SPREP Circular

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Circular: 11/42

To: SPREP Members & Partners

Subject: **SPREP Strategic Plan, 2011 - 2015**

Dear SPREP Members & Partners,

Please find attached a copy of the 2011-2015 SPREP Strategic Plan.

The full document in English can be downloaded from
http://www.sprep.org/att/publication/000911_SPREP_Strategicplan_2011_2015.pdf
The full document in French can be downloaded from
http://www.sprep.org/documents/PLAN%20STRATEGIQUE%202011-15%20WEB.pdf

This Strategic Plan was adopted by the 2010 SPREP Meeting in Madang, PNG. This meeting noted that the Strategic Plan had been developed following the most consultative processes in the history of SPREP.

This Plan provides the framework for SPREP's work over the next 5 years and is thus a very important document for us all.

The Secretariat looks forward to working with SPREP Members and partners to implement this visionary plan.

Kind regards,

David Sheppard
Director

DS/rmg

Att.

PACIFIC YEAR OF THE
DUGONG
2011

Pacific Regional Environment Programme
STRATEGIC PLAN
2011–2015



SPREP
Secretariat of the Pacific Regional Environment Programme

Pacific Regional Environment Programme Strategic Plan 2011–2015

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FOREWORD

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

Climate change alone is a serious challenge that demands concerted action. But so too are a range of other human-induced environmental issues with which Pacific islanders have been grappling for decades. These have the potential to undermine the very basis of the Pacific way of life, which requires healthy ecosystems and continued access to natural resources for livelihoods and cultural enrichment. Unsustainable harvesting of these resources, destruction and modification of habitats and ecosystems, and severe reductions in species populations continue to threaten the integrity and health of the vulnerable natural systems on which all island life depends. Waste and pollution generated from our increasingly consumer-based way of life puts at risk the health of Pacific ecosystems and more importantly, the health of Pacific peoples.

Pacific islands are striving to balance the needs and economic aspirations of their growing populations on the one hand, with the maintenance of healthy environments and natural systems on the other. Our ability to address these threats together, to craft cooperative and sustainable solutions, and secure political commitment will determine the future for Pacific islands and people.

As the regional organisation charged with the protection and sustainable development of the region's environment, SPREP has been at the forefront of regional efforts to manage these environmental issues. At the same time SPREP has provided national-level technical advice, programme support, human and institutional capacity building, and coordinated regional responses to global issues and international agreements.

This Strategic Plan is, as Member countries and territories requested at the 2009 SPREP Meeting, a single integrated Plan that identifies the priorities, strategies and actions for addressing these challenges over the next five years. It was formally adopted at the 21st SPREP Meeting in Papua New Guinea in September 2010.

As a result of extensive consultation with Members, Secretariat programme staff and partner organisations, the Plan establishes four strategic priorities:

- Climate Change;
- Biodiversity and Ecosystem Management;
- Waste Management and Pollution Control; and
- Environmental Monitoring and Governance.

These priorities of SPREP for 2011–2015 address the fundamental environmental concerns of the region that have become increasingly evident over the past two decades. As well as responding to Members' priorities, this Strategic Plan sets clear targets and performance indicators, and strengthens environmental monitoring as a basis for regional and national decision making.

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

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

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





David Sheppard
Director,
SPREP

Dr Wari Iamo
Secretary, Department of Environment and Conservation
Papua New Guinea
Chair, 2010 SPREP Meeting

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EXECUTIVE SUMMARY

SPREP's Mandate and Vision

The Pacific Regional Environment Programme (SPREP)[1] is the primary intergovernmental environmental organisation working in the Pacific. SPREP has 25 Members with direct interests in the region[2]. SPREP's mandate is defined in the 1993 Agreement Establishing SPREP:

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

The work of the organisation will be guided by a new vision for the future:

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

1 As defined in Article 1 of the 1993 Agreement Establishing SPREP (originally, and until 2005 named South Pacific Regional Environment Programme), the organs of SPREP are the SPREP Meeting and the Secretariat.

2 Members are 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, and Wallis and Futuna.

2011–2015 Strategic Plan

The 2011-2015 Strategic Plan replaces the separate planning documents SPREP previously used: its Action Plan and its Strategic Programmes document. It is based on four strategic priorities identified and agreed to by Members in the 2010 planning process:

- Climate Change;
- Biodiversity and Ecosystem Management;
- Waste Management and Pollution Control; and
- Environmental Monitoring and Governance.

Each priority sets out agreed targets and goals to be achieved by 2015 by Members in partnership with the Secretariat.

The Strategic Plan commits Members to:

a. provide overall institutional support and funding;

b. commit to achieving targets in the four priority areas; and

c. engage in environmental monitoring to assess progress and to guide decision making.

It commits the Secretariat to:

a. deliver quality service to Members by expanding funding for these priorities;

b. change management and institutional strengthening to ensure that programmes are relevant and viable; and

c. work in partnership with other organisations and stakeholders that support SPREP's priorities.

This plan is the framework that will guide SPREP's annual work plans for the next five years and focus its vision for the foreseeable future.

The Secretariat will play the lead role in implementing the Strategic Plan. Nevertheless, achieving its goals will depend on the cooperation and commitment of all Members and regional stakeholders including donors, other members of CROP (the Council of Regional Organisations in the Pacific), non-government organisations (NGOs), and research institutions. Its success will also depend on the engagement and support of the communities of the region.

Measuring success

Members and the Secretariat will share responsibility for meeting the targets and goals of the Strategic Plan, to secure improved environmental outcomes at both national and regional levels.

Progress will be evaluated annually against key performance indicators through the performance monitoring and evaluation report to SPREP Meetings; these indicators will be used as a monitoring tool to measure the impact of the Secretariat's work and track progress. The Secretariat will work with Members to develop annual progress reports that will contribute to a mid-term consultative review in 2013. Such reports will be drawn on again when the Plan is updated or replaced in 2015, and a risk management framework will be applied to the Plan.

1

STRATEGIC PLANNING CONTEXT AND PROCESS

1.1 Environment and Development Context

The Pacific is the world's largest ocean, covering nearly one-third of the Earth's surface. About 3000 islands of varied shape and size lie like stepping stones across its vast expanse. The islands of the Pacific support diverse cultures and are rich in natural resources, including thousands of unique species that inhabit coral reefs and forests. As self-contained systems, islands are living laboratories for evolution – each one holds irreplaceable pieces of humanity's natural inheritance. Because they are so isolated, these islands support more rare and endangered species per capita than anywhere else on Earth. They are microcosms of our world, dramatically highlighting the interdependence of people, plants, and animals with the health of their land, freshwater, and marine environments.

Alongside these uniquely Pacific organisms, equally significant are the cetaceans, turtles, and seabirds that migrate vast distances across the Pacific connecting islands and cultures. Our ocean waters are among the most productive and least polluted on Earth; pelagic ecosystems hold the world's largest stocks of tuna and related species that underpin much of the region's economy.

For thousands of years the people in this region have relied on these rich natural resources for their survival. The marine environment sustains them, and they depend on it for food, transport, traditional practices, and economic opportunity. Lands and forests of the Pacific islands have nurtured their inhabitants by providing food, fuel, and shelter. The islands are connected by common history, culture, and ancestry. Indigenous cultures and their traditions over many generations have developed a rich heritage of stewardship over natural capital, of traditional management practices, and of knowledge.

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

1.2 The Planning Process

This Plan articulates SPREP's strategic goals for the next five years and its vision for the foreseeable future.

The 2011–2015 Strategic Plan replaces the separate planning documents that SPREP previously used: its Action Plan and its Strategic Programmes document. It serves the purposes of the Action Plan required under the 1993 Agreement Establishing SPREP, and also defines how the Secretariat will focus its work, in the context of maintaining essential Secretariat services and supporting activities that address regional environmental challenges and opportunities.

The SPREP Agreement requires the Action Plan to:

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

At the 2009 SPREP Meeting, Members charged the Secretariat with undertaking a consultative strategic planning process to review the achievements under the 2005–2009 Action Plan and to develop a single, integrated plan. The consultation comprised:

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

The majority of Members participated in the consultative process, and all elements of this Plan reflect the outcomes.

The Plan also seeks to reflect and build on the Regional Institutional Framework process, and responds to the decisions of SPREP Meetings relating to the Independent Corporate Review of SPREP that was undertaken in 2008: those relating to the need to define more precisely SPREP's 'core business' are

particularly important. This Plan should be read in that light. The SPREP Meeting's definition of core business is: **"The minimum set of capabilities SPREP must provide to Members on a regional basis, in accordance with its mandate as the regional environment organisation, which SPREP is best placed to deliver, and which should be funded through Members' assessed and voluntary contributions."**

Consistent with the outcomes of the consultation process, the strength of this Plan is its focus on shared responsibility of Members and the Secretariat for achieving environmental goals at national and regional levels. Consequently, the Plan is designed to provide a clear, shared roadmap; it is to be regarded as a living document based on a long-term vision for a better Pacific environment, and specifies national and regional priorities for the next five years. This will guide the development of detailed annual work plans by the Secretariat, and be the basis for working with partner organisations, including other regional organisations and NGOs.

Figure 1: Relationship of Strategic Plan with associated organisation planning processes





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SPREP'S VISION AND STRATEGIC PRIORITIES 2011–2015

2.1 The Vision For The Pacific Regional Environment Programme

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

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

To live up to its mandate, SPREP needs not only to provide quality advice on protecting and managing island ecosystems, but also to be conscious that people depend on natural resources for sustainable livelihoods. This relationship is profound in the islands of the Pacific. It is at the heart of the simple, yet compelling vision for the future, as adopted by the 2010 SPREP Meeting:

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

2.2 Defining Strategic Priorities

Strategic planning is about making choices. The extensive consultative process indicated that the areas on which Members sought support exceeded the Secretariat's current or anticipated future resources. Some general messages that arose from the consultation process were:

- SPREP needs to increase its delivery of national-level activities;
- SPREP needs to continue to work at the regional level but also ensure that this is clearly where SPREP can add value;
- SPREP needs to increase its attention on waste management and pollution, while continuing to focus on the core areas of climate change and biodiversity; and
- the Secretariat needs to increase its practical engagement with Members.

Four strategic priorities emerged from Members' discussions in 2010:

- Climate Change;
- Biodiversity and Ecosystem Management;
- Waste Management and Pollution Control; and
- Environmental Monitoring and Governance.

These thematic issues had formed the core work of SPREP in previous planning periods, with the exception of environmental monitoring (although a priority set in the Agreement Establishing SPREP). The clear message from Members was that existing thematic priorities were valid and should be strengthened.

This Plan does not represent a 'business as usual' approach. Choices need to be made within these priorities and there will be a number of 'strategic shifts'. These include:

- reducing the resources for implementing Multilateral Environmental Agreements (MEAs), by working in a smarter way, such as through developing SPREP as a regional hub for streamlining MEA processes and reporting requirements;
- taking a more strategic approach to SPREP staff participation in international meetings, with a commensurate increase in focus on national-level activities and relevant and high-priority regional meetings;
- increasing the level of resources for waste management and pollution control;
- increasing the level of attention to environmental monitoring, for a better understanding of the overall trends in the quality of the environment in the Pacific and enabling the Secretariat to assess the results of its and its Members' work;
- increasing partnerships with other agencies at regional and international levels to deliver targeted national-level activities; and
- maintaining the level of resources to the core areas of biodiversity and climate change.

Several thematic strategies exist and the focus over the next five years should be on their implementation. These strategies include the:

- Pacific Islands Framework for Action on Climate Change;
- Action Strategy for Nature Conservation;
- Solid Waste Management Strategy for the Pacific Region;
- Regional Wetlands Action Plan;
- Review of Regional Meteorological Services; and
- Guidelines for Invasive Species Management in the Pacific.

Globally it is well recognised that the benefits of development cannot be fully realised if economic progress comes at the cost of environmental sustainability. This is reflected by Members' support for global development agendas such as the Millennium Development Goals, the Mauritius Strategy, the Barbados Program of Action, the Paris Declaration, the Accra Agenda for Action, and the Cairns Compact.

These regional strategies, guidelines, and toolkits are mirrored by strategies and action plans at the national level, and their equivalents in Pacific island territories – for climate change adaptation, biodiversity, invasive species, combating desertification, and other areas. National priorities have provided additional guidance for the development of this Strategic Plan. Such priorities will continue to guide SPREP's work, by allocating a session within the annual SPREP Meeting to update established country priorities. This will be supplemented by regular feedback from Members on priorities and directions and by analyses of new and updated strategies and plans. Subject to available budget, the Secretariat will also carry out regional and sub-regional consultations in advance of each SPREP Meeting. While implementation will focus on the national level, this will not preclude sub-national work identified by the country as a priority and where resources support SPREP.

2.3 Member Countries/Territories and Secretariat Partnership

This Plan states the objectives of the Pacific Regional Environment Programme, that have been developed in partnership by Members and the Secretariat: each participant is responsible for the Plan's success. The actions of the Plan apply to the entire SPREP membership, in partnership and with the support of the Secretariat. Specific services and actions for different Members will vary with their needs and capabilities.

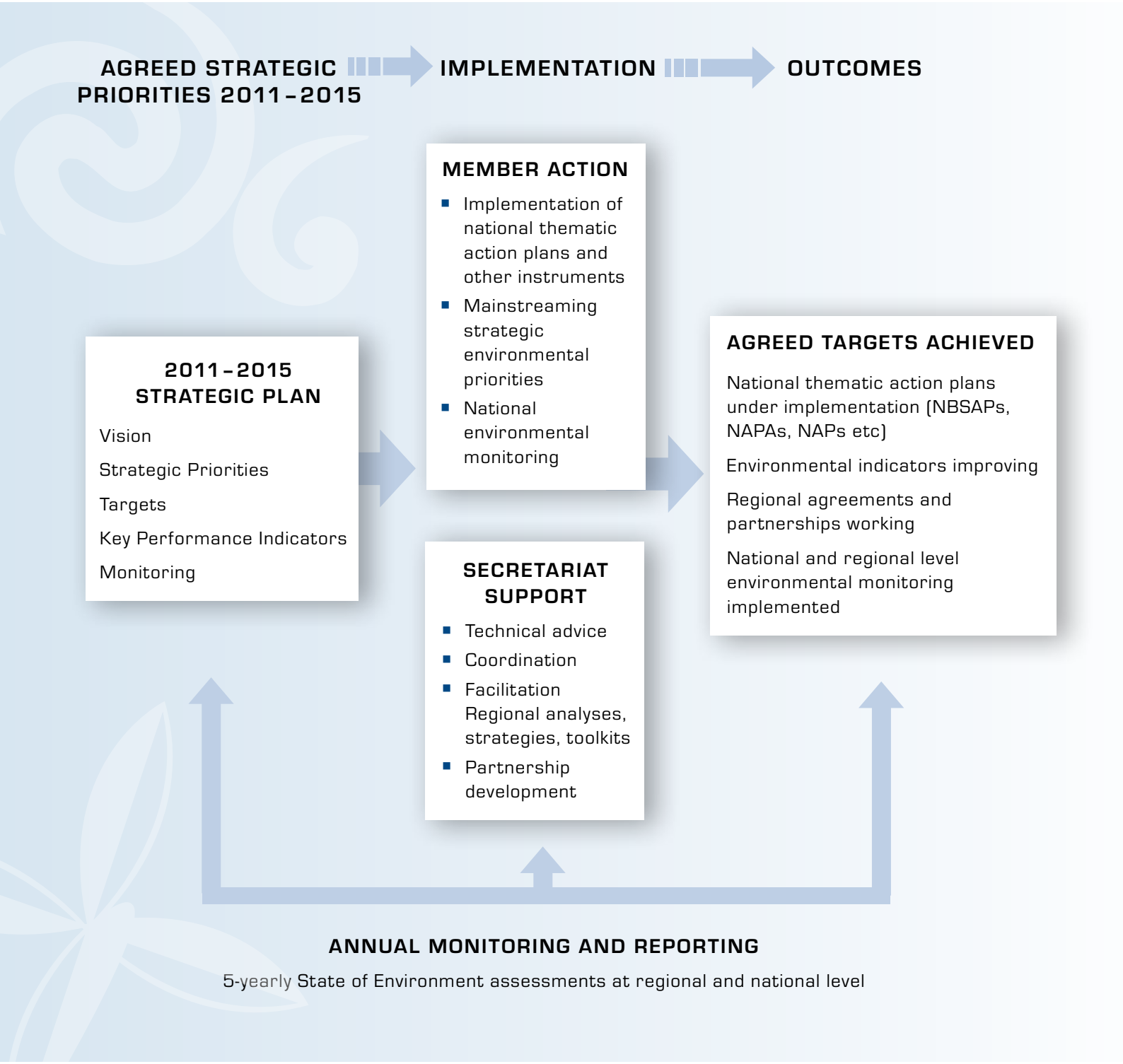
Joint and complementary actions will be required to meet SPREP's goals. Activities outlined below serve to highlight the links between the roles of Members and the Secretariat; they are not mutually exclusive.

The efforts of the Secretariat and Members to achieve the targets and goals will require support from donors and partner organisations.

MEMBERS WILL:	THE SECRETARIAT WILL:
Work together collaboratively to address national and regional priorities	Facilitate regional collaboration and coordination
Facilitate the work of the Secretariat by communicating to it their national priorities for policy and technical assistance and national-level drivers	Work with Members to tailor policy and technical assistance, and support national or regional on-ground delivery that meets national priorities and incorporates community-based management and innovative financing
Develop national policies and implementation plans; where necessary seek guidance and advice from the Secretariat such as lessons learned; where possible work with the Secretariat to integrate regional implementation plans at the national level	Consider and build on national policies and plans to develop regional policies and implementation plans that reflect the needs of Members; assist Members to integrate regional plans into national plans; advise on and share lessons learned from national policies and plans
Coordinate approaches between government, civil society, NGOs, and the private sector to help achieve the goals of the Strategic Plan	Establish regional funding and programme partnerships that respond to Members' needs; coordinate the region's interests in global forums; liaise with potential partners to provide coordinated assistance to individual Members or groups of Members
Maintain national capabilities and institutions for biodiversity, climate change, pollution and waste management, and environmental monitoring and governance	Build on and assist national governance capabilities and institutions by establishing regional knowledge hubs; assist Members to identify and maintain minimum capacity requirements
Establish an enabling environment – meaning suitable legislation and regulation with guidance, where appropriate, from the Secretariat on opportunities and possible linkages to regional instruments	Advise Members, as appropriate, on gaps and opportunities in national legislation and regulation; this includes ensuring consistency with regional instruments and providing technical assistance to Members to set up innovative funding systems that support environment policies
Gather national environmental data and information and, where possible, make it available to the Secretariat	Build on national environmental data and information from Members or other sources to provide regional environmental data; gather, store, provide access to, and analyse regional environmental data and information
Develop and maintain skilled human resources and commit sufficient resources from national budgets to support and sustain environmental programmes	Help Members maintain skilled human resources by creating opportunities at regional and sub-regional levels so that practitioners can update their skills; assist Members to strengthen their institutions through capacity building at national and sub-national levels; provide technical backstopping where appropriate
Collaborate bilaterally with development partners to help deliver goals in the Strategic Plan; seek guidance from the Secretariat on links with development partners; support the Secretariat to identify opportunities for regional coordination of development assistance	Advise and consult development partners on priorities and opportunities based on the Strategic Plan; foster links between Members and development partners; identify opportunities for regionally coordinated development assistance based on Member-defined needs; participate with other CROP organisations in joint country strategy design missions

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

Figure 2: SPREP Member-Secretariat Partnership for Implementing the Strategic Plan.



2.4 Strategic Priorities for 2011–2015

2.4.1 Climate Change

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

Global climate change is already disproportionally affecting the islands of the Pacific. Although islanders have done little to contribute to the cause – less than 0.03% of current global greenhouse gas emissions – they are among the first to be affected. Most islands are experiencing such impacts on communities, infrastructure, water supply, coastal and forest ecosystems, fisheries, agriculture, and human health. The consequences of sea level rise, sea temperature increases, ocean acidification, altered rainfall patterns, and overall temperature rise will be increasingly felt. SPREP has been designated by Pacific heads of government as the lead agency to coordinate the region's response to this challenge.

Under this first strategic priority, the Secretariat will support Members in planning and implementing national adaptation strategies (pilot projects included), and integrating climate change considerations into national planning and development processes. The emphasis is on guidelines for the most appropriate and best practices in policy development and adaptation. SPREP will lead the coordination of regional climate change policies and programs through the Pacific Climate Change Roundtable, the Pacific Islands Framework for Action on Climate Change and the CROP Working Group on Climate Change. With donors, it will develop partnerships for implementing adaptation and mitigation policies and programs in the region.

Increased awareness and understanding of the potential impacts on communities and livelihoods is essential. The strategies and targets support education and awareness programmes as well as regional networks and information portals: these will improve the availability of climate change information to scientists, policy makers, and decision makers. It is also important to strengthen Members' ability to engage in climate change negotiations, access international funding sources, and meet their international responsibilities such as under the United Nations Framework Convention on Climate Change (UNFCCC).

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
CC1. IMPLEMENTING ADAPTATION MEASURES			
CC1.1 **Support Members with developing and implementing appropriate adaptation and disaster risk reduction measures**	Climate change adaptation, including ecosystem-based approaches, is mainstreamed in national and sectoral polices, strategies and plans, and implemented through coordinated institutional arrangements supported by enabling environments at all levels and sectors; adaptation and mitigation activities are integrated to prevent any contrary ('perverse') impacts on ecosystems	At least 10 PICT Members have mainstreamed climate change adaptation, including ecosystem-based approaches, and risk reduction considerations in their national sustainable development strategies (NSDS) or equivalent and resources have been mobilised for their implementation	The number of Members that have incorporated adaptation into their NSDS
		By 2015, lessons learned from adaptation efforts in the region, including the Pacific Adaptation to Climate Change (PACC) project, have been documented in all participating countries and replicated in other sectors in at least five countries participating in PACC	The number of Members that have documented PACC and other lessons learned The number of Members that have replicated lessons in other sectors
CC1.2 **Improve cooperative partnerships and engagement of all relevant regional and international stakeholders and strengthen coordinated action on reducing risks of climate change impacts consistent with the revised Pacific Islands Framework for Action on Climate Change, in support of national initiatives and priorities**	There is effective coordination, coherence, and partnership in regional initiatives and delivery on climate change issues	By 2015, all adaptation projects are consistent with agreed regional objectives	A satisfactory assessment of adaptation coordination
	Climate change funding and technical assistance from development partners is coordinated and harmonised to maximise benefits to Members	By 2015, there is a significant increase in resources for adaptation: more funding disbursed and projects implemented	The percentage increase in annual funding for adaptation over 2010 level The percentage increase in annual number of adaptation projects implemented above the 2010 level

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
CC2. IMPROVING CAPACITY, KNOWLEDGE, AND UNDERSTANDING OF CLIMATE CHANGE AND RISKS REDUCTION			
CC2.1 Enhance and build capacity for conducting applied research, fostering meteorological, climatological, and oceanic observation and monitoring programmes to improve understanding, awareness, and applications of targeted responses to climate change and related disaster risk reduction	Strengthened adaptation and risk-reduction capacity and decision-making processes and sustained integrated system-based actions implemented; based on improved understanding of climate change and extreme events trends, projections, and impacts	By 2015, at least 10 Members have strengthened institutional capacity, with a pool of national expertise able to use and apply climate change and disaster risk reduction information for informed and timely decision making and policy development	The number of Members basing policy on climate change and disaster risk management information
	Climate change and risk management applications by Members enhanced through systematic collection, analysis, and sharing of information integrated with social and economic situations and traditional knowledge	By 2011 a climate change portal developed; at least five targeted awareness programmes and communication strategies developed and delivered to raise the level of awareness and facilitate information exchange for key sectors	The extent to which climate change portal is ready The number of climate change awareness and communications programmes delivered
	Adequate regional meteorological and oceanographic services are provided to ensure access to quality and timely weather and ocean state information	All recommendations of the Regional Meteorological Review are implemented	The proportion of recommendations of regional meteorological review implemented
		By 2015, at least 14 national meteorological services have improved access to tools and applied scientific knowledge of Pacific climate drivers and projections; and have installed and implemented national climate and disaster databases	The number of national meteorological services with national climate and disaster databases
CC2.2 Develop and implement coordinated education and awareness programmes and communication strategies across the region to enhance the capacity of Members to address climate change issues	Members have improved awareness and capacity to respond to climate change impacts	Informed participation and decisionmaking in responding to climate change impacts	The number of sustainable adaptation and mitigation initiatives on the ground
CC2.3 Support Members to meet their obligations under the UNFCCC and related protocols and processes	Assistance provided for international negotiation support for advocacy to reduce greenhouse gas emissions and secure resources for adaptation	By 2015, all PICs are effectively participating in key international climate change negotiations	The proportion of PICs participating in UNFCCC negotiations
		Increased number of contributions from the region to the 5th report of the Intergovernmental Panel on Climate Change (IPCC)	The number of Pacific contributions to the 5th IPCC report

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
CC3. CONTRIBUTING TO GLOBAL GREENHOUSE GAS (GHG) REDUCTION			
CC3.1 **Promote low-carbon development by supporting Members to implement, in partnership with the Secretariat of the Pacific Community and the Regional Energy Policy, cost-effective renewable energy (RE) and energy efficiency (EE) measures and low carbon technologies in the region and monitoring GHG emissions**	EE actions and cost-effective EE technologies are being promoted and implemented	By 2015, energy efficiency technologies are in widespread use in the region	The percentage of additional megawatt hours saved and megawatts of RE capacity installed using data from 2010 as the baseline The number of additional best practices and lessons learned, documented, and disseminated by 2015
	RE actions and cost-effective RE technologies are being promoted and implemented	By 2015, all Members are implementing renewable energy technologies and have plans to increase their use	The number of additional national RE targets or roadmaps adopted by 2015 The number of new feasibility studies completed by 2015 The number of Members implementing RE technologies developed as a result of SPREP advice
	Green House Gas Inventory and technical needs assessments have been conducted	By 2015, all Members can refer to accurate emissions inventories and assessments of their technical needs	The number of new GHG Inventories and Technology Needs Assessments completed by 2015
	Members' capacity and awareness about international carbon offsetting mechanisms is supported	By 2015, all Members have designated national authorities under the carbon offsetting mechanism, and are developing projects under the Clean Development Mechanism (CDM) of the Kyoto Protocol	The number of designated national authorities established and CDM projects proposed under international carbon offsetting mechanism by 2015

2.4.2 Biodiversity and Ecosystem Management

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

Long-standing cultural and spiritual foundations link Pacific island peoples with their terrestrial, coastal, and marine ecosystems and the species they harbour. However, native species are in decline and ecosystems are being disrupted by human activity. For many years, growth in economies and populations has been driving unsustainable resource use and extraction. This has led to over-harvesting of vital coastal and pelagic fisheries, declining animal populations, and species loss from overhunting. Unsustainable logging and forest conversion for plantation agriculture has often resulted in severe localised impacts on fresh water and soil loss. The associated sedimentation has compromised nearshore coral reef and coastal ecosystems. On some larger high islands, poorly managed mining operations have had devastating environmental and social impacts. Increased transport and trade have brought invasive species to Pacific islands. These have severe ecological impacts on biodiversity, as well as economic impacts on major production sectors, tourism, and trade. A sustainable future for the people of the Pacific islands will require action to arrest these trends.

This second strategic priority will contribute to a sustainable future by supporting ecosystem management and biodiversity conservation. The Secretariat will focus on providing technical and advisory support to Members in designing and implementing National Biodiversity Strategic Action Plans (NBSAPs, and their equivalents in territories). Better understanding of how healthy, effectively managed terrestrial and coastal ecosystems contribute to islands' resilience to impacts will be an essential component of Pacific island climate change policies and adaptation measures. The cultural dimension of environmental concerns will be addressed by taking into consideration our traditional biological knowledge and practices, and regional initiatives to foster natural and cultural heritage.

Species conservation and management will be improved by encouraging the effective implementation of international agreements and supporting cost-effective regional programmes and policies. These include existing regional mechanisms such as the:

- Action Strategy for Nature Conservation;
- Guidelines for Invasive Species Management in the Pacific;
- Whales and Dolphins Action Plan; and
- Regional Shark Action Plan;

and may require additional regional and national mechanisms to be developed.

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
BEM1. ISLAND AND OCEANIC ECOSYSTEMS			
BEM1.1 **Promote and support the management and conservation of island, coastal, and marine ecosystems and the region's unique biodiversity**	Members have improved ecosystem management, and are implementing conservation strategies to decrease the rate of terrestrial and marine biodiversity and habitat loss and degradation, including implementation of relevant conservation Multilateral Environmental Agreements and regional initiatives	At least 50% of all Members are implementing National Biodiversity Strategic Action Plan (or equivalent) targets	The number of Members implementing NBSAP or equivalent targets
		By 2015, Members have increased the number and/or extent of terrestrial and marine conservation areas effectively managed compared to the 2010 level and met individually identified targets; for example, through the Programme of Work on Protected Areas, of the Convention on Biological Diversity (CBD)	The number and extent of conservation areas effectively managed
		Each Member has at least one effectively managed Marine Protected Area (MPA)	The number of Members with an effectively managed MPA
		At least one Regional Oceanscape initiative is fully operational	The number of regional Oceanscape initiatives fully operational
		By 2015, at least two additional PICs have joined the Ramsar Convention	The number of PICs that are Ramsar members
		By 2015, implementation of the Regional Wetlands Action Plan coordinated in collaboration with all partners	The extent to which the Regional Wetlands Action Plan is implemented
	Ecosystem-based adaptation (EBA) is widely recognised and implemented as a key element of climate change adaptation measures	By 2015, five examples of EBA to climate change being implemented in PICTs	The number of examples of EBA being implemented
	Improve cooperative partnerships and engagement of all relevant national and regional stakeholders, and strengthen coordinated action on biodiversity conservation consistent with the Action Strategy for Nature Conservation in support of national initiatives and priorities	Roundtable for Nature Conservation working groups are fully functional and providing regional leadership and coordination on key issues	The proportion of Roundtable for Nature Conservation working groups that are fully functional
	SPREP has used its role as a regional hub to streamline MEA processes and reporting requirements	Members are able to spend less time on meeting MEA reporting requirements	The number of MEAs that have modified reporting requirements for Pacific Members
	Develop regional knowledge, and consider regional action on oceanic ecosystems in areas within and beyond national jurisdictions, in concert with relevant regional and international organisations and initiatives; and explore the feasibility of a project of the Global Environment Facility (GEF) on this issue	Identify numbers of Ecologically and Biologically Significant Areas in relation to the CBD, and other relevant organisations and initiatives	The number of ecologically and biologically significant areas identified

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
BEM2. THREATENED AND MIGRATORY SPECIES			
BEM2.1 **Effective regional coordination of, and support for, threatened and migratory species management and conservation**	Arrest in the decline of key threatened and migratory species populations through targeted planning, management, and active implementation of international conventions in the region	Regional marine species action plan reviewed and updated by 2012	The number of Members implementing NBSAP or equivalent targets
		By 2015, at least four additional PIC Members have joined the Convention on Migratory Species (CMS) or its relevant Memoranda of Understanding (MOUs)	The number of additional PIC Members of CMS / MOUs
	Marine and terrestrial species protection priorities are mainstreamed into relevant national, regional, and international strategies and programmes	By 2015, regional species priorities are integrated into relevant regional and international policies and programmes	The number of regional or international policies and programmes that are developed or updated to include regional species priorities
		By 2015, two regional and four national species recovery plans developed and implemented	The number of recovery plans implemented
		New or updated wildlife legislation enacted	The number of new or updated pieces of wildlife legislation enacted
	Marine turtle research and monitoring database (TREDS) is maintained and used as a tool for regional and national conservation	Members are using TREDS as a standard database	The number of Members that use TREDS
	Status of threatened and endangered species is continually reviewed and updated as a key part of regional biodiversity monitoring	By 2015, status reviews of threatened species completed, resulting in a regional assessment of how much the decline in species has been arrested	The extent to which a regional status assessment of threatened species is completed; extent to which the decline has been arrested
	Non-party PICs join Convention on International Trade in Endangered Species (CITES), begin implementing wildlife protection legislation, receive training and develop model laws	By 2015, at least four additional PICs have joined CITES	The number of additional PIC members in CITES
		Training completed for scientific authorities to implement CITES article 4 (non-detriment findings)	The number of officers trained to implement CITES article 4
		A model management plan for corals, dolphins, and other marine species has been developed	The extent to which model CITES management plan for corals, dolphins, and other marine species is completed

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
BEM3. INVASIVE SPECIES			
BEM3.1 **Provide technical, institutional, and financial support to regional invasive species programs in coordination with other regional bodies**	The threat of invasive species has been reduced as a result of policy, legislation, awareness and management, including regional and national targeted prevention and response action	By 2013, regional invasives priorities are identified, based on gap analysis of the Guidelines for Invasive Species Management in the Pacific, and coordinated action to address them is undertaken by member agencies of the Pacific Invasives Partnership in collaboration with Members	The extent to which invasive species gap analysis is completed and is being implemented
		By 2015, five additional Members have National Invasive Species Action Plans, managed by National Invasive Species Committees	The number of additional Members with National Invasive Species Action Plans
		By 2015, environmental risk assessment is adopted and informs biosecurity and invasive species management programmes in five PICTs	The number of PICTs using environmental risk assessment to inform biosecurity/invasive species management
	The Pacific Invasives Partnership and Pacific Invasives Learning Network (PILN) are maintained as regional coordinating, capacity-building, and monitoring mechanisms and there is cooperation among relevant regional bodies	By 2015, PILN achieves comprehensive membership by PICTs	The number of PICT members of PILN
	Invasive species issues are incorporated into public awareness programmes, formal and adult education programmes, and targeted social marketing campaigns	By 2015, there are high-quality examples of invasive species awareness/education campaigns tailored to the region	The number of Pacific invasive species awareness/education campaigns completed
	Knowledge of the economic impacts of invasive species is substantially improved	By 2013, a case study pilot demonstrating actual and potential economic costs of specific invasive species and the economic benefits of successful responses has been carried out	Completion of a case study pilot on the economic cost of invasive species
		By 2014, a social marketing campaign has been undertaken based on the case study to lift invasive species up the political agenda and increase financial support for control measures	Completion of a social marketing campaign on invasive species
	Improved information on the status and distribution of invasive species, and objective prioritisation methods, underpins management in the region	By 2015, there is evidence of increased regional coordination to share information on the status and distribution of invasive species	Evidence of regional coordination to share information on invasive species
		A large-scale invasive species project is included in the GEF-5 programme	US$ millions of value, and number of actions, for Pacific invasive species included in the GEF-5 programme
	The region places greater emphasis on eradication and biological control as means to manage invasives	By 2015, demonstration biocontrol and eradication projects have been carried out within the GEF-PAS programme and complementary initiatives	The number of demonstration biocontrol and eradication projects carried out

2.4.3 Waste Management and Pollution Control

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

Pollution and the growing volumes of solid and hazardous wastes are major threats to the environments and sustainable development of the Pacific islands. Globalisation is accelerating the transition of Pacific communities towards consumer economies, with increasing urbanisation, migration, and participation in international trade. This is resulting in an escalation in solid and liquid wastes, more shipping and land transport, and more infrastructure and industry throughout the region: these increase the risk of coastal and marine pollution. The lack of controls on imported chemicals and the lack of capacity for managing the pollutants threaten to undermine the quality and health of vulnerable ecosystems on which Pacific islanders depend. These qualities could be permanently undermined unless there are adequate measures for combating the growing sources of pollution and the increasing quantities of waste blighting the environment.

This third strategic priority responds to the Members' directive for SPREP to take concerted action on waste management and pollution control. The Secretariat will improve Members' technical capacity to manage pollution, solid waste, and hazardous chemicals through training, technical advice, and support. Good examples of waste management and pollution control in the region will provide case studies. SPREP will promote national and regional waste management infrastructure and innovative funding measures. To achieve behavioural change, SPREP will support renewed efforts in educating communities through national and other targeted awareness campaigns. Monitoring of solid and hazardous waste disposal programmes and pollution incidents also needs to improve. The Secretariat will promote bilateral and multilateral partnerships to support national activities.

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
WMPC1. BEHAVIOURAL CHANGE			
WMPC1.1 Support Member countries with legislation, regulation, and financial instruments, that lead to changes in behaviour for minimising pollution, and effectively managing wastes and hazardous chemicals through education and communication	Strengthened awareness in communities of the need for, and advantages of, effective waste and hazardous chemical management and pollution control measures, resulting in reduced litter and healthier living environments	By 2015, increase in proportion of waste and hazardous chemicals appropriately managed by all Members	The proportion of waste and hazardous chemicals appropriately managed
		By 2015, improvement in coastal marine water quality and reduction in number of pollution incidents demonstrated by at least five PICT Members	The coastal marine water quality and number of pollution incidents
		Waste minimisation programmes based on 'refuse, reduce, reuse, recycle' principles are implemented at five high-profile regional sporting/cultural events and lessons learned disseminated widely	The number of waste minimisation programmes implemented at high-profile events
		Waste management communications toolkit developed by 2012 and in use by at least five PICT Members by 2014	The extent to which waste management communications toolkit is finalised; number of Members using the toolkit
		Pilot schemes addressing waste, hazardous chemicals, and pollution operating and being monitored in selected Members by 2013	The number of Members implementing pilot schemes on waste, hazardous chemicals, and pollution
WMPC2. KNOWLEDGE, DATA, PLANNING, AND RESEARCH			
WMPC2.1 Enable and encourage Member countries to collect, analyse, interpret, and disseminate waste, hazardous chemical, and pollution data to enable improved management by 2015	Comprehensive waste management, hazardous chemical, and pollution control strategies and plans based on sound technical data developed for Members and priority actions implemented by 2015	Standard methods for collection, storage, analysis, and interpretation of pollution and waste management data are established and disseminated and are used by at least six PICT Members	The extent to which standard methods for pollution and waste are finalised The number of Members using the standard methods
		Increase in the number of relevant articles published in regional and international scientific journals, proceedings, and other publications	The number of Pacific waste/pollution articles published
		By 2015, a regional overview of the status of waste and hazardous chemical management and pollution control issues published	The extent to which a regional overview of waste, chemical, and pollution control is finalised
WMPC3. CAPACITY BUILDING AND GOOD PRACTICE GUIDANCE			
WMPC3.1 Identify and address Members' capacity gaps to enable implementation of waste and hazardous chemical management and pollution control activities by 2015	Significantly enhanced capacity within Members to develop and implement waste and hazardous chemical management and pollution control programmes and activities by 2015	Baseline analysis of capacity for waste and hazardous chemical management and pollution prevention completed, in cooperation with existing work such as that of the Food and Agriculture Organization, in 2011 and reviewed in 2015	The extent to which a baseline analysis of capacity for waste and hazardous chemical management is completed When the analysis is reviewed
		At least one core regional activity that addresses fundamental capacity gaps is implemented by 2012	The number of core regional activities addressing waste/pollution capacity gaps
		By 2015, five models of good waste management and pollution-prevention practices identified and disseminated to all Members and at least one model replicated in selected Members	The number of models of good waste and pollution practices disseminated The number of models replicated
		Training in best practice waste and hazardous chemical management and pollution prevention guidelines made available to all Members through a dissemination program	The number of guidelines on best practice waste and hazardous chemicals management disseminated
	Members are better equipped to prevent, prepare for, and respond to, ship-sourced marine pollution	Strategy for the Pacific Ocean Pollution Prevention Programme (PACPOL) 2010–2014 achieves its objectives	The PACPOL objectives have been met in the end-of-strategy assessment

2.4.4 Environmental Monitoring and Governance

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

Recent high-level political commitments to multi-country initiatives point to strengthening leadership on environmental issues in the region. Examples are the Micronesia Challenge and the Coral Triangle Initiative. This goes hand in hand with a focus of regional instruments on sustainable development and governance, such as the Pacific Plan. It is clear, however, that environmental management, policy, and planning frameworks are not keeping pace with socio-economic development. With few exceptions, environmental governance frameworks are weak, often ad hoc, and any integrated framework that is in place suffers from a lack of capacity and commitment. Moreover, the lack of regional standards for monitoring and reporting environmental change hampers assessment of the state of the environment at both national and regional levels.

Under this fourth strategic priority, the Secretariat will enhance the tools available that enable Members to make sound environmental decisions in the pursuit of sustainable development. Policy and legislation should be integrated, and strong impact assessment and enforcement systems are essential. Importantly, the following strategies and targets address the need for improved monitoring, through national and regional data collection and analysis, and a periodic State of the Environment reporting system.

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
EMG1. ENABLING FRAMEWORKS			
EMG1.1 **Strengthen national frameworks, policies and processes for – and implementation of – environmental governance including Environmental Impact Assessment (EIA), monitoring and reporting, and related institutional arrangements**	Formalised adoption and utilisation of Strategic Environmental Assessment (SEA) and Integrated Environmental Assessment (IEA) as key planning tools in all countries	By 2015, Pacific-related models for regulatory framework including EIA, IEA, and SEA developed	The number of regulatory framework models (EIA, IEA, and SEA) developed
		By 2015, integrated framework of enabling policies and regulations based on models in place in at least five PICT Members	The number of Members that have put in place integrated regulatory frameworks based on the Pacific models Level of compliance with national environment laws
		By 2015, needs analysis conducted in the region by means of a survey to ensure that all significant issues are canvassed	The completion of a needs analysis survey
EMG1.2 **Staged 5-year strategy for strengthening environmental legislation at the national level, with a specific focus on adaptation and mitigation measures concerning climate change**	Members have passed key legislation in order to meet obligations of major Multilateral Environmental Agreement (MEA) and national environmental priorities	By 2012, national reviews of environmental law that were conducted in the 1990s are updated and published	The number of Members whose environmental law review has been updated
		National legislation in place and officers trained to implement MEA obligations (such as CITES law enforcement and awareness materials)	The number of Members with legislation to implement MEA obligations The number of Members with officers trained to implement MEA obligations
		MEA signatories in the region propose further priorities for support from MEA conferences of parties or potential donors	The number of proposals from PIC MEA signatories for priorities for future support
EMG2. MAINSTREAMING			
EMG2.1 **Support mainstreaming of environmental governance policies and initiatives related to climate change, sustainable biodiversity and ecosystem management, invasive species, and waste management across the programmes and in national development and budgetary planning processes**	Increased engagement of economic and social sectors, national research and education institutions in environmental planning	All key economic sectors, research and education institutions in at least five PICT Members are engaged in national environmental planning	The number of Members with economic, research, and education sectors engaged in environmental planning
		By 2015, regionally agreed priorities for international targets in MEAs, Millennium Development Goals and other international frameworks are mainstreamed in national policy and strategies by at least five Members	The number of Members that include regionally agreed priorities for international targets in their national policy and strategies
		Gender issues are factored into environmental planning	Evidence that gender issues are factored into environmental planning

STRATEGIES	2015 GOALS	TARGETS	KEY PERFORMANCE INDICATORS
EMG3. BUILDING CAPACITY			
EMG3.1 **Strengthen capacity at the national and regional levels to implement effective environmental monitoring and assessment processes for EIA, SEA, and IEA, and for reporting on the State of the Environment**	Strengthened national and regional capacity (both technical and human resources) for monitoring and reporting on the SoE on a regular basis	By 2012, a standardised regional program and guideline for training and development of human resources with technical competencies for environmental monitoring, assessment, and reporting developed and tested	The date on which a regional environmental monitoring training program is finalised
		By 2015, environmental monitoring training program is established, and 'train-the-trainer' courses delivered, in at least nine PICT Members	The number of Members in which environmental monitoring training has been established
		By 2015, a network for environmental assessment and planning professionals in the Pacific established	The number of environmental assessment and planning professionals that have subscribed to a network
	National capacity to implement national policy frameworks/ legislation is strengthened	By 2015, capacity needs assessments completed and action taken to fill gaps	The proportion of capacity gaps that are being addressed
EMG4. MONITORING AND REPORTING			
EMG4.1 **Develop national and regional priority environmental indicators and a regionally appropriate State of the Environment (SoE) reporting programme**	Standardised regional and national State of the Environment reporting system measuring environmental baselines and changes developed and widely utilised	By 2012, a framework for conducting regular regional SOE assessment and reporting together with data access and sharing arrangements established	The date by which a regional SoE framework is established
		Baseline of key regional environmental indicators established, including headline indicators for climate change, biodiversity and waste and pollution, regular monitoring implemented, and a 2015 report on regional biodiversity status produced	The date by which the baseline of key regional environmental indicators is finalised
		By 2015, a first report on the region's SoE developed and disseminated	The number of Members that have provided input on SoE indicators The extent to which the regional SoE report is complete
		By 2015, national and regional database systems for environmental inventories and monitoring established	The extent to which national and regional inventory systems are finalised
		By 2015, procedures for data and information management and reporting established	The number of Members with data management procedures in place
		By 2015, at least five PICT Members have produced national SoE reports	The number of Members that have produced SoE reports

2.5 Programme Implementation Pillars

To support and implement the four strategic priorities, five cross-cutting areas or implementation pillars will continue to be interlinked across SPREP's technical programmes. These five pillars are:

- implementation of MEAs;
- capacity building;
- partnerships;
- knowledge management; and
- communication and awareness.

The Secretariat will expand its partnerships with other partners who have expertise, personnel, related projects, and mandates that will help meet Members' priorities. It will do so by ensuring that its collaborations specifically work towards targets established by this Plan, be they with United Nations agencies and conventions, Pacific regional organisations, bilateral and multilateral donors, international and national NGOs, or research institutions.



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IMPLEMENTATION AND MONITORING

3.1 Capacity and Structure of the Secretariat

Achieving the goals and key outcomes will depend on the cooperation and commitment of all Members and a broad range of stakeholders including donors, other regional organisations, NGOs, and research institutions. Given the relationship of Pacific people with their environment, the Plan's ultimate success will depend on the engagement and support of the communities in the region. Although implementation is not the sole responsibility of the Secretariat, it has, by virtue of SPREP's mandate and the technical and financial resources it commands at the direction of the annual SPREP Meeting, the critical role in leading and catalysing the implementation effort.

In meeting its objectives, the Secretariat is committed to upholding four key values (that are explained in more detail in SPREP's Organisational Values document, that guides the work of Secretariat staff):

- Environmental leadership
- Service delivery
- Valuing our people
- Integrity

Since 2004, the Secretariat has provided technical support to Members through a two-programme structure: the Island Ecosystems Programme and the Pacific Futures Programme. The four strategic priorities of this Plan fit within the mandates of the existing technical programmes. However, collaboration between the Secretariat's administrative units will be increasingly important, and the Secretariat will review the efficacy of its structure and make any changes necessary to ensure that it delivers the new priorities, and integrates the supporting cross-cutting pillars.

One of the Secretariat's most serious constraints is its comparatively limited technical capacity, given the wide range of Pacific environmental challenges. It is clear from the consultations and past reviews that SPREP has insufficient staff to meet all the expectations of Members. The next five years will therefore require SPREP to invest in broadening and strengthening the Secretariat's technical capacity.

The Secretariat will review projected staff needs by analysing new and additional areas of expertise required (such as fundraising, geographic information systems, waste and pollution) for technical and management staff positions, including costs and potential sources of funding. It will also review its partnership arrangements to develop more collaborative approaches to supporting Members, especially among CROP organisations for enhancing coordinated regional delivery of services. The Secretariat will facilitate assistance and cooperation between Members to fill gaps.

3.2 Strengthening Regional Linkages

The need to ensure strong linkages between the Secretariat and Members was highlighted in the 2010 regional consultations and in the 2008 Independent Corporate Review of SPREP. The SPREP Meeting and the revised system of thematic focal points in the Secretariat support these linkages. However, the Secretariat will continually seek ways to improve regional linkages and Members' access to SPREP services and advice.

The success of the 2010 consultations points to another mechanism for engaging Members in SPREP activities: periodic sub-regional forums, to seek input on emerging regional issues and to ensure that Members' priorities and needs are understood and incorporated into multi-country regional programmes. Such forums will be established where possible to offer opportunities for closer dialogue and promote inter-country partnerships.

3.3 Funding the Strategic Priorities

In order to deliver outcomes across all strategic priorities, the financial base of SPREP will need to improve. To address the limited staff capacity of the Secretariat in key technical areas, the Secretariat will pursue innovative approaches to working with partners, investigating potential efficiency gains as well as alternative sources of project funding. It is also clear that SPREP needs to invest in institutional strengthening to help Members meet the challenges of the next five years and beyond. For example, waste management and pollution control, as well as environmental monitoring, are priorities for Members but have been consistently under-resourced for dealing with the substantive work. In short, the Secretariat needs to establish critical mass in its programmes to carry forward the momentum of this Plan.

SPREP's core funding for senior executive positions, information and communication functions, financial management, and administration remained essentially static over the decade to 2010. This placed considerable pressure on the Secretariat to maintain essential services in the face of annually increasing costs. Therefore, in 2011, the Secretariat will develop a detailed business plan to quantify the resources required under this Plan. In doing so the Secretariat will review the adequacy of existing

levels of core and programme funding and, if warranted, recommend increases in Members' financial contributions.

In recent years, SPREP has enjoyed the support of a widening group of donor partners. Long-term support has come from partners who recognise SPREP's unique role as the region's intergovernmental environment organisation. The strength of its membership, and its ability to forge effective partnerships and solutions, are critical. The Secretariat will work with Members, partners and donors to facilitate new sources of funding, multi-country initiatives, and joint implementation partnerships. Specifically, in 2011 it will develop a sustainable financing strategy that:

- identifies emerging multilateral and bilateral funding opportunities and will put SPREP in a position to access new funds;
- identifies international and private funding opportunities and appropriate partnerships to strengthen access to these sources;
- establishes annual fundraising targets for both public and private sources; and
- identifies a process for determining priorities, should these efforts fail to secure sufficient resources to fund all activities.

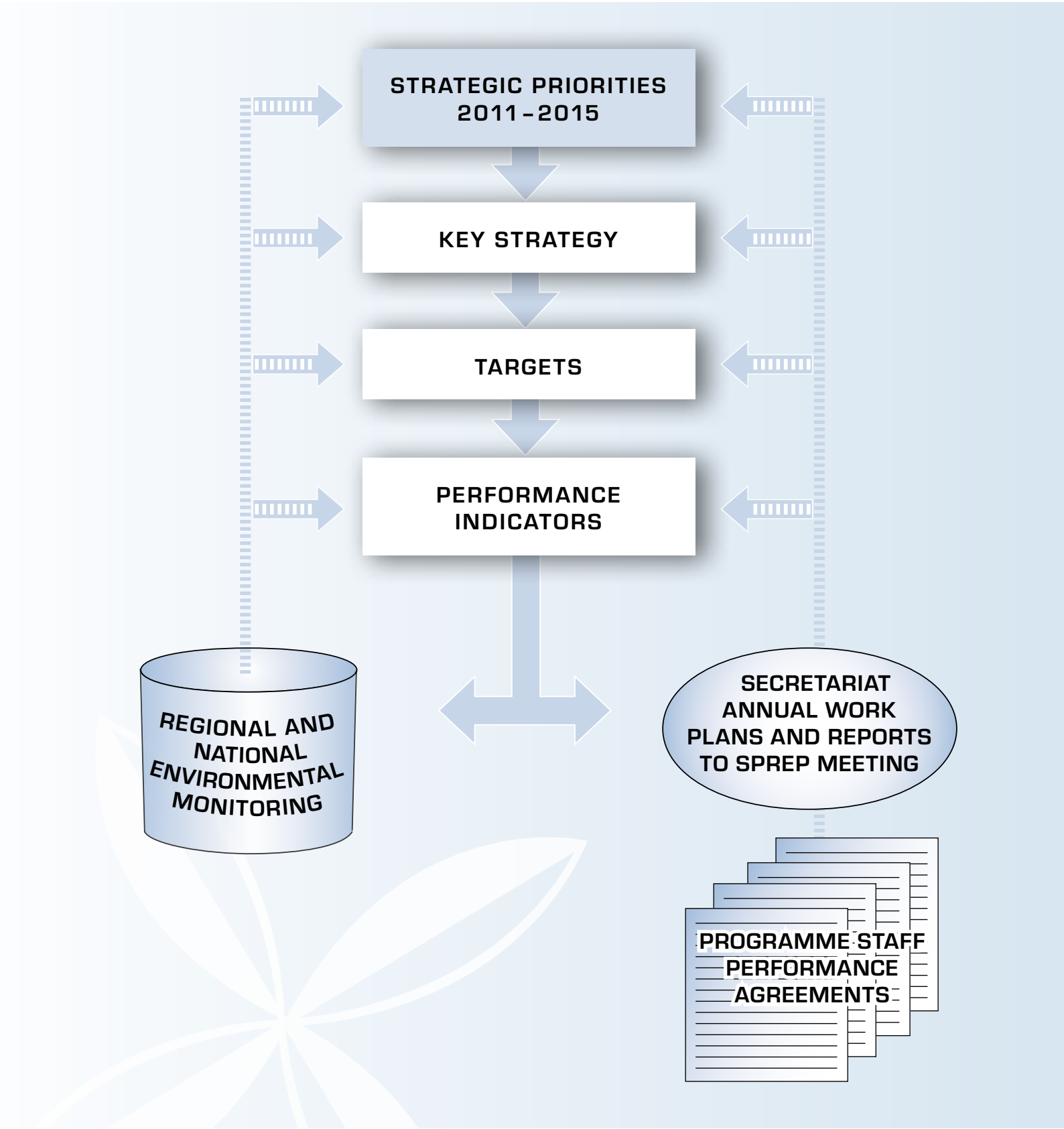
3.4 Monitoring Progress and Updating the Strategic Plan

Progress towards the goals and outcomes of the Strategic Plan will be evaluated against key performance indicators annually through the performance monitoring and evaluation report to SPREP Meetings: these indicators will be monitoring tool for tracking progress. Performance monitoring will be linked to regional and national environmental monitoring. Annual progress reports will contribute to a mid-term consultative review in 2013 and be drawn on again when the Plan is updated or replaced in 2015. The mid-term review will involve regional and partner organisations as well as Members, and will identify significant global and regional issues that may need to be addressed by adjusting priorities, goals, and targets.

It is essential that responsibility for meeting targets is shared by Members and the Secretariat, to ensure that the focus of the strategic priorities is on improved environmental outcomes at both regional and national levels. Accordingly, Members will be expected to monitor and provide annual country reports on their progress; such reports will be integral to the performance monitoring and evaluation. If warranted, this will be overseen by a performance monitoring and reporting group involving Member representatives. The Secretariat's risk management framework will quantify and address any risks that threaten the achievement of the strategic priorities.

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

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



TERMS AND ABBREVIATIONS

CBD	Convention on Biological Diversity
CMS	Convention on Migratory Species
CROP	Council of Regional Organisations in the Pacific
CITES	Convention on International Trade in Endangered Species
CDM	Clean Development Mechanism of Kyoto Protocol
EBA	Ecosystem-Based Assessment
EE	Energy Efficiency
EIA	Environmental Impact Assessment
GEF	Global Environment Facility
GHG	Greenhouse Gas
IPCC	Intergovernmental Panel on Climate Change
IEA	Integrated Environmental Assessment
MEAs	Multilateral Environment Agreements
Member	Country or Territory party to the 1993 SPREP Agreement
MOU	Memorandum of Understanding
MPAs	Marine Protected Areas
NAP	National Action Plan
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NGOs	Non Government Organisations
NSDS	National Sustainable Development Strategies
PACC	Pacific Adaptation to Climate Change
PICs	Pacific Island Countries
PICTs	Pacific Island Countries and Territories
PILN	Pacific Invasives Learning Network
Ramsar	Ramsar Convention on Wetlands of International Importance
RE	Renewable Energy
SEA	Strategic Environmental Assessment
SOE	State of the Environment
SPREP	(Secretariat of the) Pacific Regional Environment Programme
TREDS	Turtle Research and Monitoring Database System (SPREP)
UNFCCC	United Nations Framework Convention on Climate Change


SPREP
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