

1994 - 96
corporate
plan



south pacific regional environment programme

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Preface

This is the first Corporate Plan for the **South Pacific Regional Environment Programme (SPREP)**. It describes how the organisation will fulfill its mandate and its legal obligations to the members of SPREP over the next three years.

The legal framework for the operation of SPREP is defined by the *Agreement Establishing SPREP*. Within this framework SPREP's strategic direction or mandate derives from:

- ♦ the *Action Plan for Managing the Environment of the South Pacific* ("the Action Plan"),
- ♦ the *Action Strategy for Nature Conservation in the South Pacific Region*, and
- ♦ decisions taken by members of the *SPREP Meeting*.

The organisation's mandate reflects the national priorities of its members and complements other regional and international agreements concerning environment and sustainable development. These include decisions taken by world leaders at the *United Nations Conference on Environment and Development (UNCED)* in 1992, and the *Global Conference on the Sustainable Development of Small Island Developing States* in 1994.

SPREP is also the Secretariat for two regional conventions concerning the environment:

- ♦ the *Convention on Conservation of Nature in the South Pacific (Apia Convention)*; and,
- ♦ the *Convention for the Protection of the Natural Resources and Environment of the South Pacific Region (SPREP Convention)*.

As SPREP moves into its third year of autonomous operation in Apia, and with the *Agreement Establishing SPREP* now successfully negotiated, this *Corporate Plan* provides the foundation for the organisation to embark on its future with confidence.

Vili A. Fuavao
Director



Introduction

What is SPREP?

The **South Pacific Regional Environment Programme - SPREP** - is the intergovernmental organisation responsible for environmental matters in the South Pacific region. SPREP was established to promote regional co-operation in environmental matters, to assist its members to protect and improve their shared environment and to help them work towards sustainable development for present and future generations.

Its members are the governments or administrations of American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Republic of the Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn, Solomon Islands, Tokelau, Tonga, Tuvalu, United States, Vanuatu, Wallis and Futuna and Western Samoa.

A Short History

Following the appointment in 1973 of an ecologist to the staff of the *South Pacific Commission* (SPC), consultations between SPC, the *United Nations Environment Programme* (UNEP), the *South Pacific Bureau for Economic Co-operation* (now the *Forum Secretariat*) and the *United Nations Economic and Social Commission for Asia and the Pacific* (ESCAP) resulted in agreement in 1978 on the need for a comprehensive environmental management programme for the region.

Proposals submitted to the *South Pacific Forum* (the annual meeting of Heads of Government of Pacific countries) and the *South Pacific Conference* (the annual gathering of representatives of all the region's states and territories) resulted in 1980 in the formal establishment of SPREP as the South Pacific component of UNEP's Regional Seas Programme, and a joint initiative of the two regional organisations, with funding from the two UN agencies.

SPREP was required to report to both the *South Pacific Forum* and the *South Pacific Conference*, with a co-ordinating group of representatives from the four founding organisations, chaired by the Forum Secretariat, providing executive oversight. The new programme was administered from SPC's headquarters in Noumea, New Caledonia.

A *Conference on the Human Environment in the South Pacific*, in Rarotonga, Cook Islands, in 1982, decided to set up SPREP as a separate entity within the SPC and produced an *Action Plan for Managing the Natural Resources and Environment of the South Pacific Region* ("the Action Plan") to guide its future activities. This document, revised in 1991, remains the principle focus of SPREP's activities.



In 1986, the *Convention for the Protection of the Natural Resources and Environment of the South Pacific Region* ("the SPREP Convention") was adopted at a SPREP meeting in Noumea and entered into force in 1990. This *Convention* aims to protect and manage the natural land and marine resources of the region and contains two protocols - on prevention of pollution by dumping and on combating pollution emergencies.

Also in 1986, to enable members to become more active in settings priorities for and managing SPREP, the first *Intergovernmental Meeting* (now known as the *SPREP Meeting*) was convened. At first this was held every two years (1986, 1988 and 1990), and then annually from 1990. In 1986, the co-ordinating group was also replaced by a steering committee of five representatives: one from each distinct cultural / geographical area of Polynesia, Melanesia, Micronesia, one from France / UK / USA, and one from Australia / New Zealand. The group met at least once a year to assist and provide direction to the SPREP secretariat in implementing its *Work Programme*.

In 1990, the steering committee was abolished when the SPREP Meeting became an annual event. It was at that time, also, that members first considered the possibility of according SPREP the full and formal legal status necessary to operate as an autonomous body. This was given impetus in that year by the South Pacific Forum in establishing a committee to study and report on the strengthening of SPREP's capacity.

After considering the *Action Plan*, and financial and legal implications, the 1991 *SPREP Meeting* - held at Ministerial level - agreed that SPREP should become autonomous. Ministers also accepted an offer by the Government of Western Samoa to host the new organisation, and SPREP moved its headquarters from Noumea to Apia in 1992.

Negotiations on the terms of an agreement to give legal effect to SPREP as an intergovernmental, regional organisation resulted in the *Agreement Establishing SPREP* being signed on 16 June 1993. The Agreement will enter into force thirty days after the tenth ratification is received by the depositary, the Government of Western Samoa. At the time of publication (May 1994), Western Samoa, Fiji, New Zealand and Nauru have ratified.

The Corporate Plan

The Plan first details the mission, objectives and guidelines for the organisation. SPREP's mission derives from the Agreement Establishing SPREP, the objectives and guidelines for its operation are found in the Action Plan endorsed by the members of SPREP.

In meeting these objectives it is important to understand the "environment" within which SPREP functions. The major issues and events that have, and will, influence the operation of SPREP over the next three years are highlighted in the setting. The organisational structure is then presented.

The responsibilities, tasks and performance indicators reflect this operational setting and are defined by the *Work Programme* adopted by members at the SPREP Meeting. The process used to develop and implement the Work Programme is outlined. Finally the functional core of SPREP is discussed along with the period for review of the *Corporate Plan*.



Contents

Page

<i>1</i>	<i>Preface</i>
<i>2</i>	<i>Introduction</i>
<i>3</i>	<i>Corporate Plan</i>
<i>5</i>	<i>Mission</i>
<i>5</i>	<i>Objectives and Guidelines</i>
<i>7</i>	<i>The Setting: 1994-95</i>
<i>10</i>	<i>Organisational Structure</i>
<i>14</i>	<i>Work Programme and Budget Process</i>
<i>16</i>	<i>Annexes:</i>
<i>16</i>	<i>Tasks and Performance Indicators</i>
<i>27</i>	<i>The SPREP Region</i>



Mission

Our mission, stated in the *Agreement Establishing SPREP*, is to:

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

Objectives and Guidelines

The *Action Plan* sets out the objectives and guidelines for SPREP and provides the framework for a regional approach to addressing environmentally sustainable development issues of the South Pacific.

Objectives

The objectives of SPREP are to:

- further assess the *state of the environment* in the region, including the impacts of human activities on the ecosystems of the region and the effects of these impacts on the quality of the human environment;
- strengthen *national and regional capabilities, institutional arrangements and financial support* which will enable the Action Plan to be put into effect more efficiently and economically;
- provide *integrated legal, planning and management mechanisms* at the national and regional levels to ensure the protection and ecologically sustainable utilisation of natural resources;
- increase *awareness* and improve *training, educational and public activities* to support the goal and objectives of this Action Plan;
- encourage development undertaken in the region to be directed towards *maintaining or enhancing environmental quality*;
- protect *terrestrial and marine ecosystems and species* which require special attention;
- reduce, through prevention and management, *atmospheric, land based, marine and freshwater pollution* in the region;
- avoid or mitigate the adverse impact of human activities on the ecosystems of region, through means such as *Environmental Impact Assessment*; and,
- assist countries with the preparation, implementation and review of *National Environmental Management Strategies*.



Guidelines

SPREP operates under the following guidelines:

International co-operation

SPREP recognises the interdependence of environmental issues both within the region and between other regions of the world. SPREP will encourage *co-operation with other organisations* in developing appropriate technology and information to solve common problems. SPREP and member countries will participate in global environmental management efforts.

Regional co-operation and co-ordination

SPREP will make the fullest possible use of government and existing institutions and expertise in the region, in co-operation with appropriate regional bodies, such as the *South Pacific Organisations Co-ordinating Committee* (SPOCC). The focus will be on developing regional co-operation and co-ordination.

National Action

On the basis of *National Environmental Management Strategies*, SPREP will assist countries to protect and improve their environment and ensure sustainable development for the benefit of present and future generations.

Local community participation

SPREP will encourage the *participation of local indigenous communities* in the planning and management of sustainable resource conservation and use.

Traditional knowledge

SPREP will encourage the *integration of traditional sustainable resource use and conservation practices and knowledge* into environmental management activities and programmes.

Sound financial footing

SPREP will seek to ensure an *adequate and long-term financial base for environmental management activities* in the region by attracting and allocating appropriate funding, including private sector sources.

Encouraging action orientated research

SPREP will encourage *research based on national and regional priorities* relating to environmental policy, management and planning needs and decision-making.

Application of relevant information

SPREP will aim to *improve the quality and flow of information*, including the appropriate sharing of traditional knowledge, on which environmental management decisions and policies are based.

Non-Governmental Organisations

SPREP will encourage the *involvement of non-governmental organisations* (NGOs) in environmental management activities and programmes.



The Setting: 1994-96

It is important to consider the context in which SPREP will perform its functions over the next three years. A number of significant events already provide clear directions for SPREP's operations, while others are expected to occur within the lifetime of this Plan. These will need to be taken into account if SPREP is to assist the region effectively and efficiently.

National Environmental Management Strategies

At the national level, countries have completed or are in the process of finalising their *National Environment Management Strategies* (NEMS). This has included the establishment of new environment institutions in many smaller island countries that will require ongoing support. Countries are now looking for assistance to implement these strategies. UNDP's *Capacity 21* initiative through SPREP is expected to assist the follow-up of NEMS.

Integrating environment, population and development

While all SPREP's activities aim to ensure sustainable development in the region, the next two years will see particular emphasis in the areas of population and environment interactions, and the strengthening of national capacity to integrate environment and population considerations into economic and development planning.

A UNFPA-funded project is expected to assist with this. In many cases links between environment and development are being made at the national level. However, further work will be required to ensure environmental considerations are fully incorporated into decision-making. This work will need to build upon the NEMS, the outcomes of the Barbados Conference and other regional and international agreements.

Conservation of biological diversity

The region has identified conservation of biological diversity as a priority. Over the next two years the Global Environment Facility/Australian funded *South Pacific Biodiversity Conservation Project* (SPBCP) will develop conservation areas throughout the region. These will be based on community support and will involve local communities in the management and sustainable development of resources.

Coastal management

Coastal management received considerable attention both within the region and internationally in 1993. In response to concerns of SPREP members, the NEMS process, initiatives of the *South Pacific Forum* and the recommendations of the *World Coast Conference* (1993), the development and implementation of a *Regional Integrated Coastal Zone Management* (ICZM) Programme will be a primary focus for SPREP.



Climate change, variability and sea level rise

Climate change, variability and sea level rise will continue to be monitored in the region with the bulk of activity focusing on impact, adaptation and response strategies, including ICZM. New projects concerning the meteorological aspects of climate change and natural disaster preparedness will be commencing. SPREP will also continue its information role on behalf of the *South Pacific Climate Change Monitoring Project*.

Prevention of pollution

The prevention of pollution is a priority for islands. Waste management and pollution prevention is expected to receive increased attention. Implementation of the *Strategy for the Protection of the Marine Environment* is also expected to commence.

Education and awareness

More than ever, the need to promote environmentally sound practices through effective environmental education and information campaigns will require SPREP's attention.

Environmental Impact Assessment (EIA)

To further strengthen the capacity of countries to assess the impacts of development, a new series of EIA training courses is planned with the support of Australia. These will promote principles of sustainable development, focusing on senior planners and include raising community awareness of EIA procedures.

Information

As the level of activity to protect and improve the environment in the region increases, so to does the need for SPREP to effectively and efficiently prepare and distribute information and SPREP publications throughout the region, and to improve environmental awareness in the media.

An efficient *SPREP Library and Information Centre* will be essential to fulfilling SPREP's increasingly important clearinghouse functions. By developing the *Pacific Environment and Natural Resources Information Centre*, SPREP's geographic information system (GIS) capacity will be strengthened and used more extensively to assist national and regional projects and national decision-making.

Regional Wastes Convention

Negotiations towards a new regional convention for the *Ban of the Importation and Control of the Transboundary Movement and Management of Hazardous and Toxic Wastes within the South Pacific Region* have commenced within the Forum. These will require sound technical and legal advice from SPREP and will be closely linked to increased efforts to prevent pollution and strengthen national capacity in waste management.



New International Conventions and Legislation

Many countries have ratified new international conventions, the *Framework Convention on Climate Change* and the *Convention on Biological Diversity*, both of which have now entered into force. SPREP will assist countries to fulfill their obligations as contracting parties to these new legal agreements. With the increased number of regional and international conventions, countries will also require assistance with interpretation of their obligations and responsibilities and in developing appropriate national legislation.

Regional and International Co-ordination

A number of international negotiations and meetings are taking place that will have a significant impact on the region. Many will involve SPREP in the development and co-ordination of regional positions. SPREP is also expected to play a significant role in the institutional arrangements adopted by the *Barbados Conference* in April 1994 and in associated follow-up activities. These new arrangements will co-ordinate the implementation of the *Action Programme for the Sustainable Development of Islands* and report to the *UN Commission for Sustainable Development* on which SPREP has official observer status.

Involvement of NGOs, the community and other groups

In recent years SPREP has actively encouraged the involvement of NGOs and other groups in its policies and programmes. This has been done with limited resources, but has helped build their capacity and increase their participation in efforts to protect and improve the region's environment. Although the lack of harmony between NGOs in the region and the sometimes limited capacity to implement projects at the local level may limit their effective participation, SPREP will endeavour to promote constructive partnerships for the implementation of sustainable development in the region.

SPREP Treaty

Early ratification of the *Agreement Establishing SPREP* will provide the full legal status necessary to allow the organisation to pursue its mandate.

Review of the Action Plan

The region is in the final years of the *1991-95 SPREP Action Plan*, which will require revision during 1995 in order to commence a new phase from the beginning of 1996.

Internal Co-ordination

The number of staff and projects being implemented by SPREP has grown rapidly. Greater emphasis will be placed on establishing appropriate administrative arrangements that will facilitate effective co-ordination of SPREP's activities, with all SPREP projects being mutually supportive. This will include the establishment of *functional divisions* and an *internal advisory committee* within the SPREP Secretariat.



Organisational Structure

The organisational structure for SPREP reflects the setting for the organisation outlined above, as well as the agreed areas of concentration for SPREP. The current programme areas are those outlined in the *1991-95 Action Plan*, and reflect the purposes for the organisation identified in the *Agreement Establishing SPREP*. The *1991-95 Action Plan* will require updating during 1995.

Action Plan Programmes

To achieve SPREP's mission and objectives, the organisation will continue to develop and implement regionally co-ordinated, comprehensive programmes in the following major areas, as set out in the *1991-95 Action Plan*:

1. *Conservation of Biological Diversity;*
2. *Climate Change;*
3. *Environmental Management and Planning;*
4. *Coastal Management and Planning;*
5. *Prevention and Management of Pollution;*
6. *Planning and Response to Pollution Emergencies;*
7. *Environmental Education and Training;*
8. *Environmental Information; and,*
9. *Regional and Global Environmental Concerns.*

These programme areas cover the majority of projects currently underway in SPREP.

Other Functions

In addition to these nine programme areas, SPREP is required to promote regional co-operation in accordance with the *Agreement Establishing SPREP*. Regional co-operation and co-ordination will be promoted in line with the guidelines contained in the *1991-95 Action Plan*.

SPREP is also called upon to perform the Secretariat functions for relevant regional conventions, including the *SPREP and Apia Conventions*. As such, SPREP will continue to co-ordinate meetings of Contracting Parties and respond to the decisions of these meetings in accordance with its approved work programme and available resources.

Management and Divisional Arrangements

To fulfill these functions, and to ensure effective development management and co-ordination of projects within the programme areas above, SPREP is establishing *functional divisions*, under the overall guidance and direction of a small management team.

This structure should take into account the members' wishes to see SPREP as a lean organisation, appropriate to the region's culture and economic circumstances and embodying modern management principles. "It should also have a flat hierarchy and delegation of responsibility as far as possible" (para. 39, *Report of 4th IGM*).



Based on current staffing levels and SPREP's work programme, such a structure will comprise the following divisions:

- *Conservation of Natural Resources;*
- *Environmental Management and Planning;*
- *Environmental Education, Information and Co-ordination;* and,
- *Finance and Administration.*

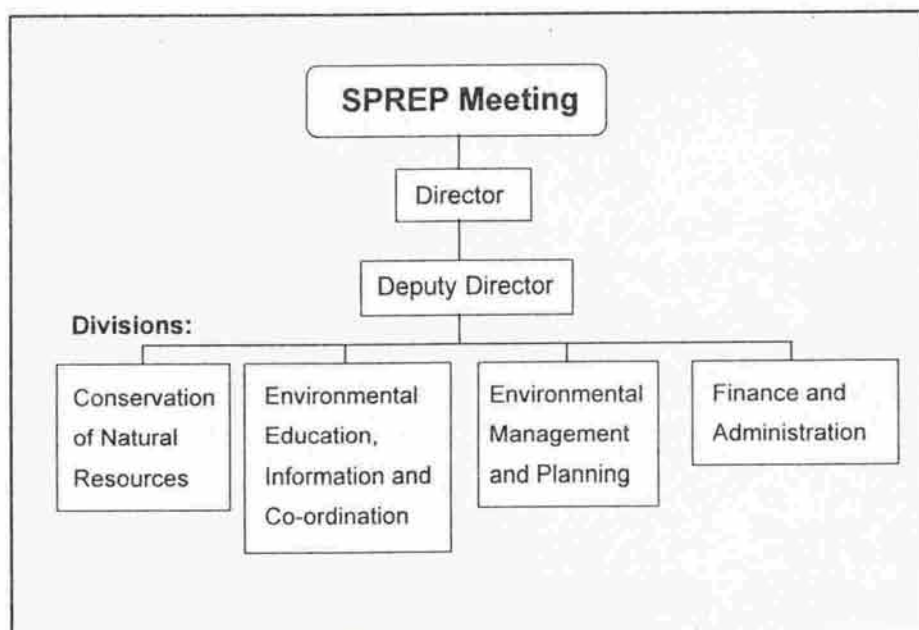
A *provisional organisation chart* is shown below.

SPREP operates as an inter-disciplinary organisation and, in finding solutions to environmental problems in the region, SPREP's full range of experience and expertise is used to develop and implement its work programme. The establishment of divisions shall in no way limit this approach.

To this end, and to improve the development, management and co-ordination of projects, the heads of these divisions will therefore be required to:

- co-ordinate and assist in implementing the *development of appropriate projects* and identify *potential funding sources*;
- co-ordinate and assist in implementing the development of *further funding proposals* for management's consideration;
- approve *delegated responsibilities* under Staff and Financial Regulations;
- co-ordinate the development of the draft *Annual Work Programme, Budget and Evaluation*;
- co-ordinate and draft relevant sections of the *Annual Report*;
- prepare *reports on Divisional activities* as required; and,
- participate in the Secretariat's *internal advisory committee* as required.

SPREP's Organisational Chart





Responsibilities, Tasks and Performance Indicators

The responsibilities, tasks and performance indicators for Management, and for each Division are derived from *SPREP's Work Programme*. The responsibilities are outlined below, and the related tasks and performance indicators are found in the Annex.

Management

- ♦ To ensure the effective implementation of the policies and directives of the SPREP Meeting;
- ♦ To ensure the effective implementation of the SPREP Action Plan and of relevant provisions of the Agreement Establishing SPREP; and
- ♦ To manage the Secretariat effectively and efficiently on behalf of its Members.

Conservation of Natural Resources

- ♦ To ensure the protection of the high level of biological diversity and species endemism that currently exists within the region, and to promote the ecologically sustainable utilisation of the region's biological resources.

Environmental Management and Planning

- ♦ To ensure that economic development activities are carried out in an environmentally sound and sustainable manner, through activities such as the development of National Environmental Management Strategies.

- ♦ To assist members to understand and avoid or mitigate the potential adverse impacts of global environment changes, especially climate change, and to contribute to international efforts to limit human-induced change through appropriate measures.
- ♦ To prevent, control and manage pollution and wastes so that adverse impacts on the environment and human health are avoided, minimised or mitigated.
- ♦ To develop and maintain national and regional pollution emergency response and planning capabilities.
- ♦ To assist members to manage and plan for the multiple-use, ecologically sustainable development and conservation of coastal areas, habitats and resources.
- ♦ To develop and implement a regional programme to assist members to understand and avoid or mitigate the potential adverse impacts of global environment changes, especially climate change, and to contribute to international efforts to limit human induced climate change through appropriate measures.
- ♦ To co-ordinate other climate monitoring activities, especially in meteorology.
- ♦ To assist members to formulate and implement policies consistent with sustainable development taking into account the associated complex problems of population growth, resource use, urban drift, unemployment and economic growth.
- ♦ To develop appropriate systems for Environmental Impact Assessment (EIA) and the implementation of environmental management training programmes.



Environmental Education, Information and Co-ordination

- To increase knowledge and understanding and to catalyse environmental education and training activities aimed at enhancing the management of resources and environment in the region.
- To increase overall awareness and understanding of the environment and cultural heritage to promote positive community attitudes towards environmental activities and decision-making in the region.
- To improve the dissemination and use of all forms of environmental data and information for making more informed decisions for planning and managing the environment, in co-operation with other regional projects and agencies.
- To assist members in understanding and responding to significant regional and global environmental concerns and agreements.
- To promote regional co-operation and co-ordination in the development, financing and implementation

of activities to protect and improve the environment of the South Pacific.

- To assist members with follow-up and implementation of activities associated with NEMS, Agenda 21 and sustainable development network.

Finance and Administration

- To provide the necessary administrative support and sound financial procedures for the effective and efficient operation of the organisation.



Work Programme and Budget Process

Integrated Work Programme and Budget

SPREP submits to each SPREP Meeting for consideration and approval a draft, integrated *Work Programme and Budget* for the ensuing financial year, together with indicative budgets for the following two years.

The integrated work programme and budget contains:

- a review of work programme activities for the latest, completed financial year;
- a proposed, itemised work programme under Divisional headings for the ensuing financial year;
- the core budget; and,
- the work programme.

National Environmental Management Strategies (NEMS) are used as the basis for identifying projects for SPREP's Work Programme. Governments or administrations which have not developed *National Environment Management Strategies* may submit a range of projects to SPREP that they wish to be implemented by SPREP. The *Work Programme* is then compiled by the Secretariat in time for consideration by the SPREP Meeting.

NGOs may submit projects directly to SPREP where funds are available for this purpose.

A *Small Grants Scheme* also operates in SPREP. Urgent projects which could not normally be dealt with under SPREP's Work Programme may receive assistance from this Scheme, using criteria approved by the SPREP Meeting.

Funding

In the interest of programme and funding continuity, SPREP endeavours to maintain systematic and comprehensive sources of donor funding in support of projects on a rolling 3-year basis wherever possible.

Funding is divided into *Work Programme Budget* and *Core Budget*.

Work Programme Budget - Funded by Donors

This has two components:

- Funding for SPREP's *Project Management Functions* (management of donor-funded projects on behalf of members and donors); and,
- Funding for SPREP's *Project Implementation Functions* (implementation of donor-funded projects on behalf of members and donors, excluding the project management function);

A guiding principle of financial management, endorsed by the Fourth IGM, directs the Secretariat to ensure that, to the maximum extent possible, the costs of *project implementation* and the full costs of *project management* should be met from project funds from donors.

To this end, project proposals submitted to donors incorporate, where possible, an administration fee of 10% to 15% of the total project value to cover "non-direct" costs such as services provided by management, finance, administration and support staff, reporting costs, electricity and water, office space and maintenance, stationery and miscellaneous charges. The other options for the administration fee are a flat charge or a charge negotiated on the basis of estimated actual costs. All other costs are included as project expenses.

Core Budget

- Funded by Voluntary Member Contributions

This is funding used for SPREP's *Primary Functions* (core functions including servicing the SPREP Meeting, seeking funds, co-ordination activities, and providing information to members)

A range of donors support SPREP's work programme and operations. Extra-budgetary contributions are received from a number of SPREP members, including Australia, New Zealand, France, the United States of America and Papua New Guinea.

Other donors include the United Kingdom, Chile, Canada, ADB, UNDP, UNEP, UNFPA, UNV, ESCAP, IMO, WMO, WWF, AVS, Greenpeace and CFTC. Joint programmes are run with other regional organisations, NGOs and the United Nations system.

Functional Core

To achieve the purposes of the *Agreement Establishing SPREP* and the objectives set out in the *Action Plan 1991-95*, the organisation will move towards the establishment of a functional core. The positions will be funded from *voluntary contributions* by members to the core budget or by donors. The functional core will be responsible for:

- co-ordinating activities to achieve the objectives of the *Agreement Establishing SPREP*, the *SPREP Action Plan*, and the *Action Strategy for the Protection of Nature in the South Pacific*;
- strategic development of SPREP;
- preparing for the SPREP Meeting;
- selecting project managers; and,
- preparing and co-ordinating project proposals.

The *Sixth SPREP Meeting* requested that this *Corporate Plan* present options for the functional core of SPREP. These options have been developed in a separate paper to the SPREP Meeting. The completion of this section of the *Corporate Plan* is contingent upon the decision to be taken by the SPREP Meeting on the these options.

Review

This *Corporate Plan* covers the calendar years 1994-96 inclusive. It shall be revised at not less than three-yearly intervals, noting that this timing may need revision to more closely reflect the cycle of revision of the *SPREP Action Plan*, as determined by SPREP members.

Annex:

Tasks and performance indicators



Management

tasks in 1994/95	performance indicators
Develop regional co-operation and co-ordination and establish working arrangements with relevant national, regional and international organisations.	Effective working arrangements established with national, regional and international organisations.
Provide means of regular consultation among Members concerning implementation of activities under the <i>Action Plan</i> .	Regular consultations held at regional and national levels.
Advise and assist Members with implementation of activities under the <i>Action Plan</i> .	Regular advice and assistance provided to members.
Seek financial and technical resources and ensure adequate and long-term financial base for SPREP.	Adequate and long-term funding secured for SPREP Programmes.
Report to South Pacific Forum and South Pacific Conference on progress with <i>Action Plan</i> .	Director's <i>Annual Report</i> submitted to South Pacific Forum and South Pacific Conference.
Implement decisions of <i>Sixth</i> and <i>Seventh SPREP Meetings</i> .	<i>Agreement Establishing SPREP</i> enters into force.
	<i>Corporate Plan</i> approved and implemented.
	<i>Rules of Procedure for SPREP Meetings</i> approved and implemented.
	<i>Rules of Procedure for Appointment of Director</i> approved and implemented.
	Corporate sponsorship guidelines approved and implemented.
	Policy on frequency of SPREP Meetings reviewed by SPREP Meeting.
	<i>Criteria to Categorise Small Island Members</i> reviewed by SPREP Meeting.
	Funding implications of <i>core staff positions</i> reviewed by SPREP Meeting.



Management (cont'd)

tasks in 1994/95	performance indicators
Implement decisions of <i>Sixth</i> and <i>Seventh SPREP Meetings</i> (cont'd).	<i>Guidelines for Reports of SPREP Meetings</i> reviewed by SPREP Meeting. <i>Annual Work Programmes</i> submitted to and approved by SPREP Meetings. <i>Annual Work Programmes</i> evaluated by SPREP Meetings. <i>Action Strategy for Nature Conservation in the South Pacific</i> reviewed by SPREP Meeting. Funding secured for new <i>SPREP Headquarters</i> and design and construction initiated.
Convene <i>Seventh</i> and <i>Eight SPREP Meetings</i> .	Arrangements concluded for <i>Seventh</i> and <i>Eighth SPREP Meetings</i> .
Convene Meetings of <i>Apia</i> and <i>SPREP Conventions</i> in 1995.	Arrangements concluded for <i>Third Ordinary Meetings of Contracting Parties to Apia and SPREP Conventions</i> .
Review <i>Action Plan</i> .	<i>Action Plan for 1996/2000</i> approved and implemented.
Implement <i>Corporate Plan</i> .	<i>Corporate Plan for 1994/96</i> approved and implemented.



Conservation of Natural Resources

tasks in 1994/95	performance indicators
Strengthen national capabilities to promote conservation of biological diversity and encourage further conservation areas throughout the region.	<p>Number of conservation areas increased in the region.</p> <p>Government, NGO and community partnerships established for initiating and managing conservation areas.</p> <p>Number of Pacific island people trained in biological sciences and management of natural resources increased.</p> <p>Management of existing conservation areas in the region improved .</p> <p>Management tools to assist and guide resource conservation and management by local communities developed.</p>
Promote ecologically sustainable development by local communities as a means of protecting biological diversity	<p>Sustainable economic activities within conservation areas implemented as necessary.</p> <p>Local people trained in sustainable farming, marketing and business management.</p> <p>Conservation areas promoted as tourist attractions.</p> <p>Small businesses owned by local people promoted to cater for tourists and other visitors to conservation areas.</p>
Development of management plans for new and existing conservation areas.	<p>Management plans for new and existing conservation areas prepared and implemented.</p> <p>Funds and other resources secured for the long-term support of community-managed conservation areas.</p> <p>Guidelines for establishing and managing conservation areas developed and implemented.</p> <p>Legal options and management structures for conservation area projects developed.</p>

Conservation of Natural Resources (cont'd)

tasks in 1994/95	performance indicators
Development of regional strategies for the conservation and management of endangered and threatened species.	<i>Regional Marine Turtle Conservation Programme</i> continued. National activities of the <i>Regional Avifauna Conservation Programme</i> continued. Population surveys of endangered and threatened species in the region completed. Implementation of the <i>Regional Marine Mammal Conservation Programme</i> commenced, involving the production of baseline documents for identifying whale species in the region. Results of the <i>Community Deforestation Survey</i> published.
Encourage Pacific island participation in regional and international biodiversity conventions.	Legal and technical briefs on regional and international agreements provided to member countries. Participants from Pacific island countries supported to attend regional and international conventions. Regional consensus on on property rights for Pacific island biodiversity developed.



Environmental Management and Planning

tasks in 1994/95	performance indicators
Review existing legislation relating to environmental management and recommend improvements.	<p>Legal reviews completed and published for SPREP island countries.</p> <p>In-country legal workshops convened.</p> <p>Training and scholarships in environmental law provided.</p> <p>Assistance provided for the implementation of international conventions, including the <i>SPREP</i> and <i>Apia Conventions</i>.</p> <p><i>State of the Environment Reports</i> prepared.</p> <p>Videos promoting the <i>National Environmental Management Strategies</i> prepared.</p> <p>Education reviews completed.</p> <p>National <i>NEMS</i> seminars held.</p> <p><i>NEMS</i> endorsed by Governments and published.</p> <p>Support provided for the employment of environment officers.</p> <p>Technical assistance and training provided to environment units.</p> <p>Local consultants provided to increase the local pool of in-country expertise in environmental management.</p> <p>In-country and regional awareness raising workshops conducted for NGOs.</p> <p>Assistance provided for NGOs awareness raising activities.</p>
Assist with development of national policies, strategies and plans for ecologically sustainable development.	
Strengthen national capabilities to implement ecologically sustainable development.	
Increase community and private sector awareness of the need for ecologically sustainable development policies.	



Environmental Management and Planning (cont'd)

tasks in 1994/95	performance indicators
Link population and demographic considerations to national and regional environmental planning.	<p>Assistance in formulating <i>population and environment policies</i> provided.</p> <p><i>Technical assistance</i> to national environment and other ministries provided.</p> <p>Relevant <i>policy research</i> assisted.</p> <p>Short-term training workshops on <i>population planning techniques</i> completed.</p> <p>Medium-term training fellowships in <i>integrated planning techniques</i> completed.</p> <p>Bibliographic database on <i>population issues</i> completed.</p> <p>Technical assistance for other SPREP projects and programme areas provided.</p> <p>Technical and financial support for <i>school curriculum material</i> provided.</p> <p>Dialogue between on-going <i>community development projects</i> co-ordinated.</p> <p>On-going community development projects assisted.</p> <p>Operational research into <i>integrating population and environment planning</i> in Pacific island countries completed.</p> <p><i>South Pacific Climate Monitor</i> published monthly.</p> <p>Two videos on climate and sea level change produced.</p> <p>Information brochures and fact sheets and radio materials published.</p> <p>Training and awareness workshops conducted.</p> <p>Inventory of databases developed and produced.</p> <p>Rapid response to national requests for assistance on climate change.</p>
Collect and disseminate information on climate change.	
Co-ordinate activities related to understanding climate change, measures to reduce impacts and strategies to benefit from positive consequences.	



Environmental Management and Planning (cont'd)

tasks in 1994/95	performance indicators
Enhance the capacity of meteorological organisations and associated initiatives.	Quality and security of <i>climate monitoring stations</i> improved. Numbers and training of <i>professional and technical climate staff</i> improved. Regional <i>climate data management systems</i> provided. <i>Database of information</i> on regional climate and climate change improved. Climate information effectively used in <i>national development plans</i> .
Represent the interests and concerns of SPREP member countries in international discussions on climate change.	Understanding, responsiveness and support for <i>island issues</i> provided and supported in international fora.
Develop guidelines and implement procedures for Environment Impact Assessment.	Pre-planning phase for proposed EIA programme completed. Pilot workshops on the <i>role of EIA in national planning</i> conducted. Workshops conducted to <i>identify community perception of risks</i> . A simple set of <i>procedures for preliminary assessment</i> of development proposals developed. A <i>database</i> established containing EIA information and standards.
Strengthen national capabilities to formulate, co-ordinate and implement coastal management and planning programme.	Training sessions and workshops on coastal management issues conducted in member countries.
Develop and implement coastal management and planning programmes.	An appropriate <i>ICZM</i> approach for Pacific islands developed. Conduct coastal management activities for priority areas. Workshops in coastal hazard management conducted. National <i>ICZM</i> programmes established. A network of <i>Marine Protected Areas</i> established.



Environmental Management and Planning (cont'd)

tasks in 1994/95	performance indicators
Improve understanding within the community, private and government sectors of coastal environments and resources and the benefits of coastal management planning.	Documentation of <i>traditional knowledge and management practices</i> for coastal and marine resources.
Co-ordinate coastal management and planning activities in the South Pacific Region.	A regional coral reef management and conservation programme established. A regional mangrove conservation programme established. A regional coastal ecosystem monitoring programme proposed.
Undertake coastal management and planning activities, including coastal resource surveys and management plan development.	Published <i>assessments of reefs, estuaries and lagoons at risk</i> in the region. <i>Inventories</i> conducted using the Coastal/Marine Ecosystem Classification.
Control and prevention of pollution in the land environment.	To be developed.
Land management, use and development.	To be developed
Control and prevention of pollution in the marine environment.	A <i>database of operational discharges from ships</i> established. Workshops convened and appropriate equipment purchased for <i>response to marine pollution emergencies</i> . Increased number of Pacific States as parties to the <i>London Convention</i> . Preparation of a model code for the port practices and <i>increase use of EIA on port facilities</i> . Surveyors and inspectors trained and regional framework for Port State Control established to assist the <i>enforcement of conventions for Marine Environment Protection and Safety of Navigation</i> .
Control and prevention of pollution through pollution monitoring.	Database established for the <i>handling and movement of hazardous wastes, oil, pesticides, radioactive material and gases</i> .



Environmental Education, Information and Co-ordination (cont'd)

tasks in 1994/95

Provision of environmental information.

Support community awareness and the implementation of other SPREP programmes.

SPREP publications

Strengthen the capacity for the use and application of Geographic Information Systems (GIS) in the region.

Promote environmental co-ordination and co-operation for sustainable development.

performance indicators

SPREP Library and Information Centre established and functioning as a proactive clearing house for the region.

Contributions to and impact of "One World" *Radio Project* increased.

Production of *visual, print and electronic media* increased, including poster, displays, audio-visual kits, radio and video material.

Appropriate information disseminated to target groups in conjunction with public awareness and information campaigns.

Community groups and organisations supported in developing their own media skills and publications.

Suitable material translated and published in *vernacular languages*.

Current series of publications on environment and development maintained at a high standard.

Environment Newsletter continued to be published quarterly.

Pacific Environmental and Natural Resource Information Centre (PENRIC) strengthened.

National Environmental and Natural Resource Information Centres established.

Network of *regional sources of GIS and remote sensing information* established.

Co-ordination with other regional and international organisations improved for activities that protect and improve the environment of the South Pacific and ensure sustainable development.

Awareness of and support from the donor community increased for activities co-ordinated and implemented by SPREP.

Reports submitted to the Commission on Sustainable Development on activities to implement *Agenda 21* and the *Action Programme for the Sustainable Development of Islands*.



Environmental Education, Information and Co-ordination (cont'd)

tasks in 1994/95	performance indicators
International meetings of regional concern.	<p>Adequate participation in, and appropriate regional positions developed for, international meetings of regional concern.</p> <p>Reports of international meetings prepared and disseminated to SPREP members.</p> <p>Appropriate follow-up provided for international meetings, in particular, <i>UNCED</i> and the <i>Global Conference on the Sustainable Development of Small Island Developing States</i>.</p>
Maintain environmental education in the region.	<p>Appropriate environmental education curriculum developed, evaluated and used in the region.</p> <p>Community education on environmental issues increased.</p> <p>Environmental education projects under <i>NEMS</i> prioritised.</p>
Support professional development.	<p>Scholarships, exchange schemes, teacher training in place.</p>



Finance and Administration

tasks in 1994/95

Budget Estimates.

Annual Accounts.

Account Maintenance.

International Reporting.

External Reporting.

Accounting systems and internal controls.

performance indicators

Three-year budget estimates submitted to and approved by SPREP Meetings.

Audited annual accounts submitted to and approved by SPREP Meetings.

General ledger accounts available.

Monthly Finance Status reports for management and project officers.

Monthly Project Status reports for project officers.

Ad hoc finance reports for management and project officers when required.

Fixed asset register updated.

Financial reports submitted to donors.

Annual audit of financial reports for particular donor reports.

Annual audit of SPREP financial systems and accounts.

Updated Accounting Manual.

Updated procedures documentation for use by management and staff.

Complete linking of Finance databases to SPREP's ACCPAC accounting software.

Completed installation of creditors software on the Finance computer network.

Six-monthly leave return report for management and staff.

Staff database updated for all : entitlements under SPREP staff regulations, work performance evaluations, and personnel details.

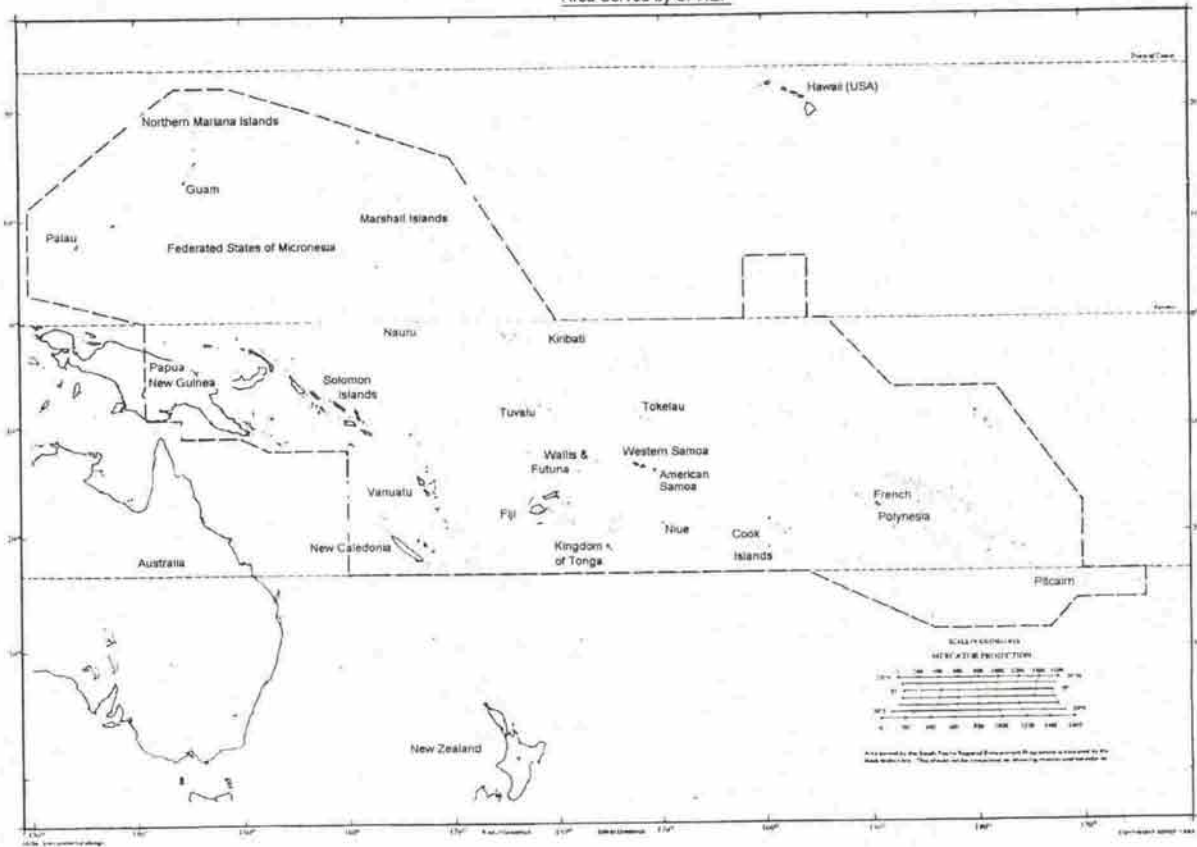
Updated consultants cardex files.

Updated insurance policies.

Database of consultants established and maintained.

The SPREP Region

Area Served by SPREP



SPREP Member Countries

American Samoa
Australia
Cook Islands
Federated States of Micronesia
Fiji
France
French Polynesia
Guam
Kiribati
Republic of the Marshall Islands
Nauru
New Caledonia
New Zealand

Niue
Northern Marianas Islands
Palau
Papua New Guinea
Pitcairn
Solomon Islands
Tokelau
Tonga
Tuvalu
United States of America
Vanuatu
Wallis and Futuna
Western Samoa

Notes:

