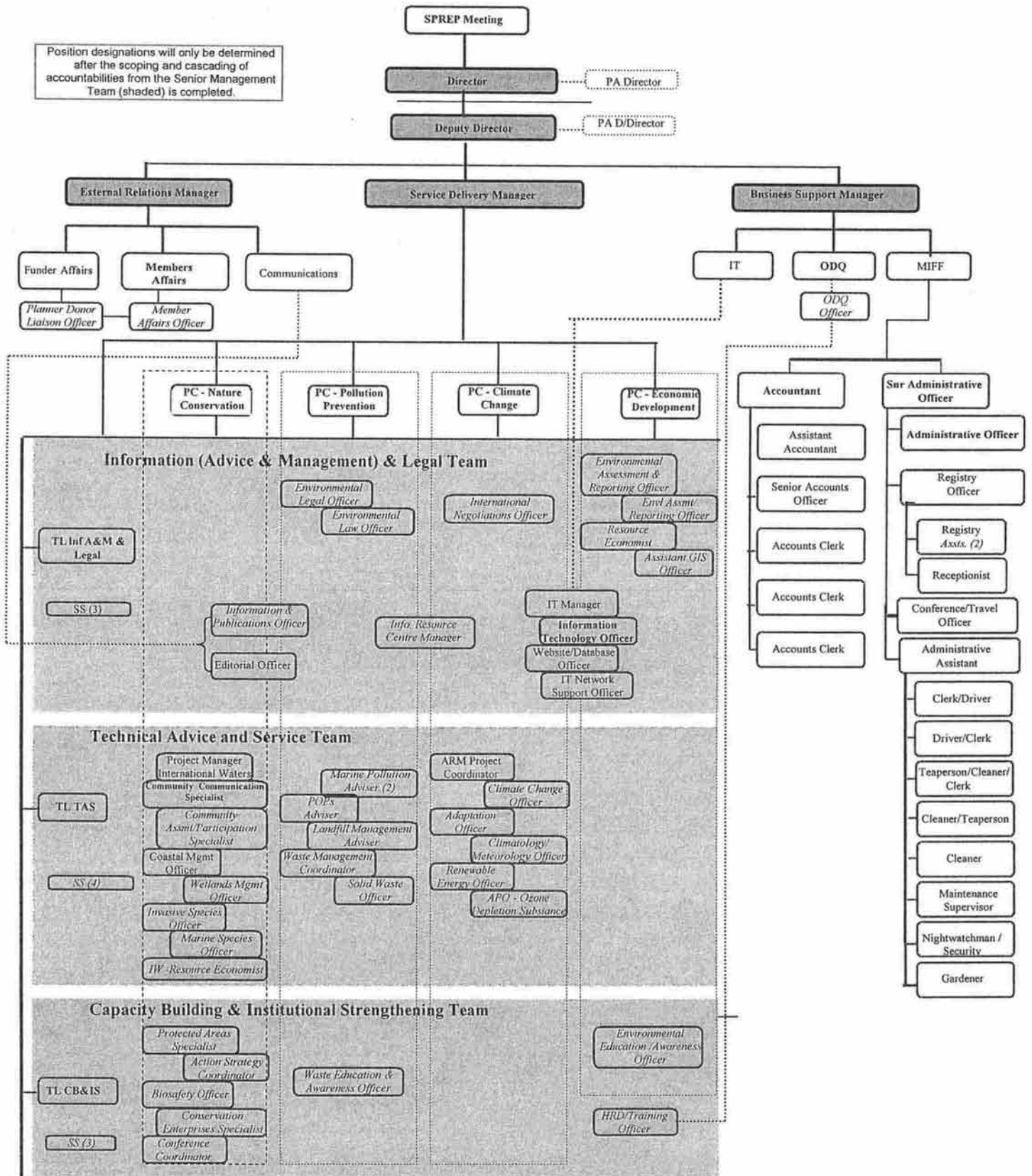


**KEY:**  
 APO: Assistant Programme Officers  
 SS: Support Staff  
 ODQ: Organisation Development and Quality  
 MIFF: Management Information Finance Function

- Information (Advice & Management) & Legal Team – functions will include information collection, compilation, aggregation, assimilation, dissemination and networking etc to support programme delivery.
- Technical Advice and Service Team – will include all Environmental Scientists and technical services support to programme delivery
- Capacity building & Institutional strengthening Team – functions will be of general nature and less technical with the aim of building capacity of members eg. Nature Conservation, Education, Training etc.

However, based on proper scoping of accountabilities position designations/titles, ownership and placement of resources (staffing) would then be identified.

**Option 3 – Integrated Structure with Deputy Director Position**



**Key:**  
 APO: Assistant Programme Officers  
 SS: Support Staff  
 ODQ: Organisation Development and Quality  
 MIFF: Management Information Finance Function

- Information (Advice & Management) & Legal Team – functions will include information collection, compilation, aggregation, assimilation, dissemination and networking etc to support programme delivery.
- Technical Advice and Service Team – will include all Environmental Scientists and technical services support to programme delivery
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However, based on proper scoping of accountabilities position designations/titles, ownership and placement of resources (staffing) would then be identified.



Grade M:  
Range: SDR 39,493 - 59,239

Grade L:  
Range: SDR 33,851 - 50,777

Grade K:  
Range: SDR 29,971 - 40,552

Grades J:  
Range: SDR 25,977 - 35,143

Grade I:  
Range: SDR 20,309 - 28,442

Grades H:  
Range: SDR 10,668 - 16,510

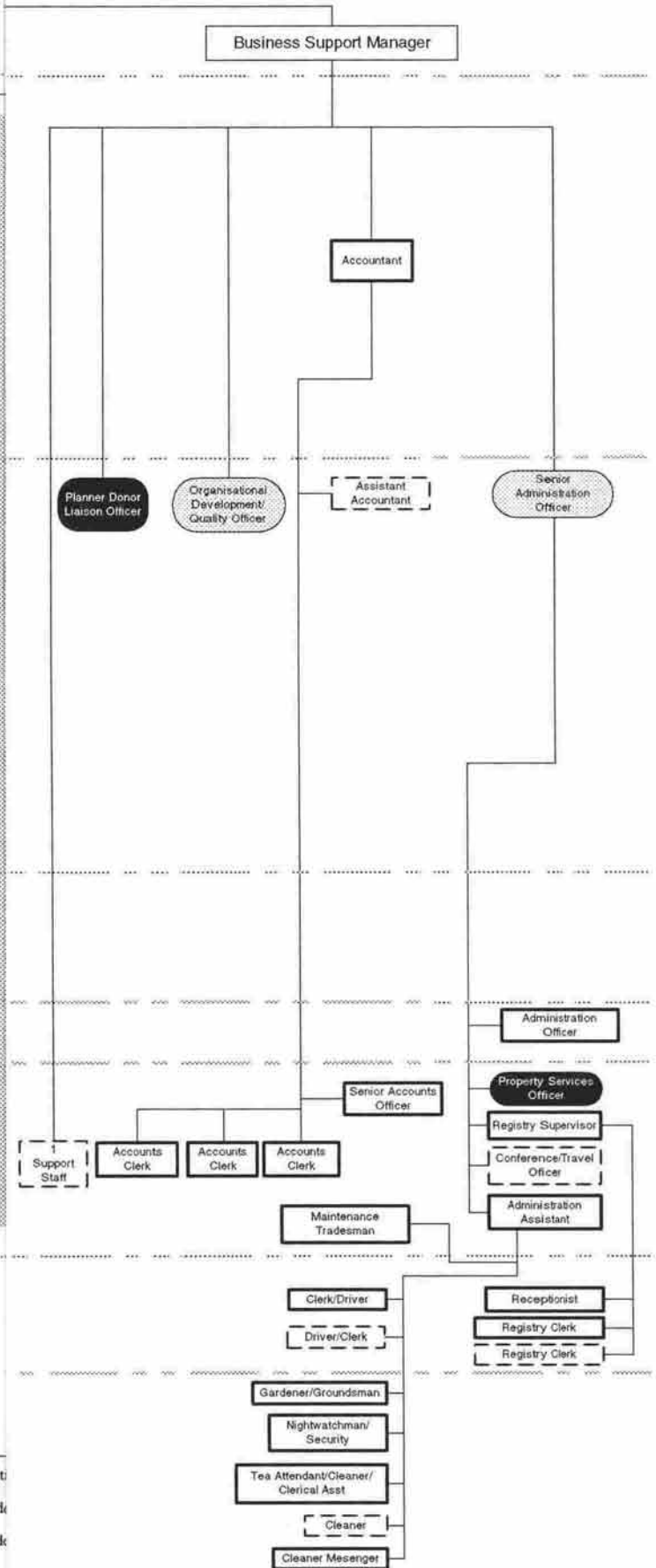
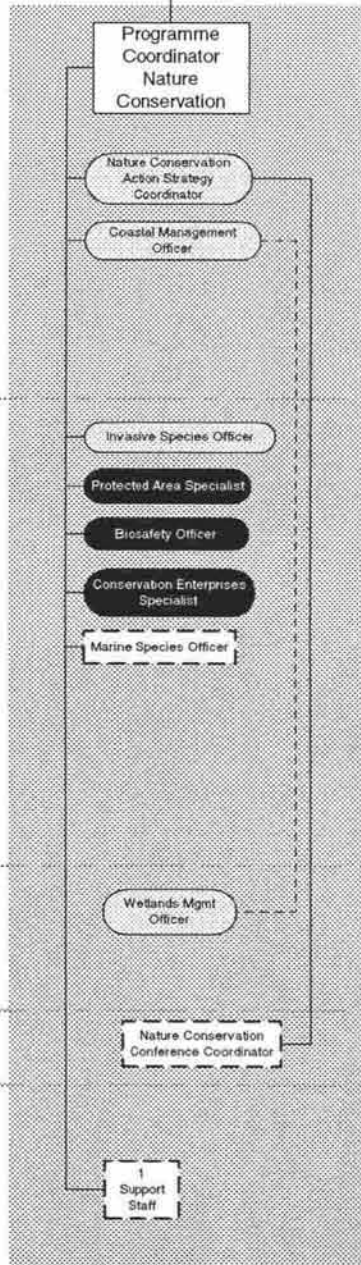
Grades F:  
Range: SAT 23,344 - 36,216

Grade E:  
Range: SAT 18,429 - 28,590

Grade D:  
Range: SAT 12,901 - 20,014

Grade C:  
Range: SAT 8,232 - 12,770

Grade B:  
Range: SAT 5,160 - 8,006



**Legend:**

	Position fully funded externally.		Position
	Other Donor-Project Funded.		Grade
	AusAID/NZODA-XB Funded.		Grade
	Core Budget Funded.		Fund result

**PROPOSED**  
**Terms of Reference**  
**(Key Accountabilities)**

**1. Director (D)**

**Key Accountabilities include:**

- ❖ Develop, communicate and gain acceptance of SPREP's corporate mission and vision.
- ❖ Develop, communicate and generate support of an environmental vision for the Pacific Islands region.
- ❖ Review and agree a common understanding of SPREP's mandate with Members.
- ❖ Manage and enhance the relationship with other Pacific Region Forums and Secretariats.
- ❖ Develop and manage an effective organisation structure.
- ❖ Manage and enhance the relationship with international agencies and other organisations focusing on the Pacific.
- ❖ Develop and implement strategies for representing SPREP at international Forums.
- ❖ Identify, evaluate and accept responsibility for advocating SPREP's position.
- ❖ Develop and implement strategies to advocate SPREP's view point.
- ❖ Identify and evaluate international initiatives, programmes and protocols for application within the Pacific Islands region.
- ❖ Identify and manage the relationship with other environmental agencies.
- ❖ Develop and implement workplace safety procedures.
- ❖ Monitor, analyse and interpret economic, social, political, demographic and technological emerging issues and response, and their impact on SPREP.
- ❖ Develop and meet SPREP corporate policies objectives.
- ❖ Develop, document and apply delegated authorities.

- ❖ Identify and comply with all generic business legislation.
- ❖ Meet all statutory reporting requirements.
- ❖ Meet all internal and external reporting requirements.
- ❖ Lobby for political support.

## 2. Deputy Director (DD)

The position will be responsible to the Director, will deputise for the Director and will perform other delegated accountabilities from the Director.

### **Key Accountabilities include:**

- ❖ Develop and implement an effective organisation change management process.
- ❖ Develop, communicate and gain acceptance of a long-term corporate plan for SPREP.
- ❖ Develop, communicate and gain acceptance of annual work programme and budget.
- ❖ Communicate and generate support of an environmental vision for the Pacific Island region.
- ❖ Meet annual work programme and budget objectives.
- ❖ Manage the relationship between external relations, service delivery and business support functions.
- ❖ Develop and implement productivity management processes.
- ❖ Develop and implement project management processes.
- ❖ Evaluate and accept responsibility for advocating Members' viewpoints.
- ❖ Communicate and generate support for an environmental vision for the Pacific Islands region.

- ❖ Identify and evaluate current and potential Member groupings and points of contact within individual Members and contributors.
- ❖ Manage the relationship with focal points within individual Member states, organisations and individuals.
- ❖ Review channels for communication with Pacific Island Members (focal points).
- ❖ Communicate and gain support for the current and potential needs, for environmental protection and sustainable development products, projects and services of Members.
- ❖ Develop and implement programmes to ensure that SPREP has the financial resources to deliver products, projects and services.
- ❖ Source funding for products, projects, ongoing advice and assistance and for core business processes.
- ❖ Assist individuals and groups of Members to source funding for environmental programmes.
- ❖ Oversee the development of strategies for collection of membership fees.
- ❖ Oversee the development and implementation of a 3-5 year funding plan.
- ❖ Set and agree funding targets by Member, funder state, funder organisation.
- ❖ Communicate requests for products, projects, and services from Members in the context of the overall programme.
- ❖ Achieve funding targets.
- ❖ Gain Funders' acceptance that products, projects and services have been delivered in full, on time and within budget.
- ❖ Oversee co-ordination of public relations and promotional activity for SPREP.
- ❖ Manage and co-ordinate all internal and external communications.
- ❖ Develop and promote mechanisms and protocols for the protection of Members' intellectual property rights.
- ❖ Identify, responsibilities for advocating Members' viewpoints.

### 3. Service Delivery Manager (SDM)

The position will be responsible to the Director through the Deputy Director and will:

- Oversee delivery of all programmes and processes to Members;
- Be responsible for staff performance management and measurement;
- Be responsible for productivity enhancement within the Organisation.

#### Key Accountabilities include:

- ❖ Accept and evaluate requests for, and commit to deliver products, projects and services.
- ❖ Develop, gain acceptance of and implement products, projects and services to meet the needs of individuals, and groups of Members.
- ❖ Develop and maintain SPREP's own capability to deliver products, projects, and services.
- ❖ Allocate resources to activities.
- ❖ Implement and meet agreed international initiatives, programmes and protocols within the Pacific Islands region.
- ❖ Assist Members to implement environmental programmes.
- ❖ Develop and implement programmes to measure the ongoing state of the Pacific Islands environment against SPREP's agreed vision.
- ❖ Develop and implement processes for managing SPREP's delivery of products, projects and services to individual Members.
- ❖ Gain Funders' acceptance that products, projects and services have been delivered in full, on time and within budget.
- ❖ Provide post project service and resolve project issues.
- ❖ Develop and implement project management processes.
- ❖ Assist individual, and groups of Members to source project inputs.
- ❖ Develop and approve travel plans.

- ❖ Organise and service meetings.
- ❖ Develop and approve work plans that meet Members' needs.
- ❖ Ensure contract obligations are delivered.
- ❖ Evaluate requests for products, projects, and services from Members in the context of the overall programme.
- ❖ Develop and implement programmes to assist Members build institutional capacity to address sustainable development issues.
- ❖ Develop and implement programmes to disseminate environment skills, awareness and technology.
- ❖ Develop and implement programmes to enhance the acceptance and awareness of sustainable environmental issues.
- ❖ Oversee development of SPREP's information management and communication technology functions.

#### **4. Business Support Manager (BSM)**

The position will be responsible to the Director and will:

- Be responsible for carrying out accountabilities focused on provision of generic business support functions.

##### **Key Accountabilities include:**

- ❖ Develop and maintain SPREP's own planning capability.
- ❖ Develop and implement a costing system.
- ❖ Develop and implement an investment strategy.
- ❖ Oversee invoicing of Funders.
- ❖ Oversee securing and banking of payments.
- ❖ Identify, evaluate, and develop opportunities for outsourcing SPREP's core business processes.
- ❖ Identify, manage and measure the performance of, and relationship with, key suppliers.

- ❖ Protect physical assets from loss or damage.
- ❖ Protect intellectual assets from loss or damage.
- ❖ Protect SPREP from consequential loss as a result of loss or damage to intellectual assets.
- ❖ Develop and administer insurance programmes.
- ❖ Oversee development of SPREP's information management and communication technology functions for business services.
- ❖ Develop and administer an asset management programme.
- ❖ Process accounts payable.
- ❖ Oversee operation of debtors, creditors and general ledgers.
- ❖ Oversee payment of salaries and wages.
- ❖ Identify, evaluate, and develop opportunities for outsourcing SPREP's Human Resource functions.
- ❖ Develop and implement Human Resource strategies.
- ❖ Develop and communicate an organisational culture and values.
- ❖ Identify and meet the needs of SPREP for management information.

#### **Purpose Statement for Programme Coordinator (PC)**

The position will be responsible to the Director, through the Service Delivery Manager and will:

- Design programmes to meet the needs of Members;
- Assist the SDM to source funding for the Programmes;
- Develop and resource a programme plan, in conjunction with the other Coordinators guided by SDM;
- Oversee the implementation of the programme;
- Report to SDM/funders/sponsors on programme performance;

- Be accountable for the timely and cost effective delivery of Programme outcomes;
  - Liaise with other Coordinators and SDM for the assignment of SPREP staff resources to the Programme.
  - Identify the staff resources that SPREP needs to deliver its workplan;
  - Assist with recruiting, training, motivation and management of the development and competence of the technical staff ;
  - Be accountable for staff utilisation;
  - Be accountable for ensuring that SPREP has competent staff available to meet the needs of the work programme and Corporate Plan;
  - Be accountable for staff competence and performance;
  - Liaise with SDM and other Coordinators for the assignment of SPREP staff resources to various programmes.
-



## Terms of Reference

### Director, South Pacific Regional Environment Programme

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II. Constitution and Functioning of SPREP	2-5
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IV. Performance of Duties during Absence	11-12
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VI. Finance	14-17
VII. Rules and Regulations	18-19
VIII. Resolutions and Directions	20
IX. Organisation and Servicing of Meeting	21
X. Reports and Publications	22-23
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XIII. Commencement and Amendment	26

### **The South Pacific Regional Environment Programme** (hereinafter referred to as "SPREP")

#### **Instructions to the Director**

To: The Director of the South Pacific Regional Environment Programme,

*You are hereby instructed by the Intergovernmental Meeting (hereinafter referred to as the "SPREP Meeting") as follows:*

## I. Definitions

1. In these instructions, unless otherwise indicated by the context, "direction" means any direction, instruction, resolution, decision, or request recorded in the Reports of the SPREP Meeting, or otherwise approved by the SPREP Meeting, or any instruction or observation embodied in Committee records approved by the SPREP Meeting.

## II. Constitution and Functioning of SPREP

2. SPREP derives its authority, powers and functions from decisions of the bodies which exercise control over it, including in particular the SPREP Meeting, and in due course, it is expected, from a constituent instrument.

3. As laid down therein, you are the chief executive officer of SPREP and shall carry out all directions of the SPREP Meeting. You will be responsible for the functioning of the Secretariat and it is your duty:

- (a) to ensure, so far as lies within your power and authority, the due observance of the terms and provisions of any constituent instrument;
- (b) to bring to the notice of the SPREP Meeting in any case where those decisions or terms and provisions are not being satisfactorily observed or carried out, and where, in your opinion, action or proposed action is or would be inconsistent with any of those terms or provisions or not strictly within the authority, powers, or functions conferred on SPREP;
- (c) to safeguard at all times the interests of SPREP and to ensure that its affairs are conducted with efficiency and dignity as an international organisation created to promote the protection of the environment and conservation of the natural resources of the South Pacific region.

4. Your management role is one of broad scope including responsibility within established policies for maintaining relationships with the appropriate agencies of Governments and Administrations, the South Pacific Forum, the South Pacific Commission, other regional institutions, specialised agencies of the United Nations, other relevant international organisations, and non-governmental organisation.

5. Your administrative powers and functions are also broad. Details of administration are a matter for you and not the SPREP Meeting. Nevertheless it is your duty to ensure that Governments and Administrations are kept sufficiently informed of the activities within your purview to enable them to discharge properly their functions in respect of the general policies of SPREP and the implementation of the Programme.

### **III. Staff**

6. As Head of the SPREP Secretariat, you are empowered, subject to such directions that may be received from the SPREP Meeting, to appoint and dismiss, as necessary, all members of the staff of the Secretariat.

7. You should protect the international character of the Secretariat and maintain at all times the independence of the Secretariat and the freedom of its personnel from influences external to the Secretariat.

8. In the appointment of staff to the Secretariat, technical qualifications and personal integrity of candidates are to be governing considerations. Wherever practicable, preference for staff appointments should be given to candidates from within the South Pacific region.

9. You are required to establish a Staff Classification and Salaries Plan and Staff Regulations for the approval of the SPREP Meeting.

10. It is your duty to administer these instructions fairly and impartially and to ensure their due and proper observance; and in the exercise of your responsibilities and powers you will act in conformity with the relevant provisions of these instructions and in all respects as a good employer.

### **IV Performance of Duties during Absence**

11. In the event of your absence or incapacity, the Deputy Director will act as Director. You will provide for the designation, in the absence or incapacity of both yourself and the Deputy Director, of an officer of the Secretariat to act as Officer-in-Charge. Such designation will be notified in writing.

12. In the event that the position of Director becomes vacant, the Director's functions and powers shall be exercised by the Deputy Director according to the instructions of the Chairperson of the SPREP Meeting.

## **V. The Work Programme**

13. You will make yourself familiar with the approved procedure for the formulation and approval of the SPREP Work Programme and you will be responsible for the development of the draft Budget estimates for the Work Programme activities.

## **VI. Finance**

14. You are to ensure that SPREP complies with accepted principles for financial accounting and expenditure and with its detailed Financial Regulations approved by the SPREP Meeting. You are responsible, subject to the directions of the SPREP Meeting, for the control of the funds of SPREP and for all accounting and expenditure.

15. You will make yourself familiar with the Financial Regulations and take such steps as may be necessary from time to time to ensure the strict observance of the requirements of those Regulations.

16. In exercising your management role and administrative control of SPREP activities and financial commitments, you will at all times bear in mind the importance of carrying out directions of the SPREP Meeting with the utmost efficiency.

17. You should regard it as an important part of your functions to seek additional financial and technical assistance from the international donor community.

## **VII. Rules and Regulations**

18. You will make yourself familiar with the Rules of Procedure for the SPREP Meeting and will seek to ensure their observance at all times.

19. You are responsible for the administration of all rules and regulations made by, or under, the authorisation of the SPREP Meeting, and it is your duty to ensure the full impartial observance of all such rules and regulations.

### **VIII. Resolutions and Directions**

20. You will take due cognizance of all resolutions and directions and requests for information, of the SPREP Meeting; and will take action within your competence as may be necessary to give effect thereto or comply therewith.

### **IX. Organisation and Servicing of Meetings**

21. You will be responsible for the organisation and servicing of all meetings of the SPREP Meeting and any committees, sub-committees or subsidiary bodies that it establishes, and all conferences and meetings which may be directed or authorised by the SPREP Meeting or under its auspices. Subject to the directions of the SPREP Meeting, you will be responsible for making all necessary arrangements for such meetings and conferences and for the preparation and circulation at the proper time of the agenda and all other necessary documentation.

### **X. Reports and Publications**

22. You will be responsible for the preparation and submission to Governments and Administrations of annual reports on activities of SPREP covering the twelve months since the last similar report. Such reports will also be provided to the South Pacific Conference and the South Pacific Forum. Other periodical reports are called for in the various rules and regulations established by the SPREP Meeting.

23. You will be responsible for the publication and distribution of SPREP periodicals, reports and other papers as may be directed by the SPREP Meeting from time to time or in accordance with the established practice and procedure.

### **XI. Records and Correspondence**

24. You will be responsible for the operation of an efficient system of records and correspondence, and for the safe custody of SPREP Meeting and SPREP records and archives.

### **XII. Custody and Care of Property**

25. You will be responsible for the protection, control and safe custody of all SPREP property and will take all necessary steps within your authority to ensure the proper care, protection and maintenance of all such property, including land, buildings, furniture, equipment, goods and materials of whatsoever nature, whether owned by SPREP or held by it on loan or tenancy, and appropriate insurance arrangements where applicable.

### **XIII. Commencement and Amendment**

26. These instructions shall enter into effect from 22 September 1993 the date of their approval by the SPREP Meeting and shall remain in force until amended by the SPREP Meeting.

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## ***Organisation Review undertaken by MCED***

1. Mercer Cullen Egan Dell (MCED) were specifically requested by SPREP to:
  - Review SPREP's current Organisational Structure;
  - Provide different options for SPREP's Organisational Structure and make recommendations for an appropriate structure that would support the implementation of the Action and Corporate Plans;
  - Evaluate each option (TORs, job size, costs, efficiency issues, modern business practices);
  - Define the Secretariat Outputs and Performance Measures in delivery of the Action and Corporate Plans' expected outcomes;
  - Identify the means of monitoring and evaluating the organisation and staff performance;
  - Develop and make recommendations for implementing an appropriate Performance Management System.
  
2. They provided the Secretariat with their Final Report in June, 2001. Comments by SPREP Management and Staff follow each section of the MCED Final Report.

### ***I. The Need for Change***

3. MCED lists the primary reasons for change as:
  - "SPREP and its programmes have become driven by the needs and requirements of donors, rather than Members ;
  - SPREP's programmes are not adequately focused on meeting the needs of all SPREP Members;
  - Internal business processes and systems have become inefficient, resulting in a lack of integrated programme design and implementation;
  - The need to better equip the Secretariat with appropriate skills, competencies and capability to fulfill its mandate and Action Plan;
  - Span and control of management positions are too broad;
  - The absence of a recognised second-in-charge to fulfill day-to-day operational (Apia) duties, while the Director attends to required international representational duties;
  - The need to allow existing HODs to focus on programme delivery, as opposed to attendance to organisational matters during the Director's absence;
  - The current structure is geared to deliver pre-determined programmes, rather than focusing on building the capacity and capability of SPREP Members". (MCED Final Report, p.6).

### Secretariat's Comments on the Need for Change

*The 11 SM "accepted that a new structure was required to support the new Action Plan and Corporate Plan" (11SM Report, paragraph 74). The Secretariat believes the need for change can be summarised in terms of:*

- *Improving responsiveness to SPREP Members;*
- *Effective integration and coordination of programme development and delivery; and*
- *Removing bottlenecks in business support and programme management.*

*Addressing these issues will require both structural change and improvements to institutional arrangements and administrative procedures.*

## **II. Review of SPREP's Current Structure**

4. MCED's findings on their Review of SPREP's Current Structure are:

- "...A number of key positions are not filled and have not been budgeted for, due to core budget resource constraints. The most noticeable of these positions are those of Deputy Director and Head of Division: Conservation of Natural Resources;
- The Director and the Heads of Division spend considerable time engaged in duty travel;
- These two factors combine to create a bottleneck in internal control, conflict resolution and co-ordination, particularly when the Director is also on duty travel. Currently it is possible for one of the Heads of Division to have 18 staff reporting directly to them whilst also acting as Director. This workload slows down the decision and approval process;
- Due to the nature of current funding arrangements (i.e. donor driven), the existing structure does not support the integration of internal processes and resources with the delivery of projects and programmes;
- As identified in the AusAID review, there are too few senior professional staff coupled with a lack of internal processes for the coordination of resources with programme activity." (MCED Final Report, p.7)

5. Further, MCED states that: "These [2] latter points will not be fixed by changing the structure. The current structure inhibits resolution of these issues and the development of the necessary management processes, due to the fact that the co-ordination of resources with programmes cascades up to the Director's position. The workload and resulting time constraints on this position, means various committees have been established to assist in the resolution of these issues, often leading to decisions being taken on a one-off, rather than integrated manner." (MCED Final Report, p.7).



### ***Secretariat's Comments on SPREP's Current Structure***

*The Secretariat reiterates its views expressed under the "Need for Change" section above. There is no doubt that there are bottlenecks created by too few senior staff, lack of internal coordination and associated stress placed on existing day-to-day operations. The current "situation" is in need of change. This can be best achieved through a combination of "structural changes" coupled with new and improved administrative "procedures" which encourage greater integration of work. Staff and Management within the Secretariat have spent considerable effort considering structural and procedural options that will encourage coordination and integration and remove apparent barriers that some perceive divide the Organisation (e.g. the Divisional Structure). Consideration of appropriate structural and procedural options is handicapped by the fact that the existing structure has never been fully staffed - two key managerial positions have remained vacant for almost four years largely due to a lack of funding.*

### ***III. Structural Options***

6. Management and Staff of SPREP in its February Workshop (conducted by MCED) worked through a range of (7) options over a five day intensive period (Appendix C: Structural Options, MCED Final Report, pp.29 – 42). The Workshop participants concluded at that time that an option, closely reflected in MCED's "Integrated Structure" (see Attachment 1) best reflected the Organisation's needs. The main advantages of this particular option were seen to be that it (i) reduced the number of direct reports to the Director, removing a bottle neck and (ii) it clarified responsibility for the management of resources under capability managers enabling internal capability to be built and softening the donor focus. The main disadvantage is that it represented significant change and would need a managed implementation programme.

7. MCED in its final report outlines 3 structural options (see Attachment 1):

- Option 1 – Status Quo;
- Option 2 – Integrated Structure;
- Option 3 – Integrated Structure with Deputy Director Position.

8. MCED's Final Report describes these options as follows:

#### Option 1: Status Quo

"This is the existing structure, with all the inherent challenges that have necessitated this review." (MCED Final Report, p.12)

#### Option 2: Integrated Structure

“This option clarifies the ownership of resources, where staff would report to, and be managed by, a process/capability Team Leader. The programme teams are resourced as ‘virtual teams’, sourcing staff as required from the process/capability teams as required for individual projects and programmes. This structure would enable SPREP to meet the needs and requirements of Members and Funders, deliver the services required of it, and control its operations in the most effective and efficient manner. It is seen as a desirable organisational structure for SPREP. It will reduce the number of direct reports to the Director and increase the emphasis on delivery of key services to Members and Funders. It sees the advent of an External Relations Manager (ERM), focusing specifically on the needs and affairs of Members and Funders, ensuring consistent and active internal and external communication. It further sees the advent of a Service Delivery Manager (SDM), charged with the oversight of delivery of all programmes and processes to Members, staff performance management and measurement and productivity enhancement within the organisation. Also, the Business Support Manager (BSM), will be responsible for carrying out accountabilities focused on the provision of generic business support functions. In this option, the Technical Advice and Service function would include all of the Environmental Scientists.” (MCED Final Report, p.13).

#### Option 3: Integrated Structure with Deputy Director Position

“This option retains all Option 2 features and sees the addition of a Deputy Director position. It retains the three management positions responsible for key functions of the organisation (External Relations; Service Delivery; and Business Support) however these positions would no longer be called upon to deputise for the Director. This would not affect the accountabilities for these roles, but would impact on the delegated authorities for all three roles. Accountabilities for Deputising in the Director’s absence would rest with the Deputy Director alone.” (MCED Final Report, p.15).

