



# SPREP CORPORATE PLAN 2001-2005



the **Corporate Plan** defines a vision

for the **Secretariat** and identifies its **core business functions**

The **Corporate Plan** defines the **business functions** and **vision** of the Secretariat.

The **overall vision** of SPREP's Corporate and Action Plans is to **further strengthen** national capacities to address sustainable development issues.



#### SPREP Members

American Samoa  
Australia  
Cook Islands  
Federated States of Micronesia  
Fiji  
France  
French Polynesia  
Guam  
Kiribati  
Marshall Islands  
Nauru  
New Caledonia  
New Zealand  
Niue  
Northern Mariana Islands  
Palau  
Papua New Guinea  
Samoa  
Solomon Islands  
Tokelau  
Tonga  
Tuvalu  
United States of America  
Vanuatu  
Wallis and Futuna

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# foreword



Participants at the Twelfth SPREP Meeting in Apia, Samoa, 2001.

I am pleased to present the Secretariat's Corporate Plan for the period 2001–2005. This is the second plan since SPREP became an autonomous intergovernmental organisation following the successful negotiation of the Agreement Establishing SPREP in 1993.

The Corporate Plan defines the business functions and vision of the Secretariat. These are closely linked to the vision of the region embodied in the *Action Plan for Managing the Environment of the Pacific Islands Region 2001–2004*. This overall vision is to further strengthen national capacities to address sustainable development issues.

The review of the Action Plan for the Region for 1997–2000 concluded that SPREP members were generally satisfied with the performance of the Secretariat. More importantly it identified the need for the Secretariat in the years ahead to take on the role of being the regional environmental expert providing professional and competent advice to SPREP members, helping where appropriate to mobilise funding for new initiatives, and moving away from direct involvement in project implementation in favour of national agencies and their collaborating partners.

The Secretariat is committed to reorganising and strengthening its human and financial resources to enable it to respond effectively and responsibly to meet the challenges of its new role. It is committed to working closely with SPREP members and its partners to achieve the vision and objectives of the region's Action Plan.

Meitaki ma'ata

Tamari'i Tutangata  
**Director**



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# 1. introduction

The purpose of this Corporate Plan is to define a vision for the Secretariat and to identify its core business functions. This will enable it to contribute in a positive manner to the implementation by SPREP members of the *Action Plan for Managing the Environment of the Pacific Islands Region, 2001–2004*.

The Secretariat has served the region well since SPREP became an autonomous regional body following the entry into force of the *Agreement Establishing SPREP* in 1995. It has played a pivotal role in raising awareness in all its Pacific island members of the importance of responsible management of the environment and natural resources to the future livelihood and prosperity of their people. The Secretariat has facilitated cooperation among SPREP members to deal with environment issues. It has also assisted Pacific island members to put their concerns on the agenda of the various international fora dealing with the environment and sustainable development.

The next four years will see the Secretariat intensifying its efforts, in collaboration with SPREP members, civil societies and with regional and international development partners to make further progress in strengthening the capacity of Pacific island members to plan and manage their own national environmental programmes, and to enhance regional cooperation to deal more effectively with issues that are transboundary in nature or which require interventions at the global level. The Secretariat is committed to strengthening its own technical and policy advisory capacity to support these worthwhile initiatives.

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core business functions

The **Secretariat** will continue to seek innovative ways and encourage excellence in its management and staff practices to further improve its performance. It will do so by building on the current strength of its dedicated staff, its good relations with all SPREP members and its successful relations with several donors and development agencies.

There will be a mid-term review of the Corporate Plan to ensure the Secretariat is able to make adjustments, where necessary, to maintain its responsiveness to the needs of SPREP members.



## 2. mandate and operating environment

The Secretariat derives its mandate from the *Agreement Establishing SPREP* (1993), the *Action Plan for Managing the Environment of the Pacific Islands Region* and from the directives of its governing body, the SPREP Meeting.

The roles and functions of the Secretariat, its structure and its performance is determined by the mandate, the priority needs and expectations of its members and partners as reflected in the Action Plan and by the resources available to implement its work programmes.

The Secretariat is made up of motivated and skilled professionals who are committed to the vision of "People of the Pacific Islands better able to plan, protect, manage and use their environment for sustainable development". They are committed to helping SPREP's members achieve prosperity based on a national and regional development agenda that incorporates sound management practices of their environment and natural resources.

A major challenge for the Secretariat, SPREP members and all stakeholders who share the stated vision for the Pacific, is to raise awareness and public consciousness about the threats to the environment and natural resources from pressures arising from rapid economic development. They need to take timely and appropriate initiatives to strengthen national and regional capacity to bring about sustainable development as soon as practical.

The review of the 1997–2000 Action Plan sought the views of SPREP members and partners on the priorities and strategic issues for the Action Plan for 2001–2004. It identified issues which need to be addressed constructively if the Secretariat is to be able to operate

and perform at a level of effectiveness and efficiency to achieve the vision and objectives set for it by its legal mandate and by the Action Plan.

These issues are:

### (i) for the secretariat

- Strengthening our core advisory, coordinating services and information sharing services. Improving planning, designing and implementation of projects to recognise potential risks (resource constraints, inadequate legal and policy frameworks), the differences in members' situations that may affect project delivery and implementation to strengthen the focus of interventions;
- Strengthening interactions with territories;
- Developing effective consultative mechanisms with members' agencies, other stakeholders and partners in identifying needs and priorities as well as cost-effective solutions, including better use of pilot projects, to address them;
- Strengthening coordination, linkages and collaboration with members' agencies, other stakeholders, regional and international agencies to avoid duplication of efforts and inefficient use of limited resources; and
- Liaising and negotiating with donors to secure funding on more flexible and long-term arrangements and to provide funding for more general rather than project-specific support.



the **roles and functions** of the **Secretariat**, its structure and performance is **determined by the mandate** the **priority needs** and expectations of its

**members** and partners as reflected in the Action Plan and by the resources available to implement its work programmes.

*(ii) for members assisted by the secretariat*

- Strengthening national planning and programming processes to mainstream environment issues into development planning and to integrate environment issues into policy and decision-making processes, at both the political and senior public service levels;
- Developing appropriate legal and policy frameworks in support of sustainable development;
- Resourcing SPREP Focal Points and national agencies tasked with responsibility for implementation and enforcement of *environment* policy and legislation;
- Committing adequate finances to the Secretariat's core budget; and
- Strengthening (and providing mandated briefs to) member representation to SPREP Meetings, and to meetings/conferences dealing with important issues that have wide political, legal, policy and financial implications for members and the Secretariat.

*(iii) regional and other organisations*

- Using the Council of Regional Organisations in the Pacific (CROP) to promote a common goal – to be pursued through their respective work programmes – of the long-term protection and sustainable management of the environment and natural resources in the Pacific; and
- Developing effective partnerships between SPREP, NGOs and international agencies to address environment and related issues of common interest at both the regional and country level.



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## 4. *vision*

A Secretariat able to provide effective support to ensure People of the Pacific islands are better able to plan, protect, manage and use their environment for sustainable development.

## 5. *mission*

To promote cooperation in the Pacific islands region and to provide assistance in order to protect and improve the environment and to ensure sustainable development for present and future generations.

To achieve this mission, we will:

- Develop closer linkages and effective partnerships with SPREP members, regional and international organisations to address the region's environmental concerns;
- Collaborate with other regional organisations to promote links within respective work programmes, to pursue the long-term protection and management of the environment and natural resources in the Pacific;
  - Strengthen efforts to integrate or develop effective partnerships, identify areas where greater economies of scale and efficiency can be achieved and strengthen coordination and cooperation with member countries, civil society, private sector, regional and international organisations;
  - Strengthen our information clearinghouse role and functions to support SPREP members; and
  - Assist to further strengthen national capacity by providing professional, competent policy and technical advice, institutional strengthening support, Human Resource Development support, and timely responses to requests for technical assistance.





# 5. *work values and practices*



**In the pursuit of our mandate and mission objectives, we are committed to:**

strengthening relations and collaboration with our members and partners;

achieving the highest standard of professionalism and integrity in carrying out our core functions;

improving the development and management of our human resources;

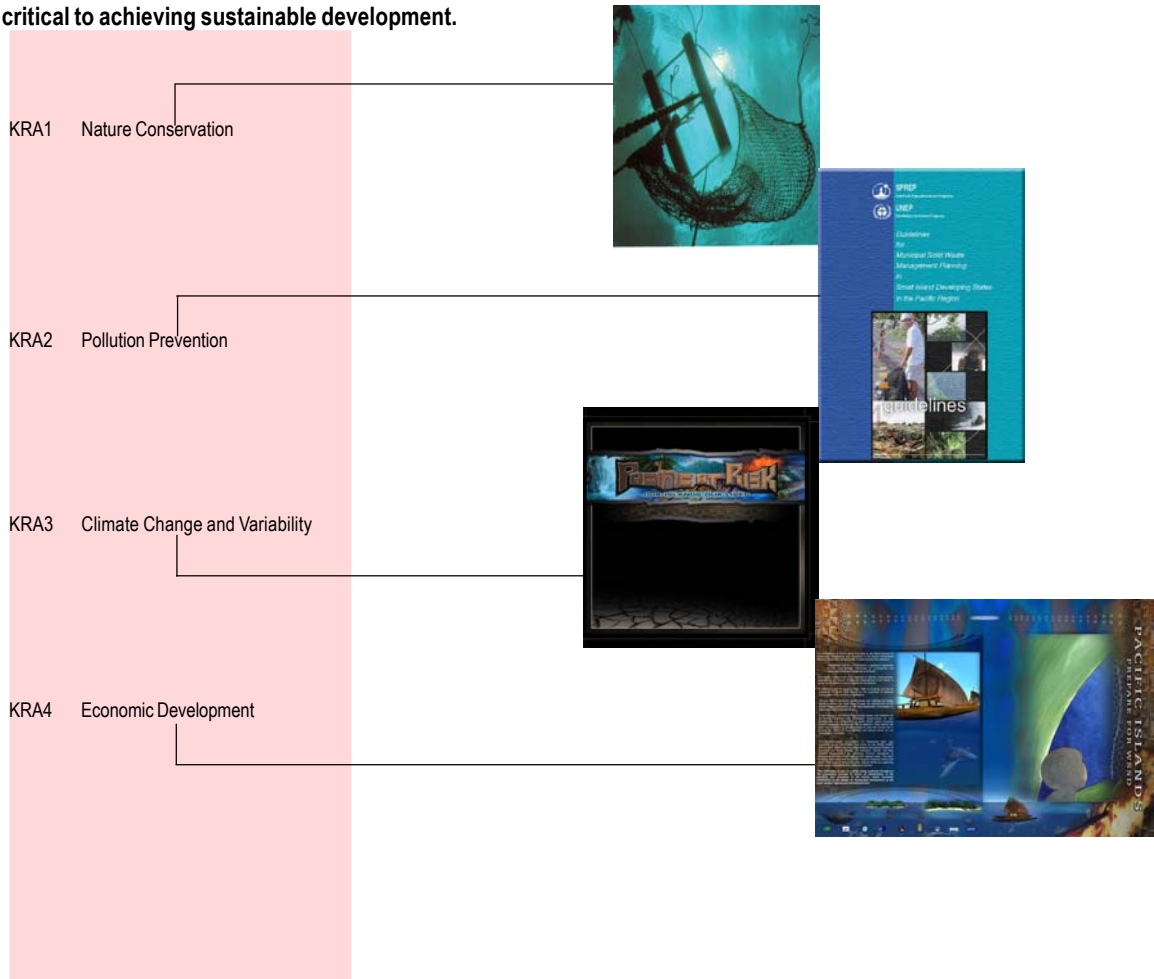
enhancing the transparency of all our institutional policies and systems; and

a workplace which promotes equal opportunity for all based on merit and performance.



# 6. Key result areas and processes

The Action Plan for Managing the Environment of the Pacific Islands Region, 2001–2004 identifies the following Key Result Areas (KRAs) as critical to achieving sustainable development.



## 6.1 *key result areas – objectives and main focus*

### NATURE CONSERVATION

**Objective:** Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.

**Main Focus:**

- Conservation Areas
- Ecosystems Management
- Species Protection
- Biosafety, Access to Genetic Resources and Intellectual Property Rights
- Traditional Resource Management

### POLLUTION PREVENTION

**Objective:** To increase the capability of SPREP members to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution. The Secretariat will assist members to meet the requirements of relevant international and regional legal instruments.

**Main Focus:**

- Marine Pollution
- Hazardous Waste Pollution
- Solid Waste, Sewerage and Other Land-Based Sources of Pollution



## CLIMATE CHANGE AND VARIABILITY

**Objective:** To improve the Pacific island members' understanding of, and strengthen their capacity to respond to climate change, climate variability and sea-level rise.

### Main Focus:

- Strengthened Meteorological Services
- Understanding Climate Change and Variability
- Sea Level Rise
- Impacts and Vulnerability
- Adaptation and Mitigation
- Policy Development on Climate Change

## ECONOMIC DEVELOPMENT

**Objective:** To strengthen regional and national capacity to integrate environmental research, information, planning and management with development processes in a manner which identifies opportunities as well as constraints.

This KRA will focus on strengthening the integration (mainstreaming) of environment issues and objectives with the key social, physical

and economic development practices and reform agenda being pursued by SPREP members. As improving opportunities for sustainable development is the long-term objective of the Action Plan, it will seek to integrate the objectives, activities and outcomes of the other KRAs in addition to addressing specific sustainable development needs in information, decision support tools and integrative legislative/policy platforms.

### Main Focus:

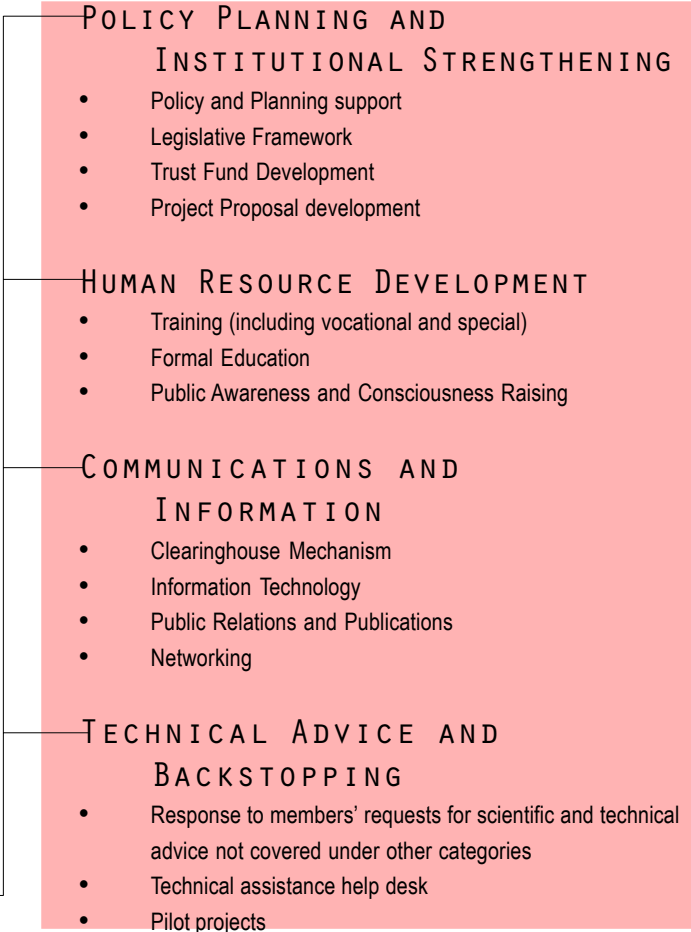
- Trade, Investment and Environment
- Sustainable Tourism
- Integrating Environment and Development
- Population, Settlement and Urbanisation
- Public and Private Sector partnerships



## 6.2 Matrix showing the linkage and integration with the 2001–2004 Action Plan Focus Areas and Objectives, Expected Outcomes of the SPREP Secretariat’s 5-Year Outputs and Performance Indicators for the four Key Result Areas

The successful achievement of the expected outcomes of the KRAs and focus areas will depend a great deal on the institutional capacity of individual SPREP members to manage and implement country programmes and outputs at the country level. It will also depend on the SPREP Secretariat’s ability to provide effective and timely support to complement or strengthen that capacity.

In the Matrix overleaf, the following processes are the mechanisms and tools by which the SPREP Secretariat will assist in building capacity and strengthening institutional arrangements in Pacific island members. These processes and services are not specifically identified in the outputs in the matrix as the outputs in the Corporate Plan are for five years. However, the integration of these inputs to achieve the outputs on an annual basis, will be specifically reflected and identified in the annual work programmes of the Secretariat.



In the **Matrix**, the above **processes** are the **mechanisms and tools** by which SPREP will assist in **building capacity** and strengthening institutional arrangements in Pacific island members



## KRA 1: Nature Conservation

**Objective: Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.1 Conservation Areas</p> <p>Objective: To effectively conserve and manage the biodiversity and natural resources sustainably <i>in situ</i> through the use of community-based approaches.</p>	<p>1.1.1 Increase in the total area of high biodiversity value and the range of natural resources under conservation and sustainable management (using the conservation area approach).</p> <p>1.1.2 The health, integrity and status of Pacific islands conservation areas, ecosystems, habitats and species are maintained or restored.</p> <p>1.1.3 Greater appreciation of the benefits and value of biodiversity conservation at all levels in PICs.</p> <p>1.1.4 Increased acceptance of the value of beneficial traditional practices in biodiversity conservation and resource management.</p>	<ul style="list-style-type: none"> <li>Region-wide acceptance and application of Conservation Area (CA) approach for nature conservation.</li> <li>Biological indicators and monitoring methods and protocols are developed and applied widely.</li> <li>Maintenance and restorative measures are initiated or maintained.</li> <li>Model CAs that demonstrate dual benefits of conservation and sustainable development are established.</li> <li>Increased application of beneficial traditional practices and methods in resource management and biodiversity conservation.</li> </ul>	<ul style="list-style-type: none"> <li>Number of PICs applying the Conservation Area approach in nature conservation efforts.</li> <li>Number of existing CAs that have achieved financial independence while maintaining their protected status.</li> <li>Number of conservation areas and sites with ongoing monitoring programmes.</li> <li>Timeliness of monitoring reports on the status of conservation areas, ecosystems and species.</li> <li>Number of training workshops and other training provided in the use of indicators and monitoring methods.</li> <li>Number of successful small business enterprises that are operational in the conservation areas.</li> <li>Number of PICs with national resource legislation, integrating traditional management practices.</li> <li>Number of resource management, conservation area plans, wildlife and habitat management plans incorporating beneficial traditional practices and methods.</li> </ul>





## KRA 1: Nature Conservation *ctd*

**Objective: Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.2 Ecosystems Management</p> <p>Objective: To secure the protection or sustainable management of a representative sample of various types of island ecosystems in the Pacific islands and their associated flora and fauna.</p>	<p>1.2.1 Increased capacity of PICs to protect and sustainably manage ecosystems and in so doing protect biodiversity.</p> <p>1.2.2 More marine and terrestrial ecosystems of local, regional and international significance protected.</p> <p>1.2.3 The most urgent threats to ecosystems are prevented, eliminated or reduced.</p> <p>1.2.4 Pacific island countries managing island and coastal environments in an integrated manner.</p> <p>1.2.5 Improved resource use in conservation and planning approaches in use in PICs.</p> <p>1.2.6 Improved integration between environmental strategies/programmes and outputs with national social and economic development initiatives.</p>	<ul style="list-style-type: none"> <li>• Relevant training and capacity-building programmes provided for a wide range of targeted conservation stakeholders.</li> <li>• Technical support and projects to identify habitats and species in need of protection and management to secure their survival.</li> <li>• Heightened awareness of PICs of threatened marine and terrestrial ecosystems of local, regional and international significance.</li> <li>• Planning for biodiversity conservation is strengthened at the national and local levels.</li> <li>• New areas of locally, regionally and internationally significant ecosystems are brought under protection or effective sustainable management.</li> <li>• Local, national and regional measures to prevent, eliminate or reduce urgent threats to ecosystems are undertaken.</li> <li>• Training programmes and demonstration projects to integrate physical and economic policies, strategies and guidelines for coastal zone management in PICs.</li> <li>• Pilot projects demonstrating means to integrate conservation and sustainable development management at the local level.</li> <li>• Demonstration projects to illustrate best practices on community-based management of Marine Protected Areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training workshops conducted or training programmes undertaken, and of trainees trained in ecosystem management and related topics.</li> <li>• Number of national and regional awareness campaigns conducted.</li> <li>• Number of PICs with National Biodiversity Strategies and Action Plans (NBSAPs) and Integrated Coastal Management Plans (ICMPs)</li> <li>• Number of conservation initiatives targeting specific high risk (of extinction) ecosystems and resources initiated.</li> <li>• Number of community-level projects initiated to describe best practice and lessons for community-based management for sustainable use and and conservation of specific ecosystems and resources.</li> <li>• At least a 10% increase over current levels of critical ecosystems under protection or sustainable management by 2004.</li> <li>• Number of local, national and regional measures taken to prevent, eliminate or reduce urgent threats to ecosystems.</li> <li>• Outcomes of pilot programmes/projects accepted and instituted by Members.</li> </ul>



## KRA 1: Nature Conservation *ctd*

**Objective: Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.3 Species Protection</p> <p>Objective: To effectively protect viable populations of all IUCN category threatened and/or endangered species.</p>	<p>1.3.1 Increase in the number of threatened and/or endangered species of local, regional and international significance under effective protection.</p> <p>1.3.2 Strengthen the capacity of PICs to protect themselves against threats (such as invasive species, unsustainable harvesting etc.) and to mitigate existing threats.</p> <p>1.3.3 The most urgent threats to species and their habitats are prevented, eliminated or reduced.</p>	<ul style="list-style-type: none"> <li>• Site-specific interventions to protect threatened and/or endangered species are conducted or supported.</li> <li>• Status of endangered species in the region is identified, documented and their status rank-ordered for management.</li> <li>• Improved statutes and regulations aimed at protecting PICs from Alien Invasive Species (AIS) which threaten native biodiversity. Improved capability to enforce regulations and statutes.</li> <li>• Raised awareness of (i) the threat to the security of native biota from alien invasive species and (ii) endangered species in PICs.</li> <li>• Abatement measures are taken against most urgent threats to species and habitats.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of species recovery projects and other species-specific initiatives initiated or supported.</li> <li>• Number of regional, national and local level activities for monitoring key species supported.</li> <li>• Number of endangered species with status determined and input into appropriate international databases.</li> <li>• Number of regional and national workshops conducted to strengthen PICs' status and regulations.</li> <li>• Number of, and percentage increase over current levels of field guides, teaching aids, training workshops and media exposure.</li> <li>• Effective regional communication networks to support the protection of specific regional and globally significant species are established and/or strengthened.</li> <li>• Number of collaborative arrangements with NGOs or relevant government departments responsible for species conservation.</li> <li>• Number of PICs with actions under way – plans, policies or programmes in place – to prevent, eliminate or reduce most urgent threats to biodiversity in their countries.</li> </ul>



## KRA 1: Nature Conservation *ctd*

**Objective: Effective protection of the natural heritage of the Pacific islands region through the conservation and sustainable management of their natural resources and biodiversity.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 1.4 Biosafety, Access to Genetic Resources and Intellectual Property Rights</p> <p>Objective: To properly coordinate nature conservation activities using existing and new regional mechanisms and to support PICs' efforts to negotiate and implement relevant international and regional conventions.</p>	<p>1.4.1 PICs are committed and have the capacity to implement the Convention on Biological Diversity (CBD) and other relevant international and regional conventions.</p> <p>1.4.2 PICs' capacity to participate effectively in international and regional meetings related to the CBD and other conservation conventions is strengthened.</p> <p>1.4.3 SPREP's regional activities are properly coordinated with those of Members and other regional organisations.</p>	<ul style="list-style-type: none"> <li>• Raised awareness within PICs of issues of international, regional and national interest emanating from the CBD and other related conventions.</li> <li>• Regional initiatives to support and complement national actions addressing specific conventions-related issues are initiated.</li> <li>• The existing mechanisms for coordinating regional and national nature activities are maintained and strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of regional meetings (planning and training workshops, etc.) wherein awareness and understanding of biosafety, access to genetic resources, intellectual property rights, alien invasive species and clearinghouse mechanisms are discussed.</li> <li>• Number of SPREP coordinated initiatives under way to support PICs in CBD implementation.</li> <li>• Number of CBD-related international meetings wherein SPREP participates to provide support for PICs.</li> <li>• The annual Pacific Islands RoundTable for Nature Conservation is maintained and strengthened.</li> <li>• The Action Strategy for Nature Conservation in the Pacific Islands Region 1999–2002, is reviewed and, where appropriate, updated.</li> <li>• The 7<sup>th</sup> Conference on Nature Conservation and Protected Areas is successfully held and key resolutions and recommendations implemented.</li> </ul>
<p>KRA 1.5 Traditional Resources Management</p> <p>Objective: To promote and apply appropriately, traditional knowledge for conservation and sustainable resource management.</p>	<p>1.5.1 Increased acceptance of the value and importance of beneficial traditional practices in resource conservation.</p>	<ul style="list-style-type: none"> <li>• Sustainable traditional practices and methods are widely applied in resource management and biodiversity conservation.</li> <li>• Integration of traditional management practices in national resource legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource management and conservation plans incorporating traditional practices and methods in all conservation areas.</li> <li>• Awareness of traditional resource management practices increased.</li> </ul>



## KRA 2: Pollution Prevention

**Objective: To increase the capacity of SPREP Members to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution and to meet the requirements of relevant international and regional legal instruments.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 2.1 Marine Pollution</p> <p>Objective: To assess the current and potential risks of ship-sourced marine pollution and to assist SPREP Members develop better capacity to effectively prevent and respond to pollution incidents.</p>	<p>2.1.1 Improved capability to respond to marine spills.</p>	<ul style="list-style-type: none"> <li>• PICs developed and adopted Regional Action Plan (PACPLAN).</li> <li>• Prepared and adopted National action plans.</li> <li>• Trained personnel with assigned responsibilities.</li> <li>• Regional marine spill equipment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• High level of national and regional preparedness.</li> <li>• Adoption of PACPLAN by all countries in the region.</li> <li>• National plans prepared and adopted in 14 PICs.</li> <li>• At least 2 fully trained personnel in key positions in each country.</li> <li>• Endorsement by Members of the regional marine spill equipment strategy.</li> </ul>
	<p>2.1.2 Improved management of ships' waste.</p>	<ul style="list-style-type: none"> <li>• Established and completed Waste Characterisation and Facility audit reports for 20 Pacific islands.</li> <li>• Completed waste management strategies for each country.</li> <li>• Established specifications for a tertiary-level training module in ships' waste management.</li> <li>• Regional waste oil recycling programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of improved management systems and facilities.</li> <li>• Formal country acceptance of each report.</li> <li>• Acceptance and agreement to implement, in each country.</li> <li>• Adoption and use of module by regional maritime training colleges.</li> <li>• Effective oil collection and recycling programmes in all countries.</li> </ul>
	<p>2.1.3 Improved compliance with international and regional marine conventions.</p>	<ul style="list-style-type: none"> <li>• Kosrae State Government acceptance of report and agreement to implement.</li> <li>• Model legislation to assist country implementation of conventions.</li> <li>• Report on a review of the SPREP Protocols including proposed amendments.</li> </ul>	<ul style="list-style-type: none"> <li>• Kosrae State Government acceptance of report and agreement to implement.</li> <li>• Extent of ratification and implementation of conventions.</li> <li>• National legislation adopted and conventions ratified in 5 countries.</li> <li>• Endorsement of the proposals at a review workshop and adoption at a meeting of the Parties in 2002.</li> </ul>



## KRA 2: Pollution Prevention *ctd*

**Objective:** To increase the capacity of SPREP Members to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution and to meet the requirements of relevant international and regional legal instruments.

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p><b>KRA 2.2</b> Hazardous Waste Pollution</p> <p>Objective: To assess and enhance PIC capacities for effective management of hazardous materials, including eliminating hazards posed by existing waste stockpiles, and improve compliance with international convention requirements.</p>	<p>2.2.1 Current exposures to hazardous wastes reduced through disposal or treatment of existing stockpiles.</p>	<ul style="list-style-type: none"> <li>• Completion of AusAID project for disposal of PCBs and POPs' pesticides.</li> <li>• Funding secured and projects implemented for disposal of other waste identified in POPs in PICs report (2000).</li> </ul>	<ul style="list-style-type: none"> <li>• Extent of stockpile elimination.</li> <li>• Quantities of wastes disposed and acceptance of project report by AusAID.</li> <li>• Extent to which the stockpile problem will be addressed.</li> <li>• Extent of establishment of hazardous materials management systems in PICs.</li> </ul>
	<p>2.2.2 Enhanced PIC capacities for management of hazardous chemicals and hazardous wastes.</p>	<ul style="list-style-type: none"> <li>• National Chemical Profiles produced for each PIC.</li> <li>• Hazardous waste management plans for each PIC.</li> <li>• Hazardous waste treatment facilities in some PICs.</li> <li>• Regional report on assessment and management of persistent toxic substances.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal adoption and implementation of recommendations.</li> <li>• Formal adoption and implementation of Management Plans.</li> <li>• Effective installation and operation of treatment facilities.</li> <li>• Endorsement of regional report by Members and acceptance by UNEP.</li> </ul>
	<p>2.2.3 Ratification and compliance with relevant conventions.</p>	<ul style="list-style-type: none"> <li>• Entry into force of the Waigani Convention.</li> <li>• Model legislation for implementation of the Basel and Waigani conventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Extent of ratification and compliance with relevant conventions.</li> <li>• Extent of ratification by PICs.</li> <li>• Adoption and implementation by PICs.</li> </ul>
<p><b>KRA 2.3</b> Solid Waste, Sewerage and Other Land-Based Sources of Pollution</p> <p>Objective: To build and enhance SPREP Members' capacities to manage land-based pollution sources, especially solid waste and sewerage.</p>	<p>2.3.1 Reduction in waste quantities, especially plastics, paper and organics.</p>	<ul style="list-style-type: none"> <li>• Public education materials (videos, posters, instruction sheets).</li> <li>• Guidelines for in-country awareness programmes.</li> <li>• Development of recycling programmes in 4 Pacific island countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Waste composition and quantities.</li> <li>• Materials incorporated into country programmes in at least 14 PICs.</li> <li>• Ongoing waste awareness programmes in each PIC.</li> <li>• Trained personnel, effective management systems and improvements to disposal facilities.</li> </ul>
	<p>2.3.2 Enhanced capacity for management of solid waste.</p>	<ul style="list-style-type: none"> <li>• Waste management action plans for each PIC (produced during regional workshops).</li> <li>• Guidelines for landfill design and operation.</li> <li>• Reports on waste demonstration projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans effectively implemented in each PIC.</li> <li>• Guidelines formally adopted by each PIC.</li> <li>• Recommended methods adopted by other PICs.</li> </ul>
	<p>2.3.3 Increased activities in the management of sewerage and other land-based sources.</p>	<ul style="list-style-type: none"> <li>• Regional report on implementation of the Global Programme of Action (GPA).</li> <li>• Establishment of a regional node for the GPA Information Clearinghouse.</li> <li>• Regional Strategic Action Plan for wastewater management with the South Pacific Applied Geoscience Commission (SOPAC).</li> </ul>	<ul style="list-style-type: none"> <li>• Active PIC programmes in the management of sewerage and other land-based sources.</li> <li>• Endorsement by PICs.</li> <li>• Clearinghouse regularly accessed by PIC personnel.</li> <li>• Adoption of Strategic Action Plans (SAPs) by all PICs.</li> </ul>



## KRA 3: Climate Change and Variability

**Objective:** To improve the Pacific Island Members' understanding of and strengthen their capacity to respond to climate change, climate variability and sea-level rise.

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p><b>KRA 3.1</b> Strengthened Meteorological Services</p> <p>Objective: To strengthen the meteorological and climatological capabilities of Pacific island countries.</p>	<p>3.1.1 Improved weather forecasting and prediction.</p>	<ul style="list-style-type: none"> <li>A strategic plan for Pacific island meteorological services.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Strategic Plan for the development of Meteorological Services.</li> <li>Annual Meetings of Directors of Meteorology.</li> </ul>
<p><b>KRA 3.2</b> Understanding Climate Change, Climate Variability and Sea Level Rise</p> <p>Objective: To reduce uncertainties in climate prediction and scenario development through the use of clearing-house mechanisms.</p>	<p>3.2.1 Reduced uncertainty in the use of climate predictions and scenario generation.</p> <p>3.2.2 Increased participation in global observation networks.</p> <p>3.2.3 Increased understanding of climate change and variability among all stakeholders.</p>	<ul style="list-style-type: none"> <li>Consultations on a regional climate centre.</li> <li>Capacity building for global observation networks.</li> <li>Awareness and maintenance of sea-level gauges.</li> <li>Climate information interpreted and disseminated.</li> </ul>	<ul style="list-style-type: none"> <li>Regional climate centre established.</li> <li>Pacific island countries able to participate in global networks.</li> <li>Monitoring of sea levels to international standards.</li> <li>Climate updates produced regularly.</li> </ul>
<p><b>KRA 3.3</b> Impacts and Vulnerability</p> <p>Objective: To develop frameworks for analyzing impacts and vulnerability.</p>	<p>3.3.1 Improved analysis of impacts and vulnerability.</p> <p>3.3.2 Improved understanding of seasonal and inter-annual variation as well as longer-term changes.</p>	<ul style="list-style-type: none"> <li>Development of tools and frameworks.</li> <li>Awareness and training programmes.</li> <li>Develop methodologies for undertaking integrated assessments.</li> <li>Capture and dissemination of climate information utilising climate networks.</li> </ul>	<ul style="list-style-type: none"> <li>Frameworks and tools developed for assessing impacts and vulnerability.</li> <li>Tools used in Pacific island countries.</li> <li>Integrated assessments of impacts and vulnerability undertaken.</li> <li>Climate information services provided to all stakeholders.</li> </ul>



## KRA 3: Climate Change and Variability *ctd*

**Objective: To improve the Pacific Island Members' understanding of and strengthen their capacity to respond to climate change, climate variability and sea-level rise.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p><b>KRA 3.4</b> Adaptation and Mitigation</p> <p>Objective: To improve or strengthen Pacific island capacities to identify adaptation or mitigation options and undertake response measures.</p>	<p>3.4.1 Effective adaptation and mitigation strategies and response measures.</p>	<ul style="list-style-type: none"> <li>Development of methods and models on adaptation in the context of socio-economic development.</li> <li>Consultations and capacity-building to develop response measures.</li> </ul>	<ul style="list-style-type: none"> <li>Methodologies and models related to adaptation developed in the region.</li> <li>Adaptation options identified and evaluated.</li> <li>Policies developed by sector.</li> </ul>
	<p>3.4.2 Reduced Greenhouse Gases.</p>	<ul style="list-style-type: none"> <li>Develop emission factors in the region.</li> <li>Technology Transfer framework verified and applied.</li> <li>Clean Development Mechanism (CDM) evaluated in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Improved Greenhouse Gas (GHG) inventories and emission factors.</li> <li>Renewable Energy technologies evaluated, assessed then transferred.</li> <li>Regional CDM arrangements in place.</li> </ul>
<p><b>KRA 3.5</b> Policy Development on Climate Change</p> <p>Objective: To enhance the continuing development of policies in Pacific island countries in cooperation with multi-stakeholders at all levels.</p>	<p>3.5.1 Improved linkages between science and policy.</p>	<ul style="list-style-type: none"> <li>Continued conferences linking science and policy.</li> <li>Round-Table process strengthened.</li> <li>Country Teams enhanced and strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing support for the Pacific Islands Framework for Action on Climate Change, Climate Variability, and Sea Level Rise.</li> </ul>
	<p>3.5.2 Increased mainstreaming of climate change and variability.</p>	<ul style="list-style-type: none"> <li>Awareness and training on policy development.</li> <li>Improve the National Implementation Strategy (NIS) process.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional arrangements to ensure Country Teams can coordinate policy development.</li> </ul>
	<p>3.5.3 Regional and international policy responsive to Pacific island priorities.</p>	<ul style="list-style-type: none"> <li>Develop information, briefs and advice to Pacific island countries to enhance participation.</li> </ul>	
	<p>3.5.4 Development and implementation of a regional strategy for implementation of the Montreal Protocol.</p>	<ul style="list-style-type: none"> <li>Develop information, briefs and advice to Pacific island countries to enhance participation.</li> <li>Awareness and consultations on Ozone Depleting Substances (ODS) in Pacific island countries.</li> <li>Ratification of relevant amendment to the Montreal Protocol.</li> <li>Preparation of country legislation.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy completed and endorsed by Pacific island countries.</li> <li>Implementation of priorities that phase out ODS in Pacific island countries.</li> <li>Country legislation implemented.</li> </ul>



## KRA 4: Economic Development

**Objective: To strengthen regional and national capacity to integrate environmental research, information, planning and management with development processes in a manner which identifies opportunities as well as constraints.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 4.1 Integrating Environment and Development</p> <p>Objective: To enhance regional and national capacity for integrated environmental decision-making.</p>	<p>4.1.1 Improved baseline information applied to sustainable development programmes and decision making.</p>	<ul style="list-style-type: none"> <li>Information planning and management with development process in a way which identifies opportunities as well as constraints.</li> <li>Provision of base-layer environmental landcover information to enable regional and national environmental assessment and monitoring (2001–2004).</li> <li>Training in GIS and Remote Sensing for application in sustainable development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Data gaps in landcover, forestry and land use for national, regional and international reporting – filled.</li> <li>Existing regional baseline data holdings catalogued, and consistent Geographical Information System (GIS)/Inventory systems adapted or adopted by PICs.</li> </ul>
	<p>4.1.2 Improved State of Environment (SOE) reporting at the national and regional levels.</p>	<ul style="list-style-type: none"> <li>Toolkits and guidance on the means to identify priority data needs, issues, policy needs, driving forces and indicators of environmental change.</li> <li>With PICs the production of national and regional SOE reports and Outlooks using consistent key and/or composite environmental indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Use of consistent GIS and relational databases nationally and regionally for SOE and Environment Outlooks.</li> </ul>
	<p>4.1.3 Better data sources for regional vulnerability assessment and indexing, conservation, environmental protection and sustainable development management programmes.</p>	<ul style="list-style-type: none"> <li>Assistance with the supply or production of base-layer information to assist in Vulnerability, Adaptation and Mitigation assessments (e.g. Climate Change) and the generation of Index systems for the region.</li> </ul>	<ul style="list-style-type: none"> <li>Improved and consistent Resource Inventory systems for Environment Assessment (EA), SOE monitoring and vulnerability assessments.</li> </ul>
	<p>4.1.4 Improved resource use, conservation and planning tools and techniques available for PICs.</p>	<ul style="list-style-type: none"> <li>Inventory and compilation of contemporary EA techniques and planning tools accessible as Toolkits.</li> <li>Demonstrations of means to integrate physical and economic policies, strategies and guidelines for coastal zone management.</li> <li>Demonstrations of means to use strategic environmental assessment and planning systems to pursue sustainable development.</li> </ul>	<ul style="list-style-type: none"> <li>Toolkits of EA techniques and planning tools for coastal, urban and rural settlement and development activities used or adopted by PICs.</li> </ul>
	<p>4.1.5 Improved integration between environmental strategies/programmes and outputs with national, social and economic development initiatives.</p>	<ul style="list-style-type: none"> <li>Training and toolkit materials on the use of environmental economics in EA and single and multi-sector resource use policy development and/or assessment.</li> <li>Curriculum manual developed for use by regional and national education institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance and use of natural resource economic techniques in environmental planning, impact assessment and conservation.</li> <li>Acceptance and use of natural resource accounting in regular governance and SOE reporting.</li> <li>Use of natural resource economics curriculum material in secondary and tertiary institutions.</li> </ul>





## KRA 4: Economic Development *ctd*

**Objective: To strengthen regional and national capacity to integrate environmental research, information, planning and management with development processes in a manner which identifies opportunities as well as constraints.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p><b>KRA 4.2</b> Trade, Investment and the Environment</p> <p>Objective: To enhance regional and national capacity to ensure that trade, investment and environmental considerations are mutually supportive in decision making.</p>	<p>4.1.6 Improved regional facilitation of in-country implementation of environmental assessment.</p> <p>4.1.7 Better integration of conservation and management strategies in watersheds and in the coastal zone that support economic development.</p> <p>4.2.1 Increased awareness of links between trade, globalisation, investment and environment at the national and regional levels.</p> <p>4.2.2 Improved strategies to generate environmentally sensitive response to initiatives in global trade liberalisation and investment.</p>	<ul style="list-style-type: none"> <li>EA Facilitation Office established.</li> <li>Networks of EA practitioners and stakeholders established.</li> <li>Pilot research and practice programmes/projects demonstrating means to integrate conservation and sustainable development management at the local level.</li> <li>Research and Analysis of Trade and Environment linkages relevant to the region.</li> <li>Networks of regional physical and economic development advisers and stakeholders.</li> <li>Information, training and awareness activities on linkages between international trade negotiations and environmental implications for the region.</li> <li>Demonstrations of means to integrate law, policies (economic, social and physical) and administrative procedures and processes to address linkages between investment, trade and environment.</li> <li>Production of frameworks to assess environmental implications, opportunities and costs of trade and investment liberalisation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Assessment Facilitation Office used by PICs.</li> <li>Networks of Assessment officers, advisers, research institutions and professional associations operating.</li> <li>Outcomes of Pilot programmes/projects accepted and instituted by Members.</li> <li>High degree of collaboration between SPREP Members and CROP agency's trade and environment officials through provision and use of networks.</li> <li>Greater understanding of linkages between trade, investment and environment demonstrated through institutional changes in PICs.</li> </ul>
<p><b>KRA 4.3</b> Sustainable Tourism</p> <p>Objective: To enhance regional and national capacity for stakeholders to ensure that Tourism development is environmentally sustainable.</p>	<p>4.3.1 An "environmentally aware" and responsible tourism sector.</p> <p>4.3.2 Increased regional and national capacity to assess the impact of tourism on environment.</p> <p>4.3.3 Environmental considerations incorporated into development of economic policies relating to tourism.</p>	<ul style="list-style-type: none"> <li>Assistance with the regional analysis of Tourism and Environment linkages.</li> <li>With South Pacific Tourism Organisation (SPTO), enhance networks of stakeholders involved in the linkages between Tourism and Environment.</li> <li>Regional and national frameworks and guidelines produced for the assessment of impacts of tourism on the environment.</li> <li>Environmental Assessment demonstration Pilots and Case Studies - focusing on tools for sustainable tourism development.</li> <li>Checklists and best practice templates produced to ensure environmental considerations are incorporated into economic policies covering Tourism.</li> </ul>	<ul style="list-style-type: none"> <li>Effective network of institutions and practitioners providing legal, policy and technical advice to the tourism sector.</li> <li>Adoption, adaptation and/or application by the tourism sector of environmental policy, guidelines and strategies for sustainable tourism development.</li> <li>Acceptance and use by CROP agencies and tourism sector stakeholders of checklists to ensure environmental matters are incorporated in economic policies relating to tourism.</li> </ul>



## KRA 4: Economic Development *ctd*

**Objective: To strengthen regional and national capacity to integrate environmental research, information, planning and management with development processes in a manner which identifies opportunities as well as constraints.**

Focus Area and Objectives	Expected Outputs (corresponding to Focus Area)	5-year Outputs (corresponding to Expected Outcomes)	Performance Indicators (corresponding to Outputs)
<p>KRA 4.4 Population, Settlement and Urbanisation</p> <p>Objective: To enhance regional and national capacity for integrated environmental planning targeting population and settlement problems.</p>	<p>4.4.1 Increased capacity to respond to settlement-related development impacts.</p> <p>4.4.2 Decisions on population, urbanisation and settlement linked to environmental objectives.</p>	<ul style="list-style-type: none"> <li>Regional Networks established between environmental planning and management stakeholders and professional associations.</li> <li>Focus of the EA Facilitation Office on assistance relative to population, settlement and urbanisation matters.</li> <li>Production of EA Toolkits and Factsheets incorporating matters of information and data needs, strategic land-use and environmental assessment techniques—suited to ensure environmental protection in physical development decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Resources mobilised and tools made available for applying best environmental practice for urban and rural development.</li> <li>Collaboration mechanisms established between regional and national agencies, between CROP agencies, and private and professional associations.</li> <li>Integrated EA, Land Use and Resource Management tools Social-economic Assessment (SEA), Environmental Impact Assessment (EIA) and planning methods available to address population, settlement and urbanisation matters.</li> </ul>
<p>KRA 4.5 Public-Private Sector Partnerships</p> <p>Objective: To promote the benefit of public-private partnerships for the delivery of effective environmental resources and skills.</p>	<p>4.5.1 Sustainable programmes and initiatives enhanced through public and private sector partnerships.</p> <p>4.5.2 Processes suited to integrating traditional knowledge and contemporary management demonstrated.</p> <p>4.5.3 Increase in investment partnerships with sustainable development outcomes.</p>	<ul style="list-style-type: none"> <li>Planning and EA toolkits, Pilots and Case Studies demonstrating means for effective community participation in decision-making.</li> <li>Toolkit, Factsheet and Training Outputs involving and targeting NGOs, government, industry groups, professional associations and community members.</li> <li>Pilots and Case Studies demonstrating means to incorporate local and traditional knowledge in environmental planning and management decision making.</li> <li>Advocacy and assistance in joint-venture programmes for environmental conservation and management with emphasis on waste management and energy use.</li> <li>Production of environmental standards and guidelines for joint-ventures.</li> </ul>	<ul style="list-style-type: none"> <li>Participatory approaches broadly applied to environment planning, development and conservation management.</li> <li>Increased number of stakeholders involved in partnerships promoting sustainable environmental practice.</li> <li>Outcomes of Pilot programmes/projects accepted and instituted by host countries.</li> <li>Sponsorships and business involvement in environmental protection and sustainable development initiatives. Acceptance and use by stakeholders of environmental standards and guidelines for joint-venture and private enterprise involvement in environmental protection and sustainable development initiatives.</li> </ul>





The **challenge** for the Secretariat in the years ahead is ... to **improve** its  
**capacity** to respond effectively to the diverse  
**needs of the Members** it serves.



# 7. *the secretariat*

PREP has grown from a small programme attached to the South Pacific Commission in the 1980s to one of the major independent regional organisations in the Pacific islands region today. It has raised considerable funding resources to support environmental activities in the region. It has also developed a dedicated team of professionals providing both advisory and implementation assistance to the region in the last decade.

The challenge for the Secretariat in the years ahead is to continue to build on these strengths to improve its capacity to respond effectively to the diverse needs of the members it serves.



## 7.1 Resources

### 7.1.1 human resources

The Secretariat has relatively modern systems for the management of its human resources. These are documented in the Staff Regulations Manual. These systems as well as their documentation are being updated and written in clear and concise language to ensure transparency and consistency in their interpretation and application. The systems are being reviewed and expanded to provide for more structured orientation/induction for new staff, structured training and upskilling of all staff, career development and to provide for a performance appraisal mechanism that rewards good performance.



### 7.1.2 financial resources

The Implementation of past Action Plans has depended largely on donor funding. The Review of the Action Plan for Managing the Environment of the South Pacific Region 1997–2000 estimated that over 90 per cent of funds available to SPREP for the last five years had been granted from donors. The balance of funds came from voluntary contributions from members, interest earned on investment of unutilised donor funds and fees earned from the management of projects for donors. The bulk of funds received from donors is tied to specific project activities.





### 7.1.3. resource management – expected outcomes and performance indicators

**Objectives:** To enhance transparency and efficiency in the management and utilisation of our human and financial resources.

**Main Focus:**

- Human Resource Development
- Staff Regulations, Administrative Systems and Procedures
- Financial Regulations, Systems and Procedures

#### Human Resource Development

Expected Outcomes	Performance Indicators
1. Well trained and skilled staff	1.1 Training Needs Analysis (TNA) completed for all existing and new staff 1.2 Staff training programmes developed and conducted.

#### Staff Regulations, Administrative Systems and Procedures

Expected Outcomes	Performance Indicators
1. Revised and updated Staff Regulations	1.1 Regulations reviewed, amended and approved by SPREP Meeting
2. Revised and updated Administrative Procedures Manual	2.1 Manual revised, with simple and transparent policies, processes and systems for: <ul style="list-style-type: none"> <li>• Recruitment and repatriation</li> <li>• Staff conditions of service</li> <li>• Medical and insurance cover</li> <li>• Job TORs and evaluations</li> <li>• Communications</li> <li>• Customer services</li> <li>• Engagement of consultants</li> <li>• Performance monitoring and evaluation</li> <li>• Procurement</li> <li>• Property and asset management</li> <li>• Security</li> </ul>

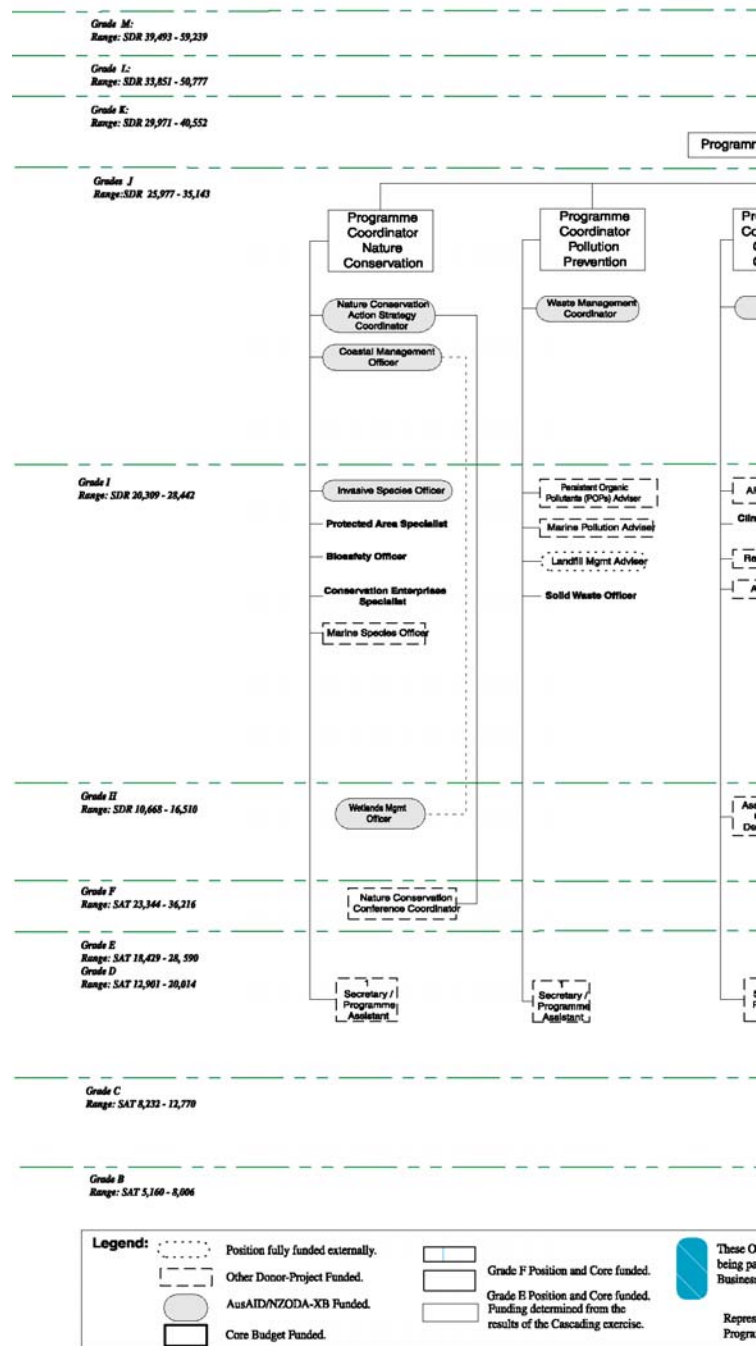
#### Financial Regulations, Systems and Procedures

Expected Outcomes	Performance Indicators
1. Revised and updated Financial Regulations	1.1 Regulations reviewed, amended and approved by SPREP Meeting
2. Updated Financial Procedures Manual	2.1 System revised to meet requirements of amended Financial Regulations, budgets and work programmes
3. Revised Financial Procedures Manual	3.1 Manual revised, with transparent policies and processes for: <ul style="list-style-type: none"> <li>• Processing of transactions</li> <li>• Financial monitoring and reporting</li> <li>• Audit and budget procedures</li> <li>• Property and asset management</li> </ul>

## 7.2 organisational structure

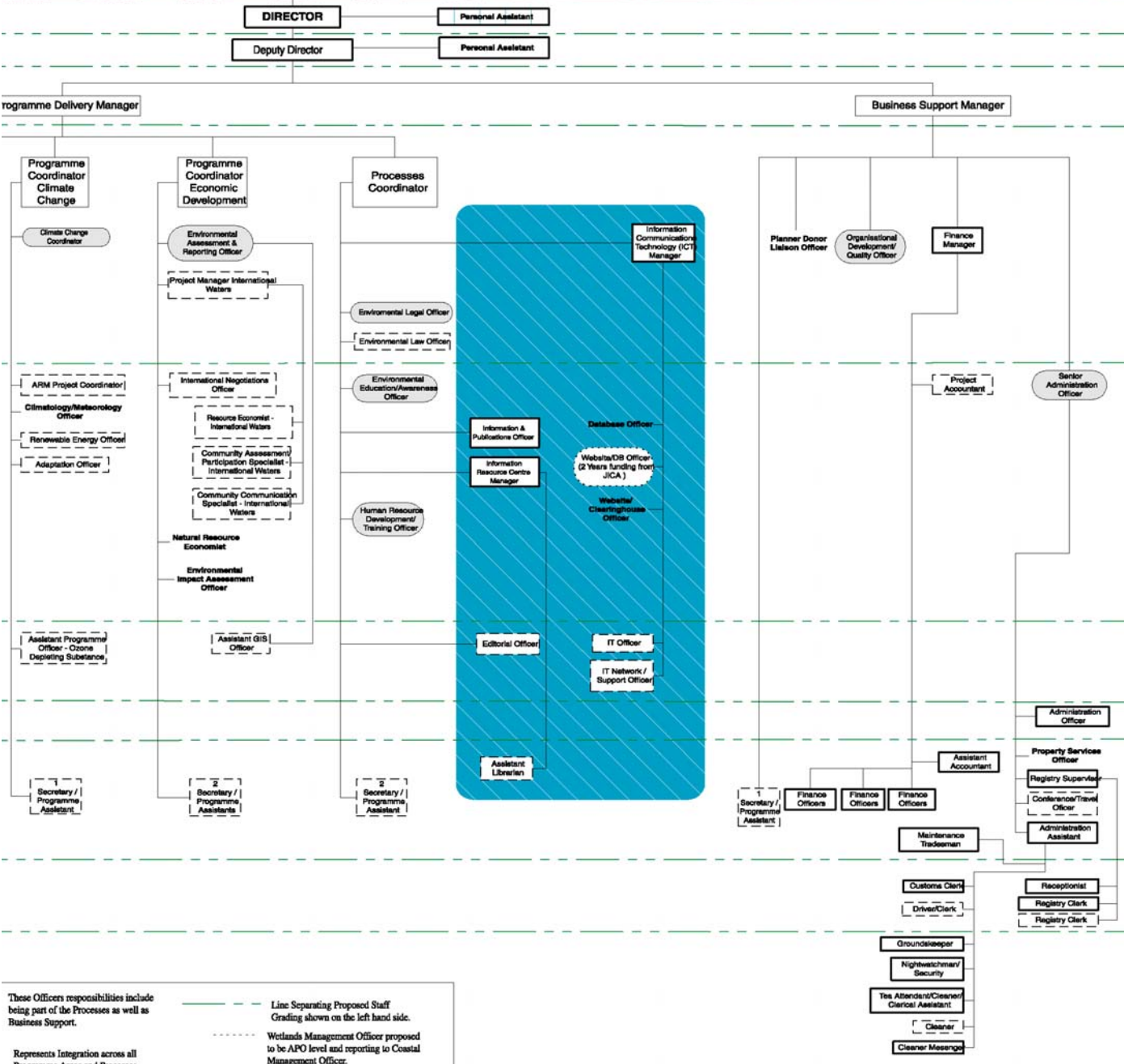
The organisation structure of the Secretariat has been reviewed based on the following needs.

1. To align the organisation structure with SPREP's strategic direction and mission and to clarify the way in which the SPREP Secretariat serves its constituent Members.
2. To ensure SPREP programmes are driven by the needs and requirements of SPREP Members.
3. To ensure effective and efficient project implementation in response to Members' needs.
4. For greater accountability in the effective delivery of Corporate Plan outcomes and Work Programme outputs.
5. To create a higher SPREP profile in Members through more frequent high-level contacts between the executive and leaders of governments and national agencies.
6. To provide and develop SPREP Members' capability and capacity to carry out their own interventions.
7. For greater coordination and integration not only within individual work areas but among all different parts of the organisation to ensure a holistic, cohesive and interdisciplinary approach to programme development, advice and project design and to support the Secretariat's vision and core business functions.
8. To build adequate 'in house' capacity for strategic planning, project planning and design and for monitoring and evaluation using expertise available within the Secretariat thereby reducing the need to engage consultants.
9. For enhanced transparency in communication and reporting arrangements.
10. To provide funders the surety that the people and the processes throughout the organisation are aligned with its purpose.
11. To clarify the management of resources in such a way that allows SPREP to anticipate and build its technical capability to meet the current and future needs of Members.
12. To clarify the way in which SPREP interacts with Donors, maximising the value to the Region in terms of environmental progress.





# SPREP MEETING



These Officers responsibilities include being part of the Processes as well as Business Support.

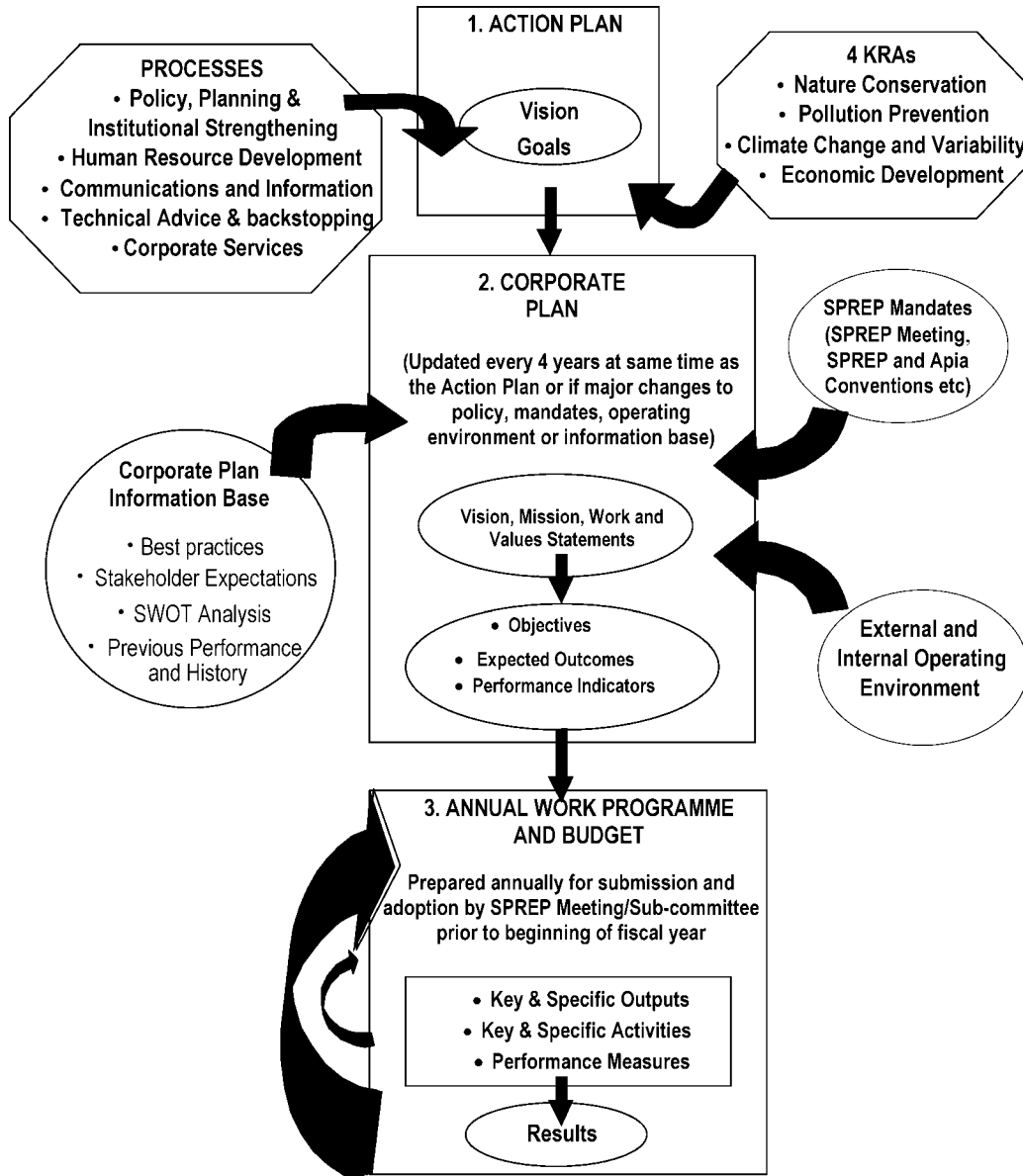
Represents Integration across all Programme Areas and Processes.

Line Separating Proposed Staff Grading shown on the left hand side.

Wetlands Management Officer proposed to be APO level and reporting to Coastal Management Officer.



# annex i: corporate planning process



# annex ii: glossary of corporate planning terms

## Glossary

Term	Description
<b>Corporate Plan</b>	A short to medium-term plan covering 5 years which provides a response by the SPREP Secretariat to the vision and goals of the Pacific Island Region's Action Plan. It describes how the SPREP Secretariat will contribute to the implementation of the Action Plan. It defines the organisation's vision, mission, expected outcomes and performance indicators. It also sets out how the organisation will be structured to implement and deliver the Corporate Plan and indirectly the Action Plan. It can be referred to as the Organisational Plan.
<b>Vision</b>	The medium to long-term objectives for the Secretariat. It describes what the Secretariat intends to become, where it wants to be and what it will achieve over the planning period. The statement should motivate change and influence what people think and feel about the Secretariat.
<b>Work Programme</b>	It describes the SPREP Secretariat's focus area and objectives, outputs and corresponding performance measures and integrated activities and resources to support the performance of outputs in one year. It is the one year Operational or Business Plan, based on the Corporate and Action Plans.
<b>Mandate</b>	It describes the source of the Secretariat's authority to carry out its business.
<b>Mission Statement</b>	A statement of why the Secretariat exists and what it does. The Mission Statement defines the overall purpose and goal of the organisation and the roles and responsibilities the organisation has in furthering the achievement of the Vision.
<b>Objective</b>	The aim or purpose in performing or addressing a development priority that is to be achieved at some future point in time.
<b>Outcome</b>	The intended result, effect or impact of a programme or project or the next level effects caused by the performance of the production of an output.
<b>Output</b>	A service or set of activities performed and provided by the Secretariat for the benefit of its Members and other stakeholders.
<b>Activities</b>	The tasks or inputs which will result in the delivery of outputs in the Annual Work Programme.
<b>Performance Indicator</b>	The means or indicator of performance which measure how far an organisation is achieving its expected outcomes.
<b>Performance Measure</b>	Provides specific measures of timeliness, cost, location, quantity, quality and the extent to which the annual outputs have been achieved.
<b>Strategy</b>	Describes 'how' the Secretariat is to achieve a planned result. A specific course of action.
<b>Values</b>	The factors which drive the way in which managers and employees interact with each other. The values have an impact on the attitude of management and staff, stakeholders and the image of the Secretariat.



## *annex iii: acronyms*

### List of Acronyms

Acronym	Full Title
AIS	Alien Invasive Species
CA	Conservation Area
CBD	Convention on Biological Diversity
CLIPS	Climate Information and Prediction Services
CP	Cleaner Production
CROP	Council of Regional Organisations in the Pacific
EA	Environment Assessment
EIA	Environment Impact Assessment
GIS	Geographical Information System
GPA	Global Programme of Action
HRD	Human Resource Development
IMO	International Maritime Organization
IPCC	Intergovernmental Panel on Climate Change
IPR	Intellectual Property Rights
KRA	Key Result Area
LBS	Land Based Sources
MPA	Marine Protected Area
MOU	Memorandum of Understanding
NBSAPs	National Biodiversity Strategies and Action Plans
NGO	Non-governmental Organisation
PACPLAN	Pacific Islands Regional Marine Spill Contingency Plan
PIC	Pacific Island Country
PIM	Pacific Island Member
SOE	State of the Environment
SPREP	South Pacific Regional Environment Programme
SPTO	South Pacific Tourism Organisation
SEA	Strategic Environment Assessment
UNFCCC	United Nations Framework Convention on Climate Change
USP	The University of the South Pacific



*KRA1: Nature Conservation*

*KRA2: Pollution Prevention*

*KRA3: Climate Change and Variability*

*KRA4: Economic Development*

*Processes*



A **Secretariat** able to **provide effective support** to ensure People of the Pacific islands  
are better able **to plan, protect, manage** and  
use their environment for **sustainable development**