

SECRETARIAT OF THE PACIFIC REGIONAL ENVIRONMENT PROGRAMME



Strategic Plan

2011-2015

DRAFT FOR COMMENT

NOTE ON THE EXPOSURE DRAFT – JULY 2010

This exposure draft of the SPREP Strategic Plan 2011-2015 is the product of extensive regional consultations (questionnaires and workshops) and a collaborative drafting process involving the consultant contracted to facilitate the process and senior Secretariat staff.

It is circulated for comment to give SPREP Members an opportunity to reflect on whether the draft plan meets their environmental priorities, and to allow time to refine the plan before it is submitted for approval to the SPREP Meeting in September 2010.

Other regional and non-governmental organisations are also welcome to submit comments based on their perspectives as partners in regional environmental work.

COMMENTS ARE DUE BY 13 AUGUST.

PLEASE SUBMIT COMMENTS TO:

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The Secretariat gratefully acknowledges:

- the Members who contributed responses to questionnaires and participated in sub-regional workshops in May 2010: American Samoa, Australia, Cook Islands, Fiji, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Palau, Samoa, Tokelau, Tonga, Tuvalu, United States and Vanuatu;
- the input by way of questionnaire responses from many partner organisations: ADB, BirdLife International, Conservation International, CMS, EU, FAO, FFA, GTZ, Global Invasive Species Programme, IUCN Oceania, JICA, Micronesia Challenge, Pacific Invasives Initiative, UNEP and the USP; and
- the facilitation of the workshops and initial drafting of this plan, which was done under contract by TierraMar Consulting.

Foreword

As we enter the second decade of the new millennium, the vital resources and ecosystems upon which Pacific Island people depend for their sustenance and livelihoods are under ever increasing pressure. Foremost amongst the threats is climate change, a deeply troubling and serious threat to the environmental, economic and social viability of Pacific Island countries and territories. No longer an abstract concept, climate change is already having very real impacts on coastal and forest ecosystems, our oceans, fresh water supplies, biodiversity and indeed all aspects of life on Pacific Islands, particularly on communities in small low lying countries where sea level rise and changing weather patterns are creating social and economic disruption.

While climate change alone is a serious challenge demanding concerted action by all island nations, so too are a range of human induced environmental issues with which Pacific Island countries have been grappling for decades. These have the potential to undermine the very basis of the Pacific way of life, which is healthy ecosystems and continued access to the natural resources on which Pacific Islanders have depended for their livelihoods and cultural enrichment for millennia. Unsustainable harvesting of these resources, destruction and modification of habitats and ecosystems and severe declines in species populations continue to threaten the integrity and health of the vulnerable natural systems on which all island life depends. Solid waste generated from our increasingly consumer based way of life and pollution increases risk the health of Pacific ecosystems and more importantly, the health of Pacific peoples.

The Pacific Islands are striving to balance the needs and economic aspirations of their growing populations, with the maintenance of healthy environments and natural systems. Our ability to address these threats together, craft co-operative and sustainable solutions and secure the political commitment needed to achieve their successful implementation will determine the future for Pacific Islands and people.

As the regional organisation charged with the protection and sustainable development of the region's environment, SPREP has been at the forefront of regional efforts to manage these environmental issues. At the same time SPREP has promoted the sustainable development and management of natural resources by providing technical advice, programme support, human and institutional capacity building and coordinating regional responses to global issues and international agreements.

At the 2009 SPREP meeting Member countries and territories requested the Secretariat to develop a single integrated strategic plan that identifies key priorities and programmes for SPREP over the next 5 years.

This Strategic Plan identifies the priorities, strategies and actions to address these challenges over the next five years and [was endorsed at the 21st SPREP Meeting in Papua New Guinea in September 2010]. As a result of extensive consultation with Members, Secretariat programme staff and partner organisations, the plan is based on four strategic priorities: Climate Change, Biodiversity and Ecosystem Management, Waste Management and Pollution Control, and Environmental Monitoring and Governance. These broad focus areas define the core business of SPREP for 2011-2015. They address the fundamental environmental concerns of the region that have become increasingly evident over the past two decades. This Strategic Plan responds to expressed Member priorities, sets clear

targets and performance indicators, and strengthens environmental monitoring as a basis for regional and national decision-making.

It is also clear that for the 2015 targets and outcomes to be achieved both Members and Secretariat must commit to working together. For Members this means providing overall institutional support and funding, committing to achieving targets in the four priority areas and engaging in effective environmental monitoring to assess progress and guide decision making. For the Secretariat it means an increased commitment to deliver quality service to Members by expanding the funding base of the organisation, implementing responsive change management and institutional strengthening to ensure that programmes are relevant and viable, and working in partnership with other organisations and stakeholders that support SPREP's strategic priorities.

By working together - Members, Secretariat, partners - over the next five years we can move closer to achieving our vision:

The Pacific environment – sustaining our livelihoods and natural heritage in harmony with our cultures

[N.B. This is an indicative foreword, which may be signed by both the SPREP Director and the SPREP Chair]

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1. STRATEGIC PLANNING CONTEXT AND PROCESS

1.1 ENVIRONMENT AND DEVELOPMENT CONTEXT

The Pacific is the world's largest ocean, covering nearly one-third of the Earth's surface with an estimated 2,000 to 3,000 islands of every shape and size which lie like stepping stones across its vast expanse. The islands of the Pacific support a myriad of diverse cultures and are rich in natural resources, including the thousands of unique creatures that inhabit coral reefs and forests. As self-contained systems, islands are living laboratories for evolution—each one holding irreplaceable pieces of humanity's natural inheritance. Due to their isolation, these islands support more rare, endangered, and threatened species per capita than anywhere else. They are microcosms of our world, dramatically highlighting the interdependence between people, plants and animals and the health of their land, fresh water and marine environments.

Island evolution has produced thousands of species in the Pacific that occur nowhere else on the planet. Equally significant are the cetaceans, turtles and seabirds that migrate vast distances across the Pacific connecting islands and cultures. The ocean waters are among the most productive and pollution free on Earth; pelagic ecosystems dominate and extend across the region and hold the world's largest stocks of tuna and related species that underpin much of the region's economy.

For thousands of years the people in this region have relied on these rich natural resources for their survival. The marine environment sustains them, and they depend on it for food, transport, traditional practices and economic opportunity. Pacific Island lands and forests have nurtured their inhabitants by providing food, fuel and shelter. The islands are connected by common history, culture and ancestry. Indigenous cultures and traditions, and their connectivity to natural resources, have evolved over many generations resulting in a rich heritage of natural resource stewardship, management practices and knowledge. Indeed, islands and their coastal areas act as natural capital for Pacific communities, the traditional stewards of their lands and waters.

However, there has also been a long history of ecosystem modification and species extinction across the Pacific and this trend has accelerated with modern development pressures. While climate change is at the forefront of regional concerns, ongoing issues of pollution and waste, deforestation and other negative land use changes affecting water resources and livelihoods, population growth, and marine resource depletion continue to threaten the long term viability of island economies. Ecosystem-based approaches must underpin development if Pacific Island societies are to establish a balance between the aspirations of the societies and the sustainability of the natural systems. Equally, behavioural change is needed to address issues such as waste management and pollution control.

1.2 THE PLANNING PROCESS

This plan articulates the framework which will guide SPREP's strategic goals for the next five years and its vision for the foreseeable future.

