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## SPREP'S STRATEGIC PROGRAMMES 2004–2013

The 2005-2009 Action Plan identifies natural resources management, pollution prevention, climate change, climate variability and sea level rise as priority environment focus areas for the region in this period.

The SPREP Secretariat develops its Strategic Programmes and annual work programmes from the Action Plan.

SPREP's Strategic Programmes 2004–2013 constitute the Secretariat's strategic plan to implement the priorities of the Action Plan, as periodically revised, in accordance with its mandate and responsibilities. It sets out the Secretariat's vision, focus and values.



# **ACTION PLAN FOR MANAGING THE ENVIRONMENT OF THE PACIFIC ISLANDS REGION**



2005-2009



## INTRODUCTION

This document outlines the new programme-based approach that has been adopted for the SPREP Secretariat. This new approach to regional delivery is both more innovative and strategic than the project-based approach previously practiced. It provides clear, measurable indicators of the progress and impact of the Secretariat's work in the region. This is an important element of the Secretariat's efforts to encourage long-term collaboration with existing and new partners.

## STRATEGIC MANAGEMENT FRAMEWORK

SPREP achieves its purposes through an Action Plan that is adopted every 4 or 5 years by the SPREP Meeting. The new Action Plan will run from 2005 to 2009. The Plan is a framework for managing the environment of the Pacific islands region. It embodies the vision of SPREP members and stakeholders for the long-term management of their environment, identifying the broad priorities and focus areas of the regional agenda.

The 2005-2009 Action Plan identifies natural resources management, pollution prevention, climate change, climate variability and sea level rise as priority environment focus areas for the region in this period. The Action Plan also iden-

tifies implementation mechanisms for priority attention, the issues of integrated policy, planning and partnerships; environment monitoring and reporting; multilateral environment agreements (MEAs) and processes; human resources development and training; public awareness and education and knowledge management. Sustainable development is an overarching theme that influences everything that SPREP does.

The SPREP Secretariat develops its Strategic Programmes and annual work programmes from the Action Plan. The structure, roles and functions of the SPREP Secretariat are determined by the mandate, priority needs and expectations of its

members and partners, and by the resources available to it to implement its programme of work.

SPREP's Strategic Programmes 2004 – 2013 constitute the Secretariat's strategic plan to implement the priorities of the Action Plan, as periodically revised, in accordance with its mandate and responsibilities. It sets out the Secretariat's vision, focus and values. It also describes the major strategic programmes, implementation mechanisms and business functions that the Secretariat will pursue over the medium to long term to help address the identified priorities of the region and the outcomes of the Action Plan.

## FUNDAMENTALS

SPREP's mandate is: 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.

For the Secretariat, this can be paraphrased into three elements:

- promote and improve cooperation with and between member countries
- provide assistance to protect the environment
- provide assistance to ensure sustainable development.

SPREP's vision is that: people of the Pacific islands are better able to plan, protect, manage and use their environment for sustainable development.

In the pursuit of its mandate and vision, the Secretariat is committed to uphold these values:

- strengthening relations and collaboration with its members and partners;
- achieving the highest standard of professionalism and integrity;
- improving performance and impact through leadership and vision;
- improving the development and management of its human resources;

- enhancing the transparency of all its institutional policies and systems; and
- a workplace which promotes equal opportunity based on merit and performance.

SPREP's unique focus is: to sustain the integrity of the ecosystems of the Pacific islands region to support life and livelihoods today and tomorrow.

Taken together, the mandate, vision, values and focus of SPREP distinguish SPREP's role and functions as the primary institution responsible for environmental affairs in the Pacific islands recognizing that maintaining natural resource capital is essential for sustainable development. The mandate and focus provide a long-term basis for setting key functional goals, give a framework for the activities of SPREP and the performance indicators that will measure its progress.

*The SPREP-managed International Waters Project is working to address priority issues for the region, such as the sustainable management of coastal resources in Vanuatu (top), and the management of waste and wastewater in Kiribati (bottom).*



## THE PROGRAMME APPROACH

The SPREP Secretariat's programme-based approach for its work is innovative and strategic. The programme approach incorporates project-based operations into a broad agenda with clear strategic goals. Distinguishing features of an effective programme are:

- broadly encompassing
- allowing progress towards the mandate to be demonstrated
- long time span – up to 10 years
- flexible and dynamic
- component-based yet can be implemented as a whole
- allowing linkages and encouraging partnerships.

A programmatic approach will enhance flexible decision-making to respond to changing circumstances, and promote stronger dialogue and interaction with partners. The advantages of this approach are that it will improve sustainability, allow greater attention to quality and increase impact.

The programmatic approach is based on broad goals that relate directly to the mandate and the Action Plan. Phased implementation of programmatic components will be designed to achieve the longer-term objectives and goal of the programmes. Outcomes from shorter-term projects influence and contribute to the development of subsequent projects designed to achieve the longer-term objectives.

Within a programme, a particular area of focus is expected to change over time, with lower level outputs delivered and goals achieved as projects are completed. Projects have finite time spans. They begin and end, and if successful accomplish a series of clearly defined objectives contributing to an overall goal. The outputs of the projects form the basis of identifiable indicators that verify the progress and impact of the immediate work towards programme goals.

Each key operational programme has the following essential elements:

- a narrative summary;
- a summary logical framework; and
- a strategic framework.

The programmes provide direction for up to 10 years. However, they are flexible so that they can accommodate changing needs, progress and developments as work proceeds. This approach is not constrained by the shorter time frame or rigid conditions of the project approach. It is deliberately designed to recognise and respond to new and emerging demands from SPREP members in their pursuit of sustainable development of the Pacific environment.

Each programme has an overall goal that addresses an aspect of the mandate. The goals are reached through the delivery of outputs, each with a series of achievements that are clearly measurable. To achieve the outputs, activities or projects are carried out to produce tangible results with demonstrable impact. These day-to-day aspects of SPREP's work are presented in the annually approved work programme and budget, which reflects the incremental efforts of the longer-term programmatic approach. This approach will provide an easier and clearer way for SPREP stakeholders to measure impact.





## OPERATIONAL PROGRAMMES

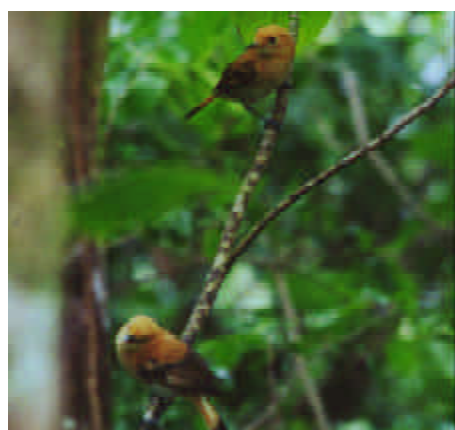
### PROGRAMME 1: ISLAND ECOSYSTEMS

focuses on sustainably managing and conserving the terrestrial, coastal and marine ecosystems of Pacific islands.

### PROGRAMME 2: PACIFIC FUTURES

support member countries and territories with sustainable development policies for improved environmental governance.





## OPERATIONAL PROGRAMMES

### PROGRAMME 1: ISLAND ECOSYSTEMS

This Programme has the following goal: Pacific islands countries and territories able to manage island resources and ocean ecosystems in a sustainable manner and that support life and livelihoods.

The Islands Ecosystems Programme focuses on sustainably managing and conserving the terrestrial, coastal and marine ecosystems of Pacific islands. It will work to conserve priority threatened species and to reduce the impact of alien, invasive species and living modified organisms. The capacities of the peoples of the islands to meet the challenges of sustaining the ecosystems that support them will be enhanced.

### PROGRAMME 2: PACIFIC FUTURES

This Programme has the following goal: Pacific island countries and territories able to plan and respond to threats and pressures on island and ocean systems.

The Pacific Futures Programme will support member countries and territories with sustainable development policies for improved environmental governance. The Programme will improve the means to monitor and report on environmental performance and socioeconomic pressures on the environment, as well as improve the understanding and strengthen the capacity of Pacific islands to respond to climate change, climate variability and sea level rise. Assisting and enhancing the island members' capabilities to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution will be essential components of the Programme, as will be providing tools to improve the means to respond to pressures, emerging threats and opportunities through integrated assessments and planning. The development of partnership mechanisms that provide new and improved collaboration, coordination, effective implementation as well as leveraging and use of resources will be another key element of this Programme. Continued development, support and implementation of integrated regional strategies for environmental management and sustainable development will also feature in improving regional coordination.

## SUSTAINABLE DEVELOPMENT – FUNDAMENTAL TO SPREP'S PROGRAMMES

The three pillars of sustainable development are: biodiversity and the natural environment, economic activity, and peoples, their cultures, traditions, social situations and welfare. As well as involving these areas, all of SPREP's activities contribute to, and are guided by, the overarching objectives and principles that are necessary requirements to achieving sustainable development:

- promoting an environment that alleviates poverty, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base for economic and social development;
- promoting the long-term sustainable use and development of resources for intergenerational equity;
- promoting a transparent operating environment;
- promoting and using participatory community approaches in development processes;
- promoting equal opportunities for men and women and aim to benefit all, particularly women, youth, children and vulnerable groups;
- promoting the appropriate transfer of technology and strengthening our information clearinghouse role and functions to support SPREP members;
- collaborating with other regional and international organisations, members, civil society, and the private sector, to strengthen efforts and develop effective partnerships;
- assisting to further build national capacity by providing professional, competent and timely policy and technical advice, institutional strengthening and human resource development support.

The components and outputs of SPREP's Strategic Programmes have also been designed to accommodate the time-bound targets and objectives of the Johannesburg Plan of Implementation (JPOI) and International Development Goals, including the Millennium Development Goals (MDGs) that Pacific island leaders have already accepted.



*A woman from the Vanuatu Island of Malekula selling her valuable land crabs at the Malampa Market (photo courtesy of the International Waters Project)*



*Photo from Savai'i, Samoa provided courtesy of Cherelle S. Jackson*

## GOOD GOVERNANCE IS INTEGRAL TO ALL OF SPREP'S WORK

Effective resource management and sustainable development require good governance. To promote the principles of good governance, SPREP recognises three common elements that support the more specific and technical aspects of project and programme work, capacity building, institutional development and knowledge management.

### CAPACITY BUILDING

Most Pacific islands are strengthening their technical, institutional and human resource capabilities. SPREP contributes to the following elements of capacity building:

- advocacy, awareness raising and education;
- training and human resource development;
- technology transfer;
- leveraging resources; and
- knowledge bases.

### INSTITUTIONAL DEVELOPMENT

The need to support and promote the development and implementation of appropriate policy, planning and regulatory frameworks of institutions is a national and regional priority. SPREP contributes to the following elements of institutional development:

- institutional capacity building;
- legal, policy, practice and institutional strengthening;
- policy, legislation, regulations, advocacy and negotiation support; and
- mainstreaming the environment into national agendas.

### KNOWLEDGE MANAGEMENT

Successful planning and implementation of environmental protection and sustainable development programmes and interventions require adequate national institutional and human capacities. This needs a population that is well informed and aware through effective communication and access and use of appropriate technologies and information dissemination systems. SPREP contributes to the following elements of knowledge management:

- technical and legal support and skilled advisers;
- sharing learning and best practice;
- tools and guidelines;
- databases and directories;
- geographic information systems;
- information dissemination;
- regional clearing house for environmental information; and
- knowledge base of what works.

## PRIORITISING MECHANISMS

As a guiding principle, the Agreement Establishing SPREP (1993) requires both members and the Secretariat to identify priority concerns and objectives for environment protection and sustainable development through the Action Plan, adopted from time to time by the SPREP Meeting. The Secretariat's main criteria for setting priorities include:

- direction of the SPREP Meeting;
- consistency and alignment with SPREP's mandate;
- international and regional obligations;
- alignment with national priorities;
- extent of threat to ecosystems or species;
- regional consensus for action; and
- contribution to principles of good governance.

The scale and scope of these issues affirm the need for a long-term approach.

## PARTNERSHIP

Sustainable development in the Pacific depends on the work of many institutions and individuals at international, regional, national and community levels. SPREP works with partners at all these levels, often serving as a mechanism to link them. SPREP undertakes some activities independently. It coordinates and collaborates with other agencies and partners with an interest in the region to assist Pacific islands to protect and improve their environment, and to ensure sustainable development. By working with and through its partners, SPREP seeks to broaden and deepen its programmes and hence maximize its impact.

To implement its programme of work, SPREP collaborates with governments and administrations that are members of SPREP, in conjunction with the many organisations and individuals active in the protection of the environment and natural resources of the Pacific islands region. Intra-member collaboration also contributes to achieving the outputs of the Strategic Programmes. Key players include environment, planning and development agencies in each country and territory, natural resource management agencies, donors, community groups, local communities and resource owners, regional and international organisations, and local non-governmental

organisations. The 14 Pacific Type II partnership initiatives released at the World Summit for Sustainable Development (WSSD) will in part provide the regional mechanisms for improved partnering for effective collaboration and coordination.

## CORPORATE FUNCTIONS

SPREP recognises the need for effective and streamlined corporate services to support the delivery of the Programmes. These services includes:

- corporate policy and planning;
- strategic leadership and managerial services;
- donor and member relations;
- financial services, management and reporting;
- human resources management and development;
- organisational performance and assessment;
- infrastructure and asset management;
- administrative services; and
- information and communication technology services.

The Secretariat is directed by a group of executives who are responsible for the operation and implementation of the many areas of corporate functions. Two areas stand out that involve collaborative efforts from across the organisation.

## RESOURCING STRATEGY

SPREP receives resources from its members and primary donors, as well as direct funding from other donors and international agencies. Both SPREP and its donors will develop resourcing strategies that allow long-term commitment of funds, and the consequent flexibility and confidence, improved quality of service and greater impact for members and donors.





# PROGRAMME STRATEGIES

SPREP's direction in the **Islands Ecosystems Programme** reflects a fundamental commitment to supporting ecosystem management and species conservation. This is done by addressing the issues of ecosystem conservation, sustainable management of natural resources and protection of priority threatened species from human-induced impacts, invasive species and living modified organisms; at the community, national, regional and international levels.

The **Pacific Futures Programme** focuses on securing a healthy Pacific islands environment for present and future generations. To be actioned through good governance (building institutional capacity for assessment and priority setting), planning responses and anticipate the impact of pressures, and emerging threats that include climate change, climate variability, sea-level rise, pollution and waste.





## PROGRAMME STRATEGIES

### 1 ISLAND ECOSYSTEMS

**Goal: Pacific islands countries and territories able to manage island resources and ocean ecosystems in a sustainable manner and that support life and livelihoods.**

#### PROGRAMME RATIONALE

SPREP's direction in the Islands Ecosystems Programme reflects a fundamental commitment to sustaining the livelihoods of Island peoples today and tomorrow by supporting ecosystem management and species conservation. The Islands Ecosystems programme focuses on developing the capacities of the peoples of the islands to equip them to sustainably manage and conserve the terrestrial, coastal and marine ecosystems of Pacific islands. The Programme also focuses efforts to protect priority threatened species, and to protect Pacific island countries and territories (PICTs) from invasive alien species and living modified organisms (LMOs). SPREP's core business under this programme is to address the issues of ecosystem conservation, the sustainable man-

agement of natural resources and the protection of priority threatened species from the threats of human-induced impacts, invasive species and living modified organisms. These issues require action at the community, national, regional and international levels.

For most PICTs, the protection of critical biodiversity and the sustainable management of natural resources will inevitably involve local communities. Lessons from the past 50 years of protecting area management in the region reaffirm this approach. Building on this experience, future ways for delivering community-targeted services will focus on capacity building and other catalytic measures where the regional approach is more cost effective. Technical and legal advice,

and direct interventions, will be made in specific areas, including the development of income-generating enterprises, resource management planning, ecosystem, species and threat management and monitoring. Interventions will respond to specific country requests, involving careful participatory planning and consultation. For the parties to the Convention on Biological Diversity (CBD), the work will be consistent with the priorities of National Biodiversity Strategic Action Plans. Activities will also be undertaken within the framework of the Regional Action Strategy for Nature Conservation and the roundtables mechanism.

## PROGRAMME COMPONENTS

### 11 TERRESTRIAL ISLAND ECOSYSTEMS

Particularly among the high islands, important terrestrial ecosystems require continuing support to secure representative areas under robust conservation arrangements, and to promote sustainable use of resources by local communities. National efforts, and subregional or regional collaborative initiatives, targeting key terrestrial island ecosystems will be facilitated over the medium to long term.

### 12 COASTAL AND MARINE ECOSYSTEMS

As the dominant ecosystem of most SPREP members, coastal and marine environments will be the focus of considerable attention throughout the life of the plan. As a principal support for life and livelihoods throughout the region, community-based initiatives will continue to be the basis for much of SPREP's programme in coastal and marine ecosystems. Understanding social and economic driving factors in community decision making in relation to resource use and conservation, and empowering local communities through co-management of projects, will be critical elements of the Programme.

### 13 SPECIES OF SPECIAL INTEREST

The Pacific islands have a high proportion of species that are threatened with extinction, including 14% of the region's bird species – representing 24% of the world's globally threatened species. Loss of species not only increases the vulnerability of island ecosystems to environmental disturbances but also impoverishes economies and cultures that depend on them for food, medicine and in some cases, spiritual values. The major threats to Pacific native species are invasive species, habitat loss or modification and over-harvesting. This focus area aims to protect the region's biodiversity against the threat of invasive species and living modified organisms. It also aims to ensure the maintenance of viable wild populations of species of special significance by identifying and addressing their key threatening processes.