**9. MCED concluded, for the following reasons, that Option 2 was their preferred organisational structure:**

- “It removes the perceived bottleneck which exists in the current structure;
- It permits those accountabilities previously assigned to the Deputy Director to be more appropriately assigned between the External Relations Manager, the Service Delivery Manager and the Business Support Manager;
- It clarifies the management of resources in such a way that allows SPREP to anticipate and build its technical capability to meet the current and future needs of Members;

- It will clarify the way in which SPREP interacts with Donors, maximising the value to the Region in terms of environmental progress;
- It clarifies the way in which SPREP services its constituent Members;
- It is cost beneficial or cost neutral;
- It is owned by, and will have the support of, SPREP management and staff.” (MCED Final Report, p.18)

*Secretariat's Comment on last dot point relating to SPREP management and staff 'ownership' of the options: Agreement by staff centred on a matrix system at the time of the Workshop, as the preferred option given the extent of accountabilities listed by the Consultants and the exposure of 4 distinct structural options presented by the Consultants. Agreement by many staff was on the basis that a re-visit of accountabilities listing and function assignments would precede the position cascading exercises.*

*Secretariat's Comments on Structural Options:*

*Later thinking of SPREP Management and Staff (internal assessment since the February workshop) brings the Secretariat to the view that, whilst MCED's Final Report Option 2 (without a Deputy Director) has many features that would assist the Secretariat to be more functional, the position of Deputy Director would be a necessary component of a more effective functional structure. MCED's recommended (Option 2) gives the Officer-in-Charge (OIC) duties - whilst the Director is on duty travel - to any of the three Management Positions (External Relations Manager (ERM), Service Delivery Manager (SDM) and Business Support Manager (BSM)). In its later internal assessment, the Secretariat concludes that this aspect of the structure would not be significantly different from the current situation and not address the bottleneck that has been identified.*

*The Secretariat's view is that, of the three options provided by the MCED Review, Option 3 is closest to what would assist overcome some of the current inherent structural difficulties. However, the Secretariat both in its own internal deliberations and following additional consultation with Members with Representation in Apia, believes that in terms of the current size, available funding and stage of development of the Organisation an additional structure ( the "Preferred" Structure as shown in the Organogram in Attachment 1 (page 12) is more suited to its needs.*

#### **IV. Costing Analysis**

10. MCED's Final Report makes the following assessment with regard to costing:
- It is important for accurate comparative purposes, that any future structure is compared with the existing structure in its fully resourced and costed state (Option 1).
  - The existing structure is neither fully resourced, nor funded. To do so (i.e. to choose Option 1) would involve additional costs of US\$321,627 based on the 2001 budget. If the CROP Harmonisation/Job Sizing were to be implemented in 2001, it would cost a further US\$33,715, i.e. a total of US\$355,342.
  - If Option 2 is chosen as the preferred structural option, the cost savings between this Option and the current fully resourced structure (Option 1) would be US\$153,224, i.e. it would cost an additional US\$168,403 (\$321,627 – \$153,224) over the 2001 costs, before considering the Harmonisation/Job Sizing adjustments. The total additional cost, including the US\$33,715 Job Sizing adjustments would be US\$202,118.
  - If Option 3 is chosen as the preferred structural option, there would be cost savings between this Option and the current fully resourced structure (Option 1) of US\$76,178 i.e. it would cost an additional US\$245,449 (\$321,627 - \$76,178) over the 2001 costs, before considering the Harmonisation/Job Sizing adjustments. The total additional cost, including the US\$33,715 Job Sizing adjustments would be US\$279,164.

#### **Secretariat's Comments on Costing Analysis:**

*Members will note that the position of Deputy Director and the other Management positions (SDM and BSM) have been provided for within the 2002 Budget Estimates.*

*It is important to note that there are a number of "intangible costs" such as the impact on Work Programme delivery associated with an ineffective organisation structure.*

## ***V. Performance Measurement***

11. MCED state that, in their view, “SPREP should ultimately implement a performance management system based on an approach which measures behavioural competencies, in conjunction with an internal system of measuring performance against KRA’s. It should include feedback on performance from Members, staff, management and other stakeholders – this process is often referred to as **multi-source feedback**. However, SPREP has not yet developed a sufficiently robust set of target competencies nor has it any measure of performance other than the KRA’s in the Corporate Plan. Monitoring performance against the KRA’s is not a true measure of performance in relation to protecting and improving the state of the environment in the Pacific, and is more a measure of SPREP’s internal ability to predict its own outputs.

12. SPREP needs to develop an absolute measure of performance such as:

- Improvement in a number of environmental benchmark measures over time;
- How it impacts on the environment;
- How it delivers outputs to Members and Funders;
- How it measures the performance of staff.

13. The development of a competency-based performance management system is likely to require considerable investment and SPREP may wish to explore the possibility of a multi-agency system in conjunction with other CROP agencies.” (MCED Final Report, p.17).

### ***Secretariat’s Comments on Performance Measurement***

*The Secretariat concurs with MCED’s comments on Performance Measurement. Further, the Secretariat advises that the development of a Regional Framework for State of the Environment (SOE) reporting under SPREP’s Work Programme KRA 4: Economic Development, will generate environmental benchmarks and indicators for external measurement of SPREP and other CROP agency performance in environmental protection and the pursuit of Sustainable Development. Additional funding is required, however, to ensure the success of this work.*

## **VI. MCED's Final Report Recommendations**

14. MCED makes the following Recommendations that SPREP should work through in implementing the proposed structure. Please note Secretariat comments in italics:

### **Recommendation 1**

SPREP should gain Members' approval for the new structure by the end of June 2001. This needs to be done at the first possible opportunity. The process to date has created an expectation amongst staff, and any undue delay will start to impact on staff retention and performance. There is also considerable momentum for the change within the organisation which should be captured.

### **Secretariat's Comments on Recommendation 1**

*Secretariat has instigated this process by ensuring provision of additional information (MCED Report) on which Members can base their decision on the Organisation's structure. Staff discussions/consultations in the lead up to the 11<sup>th</sup> SPREP Meeting (Guam, October 2000) and following that meeting have highlighted the need for a more functional system (whether this be "structural" and/or through additional "procedures"). The Staff Workshop conducted 12 – 16 February, 2001 has led to an expectation by staff that change is imminent. Additional feedback from Members has been obtained (e.g. during the Apia Biosafety Workshop and additional consultations with Members that have representation in Apia). Recruitment to some (e.g. Secretarial) positions has been put on hold pending the outcomes of this matter at the 12SM.*

### **Recommendation 2**

SPREP should engage an external Consultant to assist in the implementation of the new structure and set up a project team consisting of the Consultant and four senior SPREP staff. It would be the task of this project team to further refine the organisation structure, translating it into detailed positions and cascading the key accountabilities down to individual job level.

### **Secretariat's Comments on Recommendation 2**

*The Consultant's recommendation is one way to proceed. A potential difficulty with this process is lack of funds. The Secretariat intends to manage the process internally, following recruitment of any Senior Management positions that the Members might decide upon in their decision on an Organisational Structure. The Secretariat notes that the "Preferred Structure" does not require major change.*

**Recommendation 3**

In addition to work already undertaken by SPREP in this area – clarify with other CROP agencies the boundaries between each body's activities and sphere of influence and agree on how they should interact to maximise their impact. This process might use the Accountability Matrix approach to explore and record these relationships.(see Matrix, MCED Final Report, p.19).

**Secretariat's Comments on Recommendation 3**

*Currently underway in response to the request by Ministers in Guam for the "Secretariat to develop, with CROP partners, a collaborative framework for mainstreaming environmental protection within the region's development agenda". Will be part of the preparations for the World Summit on Sustainable Development. Significant collaboration is also currently underway through CROP working groups, e.g. Marine Sector Working Group, ITPACNet group and an MOU between SPREP and the South Pacific Tourism Organisation (SPTO).*

**Recommendation 4**

SPREP Members and Funders should accept responsibility for the need to invest in the development of SPREP's internal resources to better enable delivery of key services.

**Secretariat's Comments on Recommendation 4**

*SPREP recognises that this is essential to the success of a country-driven process. This element is currently incorporated within SPREP's Action and Corporate Plans.*

**Recommendation 5**

Once appointed, the Senior Management Team should look for opportunities for outsourcing generic business processes. This may well be in conjunction with other CROP agencies.

**Secretariat's Comments on Recommendation 5**

*Ongoing process in the Secretariat. To date this has included maintenance, security, travel and publications.*

**Recommendation 6**

Once appointed, the Senior Management Team should identify a number of key environmental benchmark measures and agree on target levels of improvement against these measures, so that Members will have an absolute measure of SPREP's success.

**Secretariat's comments on Recommendation 6**

*Benchmarking is important. This is being developed with the assistance of NZODA-Pacific Initiative for the Environment (PIE) and will be based on nationally robust measures linked to Action Plan Outcomes. There is not likely to be an absolute measure of success but rather a composite of measures. A significant component of the establishment of a regional SOE framework is the supply of appropriate regional data and information on spatial and socio-economic parameters. Prior regional and international reporting has revealed the dearth of suitable aggregated data for the Pacific region. As part of the SOE reporting programme, a Spatial Baselines project has been initiated by the Secretariat to fill data gaps. Funding secured so far is not sufficient to enable regional dataset aggregation to confirm suitable benchmarks or identify key environmental indicators for monitoring and performance measurement.*

**Recommendation 7**

SPREP should develop and implement a competency-based performance management system. This may well be in conjunction with other CROP Agencies as a part of an overall harmonisation process.

**Secretariat's Comments on Recommendation 7**

*Competency based performance system is supported as a management tool. SPREP is already more advanced than its CROP partners in this regard (e.g. Annual Performance Auditing procedures and SPREP Members' annual evaluation of the Secretariat performance in the implementation of its Annual Work Programmes). SPREP actively works to harmonise activities, staff conditions, etc. with its CROP partners.*

**Recommendation 8**

SPREP should develop and implement at the earliest opportunity a knowledge management system capable of capturing and maintaining the significant intellectual capital that exists within the organisation currently and in the future.

**Secretariat's Comments on Recommendation 8**

*Supported – SPREP has initiated activities to ensure corporate and programme knowledge is captured and maintained for the benefit of the Secretariat and Members. For instance, the SOE programme under KRA 4 has established linked databases on spatial and textual data which includes historic information on programme activities by outputs and outcomes. As well, the Corporate Data Management (CDM) process, under which principles the SOE database development has been guided, should address this issue.*



**Recommendation 9**

SPREP should develop and implement at the earliest opportunity a complete and enduring profile of all Members in order to maintain momentum and significant service delivery to all Members, irrespective of focal point and SPREP staff changes.

**Secretariat's Comments on Recommendation 9**

*Already underway – see comments on Recommendation 8.*

**Recommendation 10**

A Project Team should be established immediately to take ownership of, and drive the implementation process for the new organisational structure. This project team should consist of four members of SPREP's staff plus the consultant to guide the process and ensure the overall objectives are achieved. It is anticipated that the consultant input would be largely in a project advisory capacity." (MCED Final Report, pp.19-20).

**Secretariat's Comments on Recommendation 10**

*Ongoing – staff involvement in workshop, review of report and development of Secretariat views to this paper. Refer to Transitional Arrangements. Refer to Secretariat comments on Recommendation 2.*

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

**Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

**Restricted Distribution**

Working Paper 7.3 and Attachments  
CROP Harmonisation including Job Sizing

**This Working Paper and attachments will be distributed  
before the meeting to SPREP Members and CROP  
Agencies ONLY.**



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

**Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

**Agenda Items 8.1 and 8.2:**

- **Proposed Work Programme and Budget for 2002**
- **Indicative Work Programme and Budget for 2003 and 2004**

**Purpose of Paper**

1. To present the above documentation for the Meeting's consideration and approval.

**Recommendation**

2. The Meeting is invited to:
  - **consider** the Work Programme and Budget and Indicative Work Programme and Budget; and
  - following further consideration of related Work Programme issues under Agenda Item 8.3, **approve** the Work Programme and Budget for 2002 and Indicative Work Programme and Budget for 2003 and 2004.

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2 August, 2001



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 8.3.1.1: Regional Strategy for Avifauna Conservation – Future Direction**

#### **Purpose of Paper**

1. To seek from the Meeting, endorsement of the Regional Strategy for Avifauna Conservation which has been drafted by three sub-regional working groups.

#### **Background**

2. Since the start of the Regional Avifauna Conservation Programme in September 1998, three sub-regional workshops have been run in Rarotonga (for Polynesia), Nadi (for Melanesia) and Guam (for Micronesia). Participants in these workshops represented all Pacific Island SPREP Member countries, specialists from New Zealand and the USA, Pacific regional and national non-governmental organisations and the international association of NGOs – BirdLife International. Prior to these meetings the Programme Officer Avifauna Conservation and Invasive Species (POACIS), compiled all that was known about the conservation status of Pacific birds and their threats. The workshops considered this information along with the need for bird conservation in-country. The meeting was facilitated to produce workplans for these bird species and their habitats. At the same time, the draft Regional Avifauna Conservation Strategy written by the Avifauna Working Group at the 3rd South Pacific Conference on Nature Conservation and Protected Areas, Port Vila (24-28 October, 1991), was considered consecutively by each workshop until the final version was drafted. This version is tabled for the SPREP Meeting's consideration and endorsement.

#### **Recommendation**

3. The Meeting is invited to:
  - **consider and endorse the Regional Avifauna Conservation Strategy.**

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2 May, 2001

## **Draft Regional Strategy for Avifauna Conservation**

### **Preamble**

The fossil record and recent observations show oceanic island bird faunas as being greatly reduced by human impact, with only a small fraction of their indigenous birds surviving to the present day. There is an urgent need for bird conservation action on islands because:

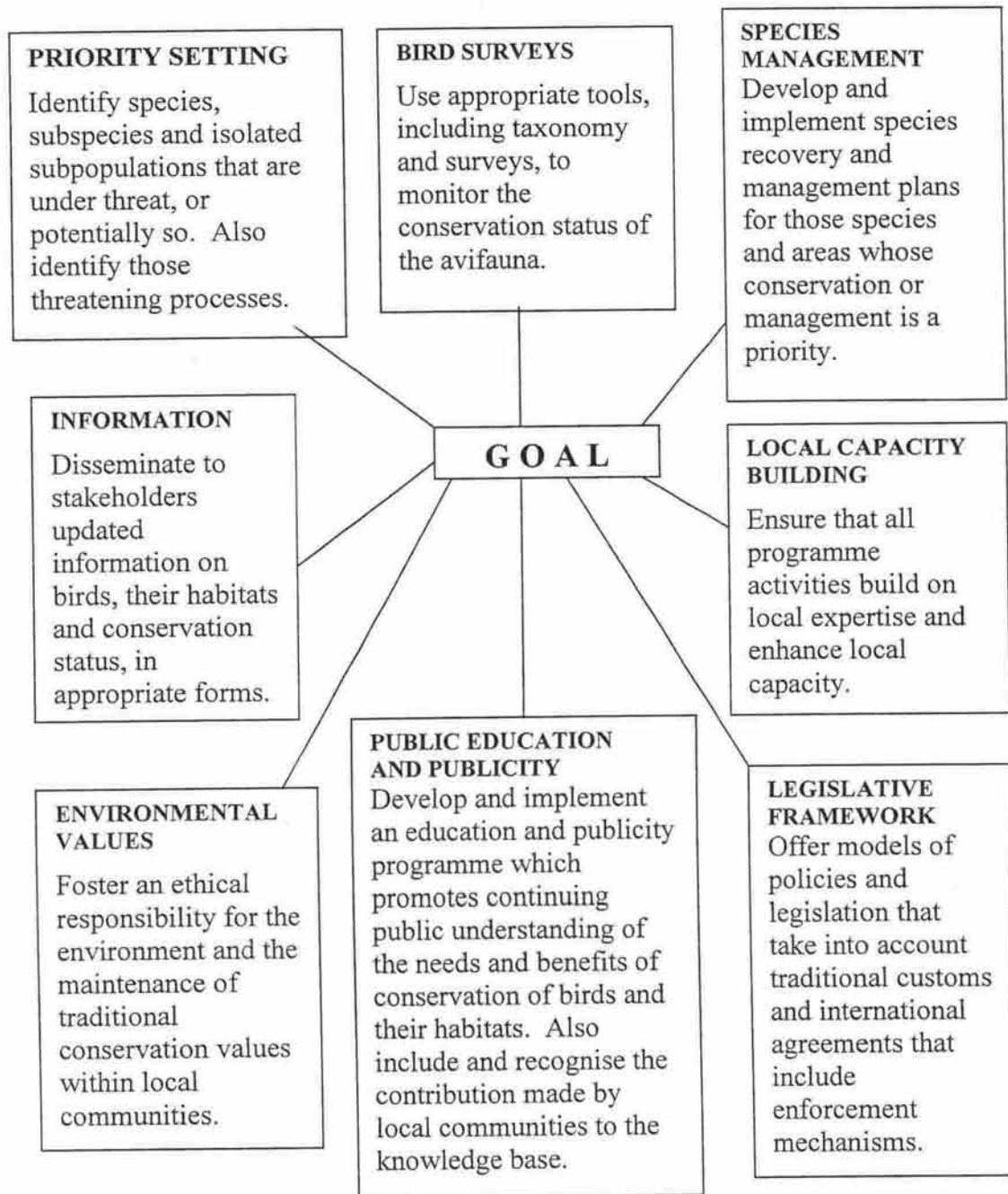
- Over 95% of the world's recent bird extinctions have occurred on islands.
- Around 30% of Pacific birds are currently threatened with extinction (see IUCN status).
- Islands show a greater number of threatened birds per km<sup>2</sup> (and per person) than any other areas.
- Island birds are very susceptible to threats such as invasive species, habitat loss and trade of species.
- The small size of island nations has often led to them being overlooked as repositories of significant bird diversity, and yet grouping Pacific islands together would rank them high in the world for bird biodiversity.
- The weak knowledge base in the region is an impediment to conservation action.
- There is lack of understanding within human island communities of the impacts of their practices upon their local avifauna.
- Birds are a significant component of traditional culture.
- Conservation of healthy ecosystems is vital to species survival.

On the other hand, by virtue of their simple ecosystems and local conservation customs, islands provide excellent opportunities for effective bird recovery and management actions. In addition, it is only on small islands that some solutions, e.g. permanent eradication of cats and rats, have a chance of success.

### **Goal**

**To recover threatened bird species and to conserve all other indigenous bird species and their habitats.**

The Objectives of the Action Strategy are in eight areas:



### Regional institutional arrangements

Bird conservation priorities are spread unevenly across the region, some areas having a greater number of issues than others. Nevertheless, there are issues to be addressed in each country and territory, and this Plan encourages activity throughout. While many agencies and non-government stakeholders may be involved in activities, this Plan assumes that SPREP will be the co-ordinating agency. SPREP has the advantages of being a regional body capable of providing a framework for activities, co-ordinating them, and acting as a clearinghouse for information.

**Note:** This document follows IUCN terminology for species conservation status (see BirdLife International. 2000. *Threatened Birds of the World: The official source for birds on the IUCN Red List*. Lynx Edicions, Barcelona, and BirdLife International, Cambridge, UK).



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

### **Twelfth SPREP Meeting of Officials**

Apia

10-14 September 2001

### **Agenda Item 8.3.1.2: International Coral Reef Action Network (ICRAN): A Global Partnership for Coral**

#### **Purpose of the Paper**

1. To inform the Meeting of this major programme activity recently funded by the United Nations Foundation through the UNEP Regional Seas Programme.

#### **Background**

2. The South Pacific Regional Environment Programme (SPREP), through its connection with the UNEP Regional Seas Programme, has been invited, on behalf of its Members to be involved in the action phase of this project. The International Coral Reef Action Network (ICRAN) project is a collaborative effort, which aims to halt the trend of degradation of coral reefs worldwide. In addition, it is a major contribution by UNEP and other expert partners towards the implementation of the Framework for Action of the International Coral Reef Initiative (ICRI), the internationally agreed blueprint for conservation of coral reefs. The ICRAN action phase will be implemented by UNEP Regional Seas Programmes in partnership with the Australian Institute of Marine Science / Global Coral Reef Monitoring Network (GCRMN), the Coral Reef Alliance (CORAL)/ International Coral Reef Information Network (ICRIN), the International Centre for Living Aquatic Resource Management (ICLARM), ICRI Secretariat, the World Resources Institute (WRI) and the World Conservation Monitoring Centre (WCMC).

3. The Regional Seas Programmes (including SPREP) will lead the management action component through supporting field activities in four areas (the Wider Caribbean, East Asian Seas, Eastern Africa and the South Pacific), and wherever practicable, will cooperate with NGOs and other programmes in these areas. Field activities will focus on practical action at the community level to protect and manage coral reefs and associated ecosystems. This will be supported by assessment and information components (WCMC and WRI) that can be drawn on to further support on-the-ground activities.

4. Through the Regional Seas Programme, the ICRAN project will establish a global network of actively functioning demonstration sites for Integrated Coastal Management and Marine Protected Areas to promote good management practices with full involvement of local communities. The experience of the demonstration sites will be used to adapt successful approaches to additional target areas and communities. The sites will be instrumental in sustainable capacity building activities in each region, as described in Attachment 1.

### **Status Report**

5. The implementation of this project will be staged over several phases:

- Scoping Phase (review of existing activities and projects, identification of criteria for determining demonstration and target sites).
- Consultation Phase (consultation with government departments, NGOs regarding potential candidate projects/sites).
- Implementation Phase.

6. The project scoping phase has commenced. This consists of a review of existing projects and activities and discussions with relevant government, community and NGO personnel about potential sites in demonstration and target site categories. The various reviews carried out under the International Waters Project and the Independent Review of the SPBCP Programme will also be considered during this phase.

7. It is generally intended that this project will assist existing projects that require additional technical and funding support to maintain or move towards successful implementation. New projects will be funded where a strong need is demonstrated. This project will work closely with the International Waters Project and the PICCAP programme in carrying out activities.

8. Progress in relation to the Scoping Phase will be provided in the form of a verbal report to the 12<sup>th</sup> SPREP Meeting.

### **Recommendation**

9. The Meeting is invited to:

- **note** the recent commencement of this major project.

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29 June, 2001



## Demonstration and Target Sites

### DEMONSTRATION SITES

The demonstration site provides a good working example of effective management addressing one or more issues, which would otherwise threaten the survival and productivity of coral reefs and related ecosystems. The ICRAN project will enhance the capacity of the community at the selected site to demonstrate good practices, e.g. through improving infrastructure of the sites and the capacity to receive visitors from other areas.

The site responsibilities include:

- Continuing good reef management;
- Preparing materials describing and explaining:
  - management issues;
  - plan of management;
  - roles of all participants, community members, planners, managers, visiting advisors or experts; and
  - lessons learned and recommendations to other sites;
- Making presentations about site experience;
- Hosting visits to the site and preparing visits to target sites as appropriate.

### TARGET SITES

These are sites in which a clear management need has been identified and where there is potential to apply the lessons of experience from successfully managed demonstration sites which have addressed similar issues. The characteristics of such sites include:

- Local recognition of and preparedness to address the need for management;
- Capacity to develop a partnership of community members, planners, managers, visiting advisors or experts;
- Preparedness to address social and economic factors needed to achieve sustainable management and conservation.

### OPERATION OF THE DEMONSTRATION-TARGET SITE SYSTEM

Demonstration sites will generally be selected to meet specific needs at target sites. This will require:

- Work with the target site community to select and brief a delegation to visit the demonstration site;
- Identification of specific training activities at the demonstration site responding to needs at the target site;
- Plans and logistical arrangements at demonstration site for field and community activities for visiting target community delegations and vice-versa;
- Presentations and field visits at demonstration and target sites as required;
- Returning delegation briefs broader target community on issues, achievements and opportunities using demonstration site materials;
- Workshops to identify and discuss problems relevant to the target community;
- Workshops to prepare possible action plan for management implementation at the target community site;
- Target community implementation and follow-up; and
- Possible visit(s) by demonstration site peers to discuss and answer questions with the broader target community.



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 8.3.1.3: 7<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas

#### Purpose of Paper

1. To inform the meeting of the 7<sup>th</sup> Pacific Islands Conference on Nature Conservation and Protected Areas to be held in the Cook Islands, 8-12 July, 2002.

#### Background

2. The conference is the pre-eminent nature conservation conference in the Pacific. At the last conference in Pohnpei, FSM there were more than 170 participants.
3. The conference's main objectives are:
  - Review progress in the implementation of the 1999-2002 Action Strategy for Nature Conservation in the Pacific Islands Region;
  - Identify and debate new and emerging issues and determine regional priorities for nature conservation in 2003-2007;
  - Provide a framework for the free exchange and sharing of conservation experiences, lessons learned and best practices in nature conservation; and
  - Facilitate networking and the forging of partnerships among all stakeholders of nature conservation.
4. The Conference's key outputs will be:
  - consensus on regional priorities in nature conservation;
  - input from regional stakeholders on action strategy mission, objectives and actions at the national and regional/international levels; and
  - conference resolutions and recommendations for the future.

5. The theme of the conference is *mainstreaming nature conservation* and the slogan is "Islands of Life...Pure Pacific" which aims to involve a broad cross-section of Pacific islanders.

6. Past Conferences brought together policy-makers, international funding agencies, regional and international conservation NGOs, community leaders, researchers, trainers and specialists in nature conservation and protected areas. This conference, as evidenced by its theme, also aims to attract representatives of other sectors including trade specialists, economists, development planners, tourism operators and others. This is essential to the successful integration of nature conservation into economic development planning and decision making.

7. The Cook Islands Government has generously offered to host the Conference, with a significant contribution to conference costs.

8. SPREP is working closely with the Cook Islands Government and a number of other regional conservation organisations in planning and organising this important activity.

#### **Recommendation**

9. The Meeting is invited to:

- **note** the conference and progress made in its arrangements.

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29 June, 2001



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 8.3.1.4: Regional Marine Turtle Conservation Programme**

##### **Purpose of Paper**

1. To advise the Meeting on the status of the Regional Marine Turtle Conservation Programme.

##### **Background**

2. Turtles are an important shared, migratory resource of Pacific Islands. The seven species of turtles found in the region are currently listed as endangered species by the World Conservation Union (IUCN). Key issues for turtle survival are unsustainable harvesting and habitat degradation.

3. In the last 10 years, concern for turtle conservation and wise use has grown in the region, with an increasing number of initiatives being undertaken at local, national and regional levels. This has resulted in the establishment of the Regional Marine Turtle Conservation Programme (RMTCP) and associated active network of Government and Non-governmental Organisations (NGOs) agencies working together to effect turtle conservation and sustainable use.

4. The RMTCP has previously been supported by the Canadian Government through the Canada South Pacific Ocean Development (CSPOD) I Project. This support greatly assisted implementation of the Marine Turtle network's first 1994 – 1996 Strategic Plan, including the conservation campaign – “1995 Year of the Sea Turtle”. It has also supported operational costs of the RMTCP network.

5. The RMTCP network put together a Strategic Action Plan for 1997 - 2001 that provided for coordinated action at local, national and international levels aimed at turtle conservation and sustainable use.

6. The Canadian Government has renewed its support to turtle conservation management in the Pacific Islands Region. Funding is for 3 years and commenced in July 2001, upon recruitment of the Marine Species Officer.

#### **Goal of RMTCP**

7. Under the overall RMTCP goal of conserving marine turtles for their cultural, economic and nutritional values for Pacific Island people and for the long-term survival of turtle resources, the focus of the programme for the next 4 years is on building capacity to achieve this goal. In so doing, the project is assisting in-country RMTCP partners to address their capacity to effectively use information for decision making among different sectors of the population including women, men and mixed youth groups.

#### **Purpose of RMTCP**

8. The purpose of the RMTCP is to provide the necessary services and additional resources (financial and technical) to Pacific Island Governments and Non-governmental Organisations to enable them to:

- effectively participate as network members in the RMTCP;
- work in partnership with local communities and the private sector to achieve the conservation and wise use of turtle resources through a range of in-country initiatives; and
- implement and review their participation in the RMTCP Action Strategy.

#### **Proposed Activities, Expected Results, Potential Impacts and Beneficiaries**

9. Implementation of the RMTCP focuses on four key activity-based components:

- Coordination and Operation of the RMTCP network;
- In-country support for turtle conservation and sustainable use initiatives (includes government and NGOs);
- Education and awareness resource production; and
- RMTCP network review process and monitoring of programme implementation.

10. The overall expected results are increased capacity for turtle resource management at the local, national and regional level that incorporates necessary conservation initiatives and allows for sustainable use. This will be achieved through an effective RMTCP network of government and NGOs who have received timely and effective support from the RMTCP Co-ordinator (SPREP) to assist prioritised needs. The potential impact is better protection of turtle resources to allow recovery of endangered species and sustainability. Note that due to the long life cycle of turtles, measurable biological recovery is not possible for a term of less than twenty years. The ultimate beneficiaries of the project will be governments of SPREP Members and citizens of those countries and territories.

### **Current Status of RMTCP**

11. A Marine Species Officer was recruited in July 2000 to coordinate the programme after the departure of the previous incumbent. The programme will run for another 3 years with funding from Canada under CSPOD II. The programme currently supports in-country projects in American Samoa, Papua New Guinea, Solomon Islands and Vanuatu, while project proposals are being developed for Fiji and the Northern Marianas. It is hoped that, at the end of 2001, the programme will have re-established communications and renewed the RMTCP network with support to at least 4 in-country projects. A draft "Review of Turtle By-catch in the Western and Central Pacific Ocean Tuna Fisheries" has been produced by SPC for the RMTCP.

12. Education and Awareness materials (Posters, Brochures) are continually being distributed in response to requests received. Turtle t-shirts have been re-produced to be offered as reward for reporting retrieval of turtle tags.

13. A regional workshop is planned for early 2002 to review the RMTCP network and programme implementation.

### **Recommendation**

14. The Meeting is invited to:

- **note the status and progress** of the Regional Marine Turtle Conservation Programme.

