

**STRATEGIC ACTION PROGRAMME FOR THE
INTERNATIONAL WATERS
OF THE PACIFIC SMALL ISLAND DEVELOPING STATES**

**GUIDELINES FOR THE INITIAL PHASE
OF THE INTERNATIONAL WATERS PROGRAMME:
IN-COUNTRY ARRANGEMENTS,
REVIEW OF PRIORITY CONCERNS AND SELECTION OF PILOT
PROJECTS**

**Project Coordination Unit
International Waters Programme
South Pacific Regional Environment Programme**

**Version 1.04
May 2002**



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List of Abbreviations

CROP	Council of Regional Organisations of the Pacific
GEF	Global Environment Facility
IWP	International Waters Programme
IWFPF	International Waters Programme Focal Point
LPC	Local Project Committee
MoU	Memorandum of Understanding
NBSAP	National Biodiversity Strategy Action Plan
NGO	Non Government Organisations
NTF	National Task Force
PCU	Project Coordination Unit
PICCAP	Pacific Island Climate Change Assistance Programme
SPREP	South Pacific Regional Environment Programme
UNDP	United Nations Development Programme

1. Introduction

The International Waters Programme (IWP) is a 5-year programme for 14 participating Pacific Island Countries¹. It is funded by the Global Environment Facility (GEF), implemented by the United Nations Development Programme (UNDP) and executed by the South Pacific Regional Environment Programme (SPREP). The objectives and broad activities of the IWP are described in a Project Document that was signed by SPREP and UNDP in February 2000.

The IWP has two main components: an oceanic component which focuses on the management and conservation of tuna stocks in the western central Pacific and a coastal component that focuses on integrated coastal watershed management. The coastal component involves the implementation of 14 pilot projects that address sustainable resource management and conservation issues in the coastal zone.

2. Purpose of the Guidelines

These Guidelines have been produced to assist participating country stakeholders during the initial implementation phase of the IWP coastal component with:

- In-country arrangements and stakeholder participation in those arrangements for initial stages of IWP implementation;
- Confirmation of their priority environmental concerns;
- Identification of priority environmental issues that may be addressed through a pilot project supported by the IWP;
- Assistance with the selection of a site to implement an IWP pilot project; and
- Communications and awareness raising activities.

These processes represent the initial stages of IWP implementation. Once the pilot project has been selected other information will be available from the PCU, in conjunction with the National Coordinator and National Task Force, to guide the next stages of project implementation in each country.

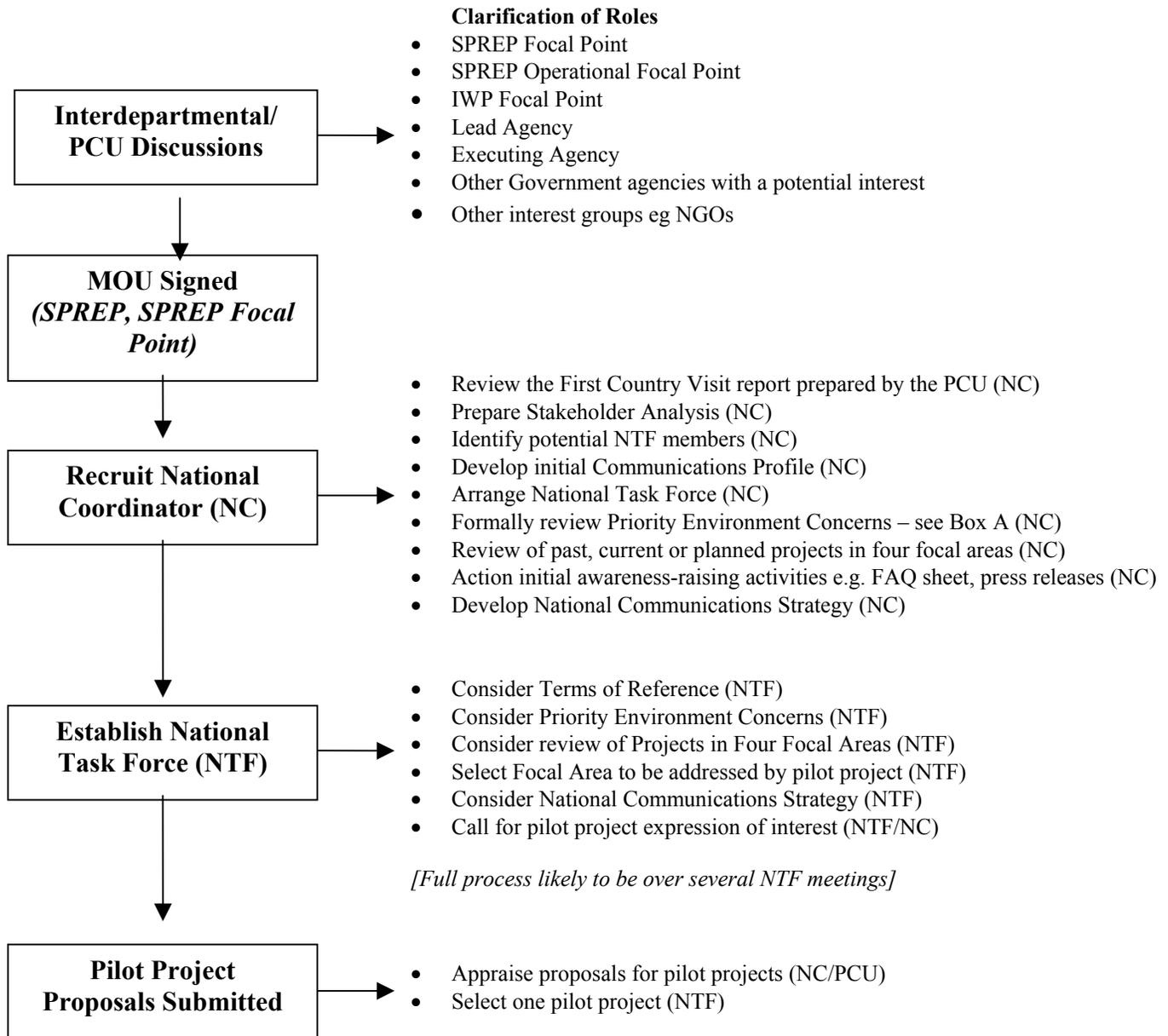
These Guidelines should be considered as a “living document”. A draft prepared in June 2001 was revised following discussions with stakeholders during the first in-country visits by the Project Coordination Unit (PCU) in mid-2001 and produced as Version 1.0 in September 2001. Versions 1.02 and 1.03 with minor revisions was produced in March and April 2002. This Version 1.04 was updated following the First National Coordinators Meeting held in Apia during 29 April-3 May 2002. As countries progress with implementation, further revisions based on lessons learned will be made to the Guidelines for the benefit of improved implementation of the IWP.

The Guidelines are intended to be generic in that they can be adapted, where required, to suit local conditions in each of the 14 participating countries.

¹ Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

An overview of all the elements described in this document outlining the processes for final selection of a pilot project is provided at Figure 1.

Figure 1: Overview of elements described in Guidelines



To assist National Coordinators with the initial stages of implementation of the IWP in their respective countries, an elaboration of the elements leading to the process of selection of a pilot and other tasks for National Coordinators involved in establishing the IWP is provided at Appendix 1.