### 14 PEOPLE AND INSTITUTIONS

People and institutions, from the regional to the community level, are critical to the success of every element of this SPREP's Strategic Programmes. This component will provide an integrated, long-term approach to strengthen island members' capacities in these areas. The potential to achieve all programme goals will be enhanced by mutually beneficial partnerships with other multinational organisations, national institutions, non-government organisations, community groups and the private sector.

SPREP provides assistance to the Pacific islands through a number of general environmental management support mechanisms that cut across all technical areas. However, there are a number of very specific issues to develop essential capacities in the Pacific islands. These include the ability of Pacific islands to deal with national environmental legal frameworks, developing knowledge and information capacity, environmental education and awareness, and building capacity within countries to develop human resources and training.



Malampa Market on Malekula Island in Vanuatu

Church in Vunisinu Village, near Suva, Fiji

## 2 PACIFIC FUTURES

*Malampa Market on Malekula Island in Vanuatu (photo courtesy of the International Waters Project) Far right: Church in Vunisinu Village, near Suva, Fiji. (photo courtesy of the International Waters Project)*

**Goal: Pacific island countries and territories able to plan and respond to threats and pressures on island and ocean systems.**

### PROGRAMME RATIONALE

This Programme focuses on securing a healthy Pacific islands environment for present and future generations. Themes for the Programme include good governance - through building institutional capacity for assessment and priority setting, planning responses and the ability to monitor and anticipate the impact of pressures, and emerging threats to Pacific islands. In the

medium term, threats and pressures include climate change, climate variability, sea-level rise, pollution and waste.

The Regional Action Strategy for Nature Conservation and the Pacific Islands Regional Framework on Climate Change both identify the need to mainstream biodiversity, conservation and climate change

adaptation, and this approach is incorporated in the Pacific Futures Programme. Interventions will include support for the inclusion of biodiversity priorities and plans in national sustainable development strategies, through partnerships such as the Roundtable for Nature Conservation and by integrated policies and planning.

## PROGRAMME COMPONENTS

### 21 MANAGING MULTILATERAL ENVIRONMENTAL AGREEMENTS AND REGIONAL COORDINATION MECHANISMS

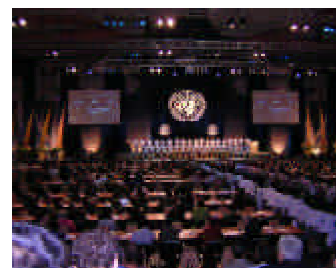
Many Pacific islands are parties to a range of international environment-related agreements and processes. To secure favorable outcomes, Pacific island countries (PICs) are required to maintain an active role in the development and subsequent implementation of these agreements and negotiation outcomes.

To support SPREP members, the Secretariat will promote coordination at the national level, provide technical and legal advice to countries, assist in preparing conference briefing papers, identify synergies among agreements and related international processes such as the Commission on Sustainable Development (CSD) and the Barbados Plan of Action Ten Year Review (BPoA+10), and coordinate pre-conference consultations to determine regional positions. This component also addresses the need to strengthen regional legal frameworks such as the Apia, Noumea and Waigani Conventions.

This component will also accommodate the development of partnerships for better collaboration, coordination and leveraging of resources through Pacific Type II Initiatives, CROP working groups and other regional mechanisms. The latter include regional strategies that are implemented by a range of partners such as the Action Strategy for Nature Conservation, Pacific Islands Regional Oceans Framework and the Pacific Islands Regional Framework on Climate Change, Climate Variability and Sea Level Rise and support to the implementation of overarching strategies such as the Regional Sustainable Development Strategy and the Pacific Plan.

### 22 ENVIRONMENT MONITORING AND REPORTING

Ultimately, this component aims to provide PICTs with better systems to monitor environmental performance, recognising that the key to this approach is the availability of relevant information. There are two linked elements. Firstly, the lack of data vital to effective decision making has been identified as a recurring problem for most PICTs since the 1992 Rio Conference. Support for data acquisition, application and management is therefore an essential element. Secondly, to build on the outcomes of the World Summit on Sustainable Development (WSSD) and BPoA+10, work in the area of the state of the environment



*Photos of BPOA + 10 courtesy of Filipo Iupati, Tokelau delegate to Youth Visioning, 2005 at Mauritius.*



(SOE) will focus at the national and regional levels, to reassess and identify key issues for environmental management and sustainable development.

The aim is to develop processes to monitor detrimental trends, emerging threats or identify competing poli-

cies that threaten sustainable development. Simple but systematic reporting systems will be designed with Pacific islands and tailored to suit key issues and indicators. The outcome of this work will be a reduced burden of reporting by PICs to numerous international agreements.

### 23 CLIMATE CHANGE, CLIMATE VARIABILITY, SEA LEVEL RISE AND STRATOSPHERIC OZONE DEPLETION

Global warming is one of the world's most serious environmental problems and Pacific islands are in one of the most vulnerable regions of the world. Phenomena consistent with the anticipated adverse consequences of climate change are already a reality for Pacific islands. Serious and wide-reaching consequences of climate change included the frequency and intensity of tropical cyclones and alteration of weather patterns, extensive coastal erosion and coral bleaching, damage to coastal roads, bridges, foreshores and plantations, decreased productivity in fisheries and agriculture, droughts and the more widespread occurrence of mosquito-borne diseases.

The Secretariat will assist in building up the capacity of its members to plan and respond effectively to climate change, variability, sea level rise and its adverse impacts. The capacity of national meteorologists and climatologists will be enhanced through the coordination of the Pacific Island Global Climate Observation Implementation Plan. The Secretariat will also continue to improve the availability of relevant information for the use of its members' scientists, policy and decision makers. This particular focus will be integrated with

other knowledge management systems related to the rest of the Secretariats' programmes components and linkages to relevant partners.