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29 June, 2001



*South Pacific Regional Environment Programme*

**Regional Forum and SPREP Member Regional Workshop  
for a South Pacific Whale Sanctuary**

Apia, Samoa

17- 20 April 2001



**Apia Statement:**

*Progress on a Proposal for a South Pacific Whale Sanctuary for  
consideration by Pacific Island Forum Leaders*

**Ministers of Australia, Fiji, Kiribati, New Zealand, Niue, Papua New Guinea, Samoa, and Tokelau, together with Ministerial Representatives from Cook Islands, Tuvalu, and Tonga, and Representatives of American Samoa, New Caledonia, French Polynesia, and Wallis and Futuna, meeting in Apia, 17-20 April 2001 to progress a proposal to establish a South Pacific Whale Sanctuary:**

**Expressing** their appreciation to the Director of SPREP and his staff for organising the Regional Forum and SPREP Member Regional Workshop and to the Government and people of Samoa for their generous hospitality;

**Further expressing** their appreciation to the Governments of New Zealand, Australia and France for the provision of financial resources to conduct the Meeting;

**Recalling** the decision of Pacific Islands Forum Leaders in 1998 to support the development of a proposal to establish a South Pacific Sanctuary for great whales to complement the existing Indian and Southern Ocean sanctuaries (noting *Apia Statement* Attachment 1);

**Noting** the proposal put forward by the Governments of Australia, France, New Zealand, United Kingdom and the United States of America at the Fifty Second Meeting of the International Whaling Commission (Adelaide, 2000) to amend the Schedule of the International Convention for the Regulation of Whaling to establish a South Pacific Whale Sanctuary was discussed (as given in *Apia Statement* Attachment 2);

**Recalling** the Ministerial Statement from the Eleventh SPREP Meeting (Guam 2000) (noting *Apia Statement* Attachment 1) which welcomed the efforts to establish a South Pacific Whale Sanctuary through the International Whaling Commission (IWC) and which agreed to continue to support efforts to promote the adoption of a Sanctuary, whale conservation and associated eco-tourism development;

**Recalling also** the decision of Pacific Islands Forum Leaders in October 2000 to progress a proposal to establish a South Pacific Whale Sanctuary (noting *Apia Statement* Attachment 1);

**Noting** reports on the status of national legislative measures for whale conservation and following a discussion of potential regional and international components of such a proposal;

**Noting also** the critical significance of the South Pacific as breeding grounds for nine species of great whales;

**Noting also** the serious depletion of great whale stocks in the South Pacific region;

**Noting also** that the gathering of great whales on their South Pacific breeding grounds is one of the great wildlife spectacles of the world;

**Reaffirm** their commitment to progress a proposal for a South Pacific Whale Sanctuary;

**Acknowledge and support** in principle the intention of Australia and New Zealand to resubmit the South Pacific Whale Sanctuary proposal to the IWC meeting in London in July, 2001 ahead of the Pacific Island Leaders Forum Meeting;

**Acknowledge also** the continuing strong resolve and support of the SPREP member territories to the proposal to establish a South Pacific Whale Sanctuary as presented by the Governments of New Zealand and Australia to the Eleventh SPREP Meeting (Guam, October 2000) to go forward to the IWC meeting in London in July 2001;

**Note** that an IWC South Pacific Whale Sanctuary would be non-binding on Forum and SPREP non-IWC members and therefore any national legislative measures to implement the South Pacific Whale Sanctuary would be entirely the sovereign decision of each non-IWC state;

**Acknowledge and support**, in principle, the establishment of a national sanctuary within Tonga's Exclusive Economic Zone and the intention of other South Pacific countries and territories to consider similar national sanctuaries;



**Note** that, should Pacific Island countries and territories wish to implement the provisions of an IWC South Pacific Whale Sanctuary regionally, the existing SPREP Regional Marine Mammal Conservation Programme (RMMCP) could usefully assist with this task;

**A South Pacific Whale Sanctuary – National perspectives and component**

**Agree** that whales are an important part of the natural and cultural heritage of Pacific Island peoples;

**Welcome** the growth of whale watching tourism in the region, with its associated economic benefits;

**Acknowledge** the concern of some SPREP members of the potential impact of great whales on commercial fisheries resources, although scientific evidence of any significant interactions between great whales and commercial fisheries in the SPREP region is lacking, and acknowledge the undertaking by the SPREP Director to consult with Forum Fisheries Agency (FFA) and Secretariat of the Pacific Community (SPC), and to provide the best possible advice based on available scientific data;

**Welcome** the comprehensive conservation measures for great whales implemented in the Kingdom of Tonga, American Samoa, Australia and New Zealand;

**Note** that, while many other SPREP Members currently have no specific measures for the conservation of great whales and that for some the promulgation of specific whale conservation legislation may not presently be an urgent priority, there exists a range of comprehensive conservation, environment and fisheries laws that provides for the management of threatened and endangered marine species;

**Note also** that this apparent lack of national measures for some SPREP Members provides no impediment to their taking measures for whale conservation, including establishment of national sanctuaries, where appropriate and desirable;

**Further note** that many SPREP members have limited capacity and resources to effectively manage the conservation of their marine mammal populations;

**Welcome** the offer made by Australia and New Zealand to assist SPREP members on request, in the development of national legislation, particularly in regard to the development of guidelines or regulations for whale watching operations;

**Agree** that the provision of information to assist with whale conservation and marine mammals in general is crucial to progressing whale conservation in the region;

**A South Pacific Whale Sanctuary – Regional component**

**Agree** that SPREP's Regional Marine Mammal Conservation Programme is currently assisting whale conservation in the region and could usefully assist the effective implementation of a South Pacific Whale Sanctuary;

**Urge** donors to favourably consider providing financial resources to support SPREP's RMMCP in work connected with the proposed South Pacific Whale Sanctuary.

**Call on** SPREP to consider including in its RMMCP the activities listed in *Apia Statement* Attachment 3;

**A South Pacific Whale Sanctuary – International IWC component.**

**Note** the scientific rationale and provisions for establishment of sanctuaries listed in Article V (1) of the International Convention for the Regulation of Whaling;

**Note also** the boundaries, species coverage and ten year-review period in the proposal (as given in *Apia Statement* Attachment 2) for a South Pacific Whale Sanctuary under consideration of the International Whaling Commission;

**Consider** that the recovery of severely depleted great whale species in the proposed Sanctuary area would be facilitated by the establishment of such a Sanctuary;

**Actions for progressing the Proposal for a South Pacific Whale Sanctuary**

**Call on** the SPREP Secretariat to fully inform all SPREP members on the proceedings and outcomes of this Meeting;

**Also call on** the SPREP Secretariat, in liaison with the Forum Secretariat, to report the proceedings and outcomes of this Meeting to the next meeting of Pacific Islands Forum Leaders;

**Further call on** the SPREP Secretariat to communicate the proceedings and outcomes of this Meeting to the Alliance of Small Island States;

**Request** SPREP Members of the IWC to advise the Commission on the proceedings and outcomes of this Meeting.

## **Apia Statement Attachment 1**

### **Twenty-ninth South Pacific Forum (August, 1998 Federated States of Micronesia) Forum Communiqué:**

*"42. Leaders recalled their support in 1993 for the International Whaling Commission's moratorium on commercial whaling and the proposal to establish a Southern Ocean Sanctuary. The Forum continued to attach importance to the sustainable use of marine resources, noting that a greater level of protection for whales was appropriate, and also noting the internationally recognized need for sanctuaries, to assist with the long-term conservation of great whales.*

*43. In this context, the Forum gave its support to the development of a proposal to establish a South Pacific Whale Sanctuary for great whales to complement the existing Indian and Southern Ocean Sanctuaries, with particular attention to the need to protect Forum members' traditional and cultural practices and the sustainable use of their marine resources. The Forum recognized that the issue was an important one for some Dialogue Partners and that it would be necessary to fully consult with them as part of this process."*

### **Eleventh SPREP Meeting – Environment Ministers' Forum (Guam, 2000) The Guam Environment Ministers' Forum Statement:**

*"Welcome the efforts to establish a South Pacific Whale Sanctuary through the International Whaling Commission and agree to continue to support efforts to promote the adoption of a Sanctuary, whale conservation and associated eco-tourism development"*

### **Thirty-first Pacific Islands Forum (October, 2000 Kiribati) Forum Communiqué:**

*"43. Leaders noted the Guam Environment Minister's Forum Statement at Attachment 2. In noting this report and with reference to the issue of a South Pacific Whale Sanctuary, the Forum noted the recommendation of the SPREP Ministerial meeting calling for full support for the South Pacific Whale Sanctuary proposal, which was to be presented at the annual meeting of the International Whaling Commission in 2001. The SPREP Ministers recognised that the proposal would not only protect the breeding grounds of the great whale species in the Southern Hemisphere but would also bring economic benefit to some members through the establishment of whale watching enterprises in their territorial waters through which the great whales passed in the course of their migrations.*

44. Leaders recalled their support in 1993 for the International Whaling Commission's moratorium on commercial whaling and a proposal to establish a Southern Ocean Sanctuary. They also recalled their support in 1998 for the development of a proposal to establish a South Pacific Whale Sanctuary for great whales to complement the existing Indian and Southern Ocean Sanctuaries and looked forward to progressing a proposal. In this regard, the Forum noted with gratitude New Zealand's offer to convene and provide financial support towards a Forum regional workshop to progress a proposal to establish a South Pacific Whale Sanctuary."

## ***Apia Statement Attachment 2***

**The South Pacific Sanctuary proposal to the International Whaling Commission (IWC) is described as (IWC52):**

*"In accordance with Article V (1) of the Convention, commercial whaling, whether by pelagic operations or from land stations, is prohibited in a region designated as the South Pacific Sanctuary.*

*This Sanctuary comprises the waters of the Southern Hemisphere enclosed within the following line: starting from the southern coast of Australia at 130 degrees East; thence due south to 40 degrees South; thence due east to 120 degrees West; then north to the equator; thence west to 141 degrees East; then generally south along the Papua New Guinea/Indonesian maritime boundary to the northern coast of Papua New Guinea at 141 degrees East; thence generally east, south then west along the coast of Papua New Guinea to the southern coast of Papua New Guinea at 141 degrees East, thence due south to the northern coast of Australia at 141 degrees East; thence generally east, south thence west along the coast of Australia to the starting point.*

*This prohibition applies irrespective of the conservation status of baleen or toothed whale stocks in this Sanctuary as may from time to time be determined by the Commission. However, this prohibition shall be reviewed ten years after its initial adoption, and at succeeding ten year intervals and could be revised at such time by the Commission."*

### ***Apia Statement Attachment 3***

Activities to be considered for inclusion in SPREP's RMMCP:

- Support national measures for a South Pacific Whale Sanctuary (SPWS) by providing technical advice and helping to access necessary resources and expertise;
  - Coordinate the development of research programmes and maximise the opportunities for Pacific island involvement;
  - Ensure an efficient flow of relevant information between SPREP members taking advantage of opportunities to build awareness and understanding of the purpose of work undertaken in a SPWS;
  - Provide technical advice and feasibility assessments on request for SPREP members interested in the development of whale watching, based on the successful development of whale watching in the Kingdom of Tonga, including guidelines for the conduct of tourist operations and the behaviour of vessels around whales;
  - Maintain and exchange information, including monitoring information, with relevant agencies, particularly the International Whaling Commission and the South Pacific Tourism Organisation; and
  - Give assistance and advice, where requested, to provide technical support with the development of legislation and technical protocols for the conservation of whales.
-



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Items 8.3.3.1: Pacific Islands Climate Change Assistance Programme – Future Direction**

#### **Purpose of Paper**

1. To present the outcomes of the Nadi Meeting on Climate Change, Variability and Sea Level Rise and its implications for SPREP Members.

#### **Background**

2. The Regional Meeting on Climate Change, Nadi, 11-15 June 2001, supported by UNDP/GEF and the Governments of Canada and Denmark, considered the status of the Pacific Islands Climate Change Assistance Programme and a number of regional activities to implement the Framework for Action on Climate Change, Variability and Sea Level Rise. It also developed a clear Pacific island position in preparation for the Resumed Sixth Conference of the Parties and for the Seventh Conference of the Parties. The Meeting was significant, both in terms of the outcomes achieved and the format used to link programme delivery and policy development.

#### **Outcomes**

3. The Meeting highlighted the importance of continuing assistance to national activities and raised particular concern over the difficulty currently being experienced in relation to GEF financing of the fundamental institutional framework of Country Coordinators and Country Teams. The Secretariat also presented a proposal to develop a longer-term programmatic approach to climate change that would ensure the delivery of assistance was country driven and not a series of individual projects that did not necessarily build capacity. This programmatic approach would be consistent with the Action Plan (2001-2004) and designed to implement the Framework for Action on Climate Change, Variability and Sea Level Rise. Current projects will be developed and executed consistent with this approach.

4. The meeting also developed by consensus a set of positions for the next round of UNFCCC negotiations. These positions, along with the development of the programmatic approach, were adopted by Ministers and a Ministerial Statement was concluded (see Attachment 1).

#### **Format**

5. The meeting brought together Government officials, donors, regional agencies and NGOs to consider progress to address climate change in the region. Two days were spent discussing project delivery and development, followed by one day of political exchanges between a wide range of Parties to the UNFCCC. The final two days were convened for Pacific Island Countries only and focused on the development of a Pacific island position for the forthcoming climate change negotiations.

6. The links between programme delivery and policy development identified a clear set of national priorities for programme development in the region. The dialogue between Pacific Island Parties and their negotiating partners in the UNFCCC were frank and constructive, and the Pacific island position is the most comprehensive yet developed for the region.

#### **Recommendations**

7. The Meeting is invited to:

- **note** the outcomes of the Nadi Meeting and Ministerial Statement;
- **request** the Secretariat to seek resources for convening similar meetings on an annual basis; and
- **agree** to the further development of a programmatic approach to climate change, variability and sea level rise and the examination of a similar approach to other Key Result Areas (KRAs).

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12 July, 2001



South Pacific Regional Environment Programme  
(SPREP)

*Pacific Islands Regional Meeting on Climate Change–  
Ministerial Session*

**Ministerial Statement**

*We the Environment Ministers of Cook Islands, Federated States of Micronesia, Fiji, Kingdom of Tonga, Kiribati, Niue, Papua New Guinea, and Tuvalu, along with official representatives of Nauru, Palau, Republic of the Marshall Islands, Samoa, Solomon Islands and Vanuatu;*

*Having met in Nadi, Fiji, 15 June 2001 on the occasion of the Pacific Islands Regional Meeting on Climate Change, to consider the future of climate related activities in our region and the resumed Sixth session, of the Conference of the Parties to the United Nations Framework Convention on Climate Change scheduled for Bonn;*

*Recalling and reaffirming the Environment Ministers' statement on the occasion of the Eleventh SPREP Meeting held in Guam, 2000, and as noted at the Kiribati Forum 2000;*

*Responding to the deep concerns about the adverse impact of climate change, climate variability and sea level rise on all Pacific Islands, especially low-lying atolls.*

*Acknowledging the efforts being made by Pacific Island countries to enable them to take the necessary steps to respond to the challenges of climate change and variability;*

*Recognising the need to maximise the effectiveness of such efforts, particularly the need to develop a fully coordinated, country-driven response that will ensure a holistic, sustainable, systemic, and long-term approach to the negative impacts of climate change and variability;*

*Further recognising the need for on-going and expanded capacity building assistance for responding to the challenges of climate change;*

*Highlighting the importance of an integrated and participatory approach to responses to climate change and variability within national development plans and priorities;*

*Having determined the advantages and need for a Pacific Islands region programmatic approach to climate change and variability;*



### On Programmatic Issues

**Endorse** the development of a Pacific Islands region programmatic approach to climate change and variability;

**Encourage** Pacific Island countries to explore the development of projects within the context of the programmatic approach according to their respective circumstances;

**Urge** SPREP, in collaboration with relevant organisations, to support the development of the Pacific Islands region programmatic approach and to coordinate efforts to obtain assistance from the GEF and the international community for that purpose;

**Strongly urge** the GEF to respond promptly to requests for assistance to support institutional arrangements and enabling activities at the national level;

**Request** assistance from the GEF, the international community, the UN system and international financial institutions for the development and implementation of the Pacific Islands region programmatic approach;

**Endorse** the steps outlined above to ensure that Pacific Island countries' concerns on climate change and variability are considered in the context of their economic development, strengthened human capacities, enhanced institutional arrangements, and raised awareness and education.

### On Resumed COP 6 issues

**Note with great concern and alarm** the findings of the IPCC Third Assessment Report, confirming that Small Island Developing States and Least Developed Countries amongst them are already experiencing the negative impacts of climate change and variability;

**Express disappointment** at the announced decision by the Government of the United States of America to reject the Kyoto Protocol and urge the United States to reconsider its position;

**Encourage** all countries to negotiate diligently, constructively and in good faith to resolve all outstanding issues at the resumed Sixth session of the Conference of the Parties to the UNFCCC.

**Recognise** that the ratification and implementation of the Kyoto Protocol is only a first step towards stabilizing greenhouse gas emissions from developed countries;

**Strongly urge** all Parties, in particular Annex 1 Parties, that have yet to ratify the Kyoto Protocol to do so as soon as possible to ensure the Protocol enters into force in time to enable the operation of the first commitment period, 2008-2012;

**Call on** countries that will participate in the processes for the World Summit on Sustainable Development, Johannesburg, 2002, to ensure that the Summit becomes a platform for strengthening the political will to reduce greenhouse gas emissions and for mobilising the resources essential to address the adverse impacts of climate change, climate variability and sea level rise;

**Decide** to forward this Statement to the Resumed Session of the UNFCCC COP6, and other relevant and important international and regional events, such as the next United Nations General Assembly, and the next Conference of the Parties for the Convention on Biological Diversity;

**Agree** to transmit this Statement through the Government of Fiji to the next Pacific Islands Forum, Nauru.

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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 8.3.4.1: State of Environment Reporting (SOE) Programme – Future Direction**

#### **Purpose of Paper**

1. To advise the Meeting on activities and future direction of the SOE Programme.

#### **Background**

2. The outcome of a review in 2000 of progress and constraints to SOE development at the national level, called for a less complex framework for reporting based on key priority areas at the national level.
3. The continuing priority of SOE capacity building, to ensure Members have tools to monitor what is happening to their environment, was relayed to the Secretariat during the consultative process leading to the Secretariat's Action Plan 2001 – 2004.
4. Members at the 11SM in Guam recognised the need for regional-level reporting in addition to national-level capacity building. The Guam Environment Ministers' Forum Statement called for the establishment of environmental baselines.
5. The Global Environment Outlook (GEO) process (Item 8.3.4.2) and in preparations for the World Summit for Sustainable Development (WSSD) (RIO + 10), (Agenda Item 10.4) and Global International Waters Assessment (GIWA) provide opportunities to link international capacity building efforts in environmental reporting and monitoring.
6. Contemporary SOE frameworks call for similar integrative reviews and response assessment based on the State-Pressure-Impact-Response model. The key benefits for this model are to:
  - i) ensure that there are greater efforts to understand and target the pressures for detrimental change (driving forces). By contrast, much effort in the past has been directed towards impacts;

ii) ensure that responses to the pressures:

- address emerging issues;
- do not repeat past mistakes in terms of policy, legislation and practices;
- do not result in conflicting or competing policy directions.

### **Issues**

7. In order for Members to be better equipped to achieve sustainable development, they need to know:

- What is happening to their environment;
- Where it is happening;
- Why it is happening;
- How changes relate to regional and international experiences and trends;
- Where are the most vulnerable areas (geographic and socio-economic).

8. The emphasis of the Secretariat's SOE programme is to:

- Build capacity to assess and report on SOE in a manner that assists sustainable development;
- Assist Members to meet regional and international reporting obligations;
- Establish effective regional baselines for monitoring environmental performance;
- Compile indicators for long-term SOE development and assessment of Action Plan outcomes; and
- Integrate environmental, social and economic analyses.

9. For the pursuit of sustainable development, socio-economic (human) parameters of environment management need to be given equal weighting to biophysical and geo-physical parameters. Thus the Secretariat has recognised the need in SoE development, to partner with other CROP agencies to:

- cover the socio-economic aspects, especially through existing statistic reporting frameworks (SPC);
- assist in filling spatial and environmental process data gaps (SOPAC and SPC).

10. For many Members data does not exist or is not aggregated in a fashion which enables multiple-level reporting and monitoring. The Secretariat has responded by initiating a Spatial Baselines project that is designed to improve Members' capacity to generate required data sets. The emphasis on the project is on in-country training.

### ***Regional and International Reporting***

11. Members' requirement to report regionally and internationally (under various programmes, conventions, agreements and protocols) – puts stresses on limited human and capital resources. Various reporting processes require consistent data, trend and response reviews. There is a high level of duplication.

12. The regional template system designed for SOE and RIO + 10 (able to be adapted or adopted in-country) should enable regular cross-sectoral national and regional-level 'snap-shots' of environment issues, pressures, impacts, trends and responses. Existing data at the regional level will feed into the templates and Members will be able to add national-level information into the database. Over time, this will provide Members with tools to respond quickly to reporting demands.

### ***Data gaps***

13. Experience through the GEO process has revealed that means of conveying aggregated Pacific data to international data sites, whether NGO, UN or research bodies, are poor. Data reporting processes of FAO, World Bank, World Resources Institute, Stockholm Environment Institute, World Conservation Monitoring Centre and the International Institute for Sustainable Development (among others) reflect conflicts in data and data gaps for the Pacific. They also mostly report on data from a limited number of Pacific Island countries. The above-mentioned agencies are used as resource institutes by the United Nations Environment Programme (UNEP), the Convention on Biological Diversity (CBD) Secretariat, the Commission on Sustainable Development (CSD) Secretariat, Division of Economic and Social Affairs (DESA) and the Global Environment Facility (GEF).

14. A lack of valid and representative information of the status of the environment of the Pacific may be detrimental when Members and CROP agencies seek donor assistance. Arrangements to fill data gaps and link national and regional-level reporting through the Spatial Baselines project will lay the foundations for improving conduits of data to international audiences.

#### *Indicators for sustainable development*

15. Previous SOE models called for resource-heavy reporting on 560 plus environmental parameters.

16. The SOE programme aims to targets key or composite indicators. A total of 30-40 indicators may suffice for national and regional reporting. Numerous initiatives are underway, at the regional and international level, to identify suitable sets of indicators for national, regional and international reporting. SPREP will take this work and identify consistent indicators, specific to the Pacific for longer-term SOE development. Experience through the GEO process has confirmed options for core or key indicators to be used for national and regional SOE, as well as RIO + 10 reporting. These will be critical to assessing the implementation of the SPREP Action Plan.

17. The SOE programme recognises the iterative development needs of Members. It is expected that a 3-year development phase is required with some critical outputs during that process as outlined in Attachment 1 (WP.8.3.4.1/Att.1). A second edition of the Pacific Islands Environment Outlook will be the first key output of the programme. This document is expected to be released by June 2002 – providing another key reference document for Members for the WSSD preparations.

18. Funding for a longer -term SOE development programme is still to be secured.

#### **Recommendation**

19. The Meeting is invited to:

- **note the status and direction** of the Secretariat's SOE programme.

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12 July, 2001

**Table 1: Development of SOE Reporting for the Pacific**

	2001	2002	2003	2004
<b>Phase I Programme Inception</b>				
<ul style="list-style-type: none"> <li>design of SOE frameworks: templates &amp; databases</li> </ul>				
<ul style="list-style-type: none"> <li>country dialogues</li> </ul>				
<ul style="list-style-type: none"> <li>link to RIO + 10 preparations</li> </ul>				
<ul style="list-style-type: none"> <li>key Indicator Research</li> </ul>				
<ul style="list-style-type: none"> <li>spatial baseline development (linked project)</li> </ul>				
<b>Phase II SOE development</b>				
<ul style="list-style-type: none"> <li>improved aggregation of existing data sets – regional</li> </ul>				
<ul style="list-style-type: none"> <li>relaying template &amp; database development in-country</li> </ul>				
<ul style="list-style-type: none"> <li>linking CROP agency databases</li> </ul>				
<ul style="list-style-type: none"> <li>confirmation of key/core indicators for longer term reporting</li> </ul>				
<ul style="list-style-type: none"> <li>in-country training in database linkage, management, issue analysis &amp; policy analysis (linked to spatial baseline training)</li> </ul>				
<b>Phase III Institutional Development</b>				
<ul style="list-style-type: none"> <li>development of options to integrate SOE into environmental planning decision making</li> </ul>				
<ul style="list-style-type: none"> <li>institutioning SOE into Regional governance (CROP)</li> </ul>				
<ul style="list-style-type: none"> <li>instituting conduits for national– regional reporting linkages</li> </ul>				
<ul style="list-style-type: none"> <li>instituting conduits for regional – international reporting linkages</li> </ul>				



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 8.3.4.2: Global Environment Outlook No. 3 – Future Direction**

#### **Purpose of Paper**

1. To advise the Meeting of the progress of the Secretariat's involvement in Global Environment Outlook No 3 (GEO – 3) and to seek Members' support for continued involvement in the GEO process.

#### **Background**

2. GEO reports are a biennial production by United Nations Environment Programme (UNEP) of a worldwide State of the Environment (SoE) assessment. The SPREP Secretariat is one of eight collaborating centres for the Asia/Pacific Region. The Secretariat has recently been accorded the highest rating of any of the Collaborating Centres.

3. GEO-1 was produced in 1997 and GEO-2 (GEO-2000) in September 1999. In 1999 Members assisted the Secretariat with inputs to GEO-2 through a regional Consultative Group. This work was enhanced by the concurrent production of the Pacific Islands Environment Outlook (PIEO), a form of 'GEO' specific to our region. This was released in late 1999, presented to the Pacific Island Leaders Forum in Palau, October 1999, and circulated to Members when 100 copies were made available to the Secretariat in early 2000.

4. The UN Secretary General has advised UNEP that GEO-3 should be one of the key international documents for the World Summit for Sustainable Development (WSSD) [Rio+10] in September, 2002. This has a number of implications for the SPREP Secretariat and Members. There is a need to ensure that the GEO-3 report encapsulates the key issues and identifies the driving forces for detrimental change to our environment. Also, it will be in the interests of the region to have clear, strong messages broadcast on the unique characteristics and on-going needs of the Pacific for environmental protection, monitoring and sustainable development.



5. The SPREP Secretariat is responsible for documentation centred around 7 themes in the 'review' component of GEO 3 (Chapter 2 'SOE + Policy Reflective) and the Outlook component (Chapter 3 'Outlook 2002-2032').

6. Continued involvement of the Secretariat in the GEO-3 process has enabled the delivery of the following strong messages at associated regional and international meetings:

- Critical lack of integrated data sets and programmes to enable Pacific Island countries assess and report on the State of the Environment;
- The importance of, advantages and sensitivities of land and marine resource tenure and access in the Pacific; and
- The need to address both the negatives and positives of globalisation.

### **Regional Review of Draft GEO – 3 Report**

7. A draft GEO-3 report incorporating the Secretariat's input (Chapters 1, 2 and 3) was compiled by UNEP in May 2001 and was considered by participants from 11 PICs at a workshop in Apia, 18 - 19 June, 2001.

8. Participants noted the lack of reference in the text to Pacific Island Countries and commented on the lack of human linkages to issues and driving forces for detrimental change. Additionally they called for specific reference to the spiritual connectivity of people and land and marine resources. The 'smallness' of sensitive islands systems they felt, should be expounded. It was also noted that the 'generalisation' of international reporting at times tends to pacify or 'dilute' key Pacific issues. The feedback received from the workshop, plus that received from regional and international experts, was used to improve reporting for the Asia-Pacific components of the GEO-3 report.

### **Issues**

9. The timeframe for draft report production for GEO-3 as a report for the WSSD was very tight. From commencement of formal work by SPREP as a Collaborating Centre, in August 2000, initial inputs had to be completed by September 2000. This restricted the ability for aggregation of new data and the full participatory processes used in the GEO-2 production. Limited resources were available to improve data, information and analysis for the benefit of regional and national level reporting. These shortcomings are being addressed within the Secretariat by linking the ongoing reporting and monitoring requirements for the GEO process (already discussed under Agenda Item 8.3.2.1) to the longer-term State of Environment capacity building programme.

10. The draft GEO-3 report provides Members' with a good resource document to relate their National WSSD reports to key international issues, outlooks, vulnerability assessments and response avenues.

11. In any Global Outlook, the Pacific Island issues tend to get aggregated with regional and global messages. This is a common complaint of Collaborating Centres from sub-regions around the world.

12. To address this, UNEP have agreed for sub-regional reporting to have status as associated Technical Papers. Funding has not been secured for this. The Secretariat will use the Pacific region narratives, improved through WSSD documentation to produce the 2<sup>nd</sup> edition of the Pacific Island Environment Outlook (PIEO) by June 2002 – to act as the Pacific's Technical Paper. Members are invited to consider means for funding this production.

13. Given the performance of SPREP and the importance of effective reporting on Pacific Island issues, UNEP are interested in further strengthening the functions of the Collaborating Centre. This would include increasing training opportunities for Members in data management and policy analysis.

#### **Recommendation**

14. The Meeting is invited to:

- **note** work being undertaken in the production of the GEO-3 report;
- **note** the linkages between their national SOE reporting and the broader regional and global process; and
- **support** the strengthening of SPREP's role as a UNEP/Collaborating Centre.

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12 July, 2001



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 8.3.5.1: Waigani and Apia Conventions

##### **Purpose of Paper**

1. To advise the Meeting of new developments which have occurred under the *Convention to Ban the Importation into Forum Island Countries of Hazardous Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region* (Waigani Convention) and the *Convention on Conservation of Nature in the South Pacific* (Apia Convention).

##### **WAIGANI CONVENTION**

##### **Background**

2. At the Eleventh SPREP Meeting of Officials (11SM) representatives strongly supported the importance of the Waigani Convention to address issues related to the importation of hazardous and radioactive wastes into Pacific Island Countries (PICs) and the environmentally sound management of such wastes. In light of the need for the Waigani Convention to enter into force at the earliest, the Secretariat was mandated to undertake a number of tasks including (i) seeking resources to assist countries in overcoming any barriers to becoming a Party, and (ii) the development of a joint paper by SPREP and the Basel Convention Secretariat (SBC) to be circulated to Member Governments.

##### **Progress**

3. Since the 11SM, three countries have deposited their instruments of Ratification: Cook Islands (30 October 2000); New Zealand (30 November 2000) and Samoa (16 May 2001).

4. SPREP continues to pursue its collaboration with the Secretariat of the Basel Convention and consultation with countries. Advice has been provided to Member Governments as requested. The Republics of Nauru and Kiribati have indicated to the Secretariat that Ratification of the Waigani Convention has been approved. The Government of Niue is in the process of finalising such a procedure.

5. A Sub-Regional Workshop: *Awareness Raising on the Prior Informed Consent Procedure, Persistent Organic Pollutants, and the Basel/Waigani Conventions* was held in Cairns Australia, 2 – 6 April 2001. At that workshop an Activity Plan for Ratification and Implementation of the Basel/Waigani Conventions was developed. It describes the type of activities to be undertaken and type of support to be provided to assist countries with ratification and implementation. This activity Plan is in line with activities included in the draft 2002 SPREP Work Programme and Budget (see attachment).

6. The SPREP Secretariat has developed project proposals for Ratification and Implementation of the Basel/Waigani Conventions which have been submitted to donors. There is also on-going discussion related to the potential use of the SPREP Training and Education Centre as the Regional Centre for Training and Technology Transfer for the Waigani, Basel and Stockholm Conventions.

## APIA CONVENTION

### **Background**

7. The Fifth Meeting of the Contracting Parties to the Convention on Conservation of Nature in the South Pacific (Apia Convention), adopted a number of technical amendments to the Convention and agreed that the amendments would enter into force when two thirds of the Parties had submitted their instrument of Ratification.

8. Having acknowledged the importance of the Convention, the meeting also agreed on the potential need to substantially amend the Apia Convention as well as convene a Workshop of Legal Experts to address issues, under the Convention on Biological Diversity (CBD), not reflected in the Apia Convention.

### **Progress**

9. To date, only Samoa has ratified the amendments to the Convention.

10. A two-hour *ad hoc* Meeting of legal experts was held on 23 March in Apia, in conjunction with the Pacific Island Countries Biosafety Workshop. After examination of how to further progress issues under the CBD not reflected in the Apia Convention, the Secretariat was requested to prepare an Options Paper outlining how the Apia Convention could be strengthened, taking into account newer and emerging global issues, of relevance to the region, relating to nature conservation and biodiversity.

11. The Workshop participants recommended that this Options Paper be prepared by the Secretariat for consideration at the next Meeting of the Parties to the Apia Convention in 2002. Accordingly, the Secretariat is actively working to provide information requested.

### **Recommendation**

12. The Meeting is invited to:

#### **Waigani Convention**

- **note** progress made toward the entry into force of the Waigani Convention;
- **endorse** the Activity Plan for the Ratification and Implementation of the Waigani Convention; and
- **urge** additional countries to become Party to the Waigani Convention.