The 2011–2015 Strategic Plan replaces the separate planning documents SPREP had previously used: the Action Plan and the Strategic Programmes document. It serves the purposes of both the Action Plan required under the 1993 Agreement Establishing SPREP,

and defines how the Secretariat will focus its core business to achieve SPREP's strategic priorities.

The SPREP Agreement requires the Action Plan to:

- coordinate regional activities addressing the environment;
- monitor and assess the state of the environment in the region, including human impacts;
- promote research and other programmes to protect the atmosphere, ecosystems and species;
- reduce atmospheric, land-based, fresh-water and marine pollution;
- strengthen national and regional capabilities and institutional arrangements;
- increase and improve training, educational and public awareness activities; and
- promote integrated legal, planning and management mechanisms.

At the 2009 SPREP meeting Members charged the Secretariat with undertaking a consultative strategic planning process to review the achievements under the 2005-2009 Action Plan and to develop a single integrated plan that would define the Secretariat's core business within the context of maintaining essential Secretariat services and supporting activities that address regional environmental challenges and opportunities. The consultation comprised:

- questionnaires for Member countries and territories, partner organisations and Secretariat programme staff;
- sub-regional consultative meetings in Guam and Fiji at which SPREP Members clarified their priorities and developed guiding themes;
- a consultative workshop with Secretariat staff; and
- distribution of drafts of this plan for comment by SPREP Members and other stakeholders.

Three-quarters of all SPREP Members responded to the questionnaire and participated in the consultative meetings: American Samoa, Australia, Cook Islands, Fiji, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Palau, Samoa, Tokelau, Tonga, Tuvalu, United States and Vanuatu.

All elements of the Strategic Plan reflect the outcomes of the consultation process. The Plan also seeks to reflect and build on the Regional Institutional Framework process, and responds to the decisions of the 2008 SPREP Meeting relating to the recommendations of the Interdependent Corporate Review of SPREP that was undertaken in 2008. Consistent with the outcomes of the consultation process, the strength of this plan is its focus on shared responsibility of Members and the Secretariat for achieving environmental goals and outcomes at national and regional levels. Consequently, the plan is designed to provide a clear, shared roadmap based on a long-term vision for a better Pacific environment, and specific national and regional priorities for the next five years. This will guide the development of detailed annual work plans by the Secretariat, and be the basis for working

with partner organisations, including other CROP agencies and NGOs, to maximise SPREP's effectiveness.

2. SPREP VISION AND STRATEGIC PRIORITIES 2011-2015

2.1 THE VISION FOR THE PACIFIC REGIONAL ENVIRONMENT PROGRAMME

SPREP's mandate is defined in the 1993 Agreement Establishing SPREP:

To promote co-operation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations

Achievement of the mandate requires SPREP's work to integrate the protection and management of island ecosystem functioning and the human dependence on natural resources for sustainable livelihoods. Nowhere is this relationship more profound and meaningful than in the islands of the Pacific. This critical interdependence is reflected in this simple, yet compelling vision for the future, which was formulated in light of regional consultations:

The Pacific environment, sustaining our livelihoods and natural heritage in harmony with our cultures

2.2 DEFINING STRATEGIC PRIORITIES

Strategic planning is about making choices. The extensive consultative process undertaken by SPREP indicated that there were many areas on which SPREP Members would like support, in fact far in excess of current or anticipated future resources. There were some general messages that arose from the consultation process:

- SPREP needs to strengthen and increase its delivery of national level activities;
- SPREP needs to continue to work at the regional level but to ensure that this is clearly where there is added value and comparative value of SPREP engaging at the regional level;
- SPREP needs to increase its attention on waste management and pollution, while continuing to focus on and strengthen work on the SPREP core areas of climate change and biodiversity; and
- It is important for SPREP to increase its practical engagement with Members, including Territories.

Four strategic priorities emerged from the extensive consultative process in 2010: climate change, biodiversity and ecosystem management, waste management and pollution control, and environmental monitoring and governance. These thematic issues had formed the core work of SPREP in previous planning periods, with the exception of environmental monitoring, although this is defined as a priority in the 1993 Agreement Establishing SPREP. However, the clear message from Member countries and territories was that existing thematic priorities were valid and should be strengthened.

This strategic plan does not represent a 'business as usual' approach. Choices need to be made within these four strategic priorities and there will be a number of 'strategic shifts' implemented in this Plan by comparison with the 2005 to 2009 Action Plan. These include:

- Reducing the level of resources to the implementation of Multilateral Environmental Agreements (MEAs), but looking at ways in which we can carry out our work in this area in a smarter way, such as through developing SPREP as a regional hub to streamline MEA processes and reporting requirements;
- Reducing the level of attention to SPREP staff attending international meetings, with a commensurate increase in focus in national level activities and relevant and high priority regional meetings;
- Increasing the level of resources to waste management and pollution control;
- Increasing the level of attention to environmental monitoring, essential to better understanding the overall trends in the quality of the environment in the Pacific and enabling SPREP to better assess the practical implications of its work and the work of its Members; and
- Maintaining the level of resources to the core areas of biodiversity and climate change.

There are a number of existing thematic strategies and the focus over the next 5 years should be on their implementation. These strategies include: the Pacific Islands Framework for Action on Climate Change, the Action Strategy for Nature Conservation, the Solid Waste Management Strategy for the Pacific Region, and the Guidelines for Invasive Species Management in the Pacific.

These regional strategies, guidelines and toolkits are also mirrored by strategies and action plans at the national level, and their equivalents in Pacific Island territories – for climate change adaptation, biodiversity, invasive species, combating desertification, and a range of other critical areas. These expressed national priorities have provided additional guidance for the development of this Strategic Plan.

2.3 MEMBER COUNTRIES/TERRITORIES AND SECRETARIAT PARTNERSHIP

This plan was developed by a partnership between SPREP Members and the Secretariat, and its success depends on commitments by Members as well as the programmes of the Secretariat to work towards its outcomes:

Member countries and territories will:	The Secretariat will:
Identify priorities for policy and technical assistance and national-level drivers	Tailor policy, technical assistance and support for on-the-ground national or regional implementation and delivery according to national priorities
Develop national policies and implementation plans	Develop regional policies and implementation plans; advise on and share lessons from the development of national policies and plans
Coordinate approaches between government, civil society, NGOs and the private sector	Establish regional funding and programme partnerships; represent the region’s interests in global forums; liaise with potential partners to provide coordinated assistance to individual Members or groups of Members
Maintain national biodiversity, climate change, pollution and waste management	Establish regional knowledge hubs; assist Members to identify and maintain minimum

Member countries and territories will:	The Secretariat will:
<p>and environmental monitoring and governance capabilities and institutions</p> <p>Establish an enabling environment – e.g. suitable legislation and regulation</p> <p>Gather national environmental data and information</p> <p>Develop and maintain skilled human resources and commit sufficient resources from national budgets to support and sustain environmental programmes</p> <p>Collaborate bilaterally with development partners</p>	<p>capacity requirements</p> <p>Advise Members, as appropriate, on gaps and opportunities in national legislation and regulation</p> <p>Gather, store, provide access to and analyse regional environmental data and information, based on national and other data</p> <p>Create opportunities at regional and sub-regional levels for practitioners to update skills; provide technical backstopping where appropriate</p> <p>Advise development partners on priorities and opportunities based on the Strategic Plan; foster links between Members and development partners; identify regional opportunities for coordinated development assistance</p>

Substantive outcomes within the Strategic Plan time frame can only be achieved with the Secretariat and Members working together in a relationship that can be expressed as:

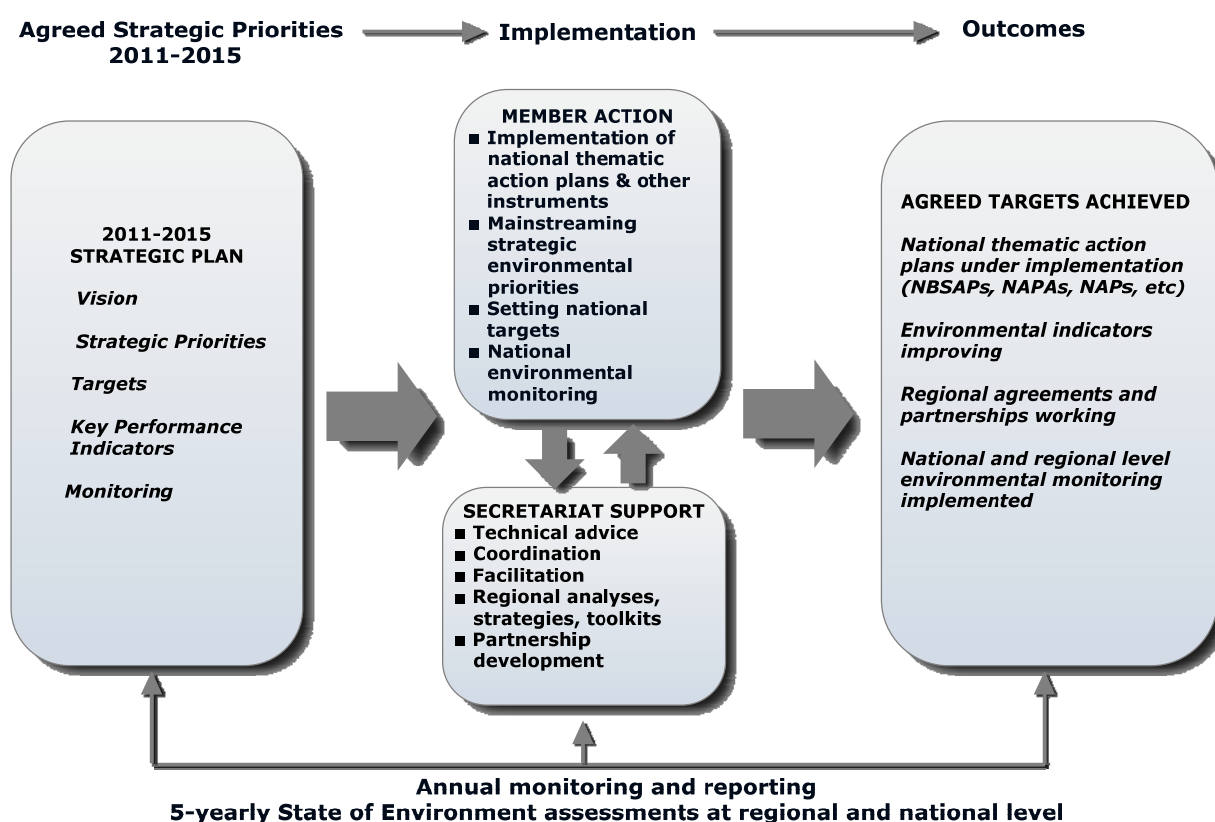


Figure 1: SPREP Member-Secretariat Partnership to Implement Strategic Plan

2.4 STRATEGIC PRIORITIES FOR 2011-2015

2.4.1 CLIMATE CHANGE

Goal: *By 2015, all PICTs will have strengthened capacity to respond to climate change through policy improvement, implementation of practical adaptation measures, enhancing ecosystem resilience to the impacts of climate change and implementing initiatives aimed at achieving low carbon development*

Climate change is already disproportionately affecting the islands of the Pacific which contribute less than 0.03% of current global greenhouse gas emissions. Impacts on communities, infrastructure, water supply, coastal and forest ecosystems, fisheries, agriculture and human health are occurring in most island nations, and the effects arising from sea level rise, sea temperature increases, ocean acidification, altered rainfall patterns and overall temperature rise will become increasingly profound in the years to come. SPREP has been mandated by Pacific heads of government as the lead regional agency for the coordination of the Pacific's response to this challenge and is committed to assisting its Members to plan and respond effectively to climate change and its adverse effects.

This strategic priority outlines the framework for the Secretariat to support Members in the planning, design and implementation of national adaptation strategies, including the implementation of pilot projects. Policy and legislative frameworks for integrating climate change considerations into national planning and development processes will also be supported. Emphasis is on identifying and disseminating guidelines on the most appropriate and best practices in policy development and adaptation.

Increased public awareness and understanding of the potential impacts on communities and livelihoods is essential to the successful implementation of climate change responses. The strategies and targets support national and regional education and awareness programmes and seek to improve the availability of climate change information to scientists, policy and decision makers and regional institutions through regional information networks and portals. It is also important to promote activities which will strengthen Members' ability to engage in climate change negotiations, access international funding sources and meet their responsibilities under international agreements such as the United Nations Framework Convention on Climate Change.

Climate Change Key Strategies	2011-2015 Targets	Key Performance Indicators
CC1. Implementing Adaptation Measures		
CC1.1 Support PICTs with development and implementation of appropriate adaptation and disaster risk reduction (DRR) measures	<ul style="list-style-type: none"> Climate change adaptation, including ecosystem based approaches, is mainstreamed in national and sectoral policies, strategies and plans and implemented through coordinated institutional arrangements supported 	<ul style="list-style-type: none"> At least 10 PICTs have mainstreamed climate change adaptation, including ecosystem based approaches, and risk reduction considerations in their national sustainable development strategies (NSDS) or equivalent and sectoral policies,

Climate Change Key Strategies	2011-2015 Targets	Key Performance Indicators
	by enabling environments at all levels and sectors	<p>strategies and actions programmes and resources have been mobilised for their implementation</p> <ul style="list-style-type: none"> ▪ By 2015 lessons learned from the Pacific Adaptation to Climate Change (PACC) project have been documented in all participating countries and replicated in other sectors in at least 5 of the participating countries in PACC
<hr/>		
<p>CC2. Improving capacity, knowledge and understanding of climate change and risks reduction</p>		
<p>CC2.1 Enhance and build capacity for conducting applied research, meteorological observation and monitoring programmes to improve understanding, awareness and applications of targeted responses to climate change and related disaster risk reduction</p>	<ul style="list-style-type: none"> ▪ Strengthened adaptations and risk reduction capacity and decision making processes and sustained integrated system based actions implemented based on improved understanding of climate change and extreme events trends, projections and impacts. Climate change and risk management applications in PICTs enhanced through systematic collection, analysis, and sharing of information integrated with social and economic situations and traditional knowledge. ▪ There is effective coordination, coherence and partnership in regional initiatives and delivery on climate change issues ▪ Climate change funding 	<ul style="list-style-type: none"> ▪ At least 10 PICTs by 2015 have strengthened institutional capacity with a pool of national expertise able to use and apply climate change and disaster risk reduction information for informed and timely decision-making and policy development ▪ By 2010 at least 14 national meteorological services have improved access to tools and applied scientific knowledge of Pacific climate drivers and projections and have installed and implemented national climate and disaster data bases ▪ Increased number of contributions from the region to the 5th IPCC report. ▪ By 2011 a climate change portal developed and at least five targeted awareness programmes and communication
<p>CC2.2 Develop and implement co-ordinated education and awareness programmes and communication strategies across the region to enhance the capacity of PICTs to address climate change issues</p>		
<p>CC 2.3 Improve cooperative partnerships and engagement of all relevant regional and international</p>		