The Action Plan identifies climate change adaptation as a key issue in the Pacific. The Secretariat will provide support to members to access adaptation funding for adaptation projects from multilateral and bilateral sources. This support will include assistance with the planning, design and execution of pilot projects. The Secretariat will also promote activities allow countries to better adapt to climate change, such as strengthening the climate roundtable process, strengthening national climate teams, building the capacity of climate change negotiators and assisting with assessments and reporting requirements of members under the United Nations Framework Convention on Climate Change. The Secretariat will also be seeking to address mitigation options for its members by promoting abatement initiatives and pilot projects on greenhouse gases. In addition, the Secretariat will continue to implement the Regional Strategy to Comply with the Montreal Protocol in Pacific Island Countries which is to be completed in 2005.

## 24 WASTEMANAGEMENTANDPOLLUTIONCONTROL

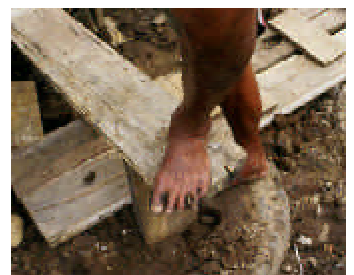
Pollution is one of the major threats to sustainable development in the Pacific islands region. The transboundary nature of much marine pollution requires a coordinated and comprehensive approach to both assessment and control. Without adequate measures to combat the growing sources and extent of pollution,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

Immediate concerns to the Pacific island members included increasing quantities of solid waste, the lack of controls on chemicals imported into the region, and the lack of capacity to manage the range of pollutants. In addition to land-based activities, the region's coastal and marine resources are threatened by introduced marine species, shipwrecks, marine accidents and spills, ships' waste and anti-fouling paints on vessels. This programme component will mainly operate through technical advice and support. It will continue to evolve over time, to an even greater focus on national activities carried out under bilateral arrangements. There are some elements, such as hazardous waste disposal, where the Secretariat is directly involved in implementation, because of the technical and logistical complexities of the work.



## 25 ENVIRONMENTALPOLICYANDPLANNING

The intent of environmental policy and planning is to address the causes of environmental degradation and over-exploitation through integrated government and community decision-making mechanisms. The aim is to enhance the range of tools available to PICTs to enable sound environmental decision-making in the pursuit of sustainable development. Effective decision-making through integrated policies and planning is the primary theme. Capacity development will assist with providing development-assessment tools to anticipate and address negative pressures, key risks and emerging threats, and to seek out sustainable development opportunities. There will also be the promotion of integrated assessment and environmental planning platforms for PICTs - to bring together the above two aspects in a manner that mainstreams environment as part of the development process. This area also assumes that the implementation of National Sustainable Development Strategies will integrate country priorities as identified in National Biodiversity Strategic Action Plans or similar mechanisms.





# LOGICAL FRAMEWORK OF SPREP'S STRATEGIC PROGRAMMES



*SPREP staff participating in raising awareness of environmental issues in Samoa's communities.*



*In Kiribati the SPREP-managed International Waters Project is working with the community of Bikenibeu West to try and improve the management of waste and wastewater.*

*Simple presence/absence vials are being used by the Fijian communities of Vanisinu and Nalase to test their drinking water quality. This simple hydrogen sulphide strip is used to help households test their own water supplies. Water contaminated with faecal coliform turns black within a couple of days.*

## SPREP'S PROGRAMME STRUCTURE

| <b>Programme 1: Island Ecosystems</b>   |   |   |  |   |
|---|---|---|--|---|
| Goal: Pacific island countries and territories able to manage island resources and ocean ecosystems in a sustainable manner and that support life and livelihoods   |   |   |  |   |
| <b>Components</b>   |   |   |  |   |
| 1.1 Terrestrial ecosystems management   | 1.2 Coastal and marine ecosystem management   | 1.3 Species of special interest   | 1.4 People and institutions  |   |
| <b>Objectives</b>   |   |   |  |   |
| Promote and support the sustainable management and conservation of terrestrial ecosystems   | Promote and support the sustainable management and conservation of coastal and marine ecosystems                | Promote and foster conservation of island biodiversity  | Equip people and institutions of Pacific island countries and territories with capacity to manage their own environmental development  |   |
| <b>Outputs</b>  |   |   |  |   |
| 1.1.1 Key terrestrial ecosystems conserved<br>1.1.2 Increased use of sustainable approaches in the management of natural resources  | 1.2.1 Key coastal and marine ecosystems conserved<br>1.2.2 Integrated coastal management enhanced               | 1.3.1 Threatened species managed and conserved<br>1.3.2 Threat posed by invasive species reduced<br>1.3.3 Effective management of migratory populations<br>1.3.4 Threat posed by living modified organisms reduced  | 1.4.1 Human resource development (HRD) strategies in environment departments developed and implementation supported<br>1.4.2 Regional and national environmental education, communications and awareness strategies developed and implementation supported<br>1.4.3 Regional and national environment knowledge, management capacity, clearinghouses and information strategies developed and implementation supported |   |
| <b>Programme 2: Pacific Futures</b>   |   |   |  |   |
| Goal: Pacific island countries and territories able to plan and respond to threats and pressures on island and ocean systems  |   |   |  |   |
| <b>Components</b>   |   |   |  |   |
| 2.1 Multilateral environmental agreements and regional coordination mechanisms  | 2.2 Environment monitoring and reporting  | 2.3 Climate change, climate variability, sea level rise and stratospheric ozone depletion   | 2.4 Waste management and pollution control   | 2.5 Environmental policy and planning   |
| <b>Objectives</b>   |   |   |  |   |
| Increase PICTs capacity to manage MEAs and other relevant regional mechanisms and international agreements  | Improve means to monitor and report on environmental performance and socioeconomic pressures on the environment | Improve PICTs' understanding of and strengthen their capacity to respond to climate change, climate variability and sea level rise  | Assist and enhance the PIC capabilities to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution  | Provide tools to improve the means to respond to pressures, emerging threats and opportunities through integrated assessment and planning processes   |
| <b>Outputs</b>  |   |   |  |   |
| 2.1.1 Management of multilateral environment agreements (MEAs) and relevant international agreements/regional coordination mechanisms by PICTs supported and improved<br>2.1.2 Implementation of the Apia, Noumea and Waigani Conventions supported<br>2.1.3 Development of PIC national environmental legislation to meet MEAs obligations supported | 2.2.1 National & regional capacity for State of Environment (SOE) reporting enhanced                            | 2.3.1 National meteorological and climatological capacities strengthened<br>2.3.2 Climate information consolidated and available<br>2.3.3 Measures to adapt to the impacts of climate change strengthened<br>2.3.4 Mitigation options promoted and response measures strengthened<br>2.3.5 Ozone-depleting substances (ODS) phase out supported | 2.4.1 Control of marine pollution by PICTs supported<br>2.4.2 Management of hazardous substances and waste in PICTs supported<br>2.4.3 National Implementation Plans (NIPs) for Stockholm Convention produced<br>2.4.4 Management of solid and liquid waste in PICTs supported   | 2.5.1 EIA and strategic environmental planning tools and mechanisms used by PICTs<br>2.5.2 Implementation of national sustainable development strategies to mainstream environment into national planning processes supported |