#### **Apia Convention**

- **note** the work undertaken to progress the amendments to the Apia Convention; and
- **reaffirm** the importance of the Apia Convention as a regional mechanism to address concerns emanating from the Global level.

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25 July, 2001

## Activity Plan for the Ratification and Implementation of the Basel and Waigani Conventions

### 1. LEGAL AND INSTITUTIONAL REQUIREMENTS

#### 1.1 Legal Requirements

##### Objective: Promote ratification of the Waigani/Basel Conventions

Item	Activity	Relevance to other Conventions	Priority	Time
1.1.1	<p>Review of existing laws by countries in collaboration with Secretariats - determine whether to do convention by convention or integrated approach</p> <p>1. Identification of legal experts (national or external), issuance of Terms of Reference</p> <p>2. Identify weaknesses and needs and recommend options (FAO consultant's review of pesticides in countries?)</p>	BC, WC, then option for POPs, PIC	High	1 year
1.1.2	<p>Development of appropriate legislation based on model (assessment - use of existing model under Basel vs taking broader approach for 4 conventions) or adaptation of existing legislation or integrated Act</p> <p>1. (a) For Countries with existing legislation, amend that legislation, if necessary</p> <p>2. (b) For Countries without any existing legislation, adapt the model</p> <p>3. As part of development or amendment of legislation, undertake stakeholder consultation programme</p> <p>4. Enact legislation or amendments</p>	BC, WC, then option for POP, PIC	High	1 year
1.1.3	<p>Suggestions for specific workshops on legislation and awareness-raising programmes</p> <p>1. Relevant Stakeholders (eg Decision-makers, Public, Industry/private sector, NGOs, Others)</p>	BC, WC, then option for POPs, PIC	High	1 year
1.1.4	<p>Training of legal officers (units on environment at universities, regional)</p> <p>1. Identify needs</p> <p>2. Training (eg kit developed on environmental matters)</p>	BC, WC, then option for POPs, PIC	Low	long-term

**Key:**

BC: Basel Convention

WC: Waigani Convention

POPs: Persistent Organic Pollutants

PIC: Prior Informed Consent

## 1.2 Institutional Requirements

### Objective: Strengthening of institutional capacities for enforcement and monitoring

1.2	Item	Activity	Relevance to other Conventions	Priority	Time
1.2.1	Assessment of capacities of countries for implementation, compliance and enforcement (possibly developing synergies with other Multilateral Environmental Agreements)	<ol style="list-style-type: none"> <li>1. Identification of appropriate institutional infrastructure and capacity</li> <li>2. Establish appropriate partnerships between identified agencies (eg. department, committees, groups)</li> <li>3. Identification of resources and personnel requirements</li> </ol>	all	High	2001
1.2.2	Collaboration of countries with SPREP and the Secretariat of the Basel Convention to address country needs	<ol style="list-style-type: none"> <li>1. Coordination of activities, including with POPs/PIC and others (eg. clearing house, joint training material)</li> <li>2. Identify suitable joint programmes through the Basel regional centres (Indonesia and China)</li> <li>3. Adapt existing Basel tools for use by the PICs</li> <li>4. Facilitate access to Basel mechanisms (eg. Protocol on Liability and Compensation)</li> <li>5. SPREP to coordinate and support the regional participation at COPs and technical meetings, developing position papers, etc). Note the involvement of NGOs in briefing of national teams at these international fora</li> </ol>	all	High	2001

## 2. CONTROL AND MONITORING REQUIREMENTS

**Objective:** Use the provisions of the Waigani Convention and Basel Convention to control the transboundary movement of hazardous waste, and to prevent illegal traffic.

### 2.1 Control and Process Requirements

Item	Activity	Relevance to other Conventions	Priority	Time
2.1.1 Training and Personnel	<ol style="list-style-type: none"> <li>1. Identification of resources and personnel requirements</li> <li>2. Identify minimum requirements for the setting up of a control system</li> <li>3. Analyse the benefits and costs in regional vs in-country systems</li> <li>4. Through capacity building - see section 4</li> </ol>	all	High	2001
2.1.2 Education/awareness of private and public sectors	<ol style="list-style-type: none"> <li>1. Assist countries with the development of appropriate materials</li> </ol>	all	High	2001 (ongoing)
2.1.3 Information systems and exchange	<ol style="list-style-type: none"> <li>1. Through capacity building - see section 4</li> </ol>	all	High	2001
2.1.4 Access to Basel mechanisms (eg Emergency response plans and cleanup of accidental spills, assessment of damage)	<ol style="list-style-type: none"> <li>1. SPREP to co-ordinate on regional basis</li> <li>2. Countries to seek as needed for in-country needs but keeping SPREP informed</li> </ol>	all	High	2001 (ongoing)
2.1.5 Assistance from Waigani and Basel Conventions	<ol style="list-style-type: none"> <li>1. SPREP to coordinate on regional basis</li> <li>2. Countries to seek as needed for in-country needs but keeping SPREP informed</li> </ol>	WC/SPREP	High	2001



**2.2 Monitoring and Enforcement Requirements**

	Item	Activity	Relevance to other Conventions	Priority	Time
2.2.1	Training and Personnel	<ol style="list-style-type: none"> <li>1. Identification of resources and personnel requirements</li> <li>2. Identify minimum requirements for the setting up of a monitoring and enforcement system (but see 2.2.4, 2.2.6, and 2.2.7)</li> <li>3. Analyse the benefits and costs in regionalising vs in-country systems</li> <li>4. Through capacity building - see section 4</li> </ol>	all	High	ongoing
2.2.2	Education of private and public sectors	<ol style="list-style-type: none"> <li>1. Development of appropriate material to highlight the need for dealing with problematic hazardous waste</li> <li>2. Involve public for ownership and enforcement</li> </ol>	all	High	ongoing
2.2.3	Information systems and exchange	<ol style="list-style-type: none"> <li>1. Through capacity building - see section 4</li> </ol>	all	High	ongoing
2.2.4	Assistance from Waigani and Basel Conventions	<ol style="list-style-type: none"> <li>1. SPREP to coordinate</li> <li>2. SPREP to identify strategy for dealing with ships passing into areas of national jurisdiction</li> <li>3. Countries may seek assistance but inform SPREP</li> </ol>	WC/BC	High	
2.2.5	Compliance and enforcement strategy to indicate priorities, needs, barriers, partnerships, etc	<ol style="list-style-type: none"> <li>1. SPREP to develop a compliance and enforcement strategy framework for region</li> <li>2. Countries to further develop priorities in this area</li> </ol>	all		After implementation
2.2.6	Investigation of illegal trafficking	<ol style="list-style-type: none"> <li>1. Roles of other agencies to be determined (eg. customs)</li> <li>2. Arrangements made for this to occur (eg. MOU, statement of intent, informal line area contact, working group or taskforce etc)</li> </ol>	all		After implementation

### 3. ENVIRONMENTALLY SOUND MANAGEMENT OF HAZARDOUS WASTE

**Objective:** To Prevent or minimise waste generation, and ensure management of hazardous wastes in a sound and efficient manner.

#### 3.1 Environmentally sound management of hazardous waste

	Goal	Activity	Relevance to other Conventions	Priority	Time
3.1.1	Development of hazardous waste management strategy	<ol style="list-style-type: none"> <li>1. Set intermediate goals for stabilising quantities of hazardous wastes generated and industrial chemicals used (waste segregation at source, waste recycling, re-use, or reclamation, etc) and upgrading of existing facilities</li> <li>2. Set long term goal of waste reduction or prevention and its environmentally sound management</li> <li>3. Establishment of national, regional-based, or mobile facilities for waste treatment and disposal based on geographical considerations</li> <li>4. Adopt/adapt standards, guidelines and manuals for hazardous waste management</li> <li>5. Involvement of all stakeholders</li> <li>6. Identify resource and capacity needs including human, finance, technology etc (eg the development of OH&amp;S standards and monitoring of workers)</li> <li>7. Consider financial aspects and financial implications (eg Incentive schemes, possible sources of funding)</li> <li>8. Develop monitoring, compliance and enforcement mechanisms</li> <li>9. Review and evaluation of action plans</li> <li>10. Provide for the exploration of alternatives to chemicals ie, cultural or traditional knowledge or practices</li> <li>11. Build the hazardous waste management strategy into the national waste management strategy</li> </ol>	all	High for 1 (for those without one)	1 year

	Management of existing stockpiles	<ol style="list-style-type: none"> <li>1. Update existing inventories</li> <li>2. Assessment of conditions and ensuring adequate repackaging, labelling, storage and security</li> <li>3. Implement best practice for possible in-country solutions</li> <li>4. Export of hazardous waste for disposal (recovery or final)</li> <li>5. Implement best practice for rehabilitation of contaminated sites (including closure of sites)</li> </ol>	POPs, BC and WC	Countries to determine	1 year
3.1.2	Management of existing stockpiles	<ol style="list-style-type: none"> <li>1. Update existing inventories</li> <li>2. Assessment of conditions and ensuring adequate repackaging, labelling, storage and security</li> <li>3. Implement best practice for possible in-country solutions</li> <li>4. Export of hazardous waste for disposal (recovery or final)</li> <li>5. Implement best practice for rehabilitation of contaminated sites (including closure of sites)</li> </ol>	POPs, BC and WC	Countries to determine	1 year

#### 4. CAPACITY BUILDING THROUGH TRAINING, AND INFORMATION MANAGEMENT AND SHARING

**Objective:** To strengthen the capacity of governments to comply with technical, legal and institutional requirements in the management of hazardous wastes.

	Item	Activity	Relevance to other Conventions	Priority	Time
4.1.1	Training	<ol style="list-style-type: none"> <li>1. Identification and implementation of training needs and strategy <ul style="list-style-type: none"> <li>• At national level (eg management of chemicals and hazardous waste)</li> <li>• At regional level (including negotiation skills)</li> <li>• At international level</li> </ul> </li> </ol>	all	High but country specific	
4.1.2	Network of professionals dealing with hazardous wastes	<ol style="list-style-type: none"> <li>1. Develop a roster of regional experts to deal with technical and legal issues</li> <li>2. Make it available through the clearinghouse mechanism of SPREP</li> </ol>	WC (SPREP)	High	
4.1.3	Strategies on information requirements	<ol style="list-style-type: none"> <li>1. Assessment of needs (software and hardware, accessibility, personnel)</li> <li>2. Development of regional databases where appropriate or utilise existing databases (eg. by linking)</li> <li>3. Guidelines on how to access and better use information (ie. analysis), and improve information flows</li> </ol>			

	Item	Activity	Relevance to other Conventions	Priority	Time
		4. Development of "how to/what for" manuals for technical and legal personnel			
4.1.4	Access and contribution of the Regional Centres for Training and Technology Transfer (RTTC) under the Basel Convention	<ol style="list-style-type: none"> <li>1. SPREP to coordinate with Basel and the region</li> <li>2. General training workshop by SPREP</li> <li>3. More formal - should look into USP</li> </ol>			
4.1.5	Financial aspects	<ol style="list-style-type: none"> <li>1. Identify priorities for funding</li> <li>2. Identify sources of funding</li> <li>3. SPREP to coordinate and seek synergies with relevant secretariats and other stakeholders (eg. through partnerships)</li> </ol>			
4.1.6	Promote and enhance stakeholder partnerships	<ol style="list-style-type: none"> <li>1. SPREP to coordinate and seek <i>synergies</i> with relevant secretariats and other stakeholders (eg. through partnerships)</li> <li>2. Developing inter-agency stakeholder cooperation through appropriate mechanisms</li> </ol>			
4.1.8	Awareness programmes	<ol style="list-style-type: none"> <li>1. Secretariats to provide information to assist government awareness programmes (eg. user-friendly) targetted at the following groups: Decision-makers; General public/community leaders/religious heads (language considerations); Relevant agencies (environmental officers, local authorities, Customs, police, trade, others); Industries; Academia</li> </ol>			



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 8.3.5.2: Human Resource Development (HRD) for Environment Departments**

##### **Purpose of Paper**

1. To advise the Meeting of a new project, funded by the Government of Australia, to assist national capacity building in Environment Departments of Pacific Island Countries.

##### **Background**

2. A project proposal was developed through collaboration between SPREP and Australian Volunteers International (AVI) to attract donor funding to build national capacity for environmental management. This project was submitted to a number of donors and has been successful in receiving funding from AusAID to assist six countries over a four-year period (June 2001 – June 2005).

3. The Project recognises that national Environment Departments of many Members are under-staffed and existing staff have heavy demands placed on them to undertake a wide range of environmental management activities. Many of these national activities focus on environmental awareness raising on key issues such as waste management, nature conservation and coastal management. Staff in Environment Departments are increasingly called upon to produce awareness raising material, organise national environment day celebrations, liaise with the media and disseminate information in their countries. Trained staff are required to cope with these and other increasing environmental management demands.

4. In order to assist Members to plan for future Human Resource Development (HRD) needs of Environment Departments, the project provides a Human Resource Development Strategy Specialist to work for three to four months intensively in each of six countries. This person, recruited through Australian Volunteers International, will assist Environment Departments, other related government departments and NGOs to identify the skills required in the longer-term through a strategic approach.

5. SPREP's Human Resource Development (HRD)/Training Officer will also work closely with the HRD Specialist and Environment Departments to identify specific training needs (building on the Training Needs Assessment (TNA) previously undertaken by SPREP) and provide technical guidance relating to the development of a plan for Environment Department staff training. The Project will also focus on identifying scholarship and other training opportunities in accordance with the national HRD plan.

6. National staff will be given the opportunity to undertake short-term training as Country Attachments to SPREP at the Training and Education Centre. Such training will develop skills in material production, media liaison and Information Technology. Other training opportunities will be identified as the Project proceeds, to fit in with the specific HRD Plans.

7. To ensure that undue strain is not placed on national Environment Departments while their staff are away receiving training, Australian Volunteers, Australian Youth Ambassadors, and possible volunteers from other Volunteer Sending Agencies will be located within the national Environment Departments. In each participating country, the 3 – 4 month placement of the HRD Specialist will be followed by a longer-term placement of an Australian Volunteer Environmental Officer and potential short-term Australian Youth Ambassador (AYA) placement.

### **Issues**

8. The Secretariat seeks guidance from the Meeting in identifying the six participating countries. Commitment on the part of Members to this national capacity building project, involves identification of a national counterpart and provision of housing for the HRD Specialist (3-4 months in country) and for the Australian Volunteer (Environmental Officer) who will have a longer term placement. Participating governments would also need to ensure that their staff sent away for short-term training continue to have their salaries paid and their jobs secured for their return. The project would cover travel and living allowance for trainees coming to SPREP on attachment. Other costs are provided under the project and as in-kind assistance by Australian Volunteers International (AVI) and SPREP. Additional in-kind support will potentially be provided through the Australian Youth Ambassadors for Development (AYAD) Programme.

**Recommendation**

9. The Meeting is invited to:
- **note** this new Project;
  - **acknowledge** the financial assistance provided by Australia;
  - **note** the collaboration between SPREP and Australian Volunteers International; and
  - **provide guidance** to the Secretariat on identification of six participating countries.

3 August, 2001

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## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### **Agenda Item 9.1: Report on SPREP Centre (*Information Resource Centre (IRC)*); and *Training and Education Centre (TEC)* – Progress)**

#### **Purpose**

1. To advise the Meeting of progress in further development of the SPREP Centre facilities.

#### **Background**

2. Following construction of the main office complex for SPREP at Vailima, to which staff moved in August 2000, two donors provided financial assistance for further development of the SPREP Centre through the construction of an Information Resource Centre (European Union funding) and a Training and Education Centre (Japanese funding).

#### **Progress**

##### **I. Information Resource Centre**

3. A Financing Agreement between SPREP and the European Union (EU) was signed on 29 June, 2000. This Agreement provides €560,000 total financial assistance, part of which (€350,000) is allotted for design, equipment, construction and supervision of the Information Resource Centre with the remaining €150,000 allotted to national training in information handling under the *Pacific Environmental Information Network (PEIN)* activities. An extra €60,000 has been set aside for Contingencies and final Evaluation in 2003 of both components of the project.

4. The invitation for interested firms to present an offer for a) Final design and documentation; b) Preparation of tender documents for the Building Works Contract; and c) Supervision of construction was sent out on 21 June 2000. Three firms made a bid for all three aspects. The Service Contract was awarded to the lowest bidder, Tinai Gordon and Associates Limited, Apia.



5. The advertisement for tender was released in November 2000 to all Pacific ACP States via the SPREP Focal Points as well as through the *Samoa Observer* and *Fiji Times*. Tenders closed on 26 February, 2001. The SPREP Secretariat received only six bids, five of which were Samoan-based, the other from a New Zealand-based construction company. No other Pacific ACP country made a bid for construction.

6. The Contract for construction works was awarded to the lowest bidder, Apia Constructions. Following a Ground Breaking Ceremony, officiated by the Hon. Tagaloa Tuala Tagaloa, Minister for Lands, Surveys and Environment, Government of Samoa, construction commenced in July, 2001.

7. The building is due for completion in January 2002. The *Information Resource Centre (IRC)* and associated national training activities will significantly enhance SPREP's ability to assist Members with their information handling.

## **II. Training and Education Centre**

8. Submission to the Government of Japan for assistance with a *SPREP Training and Education Centre* was first undertaken in July 1998. Following discussions between both the Government of Japan and the Government of Samoa, SPREP developed a project proposal (for building and equipment) with the Government of Samoa (as executing agency) and SPREP (as implementing agency) through Japan's Grant Aid Scheme to Samoa.

9. In November 1999, the Government of Japan commenced a Basic Design Study of the SPREP Project which examined the feasibility and rationale of the project with due consideration of the situation in Samoa and formulated a design for the project under Japan's Grant Aid Scheme. This study was conducted by Yamashita Sekkei Inc., under contract to the Japan International Cooperation Agency (JICA), the final report of which was produced in July, 2000.

10. Signing of an Exchange of Notes between the Governments of Japan and Samoa in Apia, 29 September, 2000, signified approval of the Project through support under Japan's Grant Aid to Samoa.

11. Tenders were called for and evaluated in January, 2001 in Tokyo, the Contract being awarded to the lowest bidder, Fujita Corporation. An official signing ceremony was held in Tokyo (16 January, 2001) to execute the contract between the Government of Samoa, SPREP, and the Fujita Corporation. The total contract price is Japanese Yen 282,688,000 (equivalent at the time of signing, to US\$ 2,460,300). The main local sub-contractor is Collin McCarthy Construction, Apia.

12. Construction commenced in February 2001. A Ground Breaking Ceremony was held on 21 February 2001, officiated by the Hon. Tagaloa Tuala Tagaloa, Minister for Lands, Surveys and Environment, Government of Samoa; Vice President, Fujita Corporation, Mr Taku Otsuka, the Contractor for the building; and Japan International Cooperation Agency (JICA) Resident Representative in Samoa, Mr Tsutomu Moriya.

13. The Centre, comprising training rooms, computer laboratory, multi-media facilities is due for completion in March 2002. The *Training and Education Centre (TEC)* will significantly enhance SPREP's efforts in strengthening national capacity through a range of environmental management training activities.

12. The Meeting is invited to:

- **note** the progress with development of these additional facilities at the SPREP Centre;
- **acknowledge** the generous support of the European Union (*Information Resource Centre*); and
- further **acknowledge** the generous support of both the Government of Japan and the Government of Samoa (*Training and Education Centre*).

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23 July, 2001



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 - 14 September, 2001

#### **Agenda Item 9.2: Financial Regulations**

##### **Purpose of Paper**

1. To obtain the approval from Members on amendments to the SPREP Financial Regulations.

##### **Background**

2. The Financial Regulations require amendment to reflect the following matters:
  - the performance based output budgeting format that has already been approved and adopted by Members for the past three years, in particular the changes made in the 2001 Budget to adopt the Key Result Areas and Processes format; and
  - the decision made at 11SM to revert to holding SPREP Meetings every year.
3. The Financial Regulations required the presentation of budgets and accounts to reflect three different functions: Primary Function, Project Management Function and Project Implementation Function. Following the introduction of performance based output budgeting, from 1 January 1999, these functions also had to be reflected within different Strategic and Key Outputs for 1999 and 2000, which meant that the presentation of comparative data could not be provided. The change to Key Result Areas and Processes, as approved in the Action Plan 2001-2004 and in the 2001 Budget, meant that both Primary and Project Management Functions were absorbed into a single Core Secretariat Function in the 2001 Budget.
4. In Working Paper 7.3.5 for the 11<sup>th</sup> SPREP Meeting, the Secretariat indicated that amendments would be required to the Financial Regulations, should the Meeting agree to the new budget format, or decide to revert to annual Meetings. The 11SM approved the 2001 Budget, in the new format, and decided to revert to annual Meetings, but the associated amendments to the Financial Regulations were deferred until this Meeting.

5. Attachment 1 provides the existing Financial Regulations, together with a draft of the amendments proposed. Where appropriate, the footnotes to each amendment provide further background to the proposed amendment.

6. Under Agenda Item 7.2, the Meeting will consider a possible change in the organisational structure of the Secretariat. Should there be no Deputy Director, in the structure decided upon by the Meeting, the Secretariat has identified where changes will be required to address this issue in the Financial Regulations.

### **Recommendation**

7. The Meeting is invited:

- to **approve** of the amendments to the Financial Regulations.

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27 July 2001

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

**Financial  
Regulations**

**Adopted at the Fifth Intergovernmental Meeting**  
Apia, Western Samoa, 14-18 September 1992  
(As amended by the Tenth SPREP Meeting  
in Apia, Samoa, 15-18 September, 1998; and  
as amended by the Twelfth SPREP Meeting  
in Apia, Samoa, 10-14 September, 2001)

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## PURPOSE

### Regulation 1

These Regulations shall govern the financial administration of ~~the South Pacific Regional Environment Programme~~ SPREP.<sup>1</sup>

## DEFINITIONS

### Regulation 2

In these Regulations, unless the contrary intention appears-

'Budget' means a consolidation of statements of income and expenditure for the ~~primary, project management~~ core and project implementation functions.<sup>2</sup>

'Capital Fund' means a general purpose fund, the proceeds of which will be applied from time to time to partially finance the activities of ~~the South Pacific Regional Environment Programme~~ SPREP.

'Core functions' means the routine functions of the Secretariat, including providing information to members, servicing the SPREP Meeting, seeking funds, co-ordination activities and includes the management of donor funded projects on behalf of members and donors, but excludes project implementation functions.<sup>3</sup>

'Operating Fund' means a fund for processing all receipts and payments.

~~'Primary functions' means core functions including servicing the SPREP Meeting, seeking funds, co-ordination activities and providing information to members.~~<sup>4</sup>

~~'Project management functions' means the management of donor funded projects on behalf of members and donors.~~<sup>5</sup>

'Project implementation functions' means the implementation, through the Secretariat, of donor funded projects on behalf of members and donors, excluding the project management of any such project included under the core function.<sup>6</sup>

<sup>1</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting [definition to be inserted. full title appears 25 times. Footnotes not given for all subsequent proposed amendments to use the short title]

<sup>2</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>3</sup> Proposed to be inserted by the 12<sup>th</sup> SPREP Meeting

<sup>4</sup> Proposed to be deleted by the 12<sup>th</sup> SPREP Meeting

<sup>5</sup> Proposed to be deleted by the 12<sup>th</sup> SPREP Meeting

<sup>6</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

'Secretariat' means ~~the South Pacific Regional Environment Programme~~ SPREP's personnel and financial resources associated with undertaking ~~primary, project management core~~ and project implementation functions.<sup>7</sup>

'SPREP' means the South Pacific Regional Environment Programme.<sup>8</sup>

'SPREP Meeting' means the meeting of Member Governments and Administrations of the organisation established by virtue of Article 1 of the Agreement Establishing SPREP.<sup>9</sup>

'Work Programme and Budget Sub-Committee' means the committee that is appointed, authorised and delegated by the SPREP Meeting to consider and adopt a Work Programme and Budget during ~~the any year that the a~~ SPREP Meeting is not in session convened, or to meet, out of session, to provide advice to the SPREP Meeting on specific aspects of the Work Programme and Budget.<sup>10</sup>

## THE BUDGET

### Regulation 3

The annual Budget estimates shall cover income and expenditure of ~~the South Pacific Regional Environment Programme~~ SPREP and its auxiliary and subsidiary bodies for the fiscal year to which they relate and shall be present in US dollars. The fiscal year of ~~the South Pacific Regional Environment Programme~~ SPREP shall be the calendar year. The annual Budget estimates will incorporate income and expenditure proposals for the ~~primary, project management core~~ and project implementation functions.<sup>11</sup>

### Regulation 4

The annual Budget estimates shall be arranged in such form and in such Parts, Heads and Sub-Heads as the SPREP Meeting may from time to time direct.

The annual Budget estimates shall include the following documents:

- (a) A detailed statement dealing with each sub-head separately of estimated income and expenditure for the following year for the ~~primary, project management core~~ and project implementation functions and the basis of computation.<sup>12</sup>

<sup>7</sup> Proposed to be inserted by the 12<sup>th</sup> SPREP Meeting

<sup>8</sup> Proposed to be inserted by the 12<sup>th</sup> SPREP Meeting [see footnote 1]

<sup>9</sup> Proposed to be inserted by the 12<sup>th</sup> SPREP Meeting [not previously defined. Term is used 37 times]

<sup>10</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>11</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>12</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting



- (b) A comparative table, dealing with each sub-head separately, of actual income and expenditure during the last completed fiscal year; of estimated income and expenditure in the approved Budget for the current year; of revised estimates (if any) of income and expenditure for the current year, based on the latest figures available, and of estimated income and expenditure for the following year;
- (c) A detailed statement showing the estimated financial position of ~~the South Pacific Regional Environment Programme~~ SPREP at the end of the current fiscal year;
- (d) A detailed statement dealing with extra-budgetary funds;
- (e) Any other documents which the SPREP Meeting may deem necessary and useful.

### Regulation 5

1. The annual Budget estimates for the following year will be circulated at least six weeks prior to the opening of the SPREP Meeting.
2. In ~~those any~~ years where a SPREP Meeting is not to be held, the annual Budget estimates for the following year will be circulated to all Members at least eight weeks prior to the convening of a Work Programme and Budget Subcommittee Meeting. All Members will be invited to submit their comments, on the annual Budget estimates for the following year, to the Secretariat at least three weeks prior to the convening of the Work Programme and Budget Subcommittee Meeting and copies of all such comments received by the Secretariat will be distributed to all Members at least one week prior to that Meeting.<sup>13</sup>

## APPROPRIATIONS

### Regulation 6

1. The SPREP Meeting, or the Work Program and Budget Sub-Committee (in any year that a SPREP Meeting is not convened), may adopt the annual budget.<sup>14</sup>
2. The adoption of the annual Budget estimates for the ~~primary, project management core or project implementation~~ functions shall constitute an authorisation to the Director to incur commitments and make payments for the purposes for which the expenditure was approved and up to the amounts so approved.<sup>15</sup>

<sup>13</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>14</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>15</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

3. When the SPREP Meeting or Work Programme and Budget Sub-Committee has not met in a particular year to consider revised Budget estimates for that current year for the ~~primary-core~~ functions, the Director may subject to Regulation 9 incur additional commitments and make additional payment up to a limit of ten per cent of the total sums already approved for the ~~primary-core~~ functions.<sup>16</sup>

### Regulation 7

1. Income for the ~~primary and project management-core~~ functions shall be accounted for on a cash basis except for interest income.<sup>17</sup>

2. Expenditure for the ~~primary and project management-core~~ functions shall be accounted for on an accrual basis.<sup>18</sup>

3. Funds provided in the Budget for ~~primary and project management-core~~ functions shall be available for commitment during the fiscal year to which they relate.<sup>19</sup>

4. Funds provided in the Budget for ~~primary-core~~ functions shall remain available for twelve months following the fiscal year to which they relate to the extent to which they are required to liquidate commitments.<sup>20</sup>

5. ~~Funds shall remain available in the Budget for project management functions until they are required to liquidate commitments.~~<sup>21</sup>

6. The Director may transfer within the Budget for ~~primary-core~~ functions anticipated savings under any Part, Head or Sub-Head to meet anticipated expenditure under any other Part, Head or Sub-Head.<sup>22</sup>

7. In the event of any delay in the meetings of the SPREP Meeting or Work Programme and Budget Sub-Committee to adopt the annual Budget estimates for the ~~primary-core~~ functions, the Director is authorised, pending approval of the annual Budget estimates for the ~~primary-core~~ functions, to incur obligations and meet expenditure in the first three months of the current year up to a limit not exceeding twenty five per cent of the total expenditure incurred for the whole of the preceding year, subject to any reservations which have been placed on any individual item.<sup>23</sup>

<sup>16</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>17</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>18</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>19</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>20</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>21</sup> Proposed to be deleted by the 12<sup>th</sup> SPREP Meeting

<sup>22</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>23</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

8. The Director may incur additional expenditure on ~~project management core~~ functions in excess of that provided in the Budget for ~~project management core~~ functions provided that donor funding is available to meet such additional expenditure and that such additional expenditure does not adversely impact on the capacity of the Secretariat to carry out and manage the activities detailed in the Budget approved by the SPREP Meeting or Work Programme and Budget Sub-Committee.<sup>24</sup>

### **Regulation 8**

1. Income and expenditure for the project implementation functions shall be accounted for on an accrual basis except for receipts for project implementation functions which shall be accounted for on a cash basis.
2. Funds provided in the Budget for project implementation functions shall be available for commitment until such time as a specific project is either amended, cancelled or replaced.
3. Funds shall remain available in the Budget for project implementation functions until they are required to liquidate commitments.
4. The Director may transfer within the Budget for project implementation functions anticipated savings under any Par, Head or Sub-Head to meet anticipated expenditure under any other Part, Head or Sub-Head.
5. The Director may incur additional expenditure on project implementation functions in excess of that provided in the Budget for project implementation functions provided that funding is available and that such additional expenditure does not adversely impact on the capacity of the Secretariat to carry out and manage the activities detailed in the Budget approved by the SPREP Meeting or Work Programme and Budget Sub-Committee.

### **Regulation 9**

The Director shall not enter into any commitment or expenditure in respect of any functions unless funds are available.

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<sup>24</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

## PROVISION OF FUNDS

### Regulation 10

The Director shall recommend to the SPREP Meeting levels of Members' contributions by taking into account:

- (a) The estimated expenditure for ~~primary-core~~ functions for the current fiscal year and the succeeding fiscal year;<sup>25</sup>
- (b) Any other revenue in addition to Members' contributions;
- (c) Any balance of uncommitted funds available from previous fiscal years.

### Regulation 11

After the SPREP Meeting or Work Programme and Budget Sub-Committee has adopted the annual Budget estimates the Director shall:

- (a) Transmit the relevant documents to all members of ~~the South Pacific Regional Environment Programme~~ SPREP;
- (b) Inform members of ~~the South Pacific Regional Environment Programme~~ SPREP of their commitments in respect of member contributions and the depository into which it is desired that the contributions be paid.

### Regulation 12

Contributions shall be payable in US dollars. However, the Director is empowered to accept, at his discretion, the total or partial payment of contributions by a member of ~~the South Pacific Regional Environment Programme~~ SPREP in currencies other than US dollars which are necessary for the functioning of ~~the South Pacific Regional Environment Programme~~ SPREP.

### Regulation 13

The Director shall submit to each SPREP Meeting or Work Programme and Budget Sub-Committee a report on the receipt of member contributions.