Climate Change Key Strategies	2011-2015 Targets	Key Performance Indicators
<p>stakeholders and strengthen coordinated action on reducing risks of climate change impacts consistent with PIFACC in support of national initiatives and priorities</p> <p>CC2.4 Support members to meet their obligations under the UNFCCC and related protocols and processes</p>	<p>and technical assistance from development partners coordinated and harmonised to maximise benefits to PICTs</p> <ul style="list-style-type: none"> ▪ Increased access by PICTs to secure increased resources from funding mechanisms related to climate change instruments ▪ Assistance provided for international negotiation support for advocacy to reduce greenhouse gas emissions and secure resources for adaptation 	<p>strategies developed and delivered to raise the level of awareness and facilitate information exchange for key sectors</p> <ul style="list-style-type: none"> ▪ Pacific Climate Change Roundtable working groups are fully functional and providing regional leadership and coordination on climate change issues, including linkages to other relevant regional policy frameworks consistent with the PIFACC by 2015 ▪ A sustainable regional climate change financing mechanism established and functional by 2012. ▪ All PICs effectively participating in key international negotiations
<hr/> <p>CC3. Contributing to Global Greenhouse Gas (GHG) Reduction</p>		
<p>CC3.1 Promote low carbon development by implementing cost effective renewable energy (RE) and energy efficiency (EE) measures and low carbon technologies in the region and monitoring GHG emissions</p>	<ul style="list-style-type: none"> ▪ EE actions and cost effective EE technologies promoted and implemented ▪ RE actions and cost effective RE technologies promoted and implemented. ▪ GHGI and technical needs assessments conducted ▪ PICTs capacity and awareness about international carbon offsetting mechanisms supported 	<ul style="list-style-type: none"> ▪ Percent of additional MWh saved and MW of RE capacity installed using data from 2010 as the baseline ▪ Number of additional best practices and lessons learnt documented and disseminated by 2015 ▪ Number of additional national RE targets / roadmaps adopted by 2015 ▪ Number of new feasibility studies, including resource assessment studies, completed by 2015 ▪ Number of new GHG Inventories and Technology Needs Assessments completed by 2015

Climate Change Key Strategies	2011-2015 Targets	Key Performance Indicators
		<ul style="list-style-type: none"> ▪ Number of designated national authorities established and CDM projects proposed under international carbon offsetting mechanism by 2015

2.4.2 BIODIVERSITY AND ECOSYSTEM MANAGEMENT

Goal: *By 2015 all PICTs have improved their sustainable management of island and ocean ecosystems and biodiversity in support of communities, livelihoods and national sustainable development objectives, through an improved understanding of ecosystem based management and implementation of National Biodiversity Strategic Action Plans*

The prosperity and sustainable livelihoods of Pacific Island societies depend on how well the people conserve and maintain the health of their terrestrial, coastal and marine ecosystems and the species they harbor. For many years economic and population growth has been driving unsustainable resource use and extraction leading to overharvesting of vital coastal and pelagic fisheries, declining animal populations and species loss from over hunting. Forest loss and habitat destruction from unsustainable logging and forest conversion for plantation agriculture has often resulted in severe localised impacts on fresh water and soil loss leading to increased sedimentation affecting nearshore coral reef and coastal ecosystems. On some larger high islands poorly managed mining operations have resulted in devastating environmental and social impacts. Increased transport and trade have led to increasing numbers of invasive species being introduced to Pacific Islands, which have severe ecological and economic impacts on biodiversity, the production sector, tourism and trade. Throughout the region native species are declining and ecosystems are being disrupted by the combined action of all these human-induced impacts. A sustainable future for the people of the Pacific Islands will require action to arrest these trends and their impacts on natural systems, resources and biodiversity.

The Strategic Plan reflects SPREP's fundamental commitment to a sustainable future for this and future generations of Island people by supporting ecosystem management and biodiversity conservation. It focuses on providing technical and advisory support to members for the implementation of National Biodiversity Strategic Action Plans (and their equivalents in territories). Linkages between healthy, effectively managed terrestrial and coastal ecosystems and their contribution to resilience to the impacts of climate change are becoming recognised as an essential component of the Pacific Island response to climate change. The Strategic Plan supports better understanding of this linkage and promotes measures to integrate biodiversity and ecosystem management into climate change policy and adaptation measures.

The Strategic Plan aims to improve species conservation and management by encouraging the effective implementation of international agreements and the cooperative development and support of cost effective regional programmes and policy responses relating to species

and groups of species. These include existing regional mechanisms such as the Action Strategy for Nature Conservation, Guidelines for Invasive Species Management in the Pacific and the Whales and Dolphins Action Plan, and the development of additional regional and national mechanisms as appropriate.

Biodiversity and Ecosystem Management Key Strategies	2011-2015 Targets	Key Performance Indicators
<p>BEM1 <i>Island and Oceanic Ecosystems</i></p> <p>BEM1.1 Promote and support the management and conservation of island, coastal and marine ecosystems and the region's unique biodiversity</p>	<ul style="list-style-type: none"> ▪ PICTs have improved ecosystem management, and are implementing conservation strategies to decrease the rate of terrestrial and marine biodiversity and habitat loss and degradation, including implementation of relevant conservation MEAs and regional initiatives ▪ Knowledge of the status of the region's biodiversity is greatly improved and used by decision-makers and partners as a key criterion in planning sustainable development ▪ Ecosystem based adaptation (EbA) is widely recognised and implemented as a key element of climate change adaptation measures ▪ Improve cooperative partnerships and engagement of all relevant national and regional stakeholders and strengthen coordinated action on biodiversity conservation consistent with the Action Strategy for Nature Conservation 	<ul style="list-style-type: none"> ▪ At least 50% of all PICTs implementing National Biodiversity Strategy Action Plan (or equivalent) targets ▪ By 2015 PICTs have increased the number and/or extent of terrestrial and marine conservation areas effectively managed from the 2010 level and met individually identified targets; for example, through the CBD Programme of Work on Protected Areas ▪ Each PICT has at least one effectively managed MPA ▪ At least one Regional Oceanscape initiative is fully operational ▪ At least 2 additional PICTs have joined Ramsar by 2015 ▪ The implementation of the Regional Wetlands Action Plan coordinated in collaboration with all partners by 2015 ▪ Baseline of key regional biodiversity indicators established, regular monitoring implemented,

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Biodiversity and Ecosystem Management Key Strategies	2011-2015 Targets	Key Performance Indicators
	in support of national initiatives and priorities	<p>and 2015 report on regional biodiversity status produced</p> <ul style="list-style-type: none"> ▪ By 2015, 5 examples of EbA to climate change being implemented in PICTs ▪ Roundtable for Nature Conservation working groups are fully functional and providing regional leadership and coordination on key issues
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BEM2. Threatened and Migratory Species		
BEM2.1 Effective regional coordination of and support for threatened and migratory species management and conservation	<ul style="list-style-type: none"> ▪ Arrest in the decline of key threatened and migratory species populations through targeted planning, management and active implementation of international conventions in the region ▪ Marine and terrestrial species protection priorities are mainstreamed into relevant national, regional and international strategies and programmes ▪ Marine turtle research and monitoring database (TREDS) is maintained and used as a tool for regional and national conservation ▪ Status of threatened and endangered species is continually reviewed and updated as a key part of 	<ul style="list-style-type: none"> ▪ Regional marine species action plan reviewed and updated by 2012 ▪ Status reviews of threatened species completed and recommendations disseminated ▪ Two regional and four national species recovery plans developed and implemented by 2015 ▪ Regional species priorities integrated into relevant regional and international policies and programmes by 2015 ▪ PICTs have adopted TREDS as a standard database ▪ At least 4 additional PICs have joined CITES by 2015