3. Objectives of the Pilot Projects

The stated objective of the coastal component of the IWP is to “address root causes of the degradation of international waters in coastal regions through a programme focused on improved integrated coastal and watershed management”.

The pilot projects will support action at the local community level to address priority environmental concerns within participating countries relating to:

- Marine and freshwater quality;
- Habitat modification and degradation; and
- Unsustainable use of living marine resources.

The pilot projects will seek to strengthen capacity and provide lessons for best practice and appropriate methodologies for sustainable resource management and conservation in four focal areas relating to:

- Marine protected areas (4 projects);
- Sustainable coastal fisheries (3 projects);
- The protection of freshwater resources (4 projects); and
- Community-based waste reduction (3 projects).

Opportunities to develop pilot projects that integrate one or more IWP focal areas will be explored during initial discussions in participating countries on the selection of pilot projects.

The GEF views the “pilot” or “demonstration” nature of the 14 projects to be implemented under the national components of the IWP as providing the basis for future funding opportunities from GEF facilities for participating countries. Projects that utilize the lessons generated by the IWP for broader local, or national, application may qualify for support under the GEF’s Medium Sized Project facility, for example.

Concepts of “Community” and “Participation”

The concepts of “community” and “participation” incorporate complex notions which are difficult to define precisely in generic terms. However the following broad interpretations may assist participating countries in understanding the scope and intention of the IWP community-based pilot projects.

The concept “community” has a range of meanings and interpretations across a number of disciplines. For the purposes of the IWP, the term “community” is used in a limited sense to refer to a group of people residing in a sub-village, a village or several villages in an urban or rural setting that use resources in a common area. The term “community” encompasses “local or primary stakeholders” who are those people, groups or organisations who have a direct interest in the use of a given area or set of natural resources. A community will not necessarily be

homogenous; it is often comprised of many sub-groups, with diverse or opposing needs, capacities, and interests.²

“Participation” is a broad generic term which has different meanings for different people in diverse situations. The term is commonly characterized as evolving across a continuum from none or “passive” participation, where people are merely told what is going to happen to self-mobilisation, where people take initiatives independently of external institutions.

Community-based participation in IWP pilot projects is characterised as bottom-up involvement of the project sites’ community (as defined above) through the entire process of pilot project implementation. The IWP projects will aim to be primarily community driven, owned, administered and managed, with facilitation provided through the National Coordinator; National Task Force and the PCU. It is intended that the community will play a central and driving role in decision-making, problem identification, project concept proposals, planning and design phases, implementation activities, monitoring and evaluation stages of the project cycle.

The nature of community participation in a project will vary with time and purpose. Since each pilot project will be different, the nature and level of participation of local stakeholders in each pilot project will also vary. A range of tools and methodologies are available to assist with community participation in resource management and conservation initiatives. These are outlined in the IWP Social Assessment and Community Participation Strategy developed by the PCU in early 2002. The issue of participation is discussed further in relation to stakeholder participation on the National Task Force covered in Section 6 below.

4. Programme Administration

National components of the IWP will be implemented under terms described in a Memorandum of Understanding (MoU). The MoU must be agreed and signed by SPREP, as the executing agency for the IWP, and each participating Government before financial and logistical support of a pilot project can proceed.

The MoU will identify the roles and responsibilities of Government Agencies, including the identification of a Lead Agency (which may be a non-government organisation), and the administrative and logistical arrangements to support the national component of the IWP.

The Project Coordination Unit (PCU) based at SPREP is responsible for overall programme coordination and administration. The PCU is the primary point of contact for participating countries and UNDP on all matters relating to the IWP.

² Whyte, J. (ed) 2002. Lessons Learned and Best Practices for Integrated Coastal Watershed Conservation and Management Initiatives in the Pacific Islands Region. Provisional Report to the SPREP IWP, FSPI Island Consulting, Port Vila, Vanuatu, page 8; Pollnac, R & Crawford, B. 2000 *Assessing Behavioural Aspects of Coastal Resource Use*. Proyek Pesisir Publications Special Report. Coastal Resources Centre Coastal Management Report #2226. Coastal Resources Centre, University of Rhode Island, page 3.

5. Country Arrangements for IWP Pilot Projects

Responsibilities for SPREP Relations and Project Implementation

Responsibilities for SPREP relations and the implementation of the IWP pilot project may be divided into five broad areas (Table 1).

The primary point of contact for the IWP in each participating country is the designated SPREP Focal Point. The SPREP Focal Point is usually the Government ministry responsible for foreign affairs or the Government environment agency. It takes responsibility for policy issues associated with SPREP's activities in the region and nationally.

Table 1: Responsibilities for SPREP relations and implementation of the IWP coastal component

SPREP Focal Point	Foreign Affairs or Government Environment Agency
SPREP Operational Focal Point	Technical contact for all SPREP activities
IWP Focal Point	Technical contact for IWP
Lead Agency	Sub-contracted Government agency responsible for pilot project implementation as described in a Letter of Agreement exchanged with the IWP Focal Point
Executing Agency	NGO or community group responsible for pilot project execution as described in a Letter of Agreement exchanged with the Lead Agency and the IWP Focal Point.

Note: In Vanuatu the actual agency for implementation will be termed the "Implementing Agency" rather than "Executing Agency" as outlined in Table 1.

SPREP-supported activities in each of its member countries may be promoted through an Operational Focal Point, a Government Agency designated to be responsible for technical issues associated with SPREP's work programme.

Some participating countries may elect to designate the Operational Focal Point as the International Waters Programme Focal Point (IWPFPP). The IWPFPP may assume responsibility for all administrative and logistical issues associated with pilot project implementation and actually execute the pilot project. In such situations, the IWPFPP, the Lead Agency and the Executing Agency would be the same agency.

However, there may be cases where the local implementing agency is not the IWPFPP. For example, the IWPFPP may choose to delegate responsibility for pilot project implementation to another government agency (for example the Department of Marine Resources in respect of a sustainable coastal fisheries pilot project). In cases where this is instituted the implementing

agency, the Department of Marine Resources, would be referred to as the Lead Agency. The relationship between the IWPF and the Lead Agency in respect to the pilot project would be stipulated in a Letter of Agreement signed by the head of the respective agencies.

The Lead Agency, whether that be the IWPF or an alternative government agency, may actually execute the pilot project, in which case it would also be the Executing Agency. However, it may also elect to delegate responsibility for execution of the pilot project to another organisation, for example a non-government organisation or a community group. In such instances, the organisation or group responsible for execution would be known as the Executing Agency. The relationship between the Lead Agency and the Executing Agency in respect to the pilot project would be stipulated in a Letter of Agreement signed by the head of the Lead Agency, the head of the Executing Agency and the head of the IWPF.

Arrangements for Implementation

The IWP will support the appointment of a full time National Coordinator in each participating country. In addition to serving as the ambassador for the IWP nationally, National Coordinators will also take responsibility for the day-to-day management of pilot project activities. The National Coordinator would normally base their operations from the offices of the Executing Agency or the offices of the IWPF.

Each participating country will establish a National Task Force (NTF) to oversee national components of the IWP. In addition to its cross-sectoral composition involving all key Government departments and agencies, the NTF will include non-government organisations, community groups and key stakeholders from pilot project sites. It is likely that as pilot project implementation proceeds, particularly during the early phases, the composition of the NTF will change.

While arrangements in participating countries will vary there is an expectation that the NTF will require broad political support. As a result, while the SPREP Focal Point may not necessarily be involved in all meetings of the NTF, it will be beneficial that they remain fully informed of issues being considered by the Task Force. Responsibility for the co-ordination of NTF meetings will be vested in the National Coordinator working through the SPREP Operational Focal Point, the IWPF and/or the Executing Agency depending on the preferred local arrangements.

The selection of the focal area to be addressed by the pilot project in each participating country, and the pilot project implementation, will be the responsibility of the NTF.

Working groups, sub-committees or technical advisory groups may be established by the NTF to address specific issues associated with the implementation of IWP.

Local Project Committees (LPC), comprising a range of key stakeholders from the participating community, may be established to facilitate implementation and to promote community participation in the project at the pilot project site. The LPC would also provide a direct link between the community and the NTF in that LPC would be represented on the NTF.

6. National Task Force

Once the National Coordinator has been appointed, one of their initial tasks will be to establish a National Task Force for the IWP.

The key tasks of the National Coordinator and NTF at this stage in the Project cycle will be to: a) select the focal area to be addressed by a pilot project, based on a review of priority environmental concerns; b) arrange for appraisal of pilot project proposals, and c) select a pilot project for implementation.

There are a number of options for establishing a National Task Force. These include:

- Establishment of an IWP National Task Force (or alternatively named ‘International Waters Committee’ or ‘Project Committee’), comprising key stakeholders and facilitated by a National Coordinator.
- The National Task Force actually working within an existing mechanism or consultative processes (e.g. NBSAP Committee; PICCAP Country Team, National Environment Committee) to convene meetings to discuss IWP issues and nominate additional membership/stakeholders not accommodated under the existing mechanism but who represent interests relevant to IWP activities.
- A National Environment Forum, appropriately serviced with background information for discussion (such as a review of the State of the Environment), may be convened to identify critical environment issues for the country, some of which may be directly related to the four focal areas of the IWP.

The nature and composition of the Task Force, the strategy to identify priority environmental concerns and the selection of a project will vary from country to country.

The first in-country visit by the PCU will identify existing mechanisms that may be compatible with the objectives of the IWP and discuss with key stakeholders the most appropriate strategies for conducting a review of priority areas and selecting pilot projects.

Whatever mechanism is eventually adopted it will be important that a) the review and selection of pilot projects is transparent; and b) a truly participatory consultative process among all key stakeholders has been undertaken. Key groups that it will be necessary to engage in the consultative process will include all relevant government and non-government stakeholders particularly those likely to be affected by any proposed actions to be implemented under the pilot project.

*Stakeholder Analysis: Establishment of a National Task Force*³

The National Coordinator, in association with the PCU, will complete a basic stakeholder analysis, in order to identify stakeholders, their interests in the IWP and their potential level of participation in IWP tasks. This analysis will provide a “Stakeholder Participation Strategy” that will identify those stakeholders that will be either:

- a) Informed - one-way flow of information dissemination about the project to stakeholders through a range of methods and mediums including, for example, information papers, newspapers, leaflets, briefings, and presentations to stakeholder and community groups. Stakeholders cannot genuinely participate if they are not fully informed about the project objectives and intended outcomes.
- b) Consulted - two-way flow of information between stakeholders. Information and feedback gathered through consultations concerning IWP issues, or
- c) Collaborators⁴ - a process by which stakeholders collaboratively define objectives, identify issues, evaluate options, and negotiate solutions. In essence it is sharing control over decision making by the various stakeholders. Information dissemination and consultation are steps in the process of securing collaboration.

Key or ‘primary’ stakeholders listed as ‘collaborators’ will have representation on the NTF while other ‘secondary’ stakeholders need only be informed or consulted of the review of priority concerns, selection of a focal area and a pilot project to be implemented under the IWP.

One of the aims of undertaking a simple stakeholder assessment at this stage of the IWP is to familiarise the National Coordinator with this analytical tool, as it will be necessary to complete a more extensive and detailed stakeholder analysis once the pilot project has been selected. In addition, at the start of the implementation of the pilot project it will be necessary for the National Coordinator to reassess the membership of the NTF and amend membership as required, especially in regard to partners and local community representation.

The PCU can provide assistance as required throughout the design and execution of the stakeholder analysis and consultative arrangements leading to the establishment of the NTF.

Stakeholders

Stakeholders are all the people or organisations that have an interest or ‘stake’ in the International Waters Programme. In the early stages of the Programme this relates to the analysis

³ Some material in this section has been drawn from a paper published by The World Bank entitled “Stakeholder Analysis: Methods and concepts”. EAP/SAS/ENVP Workshop Series on Participatory Tools, January 1996; pp 19.

⁴ There are various terms used to describe the levels of participation, as they evolve across a continuum. For the purpose of this stakeholder analysis the term ‘collaborators’ has been used to designate what is sometimes referred to as “full stakeholder participation”, “participation”, “empowerment”. The IWP interprets it to mean partnerships in decision-making, joint analysis and decision-making by all stakeholders – consensus. A more detailed discussion of the concept “participation” is provided in the IWP Social Assessment and Participation Strategy.

of priority environmental concerns and the selection of a pilot project. Stakeholders can be individuals, communities, social groups or organisations such as:

- Relevant government ministries, departments or agencies such as marine resources, environment, works, health, education; environment; outer islands; internal affairs etc;
- Conservation/environment councils or committees;
- Representatives from protected or conservation areas;
- District or local councils;
- Traditional leaders' bodies;
- Environmental or resource management technical specialists or consultants;
- Universities, colleges or training centres;
- Independent community representatives;
- Local and/or international environmental non-government organisations;
- Religious and community organisations;
- Private sector interests such as the Chamber of Commerce, tourism operators and water utility companies; and
- Regional organisations.

It is important that there is an appropriate gender balance in NTF participation and people with expertise or interest in the four key technical focal areas of the IWP are also adequately represented.

As pilot project implementation proceeds, the National Coordinator, in consultation with key stakeholders, should reassess membership of the NTF to ensure that its effectiveness is maintained throughout implementation. For example once the priority environmental concerns and focal area to be addressed by the pilot project are identified by the NTF, it may be necessary to include other people with expertise in that particular technical area on the NTF while retiring others. In addition, once the pilot project has been selected, representation from the community will be required on the NTF.

The following section provides some instructions, examples and templates for the National Coordinator to undertake a stakeholder inventory and develop a participation strategy for this early phase of the IWP.

Stakeholder Inventory: Who are the key stakeholders whose participation is needed?

The National Coordinator will be required to undertake an inventory of local groups, individuals, institutions, organisations and projects with an interest or stake in the IWP objectives in the four key IWP focal areas.

Using the template provided below (Table 2), the National Coordinator will:

- 1) List each Stakeholder;
- 2) List a single representative from each Stakeholder group who should participate in IWP, and
- 3) List the Stakeholders' specific interest in relation to the IWP.

The six stakeholders and their interests listed in Table 2 is an **example only**. A complete stakeholder inventory may have as many as 30 stakeholders listed. A further list of examples of potential stakeholders is provided at Appendix 2.

Stakeholder Participation Strategy: How will each stakeholder participate: informed, consulted or as collaborators?

Using the information from Table 2, and the relative interest and importance of each stakeholder to the IWP, the National Coordinator should be able to identify what level of participation will be required by each stakeholder representative for the key stages of early implementation phase of the IWP.

Using the template provided below (Table 3), the National Coordinator will:

1. List the Stakeholder Representative, and
2. Note the appropriate level of participation required.

This will result in a Stakeholder Participation Strategy.

Those stakeholders marked (X) in the *collaborator* box will participate in the NTF, while other stakeholders will either be informed or consulted about the IWP during the initial stages of implementation (i.e. review of priority environmental concerns, selection of a focal area to be addressed and selection of the pilot project).

Those stakeholders that have been marked (X) to be *informed* for example, on general information about the IWP; the actual processes involved in selecting a pilot project and decisions made by the NTF during initial phases of IWP, would be contacted via an appropriate method (for example, by information paper, briefing session, telephone).

Those stakeholders that are marked (X) to be *consulted* would be informed as noted above and may also be invited to provide information to the National Coordinator in relation to various aspects of the IWP, such as the environmental concerns facing the country.

The stakeholders and potential level of participation listed in Table 3 is an **example only**. As mentioned above, a completed Stakeholder Participation Strategy may have as many as 30 stakeholders listed. A further list of examples of potential stakeholders is provided at Appendix 2.

Table 2: Stakeholder Inventory for IWP

Stakeholder	Stakeholder Representative	What is their particular interest in relation to IWP?
Department of the Environment	Director or Conservation Officer	SPREP Operational Focal Point; mandate for environmental protection and conservation
Division of Fisheries	Director of Fisheries or Senior Fisheries Officer	Management of coastal fisheries; stock assessment
Ministry of Outer Island Affairs	Island Council Representative	Represent interests of outer islands in the Capital
Local Environment NGO	Project Officer or field staff	Undertaking community-based conservation activities
Private National Environmental Management Consulting Group	Environmental Impact Assessment Specialist	Technical advice
Curriculum Education Unit, Department of Education	Curriculum Officer	Environmental Education

Table 3 – Stakeholder Participation Strategy: Initial Membership of National Task Force (collaborators) and people to be informed and consulted during IWP early implementation stages.

Stakeholder	Stakeholder Representative	Type of Participation		
		Inform (one-way flow)	Consult (two-way flow)	Collaborator (sharing control over decision-making)
Department of the Environment	Director or Conservation Officer			X
Division of Fisheries	Director of Fisheries or Senior Fisheries Officer			X
Ministry of Outer Island Affairs	Island Councils Representative			X
Local Environment NGO	Project Officer or field staff			X
Private National Environmental Management Consulting Group	Environmental Impact Assessment Specialist		X	
Curriculum Unit, Depart of Education	Curriculum Officer	X		

7. Processes for Review of Priority Environmental Concerns

A review of country submissions to the IWP formulation in 1997 has been undertaken by the PCU⁵. In the 1997 submissions, many countries stated that they had insufficient time to adequately review environmental priorities, undertake required stakeholder consultations (particularly in outer islands) and develop targeted project proposals. In addition, some countries were unable to complete a detailed review of environmental concerns.

It is now four years since the formulation of the IWP. It is likely that priority concerns and problems of some participating countries will have changed since 1997. Moreover the IWP Project Document stipulates that pilot projects should address concerns in each of the four focal areas of community-based waste reduction (three projects); protection of freshwater resources (four projects); sustainable coastal fisheries (three projects) and marine protected areas (four projects).

In order to proceed with the implementation of pilot projects that address national environmental concerns, it is necessary to establish a process that will confirm priority environmental concerns within participating countries and relate those concerns to the four focal areas that are targeted for support under the IWP. Ideally, this process will be compatible with other current initiatives at the national level, particularly activities supported under the National Biodiversity Strategy Action Plans (NBSAP) and national assessments in preparation for the 2002 World Summit on Sustainable Development in Johannesburg. To assist in this task, a template designed to describe participating country's priority environmental concerns has been prepared (see Box A below).

Box A

BASIC COUNTRY INFORMATION

The IWP is designed to address priority environmental concerns in the following three areas:

- Degradation of water quality
- Degradation of associated critical habitats, and
- Unsustainable use of living and non-living resources

The first stage in the selection of a pilot project involves confirmation of each of the 14 participating country's priority environmental concerns (for all relevant islands) and the identification of how the IWP pilot projects can target one or more of these concerns.

In respect of the three areas identified above, have the priority environmental concerns for [Country XX] been identified?

If the answer is "Yes"

- a). What are [Country XX's] priority environmental concerns?
- b). Describe what the priority issues are in respect of each concern.

⁵ Working Paper 8, First Regional Task Force, 26-28 March 2001, Apia, Samoa.

- c). Describe the process used to identify these priority environmental concerns.
- d). Were these threats and concerns identified in [Country XX's] submission to the 1997 formulation process for the IWP?
- e). Have [Country XX's] priority environmental concerns changed in the last 5 years?
- f). If so, what information is available that describes this change?
- g). Refer to existing publications, reports and work that supports the identification of these concerns.
- h). List the stakeholders (other government departments and agencies, community groups, non-government organisations, representatives from the private sector, other regional agencies, educational and training institutes, international institutions, etc) involved in the consultative process to identify priority environmental concerns.
- i). Describe how the IWP, through one or more of its four focal areas, may address the priority environmental concerns identified by the national consultative process.

If the answer is “No”

What steps are recommended, and who will take responsibility for, establishing a National Task Force or other consultative arrangement, to identify [Country XX's] priority environmental concerns and describe how they may be related to the 4 focal areas of the IWP (marine protected areas, freshwater quality and conservation, community-based waste and sustainable coastal fisheries)?

If the answer is “No” the PCU can provide assistance and advice that would result in a report that reviews and identifies priority environmental concerns and relates them to the IWP.

8. Review of Projects in Four Key Focal Areas

A review of past, current and planned projects in the four key IWP focal areas in each country commenced in the second quarter of 2001. While the PCU can make significant progress in documenting project activities of relevance to the four focal areas of interest to the IWP during the First Country Visits, it is envisaged that National Coordinators, once appointed, will continue work to refine this review for each participating country.

The objective of this task is to provide a detailed understanding of existing national activities in the four IWP focal areas to identify potential stakeholders, promote opportunities for the development of collaborative arrangements for the IWP pilot project, and avoid duplication.

The review includes activities undertaken by SPREP, other agencies including CROP agencies, governments, private sector, international and local NGOs, bilateral donors and multilateral agencies.

The output will be a database of country programmes and activities for each of the four focal areas that can be used during the evaluation of candidates for pilot project implementation. It will be periodically updated throughout the life of the IWP.

9. What is a Pilot Project?

The wide physical, cultural and geographical differences among the 14 participating countries, and the four focal areas to be addressed by the IWP, dictates that there be considerable flexibility in the type of pilot project that could be considered for selection.

A pilot project is intended to be a small-scale, issues-based project designed to demonstrate best practices and methodologies offering the greatest potential for replication across the region – perhaps in follow-up larger projects. It will focus on consultation, coordination and cooperation.

It is envisaged that each country will establish one pilot project. The pilot project would usually be restricted to one or more villages (site) in one location in each participating country. However, if the NTF or other stakeholders wish to explore the possibility of IWP supporting a larger pilot project – that is, a pilot project incorporating multiple ‘sites’ in a number of locations on different islands, for comparative purposes, issues concerning budgetary, logistical and administration requirements will have to be considered.

The pilot project could be an entirely new project or a project in partnership with an existing program or project as long as it was compatible with objectives of the IWP. In the case of a collaborative project, the IWP input would aim to strengthen a specific aspect of that project to assist towards demonstrating best practices in one of the IWP focal areas.

Reflecting a community-based focus, pilot projects will encourage the active participation of all stakeholders in all stages of the project from planning, design, implementation, monitoring and evaluation.

Examples of Types of Possible Pilot Projects

To assist participating countries with the selection of a pilot project that address particular priority environmental concerns, the following summaries of possible pilot projects have been prepared:

Example A:

A rural community of 250 residents live on an atoll. The residents obtain their water from a lens that is at risk of major contamination from disposal of the community’s sewerage, including that from farmed animals such as pigs.

A pilot project could be designed to attempt to address the root cause for water contamination through a variety of different strategies with the ultimate objective of improving drinking water quality.

This pilot project would integrate two focal areas of interest to the IWP – the preservation of freshwater resources and the management of community waste.

Example B:

Beche-de-mer resources in a coastal lagoon are subject to unsustainable levels of fishing for export markets. Catches of the most valuable species has been reduced to low levels and fishermen are now targeting large volumes of relatively low value species. The local fisheries department is considering a total closure for the fishery for an indefinite period of time.

It may be possible to design a pilot project to develop a sustainable fishery for beche-de-mer. This could be achieved by establishing a marine protected area as one of the resource management tools to re-establish the beche-de-mer resource at viable levels.

Such a pilot project would integrate two focal areas for the IWP – sustainable coastal fisheries and marine protected areas.

Example C:

A small community in a high rainfall valley has granted access to their timber resources to a logging firm. As a result, sedimentation of local streams has increased significantly adversely impacting on the quality of water available to downstream users and resulting in a high sedimentation of nearby coastal reefs.

A pilot project to reduce the root cause of deterioration of downstream water quality and high sediment loads could be established to work with upstream communities to improve the management of access to their forest resources and reduce the adverse impact on local streams.

A pilot project to reduce stream sedimentation and improve the management of local forest resources would address IWP areas of interest in relation to integrated watershed management.

Example D:

A small community relies on reef resources for their daily subsistence needs. A local dive tour operator is also using the same reefs to support his commercial dive operations. He is concerned that the growth of his business is threatened by the fishing activity of the local community on the reefs they share.

A local non-government organisation has undertaken baseline surveys of reef resources, documented fishing activities and completed a socio-economic profile of the community.

A pilot project supported by the IWP could be designed to supplement the work undertaken by the local non-government organisation to promote shared benefits for the use of the reef.

The pilot project might seek ways to integrate the local community fishing activities with the tour dive operations. Any loss of access to subsistence resources, in an effort to preserve the appeal of the reefs to divers, is compensated for by improved income generation through improved association with the dive tour operator.

10. Steps in the Selection of a Pilot Project

The criteria stipulated in the Project Document (RAS/98/G32) are that each pilot project should be based on:

- Adequate community participation and support;
- Maximum potential for replication;
- Consistency with the IWP;
- Representation among the three island types (high islands, low islands and atolls), among the three lineal systems in the region (matrilineal, patrilineal, and mixed), and the three ethnic separations (Melanesia, Polynesia, and Micronesia);
- Previously stated country interest (as included in IWP related country project submissions); and
- An analysis confirming the appropriateness of the site for specific demonstration activities.

With the community-based focus of the pilot project, a critical issue in selection of a pilot project will be demonstration of local community support for the project.

In addition to the community-based nature of each pilot project, the Project Document prescribes that programme activities be focused in four principal areas:

- Marine protected areas (4 projects)
- Sustainable coastal fisheries (3 projects)
- Community-based waste (3 projects)
- Freshwater resources (4 projects)

The IWP Project Document also stipulates that over-riding criteria for demonstration pilot projects is that they be low-cost/no cost alternatives.

The process for the selection of projects must also be transparent. The selection of a pilot project should also be compatible with priority goals, where appropriate, of NBSAPs and other existing national strategies and plans (e.g. State of the Environment (SOE); Report of National Environmental Management Strategy (NEMS); Action Plan for Managing the Environment of the Pacific Islands Region 2001-2004; Action Strategy for Nature Conservation in the Pacific Islands Region 1999-2002).

Expressions of Interest

The National Coordinator will be primarily responsible for implementing a process leading to the selection of a pilot project. The steps involved in selection of a pilot project are presented at Figure 2.

The National Coordinator on behalf of the NTF will call for Expressions of Interests to be submitted within a specific time frame by advertising widely in the country.

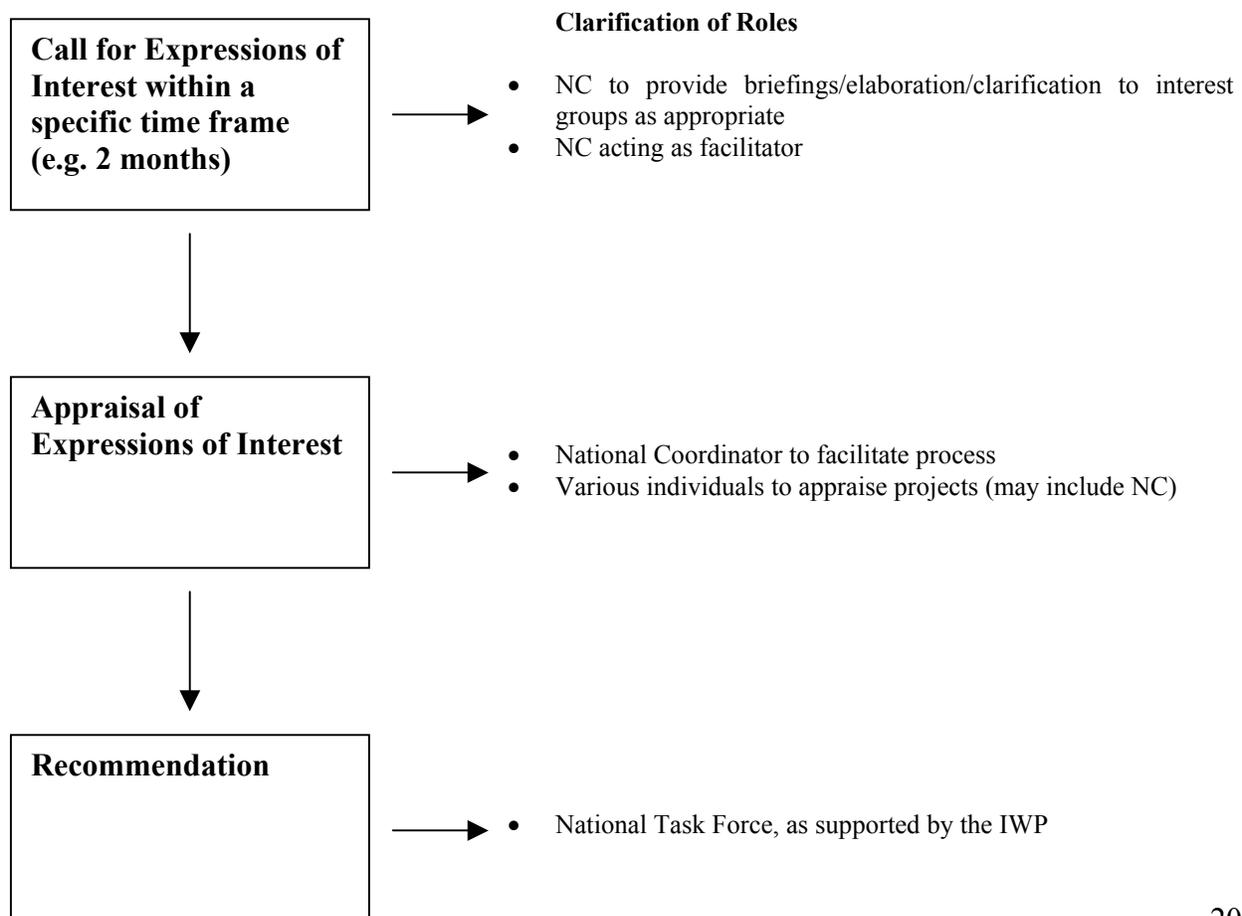
Expressions of Interest should outline the concern to be addressed, and a description of the community in which the project will be implemented, actual or potential projects partners and level of community support for the potential project.

Expressions of Interest should be brief. For example, they could take the form of a one page concept, with commitments to provide additional information on request. They may be prepared in either English and/or the vernacular. Expressions of interest prepared in the vernacular may later need to be converted to English to enable passage through the appraisal process.

To assist in the development of Expressions of Interest, the National Coordinator could provide briefings to interested groups through a public meeting or on request to specific groups to broadly outline the objectives, strategy and resources available under the International Waters Programme.

During the PCU first country visits it was apparent that in many countries local communities and their representatives have either already approached government, NGOs, or research institutions for example for assistance in resource management and conservation initiatives at the village level. In addition, the National Coordinator may also seek to encourage communities who have already commenced some small-scale conservation and management initiatives themselves and who wish to explore opportunities to expand their activities under the IWP to submit an Expression on Interest.

Figure 2: Steps in the Selection of a Pilot Project



Appraisal of Pilot Project Candidates

The PCU, in conjunction with the National Coordinator and the NTF, will arrange for or undertake an appraisal of the expressions of interest. The results will be presented to the NTF to assist in their selection of a pilot project.

To assist with the selection of a project it may be necessary to involve a number of people in the appraisal process including the independent local experts, NGO representatives, government representatives, or external experts if required. The appraisal process could include a visit to the proposed sites and consultation with key stakeholders. In addition to assisting with the identification of a pilot project site, such assessments may provide valuable information for planning baseline assessments of the Pilot Project, if it was selected for actual implementation. The need for this will vary from country to country depending on the quality of expressions of interest submitted for consideration.

Principal Considerations in Appraisal of Expressions of Interest

Considerations in the appraisal of Expressions of Interest may be grouped into three types: principal, practical and other considerations. These are outlined below.

Principal considerations:

- Addresses the focal area selected by the NTF (it addresses the national environmental priority)
- Consistency with national or sectoral goals and strategies
- Proponent community have demonstrated past concern
- Demonstrated commitment of potential project partners
- Demonstrated community-wide support

Practical considerations:

- Geographic location
- Ethnic issues, such as conflicts or tensions
- Complementarity/duplication of past, present or proposed programs or activities

Other considerations:

- Conformity with the broad IWP criteria:
 - High island/low island issues
 - Potential for replication
 - Probably achievable with available project resources.

The Role of the PCU in Pilot Project Selection

In order to ensure compatibility with the broad criteria set out in the Project Document in relation to the number of projects to be supported in each focal area, and representation of island types, kinship systems and ethnic groups across the 14 participating countries, the NTF will be required to consult with the PCU, to ensure that all 14 country priority projects can be linked with the criteria set out in the Project Document.

The principal role of the PCU is to ensure that, as far as practicable, each focal area is addressed to the extent intended in the Project Document. The Project Document stipulates that 14 pilot projects, divided among the four focal areas of interest to the GEF – marine protected areas, sustainable coastal fisheries, community-based management of waste and the conservation and preservation of freshwater resources, will be implemented by the IWP.

The first countries to implement pilot projects will have a choice of the focal area of interest to be targeted by their pilot project. This means that those countries that proceed with implementation of their pilot projects most rapidly will have a range of choices in terms of the focal area to be addressed. However, should the quota for pilot projects be filled by participating countries further advanced with implementation, those countries following will be required to identify an alternative focal area to be addressed by their pilot project.

While the intention is that each pilot project will address one focal area it is probable that pilot projects can be designed to address more than one focal area – perhaps with a primary and secondary area of focus. The examples outlined in the previous section cater for this possibility.

Final Selection of Pilot Project

The National Task Force, serviced by technical advice from the National Coordinator and other qualified personnel or organisations, as required, and in consultation with the PCU, will take final responsibility for the selection of the pilot project to supported under the Programme.

11. The IWP Communications Strategy

Raising the profile of the IWP globally, regionally and nationally will be an important function for the PCU and the National Coordinators in each country.

To assist with this activity several communications strategy documents have been produced, and other will need to be developed, to support the public relations, awareness-raising and community education activities that will be carried out.

These documents are:

- *IWP Communications Strategy* – This is the overarching communications strategy addressing all major communications elements of the IWP across all levels – local, national, regional and global. It details the objectives, guiding principles, communication channels and tools for IWP communication activities. The first version of this document was written in July 2001. A copy of this strategy is available from the PCU or on the IWP website: www.sprep.org.ws/iwp. The PCU are currently revising the Communications Strategy and a second version will be available in May 2002.
- *Environment-related Communications Profile* – An “Environment-related Communications Profile” was compiled by the PCU during their one-week visit to each of the participating countries. The profile can be found in the First Country Report that

resulted from those visits. The profiles generally cover some of the environment-related education and awareness-raising activities that are carried out by local Government agencies and NGOs. This environment-related profile also lists some of the local media. Each National Coordinator is required to update the First Country Report as there may have been gaps or developments since the report was compiled by the PCU.

- *National Communications Profile* - This Profile is a reasonably comprehensive list of media, communication professionals and communication-related resources (such as commercial printers and graphic designers) who are able to support IWP communication activities locally. National Coordinators are required to compile a formal National Communications Profile, using the “Environment-related Communications Profile” as a starting point. This profile should be appended to the updated First Country Report but is also a component of the more detailed National Communication Strategy.
- *National Communications Strategy* – This is the formal communications strategy that each National Coordinator is required to develop and implement in their respective countries. National Coordinators will be advised how to go about developing a national strategy for communications, and why it is important, at the first National Coordinator’s meeting in Samoa at the end of April 2002. The Environment-related Communications Profile and National Communications Profile will both be incorporated into this national communications strategy.

Developing a National Communications Profile

The function of a Communications Profile (using the revised Environment-Related Communications Profile as a starting point) is to give an overview of the existing communication activities in the environment sector, communication opportunities, media contacts and industry resources that may be available to support the implementation of the pilot project.

For the purposes of the IWP, the National Communications Profile is simply a list of useful contacts compiled under five different headings:

1. Media Contact List

Various forms of media are useful for raising awareness of the IWP. It is more likely that media coverage of pilot projects will be accurate and balanced if project teams maintain strong links with key media organisations and individuals, as it gives reporters and editors the opportunity to build up a thorough understanding of the project as it develops. A list of media contacts can be prepared to identify organisations and individuals (see Appendix 3).

National Coordinators should consider events or opportunities to involve the media, no matter how small or insignificant they may seem. Using the various milestones of the project as an opportunity for raising awareness can be useful, for example advising the media when the first meeting of the National Task Force is held or the translated Frequently Asked Questions information sheet is released.

It is also useful to identify the appropriate media spokespeople for the project. By delegating authority for a media spokesperson, the project can ensure the messages delivered are consistent, and restrict the number of people who need to be formally briefed or trained to deal with the media.

2. Publications, Radio and Television Programmes

Compiling a list of publications or newsletters produced by various government agencies, non-government organisations, civil society groups and educational institutions (see Appendix 3) are important in order to identify different opportunities to publicise the project. While listing environment-related publications would be essential, there may be other Government newsletters or NGO publications that would be worth noting. Generally these publications are published infrequently and the deadlines are often set well before publication date. A list of publications will allow the National Coordinator to program opportunities for articles and publicity releases. Websites are also a form of publication. In addition, identification of regular environment –orientated radio and television programs will highlight other opportunities for promoting the IWP.

3. Events & Celebrations

Similarly, events and celebrations (see Appendix 3) can provide useful opportunities for promoting the activities and raising general awareness of the IWP. The compilation of a national calendar of events is a useful tool for planning the National Communications Strategy.

4. Communications Contractors - Printers, Graphic Designers, Web Developers, Translators

This task involves compiling a list of support communications-related contractors (see Appendix 3). By identifying and talking with commercial printers, graphic designers and the like, the National Coordinator can gain a better appreciation of the timeframes and information that is required by printers and designers in order to support their work. For example, rushing off to a printer and asking for something to be printed by the next day, could prove very costly if not impossible given the preparatory work that goes into publishing. It may also be useful to identify possible website developers if countries are thinking about developing their own sites.

5. Other Communication Services - Theatre Troupe, Video Production, Audio Production, Photographers

During the life of the project, it may be considered appropriate to involve the services of a theatre troupe, video production team, photographers or other communication professionals. While a comprehensive list of such contractors is not required at this stage, a list could be developed (see Appendix 3) as the project comes across such professionals or resources.

Initial Awareness Raising

Frequently Asked Questions Information Sheet

The PCU have provided an English-language version of a Frequently Asked Questions (FAQ) information sheet about the IWP. National Coordinators will be required, as an initial step, to have the sheet translated into the appropriate language for each country, in some cases that may be several languages, then printed and circulated as required. Publication, circulation and payment of the translated FAQ sheet is the responsibility of each participating country under the project, however, the PCU will assist in whatever way it can.

The translated FAQ sheet should also include:

- Contact details for the National Coordinator;
- Contact details for the PCU;
- IWP, SPREP and donor logos, which can be obtained from the PCU.

The FAQ sheet does not have to be published in colour, it can be printed in black and white.

It is recommended that National Coordinators e-mail or fax the translated FAQ sheet to the IWP Community Communications Specialist for perusal before it is published.

Published Materials

The IWP logo, SPREP logo and the logos of the funding (the GEF) and implementing agency (UNDP) must feature on all material and websites that are published or posted by participating countries under the IWP.

The IWP logo will be the only logo associated with the IWP project and individual pilot projects. Project funds are not available for participating countries to develop their own logos for pilot projects.

National Communications Strategy

Once the National Communications Profile is completed, and after the National Coordinators have met in Samoa in late April 2002, the Community Communications Specialist (CCS) at the PCU will be able to assist with a framework for producing a National Communications Strategy.

12. Next stages of IWP Implementation

The Guidelines outline key processes for the initial stages of IWP implementation in establishing a pilot project. Other information will be available from the PCU to guide the next stages of project implementation for pilot projects.

Once a pilot project has been selected, consultations with the community may begin to identify key issues and actions to address the environmental concern. Some of the information and issues likely to be central to this work are listed at Box B.

The following provides an indication of the broad sequence of steps for in-country implementation following the selection of a pilot project by the NTF. This list is not exhaustive and should be regarded as flexible and adaptable to the diverse requirements of each pilot project.

Pilot Project Implementation Phase

- Pilot Project commences
- Clear elaboration of Pilot Project Objectives and Goals with community
- Development of a Pilot Project Design Document with community
- Work Plan and Budget for Pilot Project Implementation
- Adapt Foundation Phase Work for National Pilot Project Application
- Design Reporting, Review and Meeting Schedule
- Reassess membership of National Task Force
- Development and Implementation of Pilot Project Social Assessment Strategy; including participatory planning processes, baseline assessments and community consultation and incorporation of findings into Pilot Project Design and Planning
- Development and Implementation of Pilot Project Economic Strategy
- Development and Implementation of Pilot Project Communications Strategy (Community/national/global)
- Project Monitoring and Evaluation Strategy and identification of milestones
- Refine Transition/Exit Strategy to local pilot project

Box B**ISSUES IN THE DEVELOPMENT AND IMPLEMENTATION OF PILOT PROJECTS**

[This box is likely to undergo revision in the forthcoming months.]

Once a pilot project has been selected, consultations with key partners and the community may begin to identify key issues and actions to address the environmental concern. Information and issues likely to be central to this work are listed below.

A. *Background for the pilot project*

- What is the environmental concern of problem the project is designed to address?
- What is the resource or resources under threat?
- What is the cause of the problem?

B. *Proposed Site Location*

- Describe the location of the Pilot Project site, and if relevant, its boundaries and the basis for the site boundary definition, and a brief description of the community which resides there.
- Describe health and education facilities; sanitation; freshwater supplies, roads/access, electricity; transport and communications, etc.

C. *Physical and Environmental Features*

Describe the physical and environmental features of the site including where relevant topography; soils; land use; climate; water resources; vegetation; wildlife (e.g. birds); and situation (inland, estuary, reef and coastal fisheries and marine resources). Note any rare or endangered species or any other issues of special interest or value (for example, sites of outstanding universal cultural or biological significance).

D. *Socio-Economic Context – cultural, social, economic and political conditions*

Briefly describe the cultural, social, economic and political context of the Pilot Project. This should include the following:

- a description of any economic activities associated with the resource under threat. (Who currently uses the resource? How do they use it? What benefits do they get out of it?)
- a description of the property rights governing resource use, including a description of the type of land and/or marine tenure, who currently manages the resource, how they manage it and any rules for accessing and using it.
- description of the population/target group, including ethnolinguistic groups and their lineal systems (matrilineal, patrilineal and mixed); and religious background;
- existing community/social institutions and structures (eg system of chiefs; village councils, women's groups; religious institutions; NGOs);
- political structure's at the local and national levels; and

- overview of any community tensions and conflicts.

E. Description of the Project

- What is the agreed strategy for addressing the environmental concern?
- What targeted actions will be conducted during Pilot Project implementation?
- Describe the activities that will be undertaken in support of the targeted actions and the timeframe for each.
- How will the proposed activities change the behaviour of current resource users in a way that addresses the environmental concern? Who would benefit from the proposed activity? What benefits would they get? How immediate would those benefits be (timing and time preference)?
- Describe how Pilot Project communications (including education and awareness raising activities) will be promoted.

F. Community Participation

- Who are the target population? Identify the likely primary stakeholders of the project? (Primary stakeholders include local residents of the project site who use, interact, and depend on the natural resources of the area (who are often called local community members) as well as other people who potentially will affect or be affected by project activities). Include the sub groups of primary stakeholders e.g. women, men, children, religious groups, etc.
- How is local community participation and information dissemination achieved in the project design and development process?
- How will continued participation and involvement of stakeholders be ensured during further project development, implementation, monitoring and evaluation?

Annex 1: Logical Framework

Include a Logical Framework, basically a summary of the preceding information, formatted under five column headings: Goals, Activities, Performance Indicators, Outcomes and Risks.

Annex 2: Work Plan

Include a draft annual Work Plan that identifies key milestones for the proposed 5-year life of the Pilot Project.

Annex 3: Pilot Project Budget

Prepare a draft annual budget, for a period of five years, which identifies principal expenditure items. The budget should be prepared on the basis that the total available budget is USD340,000. This is not inclusive of staff costs for the National Coordinator.

Appendix 1: Tasks for National Coordinators – Initial Stages

- Complete Trip Report for NCM-1
- Circulate NCM-1 Trip report to GEF and SPREP Focal points, to NTF Members and to PCU – append summary record of discussion.
- Administration
 - Establish administration/office procedures
 - Create hard disk (C drive) file system
 - Create Outlook Express email file system
 - Complete Work Plan and Budget
 - Provide copies of National Coordinators’ and Assistant National Coordinators’ employment contract to the PCU and include final duty statements for both positions
 - Provide copy of Public Service Employees Act to PCU
 - Determine options for arranging travel to Cook Islands (Accommodation already booked) – PCU arranged or self-arranged?
 - If required for the passport traveled on, make visas for U.S., Australia and New Zealand are current.
 - Acquire all necessary details for project accounts including the names and contact details for Department of Finance or Treasury officers responsible for IWP funds administration, account numbers, etc.)
- Prepare Stakeholder Inventory and Stakeholder Analysis
- Identify potential NTF members
- Arrange National Task Force and prepare material for meetings
- Review the First Country Visit report prepared by the PCU
 - Review and complete list of contacts
 - Complete Government Profile
 - Complete NGO Profile
 - Complete Environmental Legislation Profile
 - Address Gaps and/or Follow-Up section of Country Report
- Formally review Priority Environment Concerns
- Review of past, current or planned projects in four focal areas (IWP data base)
- Prepare List of Potential Resource People
 - in areas of communications, resource economics, community participatory methods, biological surveys (e.g. university and college expertise, locally-based consultants, experts in government departments and agencies, etc),
- Develop initial Communications Profile
- Update Environment-related Communications profile in First Country Report
- Prepare National Communications Profile
- Action initial awareness-raising activities eg FAQ sheet, press releases
- Commence development of National Communications Strategy
- Explore option of expanding the consultation process – as part of the National Communications Strategy

Appendix 2: List of Examples of Potential IWP Pilot Project Stakeholders

Stakeholder	Stakeholder Representative	What is their particular interest in relation to IWP?
Department of Foreign Affairs	Permanent Secretary	SPREP Focal Point; Chairman of Aid Coordinating Committee
Department of the Environment	Director or Conservation Officer	SPREP Operational Focal Point; mandate for environmental protection and conservation
Division of Fisheries	Director of Fisheries or Senior Fisheries Officer	Management of coastal fisheries; stock assessment
Public Works Unit	Chief Engineer	Provision of Water Supply
Department of Public Health	Public Health Officer	Household sanitation and public health
Curriculum Education Unit; Department of Education	Curriculum Officer	Environmental education
National Development Planning Board	Chief Planning Officer	Economic and physical environment-related issues
Tourism Department	Chairman of Environment Committee	Promotion of Eco-tourism
Ministry of Outer Island Affairs	Island Council Representative	Represent interests of outer islands in the Capital
Traditional leaders body	President (Paramount Chief)	Represent interest of customary land owners
Local Council	Mayor	Constituent interests
Inter-agency Environment Committee	Chairperson or committee member	Environmental policy development
International/Regional NGO	Project Officer or field staff	Undertaking community-based conservation activities
Local Environment NGO	Project Officer or field staff	Undertaking community-based conservation activities
National Council of Women	Coordinator or Project Officer	Represent the interests of women
National Umbrella NGO Group	Coordinator or Project Officer	Coordination, support and assistance to its members
National Umbrella Church Group	Coordinator or Project Officer	Community advice and support

Appendix 2 .../ continued

Stakeholder	Potential Stakeholder Representative	What is their particular interest in relation to IWP?
Independent Community Leader or Representative	Reverend or Sister; traditional leader; retired teacher	Community advice and support
Local Community Group	Chairperson	Community advice and support
Local Conservation Area/Marine Protected Area	Conservation Area Support Officer	Conservation and resource use issues
Chamber of Commerce	President	Private sector business interests
Education or Training Institution	Director or Lecturer	Postgraduate student research, technical advice
Private National Environmental Management Consulting Group	Natural Resource Economist or Social Impact Assessment Specialist	Technical advice
Donor-funded Waste Management Project	Project Manager or Extension Officer	Technical advice
Donor funded Coastal Fisheries Project	Project Manager or Extension Officer	Technical advice
Local Dive Company/Tourist Operator	Dive Master	Shared resource user
Regional Organisation	Project Officer	Technical advice
Project Coordinating Unit, SPREP	Project Manager; Community Communications Specialist & Community Participation and Awareness Specialist	Coordination and technical issues

Appendix 3: National Communications Profile- Examples only

Media Contact List

Media Organisation	Chief Reporter Editor	Environment Reporter	Postal Address	Phone	Fax	E-mail	Frequency	News Deadlines
News Weekly	Kevin Simpson	Sean Penn	Box 340 City	2298	2293	newsweekly@news.org.ws	Weekly	Midday, every Friday
Radio Now	Daisy Tuia	Ben Lima	Box 12 City	32878	12312	radionow@last.co.tv	Hourly	

Publications, Radio & Television Programmes

Environment Publication	Editor	Contact	Postal Address	Phone	Fax	E-mail	Frequency	Deadlines
Environment Quarterly	Kevin Simpson	Sean Penn	Box 340 City	2298	2293	newsweekly@news.org.ws	Quarterly	Last day of March, June, Sept, Dec
Eco-systems Digest	Daisy Tuia	Ben Lima	Box 12 City	32878	12312	N/a	Annual	30 March
“My Life, My Earth” radio programme	C/- Ministry of Environment	Dot Smith	Box 65 City	43542	23234	moe@country.df	Weekly, Thurs 9pm	Four weeks ahead

Events and Celebration

Event	Organisation Responsible	Contact	Postal Address	Phone	Fax	E-mail	Frequency	Deadlines
Festival of the Sea	Ministry of Fisheries	Sean Penn	Box 340 City	2298	2293	sean@mof.govt.ws	September	

Communications Contractors

Contracting Firm	Chief Executive	Contact	Postal Address	Phone	Fax	E-mail	Expertise
Easy Websites	Kevin Simpson	Sean Penn	Box 340 City	2298	2293	sean@easywebsite.com	Websites, graphic design
Unique Printers	Ewards Timu	Ben Lima	Box 12 City	32878	12312	uprinters@printers.co.nu	Commercial printer – specialising business cards, pamphlets, etc. Not recommended for 4-colour work

Other Communication Services

Contracting Firm	Chief Executive	Contact	Postal Address	Phone	Fax	E-mail	Expertise
Top Clipping Service	Kevin Simpson	Sean Penn	Box 340 City	2298	2293	sean@clippings.com	Will clip newspaper items on international waters
You Pay We Play – Theatre Troupe	Ewards Timu	Ben Lima	Box 12 City	32878	12312	players@theatre.co.ws	Theatre Company, specialise in producing skits for corporate events