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<sup>25</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

## FUNDS

### Regulation 14

The working funds of ~~the South Pacific Regional Environment Programme~~ SPREP shall be held in two principal funds:

- (i) a Capital Fund; and
  - (ii) an Operating Fund.
- (a) Expenditure on ~~primary core~~ functions under Regulation 7 may be financed by advances from the Capital Fund;<sup>26</sup>
  - (b) Any advances made from the Capital Fund shall be reimbursed to that Fund as soon as available funds permit;
  - (c) Income derived from investments of the Capital Fund shall be credited to miscellaneous income;
  - (d) All income of ~~the South Pacific Regional Environment Programme~~ SPREP shall be credited to the Operating Fund except for contributions to the Capital Fund.
  - (e) Capital fund transactions shall be reported to the SPREP Meeting or Work Programme and Budget Sub-Committee.

### Regulation 15

The Director may establish Special Purpose Accounts and shall inform the SPREP Meeting or Work Programme and Budget Sub-Committee of the details.

### Regulation 16

The Director may establish Trust Funds with the approval of the SPREP Meeting.

### Regulation 17

The purpose and limits of each Trust Fund shall be clearly defined by the SPREP Meeting and unless otherwise directed by the SPREP Meeting such Funds shall be administered in accordance with these Regulations and audited reports be presented annually to the SPREP Meeting or Work Programme and Budget Sub-Committee.

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<sup>26</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

### **Regulation 18**

The Director may accept contributions for ~~primary, project management core~~ and project implementation functions and shall inform the next SPREP Meeting or Work Programme and Budget Sub-Committee of details of such contributions.<sup>27</sup>

## **CUSTODY OF FUNDS**

### **Regulation 19**

The Director is authorised to open and close bank accounts and shall inform the SPREP Meeting or Work Programme and Budget Sub-Committee of the details.

### **Regulation 20**

Project implementation function banking transactions shall be conducted through a separate account to that for ~~primary and project management core~~ function transactions.<sup>28</sup>

## **INVESTMENT OF FUNDS**

### **Regulation 21**

The Director may make short-term investments in interest-bearing Bank deposits of monies not needed for immediate requirements.

## **BANK OVERDRAFT**

### **Regulation 22**

The SPREP Meeting will set annually a limit on what advances by way of bank overdraft, the Director may obtain for a particular year.

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<sup>27</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

<sup>28</sup> Proposed to be amended by the 12<sup>th</sup> SPREP Meeting

## INTERNAL CONTROL

### Regulation 23

The Director shall:

- (a) Establish detailed financial rules and procedures in order to ensure effective financial administration and the exercise of economy;
- (b) Cause all payments to be made on the basis of supporting vouchers and other documents which ensure that the services or goods have been received, and that payments have not previously been made;
- (c) Designate the officers who may receive monies or incur obligations on behalf of ~~the South Pacific Regional Environment Programme~~ SPREP and disburse South Pacific Regional Environment Programme funds;
- (d) Maintain an internal financial control which shall provide for an effective current examination and/or review of financial transactions, in order to ensure:
  - (i) The regularity of the receipt, custody and disposal of all funds and other financial resources of ~~the South Pacific Regional Environment Programme~~ SPREP;
  - (ii) The conformity of commitments and expenditure with the appropriations or other financial provisions approved by the SPREP Meeting, or with the purposes and rules relating to Trust Funds and Special Purpose Accounts;
- (e) Take all precautionary measures necessary to safeguard the property, equipment and supplies of ~~the South Pacific Regional Environment Programme~~ SPREP;
- (f) Arrange for the adequate protection of funds and property by insurance.

### Regulation 24

The Director may, after full investigation, authorise the writing off of losses of cash and other assets, provided that the value of all such items written off shall be reported to the SPREP Meeting or Work Programme and Budget Sub-Committee.

### Regulation 25

Rules governing quotations and tendering procedures for procurement and disposal of equipment and supplies shall be established by the Director and reported to the SPREP Meeting for endorsement.

## **ACCOUNTING**

### **Regulation 26**

The Director shall:

- (a) Adopt accounting principles which conform to generally accepted international accounting standards;
- (b) Implement in consultation with South Pacific Regional Environment Programme officers appropriate financial management policies;
- (c) Submit annual financial statements to the SPREP Meeting or Work Programme and Budget Sub-Committee;
- (d) Give such other information to the SPREP Meeting or Work Programme and Budget Sub-Committee as appropriate to indicate the current financial position of ~~the South Pacific Regional Environment Programme~~ SPREP.

### **Regulation 27**

The financial statements and the accounting records of ~~the South Pacific Regional Environment Programme~~ SPREP shall be presented in US dollar.

### **Regulation 28**

Appropriate separate accounts shall be maintained for all Trust Funds and Special Purpose Accounts.

### **Regulation 29**

The financial statements shall be submitted by the Director to the Auditors as soon as possible following the end of each fiscal year and always by 31 March of the following year.

### **Regulation 30**

All liabilities in respect of the financing of assets shall be incorporated in the annual Budget estimates and annual financial statements.



## **EXTERNAL AUDIT**

### **Regulation 31**

The SPREP Meeting shall appoint biennially one or more Auditors in no way connected with ~~the South Pacific Regional Environment Programme~~ SPREP on such terms as it sees fit.

### **Regulation 32**

The Auditors shall:

- (a) Conduct their audit each year in accordance with generally accepted international auditing standard;
- (b) Prepare a report expressing an opinion as to the fairness of ~~the South Pacific Regional Environment Programme~~ SPREP's financial statements;
- (c) Conduct, at the request of the SPREP Meeting, additional specific examinations and submit separate reports on the results of their examinations.

### **Regulation 33**

The Auditors, in their report on the accounts certified, shall mention:

- (a) the extent and character of their examination and any changes in accounting practice;
- (b) matters affecting the completeness or accuracy of the accounts;
- (c) the accuracy or otherwise of the supplies and equipment records as determined by stocktaking and examination of the records;
- (d) the adequacy of financial procedures of ~~the South Pacific Regional Environment Programme~~ SPREP including internal control matters and adherence to the Financial Regulations;
- (e) the adequacy of insurance cover for the buildings, stores, furniture, equipment and other property of ~~the South Pacific Regional Environment Programme~~ SPREP;
- (f) any other matters which should be brought to the notice of the SPREP Meeting.

### **Regulation 34**

The Auditors shall submit their report to the Director as soon as possible following the end of the fiscal year to which it relates. The Director shall circulate the full report of the Auditors including comments on the financial operations of ~~the South Pacific Regional Environment Programme~~ SPREP and accounts, together with such remarks as the Director may wish to offer to members, prior to the next SPREP Meeting or Work Programme and Budget Sub-Committee.

## GENERAL PROVISIONS

### Regulation 35

The Director may enter into contracts and other agreements for the purposes of renting accommodation, office space, storage and any other requirements of ~~the South Pacific Regional Environment Programme~~ SPREP.

### Regulation 36

These Financial Regulations are to apply to all financial activities of ~~the South Pacific Regional Environment Programme~~ SPREP irrespective of the source of funds.

### Regulation 37

1. When the position of Director is vacant, the Director functions and powers shall be exercised according to the instruction of the Chairperson of the SPREP Meeting and, in the absence of any instruction, by the [Deputy Director].<sup>29</sup>

2. In the absence from ~~the South Pacific Regional Environment Programme~~ SPREP headquarters, or during the incapacity of the Director, the powers and responsibilities of the Director as provided in these Regulations shall, during such periods, devolve on the [Deputy Director]. In the event that the Director and [Deputy Director] are both absent, an officer of the Director's choice shall be designated Officer-in-Charge with such powers and responsibilities as determined by the Director.<sup>30</sup>

### Regulation 38

1. These Regulations shall enter into force immediately after their approval by the SPREP Meeting.

2. Amendments to these Regulations will have immediate effect upon acceptance by the SPREP Meeting.

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<sup>29</sup> Change may be required, subject to the decision of 12<sup>th</sup> SPREP Meeting on the Staff Organisation

<sup>30</sup> Change may be required, subject to the decision of 12<sup>th</sup> SPREP Meeting on the Staff Organisation



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 9.3: Staff Regulations

##### Purpose of Paper

1. To seek Members approval for amendments to the SPREP Staff Regulations.

##### Background

2. The Staff Regulations require amendments to reflect the proposed implementation of the review of remuneration, benefits and arrangements for all staff, in accordance with the recommendations of the CROP Remuneration Review Working Group Report and the review of local contract staff terms and conditions.
3. The proposed amendments are explained in the Attachments to Working Paper WP.7.3, which deals with the recommendations of the CROP Remuneration Review Working Group, the Job Sizing Review and the Review of Local Contract Staff Salaries and Conditions of Service. Schedules 2A and 2B to the Staff Regulations also need to be replaced, to give effect to such recommendations.
4. Attachment 1 provides the existing Staff Regulations, together with all the amendments proposed. The footnote, to each proposed amendment, provides the relevant background to such amendment.

##### Recommendation

5. The Meeting is invited:
  - to **approve** of the amendments to the Staff Regulations.

3 August, 2001

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**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**

**(SPREP)**

**STAFF REGULATIONS**

**JANUARY ~~1996~~2002**

**(including amendments proposed to be effective from ~~1-October-1998~~ January 2002)**

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<sup>1</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>2</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>3</sup> Amended at 10<sup>th</sup> SPREP Meeting

## PART I : SCOPE AND APPLICATION

### Regulation 1

- (a) These Regulations set out the mutual obligations and rights of SPREP and its employees. They have been approved by the SPREP Meeting and are administered by the Director. They apply to all staff appointed to SPREP by the Director and where appropriate to the Director as well. They do not apply to temporary or short term professional contract staff, casual workers or consultants unless the contrary is specifically indicated, nor where other conditions have been agreed to in writing.<sup>4</sup>
- (b) If any part of these Regulations becomes contrary to the laws of Samoa, or where they are silent, the laws of Samoa will apply.
- (c) These Regulations may be supplemented or amended by the SPREP Meeting without prejudice to the existing contracts of staff members.
- (ca) The amendments made to these Regulations at the Tenth (1998) SPREP Meeting shall take effect from 1 October 1998.<sup>5</sup>
- (cb) The amendments made to these Regulations at the Twelfth (2001) SPREP Meeting shall take effect from 1 January 2002.<sup>6</sup>
- (d) The Director may supplement these Regulations with Staff Instructions not inconsistent with these Regulations or with any decisions made by the SPREP Meeting and further, may issue such Staff Instructions as may appear to be necessary to render these Regulations effective.
- (e) The Eighth SPREP Meeting in 1995 agreed that Fiji would be used as the country from which the comparator organisation is selected for the development of an appropriate region remuneration model to be based on a comparison with market based data for the skills required. This region model shall be adjusted for equitable implementation in SPOCCROP<sup>7</sup> organisations based in other countries and the tax-free entitlement for expatriate staff shall be considered in determining appropriate allowances and benefits.

<sup>4</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>5</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>6</sup> Proposed to be inserted by 12<sup>th</sup> SPREP Meeting

<sup>7</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

## PART II : DEFINITIONS

### Regulation 2

(a) In these Regulations, unless the context otherwise requires-

**"allowances"** means remuneration other than salaries but does not include money received to meet expenses incurred by an employee in the course of duty.

**"child"** means a biological child of an employee, a child that has been adopted by an employee through an Adoption Order, or a child for whom an employee has legally established guardianship rights.<sup>8</sup>

~~**"contract staff"**~~<sup>9</sup>

**"CROP"** means the Council of Regional Organisations in the Pacific.<sup>10</sup>

**"dependent"** means the financially dependent spouse or dependent child of an employee.

**"dependent child"** means an employee's unmarried and financially dependent child who is:

- (i) under the age of 16 years; or
- (ii) under the age of 19 years if undertaking full-time study at a secondary school; or
- (iii) under the age of 22 years if enrolled and undertaking full-time study at a university or other tertiary institution; or
- (iv) mentally or physically incapacitated.

**"employee"** is a general term which according to the context may mean local contract staff, professional contract staff, temporary staff or all three.<sup>11</sup>

**"establishment"** means staff positions approved by the SPREP Meeting.

**"expatriate"** means a professional contract staff member, not a citizen or permanent resident of Samoa, who resides in Samoa only by virtue of employment with SPREP.<sup>12</sup>

**"greater Apia area"** includes Letogo, Afiamalu, Ululoloa and Faleula.

<sup>8</sup> Proposed to be included at 12<sup>th</sup> SPREP Meeting

<sup>9</sup> Deleted at 10<sup>th</sup> SPREP Meeting

<sup>10</sup> Proposed to be inserted at 12<sup>th</sup> SPREP Meeting

<sup>11</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>12</sup> Amended at 10<sup>th</sup> SPREP Meeting



**"international school"** means a school that a child of an expatriate employee may attend to receive an education of sufficient standard that will allow the child to fit back into their home country's school curriculum, when the employee completes his or her contract, and includes an overseas boarding school where appropriate.<sup>13</sup>

**"local"** means a staff member who is not an expatriate.<sup>14</sup>

**"local contract staff"** are local staff engaged under a fixed termed contract whose work does not require the qualifications and/or experience required of professional contract staff and include accounts, administration, clerical, secretarial and technical employees.<sup>15</sup>

**"local school"** means a school in Samoa that a child of a local professional contract staff member may attend to receive a Samoan curriculum education and includes a Government, denominational, or private school.<sup>16</sup>

**"professional contract staff"** are staff local engaged under a fixed termed contract undertaking work which requires a university degree or equivalent qualification, or a lower qualification with expertise and practical experience of sufficient breadth to counter-balance the lack of formal qualifications.<sup>17</sup>

**"remuneration policy"** means the basis for remuneration approved by the SPREP Meeting.

**"salary"** means the basic annual rate of pay for the job which is specified in SPREP's salary scale.

~~**"SPOCC"** means the South Pacific Organisations Coordinating Committee.~~<sup>18</sup>

**"SPREP"** means the South Pacific Regional Environment Programme.

**"staff" or "staff member"** means local contract staff and professional contact staff appointed to an established position.<sup>19</sup>

- (b) Where there is difference or disagreement over the interpretation of these definitions, the decision of the Director will be final.

<sup>13</sup> Proposed to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), page 8, Item 17]

<sup>14</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>15</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>16</sup> Proposed to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), page 8, Item 17]

<sup>17</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>18</sup> Proposed to be deleted at 12<sup>th</sup> SPREP Meeting

<sup>19</sup> Amended at 10<sup>th</sup> SPREP Meeting

## **PART III : DUTIES AND OBLIGATIONS**

### **Status as International Civil Servants**

#### **Regulation 3**

The Director and all members of the staff of SPREP are international civil servants. Their responsibilities are not national but exclusively international. By accepting appointment, they pledge themselves to discharge their functions and to regulate their conduct with the interests of SPREP only in view.

### **Responsibility of SPREP**

#### **Regulation 4**

The Director is responsible for the proper functioning of SPREP. Staff members are subject to the authority of the Director and shall not seek or receive in the performance of their duties any instruction from any external authority.

### **Privileges and Immunities**

#### **Regulation 5**

Privileges and Immunities are as set out in the Headquarters Agreement between the Independent State of Samoa and SPREP signed on the 30<sup>th</sup> April 1996.<sup>20</sup>

### **Communication of Unpublished Information**

#### **Regulation 6**

Staff shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate to any person or the press any unpublished information known to them by reason of their official position, except in the course of their duties or by authorization of the director. All rights in, and title to, the results of any work performed by staff in the he course of their duties shall be the property of SPREP.

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<sup>20</sup> Inserted at 10<sup>th</sup> SPREP Meeting

**Conduct  
Regulation 7**

Staff shall avoid any action, and in particular any kind of public pronouncement or activity, which may adversely reflect on their positions as international civil servants. They are not expected to give up their national sentiments or their political and religious conventions, but they shall at all times bear in mind the reserve and tact incumbent upon them by reason of their international status.

**Outside Activities  
Regulation 8**

No staff may accept, hold or engage in any office or occupation which, in the opinion of the Director, is incompatible with the proper discharge of their duties with SPREP.<sup>21</sup>

**Candidacy for Public Office  
Regulation 9**

Any staff member who becomes a candidate for a public office of a political character shall resign from SPREP.

**Acceptance of Honours, Decorations, Favours, Gifts or Fees  
Regulation 10**

No staff shall accept in respect of their work for SPREP any honour or decoration from any government or organisation or, except with the approval of the Director, any favour, gift or fee from any government, organisation or person during the period of their appointment.

**PART IV : APPOINTMENT AND PROMOTION**

**Appointment of Director and Staff  
Regulation 11**

**Director**

- (a) The Director is appointed under such terms and conditions as the SPREP Meeting determines.

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<sup>21</sup> Amended at 10<sup>th</sup> SPREP Meeting

### **Director - Exercise of Powers**

- (b) When the position of Director is vacant, the Director's functions and powers shall be exercised according to the instruction of the Chairperson of the SPREP Meeting and in the absence of any instruction by the Deputy Director.
- (c) When the Director is absent from Headquarters, the Deputy Director shall be designated to act as Director, in the event that both are absent, an officer of the Director's choice shall be designated Officer-in-Charge

### **Power of Appointment**

- (d) The power of appointment rests with the Director subject to the establishment and remuneration policy approved by the SPREP Meeting.

### **Appointment Policy Regulation 12**

- (a) In selecting staff for appointment to SPREP, the dominant considerations shall be:
  - (i) the required qualifications and experience
  - (ii) competence
  - (iii) integrity
  - (iv) the principle of open competition
- (b) Subject to Regulation 12(a) above, the Director shall, in selecting professional contract staff, give due consideration to the nationals of SPREP island member states and to the desirability of obtaining equitable national representation.<sup>22</sup>
- (c) When a local contract staff vacancy occurs the vacancy will be advertised in the Apia press. When a professional staff vacancy occurs the vacancy will be advertised regionally.<sup>23</sup>
- (d) When two applicants for a local contract staff position are rated equally suitable, and one is a SPREP employee, preference shall be given to the existing staff member.<sup>24</sup>
- (e) Men and women are equally eligible for all posts in SPREP.

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<sup>22</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>23</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>24</sup> Amended at 10<sup>th</sup> SPREP Meeting

## Appointment Procedure

### Regulation 13

- (a) No appointment is valid which is not the subject of a written offer of employment signed by the Director or an authorized representative, and a written acceptance signed by the appointee. Every offer of employment shall contain a statement of duties, all the terms and conditions of employment and a copy of the Staff Regulations.
- (b) An appointment is either temporary or on a fixed or short term contract. The length of appointment of a temporary or contract staff member is set by the Director according to the requirements of the work programme and available funding.<sup>25</sup>
- (ba) The term of appointment of a local contract staff member shall not exceed a maximum of three years. Such period may be extended for a term or terms of up to the same duration, subject to the work programme requirements and available funding and provided the employee's work performance has been satisfactory.<sup>26</sup>
- (c) A temporary appointment may not exceed a period of six months. A temporary appointment is usually made to replace a local contract staff member who has resigned at short notice or is on leave.<sup>27</sup>
- (d) A fixed term of appointment for professional contract staff is of not less than three years. A short term appointment for professional contract staff is for any period less than three years and is subject to such terms and conditions as the Director determines, but within the salary scales applicable to SPREP. Subject to Regulation 13 (ea) a short term appointment may be renewed for a further term or terms.<sup>28</sup>
- (e) Subject to Regulation 13(ea), a fixed term appointment of three years for professional contract staff is renewable, based on the needs of SPREP, and the merit and performance of the employee, for a further period not exceeding three years.<sup>29</sup>
- (ea) When an aggregate period of six years has been served by professional contract staff it shall be mandatory for that position to be readvertised. The incumbent is eligible to apply and should the Director decide to reappoint the incumbent on merit he may do so provided a report is made to the next SPREP Meeting.<sup>30</sup>

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<sup>25</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>26</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>27</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>28</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>29</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>30</sup> Inserted at 10<sup>th</sup> SPREP Meeting

- (f) The length, terms and conditions of appointment may be varied in exceptional circumstances by the mutual agreement in writing of the Director and employee.
- (g) Appointment is provisional until confirmed. Appointment is subject to a satisfactory medical examination by a designated medical practitioner and a probationary period of six months' service which may be extended or reduced by the Director. At the end of the probationary period the Director shall in writing:
  - (i) confirm the appointment; or
  - (ii) extend the probationary period; or
  - (iii) terminate the appointment.
- (h) The appointment of:
  - (i) an expatriate runs from the date of leaving home to take up appointment with SPREP;
  - (ii) a local employee from the date of appointment.
- (i) Salary is earned from the date of appointment.

### **Promotion**

#### **Regulation 14**

- (a) A local contract staff member is promoted when appointed to a position higher than his or her current position.<sup>31</sup>
- (b) A promotion is a variation to the terms of an appointment and is subject to Regulation 13(f).

### **Termination**

#### **Regulation 15**

#### **Ways of Termination**

- (a) An appointment is terminated -
  - (i) when being a fixed term appointment it reaches the end of its term; or
  - (ii) by either SPREP or the staff member giving the other one month's notice in writing; or
  - (iii) without notice by either SPREP or the employee paying to the other one month's salary in lieu of notice; or
  - (iv) as a disciplinary measure by dismissal with or without notice under Regulation 30(b).

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<sup>31</sup> Amended at 10<sup>th</sup> SPREP Meeting

### **Suspended Staff**

- (b) Before dismissing or giving notice to a staff member who is a permanent employee of a member government's Public Service, the Director shall inform the government in question.

### **Certificate of Service**

- (c) A staff member shall, on leaving the service of SPREP, be given a certificate relating to the nature of his or her duties, the length of service, the amount of emoluments, and other relevant information.

### **Final Pay**

- (d) Upon leaving the service, any indebtedness of a staff member to SPREP shall be deducted from any money due to the staff member from SPREP.

## **PART V : ENTITLEMENTS ON APPOINTMENT AND TERMINATION**

### **Regulation 16**

#### **Entitlements**

- (a) SPREP shall meet the following appointment and termination expenses of professional contract staff recruited from outside the Greater Apia Area. The entitlements cover the transport and accommodation enroute for the staff member and accompanying dependents between home and Apia, and back, by the shortest and most economical route. The Director has discretion, after taking family circumstances into account, to include dependents who arrive within six months of the start of appointment or leave within one month of termination.<sup>32</sup>

#### ***Fares***

- (i) Director: Business class  
Other staff: Economy class

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<sup>32</sup> Amended at 10<sup>th</sup> SPREP Meeting

**Removal Expenses**

- (ii) The reasonable cost of packing, insuring, shipping and unpacking furniture, household and personal effects as follows-<sup>33</sup>
- (a) 6m<sup>3</sup> in respect of the staff member
  - 2m<sup>3</sup> in respect of a dependent spouse
  - 1m<sup>3</sup> in respect of each dependent child

For contracts entered into prior to 1 October 1998, the entitlement is 12m<sup>3</sup>, 4m<sup>3</sup> and 2m<sup>3</sup> respectively.

- (b) up to 20 kilos of excess baggage per person for all professional contract staff recruited overseas.

**Establishment Grant**

- (iii) To offset incidental expenses and compensate for the upheaval of removal an establishment grant on appointment only at the rate prescribed in Schedule 1 to these Regulations.

**Temporary Accommodation <sup>34</sup>**

- (iv) Accommodation at a suitable hotel or other fully furnished accommodation for up to ~~five-six~~ working days or such other period, up to a maximum of twelve working days, as the Director considers reasonable in the circumstances. Professional contract staff will not be paid a housing subsidy for the period when temporary accommodation costs are met.<sup>35</sup>

**SPREP Assistance**

- (v) An appointee will be assisted to settle into Apia. This assistance could include help to find suitable rented accommodation and advice on suitable terms.

**Ineligibility**

- (b) The entitlements prescribed in Regulation 16(a) do not apply and, at the Director's discretion, may be withheld in whole or in part if:
- (i) all or part of the expenses are met from some other source; or
  - (ii) within 12 months of appointment the staff member resigns appointment under Regulation 15(a) (ii) or (iii) or is dismissed under Regulation 30(b) (iv) or (v).

<sup>33</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>34</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), page 6, Item 12]

<sup>35</sup> Amended at 10<sup>th</sup> SPREP Meeting



## PART VI : HOURS OF WORK

### Normal Hours Regulation 17

- (a) The Director has the right to call upon the services of staff to the extent considered reasonable.
- (b) Normal office hours are 8 am to 12 noon and 1 pm to 4.35 pm Monday to Friday, making a total of 37 hours 55 minutes per week.
- (c) The driver/messenger, gardener, handyman and tea attendant/cleaner will be required to work hours as directed by the Director. They will have to work either 40 hours per week or 8 hours a day before overtime rates become applicable.
- (d) The watchman will be required to work from 6 pm to 6 am Monday to Friday as well as any additional hours required by the Director.

### Overtime Regulation 18

#### Eligibility

- (a) Local contract and temporary staff at ~~Level 4~~ Grade F and below may claim overtime or time off in lieu of overtime for the hours they are required to work in excess of their normal working hours.<sup>36 37</sup>

#### Overtime Rates of Pay

- (b) The rates of pay for overtime are:
  - (i) for days other than public holidays and Sundays, one and half times the normal hourly rate.
  - (ii) for Sundays or public holidays, double the normal hourly rate.

Provided that the normal hourly rate paid for any overtime shall be no higher than the normal hourly rate paid to an employee at the top Step of Grade 2, consistent with the Samoan Public Service practice.<sup>38 39</sup>

#### Meal Allowance

- (c) Staff required to work overtime for more than 6 hours on a Saturday, Sunday or public holiday, or beyond 6.30 pm on a full working day, shall be paid lunch and dinner allowances as appropriate at rates approved by the Director.

<sup>36</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>37</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 9, para. 12]

<sup>38</sup> Proviso inserted at 10<sup>th</sup> SPREP Meeting

<sup>39</sup> A SPREP local contract staff delegation has requested that 12<sup>th</sup> SPREP Meeting completely delete this proviso, which was inserted by 10SM

### **Transport Assistance <sup>40</sup>**

- (d) Staff required to work more than one hour's overtime on a normal working day shall be taken home by SPREP transport, if it is available, and if not, by taxi at SPREP expense, or is entitled to an allowance under Regulation 29(d).
- (e) Staff required to work overtime on weekends or public holidays shall be;
  - (i) taken to and from work by SPREP transport, if it is available, and if not, by taxi at SPREP expense; or
  - (ii) entitled to claim ~~mileage~~ an allowance under Regulation 29(d).

## **PART VII : REMUNERATION**

### **Regulation 19**

#### **Determination and Adjustments**

- (a) The remuneration policy and conditions of service of SPREP employees are determined by the SPREP Meeting.
- (b) The remuneration of all SPREP staff shall be expressed and paid in Samoan Tala.

#### **Adjustments**

- (c) Professional contract salaries and expatriate allowances are expressed in International Monetary Fund Special Drawing Rights (SDRs) and adjusted every six months based on a moving average in the value of the SDR relative to the Samoan Tala for the six months period immediately preceding the date of review.<sup>41</sup>
- (d) Professional contract staff salary scales shall be reviewed ~~periodically~~ three yearly, with a sample of positions sized against the relevant market, in co-ordination with other SPOCC-CROP agencies, with internal annual adjustments based on a market comparison and ~~based upon~~ giving consideration to: <sup>42</sup>
  - recruitment effectiveness
  - analysis of practices in the market from which the Secretariat recruits.<sup>43</sup>

<sup>40</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 11, para. 24]

<sup>41</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>42</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.3(C), pages 2 and 3, Items 1.4 and 1.7]

<sup>43</sup> Amended at 10<sup>th</sup> SPREP Meeting

- (e) Adjustments to related locations allowances shall be based upon:
- change in the relevant cost-of-living differential excluding housing
  - exchange rate
  - taxation relativity factor
- (f) The salaries of local contract staff are to be reviewed three yearly, with salary scales to be adjusted to the 75 percentile range of comparable positions in the Apia local salary market, based on an Apia local market salary survey.<sup>44</sup>~~adjusted at the same time and in accordance with the same rate of adjustments paid in the Samoan Public Service. Provided that where the salary of such employee is in excess of 20% over the Apia public and private sector market at the commencement of this amendment, any adjustment due under this provision will not be made except to the extent that some part of the proposed increase is required to maintain the 20% margin above such market. Such salaries are to be reviewed biennially to maintain the same relativity to the Apia public and private sector market.~~<sup>45</sup>

## Salaries Regulation 20

### General

- (a) Current salary scales as at the date
- (b) of approval of these Regulations by the SPREP Meeting are set out in Schedule 2 to these Regulations.

### Salary on Appointment

- (b) Appointments of local contract staff shall be to the bottom step of the grade for the position except that the Director shall have discretion, in particular cases, to appoint to a higher step if the circumstances justify it.<sup>46</sup>
- (c) The Director shall have the flexibility to appoint professional contract staff to whatever salary step is considered appropriate by the Director within the designated salary level; appointments should be subject to annual review by the Director.<sup>47</sup>
- (d) The salary level for any contract period for professional contract staff shall be fixed; any review within that period shall be at the discretion of the Director.<sup>48</sup>

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<sup>44</sup> Amended at 12<sup>th</sup> SPREP Meeting

<sup>45</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>46</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>47</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>48</sup> Amended at 10<sup>th</sup> SPREP Meeting

### Salary on Promotion

- (e) Appointment on promotion is at the minimum of the salary range for the higher position or, if the salaries for the two positions overlap, to the level of the higher salary range which affords an immediate salary increase equal to one incremental step.

### Increments

- (f) The Director may authorize an increment to an employee at the completion of a particular year's service:
- (i) where the employee's work performance is assessed as having been exceptional; or<sup>49</sup>
  - (ii) in recognition of permanent increases in formal skill levels of that employee, relevant to their duties in SPREP;<sup>50</sup> or
  - (iii) where the Director is satisfied that the employee has permanently increased their capacity to accept responsibility in their duties within SPREP.<sup>50</sup>

### Performance bonus<sup>51</sup>

- (g) Where a local contract staff employee has reached the maximum salary point in their approved salary scale and where the<sup>52</sup> employee's work performance is assessed as having been exceptional, on completion of a particular year's service, the Director may grant a fixed sum performance bonus payment to that employee, provided that any such bonus:
- (i) is not made as a permanent increase in the salary of the employee;
  - (ii) can be fully financed from available budgetary provision in that year; and
  - (iii) shall not exceed 5% of the employee's current salary.

<sup>49</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 2, Item 1.4 and page 12, Item 1]

<sup>50</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>51</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>52</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 12, Item 1]

## **PART VIII : ALLOWANCES AND RELATED BENEFITS**

### **Higher and Extra Duties Allowances Regulation 21**

- (a) Any staff member may at any time be required by the Director to undertake the duties of a senior or other position whether or not the circumstances justify increased pay.
- (b) A staff member who is required by the Director to carry out and does carry out the full duties of a higher graded position for a continuous period of not less than ten working days will be paid a higher allowance amounting to the difference between his or her salary at the time and the minimum salary for the higher graded position.

### **Representational Allowance Regulation 22**

The Director and Deputy Director shall receive a non-accountable representational allowance of 5% and 1% of basic salary respectively.

### **Professional Contract Staff and Expatriate Staff Allowances<sup>53</sup> Regulation 23**

- (1)<sup>54</sup> In addition to salary, expatriate staff are entitled to receive the following allowances and benefits-
  - (a) **A location allowance** of 5% of salary.
  - (b) **A cost-of-living differential allowance** to reflect the differential in the cost of living between Suva and Apia. The allowance will be reviewed annually and adjusted provided a movement of at least plus or minus five per cent has occurred in the index in the period since the last review.