Biodiversity and Ecosystem Management Key Strategies	2011-2015 Targets	Key Performance Indicators
	regional biodiversity monitoring <ul style="list-style-type: none"> ▪ Non-party PICs join CITES and begin implementing wildlife protection legislation 	
BEM 3. Invasive species		
BEM3.1 Provide technical, institutional and financial support to regional invasive species programs	<ul style="list-style-type: none"> ▪ The threat of invasive species has been reduced as a result of policy, legislation, awareness and management, including regional and national targeted prevention and response action ▪ The Pacific Invasives Partnership (PIP) and Pacific Invasives Learning Network (PILN) are maintained as permanent regional coordinating, capacity building and monitoring mechanisms ▪ Invasive species issues are incorporated into public awareness programmes, formal and adult education programmes, and targeted social marketing campaigns ▪ Knowledge of the economic impacts of invasive species is substantially improved ▪ Improved information on the status and distribution of invasive species, and objective prioritisation methods, underpins management in the region ▪ The region places greater 	<ul style="list-style-type: none"> ▪ By 2015, the Pacific Invasives Learning Network achieves comprehensive membership by PICTs ▪ By 2013, a case study demonstrating actual and potential economic costs of specific invasive species and the economic benefits of successful responses is carried out and included in a social marketing campaign to raise invasives up the political agenda and increase financial support ▪ By 2013, regional invasives priorities are identified based on gap analysis of the <i>Guidelines for Invasive Species Management in the Pacific</i>, and coordinated action to address them is undertaken by PIP member agencies ▪ By 2015, five additional PICTs have National Invasive Species Action Plans, managed by National Invasive Species Committees ▪ By 2015, environmental risk assessment is adopted and informs

Biodiversity and Ecosystem Management Key Strategies	2011-2015 Targets	Key Performance Indicators
	emphasis on eradication and biological control as means to manage invasives	biosecurity and invasive species management programmes in 5 PICTs. <ul style="list-style-type: none"> ▪ A large-scale invasive species project is included in the GEF-5 programme ▪ By 2015, demonstration biocontrol and eradication projects have been carried out within the GEF-PAS programme and complementary initiatives.

2.4.3 WASTE MANAGEMENT AND POLLUTION CONTROL

Goal: *By 2015 all PICTs have national waste management and pollution control policies, strategies, plans and practices in place for minimisation of terrestrial, atmospheric and marine pollution, hazardous waste, solid waste and other land based sources of pollution*

Pollution and the growing generation of solid and hazardous wastes are major threats to the environments and sustainable development of the Pacific Islands. Globalisation is accelerating the transition of Pacific nations and their communities towards consumer economies with attendant increases in urbanisation, migration and participation in international trade. The resultant escalation in generation of solid and liquid wastes, increase in shipping and land based transport and the development of infrastructure and industry throughout the region is increasing the risk of coastal and marine pollution. These trends and the lack of controls on chemicals imported into the region, together with the lack of capacity to manage this array of pollutants threatens to undermine the quality and health of vulnerable island ecosystems on which Pacific Islanders depend. Maintenance of healthy communities and a sustainable future for Pacific Islanders will be permanently undermined without adequate measures to combat the growing sources and extent of pollution and the increasing quantities of solid waste blighting the landscape and coasts. Maintenance and protection of healthy, functioning Pacific ecosystems is also critical in building environmental resilience to the impacts caused by climate change.

The need for concerted action by SPREP on waste management and pollution control issues was strongly endorsed by the participants in the Strategy consultative workshops. This Strategic Plan recognises this priority and addresses the need for improved member's technical capacity to plan and manage pollution, solid waste and hazardous chemicals through the provision of training and technical advice and support. There are good examples of effective waste management and pollution control emerging in the region and these case studies will be identified and used to support future capacity building programmes. The Strategic Plan also recognises the need for behavioral change in many Pacific Island communities and supports renewed efforts to educate communities through national and other targeted awareness campaigns. The Strategy also seeks to improve monitoring of

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solid and hazardous waste disposal programmes and pollution incidents and will promote a stronger focus on bilateral and multilateral partnerships to support national activities and outcomes.

Waste Management and Pollution Control Key Strategies	2011-2015 Targets	Key Performance Indicators
WMPC1. Behavioural Change		
WMPC1.1 Change civil society behaviour to minimise pollution and effectively manage wastes and hazardous chemicals through education and communication	<ul style="list-style-type: none"> ▪ Strengthened awareness in PICT communities of the need for and advantages of, effective waste and hazardous chemical management and pollution control measures resulting in reduced litter and healthier living environments 	<ul style="list-style-type: none"> ▪ Increase in proportion of waste and hazardous chemicals appropriately managed in at least 3 PICTs by 2015 ▪ Improvement in coastal marine water quality and reduction in number of pollution incidents demonstrated in at least 3 PICTs by 2015 ▪ Waste minimisation programmes are implemented at 5 high profile regional sporting/cultural events and lessons learned disseminated widely. ▪ Waste Management communications toolkit developed by 2012 and in use by at least 5 PICTs by 2012
WMPC2. Knowledge, Data, Planning and Research		
WMPC2.1 Enable and encourage member countries to collect, analyse, interpret and disseminate waste, hazardous chemical and pollution data to enable improved	<ul style="list-style-type: none"> ▪ Comprehensive waste management, hazardous chemical and pollution control strategies and plans based on sound technical data developed for PICTs and priority actions implemented by 	<ul style="list-style-type: none"> ▪ Standard methods for collection, storage, analysis and interpretation of pollution and waste management data are established and disseminated and are

Waste Management and Pollution Control Key Strategies	2011-2015 Targets	Key Performance Indicators
management by 2015	2015	used by at least 6 PICTs <ul style="list-style-type: none"> ▪ Increase in the number of relevant articles published in regional and international scientific publications ▪ A regional overview of the status of waste and hazardous chemical management and pollution control issues published by 2015
<hr/>		
WMPC3. Capacity building and good practice guidance		
WMPC3.1 Identify and address capacity gaps in PICTs to enable implementation of waste and hazardous chemical management and pollution control activities by 2015	<ul style="list-style-type: none"> ▪ Significantly enhanced capacity within PICTs to develop and implement waste and hazardous chemical management and pollution control programmes and activities by 2015 	<ul style="list-style-type: none"> ▪ Baseline capacity for Baseline analysis of capacity for waste and hazardous chemical management and pollution prevention completed in 2011 and reviewed in 2015 ▪ At least one core regional activity which addresses fundamental capacity gaps in PICTs implemented by 2012 ▪ Five models of good waste management and pollution prevention practices identified and disseminated to all PICTs and at least one model replicated in selected countries by 2015 ▪ Training in best practice waste and hazardous chemical management and pollution prevention guidelines made

Waste Management and Pollution Control Key Strategies	2011-2015 Targets	Key Performance Indicators
		available to all PICTs through a dissemination program.

