

# CBEMP

**Capacity Building for  
Environmental Management  
in the Pacific**

## Preparatory Assistance Phase

RAS 97/333



South Pacific Regional  
Environment Programme



United Nations  
Development Programme

## **SPREP Library Cataloguing-in-Publication Data**

Capacity Building for Environmental Management in the Pacific (CBEMP) :  
Preparatory Assistance Phase. - Apia, Samoa : SPREP, 2000.

various paging ; 29 cm. – (RAS 97/333)

Contents: A. CBEMP : Regional meeting report - Regional Meeting for National Project Coordinators, 2-4 February 1998, Apia, Samoa. B. CBEMP : Regional Meeting report – CBEMP Draft Project Document Review Meeting, 7-8 July 1998, Apia, Samoa. C. CBEMP : Guidelines for National Project Coordinators. D. CBEMP : Project document.

ISBN: 982-04-0206-9

I. Environmental protection – Oceania - Congresses. 2. Environmental policy – Oceania - Congresses. I. Title: CBEMP : Regional meeting report – Regional Meeting for National Project Coordinators. II. Title: CBEMP : Regional meeting report – CBEMP Draft Project Document Review Meeting. III. CBEMP : Guidelines for National Project Coordinators. IV. CBEMP : Project document. V. United Nations Development Programme (UNDP). VI. South Pacific Regional Environment Programme (SPREP). VII. Series

333.71

Published in February 2000 by the  
South Pacific Regional Environment Programme  
PO Box 240  
Apia, Samoa  
Email: [sprep@sprep.org.ws](mailto:sprep@sprep.org.ws)  
Website: <http://www.sprep.org.ws>

Produced by SPREP's Environmental Management, Planning and Institutional Strengthening programme with assistance from United Nations Development Programme (UNDP)

Edited by SPREP's Publication Unit  
Manuscript editor: Ms Carole Hunter  
Computer layout by Frank Jones, Desktop Dynamics, Australia

Typeset in 10/12 New Century Schoolbook and Helvetica  
Printed on 90 gsm savannah matt art (60% recycled paper) by  
Commercial Printers Ltd  
Apia, Samoa

© **South Pacific Regional Environment Programme, 2000.**

The South Pacific Regional Environment Programme  
authorises the reproduction of this material, whole or in  
part, in any form provided appropriate  
acknowledgement is given.

Original Text: English

---

# **Capacity Building for Environmental Management in the Pacific**

---

## **Preparatory Assistance Phase**

RAS 97/333



**South Pacific Regional  
Environment Programme**



**United Nations  
Development Programme**

Executed by the South Pacific Regional Environment Programme (SPREP)  
with funding from the United Nations Development Programme (UNDP)

# Preface

The Pacific is characterised by small land masses dispersed over part of the world's largest ocean; a high degree of ecosystem and species diversity; a high degree of economic and cultural dependence on the utilisation of natural resources and a diversity of cultures and languages, traditional practices and customs which are central to the close relationship Pacific people have with their environment.

While traditional practices and customs have allowed many communities to pursue a functional subsistence lifestyle, population levels have risen in most Pacific island countries placing pressure on their natural resources through population growth and rising commercialisation. Increased competition for resources has led to the disruption of living systems and individual species. This increased competition has severely tested the capacity of some traditional practices to function on a sustainable basis.

As Pacific island countries have developed institutional strategies to manage their natural resources the pace of change that is being generated by a regional population growth rate of approximately two per cent and the demand to generate income for a growing demand for material goods, has put national resource management departments under increasing pressure (SPC 1998). This pressure on the natural resources is predicted to increase as economic development is increasingly promoted within Pacific island countries. Any increase in economic growth will be influenced by two scenarios namely, an improvement in the efficiency of existing resource management institutions to stimulate resource utilisation and an associated capacity of the private sector to create new employment opportunities.

Within this framework the areas of potential employment creation are likely to be strongly dominated by the fisheries, agriculture and tourism sectors. While traditional subsistence activities as practiced in the Pacific Islands are based on fisheries and agriculture, which are the strengths of the region, the rising influence of tourism has been

presented as an opportunity for future growth as it is based on the Pacific regions abundant natural resources.

The development and implementation of an environmental management system that is integrated into the process of government and community life is vital if the threats that are facing the sustainability of natural resources in the Pacific are to be addressed. Effective environmental management will underpin the desired objective of sustainable development and assist in achieving sustainable livelihoods for Pacific island people.

The Capacity Building for Environmental Management in the Pacific (CBEMP) Project was developed to meet this need by building capacity in Pacific island countries to integrate traditional and non-traditional environmental resource use practices into contemporary national and community management systems. The process to develop a project that will achieve this objectives is described in this document. The Preparatory Assistance (PA) phase was implemented through in-depth national consultations that resulted in the project design that reflected the needs of the participating countries. This report documents the consultative meetings that were held during the PA phase and presents a copy of the CBEMP Project Document that was approved in September 1998 and followed by the implementation of the project.

We particularly wish to thank the National Project Coordinators who attended the consultative meetings and members of the National Coordinating Committees who provided the information that was used in the development of the CBEMP Project Document.

Tamari'i Tutangata

**Director**

South Pacific Regional Environment Programme (SPREP)

# CBEMP

---

## Capacity Building for Environmental Management in the Pacific

---

### Preparatory Assistance Phase

## Regional Meeting Report – Regional Meeting for National Project Coordinators

2–4 February 1998  
Apia, Samoa

RAS 97/333



South Pacific Regional  
Environment Programme



United Nations  
Development Programme

---



*Capacity Building  
for Environmental  
Management  
in the Pacific  
(CBEMP)*

*Regional Meeting Report –  
Regional Meeting for  
National Project Coordinators*

2– 4 February 1998  
Apia, Samoa

RAS 97/333

Executed by the South Pacific Regional Environment Programme (SPREP)  
with funding from the United Nations Development Programme (UNDP)

© South Pacific Regional Environment Programme 1999

The South Pacific Regional Environment Programme authorises the  
reproduction of this material, whole or in part, in any form provided  
appropriate acknowledgement is given.



**South Pacific Regional  
Environment Programme**



**United Nations  
Development Programme**

# Contents

<b>Acronyms and abbreviations</b>	<b>A-6</b>
<b>Regional meeting report</b>	<b>A-7</b>
<b>1. Day One: Monday 2 February 1998</b>	
1.1 Introduction .....	A-7
1.2 Opening prayer .....	A-7
<i>Reverend Uele Lotu Uele</i>	
1.3 Welcoming remarks .....	A-7
<i>Ms Neva Wendt, Officer-in-Charge, SPREP</i>	
1.4 Opening remarks .....	A-7
<i>Mr Anthony Patten, UNDP Resident Representative, Apia</i>	
1.5 Discussion of meeting agenda .....	A-8
<i>Mr Craig Wilson, Project Manager, CBEMP</i>	
1.6 Overview of Sustainable Management and Utilisation of Natural Resources (SMUNR) Programme .....	A-8
<i>Ms Yuki Yoshida, UNDP, Suva</i>	
1.7 Overview of SPREP capacity building activities in the Pacific ..	A-9
<i>Ms Neva Wendt, EEIC Division, SPREP</i>	
1.8 Overview of UNDP Apia activities .....	A-10
<i>Mr Seali'i Sesega, UNDP, Apia</i>	
1.8.1 Discussion .....	A-10
1.9 Overview of CBEMP Project .....	A-11
<i>Mr Craig Wilson, CBEMP Project Manager, SPREP</i>	
1.9.1 Discussion .....	A-11
1.10 What is capacity building? – Discussion of concepts .....	A-12
<i>Mr O'Kean Ehmes, CBEMP Regional Coordinator</i>	
<b>2. Day Two: Tuesday 3 February 1998</b>	
2.1 Review of National Project Coordinator (NPC) guidelines .....	A-13
<i>Mr O'Kean Ehmes and Mr Craig Wilson</i>	
2.1.1 The role of the National Coordinating Committee (NCC) .....	A-13
2.1.2 The role of the National Project Coordinator (NPC) .....	A-14
2.1.3 Table of activities: time frame .....	A-15
2.2 Gender issues in project management .....	A-15
<i>Ms Yuki Yoshida</i>	
2.2.1 Discussion .....	A-16
2.3 Skills development and practical exercises on identifying stakeholders and priority setting .....	A-16
<i>Mr Kenneth MacKay, Forum Secretariat, Suva</i>	
2.3.1 Practical exercise .....	A-17



<b>3. Day Three: Wednesday 4 February 1998</b>	
3.1 What are formal and traditional management systems? – Discussion .....	A-18
<i>Mr O’Kean Ehmes</i>	
3.1.1 Activities checklist .....	A-19
3.1.2 Country report format .....	A-19
3.1.3 Discussion .....	A-19
3.2 Simulation review of a country NEMS .....	A-19
<i>Mr O’Kean Ehmes</i>	
3.2.1 Discussion .....	A-20
3.3 Team building exercises .....	A-20
<i>Ms Sarah Mecartney and Mr O’Kean Ehmes</i>	
3.4 Summary of meeting .....	A-20
<i>Mr Craig Wilson</i>	
3.4.1 Discussion .....	A-21

## Annexes

<b>Annex 1: Meeting agenda</b>	<b>A-22</b>
<b>Annex 2: List of participants</b>	<b>A-24</b>
<b>Annex 3: Opening prayer, Reverend Lotu Uele</b>	<b>A-27</b>
<b>Annex 4: Opening statement, Mr Anthony Patten, UNDP Resident Representative</b>	<b>A-28</b>
<b>Annex 5: SMUNR Programme overview sheets</b>	<b>A-30</b>
<b>Annex 6: Gender terms, key concepts of gender development and a framework for gender analysis</b>	<b>A-32</b>
<b>Annex 7: Methods for running meetings and carrying out an institutional analysis</b>	<b>A-36</b>
<b>Annex 8: Checklist for simulation review of a country NEMS</b>	<b>A-40</b>
<b>Annex 9: Meeting evaluation form</b>	<b>A-41</b>

# Acronyms and abbreviations

APDC	Asia and Pacific Development Centre
CBCRM	Community Based Coastal Resource Management
CBEMP	Capacity Building for Environmental Management in the Pacific
CBO	Community Based Organisation
C-SPOD	Canada–South Pacific Ocean Development
EIA	Environmental Impact Assessment
ENRM	Environment and Natural Resources Management
ESCAP	Economic and Social Commission for Asia and the Pacific
GAD	Gender and Development
GEF SAP	Global Environment Facility Structural Adjustment Programme
LGU	Local Government Unit
NCC	National Coordinating Committee
NEMS	National Environmental Management Strategy
NGO	Non-Governmental Organisation
NPC	National Project Coordinator
PA	Preparatory Assistance
PPER	Project Performance Evaluation Report
SMUNR	Sustainable Management and Utilisation of Natural Resources
SOE	Statement of the Environment Report
SOPAC	South Pacific Applied Geoscience Commission
SPC	Secretariat of the Pacific Community
SPREP	South Pacific Regional Environment Programme
TPR	Tripartite Review
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme

## Regional meeting report

### 1. Day One: Monday 2 February 1998

#### 1.1 Introduction

The CBEMP Regional Meeting for National Project Coordinators was held from 2–4 February 1998 in Apia, Samoa. The purpose of the meeting was to bring together the country nominated National Project Coordinators (NPCs) to discuss what the CBEMP programme is seeking to achieve and to outline the roles of the NPC and the National Coordinating Committee (NCC). The meeting agenda is attached as Annex 1. The project will have regional coverage with the 15 United Nations Development Programme (UNDP) Pacific island member countries being eligible for participation. Participants for this meeting came from the Cook Islands, Kiribati, Niue, Palau, Samoa, Tonga, Tuvalu, Solomon Islands and Vanuatu. Nominations were received from Nauru and Tokelau; however, due to transport difficulties, they were unable to attend. Resource people from UNDP and the Forum Secretariat provided specialist input and training. A list of participants is attached as Annex 2.

#### 1.2 Opening prayer

##### Reverend Lotu Uele

The Reverend Lotu Uele was invited to give the opening prayer. Reverend Uele began with a reading from the book of Genesis to illustrate the creation of our environment and the responsibility placed on all people to care and protect the environment. The reading was followed by a brief message (included as Annex 3) and ended with a prayer asking for guidance in the participants' deliberations.

#### 1.3 Welcoming remarks

##### Ms Neva Wendt, SPREP

On behalf of the Director of the South Pacific Regional Environment Programme (SPREP), Mr

Tamari'i Tutangata, Ms Neva Wendt extended a warm welcome to Mr Anthony Patten, UNDP Resident Representative in Apia; the regional organisations' present country representatives and the representatives from diplomatic missions in Samoa. Ms Wendt stated that SPREP's collaboration with UNDP through the CBEMP project continues the ongoing association that has delivered projects focusing on capacity building and institutional strengthening.

Previous projects have included the National Environmental Management Strategies (NEMS) and the Capacity Building for Sustainable Development in the South Pacific (Capacity 21) project which promoted the strengthening of member governments by linking national development plans with NEMS and sustainable development concepts and also with financial institutions. CBEMP will build on previous project initiatives where they meet the CBEMP project objectives. Other projects implemented by SPREP, such as the South Pacific Biodiversity Conservation Programme (SPBCP) and the Integrated Coastal Management Programme, are also considered to have supporting linkages for the CBEMP project. The importance of country input in the design of the project document was stressed and UNDP's effort to facilitate an in-country consultation process was commended.

#### 1.4 Opening remarks

##### Mr Anthony Patten, UNDP Resident Representative, Apia

Mr Patten extended a warm welcome to the diplomatic mission representatives, UN network representatives, the National Project Coordinators (NPCs) and SPREP staff. Mr Patten stated that the new CBEMP programme is intended to consolidate the successes of the previous two projects (NEMS and Capacity 21), broadening the effort to all the independent and self-governing Pacific Island countries, with a significant emphasis on being fully responsive to the needs of the individual countries. The purpose of the meeting was defined for NPCs to discuss the CBEMP programme, what it is seeking to achieve and to examine their role within

the Preparatory Assistance phase. The importance of the need to facilitate a fully participatory planning process for the formulation of a project document was reiterated.

Putting the CBEMP programme into perspective, Mr Patten touched on the overall theme of UNDP's Sixth Programme Cycle in the Pacific, 'Job Creation and Sustainable Livelihoods'. Under this theme are four cross-cutting programmes, including Environment and Natural Resources Management (ENRM). CBEMP is one of the seven projects under the ENRM programme covering such areas as agriculture, forestry, fisheries, tourism and disaster preparedness, and is considered the cornerstone of all seven projects in terms of the sustainable utilisation of natural resources in the Pacific islands.

Mr Patten concluded by stressing the importance of the NPCs' role to the success of the CBEMP programme in every respect, and that the programme would only be successful if the NPCs take the process to heart when they return to their countries. Mr Patten's statement is included as Annex 4.

## 1.5 Discussion of meeting agenda

### Mr Craig Wilson, Project Manager, CBEMP

Mr Wilson welcomed the participants to the Regional Meeting for National Project Coordinators and invited them to introduce themselves.

Mr Wilson stated that the purpose of the meeting was to ensure the CBEMP programme had as much in-country consultation as possible. He stressed the need to keep in mind the programme objectives and how they are to be achieved in order to determine clear goals by the end of the meeting.

The agenda and its contents were discussed and its flexibility to allow for changes was stressed. The activities, such as the capacity building exercise, are designed to actively involve participants and obtain their ideas. The draft Guidelines for the National Project Coordinators will be refined at the end of the meeting and will incorporate ideas and comments from NPCs during the process of the meeting. The Project Manager expressed his hope in forging a good relationship between SPREP and participating countries, and encouraged participants to voice their ideas and views on the issues being discussed.

## 1.6 Overview of Sustainable Management and Utilisation of Natural Resources (SMUNR) Programme

### Ms Yuki Yoshida, UNDP, Suva

Ms Yoshida provided an overview of the Sustainable Management and Utilisation of Natural Resources (SMUNR) Programme that will run from 1997 to 2001. The presentation included a brief overview of the Environment and Natural Resources Management (ENRM) programme and how CBEMP fits into the overall picture of the SMUNR programme.

To put the CBEMP programme in perspective, the overall theme of UNDP's Sixth Programme Cycle (which was determined at the Pacific Regional Programming Consultations in October 1996) is 'Job Creation and Sustainable Livelihoods'. Under this theme are four cross-cutting programmes, one of which is ENRM. The CBEMP is one of seven projects under the ENRM programme that covers areas including agriculture, forestry, fisheries, tourism, fruit flies management and natural disaster mitigation. CBEMP is considered the cornerstone of all seven projects in terms of sustainable utilisation of natural resources in the fragile ecosystems of the Pacific Island countries. (Refer to Annex 5, *Framework of the Pacific Sub-Regional Programme*).

The goal of the SMUNR programme is to increase the capacity of the Pacific Island countries to utilise and manage their natural resources in a sustainable manner, thereby increasing the well-being of current and future generations of Pacific island peoples. There are seven sub-components: sustainable tourism; marine resources; food security and nutrition; forests and trees; fruit flies management; and disaster mitigation. All have different management arrangements to ensure the effectiveness and practicality of the programme. The forests and trees, fruit flies management and disaster mitigation components are ongoing projects. It is anticipated that the Secretariat of the Pacific Community (SPC) will assume responsibility for the fruit flies management and the forests and trees components and that the South Pacific Applied Geoscience Commission (SOPAC) will continue the disaster mitigation programme.

The remaining components were formulated in 1997. The UNDP Suva office manages sustainable tourism, marine resources and food security and nutrition, while the environmental management programme is managed by the UNDP Apia office.

Various levels of capacity building will be targeted under the CBEMP project including policy level assistance, technical assistance and community level assistance. The strength of the CBEMP programme will be derived from lessons learned from preceding programmes and its focus on developing a project design based on in-country consultations. UNDP is encouraging flexibility in its approach to the implementation of project activities, thereby ensuring that funds are directed to the areas of greatest need.

CBEMP is an important component of the SMUNR programme. The role of the National Coordinating Committees (NCC) will be to set national priorities for capacity building for environmental management that will cover all natural resource areas. The NCC will be a cross-sectoral committee with representatives from the government, NGOs, the private sector and community based organisations. The SMUNR programme will be consulting with countries through the NCCs as established by the CBEMP project to help formulate the other component project documents.

The importance of the CBEMP project with regard to the SMUNR is its ability to provide capacity building services that cross all components of the SMUNR and the establishment of NCCs that will provide in-country content for project development.

## **1.7 Overview of SPREP capacity building activities in the Pacific**

**Ms Neva Wendt, Environmental Education, Information and Capacity-building Division, SPREP**

SPREP was established with a mandate to 'enhance the countries of the South Pacific's capacity to provide a present and future resource base to support the needs and maintain the quality of life in people'. Sustainable development was a common theme that ran through SPREP's programme activities.

In its early years, SPREP's capacity building/institutional strengthening activities were not channelled directly to member countries. SPREP received technical guidance and financial assistance from the United Nations Environment Programme (UNEP), Economic and Social Commission for Asia and the Pacific (ESCAP), the Secretariat of the Pacific Community (SPC) and the Forum Secretariat. Early emphasis on capacity building through regional institutions emanated mostly from the fact that very little data existed about the state of the region's environment at that time. The very early activities of SPREP concentrated primarily on capacity building at the regional and

secondarily at the national level. In 1987 member countries called for a more nationally focused emphasis to SPREP's activities expressed through the implementation of practical tools and methods for environmental management.

SPREP implements a wide range of capacity building activities that include Environmental Impact Assessment (EIA) training, pollution awareness workshops, national SOE reporting; National Environmental Management Strategies (NEMS), climate change and sea level rise monitoring training and sustainable development workshops for National Planners. In 1996 the SPREP Action Plan was again revised, following a period of country consultations and the national focus for capacity building was re-emphasised, stating that SPREP will assist in building national capacity allowing SPREP to move purposefully towards a role of facilitation and coordination of activities.

SPREP's Action Plan 1997–2000 focuses on five programme areas, most of which have a strong focus on institutional strengthening, awareness raising and training. SPREP is aware of the constraints under which environment units operate and it is anticipated that some of the constraints could be addressed through national capacity building.

CBEMP can be used to develop new and innovative ways of providing capacity building activities in combination with previously implemented activities. Country-to-country attachments between member countries could be implemented as a way of capacity building, not just for government officers but for the non-government sectors as well.

The CBEMP programme also has the opportunity to expand capacity building activities that have not been completed thus developing continuity, which is an important factor in successful outcomes.

SPREP is conscious of the available time allocated for CBEMP's PA phase, and is aware that it may be a constraint to many participating countries. It will be the responsibility of each country to determine their priority activities for capacity building in order to achieve the objectives of the project. The onus is on the country to provide SPREP with the information to produce a realistic project document that will deliver substantial improvements in resource management. A successful outcome will be the preparation of a project document that will focus on capacity building activities at the national level.

## 1.8 Overview of UNDP Apia activities

### Mr Seali'i Sesega, UNDP, Apia

UNDP is a donor agency, as distinct to the role of SPREP, which is an executing agency with capacity building expertise. As the donor for the CBEMP project, UNDP's main activity is to administer the utilisation of project funds.

UNDP activities are divided into four cross-cutting issues: private sector development, environment and natural resources, governance and human resource development for the Pacific programme. CBEMP, which is one of seven components of the SMUNR programme, comprises the environment and natural resources management component. Capacity building is the cornerstone of all projects under the SMUNR programme therefore CBEMP is directly linked to all other SMUNR project components.

The UNDP Apia office coordinates the financial management of projects, monitoring, evaluation and coordination between the countries and SPREP, the implementing agency. UNDP is moving to make the management process as transparent as possible to ensure that all parties in the process are aware of their roles and responsibilities.

An overview of these activities is provided below:

- financial management of projects;
- budget A (the first approved budget of a project);
- split budget (the first budget for a given year prepared by the SPREP Project Manager);
- request for advance of funds (standard format to advance a quarter of the allocated funds at any particular time. SPREP is also responsible for delivering a financial statement on expenditure of funds);
- agency delivery request;
- combined delivery report;
- mandatory budget revision;
- ad-hoc budget revision;
- monitoring and evaluation;
- progress report—prepared on a quarterly basis;
- monitoring visits;
- Project Performance Evaluation Report (PPER), prepared once a year by the Project Manager;
- the Tripartite Review (TPR), usually attended by the participating countries, the executing agency and the donor agency; and
- coordination and communication.

The UNDP Apia Parish includes the countries of Samoa, Tokelau, Niue and the Cook Islands. The remaining 10 Pacific Island countries are managed by the Suva Parish based in Fiji. UNDP operations in Papua New Guinea are managed from the Port

Moresby office. The coordination of CBEMP is administered by Apia; however, other UNDP projects may be handled by both the Suva and Apia offices. The two offices work together to ensure projects (especially those in environment and natural resources management) are managed on a coordinated basis. The representatives from both UNDP offices requested participants to keep the UNDP Desk Officer for each country informed of progress of the CBEMP project in order for UNDP to be kept fully aware of the status of country and regional programmes.

### 1.8.1 Discussion

Participants requested an overview of the allocated budget for the CBEMP project. Indicative funding for the CBEMP project is approximately US\$700,000 of which US\$241,000 has been allocated to the PA phase. Residual funds from the PA phase will be transferred to the implementation phase. It is also anticipated that significant additional cost sharing will be forthcoming from donor organisations and donor countries to supplement in-kind contributions of participating countries. The CBEMP Project Manager will discuss the project with regional organisations and donors to determine the potential to link CBEMP project activities with the capacity building activities of other programmes in the region.

Country reports will need to specify the timing of their proposed activities to ensure they are able to link in with existing national and regional programmes.

The Vanuatu representative remarked that the information collected for the preparation of the country report should be viewed as a commodity by a country as it can be used in their development plans and goals. Participants indicated that accessing in-country finances to implement the in-country meeting process may be of some concern due to limited in-country financial resources.

It was explained that there are two phases of the CBEMP project. The first or Preparatory Assistance phase formulates the project document following extensive in-country consultation by the locally formed National Coordinating Committee. The following implementation phase will begin following final approval of the project document by UNDP.

## 1.9 Overview of CBEMP Project

### Mr Craig Wilson, CBEMP Project Manager, SPREP

The overview of the project focused on its four objectives and associated sub-objectives. The project objectives were developed by the project formulation team to provide a guideline for the design of the new capacity building project. The overall goal of the project is to increase the capacity of Pacific Island countries to utilise their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for future generations. The core objective of the CBEMP project is the integration of traditional and non-traditional resource management systems.

There is an enormous wealth of knowledge of the management of natural resources held by traditional people as well as by those who have been trained overseas. The implementation of the two knowledge bases has in some cases clashed, thus leading to the question of how to integrate the two systems to ensure more effective management and utilisation of natural resources. The integration needs to be carried out in a way that will encourage the users to embrace the benefits that are contained in each of the systems. The National Project Coordinators were encouraged to focus on the objective of integrating traditional and non-traditional resource management systems when identifying country priorities.

Another aspect that needs to be incorporated into the design of the project is the UNDP Sixth Programme Cycle theme of 'Job Creation and Sustainable Livelihoods'. Reports investigating the potential for job creation in the Pacific have identified three key areas: agriculture, fisheries and tourism.

The CBEMP project will provide the opportunity for countries to consider and suggest methods for capacity building that will suit their specific needs. It is important to identify where the priority capacity building activities are required and what the most appropriate methods of capacity building will be for each of the countries. The country reports prepared by each country listing priority capacity building areas and activities will then be synthesised into the regional project document. The project team will prepare a draft for participating countries prior to a regional meeting where it will be discussed and endorsed prior to submission to UNDP for approval and implementation.

It was emphasised that the countries are in the best position to decide how to effectively utilise the CBEMP project. The Project Manager expressed his pleasure at the show of commitment by countries that nominated NPCs, and added that members of the project team are available to assist each country with their in-country discussion process.

### 1.9.1 Discussion

A number of participants expressed their concern over financial implications the consultation process will raise in their respective countries. They stated that some countries had not budgeted for holding preparatory meetings and workshops and do not have funds readily available. It was emphasised that responsibility for the Preparatory Assistance phase did not need to focus only on Environment Units but should draw in as many government offices as possible to publicise the process and encourage cross-sectoral involvement. The first phase of CBEMP was an opportunity for the governments to take ownership of the process through an in-kind contribution; however, it was stressed that governments will need to ultimately determine their level of involvement and commitment to the process.

Whilst the most appropriate consultation method would be determined by the individual country, the involvement of a broad range of stakeholders will increase the costs of workshops and meetings. This may restrict meetings to government officers in some countries. The CBEMP project team is keen to see the private sector mobilised within a wide range of stakeholders involved in the process. The involvement of the private sector was encouraged to assist and promote the job creation opportunities that the project could generate.

It is important that participating countries implement activities via a project document that is designed for their needs, and that the project will be effective in delivering appropriate capacity building activities. To do this a greater involvement by countries in the consultation process and document design is required in order to produce a practical project document that meets the needs of the countries. Participants requested that countries be informed well in advance of upcoming projects that require a consultation process, in order to be able to incorporate costs into their budgets.

## 1.10 What is capacity building? — Discussion of concepts

**Mr O’Kean Ehmes, CBEMP Regional Coordinator**

Administrative efficiency, high quality economic management and skilled personnel are the key elements required for a country’s successful development. Accordingly, the need for capacity building increases as responsibilities and needs of domestic institutions expand and the devolution of the decision-making process to local institutions increases.

It is important that all people involved in the determination of capacity building activities are familiar with the term. At the Regional Meeting for NPCs, the participants were asked for their definitions of capacity building which are presented as follows:

- training;
- strengthening existing mechanisms and procedures;
- appreciation of traditional and non-traditional resource management systems;
- local resources;
- access to funds;
- developing one’s potential;
- legal;
- networking;
- strengthening national expertise;
- integrated management; and
- assisting the decision-making process.

The participants’ definitions were then grouped under three main capacity building headings as listed.

### 1.10.1 Building the capacity of the individual and stakeholders

- training
- strengthening national expertise
- developing one’s potential
- education and awareness
- finances

### 1.10.2 Building the capacity of systems and organisations (institutions)

- strengthening existing mechanisms and procedures
- integrated management
- legal
- assisting the decision-making process
- education and awareness
- finances

### 1.10.3 Building capacity at the community level (systems)

- appreciation of traditional and non-traditional resource management
- local resources
- networking
- education and awareness
- finances

The discussion then followed on to the range of capacity building that may be suitable for implementation.

### 1.10.4 Examples of capacity building activities

- policy development
- implementation of legislation
- curriculum development
- staff training
- short term staff secondments
- within region expert attachments
- awareness raising
- resource information and data identification

### 1.10.5 Potential sectors for capacity building

- waste management
- environmental health
- Environmental Impact Assessment (EIA)
- coastal zone management
- agriculture
- forestry
- tourism
- fisheries
- watershed management

The objectives of the CBEMP project provides examples of capacity building activities including:

- increased awareness amongst all decision-makers of the importance of non-traditional and traditional environmental management systems;
- relevant central (and local) government institutions with strengthened capacity for environmental management, utilising traditional and non-traditional environmental management systems;
- strengthened planning capacity at all levels for environment and resource management; and
- strengthened capacity for legislation formulation and enforcement, and policy development and strategies that integrate both non-traditional and traditional systems.



### 1.10.6 What are stakeholders?

Stakeholders are the individuals and organisations who are involved in the decision-making process (government officers) or members of the public who are affected by the impacts of an activity that is being implemented. Stakeholders can also include individuals and organisations that have an interest in the objectives of a project.

For the CBEMP project, the stakeholders will include all the organisations that have an interest in the formulation of the project and are then involved in the implementation of capacity building activities.

## 2. Day Two: Tuesday 3 February 1998

### 2.1 Review of National Project Coordinator (NPC) guidelines

Mr O’Kean Ehmes and Mr Craig Wilson

The draft NPC Guidelines, which were prepared to assist the NPCs and NCCs in the collection of information for the preparation of the country report, were outlined to the participants. The organisational structure of the CBEMP project was briefly outlined and the tasks to be performed by the NPC and NCC were explained in greater detail.

#### 2.1.1 The role of the National Coordinating Committee (NCC)

The roles of the National Coordinating Committees and the National Project Coordinators are contained in the draft guidelines. The NCC will be responsible for the coordination and management of the national input to the CBEMP project document.

The National Coordinating Committee will:

- ensure that all relevant national stakeholders are represented on the NCC and are fully consulted;
- confirm that the identified capacity building needs are consistent with the National Conservation Strategy, National Development Plans and Sectoral Plans;
- ensure that the identified capacity building requirements are complementary to and not duplicative of other relevant programmes and projects of regional and international organisations and donor groups in Vanuatu;

- provide input to the identification of capacity building needs by including contributions from all stakeholders. This contributes to the sustainable management of natural resources, encourages job creation and sustainable livelihoods, and encourages the integration of formal and traditional resource management systems;
- meet as required and hold at least one full formal national meeting for the NCC to agree on the priority capacity building needs and the design of the required capacity building activities for inclusion in the CBEMP project document; and
- facilitate the work of the National Project Coordinator.

The NCC is to ensure that the country report contains the required information and that it is submitted to SPREP within the allocated time frame. The NCC will be responsible for the coordination and management of the national input to the CBEMP country report and will be required to endorse the report before submission to SPREP.

### Discussion

Concerns were raised by representatives of some countries that new projects need to be approved by Cabinet before being implemented, and that this places constraints on the available time for consultation. It was noted that each NPC needs a minimum of 2–3 weeks of preparatory work before the consultation phase begins. It was stated by the Project Manager that the time frame for in-country consultation process will run from February to April and that NPCs and NCCs will have to work with this timing schedule.

Discussions then focused on incorporating the theme of job creation. Many of the NPCs thought this may present some difficulties and believed that the integration of traditional and non-traditional resource management systems would not necessarily encourage job creation. It was mentioned that in some cases where job creation had been attempted previously, it has been largely unsuccessful. If there are opportunities to link activities to job creation, then they should be taken up where feasible. It was the participants’ view that the first priority to be considered is the integration factor. The long-term benefit of integrating traditional and non-traditional environmental management practices will be the achievement of sustainable livelihoods.

It was remarked that in some countries there is already an integration of traditional and non-traditional systems, with participants stating that

the generation of employment and sustainable livelihoods in these countries would be a higher priority.

The integration concept in the CBEMP project is essentially looking at opportunities for improving subsistence living through income-generating activities. For example, in Kiribati the traditional practice of composting organic material when planting Giant Swamp Taro could be used to encourage broadscale acceptance of composting methods on Tarawa, improving soil organic content and assisting the development of commercial agricultural activities.

There was recognition that the preparatory phase will be a challenge for NPCs in relation to the tasks to be carried out within the timeframe. All government departments and other relevant agencies, and not just environment units, should be encouraged to participate to share their time and budget.

The Vanuatu representative suggested that the NCCs identify the different network of programmes existing in the country to ease the time and financial constraints during the consultation process. He stressed the importance of continuing activities within existing or on-going projects rather than developing new projects. Activities could then be concentrated at extending project outcomes in order to achieve country objectives.

It was reiterated that the NCCs would also be used as a consultative body for other components of the SMUNR project.

It was also remarked that agriculture, fisheries and tourism projects can be expensive areas to develop projects unless it is a preliminary public awareness activity. However, it is the responsibility of the countries to decide on the range and size of their project activities. For example, an activity designed for implementation under CBEMP could be a smaller component of a larger project and tailored to complement and extend current projects.

The Project Manager ended the session by explaining he will discuss financial and time scheduling with UNDP and took note of the NPCs' comments. Additional information determined through the meeting process will be incorporated into the guideline document.

### **2.1.2 The role of the National Project Coordinator (NPC)**

The NPC will be responsible to the National Coordinating Committee for coordination and management of the national input to the

Preparatory Assistance phase of the CBEMP project.

The NPC will assist the NCC as follows:

- ensure that all relevant stakeholders are represented on the NCC;
- consult with all relevant stakeholders, including both women's and men's groups;
- facilitate discussions between stakeholders;
- identify the priority environmental management capacity building requirements of the country already agreed in the National Conservation Strategy, National Development Plan and Sectoral Plans;
- review and update the capacity building/institutional strengthening projects, excluding those which have been implemented or for which alternative funding is available, and compile a revised list, including an approximate costing for the project. The NCC will be responsible for prioritising the revised list for endorsement at a national meeting;
- gather information on relevant past and current programmes and projects of regional and international organisations and donor groups in Vanuatu to ensure that future capacity building activities are completed and not duplicated; and
- organise meetings of the NCC as required, including at least one full formal national meeting for the NCC to agree on the priority capacity building needs and the design of the required capacity building activities for inclusion in the CBEMP project document.

The time of the NPC constitutes a substantial portion of the countries' in-kind contribution to the Preparatory Assistance phase. The consultation methods utilised to obtain information from the stakeholders should conform with national accepted practices. Close liaison with the Chairman of the NCC is to be encouraged to ensure that the outputs of the NCC satisfy the requirements of the project objectives.

### **Discussion**

There were questions raised regarding the gathering of information on relevant past and current programmes. NPCs should review previous and current project activities that could be relevant to the project and should be looking to identify activities in the capacity building arena to complement without duplicating other project

activities. NPCs will be required to determine the most appropriate consultation methods to obtain information that represented national priorities. The financial constraints of carrying out a nationwide consultation process was again raised. It was emphasised that each country would need to decide the most effective way to obtain the required information. It was also emphasised that the implementation of activities can be staged over the 2.5-year implementation phase to ensure effective coordination with existing projects.

### 2.1.3 Table of activities: time frame

A draft timetable was outlined to provide an idea of the time frame for the consultation process. The PA phase will run from December 1997 to May 1998 (six months). It was acknowledged that December was a difficult time to begin a participatory, consultative, regional process in the Pacific due to the presence of the festive season. The first two months was to be used to develop an information circular that invited participation in the project, project promotion and initiate the nomination of NPCs as well as initial discussions with various donor agencies and regional organisations. February to April was set aside for in-country consultation and it was emphasised that country reports are to be received by 20 April 1998 in order to develop the project document.

Once the country reports are submitted the project team will prepare the draft project document. There were concerns from the participants that country priorities may be downgraded in this process; however, the Project Manager stressed that the focus of the project will be those country priorities that meet the project objectives. CBEMP is a regionally implemented project but has a national focus to ensure that high priority activities are implemented on a country basis.

Once the draft project document has been endorsed by the participating countries, it will be submitted to UNDP for final approval. It is anticipated that the approval process will take 2–4 weeks, after which the implementation phase would begin.

## 2.2 Gender issues in project management

### Ms Yuki Yoshida

To begin the session, Ms Yoshida ascertained the participants' level of experience in gender issues. Approximately 50 per cent had some experience through attending a variety of meetings, National Women's Conferences, university, workshops, through the workplace and in training programmes.

Ms Yoshida shared her understanding on gender issues and its meaning for project formulators and managers. Topics covered in the presentation included:

- UNDP's global mandate;
- definitions;
- the real meaning of gender equality;
- examples of incorporating gender issues into projects;
- the role of gender issues in CBEMP; and
- questions to keep in mind.

UNDP has 5 global mandates:

- eradication of poverty (the largest mandate);
- job creation and sustainable livelihoods;
- advancement of women;
- protection and regeneration of the environment; and
- governance.

The advancement of women is one of UNDP's key mandates and has been identified as a cross-cutting issue. Financially, this means that 25 per cent of a given budget for every UNDP project should be allocated to gender-related activities. As participants had already made reference to limited financial resources, it was noted that gender considerations may be an additional constraint to countries. However, gender sensitivity can also be viewed as an aid to preparing projects and their activities. UNDP aims to ensure that all projects develop activities that deliver benefits for both men and women.

Two common terms used in the development project documents are sex and gender. Sex refers to the biological differences between men and women; it is universal and permanent. Gender refers to the socially constructed roles and responsibilities of women and men. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviour of women and men (femininity and masculinity). Gender roles change with new generations and changing societies. Gender equality means to be fair to both men and women, but does not necessarily mean that they will be treated equally. To ensure that fairness is achieved, gender analysis examines the different impacts of policies, programmes and activities on men and women. A Gender Glossary is attached as Annex 6.

What does the incorporation of gender issues mean to the CBEMP project? At the formulation and implementation level, equal participation should be ensured. If it is unequal, the underlying factors should be identified and addressed in the project design. There is a need to identify equal costs and benefits to men and women, and to think about the

resource users and their impact. Certain activities specifically for men or women may be included to ensure gender equality. There are many indicators such as sex disaggregators (the number of men and women participating in an activity) which can be used to determine the benefits and impacts on men and women of project activities.

Examples of incorporating gender issues into projects were presented as a learning experience. A Logical Framework Matrix for a Forestry and Trees Programme was used as an example. The goal of the project was to strengthen the national capacity of PICs to manage their forest and tree resources in a way that would enhance sustainable employment opportunities and livelihoods without diminishing environmental values of the natural resource for future generations. Emphasis was placed on the involvement of women in the design and implementation of the programme.

Tonga currently has in place two bilateral programmes that incorporate a 25 per cent budget allocation to gender issues. They are the National Retirement Scheme and the Gender Support Facility, which is used to strengthen the national advancement of women. The projects aim to strengthen the National Council of Women and other women's groups. This is a clear example of how gender issues can be either incorporated into other existing projects, or used as the basis for newly developed projects.

The CBEMP programme needs to ensure that the consultation process is well represented by women and that the NCC are aware of gender issues. NPCs and NCCs should keep in mind that 25 per cent of all resources are utilised so that men and women will participate both fully and equally. This is a difficult area to contend with, and UNDP welcomes any ideas raised by the participants. Two questions should be kept in mind throughout the project lifetime: Are men and women equally participating? Are men and women both benefiting? There are a number of gender experts in regional offices such as the SPC, Forum Secretariat and the UNDP office who would be happy to share their experiences and information with NPCs and NCCs.

### 2.2.1 Discussion

Participants requested that a summary of this presentation be included in the guidelines. To ensure the success of projects, it is to our benefit to incorporate gender issues in our project document. The contribution of both men and women to environmental management should be recognised and addressed in the preparatory assistance phase as well as in the implementation of the project. Input will vary according to the level of awareness

of issues in each country. Incorporation of gender issues in projects is still in its early stages.

It was stressed that gender refers to both men's and women's issues, and to determining fair representation. Participants discussed their experience with gender issues, which ranged from feminism, struggling to find a suitable level of equality in the work place to the decision-making women in Palau. Gender sensitivity is a relatively new concept in the Pacific and so there is much to learn as we go through the first steps in this process.

Participants were interested to learn about gender issues and the status of women in the countries represented at the meeting. Palau culture sees women as the decision-makers, and in the workplace it is the men who are calling for greater involvement. In the Cook Islands, men and women appear to have equal footing in society. In Vanuatu, as in other Melanesian cultures, men dominate society. It was suggested that a sensitive approach to gender issues be adopted to measure the perception of gender issues and to allow for gradual acceptance of new ideas. There are definite differences recognised between Micronesia, Polynesia and Melanesia cultures where gender issues are concerned.

It was advised that the PA phase should be culturally sensitive in its approach, as a radical departure from normal practice may make countries reluctant to participate. If CBEMP is perceived to be disregarding local customs, it could be detrimental to the project. Gender issues cannot be resolved overnight but should be considered in the consultation process.

## 2.3 Skills development and practical exercises in identifying stakeholders and priority setting

**Mr Kenneth MacKay, Forum Secretariat, Suva**

Mr MacKay is coordinating the Canada–South Pacific Ocean Development (C-SPOD) project, a Canadian-funded project that is based at the Forum Secretariat in Suva. Mr MacKay's experience is in agriculture and fisheries training and has worked at a variety of levels in Canada and Southeast Asia. Participants were asked to be involved in a role play to simulate what the NPCs will be doing when they return to their countries. Participants were divided into two groups by their biogeographical regions (atolls and high islands). Activities included brainstorming, priority setting and meeting skills development in anticipation that skills learnt will be transferred to the countries and will result in

more effective NCC meetings during the consultation phase.

Group One consisted of members of the NCC for the hypothetical island of Tuvanatua Cecil, a collection of atolls with a population of 25,000 living in scattered coastal villages, practising subsistence agriculture and fishing. Seaweed and pearl farming are developing on the atolls and becoming important as a new source of income. Already established are small-scale eco-tourism ventures; however, a new international airport is now under construction.

Group Two consisted of members of the NCC for the hypothetical island of Tuvanatua Levi, a large volcanic island of 500,000 people. Most of the development on the island is concentrated around a large bay with a lagoon. There is commercial (sugarcane) and subsistence agriculture, logging, and commercial and subsistence fisheries. The capital city is located on this bay where there is a natural harbour. The industrial development includes a tuna cannery, oil transshipment and a ship repair facility. Along some of the outer islands there are some luxury 4-star resorts.

Members of each group were designated as experts in a particular field, for example, fisheries, forestry, social planning, city planning, public works,

environment, climate change, gender specialists and community development. Each group adopted a democratic approach in appointing a Chairperson and a recorder. The role of the facilitator and the recorder is listed in the handout attached as Annex 7. Following the approval of an agenda, each NCC embarked on identifying sources of information (secondary data); brainstorming major problems; and determining priorities. For the purpose of this report, Group Two's findings have been recorded as being representative of the process.

### 2.3.1 Practical exercise

Sources of information that may be referred to include National Development Plans, NEMS, SOE reports, Population Policies, Tourism Master Plans, Fisheries Management Strategies and economic reports. It should be noted that CBEMP documents should be referred to, and secondary data reviewed by members of the NCC to assist the identification of country priorities.

A brainstorming session identified three major categories of environment-related issues (Table 1).

The next step was to carry out a simple ranking technique for identifying the high priority issues (Table 2). The cause and effects of the problems

**Table 1: Identified environmental issues**

Social	Pollution	Natural resources
Unemployment	Water	Deforestation
Land ownership	Air	Loss of biodiversity
Urban migration	Industrial	Overfishing
Overcrowding	Agriculture	Coastal degradation
Crimes	Solid waste	Soil erosion
Culture displacement	Noise	
Health problems		

**Table 2: Sample ranking system**

Issues from brainstorming session	Importance of problem	Importance to country	Importance to people
Deforestation	2	1	2
Overfishing (inshore)	1	4	1
Urbanisation (degradation)	3	3	4
Agriculture, forestry, erosion	4	2	3

Note: 1– Most important; 4– Least important.

**Table 3: Identified stakeholder groups**

Government	Private sector	Community based organisations
Environment Division	Chamber of Commerce	Women's groups
Forestry	Small Business Association	Youths
Agriculture	Union of Labour	Church
Fisheries	Professional Associations	Sports Association
Tourism	Academics	Chiefs Council
Finance	Media	Environmental NGOs
Planning Office		
PWD		
Internal affairs		
National Council of Women		
Provincial governments		
Health		
Education		
Media		

identified should be examined to help determine ranking. This exercise can be taken one step further by listing the agencies responsible for managing the problem or area listed under the various categories.

The hypothetical NCC then began the process of identifying stakeholder groups to be represented in CBEMP consultations (Table 3). The stakeholders identified should also consider the recommended stakeholder groups outlined in the document, CBEMP Guidelines for National Project Coordinators.

Decisions need to be made regarding the most important groups to be represented on the NCC, and which groups can be consulted on an individual basis. The handout in Annex 8 includes a section

**Table 4: Description of management systems**

Formal Systems (Non-traditional)	Traditional Systems
Legal	Been passed down (inherited)
Organised/systematic process	Culturally sensitive/conscious
Western methods	
Written	
Government	

titled Institutional Analysis, which deals with the issue of coastal management as an example. This may be a useful approach to look at when exploring the formal and traditional legal management systems and is intended for reference use.

### 3. Day Three: Wednesday 4 February 1998

#### 3.1 What are formal and traditional management systems? — Discussion

##### Mr O'Kean Ehmes

There was an apparent need to clarify with participants their understanding of traditional and formal management systems. The purpose of this exercise was to ensure the terminology used in the project is not confusing. Participants were asked to volunteer their definitions of the two management systems (Table 4).

It was highlighted that there is a formal way of implementing a traditional system, for example, speaking to a chief to gain permission to meet with a community, and hence the use of the term can be confusing. A formal traditional resource management system in the Federated States of Micronesia sees a customary chief responsible for the management of marine resources who can use legislation to place seasonal harvests on certain species. For the sake of clarity, participants

suggested that the term non-traditional management system be used instead of formal management system.

### 3.1.1 Activities checklist

The activities checklist is intended to assist NPCs in carrying out their tasks for the preparation of country input to the CBEMP project document. The meeting is also useful so that the Regional Coordinators can meet the NPCs to determine the best method of contact during the Preparatory Assistance phase. The project team can assist with tasks such as the formation of a country's NCCs by providing information on the project or by assisting with the consultation process. NPCs need to decide where the project team can best be used during the preparatory phase. The skills development and practical exercises on Day Two should prove useful in stimulating in-country consultations.

The first monthly report will be sent to respective Regional Coordinators, who in turn will circulate the update among the management team. This information will also be included in the CBEMP Fact Sheets as a means of keeping all NPCs and their countries informed on the status of the project. The monthly report format will be included in the Guidelines. By April 1998 the NCCs should meet to endorse the country report and submit it to SPREP. It was noted that endorsement of the country report could take some time depending on the individual country processes.

Following country endorsement, the country report will be forwarded to SPREP where the project team will synthesise the input into the draft project document. The draft will be sent to countries for review before a regional meeting to endorse the project document, currently planned for 12–13 May 1998.

### 3.1.2 Country report format

The country report will consist of the information needed for the drafting of the project document. The contents of the report format were summarised section by section with discussion on how to compile the report information. A description of the consultation process can be extracted from the monthly reports and may include identified constraints. A summary review of existing planning and strategy documents was outlined and a simulation of a NEMS review will be carried out as a practical example. If it is not possible to review all available documents, those that are not reviewed should be listed in the report.

A review of current and planned capacity building projects should be carried out to ensure that duplication of activities does not occur. The most important section of the country report is the listing and prioritising of capacity building issues and activities for environmental management. Countries will need to set their own priorities for capacity building activities that conform to nation priorities and meet the project objectives.

### 3.1.3 Discussion

The concern that country priorities would be lost within a regional document was expressed. It was explained that while CBEMP is a regional programme, it has a national implementation focus that will be based on country priorities. As country reports are received, the project document will be drafted based on the priorities that are identified.

UNDP recognises that the CBEMP project would benefit from a country-oriented approach to its design and does not have a preconceived idea of what the project document will contain. However, through close consultation with the PA formulation mission team (April 1997) the overall project objective was developed. It was explained that the current project allocation cannot fund all the activities proposed by a country, hence the request for ranking and prioritising so that activities can be implemented as additional funds and linked activities are obtained.

Participants suggested that if countries consider job creation objectives, they are likely to produce similar priorities, making it easier to formulate a project document. The UNDP representative reminded participants that CBEMP is just one of seven components of the SMUNR programme and that the other six components may already cover some of the CBEMP projects' identified areas.

Once the project document is endorsed by the participating countries it will be submitted to UNDP for approval. It is anticipated that an in-country manager will be appointed to coordinate the implementation of activities in each country.

## 3.2 Simulation review of a country NEMS

### Mr O'Kean Ehmes

Participants were provided with a copy of the Republic of Palau's NEMS along with a handout of a simple checklist to review planned capacity building activities (see Annex 8). The handout provides two examples for reviewing NEMS Profiles #4 and #18. The checklist is a simple method

designed to help NCCs and NPCs carry out an effective summary of national documents. This is a suggested way of reviewing existing planning and strategy documents and is ideally carried out prior to beginning in-country consultations.

There are five levels to the checklist which are approached by simple 'yes' and 'no' responses until a conclusion is reached. The levels include:

- identification of capacity building components;
- accomplishment of components;
- prioritising;
- ranking and the context of project objectives; and
- activities to accomplish the component.

For example, using the checklist the NCCs and NPCs would identify that the NEMS Profile is a capacity building programme then list its components, and state the status of each component and its level of accomplishment. For those components not already undertaken, they would determine if it remains a priority within the context of the country report. If the NEMS Profile meets CBEMP objectives it can be incorporated as an activity in the country report.

The facilitator worked through Profile #18 (Institutional capacity building project for the Division of Agriculture and Mineral Resources) with the participants.

A similar approach may be used for other national strategy documents such as national development plans, sectoral plans and NGO operational plans to review the capacity building activities in a country.

### 3.2.1 Discussion

Concerns were expressed over the possibility that some NEMS are outdated and that priorities may have changed considerably since they were published. It is generally understood that a substantial review of some country NEMS is warranted; however a summary review should assist the identification of issues. For many countries, NEMS is still a relevant document and is a useful starting point for this process.

Reference was made by UNDP to an enabling activity for its biodiversity programme. One of the programme's aims is to draft a National Biodiversity Strategy, which does not replicate country NEMS. It was suggested that each national institution should review their own documents and

offer their priorities to the NCC as this will be a true reflection of the country's needs.

The information collected for the Global Environment Facility Structural Adjustment Programme (GEF SAP) for International Waters was mentioned as a useful summary of existing country programmes, but that it should only be used as a guide. Participants requested copies of their International Waters Country Reports to learn of other programmes procedures.

## 3.3 Team building exercises

### Ms Sarah Mecartney and Mr O'Kean Ehmes

The participants were divided into two groups represented by a Regional Coordinator. Mr Ehmes was responsible for Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau and Tuvalu. Mrs Mecartney was responsible for Cook Islands, Niue, Papua New Guinea, Solomon Islands, Tokelau, Tonga and Vanuatu. Craig Wilson will assume responsibility for Samoa. The groups discussed their planned activities for the month of February and the best methods of contact. The session also provided an opportunity for the NPCs to get to know each other and make further inquiries about the CBEMP project.

## 3.4 Summary of meeting

### Mr Craig Wilson

An overview of the meeting was provided to clarify the next steps to be taken by the NPCs. The overall focus of the workshop was:

- to provide details of the CBEMP programme;
- to outline to the nominated NPCs their roles during the Preparatory Assistance phase;
- to explain how CBEMP fits into the SMUNR programme;
- to discuss the preparation of country reports; and
- to discuss the formulation of a regional CBEMP project document.

The critical element in the PA phase of CBEMP is the receipt of information provided in the country reports, which will form the basis of the project document. The importance of the consultation process to achieve this objective cannot be overstressed.



CBEMP should be viewed as a two-way process, as the project team needs the information from the NCCs to produce a project design that will deliver appropriate training activities to the countries. This approach to the project document has been initiated by UNDP who wishes to respond effectively and reflect member country demands.

As outlined in the guidelines, NPCs will return to their respective countries and start the in-country consultation process. The role of the project team will be to assist the consultation process under the guidance of the NPC and NCC. It is the responsibility of the Project Manager to ensure that CBEMP is coordinated with other regional and international organisations' capacity building programmes. NPCs were then reminded to review existing programmes within their own countries to avoid unnecessary duplication of activities. The need to include key stakeholder groups in the consultation process was highlighted in order to obtain a broad section of country views to determine their priorities.

An evaluation form (see Annex 9) was distributed to the participants at the end of the summary.

### **3.4.1 Discussion**

UNDP and SPREP were commended for taking the initiative in this new approach to project formulation. It was added that designing the project document was not only a large responsibility for the project team but also for the NPCs themselves. Participants had found the meeting worthwhile and enjoyed sharing experiences and meeting the other country representatives. CBEMP acknowledges the fact the countries are keen to work on their own environmental issues and priorities and hopes to consolidate these initiatives. The UNDP representative concluded that the Apia and Suva offices looked forward to working with everyone to build a better programme with positive outputs achieved throughout the project.

## Annex 1: Meeting agenda

### Monday 2 February 1998

- 8.30–9.00 Registration
- 9.00–9.10 Opening prayer: Reverend Lotu Uele
- 9.10–9.25 Welcome: Neva Wendt, SPREP Officer-in-Charge
- 9.25–9.40 Opening remarks: Mr Anthony Patten, UNDP Resident Representative, Apia
- 9.40–10.10 *Morning Tea*
- 10.45–11.00 Discussion of meeting agenda
- 11.00–11.30 Overview of Sustainable Management and Utilisation of Natural Resources (SMUNR) Programme: Ms Yuki Yoshida, UNDP Suva
- 11.30–12.00 Overview of SPREP capacity building activities in the Pacific: Ms Neva Wendt, SPREP
- 12.00–1.30pm *Lunch*
- 1.30–2.30 Overview of UNDP activities: Mr Sealií Sesega, UNDP, Apia
- 2.30–3.00 Overview of CBEMP project: Mr Craig Wilson, Project Manager, CBEMP
- 3.00–3.30 *Afternoon Tea*
- 3.30–4.30 What is capacity building? Discussion of concepts: Mr O’Kean Ehmes
- 6.30–8.00 Cocktail Evening at Pasefika Inn hosted by SPREP

### Tuesday 3 February 1998

- 9.00–10.30 Review of National Project Coordinator Guidelines: Mr O’Kean Ehmes and Ms Sarah Mecartney, CBEMP Regional Coordinators, Mr Craig Wilson, CBEMP Project Manager
- To cover the following topics:
- outline role of National Programme Coordinators;
  - outline role of National Coordinating Committee;
  - review format for country report; and
  - discussion of types for capacity building activities for implementation.
- 10.00–10.30 *Morning Tea*
- 10.30–11.45 Gender issues in project management: Ms Yuki Yoshida, UNDP Suva
- 11.45–1.00 *Lunch*

- 1.00–3.00 Skills development and practical exercises on identifying stakeholders and priority setting: Mr Kenneth MacKay, Forum Secretariat, Suva
- To cover the following topics:
- stakeholder analysis;
  - priority assessment; and
  - meeting skills development.
- 3.00–3.30 *Afternoon Tea*
- 3.30–4.30 Skills development (continued)

### **Wednesday 4 February 1998**

- 9.00–10.00 Review of National Project Coordinator Guidelines (continued): Mr O’Kean Ehmes
- 10.00–10.30 *Morning Tea*
- 10.30–11.00 Simulation review of a country NEMS
- 11.00–12.00 Team building exercises: Mrs Sarah Mecartney and Mr O’Kean Ehmes, CBEMP Regional Coordinators
- 12.00–1.30 *Lunch*
- 1.30–2.00 Summary of meeting
- 2.00–2.30 Evaluation of meeting
- 3.00 Closing

## Annex 2: List of participants

### Cook Islands

Arama & Associates  
Mr Arama Wichman  
PO Box 2186  
RAROTONGA  
Cook Islands

Tel: (682) 21756/24985  
Fax: (682) 24986  
E-mail: arama@oyster.net.ck

### Kiribati

Mr Nakibae Teuatabo  
Ministry of Environment and Social Development  
PO Box 234  
Bikenibeu, TARAWA  
Republic of Kiribati

Tel: (686) 28211/28000  
Fax: (686) 28334/28593

### Nauru

Mr Andrew Pitcher  
Special Project Officer  
Department of Island, Development and Industry  
Nauru

Tel: (674) 444 3181  
Fax: (674) 444 3791

### Niue

Miss Coral Pasisi  
Environmental Planner  
C/- Government of Niue  
Department of Lands and Survey  
PO Box 75  
ALOFI  
Niue

Tel: (683) 4128  
Fax: (683) 4231  
E-mail: coral.ca@mail.gov.nu

### Palau

Miss Pearl Lynn Marumoto  
Environmental Quality Protection Board  
PO Box 100  
KOROR, 96940  
Republic of Palau

Tel: (680) 488 1639  
Fax: (680) 488 2963  
E-mail: EQPB@palaunet.com

### Samoa

Mrs Easter Galavao  
National Project Coordinator  
Lands, Survey and Environment  
Private Mail Bag  
APIA  
Samoa

Tel: (685) 23800  
Fax: (685) 23176

## Solomon Islands

Mr Joe Horokou  
Senior Environment Officer  
Environment and Conservation Division  
Ministry of Forests, Environment and Conservation  
PO Box G24  
HONIARA  
Solomon Islands

Tel: (677) 24325/25848  
Fax: (677) 21245

## Tonga

Mr Taniela Tukia  
Physical Planner  
Ministry of Lands, Survey and Natural Resources  
PO Box 5  
NUKUALOFA  
Tonga

Tel: (676) 23611 (h) 22135  
Fax: (676) 23216 (h) 23548

## Tuvalu

Mr Niko Apinelu  
Fisheries Research Officer  
Department of Fisheries  
Ministry of Natural Resources and Environment  
Private Mail Bag  
FUNAFUTI  
Tuvalu

Tel: (688) 20344  
Fax: (688) 20286/20346

## Vanuatu

Mr Russell Nari  
Senior Biodiversity Officer  
Private Mail Bag 063  
Port Vila  
Vanuatu

Tel: (678) 25302  
Fax: (678) 23565  
E-mail: [environment@vanuatu.pactok.net](mailto:environment@vanuatu.pactok.net)

## Resource persons

Miss Yuki Yoshida  
Programme Manager Officer  
United Nations Development Programme  
3rd Floor, ANZ House  
Private Mail Bag  
SUVA  
Fiji

Tel: (679) 312500  
Fax: (679) 301718  
E-mail: [yyoshida@undp.org.fj](mailto:yyoshida@undp.org.fj)  
Website: [www.undp.org.fj](http://www.undp.org.fj)

Mr Kenneth MacKay  
Field and Programme Coordinator C-SPOD II  
Forum Secretariat  
Private Mail Bag  
SUVA  
Fiji

Tel: (679) 312600/22034  
Fax: (679) 312696/301102  
E-mail: [kennethm@forumsec.org.fj](mailto:kennethm@forumsec.org.fj)  
Website: [www.forumsec.org.fj](http://www.forumsec.org.fj)

Mr Sealii Sesega  
National Programme Officer  
United Nations Development Programme  
Private Mail Bag  
APIA  
Samoa

Tel: (685) 23670  
Fax: (685) 23555

SPREP Secretariat  
Mr Craig Wilson  
CBEMP Project Manager  
PO Box 240  
APIA  
Samoa

Tel: (685) 21929  
Fax: (685) 20231  
E-mail: [sprep@samoa.net](mailto:sprep@samoa.net)

Mrs Sarah Mecartney  
CBEMP Regional Coordinator

Tel:(678) 25 302  
Fax: (678) 23 565  
Email: [mecart@vanuatu.com.vu](mailto:mecart@vanuatu.com.vu)

Mr O’Kean Ehmes  
CBEMP Regional Coordinator

Tel: (691) 320 2613  
Fax: (691) 320 2933  
Email: [oehmes@mail.fm](mailto:oehmes@mail.fm)

Miss Quandovita Reid  
Divisional Assistant

## Annex 3: Opening prayer, Reverend Lotu Uele

### Reading

From the book of Genesis:

*'Heaven and Earth were completed with all their mighty throng. And the Lord God formed a man from the dust of the ground, and breathed into his nostrils, the breath of life, thus man became a living creature. Then the Lord God planted a garden in Eden with trees pleasant to look at and good for food. There was a river with four branches encircling the land to water the garden. Then the Lord God took the man and put him in the Garden of Eden to till it, and care for it.'*

### Sermon

The Garden of Eden was sheer beauty in itself. Its natural magnificence personified the imagery of Adam and Eve, lording all over creation, against a background of cascading mountain ranges, amidst luxuriant growth with animals of every species lazing about the silhouette of beautiful trees—majesty real. For all of us here, the Garden of Eden is furtive and imaginary, put forward to learn from, that wherever we live is the Garden of Eden. No longer restrictively located in Palestinian land, as geographically described. God's plan for man, to be master and controller of His creation, now applies to all four corners of the world, where human beings live.

To us, the Garden of Eden is the Pacific region. Our priority commitment therefore, is to care for and enhance our environment in order to maintain its natural beauty, as it was in the beginning. We are charged with an awesome task to keep, protect and improve God's creation at its best and at all times. I believe this gathering brings all SPREP member countries, in a common course and unity of purpose under the generous assistance of the UNDP to address such issues that will increase the capacity of Pacific Island nations to utilise their own natural resources in a sustainable manner, and to support sustainable livelihoods.

Your task therefore, is not easy. You will discuss and formulate policies for the benefit of all Pacific

people and their environment. More importantly, you are strengthening at the same time the responsibility for man as a caretaker of God's gifts of nature in the Pacific and in our place under the sun. May God bless and guide you in your deliberations and that each one of you will return from here fully filled with the will to protect and improve our region's environment for the good of all. May the fruits of your work give glory and honour to God the Father, the Son and the Holy Spirit.

Amen.

### Prayer

Let us pray. Our Father in Heaven, Creator and Sustainer of the universe. We turn our thoughts and eyes to thee, seeking guidance as we articulate ways and means to preserve the abundance of thy bounty for our Pacific people to enjoy, now and in the future. Thank you for the fruits of nature and the nourishment it gives us. For allowing us to enjoy its beauty and for the gifts of life we freely use. Forgive us for polluting the beautiful air we breathe causing misery and unnecessary harm to our brothers and sisters far and near, or our mindless exploitation of marine resources and the uncontrolled felling of precious trees affecting the various species and useful animals and birds. Grant us the understanding to curb our careless way and be faithful in our being chosen to be the custodian of your manifestation in nature's abundance.

Bless this gathering O Lord. Grant them thy gifts of wisdom, courage and patience that they have the joy of knowing that all the skills and expertise they devote in their work, is service truly offered unto thee. Bless the benefactors, the UNDP and all those who have kindly contributed to the success of this programme. Be with us this day. Take our lives into their own keeping. Make this day a day of obedience, a day of spiritual joy and peace. These our prayers, together with the silent meditations of our hearts. We offer them unto thee, that thy will be done. May the peace and love of God the Father, the Son and Holy Spirit be upon us all and upon all God's children around the world, now and forever.

Amen.

## Annex 4: Opening statement, Mr Anthony Patten, UNDP Resident Representative

It is my pleasure on behalf of UNDP, to join Ms Neva Wendt, Officer-in-Charge of SPREP, in welcoming you all to this first regional meeting of national coordinators of the Capacity Building Programme for Environmental Management in the Pacific (CBEMP) project.

Let me begin by saying that the CBEMP project last week demonstrated the truth of one of UNDP's currently popular sayings, 'It is easier to be forgiven than to be authorised'. Last Thursday, as some of you may have witnessed, UNDP and SPREP officially approved the Preparatory Assistance document for this programme in a signing ceremony that was held at the SPREP office while, on the other hand, the programme activities had already started in early December 1997. This is proof that we at UNDP are prepared to take risks, as we have been encouraged to do, in order for UNDP to be responsive to the needs of the countries in a timely manner.

This programme, to which UNDP has allocated US\$241,000 (ST624,000) for the six-month preparatory assistance phase, is a direct follow-up to two previous projects assisted by the UNDP. The first, which ended in 1994, assisted Pacific Island countries in developing National Environment Management Strategies (NEMS) through a participatory process involving national inter-departmental committees. That project was followed by a three-year project entitled Capacity Building for Sustainable Development in the Pacific, funded under UNDP's Capacity 21 fund. It built on the NEMS process of the previous project and deepened and broadened it by bringing civil society organisations and the private sector, as well as national development banks, in the process. The new CBEMP project is intended to build further on the successes of the previous two phases, broadening the effort to all the independent and self-governing Pacific Island countries, with a significant emphasis on being fully responsive to the needs of individual countries.

I am delighted at the efforts of SPREP in getting on board Mr Craig Wilson, the Programme Manager, whom most of you have already met as he is well known in environmental circles in the Pacific, Ms Sarah Mecartney and Mr O'Kean

Ehmes, who worked with Neva Wendt on the Capacity 21 Project and will be working as Regional Coordinators on the CBEMP project.

The purpose of this meeting, as you have no doubt been informed, is to bring together all of you National Project Coordinators (NPCs) representing your countries to discuss what the CBEMP programme is seeking to achieve, as well as to discuss the roles of yourselves and the National Coordinating Committees whose success, undoubtedly, will depend very much on you. The importance of this PA phase cannot be overstated. It is intended to facilitate a fully participatory planning process for the formulation of the project document of the full CBEMP programme through extensive in-country consultations which involve all potential stakeholders in all participating countries. The main output of this PA phase will be a Project Document for a Pacific-wide Capacity Building Programme for Environmental Management over a period of four years with an estimated total budget of the order of US\$2-3 million.

To put this CBEMP programme in perspective; the overall theme of UNDP's Sixth Programme Cycle in the Pacific is 'Job Creation and Sustainable Livelihoods'. Under this theme are four cross-cutting programmes, one of which is Environment and Natural Resource Management (ENRM). The CBEMP is one of seven projects under the ENRM programme covering such areas as agriculture, forestry, fisheries, tourism and disaster preparedness, and it is considered the cornerstone of all seven projects in terms of sustainable utilisation of natural resources in the fragile ecosystems of the Pacific Island countries. Both the commercial and subsistence sectors in all the countries are heavily dependent for their future on the wise and sustainable management of their environment and natural resources. The interdependence of environment and the productive sectors such as agriculture, fisheries, tourism and forestry in creating jobs and achieving sustainable livelihoods will require that all stakeholders including governments, private sector, NGOs, community groups and so on, are able to strengthen their capacity for environmental management and consequently devise and implement practical



solutions to curb any adverse impacts of economic development activities on the environment.

This PA phase of the CBEMP programme needs to take into account the rapid changes occurring in each of the PICs in terms of systems of governance, devolution of functions of governments to local governments and types of traditional and formal institutions available and so forth, as well as all possible linkages in-country with other existing programs to ensure the efficient utilisation of donor and national resources. Changes in systems of governance are more often than not accompanied by structural changes which are lessening the role of central government in many functions. In the Pacific countries, where most of the land continues to be under traditional and customary tenure, local governments and traditional leaders as well as the private sector, civil society groups and community groups are all playing an increasing part in environmental and resource management. This programme, therefore, explicitly addresses the need for their capacity for environmental management to be strengthened if they are to fulfil their responsibilities effectively.

The design of the programme needs to be flexible to be fully responsive to individual country needs, based on a review of each country's NEMS. It needs to take a modular form so that individual countries can buy into specific programme components of interest to them as the funding likely to be available will probably not permit all countries to benefit from all components of the programme. The utilisation

of national coordinators such as yourselves, who are fully aware of local situations and have insights into the needs of your respective countries' economic, social and political situations and constraints, will ensure that when you return to your countries you will be able to lead a fully participatory process which will identify the priority areas of focus of the programme for your individual countries. Your role therefore is essential to the success of this programme in every respect, and this programme can only be successful if you, the national programme coordinators, take this process to heart when you return to your countries at the end of this workshop.

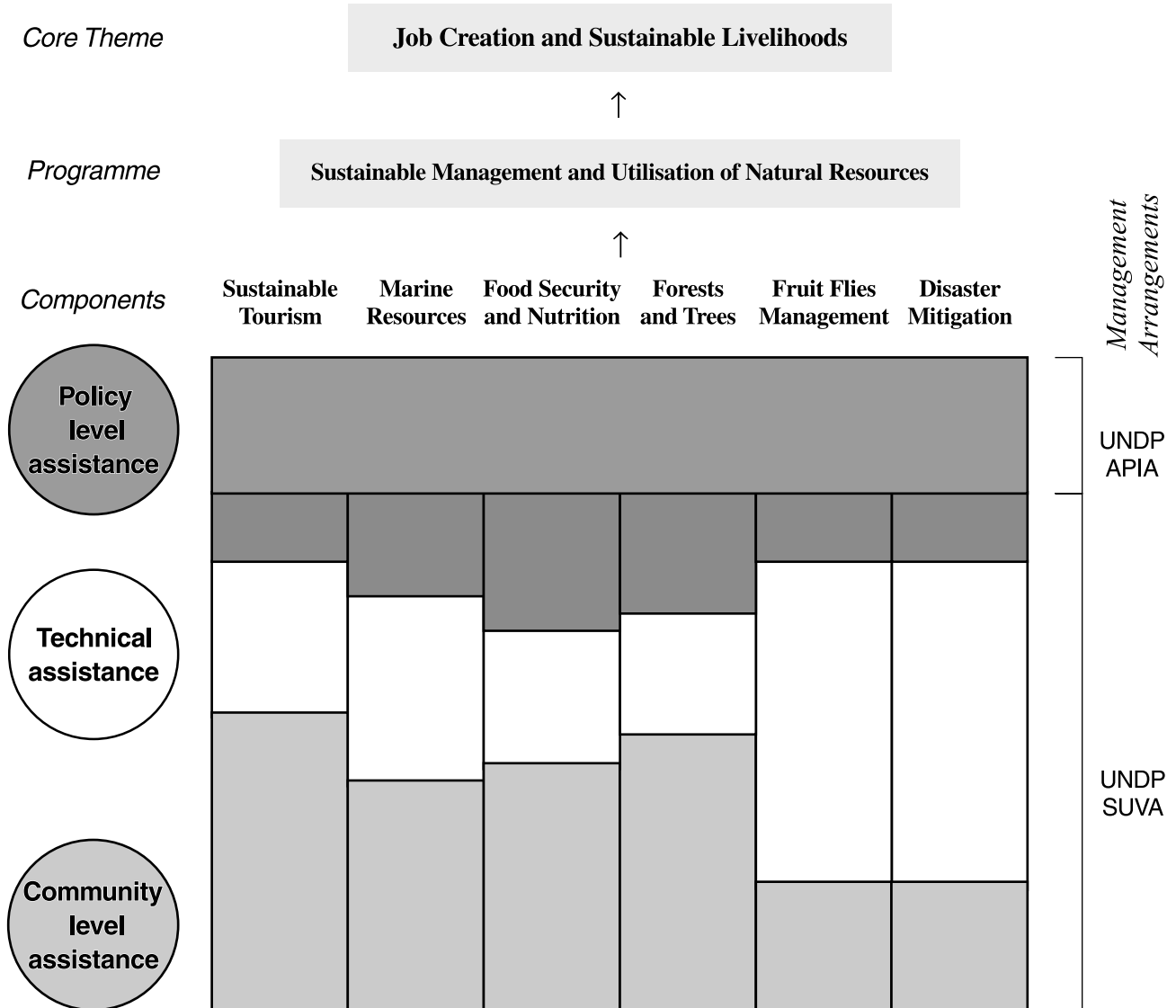
For each country, the programme needs to be a national process, driven by yourselves and your national coordinating committees and with full responsibility for planning, management, implementation and monitoring devolved to your governments or local or traditional levels as appropriate. The national implementation should be facilitated and coordinated at the regional level to utilise existing capacities within SPREP's and UNDP's other programmes, and the experiences of the countries involved in the CBEMP and other relevant programmes also need to be shared between countries around the region.

In conclusion, may I wish you all an enjoyable and fruitful meeting for the next three days, and may you enjoy your stay here in Samoa.

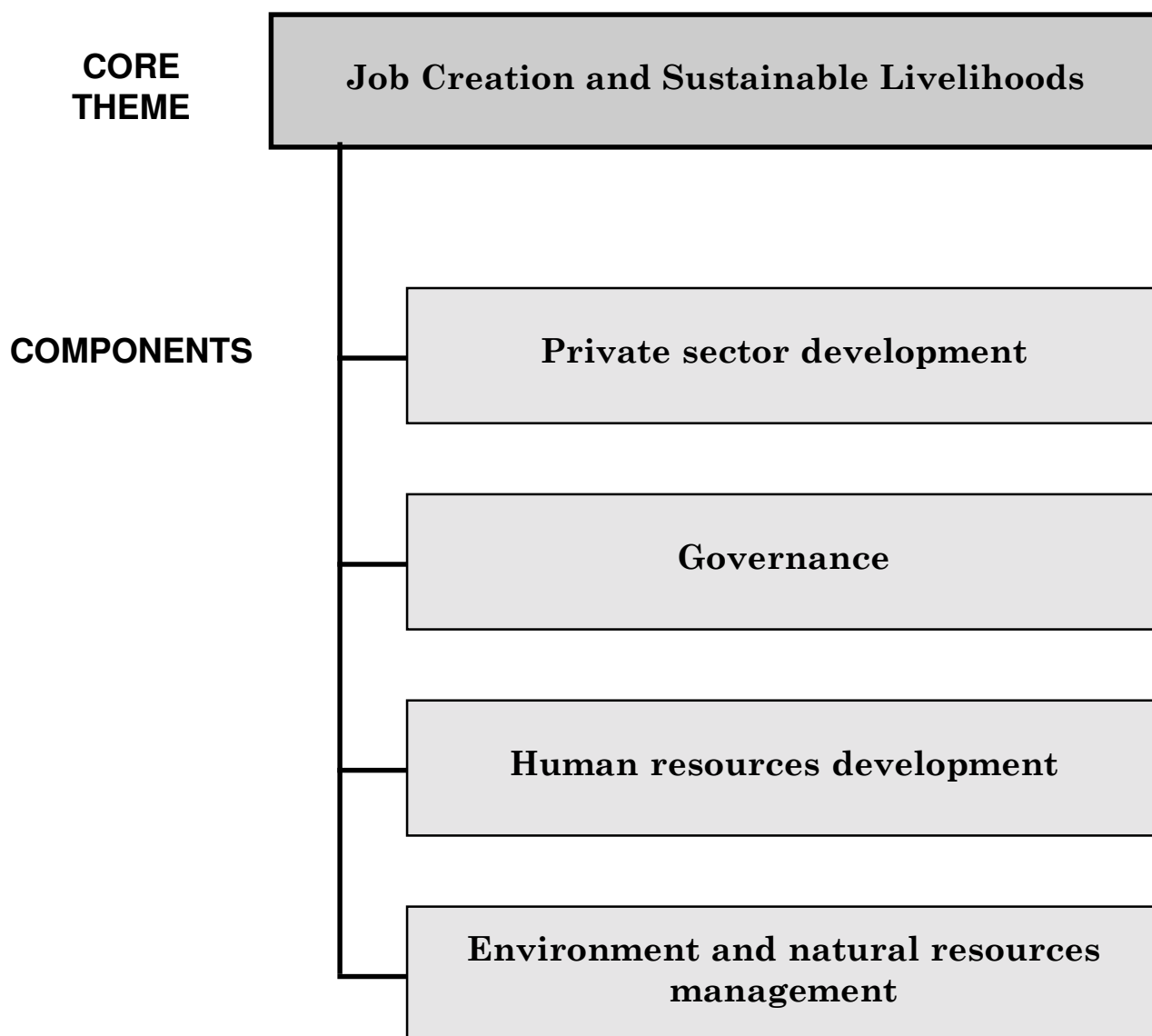
Thank you.

## Annex 5: SMUNR Programme overview sheets

### Framework of the SMUNR Programme



## Framework of the Pacific Sub-Regional Programme



## **Annex 6: Gender terms, key concepts of gender development and a framework for gender analysis**

### **Gender vs. sex**

Sex refers to the biological differences between men and women; it is universal and permanent. Gender refers to the socially constructed roles and responsibilities of women and men. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of women and men (femininity and masculinity). These roles and expectations are learned, and they vary across time, economies and cultures.

### **Gender-inclusive analysis**

This recognises that, to the extent a policy/programme/activity has an impact on people, it will very likely have different impacts on women and men because they have different roles in society. Gender-inclusive analysis identifies differences arising out of the gender division of labour, and out of unequal access to power and resources, and assumes that these differences can be changed.

### **Gender-neutral analysis**

This assumes that all people are affected by policies/programmes/activities in the same way or that there is a neutral impact on people as a result of a policy/programme/activity. Gender-neutral analysis does not result in equitable outcomes for women and men. If you adopt a gender-neutral approach to policy/programme/activity development, it is likely that you will unintentionally perpetuate existing inequities in the lives of men and women.

### **Gender equality**

The concept of equality has evolved over time. Initially, gender equality focused on rights, and meant treating everyone the same, regardless of their individual or group circumstances ('formal' equality and 'gender-neutral approaches'). Over time, gender equality has evolved to reflect a concern for arriving at equitable conditions for women and men rather than with treating women and men as if they were the same.

### **Gender equity**

This is the outcome of being fair to men and women. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent men and women from otherwise operating on a level playing field. Equity will ideally lead to equality. A society that fosters gender equity benefits everyone in the longer term.

### **Systematic discrimination**

Systematic discrimination is caused by policies and practices that are built into systems and that have the effect of excluding women and other groups and/or assigning them to subordinate roles and positions in society. Often a mixture of intentional and unintentional discrimination is involved. Although discrimination may not exclude all members of a group, it will have a more serious effect on one group than on others. The remedy often requires affirmative measures to change systems. Employment equity policies are an example of attempts to address systematic discrimination against women, aboriginal people, visible minorities and people with disabilities.

### **Gender-inclusive terms or language**

Language which is inclusive of both women and men makes it easier for people to envision both women and men sharing the same role and responsibilities. Gender-specific language implies that certain activities are more 'normally' filled by women or by men. Language is a powerful tool in gender socialisation and therefore using gender-inclusive language helps to facilitate more equitable approaches to development. Examples of gender specific language are: chairman, manpower, manning a workstation, fisherman, housewife. Examples of gender inclusive language for the same concepts are: chair or chairperson, human resources, staffing a workstation, fisher, house-keeper or homemaker.

## Gender-inclusive approaches

At the project level approaches which encourage equal participation of women and men may require special outreach efforts to encourage women to actively participate and voice their opinions. This is because in many Pacific cultures women have not historically had obvious decision-making roles and feel shy and inadequate about speaking out in public or in groups where they are outnumbered by men. Approaches may include special meetings for women to inform them of issues and answer specific questions, inviting women's organisations to consult with their constituencies and present information on their behalf, and making special efforts in mixed meetings to give credibility to women's concerns.

## Gender and development (GAD)

An approach to development interventions based on specific assumptions about gender relations.

### Holistic perspective

The GAD analysis is holistic. It considers the totality of social, economic and political life in analysing the forces that shape society and particularly which forces affect women's ability to direct and benefit from development processes. GAD examines both the productive work (goods and services) and reproductive work (households/family care and management) of women and men and focuses on the fit and balance between personal, household, community, economic and political spheres. The GAD analysis includes relations of power and dominance at the household, community, national, regional and international level.

### Gender relations

GAD does not focus on only women, but on the relationship between women and men, because understanding the structure and dynamic of gender relations is central to the analysis of social organisation and social progress. It distinguishes between sex, which is biologically determined and relates primarily to the child-bearing function, and gender, which is socially ascribed and determines attributes of masculinity and femininity. Gender describes activities as being appropriate for men or women and defines particular relationships between men and women.

These socially ascribed gender relations are neither universal nor static. They vary between and within cultures and over time, and can be influenced by cultural, environmental, economic and political

factors. GAD acknowledges that gender is but one of a number of organising principles in society and one of a number of determinants of women's situations. Others include class, age, religion and ethnicity.

### Subordination

A common aspect of gender relations across cultures and throughout history is the subordination of women to men. Women's subordination results in their:

- restricted access to productive resources and to the benefits of production;
- invisibility and marginality in economic and development processes; and
- lack of participation in decision-making processes.

The GAD approach directly addresses women's subordination and aims to improve women's position in relation to men.

### Sexual division of labour

One of gender's manifestations as an organising principle in society is through the sexual division of labour, whereby men and women are allocated different roles, responsibilities and activities based on societal ideas of capabilities and appropriateness. This differentiation is a source both of division and connection, exchange and cooperation between men and women in their combined efforts to meet household survival needs. Although both men and women can be involved in productive and reproductive activities, reproductive or household maintenance activities are largely the responsibility of women. Women's work and men's work are often interdependent, but women's productive and reproductive work are generally seen as having little economic value. Closely tied to gender relations, the sexual division of labour is similarly specific to culture, location and time.

### Household as the basic unit

The GAD approach recognises the household as the basic unit of social organisation. It acknowledges the importance of understanding gender relations, the sexual division of labour, and other major influences within the household, in planning change and development. Dynamics and relations within the household have a major impact on the extent to which women can participate in and benefit from development processes. Thus efforts

to increase women's participation and status must consider both resistance and opportunity within the household.

### **Access to resources**

GAD recognises that women have less access than men to three key groups of resources—economic resources, political resources and time—all of which are required to achieve development. Women also have less access to the returns and benefits of these resources. This differential access limits women's ability to participate in and benefit from project activity. Access to all three groups of resources must be considered in projects that aim to involve and benefit women.

### **Position and condition**

GAD distinguishes between the day-to-day condition of women's lives and their position in society. Other development approaches have tended to address women's condition by improving their ability to carry out their traditional roles and responsibilities. However they have done little to improve women's position in relation to men to enable full participation with men as agents of change.

### **Practical needs and strategic interests**

The GAD approach also distinguishes between the practical needs and strategic interests of women. Practical needs are those that are readily identifiable and that usually relate to unsatisfactory living conditions and lack of resources. These may include more food, better housing, more potable water, healthier children and more income. Addressing these needs involves the provision of inputs and perhaps training, and is unlikely to involve significant change in the relations between women and men.

Women's strategic interests arise from their subordinate position in society and the awareness that this position can and should be changed. Strategic interests relate to improving women's position and power relationships to enable more opportunities and greater access to productive resources and equal participation with men in decision-making and development.

Strategic interests may be less readily identified by women (or by men and women in poor, racially or ethnically oppressed groups), who are not always aware of the bases of their subordination and disadvantage, nor of the potential for change. Initiatives that can address long-term strategic

interests include consciousness raising, education, promotion, and support of cooperative organisations, changes in discriminatory laws, and political mobilisation. Addressing strategic interests is likely to involve change in the relations between women and men, and may meet with resistance from some men or women, and from some traditional institutions.

### **Transformation of attitudes and approaches**

The GAD approach looks for development initiatives that have the potential to transform gender relations and increase women's ability to act as key decision-makers. These initiatives must address immediate practical needs and improve the living conditions of women and their households—preconditions for women's empowerment (and for the empowerment of poor populations in general). But they also must improve women's political and economic strength, education and skills, organisational capacity, and capability to become equal partners with men in the collective struggle for a better life. In seeking transformation potential, the GAD approach also examines areas of resistance and opportunity, of rigidity and flexibility; and it identifies individual and organisational allies.

## **Framework for gender analysis**

### **Background**

Gender analysis is a process to understand the implications of policy or other development interventions on the relationships between men, women and the development process. The aim is to make the development process more effective in delivering benefits equally across society to, in turn, allow all members of society to contribute to improving their own lives and their own societies. This is, in other words, a structured attempt to improve the 'sustainability' of the development process.

Historically, the development process has been less than successful and less than sustainable in achieving 'development rhetoric'. A widely accepted school of thought now holds that the lack of sustainability has resulted from the way development policy has been designed and the way development interventions have been targeted.

Current thinking is attempting to shift development thinking to be more 'inclusive' and more oriented to equitable distribution of both benefits and costs of the process. In order to do this

it is necessary to conduct analysis of current policy and interventions to understand how they contribute to more equitable development.

Analysis can be done using cross-cutting analytical categories which organise societies. These categories include race, class, age, ethnicity, and gender. Gender is currently the most widely used of these social categories in development analysis, and considerable work has been done at the project level and at the general 'development policy level' to understand the dynamics of gender.

### **Components required for effective gender analysis**

Gender or social analysis has a number of components and requires a certain number of inputs. These are phrased in terms of awareness and understanding, because social analysis is so value laden that it cannot just be a need for 'sterile information'. These concepts are:

- awareness of and understanding of concepts and theory of 'gender and development';
- awareness of personal strengths and limitations, biases and values of oneself and those involved in development of politics and programmes;
- understanding of sectoral or topic area(s) to which analysis is being applied, including cross-sectoral implication;
- understanding of the specific situation being analysed—cultural, historical, social and physical contexts inter-related with gender and development concepts (this is a research input which can be carried out in a number of ways—through consultations and so on—but which must be participatory and consultative with the community involved);
- tools to assist with collection, organisation and interpretation of information. (Most of the work on tools has been done for 'project level' interventions where connections to the household and community, i.e. people, are the most obvious. There is an outstanding need to develop similar tools to apply to the macro-economic and 'globalised' levels.);
- understanding of policies or programmes themselves including where they have come from, who wants to introduce or use them and for what they are intended to accomplish;
- a group of interested and committed people to do or contribute to analysis and to make recommendations. Aware, committed people to implement and monitor effectiveness of altered policies; and
- political will at different levels (divisions, organisations, governments, communities) to support the process and the outcomes.

## Annex 7: Methods for running meetings and carrying out an institutional analysis

### 1. Brainstorming

**Definition:** Brainstorming is a group activity in which selected members of a community (chosen for their knowledge relevant to the topic) take turns in sharing their ideas relating to a certain topic.

**Purpose:** To generate information, ideas or gather different opinions from several people on a certain topic in a short time (usually 5 minutes).

#### Materials:

- Chalkboard and chalk
- Writing pads
- Bondpaper
- Coloured markers
- Paper and pencil
- Masking tape

#### Human resources:

- Facilitator
- Recorder or note-taker

#### Possible approach:

##### Pre-activity

- Set objective(s) of the activity.
- Determine the possible groups who will be involved in this particular activity (e.g.: fisher, farmer).
- Inform and discuss with the community leader the activity and the criteria to be used in the selection of the participants. If the topic relates to coastal activity then fishes will be the target group.
- Let the community leader or Key Informant identify the possible participants.
- Set the date, time and place of the meeting (informal) with the community leader or Key Informant.

##### On the day of the workshop

- While waiting for the rest of the participants to arrive, have an informal talk with the participants. This particular activity usually builds a sense of 'camaraderie' between the participants and the facilitator. When everybody is in, start the activity.
- Explain and discuss the objective and mechanics of the session so that everyone understands.
- Introduce the topic.
- Ask each participant to give or share their ideas (unedited) relating to the topic.
- Don't sanitise ideas. Don't discuss in length.
- The facilitator writes down all ideas on the chalkboard as they arise.
- When all participants' ideas are exhausted or shared, the facilitator together with the participants sorts, clarifies and consolidates the results.
- The facilitator and the participants then discuss and analyse the results.
- Record the results on bond paper and make sure copies are given to the community (community leader, others).
- Before leaving the session hall, make sure to conclude the activity by thanking them for sharing their ideas and time.

#### Variations:

In some cases, participants do not like voicing their ideas (afraid or shy). In this situation, idea cards or card techniques can be adopted. Idea cards or card techniques involves writing cards (made of cartolinas or bond paper having a dimension of 10 x 30 cm) which are given to each participant. All participants then write their ideas using a felt-tipped pen. Participants then post the cards on the chalkboard using masking tape. The advantage of



this particular activity is that it gives all the participants the chance to list down their ideas without the pressures of timidity from their peers. Added advantages include gathering all the ideas in a very short time.

**Illiterate participants:** The use of the symbols or drawings (which are often used or familiar by the participants) is encouraged.

**Formation of sub-groups:** When using sub-groups, categorise participants according to social or cultural grouping. In India, a mixed-aged group of women participants can be dominated by the mothers-in-law. One solution is to split the group into sub-groups.

### Outputs:

The data that will be generated can provide useful information on some issues in the community. It can produce a quick overview of a specific subject. It is most useful in discovering the 'what' of a certain issue but can also be used to explore the 'why, how, who, when and where'. It affords a good take-off point for setting up priorities. The information produced is often sketchy but can be followed up by other PRA methods.

### Strengths:

Provides information in a short time: usually takes 5 minutes. Highly participatory.

### Limitations:

Some participants may dominate the sharing. Using idea cards or forming sub-groups can eliminate this problem.

## 2. Institutional analysis

**Definition:** Institutional analysis is the identification of various resource users, stakeholders and organisations involved in Community Based Coastal Resource Management (CBCRM). It also involves an examination of the institutional arrangements, the set of rights and rules, for CBCRM in a community. Institutional analysis presents an account of legislation, policy, regulations and organisations, both formal and informal, by which a group of resource users in a community and government organises a coastal resource management and use.

**Purpose:** In many countries, the mode of coastal resource management is often intertwined between formal and informal (traditional and customary) systems. An informal management system, devised

and implemented by a community of resource users, often coexists with a formal government management system. CBCRM is often a mix of both formal and informal resource management strategies. If effective CBCRM efforts are to succeed, it is essential that there is current information on, and an understanding of, the system of coastal resource management in a community. This information, generated through institutional analysis, can be used by both resource users and government for several purposes including supporting, legitimising and/or improving CBCRM.

Institutional analysis can be used to identify and examine the type of CBCRM institutional arrangements and organisations existing in a community. An institutional analysis is usually conducted early in the CBCRM process during the planning phase. The level of detail of an institutional analysis can range from a simple description of the existing coastal resource management system to a very detailed analysis of the performance of the management system in terms of equity, efficiency and sustainability. It can be used to examine the management system for any type of coastal ecosystem. In particular, it can be useful for:

- the identification of existing legislation, policies and regulations for coastal resource management at different levels of government (village, municipal, district province, regional, national, international) and community (customary, traditional);
- the identification of the existing property rights and tenure arrangements in order to determine who defines rights to exploit the resource, who has access to the resource, whether any of these rights are transferable, and the identification of the rules to be followed;
- the scale and level of resource user group involvement to determine the ways in which user groups do or can participate in CBCRM;
- the nature of the representation of resource user groups in the decision-making process to determine the participants in the CBCRM arrangements, which user groups are legitimate participants in the decision-making process, and who can claim rights to participate; and
- the mandate and structure of CBCRM organisations.

**Materials:**

- Notebooks
- Brown paper
- Pens
- Coloured markers

**Possible steps:**

**Team Organisation:** Institutional analysis is usually facilitated by an expert with expertise in political science, resource management or economics. The facilitator organises a small team (2 or 3 persons) composed of community leaders and members and government officials. Training is provided on the purpose and methods for institutional analysis and guide questions are provided for data generation.

**Guide questions for individual and local institutional arrangements****Individual arrangements**

- Who are the resource users and stakeholder?
- What village-level organisations exist in the area?
- Which are engaged in CRM and CBCRM?
- Which are formal (legally recognised) groups and which are informal?
- For formal groups, to which category do they belong: (1) LGUs, (2) NGOs, (3) private interest groups and (4) others?
- What are the organisation's mandates or objectives and administrative structure?
- How long has the organisation been in existence, and what is its historical development?
- Is the membership increasing or decreasing?
- What are the organisation's technical, manpower and financial resources?
- How is the organisation affiliated with other organisations vertically and horizontally?
- What is the member's awareness of the conditions of the fisheries/marine resources?
- What are the characteristics of the leadership/power structure of the group?

- How are group discussions made (consensus/majority/autocratic)?
- What is the level of representation and participation of resource users and stakeholders in decision-making?

**Local institutional arrangements**

- What are the property rights in terms of access, withdrawal, management, exclusion and transfer?
- What are the formal and informal (traditional and customary) rules?
- What are the operational rules that pertain to boundary, allocation, authority and equity?
- What are the regulatory mechanisms (e.g. quota, closed season) and incentives (e.g. taxation, licensing)?
- What are the management rules, such as adjudication and enforcement?
- How is the rulemaking body formed in terms of leadership, membership and representation?
- What are the boundaries (i.e. political, gear type, traditional/customary, organisational, physical), their size/clarity, ownership, geographical coverage and changes over time?
- How are rules enforced and what sanctions are used?
- How legitimate and relevant are the rules to resource users?

**Guide questions for the external institutional and organisational arrangements****Organisational arrangements**

- Which organisations existing in the area are above the village level?
- Which are engaged in CRM and CBCRM?
- Which are formal (legally organised) groups and which are informal?
- For formal groups, to which category do they belong: (1) LGUs or other state-level bodies; (2) NGOs; (3) private interest groups; (4) bilateral/regional bodies; (5) international agencies; and (6) others?

- What are the organisation's mandates or objectives and administrative structure?
- At what level does the organisation operate: (1) international; (2) regional; (3) national/central; (4) sub-regional; (5) province/state; or (6) district/municipal/town?
- How long has the organisation been in existence and what is its historical development?
- What are the organisation's technical, manpower and financial resources?
- How is the organisation affiliated with other organisations vertically and horizontally?
- What is the organisation's awareness of the conditions of the fisheries/marine resources?

### External institutional arrangements

- For the relevant organisations, what are the formal policies, programmes, regulations, laws and legislation related to CRM and CBCRM?
- How do these national policies, programmes, regulations, laws and legislation affect CRM and CBCRM at the local level?
- How do the other national policies, programmes, regulations, laws and legislation on economic development and general public administration affect CRM or CBCRM?
- How is each organisation affiliated with other organisations vertically and horizontally, or arranged in terms of nested layers with other formal and informal organisations?

**Collection of secondary data:** The secondary or existing data are collected from documents, reports and publications about coastal resource management laws, policies, regulations and organisations from government, organisations and research and academic institutions. In collecting the data, first identify all the existing 'community-level' coastal resource management and CBCRM institutional arrangements and organisations external to or above the community level (municipal, district, province, national and international). Secondly, classify the relevant organisations into clusters according to level of activity.

**Field data collection:** There is a need to complement and validate collected data. A variety of techniques and tools can be used for collecting primary data. These include structured and semi-structured interviews, group interviews, resource mapping, historical timelines, flow patterns, decision patterns, Venn diagrams and matrix format.

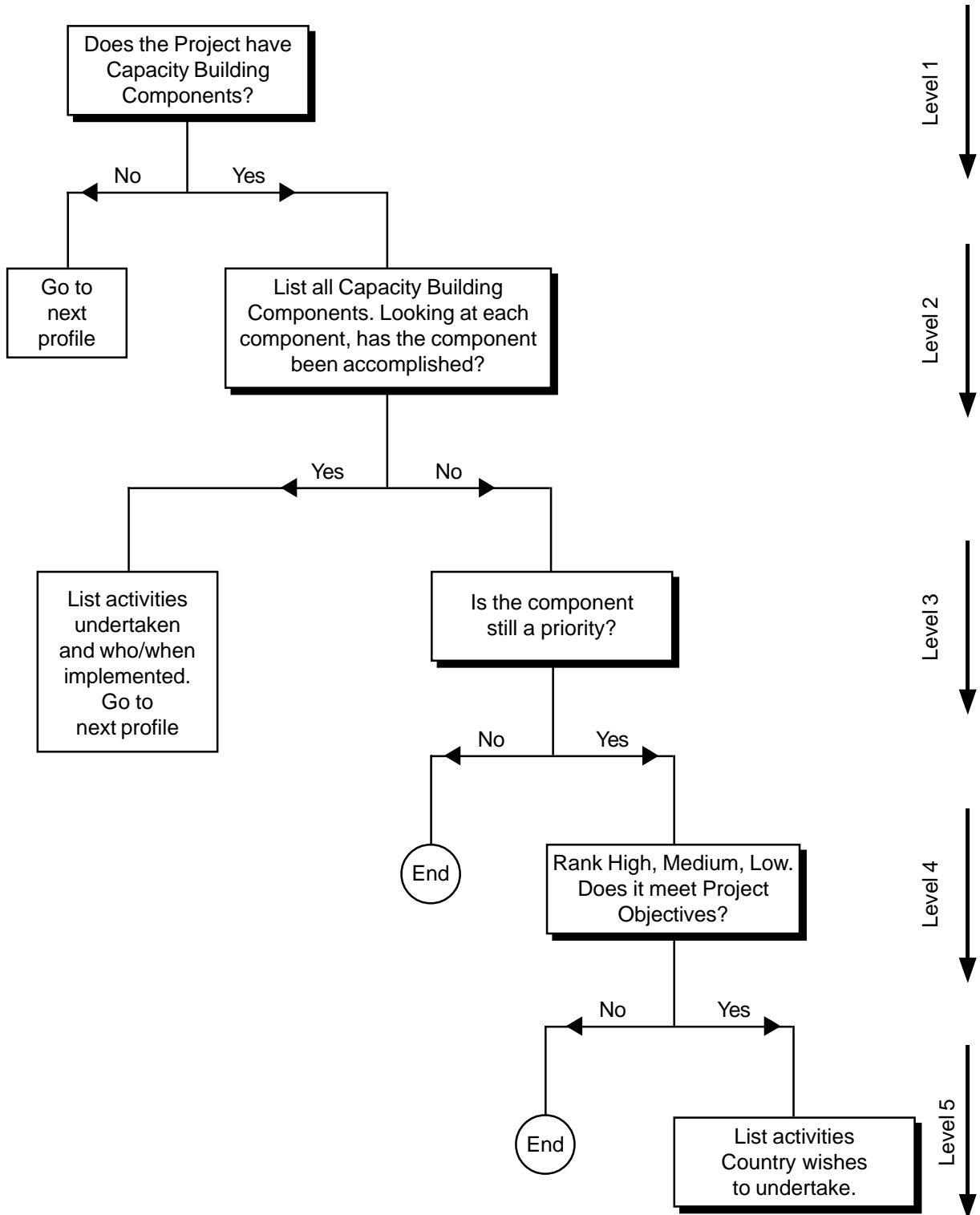
**Data analysis:** Institutional and organisational arrangements can be analysed at both the community level and the external to the community level. Institutional and organisational arrangements relevant at the community level include leadership and power structure, types of rights and rules and level of applicability and relevance, boundaries, the decision-making process, types and function of organisations, level of representation in the decision-making process, and enforcement of rules. Institutional and organisational arrangements external (district, province, national and international) to the community level are relevant and can affect the community institutional arrangements through the legal and policy framework, conflict resolution and assistance. There may be nested multiple layers of external institutional arrangements, with or without formal linkages, at both the government and non-government levels. Institutional and organisational arrangements can change and should be analysed over time.

There are three levels of rules that are very closely linked.

- Operational rules govern and regulate resource use. Operational rules govern and regulate day-to-day decisions and operations of the resource user concerning when, where and how to harvest the resource.
- Management rules are used by resource users, their officials and external authorities, such as government, to formulate and change operational rules, adjudicate conflicts, enforce decisions, and detect and sanction against rule violation.
- Legal and policy rules establish the process for resource management. Legal and policy rules include for example, the national fisheries policy and legislation which establishes a national fisheries agency.

## Annex 8: Checklist for simulation review of a country NEMS

### DOCUMENT/PROJECTS REVIEW EXERCISE





**5. What is capacity building? Discussion of concepts**

Scale:	Excellent						OK				Not Useful
	1	2	3	4	5	6	7	8	9	10	

Comments/Suggestions:

---

**6. Review of National Project Coordinator guidelines**

Scale:	Excellent						OK				Not Useful
	1	2	3	4	5	6	7	8	9	10	

Comments/Suggestions:

---

**7. Gender issues in project management**

Scale:	Excellent						OK				Not Useful
	1	2	3	4	5	6	7	8	9	10	

Comments/Suggestions:

---

**8. Skills development and practical exercises on identifying stakeholders and priority setting**

Scale:	Excellent						OK				Not Useful
	1	2	3	4	5	6	7	8	9	10	

Comments/Suggestions:

---

**9. Team building exercise**

Scale:	Excellent						OK				Not Useful
	1	2	3	4	5	6	7	8	9	10	

Comments/Suggestions:

---

**10. Simulation review of the Palau NEMS**

Scale:	Excellent						OK				Not Useful
	1	2	3	4	5	6	7	8	9	10	

Comments/Suggestions:

---

**11. The objectives of the meeting were to:**

- brief the National Project Coordinators on the CBEMP Project;
- provide a clear understanding of the roles of the NPC and the NCC; and
- provide training in aspects of project planning and management.

How well did you feel that the meeting accomplished these goals?

Comments/Suggestions:

---

**12. Do you think this meeting was a wise use of your time?**

Comments/Suggestions:

---

Thank you for your contribution to the meeting and for providing us with your suggestions.

Craig Wilson, Sarah Mecartney, O’Kean Ehmes

# **CBEMP**

---

## **Capacity Building for Environmental Management in the Pacific**

---

### **Preparatory Assistance Phase**

## **Regional Meeting Report – CBEMP Draft Project Document Review Meeting**

7–8 July 1998  
Apia, Samoa



South Pacific Regional  
Environment Programme



United Nations  
Development Programme

---





*Capacity Building  
for Environmental  
Management  
in the Pacific  
(CBEMP)*

*Regional Meeting Report –  
CBEMP Draft Project  
Document Review Meeting*

7– 8 July 1998  
Apia, Samoa

Regional Meeting July 1998

© South Pacific Regional Environment Programme 1999

The South Pacific Regional Environment Programme authorises the reproduction of this material, whole or in part, in any form provided appropriate acknowledgement is given.



**South Pacific Regional  
Environment Programme**



**United Nations  
Development Programme**

# Contents

<b>Abbreviations and acronyms</b>	<b>B-5</b>
<b>1. Day One: Tuesday 7 July 1998</b>	<b>B-7</b>
1.1 Introduction .....	B-7
1.2 Opening prayer .....	B-7
<i>Reverend Lotu Uele</i>	
1.3 Welcome speech .....	B-7
<i>Ms Neva Wendt, Officer-in-Charge, SPREP</i>	
1.4 Opening remarks .....	B-7
<i>Mr Richard B. Olver, Officer-in-Charge, UNDP, Apia</i>	
1.5 Adoption of the meeting agenda .....	B-8
1.6 Update of the UNDP Sustainable Management and Utilisation of Natural Resources (SMUNR) programme .....	B-8
<i>Mr Seali'i Sesega, National Programme Officer, UNDP Apia</i>	
1.7 Summary of the Preparatory Assistance phase .....	B-8
<i>Mr Craig Wilson, CBEMP Project Manager, SPREP</i>	
1.8 Update of the CBEMP project funding .....	B-9
<i>Mr Richard B. Olver, Officer-in-Charge, UNDP, Apia</i>	
1.9 Overview of the meeting .....	B-9
<i>Mr Craig Wilson, CBEMP Project Manager, SPREP</i>	
1.10 Peace Corps opportunities in the CBEMP .....	B-10
<i>Mr Steve Nagler, Country Director, Peace Corps, Samoa</i>	
1.11 Meeting sessions .....	B-10
<b>2. Day Two: Wednesday 8 July 1998</b>	<b>B-11</b>
2.1 Morning session 1 .....	B-11
2.2 Morning session 2: Group presentations on objective setting .....	B-11
2.3 Afternoon session 1 .....	B-12
2.4 Afternoon session 2 .....	B-13
2.5 Closing remarks .....	B-14
<b>Annexes</b>	
<b>Annex 1: Meeting agenda</b>	<b>B-15</b>
<b>Annex 2: List of participants</b>	<b>B-17</b>
<b>Annex 3: Opening prayer: Reverend Lotu Uele</b>	<b>B-20</b>
<b>Annex 4: Welcome speech: Ms Neva Wendt, Officer-in-Charge, SPREP</b>	<b>B-22</b>
<b>Annex 5: Opening remarks: Mr Richard B. Olver, Officer-in-Charge, UNDP, Apia</b>	<b>B-24</b>

## Abbreviations and acronyms

ADB	Asian Development Bank
AusAID	Australian Agency for International Development
CBEMP	Capacity Building for Environmental Management in the Pacific
NCC	National Coordinating Committee
NPC	National Project Coordinator
NGO	Non-Government Organisation
NZODA	New Zealand Official Development Assistance
PA	Preparatory Assistance
PIC	Pacific Island Countries
SMUNR	Sustainable Management and Utilisation of Natural Resources
SPC	Secretariat of the Pacific Community (formerly South Pacific Commission)
SPREP	South Pacific Regional Environment Programme
UNDP	United Nations Development Programme



# CBEMP Draft Project Document — Regional review meeting report

## 1. Day One: Tuesday 7 July 1998

### 1.1 Introduction

#### Mr Craig Wilson, CBEMP Project Manager

Mr Wilson welcomed members of the diplomatic missions and international organisations, National Project Coordinators (NPCs) and members of the National Coordinating Committees (NCCs) and thanked them for their attendance at the opening ceremony of the meeting. Mr Wilson introduced Mr Richard B. Olver, Officer-in-Charge at United Nations Development Programme (UNDP) Apia, Ms Neva Wendt, Officer-in-Charge at the South Pacific Regional Environment Programme (SPREP) and Reverend Lotu Uele. See Annex 1 for a copy of the meeting agenda and Annex 2 for a list of participants to the meeting.

### 1.2 Opening prayer Reverend Lotu Uele

The Regional Meeting was opened with a prayer by Reverend Lotu Uele. The reading, message and prayer are attached as Annex 3.

### 1.3 Welcome speech

#### Ms Neva Wendt, Officer-in-Charge, SPREP

Ms Neva Wendt welcomed the heads of diplomatic missions and country representatives to the regional review meeting. She provided a brief background to the CBEMP project and a short history of the SPREP/UNDP collaboration on environment programmes in the Pacific region. Highlighted was the importance of the Preparatory Assistance (PA) phase and the active participatory roles countries have played in providing the information used to compile the CBEMP Project Document. The decision to implement an in-country consultation process to gather information was made to ensure that the project is responsive to individual country needs.

The review meeting continues the process of incorporating country needs into a project document that will assist and support Pacific island nations in utilising their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for future generations. Ms Wendt was encouraged by the presence and efforts of the NPCs and the NCCs in the PA phase, interpreting this as a measure of government interest and commitment to the CBEMP project.

Ms Wendt thanked UNDP for their support, the CBEMP project team for their work and wished the participants well in their endeavours over the next two days. Ms Wendt's speech is attached as Annex 4.

### 1.4 Opening remarks

#### Mr Richard B. Olver, Officer-in-Charge, UNDP, Apia

Mr Olver welcomed participants and made a special note of gratitude to Mr Tamari'i Tutangata and his dedicated staff at SPREP who arranged the meeting to review the PA phase of the project. He expanded on the strong partnership that has been built between UNDP and SPREP through the implementation of environment projects and anticipated that the partnership would be further enhanced during the execution of the CBEMP project.

Background to the CBEMP project and the umbrella Sustainable Management and Utilisation of Natural Resources (SMUNR) programme was provided as well as UNDP's general focus on building capacity and alleviating poverty in order to address constraints to job creation and sustainable livelihoods. Mr Olver noted that, in order to achieve its objectives, CBEMP needs to be based on local priorities to encourage local ownership.

Mr Olver touched on the extensive range of priority areas identified in the country reports, some of which ranged well beyond the scope of the project. This made it difficult to comply with all the wishes

outlined in the country reports. He anticipated that participants will reach consensus on their priorities among these identified activities, adding that it was now the time to identify the most pressing common concerns, since the objective of the meeting was to review and endorse the approach proposed by the draft project document before it is submitted to UNDP for final approval and implementation.

Mr Olver reassured Pacific Island countries (PICs) of UNDP's firm commitment to this project, stressing that they are actively seeking additional resources to help build capacity for environmental management. He concluded by urging the leaders of the PICs and representatives from the donor community to cooperate with SPREP in mobilising the additional funding needed in order to ensure that our efforts will be successful, as we address our long-term goal of increasing the capacity of PICs to utilise their natural resources in a sustainable manner. Mr Olver's speech is attached as Annex 5.

### 1.5 Adoption of the meeting agenda

Mr Wilson outlined each section of the provisional agenda. A major proportion of the meeting centred on the structured working sessions (objective setting, output establishment and activity determination). The importance of each country representative playing an active role in the process of determining an acceptable, focused project document was emphasised and participants were encouraged to actively contribute in discussions to achieve the meeting objective. The meeting agenda was then adopted.

### 1.6 Update of the UNDP Sustainable Management and Utilisation of Natural Resources (SMUNR) programme

**Mr Seali'i Sesega, National Programme Officer, UNDP Apia**

Mr Sesega's presentation focused on a summary of UNDP's framework for the Pacific sub-regional programme and an update on the SMUNR programme and its components. UNDP operates under two programme levels in the Pacific: Country Programmes and a Pacific Sub-regional Programme. The latter considers that the Pacific island nations share a number of commonalities whose experiences can be shared in a regional approach. The core theme of UNDP's sixth programme cycle is Job Creation and Sustainable Livelihoods, which is being addressed through four UNDP programme areas: private sector development; good governance for sustainable

human development; human resource development; and environment and natural resource management. The sixth programme cycle started in 1997 and will end in 2001.

The SMUNR programme consists of seven linked components including Sustainable Tourism, Marine Resources, Food Security and Nutrition, Forests and Trees, Fruit Flies Management; Disaster Mitigation and Environmental Management. The CBEMP project is linked with the other components by providing a cross-cutting programme that will contribute capacity building aspects within each component. The SMUNR project is still in its PA phase where the objective is to develop a full project document for all components.

To date, the activities in the PA phase of the SMUNR have focused on the establishment of a small grant scheme and developing the Sustainable Tourism and Marine Resources components of the programme.

### 1.7 Summary of the Preparatory Assistance phase

**Mr Craig Wilson, CBEMP Project Manager, SPREP**

Mr Wilson began by providing a brief background on the PA phase of the CBEMP Project then updated the participants on its current status. The PA phase began in December 1997 and was designed to run for six months. In order to conduct a comprehensive in-country participatory process, interested countries nominated an NPC to facilitate the operation of NCCs. NCCs were established in each country, utilising existing committee structures such as the NEMS Task Force, whilst in other countries the NCC 'piggy-backed' on existing coordinating committees such as those for the Pacific Islands Climate Change Assistance Programme (PICCAP). Countries such as Federated States of Micronesia (FSM) and Tonga have existing national committees to manage the implementation of environment activities and these were called on to guide the implementation of the CBEMP PA phase.

The preparation of a country report by each participating country was carried out with assistance from the Regional Coordinator assigned to each country. It was the responsibility of the NCC to ensure that all relevant stakeholders with the country were included in the discussion process and that relevant data was provided for the compilation of the report.

The country reports from each participating country were then synthesised into the draft project

document based on the objectives of the project. The draft CBEMP project document forms the basis for the meeting's discussions.

## 1.8 Update of the CBEMP Project funding

**Mr Richard B. Olver, Officer-in-Charge, UNDP Apia**

Mr Olver discussed global funding conditions that affect UNDP operations and mentioned that while traditional UNDP untied development assistance is declining, the Pacific has not been affected as much as many other regions in the world. UNDP and SPREP have, in the past, mobilised resources for environment related programmes, an area that has grown considerably in the last 10 years.

While UNDP Regional Offices have been forced to absorb on-going decreases in resources with the regional programmes, it was stressed that this is not a reflection on the CBEMP project or UNDP's commitment to the SMUNR programme. Initial nomination of funds for the CBEMP project started at USD900,000. This has now been reduced to a total of USD541,000 to cover both the PA phase and subsequent implementation. Additional funds will be sought to supplement the amount allocated for the 30-month implementation phase.

There are positive indications regarding additional funding from sources such as the United Nations Foundation, which has identified the environment as one of its three priority areas. New Zealand Official Development Assistance (NZODA) and Australian International Development Assistance Bureau (AusAID) will also be approached for additional funding. It was recommended that current available funding be used to implement a focused group of activities that will form the foundation for a larger programme. The project document would then form the basis for the further mobilisation of resources.

Mr Olver summarised his discussion by stressing the importance of providing the participants with the complete picture so that the group can make choices and create an effective project design as a team.

## 1.9 Overview of the meeting

**Mr Craig Wilson, CBEMP Project Manager, SPREP**

It was explained that due to the recent notification of additional funding reductions the focus of the project needed to be refined to ensure that project

activities for implementation conformed with available funding. The focus of the meeting will now be for the participants to determine the options for the focus and direction of the project.

Once a consensus is reached on the restructured format, the document will be redrafted and circulated amongst the participating countries for their review, comment and endorsement. Mr Wilson then invited feedback from the participants.

### 1.9.1 Discussion

Participants, concerned about the reduction in funding, offered some ideas for securing alternative funding including accessing the private sector, whilst countries like Palau have already begun to identify alternative sources of funding. The need to ensure that the project design retained its 'attractiveness' to donor agencies was reiterated. Mr Wilson also stated that he has made initial enquiries to various private funding agencies as a potential source of assistance.

It was mentioned that participation in the programme is not mandatory and the level of participation remains a rational assessment that countries need to make. Mr Olver encouraged participants to proceed with discussions on identifying focal areas. He offered a number of possibilities that are outlined below:

- *Option 1:* Start with 3 original objectives then expand on these.
- *Option 2:* Create a strong base for the two objectives and focus on one particular element to attract additional resources.
- *Option 3:* Limit the project to three objectives at a much lower level than originally planned, with a view to securing additional funds in the future.

UNDP would like to see the group determine the pattern for the project document, with a common theme to satisfy all countries. It is hoped that the choices will be extracted from within the existing project document that NCCs have had the opportunity to discuss and comment on. The aim of the meeting, then, is to refine the contents of Section D (objectives, outputs and activities) and redraft the document to concur with decisions reached at the meeting. These can be discussed on a country basis.

Conceptually, there is a need to continue the 'thinking phase' on what types of activities will have the greatest impact in our countries on economic and social development, keeping in mind the



emphasis of the targeted objective of integrated traditional and non-traditional resource management practices. Comments were also made on the present budget allocation that gave rise to recommendations towards developing strong links with other organisations to supplement financial and other resources.

## 1.10 Peace Corps opportunities in the CBEMP

**Mr Steve Nagler, Country Director, Peace Corps**

Mr Nagler thanked SPREP and UNDP for the opportunity to provide information on his role as Peace Corps Director for Samoa and Niue and to discuss Peace Corps' 'Pacific Initiative'. Pacific Initiative is part of a new programme for Peace Corps in the Pacific that recognises certain parallels between countries and indicates a need to think regionally. Peace Corps identified four priority areas for action in addition to existing country programmes. These priority areas include programmes in environment, youth, non-government organisations or NGOs (and their development) and support of domestic volunteer agencies. The aim of the regional activity will be to build on the traditional strengths that Peace Corps volunteers contribute to the Pacific region.

Peace Corps volunteers have a standard two-year placement, living in the communities that they serve, learning the language and the culture. Peace Corps volunteer expenses are provided by the US Government with the host organisation providing housing and office space.

Peace Corps has identified three possible areas in which volunteers may be able to assist with CBEMP:

- curriculum development;
- community training; and
- small business development.

Volunteers would first undergo cross-culture training in their respective countries then regroup with their national counterparts for specialised technical training before returning to their communities. The potential role for Peace Corps was raised for country participants to consider for the in-country implementation of the CBEMP project.

## 1.11 Meeting sessions

### 1.11.1 Afternoon working session 1: objective setting

Participants were asked for ideas and comments on how to approach the meeting in terms of restructuring objectives, activities and outputs in relation to funding constraints. It was stressed that the focus be on the main aim of the project: 'Integration of traditional and non-traditional resource management practices'.

Concerns were raised by participants regarding the duplication of environmental education objectives and activities in light of recent programmes and conferences. It was emphasised that CBEMP would be slanted towards the integration of traditional and non-traditional practices, giving it a different key focus than previous education programmes. Participants encouraged the development of strong links with existing regional programmes executed by SPREP and other similar organisations.

A specific aspect of the CBEMP programme is to improve national management mechanisms for environmental management. Requests from countries on how to build capacity to more effectively utilise traditional knowledge have in part prompted the programme. Initial suggestions on focus areas included the collection and documentation of traditional practices, the development of an information systems database that will be utilised by decision-makers (government and non-government), and the development of school curricula and resource materials.

It was agreed that capacity building needs/aspects need to be an integral part of the programme in the approach to the integration of traditional and non-traditional management practices for improved environmental management. The project should not be considered only as a technical and infrastructure programme. The essence of CBEMP will be to develop capacity to benefit from both the traditional and the non-traditional systems.

The participants reviewed the two objectives from the original project document.

- *Objective 1:* To educate national government, local government and community decision-makers on the importance of traditional and non-traditional environmental management practices and their contribution to job creation and sustainable livelihoods.
- *Objective 2:* Education and community empowerment programmes that integrate

traditional and non-traditional environmental management systems, promote job creation and sustainable livelihoods for both men and women.

Participants were in agreement to follow the above objectives, modifying the content (fisheries, agriculture and so on) and/or target beneficiaries (national, provincial, community, private) whilst allowing countries some leeway to develop their own priorities. They also reiterated the need to keep in mind gender issues, job creation and sustainable livelihoods. It was also agreed that CBEMP needs to make a significant impact at the regional and national levels which, given the current circumstances, can only be achieved with fewer, more focused objectives, activities and outputs.

To reorient the meeting to determine a focus for the project, it was suggested that the participants look at general topics that the different activities could be broken into. The major sets of activities in the existing project document included:

- traditional management practices collection and documentation/storage;
- income generation;
- awareness raising;
- education; and
- monitoring and enforcement.

The countries stressed the need for basic environmental management information and, as a result, identified the documentation of traditional management practices as a priority. Activities 1.2.1 and 1.2.2 from the draft project document are related to this area. As this is a basic need for almost all the countries, it was seen as a sensible starting point from which to focus the project.

The day closed with the meeting agreeing that the capacity building focus of the project will start with the collection and storage of traditional and non-traditional resource management practices.

## **2. Day Two: Wednesday 8 July 1998**

### **2.1 Morning session 1**

The day opened with a recap of the previous day's discussions and output. The group agreed that activities 1.2.1 and 1.2.2 of the original project document should be the initial focus for discussion. For the second day of the meeting, the participants agreed on the need to identify a common objective.

Once the objective is identified and agreed upon, the meeting can then refine related outputs and activities.

It was suggested that the logical step following collection and documentation of traditional and non-traditional information would be to determine how countries could make best use of the information collected. Participants felt that there was a strong need to train people in the collection of data or use of the database before starting with the actual collection and database development. The participants agreed to break into groups to decide on the objectives, outputs and activities under the collection and documentation activity, firstly defining the objective then returning together in plenary to determine outputs and activities. The meeting then divided into two groups maintaining the gender balance and even distribution of resource people.

### **2.2 Morning session 2: Group presentations on objective setting**

*Group 1 objective:* To build capacity in government and community-based institutions through the integration of traditional and non-traditional environmental management practices to promote job creation and sustainable livelihoods for both men and women at the community level.

*Group 2 objective:* This group agreed to the objective as written by Group 1 and suggested that the project focus comply with the relevant SMUNR components which the group identified as:

- sustainable tourism;
- marine resources;
- food security and nutrition; and
- forests and trees.

Group 2 felt that it should be up to the individual countries to decide which SMUNR components they would focus on for now, given the existing resources.

#### **2.2.1 Discussion**

The discussion ensued with agreement on the objective presented by Group 1 with minor changes, essentially that the objective should focus on beneficial traditional and non-traditional environmental management practices and not the inappropriate practices. Following the group presentations, it became apparent that there are

two filters that countries can use to focus their country programme:

- that it falls under the programme objective; and
- that it is under one of the four SMUNR components.

After some deliberation, countries selected the SMUNR component they wished to focus their country activities towards. Samoa, Tuvalu and Nauru selected Marine Resources; Palau and Tonga selected Sustainable Tourism; Solomon Islands and Vanuatu wished to work under Forests and Trees; the FSM and Fiji participants wished to confer with their NCC before making a decision; and Kiribati and Marshall Islands were unable to attend due to transport difficulty with Air Marshall Airlines.

There was a suggestion that the Food Security and Nutrition component be dropped; however FSM expressed its potential interest in the component and wanted to provide the option to the NCC. The participants were advised that the design of the four SMUNR components will be influenced by future CBEMP activities; therefore CBEMP will act as a capacity building element for each of the SMUNR components.

The participants then broke into groups related to the SMUNR components to identify relevant activities for the Project Document that would fulfil the agreed objective.

## 2.3 Afternoon session 1

### 2.3.1 Group presentations on the determination of activities

Groups returned to plenary and presented their list of activities. The presentations were as follows:

- Sustainable tourism (Tonga and Palau)
  - Establish database system;
  - Collect appropriate data: screen existing data, compile, store and use locals for collection;
  - In-country workshop for decision-makers, civil servants, general public, interest groups;
  - Develop and implement legislation; and
  - Monitor and enforce legislation.

Following the presentation, it was pointed out that some data may already exist in-country and will need to be identified and incorporated.

- Marine resources (Samoa, Tuvalu, and Nauru)
  - Set up database system (hardware and software) if none exist;
  - In-country training on database use;
  - Local consultant to review existing practices and identify gaps;
  - Collection of what is not available; and
  - Develop legislation.
- Forests and trees (Solomon Islands, Vanuatu and Niue)
  - Identify the type of information required and adopt a standard format for information collection;
  - Training for collection of information;
  - Utilise locals to collect information;
  - Document and store data in existing systems with awareness raising that data is available. There will also be a need to develop resource materials;
  - Disseminate information to community groups to support sustainable management practices; and
  - Information sessions to policy-makers and decision-makers.

### 2.3.2 Discussions

It was commented that the structure of activities identified by all groups was very similar, including the identification of demonstration projects that would follow on from capacity building activities and create jobs, meeting both aspects of the objective. Demonstration projects can be based on the information gathered by this project but can be further developed or implemented when additional resources become available.

The meeting then decided to change the wording of in the objective to read as follows:

To build capacity in government and community-based institutions through the integration of traditional and non-traditional environmental management practices to *identify areas for* job creation and sustainable livelihoods for both men and women at the community level.

Under this objective, countries will concentrate on one SMUNR component. When additional resources become available, they can broaden their scope to include additional SMUNR components or undertake additional activities to include demonstration projects based on information gathered.

The meeting then decided to again break into groups by components of the SMUNR to formulate the project outputs.

## 2.4 Afternoon session 2

### 2.4.1 Group presentations on output formulation

The groups returned to plenary and presented their outputs as follows:

#### Marine resources outputs

- An established database system and staff trained in database management, collection and dissemination.
- Increased awareness amongst national government, local government and community decision-makers on the importance of traditional and non-traditional environmental management practices and their contribution to job creation and sustainable livelihoods for both men and women through the utilisation of database information.
- Strengthened practical and technical environmental management systems, integrating traditional and non-traditional environmental management practices, for all relevant national government, local government and community-based organisations. (Same as Output 1.2 of original project document.)
- Improved capacity for legislation formulation, policy monitoring and enforcement that integrates traditional and non-traditional environmental management practices. (Relevant to Output 1.3 of original project document.)
- Strengthened community-based initiatives for environmental management that are able to integrate traditional and non-traditional management practices. (Same as Output 2.1 of original project document but specifically address identification of demonstration projects.)

Part of the presentation also linked the identified activities with the outputs and the meeting was very impressed with the close association between the activities and the outputs identified.

#### Sustainable tourism outputs

- User-friendly database that is linked regionally.
- Provision of equipment and office space, trained personnel, and increased jobs with due consideration for gender equity.

- Training of personnel, dissemination of information, job creation.
- Increased awareness, increased political support and job creation.
- Sustainable development and management of natural resources.
- Long-term sustainability.

The group stated that overall the outputs are similar to Output 1.2 of the original Project Document:

All relevant national government, local government and community-based organisations with strengthened practical and technical environmental management systems which integrate traditional and non-traditional environmental management practices.

#### Forests and Trees outputs

- Strengthened practical and technical environmental management systems (e.g. Vanuatu's code of logging practices, legislation, policies, monitoring and enforcement).
- Increased environmental awareness for decision-making. Both community and government levels targeted, with sharing of regional experiences.
- Enhanced existing database systems.
- Trained personnel (community-based workshops e.g. extension of TAG and CARMA systems).

### 2.4.2 Discussion

Looking at the outputs from the three group presentations, it was clear that there were similarities, showing that the project is now more focused with a clear objective, outputs and corresponding activities.

Some participants asked if database hardware and software would be provided by the projects given the outputs. It was explained that the provision of such equipment would be considered subject to a review of database systems; however, the scale and types of equipment will be limited as UNDP programmes focus on technical assistance.

While it was recognised that some countries already have databases, the project could consider the accessibility of such a database for community involvement and networking capabilities.

### **2.4.3 Next steps**

It was proposed that the Project Manager take the objective, outputs and activities formulated at the meeting and refine them to be inserted as section D of the original project document. The Project Manager will revise and reword other sections of the original project document to reflect the objective, outputs and activities. The budget will also be revised before the next draft is sent out to the countries for endorsement. The meeting wanted the draft to be disseminated as soon as possible so that countries can endorse it immediately.

It was explained that the final endorsed document would then be presented to donors as a concise and focused document drafted by the countries.

The two countries that did not attend the meeting due to transport difficulties, Kiribati and Marshall Islands, will be contacted by the Project Manager. He will present these countries with the structure and options on the thematic areas under the

SMUNR programme so that they can decide their area of interest.

FSM and Fiji did not decide on which SMUNR component their activities will be focused, as they wished to confer with their NCCs before making that decision. FSM queried if it is possible to undertake the same activities in each of the SMUNR Components. It was explained that if countries wished to focus on more than one SMUNR component in the initial implementation phase, the project might lose its focus. Additional components can be addressed as funds are identified.

## **2.5 Closing remarks**

UNDP thanked the participants for their involvement and active participation, which enabled the meeting to develop a project document that is more focused and realistic in terms of available funds.

The Project Manager thanked the participants for their patience and active involvement that led to the formulation of project objectives, outputs and activities with which the participants are in agreement.

## Annex 1: Meeting agenda

### Tuesday 7 July 1998

- 8.30–9.00 Registration
- 9.00–9.10 Opening prayer: Reverend Lotu Uele
- 9.10–9.25 Welcome speech: Ms Neva Wendt, SPREP Officer-in-Charge
- 9.25–9.40 Opening remarks: Mr Richard Olver, UNDP Officer-in-Charge, Apia
- 9.40–10.10 *Official morning tea*
- 10.10–10.30 Adoption of meeting agenda
- 10.30–10.45 Update of the UNDP Sustainable Management and Utilisation of Natural Resources (SMUNR) Programme
- 10.45–11.00 Summary of the Preparatory Assistance phase: Mr Craig Wilson, CBEMP Project Manager SPREP
- 11.00–11.20 Update of the CBEMP project funding: Mr Richard Olver, UNDP
- 11.20–12.00 Overview of the meeting format: Mr Craig Wilson, CBEMP Project Manager, SPREP
- 12.00–1.30 *Lunch*
- 1.30–1.45 Peace Corps opportunities in the CBEMP: Mr Steve Nagler, Country Director, Peace Corps
- 1.45–3.00 Working session 1: Objective setting
- 3.00–3.30 *Afternoon tea*
- 3.30–4.15 Working session 2: Output establishment
- 4.15–4.30 Summary of Day One
- 6.30–8.00 Cocktail evening at Aggie Grey's Hotel hosted by SPREP and UNDP

## Wednesday 8 July 1998

- 8.30–8.45 Overview of Day Two
- 8.45–10.00 Continuation of working session 2: output establishment
- 10.00–10.30 Morning tea*
- 10.30–11.45 Working session 3: Activity determination
- 11.45–1.00 Lunch*
- 1.00–3.00 Continuation of working session 3: Activity determination
- 3.00–3.30 Afternoon tea*
- 3.30–4.30 Summary of meeting  
Endorsement of the CBEMP objectives, outputs and activities
- 7.00–8.30 Optional time to complete tasks, if required.

## Annex 2: List of participants

### Fiji

Mrs Premila Kumar  
Senior Environment Officer  
Department of Environment  
Ministry of Local Government,  
Housing and Environment  
PO Box 2131, Government Buildings  
SUVA  
Fiji

Tel: (679) 311 690/311 483  
Fax: (679) 312 879/303 515  
E-mail: pkumar@govnet.gov.fj

### Federated States of Micronesia

Mr Anthony Edward Wallis  
Environmental Health Officer  
FSM Health Education and Social Affairs  
Secretary, Department of HESA  
PO Box PS 70  
FSM National Government  
Palikir  
Pohnpei FM 96941  
Federated States of Micronesia

Tel: (691) 320 2619 (w)  
(691) 320 8700 (h)  
Fax: (691) 320 5263  
E-mail: fsmhealth@mail.fm

### Kiribati

Mr Kautu Temakei  
Environment Impact Assessment Officer  
Environment Unit  
Ministry of Environment & Social Development  
Box 234 Bikenibeu  
TARAWA  
Kiribati

Tel: (686) 28 593 or 28 211  
Fax: (686) 28 334 or 28 202

### Marshall Islands

Mr John Bungitak  
Member, RMI CBEMP Committee  
Jaluit Atoll Development Association  
PO Box 915  
Majuro MH 96960  
Marshall Islands

Tel: (692) 625 6310  
Fax: (692) 625 6309

### Nauru

Mr Andrew Pitcher  
Senior Project Officer  
Department of Island, Development and Industry  
Government Offices  
Yaren District  
Nauru

Tel: (674) 444 3181  
Fax: (674) 444 3791



## Niue

Mr John (Sione) Paola Talagi  
Environmental Education Officer  
Department of Community Affairs  
Niue

Tel: (683) 4019  
Fax: (683) 4391  
E-mail: takaimoiu@mail.gov.nu

## Palau

Miss Pearl Lynn Marumoto  
Environmental Quality Protection Board  
PO Box 100  
KOROR  
Republic of Palau 96940

Tel: (680) 488 1639  
Fax: (680) 488 2963  
E-mail: EQPB@palaunet.com

## Samoa

Mrs Easter Galuvao  
National Project Coordinator  
Lands, Survey and Environment  
PO Private Mail Bag  
APIA  
Samoa

Tel: (685) 23 800  
Fax: (685) 23 176

Dr Walter Vermuelen  
Chairman, O le Siosiomaga Society  
APIA  
Samoa

Tel: (685) 25 897  
Fax: (685) 21 993

## Solomon Islands

Mr Joe Horokou  
Senior Environment Officer  
National Project Coordinator  
Environment and Conservation Division  
Ministry of Forests, Environment and Conservation  
PO Box G24  
HONIARA  
Solomon Islands

Tel: (677) 25 848  
Fax: (677) 21 245  
E-mail: komandi@welkam.solomon.com.sb

## Tonga

Mr Taniela Tukia  
Physical Planner  
National Project Coordinator (NPC, CBEMP, Tonga)  
Ministry of Lands, Survey and Natural Resources  
PO Box 5  
NUKUALOFA  
Tonga

Tel: (676) 23 611  
(676) 22 135 (h)  
Fax: (676) 23 216  
(676) 23 548 (h)

## Tuvalu

Mr Niko Apinelu  
Fisheries Research Officer  
Department of Fisheries  
Ministry of Natural Resources and Environment  
Private Mail Bag  
FUNAFUTI  
Tuvalu

Tel: (688) 20 344  
Fax: (688) 20 826/20 346

## **Vanuatu**

Mr Albert Williams  
Assistant Environmental Health Officer  
Port Vila Municipality  
PO Box 99  
PORT VILA  
Vanuatu

Tel: (678) 22 113  
Fax: (678) 25 002

## **UNDP**

Mr Richard B. Olver  
Officer in Charge  
United Nations Development Programme  
Private Mail Bag  
APIA  
Samoa

Tel: (685) 23 670  
Fax: (685) 23 555

Mr Seali'i Sesega  
National Programme Officer  
United Nations Development Programme  
Private Mail Bag  
APIA  
Samoa

Tel: (685) 23 670  
Fax: (685) 23 555  
E-mail: sealiitu.s.sesega@undp.org

## **SPREP Secretariat**

Mr Craig Wilson  
CBEMP Project Manager  
PO Box 240  
APIA  
Samoa

Tel: (685) 21 929  
Fax: (685) 20 321  
E-mail: sprep@samoa.net

Ms Sarah Mecartney  
CBEMP Regional Coordinator

Tel: (678) 25 302  
Fax: (678) 23 565  
E-mail: mecart@vanuatu.com.vu

Mr O'Kean Ehmes  
CBEMP Regional Coordinator

Tel: (691) 320 2613  
Fax: (691) 320 2933  
E-mail: oehmes@mail.fm

Ms Susana Kilepoa  
SPREP Secretary

## Annex 3: Opening prayer by Reverend Lotu Uele

### Bible reading: Acts 2: 1, 4, 7–11, 44–45

In February this year you met to outline the Document for Capacity Building for Environmental Management in the Pacific (CBEMP). Now, you gather this time to review what was penned down in that meeting. Of great importance is the emphasis put on sustainability and good management of limited natural resources. The traditional methods of catching fish can be wasteful. For example, Ava Niukini does irreparable harm to the corals. On the other hand, the eels trap box (fagapusi) does not harm the environment. Non-traditional methods have added noticeable increases in the production of oysters and preservation of breeding grounds for the turtles. Unlike the super economies of America and Europe, our economies are not only fragile but extremely dependent on the bigger ones. I congratulate you for the goals you have aspired to achieve with respect to the Pacific region.

The goal of CBEMP is to increase the capacity for Pacific island countries to use their natural resources in a sustainable manner, in a way that maximises economic and social returns while maintaining these resources for future generations. These are very noble aims indeed. But it is our hope that these humane and very high goals could become reality. For while it is clear to read these goals in paper, it is mighty difficult to implement them.

From our Bible reading this morning, some would no doubt question the relevancy of using this passage about the coming of the Holy Spirit on the day of Pentecost in a meeting of Environmental Management in the Pacific. But as Christians, we all have a compelling reason to be hopeful. For the story of Pentecost is the story of forces, drawing people together in a kind of unity that empowered them to perform miracles from God through the lives of their fellow men. Both nature and men witnessed this marvellous experience with great astonishment.

Although people were amazed and perplexed, confused and uncertain because of the Jews who gathered together then were speaking in the

various languages of the Palestinian world at the time, the facts remained clear. The unifying experience of that same event which transcended all barriers of nationalities and languages are very relevant even today.

For you come from various backgrounds: this diversity enriches your meeting today.

Christians are people who are drawn together in a common devotion. On Pentecost they were all with one accord in one place. They are people who probably had nothing else in mind save one thing – they love Jesus. They have faith in Him. Their problems and differences were overcome and resolved for the simple reason that they adored Him.

When people are united in that kind of fellowship, they share to varying degrees the same experience of the coming of the Holy Spirit sharing itself with them.

May the unifying experience of Pentecost empower you and guide you during your deliberations.

Upon conclusion of your meeting may you have a safe return home to your loved ones. May the fruits of your work be beneficial to all our people in the Pacific, and give glory and honour to God the Father, the Son and the Holy Spirit.

Amen.

### Prayer

Our Father in Heaven, you have made lesser mortals important in thy sight. The height and depth of your everlasting love through nature is beyond our understanding.

We turn our hearts to thee, seeking guidance as we review and articulate ways and means to manage and preserve the abundance of thy bounty for our Pacific people to enjoy now and in the future.

Forgive us for polluting the beautiful air we breathe causing misery and unnecessary harm to our

brothers and sisters far and near, for our mindless exploitation of marine life and the uncontrolled felling of precious trees affecting the various species of useful animals and birds.

Grant us the understanding to curb our careless ways and be faithful on our being chosen to be the custodians of your manifestation in nature's abundance.

Bless this gathering O Lord. Grant them thy gifts of wisdom, courage and patience that they have the

joy of knowing that all skills and expertise they devote in their work is service truly offered unto thee. Bless the benefactors, UNDP, SPREP and all those who have kindly contributed to the success of this programme.

Bless our leaders, our people, our countries and may the peace and love of God the Father, the Son and the Holy Spirit be upon us all and all God's children around the world now and forever more.

Amen.

## **Annex 4: Welcome speech, Ms Neva Wendt, Officer-in-Charge, SPREP**

On behalf of the Director of SPREP, Mr Tamari'i Tutangata, it is my pleasure to welcome representatives of the Diplomatic Corps, Regional and International Organisations and participants to the Capacity Building Programme for Environmental Management in the Pacific (CBEMP) Project Document Review Meeting.

### **Background to CBEMP**

SPREP's collaboration with UNDP through the CBEMP project continues an ongoing association that has delivered projects that have focused on capacity building and institutional strengthening. UNDP and SPREP officially approved the Preparatory Assistance document for CBEMP in February 1998 although programme activities started in early December 1997. The overall goal of the project is to increase the capacity of Pacific island countries to utilise their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for future generations. This goal is in line with the theme of the UNDP Sixth Programme Cycle in the Pacific of 'Job Creation and Sustainable Livelihoods', which aims to achieve the sustainable use of natural resources, the maintenance of the resource base for existing livelihoods and the creation of new natural resource-based enterprises and jobs. The CBEMP programme is intended to consolidate the successes of two previous projects (NEMS and Capacity 21), broadening the effort to all the independent and self-governing Pacific island countries, with a significant emphasis on being fully responsive to the needs of the individual countries.

### **Preparatory Assistance (PA) phase**

The PA phase was intended to facilitate a participatory planning process of the full CBEMP programme for the formulation of the project document. This would be achieved through extensive in-country consultations involving all potential stakeholders in all participating countries.

The main output of this PA phase will be a Project Document for a Pacific-wide Capacity Building Programme for Environmental Management over a period of 2.5 years.

In each participating country a National Project Coordinator (NPC) was nominated by the respective government on an in-kind basis. A regional meeting for NPCs was held in Apia in February 1998 with the following outputs: NPC Guidelines, a meeting report and introductions between the project team and NPCs. The role of the NPC was to assist in the establishment of a National Coordinating Committee and facilitate their in-country consultation process. The NCC, which was made up of representatives of national and local government, non-government organisations and the private sector, identified a range of capacity building needs through consultations at all levels of government and the community. Priorities for inclusion in the country report were then determined taking into consideration existing national development plans, sectoral strategies and policy documents.

Participating countries took into account the rapid changes occurring in each of the PICs in terms of systems of governance, devolution of functions of governments to local governments and types of traditional and formal institutions available and so forth, as well as all possible linkages in-country with other existing programmes to ensure the efficient utilisation of donor and national resources. Information provided in the Country Reports contributed substantially to the formulation of the draft CBEMP Project Document.

While national governments are under considerable pressure to 'rightsize' in the difficult economic climate that exists, the importance governments place on capacity building has been emphasised by the high level of interest in the CBEMP project. In the PA phase considerable time and effort by governments was provided through provision of in-kind support in the development of the country reports.

## **Draft CBEMP Project Document**

The first phase of CBEMP is an opportunity for the governments to take ownership of the process through an in-kind contribution and governments will need to ultimately determine their level of involvement and commitment to the process. It is important that participating countries implement activities via a project document that is designed for their needs and it is important that the project document will be effective in delivering appropriate capacity building activities. To do this, a greater involvement by countries in the consultation process and document design is required in order to produce a practical project document that meets the needs of the countries.

The design of the draft Project Document is flexible in order to meet individual country needs, based on the country reports. It has assumed a modular form so that individual countries can buy into specific programme components of interest to them as the funding likely to be available will probably not permit all countries to benefit from all

components of the programme. The national implementation should be facilitated and coordinated at the regional level to utilise existing capacities within SPREP's and UNDP's other programmes, and the experiences of the countries involved in the CBEMP and other relevant programmes also need to be shared between countries around the region.

## **Review meeting**

The draft CBEMP Project Document was circulated to all participating countries to enable participants to discuss its contents with their NCCs and prepare comments to ensure the production of a project document that meets the needs of all participating countries. This meeting is a continuation of the essential national input seen in the PA phase.

In conclusion, may I wish you all an enjoyable and fruitful meeting for the next two days, and may you enjoy your stay here in Samoa.

## Annex 5: Opening remarks, Richard B. Olver, Officer-in-Charge, UNDP, Apia

It gives me great pleasure on behalf of the United Nations Development Programme to welcome you to the Project Document Review Meeting for the Capacity Building for Environmental Management in the Pacific (CBEMP) project.

First of all I would like to warmly welcome the National Project Coordinators (NPCs) of the CBEMP project to Samoa. It is greatly appreciated that you have managed to find time in your busy schedules to attend this two-day review meeting, which UNDP is proud to host together with SPREP. A special note of gratitude goes to Mr Tamari'i Tutangata and his dedicated staff at SPREP who have arranged this meeting to review the output of their work in the Preparatory Assistance (PA) phase of the project. Although I have only been in the region for a short time, the dedication and professionalism of SPREP is evident to me, and the strong partnership we have built between UNDP and SPREP over the years will no doubt be further enhanced during the execution of the CBEMP project.

At the 1992 Climate Change Convention in Rio it became clear that there were at least three major obstacles to sustainability:

- limited understanding on how to integrate environment and economics;
- lack of capacity; and
- conditions of abject poverty in many regions of the world.

We at UNDP have focused our attention on addressing the capacity issues and the problem of poverty. In doing so, we have stressed that building capacity to manage the environment among people at the country level is essential for sustainable development and that policies to eliminate poverty must be an integral part of the sustainable development effort.

But to be successful, capacity development programmes must be based on priority needs and local ownership. Policies and efforts driven by national concerns alone are not sustainable. Another important lesson is that capacity building

efforts must be sustained over the long term and be well-coordinated among donors. In particular, we must be sensitive to the fact that international environmental agreements impose a long series of uncoordinated, difficult planning requirements on already overstretched governments of Pacific Island Countries (PICs). Rationalisation, simplification and joint coordinated support for country-owned and country-driven strategies are clearly in order. This is precisely what we are trying to achieve with the CBEMP project.

Allow me a moment to review the background. As many of you know, the CBEMP project is part of UNDP's sixth cycle or series of Pacific sub-regional programmes with the overall theme of 'job creation and sustainable livelihoods'. In order to address the constraints on job creation and sustainable livelihoods in the Pacific, four areas have been identified and were endorsed by the governments of the region at the Regional Meeting of Pacific Aid Coordinators on 25 October 1996 in Saipan. One of these is Environment and Natural Resources Management. The objective of this component is to increase the capacity of PICs to utilise their natural resources in a sustainable manner, in other words, to maximise the economic and social returns from the natural resources to current and future generations.

The programme that has been developed for Environment and Natural Resources Management has been titled Sustainable Management and Utilisation of Natural Resources (SMUNR). This programme has been designed as an umbrella programme that will cover the four key areas of natural resources (i.e. forestry, fisheries, agriculture and tourism) that contribute most to present livelihoods and have the largest potential for job creation in the region. The Capacity Building for Environmental Management in the Pacific (CBEMP) project is an important part of the SMUNR programme since it will act as a cross-cutting component, and the draft project document we are going to review over the next two days is an important element in UNDP's overall approach to job creation and sustainable livelihoods.

We have already come a long way in terms of building capacity for environmental management

in the Pacific. The draft project document in front of you builds on the previous 'Capacity 21 – Programme of Capacity Building for Sustainable Development in the South Pacific: Building on NEMS'. This, amongst other things, formalised environmental issues, strategies and priorities in PICs. The document is also the result of a long and unique in-country consultation process. In order to determine national capacity building priorities each country has prepared country reports during the Preparatory Assistance (PA) phase, drawing on the recommendations from National Coordinating Committees (NCCs) made up of national and local government representatives, NGOs and private sector representatives. Furthermore each participating country has nominated a National Project Coordinator (NPC) to facilitate the consulting process.

Unfortunately the needs identified in these reports ranged well beyond our capacity to address. Many proposals are outside UNDP's technical assistance mandate, and will need to be raised with other donors. It has therefore not been possible to comply with all the wishes outlined in the country reports. In fact, while we are receiving some encouraging indications regarding potential sources of additional funding, that encouragement is conditioned on much greater focus in proposed CBEMP activities. We have identified a possible broad range of activities to allow active participation by all 12 countries within the constraints of UNDP's limited funds, and I trust that we will reach consensus on our priorities among these activities. It is now the time to identify our most pressing common concerns, since the objective of this meeting is to review and endorse the approach proposed by the draft project document, before it is submitted to UNDP for final approval and implementation.

Finally I would like to reassure the island countries of the Pacific of UNDP's firm commitment to this project. We have already committed substantial

funds for the first phase, and we are actively seeking other resources, to help build capacity for environmental management within our communities. However, UNDP's financial resources have always been meant to serve as a catalyst to attract other funds to meet the needs in our region in this important area. May I therefore conclude by urging the leaders of the PICs and representatives from the donor community to cooperate with SPREP in mobilising the additional funding needed in order to ensure that our efforts will be successful, as we address our long-term goal of increasing the capacity of PICs to utilise their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for current and future generations.

Before I hand over the floor to the Chairperson, I would like to thank the delegates once again for making yourselves available to participate in this meeting, and thank the programme management and SPREP for their dedication and efforts which have made the PA phase of the CBEMP project such a strong participatory exercise. In the next two days we will be discussing how we can translate the specific needs which you have identified at country level into a regional project, effectively addressing one or two generic issues related to the Capacity Building for Environmental Management in the Pacific. I encourage all of you to be frank and constructive in your views, and to participate actively in the debate and working sessions. Our challenge is to identify a very few focused activities that benefit us all, while providing capacity building to each participating country. This is not an easy challenge given the very different needs you have expressed. If we fail, no country will benefit greatly from our project. If we succeed, we will be able to build on the excellent framework we already have and attract additional funding needed to meet our priorities. I look forward to our discussions and the results of this meeting with great anticipation.

Thank you and Soifua.



# **CBEMP**

---

## **Capacity Building for Environmental Management in the Pacific**

---

### **Preparatory Assistance Phase**

## **Guidelines for National Project Coordinators**



South Pacific Regional  
Environment Programme



United Nations  
Development Programme

---



# *Capacity Building for Environmental Management in the Pacific (CBEMP)*

## *Guidelines for National Project Coordinators*

© South Pacific Regional Environment Programme 1999

The South Pacific Regional Environment Programme authorises the reproduction of this material, whole or in part, in any form provided appropriate acknowledgement is given.



**South Pacific Regional  
Environment Programme**



**United Nations  
Development Programme**

# Contents

1.	Introduction to the guidelines	C-5
2.	What is capacity building?	C-5
3.	What are stakeholders?	C-6
4.	Background to the CBEMP project	C-6
5.	Available funding	C-6
6.	Objectives of the CBEMP project	C-7
7.	Project duration	C-8
8.	Project management	C-8
8.1	Preparatory Assistance phase .....	C-8
8.2	Project Implementation phase .....	C-8
9.	Reporting requirements	C-8
10.	Methods of consultation	C-9
11.	UNDP mandates	C-9
11.1	Gender issues .....	C-9
12.	Contact details	C-11

## Annexes

Annex 1:	SPREP Circular 554	C-12
Annex 2:	Table of activities	C-16
Annex 3:	Country report format	C-17
Annex 4:	Monthly report form	C-20
Annex 5:	Project management organisation chart	C-22
Annex 6:	Contact addresses	C-23

# Guidelines for National Project Coordinators

## 1. Introduction to the guidelines

These guidelines have been developed to assist the National Project Coordinators (NPCs) in the implementation of the Preparatory Assistance phase of the Capacity Building for Environmental Management in the Pacific (CBEMP) project.

## 2. What is capacity building?

Administrative efficiency, high quality economic management and skilled personnel are the key elements required for a country's successful development. Accordingly, the need for capacity building increases as responsibilities and needs of domestic institutions expand and the devolution of the decision making process to local institutions increases.

It is important that all people involved in the determination of capacity building activities are familiar with the term. At the Regional Meeting for NPCs the participants were asked for their definitions of capacity building which are presented as follows:

- Training;
- Strengthening of existing mechanisms and procedures;
- Appreciation of traditional and non-traditional resource management systems;
- Local resources;
- Access to funds;
- Developing one's potential;
- Legal;
- Networking;
- Strengthening national expertise;
- Integrated management; and
- Assisting the decision making process.

The participants' definitions were then grouped under three main capacity building headings as listed below:

### 2.1 Building the capacity of the individual and stakeholders

- Training
- Strengthening national expertise
- Developing one's potential
- Education and awareness
- Finances

### 2.2 Building the capacity of systems and organisations (institutions)

- Strengthening existing mechanisms and procedures
- Integrated management
- Legal
- Assisting the decision making process
- Education and awareness
- Finances

### 2.3 Building capacity at the community level (systems)

- Appreciation of traditional and non-traditional resource management
- Local resources
- Networking
- Education and awareness
- Finances

### Examples of capacity building activities include:

- Policy development;
- Implementation of legislation;
- Curriculum development;
- Staff training;
- Short term staff secondments;
- Within region expert attachments;
- Awareness raising; and
- Resource information and data identification.

### Potential sectors for capacity building include the following:

- Waste management;
- Environmental health;
- EIA;
- Coastal zone management;
- Agriculture;
- Forestry;
- Tourism;
- Fisheries; and
- Watershed management.

The objectives of the CBEMP project provide examples of capacity building activities including:

- Increased awareness amongst all decision makers of the importance of non-traditional and traditional environmental management systems;
- Relevant central (and local) government institutions with strengthened capacity for environmental management, utilising traditional and non-traditional environmental management systems;
- Strengthened planning capacity at all levels for environment and resource management; and
- Strengthened capacity for legislation formulation and enforcement and policy development and strategies that integrates both non-traditional and traditional systems.

## 3. What are stakeholders?

Stakeholders are the individuals and organisations who are involved in the decision making process (government officers) or members of the public who are affected by the impacts of an activity that is being implemented. Stakeholders can also include individuals and organisations who have an interest in the objectives of a project.

For the CBEMP project the stakeholders will include all the organisations who have an interest in the formulation of the project and then are involved in implementation. (Please refer to Annex 1 for a list of suggested stakeholders for the CBEMP project.)

## 4. Background to the CBEMP project

At the UNDP Consultations Meeting held in 1996, UNDP member countries agreed that there be an Environmental Management Component under the Section on Environment and Natural Resources Management of the UNDP Sixth Programme Cycle Pacific Island Sub-regional Programme which has the theme *Job Creation and Sustainable Livelihoods*. Countries also agreed that there is a need to have a programme which builds upon the strengths of previous programmes such as the National Environmental Management Strategies (NEMS) and Capacity 21 both of which looked at capacity building for environmental management.

As a result, a formulation mission was carried out in early 1997 holding in-country consultations with nine Pacific UNDP member countries, namely Cook Islands, Fiji, FSM, Kiribati, Marshall Islands, Palau, Samoa, Tuvalu, and Vanuatu, to develop a preparatory assistance document. It was decided that the next capacity building project be developed based on in-depth in-country consultations over a 6 month period where countries can decide on their activities to be implemented to meet the objectives of the Project. Project design will be sensitive to local needs to ensure that ownership of the project is encouraged throughout all government and community levels. SPREP Circular 554 was sent to all UNDP member countries offering participation in the CBEMP (Refer Annex 1).

## 5. Available funding

UNDP have allocated USD241,000 for the Preparatory Assistance phase and an initial undertaking of approximately USD450,000 to begin the implementation phase. Unused funds from the PA phase will be transferred to the implementation

phase. During the PA phase additional funds to complement the UNDP allocation will be sought from other donors. Regional Organisations and international NGOs have been approached to determine the potential for linking the implementation of activities. As additional funds become available and regional linkages established, additional in-country activities will be implemented.

## 6. Objectives of the CBEMP project

The overall goal of the project is to increase the capacity of Pacific Island countries to utilise their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for future generations. The four main objectives under the project are listed below with their respective outputs:

### 6.1 Objective 1

A participatory planning process for the formulation of the project document through extensive in-country consultation which involves both men and women.

- A Project Document for the Pacific Capacity Building for Environmental Management project.

### 6.2 Objective 2

National, local and community environmental management institutions able to integrate non-traditional and traditional resource management systems and contribute to job creation and sustainable livelihoods for both men and women.

- Increased awareness amongst all decision makers of the importance of non-traditional and traditional environmental management systems and their contribution to job creation and sustainable livelihoods for both men and women.
- All relevant central government institutions with strengthened capacity for environmental management, utilising non-traditional and traditional systems. This includes environmental agencies and line ministries and other government agencies, as well as their extension services.
- All local government institutions with strengthened capacity for environmental management and able to integrate both non-

traditional and traditional systems of resource management.

- NGOs and community based organisations (CBOs) with strengthened capacity for, and able to integrate both non-traditional and traditional systems of environmental management.

### 6.3 Objective 3

Non-traditional and traditional institutional systems able to contribute to job creation and sustainable livelihoods, for both men and women, through their management of natural resources.

- Strengthened planning capacity at all levels for environment and resource management that integrates non-traditional and traditional systems.
- Strengthened capacity for legislation formulation and enforcement and policy development and strategies, that integrates both non-traditional and traditional systems.
- Strengthened capacity for practical and technical aspects of environmental management that integrates both non-traditional and traditional systems.

### 6.4 Objective 4

Community education and empowerment programmes that integrate both non-traditional and traditional systems of environmental management to promote job creation and sustainable livelihoods for both men and women.

- Strengthened community based initiatives on environmental management able to integrate both non-traditional and traditional systems.
- Educational resource materials available that integrate both non-traditional and traditional systems and recognise the important roles of both men and women in resource management.
- Integration of courses in schools and vocational training institutes on non-traditional and traditional systems of environmental management.

## 7. Project duration

The Preparatory Assistance phase will be six months in duration commencing in December 1997 and continuing to the end of May 1998. Please refer to the draft timetable. Following the approval of the Project Document the CBEMP will be implemented over a 2½ year period.

## 8. Project management

### 8.1 Preparatory Assistance phase

The first six months of the project is the preparatory assistance phase during which in-depth in-country consultations will be undertaken. The purpose of this first phase is to incorporate national views through in-depth consultations to develop a final Project Document that fulfills the requirements of Objective 1.

The Project Manager, Mr Craig Wilson, and two Regional Coordinators, Ms Sarah Mecartney from Vanuatu and Mr O’Kean Ehmes of FSM, will be assisting the National Project Coordinators (NPCs) to carry out this phase. Project staff will be available to travel to the countries to provide additional information and to assist the NPC and the NCC in the in-country consultations.

The participatory planning process to determine country input should be directed through a National Coordinating Committee (NCC). Countries should look at using existing committees, where appropriate, to act as the project’s NCC or by re-activating the NEMS Task Team or Capacity 21 management committee. Assisting the NCC will be the NPC who is responsible to the National Coordinating Committee. The main role of the NPC will be to facilitate the function of the NCC and coordinate the compilation of the country report. The main role of the NCC is to ensure that the composition of the Committee represents a broad cross-section of government and the community and that the priority capacity building activities for incorporation into the CBEMP project are presented. A complete list of the roles of the NPC and the NCC can be found in the Terms of Reference attached to Annex 1.

Following the establishment of the NCC and the selection of the NPC, the NPCs will be involved in a regional briefing meeting and training session during which details of tasks and responsibilities will be outlined. After that, the NPCs return to their countries and carry out the actual in-country consultations as appropriate for their respective countries. Reporting requirements during the consultation period are outlined below.

At the conclusion of the in-country consultations the NCC will be required to compile the in-country report based on the consultations. National Meetings with wide, cross-sectoral representation will need to be held sometime in late April to endorse the Country Input for approval by the NCC and final endorsement by the National SPREP Focal Point and forwarded to SPREP. Refer Annex 2 for the table of activities for the Project Preparatory Assistance Phase. Annex 3 outlines the format of the Country Input.

### 8.2 Project Implementation phase

Implementation of the CBEMP project will be coordinated by the Project Manager and managed in each of the participating countries by the NPC. The NPC position will be supported for the duration of the in-country activity phase. The NCC will continue to function during the implementation phase with its main role being to provide guidance to the NPC on the implementation of activities.

The CBEMP project will be guided by a Project Review Board made up of the following:

- Project Manager, SPREP;
- National Project Coordinators from each participating country;
- SMUNR Programme Officer, UNDP Suva;
- Programme Officer, UNDP Apia;
- Donor representative; and
- NGO representative.

The Project Review Board will meet on a regular basis to review the implementation of activities and to provide recommendations on how the project is to be implemented to ensure the objectives of CBEMP are achieved.

## 9. Reporting requirements

During the Preparatory Assistance Phase NPCs will be required to prepare a brief monitoring report of activities within each participating country. NPCs will submit the written reports at the end of each month to the regional coordinators, outlining activities undertaken as well as keeping regional coordinators informed on activities to be carried out. Regional coordinators will be keeping in close contact with the NPCs throughout each month so as to update the Project Manager on the current status of the in-country consultations. PEACESAT



and e-mail can be used where available to minimise communications costs.

Monthly reports prepared by the NPC shall include information on the results of the consultation process including the following:

- **Activities Undertaken** such as telephone calls or meetings held with individuals or groups, meetings of the NCC, workshops conducted, individuals/organisations consulted, Documents and Programmes reviewed, and project activities undertaken;
- **Planned Activities** to include such information as above;
- **Country In-kind Contribution** to the consultation process, i.e. the cost of running a meeting, communications, transport etc. This will give SPREP/UNDP an idea of the extent of the country's commitment to the project; and
- **Other Relevant Matters** which the NPC feels should be reported.

A sample report format is attached as Annex 4.

## 10. Methods of consultation

The NPCs should utilise consultation methods such as the participatory planning approach which would involve carrying out appropriate consultations with as many of the most relevant groups as possible in a well planned out strategy. Consultations can include individual meetings, group meetings and telephone calls with as many stakeholders as possible.

It is important to identify the relevant stakeholders within the country who are involved in the management and utilisation of natural resources.

Stakeholders can include representatives from the following groups and organisations:

- National and local government ministries/ departments and agencies, e.g. agriculture, communication, education, environment, finance, fisheries, industry, justice, shipping, tourism, trade, transport, urban development and water;
- Local and traditional leaders, with particular inclusion of those knowledgeable in customary and traditional land and water tenure, use and management systems;
- Industries engaged in or affected by the above activities;

- Community, rural and other local organisations with particular attention to the inclusion of women's organisations;
- Scientific community;
- Non-governmental organisations; and
- Media (newspapers, radio, television).

## 11. UNDP mandates

UNDP has 5 main global mandates:

- Eradication of poverty;
- Job creation and sustainable livelihoods;
- Advancement of women;
- Protection and regeneration of environment; and
- Governance.

The advancement of women is one of UNDP's key mandates and has been identified as a cross-cutting issue. To ensure that the implementation of projects takes into account the issues of gender involvement, 25% of a given budget should be allocated to gender related activities. This requirement can be viewed as an aid to the implementation of projects and activities as full involvement of all stakeholders will generate more successful project outcomes for both men and women.

### 11.1 Gender issues

Two common terms used in the development of programmes are *sex* and *gender*.

*Sex* refers to the biological differences between men and women: it is universal and permanent.

*Gender* refers to the socially constructed roles and responsibilities of women and men.

The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviour of women and men (femininity and masculinity). Gender roles change with generations and societies. Gender equality means to be fair to both men and women regardless of their individual or group circumstances. Capacity building activities may be carried out to progress towards a situation of gender equality.

What does it mean to us? A number of aspects, one of which is found in setting the goal of a project and seeing how it benefits men and women.

At the formulation and implementation level, equal participation should be ensured. If it is unequal, the underlying factors should be identified. There is a need to identify equal costs and benefits to men and women, and you should think about who the resource users are, their impact and so forth. You may wish to include certain activities that encourage gender equality. A simple indicator to evaluate gender equality is to count the number of men and women involved in the decision making process and in the implementation process.

The CBEMP program needs to ensure that the consultation process has a wide representation of people and groups and that the NCC is aware of national gender issues.

Two questions should be kept in mind throughout the project lifetime:

- Are men and women equally participating; and
- Are men and women both benefiting?

There are a number of gender experts in regional offices such as the SPC, Forum Secretariat and the UNDP office who would be happy to share their experiences and information.

The PA phase will recognise established cultural standards within countries. If CBEMP is perceived to be disregarding local customs, it could be detrimental to the project. Gender issues cannot be resolved overnight but should be considered in the consultation process and implemented by countries who recognise the need.

## Suggested activities checklist

<b>National Project Coordinator nominated by Government</b>	
<i>NPCs training/briefing (2 February 1998)</i>	
<i>Initial contact with Regional Coordinator (RC)</i>	
<b>National Coordinating Committees formed</b>	
<i>Commencement of in-country consultation process</i>	
<b>NCC meet to approve consultation process</b>	
<i>Undertake consultation (continuous)</i>	
<i>First monthly report (28 February 1998)</i>	
<b>NCC meet to review progress (if necessary)</b>	
<i>Second monthly report (31 March 1998)</i>	
<i>Draft country input to Project Implementation document</i>	
<b>NCC reviews draft country input and meets to finalise</b>	
<i>In-country national meeting to endorse country input</i>	
<i>Country input submitted to SPREP by mid April</i>	
<b>Regional Meeting to endorse Regional Project Document (27 April 1998)</b>	



*Signing of the CBEMP Preparatory Assistance phase by Ms Neva Wendt, SPREP and Mr Anthony Patten, UNDP.*

## 12. Contact details

A list of contact details for each country NPC will be distributed following the NPC regional meeting. Annex 5 is the Project Organisation Chart. Annex 6 provides more useful addresses.

The contact details of the Project Manager and the Regional Coordinators are as follows:

### Project Manager

Mr Craig Wilson  
Project Manager  
Capacity Building for Environmental  
Management in the Pacific (CBEMP)  
South Pacific Regional Environment Programme (SPREP)  
PO Box 240  
Apia, Samoa

Tel: (685) 21929  
Fax: (685) 20231  
E-mail: [sprep@samoa.net](mailto:sprep@samoa.net)

### Regional Coordinators:

Ms Sarah Mecartney  
PMB 036  
Port Vila, Vanuatu  
South-West Pacific

Tel: (678) 25302  
Fax: (678) 23565  
E-mail: [mecart@vanuatu.com.vu](mailto:mecart@vanuatu.com.vu)

Mr O’Kean Ehmes  
PO Box PS123  
Palikir, Pohnpei  
FM 96941

Tel: (691) 320-2613  
Fax: (691) 320-2933  
E-mail: [oehmes@mail.fm](mailto:oehmes@mail.fm)

## Annex 1: SPREP Circular 554

**Date:** 16 December 1997

**Circular:** 554

**TO:** SPREP National Focal Points in: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu (UNDP Member Countries in the Pacific)  
SPREP Institutional Focal Points  
SPREP Collaborating Organisations  
SPOCC Members

**SUBJECT:** **Capacity Building for Environmental Management in the Pacific (CBEMP)**

### Purpose of Circular

The purpose of this circular is to:

- formally announce the commencement of the Preparatory Assistance phase of the Capacity Building for Environmental Management in the Pacific (CBEMP) project;
- call for the nomination of a National Project Coordinator (NPC); and
- provide notification of a regional meeting for NPCs to be held 2 February 1998 in Apia, Samoa.

### Background

At the UNDP Saipan Pacific Regional Programming Consultations held 25 October 1996, UNDP and its Member Countries agreed that there should be an Environmental Management Component under the Section on Environment and Natural Resources Management of the UNDP Sixth Programme Cycle Pacific Island Sub-Regional Programme.

The objective of the Environment and Natural Resources Management component is to increase the capacity of Pacific island countries (PICs) to utilise their natural resources in a sustainable manner, to support and create employment opportunities and to support sustainable livelihoods. To address these objectives the CBEMP project (to be executed by SPREP) was developed as a sub-component of the Sustainable Management and Utilisation of Natural Resources (SMUNR) programme.

### CBEMP

The objectives of the CBEMP project are as follows:

- That national, local and community environmental management institutions are able to integrate their non-traditional and traditional resource management systems thereby contributing to job creation and sustainable livelihoods for both women and men.
- That non-traditional and traditional institutional systems are able to contribute to job creation and sustainable livelihoods, for both women and men, through improved management of natural resources.

- That community education and empowerment programmes integrate both non-traditional and traditional systems of environmental management to promote job creation for men and women and the sustainable management of the natural resources.

### **Preparatory Assistance Phase**

The aim of the Preparatory Assistance phase is to prepare a project document that will achieve the objectives of CBEMP. The Preparatory Assistance phase will be country-driven, by means of in-depth and broadly based national consultations in each participating country.

### **National Project Coordinator and National Coordinating Committee**

In accordance with the recommendations established in the Project Preparatory Assistance Document, a National Coordinating Committee (NCC) is to be established to facilitate in-country consultations and that its establishment be assisted and the consultation process be managed by a National Project Coordinator (NPC) in each participating country. It is proposed that the NPC take charge of the establishment of the NCC and to facilitate in-country discussions. The proposed Terms of Reference for the NPC and for the NCC are attached.

With regard to the establishment of the NCC the following suggestions are offered. In countries that have been involved in the Capacity 21 Programme a national coordinating body already exists and is operative. These bodies may, with some membership variation, be appropriate for the NCC. In other countries, coordinating bodies were created for the development of National Environmental Management Strategies (NEMS). These bodies could, again with appropriate membership variation, be reactivated for the purpose of the NCC. All NCCs should be chaired by an appropriately senior environmental decision-maker. The NCCs will also be utilised in the consultative process for other components of the UNDP Sustainable Management and Utilisation of Natural Resources (SMUNR) Programme.

### **Country Contribution**

It is expected that the countries themselves facilitate the in-country consultation process and contribute in-kind to the NCC process through the appointment of a suitable National Project Coordinator. The CBEMP Project Manager, Mr Craig Wilson and the CBEMP Regional Coordinators, Ms Sarah Mecartney and Mr O’Kean Ehmes will be available to provide assistance to the NPC.

### **Regional Meeting**

A regional meeting for the nominated NPCs will be held commencing 2 February 1998. The meeting will brief the NPCs on the CBEMP project, obtain initial input from countries to the project design and provide training for the NPCs in relevant aspects of project management.

### **Nominations**

The SPREP Secretariat would hope that countries interested in participating in the CBEMP project would have appointed an NPC and determined the composition of the NCC before 16 January 1998 and start the in-country consultations as soon as possible thereafter. The consultation process for the preparation of the Project Document will be completed by the approval of the Project Document at a regional meeting to be held 20 April 1998.

Your comments on the Preparatory Assistance phase of the CBEMP are most welcome. We would appreciate receiving notification of your nomination for the National Project Coordinator by 16 January 1988.

Yours faithfully,

**Tamari’i Tutangata**  
Director

*2 Attach:*

## Terms of Reference for the National Project Coordinator (NPC)

### Objective:

The National Project Coordinator, based at (specific agency or organisation) will be responsible to the National Coordinating Committee for coordination and management of the national input from (specific country) to the Preparatory Assistance phase of the Capacity Building for Environmental Management in the Pacific (CBEMP) project.

### Specific Tasks:

The National Project Coordinator will assist the National Coordinating Committee as follows:

- Ensure that all relevant stakeholders are represented on the NCC.
- Consult with all relevant stakeholders, including both women's and men's groups;
- Facilitate discussions between stakeholders.
- Identify the priority environmental management capacity building requirements of the country already agreed in the National Environmental Management Strategy (NEMS), National Development Plan and Sectoral Plans.
- Review and update the capacity building/institutional strengthening projects (including proposed projects), excluding those which have been implemented or for which alternative funding is available, and compile a revised list, including an approximate costing for the project. The NCC will be responsible for prioritising the revised list for endorsement at a national meeting.
- Gather information on relevant past and current programmes and projects of regional and international organisations and donor groups in (specific country) to ensure that future capacity building activities are complemented and not duplicated.
- Organise meetings of the NCC as required and at least one full formal national meeting for the NCC to agree on the priority capacity building needs and the design of the required capacity building activities for inclusion in the CBEMP project document.
- Submit the country report to SPREP.

## Terms of Reference for the National Coordinating Committee (NCC)

### Objective:

The National Coordinating Committee will be responsible for the coordination and management of the national input from (specific country) to the Capacity Building for Environmental Management in the Pacific (CBEMP) project document.

### Specific Tasks:

The National Coordinating Committee will:

- Ensure that all relevant national stakeholders are represented on the NCC and are fully consulted.
- Confirm that the identified capacity building needs are consistent with the National Environmental Management Strategy, National Development Plans and Sectoral Plans.
- Ensure that the identified capacity building requirements are complementary to and not duplicative of other relevant programmes and projects of regional and international organisations and donor groups in (specific country).
- Provide input to the identification of capacity building needs by including contributions from all stakeholders which:
  - contribute to the sustainable management of natural resources;
  - encourage job creation and sustainable livelihoods; and
  - encourage the integration of non-traditional and traditional resource management systems.
- Meet as required and hold at least one full formal national meeting for the NCC to agree on the priority capacity building needs and the design of the required capacity building activities for inclusion in the CBEMP project document.
- Facilitate the work of the National Project Coordinator.

Relevant stakeholders are those from the public and private sectors with interests in the achievement of a project design that increases the capacity of Pacific island countries to utilise their natural resources in a sustainable manner.

Stakeholding groups will include representatives from:

- National government ministries and agencies, *inter alia* environment, agriculture, fisheries, urban development;
- Local government;
- Non-government organisations;
- Traditional leaders, with particular attention to the inclusion of those knowledgeable in customary and traditional resource management practices;
- Private sector engaged in or affected by the above activities;
- Community, rural and other local organisations, with particular attention to the inclusion of women's organisations;
- Scientific and academic community; and
- Media groups (newspaper, radio and television).

## Annex 2: Table of activities

1997	1998				
<i>December</i>	<i>January</i>	<i>February</i>	<i>March</i>	<i>April</i>	<i>May</i>
Develop circular for project	Project promotion (country briefings)	NPC briefing and training	In-country consultations (continued)	National in-country endorsement and submission to SPREP	Completed project document to UNDP
	National Coordinating Committees formed	In-country consultations	In-country consultations (continued)	Compilation of country inputs into draft Project Implementation document	
Hold discussions with UNDP, donors, WWF, TNC, NZODA, JICA, Regional Orgs, etc.	Selection of National Project Coordinators (NPCs)			Distribution of draft Project Implementation document for comments	
				Formal endorsement of Project Implementation document	



## Annex 3: Country report format

### 1. Introduction

To ensure that the information provided by the countries is in a consistent format for compilation into the project document, the following country report format has been prepared to assist the preparation of the country report.

### 2. Composition of the National Coordination Committee

List all members of the NCC and their titles or organisation they represent.

### 3. Outline of the consultation process

Provide a summary of the process undertaken during the consultation phase including the following:

- A list of all people consulted whether as individuals, in group meetings, workshops or other forms of consultation;
- Name those individuals or organisations you did not consult but feel they should have been consulted; and
- List the constraints or difficulties to the consultation process that have been faced by the NCC.

### 4. Review of existing planning and strategy documents

Review of capacity building objectives and identified activities from the country NEMS, national development plans, sectoral plans and NGO operational plans. A checklist is included at the end of this annex to assist with reviewing documents such as the NEMS as well as the different projects or programmes.

### 5. Review of past, current, and planned capacity building projects

List of all capacity building for environmental management programmes and projects of regional and international organisations and donor groups. See Table 1 below.

### 6. Priority capacity building issues for environmental management

List the priority environmental management capacity building requirements that will assist in achieving the objectives of the CBEMP project.

Priority activities are to be ranked under the following categories:

- **High priority** – Implementation of activities to address an immediate country need;

**Table 1: List of all projects and capacity building**

Name of Project	Name of international or regional organisation	National implementing agency or organisation	Capacity building components	Approximate level of funding (\$)	Project timing: Start and finish dates

- **Medium priority** – Implementation of activities to address a need that will arise over the next 3 years; and
- **Low priority** – Implementation of activities to address a future need.

## 7. Description of each priority capacity building activity

Provide a description of the identified priority issue and the preferred capacity building activity that is recommended to address the issue. The preferred activity can be selected from the suggested list or it can be an activity that you consider would be appropriate and effective for your country.

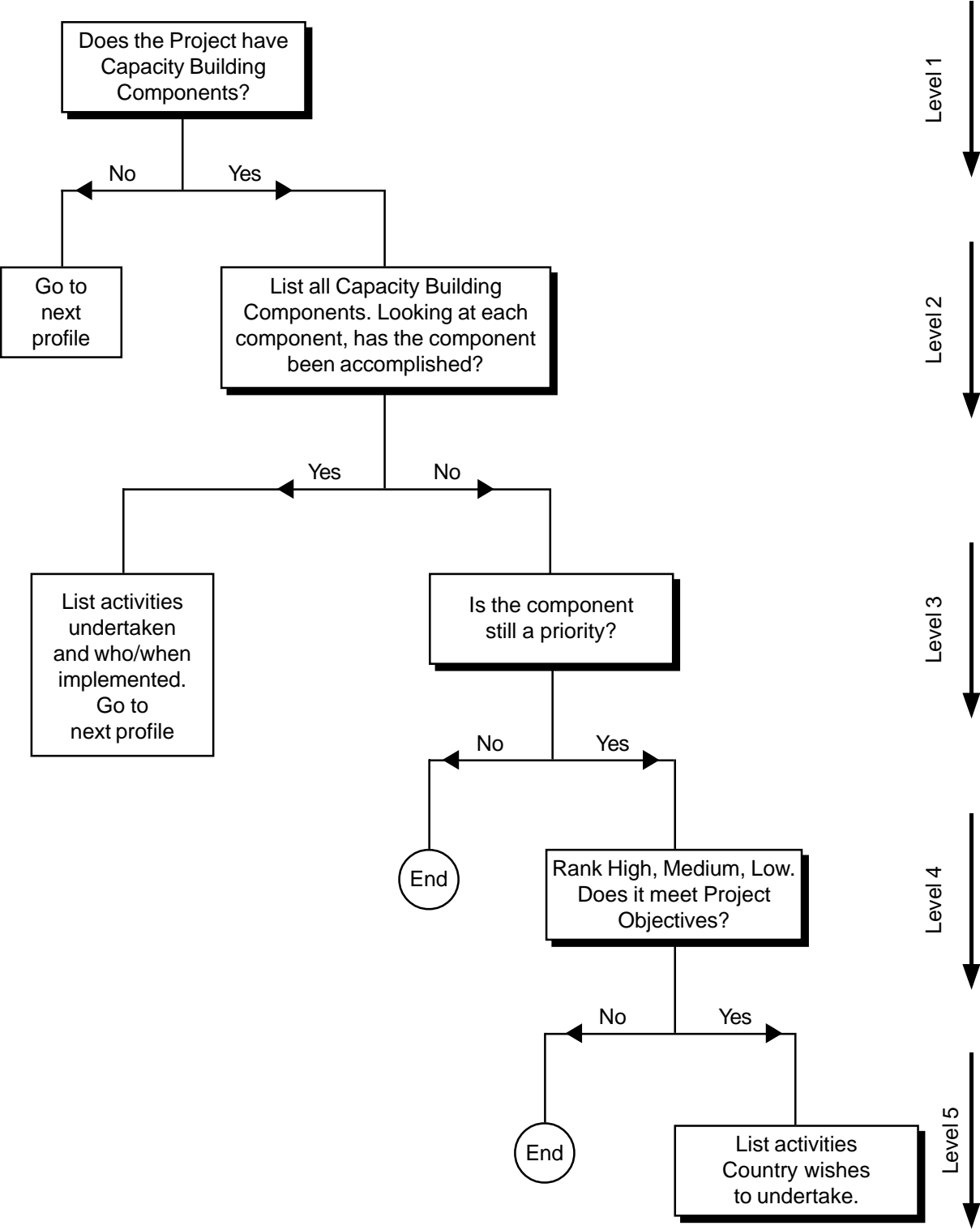
*Summary session of the CBEMP Regional Meeting for National Project Coordinators*

## 8. Nominate preferred timing for the implementation of activities

Activities can be implemented on a staged basis to ensure coordination with existing in-country project activities. It is anticipated that implementation of the CBEMP project will occur in June 1998 therefore activities can be planned for implementation from this date for an initial period of 2½ years.



# DOCUMENT/PROJECTS REVIEW EXERCISE



Guidelines for NPCs

## Annex 4: Monthly report form

### Monthly report

Month: .....

Country: .....

NPC: .....

#### Activities undertaken:

Meetings held – Summarise meeting, date, list of attendees, outcome of meeting, etc.

Date	List of attendees	Summary of meeting	Outcome of meeting

Individuals/Agency/Organisation consulted or contacted:

Date	Person consulted	Summary of meeting	Outcome of meeting

Documents/Programmes reviewed and other activities relevant to the Project:

Name of Doc./Programme	Summary of Doc./Programme	Capacity building relevance

**Planned activities:**

Meetings planned:

Date	List of intended attendees	Summary of meeting relevance

Individuals/Agency/Organisation to be consulted or contacted:

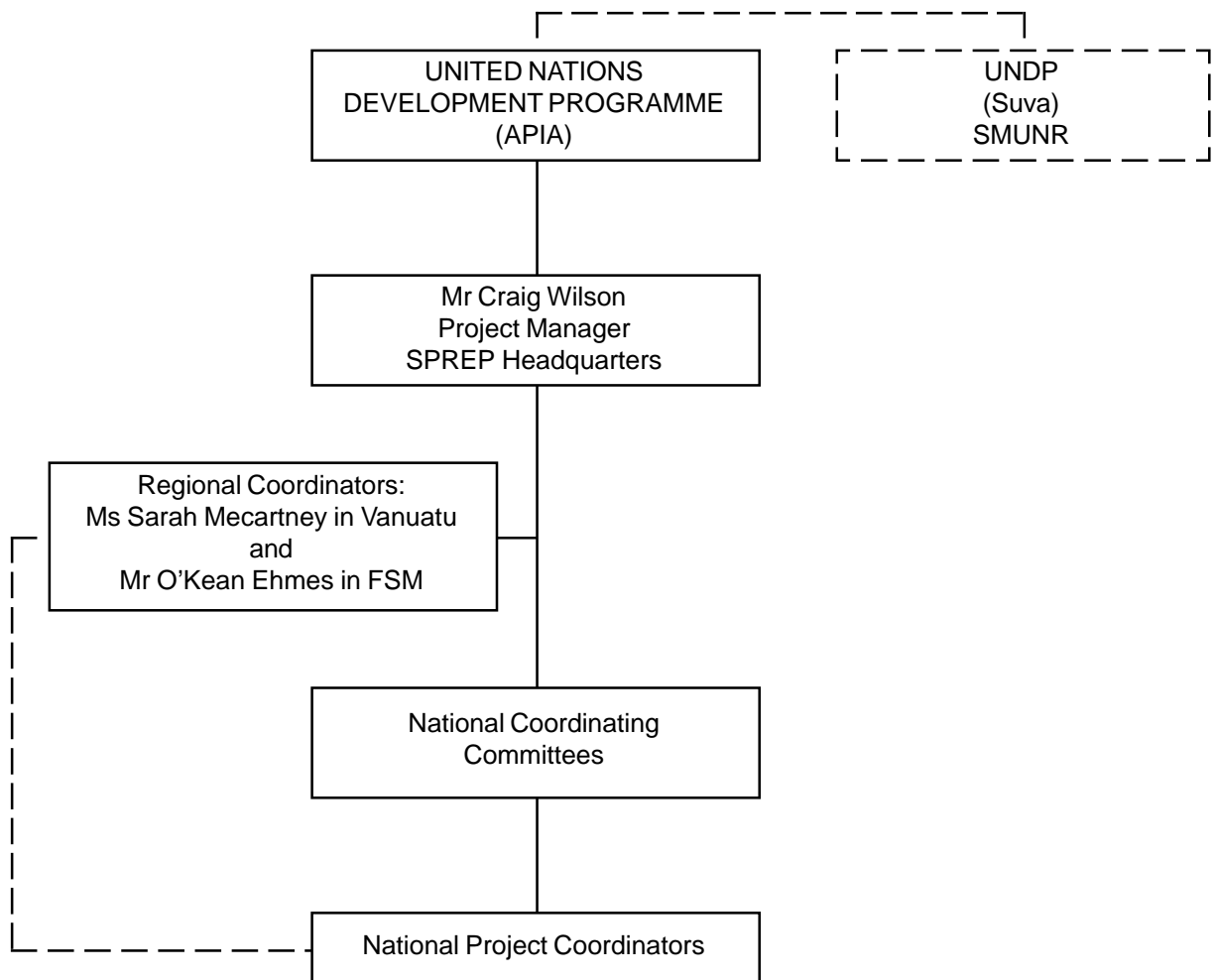
Date	Person to be consulted/Agency	Summary of information sought

**Country in-kind contribution:**

Activity/event	Cost

**Other relevant matters:**

## Annex 5: Project management organisation chart



## Annex 6: Contact addresses

### Cook Islands

Arama & Associates  
Mr Arama Wichman/Ms Vaine Wichman  
PO Box 2186  
RAROTONGA  
Cook Islands

Tel: (682) 21756/24985  
Fax: (682) 24986  
E-mail: arama@oyster.net.ck

### Kiribati

Mr Nakibae Teuatabo  
Ministry of Environment and Social Development  
PO Box 234  
Bikenibeu, TARAWA  
Republic of Kiribati

Tel: (686) 28211/28000  
Fax: (686) 28334/28593

### Nauru

Mr Andrew Pitcher  
Special Project Officer  
Department of Island, Development and Industry  
Nauru

Tel: (674) 444 3181  
Fax: (674) 444 3791

### Niue

Miss Coral Pasisi  
Environment/Biodiversity Officer  
C/- Government of Niue  
Department of Community Affairs  
PO Box 77  
ALOFI  
Niue

Tel: (683) 4019  
Fax: (683) 4391

### Palau

Miss Pearl Lynn Marumoto  
Environmental Quality Protection Board  
PO Box 100  
KOROR, 96940  
Republic of Palau

Tel: (680) 488 1639  
Fax: (680) 488 2963  
E-mail: EQPB@palau.net.com

### Samoa

Mrs Easter Galvao  
National Project Coordinator  
Lands, Survey and Environment  
Private Mail Bag  
APIA  
Samoa

Tel: (685) 23800  
Fax: (685) 23176

## **Solomon Islands**

Mr Joe Hourokou  
Senior Environment Officer  
Environment and Conservation Division  
Ministry of Forests, Environment and Conservation  
PO Box G24  
HONIARA  
Solomon Islands

Tel: (677) 24325/25848  
Fax: (677) 21245

## **Tokelau**

Mr Makalio Ioane  
Coordinator for Environmental Programmes  
PO Box 865  
APIA  
Samoa/Tokelau

Tel: (685) 20822/22007  
Fax: (685) 21761

## **Tonga**

Mr Taniela Tukia  
Physical Planner  
Ministry of Lands, Survey and Natural Resources  
PO Box 5  
NUKUALOFA  
Tonga

Tel: (676) 23611  
(676) 22135 (h)  
Fax: (676) 23216  
(676) 23548 (h)

## **Tuvalu**

Mr Niko Apinelu  
Fisheries Research Officer  
Department of Fisheries  
Ministry of Natural Resources and Environment  
Private Mail Bag  
FUNAFUTI  
Tuvalu

Tel: (688) 20344  
Fax: (688) 20286/20346

## **Vanuatu**

Mr Russell Nari  
Senior Biodiversity Officer  
Private Mail Bag 063  
PORT VILA  
Vanuatu

Tel: (678) 25302  
Fax: (678) 23565  
E-mail: [environment@vanuatu.pactok.net](mailto:environment@vanuatu.pactok.net)

## **UNDP Suva**

Miss Yuki Yoshida  
Programme Manager Officer  
United Nations Development Programme  
3rd Floor, ANZ House  
Private Mail Bag  
SUVA  
Fiji

Tel: (679) 312500  
Fax: (679) 301718  
E-mail: [yyoshida@undp.org.fj](mailto:yyoshida@undp.org.fj)  
Website: [www.undp.org.fj](http://www.undp.org.fj)



## UNDP Apia

Mr Sealii Sesega  
National Programme Officer  
United Nations Development Programme  
Private Mail Bag  
APIA  
Samoa

Tel: (685) 23670  
Fax: (685) 23555  
E-mail:

## FORUM Secretariat

Mr Kenneth MacKay  
Field and Programme Coordinator C-SPOD II  
Forum Secretariat  
Private Mail Bag  
SUVA  
Fiji

Tel: (679) 312600/22034  
Fax: (679) 312696/301102  
E-mail: [kennethm@forumsec.org.fj](mailto:kennethm@forumsec.org.fj)  
Website: <http://www.forumsec.org.fj>



*Participants at the CBEMP Regional Meeting for National Project Coordinators, 2-4 February 1998, Apia, Samoa.*

# CBEMP

---

## Capacity Building for Environmental Management in the Pacific

---

### Preparatory Assistance Phase

## Project Document

RAS 97/333



South Pacific Regional  
Environment Programme



United Nations  
Development Programme

---

Figure 1: Map of the Pacific Islands indicating the 12 countries participating in the CREMP Project



B-2

# *Capacity Building for Environmental Management in the Pacific (CBEMP)*

## *Project Document*

RAS 97/333

© South Pacific Regional Environment Programme 1999

The South Pacific Regional Environment Programme authorises the reproduction of this material, whole or in part, in any form provided appropriate acknowledgement is given.



**South Pacific Regional  
Environment Programme**



**United Nations  
Development Programme**

## An introduction to CBEMP

The goal of the CBEMP Project is to increase the capacity of PICs to utilise their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for future generations. This will be addressed through the objective of the project, which is to integrate traditional and non-traditional resource management systems within national environmental management institutions, local government operations and within the community. This will be achieved by implementing a range of country-defined capacity building activities that will be targeted to achieve specific outputs.

Under the overall theme of 'Job Creation and Sustainable Livelihoods' this project will be coordinated at the regional level; however it will have strong local emphasis and local ownership, with implementation conducted primarily at the national, state provincial and community levels to

incorporate the needs of rural communities and the non-traditional sector into environment and resources management practices and programmes. The project will also complement work being carried out in Pacific Island countries by other donors and organisations to maximise beneficial outputs. This will be highlighted by the linkage with the UNDP Sustainable Management and Utilisation on Natural Resource (SMUNR) programme that has established the thematic areas of marine resources, forests and trees, sustainable tourism and food security and nutrition, under which the CBEMP will operate.

This Project Document, developed under the Preparatory Assistance (PA) phase, was compiled following an in-country consultation process that was managed and facilitated at the country level by government nominated National Project Coordinators (NPCs).

# Contents

<b>1. Context</b>	<b>D-7</b>
1.1 Background and description of the sub-sector .....	D-7
1.1.1 In-country consultation process .....	D-7
1.2 Host region strategies .....	D-8
1.2.1 Regional .....	D-8
1.2.2 National .....	D-8
1.3 Prior and ongoing assistance .....	D-9
1.4 Institutional framework .....	D-12
1.4.1 Regional level .....	D-12
1.4.2 National level .....	D-12
<b>2. Project justification</b>	<b>D-13</b>
2.1 Problems to be addressed and the present situation .....	D-13
2.1.1 The objective of the Project .....	D-14
2.2 Expected end-of-project situation .....	D-15
2.3 Target beneficiaries .....	D-15
2.4 Project strategy and implementation arrangements .....	D-16
2.4.1 Project strategy .....	D-16
2.4.2 Implementation arrangements .....	D-16
2.5 Reasons for assistance from UNDP .....	D-17
2.6 Special considerations .....	D-17
2.6.1 Gender .....	D-17
2.6.2 Volunteer involvement .....	D-17
2.6.3 Protection of indigenous knowledge .....	D-18
2.7 Coordination arrangements .....	D-18
2.8 Counterpart support capacity .....	D-18
2.8.1 Regional .....	D-18
2.8.2 National .....	D-19
<b>3. Development objective</b>	<b>D-19</b>
<b>4. Immediate objective, outputs and activities</b>	<b>D-20</b>
4.1 Output 1 .....	D-20
4.2 Output 2 .....	D-21
4.3 Output 3 .....	D-21
4.4 Output 4 .....	D-22
4.5 Output 5 .....	D-22
<b>5. Inputs</b>	<b>D-23</b>
5.1 UNDP input .....	D-23
5.2 Participating government input (in-kind) .....	D-24

<b>6. Risks</b>	<b>D-24</b>
6.1 Provision of funds .....	D-24
6.2 Private sector involvement .....	D-24
<b>7. Prior obligations and prerequisites</b>	<b>D-24</b>
7.1 Prior obligations .....	D-24
7.2 Prerequisites .....	D-24
<b>8. Project review, reporting and evaluation</b>	<b>D-25</b>
8.1 Tripartite reviews .....	D-25
8.2 Terminal report .....	D-25
8.3 Work programme .....	D-25
8.4 Accounting and financial reporting .....	D-25
<b>9. Legal context</b>	<b>D-25</b>
<b>10. Budget</b>	<b>D-26</b>
<b>11. References</b>	<b>D-28</b>

## **Annexes**

<b>Annex 1: Workplan</b>	<b>D-29</b>
<b>Annex 2: Schedule of Project reviews, reporting and evaluation</b>	<b>D-30</b>
<b>Annex 3: Abbreviations and acronyms</b>	<b>D-31</b>
<b>Annex 4: Budget for the implementation of Phase One</b>	<b>D-32</b>

# Capacity Building for Environmental Management in the Pacific

## 1. Context

### 1.1 Background and description of the sub-sector

The Pacific is characterised by small land masses dispersed over part of the world's largest ocean; a high degree of ecosystem and species diversity; a high degree of economic and cultural dependence on the utilisation of natural resources; and a diversity of cultures and languages, traditional practices and customs which are central to the close relationship Pacific people have with their environment (SPREP, 1992).

While traditional practices and customs have allowed many communities to pursue a functional subsistence lifestyle, population levels have risen in most Pacific Island countries, placing pressure on their natural resources not only through population growth itself, but also through rising commercialisation. Increased competition for resources has led to the disruption of living systems and individual species (SPC, 1998). This increased competition has severely tested the capacity of some traditional practices to function on a sustainable basis.

While Pacific Island countries are developing institutional strategies to manage their natural resources, the pace of change that is being generated by a regional population growth rate of approximately 2 per cent, and the associated increase in demand for material goods, has placed national resource management departments under increasing pressure (SPC, 1998). This pressure on the natural resources is predicted to increase as economic development is increasingly promoted within Pacific Island countries. Any increase in economic growth will be influenced by two scenarios, namely an improvement in the efficiency of existing resource management institutions to stimulate resource utilisation and an associated capacity of the private sector to create new employment opportunities.

Within this framework the areas of potential employment creation are likely to be strongly dominated by the fisheries, agriculture and tourism sectors. While traditional subsistence activities as practiced in the Pacific islands are based on fisheries

and agriculture, which are the strengths of the region, the rising influence of tourism has been presented as an opportunity for future growth as it is based on the Pacific region's abundant natural resources.

The development and implementation of an environmental management system that is integrated into the process of government and community life is vital if the threats that are facing the sustainability of natural resources in the Pacific are to be addressed. Effective environmental management will underpin the desired objective of sustainable development and assist in achieving sustainable livelihoods for Pacific Island people.

#### 1.1.1 In-country consultation process

In order to determine a capacity building strategy that will assist in the development of an effective environmental management system, it is necessary to obtain an understanding of the views of Pacific Island countries to ensure that the implementation of capacity building activities matches country priorities.

An in-country consultation process to determine national capacity building priorities was implemented and a Country Report was prepared as the substantial country output of the Preparatory Assistance phase.

In each participating country, a National Project Coordinator (NPC) was nominated by the respective government on an in-kind basis. The role of the NPC was to assist in the establishment of a National Coordinating Committee (NCC) and facilitate the consultation process. The NCC, which was made up of representatives of national and local government, non-government organisations and the private sector, developed a range of capacity building needs through consultations at all levels of government and the community. Priorities for inclusion in the Country Report were then determined, taking into consideration existing national development plans, sectoral strategies and policy documents. Information provided in the Country Report was then used to prepare the CBEMP Project Document.



The draft CBEMP Project Document was then reviewed by the participating countries at a meeting held in Samoa. At the meeting the focus of the project was refined in accordance with the thematic areas of the SMUNR and the country priorities for activities within each thematic area. The draft Project Document was then sent to the participating countries for their endorsement.

## 1.2 Host region strategies

The desire for the achievement of sustainable economic growth is reflected in the National Development Plans and strategies of Pacific Island countries and in the mission statements of regional organisations, and is being addressed at both the regional and national level.

### 1.2.1 Regional

Sustainable development is the basis under which those organisations vested with responsibility for managing the natural resources, such as the South Pacific Regional Environment Programme (SPREP), operate.

Since the World Conference on Environment and Development, when the term sustainable development gained international acceptance, and since the development of the World Conservation Strategy (IUCN/UNEP/WWF, 1991), the role of regional institutions created in the Pacific such as SPREP has been to encourage and promote the concept of sustainability. SPREP assists its 22 member Pacific Island countries through programmes established under the SPREP Action Plan and approved at the biennial SPREP Meeting.

A significant emphasis of the CBEMP Project will be its ability to link with the SPREP mandate and the delivery of activities under the UNDP Environment and Natural Resources component of the Sixth Sub-regional Programme titled Sustainable Management and Utilisation of Natural Resources (SMUNR). The seven elements contained within the programme are as follows:

- environmental management (CBEMP);
- agriculture;
- forestry;
- fisheries;
- tourism;
- management of fruit flies; and
- disaster management.

The CBEMP Project operates under the environmental management element and will act as a cross cutting component of the listed elements. While the forestry, fruit fly and disaster management programmes are continuing projects from the previous UNDP Cycle, the role of the CBEMP Project in the establishment of the new projects will be influential in establishing a coordinated approach to the design and implementation of UNDP programmes.

### 1.2.2 National

At the national level, environment issues, strategies and priorities have been formalised in the National Environmental Management Strategies (NEMS), a UNDP-funded project completed in 1994. Twelve Pacific Island countries have developed their NEMS to establish a framework under which environment-focused projects and programmes, managed by the national governments, are guided. The NEMS has had a role to promote policy development and to encourage and guide governments to include sustainable development concepts within National Development Plans and in sectoral strategies.

A significant aspect of the NEMS was to identify a series of Project Profiles that would assist Pacific Island countries achieve the sustainable utilisation of their natural resources through a series of capacity building activities. A review of the NEMS Project Profiles for each of the countries participating in the CBEMP Project showed that all countries included substantial emphasis on capacity building as a means of ensuring that they have the skills to better manage their natural resources.

While the development of the NEMS involved the participation of NGOs in the membership of the National Task Teams in some Pacific Island countries, the involvement of NGOs in the process that led to the implementation of activities was perceived to be limited. The implementation of components of the Capacity 21 Programme, which was developed from the NEMS and Agenda 21 principles, placed some focus on the execution of activities through in-country NGO organisations. While addressing some of the community based issues there is still considerable scope for further NGO involvement in the management of natural resources.

## 1.3 Prior and ongoing assistance

Capacity building for sustainable development holds an established position in a multitude of projects that have been implemented throughout the Pacific

region. Most of the development-oriented organisations that operate in the region include capacity building aspects such as training as an integral component of project design. Projects that address aspects of sustainable development fall under a range of categories that directly target natural resource management such as biological surveying and Environment Impact Assessment, or indirectly such as policy and legislation development.

All of the SPREP implemented projects include aspects of capacity building within the scope of work and there is considerable opportunity to link aspects of the CBEMP Project to the current SPREP executed projects. One of the major strengths of the CBEMP Project will be its ability to link capacity building activities within the Pacific region. The function of CBEMP as a coordinating vehicle will be strengthened with the establishment of the Training Officer

**Table 1: Capacity building priorities identified in National Environmental Management Strategies**

Pacific Island country	Capacity building priority
Federated States of Micronesia (FSM)	<ul style="list-style-type: none"> <li>• Environmental awareness training for government extension officers</li> <li>• Nationwide agriculture extension and farmer training programme</li> <li>• Nationwide waste management training programme</li> </ul>
Kiribati	<ul style="list-style-type: none"> <li>• Development and application of standard EIA guidelines</li> <li>• Establish an environmental education and information section</li> <li>• Resource Information System development</li> </ul>
Marshall Islands	<ul style="list-style-type: none"> <li>• Training teachers in environmental education</li> <li>• Vocational training in environmental management</li> <li>• Assessing modern applications of traditional knowledge</li> </ul>
Niue	<ul style="list-style-type: none"> <li>• Environmental awareness training for government officials</li> <li>• Documentation and application of traditional management systems into the education system</li> </ul>
Palau	<ul style="list-style-type: none"> <li>• Institutional capacity building for the Division of Agriculture and Mineral Resources</li> <li>• Resource Information System development</li> <li>• Institutional capacity building for the Environmental Quality Protection Board</li> </ul>
Samoa	<ul style="list-style-type: none"> <li>• Introduction of bio-gas technology</li> <li>• Coastal ecosystems management</li> <li>• Institutional strengthening for the Division of Environment and Conservation</li> </ul>
Solomon Islands	<ul style="list-style-type: none"> <li>• Strengthening monitoring of industrial waste</li> <li>• Customary land reforestation project</li> <li>• Standard EIA guideline development</li> </ul>
Tonga	<ul style="list-style-type: none"> <li>• Strengthening the institutional capability of the Environmental Planning Section</li> <li>• Skills training for resource management staff</li> <li>• Natural resources and ecosystems survey</li> </ul>
Tuvalu	<ul style="list-style-type: none"> <li>• Environmental awareness workshop programme</li> <li>• Environmental education in-service training</li> <li>• Development and application of standard EIA guidelines</li> </ul>
Vanuatu	<ul style="list-style-type: none"> <li>• Environmental education in-service training programmes</li> <li>• Natural resource management training programmes</li> </ul>

**Note:** UNDP (United Nations Development Fund); GEF (Global Environment Facility); AusAID (Australian Agency for International Development); US (United States); UNEP (United Nations Environment Programme); C-SPOD (Canadian South Pacific Oceans Development Programme); EU (European Union); COMSEC (Commonwealth Secretariat); IMO (International Maritime Organization); UNFPA (United Nations Fund for Population Activities).

**Table 2: Examples of project activities that have been or are currently being implemented by SPREP in the Pacific region**

Project Title	Funding Source	Timeframe
South Pacific Biodiversity Conservation Programme	UNDP/GEF	1993– 1998
South Pacific Sea Level and Climate Monitoring Programme	AusAID	1991– 2001
National Environmental Management Strategy Programme	UNDP	1992– 1994
Capacity 21 Project	UNDP	1994– 1997
Atmospheric Radiation Measurement Programme	US	1994– 1998
State of the Environment Database	UNEP	1995– 1997
Environmental Impact Assessment Project	AusAID	1993– 1997
Coastal Systems and Living Resources	C-SPOD	1998– 2001
Management of Persistent Organic Pollutants	AusAID	Phase 1, 1998– 1999
Pacific Regional Waste Education and Awareness	EU	1998– 2000
Protection of the Marine Environment	COMSEC/IMO/C-SPOD	1998– 2000
Population and Sustainable Development	UNFPA	1995– 1997

position within SPREP. This officer will identify training needs, institute a training capabilities assessment and assist in the coordination and implementation of all types of training. This situation will improve the delivery of training services and minimise the likelihood of activity duplication between the regionally implemented programmes.

The implementation of programmes and projects within the Pacific region is carried out by a multitude of regional and international organisations and through bilateral and multilateral funding mechanisms provided by various donors. As the

number of prior and on-going development projects is too long to list, Table 3 presents a condensed version extracted from the CBEMP Country Reports.

## 1.4 Institutional framework

### 1.4.1 Regional level

SPREP is the main institution directly responsible for environmental matters within the Pacific islands region. SPREP's mission is stated as 'to promote cooperation in the South Pacific region and to provide

**Table 3: Project activities that have been or are currently being implemented in the Pacific region**

Country (Number of projects listed in Country Report)	Project examples	Timeframe	Funding source
Fiji (24)	Training course on Environmental Policy, Regulation and Guidelines for Mining	1995	UNCTAD/UNDP/ ESCAP
	Environmental Awareness, Legislation and Database Project	1996	Asian Development Bank (ADB)
	Fiji Partnership in Conservation & Development	1997– 1998	WWF
FSM (28)	Climate Change Country Support	Not dated	USAID
	Mangrove Conservation Project	Not dated	Wetlands International
	South Pacific Sea Level & Climate Monitoring Project	Not dated	AusAID

<b>Country</b> (Number of projects listed in Country Report)	<b>Project examples</b>	<b>Timeframe</b>	<b>Funding source</b>
<b>FSM</b> (28)	Water Development and Sanitation Project	Not dated	ADB
	Institutional Strengthening of the Mineral Resources Department	1997– 1999	AusAID
<b>Kiribati</b> (3)	Kiribati Environmental Education Programme	1996– 2000	FSP
	South Pacific Community Eco-forestry Programme	1997– 2000	FSP
<b>Marshall Is.</b> (4)	PICCAP	1997– 2000	GEF/UNDP
	Marshall Islands Resource Information System	1992– 1994	UNEP
<b>Nauru</b> (12)	Agricultural Technical Mission to Nauru	1992 ongoing	Republic of China (Taiwan)
	Fruit Fly Eradication	1998– 1999	SPC
<b>Niue</b> (6)	Niue Tourism and Private Sector Development	1995– 2001	UNDP/WTO
	Water and Waste Management	n/a	AusAID
<b>Palau</b> (11)	South Pacific Biodiversity Conservation Programme	1993– 1998	UNDP/GEF
	Solid Waste Management Programme	1997	US Department of Interior
	National Master Development Plan	1996	UNDP, US Dept. of Interior
	Rapid Ecological Assessment of Palau: Marine and Coastal Areas	Ongoing	US Department of Interior
<b>Samoa</b> (18)	NZ Environment Support for Samoa	1996– 1999	NZODA
	Waste Management	1998– 1999	JICA
	IUCN Marine Protected Waters	3 year duration	IUCN/GEF
<b>Solomon Is.</b> (14)	Solomon Islands Environmental Impact Assessment Guidelines	1995	AusAID
	World Heritage Project	1988– 1998	NZODA
	Eco-Forestry Project	1997– 2000	EU
<b>Tonga</b>	Tonga Environment Management Programme	1997– 1999	AusAID
<b>Tuvalu</b> (5)	Curriculum and Teacher Education Development	1995 onwards	AusAID
	Community Mobilisation: Strategies and Planning	1995 onwards	UNDP
<b>Vanuatu</b> (19)	Urban Infrastructure	1997 onwards	ADB
	Vanuatu Land Use Planning Project	1995– 2000	AusAID
	Determination of Eco-tourism potential	1996– 1997	EU
	National Biodiversity Strategy and Action Plan	1997– 2000	UNEP
	Natural Resources: Soil Erosion & Conservation	Ongoing	NZODA

**Source: CBEMP Country Reports**

**Note:** UNCTAD (United Nations Conference on Trade and Development); UNDP (United Nations Development Programme); ESCAP (Economic and Social Commission for Asia and the Pacific); WWF (World Wide Fund for Nature); USAID (United States Agency for International Development); AusAID (Australian Agency for International Development); ADB (Asian Development Bank); FSP (Foundation for the Peoples of the South Pacific); GEF (Global Environment Facility); UNEP (United Nations Environment Programme); SPC (Secretariat of the Pacific Community); WTO (World Tourism Organization); NZODA (New Zealand Official Development Assistance); IUCN (World Conservation Union); EU (European Union).

assistance in order to protect and improve its environment and to ensure sustainable development for present or future generations'. SPREP operates under its current Action Plan for Managing the Environment of the South Pacific 1997–2000. Proposals for new activities for inclusion are submitted to the biennial intergovernmental meeting referred to as the SPREP Meeting.

There are a range of other regional organisations operating in the Pacific with environment-related interests and involved in the implementation of natural resource management activities. SPREP closely collaborates with the other regional organisations especially through its membership in the Council of Regional Organisations in the Pacific (CROP).

The University of the South Pacific (USP) which was established in 1968 in Fiji is comprised of the Schools of Agriculture, Humanities, Pure and Applied Science and Social and Economic Development. A series of Institutes and the Oceanic Centre for Arts and Culture provide a range of specialised services including the environment, with natural resource management applications. These Institutes include Applied Science, Education, Pacific Studies, Marine Resources and Research Extension and Training in Agriculture. USP has established extension centres in Tonga, Samoa, Solomon Islands, Kiribati, Tuvalu, Cook Islands, Vanuatu, Niue, Nauru and Marshall Islands serving the needs of the Pacific Island countries.

The South Pacific Applied Geoscience Commission (SOPAC) is an independent intergovernmental regional organisation dedicated to providing geotechnical services to its member countries in minerals and energy resource identification, promotion and development; environmental geoscience and human resource development in the geoscience field. SOPAC maintains a regional data centre, provides information services and offers technical and field services for specific project work.

The Secretariat for the Pacific Community (SPC) has the mission to provide technical advice, assistance and training and applied research to its member countries. Its main areas of operation are agriculture, community health, coastal fisheries, socioeconomics and community education.

The South Pacific Forum Fisheries Agency (FFA) was established in 1979 under a Convention signed by 12 Forum member countries. The Convention reflects the common concern of member nations on matters of conservation, optimum utilisation and coastal states' sovereign rights over the region's living marine resources. The governing body of the Agency is the Forum Fisheries Committee (FFC)

which meets annually to approve the budget and work programme. The functions of FFA include:

- Accumulating detailed and up-to-date information on aspects of living marine resources in the region;
- Evaluating and analysing data to provide clear, timely, concise, complete and accurate advice to member countries;
- Developing and maintaining a communications network for the dissemination of information to member countries; and
- Implementing policies and programmes which have been approved by Forum Fisheries Committee (FFC).

The Tourism Council of the South Pacific (TCSP) is a self supporting membership organisation whose purpose is to promote, facilitate and strengthen cooperation in tourism-related activities. Its primary objective is to stimulate international awareness of the activities of TCSP members and to promote sustainable tourism within the region.

The Forum Secretariat, through its Resources Adviser based in its Development and Economic Policy Division, works with the regional organisations and donors to coordinate environmental technical assistance that relates to political, policy and legislative aspects of the environment.

Activities of the regional organisations are coordinated through a mechanism known as the Council of Regional Organisations in the Pacific (CROP). A series of sector working groups have been established including marine, agriculture, health and information technology. The sector working groups are currently developing a framework for a regional strategy to improve the delivery of projects to the Pacific Island countries.

#### 1.4.2 National level

At the national government level, the responsibility for environment matters varies considerably throughout the Pacific. The intention of the CBEMP Project is to involve as wide a representation within government as possible and the National Project Coordinators nominated in the PA phase were drawn from the following departments and institutions:

- Fiji: Department of Environment
- FSM: Department of External Affairs
- Kiribati: Ministry of Environment and Social Development

- Marshall Islands: Environment Protection Authority
- Nauru: Department of Island Development and Industry
- Niue: Department of Lands and Survey
- Palau: Environmental Quality Protection Board
- Samoa: Department of Lands, Surveys and Environment
- Solomon Islands: Environment and Conservation Division
- Tonga: Ministry of Lands, Surveys and Natural Resources
- Tuvalu: Department of Fisheries
- Vanuatu: Department of Forests, Port Vila Municipal

conserve genetic resources of tree and food crops and make best use of scarce water resources. Land degradation, soil erosion, and urbanisation have reduced the amount of available land for cash and subsistence agriculture in Pacific Island countries. Restoration of soil fertility, prevention of soil loss, implementation of urban planning systems and control of waste and pollution are all reliant on sound environmental management practices by resource owners and users as well as the policies and practices of local and central government agencies.

Working against an early resolution of the range of impacts that the natural resources are facing is an inherent lack of awareness by the community in general as to the extent of degradation of the environment that is occurring and the impact the level of degradation is having on the quality of life. Many of the traditional practices that have been operating over time have not been able to keep pace with the demand that is being placed on the resources. Also, traditional methods of addressing changes in the quality of the environment have not been sufficiently successful.

## 2. Project justification

### 2.1 Problems to be addressed and the present situation

Environmental management is the cornerstone for the sustainable utilisation of natural resources for job creation and sustainable livelihoods, particularly in the fragile ecosystems of Pacific Island countries. The commercial and subsistence sectors in these countries are heavily dependent for their future on the wise and sustainable management of their environment and natural resources.

The interdependence of environment and the productive sectors is highlighted by the following examples:

- The sustainability of commercial and subsistence inshore fisheries in all the islands of the Pacific depends on sound environmental and resource management practices at the local level. Degradation of the environment through the discharge of waste and pollutants combined with unsustainable fishing practices have reduced fish catches from a number of atoll island lagoons. Food security and the development of commercial fisheries depends on the restoration of the productivity of inshore fisheries using a combination of traditional and non-traditional methods of resource management; and
- The viability of commercial and subsistence farming depends on agricultural farming systems that maintain or enhance soil productivity,

In order to promote the creation of jobs and the development of sustainable livelihoods, all stakeholders, including central and local government, the private sector and NGOs, will need to strengthen their capacity to better manage the environment by devising and implementing practical solutions to environmental issues.

Pacific Island countries face a number of common challenges in addressing environmental management issues that will promote job creation and sustainable livelihoods. Most of these countries are facing high unemployment, cuts to the public service, limited investment opportunities and few obvious options for sustainable economic growth. Careful management of the environment underpins the success of these countries to develop sustainable livelihoods for their growing populations and to reduce pressure on resources.

Capacity building activities, therefore, should be tailored to the particular needs and priorities and to target all stakeholders including government agencies, local government, the private sector and NGOs.

The development of practical solutions to improve the management of natural resources is required. While solutions can be difficult to obtain, development of strategies that approach the resolution of issues from different perspectives may provide an opportunity to progress forward.

The traditional management of natural resources has been well documented (Clarke, 1989; McNeely and

Pitt, 1985). Sustained yield systems that have made good use of available resources have been in use over many years and some of these systems, or components of them, could be carried forward into present day use. It is important that the social capital or the strength of traditional knowledge that has developed over time be recognised and that the accumulated traditional knowledge is used in a beneficial way rather than see it lost due to an inability to recognise its value or through lack of opportunity to realise such benefits. It is also important to recognise the role of women in agricultural and marine resource utilisation and their contribution to achieving sustainable livelihoods. In the context of women's involvement in environmental management, a greater awareness of women's needs and the quantification of their contribution is required.

While specific traditional practices and knowledge have much to contribute, they will not be able to provide instant solutions and they will not effectively function in isolation from modern approaches. The demands that are now placed on resources are far greater than experienced in the past. The rationale that the benefits of traditional environmental management systems be integrated with modern day resource management systems has been raised by Pacific Island participants at workshops and meetings held within the Pacific region and forms the focus of this project.

It is this rationale that is being presented as an opportunity to progress the management of natural resources in a way that, while achieving the optimum output, does not alienate the traditional practices or the traditional practitioners that have been using the systems over time.

### 2.1.1 The objective of the Project

The objective of the CBEMP Project is:

*To build capacity in government and community based institutions to integrate beneficial traditional and non-traditional environmental management practices and to identify areas for job creation and sustainable livelihoods for both men and women at the community level.*

The integration of the two management systems has the potential to provide a system that exhibits the benefits of both while minimising the shortfalls of inappropriate cultural usage and unsuitability of some traditional and non-traditional practices in specific environments.

In order to achieve the objective a series of activities will be implemented. These activities, which have

been nominated by each participating country, will be carried out in thematic areas that have been established under the SMUNR umbrella programme.

A key activity is the collection of information on traditional management practices in the country nominated thematic area. Initially, a review will be carried out to determine the level of traditionally based information that is currently held by the countries. Gaps in the knowledge base and potential sources of information will be identified for collection. It is anticipated that national based organisations or institutions will be used in review and collection activities. Where required, training in the collection of information will be provided. Information on the different roles that men and women play in resource utilisation will be targeted. This will provide an understanding of how gender roles influence resource use in each of the SMUNR thematic areas.

Once the information is collected, appropriate database systems will be identified for storage of the information. Countries that are participating in the SPREP/UNEP State of the Environment and Global Environment Outlook programme will have an existing database system and some countries already have an effective national resource information system in operation e.g. VANRIS in Vanuatu. These databases will be utilised for the storage of traditionally based information. Where no database system is in operation, opportunities to develop an appropriate system will be investigated. Training in the input of information into database systems will be provided.

Following the storage of information on a database system, the utilisation of data will be carried out through the implementation of the following key activities:

- Educational resource materials will be produced through a series of workshops with curriculum developers. While specifically targeting the school curriculum, the resource materials that will be produced can be used in a broad range of applications providing information to both government and community audiences;
- Using the resource materials produced at the in-country workshops and other relevant information from the database, awareness-raising workshops will be held for decision-makers at the national government, local government and community levels. The workshops will emphasise the beneficial aspects of traditional management and determine on a cooperative basis, how the traditional practices can be most effectively integrated on a country specific basis to improve current management practices;

- The capacity to integrate traditional management practices into current and new legislation will be assessed. Training assistance can be provided in areas such as the drafting of new legislation and the review of current legislation and regulations; and
- In specific thematic areas the identification of demonstration projects based on aspects of traditional and non-traditional practices will be carried out. Opportunities for job creation in areas including recycling, eco-tourism, traditional medicines and non-timber products will be identified for development.

It should be highlighted that participating countries will have the option to choose the activities in which they would like to participate. This decision will be made by each country according to need and suitable timing of the activities.

Initiatives developed in the project will be reinforced through activities including training programmes, technical assessments and workshops, and through the forging of formal networks both throughout the region and internationally. It is intended that linked networks will be established to collectively address identified issues to minimise duplication and to improve the delivery of project activities. Organisations that could partner CBEMP activities would include the UN agencies such as United Nations Environment Programme (UNEP), United Nations Development Fund for Women (UNIFEM), the International Labour Organisation (ILO), the Food and Agriculture Organization (FAO) and the regional South Pacific Organisations Coordinating Committee (SPOCC).

## 2.2 Expected end-of-project situation

It is anticipated the project will commence in September 1998 and run for 30 months until March 2001.

The following end of project situations are envisaged:

- Countries will have people trained and with the expertise to collect information on traditional resource management practices;
- Countries will have established databases on traditional knowledge and have people trained and with the expertise to access the information for government and community use;

- Countries will have decision-makers at the government and community level who are more aware of the importance of traditional management practices. Decision-makers will have an enhanced ability to promote the better management of natural resources at the policy level and for hands on utilisation of resources at the community level;
- Countries will have increased capacity to prepare educational resource materials for use within schools to further student awareness of resource management issues. Widespread usage of the resource materials will encourage practitioners of traditional knowledge to contribute to national discussions on resource use and management;
- Countries will have increased capacity to ensure that aspects of traditional knowledge are incorporated into national legislation. Legislation will then be more relevant to the broader population and more likely accepted by the community resulting in adherence to laws and regulation and an associated increase in sustainable resource utilisation;
- Countries will have identified potential demonstration projects that will utilise aspects of traditional knowledge, encourage community participation and promote income generation; and
- Communities will benefit through improved access to information on more effective resource utilisation practices, through the implementation of more relevant resource management legislation and by ensuring community decision-makers are well versed in the benefits of integrated resource management practices.

## 2.3 Target beneficiaries

The primary beneficiary will be communities within Pacific Island countries. As a substantial proportion of the natural resources that sustain the people of the Pacific islands are held under customary based tenure systems, the reinforcement of sustainable livelihoods and the identification of employment opportunities will require that these communities receive guidance that will help them more effectively utilise their resources and benefit from more effective utilisation practices. It is important to note that women will be requested to participate in the programme implementation to ensure the contribution of women to environmental management systems and resource utilisation is fully acknowledged.

The identification of target groups for the implementation of specific activities will be determined through collaboration between the



national governments, community leaders, organisations that have prior experience in community based project management and the Project Manager.

Secondary beneficiaries will include:

- Pacific Island governments who are able to improve and strengthen their resource management agencies and therefore their ability to utilise their natural resources in a sustainable manner;
- SPOCC regional organisations and international institutions who are associated with the project through improved information and operational exchanges that will in turn provide more effective delivery of services to their member countries; and
- Non-government organisations.

## **2.4 Project strategy and implementation arrangements**

### **2.4.1 Project strategy**

The project will be implemented in two phases.

Phase One will be a developmental phase and will focus on the following areas: the provision of training, the strengthening of national capacity in its ability to manage natural resources and interagency cooperation in the implementation of activities. Activities will be targeted towards government, community and private sector recipients to encourage cross-sectoral outputs and to ensure that benefits are maximised across all sectors.

Phase One will collect, document and disseminate information on traditional and non-traditional environmental management systems. This information will be used by decision-makers, government departments, community groups, schools and the private sector to develop more effective environmental management systems and associated legislation, promote sustainable livelihoods and improve employment opportunities. Potential demonstration projects, utilising information collected in the relevant thematic areas, will be identified for in-country establishment.

The design of Phase One is geared towards achieving the maximum benefits from the available level of funding. During the development of the project and through the Preparatory Assistance phase, a number of potential donors have been approached and there are indications that additional funds will be available for capacity building activities within the Pacific

region. As additional funds are accessed, the activities designed in Phase One will be offered to additional countries to expand their involvement in other thematic areas.

Phase Two will be a consolidation phase that will build on the achievements of Phase One. The implementation of Phase Two will also be dependant on the mobilisation of appropriate financial resources. Phase Two will give the countries the opportunity to carry out activities according to priority needs established in the Country Reports. Phase Two will also provide for the implementation of demonstration projects that are identified in Phase One.

The potential for introducing successful aspects of the project into areas beyond the Pacific region could be investigated in Phase Two in collaboration with other regional and international counterpart organisations such as CARICOM (Caribbean Community).

### **2.4.2 Implementation arrangements**

CBEMP will be executed by the South Pacific Regional Environment Programme (SPREP) under the management of its Environmental Education, Information and Capacity Building Division. A Project Manager, who will coordinate the overall project, will be appointed in consultation with UNDP and be based at SPREP for the duration of the project. The designated UNDP management office will be UNDP Apia, however as the CBEMP is a component of the SMUNR programme, close liaison will be maintained with the UNDP Suva office, managers of the SMUNR programme.

At the country level a National Project Coordinator (NPC) will be appointed to manage the implementation of in-country activities. The NPC will be nominated by the participating country and be contracted to SPREP through a contractual arrangement established under the auspices of a Memorandum of Understanding between the participating government and SPREP. The National Coordinating Committee (NCC) that was utilised in the Preparatory Assistance phase will be maintained to act as a method for guiding the activities of the NPC. The NCC will be composed of all relevant stakeholders. Women's groups such as the National Council of Women or other relevant NGOs and youth group representatives will be encouraged to participate.

A CBEMP Multi-partite Review will be implemented to provide guidance and to review and monitor the implementation of the work programmes. The Review will involve the NPC or the Chair of the NCC from each participating country and senior representatives from UNDP, SPREP and appropriate donor

organisations. The Review will be carried out annually.

The majority of Pacific Island countries are connecting to the Internet and it is anticipated that the dissemination of information will be facilitated through e-mail and Internet communications. A regular CBEMP Fact Sheet will be prepared to promote the project and to provide participating countries and interested parties with information on the progress of the project.

## **2.5 Reasons for assistance from UNDP**

UNDP, through the funding of the NEMS Programme and the Capacity 21 Programme, is uniquely placed to follow up with the implementation of the CBEMP Project, ensuring continuity of the delivery of capacity building activities to Pacific Island countries. Support for the CBEMP Project will enhance the implementation of the SMUNR programme and other capacity building programmes that will be linked through the implementation of joint activities. UNDP involvement in the CBEMP Project will also act as a catalyst to mobilise the additional funds that will be required to secure the success of Phase One and to lay a strong foundation for the consolidation of Phase Two.

## **2.6 Special considerations**

### **2.6.1 Gender**

The advancement of gender equality is an issue that has been identified for special consideration in the Pacific region. Assessment of gender equality in development has led to recognition that women have less access than men to three key groups of resources—economic resources, political resources and time—all of which are required to achieve sustainable development. Women also have less access to the returns and benefits of these resources. This differential access limits women's ability to participate in and benefit from project activities. Access to all three groups of resources must be considered in projects that aim to involve and benefit women. Within the context of the project the importance of women in the traditional roles they carry out, their influence on job creation and their overall contribution will be fully acknowledged.

It is important to ensure that the role of women is placed in the overall context of human development and not singled out for separate treatment. There is also a need to fully understand the role that gender plays in the management of natural resources and in the distribution of benefits that accrue from the

utilisation of resources. The relationship between traditional and non-traditional management practices and their influence on resource utilisation, on a gender disaggregated basis, requires consideration.

Men and women perform different roles in Pacific Island communities in relation to the utilisation of natural resources, and these roles need to be defined to ensure that management efforts are directed to the areas of most need.

A substantial proportion of the project is to be focused towards gender-related activities and will involve the assistance of gender specialists from relevant regional and international organisations. The issue of gender will be approached in a manner that recognises the specific requirements of each participating country.

### **2.6.2 Volunteer involvement**

The involvement of volunteer organisations to support the implementation of the project will be assessed. Volunteer organisations that will be approached will include United Nations Volunteers (UNV), Australian Volunteers Abroad (AVA), Volunteer Services Organisation (VSO), Japan Overseas Cooperation Volunteers (JOCV) and Peace Corps. As volunteers usually work and live within communities, they are able to provide easy access to direct information and impart beneficial skills that would assist in achieving the project objective.

The United States Peace Corps, which has indicated strong interest in the CBEMP Project, currently has programmes operating in the Federated States of Micronesia, Kiribati, Niue, Palau, Samoa, Solomon Islands, Tonga and Vanuatu. As part of its Pacific Initiative programme, Peace Corps is seeking to collaborate with its current national partners and other regional organisations in ways which may enhance the reach and strength of all involved parties. CBEMP offers an opportunity for Peace Corps volunteers to become involved in environmentally-related capacity building activities on a regional level that will enhance national capacity to manage their natural resources.

Peace Corps volunteers live among the communities in which they serve for up to two years. They are trained to speak the local language and appreciate and understand local culture and the importance of traditional practices. Peace Corps volunteers would work closely with host country counterparts to ensure that their involvement is sustainable beyond their period of service. In the CBEMP Project, volunteers with an environmental background could be recruited to assist in the implementation of the project and would operate under the direction of the National Project Coordinator to focus activities at the

community level. Further discussions relating to Peace Corps involvement in CBEMP with participating countries, Peace Corps and the CBEMP Project would be held to determine appropriate pathways for involvement.

### 2.6.3 Protection of indigenous knowledge

The wealth of indigenous knowledge that has been developed within Pacific Island countries covers a wide base of accumulated experience through usage over a long period of time. This knowledge base includes information on natural resource management practices, traditional medicines and the production of food and handicrafts.

This wealth of knowledge is being slowly lost in some countries through the introduction of new practices that replace or substitute traditional practices, and through a loss of natural habitats and community association with natural resource areas.

The NEMS strategies recognised that Pacific Island countries are concerned about the loss of indigenous knowledge and highlighted the need to document traditional practices before they are lost. While recognising this need, the rights associated with access, ownership, use and dissemination of traditional knowledge need to be clearly agreed at a national and regional level to ensure its protection from unauthorised use and commercial exploitation.

Country work plans to guide the implementation of activities will be formulated by each participating country. The country work plans will give each country the opportunity to establish, through a participatory process with stakeholders, mutually agreed rules, procedures or protocols for the protection of traditional knowledge within the context of existing national legislation.

Provisions for ownership recognition and rights to use, both within the region and internationally, will be determined in line with the provisions of the Convention on Biological Diversity (CBD) to ensure consistency with steps being taken at the regional and international level. It is anticipated that this process will have wider relevance and benefit to other initiatives, such as bio-prospecting, at the country and regional levels.

## 2.7 Coordination arrangements

SPREP, as the executing agency, is well placed to facilitate coordination between participating countries, international and regional organisations.

At the SPREP country level each member country has established a national focal point for the receipt

and dissemination of information related to the environment. In-country environmental NGOs, such as O le Siosiomaga Society in Samoa and the Foundation for the Peoples of the South Pacific (FSP) in Vanuatu, will also figure as important SPREP partners in the development and delivery of capacity building activities.

At the international level, SPREP participates in numerous fora involved in capacity building activities and will collaborate with a range of organisations that are involved in the funding and delivery of capacity building activities. These organisations include ADB, AusAID, C-SPOD, EC, FAO, FSP, NZODA, WWF, TNC and UN agencies including UNDP, UNEP and UNFPA.

At the regional level through SPOCC, SPREP maintains close links with the Forum Secretariat, the Forum Fisheries Agency, South Pacific Applied Geoscience Commission, Tourism Council of the South Pacific, Pacific Island Development Programme, University of the South Pacific and the Secretariat of the Pacific Community. The development of a regional strategy, currently in progress, will further formalise these linkages.

## 2.8 Counterpart support capacity

### 2.8.1 Regional

In order to carry out its mission SPREP, which is located in Apia, Samoa, is currently staffed by 5 management, 28 professional and 27 administrative support persons. The professional staff include the following positions:

#### Management

- Director
- Head of Division, Environmental Management and Planning
- Head of Division, Environmental Education, Information and Capacity Building
- Head of Division, Conservation and Natural Resources
- Head of Division, Finance and Administration

#### Professional

- Waste Management and Pollution Prevention Officer

- Legal Officer
- Information and Publications Officer
- SPBCP Programme Officer, Socioeconomics
- Scientific Adviser, PICCAP
- Project Manager, PICCAP
- Computer Technology Officer and Assistant
- Coastal Management Officer
- Editorial Officer
- Project Manager, SPBCP
- Wetlands and Mangroves Officer
- Meteorology/Climatology Officer
- GIS/Database Assistant Officer
- Marine Pollution Officer
- Resource Management Programme Officer, SPBCP
- Librarian
- Executive Officer, SPBCP
- Environmental Education Officer
- Species Biodiversity Officer, SPBCP

Administrative staff include the Administration Officer and local support staff. The SPREP office is supplied with approximately 40 computers and has an internal LAN system with Internet and e-mail access. SPREP is currently developing its Web page and expects to be fully operational by mid-1998. There is a full complement of fax and photocopy systems and connection to an international direct dial telephone system.

### 2.8.2 National

While national governments are under considerable pressure to 'rightsize' in the difficult economic climate that exists, the importance governments place on capacity building has been emphasised by the high level of interest in the CBEMP Project. In the PA phase considerable time and effort by governments was provided through provision of in-kind support in the development of the Country Reports. This was reflected in the nomination by the participating governments of a National Project Coordinator and the establishment of a National Coordinating

Committee. All indications are that this in-kind support would continue during the implementation phase. It is anticipated that national in-kind support would be provided through the provision of ancillary services such as access to government transport, the use of government meeting facilities and administrative support for the National Project Coordinator. The level of in-kind support would vary from country to country subject to individual country capacity.

## 3. Development objective

The overall goal of the project is to increase the capacity of Pacific Island countries to utilise their natural resources in a sustainable manner that maximises their economic and social returns while maintaining these resources for future generations. This goal is in line with the theme of the UNDP Sixth Programme Cycle in the Pacific of 'Job Creation and Sustainable Livelihoods', which aims to achieve the sustainable use of natural resources, the maintenance of the resource base for existing livelihoods and the creation of new natural resource-based enterprises and jobs.

## 4. Immediate objective, outputs and activities

### Objective

To build capacity in government and community based institutions to integrate beneficial traditional and non-traditional environmental management practices and to identify areas for job creation and sustainable livelihoods for both men and women at the community level.

### 4.1 Output 1

*Relevant national government, local government and community based organisations with strengthened practical and technical environmental management systems which integrate traditional and non-traditional environmental management practices.*

#### 4.1.1 Activity 1.1 (Carried out in country specific SMUNR thematic area)

*In Fiji, Marshall Islands, Nauru, Samoa and Tuvalu for the Marine Resources thematic area; in Niue, Solomon Islands and Vanuatu for the Forests and Trees thematic area and in FSM, Kiribati, Palau and Tonga for the Sustainable Tourism thematic area.*

Provide assistance and training in the review, collection and documentation of information on traditional and non-traditional resource management practices in the country specific thematic area.

#### Performance indicator

In twelve countries, information based on each thematic area on traditional and non-traditional environmental management practices will be reviewed, collected, documented and prepared for storage in a database system. Examples of the information would include traditional controls over fisheries use such as temporary closures for ceremonial purposes.

#### Comments

- Give appropriate recognition to persons noted for their wealth of traditional knowledge or involvement in traditional resource management.

- Establish joint programme with UNESCO Vaka Moana programme to learn from activities carried out in existing Pacific Island countries.
- Develop potential links with the Resource Group of Women Scientists and Technologists in the Asia Pacific Region.
- Utilise information obtained under the UNDP Biodiversity Strategic Action Plan programme.
- Investigate the utilisation of the UNDP Transfer of Knowledge Through Expatriate Nationals (TOKTEN) programme.
- Incorporate information onto Resource Information database (Activity 1.3)

#### 4.1.2 Activity 1.2

*In Niue, Solomon Islands, and Vanuatu for the Forests and Trees thematic area; in Fiji and Samoa for the Marine Resources thematic area; and in FSM, Kiribati, Palau and Tonga for the Sustainable Tourism thematic area.*

Provide assistance to research community involvement in traditional and non-traditional resource utilisation activities and to develop a community based training programme to integrate traditional and non-traditional resource management practices at the community level.

#### Performance indicator

Research and review is carried out in nine countries to determine number of people (sex disaggregated) involved in community resource utilisation and a training programme is prepared.

#### Comments

- Determine potential linkages with SPBCP and SPC programmes in community based resource management.
- Determine linkages with the Forum Secretariat and UNIFEM gender sensitising programmes.
- Utilise information obtained in Activity 1.1.
- Establish links with RAS 97/330 Pacific Islands Forests and Trees Support Programme.

### 4.1.3 Activity 1.3

*In Fiji, Marshall Islands, Nauru, Samoa and Tuvalu for the Marine Resources thematic area; and in FSM, Kiribati, Palau and Tonga for the Sustainable Tourism thematic area.*

Review database needs and conduct training in database establishment for the collation of sex disaggregated information on non-traditional and traditional knowledge and practices in country specific thematic areas.

#### Performance indicator

Review and training is carried out for nine countries on database needs and database systems are established allowing the compilation of disaggregated data that can be used in awareness raising, legislation development and resource material production.

#### Comments

- Link with SPREP/UNEP/Pacific Environment and Natural Resource Information Centre (PENRIC) programme.
- Utilise Pacific country expertise on short-term country attachment through New Zealand Official Development Assistance (NZODA) Global Environmental Issues Strategy for the South Pacific (GESSP) opportunities.
- Link activities with the UNDP Technical Cooperation among Developing Countries (TCDC) initiatives.
- Develop potential links with the Resource Group of Women Scientists and Technologists in the Asia Pacific Region.

## 4.2 Output 2

***Education resource materials available that promote the integration of traditional and non-traditional environmental management practices and recognise the important roles of both men and women in environmental resource management.***

### 4.2.1 Activity 2.1

*In Niue, Solomon Islands and Vanuatu for the Forests and Trees thematic area and in Samoa for the Marine Resources thematic area.*

Undertake workshops for teachers and curriculum developers to prepare educational resource materials that explain the benefits of integrating traditional and non-traditional resource management practices. Resource materials will recognise the different roles that men and women play in resource utilisation.

#### Performance indicator

In four countries, educational resource materials available in local languages for integration into the existing curriculum.

#### Comments

- Utilise the information collected during Activity 1.1.
- Develop activity linkages with USP Institute of Education.
- Utilise SPREP's Environmental Education Programme under the guidance of the Environmental Education Action Strategy.
- Utilise the expertise of gender specialists from the Forum Secretariat, SPC and Pacific Island countries.

## 4.3 Output 3

***Increased awareness amongst national government, local government and community decision-makers on the importance of traditional and non-traditional environmental management practices and their contribution to job creation and sustainable livelihoods for both men and women.***

### 4.3.1 Activity 3.1

*In, Niue, Solomon Islands and Vanuatu for the Forests and Trees thematic area and in FSM, Kiribati, Palau and Tonga for the Sustainable Tourism thematic area.*

Through the implementation of National Government, Local Government and NGO Coordinating Associations workshops, present awareness raising information on the importance of integrating traditional and non-traditional environmental practices. Awareness raising information will highlight the different roles that men and women play in resource utilisation. (Use information obtained in Activity 1.1 and 1.2.)

## Performance indicator

Following the completion of workshops and the presentation of awareness-raising material, practical steps to incorporate the integration of traditional environmental management activities into government and non-government strategy, sectoral and implementation plans are carried out.

## Comments

Develop linkages with the traditional knowledge awareness raising activities of WWF, SPC, USP, FSP-I and The Nature Conservancy (TNC).

## 4.4 Output 4

***Strengthened capacity for legislation formulation that integrates traditional and non-traditional environmental management practices.***

### 4.4.1 Activity 4.1

*In Fiji, Marshall Islands, Nauru, Samoa and Tuvalu for the Marine Resources thematic area, and in FSM, Kiribati, Palau and Tonga for the Sustainable Tourism thematic area.*

Undertake activities to strengthen national capacity to incorporate traditional and non-traditional knowledge into the process of the formulation of environmental legislation.

## Performance indicator

In nine countries, aspects of traditional knowledge are incorporated into environmental legislation.

## Comments

- Link to activities being undertaken between SPREP, UNEP (ELI/PAC) and the Commonwealth Secretariat.
- Builds on from activities initiated in the Capacity 21 Programme.

## 4.5 Output 5

***Identify relevant demonstration projects utilising traditional resource management practices that could be established to develop employment opportunities and encourage sustainable livelihoods for both men and women.***

### 4.5.1 Activity 5.1

*In Fiji, Marshall Islands, Nauru, Samoa and Tuvalu for the Marine Resources thematic area; in Niue, Solomon Islands and Vanuatu for the Forests and Trees thematic area; and in FSM, Kiribati, Palau and Tonga for the Sustainable Tourism thematic area.*

Assist in the identification of potential demonstration projects in the country specific thematic area.

## Performance indicator

Demonstration projects that will contribute to job creation and sustainable livelihoods are identified.

## Comments

- Identify linkages with FSPI initiatives to develop private sector involvement in resource management.
- Identify linkages with NZODA initiatives to encourage sustainable resource management business ventures.

## 5. Inputs

### 5.1 UNDP input

UNDP has indicated that a total of US\$541,000 will be provided to carry out the Preparatory Assessment phase and to commence the implementation of Phase One of the CBEMP Project. It is anticipated that additional UNDP funds will be made available for the year 2001. Information on the level of additional UNDP funds would be available as we enter the year 1999.

For the Preparatory Assessment phase US\$241,000 was provided leaving a balance of US\$300,000. It is

anticipated that approximately US\$100,000 will remain following the completion of the PA phase and this will be transferred to the implementation phase thus providing approximately US\$400,000 to commence implementation.

The mobilisation of additional funds has been pursued during the PA phase. While no additional funds have been secured to date there are indications that additional funds may be available from the following sources: NZODA through the Global Environment Issues Strategy (GESSP); AusAID; the United Nations Foundation (UNF); and through the involvement of Peace Corps. Considerable in-kind assistance will be provided through linkages to other SPREP projects.

**Table 4: UNDP input to Phase One of the CBEMP Project**

Description	CBEMP Project	US\$
Personnel	Project Manager	120,000
	Consultants	88,000
	Administrative support	20,000
	Duty Travel	15,000
	Mission costs	15,000
Sub-contracts	Sub-contracts	40,000
Training	Workshops	80,000
Equipment	Equipment and supplies	7,000
Miscellaneous	Printing, communications	15,000
	<b>Total</b>	<b>400,000</b>

### SPREP input (in-kind)

**Table 5: SPREP contribution to Phase One of the CBEMP Project**

Budget Code	Budget Item	US\$
10.00	<b>PERSONNEL</b>	
	SPREP Director and Heads of Divisions	28,000
	Finance Manager	22,000
	Technical staff	200,000
	General services	15,000
	Staff travel	20,000
	<b>Component total</b>	<b>285,000</b>
40.00	<b>EQUIPMENT</b>	
	Non-expendable equipment	10,000
	<b>Component total</b>	<b>10,000</b>
50.00	<b>MISCELLANEOUS</b>	
	Operations and maintenance	70,000
	Sundry	10,000
	<b>Component total</b>	<b>80,000</b>
<b>99.00</b>	<b>TOTAL</b>	<b>375,000</b>



## 5.2 Participating government input (in-kind)

- Coordination of staff inputs and with other regional projects to assist execution of in-country activities.
- Availability of support facilities to assist the National Project Coordinator with project execution.
- Nomination of staff to participate in regional and sub-regional activities.
- Nomination of staff to assist other Governments in-country activities.
- Access to government transport and meeting facilities.

## 6. Risks

The CBEMP Project Preparatory Assistance Document (PPAD), prepared as a preliminary to the preparation of the Project Document, identified through the development of a Logframe a series of risks and constraints that could be encountered and presented risk management techniques to alleviate the risks.

Of the risks presented in the PPAD Logframe there are those that need to be highlighted to realistically present some of the difficulties that will need to be faced in the implementation of the CBEMP Project.

### 6.1 Provision of funds

The sum of US\$541,000 has been indicated as forthcoming from UNDP to initiate Phase One of the CBEMP Project. It was estimated in the PPAD that a sum of US\$3–5 million would be required to fund a project of between 3 to 5 years duration. While capacity building projects have been well supported in the Pacific through donor participation, the ongoing availability of funds cannot be guaranteed.

With 12 countries participating in Phase One of the project, the pool of available funds will limit the implementation of activities. If additional funds are not secured during the Preparatory Assistance phase then the number of activities that can be funded will be reliant on available funds and the success of establishing joint implementation of activities with associated organisations.

## 6.2 Private sector involvement

Any project that is looking to generate employment opportunities as a focal objective will need to ensure the cooperation and involvement of the private sector in the development and implementation of project activities. In some of the smaller Pacific Island countries where private sector development is overshadowed by the public sector, the potential for creating new and additional opportunities, while welcomed, may be limited.

The involvement of the private sector in what is often seen as public sector activity requires active input and promotion by governments. Promotion and encouragement will be required to overcome the commercial constraints of time and availability that operate in the private sector and governments will be required to commit themselves to the process. Failure to do so will hinder private sector involvement.

## 7. Prior obligations and prerequisites

### 7.1 Prior obligations

The following action is considered as a pre-condition for project support:

- The National Coordinating Committee established for the Preparatory Assistance phase be maintained to guide the implementation of in-country activities.

The Project Document will be signed by UNDP and SPREP on behalf of participating Pacific Island countries and UNDP assistance to the countries will be provided only if the prior obligation stipulated above has been met to SPREP's and UNDP's satisfaction.

### 7.2 Prerequisites

The following actions are necessary for efficient and effective project implementation:

- The executing agency (SPREP) will provide in-kind support of staff and services as indicated in Section 5.

The project document will be signed by UNDP and SPREP. UNDP assistance to the project will be provided, subject to UNDP receiving satisfaction that the prerequisite listed above has been fulfilled or is likely to be fulfilled. If the fulfilment of one or more prerequisites fails to materialise UNDP may, at its discretion, either suspend or terminate its assistance.

## **8. Project review, reporting and evaluation**

### **8.1 Tripartite reviews**

The CBEMP Project will be subject to annual 'Tripartite Reviews' (TPRs) by representatives of the executing agency, participating governments and UNDP. NGOs will also be invited to participate. The first meeting will be held within the first 12 months of the start of full implementation. The CBEMP Project Manager shall prepare and submit to each review meeting a Project Report in the standard format specified by UNDP.

### **8.2 Terminal report**

A project terminal report will be prepared for consideration at the terminal tripartite review meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least four months prior to the terminal tripartite review.

### **8.3 Work programme**

The Project Manager will prepare a draft annual work programme which will be circulated to UNDP, participating countries and NGOs well before the TPR or any other meeting at which the work programme is to be considered.

### **8.4 Accounting and financial reporting**

SPREP will maintain an accounting system that contains books, electronic records and controls sufficient to ensure the accuracy and reliability of CBEMP financial information. SPREP will prepare two financial reports (government disbursement report and conciliation of outstanding UNDP advice/status of funds) and submit them to the Principal Project Representative within 30 days after the end of each quarter.

The information furnished on the reports forms the basis of periodic financial reviews and their timely submission is a prerequisite to the continuing funding of the CBEMP Project.

A schedule of reviews, reporting and evaluation is attached as Annex 2.

## **9. Legal context**

It is understood that participating governments undertake to treat this project in the same manner as national projects with respect to privileges, facilities and immunities.

The following types of revision may be made to this project document with the signature of the UNDP Principal Project Representative only, provided that he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document;
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of input already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

## **11. References**

Clarke, W.C. 1989, *Traditional Knowledge and Resource Conservation as a Basis for Sustainable Development*, South Pacific Conference on Nature Conservation and Protected Areas, Port Vila, Vanuatu.

## 10. Budget

**Table 6: Project budget for the UNDP contribution to Phase One inclusive of the Preparatory Assessment phase**

(Implementation budget is attached as Annex 4.)

**RAS/97/333 — CAPACITY BUILDING FOR ENVIRONMENTAL  
MANAGEMENT IN THE PACIFIC PROGRAMME  
Revision 'C'**

Main Source of Funds: 01-UNDP-IPF/TRAC (Trac 1.1.1 & 1.1.2/Line 1.2)

Executing Agency: NEX-National Execution

SBLN	Description	Implementing Agency		Total	1998	1999	2000	2001
11.01	Project Manager	NEX	Net amount	168,000	60,000	48,000	48,000	12,000
			W/M	39	12	12	12	3
			Total	168,000	60,000	48,000	48,000	12,000
11.52	Regional consultants	NEX	Net amount	35,500	25,500	10,000		
			Total	35,500	25,500	10,000		
11.53	National consultants	NEX	Net amount	48,000	14,000	6,800	27,200	
			Total	48,000	14,000	6,800	27,200	
<b>11.99</b>	<b>Line total</b>	NEX	Net amount	251,500	99,500	64,800	75,200	12,000
			W/M	39	12	12	12	3
			Total	251,500	99,500	64,800	75,200	12,000
13.01	Admin. support personnel	NEX	Net amount	20,000	10,000	3,500	3,500	3,000
			W/M	39	12	12	12	3
			Total	20,000	10,000	3,500	3,500	3,000
<b>13.99</b>	<b>Line total</b>		Net amount	20,000	10,000	3,500	3,500	3,000
			W/M	12	12	12	12	3
			Total	20,000	10,000	3,500	3,500	3,000
15.01	Duty travel	NEX	Net amount	14,000	6,500	2,500	2,500	2,500
			Total	14,000	6,500	2,500	2,500	2,500
<b>15.99</b>	<b>Line total</b>		Net amount	14,000	6,500	2,500	2,500	2,500
			Total	14,000	6,500	2,500	2,500	2,500
16.01	Mission costs	NEX	Net amount	15,000	5,000	5,000	5,000	
			Total	15,000	5,000	5,000	5,000	
16.02	Mission costs (Eval/Adv. Group)	NEX	Net amount	33,000	10,000	13,000	5,000	5,000
			Total	33,000	10,000	13,000	5,000	5,000
<b>16.99</b>	<b>Line total</b>		Net amount	48,000	10,000	18,000	10,000	10,000
			Total	48,000	10,000	18,000	10,000	10,000
19			Net amount	333,500	126,000	88,800	91,200	27,500
			W/M	78	24	24	24	6
			Total	333,500	126,000	88,800	91,200	27,500
21.01	Subcontract	NEX	Net amount	15,000	10,000	5,000		
			Total	15,000	10,000	5,000		
<b>21.99</b>	<b>Line total</b>		Net amount	15,000	10,000	5,000		
			Total	15,000	10,000	5,000		

SBLN	Description	Implementing Agency		Total	1998	1999	2000	2001
29		NEX	Net amount	15,000	10,000	5,000		
			Total	15,000	10,000	5,000		
32.01	Regional workshops	NEX	Net amount	40,500	20,500	20,000		
			Total	40,500	20,500	20,000		
32.02	National workshops	NEX	Net amount	105,000	70,000	15,000	20,000	
			Total	105,000	70,000	15,000	20,000	
<b>32.99</b>	<b>Line total</b>		Net amount	145,500	70,000	35,500	40,000	
			Total	145,500	70,000	35,500	40,000	
34.01	Conferences and meetings	NEX	Net amount					
<b>34.99</b>	<b>Line total</b>		Net amount					
39			Net amount	145,500	70,000	35,500	40,000	
			Total	145,500	70,000	35,500	40,000	
45.01	Local procurement of equipment	NEX	Net amount	5,600	2,000	2,000	1,600	
			Total	5,600	2,000	2,000	1,600	
<b>45.99</b>	<b>Line total</b>		Net amount	5,600	2,000	2,000	1,600	
			Total	5,600	2,000	2,000	1,600	
49			Net amount	5,600	2,000	2,000	1,600	
			Total	5,600	2,000	2,000	1,600	
52.01	Reporting costs	NEX	Net amount	13,000	5,000	3,500	1,500	3,000
			Total	13,000	5,000	3,500	1,500	3,000
52.02	Communications costs	NEX	Net amount	3,000	1,500	1,000	500	
			Total	3,000	1,500	1,000	500	
<b>52.99</b>	<b>Line total</b>		Net amount	16,000	5,000	5,000	2,500	3,500
			Total	16,000	5,000	5,000	2,500	3,500
53.01	Sundries	NEX	Net amount	25,400	10,000	5,100	5,000	5,300
			Total	25,400	10,000	5,100	5,000	5,300
<b>53.99</b>	<b>Line total</b>		Net amount	25,400	10,000	5,100	5,000	5,300
			Total	25,400	10,000	5,100	5,000	5,300
59			Net amount	41,400	15,000	10,100	7,500	8,800
			Total	41,400	15,000	10,100	7,500	8,800
<b>99</b>	<b>BUDGET TOTAL</b>		Net amount	541,000	211,000	146,400	145,700	37,900
			W/M	78	24	24	24	6
			Total	541,000	211,000	146,400	145,700	37,900

IUCN/UNEP/WWF 1991, *World Conservation Strategy: Living Resources Conservation for Sustainable Development*, World Conservation Union, United Nations Environment Programme & World Wildlife Fund, Gland, Switzerland.

SPREP 1992, *The Pacific Way: Pacific Island Developing Countries Report to the United Nations Conference on Environment and Development*, SPREP/SPC, New Caledonia.

McNeely J.A. and Pitt, D. 1985, *Culture and Conservation: The Human Dimension in Environmental Planning*, IUCN, London.

SPC 1998, *Pacific Island Populations*, report prepared by the South Pacific Commission for the International Conference on Population and Development 5–13 September 1994, revised edition, The South Pacific Commission, Cairo.

## Annex 1: Workplan

### CBEMP Project workplan Project duration: 30 months

Objectives, outputs and activities	Months									
	3	6	9	12	15	18	21	24	27	30
<b>Objective</b> Build capacity to integrate traditional and non-traditional environmental management practices										
<b>Output 1</b> Strengthened practical and technical capacity										
<i>Activity 1.1</i> Collect, document and store traditional knowledge										
<i>Activity 1.2</i> Assess community involvement in traditional practices										
<i>Activity 1.3</i> Database review										
<b>Output 2</b> Educational resource materials										
<i>Activity 2.1</i> Resource material preparation										
<b>Output 3</b> Awareness raising										
<i>Activity 3.1</i> Awareness raising workshops for government and NGOs										
<b>Output 4</b> Legislation assistance										
<i>Activity 4.1</i> Assistance in legislation formulation										
<b>Output 5</b> Demonstration projects										
<i>Activity 5.1</i> Identification of demonstration projects										

## Annex 2: Schedule of Project reviews, reporting and evaluation

Item	Frequency	Description
Inception Report	Once	Programme Manager within first 12 months
Annual Project Report	Annually	Project Review Board, participating countries, UNDP and SPREP
Quarterly Report	Quarterly	Programme Manager reporting on activities and overall progress
Monitoring Report	Annually	UNDP will undertake an annual monitoring visit
Work Programme	Annually	Programme Manager, draft prepared for review by the PRB (Project Review Board)
In-depth Evaluation	Once	UNDP, beginning of the third year
Terminal Report	Once	Programme Manager, replaces the PPER (Project Performance Evaluation Report) in the final year

## Annex 3: Abbreviations and acronyms

ADB	Asian Development Bank
AusAID	Australian Agency for International Development
CBEMP	Capacity Building for Environmental Management in the Pacific
COMSEC	Commonwealth Secretariat
EU	European Union
EIA	Environmental Impact Assessment
FAO	Food and Agriculture Organisation
FFA	Forum Fisheries Agency
ILO	International Labour Organisation
IUCN	World Conservation Union
NCC	National Coordinating Committee
NPC	National Project Coordinator
NEMS	National Environmental Management Strategy
NGO	Non-Government Organisation
NZODA	New Zealand Official Development Assistance
PA	Preparatory Assistance
PIC	Pacific Island countries
SOPAC	South Pacific Applied Geoscience Commission
SPOCC	South Pacific Organisations Coordinating Committee
SPREP	South Pacific Regional Environment Programme
TCDC	Technical Cooperation among Developing Countries
TNC	The Nature Conservancy
TCSP	Tourism Council of the South Pacific
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNEP	United Nations Environment Programme
UNV	United Nations Volunteers
USP	University of the South Pacific
WWF	World Wide Fund for Nature



## Annex 4: Budget for the implementation of Phase One

Budget Code	Budget Item	p/m	Total (USD)	p/m	1998	p/m	1999	p/m	2000	p/m	2001
10.00	Project personnel										
11.01	Programme manager	30	120,000	3	12,000	12	48,000	12	48,000	3	12,000
11.52	Regional consultants		20,000				10,000		10,000		
11.53	National consultants		68,000		6,800		27,200		27,200		6,800
	<i>Sub-total</i>		<i>208,000</i>		<i>18,800</i>		<i>85,200</i>		<i>85,200</i>		<i>18,800</i>
13	Admin support personnel	30	20,000	3	2,000	12	8,000	12	8,000	3	2,000
	<i>Sub-total</i>		<i>20,000</i>		<i>2,000</i>		<i>8,000</i>		<i>8,000</i>		<i>2,000</i>
15.00	Duty travel		15,000		2,500		5,000		5,000		2,500
16.00	Mission costs		15,000		2,500		5,000		5,000		2,500
<b>19.00</b>	<b>Component total</b>		<b>258,000</b>		<b>25,800</b>		<b>103,200</b>		<b>103,200</b>		<b>25,800</b>
20.00	Sub-contracts		40,000		5,000		15,000		15,000		5,000
<b>29.00</b>	<b>Component total</b>		<b>40,000</b>		<b>5,000</b>		<b>15,000</b>		<b>15,000</b>		<b>5,000</b>
30.00	Training										
32.01	Regional workshops		20,000				10,000		10,000		
32.02	National workshops		60,000		10,000		25,000		25,000		
<b>39.00</b>	<b>Component total</b>		<b>80,000</b>		<b>10,000</b>		<b>35,000</b>		<b>35,000</b>		
40.00	Equipment										
42.01	Non expendable equipment		5,000		2,000		2,000		1,000		
<b>49.00</b>	<b>Component total</b>		<b>5,000</b>		<b>2,000</b>		<b>2,000</b>		<b>1,000</b>		
50.00	Miscellaneous										
52.01	Reporting costs		10,000		1,000		2,500		2,500		4,000
52.02	Communications		5,000		500		2,000		2,000		500
53.01	Sundry		2,000		400		700		700		200
<b>59.00</b>	<b>Component total</b>		<b>17,000</b>		<b>1,900</b>		<b>5,200</b>		<b>5,200</b>		<b>4,700</b>
<b>99</b>	<b>Total UNDP Contribution</b>		<b>400,000</b>								