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<sup>53</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>54</sup> Subsection number inserted at 10<sup>th</sup> SPREP Meeting

(c) **An education expense reimbursement allowance**, up to a maximum of ~~[\$10,788]~~**\$15,600** per child per annum, with a maximum of ~~[\$32,364]~~**46,800** per family per annum, to assist with the actual education costs of the employee's dependent children. This ~~includes only~~ covers reimbursement of tuition fees, boarding fees, compulsory extra-curricular activities organised by school authorities and any necessary private language tuition. This allowance shall be subject to periodic reviews, based on 100% of the tuition and boarding fees payable at an international school, for students in Forms 4 to 7.<sup>55</sup> 56

- ~~(i) in Samoa - tuition fees and compulsory school excursions;~~  
~~(ii) outside Samoa - tuition and boarding fees, compulsory school excursions, regulation school uniforms and purchase or hire of text books.~~

Any external financial assistance (such as a bursary) received by an expatriate professional contract staff towards the above items is to be deducted from actual expenses when determining the amount to be reimbursed.<sup>57</sup>

- (d) **School holiday travel.** The entitlement of one return economy class flight each year between place of education and Apia by:
- (i) each dependent child being educated outside Samoa; or
  - (ii) the staff member or spouse, providing the journey is not made within the final six months of the contract.

Provided that where an employee is entitled to annual home leave travel airfares, under Regulation 23(1)(e), this entitlement will not be in addition to such home leave travel airfares.<sup>58</sup>

- (e) **Home leave travel** for every completed year of service except for the terminal year. The entitlement is for the reimbursement of one economy class return flight between Apia and home for the staff member, spouse and dependent children. The normal home of the staff member will be agreed between him or her and SPREP at the time of appointment.

- ~~(f) A gratuity equivalent to 14% of final year basic salary at the end of a two year contract provided the contract is not renewed, 21% on completion of a three year contract provided the contract is not renewed and 33% on completion of six years. Under special circumstances (e.g. illness) the Director may authorise payment of the gratuity in full or in part. This provision shall not apply to any new contract entered into on or after 1 October 1998.~~<sup>59</sup> 60

<sup>55</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>56</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 8, Item 17. New rate is tala equivalent of rate now paid by Forsec for expatriate staff educating children at International schools within and outside of Fiji (FJD\$11,229)

<sup>57</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>58</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 9, Item 18. Should 12SM revise the present entitlement under Reg. 23(1)(e), this amendment should be revised to delete the proposed proviso and show that this benefit is "in addition to any home leave travel fare entitlement"]

<sup>59</sup> Proviso inserted at 10<sup>th</sup> SPREP Meeting

<sup>60</sup> Proposed to be deleted at 12<sup>th</sup> SPREP Meeting

- (fa) **A repatriation allowance** equivalent to two week's salary, on completion of a contract providing the contract is not extended or renewed.<sup>61</sup>
- (g) **A market allowance** as follows:
- the Director shall have discretion to decide whether a particular position qualifies for this allowance.
  - eligibility shall be assigned to the position and not personally.
  - the allowance shall be negotiable up to 25% of salary scale mid-point.
  - the maximum allowance shall be reviewed annually and adjusted according to relative movement in the base salary scale in SDR units.
  - guideline criteria for eligibility shall be.
    - (i) that the skills are rare and in international demand.
    - (ii) proven failure to recruit appropriate candidates.
    - (iii) budgetary provision is available.
    - (iv) conditions justifying the decision to apply the allowance are readily transparent.

The amount shall be determined through negotiations with the preferred candidate. The Allowance should not apply to more than 10% of professional contract staff positions at any one time.<sup>62</sup>

The Director shall notify the SPREP Meeting of Market Allowance agreements greater than 5% of the salary mid point.

(2)<sup>63</sup> In addition to salary, professional contract staff are entitled to receive the following allowances and benefits-

- (a) **A cost-of-living differential allowance** to reflect the differential in the cost of living between Suva and Apia as shown in Schedule (2a) of these Regulations. The allowance will be reviewed annually and adjusted provided a movement of at least plus or minus five per cent has occurred in the index in the period since the last review. This allowance does not apply where an allowance is paid under Regulation 23(1)(b).
- ~~(b) **A gratuity** equivalent to 14% of final year basic salary at the end of a two year contract provided the contract is not renewed, 21% on completion of a three year contract provided the contract is not renewed and 33% on completion of six years. Under special circumstances (e.g. illness) the Director may authorise payment of the gratuity in full or in part. Any entitlement under this provision shall only accrue in respect of contracts commencing from or after 1 January 1996. This provision does not apply where a gratuity is paid under Regulation 23(1)(f). This provision shall not apply to any new contract entered into on or after 1 October 1998.~~<sup>64</sup>

<sup>61</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>62</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>63</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>64</sup> Proposed to be deleted at 12<sup>th</sup> SPREP Meeting

- (c) An education expense reimbursement allowance, up to a maximum of \$3,200 per child per annum, with a maximum of \$9,600 per family per annum, to assist with the actual education costs in Samoa of the employee's dependent children. This only covers tuition fees and compulsory extra-curricular activities organised by school authorities. This allowance shall be subject to periodic reviews, based on 100% of the tuition fees payable at a local school, for students in Forms 4 to 7.

Any external financial assistance (such as a bursary) received by a local contract staff member towards the above items is to be deducted from actual expenses when determining the amount to be reimbursed.

This allowance does not apply where an allowance is paid under Regulation 23(1)(c).<sup>65</sup>

### **Director's Entitlements Regulation 24**

In addition to any other allowances provided for elsewhere in these Regulations the Director shall be entitled to the following:

- (a) rent-free accommodation up to a rental limit specified in Schedule 1;
- (b) electricity charges for accommodation; and
- (c) a domestic assistance allowance. The allowance is to be adjusted at the same time and in accordance with the same rate of adjustments made to pay in the Samoan Public Service and the rate for the time being is set out in Schedule 1.

### **PART IX : LEAVE**

#### **Annual Leave Regulation 25**

- (a) The annual leave entitlement is:
  - <sup>66</sup>Professional contract Staff : 25 working days. For contracts entered into prior to 1 October 1998 the entitlement is 30 working days.
  - <sup>67</sup>Local contract Staff : 15 working days
- (b) For each staff member the leave year runs from the date of appointment to its anniversary and thereafter from anniversary to anniversary. Leave accumulates with the passing of the leave year with the full entitlement, minus any leave taken, falling due on the anniversary of appointment.

<sup>65</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C), page 8, Item 17. Rate of allowance is based on present maximum rate of fees payable for a student in the highest Form in Samoa]

<sup>66</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>67</sup> Amended at 10<sup>th</sup> SPREP Meeting



- (c) If a Samoan public holiday is observed on a normal working day while a staff member is on annual leave or duty travel that day shall be added to his or her entitlement.
- (d) Applications for leave should where possible be received by the Director 30 days before the leave applied for begins.
- (e) Annual leave does not carry over from one leave year to the next without written approval from the Director, and shall not exceed 50 days. In considering applications to carry over annual leave, the Director will have regard both to the requirements of SPREP and the situation of the staff member.
- (f) SPREP will only pay salary in lieu of unexpended leave at the end of a contract. Cases involving dismissal under Regulation 30(b) will not receive salary in lieu of unexpended leave.

**Sick Leave  
Regulation 26**

- (a) Each staff member is entitled to 36 days' paid sick leave per year after one year. Sick leave not taken accumulates up to a maximum of 108 days. For contracts entered into on or after 1 January 2002, including extensions made after that date to previous contracts, the entitlement is 30 days paid sick leave per year, with a maximum accumulation of 90 days.<sup>68</sup>
- (b) To qualify for sick leave a staff member is required:
  - (i) to notify his or her immediate superior as early as practical on the first day of absence; and
  - (ii) as soon as practicable, apply for sick leave in writing.
- (c) All applications for sick leave shall be supported by a certificate from a qualified medical practitioner justifying the absence on medical grounds unless;
  - (i) the application is for two days or less; and
  - (ii) the applicant has not already taken six days of uncertified sick leave in the last 12 months.
- (d) The Director may at any time withdraw the dispensation from the requirement to furnish a medical certificate, or require a staff member to undergo a medical examination from a designated medical practitioner, when certified sick leave appears to be excessive.

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<sup>68</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 4, Item 6 and pages 13 and 14, Item 6]

- (e) If a staff member is taken sick or is injured while on annual leave and produces a medical certificate to that effect, the period of sickness shall be recorded as sick, not annual, leave.
- (f) Sick leave may not be used by a staff member to meet his or her extended family responsibilities, or for any reason other than personal sickness of the employee. <sup>69</sup>
- (g) SPREP will not make any payment in lieu of unexpended sick leave at the end of a contract. <sup>70</sup>

## Other Leave

### Regulation 27

#### Maternity Leave

- (a) A staff member with at least one year's continuous service at the expected date of confinement is entitled to 60 working days' maternity leave on full pay. The period of leave begins on a date decided by the Director in consultation with the mother but not more than 30 days before the expected confinement. The balance of the leave, but in any case not less than 30 working days, shall be taken immediately after confinement.

#### Family (Compassionate and Paternity) Leave <sup>71</sup>

- (b) Applications for ~~compassionate~~ family leave will be considered by the Director on an individual basis, but will not exceed five days per situation or a maximum of six ten days in any year plus minimal travelling time for all staff members whether they have to travel outside or within Samoa. This leave will normally only apply to a bereavement in respect of an immediate family member, or for the birth of a child of a male staff member. Sick leave (Regulation 26(a)) may not be used by a staff member to meet his or her extended family responsibilities.

#### Special Leave Without Pay

- (c) Requests for special leave without pay shall be submitted in advance and require approval in writing from the Director. Special leave may be granted for cases of extended illness or other exceptional or urgent reasons.
- (d) Special leave without pay shall be granted only after accrued annual leave has been expended. No leave accruals or other financial allowances of any kind shall be earned or granted during periods of special leave without pay.

<sup>69</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 13, para. 30]

<sup>70</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 12, para. 28]

<sup>71</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 5, Item 7 and page 14, Item 7]

### **Examination Leave<sup>72</sup>**

- (e) Where an employee sits for an examination for an approved course of studies, which is directly relevant to their duties in SPREP, and is successful in passing such examination, the Director may grant a leave credit for leave taken by the employee to enable them to attend and sit for that examination.

## **PART X : HOUSING**

### **Regulation 28**

#### **Eligibility**

- (a) All professional contract staff shall be eligible to receive a housing subsidy.<sup>73</sup>

#### **Rental Assistance**

- (b) A rental assistance supplement of 18% of basic salary shall be a component of remuneration for all professional contract staff. This supplement shall be reviewed annually and adjusted on relative movement in the rent index.<sup>74</sup>

## **PART XI : EXPENSES**

### **Regulation 29**

#### **Duty Travel**

- (a) SPREP meets the travelling expenses necessarily incurred by staff required to travel away from Apia on official business.
- (b) The Director is entitled to travel business class. All other staff will travel economy class except that the Director shall have the discretion, where particularly arduous combinations of duty and travel have to be undertaken on behalf of SPREP, to authorize business or executive class travel.

#### **Per Diem Allowance**

- (c) Staff travelling on business and spending the night away from Samoa will receive:
  - (i) reimbursement of actual and reasonable expenses. Such expenses will include the cost of hotel and other non private accommodation and meals. A daily incidental allowance is also payable at a rate set by the Samoan Public Service; or
  - (ii) a subsistence allowance at the appropriate per diem rate. Rates will be equivalent to those agreed by SPOCCCROP, and will be updated regularly in line with changes promulgated by SPOCCCROP<sup>75</sup>.

<sup>72</sup> Inserted at 10<sup>th</sup> SPREP Meeting

<sup>73</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>74</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>75</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

### **Mileage-Private Transport Allowance**<sup>76</sup>

- (d) An ~~mileage~~ allowance at the rates prevailing in the Samoan Public Service may be claimed by a staff member who uses his or her personal vehicle with the prior approval of the Director in the following circumstances;
- (i) to travel on official business in and around Apia when SPREP transport is not available; or
  - (ii) when working overtime as set out in Regulation 18(d) and (e).

### **Official Entertainment**

- (e) Providing the Director's approval in writing has been obtained prior to the offer of official entertainment, a Head of Division may be reimbursed the expenses of entertainment extended on behalf of SPREP. The Director shall not authorize any reimbursement under this provision unless reasonable evidence of the official nature of the entertainment is provided and the claim is supported by receipts.

## **PART XII : DISCIPLINE**

### **Regulation 30**

#### **Offences**

- (a) An employee commits an offence who:
- (i) wilfully disobeys a lawful order of the Director or of any other officer to whom the employee is formally responsible;
  - (ii) wilfully disregards the Regulations;
  - (iii) is negligent, inefficient or incompetent in the exercise of his or her duties;
  - (iv) wilfully acts without regard to SPREP's interests;
  - (v) behaves disgracefully or improperly either in an official capacity or otherwise; or
  - (vi) steals or misappropriates the funds or property of SPREP.

#### **Penalties**

- (b) The Director may discipline an employee found guilty of an offence by:
- (i) an official reprimand;
  - (ii) a fine not exceeding 14 days' salary;
  - (iii) demotion to a lower step in the grade of the offender's position;
  - (iv) dismissal with notice under Regulation 15(a) (ii); or
  - (v) if the offence is theft or misappropriation of SPREP's funds or property, by summary dismissal without notice.

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<sup>76</sup> Proposed amendment for 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/7.3/Att.4, page 11, para. 24]  
*SPREP Staff Regulations*

### **Procedures**

- (c) No employee suspected of committing an offence shall be penalized under Regulation 30(b) unless guilt is confirmed by:
- (i) the employee's own admission; or
  - (ii) the outcome of criminal proceedings; or
  - (iii) the findings of an internal inquiry conducted as soon as practicable by the Director (or in his or her absence by the Deputy Director) and two other staff members, one of whom may be nominated by the suspected employee.

### **Suspension**

- (d) An employee may be suspended without pay if suspected of theft or misappropriation of SPREP's property and on pay in all other cases. If the suspicion cannot be sustained the employee will be fully reinstated with effect from the date of suspension.

## **PART XIII : STAFF CONSULTATIONS**

### **Regulation 31**

Regular meetings will be held between SPREP management and staff to discuss general matters relating to the work programme, staff administration and staff welfare.

## **PART XIV : GENERAL**

### **Regulation 32**

#### **Personal Accident Insurance**

- (a) All employees who are required by SPREP to travel away from Apia by any form of transport on official business are insured under SPREP's blanket cover for personal accidents.
- (b) All staff are covered 24 hours per day by SPREP's Personal Accident Insurance Policy.
- (c) An employee may take out additional cover ~~is available at their own cost of the employee.~~ <sup>77</sup>

#### **Medical Insurance**

- (d) All employees and their dependents will have all reasonable medical, dental and optical expenses, as determined by the Director, met by SPREP direct or, where appropriate, by SPREP's medical scheme.
- (e) An employee may take out additional cover ~~is available at their own cost of the employee.~~ <sup>78</sup>

<sup>77</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

### Superannuation

- (f) An expatriate professional contract staff member will receive a superannuation allowance of seven percent of basic salary,<sup>79</sup> provided that where the minimum legal requirement for contributions payable by Samoan citizens and residents to the Samoan National Provident Fund (NPF) exceeds seven percent of basic salary, the employee will be entitled to an allowance equal to such minimum legal requirement for contributions to the NPF.<sup>80</sup>
- (g) Local staff will contribute to the Samoa ~~National Provident Fund~~ NPF.<sup>81</sup>
- (h) For all local staff, SPREP will make a contribution to the Samoa ~~National Provident Fund~~ NPF equivalent to seven percent of basic salary,<sup>82</sup> provided that where the minimum legal requirement for contributions payable by Samoan citizens and residents to the Samoan NPF exceeds seven percent of basic salary, SPREP will make a contribution to the NPF equal to such minimum legal requirement for contributions.<sup>83 84</sup>

### Protective Clothing

- (i) On confirmation of their appointment, local contract staff regularly employed on labouring work shall be issued with two sets of overalls and two pairs of safety boots, at a charge of eight tala for a set of overalls or a pair of safety boots.
- (j) Overalls and safety boots issued to staff will be replaced on a fair wear and tear basis but not more than once a year.

### Training

- (k) The Director shall, where deemed necessary in the interests of SPREP, provide for the training of staff members in areas directly related to their duties and advancement. Priority should be given to local contract staff.

### Documentation

- (l) The Director shall maintain up-to-date documents detailing the establishment, grading system, salary scales and conditions of service of SPREP as approved by the SPREP Meeting.

### Review

- (m) These salaries and conditions of service should be subject to periodic review.

<sup>78</sup> Proposed to be amended at 12<sup>th</sup> SPREP Meeting

<sup>79</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>80</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 3, Item 2]

<sup>81</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>82</sup> Amended at 10<sup>th</sup> SPREP Meeting

<sup>83</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 3, Item 2]

<sup>84</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 3, Item 2 and page 13, Item 3]

## SPREP STAFF REGULATIONS

### SCHEDULE 1

#### ALLOWANCES

<b><u>Establishment Grant:</u></b> Regulation 16 (iii)	<u>Samoan Tala</u>
Director	2,747
Other Staff	2,060

<sup>85</sup>For contracts entered on or after 1 January 2002, the rate of this grant is:

Director	SDR 1,467
Other Staff	SDR 1,100

**Maximum Rate for Director's Rent-free Accommodation:** Regulation 24(a)

Samoan Tala      ~~3,500~~ 5,000 per month plus VAGST<sup>86</sup>

**Domestic Assistance Allowance for Director<sup>87</sup>:** Regulation 24(c):

Samoan Tala 4,695 per annum (at 1 January 2001) : Adjusted at the same time and in accordance with the same rate of adjustments made to pay in the Samoan Public Service.<sup>88</sup>

<sup>85</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(C) page 7, Item 13. The rate for the Director was previously 33% higher and has therefore been increased by the same proportion]

<sup>86</sup> Proposal for amendment at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att. 3(D) para.7]

<sup>87</sup> Updated at 10<sup>th</sup> SPREP Meeting to reflect rate at 1 July 1998

<sup>88</sup> Revised 1 January 2001, in accordance with 5% pay adjustments made to the Samoan Public Service

**SPREP STAFF REGULATIONS**  
**SCHEDULE 2A<sup>89</sup>**

**SDR SALARY SCALES FOR SPREP PROFESSIONAL CONTRACT STAFF**  
**(Including Interim Adjustment Paid from 1 January 1999 \*)**

Grade	Step	Basic Salary (SDR#)	
		1/01/1999	Reg.20(a)
<b>Grade 6</b>	Minimum	1	10,668
	High	1	11,734
	Minimum	2	11,618
	High	2	12,781
	Minimum	3	12,654
	High	3	13,919
	Minimum	4	13,781
	High	4	15,159
	Minimum	5	15,010
	High	5	16,510
<b>Grade 5</b>	Minimum	1	18,162
	High	1	19,981
	Minimum	2	19,776
	High	2	21,754
	Minimum	3	21,660
	High	3	23,827
	Minimum	4	23,548
	High	4	25,903
<b>Grade 4</b>	Minimum	1	25,176
	High	1	27,701
	Minimum	2	27,429
	High	2	29,825
	Minimum	3	29,624
	High	3	32,586
<b>Grade 3</b>	Minimum	1	32,916
	High	1	36,215
	Minimum	2	33,910
	High	2	37,304
	Minimum	3	36,512
	High	3	40,164
<b>Grade 2</b>	Minimum		43,665
	High		47,991
<b>Grade 1</b>	Minimum		49,912
	High		54,911

\* SDR Salary levels remain constant until revised by a SPREP Meeting.  
Interim Adjustment, from 1 January 1999, approved by 1999 Special Meeting.

<sup>89</sup> Schedule 2A proposed to be deleted by 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att.3(C), page 1, Item 1]



SPREP STAFF REGULATIONS

SCHEDULE 2A<sup>90</sup>

(Effective from 1 January 2002)

Executive/Professional Contract Staff

Grade	CED Points		Base Salary (SDR pa)									
	Minimum	Maximum	Minimum	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Maximum	
<u>M</u>	<u>1,050</u>	<u>1,310</u>	<u>39,493</u>	<u>41,692</u>	<u>44,431</u>	<u>46,901</u>	<u>49,370</u>	<u>51,839</u>	<u>54,308</u>	<u>56,778</u>	<u>59,239</u>	
<u>L</u>	<u>840</u>	<u>1,049</u>	<u>33,851</u>	<u>35,969</u>	<u>38,036</u>	<u>40,204</u>	<u>42,321</u>	<u>44,439</u>	<u>46,556</u>	<u>48,674</u>	<u>50,777</u>	
<u>K</u>	<u>630</u>	<u>839</u>	<u>29,971</u>	<u>31,293</u>	<u>32,615</u>	<u>33,936</u>	<u>35,258</u>	<u>36,579</u>	<u>37,901</u>	<u>39,223</u>	<u>40,552</u>	
<u>J</u>	<u>470</u>	<u>629</u>	<u>25,977</u>	<u>27,125</u>	<u>28,272</u>	<u>29,420</u>	<u>30,567</u>	<u>31,715</u>	<u>32,863</u>	<u>34,010</u>	<u>35,143</u>	
<u>I</u>	<u>350</u>	<u>469</u>	<u>20,309</u>	<u>21,327</u>	<u>22,345</u>	<u>23,363</u>	<u>24,381</u>	<u>25,399</u>	<u>26,417</u>	<u>27,436</u>	<u>28,442</u>	
<u>H</u>	<u>260</u>	<u>349</u>	<u>10,668</u>	<u>11,398</u>	<u>12,128</u>	<u>12,858</u>	<u>13,588</u>	<u>14,318</u>	<u>15,048</u>	<u>15,779</u>	<u>16,510</u>	

<sup>90</sup> Proposed replacement Schedule 2A to be inserted at 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att.3(B) and 3(C), page 1, Item 1]

SPREP STAFF REGULATIONS

SCHEDULE 2B <sup>91</sup>

SALARY SCALES FOR LOCAL CONTRACT STAFF FROM 1 OCTOBER 1998<sup>92</sup>

Step	4	2	3	4	5	6	7	8	9	10
Grade										
1	5,160	5,418	5,689	5,974	6,273	6,587	6,916	7,264	7,625	8,006
	{	{	{	{	{	{	{	{	{	{
				Gardener	Cleaner	Night	Watchman			
							Teaperson	Cleaner		
2	8,232	8,643	9,075	9,530	10,006	10,506	11,032	11,584	12,162	12,770
	{	{	{	{	{	{	{	{	{	{
			Driver / Clerk							
			Receptionist							
			Handyman							
			Clerk	Teaperson						
				Registry	Clerk					
3	12,904	13,545	14,222	14,934	15,680	16,464	17,288	18,153	19,064	20,014
	{	{	{	{	{	{	{	{	{	{
		Maintenance	Tradesman							
			Accounts	Clerk						
					Divisional	Assistant				
					Administration	Assistant				
4	18,429	19,354	20,319	21,335	22,402	23,522	24,697	25,932	27,229	28,590
	{	{	{	{	{	{	{	{	{	{
		Registry	Supervisor	Officer						
			Conference		Personal	Assistant				
						Senior	Accounts	Officer		
							Assistant	Accountant		
5	23,344	24,514	25,737	27,024	28,375	29,794	31,284	32,848	34,494	36,216
	{	{	{	{	{	{	{	{	{	{
			Administration	Officer						

<sup>91</sup> Schedule 2B proposed to be deleted by 12<sup>th</sup> SPREP Meeting [see Working Paper 12SM/WP.7.3/Att.3(C), page 12, Item 1]

<sup>92</sup> Updated at 10<sup>th</sup> SPREP Meeting to reflect revised salary scales at 1 July 1998 and regrading of four positions  
*SPREP Staff Regulations*



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 9.4: Process for Appointment of Director

##### Purpose of Paper

1. To instigate the process for appointment of the new SPREP Director, following the end of Contract for the existing Director and amend the *Rules of Procedure for Appointment of the Director* to reflect two three year periods (total six years) rather than a period of four years followed by two years.

##### Background

2. The current Director of SPREP ends his six-year term with SPREP on 16 January, 2003. Accordingly, the process for appointment of the new Director will need to be instigated at this Meeting so that a decision on the new appointment can be considered by the 13<sup>th</sup> SPREP Meeting in September, 2002.

3. The *Rules of Procedure for Appointment of the Director* (as amended at 11SM) are attached (WP.9.4.Att.1).

##### Issues

4. Under Rule 3, the SPREP Meeting is required to appoint a Selection Advisory Committee (SAC) comprising:

- the current chairperson, who shall also chair the SAC (Federated States of Micronesia); and
- at least two other Members of the SPREP Meeting.

5. The functions of the Chairperson as outlined in Rules 4 and 5 are to:
- inform Governments and Administrations of a pending vacancy (no later than six months prior to the expiry of the term of the current incumbent, i.e. by July, 2002);
  - advertise the position in major regional newspapers and periodicals (to be effected by the Secretariat in consultation with the Chairperson no later than six months prior to the expiry of the term of the current incumbent, i.e. also by July, 2002);
  - invite nominations;
  - receive applications;
  - convene the SAC (in sufficient time for it to complete its work prior to the 13SM, i.e. prior to September, 2002 so that it can make a recommendation to 13SM); and
  - chair the SAC.
6. The functions of the SAC as outlined in Rule 6 will require sufficient time to be allocated in order for it to:
- Consider each application against the selection criteria;
  - Make such enquiries as it sees fit;
  - Draw up a shortlist of no more than five people;
  - Notify Governments and Administrations of the shortlist seeking their comment which shall then be transmitted to the Chair of the SAC within fourteen days of date of notification;
  - Interview shortlisted candidates; and
  - Make recommendations concerning the appointment to the next SPREP Meeting (13SM, September 2002) preceding the expiry of the term of office of the incumbent Director.

7. Rule 8 (Term of Appointment) was amended at the 10SM in 1998 to ensure that the appointment process was in line with the then biennial SPREP Meeting cycle. Now that the SPREP Meeting is convened annually (decision of 11SM, refer 11SM Report, paragraph 170) the Secretariat recommends that the Director's term return to a period of three years in the first instance followed by a further period of three years (total 6 years), which requires application followed by a

### Recommendation

8. The Meeting is invited to:
- **appoint** at least two Members (additional to the current Chair) to the Selection Advisory Committee;
  - **decide when and where** the Selection Advisory Committee will meet; and
  - **endorse** the suggested amendment to Rule 8 of the *Rules and Procedures for Appointment of Director*.

25 July, 2001

modify language to reflect new intention

— mtg in Apia

— experience - incl missions in Boko + Samoa + Tokelau

— Polynesians + Malaysians to go out & decide amongst themselves best way.

## Rules of Procedure for Appointment of Director

### Contents

#### Rule Subject

#### No.

1	Scope
2	Definitions
3	Selection Advisory Committee
4	Chairperson
5	Notices
6	Selection Advisory Committee Functions
7	Selection Criteria
8	Term of Appointment
9	Expenses
10	Amendments

### Scope

#### Rule 1

These Rules shall apply to any appointment of a Director of SPREP under Article 3 (g) of the Agreement Establishing the South Pacific Regional Environment Programme.

### Definitions

#### Rule 2

For the purposes of these Rules:

- "Director" means the position established by virtue of Article 6 of the Agreement Establishing the South Pacific Regional Environment Programme;
- "SPREP" means the South Pacific Regional Environment Programme established by virtue of Article 1 of the Agreement Establishing the South Pacific Regional Environment Programme;
- "SPREP Meeting" means the organ of SPREP established by virtue of Article 1 of the Agreement Establishing the South Pacific Regional Environment Programme.

### **Selection Advisory Committee**

#### **Rule 3**

The SPREP Meeting shall as required from time to time appoint a Selection Advisory Committee comprising:

- the current chairperson, who shall also chair the Selection Advisory Committee; and
- at least two other members of the SPREP Meeting.

### **Chairperson**

#### **Rule 4**

The functions of the chairperson are to:

- inform Governments and Administrations of a pending vacancy;
- advertise the position;
- invite nominations;
- receive applications;
- convene the Selection Advisory Committee; and
- chair the Selection Advisory Committee.

### **Notices**

#### **Rule 5**

1. The Chairperson shall transmit notice of a pending vacancy to all SPREP Member Governments and Administrations no later than six months prior to the expiry of the term of office of the incumbent.
2. Advertising of the position in major regional newspapers and periodicals shall be effected by the Secretariat in consultation with the chairperson no later than six months prior to the expiry of the term of office of the incumbent Director and in any case in sufficient time to enable the Selection Advisory Committee to complete its work prior to the next SPREP Meeting.
3. Applications should close no sooner than two months following such notification or advertising.

4. Where a vacancy arises and there is no Deputy Director and the position is likely to be vacant for more than 12 months, the procedures in these Rules will apply and the Chairperson shall convene a special SPREP Meeting to appoint a new Director.
5. Where a vacancy occurs and there is no Deputy Director, the Chairperson in consultation with members, may appoint an interim Director on such terms and conditions as may be agreed by Members. The interim Director shall be selected from Heads of Division of the Secretariat or if there is no suitable candidate in the Secretariat, from nominees of Members. Interim appointments stand until a permanent appointment is made. Interim appointments confer on the holder no assumption of permanency. Holders of an interim appointment shall not however, be precluded from applying for permanent appointment in accordance with the provisions of these rules.

### **Selection Advisory Committee Functions**

#### **Rule 6**

In considering applications received by the Chairperson, the Selection Advisory Committee shall:

- consider each application against the selection criteria;
- make such enquiries as it sees fit;
- draw up a shortlist of no more than five people;
- notify Governments and Administrations of the shortlist seeking their comment which shall then be transmitted to the Chair of the Selection Advisory Committee within fourteen days of date of notification;
- interview shortlisted candidates; and
- make recommendations concerning the appointment to the next SPREP Meeting preceding the expiry of the term of office of the incumbent Director. Such recommendations should contain the shortlisted candidates in order of suitability/preference.



**Selection Criteria**  
**Rule 7**

The following criteria shall be taken into account by the Selection Advisory Committee when considering applications:

- applicants must be nominated by a Government or Administration. More than one applicant per country is eligible for selection;
- applicants must be nationals of the nominating Government or Administration;
- applicants must possess sound personal qualities;
- shortlisted applicants shall be selected on the basis of merit, with regard to:
  1. relevant qualifications and experience;
  2. proven management abilities; and,
  3. superior representational skills.
- individuals of the Selection Advisory Committee are not eligible for consideration.

**Term of Appointment**  
**Rule 8**

The successful applicant should be appointed for a period of four years in the first instance. The incumbent may seek reappointment, through application, for a further two years. The maximum length of service for any individual is six years.

**Expenses**  
**Rule 9**

All costs associated with convening meetings of the Selection Advisory Committee and with advertising and interviewing shortlisted candidates shall be met by the Secretariat.

**Amendments**

**Rule 10**

These Rules may be amended by consensus decision of the SPREP Meeting.

Adopted at Tarawa, Republic of Kiribati, this thirteenth day of October 1994.

As revised at the 10<sup>th</sup> SPREP Meeting in Apia, Samoa, September, 1998.

As revised at the 11<sup>th</sup> SPREP Meeting in Guam, October , 2000.

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## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### Agenda Item 9.5: Smaller Island State (SIS) Designation

##### Purpose of Paper

1. To seek the Meeting's endorsement of criteria to be used by the Secretariat in assessing applications for Smaller Island State (SIS) designation and to advise the Meeting of the current status of Pitcairn with regard to SPREP Membership.

##### Background

2. The 11SM called upon the Secretariat to develop criteria to be used by SPREP in assessing applications for Smaller Island State (SIS) designation. The Meeting recognised that where a country is given SIS designation by the Forum, these countries should automatically be given SIS status by SPREP. However, recognising that some SPREP Members are not Forum Members, determination of the criteria to be used for SIS designation is required.

3. The 11SM also agreed that the Secretariat should contact Pitcairn informing them of the possibility of formally applying for SIS status and requesting them to clarify their SPREP Membership position. (11SM Report, paragraph 186).

##### Small Island State (SIS) Criteria

4. The concept of Smaller Island State (SIS) was recognised by the South Pacific Forum in 1985 as being those countries having:

*particularly acute characteristics of smallness, isolation, severe lack of resources, and vulnerability, exemplified by limited agricultural and manufacturing potential; diseconomies of scale and weak bargaining power.*

5. For Forum Members, decision on designation as SIS is one that requires a decision by the Forum. The composition of the Smaller Island States group agreed by the Forum currently comprises Cook Islands, Kiribati, Marshall Islands, Nauru, Niue and Tuvalu.

6. SIS designation by SPREP applies to the same countries as those agreed by the Forum. The Secretariat suggests that in cases where a SPREP Member is not a Forum Member, the above definition of Smaller Island State be applied. Upon formal application by a Member, the above definition would be used by the SPREP Secretariat for assessment of SIS designation and a recommendation would then be put to the next SPREP Meeting for formal endorsement.

### Status of Pitcairn

7. SPREP received the attached response (WP.9.5/Att.1) from the Governor of Pitcairn, Henderson, Ducie and Oeno Islands advising that, after giving the matter careful consideration, they have decided that at this point Pitcairn cannot play a full part, and has no option therefore but to withdraw from SPREP. The Governor advises that due to the small size of the Pitcairn community and its isolation, the contribution Pitcairn could make and the benefits of SPREP Membership in practical terms for Pitcairn, are not great. He requests, however, that the possibility to review this decision in future, be left open to them.

8. The Secretariat has responded to Pitcairn sending regrets but expressing understanding of their position, together with assurance that their decision could be reviewed in the future, should they so desire. The Secretariat also contacted the Depository for the *Agreement Establishing the South Pacific Regional Environment Programme (SPREP)*, the Government of Samoa, advising of the decision made by Pitcairn.

### Recommendation

9. The Meeting is invited to:

- **endorse** the definition to apply to the Secretariat's assessment of application of Smaller Island State (SIS) designation;
- **agree** that future proposals for designation of SIS be put to the SPREP Meeting for endorsement; and
- **note** the decision by Pitcairn to withdraw from participation in SPREP.

26 July, 2001

- ① Member apply for qualification as a SIS, if not a 'Forum Member'
- ② SPREP review application using Forum defn.
- ③ SPREP Secretariat recommend to SM for formal endorsement.



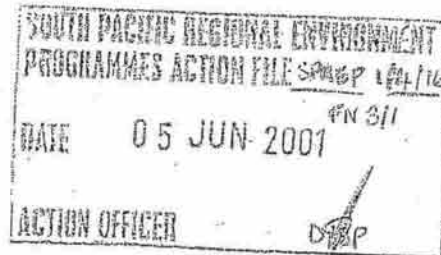
OFFICE OF THE GOVERNOR  
OF PITCAIRN, HENDERSON, DUCIE  
AND OENO ISLANDS

C/o British High Commission  
P.O. Box 1812  
Wellington  
New Zealand

Tel: (04) 495 0874  
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29 May 2001

Mr Tamari'i Tutangata  
Director  
SPREP  
PO Box 240  
APIA  
Samoa



*Dear Mr Tutangata*

**PITCAIRN MEMBERSHIP OF SPREP**

Your letter of 23 November 2000 to Karen Wolstenholme raised the matter of Pitcairn's membership of SPREP. In her reply of 29 November Karen indicated that the time had come for us to decide whether to make a commitment for Pitcairn to become a full active member of SPREP, or withdraw entirely.

After giving the matter careful consideration, here and in London, we have decided that at this point Pitcairn cannot play a full part, and has no option therefore but to withdraw from SPREP. We would like to keep open the possibility to review this decision in future however.

I regret this decision, but it has not been taken lightly. SPREP is a significant and influential organisation in the region, and environmental issues are of high importance to the UK and to Pitcairn. But due to the small size of the Pitcairn community and its isolation, the contribution Pitcairn could make and the benefits of SPREP membership in practical terms for Pitcairn are not great. As you know, the UK, on behalf of Pitcairn, has never signed or ratified the agreement which established SPREP and, we have therefore not paid regular annual subscriptions. If Pitcairn became a full member of SPREP, it would of course need to fulfil its full obligations. This would be difficult. Because of its limited financial resources, the cost of the contributions would currently be prohibitive and funding from elsewhere is unavailable for this purpose. Attendance at management meetings and the cost of time and travel would be beyond the resources of our small Administration in Wellington and Auckland.

I am sorry that I cannot respond more positively at this time. We have valued our contacts with SPREP to date and we hope that in the future, as Pitcairn develops further and if its financial situation improves, we may be able to review it

*Yours sincerely*  
*Martin Williams*

M J Williams  
Governor



## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

### Agenda Item 10.1: Council of Regional Organisations in the Pacific

#### Purpose of Paper

1. To present to the Meeting for its information and consideration, action taken by the Council of Regional Organisations in the Pacific (CROP).

#### Background

2. There are eight regional organisations that constitute CROP<sup>1</sup>. Since its establishment, 1995, CROP has focused on improving the collaboration between regional agencies and the harmonisation of terms and conditions. To facilitate its work CROP has established a number of working groups dealing with the marine sector, land resources, energy and health among others.

3. The engagement of other sector-based or development-focused CROP organisations in environmentally sound and sustainable development is seen as important to the effective implementation of the 2001-2004 Action Plan. This was recognised by the Guam Environment Ministers' Forum that "*called on the SPREP Secretariat to develop, with CROP partners, a collaborative framework for mainstreaming environmental protection within the region's development agenda*". This framework is being developed in the context of preparations for the World Summit on Sustainable Development. SPREP is also engaged in annual consultations directly with SOPAC and SPREP has recently signed an MoU with South Pacific Tourism Organisation (SPTO) aimed at joint programming of the tourism and environment initiatives.

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<sup>1</sup> Secretariat for the Pacific Community, Pacific Islands Forum Secretariat, South Pacific Regional Environment Programme, South Pacific Applied Geoscience Commission, Forum Fisheries Agency, Pacific Islands Development Program, University of the South Pacific, South Pacific Tourism Organisation.

## **CROP Outcomes**

4. At its last annual meeting, 22 – 23 May 2001, the heads of CROP organisations, focused on their advisory role in relation to issues of potential concern to the region. In this regard CROP drew to the attention the following:

- (a) The importance of regional preparations for the World Summit on Sustainable Development (Rio+10) [see separate paper, WP.10.4].
- (b) The increasing problems for countries in the region arising from population dynamics, particularly through rising unemployment and the consequent impact for government social and law and order spending. In this respect CROP agreed that:
  - a paper on major issues associated with population dynamics be prepared by SPC for the attention of the Forum in 2001; and
  - PIDP prepare a briefing paper on population aging issues for CROP and transmittal to Forum at a later time.
- (c) The need to urgently address work required on the delimitation of maritime boundaries, including:
  - the decision by the May 2001 Meeting of State parties to the UN Convention on the Law of the Sea to grant a new start point of 13 May 1999 means a grace period of five years for some Pacific island countries, during which they are expected to complete work on delimitation; and
  - attention is drawn to the availability of assistance through the UN Trust Funds for this work.
- (d) The direction of CROP that its Energy Working Group produce a Pacific Regional Energy Policy by mid August 2001, to be based on the regional submission for CSD9, for approval as a draft by the governing councils of the CROP organisations thereafter, and which is to provide the basis of regional cooperation on energy issues.

5. In the context of considering the work of its Working Groups and how this related to current issues in the region, CROP decided to:

- (a) reconstitute the Private Sector, Trade and Tourism Working Group into two separate groups, one to be the Private Sector and Trade Working group and the other the Tourism Working Group, in recognition of the importance of tourism in the region;
- (b) charge the Private Sector and Trade Working Group with the responsibility of preparing the programming for the focal sector of Regional Economic Integration chosen by the National Authorising Officers and Non-State Actors under the EU-ACP Regional Support Strategy;
- (c) establish a Human Resource Development Working Group to be charged with, first, the responsibility of preparing the programming for the focal sector of Human Resource Development chosen by the National Authorising Officers and Non-State Actors under the EU-ACP Regional Support Strategy, and second, assisting in the implementation of the *Forum Basic Education Action Plan* as agreed by Forum Education Ministers in May 2001;
- (d) establish a Working Group on Development Approaches to Peace, Stability and Security, which is to explore development models assumed by multilateral institutions and, in this context, the economic adjustment and reform programmes carried out in the Pacific, and to recommend multi-disciplinary development approaches.

6. CROP considered further the issue of representation in New York, in particular a paper estimating the costs involved and reiterated the need for a regional representative in New York to support members and urged the Forum Officials Committee to agree that the Forum Secretariat seek funding for such a post. However, the anticipated costs were high, estimated at over US\$250,000 per year. Recognising that requests for specific technical support were increasing, and costs of sending individuals to New York and other centres headquartering UN agencies were a strain on the budgets of CROP members, the Council agreed to recommend to FOC that the Forum Secretariat establish a fund to facilitate the strengthening of CROP-wide technical support to Pacific island member caucuses within processes and meetings of UN agencies, wherever they are held.



7. The Council, in considering the importance of regional coordination activities, contrasted against the low level of awareness of such activities, agreed to produce a handbook on CROP, describing its mandate, membership and activities, and its mechanisms and coordination activities.

### **Regional Oceans Policy**

8. In 1999, the Palau Forum endorsed a list of recommendations emerging from a Forum Secretariat workshop on further implementing the provisions of the international Law of the Sea in the region. Although most of these recommendations could only be implemented by national governments, one of the recommendations – that a regional ocean policy be produced – was adopted at the regional level. The Marine Sector Working Group of CROP took up the task of drafting this document.

9. As sovereignty over most of the water in the region lies firmly at the national level, the development of a Pacific Islands Regional Ocean Policy has focused on the common principles found in existing agreements involving Pacific Island states. Essentially, the policy should encapsulate Pacific Island *attitudes* towards the Pacific Ocean. Ultimately, SPREP island member countries and territories may decide to develop their own ocean policies, and this regional policy would provide a first set of ideas on which to elaborate national attitudes and governance principles within EEZ and territorial waters. In the meantime, this regional policy will also serve as a "checklist" of principles against which future regional projects and agreements, particularly those involving external intervention, should be measured.

10. One immediate application of the policy would also be to provide the fundamental framework of the Pacific Islands regional position on ocean issues to the forthcoming World Summit on Sustainable Development in Johannesburg in September 2002. This will probably be the first regional Ocean Policy to be finalised anywhere in the world. Apart from a sub-regional policy in Africa that may take some time to conclude, all of the policies developed to date are national ocean policies.

11. The 11<sup>th</sup> SPREP Meeting considered the idea of the policy, and agreed that its scope should include SPREP's Member territories as well as Pacific Islands Forum members. On the basis of this guidance and inputs from members of the CROP Marine Sector Working Group an initial draft has been prepared (see Annex 1). Members the Working Group undertook to take this draft to their respective governing councils and seek their guidance in relation to the emerging wording and structure and its further development.

12. The policy will require consideration in various other member-country fora before it is finalised. It is planned to seek high-level endorsement of the final document at all Regional Inter-governmental Organisation (IGO) Ministerial meetings.

### **Recommendation**

13. The Meeting is invited to:

- **note** developments within CROP to improve collaboration between regional organisations; and
  - **consider** and **provide further guidance** on the development of the draft Pacific Islands Regional Ocean Policy.
- 

3 August, 2001

**Annex 1****PACIFIC ISLANDS REGIONAL OCEAN POLICY  
DRAFT****VISION**

**A healthy Ocean that sustains the livelihoods and aspirations of Pacific Island communities.**

**THIS IS OUR OCEAN**

1. The care of our Ocean is the responsibility of all people. The oceans are interconnected and interdependent, covering seventy per cent of the world's surface. They are the last great frontier and their conservation and sustainable use is vital to the well being and survival of the human race.
2. For the past three thousand five hundred years, Pacific Island communities have inhabited the islands scattered throughout our Ocean across which some of the greatest migrations in human history have taken place. Our Ocean unites Pacific Island communities more than anything else. It has supported generations of Pacific Island communities –not only as a medium for transport but also as a source of food, tradition and culture.
3. Our Ocean and island ecosystems contain high biological diversity that has sustained the lives of Pacific Island communities, since first settlement. It contains the most extensive coral reefs in the world, globally important fisheries, significant seabed mineral resources and high number of threatened species. These ecosystems may contain many undiscovered resources of potential use to humankind.
4. The many thousands of islands are, with the exception of some larger Melanesian islands, entirely coastal in nature, often with limited freshwater resources.
5. Our Ocean is not only a lifeline, it is also a source of hazards. These hazards can be increased by the impact of human activities both within and external to the Pacific Islands region.
6. In modern times our Ocean provides the greatest opportunities for economic development. Responsibly managed, it has the potential to support Pacific Island communities, in perpetuity.

7. As Pacific Island communities we are acutely aware that over ninety eight per cent of the 38.5 million square kilometres of the Earth's surface over which we have influence is ocean. Concerns for the long-term health of the Ocean are not confined to the areas covered by sovereign rights, they extend equally to adjacent areas of high seas. Our commitment to the development of a common Policy for this Ocean stems from our collective awareness of an increasing number and severity of threats to its long-term integrity. This Policy presents a framework for the sustainable management and conservation of the resources and habitats within the region. It provides guiding principles for individual and collaborative action that will promote responsible stewardship of this large Ocean for regional and global benefit.

8. These guiding principles are: improving our understanding of the Ocean; sustainably managing the Ocean resource use; maintaining the health of the Ocean; promoting the peaceful use of the Ocean; and creating partnerships and promoting co-operation.

9. We invite others to recognise our commitment to these guiding principles and support our strategies to implement this Policy to help ensure our Ocean remains healthy and sustains the livelihoods and aspirations of Pacific Island communities.

#### **WHY A REGIONAL OCEAN POLICY?**

10. The need for a Policy is based on our collective awareness of the transboundary and dynamic nature of our Ocean, the increasing number and severity of threats to its long-term integrity and the reality that sustainable economic and social development will be dependent on wise use of the Ocean and its resources.

#### **PACIFIC ISLANDS REGION**

11. For the purpose of this Policy, the "region" includes that part of the Pacific Ocean over which the island countries and territories (Pacific Island communities), that are members of the organisations comprising the Council of Regional Organisations of the Pacific have stewardship. As such, the extent of the region includes not only the area within the 200 nautical miles Exclusive Economic Zone (EEZ) boundary circumscribing these island countries, but also the ocean areas that encompass the extent of the large marine ecosystems that transcend the region.

12. The "Ocean" is defined to include the waters of the ocean, the living and non-living elements within, the substrate beneath and the ocean-atmosphere and ocean-island interfaces.

13. Pacific Islands are often referred to as Small Island Developing States. In fact, they are Large Ocean Developing States. The number of islands, their relative isolation and the area of the Earth's surface, which is ocean, makes our region unique (Annex 1).

### **Vulnerability**

14. Pacific Island communities are vulnerable to environmental, economic and social factors.

15. Environmental factors include: climate variability, climate change and sea-level rise; other natural hazards such as earthquakes, tsunamis and volcanic events, fragile ecosystems and geographic isolation.

16. Economic factors include: the increasing domination of a cash economy; limited island production capacity; high dependence on distant external markets to generate foreign exchange; high import dependencies; limited local markets; limited economic bargaining power; limited options for diversification.

17. Social factors include: population growth; human and food security; cultural dilution and loss of useful traditional knowledge.

### **Rights and responsibilities**

18. The Ocean has been the major influence in the history of Pacific Island communities. Throughout the region, customary association with the sea forms the basis of present day social structures, livelihoods and tenure systems and traditional systems of stewardship governing its use.

19. International law and instruments confer rights to Pacific Island communities relating to the use of the Ocean and its resources. With these rights come responsibilities, especially for sustainable management and conservation of the ocean's living resources and for the protection of the ocean environment and its biodiversity.

20. Pacific Island communities have established national laws, based on international principles, which provide for responsible management and use of the Ocean and its resources within their area of jurisdiction.

21. Island communities respect the rights and interests of others to participate in legitimate activities. With this sharing comes the expectation that they will meet their obligations and responsibilities in our Ocean.

22. This Policy promotes stewardship in addition to ownership. Good stewardship captures the element of trusteeship, which refers to active engagement by communities in caring for the oceans. It draws upon ideas, policies, institutions and enforcement procedures needed to protect the oceans from abuse including the effects of land-based activities.

### **VISION**

23. A healthy Ocean that sustains the livelihoods and aspirations of Pacific Island communities.

### **GOAL**

24. The goal of this Policy is to ensure the future sustainable use of our Ocean and its resources by Pacific Islands communities and external partners.

25. The Guiding Principles to achieve this Goal are:

- Improving our Understanding of the Ocean
- Sustainably Managing the Ocean Resource Use
- Maintaining the Health Of the Ocean
- Promoting the Peaceful Use of the Ocean
- Creating Partnerships and Promoting Co-Operation

### **PRINCIPLE 1- IMPROVING OUR UNDERSTANDING OF THE OCEAN**

26. Contemporary and traditional understanding of the ocean provides the basis for sustainable use of the ocean and its resources, for the amelioration of pollution and harmful practices and for the prediction of weather, climate and ocean variability.

27. Trials with western-based resource management principles have generated limited success over the last 40 years. As a result resource managers in the Region increasingly advocate an enhanced role for community groups and customary resource owners in the development and application of local management arrangements.

28. Increased scientific understanding of ocean processes and ecosystems is critically dependent on access to science and technology, to enable research, exploration and development of both living and non-living marine resources, and of long-term monitoring and observation. The result will be improved ability to effectively conserve marine biological diversity and predict the impact of climate variation and human use patterns on the health of the ocean.

### **Strategic Actions**

- To identify and prioritise information needs and the co-operative mechanisms for acquiring, accessing and disseminating this information. To strengthen national and regional capacity, encourage partnerships between regional and international organisations, and the public and private sectors, to improve our understanding of the ocean.
- To facilitate access to this information, encourage its wide application in the implementation of this Policy and any compatible national ocean policies that may be developed in association with it.
- To have regard for traditional knowledge and its potential to contribute to better understanding the ocean and to the effective management of contemporary issues.

### **PRINCIPLE 2 – SUSTAINABLY MANAGING THE OCEAN RESOURCE USE**

29. Pacific Island communities are heavily reliant on the wide range of resources and services that the Ocean provides for their social, cultural and economic security. This includes not only the existing extractive uses of its living and non-living resources but also the non-extractive uses such as transport and communication, waste disposal, recreation and tourism, and cultural activities. New research and technologies are creating opportunities for accessing and using the ocean and its resources.

30. To safeguard Pacific Island communities and maintain the health of our Ocean, in perpetuity, it is imperative that we adopt a precautionary management approach to ensure the use of the Ocean and its resources are sustainable.

**Strategic Actions**

- To identify and prioritise management actions for sustainable resource use based on the precautionary principle.
- To engage local communities in resource management decision making.
- To build capacity of Pacific Island communities in sustainable resource management use
- To encourage benefit sharing of resources at local, national and regional levels.
- To establish and protect traditional knowledge rights and bio-property rights.
- To enhance the stewardship ethic in Pacific Island communities at local, national and regional levels.

**PRINCIPLE 3 - MAINTAINING THE HEALTH OF THE OCEAN**

31. The health and productivity of our Ocean is driven by regional-scale ecosystem processes. It is dependent upon preserving ecosystem integrity and minimising the impact of human activity.

32. Threats to Ocean health and productivity, reflected in a degradation in water quality and resource depletion include accidental and deliberate dumping of fuels, chemicals and ballast water from ships, aircraft and satellite launches, and non sustainable resource use.

33. Pollution from the land contributes up to eighty per cent of all ocean pollution and is a major threat to the long-term health of nearshore systems affecting ecological processes, public health and social and commercial use of ocean resources.

**Strategic Actions**

- To adopt an integrated transboundary approach, through harmonised institutional arrangements, to managing marine ecosystems for long term sustainable benefit.



- To incorporate sound environmental practices into social and economic development activities.
- To protect and conserve biological diversity of the ocean ecosystem at local, national and regional levels.
- To reduce the impact of all sources of pollution on our Ocean environment.

#### **PRINCIPLE 4 – PROMOTING THE PEACEFUL USE OF THE OCEAN**

34. Peaceful uses of the Ocean have environmental, political, social economic, and security dimensions. Promoting peaceful use means discouraging and eliminating unacceptable, illicit or non-peaceful activities such as the transport of nuclear materials, dumping of solid, chemical and other hazardous materials and, military and criminal activities.

35. Non-peaceful use of our Ocean threatens the major source of livelihood for Pacific Island communities.

##### **Strategic Actions**

- To ensure that all activities carried out in our Ocean meet all relevant international and regional safety standards, and do not cause environmental damage or social economic hardship to the region.
- To seek remedial actions in the event of an incident during non-peaceful use of the Ocean
- To ensure that the ocean is not used for criminal activities nor for other activities that breach national or international laws
- To encourage co-operation amongst law enforcement agencies.

#### **PRINCIPLE 5. – CREATING PARTNERSHIPS AND PROMOTING CO-OPERATION**

36. Partnerships and cooperation provide an enabling environment and are essential for the sustainable management of our Ocean. As a group Pacific Island communities achieve economies of scale, a united voice for international advocacy, a regional power bloc with increased international influence and a forum for developing coordinated action on ocean issues of mutual interest or with transboundary implications.

37. In pursuit of creating partnerships and promoting cooperation, Pacific Island communities will seek to maintain sovereign rights and responsibilities in managing, protecting and developing the Ocean.

#### **Strategic Actions**

- To foster partnerships and cooperation in the areas of security, monitoring, enforcement and the sustainable management of the Ocean.
- To make fullest possible use of regional and international partnerships and collaboration, such as regional organisations, ocean-related treaties, and bilateral arrangements as appropriate.
- To have regard for the ocean policies of ocean jurisdictions adjoining our own, and advocate that their policies have regard for this Policy.
- To encourage Pacific Island communities to develop national ocean policies that complement this Policy.

#### **FUTURE**

38. This Policy provides the basis for the harmonisation of national and regional actions, for the next five years. The implementation process will require a commitment by all stakeholders.

39. The next stage will involve the development of a Regional Ocean Strategic Action Plan based on the guiding principles and strategic actions articulated in this Policy.

40. The Regional Ocean Strategic Action Plan, including a review process, will provide the basis from which to develop programmes to implement this Policy and monitor its relevance and effectiveness.

**Pacific Island communities Essential Statistics**

COUNTRY	LAND AREA (km <sup>2</sup> )	EEZ AREA (km <sup>2</sup> )	POPULATION	CONTRIBUTION of OCEAN TO GDP
<i>American Samoa</i>	197	434 700	54 800	
<i>CNMI</i>	478	777 000	56 700	
Cook Islands	240	1 830 000	18 000	
FSM	700	2 978 000	95 000	
Fiji	18 376	1 290 000	737 000	
<i>Guam</i>	541	218 000	140 000	
Kiribati	822	3 550 000	72 000	
Marshall Islands	181	2 131 000	48 000	
Nauru	21	310 000	9 000	
Niue	258	390 000	3 000	
<i>Nouvelle-Caledonie</i>	22 405	1 230 891	190 000	
Palau	428	616 000	17 500	
Papua New Guinea	476 500	3 120 000	4 100 000	
<i>Pitcairn</i>	5	800 000	50	
<i>Polynésie Française</i>	3 521	5 030 000	218 000	
Samoa	2 934	120 000	163 000	
Solomon Islands	29 785	1 340 000	325 000	
<i>Tokelau</i>	12	319 000	1 700	
Tonga	747	700 000	101 000	
Tuvalu	26	900 000	9 250	

Vanuatu	14 763	680 000	150 000	
<i>Wallis et Futuna</i>	255	242 700	14 400	
<i>High seas enclave 1</i>	-		-	<i>Palau/FSM/PNG/ Irian Jaya</i>
<i>High seas enclave 2</i>	-		-	<i>FSM/Marshalls/ Nauru/Kiribati/ Tuvalu/Fiji/ Vanuatu/Solomons/ PNG</i>
<i>High seas enclave 3</i>	-		-	<i>Cooks/Kiribati/ French Polynesia</i>

*Countries in normal type are members of both the Pacific Islands Forum and the Pacific Community. Territories in italics are members of the Pacific Community only - need to add remaining French, American & UK territories & maybe area of any high seas enclaves.*

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## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

### Agenda Item 10.2: The Strategic Action Programme for the International Waters<sup>1</sup> of the Pacific Small Island Developing States - Status Report

#### Purpose of Paper

1. To advise the Meeting on progress with implementation of the Strategic Action Programme for the International Waters of the Pacific Small Island Developing States (the IWP).

#### Background

2. Background to the IWP was provided at the 11<sup>th</sup> SPREP Meeting in Guam in September 2000. That report reviewed the process involved in the formulation of the IWP, the Programme's objectives and its focal areas of work. It was noted that the IWP has two components, one concerned with oceanic fisheries and one concerned with integrated coastal watershed management. The oceanic component is executed with the assistance of the Secretariat of the Pacific Community (SPC) and the Forum Fisheries Agency (FFA). The coastal component is executed through the Project Coordination Unit (PCU) at SPREP and involves each of the 14 participating countries establishing pilot projects to learn lessons and identify best practice for community-based sustainable resource management and conservation initiatives.

#### Status Report

3. *PCU – Staffing*
  - Recruitment of staff associated with the IWP was completed in January 2001 with the commencement of the Community Communications Specialist with the PCU. Michelle Lam joined Dr Natasha Stacey (Community Assessment and Participation Specialist), Rosanna Galuvao (Divisional Secretary) and Andrew Wright (Project Manager) on the PCU team.

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<sup>1</sup> The participating countries are: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

- Discussions continued with the Overseas Development Institute (ODI) in the United Kingdom for the possible attachment of a Natural Resource Economist to the PCU for an initial period of two years commencing in late 2001.
- Staff supported by the IWP within the Oceanic Fisheries Programme at SPC are the Fisheries Research Scientist (Ecosystems), the Fisheries Monitoring Supervisor and the Stock Assessment Specialist. At FFA, the IWP supports the position of Fisheries Management Specialist.

#### 4. *PCU – Office accommodation*

- The establishment of the PCU within SPREP, with office space, furniture and logistical support for four staff, was completed by October 2000.

#### 5. *PCU – Administrative issues*

- Arrangements for the administration of the Project were finalized early during the fourth quarter 2000 with procedures for financial and narrative reporting established within SPREP and between SPREP and UNDP.
- A Letter of Agreement relating to project objectives and administrative arrangements between SPREP and SPC and between SPREP and FFA for the implementation of the oceanic component had been prepared.
- To promote the development of collaborative working relations between the IWP and other SPREP activities, a monthly Internal Consultative Meeting (ICM) was established within the SPREP Secretariat. The first meeting occurred in September 2000 and it has been held on a monthly basis since (at least while PCU staff are not travelling).
- The Regional Task Force (RTF) re-convened for the second time in March 2001. The Meeting was chaired by the Honorable Tagaloa Tuala Sale Tagaloa, Minister for Lands, Surveys and Environment in Samoa. Ten participating countries and numerous intergovernmental and non-governmental organisations attended the meeting. The RTF decided that in future the meeting would be known as the Programme Technical Advisory Group (PTAG) and that it would deal principally with technical issues associated with the IWP. Administrative issues would be dealt with separately, under the auspices of the Tripartite Review (TPR) that, where possible, would precede the annual SPREP Meeting.

- A web site, linked to the SPREP web site, was completed and published early in February 2001 ([//www.sprep.org.ws/iw/](http://www.sprep.org.ws/iw/)). This site, to be updated and modified over time, currently provides information relating to the IWP, including the original Project Document, a Project Summary, a monthly update, a response to frequently asked questions concerning the Programme, staff listing, and links.
- PCU staff have promoted IWP issues at regional meetings and workshops and during numerous country visits during the last 12 months. At the time of drafting this paper (April 2001), the PCU was about to commence a regional travel schedule that would result in the team visiting each of the 14 participating countries by the time of the 12<sup>th</sup> SPREP Meeting in September 2001.

#### 6. *PCU - Supplementary Activities*

- Discussions have commenced with USP and FAO in respect of the implementation of the first of two TRAIN:SEACOAST (TSC) initiatives. The first course will be held at USP, Fiji in March 2002. It will focus on management and conservation issues for the region's oceanic fish stocks.
- At the time of drafting this Status Report there was no progress to report in relation to the Region's input to the Global Assessment for International Waters (GIWA).

#### 7. **Programmes**

The implementation of the Pilot Projects is divided into four phases;

- 1) Formulation Phase (which involves the design and review of various Strategies associated with Communications, Community Participation, Social Assessment, Economic Appraisal, Information Management, Project Implementation Design, Monitoring and Evaluation, and Completion and Exit Strategies),
- 2) Consultation and Planning Phase,
- 3) Implementation Phase, and
- 4) Completion Phase.

8. To date, progress towards completing work associated with the Formulation Phase has included:

- A review of country submissions to the formulation phase of the IWP, in 1997. The results of this review were presented to the First Regional Task Force Meeting in March 2001;
- A review of technical issues and available information relating to coastal watershed management and the preservation of freshwater, community-based waste management, sustainable coastal fisheries and marine protected areas was completed;
- A review of available information relating to lessons learned and best practices for community-based conservation projects and measures of success was completed;
- Templates for administrative and financial arrangements between SPREP and participating countries have been completed; and
- In country contacts and potential stakeholder listings have been compiled and updated during country visits.

9. Progress in relation to the Consultation and Planning Phase, and the establishment of pilot projects in individual participating countries, will be provided in the form of a verbal report to the 12<sup>th</sup> SPREP Meeting.

### **Recommendation**

10. The Meeting is invited to **note** progress in relation to the implementation of this Programme.

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2 May, 2001





## South Pacific Regional Environment Programme (SPREP)

### Twelfth SPREP Meeting of Officials

Apia

10 – 14 September, 2001

#### **Agenda Item 10.3: UNEP Mercure Project: Concepts and Consideration for Strengthening Environment Information Servicing of SPREP Members through Satellite Telecommunication**

#### **Purpose of Paper**

1. To inform the meeting on the proposal for the implementation of an environmental satellite network for the region and to seek the meeting's support and advice on Strengthening Environmental Information Servicing in the South Pacific through better infrastructure.

#### **Background**

2. UNEP proposes to increase the participation of SPREP Members in regional and global multilateral environment agreements. This is to be achieved through deployment of advanced satellite communications facilities to overcome the barriers of time, space and economics that currently limit such participation. A consortium of donors will establish the system. It aims to be financially self-sufficient after 3 years.

3. The goals of the project are to:

- Increase regional coordination and implementation of environmental policy;
- Increase access to, and usage of, environmental information and data; and
- Facilitate the involvement of the region in environmental activities.

4. GRID Arendal, Norway has conducted for UNEP a feasibility study to:

- evaluate and prioritize communication for Pacific island countries (PICs), and
- evaluate and prioritize the needs for training capacity for each PIC.

## Progress

5. The Concept has been already presented and discussed with:
  - Some Members in February 2001 during the UNEP Governing Council, Nairobi meeting (Cook, Samoa, Fiji, Kiribati);
  - CROP Information Technology (IT) Managers during the last CROP ITPacNet Meeting in Fiji, April 2001;
  - Fiji and Samoa focal points during April 2001; and
  - Other possible partners such as UNDP Suva and Apia, UNESCO, Apia, USP.
  
6. The IT-PacNet Meeting held in Suva in April 2001 encouraged “the UNEP/GRID initiative and (called) for USP and SPC to share their experience with UNEP/GRID and explore avenues of co-operation with the group”. Both USP and SPC implemented over the last 18 months a satellite network system, respectively USPNet and Comet.
  
7. The issues Mercure addresses include:
  - Mercure Telecommunication System is designed to improve the dissemination of environmental information, especially to developing countries and countries with economies in transition. By use of off-the-shelf technology and non-proprietary standards, UNEP is ensuring that these partners can reach information sources worldwide, not just those of UNEP;
  - Mercure is to enable its members to enhance both internal communications and its users’ and constituents’ access to UNEP-based and facilitated access to environmental information. It is unique in its dedication to environmental information and its ability to extend the “Environmental Information Superhighways” into developing countries which otherwise would have only limited access to such information; and
  - Mercure is also to contribute significantly speedier and more cost-effective communication among SPREP Members and UNEP Offices around the world.
  
8. A study has been undertaken by UNEP/GRID under Norwegian funding to evaluate the feasibility of a Mercure Satellite network for our region. The first draft of this study should be available by mid-2001.

The first objectives of this phase were to:

- Evaluate PIC needs for communication;
- Evaluate PIC training capacity;
- Evaluate environmental applications for Mercure;
- Develop financial models and identify potential contributors; and
- Develop a technical plan and project plan.

9. Specific synergies have been identified with several programmes and projects which would be benefitting from Mercure's facilities, such as:

- Climate Change Clearinghouse under UNFCCC/PICCAP;
- SPREP Information Resource Centre;
- Global Programme of Action (GPA) Clearinghouse;
- State of Environment (SOE) reporting;
- Conservation Biodiversity Clearinghouse;
- Status of Conventions and legal agreements for the region; and
- Strengthening of the Meteorology network.

10. It is also anticipated that communication within CROP and with its members would be enhanced and would be more cost-effective.

11. Several issues were also identified during the early stage of the feasibility study such as:

- Licensing arrangement with National Telecommunication Regulators;
- Quantification of commitment by recipient country once the system is implemented (recurrent funding);
- Lifetime of network and future upgrade; and
- Criteria of selection of recipient countries.

### **Recommendation**

12. The Meeting is invited to:

- **note** the paper; and
- **provide guidance** to the Secretariat in pursuance the proposal's feasibility and possible implementation of the project including selection of potential Member recipients.

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18 June, 2001

## 1. Background to UNEPnet/ Mercure

*Mercure* is an operational satellite communications system run by the United Nations Environment Programme.

*UNEPnet* is a suite of data and telecommunications services offered by UNEP through the *Mercure* system and other telecommunications facilities.

*Mercure* comprises earth stations in 15 countries (see map below) communicating through INTELSAT satellites over the Atlantic and Indian Oceans. Most *Mercure* facilities are located at national environmental ministries, and are operated by their staff.

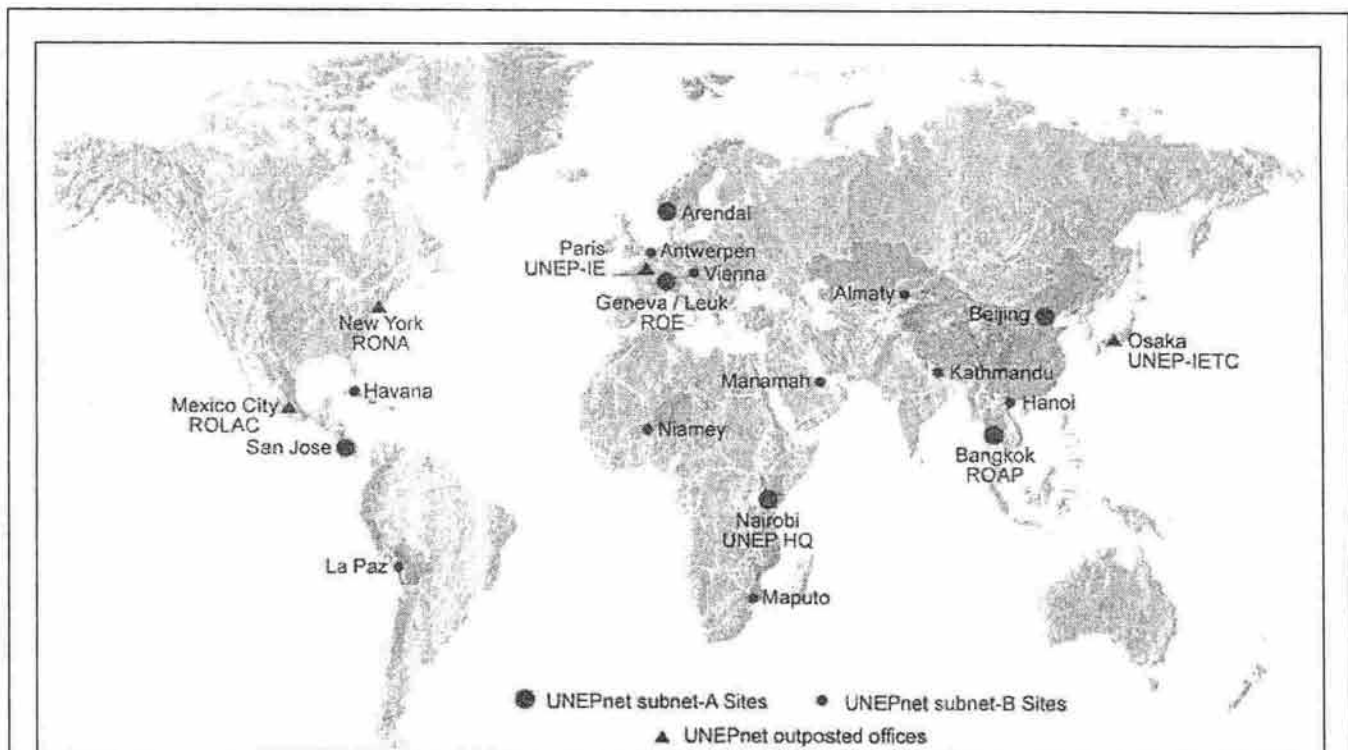
*UNEPnet* nodes include all *Mercure* sites, as well as UNEP regional and outposted offices, and partner sites such as secretariats of

international environmental agreements. See the concept diagram on the next page, which portrays the *Mercure* subnets, the service nodes at UNEP offices, *Mercure* sites and other partner centres, and the integration between *UNEPnet/ Mercure* and the global internet.

*Mercure* is capable of further expansion. This proposal suggests that an existing earth station be relocated to Bangkok and orientated to provide service to the Pacific Basin.

*UNEPnet* provides services in:

- An integrated management and support structure via the *UNEPnet* Implementation Centre (Norway) and industry partners (NERA, Newtec, Cisco, DTI, Swisscom, RUNIT/SINTEF, Nordunett)



**UNEPnet/ Mercure Network**

*Mercure* satellite stations are only one part of *UNEPnet/ Mercure*, neither are they solely at the service of UNEP: most are located at national ministries or departments of environment.

*Mercure* stations currently come in two "flavours" – high-capacity "Subnet-A" and smaller, more robust "Subnet-B". The SPREP extension of *Mercure* would require a new class of mid-range (and mid-price) stations

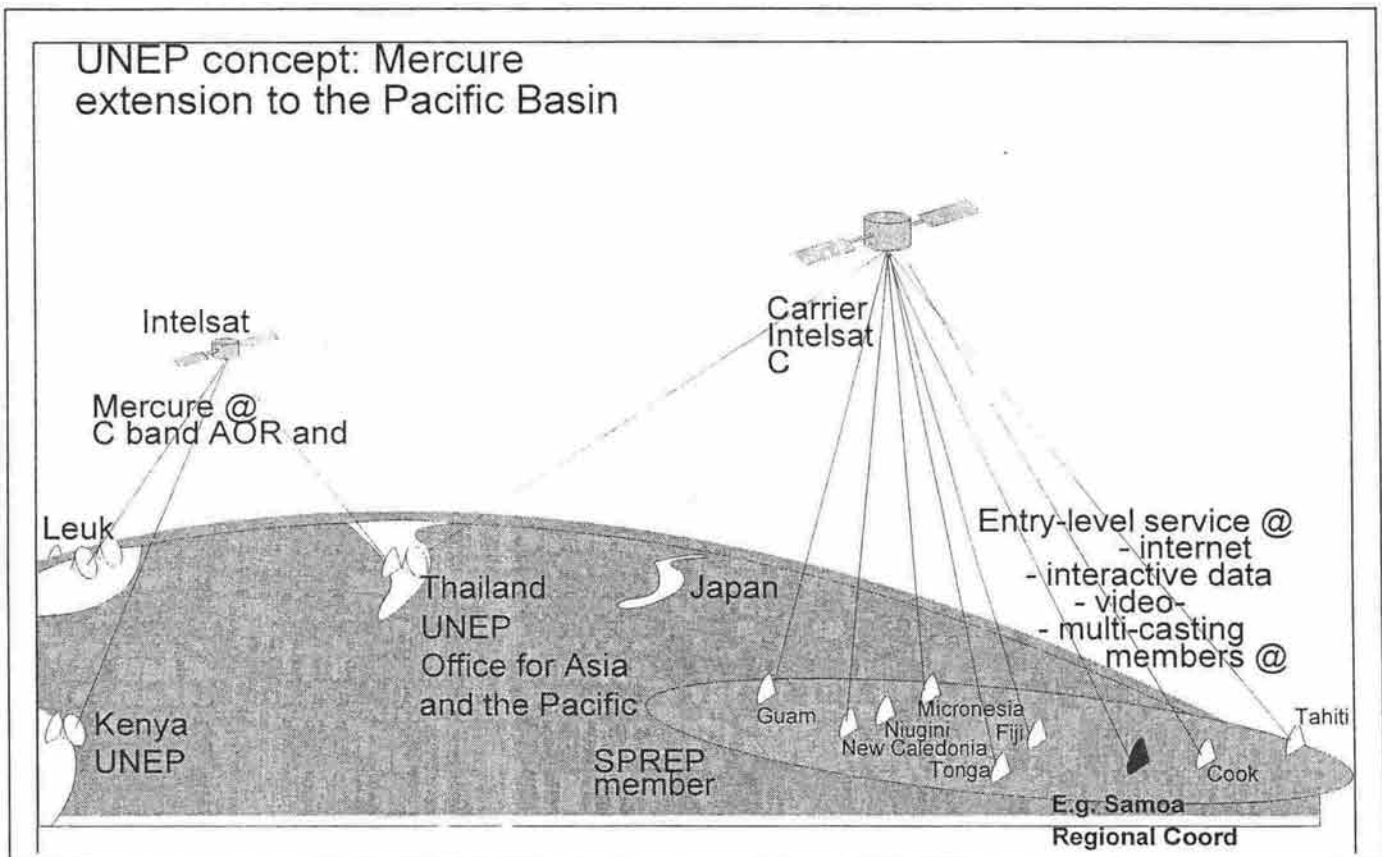
The *Mercure* system does not currently service the Pacific region at all, but can be expanded for this purpose.

- A private, secure limited-access network for inter-governmental transactions
- Internet facilities such as WWW, e-mail and file transfer
- Controlled connections between the private network and the public internet
- Low-cost voice-over-internet and fax-over-internet
- Digital communications (ISDN)
- Video-conferencing, via ISDN and internet amongst multiple parties
- Toolkits for environment information location systems and managing data repositories.

UNEPnet/ Mercure can, with modest investment, service this previously unserved area. The existing facilities in South East Asia, combined with in-country development and inter-linkage with strong regional partners, can extend world-class service to these states at reasonable cost.

Satellite communications operating under a UN environmental mandate can offer obvious benefits in these circumstances. Increased frequency and reliability of interaction can increase regional coordination and cooperation while also providing improved access to reference sources of environmental information and data. It can also facilitate the States' own ability to report under their obligation to regional and global environmental conventions.

Proven environmental information technologies can be implemented in short time-frames and bring to these countries an integrated information service and support capability to meet their environmental requirements. The ability of the Environment Programme to meet the priority requirements of these Small Island Developing States and territories will be improved dramatically.



## 2. Concept Overview

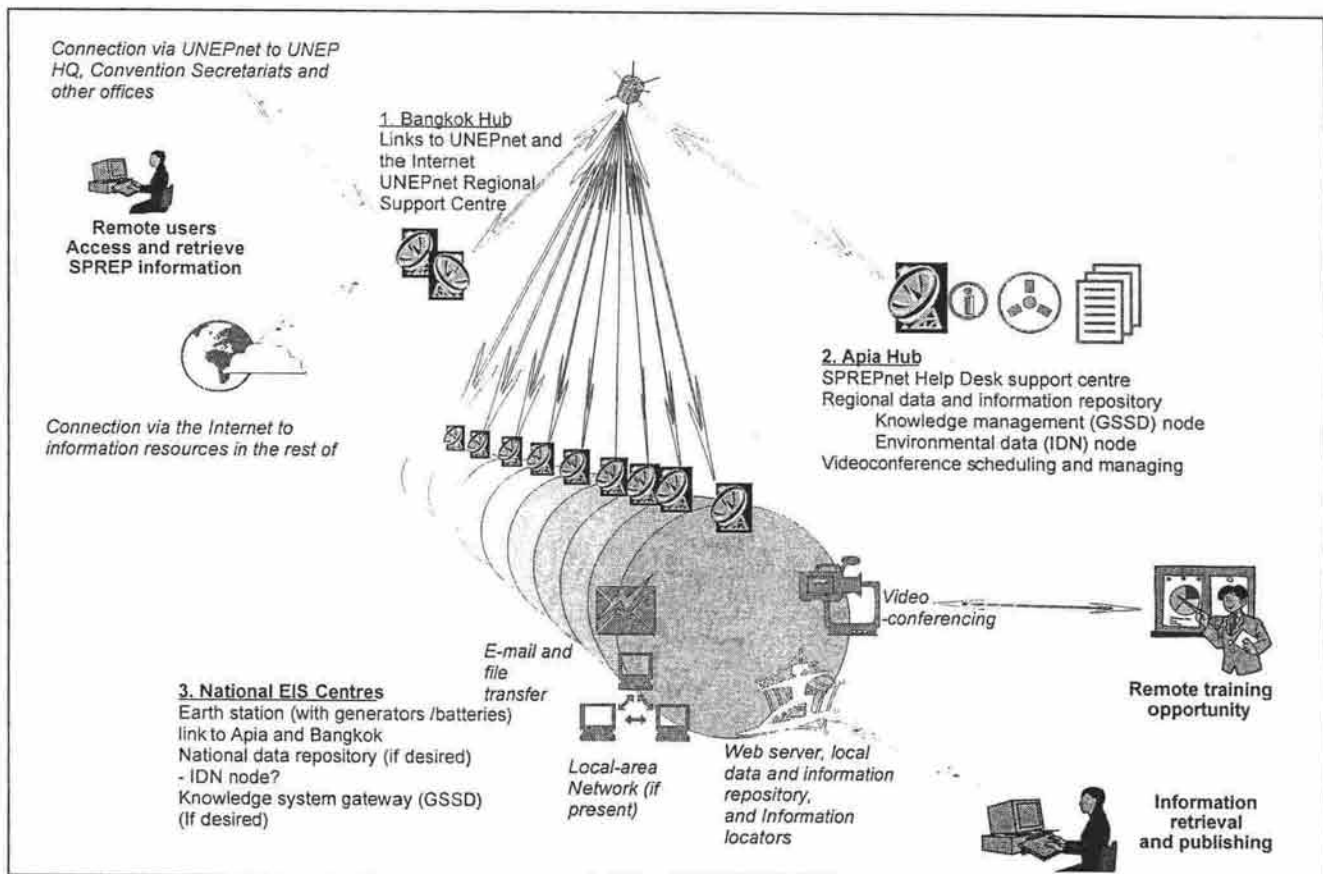
In general terms, it proposed to set up a system as portrayed in the diagram below, with the following characteristics:

- A. **Mercure links SPREP to the world** by expanding the existing hub at Bangkok (1) (using available Mercure hardware at no cost) and by establishing a SPREP regional hub at the Centre for Regional Environmental Information, Apia (2). These are linked by satellite through which the SPREP hub reaches the rest of UNEPnet as well as the global internet
- B. **National environmental information service facilities** (number of locations to be determined by funding; to be implemented in phases according to priorities established by SPREP on the basis of a formal requirements analysis). Each facility is to comprise:

- a **small satellite earth station (VSAT)** with sufficient capacity for

good-quality videoconferencing and effective data exchange. Associated equipment could include uninterrupted power supplies (UPS), generators or batteries for sites that need them.

- a **computer** to provide WWW and e-mail services and also to be a local web server
- **videoconference equipment** (either separate, or incorporated in the computer, according to local needs), which can communicate with up to 7 other SPREP sites simultaneously, and can also contact video centres outside the region
- **Environmental information location and management toolkit** to assist national users identify, locate and retrieve information on the internet, and to publish their own information most effectively



C. A **regional support hub** at the Centre for Regional Environmental Information, Apia, Samoa, to act as a coordinator for regional videoconference services (these, after all, have to be scheduled and managed like any other type of meeting) provider of training and technical support. The regional hub would also act as the first stop for national centres needing technical support, and would work closely with the UNEPnet Regional Hub in Bangkok, and the UNEPnet Implementation Centre in Norway.

NOTE: identification of the Centre for Regional Environmental Information as the regional support hub is merely indicative at this stage. The SPREP Secretariat itself would of course nominate the appropriate centre.

A programme of **national capacity development** will also be required. It is proposed that this programme would be executed through the regional support centre, with financial and in-kind assistance from the project donors, UNEPnet Implementation Centre, and possibly Environment Programme activities such as GEO and ENRIN.

This programme would be required to address issues of:

- Management and maintenance of the earth station and indoor equipment (computers, video equipment etc.)
- Concepts and procedures for information service development e.g. locating information on the internet; publishing national data and information products such as state of environment reports
- Procedures for operating their national sites as a node of the regional and global networks of which it is part.

### 3. Anticipated Outputs

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#### Substantive

- National reports to MEAs
- State of environment reports on-line
- Monitoring and assessment data shared
- National environmental web sites and higher global profile for regional environmental concerns
- Access to remotely-sensed data
- Access to early-warning and alerts data
- Access to law reference systems

#### Operational

- More frequent, shorter and less expensive meetings of states' representatives
- Increased opportunity for collaboration
- Improved focus of environmental effort and less duplication
- Operational facilities for public outreach and participation

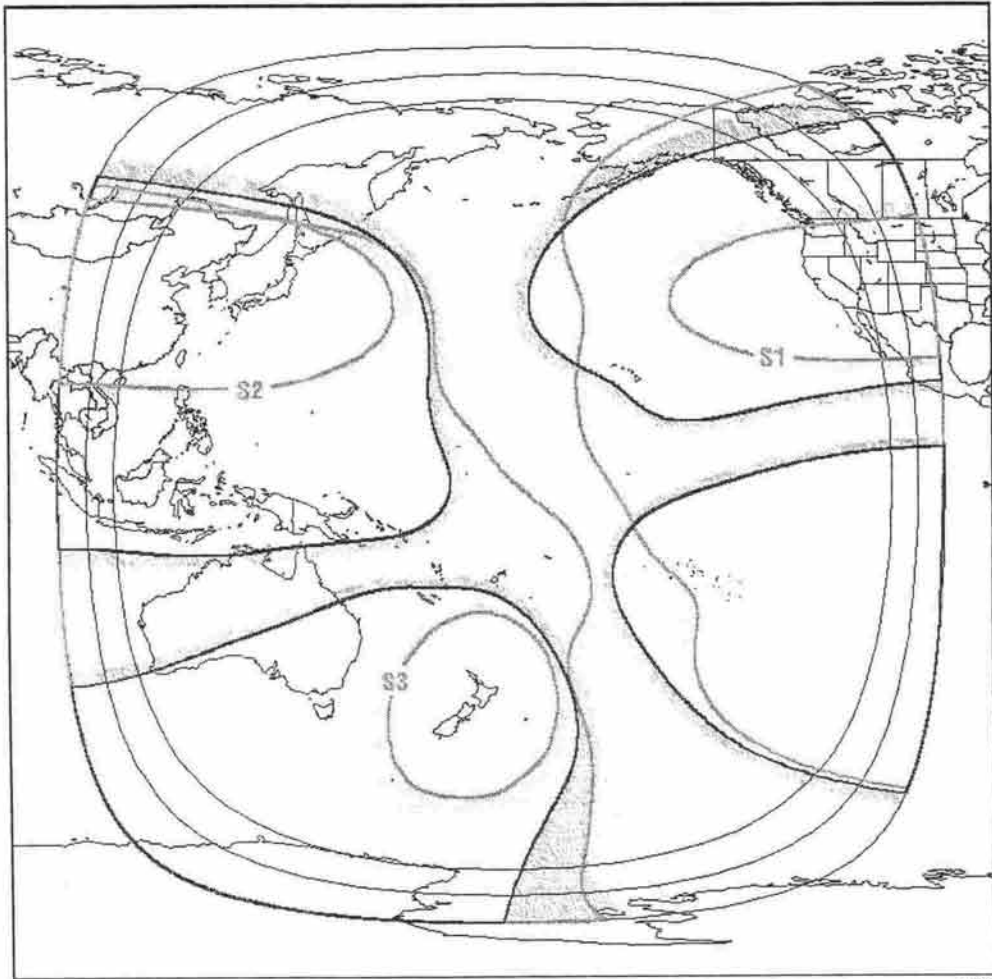
#### Linkage to regional clearinghouse

- Climate Change UNFCCC clearinghouse (PICCAP)
- GPA Clearinghouse
- SIDSNet
- CBD clearinghouse
- SPREP Information Resource Centre
- Legal Conventions



4. Appendix 1:  
INTELSAT Pacific Ocean Region  
Global, Hemi and Spot Beam C-band Services

IS-701 at 180°E



	Beam Peak	Extended 2 dB Contour
Hemi	39.5	33.0 - 31.0 dBW
Zone	39.5	33.0 - 31.0 dBW
Ku-Spot: 1	49.5	43.4 - 41.4 dBW
2	49.5	42.5 - 40.5 dBW
3	51.0	44.0 - 42.0 dBW



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

### **Twelfth SPREP Meeting of Officials**

Apia

10 – 14 September, 2001

#### **Agenda Item 10.4: Rio + 10 / World Summit on Sustainable Development**

#### **Purpose of Paper**

1. To advise Members and to seek input on the process and activities associated with the preparations for the World Summit for Sustainable Development (WSSD).

#### **Background**

2. The UN Division for Economic and Social Affairs (DESA) has been given the mandate by the UN General Assembly (UNGA) to coordinate global preparations for the WSSD.

3. International and Regional level activities will include a series of CSD Meetings as Preparatory Committees, Regional Roundtable discussions of eminent persons and an Asia-Pacific Preparatory Committee meeting. Attachment 1 provides a timeline on international, regional (UN) and Sub-regional Pacific meetings relevant to Rio + 10.

4. DESA issued guidelines in May 2001 for the preparation of national and regional reports to the Summit. However, these came belatedly to the Pacific region and Members had already requested SPREP and CROP agencies for guidance and support in 2000. The Guam Environment Ministers' Meeting of October 2000 recognised that Rio + 10 presented a significant opportunity for the international community to re-invigorate the sustainable development agenda at all levels. The Ministers called upon the SPREP Secretariat and the international community to assist the PICs to prepare for and participate in the 2002 Summit.

5. The Council of Regional Organisations in the Pacific (CROP) established a Rio + 10 Working Group to assist in regional reporting and national-level facilitation. SPREP is the lead technical agency for this Working Group which has been meeting and working under a joint chair arrangement (SPREP and FORSEC) since March 2001.

6. The CROP Rio + 10 Working Group developed a work plan to guide participatory processes for the Pacific region. This work plan suits the DESA guidelines for preparation activities while ensuring Pacific regional and national applicability and usefulness for longer-term initiatives. Particularly, the Secretariat inputs for Rio + 10, will stem from capacity building programmes and activities including SOE, Global International Waters Assessment (GIWA), International Waters and the Region Ocean Policy (Marine Sector Working Group of CROP). The Heads of CROP Meeting in May 2001, supported the work plan which was then presented to delegates from 11 PICs at a Rio + 10 Planning Meeting in Apia in June 2001.

#### **Issues**

7. Overall, the Stakeholders accepted the intention of the work plan but were frustrated at the lack of time and human and capital resources available for linking directly national and regional preparatory activities.

8. Most frustrating for the Working Group and PICs was the very tight timeframe for report preparations. The Pacific sub-regional review of issues, progress and constraints, relative to Agenda 21 needed to be produced in time for the Regional Stakeholders Meeting of 5 – 7 September 2001. National-level reporting needs to be completed in time for the Preparatory Committee Meeting No.2 in January – February 2002. (See Attachment 1).

9. There has therefore been disparity in timing of inputs and outputs for the regional versus national reporting. The Rio + 10 Planning Meeting (June, 2001) decided that given restrictions in time and resources, parallel actions would be required. That is, PICs would concentrate on national preparatory reporting and the CROP agencies would concentrate on the Pacific regional submission. Mechanisms for linkages would need to rely on wide distribution of the draft regional submission leading to the September 2001 Meeting, and the commensurate referral of early national reporting outcomes to the Secretariat.

10. The Pacific sub-regional submission will be melded by UN agencies and ADB in Bangkok into an Asia-Pacific submission to DESA. There is danger, therefore that the important messages that Members wish to be contained in the Pacific Sub-regional Report may be generalised in the amalgamated Asia-Pacific report. To address this, the Secretariat has produced two documents as part of the Pacific Sub-regional submission to Bangkok. The prime document is the 'negotiating submission' – a succinct outline of the key thematic issues and messages on institutional responses regarding the sustainable development of the Pacific. The second document is the Regional WSSD Review and Assessment report. This document expands on the key thematic and institutional issues using the Barbados Programme of Action (BPOA) as the framework to report on achievements, constraints and responses to Agenda 21. This background report has been generated in a manner to assist PICs in preparing their national reports. It will be maintained in draft form till April 2002 to enable key national messages to be encapsulated prior to publication. The key messages outlined within will therefore be relayed to the international audience through dual means to avoid misrepresentation through generalisation.

11. The regional submission (negotiating document and draft review and assessment report) will be presented to Members at the 12<sup>th</sup> SPREP Meeting – after discussions at the Regional Stakeholders Meeting 5 – 7 September 2001.

#### **Recommendation**

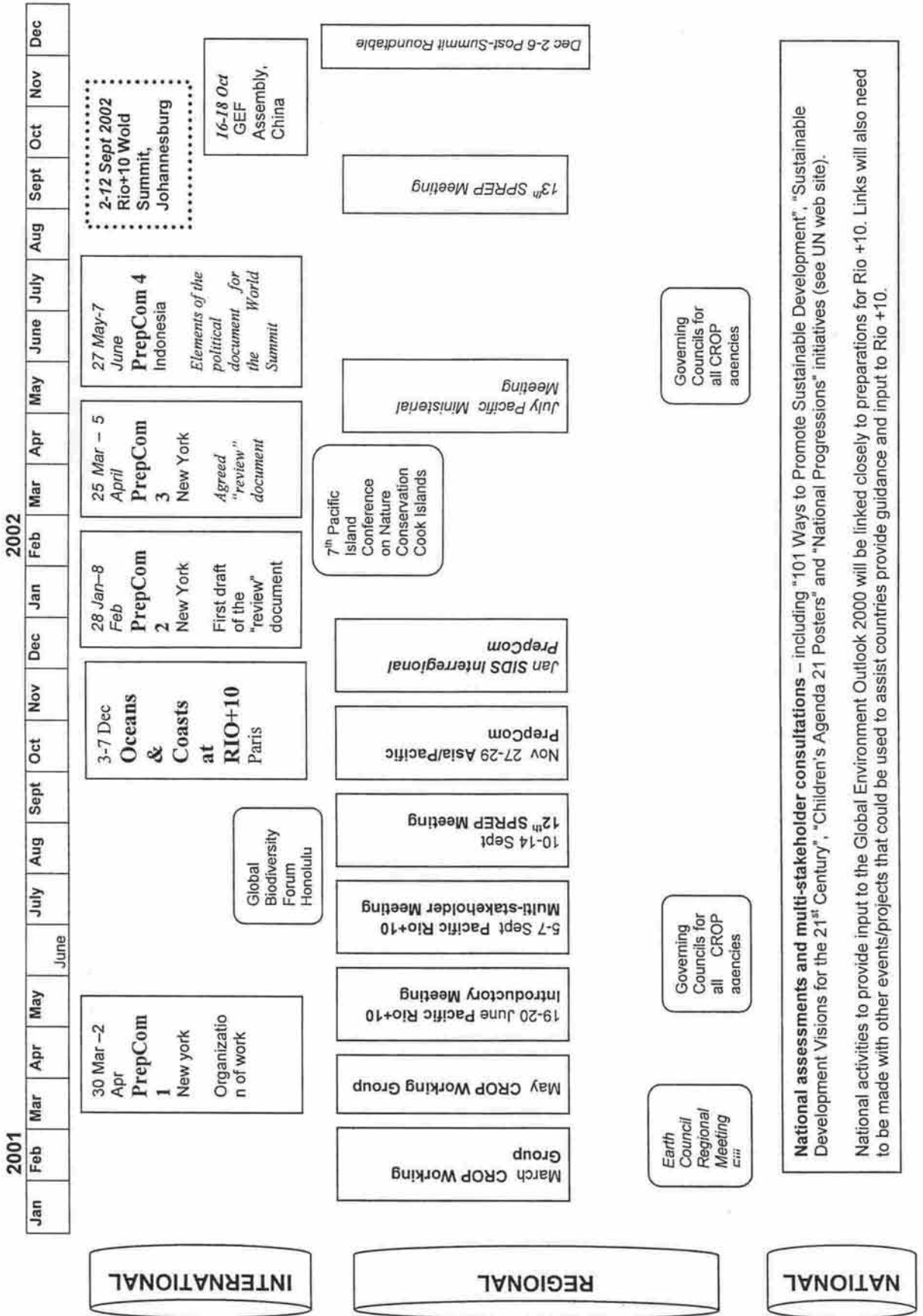
12. The Meeting is invited to:

- **review** and **make** comments on the Pacific Regional Submission for the WSSD.

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21 July, 2001

**Preparations for Rio +10: events timeline** (*italics=tentative*)



**National assessments and multi-stakeholder consultations** – including "101 Ways to Promote Sustainable Development", "Sustainable Development Visions for the 21<sup>st</sup> Century", "Children's Agenda 21 Posters" and "National Progressions" initiatives (see UN web site).  
National activities to provide input to the Global Environment Outlook 2000 will be linked closely to preparations for Rio +10. Links will also need to be made with other events/projects that could be used to assist countries provide guidance and input to Rio +10.