2.4.4 ENVIRONMENTAL MONITORING AND GOVERNANCE

Goal: *By 2015 PICTs will have the capacity to develop and implement transparent and robust frameworks and processes for improved environmental governance, planning, monitoring and reporting, and the Secretariat will be producing periodic regional State of the Environment assessments*

Recent high level political commitments establishing multi-country conservation initiatives like the Micronesia Challenge and the Coral Triangle Initiative, together with the strong sustainable development and governance focus of important regional instruments like the Pacific Plan, point to strengthening leadership on environmental issues in the region. It is clear however, that environmental management policy development, planning and governance frameworks are not keeping pace with economic development. With few exceptions environmental governance frameworks are weak, often ad hoc and where the elements of an integrated framework are in place, they suffer from a lack of capacity and commitment to rigorous application. Coupled with this, the region lacks standardised systems for monitoring and reporting environmental change, which hampers assessment of the state of the environment at both national and regional levels.

This Strategic Plan aims to enhance the range of tools available to Members to enable sound environmental decision making in the pursuit of sustainable development. This includes development of integrated policy and legislation, and strong impact assessment and enforcement systems. Importantly the following strategies and targets address the need for improved national and regional environmental monitoring through improved data collection and analysis at the national and regional levels and the establishment of a periodic State of the Environment reporting system.

Environmental Monitoring and Governance Key Strategies	2011-2015 Targets	Key Performance Indicators
EMG1. Enabling Frameworks		
EMG1.1 Strengthen national frameworks, policies and processes for - and implementation of - environmental governance	<ul style="list-style-type: none"> ▪ Formalised adoption and utilisation of Strategic Environmental Assessment and Integrated Environmental Assessment as key 	<ul style="list-style-type: none"> ▪ Pacific related models for regulatory framework including EIA, IEA and SEA developed by 2015 ▪ Integrated framework of

Environmental Monitoring and Governance Key Strategies	2011-2015 Targets	Key Performance Indicators
<p>including EIA, monitoring, and reporting, and related institutional arrangements</p> <p>EMG1.2 Staged 5-year strategy for strengthening environmental legislation at the national level in the Pacific Island Countries (PICs) with a specific focus on adaptation and mitigation measures concerning climate change.</p>	<p>planning tools in all countries</p> <ul style="list-style-type: none"> ▪ PICs have passed key legislation in order to meet major MEA obligations and national environmental priorities 	<p>enabling policies and regulations based on models in place in at least 5 PICTs by 2015</p> <ul style="list-style-type: none"> ▪ Needs analysis conducted in the region by means of a survey to ensure that all significant issues are canvassed by 2015 ▪ National reviews of environmental law conducted in the 1990s updated and published by 2015
EMG2. Mainstreaming		
<p>EMG2.1 Support mainstreaming of environmental governance policies and initiatives related to climate change, sustainable biodiversity and ecosystem management, invasive species and waste management across the programmes and in national development and budgetary planning processes</p>	<ul style="list-style-type: none"> ▪ Increased engagement of economic sectors, national research and education institutions in environmental planning 	<ul style="list-style-type: none"> ▪ All key economic sectors, research and education institutions in at least 5 PICTs are engaged in national environmental planning ▪ Regionally agreed priorities for international targets in MEAs, MDGS and other international frameworks are mainstreamed in national policy and strategies by at least 5 PICTs by 2015.
EMG3 Building Capacity		
<p>EMG3.1 Strengthen capacity at the national and regional levels to implement effective environmental</p>	<ul style="list-style-type: none"> ▪ Strengthened national and regional capacity (both technical and HR) for monitoring and reporting on the SoE on a regular 	<ul style="list-style-type: none"> ▪ A standardised regional program and guideline for training and development of human resources with technical competencies for

Environmental Monitoring and Governance Key Strategies	2011-2015 Targets	Key Performance Indicators
<p>monitoring and assessment processes for EIA, SIA and IEA, and for reporting on the State of the Environment</p>	<p>basis</p> <ul style="list-style-type: none"> ▪ National capacity to implement national policy frameworks/legislation is strengthened 	<p>environmental monitoring, assessment and reporting developed and tested by 2012.</p> <ul style="list-style-type: none"> ▪ Training program is delivered and established in at least 9 PICTs by 2015 ▪ A network for environmental assessment and planning professionals in the Pacific established by 2015. ▪ At least 5 PICTs have produced national SoE reports by 2015 ▪ Capacity needs assessments completed and action taken to fill gaps by 2015
<hr/> <p>EMG4 Monitoring and Reporting</p>		
<p>EMG4.1 Develop national and regional priority environmental indicators and a regionally appropriate State of the Environment reporting programme</p>	<ul style="list-style-type: none"> ▪ Standardised regional and national State of the Environment reporting system measuring environmental baselines and changes developed and widely utilised 	<ul style="list-style-type: none"> ▪ A framework for conducting regular regional SOE assessment and reporting established by 2012 ▪ A first report on the region's state of the environment developed and disseminated by 2015 ▪ National and regional database systems for environmental inventories and monitoring established by 2015 ▪ Procedures for data and information management and reporting established by 2015

Environmental Monitoring and Governance Key Strategies	2011-2015 Targets	Key Performance Indicators
		<ul style="list-style-type: none"> Report on the regional State of Environment completed by 2015

2.5 PROGRAMME IMPLEMENTATION PILLARS

Five cross-cutting pillars support the four strategic priorities: implementation of MEAs; capacity building; partnerships; knowledge management; and communications and awareness. These pillars and the strategic priorities form the core business of SPREP, and the cross-cutting areas will continue to be interlinked across the technical programmes responsible for implementing the strategic priorities.

The Secretariat will expand its partnerships with other partners who have a role in meeting SPREP Members' priorities - UN agencies and conventions, Pacific regional organisations, bilateral and multilateral donors, international and national NGOs and research institutions.