| <b>Programme 1. Island Ecosystems</b>  |  |   |  |
|--|--|---|--|
| <b>Goal: Pacific islands countries and territories able to manage island and ocean ecosystems in a sustainable manner and that supports the life and livelihoods</b> |  |   |  |
| <b>ID</b>  | <b>Outputs</b>   | <b>Verifiable indicators</b>  | <b>Means of verification</b>   |
| <b>1.1. Terrestrial ecosystems management</b>  |  |   |  |
| <b>Objective: Promote and support the sustainable management and conservation of terrestrial ecosystems</b>  |  |   |  |
| 1.1.1  | Key terrestrial ecosystems conserved   | Existing conservation areas, special management areas and protected areas effectively managed<br><br>New conservation areas, special management areas and protected areas established<br><br>Community-based management programmes in place   | No. and total area of conservation areas, special management areas and protected areas actively managed<br><br>No. and area of new conservation areas, special management areas and protected areas established against 2003 baseline<br><br>No. of sites with community or co-management arrangements in place<br><br>Reports of community surveys/ project performance reviews |
| 1.1.2  | Increased use of sustainable approaches in the management of natural resources | Model sites demonstrating the benefits of sustainable resource management established<br><br>Increased awareness at national and local level of need and mechanisms for sustainable resource management<br><br>Traditional management practices incorporated into natural resource management initiatives.<br><br>Community-based natural resource management programs in place   | Site visits reports by experts, peer review<br><br>Surveys reports of leaders and communities<br><br>No. of plans incorporating traditional management.<br><br>Reports/community surveys/ project performance reviews  |
| <b>1.2. Coastal and marine ecosystem management</b>  |  |   |  |
| <b>Objective: Promote and support the sustainable management and conservation of coastal and marine ecosystems</b>   |  |   |  |
| 1.2.1  | Key coastal and marine ecosystems conserved                                    | Key threatened coastal and marine ecosystems identified and regional and national strategies to conserve them developed, supported and implemented<br><br>Existing marine conservation areas, special management areas and protected areas effectively managed<br><br>New marine conservation areas, special management areas and protected areas established<br><br>Community-based natural resource management programs in place. | Total area of critical coastal/marine ecosystems under effective management<br><br>Regional and national networks of marine protected areas<br><br>Additional conservation areas, special management areas and marine protected areas established against 2003 baseline<br><br>Reports/community surveys/project performance reviews.  |
| 1.2.2  | Integrated coastal management enhanced   | Pilot sites and demonstration activities for "best practice" coastal management<br><br>National and regional integrated coastal management policy assisted<br><br>Alternative and/or supplementary livelihoods for coastal people established.  | No. of national /local coastal management plans in place.<br><br>No. of communities/PICTs with integrated coastal management policies.<br><br>No. of successful alternative income initiatives documented  |

| <b>1.3. Species of special interest</b>   |   |   |   |
|---|---|---|---|
| <b>Objective: Promote and foster conservation of island biodiversity</b>  |   |   |   |
| 1.3.1   | Threatened species managed and conserved  | Existing regional bird conservation strategy supported and implemented<br>Data and documentation on Regional summary of threatened species status, distribution and key threats available and used.<br>Key endangered species recovery plans developed, supported and implemented<br>Key sites supporting aggregations of threatened species/ecosystems identified and major threats identified and addressed<br>Regional and national action plans for dugongs, cetaceans (whales and dolphins) and turtles developed, supported and implemented | No. of countries and agencies implementing regional and national strategies and plans.<br>No. of regional summaries of Pacific threatened species available<br>No. of species recovery plans being used<br>No. of Pacific endemic species on IUCN's list of threatened species.<br>No. of new regional and national action plans for key groups   |
| 1.3.2   | Threat posed by invasive species reduced  | Regional invasive species strategy revised, supported and implemented.<br>National invasive species programmes and strategies developed and implemented<br>Regional Strategy on Shipping Related Invasive Marine Species formulated<br>Tools and techniques to address key Pacific invasive species developed and shared<br>Regional and national capacity to prevent, quickly respond to, control and eradicate invasive species strengthened<br>New invasive species problems identified, recorded, and addressed, especially marine invasives  | No of countries actively participating in implementing the regional strategy<br>No. of national invasive species plans and coordinating groups in place<br>Level of investment by partners in the strategy.<br>Level of engagement of non-biodiversity sector in the issue<br>Regional strategy on shipping related invasive marine species completed and approved<br>Reports of country training courses held<br>No. of specific invasive species issues being addressed   |
| 1.3.3   | Effective management of migratory populations   | Regional mechanisms and action plans developed for key localities or species<br>Key migratory species habitat identified and included in management agreements  | Proportion of key areas and species provided for under plans or mechanisms<br>No. of cooperative agreements between countries and agencies.<br>No. of habitat areas identified and under agreed management  |
| 1.3.4   | Threat posed by living modified organisms (LMOs) reduced  | Regional and national capacity for regulating cross-boundary movement of LMOs strengthened  | No. of countries with LMO regulatory plans  |
| <b>1.4. People and institutions</b>   |   |   |   |
| <b>Objective: Equip people and institutions of Pacific island countries and territories with capacity to manage their own environmental development</b> |   |   |   |
| 1.4.1   | Human resource development (HRD) strategies in environment departments developed and implementation supported                                     | Environment departments implementing national HRD strategies and training plans   | No. of countries implementing HRD strategies and training plans   |
| 1.4.2   | Regional and national environmental education, communications and awareness strategies developed and implementation supported                     | Countries effectively participating in the education and awareness regional strategy<br>Countries implementing national education and awareness strategies based on the regional educational strategy.<br>Environmental/sustainable development issues integrated into national school curricula<br><br>Countries participating in regional environmental communication strategy  | No. of countries actively participating in the regional strategy<br>No. of countries adopting National environmental education and awareness plans<br>No. of countries with school curricula integrating environmental/sustainable development issues<br>No. of education/awareness materials produced and available for school use at national level<br>No. of environmental communication strategy activities implemented<br>No. of SPREP information resources accessed.<br>No. of SPREP information and communications products produced, distributed and accessed. |
| 1.4.3   | Regional and national environment knowledge management capacity, clearinghouses and information strategies developed and implementation supported | Countries effectively implementing integrated national clearinghouses.<br>Countries operating effective environmental information resource centres<br>Regional clearinghouse related to sustainable development issues effectively operating.   | No. of countries with integrated national clearinghouses.<br>No. of countries with operational information resource centres<br>No. of PICTs participating in regional clearing house related to sustainable development issues.   |

| <b>Programme 2. Pacific Futures</b>  |   |   |  |
|--|---|---|--|
| <b>Goal: Pacific islands countries and territories able to plan and respond to threats and pressures to island and ocean systems</b> |   |   |  |
| <b>ID</b>  | <b>Outputs</b>  | <b>Verifiable indicators</b>  | <b>Means of verification</b>   |
| <b>2.1. Multilateral environmental agreements and regional coordination mechanisms</b>   |   |   |  |
| <b>Objective: Increase PICTs capacity to manage MEAs and other relevant regional mechanisms and international agreements</b>         |   |   |  |
| 2.1.1  | Management of multilateral environmental agreements (MEAs) and relevant international agreements /regional coordination mechanisms by PICTs supported and improved. | <p>Coordinated systems to negotiate, ratify and implement MEAs effectively operating in PICTs</p> <p>Coordinated systems to ensure inter-linkages and synergies between MEAs and relevant international agreements strengthened in PICTs.</p> <p>Incorporation of Pacific environmental priorities into International agreements and coordination mechanisms negotiations facilitated.</p> <p>Develop and support partnerships which provide new and improved collaboration, coordination, effective implementation as well as leveraging and use of resources.</p> <p>Integrated regional strategies implemented and supported. (eg. Pacific Plan, Regional Sustainable Development Strategy, PIROF and Action Strategy for Nature Conservation)</p> | <p>No. of PICTs with coordination systems for MEA and relevant international agreements</p> <p>No. of PICTs with coordinational systems for interlinkages and synergies between MEAs</p> <p>No. of international agreements and coordination mechanisms outcomes reflecting Pacific environment priorities.</p> <p>No. of new partners and additional resources directed to the national level</p> <p>No. of regional strategies implemented</p> |
| 2.1.2  | Implementation of the Apia, Noumea and Waigani Conventions supported  | <p>PICTs fulfil reporting and other obligations under the Apia, Noumea and Waigani Conventions</p> <p>Waigani/Basel regional training center established</p> <p>PICTs ratify the Apia, Noumea and Conventions</p>   | <p>No. of PICTs producing national reports</p> <p>Waigani/Basel Centre operational</p> <p>No. of additional parties ratifying or acceding to the Apia, Noumea and Waigani Conventions.</p>   |
| 2.1.3  | Development of PIC national environmental legislation to meet MEAs obligations supported.   | Countries enacting national legislations  | No. of countries with national legislations completed  |
| <b>2.2. Environment monitoring and reporting</b>   |   |   |  |
| <b>Objective: Improve means to monitor and report on environmental performance and socioeconomic pressures on the environment</b>    |   |   |  |
| 2.2.1  | National and regional capacity for state of the environment (SOE) reporting enhanced  | <p>Key environment and sustainable development indicators used by PICTs to show trends and pressures on the environment</p> <p>Integrated information systems used by PICTs to assist SOE &amp; environmental planning</p>  | <p>No of PICTs producing SOEs using environment and sustainable development indicators</p> <p>No of PICTs developing integrated resource inventory systems</p>   |

| <b>2.3. Climate change, climate variability, sea level rise and stratospheric ozone depletion.</b>  |   |   |   |
|---|---|---|---|
| <b>Objective: Improve PICTs' understanding of and strengthen their capacity to respond to climate change, climate variability, sea level rise and stratospheric ozone depletion.</b>  |   |   |   |
| 2.3.1   | National meteorological and climatological capacities strengthened  | National Meteorological implementation plans supported<br>Pacific Island -Global Climate Observation Systems project (PI-GCOS) made operational<br>Annual Regional Meteorological Services Directors Meetings able to operate effectively   | No. of projects funded and operational<br>No. of projects supported and funding identified<br><br>Meeting Reports and decisions implemented.  |
| 2.3.2   | Climate information consolidated and available  | Regional Clearinghouse mechanism of climate issues relevant to Pacific region further developed with links to national, regional and global initiatives   | Clearinghouse Mechanism and database operational and partnership links established  |
| 2.3.3   | Measures to adapt to the impacts of climate change strengthened.  | Pilot adaptation projects in PICTs instituted<br>Proposal for Capacity Building for Climate Change Adaptation finalized and implemented<br>Vulnerability and Adaptation Initiative-Pilot projects commenced<br>Regional adaptation financing facility established<br>Assistance to Second National Communications provided<br>Climate Change Roundtable operational | No. of Project completed<br>Proposal approved and implemented in PICTs<br>Adaptation pilots operational<br>Regional financing facility operational<br>No. of PICTs with Second National Communications completed<br>Roundtable reports and inventories  |
| 2.3.4   | Mitigation options promoted and response measures strengthened  | National and regional assessments on the removal of barriers to the adoption of renewable energy completed and adopted<br>Technology needs Assessments developed<br><br>Clean Development Mechanism materials developed   | Medium size project completed. Assessment reports<br><br>No. countries with technology transfer needs assessment frameworks operational<br>Simplified guide for PICTs completed and Pilots operational<br>Guide completed   |
| 2.3.5   | Ozone-depleting substances (ODS) phase out supported  | Regional Strategy to Comply with the Montreal Protocol on Substances that Deplete the Ozone Layer in Pacific Island Countries implemented.  | No. of countries with National Ozone Units<br>No. of PICTs with refrigeration technician trained<br>No. of PICTs with regulations in place to ban ODS imports from 2005.  |
| <b>2.4. Waste management and pollution control</b>  |   |   |   |
| <b>Objective: Assist and enhance the PIC capabilities to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution</b> |   |   |   |
| 2.4.1   | Control of marine pollution by PICTs supported.   | Marine spill contingency plans and responses completed<br>Environmental management of ports supported/improved<br>Guidelines for the environmental management of ports developed<br><br>Marine pollution from wrecks addressed  | No. of PICTs completing marine spill contingency plans and responses<br><br>No. of guidelines completed and endorsed<br>No. of designated ships' regional waste reception centres in place and operating.<br>Wrecks database completed and made available   |
| 2.4.2   | Management of hazardous substances and waste in PICTs supported.  | Persistent organic pollutants (POPs) removed from region.<br>Guidelines for proper chemical management development and distributed with associated in-country training.   | No. of countries from which POPs are removed.<br>No. of countries with improved chemical management mechanisms established  |
| 2.4.3   | National Implementation Plans (NIPs) for Stockholm Convention produced  | Stockholm Convention NIPs developed/completed   | No. of countries with completed NIPs  |
| 2.4.4   | Management of solid waste in PICTs supported  | National personnel trained on management of solid waste<br>Landfill facilities and management in PICTs improved<br><br>Community-based waste management pilot projects established.<br>Regional guidelines on improved waste disposal plans developed<br>National waste management policies developed.  | No. of PICTs with improved solid waste management skills<br>No. of pilot Community-based waste management projects successfully completed.<br>International Waters Project reports.<br>No. of PICTs adopting the regional strategy to develop national waste management plans<br>No. of countries with national waste management policies implemented |
| <b>2.5. Environmental policy and planning</b>   |   |   |   |
| <b>Objective: Provide tools to improve the means to respond to pressures, emerging threats and opportunities through integrated assessment and planning processes</b>                 |   |   |   |
| 2.5.1   | EIA and strategic environmental planning tools and mechanisms used by PICTs   | Promotion, awareness and training in EIA and integrated systems for planning provided<br><br>Framework for assessing linkages between trade, investment and environmental implications provided   | No. of governments institutionalising EIA and environmental planning provisions in government instruments<br><br>No. of case study outputs and toolkits distributed and used by PICTs   |
| 2.5.2   | Implementation of national sustainable development strategies to mainstream environment into national planning processes supported. | National sustainable development strategies implemented<br><br>National natural resource management and climate related plans incorporated into national sustainable development strategies   | No. of PICTs with National sustainable development strategies implemented<br><br>No. of countries with national sustainable development strategies integrating natural resource management and climate change objectives.   |

# EXECUTIVE MANAGEMENT AND CORPORATE SUPPORT

**Goal:** To ensure that effective policies and services are in place to support delivery of secretariat strategic programmes and an efficient and effective organisation

| <b>COMPONENT</b><br><b>Executive Management</b>  | <b>COMPONENT</b><br><b>Information &amp; Communication</b>  | <b>COMPONENT</b><br><b>Finance</b>   | <b>COMPONENT</b><br><b>Administration</b>   |
|--|---|--|---|
| <p><b>OBJECTIVE</b><br/>To provide improved performance through leadership and vision</p>  | <p><b>OBJECTIVE</b><br/>To provide secure and usable information and communication systems</p>  | <p><b>OBJECTIVE</b><br/>To provide transparent, accountable and timely financial information and reporting</p>   | <p><b>OBJECTIVE</b><br/>To ensure effective staff resource management and administration systems</p>  |
| <p><b>OUTPUTS</b></p> <ul style="list-style-type: none"> <li>SPREP Meetings properly serviced</li> <li>Consultation with members</li> <li>Donor Liaison maintained and improved</li> <li>Regional Coordination and International coordination enhanced</li> <li>Secretariat managed in efficient and effective manner</li> </ul> | <p><b>OUTPUTS</b></p> <ul style="list-style-type: none"> <li>Corporate and programme databases managed</li> <li>Archive systems developed and maintained</li> <li>Access to library services provided, maintained and facilitated</li> <li>Publications, awareness and education materials produced and distributed</li> <li>ICT services support for the Secretariat provided</li> <li>ICT risk management process developed and maintained</li> </ul> | <p><b>OUTPUTS</b></p> <ul style="list-style-type: none"> <li>Accurate and timely financial statement presented to SPREP Meeting</li> <li>Accurate and timely financial reports provided to donors</li> <li>Accurate and timely management financial reports provided to directorate and programmes</li> <li>Integrated financial risk management processes provided</li> </ul> | <p><b>OUTPUTS</b></p> <ul style="list-style-type: none"> <li>Recruitment, induction and welfare of staff managed</li> <li>Staff performance management systems in place</li> <li>Secretariat's infrastructure and assets managed</li> </ul> |







# STRATEGIC PROGRAMMES 2004-2013