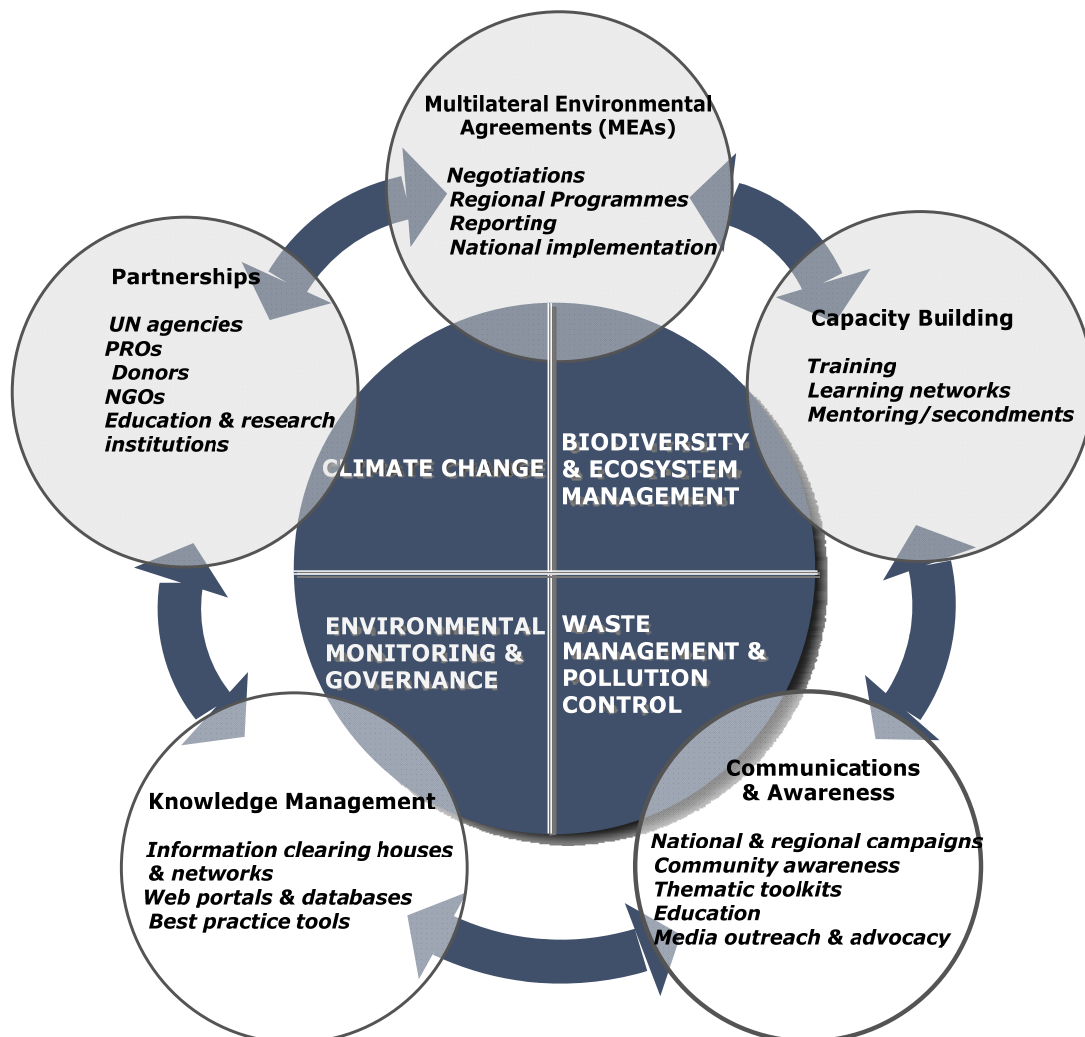


Figure 2: Relationship of Strategic Priorities to Implementation Pillars

3. IMPLEMENTATION AND MONITORING

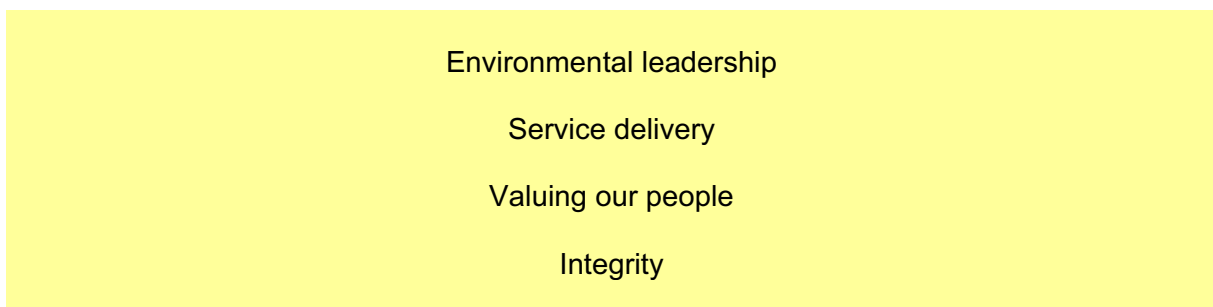
3.1 ROLE AND STRUCTURE OF THE SECRETARIAT

Achieving the goals and key outcomes will depend on the cooperation and commitment of all Member countries and territories and a broad range of regional stakeholders including donors, other CROP agencies, NGOs and tertiary and research institutions. Given the relationship of Pacific people with their environment, its ultimate success will depend on the engagement and support of the communities of the region.

Although implementation is not the sole responsibility of the SPREP Secretariat, it has, by virtue of SPREP's mandate and the technical and financial resources it commands at the direction of the annual SPREP Meeting, the critical role in leading and catalyzing the implementation effort. In broad terms this role is to:

- Promote and improve co-operation with and between Members and partners;
- Provide technical assistance and advice in support of environmental protection and sustainable development; and
- Ensure that environmental trends are monitored and reported, and relevant information disseminated to decision-makers.

To meet these objectives the Secretariat is committed to uphold four key values to ensure the effectiveness of its work and protect the integrity and credibility of SPREP:



Since 2004 the Secretariat has provided technical support to Members through the Island Ecosystems Programme and the Pacific Futures Programme. The overall framework for these programmes was the 2004-2013 Strategic Programmes document, with components and outputs modified and endorsed by the 19th SPREP meeting in 2008. As agreed at the 20th SPREP meeting in 2009, and reinforced through the consultation process for the development of this plan, the Strategic Programmes objectives are now merged with the overall regional environmental objectives and priorities in this Strategic Plan. This will be reflected in the annual performance monitoring and evaluation reports to SPREP Meetings.

The four strategic priorities of climate change, biodiversity and ecosystem management, waste management and pollution control, and environmental monitoring and governance, and their goals and targets, fit within the mandates of the two existing technical programmes. However, the Secretariat will review the efficacy of its structure and make any changes necessary to ensure that it effectively delivers the new priorities, and fully integrates the five cross-cutting pillars that support the four strategic priorities.

3.2 SECRETARIAT TECHNICAL CAPACITY

One of SPREP's most serious constraints to long term delivery on the strategic priorities is its comparatively limited technical capacity, given the wide range of challenges facing the organisation. It is clear from the consultations and past reviews that SPREP has insufficient staff with the breadth of expertise needed to undertake the work programme and implement all facets of the Strategic Plan. The next five years will therefore require the Secretariat to invest in broadening the range of expertise represented to provide the capacity needed to implement the four strategic priorities.

The Secretariat will therefore review projected staff needs by analyzing new and additional areas of expertise required (e.g. fundraising, GIS, waste and pollution) for professional, technical and management staff positions, including costs and potential sources of funding. It will also review its partnership arrangements with other organisations to develop more effective collaborative approaches to supporting Members, especially among CROP organisations to enhance coordinated regional delivery of services.

3.3 STRENGTHENING REGIONAL LINKAGES

The need to ensure strong linkages between the Secretariat and SPREP Members was highlighted in the 2010 regional consultations and in the 2008 Independent Corporate Review. The SPREP Meeting and the revised system of thematic focal points in the Secretariat support these linkages. However, the Secretariat will further strengthen these vital linkages and continually seek ways to improve Members' access to SPREP services and advice. One option identified by previous reviews of SPREP and favourably received during the consultation process is the establishment of sub-regional offices or out-posted officers, e.g. in Melanesia and Micronesia, which could provide more cost effective liaison with Members and strengthen relationships between Secretariat programme staff and national counterparts, communities, NGOs and educational institutions in those sub-regions.

The success of the 2010 consultations points to another mechanism for strengthening the engagement of Members in SPREP activities: periodic sub-regional forums, aimed at seeking Member input on emerging regional issues and ensuring priorities and needs are understood and incorporated into multi-country regional programmes. Such forums would offer opportunities for closer dialogue and promote inter-country partnerships.

3.4 FUNDING THE STRATEGIC PRIORITIES

In order to deliver effective outcomes within the four strategic priorities the financial base of SPREP will need to improve. As noted above, the current limited staff capacity of the Secretariat in key technical areas needs to be addressed. While innovative approaches to working with partners and project funding can address some of the shortcomings, it is clear that SPREP needs to invest in institutional strengthening to help Members meet the challenges of the next five years and beyond. For example, both waste management and pollution control, and environmental monitoring, are priorities for Members but have been consistently under-resourced to deal with the substantive work. In short, the Secretariat needs to establish critical mass in its programmes to carry forward the momentum of the Strategic Plan.

SPREP's core funding remained essentially static over the first decade of the 21st century. This placed considerable pressure on Secretariat management to fund its core operations and maintain essential services in the face of annually increasing costs. Core funding of essential services supports senior executive positions, information and communication functions, financial management and administration.

In recent years, SPREP has enjoyed the support of an ever widening cadre of donor partners who recognise its unique role as the region's intergovernmental environment organisation, the strength of its Membership and its ability to co-ordinate and forge effective partnerships and solutions. The ongoing long term support of these partners is critical to the future of SPREP and its Members, as are potential new sources of programme funds. The Secretariat will work with Members, partners and the international donor community to identify and facilitate new sources of funding in light of SPREP's ability to develop multi-country initiatives and support implementation partnerships. Specifically, it will develop and implement a funding and awareness raising strategy in 2011 that:

- Identifies and targets emerging multilateral and bilateral funding opportunities and positions SPREP to access new funds to support implementation of the four strategic priorities and the five supporting pillars;
- Identifies international and private funding opportunities and appropriate partnerships to strengthen access to these sources; and
- Establishes annual fundraising targets for both public and private sources.

3.5 MONITORING PROGRESS AND UPDATING THE STRATEGIC PLAN

Progress towards the goals and outcomes of the Strategic Plan will be evaluated against key performance indicators during a midterm consultative review in 2013 and again when the Plan is reviewed in 2015. The midterm review will involve appropriate representation from regional and partner organisations and will identify significant global and regional issues which may need to be addressed by adjusting priorities, key strategies and targets. This monitoring will be linked to regional and national environmental monitoring. It is essential that responsibility for meeting targets is shared by Members and the Secretariat to ensure that the focus of the strategic priorities is on improved environmental outcomes at both regional and country levels.

In the corporate management context, the key strategies for each of the four priorities contain specific targets and performance indicators. These provide the framework for the development of annual work programmes and individual performance agreements for Secretariat programme staff, reinforcing the accountability of the Secretariat to its Members.

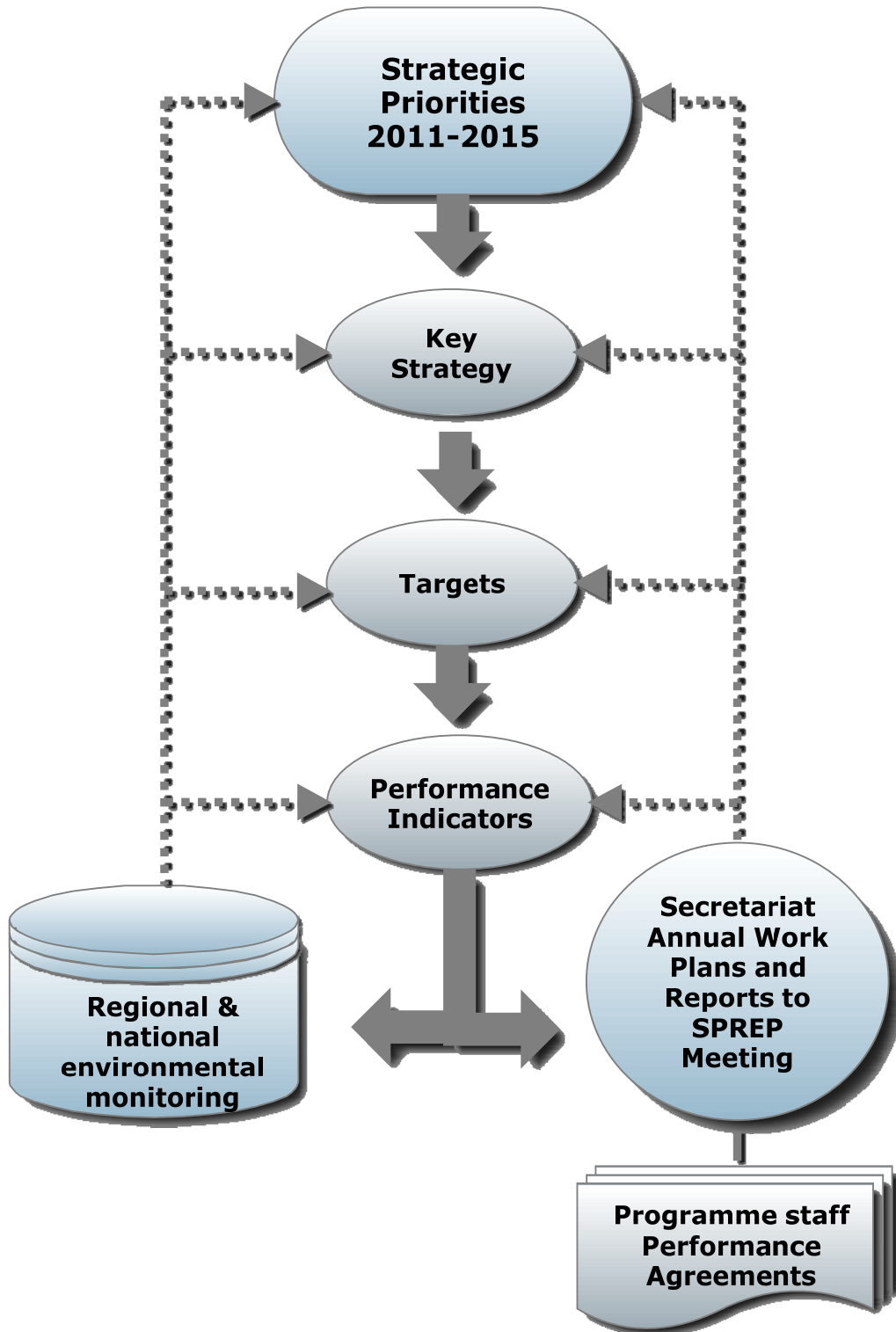


Figure 3: Relationship of Strategic Priority Targets to Environmental Monitoring and Secretariat Performance Monitoring

Acronyms and Abbreviations

CBD	Convention on Biological Diversity
CROP	Council of Regional Organisations of the Pacific
CITES	Convention on International Trade in Endangered Species
CDM	Clean Development Mechanism of Kyoto Protocol
EBA	Ecosystem Based Assessment
EBM	Ecosystem Based Management
EE	Energy Efficiency
EIA	Environmental Impact Assessment
GHG	Greenhouse Gas
GHGI	Greenhouse Gas Inventory
GIS	Geographical Information Systems
HR	Human Resources
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
IEA	Integrated Environmental Assessment
MEAs	Multilateral Environment Agreements
Member(s)	Country or territory party to the 1993 SPREP Agreement
MPAs	Marine Protected Areas
MWh	Megawatt hours
NBSAP	National Biodiversity Strategic Action Plan
NGOs	Non Government Organisations
PICs	Pacific Island Countries
PICTs	Pacific Island Countries and Territories
PIGGAREP	Pacific Islands Greenhouse Gas Abatement through Renewable Energy
PI-GCOS	Pacific Islands Global Climate Observing System
PILN	Pacific Invasives Learning Network
PIP	Pacific Invasives Partnership
Ramsar	The Ramsar Convention (The Convention on Wetlands of International Importance)
RE	Renewable Energy
REEP	Renewable Energy and Energy Efficiency Partnership
SOE	State of the Environment report
TREDS	Turtle Research and Monitoring Database System (SPREP)
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific