



# Global Environment Facility

**MOHAMED T. EL-ASHRY**  
CHIEF EXECUTIVE OFFICER  
AND CHAIRMAN

December 15, 1999

Dear Council Member:

I am writing to notify you that UNDP, the Implementing Agency for the project entitled, *Regional: Implementation of the Strategic Action Programme (SAP) of the Pacific Small Island Developing States Project*, has submitted the proposed project document for CEO endorsement prior to final approval of the project in accordance with UNDP procedures.

Over the next four weeks, the Secretariat will be reviewing the project document to ascertain that it is consistent with the proposal included in the work program approved by the Council in July 1998, and with GEF policies and procedures. The Secretariat will also ascertain whether the proposed level of GEF financing is appropriate in light of the project's objectives.

If by January 13, 2000, I have not received requests from at least four Council Members to have the proposed project reviewed at a Council meeting because in the Member's view the project is not consistent with the Instrument or GEF policies and procedures, I will complete the Secretariat's assessment with a view to endorsing the proposed project document.

We have today posted the proposed project document on the GEF website at [www.gefweb.org](http://www.gefweb.org). If you do not have access to the Web, you may request the local field office of UNDP or the World Bank to download the document for you. Alternatively, you may request a copy of the document from the Secretariat. If you make such a request, please provide us with your current mailing address.

Sincerely,

cc: Alternates, Implementing Agencies, STAP



United Nations Development Programme

GLOBAL ENVIRONMENT FACILITY (GEF)

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Mohamed :

Dear Mr. El-Ashry,

27 October, 1999

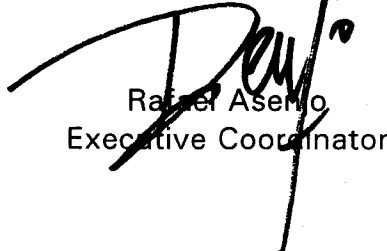
Subject: RAS/98/G32/A/1G/99 – Implementation of the Strategic Action Programme of the Pacific Small Island Developing States

I am pleased to enclose the project entitled "Implementation of the Strategic Action Programme of the Pacific Small Island Developing States" which was included in the July 1998 Intersessional of GEF Executive Council.

As per paragraph 29 and 30 of the GEF Project Cycle, we are submitting this project to you for circulation to the Executive Council Members for comments and, subsequently, for your final endorsement.

Thank you in advance for expediting the review and approval of this project.

Yours sincerely,

  
Rafael Aserio  
Executive Coordinator

Mr. Mohamed El-Ashry  
Chief Executive Officer  
Global Environment Facility  
Room G6005  
1776 G Street  
Washington, D.C. 20433  
PM

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## **Revisions to the Project document per GEF Council Comments of July 1998 Inter-sessional Work Programme**

### **Response to comment from Mr. Toshiyuki Furui, Japan:**

This project will be implemented according to standard UNDP procedures and guidelines, which include monitoring the disbursement of funds to ensure that funds are spent on project activities. Please see paragraphs 135 and 168. GEF support will top up the FFA's Monitoring Control and Surveillance System in order to deliver accurate and relevant information to the participating countries to support the control of illegal fishing and other threats to resource sustainability. The FFA's contribution to this activity is an estimated US\$ 1.96 million, with GEF support amounting to US\$ 140,000, a ratio of 14:1. This is activity 3.6 in the project document, details of which are provided in Annex 11.

### **Response to comments from Mr. Charles Parker, Canada:**

The South Pacific Forum, Fisheries Forum Agency and South Pacific Commission are among the key organizations that are partnered with this project in order to ensure success in the achievement of project objectives. The South Pacific Forum in particular has been instrumental in the development of the Strategic Action Programme, and this project has been presented to the Forum at its meeting in 1-7 October 1999. The South Pacific Forum Secretariat coordinates the Council of Regional Organizations for the Pacific (CROP). To ensure the institutional ownership and sustainability of project impacts, the RTF will be linked to the CROP Marine Sector Working Group and comprised of CROP representatives, UNDP and selected individuals, as appropriate in order to increase the regional political ownership and coordination of the project.

This project has been designed to include strategically the FFA and SPC as project partners so as not to duplicate the fishery management work they are doing. Additionally, these two organizations bring with them significant sums of co-financing to the project, and GEF resources will be used to top-up their programmes to leverage further global benefits. As part of the implementation arrangements, a memorandum of understanding between the partner organizations will be agreed upon and signed at the initiation of the project. Please see paragraph 130. An organogram has been added to further clarify the relationship between partner institutions (Annex 10)

The project also has built into it a modality for sharing lessons learned. In particular, this relates both to bringing lessons learned from other projects to help influence the use of best practices for the implementation of this project, but also to share lessons learned from this project to other projects, in the Caribbean and elsewhere. The IW:LEARN and TRAIN-SEA-COAST programmes

Response to comments from Mr. Hans Shipulle, Netherlands

The project will be carried out over a five-year time frame in order to maximize the success rate of achieving project objectives. Most capacity development activities will be carried out during the early stages of project implementation, and particular attention will be given to encouraging active participation of participating countries in workshops and training activities.

Further revisions:

The project has been further revised to take advantage of UNDP's additional co-financing of US\$ 60,000 towards the demonstration project component. This co-financing will facilitate the extension of the demonstration projects, and to further develop and implement these to pay particular attention to the cross-sectoral nature of these projects. UNDP has also recently approved a new project, Integrated Community Approach for Resource and Environment, which will provide significant complementary activities to the GEF SAP project to the order of US\$ 877,250. This project demonstrates an additional commitment of UNDP to support the Pacific coastal environment by assisting these island countries to increase their capacity to generate increased production of food and cash income through ecologically sound alternative livelihood options. Please see paragraph 67 for additional information.

**UNITED NATIONS DEVELOPMENT PROGRAMME  
GLOBAL ENVIRONMENT FACILITY**

Regional Project for Asia and the Pacific

*(Project of the Governments of the Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia  
Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu)*

**PROJECT DOCUMENT**

**Project Number:** RAS/98/G32/A/1G/99

**Summary of UNDP and  
Cost-Sharing Financing  
(in US dollars)**

**Project Title:** Implementation of the Strategic Action Programme (SAP) of the Pacific Small Island Developing States

**Project Short Title:** South Pacific SAP

**Executing Agent:** SPREP

**Implementing Agent:** SPREP

**GEF Implementing Agencies:** UNDP

**Project Site:** South Pacific

**Beneficiary Countries:** Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu

**Estimated Start Date:** December 1999

**Estimated End Date:** November 2004

**Duration:** 5 Years

**Local PAC Approval Date:** 8 December 1998

**HQ PAC Approval Date:** 12 August 1999

**Programme Officer:** Tom Twining-Ward, UNDP, Apia

**UNDP:**

TRAC (1 and 2) \$ 60,000

TRAC (3)

Other (GEF) \$12,000,000

**Total: \$12,060,000**

**Parallel Financing:**

Governments

SPC \$1,331,532

FFA \$6,107,311

SPREP \$ 619,540

**Sub Total: \$8,058,383**

**Total: \$20,118,363**

**Associated Financing:**

UNDP/ICARE \$ 877,250

**Classification Information:**

ACC sector and sub-sector:  
040, 041

DCAS sector and sub-sector  
Natural resources, water resources planning

Primary areas of focus/sub-focus  
Environmental resources, policy and strategy frameworks

Secondary areas of focus/sub-focus  
Sustainable livelihoods

Primary type of intervention:  
Capacity-building, demonstration

Secondary type of intervention:  
Programme support

Primary target beneficiaries:  
governmental organizations, NGOs, CBOs

Secondary target beneficiaries:  
Inter-governmental organizations, private sector

**Brief Description:** The long-term objective of this project is to conserve and sustainably manage the coastal and ocean resources in the Pacific Region. Targeted actions will be carried out in two complementary, linked consultative contexts: Integrated Coastal and Watershed Management (ICWM) and Oceanic Fisheries Management (OFM). ICWM actions will focus on freshwater supplies including groundwater, Marine Protected Area (MPA) enhancement and development, sustainable coastal fisheries, integrated coastal management including tourism development, and activities to demonstrate waste reduction strategies will be stressed. The OFM component will target the Western Pacific Warm Pool ecosystem, whose boundaries correspond almost precisely to the Western

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## Acronyms and Abbreviations

ADB	Asian Development Bank
APEC	Asia-Pacific Economic Cooperation
CAPAC	Community Assessment and Participation Advisory Committee
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CITES	Convention on International Trade in Endangered Species
CMT	Customary Marine Tenure
CROP	Council of Regional Organizations for the Pacific
DPAC	Demonstration Project Advisory Committee
DWFN	Distant Water Fishing Nation
EEZ	Exclusive Economic Zone
ESCAP	Economic and Social Commission for Asia and the Pacific
EU	European Union
EIA	Environmental Impact Assessment
FAO	Food and Agriculture Organization
FCCC	Framework Convention on Climate Change
FFA	Forum Fisheries Agency
ForSec	Forum Secretariat
GDP	Gross Domestic Product
GEF	Global Environment Facility
GPA/LBA	Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities
ICARE	Integrated Community Approach for Resource and Environment
ICLARM	International Center for Living Aquatic Resources Management
ICM	Integrated Coastal Management
ICWM	Integrated Coast and Watershed Management
ICRI	International Coral Reef Initiative
IMO	International Maritime Organization
IOC	Intergovernmental Oceanographic Commission
IUCN	International Union for the Conservation of Nature and Natural Resources – World Conservation Union
LME	Large Marine Ecosystem
MPA	Marine Protected Area
NEMS	National Environment Management Strategies
NGO	Non-governmental Organization
NTF	National Task Force



SAP	Strategic Action Programme
SIDS	Small Island Developing States
SOPAC	South Pacific Applied Geo-science Commission
SPACHEE	South Pacific Action Committee on the Human Environment and Ecology
SPBCP	South Pacific Biodiversity Conservation Programme
SPC	Secretariat for the Pacific Community
SPF	South Pacific Forum
SPOCC	South Pacific Organizations Coordinating Committee
SPREP	South Pacific Regional Environment Programme
STAP	Scientific and Technical Advisory Panel
TCSP	Tourism Council for the South Pacific
TPR	Tripartite Review
TNC	The Nature Conservancy
UN	United Nations
UNEP	United Nations Environment Programme
UNDP	United Nations Development Programme
UNCED	UN Conference on Environment and Development
UNCLOS	UN Convention on the Law of the Sea
UNCSD	UN Commission on Sustainable Development
UNDP	UN Development Programme
UNEP	UN Environment Programme
UNESCO	UN Educational, Scientific and Cultural Organization
USP	University of the South Pacific
WCMC	World Conservation Monitoring Centre
WPAC	World Protected Areas Commission
WWF	World Wide Fund for Nature

## **A. Context**

### A.1. Description of sub-sector

1. A defining feature of the Pacific is the Western Pacific Warm Pool ecosystem. The limited land base of the area is distributed among 200 high islands and 2,500 low islands and atolls. All participating islands lie in the tropical zone and experience sea surface temperatures that rarely fall below 20 degrees Celsius. In general, the islands increase in size from east to west, such that over 83% of the region's land mass is situated in Papua New Guinea, and most of the rest is in the other Melanesian countries and territories.

2. The South Pacific region comprises almost 38.5 million square kilometers, with less than two percent of that vast area constituting the land base shared by the Pacific Island Countries (PICs). This vast and complex marine system contains an enormous and largely undocumented array of diversity. This rich biodiversity includes the most extensive and biologically diverse reefs in the world, the deepest ocean trenches, deep-sea minerals, the world's largest tuna fishery, as well as an array of globally threatened species such as sea turtles and dugongs. The many thousands of islands are, with the exception of some larger Melanesian Islands, entirely coastal in nature, often with limited freshwater resources, and surrounded by a rich variety of ecosystems including mangroves, seagrass beds, estuarine lagoons and coral reefs.

3. In addition to the significant biodiversity value, these coastal and marine ecosystems support large subsistence and commercial fisheries. The fisheries are the major source of subsistence protein for much of the Pacific and form an indispensable part of the economic fabric, both at present and in the predictable future, for many of the Pacific Small Island Developing States (SIDS). Yet despite the remarkable and globally significant biodiversity of the region, and despite the extent to which the present and likely future economic health of the region is based on sustainable coastal and ocean fishery regimes, marine resource conservation and management regimes are currently inadequate. Coastal areas are degraded by increased land based sources of pollution, the modification of critical habitats, and the growing unsustainable exploitation of living and non-living resources.

4. The region's approximately 6 million people are at various stages of development, and socio-economic conditions vary widely between, and sometimes within, countries. Throughout the region urban residents lead a more consumerist lifestyle than those in small isolated islands, remote coastal areas, and the interiors of large islands. The latter follow a more subsistence way of life, have a relatively low income, and, based on usual valuation methods, have a low standard of living. The economies of the PICs are largely based on agriculture, although for statistical purposes agriculture

5. While traditional measures of affluence clearly indicate an almost desperate situation for some PICs, the term “subsistence affluence” is sometimes used to describe the relatively high quality of life, at least at present, on others. Subsistence affluence refers to a condition of well being outside of the traditional economy and traditional economic measures. Factors contributing to subsistence affluence vary from place to place and include some or all of the following: low population densities, fertile soil, a benevolent climate, effective traditional resource management, and social systems which provide a safety net for disadvantaged members of a particular society or village. In recent times, however, high birth rates, unsustainable commercial practices in regard to natural resource use, increasing dependency on the cash economy, labor migration, and the deterioration of traditional authority and social systems are all having a negative impact on the quality of subsistence living on many of the islands. The fact that widespread poverty has not yet emerged in response to these deteriorating conditions is testament to the strength and importance of traditional support systems.

6. These traditional support systems are part of the region’s rich cultural diversity. One-fourth of the world’s languages are found in Pacific Island countries. There are various traditional authority systems and a wide range of religious institutions with significant influence. The communal ownership and traditional systems of management account for 80 per cent of the land (often including the adjacent marine area). These characteristics are not only vital to social and cultural identity and to the transfer of traditional knowledge between generations, but also add considerable complexity in developing and implementing national management plans, especially at the village level. The status and position of women differs considerably among PICs because of factors such as cultural traditions, colonial history and level of socio-economic development. As identified by the SAP, traditional systems must be associated with achieving current economic, political and social goals of the islands. It will be difficult but it is essential to include appropriate and significant principles of traditional systems in national development planning and implementation if these plans are to be truly sustainable.

7. The EEZs of the PICs cover approximately 30.5 million-sq. km., or about 74 per cent of the region’s water surface. PICs thus look toward their substantial coastal and ocean fisheries as an important, even indispensable means of advancing economic well-being through commercial and subsistence fisheries. They are crucial to food security for the region and are also an important source of employment and income, foreign exchange, and non-economic values which including cultural, religious, and recreational significance. As a general rule, coastal fisheries have provided non-monetary fish values in the form of subsistence protein, and monetary value to villages from the sale of coastal fish. The ocean fishery, largely tuna, has generally been used to provide a source of foreign exchange.

sensitive to ecological disturbance, as highlighted by the fact that the largest number of documented extinctions world-wide has occurred in the islands of the Pacific. These environmental threats are further underpinned by pressure from growing populations and economic growth curves that are in many cases flat or falling. The biodiversity values and productivity of these resources, which are global in nature, are being affected by, among other things, fishing, tourism, infrastructure development, waste disposal, and the introduction of exotic marine organisms - all of which are of direct relevance to the health of the region's shared international waters.

#### A.2. Prior and on-going assistance

10. The early impetus for the SAP was the decision of Pacific Island Countries (PICs) in 1990 to prepare a joint regional position for the 1992 United Nations Conference on Environment and Development (UNCED). This work occurred simultaneous with the development by the PICs of National Environmental Management Strategies (NEMS) which transpired between 1990-1996. The NEMS were prepared for several South Pacific island countries, presenting a set of programmes, strategies and actions to steer the countries towards four main environmental objectives:

1. Integrate environmental considerations in economic development
- ~~3.2.~~ Improve environmental awareness and education
- ~~4.3.~~ Manage and protect natural resources
- ~~5.4.~~ Improve waste management and pollution control

11. UNCED provided the first opportunity for PICs to gather information, analyze results, and build a regional consensus on integrating environmental and development concerns into a sustainable whole, incorporating the knowledge and experience gained in the twenty years since the Stockholm Conference on the Environment. The joint regional position presented at UNCED was titled "Environment and Development: A Pacific Island Perspective" and "The Pacific Way: Pacific Island Developing Countries' Report to UNCED". The Perspective synthesized National Reports from the Islands and presented extensive additional information on sustainable development in the region. It was a supporting document for "The Pacific Way", which presented a summary of the state of the environment for the islands and a description of regional priority concerns, both of which continue to be applicable.

12. GEF is currently financing the preparation of Biodiversity Strategy and Action Plans (BSAPs) in 11 PICs, to strengthen the NEMS by providing more in-depth information, especially with regards to biodiversity and cross-sectoral issues. GEF is also financing the South Pacific Biodiversity Conservation Project (SPBCP) which aims to protect biological diversity within PICs

the international commitments of the participating countries.

*The 1982 United Nations Convention on the Law of the Sea*

14. From the plethora of treaties addressing or affecting International Waters, the most important for this project is the 1982 United Nations Convention on the Law of the Sea (UNCLOS, entry into force: 1994), which is the fundamental global treaty addressing International Waters. Of all relevant binding international instruments in force, it is by far the most comprehensive in scope and the most powerful in terms of both rights accorded to and obligations assumed by its parties. All but one of the countries participating in the SAP are either full parties (9) or signatories (4) to UNCLOS. UNCLOS is supplemented by an agreement on deep seabed mining and the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea Relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks.

15. UNCLOS has been described as “a constitution for the oceans.” This Convention arose from and is specifically founded on the proposition that “the problems of ocean space are closely interrelated and need to be considered as a whole.” This guiding precept is illustrated clearly by, for example, Part XII on the marine environment, which addresses pollution of the marine environment from any source, including those sources from land and air as well as from the sea. In keeping with its constitutional nature, UNCLOS is designed to facilitate development of agreements addressing or affecting specific marine issues in requisite detail and at appropriate operational levels. In its holistic approach to management of International Waters, GEF’s Operational Strategy is consistent with UNCLOS.

16. Although much remains to be done in the Pacific region to implement UNCLOS, important actions have been undertaken pursuant to other international and regional conventions and organizations addressing or affecting marine issues and may be viewed as a promising start to implementing UNCLOS. Such conventions, organizations and actions include those described below.

*The Convention on Biological Diversity*

17. In the context of the Strategic Action Programme, which requires linkages to other GEF focal areas, the Convention on Biological Diversity (CBD, 1992) and the Framework Convention on Climate Change (FCCC, 1992) are important.

18. The CBD’s Jakarta Mandate on Marine and Coastal Biological Diversity (1995) sets out a

the CBD and UNCLOS are the Marine Turtle and the Marine Mammal Conservation Strategies, also executed by SPREP.

20. As required under UNCLOS and the CBD, the SAP also took into account other international conventions specifically concerned with protection of species and habitats. These include (in order of entry into force): the Whaling Convention, the World Heritage Convention, CITES, the Wetlands or Ramsar Convention and the Migratory Species or Bonn Convention. A draft Regional Wetlands Action Plan for the Pacific Islands has been developed under the auspices of SPREP that could assist in implementing relevant provisions of, e.g., the CBD, the Wetlands Convention and UNCLOS. Actions undertaken in SAP formulation were compatible with the CBD and, together with actions that will be undertaken in the full project, will contribute directly and indirectly to the conservation of marine and terrestrial biological diversity in the region.

#### *The Framework Convention on Climate Change*

21. Comprehensive and coordinated support by GEF to the Pacific Island parties for implementation of their national reporting obligations under the FCCC commenced in 1997 under the Pacific Islands Climate Change Assistance Programme (PICCAP), executed by SPREP. A second phase of CC:TRAIN, the GEF-funded global climate change training programme, is expected to assist at least nine Pacific Island countries.

22. Pacific Islands are particularly vulnerable to the effects that climate change may have on sea level rise. The actions proposed for SAP implementation with regard to, in particular, protection of critical habitats, will have the additional benefit of mitigating effects of sea level rise.

#### *Regional Agreements and Conventions*

23. The main regional conventions relevant to International Waters are, in order of entry into force: the Forum Fisheries Convention, the Wellington or Driftnet Convention, the Apia Convention, the Nouméa or SPREP Convention and the Niue Treaty. Not yet in force is the Waigani Convention. The Forum Fisheries, Wellington and Niue Conventions address oceanic fisheries.

24. The Nouméa Convention places the most extensive responsibilities on its parties with regard to protecting the marine environment. The Nouméa Convention includes land-based activities affecting the marine environment; thus parties also have terrestrial obligations under this Convention, as they do under UNCLOS. It is implemented largely through the SPREP Action Plan (currently 1997-2000), which is approved by the Heads of Government at the annual SPREP meeting, who also review the progress of the Action Plan.

becoming “generally recommended,” a status which, under UNCLOS, contributes to the eventual evolution of that practice into international law.

27. At the national level, implementation of conventions has been fragmentary. This is due to several factors, including a limited awareness of the implications of the conventions and the extent of the obligations imposed. These obligations engage numerous divisions of national administrations, which need enhanced capacity to develop cross-sectoral approaches. A related issue is the general need for Pacific Island nations to develop integrated national legislation that supports sustainable development policies, and that is also consistent, enforceable and in keeping with appropriate customary principles. The requisite institutional and administrative capacity and mechanisms are largely insufficient at present.

28. Based in part on the results of the “Pacific Way” and the “Perspective”, the United Nations Development Programme (UNDP), SPREP and the Government of Australia co-financed a Global Environment Facility (GEF) Pacific regional training and scoping workshop in Nadi, Fiji, 1-4 August 1995. It was agreed at this workshop that a regional proposal for preparation of a Strategic Action Programme (SAP) for the Pacific Islands for GEF funding. The SAP would represent a pioneering effort by this group of Small Island Developing States (SIDS) to integrate their national and regional sustainable development priorities with shared global environmental concerns for protecting International Waters. The SAP would combine the following activity areas:

- a. Integrated conservation and sustainable management of coastal resources, including fresh water resources
- b. Integrated conservation and sustainable management of oceanic resources
- c. Prevention of pollution through the integrated management of land- or marine-based wastes
- d. Monitoring and analysis of shore and near-shore environments to determine vulnerability to environmental degradation

29. The 8th SPREP meeting in October 1995 endorsed the project to prepare the SAP, and the South Pacific Forum at its Session in September 1996 requested SPREP to coordinate development of the project. The project to prepare the SAP was funded by GEF through project development funds (PDF Block-B), and began implementation in April 1997.

#### A.4 Strategic Action Programme formulation

30. The preparation of the Strategic Action Programme was announced to participating countries, SPREP National Focal Points, the SPREP collaborating institutions, Pacific Island Country Missions to the United Nations (UN) and members of the then South Pacific Organizations

consultations, and draft terms of reference for the TFCs. The report of the RTF meeting was circulated. The TFCs met in Apia on 8 and 9 July 1997 to receive a briefing on GEF, the SAP preparation process and objectives and suggested methodology for national consultations. They also received the draft reviews and other materials for the consultations. The report of the TFC meeting was circulated.

32. The SAP was prepared in accordance with the results of the national consultations. The results, in the form of national reports and targeted project proposals, were endorsed by SPREP and GEF national operational focal points and were submitted to SPREP. A preliminary draft executive summary of the SAP was circulated to participating countries, SPREP National Focal Points, PIC Missions to the UN, CROP members, RTF and TFCs in SPREP Circular No. 541. The draft SAP was reviewed and approved by the RTF and the TFCs on 2 and 3 September 1997 at a joint meeting held in Apia. The report of the meeting was circulated. The SAP was reviewed and subsequently endorsed by the Heads of Government of the South Pacific Forum at its Session in Rarotonga on 15-19 September 1997.

33. The SAP builds upon the work and reports of, but not exclusively, the National Consultations, the State of the Environment (SOE) Report or National Environmental Management Strategy (NEMS) for each country and the Action Plan for Managing the Environment of the South Pacific Region 1997-2000. It also includes the Draft Regional Strategy for Development Priorities of the Forum Island Countries, the Action Strategy for Nature Conservation in the South Pacific Region 1994-1998 and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities. The Report to the United Nations Commission on Sustainable Development (UNCSD) on Activities to Implement the Barbados Programme of Action in the Pacific Region (1996) and the 1992 Report to the United Nations Conference on Environment and Development (UNCED) in "The Pacific Way" are also important reference material.

#### A.5. Institutional framework for sub-sector

34. The **South Pacific Forum** is comprised of all 16 independent and self-governing nations of the Pacific Islands region, whose Heads of Government meet annually. Its secretariat (ForSec) executes the requirements of the Heads of Government expressed at the annual meetings. The Secretary-General of ForSec provides the permanent Chair of CROP and the Division of Development and Economic Policy serves as CROP secretariat; ForSec thus provides the lead coordination role in the region.

35. ForSec's mission is to enhance the economic and social well-being of the people of the Pacific Islands, in support of the efforts of national governments. Its responsibility is to facilitate, develop and maintain cooperation and consultation between and among its members on issues such as trade



health, agricultural, rural development, community health, education, demographic and cultural matters. Its broad marine experience ranges from village-level and coastal projects such as transfer of appropriate boat-building technology, subsistence and artisanal fisheries research and development, coastal fishery stock assessment and protection, all through its Coastal Fisheries Programme, to scientific research on oceanic fisheries, especially tuna and billfish, in its Oceanic Fisheries Programme. The latter prepares an annual report on the status of tuna stocks, monitors and compiles regional tuna fishery statistics, and is studying the dynamics of the Warm Pool of the Western Pacific, an LME that encompasses much of the region. The SPC works closely with the Forum Fisheries Agency (FFA) in this area.

38. The **Forum Fisheries Agency (FFA)** was established pursuant to the Forum Fisheries Convention (FFC) in 1979, and serves as the FFC's secretariat. The FFA developed from the consideration that a regional approach would be an effective way for Pacific Island countries to capitalise on opportunities being created in the mid-1970s by the Third United Nations Conference on the Law of the Sea, which were dramatically altering international thinking on ownership, management and use of ocean resources. FFA's 16 members include 14 Pacific Island nations, Australia and New Zealand, but, purposely, no distant water fishing nations (DWFNs). For fisheries issues, this difference between FFA and SPC in eligibility for membership is an important distinction between the two organizations.

39. FFA's objective is to assist members with sustainable development and management of their fisheries and related activities. FFA advises members on, e.g., maritime boundary delimitation, legal, technical and economic issues, monitoring and surveillance of foreign fishing activity, human resource and institutional strengthening, applied fisheries research, policy assessments and representation at international fisheries meetings. FFA is developing opportunities to increase member country involvement in existing foreign-based operations.

40. The **South Pacific Applied Geoscience Commission's (SOPAC)** overall mandate is to assist its members in assessment, exploration and development of their nearshore and offshore mineral and other marine non-living resource potential. Its work also includes baseline data for coastal engineering and development, hazard evaluation, assistance and training for local hydrography and "lands and survey"-type activities. SOPAC advises Pacific Island states on environmental effects of physical modifications to the coast. SOPAC has regional responsibility for the water and sanitation sector; it coordinates with SPC on health-related issues and SPREP on pollution issues.

41. The **University of the South Pacific (USP)** was created by royal charter. It is governed by the University Council comprising representatives from its twelve member countries. USP provides tertiary education and undertakes scholarly and applied research and is closely involved on educational matters with the Pacific Island governments, in most of whose countries it has a branch.

production of South Pacific Travel Manuals and Guides in English, French and German and their distribution to the travel industry worldwide. The TCSP also organizes regional participation at international travel exhibitions, maintaining an Internet site (SPICE) and collection and dissemination to the region of tourism statistics, sector reviews, environmental guidelines and visitor surveys.

43. The **South Pacific Regional Environment Programme (SPREP)** is the regional technical and coordinating body responsible for environmental matters in the Pacific region, with membership comprising 26 Pacific Island States, territories and metropolitan countries. Members have agreed that their mission in this organization is to: “promote cooperation in the South Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations. SPREP shall achieve these purposes through the Action Plan adopted from time to time by the SPREP meeting, setting the strategies and objectives of SPREP.” The Action Plan for 1997-2000 was adopted at the Ninth SPREP meeting in November 1996. The principal goal for the next four years is to “build national capacity in environmental and resource management through support to government agencies, communities, NGOs and the private sector.” SPREP also serves as the secretariat for the Apia and Nouméa Conventions; it will serve as the secretariat for the Waigani Convention when the latter enters into force.

#### A.6. Summary of Strategic Action Programme (SAP) for International Waters of the Pacific Islands

44. The SAP assists Pacific island countries improve regional capacity for management of transboundary water resources and create improved management structures to address environmental degradation and ensure the long term sustainability of ocean fisheries in the Western Pacific Warm Pool ecosystem. The SAP also leads to improved integration of environmental concerns into local, national and regional policy, and improved water quality and the conservation of key coastal and ocean ecological areas. The Programme is consistent with the GEF Operational Strategy and with Operational Programme #9, the Integrated Land and Water Multiple Focal Area that addresses Small Island Developing States (SIDS). Annex 9 is the “Strategic Action Programme for International Waters of the Pacific Islands.”

45. The SAP defines international waters to include oceans, large marine ecosystems, enclosed or semi-enclosed seas and estuaries as well as rivers, lakes, groundwater systems, and wetlands with transboundary drainage basins or common borders. The water-related ecosystems and critical habitats associated with these waters are integral parts of the system. International Waters extend far inland and far out to sea. This is because the global hydrological cycle links watersheds, airsheds, estuaries, and coastal and marine waters through transboundary movement of water, pollutants and living resources.

47. The causes and effects of these three transboundary priority concerns result in inextricable linkages between and among them and are strongly suggestive of the need for a programmatic approach to address them effectively. International Waters in the Pacific region are subject to a number of threats giving rise to transboundary concerns. The threats were examined from the perspective of critical species and their habitats and living and non-living marine resources. Priority was given to those transboundary concerns that arise from the following imminent threats to the health of those waters. The priority concerns include:

- Pollution of marine and freshwater (including groundwater) from land-based activities
- Issues related to the long term sustainable use of marine and freshwater resources
- Physical, ecological and hydrological modification of critical habitats
- Unsustainable exploitation of living and nonliving resources, particularly, although not exclusively, the unsustainable and/or inefficient exploitation of coastal and ocean fishery resources

48. Each imminent threat affects each transboundary concern. The linkages between the imminent threats to and the transboundary concerns for International Waters require integrated measures to address the concerns effectively.

49. The root causes were examined in their legal, institutional, socio-economic and environmental context. The ultimate root cause underlying the imminent threats has been identified as deficiencies in management. The factors contributing to the management root cause can be grouped into two linked subsets: a) governance and b) understanding. The governance subset is characterized by the need for mechanisms to integrate environmental concerns, development planning, and decision-making. The understanding subset is characterized by the need to achieve island-wide ecosystem awareness through improved education and participation. This island wide awareness and participation will help make possible the development and implementation of measures to protect International Waters. Further, it is understood that in the case of Pacific ocean fisheries, agreements on foreign fishing vessels in Pacific waters are often related to bilateral political arrangements between countries, which can lead to difficulties in implementing mechanisms to integrate environmental concerns, development planning and decision making.

50. The SAP analysis revealed a set of information gaps relevant in particular to decision-makers (as opposed to researchers) who must address ultimate root causes and respond to imminent threats. Particularly important is the lack of strategic information presented in an appropriate manner to decision-makers, resource users, managers and communities to evaluate costs and benefits of, and to decide among, alternative activities. Improving information input and exchange at the regional,

transition of Pacific islands from sectoral to integrated management of International Waters as a whole, which is essential for their protection over the long term.

52. The region receives much development assistance from a variety of donors for a wide range of projects. The SAP will be taken into account in discussions with donors to plan and coordinate regional and national development assistance for International Waters in order to address imminent threats and their root causes more effectively. The SAP will facilitate the choice and design of high priority interventions, remove duplication, and ensure that projects do not work at cross-purposes. Funding from GEF per se can only support a small proportion of such interventions, hence the importance of the SAP to organize and leverage additional assistance in order to receive maximum benefit from available funds. The SAP is designed to comply with the requirements of GEF, but also, and perhaps more importantly, to be a framework for overall national and regional planning and assistance for the management of International Waters. It should be recognized that the SAP can and should leverage the participation of other donors in the project, and that efforts to do so should be an early priority.

53. Application of ICWM and OFM approaches will facilitate further joint action between sectors nationally and between governments regionally. As experience with ICWM and OFM grows, this SAP will also evolve, reflecting the increased knowledge of and changing conditions in the environment of our islands. To ensure that the SAP remains a living, evolving and useful instrument for sustainable development, and to assess and apply lessons learned from its implementation, a Regional Task Force will review the SAP every year.

54. All sustainable development issues related to International Waters in this SAP cannot be addressed at once. Therefore four high priority areas have been identified for immediate intervention: improved waste management, better water quality, sustainable fisheries and effective marine protected areas. Targeted action within these activity areas is proposed in five categories: management, capacity building, awareness/education, research/information for decision-making, and investment. Institutional strengthening is included under management and capacity building.

55. The SAP provides an analytical framework within which proposals for assistance should be evaluated. The full range of activities and tasks that appear in this project document are intended to address the full range of these issues.

Goal of SAP: Integrated sustainable development and management of International Waters

Priority Concerns:            Degradation of water quality  
   Degradation of associated critical habitats

Solutions: Integrated Coastal and Watershed Management  
Oceanic Fisheries Management

ICWM Activity Areas: - improved waste management  
- better water quality  
- sustainable fisheries  
- effective marine protected areas

OFM Activity Areas: - sustainable ocean fisheries  
- improved national and regional management capability  
- stock and by-catch monitoring and research  
- enhanced national and regional management links

Targeted actions: - management/institutional strengthening  
- capacity-building/institutional strengthening  
- awareness/education  
- research/information for decision-making  
- investment

## **B. Project Justification**

### B.1. Problem to be addressed: the present situation

#### *Integrated Coastal and Watershed Management - ICWM*

56. A review of critical species and habitats identified several forms of land-based sources of pollution. The most serious threat is nutrients derived from sewage, soil erosion and agricultural fertilizers. Nutrient overloads particularly affect coral reef ecosystems, weakening the reef carbonate skeleton and smothering the reef with algae. The other two most serious land-based pollution threats are solid waste disposal and sedimentation. Sedimentation is derived from soil erosion, dredging, coastal development and upstream, inland activities. The second set of threats derives from physical alterations of the seabed or coastline, in particular through destruction of fringing reefs, beaches, wetlands and mangroves for coastal development and by sand extraction. The final set of threats derives from over-exploitation. Coastal food fisheries, especially near urban areas, are under pressure from over-fishing, as are commercially valuable vertebrate and invertebrate export species.

57. The threats to living marine resources are related to over-exploitation and environmental

58. An emerging threat to critical species and habitats as well as living marine resources is the introduction of exotic marine organisms. Vectors in the Pacific include intentional introductions for aquaculture and accidental introductions via shipping (e.g., hull fouling and ballast water).

59. Finally, the non-living resource that the Pacific Islands share and that is most seriously threatened is the quality of both fresh and marine water. Groundwater is at particular risk because its loss or degradation is often irreversible. The principal threat to groundwater is from land-based sources of pollution. These derive in particular from sewage (poor sanitation), sediments (soil erosion, agriculture, and forestry), urban runoff, agro-chemicals and solid waste. Beaches, reef flat sand and coastal aggregates are another major non-living resource that is threatened by over-exploitation; extraction rates far exceed natural replenishment rates.

60. The SAP will contribute significantly to the reduction of stress to the international waters environment in the region and directly addresses the development problems outlined above. The project also supports efforts of the 14 countries and several regional organizations to make changes in sectoral policies, target critical investments, and develop necessary programmes consistent with the conclusions of the SAP. The long-term commitment of the PICs is demonstrated by their commitment to, among other things, the goals and objectives of the Barbados Programme of Action for the Sustainable Development of Small Island Developing States, the Pacific Way, and membership in regional organizations such as the Secretariat for the Pacific Community (SPC), the South Pacific Regional Environment Programme (SPREP), the South Pacific Applied Geoscience Commission (SOPAC), and the Forum Fisheries Agency (FFA).

61. The support of GEF will serve a catalytic role in the project and the continuing participation of existing donors will contribute to this multi-country, multi-regional organization, and multi-stakeholder effort. Linkages with the UNDP/GEF initiatives IW:LEARN and TRAIN:SEA:COAST will provide for sharing of project results and replication of successful practices in other regions of the world and specifically among other SIDS. Finally the project will utilize and support the comprehensive UNDP funded Small Islands Developing States Network (SIDSnet), which has established linkages in 42 island countries between organizations (both governments and NGOs) and individuals sharing interests in sustainable development.

62. There are a number of UNDP projects under implementation nationally that the GEF project will coordinate with. For example, the Improved Opportunities for Sustainable Livelihoods in Rural Kiribati that aims to support sustainable human development in one outer island, Onetoa, by helping increase the productivity of the subsistence sector. It also aims to promote the responsible use of natural resources, strengthen community organization, and improve health conditions through better waste and water management. This project has already demonstrated well that even with a

to the National and State Office of Planning and Statistics to improve their capacity to design, operate and maintain a reliable and safe water supply system, in order to implement FSM's first major ADB loan.

### *Oceanic Fisheries Management - OFM*

63. Oceanic fisheries presently contribute little to local food supplies. Based on an analysis undertaken during the preparation of the SAP, only one per cent of the one million tons of yearly industrial caught tuna enters to local economy, but the cash value of the Pacific region tuna fishery is approximately US\$1.7 billion annually and growing. While 50 per cent to 60 per cent of the tuna catch is in the EEZs of the PICs, they realize only four per cent of the dollar value of the total catch. Four fishing methods are generally employed in the tuna fishery, the purse-seine, longline, pole and line, and troll. Although the purse-seine fishery takes about 84 per cent of the total catch, it accounts for only about 51 per cent of the total value. By contrast the longline fishery, with only 10 per cent of the catch, accounts for 41 per cent of the revenue.

64. The future of fisheries contribution to the social and economic fabric of the region is not at present an optimistic one. The population of the Pacific islands will increase from 6,008,000 to 8,871,000 between now and the year 2010, a 48 per cent increase. If present levels of per capita fish consumption are maintained this will result in a demand for fish of 166,776 tons in the year 2010, or a 49 per cent increase over the present level of consumption. If the current lack of effective government management regimes continue to be the case, if destructive fishing practices continue, and if coastal degradation is not controlled and the current level of loss reversed, the actual yields from the coastal fishery are likely to decrease between now and the year 2010. The most likely responses to decreased yields of available fish and rapidly increasing population will be greater consumption of non-coastal fish resources (tuna and associated by-catch), greater reliance on costly imports, and an overall decline in per capita fish consumption.

65. PICs must act to avoid decreased diet quality, increased food costs, decreased revenues from the ocean fishery, and deteriorating food security. To do this effectively, integrated coastal fisheries management<sup>1</sup> must be dramatically emphasized, overall integrated coastal management must receive high priority, and ways found to increase the extent to which the region's tuna and associated by-catch can find their way into local economies. If these measures are undertaken on a priority basis, there is still time for the PICs to achieve the long-term sustainability of both their coastal and ocean resources.

## B.2 Rationale for UNDP and GEF Support

in the Pacific region which will provide a single implementation framework and set of objectives for the different regional mechanisms and organizations engaged in the management of oceanic and coastal resources. It will actively engage governments in this single coordinated/integrated approach rather than through their separate and often sector-based regional governing councils. The core theme for UNDP's 6<sup>th</sup> cycle of Pacific sub-regional programmes is **Job Creation and Sustainable Livelihoods**. To address the constraints on job creation and sustainable livelihoods in the Pacific region, four areas were identified: Private Sector Development; Governance; **Environment and Natural Resources Management**; and Human Resource Development. At the Regional Meeting of Pacific Aid Coordinators on 25 October 1996, the Governments of the region endorsed UNDP's proposal to focus its 6<sup>th</sup> cycle funding on these four areas. The overall goal of the Environment and Natural Resources Management component was decided "to increase the capacity of Pacific island countries to utilize their natural resources in a sustainable manner, in other words, to maximize the economic and social returns from the natural resources to the current and future generations."

67. Within this context, UNDP has been developing the Integrated Community Approach for Resource and Environment (ICARE) programme, which has a budget of US\$ 877,250. The ICARE programme aims to reduce the pressure to the Pacific coastal environment by assisting these island countries to increase their capacity to generate increased production of food and cash income through ecologically sound alternative livelihood options. The primary target group of the programme is the communities of PICs. In particular, the programme will make information available on alternative livelihood options based on sustainable use of natural resources available to communities (e.g., non-timber forest products, low-technology food preservation/processing methods, and aquaculture). The programme will also facilitate and coordinate technical advisory services and provide marketing support for alternative livelihood options, and support small-scale community project implementation, which will enhance local capacity for sustainable natural resource-based operations. This approach is fully consistent and complementary with this UNDP/GEF South Pacific SAP Implementation project. In particular, this UNDP/GEF project will undertake a sub-project in each of the participating countries, demonstrating methodologies and best practices for conserving and sustainably managing a) freshwater resources, b) coastal fisheries, c) effective Marine Protected Areas, and d) waste reduction initiatives through active community participation. Please see paragraphs 86 – 100 below.

68. The GEF Operational Programme states: "With their special conditions and needs, SIDS require more integrated approaches to improved land and water management in order to address threats to their water resources. In particular, projects in this component stress integrated freshwater basin - coastal area management as key elements to ensure a sustainable future for these island states. As noted in the GEF Operational Strategy, activities are typically targeted to six major issues SIDS



these problems. The transboundary issues then involve international cooperation among sovereign island states as well as transborder issues among the many islands of individual states as they utilize measures to protect their water resources.

70. “The GEF helps facilitate the analysis of environmental problems and the setting of specific priorities for modifications of sectoral policies and activities that might be needed on particular islands. The GEF also helps strengthen regional approaches to joint management and helps leverage needed investments. Processes similar to SAP formulation may be appropriate for regional groupings of SIDS. Close linkages to the biodiversity focal area and the climate change area are evident.”

71. The economic, social, and environmental well-being of all of the participating PICs have historically depended upon the vitality of the vast and productive waters of the Pacific Ocean. The cooperatively prepared and endorsed PDF-B submission and the subsequent adoption of the SAP provide a sound technical basis for and country commitment to the objectives of the GEF. This project is designed to be consistent with this GEF guidance.

72. During activities related to the PDF-B and the SAP, the participating countries have consistently worked with the integrated approaches suggested in the OP of the GEF, and have targeted each of the six major issues into the objectives and activities of this SAP implementation activity. Furthermore, the SAP recommends solutions to the identified priority concerns, imminent threats, and ultimate root causes as being integrated coastal and watershed management and ocean fisheries management. This project also has a high potential for successful replication both within and outside of the region, in addition to its reliance on criteria driven demonstration projects in Integrated Coastal and Watershed Management (ICWM) activities and strengthening regional management/institutional capability for both the ICWM and Oceanic Fisheries Management components.

### B.3. Expected end of project situation

73. At the end of the project, a series of pilot projects in the area of integrated coastal and watershed management will have demonstrated best practices and appropriate methodologies for sustainable management of freshwater resources, management of Marine Protected Areas, and sustainable management of coastal zone fisheries. Sustainability and replicability will be an important feature of these pilot projects, and they will provide an operational framework for targeted proposals prepared as part of the SAP process. The project will also ensure the sustainable harvesting of the oceanic fish stocks. The project will build capacity of the participating countries to develop and implement regional fisheries management programmes and agreements (this includes legal issues).

assessment, involvement, education and stakeholder participation in the project. The substantial attention to community level involvement will accrue to the benefit of local communities across the region and help ensure successful replicability of demonstration activities.

75. It is important to note that funding from GEF per se can only support a small proportion of the needed interventions. Hence GEF funding for SAP implementation will be used to leverage additional assistance in order to receive maximum benefit from other available funds. SAP implementation is also designed to provide a focus for improved coordination and collaboration between and among regional organizations through the Council of Regional Organizations for the Pacific (CROP).

76. From a regional perspective, the SAP is designed to encourage proposals with diverse applications that achieve global benefits while maintaining the fundamental unity of approach and discipline established by the SAP. The SAP intends to enable development of projects reflecting the different national styles and circumstances of each participating country, and it is designed to be sufficiently flexible to accommodate these differences. This variety will enable rapid regional learning, provide examples of approaches tailored to disparate situations and assist national adaptations as countries analyze and share the results of their work.

77. This proposal has the long-term commitment of the 14 participating countries and all of the relevant regional organizations. The governments of the 14 countries, and those of a number of other PICs who do not qualify for GEF assistance, have demonstrated strong commitment to strengthening regional cooperation in the Pacific region. Country participation in the SAP formulation phase was exemplary and enthusiastic, and resulted in a consensus document that will serve the project well.

#### B.5. Project Strategy

78. The implementation of the SAP will be undertaken through targeted actions identified by countries in the SAP in two complementary, linked consultative contexts: integrated coastal and watershed management (ICWM) and oceanic fisheries management (OFM). Through the linked ICWM and OFM approaches, the SAP sets out a path for the transition from sectoral to integrated management of international waters as a whole, which is essential for their protection and for the sustainable future of the PICs over the long-term.

79. Management in these two contexts will necessarily include three other pressing concerns in sustainable development planning, namely: i) biodiversity; ii) vulnerability to climate change and; iii) land degradation. These are GEF focal and cross-cutting areas, and the remaining three of the

(SPC). Apart from the government coordinating authorities for each of the participating countries, SPREP is considered the executing agent for this project, and SPREP will be the sole agent responsible for the planning and overall management of project activities. A number of the activities will, however, be directly linked to and integrated with those of FFA and SPC, and these two organizations will be sub-contracted by SPREP to implement project activities within their areas of competence. SPREP will be fully responsible for reporting, accounting, monitoring and evaluation of the project together with UNDP, in full accordance with UNDP's procedures for National Execution (NEX), and the revised UNDP guidelines for Principal Project Resident Representatives (PPRRs) responsibilities and authority during the implementation of regional and sub-regional programmes. SPREP and UNDP will also be responsible for the supervision of the management and audit of the allocation of UNDP/GEF resources. SPREP will be accountable to the participating Governments and to UNDP for the production of outputs, for the achievement of project objectives and for the use of UNDP/GEF resources.

81. SPREP was selected as the executing agency during the preparatory phase due to its comparative advantage with GEF projects and their mandate for the delivery of environmental benefits under the *Agreement Establishing SPREP (1995)*, which includes the coordination of environmental activities of this kind. SPREP also has significant comparative advantage with community-level development work as well as national action to address common problems in the region. Please see Annex 5 for further background information on SPREP.

### **C. Development Objective**

82. To achieve global benefits by developing and implementing measures to conserve, sustainably manage and restore coastal and oceanic resources in the Pacific Region.

### **D. Immediate Objectives, Outputs and Activities**

83. There are four immediate objectives essential for the implementation of the SAP:

Objective 1: To enhance **transboundary management mechanisms**.

Objective 2: To enable the **conservation and sustainable use of coastal and watershed resources**.

Objective 3: To enable the **conservation and sustainable yield of ocean living resources**.

Objective 4: To maximize regional benefits from lessons learned through **community-based participation** and to catalyze **donor participation**

to the project, and will be closely linked to the CROP Marine Sector Working Group, as this is seen to increase the regional political ownership and coordination of the project.

85. Provision is made for the recruitment and hiring of the necessary expertise to assure the requisite level of resource economics, community assessment and participation needs. This is important as there is a need to determine the economic viability of demonstrations and effectively coordinate and facilitate activities among 14 countries, three different lineal systems, different island types, languages and cultures. Ideally, recruitment would be from within the region, but it is recognized that, in the interest of achieving the project objectives, it may be necessary to recruit internationally. Community based participation, particularly important to this project since governments in the region have limited capacity to police and enforce top down environmental rules and regulations and given a strong history of local control or customary tenure in relation to resource use and practices. The success of this project will rely on a level of local participation and consultation far beyond any implemented to date.

*Output 1. Institutional framework for the implementation of the SAP, comprised of networked organizations, supported by regional and national advisory committees (task forces) and supported by a project coordination unit.*

**Activity 1.1** Recruit the Project Manager. This will require development of selection criteria and selection and placement of the successful candidate within four months of final project approval. Consultation with regional organizations and countries will facilitate the selection of the Project Manager, and SPREP and UNDP (including UNDP/GEF) will decide upon the final selection.

**Activity 1.2** Recruit the Community Assessment and Participation Specialist. This would require a similar process to that employed for the recruitment and hiring of the Project Manager.

**Activity 1.3** Recruit the Resource Economist. This would require a similar process to that employed for the recruitment and hiring of the Project Manager.

**Activity 1.4** Establish the Programme Coordination Unit (PCU) to coordinate, facilitate, and communicate to participating countries, regional organizations and others, the results of on-going priority activities identified in the following activities. SPREP will provide the necessary and appropriate office space for the PCU, as well as the necessary secretarial and administrative support to accommodate the work of the PCU. The PCU, which will be established as a distinct unit within SPREP, closely related to other relevant units in the organization, will dedicate its work only to the implementation of the SAP. The core staff of the PCU will consist of the Project Manager, the

NTFs will be re-established along the same guidelines, and functioning within two months of establishment of the PCU. The RTF will be convened at least once a year and the NTFs at least twice a year. This frequency will be finalized at the onset of project implementation by the RTF.

**Activity 1.6** Plan and convene a Communications Strategy Workshop to develop a communications strategy, including education and awareness, and identify the level of communications activities and hardware and software, newsletters, e-mail and internet services necessary to successful project implementation. This activity, under the direction of the Community Assessment and Participation Specialist, will require identification of key regional, country and other communications specialists in the region, and the conceptualization, planning, and implementation of the workshop and development of the communications plan within six months of establishment of the PCU. This activity will be complementary to activity 4.2.

**Activity 1.7** Reconvene a communications workshop annually to review and improve implementation of the communications strategy.

**Activity 1.8** Develop a detailed work plan for the region-wide implementation of the SAP. This activity, under the direction of the Project Manager, will be an immediate priority and will be based on the work plan in Section F, completed by the Project Manager and reviewed by the RTF within 6 months of establishment of the PCU.

**Activity 1.9** Convene the RTF to assist in the formulation of the work plan, communications strategy, community assessment and participation plan. The RTF should also help form the terms of reference for of the demonstration projects and other major activities identified in this proposal.

Objective 2: To enable the conservation and sustainable use of coastal and watershed resources

86. This is the integrated coastal and watershed management (ICWM) component. The SAP identified integrated coast and watershed management as one of the two solutions to identified priority concerns, imminent threats, and ultimate root causes of the degradation of international waters in the region. Activities under this objective will focus on demonstrating methodologies and best practices for conserving and sustainably managing a) freshwater resources, b) coastal fisheries, c) effective Marine Protected Areas, and d) waste reduction initiatives. Waste management activities undertaken will be those that address problems that have a demonstrable, negative effect on coastal living resources. Training will be provided and linked to the demonstration projects as attachments to SPC and FFA and fellowships, as well as through active participation in workshops and the demonstration projects themselves. The cross-sectoral nature of the demonstration projects will be particularly stressed.

- c. Consistency with the SAP
- d. Representation among the three island types (high islands, low islands and atolls), among the three lineal systems in the region (matrilineal, patrilineal, and mixed), and the three ethnic separations (Melanesia, Polynesia, and Micronesia)
- e. Previously stated country interest (as included in SAP related country project submissions)
- f. Further analysis of the most appropriate sites for specific demonstration activities

88. The process for selecting demonstration project sites will be an early priority of the Project Manager. The process of selection must be characterized by transparency. The selection of priority issues for the demonstration projects have been driven by the results of the SAP and its supporting documents, and were chosen consistent with the GEF Operational Strategy, Operational Programme #9, and the Indicative Activities for SIDS that are included in the GEF Operational Strategy. These criteria will also take into account the policy and institutional framework for the management of coastal and watershed resources. In order for each project to be successful and sustainable, each demonstration project will review and promote, and to the extent possible, modify the policy, legal and institutional arrangements necessary for the ongoing support of appropriate methodologies and best practices. ~~In order for each project to be successful and sustainable, each demonstration project must review and modify the policy, legal and institutional changes that will support appropriate methodologies and best practices.~~

89. A special emphasis to be placed on community participation during the life of the project. This is due to the wide range of traditional authority systems that exist, the communal ownership and traditional systems of management that account for 80% of the land (often including the adjacent marine area) as well as the strong role of individual communities in resource decision-making. Community participation, including the private sector, will be an integral component of each demonstration project. As a means to assure direct country participation and effective communication during and after the demonstration activity, each demonstration project will have a Demonstration Project Advisory Committee (DPAC) comprised of country representatives, personnel from regional organizations, and the PCU.

90. The Project Manager will be responsible for convening the DPAC on an as-needed basis and, to conserve resources, will utilize to the maximum extent possible electronic communications as a means of coordination with the DPAC. Also to the extent possible, provision will be made for cross membership among DPAC as a means of assisting the learning process during activity implementation. The DPAC will be given opportunity to assist in the development of the synthesis of their respective demonstration projects, derive lessons learned and prepare recommendations for how best to replicate activity results across the region.

## **Rationale**

91. The SAP gives priority to the need to address surface and groundwater issues. It cites excessive exploitation of surface and groundwater for urban use and tourism development, reallocation of surface water to domestic and agricultural uses, the draw-down of limited groundwater resources, and saltwater intrusion into groundwater aquifers as issues requiring immediate attention. The need to address surface and groundwater issues also receives frequent mention in country project submissions. Climate variability and change and related sea level rise is increasing the uncertainty of the availability of potable freshwater in islands. This was reflected in Chapter 17 of Agenda 21 and the Barbados Programme of Action.

92. Variability in rainfall, affecting both surface runoff and groundwater recharge, as well as increased salinization of the fragile groundwater lens of atoll States, are posing unprecedented problems for water resource managers. This activity would need to be conducted within a framework that addresses the overall quality of freshwater resources and related watershed management issues and ultimately be useful to all Pacific Island States as they work to address this important sectoral issue. Where relevant, integrated coastal management tools and techniques will be developed and applied. Work on this issue will require collaboration between the SPREP and SOPAC.

### *Output 2.B Three demonstration projects for Marine Protected Areas*

**Activity 2.3** Develop criteria (including GEF criteria for the OP 2) for the selection of three sites to be established within a regional system of Marine Protected Areas (MPAs). Each will foster a participatory, community-based approach to these protected area initiatives.

**Activity 2.4** Develop three demonstration projects for the conservation of globally significant biodiversity within the selected MPAs and that satisfy the criteria per activity 2.3 above. Each demonstration project will include activities for capacity building, management, awareness/education/ involvement, institutional strengthening, and, ultimately, investment.

**Activity 2.5** Undertake consultations to create partnerships among SPREP, SPC Fisheries, governments and local communities in the work of conceptualizing, creating, and ultimately managing MPAs.

**Activity 2.6** Establish the legal framework for the selected MPAs.

## **Rationale**

PICs. These are generally small with limited resources and information that results in ineffective management. Many MPAs exist on paper only and often lack local support largely due to an absence of local community involvement in the identification, establishment and management of these areas.

*Output 2.C Three demonstration projects for the long-term sustainability of coastal fisheries*

**Activity 2.7** Develop criteria for the selection of three demonstration projects with the objective to further identify regional elements necessary to the long-term sustainability of coastal fisheries.

**Activity 2.8** Develop three projects that demonstrate appropriate methodologies and best practices per the criteria per activity 2.7 above. Ensure the active participation of all stakeholders in the development of methodologies, especially local communities and women.

## **Rationale**

95. The SAP identified sustainable fisheries as one of the high priority activity areas requiring immediate intervention. The need to focus on the development of sustainable coastal fisheries is also reflected in many of the country project submissions prepared during the SAP. As Customary Marine Tenure (CMT) is an inseparable feature of the coastal fishery in the Pacific, and as it represents the most “local” form of fishery management practiced in the PICs, it provides the focus for this activity. Given traditional fisheries often involve specialization of activities by gender, measures developed within this activity to sustain the most positive elements of subsistence fishing and CMT will likely require substantial local involvement of women.

96. Many PICs are characterized by a patchwork of CMTs along the coast, each having a different set of rules controlling access to or use of the resource. This makes the development of larger-scale fisheries and coherent national systems of fishery management very difficult to achieve. In fact such a system has many parallels with an international fishery involving many nations. The main difference is that in general PICs do not possess the equivalent of the UN Convention on the Law of the Sea (UNCLOS) at the local level. Indeed, at the national level, many PICs do not even acknowledge the existence of CMT, let alone provide a framework for its expanded operation. It seems clear that any successful plan to secure a sustainable future for PIC coastal fisheries will have to take account of and incorporate the most favorable aspects of CMT.

97. This activity would complement and add to work already begun by the Secretariat of the Pacific Community (SPC), through a project grant from the EU, integrated coastal fisheries demonstration projects in Papua New Guinea, the Cook Islands, Tokelau, Fiji and Tonga. This activity is clearly



*Output 2.D Three community-centred demonstration projects on waste reduction*

**Activity 2.9** Develop criteria for the selection three community centered demonstration projects with the objective of creating models of low cost/no cost community-based waste reduction activities

**Activity 2.10** Undertake a feasibility study to determine the costs, benefits and desirability of regional recycling and disposal options.

**Activity 2.11** Develop three demonstration projects that satisfy the criteria per activity 2.9 above and that take into the results of the feasibility study of activity 2.10.

**Rationale**

98. The SAP identified waste management as one of the four priority issues requiring immediate action. PICs are not in a position to invest the very substantial amounts of money that would be required to construct costly municipal waste treatment facilities or commit to other high cost waste reduction strategies. This inability to commit the necessary resources to solve the issue of waste, with its direct effects on the coastal and marine ecosystem of the region, is compounded by waste disposal problems unique to SIDS. As an example, it is difficult to contract with shipping companies to transport hazardous and toxic wastes from SIDS due to the risks these companies incur in shipment. When it is possible to ship wastes for storage in mainland locations the cost is often prohibitive. This component, within the context of the Basel and Waigani Conventions, will include a feasibility study into a regional approach, or sub-regional centers, for recycling hazardous or toxic materials that would not be feasible for individual nations. A regional or sub-regional approach could take advantage of economies of scale to make the venture profitable while at the same time reducing on-going degradation of coastal waters.

99. Demonstration projects should show that there are viable, low cost/no cost alternatives that can be implemented at the community level that will reduce the current loadings of solid and liquid waste that are having a detrimental effect on receiving waters. As isolated island communities are bought into the market-based economy, non-traditional products and their associated wastes including pesticides, petroleum-based products, processed food products, and other industrial/manufactured products proliferate and accumulate at the household and community level.

100. Community-based activities will particularly emphasize integration of traditional practices, cultural values, and public participation for pollution prevention, waste reduction, and improved

Objective 3: To enable the conservation and sustainable yield of ocean living resources

101. This is the ocean fisheries management (OFM) component. Measures to achieve the long-term sustainable development of ocean fisheries in the region are a SAP priority. Regional level options to increase domestic benefits from the tuna fishery and associated by-catch are to be explored in an effort to reduce fishing pressure on increasingly degraded and over-exploited near-shore resources. The result would be to protect and enhance globally significant biological resources and increase food security for the region.

102. Work on the oceanic living resources of the Pacific Region takes place within three spheres: the national, the regional and the broader international sphere. Within their respective EEZs, the participating countries already undertake a number of actions of national benefit, constituting an investment in the sustainable development baseline. Within the full range of certain ocean stocks, however, there is a need for consultation at the regional and broader international levels that will result in direct regional and global benefits. It is based on this increment that GEF assistance is aimed at increasing the capacity of participating countries to act on a regional basis.

103. Various studies have found gaps in international efforts to conserve the tuna fishery and other large ocean fisheries of the Pacific Ocean. The gaps can be divided into two classes: geographical and functional. Geographical gaps result from incomplete geographical coverage by existing fisheries management regimes. Functional gaps result from the lack of authority or capability in such a regime to carry out some key element of conservation such as enforcement or data collection and analysis and targeted research. These are needed to fill key data and information gaps that exist in regard to by-catch of non-target species including several endangered species of sea turtles. At present the management of the international tuna fishery, and related by-catch is seen to be deficient in both of these areas.

104. The PICs, through their participation in the Multilateral High-Level Conference on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific, are committed to an on-going process of enhancing regionally based management arrangements. They have established a target date of June 2000 for the completion of enhanced consultative arrangements. The strengthening of regionally based management programmes are seen as essential if PICs are to take an effective, regional approach. This includes the on-going discussions to the Agreement for the Implementation of the Provision for the United Nations Convention of the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks. This is commonly referred to as the Implementing Agreement (IA).

concerned with handling data to support the control of illegal fishing and other threats to resource sustainability. The CDR, which includes VMS data will succeed, depends on the delivery of accurate and relevant information to member countries. Without a data verification (quality assurance) function, CDR and FFA VMS will quickly lose their value to the work of FFA in supporting fisheries management purposes. This cannot be achieved at FFA with existing resources and GEF funding for his component would make a substantial and meaningful contribution to this activity.

107. It is fair to note that until the FFA VMS came into operations, the FFA did not have mission-critical applications in place. This has changed because of the support provided by VMS to enable member countries to make urgent and costly decisions on the use of surveillance assets. A patrol boat or surveillance aircraft launched into operation as a result of VMS reports that are based on outdated or incorrect license information will undermine the credibility of the regional surveillance umbrella, and be very costly. Without adequate and focused attention data verification, the FFA cannot guarantee the accuracy of the information dispatched to member countries using the FFA VMS and other CDR data.

108. While SPREP will be the Executing Agency for the project as a whole, the OFM component will, in addition to GEF finance, rely heavily on the leadership of, and additional financing and other resources from, FFA and SPC. Accordingly, an early task of the project will be to establish the necessary lines of communication to ensure timely and efficient use of resources earmarked for the OFM component. It will also be necessary to create the necessary managerial links to bring about the necessary level of integration between the ICWM and OFM components of the project. This component will be carried out over the first three years of the project.

*Output 3      Regional-level methodologies and best practices for the conservation and sustainable yields of ocean fisheries.*

**Activity 3.1** Provide training to the Forum Fisheries Agency (FFA) to develop and implement project-related management arrangements on behalf of member countries. A regional fisheries management workshop will be convened.

**Activity 3.2** Provide training to the Secretariat of the Pacific Community (SPC) to provide additional, project-related scientific advice and to accommodate additional reporting responsibility deriving from its involvement in project activities.

**Activity 3.3** Provide initial support to FFA member countries to develop additional and appropriate national ocean fishery management regimes. Their commitment will be secured with

**Activity 3.6** Support the coordination and continued development of regional surveillance and enforcement. GEF support will top up the FFA's Monitoring Control and Surveillance System in order to deliver accurate and relevant information to the participating countries to support the control of illegal fishing and other threats to resource sustainability. Please see Annex 11 for further details.

**Activity 3.7** Coordinate and refine consultative processes among FFA member countries with the objective of strengthening regional capability. This is an activity that will be implemented and financed by the Forum Fisheries Agency and the Secretariat for the Pacific Community. This will be undertaken through a series of joint FFA/SPC international meetings.

**Activity 3.8** Provide assistance to review and further develop harmonized minimum terms and conditions for foreign fishing vessel access to the EEZs of participating countries. This is an activity that will be implemented and financed by the Forum Fisheries Agency.

**Activity 3.9** Prepare a project proposal to catalyze and replicate methodologies and best practices for sustainable ocean fisheries management based on an evaluation of project capacity-building activities.

Objective 4: To maximize regional benefits from lessons learned through community-based participation and to catalyze donor participation

109. Special emphasis will be placed on community-based participation and assessment in order to ensure that all lessons learned are effectively replicated for regional and ultimately global benefit. As noted under Objective 1, the PCU will include a full time professional with overall responsibility for community assessment and participation and will work closely with community groups, NGOs and education resources already in place within SPREP and other regional organizations.

110. Objective 2 identifies the clear links between local communities and the success of demonstration projects in protecting freshwater and biological resources, the conservation and sustainable management of coastal fisheries as well as improved waste management. The links between effective oceanic fisheries management, addressed by Objective 3 and local food security have also been highlighted. It will therefore be important to develop effective means of assessing the conditions for success or failure within the project activities.

111. To promote lessons learned it will be essential to develop and disseminate educational materials such as pamphlets, posters, and other teaching aids to complement formal and non-formal

focus on ensuring facilitating and catalyzing full and active involvement of local communities in the project.

**Activity 4.2** Plan and convene a workshop to review project elements and define appropriate community assessment, participation and education strategies to assure effective levels of community-based participation in the work of the project. This activity will be coordinated with the communication workshop and strategy of activity 1.6 above.

**Activity 4.3** Develop a work plan to assess community participation and education with the assistance of the CAPAC and taking into account workshop results.

**Activity 4.4** Assess and ensure community participation for the selected demonstration projects under the ICWM project component.

**Activity 4.5** Create a public participation programme aimed at key stakeholders for the OFM component of the project.

*Output 4.B Report and dissemination on lessons learned and best practices*

**Activity 4.6** Review and prepare a report describing the current state of best practices and lessons learned relevant to the project regarding available community assessment work, past public participation activities of this nature, currently available community education materials, and update listings of all relevant community-based NGOs throughout the region and their functions.

**Activity 4.7** Develop and disseminate educational materials such as pamphlets, posters, and other teaching aids (maps and atlases, course materials) and public awareness materials to complement formal and non-formal educational programmes. Relevant materials and other output of the project will also be made available in WWW format, and made accessible through a link on the SPREP web site (<http://www.sprep.org.ws>). SPC is also providing cost-sharing to carry out this activity.

*Output 4.C Donor support catalyzed to ensure long-term financial sustainability*

**Activity 4.8** Review and develop a report describing the opportunities for self-financing of project components at regional and national levels, pinpointing the potential economic sources and mechanisms. Undertake consultations with the cooperating governments and all stakeholders involved, including the private sector.

**Activity 4.9** Plan and convene a donor conference using the on-going GEF project to leverage the

according to an incremental cost analysis per GEF criteria. This is complemented by a co-financing amount of US\$8.06 million from the Forum Fisheries Agency, Secretariat for the Pacific Community and SPREP. UNDP is also providing an additional US\$ 60,000 cash and the UNDP/ICARE programme of US\$ 877, 250 is considered as associated financing to the project (see Annex 2). This is also complemented by un-estimated government in-kind contributions. This project builds upon a significant sustainable development baseline of existing and planned projects in the focal areas of coastal, watershed and oceanic resource management (see Annex 3). An MOU will be developed to define the working relationship between the GEF and ICARE projects.

113.A Project Manager will work full-time over the five years of the project. There will be a Community Assessment and Participation Specialist and a Resource Economist who also both will be employed full-time over the five-year life of the project. National and International consultants with experience in coastal marine issues, ocean fisheries, and community assessment, public involvement, information and education activities may be required to assist with studies, strategies, and plans throughout the project. Priority will be given to qualified national consultants in the work of the project. The project management staff will be assisted by a Regional Task Force (RTF), National Task Forces (NTFs), a Community Assessment and Participation Advisory Committee (CAPAC) and Demonstration Project Advisory Committees (DPACs).

114.This project requires significant management expertise given the wide regional coverage of 14 Pacific island countries. International expertise will be primarily sought from within the region to the extent possible, and the budgeted amount corresponds to 17% of the total UNDP/GEF contribution. Office personnel, duty travel, mission costs and national project personnel account for another 19% of the total UNDP/GEF contribution while training represents 23% of total UNDP/GEF. Operations, maintenance and equipment is an expensive component of the project inputs, representing 36% of total UNDP/GEF costs. This is largely (31 of the 36%) for the procurement of equipment for the 14 demonstration projects while 5% is for local procurement. Reporting and miscellaneous costs represent the balance of 5%.

115.The equipment component is largely for the demonstration projects that are to be developed under objective 2 of the project. There are a total of 14 demonstration projects. Please see outputs 2A to 2D. At this stage of the project, it was not possible to provide details on the cost of the equipment needs of the demonstration projects, as these need to be developed under the project. An over-riding criterion of the demonstration projects is that they are viable low-cost/no cost alternatives. The project will provide training and expertise to develop the in-country capacity to identify good options and practices and enable them to develop and implement these themselves.

Table 1: UNDP/GEF Managed Input Budget  
 South Pacific SAP Implementation Project : RAS/98/G32/A/IG/99

Budget Line	Description	TOTAL		Year 1		Year 2		Year 3		Year 4		Year 5		Percentage of project total (%)
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	
<b>10</b>	<b>INTERNATIONAL PERSONNEL</b>													
11	INTERNATIONAL EXPERTS													
11.01	Project Manager	60	500,000	12	100,000	12	100,000	12	100,000	12	100,000	12	100,000	
11.02	Community Assessment Specialist	60	350,000	12	70,000	12	70,000	12	70,000	12	70,000	12	70,000	
11.03	Resource Economist	60	350,000	12	70,000	12	70,000	12	70,000	12	70,000	12	70,000	
11.04	Fisheries Management Specialist	36	210,000	12	70,000	12	70,000	12	70,000					
11.05	Stock Assessment Specialist	36	210,000	12	70,000	12	70,000	12	70,000					
11.06	Fisheries Research Scientist	36	210,000	12	70,000	12	70,000	12	70,000					
11.07	Fishery Monitoring Supervisor	36	210,000	12	70,000	12	70,000	12	70,000					
11.99	sub-total	324	2,040,000	84	520,000	84	520,000	84	520,000	36	240,000	36	240,000	17
<b>13</b>	<b>ADMINISTRATIVE PROJECT PERSONNEL</b>													
13.01	Project Assistant	60	100,000	12	20,000	12	20,000	12	20,000	12	20,000	12	20,000	
13.02	Office Assistant	60	35,000	12	7,000	12	7,000	12	7,000	12	7,000	12	7,000	
13.99	sub-total	120	135,000	24	27,000	24	27,000	24	27,000	24	27,000	24	27,000	1
<b>15</b>	<b>DUTY TRAVEL</b>													
15.01	PCU Travel		200,000		40,000		40,000		40,000		40,000		40,000	
15.02	Local Travel		50,000		10,000		10,000		10,000		10,000		10,000	
15.99	sub-total		250,000		50,000		50,000		50,000		50,000		50,000	2
<b>16</b>	<b>MISSION COSTS</b>													
16.01	Monitoring & Evaluation (incl. 2 ind. Evaluations)		175,000		25,000		25,000		50,000		25,000		50,000	
16.99	sub-total		175,000		25,000		25,000		50,000		25,000		50,000	1
<b>17</b>	<b>NATIONAL PROJECT PERSONNEL</b>													
17.01	Field Research Support	36	120,000	12	40,000	12	40,000	12	40,000					
17.02	Workplan Consultant	2	20,000	2	20,000									
17.03	National Coordinators (14)	60	1,500,000	12	300,000	12	300,000	12	300,000	12	300,000	12	300,000	
17.04	National Short-Term Consultants (a)	36	150,000	12	50,000	12	50,000	12	50,000					
17.99	sub-total	134	1,790,000	38	410,000	36	390,000	36	390,000	12	300,000	12	300,000	15
19	COMPONENT TOTAL	578	4,390,000	146	1,032,000	144	1,012,000	144	1,037,000	72	642,000	72	667,000	36
<b>30</b>	<b>TRAINING</b>													
<b>31</b>	<b>FELLOWSHIPS</b>													
31.01	Attachments SPC/FFA		120,000		40,000		40,000		40,000					
31.02	Fellowships		180,000		60,000		60,000		60,000					
31.99	sub-total		300,000		100,000		100,000		100,000					2
<b>32</b>	<b>GROUP TRAINING AND MEETINGS</b>													
32.01	Regional Task Force Meetings		250,000		50,000		50,000		50,000		50,000		50,000	
32.02	National Task Force Meetings		150,000		30,000		30,000		30,000		30,000		30,000	
32.03	Communications Workshop		150,000		75,000				75,000					
32.04	Demonstration Project Advisory Cttee. Mtgs. (b)		450,000		90,000		90,000		90,000		90,000		90,000	
32.05	Regional Fisheries Management Workshops (3)		300,000		100,000		100,000		100,000					

32.06	National Fisheries Management Workshops		300,000		100,000		100,000		100,000					
32.07	FFA/SPC International Meetings		600,000		200,000		200,000		200,000					
32.08	Community Assessment & Adv. Meetings		150,000		30,000		30,000		30,000		30,000		30,000	
32.09	Donor Conference		80,000										80,000	
32.99	sub-total		2,430,000		675,000		600,000		675,000		200,000		280,000	20
39	COMPONENT TOTAL		2,730,000		775,000		700,000		775,000		200,000		280,000	23
<b>45</b>	<b>LOCAL PROCUREMENT</b>													
45.02	Non-expendable equipment		80,000		20,000		10,000		20,000		15,000		15,000	
45.03	Oper. & maint. - equipment		215,000		80,000		30,000		35,000		35,000		35,000	
45.04	Biological Sampling & analysis		90,000		30,000		30,000		30,000					
45.72	Oper. & maintenance - office		215,000		80,000		25,000		40,000		35,000		35,000	
45.99	sub-total		600,000		210,000		95,000		125,000		85,000		85,000	5
<b>46</b>	<b>INTERNATIONAL PROCUREMENT</b>													
46.01	Freshwater Demo Projects (4)		900,000		400,000		400,000		100,000					
46.02	Marine Prot. Areas Demos Projects (4)		1,000,000				350,000		300,000		250,000		100,000	
46.03	Sust. Coastal Fish. Demos Projects (3)		740,000				440,000		300,000					
46.04	Recycling/Disposal Demos Projects (3)		1,050,000				450,000		300,000		300,000			
46.99	sub-total		3,690,000		400,000		1,640,000		1,000,000		550,000		100,000	31
49	COMPONENT TOTAL		4,290,000		610,000		1,735,000		1,125,000		635,000		185,000	36
<b>52</b>	<b>REPORTING COSTS</b>													
52.01	Printing/Reporting costs		130,000		30,000		20,000		25,000		25,000		30,000	
52.02	Auditing		30,000		5,000		5,000		5,000		5,000		10,000	
52.03	Communications		60,000		12,000		10,000		10,000		14,000		14,000	
52.99	sub-total		220,000		47,000		35,000		40,000		44,000		54,000	2
<b>53</b>	<b>SUNDRIES</b>													
53.01	Sundries		20,000		4,000		4,000		4,000		4,000		4,000	
53.99	sub-total		20,000		4,000		4,000		4,000		4,000		4,000	0
<b>54</b>	<b>PROJECT SUPPORT SERVICES</b>													
54.01	Project Support Services		350,000		70,000		70,000		70,000		70,000		70,000	
54.99	sub-total		350,000		70,000		70,000		70,000		70,000		70,000	3
59	COMPONENT TOTAL		590,000		121,000		109,000		114,000		118,000		128,000	5
99	BUDGET TOTAL	578	12,000,000	146	2,538,000	144	3,556,000	144	3,051,000	72	1,595,000	72	1,260,000	100
999	GEF/UNDP BUDGET CONTR.	578	12,000,000	146	2,538,000	144	3,556,000	144	3,051,000	72	1,595,000	72	1,260,000	100

- (a) The National short-term consultants provide technical and expert advice on the design and implementation of the demonstration projects in each of the 14 participating countries.
- (b) These are the national Demonstration Project Advisory Committee meetings that will take place for each of the 14 demonstration projects, at an average of US\$ 32,000 each for the duration of the project.



Table 2: UNDP/TRAC Managed Input Budget  
 South Pacific SAP Implementation Project : RAS/98/G32/A/IG/99

Budget Line	Description	TOTAL		Year 1		Year 2		Year 3		Year 4		Year 5	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$	w/m	\$
46.02	Marine Prot. Areas Demos Projects (4)		50,000				50,000						
46.03	Sust. Coastal Fish. Demos Projects (3)		10,000				10,000						
46.99	sub-total		60,000		0		60,000		0		0		0
49	COMPONENT TOTAL		60,000				60,000						
99	BUDGET TOTAL		60,000				60,000						
999	UNDP TRAC BUDGET CONTR.		60,000				60,000						

Table 3: UNDP Managed Output Based Budget  
 South Pacific SAP Implementation Project: RAS/98/G32/A/1G/99

Objective 1	Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total GEF
1.1	Recruit the Project Manager	100,000	100,000	100,000	100,000	100,000	500,000
1.2	Recruit the Community Assessment and Participation Specialist	70,000	70,000	70,000	70,000	70,000	350,000
1.3	Recruit the Resource Economist	70,000	70,000	70,000	70,000	70,000	350,000
1.4	Establish the Programme Coordination Unit (GEF, SPREP)	90,000	104,000	96,000	100,000	90,000	480,000
1.5	Re-constitute and convene regular meetings of the Regional and National Task Forces	40,000	40,000	40,000	40,000	40,000	200,000
1.6	Plan and convene a Communications Strategy Workshop	100,000					100,000
1.7	Reconvene communications workshop annually to review and improve communications strategy		50,000	50,000	50,000	50,000	200,000
1.8	Develop a detailed work plan for the region wide implementation of the SAP	10,000					10,000
1.9	Convene the RTF to support workplan preparation and implementation	30,000					30,000
	<b>Component Total</b>	<b>510,000</b>	<b>434,000</b>	<b>426,000</b>	<b>430,000</b>	<b>420,000</b>	<b>2,220,000</b>
<b>Objective 2</b>							
2.1	Develop criteria for the selection of freshwater demonstration projects	50,000					50,000
2.2	Develop and carry out four freshwater demonstration projects	350,000	400,000	200,000	150,000	100,000	1,200,000
2.3	Develop criteria for the selection of Marine Protected Areas	50,000					50,000
2.4	Develop three demonstration projects for MPAs	100,000	350,000	300,000	250,000	100,000	1,100,000
2.5	Undertake consultations to create partnerships among stakeholders for managing MPAs	20,000	20,000	20,000	20,000	20,000	100,000
2.6	Establish the legal framework for the selected MPAs	30,000	30,000				60,000
2.7	Develop criteria for the selection of coastal fisheries demonstration projects	50,000					50,000
2.8	Develop three demonstration projects for sustainable coastal fisheries (GEF, SPC)		400,000	400,000	200,000	200,000	1,200,000
2.9	Develop criteria for the selection of three community-based waste reduction projects		50,000				50,000
2.10	Undertake a feasibility study on regional recycling and disposal options		50,000				50,000
2.11	Develop three demonstration projects on regional recycling and disposal options		350,000	350,000	300,000	150,000	1,150,000
	<b>Component Total</b>	<b>650,000</b>	<b>1,650,000</b>	<b>1,270,000</b>	<b>920,000</b>	<b>570,000</b>	<b>5,060,000</b>

Table 3: UNDP Managed Output Based Budget

<b>Objective 3</b>							
3.1	Provide training to FFA to develop and implement project-related management arrangements	200,000	185,000	185,000			570,000
3.2	Provide training to SPC for additional project-related scientific advice and reporting requirements	270,000	270,000	260,000			800,000
3.3	Provide support to develop appropriate national ocean fishery management regimes	300,000	250,000	250,000			800,000
3.4	Provide support to increase and improve fishery monitoring	250,000	245,000	245,000			740,000
3.5	Provide training in fisheries management capabilities	140,000	140,000	130,000			410,000
3.6	Improve regional surveillance and enforcement of ocean fisheries (FFA, GEF)	50,000	50,000	40,000			140,000
3.7	Coordinate and refine consultative processes within and between FFA member countries with the objective of strengthening regional capability (FFA, SPC)						0
3.8	Provide assistance to review and further develop harmonized minimum terms and conditions for foreign fishing vessel access to the EEZ's of participating countries (FFA)						0
3.9	Prepare a project proposal to catalyze and replicate methodologies and best practices for sustainable ocean fisheries management based on an evaluation of project capacity-building activities				40,000		40,000
	<b>Component Total</b>	<b>1,210,000</b>	<b>1,140,000</b>	<b>1,110,000</b>	<b>40,000</b>	<b>0</b>	<b>3,500,000</b>
<b>Objective 4</b>							
4.1	Establish and convene regular meetings of a Community Assessment and Participation Advisory Committee	30,000	30,000	30,000	30,000	30,000	150,000
4.2	Plan and convene a workshop to define community participation and education strategies	10,000	50,000				60,000
4.3	Develop a community assessment, participation and education work plan		20,000				20,000
4.4	Assess and ensure community participation in coastal resources demonstration projects	20,000	<del>130,110,000</del>	<del>100,90,000</del>	<del>100,90,000</del>	<del>85,75,000</del>	<del>385,435,000</del>
4.5	Create a public participation programme for ocean fisheries component		50,000				50,000
4.6	Prepare a report on best practices and lessons learned re: community participation	30,000					30,000
4.7	Develop and disseminate educational materials (SPREP, SPC)	8,000	42,000	10,000	5,000	5,000	70,000
4.8	Prepare a report on self-financing opportunities			<del>35,50,000</del>	<del>35,000</del>		<del>835,000</del>
4.9	Plan and convene a donor conference					80,000	80,000
	<b>Component Total</b>	<b>98,000</b>	<b>312,000</b>	<b>180,75,000</b>	<b>160,35,000</b>	<b>20,190,000</b>	<b>930,000</b>
	<b>Sub-total project budget</b>	<b>2,468,000</b>	<b>3,543,600</b>	<b>2,985,100</b>	<b>1,525,500</b>	<b>1,198,000</b>	<b>11,710,000</b>
	<b>Project support services</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>350,000</b>
	<b>TOTAL PROJECT COSTS</b>	<b>2,538,000</b>	<b>3,610,600</b>	<b>3,056,100</b>	<b>1,620,595,000</b>	<b>1,2650,000</b>	<b>12,060,000</b>

Table 4: Total Output Based Project Costs: GEF and Co-financing Inputs  
South Pacific SAP Implementation Project: RAS/98/G32/A/1G/99

<b>Obj. 1</b>	<b>Activities</b>	<b>Total GEF</b>	<b>UNDP</b>	<b>SPC</b>	<b>FFA</b>	<b>SPREP</b>	<b>Total Project</b>
1.1	Recruit the Project Manager	500,000					<b>500,000</b>
1.2	Recruit the Community Assessment and Participation Specialist	350,000					<b>350,000</b>
1.3	Recruit the Resource Economist	350,000					<b>350,000</b>
1.4	Establish the Programme Coordination Unit (PCU)	480,000				159,540	<b>639,540</b>
1.5	Re-constitute and convene regular meetings of the Regional and National Task Forces	200,000					<b>200,000</b>
1.6	Plan and convene a Communications Strategy Workshop	100,000					<b>100,000</b>
1.7	Reconvene communications workshop annually to review and improve communications strategy	200,000					<b>200,000</b>
1.8	Develop a detailed work plan for the region wide implementation of the SAP	10,000					<b>10,000</b>
1.9	Convene the RTF to support workplan preparation and implementation	30,000					<b>30,000</b>
		<b>2,220,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>159,540</b>	<b>2,379,540</b>
<b>Obj. 2</b>							
2.1	Develop criteria for the selection of freshwater demonstration projects	50,000					<b>50,000</b>
2.2	Develop and carry out four freshwater demonstration projects	1,200,000					<b>1,200,000</b>
2.3	Develop criteria for the selection of Marine Protected Areas	50,000					<b>50,000</b>
2.4	Develop three demonstration projects for MPAs	1,100,000					<b>1,100,000</b>
2.5	Undertake consultations to create partnerships among stakeholders for managing MPAs	50,000					<b>50,000</b>
2.6	Establish the legal framework for the selected MPAs	50,000	50,000				<b>100,000</b>
2.7	Develop criteria for the selection of coastal fisheries demonstration projects	50,000	10,000				<b>60,000</b>
2.8	Develop three demonstration projects for sustainable coastal fisheries	1,200,000		874,203			<b>2,074,203</b>
2.9	Develop criteria for the selection of three community-based waste reduction projects	50,000					<b>50,000</b>
2.10	Undertake a feasibility study on regional recycling and disposal options	50,000					<b>50,000</b>
2.11	Develop three demonstration projects on regional recycling and disposal options	1,150,000					<b>1,150,000</b>
		<b>5,000,000</b>	<b>60,000</b>	<b>874,203</b>	<b>0</b>	<b>0</b>	<b>5,934,203</b>
<b>Obj. 3</b>							
3.1	Provide training to FFA to develop and implement project-related management arrangements	570,000					<b>570,000</b>
3.2	Provide training to SPC for additional project-related scientific advice and reporting requirements	800,000					<b>800,000</b>
3.3	Provide support to develop appropriate national ocean fishery management regimes	800,000					<b>800,000</b>

Table 4: Total Output Based Project Costs: GEF and Co-financing Inputs

3.4	Provide support to increase and improve fishery monitoring	740,000					<b>740,000</b>
3.5	Provide training in fisheries management capabilities	410,000					<b>410,000</b>
3.6	Improve regional surveillance and enforcement of ocean fisheries	140,000			1,956,325		<b>2,096,325</b>
3.7	Coordinate and refine consultative processes within and between FFA member countries with the objective of strengthening regional capability	0		180,549	688,632		<b>869,181</b>
3.8	Provide assistance to review and further develop harmonized minimum terms and conditions for foreign fishing vessel access to the EEZ's of participating countries.	0			3,462,354		<b>3,462,354</b>
3.9	Prepare a project proposal to catalyze and replicate methodologies and best practices for sustainable ocean fisheries management based on an evaluation of project capacity-building activities	40,000					<b>40,000</b>
		<b>3,500,000</b>	<b>0</b>	<b>180,549</b>	<b>6,107,311</b>	<b>0</b>	<b>9,787,860</b>
<b>Obj. 4</b>							
4.1	Establish and convene regular meetings of a Community Assessment and Participation Advisory Committee	150,000					<b>150,000</b>
4.2	Plan and convene a workshop to define community participation and education strategies	60,000					<b>60,000</b>
4.3	Develop a community assessment, participation and education work plan	20,000					<b>20,000</b>
4.4	Assess and ensure community participation in coastal resources demonstration projects	<del>385,000</del> 385,000					<del>438,000</del> 438,000
4.5	Create a public participation programme for ocean fisheries component	50,000					<b>50,000</b>
4.6	Prepare a report on best practices and lessons learned re: community participation	30,000					<b>30,000</b>
4.7	Develop and disseminate educational materials	0		276,780		460,000	<b>736,780</b>
4.8	Prepare a report on self-financing opportunities	<del>83,000</del> 83,000					<del>83,000</del> 83,000
4.9	Plan and convene a donor conference	80,000					<b>80,000</b>
	<b>TOTAL PROJECT BUDGET</b>	<b>860,000</b>	<b>0</b>	<b>276,780</b>	<b>0</b>	<b>460,000</b>	<b>1,596,780</b>
	<b>Project support services</b>	<b>420,000</b>					<b>420,000</b>
	<b>TOTAL PROJECT COSTS</b>	<b>12,000,000</b>	<b>60,000</b>	<b>1,331,532</b>	<b>6,107,311</b>	<b>619,540</b>	<b>20,118,383</b>

## F. Work plan

South Pacific SAP Implementation Project: RAS/98/G32/A/1G/99		Work Plan: Quarters																			
	Activities	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
<b>OBJ 1</b>																					
1.1	Recruit Project Manager	**																			
1.2	Recruit the Community Assessment and Participation Specialist		**																		
1.3	Recruit the Resource Economist		**																		
1.4	Establish the Programme Coordination Unit (PCU)	**																			
1.5	Re-constitute and convene regular meetings of the Regional and National Task Forces	**			**			**			**			**			**			**	
1.6	Plan and convene a Communications Strategy Workshop			**																	
1.7	Reconvene communications workshop annually to review and improve communications strategy							**			**			**					**		
1.8	Develop a detailed work plan for the region wide implementation of the SAP	**	**	**																	
1.9	Convene the RTF to support workplan preparation and implementation		**																		
<b>OBJ 2</b>																					
2.1	Develop criteria for the selection of freshwater demonstration projects			**																	
2.2	Develop and carry out four freshwater demonstration projects				**	**	**	**	**	**	**										
2.3	Develop criteria for the selection of Marine Protected Areas			**																	
2.4	Develop three demonstration projects for MPAs				**	**	**	**	**	**	**	**									
2.5	Undertake consultations to create partnerships among stakeholders for managing MPAs			**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
2.6	Establish the legal framework for the selected MPAs			**	**	**															
2.7	Develop criteria for the selection of coastal fisheries demonstration projects				**																
2.8	Develop three demonstration projects for sustainable coastal fisheries					**	**	**	**	**	**	**									
2.9	Develop criteria for the selection of three community-based waste reduction projects					**															
2.10	Undertake a feasibility study on regional recycling and disposal options						**	**													
2.11	Develop three demonstration projects on regional recycling and disposal options						**	**	**	**	**	**	**	**							

<b>OBJ 3</b>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
3.1	Provide training to FFA to develop and implement project-related management arrangements		**	**	**	**	**	**	**	**	**	**	**								
3.2	Provide training to SPC for additional project-related scientific advice and reporting requirements		**	**	**	**	**	**	**	**	**	**	**								
3.3	Provide support to develop appropriate national ocean fishery management regimes		**	**	**	**	**	**	**	**	**	**	**								
3.4	Provide support to increase and improve fishery monitoring		**	**	**	**	**	**	**	**	**	**	**								
3.5	Provide training in fisheries management capabilities		**	**	**	**	**	**	**	**	**	**	**								
3.6	Improve regional surveillance and enforcement of ocean fisheries		**	**	**	**	**	**	**	**	**	**	**								
3.7	Coordinate and refine consultative processes within and between FFA member countries with the objective of strengthening regional capability		**	**	**	**	**	**	**	**	**	**	**								
3.8	Provide assistance to review and further develop harmonized minimum terms and conditions for foreign fishing vessel access to the EEZ's of participating countries.		**	**	**	**	**	**	**	**	**	**	**								
3.9	Prepare a project proposal to catalyze and replicate methodologies and best practices for sustainable ocean fisheries management based on an evaluation of project capacity-building activities													**	**						
<b>OBJ 4</b>		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
4.1	Establish and convene regular meetings of a Community Assessment and Participation Advisory Committee		**		**			**			**			**			**			**	
4.2	Plan and convene a workshop to define community participation and education strategies				**	**															
4.3	Develop a community assessment, participation and education work plan					**	**														
4.4	Assess and ensure community participation in coastal resources demonstration projects				**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
4.5	Create a public participation programme for ocean fisheries component																				
4.6	Prepare a report on best practices and lessons learned re: community participation				**																
4.7	Develop and disseminate educational materials			**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**	**
4.8	Prepare a report on self-financing opportunities												**	**							
4.9	Plan and convene a donor conference																	**	**		





## **G. Risks**

116. The long-term success of regional scale management programmes such as the one proposed here depends, among others, on the political willingness of the participating PICs to cooperate. The latter in turn depends on changing economic, political and social conditions at the individual country level. For this project, the geopolitical factor appears to introduce only a low to moderate risk at this time. Indeed, the countries have made clear their specific commitment to the project by their determined and successful participation in the SAP and through their on-going commitment to the number of regional organizations of which they are all members.

117. A more important risk is likely to be the temptation to focus short-term priorities away from environmental concerns to the potential detriment of the project. It may be that the country commitment to a regional approach on the issues addressed by the project will help solidify movement to sustainable approaches to the ICWM and OFM project components. Still, this risk is seen as being moderate.

118. Another potential barrier to success is the enormous communication challenge posed by having to effectively connect 14 countries. Many of these countries are not adequately served by or connected to adequate communications systems. The involvement of hundreds, perhaps thousands, of powerful local communities, countless languages, various lineal systems, and a myriad of other important interests is essential to project success. The risk that the communications challenge may prove problematic is seen as moderate, even given the substantial amount of project resources that have been committed to this communications challenge.

## **H. Sustainability**

119. The project is designed to identify, stimulate and integrate the use of sound land and water resource management strategies in the region through proactive interventions aimed at protecting international waters. The project will also focus on building sustainable institutional capacities for environmental monitoring through criteria driven demonstration projects in ICWM activities and strengthened regional management/institutional capability for OFM components. The project components have a high potential for successful replication of successful practices both within and outside of the region.

120. SAP implementation also supports efforts of the 14 countries and several regional organizations to make changes in sectoral policies, target critical investments and develop necessary programmes with community participation. The support of GEF will serve a catalytic role in the project to leverage existing and potential donors to contribute to this multi-country, multi-regional

## **I. Obligations and prerequisites**

122. The obligations or prerequisites for work to commence on this project are as follows:

- Approval of the project document by the Governments of all participating countries;
- Work of the National Coordinators in each participating Government. The major role of the National Coordinators will be to coordinate activities of participating ministries, local governments, academic and research institutions, communities, and the NGO community.

## **J. Institutional framework and programme management**

### J.1 Implementation arrangements

123. The **Programme Coordination Unit (PCU)** will be responsible for the day-to-day management of the project, which is the procurement and delivery of project inputs and their conversion into project outputs. PCU activities include reporting, preparing Task Force Meetings and overall coordination of project related activities. The PCU of the South Pacific SAP will be established as a distinct unit within SPREP, but closely related to other relevant units in the organization to ensure the effective coordination of project outputs. The core staff of the PCU will dedicate all their time to the successful implementation of the project. The PCU will consist of the Project Manager, the Community Assessment and Participation Specialist, a Resource Economist, a Project Assistant and an Office Assistant. It is, however, acknowledged that there may be a need for additional secretarial and administrative support during the implementation of the project. Short-term consultants employed under the project will also support the work of the PCU, if appropriate and as necessary. The PCU will be accountable to SPREP and UNDP for the quality, timeliness and effectiveness of the services it provides and the activities it carries out, as well as for the use of funds provided to it, and work closely on a day to day basis with identified staff at the UNDP Apia office. The PCU will be the focal point for communications to the participating countries, regional organizations, among others concerning the implementation of the project.

124. The PCU will provide a coordination and management structure for the implementation of the Strategic Action Programme and function in accordance with the rules and procedures of UNDP/GEF, as outlined in the Project Document, and SPREP. In situations where the nature of SPREP's rules and procedures and those of UNDP are conflicting/or mutually exclusive rules and procedures arise, solutions will be worked out on a case-by-case basis, thus ensuring that the requirements of the GEF and UNDP's National Execution (NEX) modality are fully met.

125. SPREP, as the executing agency, will be responsible for providing the project with all the

126. The **Project Manager** will assume responsibility for this project and report directly to the Director of SPREP and to the UNDP Resident Representative. The Project Manager will be selected through consultations with other regional organizations and countries. Terms of References are found in Annex 6. The Project Manager will be recruited for an initial period of three years, renewable for the final two years. An early task of the Project Manager, in consultation with participating countries, SPREP, UNDP, participating Regional Organizations and other stakeholders as appropriate will be to review existing TORs and select the **Community Assessment and Participation Specialist, Resource Economist** and PCU support staff. The Project Manager will also review the existing TORs and membership of the RTF and NTFs and undertake adjustments as necessary. Another early responsibility of the Project Manager, in discussions with SPREP, will be to identify and secure the appropriate level of administrative support necessary to successful implementation of the project. The Project Manager will also need to coordinate with other project managers coordinating the implementation of related programmes, such as the ICARE programme out of the UNDP Fiji office. The Project Manager will also make every attempt to involve other regional organizations such as ASEAN, SARC and ECO, among others to participate as partners to ensure the financial and institutional sustainability of the project's results.

127. A steering committee, known as the **Regional Task Force (RTF)**, was formed under the preparatory phase of the project, and will continue in a revised form during the full implementation of the South Pacific SAP. The RTF's role is to provide guidance concerning the implementation and monitoring of the project, with the over-riding rationale to ensure that policy recommendations emanating from the SAP are appropriately incorporated into other regional programmes and policies, and that these are implemented appropriately, over and above the recognized need to ensure institutional ownership. A specific responsibility of the RTF will be as liaison to facilitate liaison to the GEF Implementing Agencies. The Forum Secretariat coordinates the CROP, and thus is a project partner. The list of RTF members who served during SAP development is included as Annex 7. One of the first activities of project implementation will be to re-constitute the membership of the RTF. To ensure the institutional ownership and sustainability of project impacts, the RTF will be linked to the CROP Marine Sector Working Group and comprised of CROP representatives, UNDP and selected individuals, as appropriate in order to increase the regional political ownership and coordination of the project. Sub-committees of the RTF may be established. The Project Manager will chair the RTF and may establish sub-committees of the RTF as necessary to focus on particular project activities.

128. The PCU will also be supported by a **Community Assessment and Participation Advisory Committee (CAPAC)**. The CAPAC is a sub-committee of the RTF, and will be comprised of national and regional representatives with the array of skills necessary to realize the activities

~~approaches to resource management, notably within fisheries. This also serves to mainstream the adaptive management approach between fishery resource management with the upstream policy, legal and institutional framework.~~ The list of NTF Coordinators who served during SAP development is included as Annex 8. Due to the constrained capacity in many of the participating countries, **National Coordinators** would be contracted by SPREP to facilitate the work of the NTFs. The National Coordinators will be an integral part of the Memorandum of Understanding between SPREP and participating governments. This model is based on the approach used by the GEF PICCAP project.

## J.2 Financing and contracting arrangements

130.SPREP will be responsible for financial control of the GEF project implementation using the National Execution (NEX) modality of UNDP. SPREP will make arrangements to enable, to the extent practicable, the decentralized management of the project. SPREP, working with the Project Manager, will assume responsibility for entering into the necessary work arrangements with other regional organizations to maximize efficient and effective project implementation. These work arrangements are particularly important with regard to the implementation of objective 3 that will be implemented largely by SPC and the FFA. A memorandum of understanding will be signed at the initiation of the project among SPREP, FFA and SPC, detailing the agreement on the accountability of delivering on project components. SPREP will also provide the Project Manager with full authority to engage services consistent with delegations provided by the Director under SPREP's Financial Regulations. SPREP will provide the Project Manager with full support in order to enable the PCU to maintain a close record of all expenditures planned or made under the project in full accordance with UNDP's procedures for NEX. In addition to SPREP and UNDP, the Project Manager will also report to the RTF on the disbursement of funds under this project in order to ensure full transparency of action.

## **K. Project Reviews, Reporting and Evaluation**

131.All reports produced under this project will become a visible and integral part of both SPREP's and UNDP's libraries, which will facilitate the access of materials, and make it available to interested visitors. The opportunity to photocopy relevant documents will also be provided. Except in rare cases where commercial confidentiality is involved summaries of all reports will be made publicly available through a project web site, with reference to how and where further information can be obtained. The specifics of the project web site – content, level of integration with the full range of project partners, and its management will be a subject of the Communications Workshop and become part of the communications strategy to be developed and implemented early in project implementation.

## **L. Lessons learned and technical reviews**

133. Objective 4 of this project focuses on developing, applying and maximizing benefits from lessons learned through community-based participation. This is an important component of the project that builds upon the experience of past projects in the region, recognizing the importance of culture and community. In addition to this, the project will be involved from the start in the new GEF International Waters LEARN (Learning Exchange and Resource Network) programme. IW:LEARN is a distance education programme whose purpose is to improve global management of transboundary water systems. IW:LEARN will provide structured interactive conferencing capacity across and within the portfolio of GEF International Waters projects which will allow participants to share learning related to oceans, river basins, and coastal zone management. For environmental professionals working on GEF-financed projects, IW:LEARN will greatly expand opportunities for peer-to-peer consultation, collaborative research with physically distant colleagues, opportunities to exchange best practices and training modules among projects, and the delivery of short courses.

134. The project would also build upon and strengthen linkages with the on-going UNDP training initiative called Train-Sea-Coast. The TRAIN-SEA-COAST (TSC) programme is designed to build up an in-country capacity to improve skills in integrated ocean and coastal management among policy makers and practitioners in developed as well as developing countries. The main objectives of the TSC programme are to strengthen the capabilities of local institutions (called course development units (CDUs)) to provide training and to do so within the framework of a network of participating institutions worldwide which share personnel and course material. Lessons learned will be shared with other regions, particularly other SIDs that share similar problems, and in the context of the Barbados Plan of Action.

## **M. Legal Context**

### General responsibilities of the Government, UNDP and the executing agency

135. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.

136. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.

137. A copy of the Project Document shall be provided to the Government of Barbados for its review and comment.

139. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

140. The Government shall defray any custom duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

141. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

142. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

143. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

144. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

145. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

#### Participation of the UNDP and the executing agency

146. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

147. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager who, under the direction of the Executing Agency, will be responsible in the

149. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

150. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

151. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

152. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

153. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

154. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

155. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

#### Rights, Facilities, Privileges and Immunities

156. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

157. The Government shall grant UN volunteers, if such services are requested by the Government,

- c. Be immune together with their spouses and relatives dependent on them from immigration restrictions;
- d. Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project; and
- e. Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

159. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

160. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

- a. The salaries or wages earned by such personnel in the execution of the project;
- b. Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
- c. Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
- d. As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.



162. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

163. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

164. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

#### Suspension or termination of assistance

165. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

166. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

167. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

#### Audit and Management Arrangements:

168. In conformity with NEX guidelines and the UNDP Programming Manual, the government coordinating authority will, in consultation with the UNDP country office, draw up an annual audit plan by November of each year. The office of Audit and Performance Review (OAPR) must be kept informed about audit plans. Please see Annex 9 for the draft schedule of project reviews,

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## Annex 1: Logical Framework

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions and Risks
<b>Long-term Objectives</b>			
<ul style="list-style-type: none"> <li>Implementing the SAP to conserve and sustainably manage the coastal and ocean resources in the Pacific Region</li> <li>Achieve integrated sustainable development and management of International Waters.</li> </ul>	<ul style="list-style-type: none"> <li>A framework and coordination mechanism for regional and national interventions on behalf of PICs.</li> <li>Improved national and regional capacities for the long-term sustainable development of ocean fisheries and improved ICWM capabilities in the Pacific Region.</li> </ul>	<ul style="list-style-type: none"> <li>PCU documents</li> <li>RTF Meeting</li> <li>RTF Meeting Minutes</li> <li>Work plans</li> </ul>	<ul style="list-style-type: none"> <li>Continued country commitment to a regional approach.</li> <li>Project capacity to adequately conceptualize and implement a community based approach.</li> <li>Key regional institutions and national governments working co-operatively.</li> <li>Changes in economic political and social conditions may detract from country commitment to a regional approach.</li> </ul>
<b>Project Purpose</b>			
<ul style="list-style-type: none"> <li>Address the root causes of degradation of International Waters through a programme focus on improved OFM and ICWM.</li> </ul>	<ul style="list-style-type: none"> <li>Country participation in development of and endorsement for the OFM and ICWM work plans.</li> <li>Country participation on committees and workgroups associated with OFM and ICWM activities.</li> </ul>	<ul style="list-style-type: none"> <li>Completed OCM and ICWM work plans.</li> <li>National and additional donor commitments to work plan elements.</li> <li>PCU documents and working group reports.</li> <li>Disbursement records.</li> </ul>	<ul style="list-style-type: none"> <li>The number of countries may make it difficult to secure adequate country participation.</li> <li>Regional organizations and country participants may not be able to work co-operatively to the extent necessary for project success.</li> <li>GEF funds may not adequately complemented by country commitments and other donors.</li> </ul>
<b>Output 1</b>			
<ul style="list-style-type: none"> <li>Enhance transboundary management regimes and create effective project coordination support.</li> </ul>	<ul style="list-style-type: none"> <li>PCU created</li> <li>RTF and NTF re-established</li> <li>Effective project communications system plan developed and implemented</li> <li>Increased country commitment for regional level participation in project related global fora.</li> <li>Increased capacity to create national benefits through enhanced transboundary management regime.</li> </ul>	<ul style="list-style-type: none"> <li>PROJECT MANAGER and CS employed</li> <li>Adequate support staffing provided</li> <li>Purchase orders and training records</li> <li>Increased level of governmental participation in regional fora.</li> <li>Increased extent to which explicit regional positions are formed for use in various global fora.</li> <li>Documents of existing and potentially new regional fora.</li> </ul>	<ul style="list-style-type: none"> <li>Executing agency willing to commit physical space and support resources.</li> <li>Commitment to a substantial investment in communications capability if project is to succeed.</li> <li>Lack of clear lines of responsibility to the GEF project may hamper implementation.</li> <li>Potential regional benefits merit higher-level government participation and capacity to form regional positions.</li> <li>Short-term national needs may outweigh increased level of participation in regional fora.</li> </ul>

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### Output 2

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|--|--|---|--|
| <ul style="list-style-type: none"><li>• Achieve sustainable development and use of coastal living and non living resources</li></ul> | <ul style="list-style-type: none"><li>• Regional commitment to and participation in demonstration projects.</li><li>• Demonstration project results effectively communicated at the regional level and replication of results begun.</li></ul> | <ul style="list-style-type: none"><li>• Approved work plan for the ICWM component.</li><li>• PCU documents</li><li>• Demonstration site visits</li><li>• Interviews at site with stakeholders</li></ul> | <ul style="list-style-type: none"><li>• Countries see the long-term benefit deriving from a demonstration approach.</li><li>• Demonstration sites selected through application of criteria that maximizes replication.</li><li>• Countries may not be willing to participate fully in demonstration site work.</li><li>• Demonstration Projects poorly executed.</li></ul> |
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### Output 3

- |  |  |   |   |
|--|--|---|---|
| <ul style="list-style-type: none"><li>• Achieve sustainable development and use of ocean living marine resources</li></ul> | <ul style="list-style-type: none"><li>• Increased regional effectiveness in global ocean fisheries negotiations.</li><li>• Increased regional benefit from tuna stocks in participating country EEZs.</li><li>• Increased capacity in monitoring and surveillance of participating country EEZs.</li><li>• Strengthened fisheries management capabilities within participating countries to secure added regional benefit.</li></ul> | <ul style="list-style-type: none"><li>• FFA and SPC documents. Specific regional benefits derived in international fisheries negotiations.</li><li>• Country fisheries related economic reports.</li><li>• Improved information on non participating country tuna and by-catch within country EEZs</li><li>• Increased level of professional training opportunities for national fisheries personnel.</li><li>• Increased quantitative and qualitative national fisheries participation in regional fora.</li></ul> | <ul style="list-style-type: none"><li>• Country benefits to be gained through regional cooperation justify country participation.</li><li>• Increased benefits from the tuna stocks in country EEZs can be realized.</li><li>• Short-term benefits of country by country approach to tuna fisheries may impede regional approach.</li></ul> |
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### Output 4

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|--|--|--|--|
| <ul style="list-style-type: none"><li>• Effective project related community assessment participation and education</li></ul> | <ul style="list-style-type: none"><li>• Community advisory committee created.</li><li>• Community participation work plan developed and approved.</li><li>• Key stakeholders analyzed and involved in project activities.</li><li>• General project progress and activity updates broadly disseminated electronically and through other venues.</li><li>• New stakeholder networks created.</li><li>• Strong community influence on natural resource use decisions harnessed.</li><li>• General public awareness of project related issues enhanced.</li></ul> | <ul style="list-style-type: none"><li>• PCU documents</li><li>• Report of stakeholder analysis/study</li><li>• Stakeholder consultation reports.</li><li>• Report of the communications advisory committee re: project related communications requirements and associated work plan.</li><li>• List of direct community group participants in project activities.</li><li>• List and description of written materials publicly disseminated.</li></ul> | <ul style="list-style-type: none"><li>• Communities will recognize benefits of involvement. Stakeholders will recognize benefits of involvement.</li><li>• Countries will be willing to partner with communities to improve activity results.</li><li>• Perceived benefits of participation may be insufficient to attract full range of stakeholders.</li><li>• Project aims may be seen as inconsistent or competing with local interests.</li></ul> |
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### Output/Activities

#### Output 1

- Hiring of Staff
- Establish RTF/NTF
- Establish Communications System
- SAP Work plan Development
- Advisory Committees formed
- Issuance of Contracts
- Disbursement record
- SAP work plan
- Communications work plan
- Organization lists
- Meeting Reports
- Disbursement records
- Staffing pattern can be completed within 3 months.
- Suitable support and physical arrangements can be made.

#### Output 2

- Freshwater supply related demonstration projects.
- Development of pilot projects for a regional system of community based marine heritage and conservation areas.
- Coastal fisheries demonstration projects
- Waste reduction demonstration projects
- Specific demonstration sites selected.
- Workgroups established.
- Work plans completed.
- Project records.
- PCU documents.
- Visits to project demonstration sites.
- Interviews with demonstration site participants.
- Countries can agree on demonstration sites to be chosen.
- Suitable criteria can be developed that will lead to replicability.
- Demonstration site activities may be poorly implemented and badly managed thus hampering success.
- Host country commitment may lessen due to conflicting national priorities.

#### Output 3

- Capacity building for FFA and SPC.
- Maximize regional benefit of tuna/by-catch fisheries.
- Improved fish monitoring capability.
- Improved fisheries management capabilities for regional effect.
- Coordination/continued development of regional surveillance of enforcement activity.
- Strengthened consultative processes for FFA member countries
- FFA and SPC records.
- Development of GEF project related work programmes.
- Availability of drafts and convening of expert meetings according to agreed work plan.
- Development of implementation strategies for each specific activity
- Development of implementation mechanisms for each activity
- Meeting reports.
- Availability of work programme.
- Project documents defining new and improved management arrangements on behalf of member countries
- Project documents related to improved regional management regime for tuna fisheries/by-catch.
- Project documents related to improved fisheries monitoring activities.
- Project documents related to additional measures to strengthen country fisheries management capabilities.
- Project documents related to improved regional surveillance and enforcement activities.
- Project documents related to continued development for harmonized minimum terms and conditions for FFV access to EEZs.
- Country benefits to be gained through regional co-operation justify country participation.
- Increased benefits from the tuna stocks in country EEZs can be realized.
- Short-term benefits of country by country approach to tuna fisheries may impede regional approach.
- Governments may not release appropriate staff for further training.

#### Output 4

- Create community assessment participation advisory committee (CAPAC)
  - Create necessary site specific community participation advisory sub-committees.
  - Review currently available community assessment, public participation, community education experiences and related materials
  - Workshop to define community participation work plan.
  - Identify key stakeholders for the OFM component.
  - PCU documents.
  - Successful establishment of the CAPAC and appropriate sub-CAPACs.
  - Appropriate materials developed.
  - Work plan developed.
  - NGOs, key stakeholders and others identified.
  - Publication of public information and educational materials.
  - Interviews with community stakeholders including NGOs.
  - Manuals for effective community based activities.
  - Records of public meetings and consultations.
  - Participation of community members NGOs and others in project activity workgroups.
  - Government participants willing to incorporate public members and others in project work.
  - Adequate level of community interest.
  - The work of involving community level participants may be seen as too difficult and time consuming to achieve.
  - Experts may conclude that presence of community members on committees may impede work progress.
-

## Annex 2: Incremental Cost

<b>Domestic Benefits</b>	<b>Baseline</b>	<b>Alternative</b>	<b>Incremental</b>
<b>Objective 1</b>	Environmental management policies, strategies and programmes within individual PICs lack sufficient co-ordination; by themselves national efforts are insufficient to mitigate threats to their shared international waters.	Coordination and management efforts among PICs.	Interventions more effectively targeted at the regional level to removing the root causes of threats, thus improving the efficacy and cost effectiveness of national management endeavours.
<b>Objective 2</b>	Countries face growing environmental, social and economic costs from degradation of their respective coastal resources.	Efforts targeted at removing the root causes of coastal environmental degradation.	The ecological sustainability of development activities in country coastal areas will be better assured.
<b>Objective 3</b>	At present domestic benefits from ocean resources are limited and benefits must be increased within the limits of sustainability.	Increased level of co-operation within existing regional fora will allow individual countries to benefit economically and help reduce unsustainable fishing pressure in coastal areas.	Increase in national fisheries management capabilities will ensure that each country can participate more effectively in regional fora, thus will yield direct country benefits as well.
<b>Objective 4</b>	Stakeholder involvement at national level uneven and overall poorly utilized given the importance of local control over natural resources.	Targeted emphasis on project related common assessment participation information and education will accrue to the benefit of each country.	Countries able to integrate communities and stakeholders into sustainable development activities based on project experience and results.
<b>Global Benefits</b>	<b>Baseline</b>	<b>Alternative</b>	<b>Incremental</b>
<b>Objective 1</b>	Limited national activity does not take into account regional considerations and is not cross-sectoral approach.	Regional and cross-sectoral approaches are emphasized as a means of bringing about long term sustainable development for PICs.	Increased interactions and regional transactions facilitates planning, implementation and maximizes learning from regional cross-sectoral approach to problems.
<b>Objective 2</b>	Distances involved and lack of resource availability within countries makes difficult a regional approach to integrated coastal management.	Develop mechanisms for effective country experience in coastal resource protection and enhancement measures and ensure successful replication across the region.	Support for demonstration projects in coastal areas and development of mechanisms for maximizing learning and replicability.
<b>Objective 3</b>	Regional organizations have made substantial progress in effectively representing regional interests in ocean fisheries related international fora.	Increase regional capacity to secure additional regional benefit from ocean fisheries and determine conditions necessary to assure long term sustainability of ocean fishery resources.	Region benefits economically and socially from accessing ocean fisheries and a fishery of global importance is sustained over the long term.
<b>Objective 4</b>	Individual country stakeholders poorly sensitized to the connection between regional environmental sustainability and individual country environmental sustainability.	Raise regional stakeholder awareness of regional connections through communication of the results of and lessons learned from project activities and public involvement in them.	Regional distribution of publications, brochures, manuals and community participation models.





Programme / Project	Countries	Year	On-going and Planned, Secured Funding	Co-financing	Associated Funding	Funding Agency and/or Country	Cooperative Agencies	
Post Harvest	Papua New Guinea, Tokelau, Fiji, Tonga, Cook Islands	98	76,751	38,376	300,000	UK Funded ICFMaP		
Training	Regional	98 - 2000	776,245	388,123	1,500,000	AusAid, France, NZ, Commonwealth Sec, UNDP	SPC/Nelson Polytechnic Pacific Island Fisheries Officers Course	
Information Services	Regional	98 - 2000	553,563	276,781	900,000	France	FFA and SOPAC	
Resource Assessment	Regional	98	89,947	44,974	300,000	UK, EC, France		
Women's Fisheries Development	Regional	98 - 2000	260,100	130,050		NZ, AusAid		
	<b>OCEANIC FISHERIES</b>							
Administration	Regional	98 - 2000	361,097	180,549		Core budget, AusAid, NZ, ROC/Taiwan		
Fisheries Statistics	Regional	98 - 2000	852,975			France, European Commission, Consultancies		
Tuna and Billfish Research	Regional	98 - 2000	930,495			AusAid, ROC/Taiwan, PNG, ACIAR		
South Pacific Regional Tuna Resource Assessment and Monitoring Project (SPR Tramp)	Regional	98 - 2000	2,905,088			European Commission	FFA	
	<b>OCEANIC FISHERIES</b>							
Executive Management	Regional	98 - 2000	1,474,350			General Fund, AusAid		
Economics and Marketing	Regional	98 - 2000	3,201,478	1,600,739		General Fund, NZODA, AusAid, Canada, EU, ADB, CFTC, OFCF (Japan), UNDP and Taiwan	SPC	
Legal Services	Regional	98 - 2000	1,117,533	558,767		General Fund, UK, AusAid, CIDA, CFTC, NZODA, Ren. of Korea		

Programme / Project	Countries	Year	On-going and Planned, Secured Funding	Co-financing	Associated Funding	Funding Agency and/or Country	Cooperative Agencies
Environmental Science - Coastal	Regional and country activities	98, 99	402,570		163,300	Regular Budget, Canada, AusAid, Japan, Korea	
Human Resources Development	Regional	98	250,630			Regular Budget, CFTC, AusAid, France, Canada	
Information Technology	Regional	98	278,070		16,330	Regular Budget, Various, France	
Sanitation and Public Health	Kiribati		500,000				
National Fisheries Policy FSM	FSM		400,000				
Water Supply and Sewage	FSM		11,500,000				
Majuro Water Supply and Sanitation	Marshall Islands		10,800,000				
Urban Development	Samoa		420,000				
Sanitation and Master Plan for Port Vila	Vanuatu		470,000				
Legislative Framework for Urban Planning and the Environment	Vanuatu		405,000				
Urban Infrastructure Project	Vanuatu		12,400,000				
Fisheries Management	Papua New Guinea		12,000,000				
Management	Regional	98 - 2000	1,687,260				
Finance and Administration	Regional	98 - 2000	1,548,110				
<b>CONSERVATION OF NATURAL RESOURCES</b>							
Project Management	Regional	98 - 2000	30,070				
South Pacific Biodiversity Programme	Regional	97 - 2000			2,831,000	4,468,319 GEF Funded	UNDP
Natural Resource Conservation Programme	Regional	98 - 2000	268,400		1,504,140		
Coastal Management and Planning Programme	Regional	98 2000			1,440,870		
<b>ENVIRONMENTAL EDUCATION, INFORMATION AND CAPACITY BUILDING (SPREP)</b>							
Project Management	Regional	98 - 2000		159,540			

Programme / Project	Countries	Year	On-going and Planned, Secured Funding	Co-financing	Associated Funding	Funding Agency and/or Country	Cooperative Agencies
Integrated Community Approach for Resource and Environment Programme (UNDP)	Regional	98-2000		877,250			
Environmental Management Planning	Regional	98 - 2000	295,000		3,110,000		
Waste Management, Pollution Prevention	Regional	98 - 2000	1,390,000		3,275,000		
<b>Total</b>			77,480,434	8,935,633	18,719,520		

The baseline of this project (US\$ 77,480,434) is based upon those activities identified as on-going, planned, or secured. The co-financing (US\$ 8,935,633) represents the leveraged cost of those new activities of the proposed project's of the baseline projects. Another US\$ 18,719,520 is planned for a set of activities associated with the proposed project.

### Annex 3: List of on-going and plamed projects (Baseline contribution)

Programme / Project	Project Objectives and Issues Addressed	Objective 1	Objective 2	Objective 3	Objective 4
Marine Resources Division Management	Technical guidance and develop collaborative links with other South Pacific Regional bodies.		478,941		
<b>COASTAL FISHERIES</b>					
Capture	Training programmes in fishing and seamanship skills, adaptation of new fishing methods, technical assistance in FAD programme planning and implementation.		545,360		
Post Harvest	Promotes income earning opportunities through introduction of new improved seafood processing, packaging and marketing. Information resource base on post harvest fisheries.		76,751		
Training	Development and implementation training courses in small fishing business management. Regional and national workshops on grading sashimi tuna, safety-at-sea public awareness and fishing methods.		776,245		
Information Services	Provide information on a wide range of fisheries development and management issues.				553,563
Resource Assessment	Assist with design and implementation of inshore resource surveys; programmes for the collection, analysis and interpretation of fishery statistics and other activities and mechanisms to prevent over-exploitation of national fishery resources.		89,947		
Women's Fisheries Development	Promotes creation of income earning opportunities, building capacity of rural women to participate in seafood economic activities.		260,100		
<b>OCEANIC FISHERIES</b>					
Administration	Provide technical oversight for OFP and develop collaborative links with other regional and international bodies working in tuna research.			361,097	
Fisheries Statistics	Maintain database on industrial tuna fisheries for research and monitoring			852,975	

Programme / Project	Project Objectives and Issues Addressed	Objective 1	Objective 2	Objective 3	Objective 4
Executive Management	Pivotal role in Agency internal management and regional initiatives and developments.			1,474,350	
Economics and Marketing	Assist member countries develop effective management arrangements of their domestic tuna industry and prepare for MHLC2 related activities designed to develop an effective regional arrangement for conservation and management of the migratory stocks.			3,201,478	
Legal Services	Assist member countries to strengthen and fulfil their legal responsibilities. Key role in regional initiatives and developments in international law - involved in harnessing benefits of UNCLOS and meet new challenges.			1,117,533	
Monitoring Control and Surveillance	Reinforce member countries' capacity to achieve compliance by fishing operators with national regulations and regional arrangement license conditions.			3,912,650	
Information Technology and Communication	Develop effective and standardized information technology and data communication systems as a priority for member countries.			1,377,264	
Corporate Treaty Services	Accountable and efficient administration of treaties and provision of personnel, finance, property and office services.			2,605,697	
<b>COASTAL ZONE MANAGEMENT</b>					
Resource Development - Water Resources	Sustainable development and utilization of water resources in member countries.		536,450		
Environmental Science - Coastal	Improved management of the coastal zone of member countries for preservation and sustainable development.		402,570		
Human Resources Development	Strengthen national capacity in geoscience through education and training of member country individuals.		250,630		
Information Technology	Support Regional electronic databases, Internet services, Installation and train member country individuals.	278,070			
Sanitation and Public Health	TA to improve sanitation, sewage disposal and water supplies, and to		500,000		

Programme / Project	Project Objectives and Issues Addressed	Objective 1	Objective 2	Objective 3	Objective 4
Majuro Water Supply and Sanitation	New water wells, reservoirs, water treatment plants, transmission mains, sewage pumping stations with development of sector plans and programmes.		10,800,000		
Urban Development	TA to prepare project to refurbish and improve drainage and sewage systems and drainage for preparation of an urban development plan for Apia.		420,000		
Sanitation and Master Plan for Port Vila	TA to prepare Sanitation Master Plan for development of sanitation requirements for Port Vila over 20 year timeframe.		470,000		
Legislative Framework for Urban Planning and the Environment	TA to assist the Government in reviewing, updating, drafting, adoption and enforcing physical planning legislation and regulations, building codes and physical plans.		405,000		
Urban Infrastructure Project	For rehabilitation and improvement of urban roads and traffic management, water supply and sanitation and repair of Port Vila wharf.		12,400,000		
Fisheries Management	Increase employment and incomes in PNG through the establishment of a sustainable domestic private sector fishing industry.		6,000,000	6,000,000	
Management	Effective implementation of policies and directives of Sprep Meeting on behalf of member countries and effective implementation of SPREP Action Plan.		1,687,260		
Finance and Administration	Responsible for providing 'core' administration services and assisting management in monitoring and implementing obligations and requirements set out in SPREP's Financial and Staff Regulations.		1,548,110		
<b>CONSERVATION OF NATURAL RESOURCES</b>					
Project Management			30,070		
South Pacific Biodiversity Programme	Endeavour to identify, establish and initially manage a series of large, diverse Conservation Areas to protect important ecological features.		-		
Natural Resource Conservation Programme	Participation by countries in regional campaigns on species conservation and sustainable use initiatives. Implementation of Regional and		268,400		

Programme / Project	Project Objectives and Issues Addressed	Objective 1	Objective 2	Objective 3	Objective 4
Project Management					79,770
Environmental Policy/Strategy Education, Information and Technology	National Development Plans integrating environment and strengthening institutional support in member countries - Environmental legislation.				230,000
<b>ENVIRONMENTAL MANAGEMENT PLANNING</b>					
Project Management			69,570		
Climate Change and Integrated Coastal Management					
Environmental Management Planning	Integrated Coastal Management approaches- EIA national planning, Population and environmental linkages.		295,000		
Waste Management, Pollution Prevention			1,390,000		
<b>Total</b>		278,070	51,600,405	24,738,627	863,333

**Annex 4: Table of Regional Environmental Threats**

<b>Issue</b>	<b>Symptoms/Impacts</b>	<b>Immediate Causes</b>	<b>Root Causes</b>	<b>Scale</b>	<b>Severity</b>
<b>Degradation of associated critical habitats</b>					
Coastal Development	Destruction of coral reefs, lagoons, seagrass beds, beaches: Species depletion or loss and ground and surface water shortage.	Increased demand from population growth, food production, cash cropping, urbanization, tourism, industrialization, lifestyle changes, agro-deforestation, damming and canalization	Inadequate environmental guidelines for coastal development. Lack of enforcement. Limited use of environmental assessment. Limited awareness	Localized throughout the region	Moderate to severe
Damage to Coral Reefs	Loss of coral habitat by collision and removal; indirect impacts through siltation; declining reef associated fauna. Reduced capacity to meet basic human needs and loss of aesthetic and recreational value	Nutrients derived from sewage, soil erosion and agricultural fertilizers. Solid waste disposal and sedimentation from soil erosion dredging, coral mining, trampling of shallow reef flats, breaking of corals, collecting of marine souvenirs	Lack of education about sensitivity of marine ecosystems: lack of management; lack of enforcement	Localized throughout the region	Moderate to severe
Mangrove destruction	Deterioration of mangrove habitats: decreased fish and shrimp catches: reduced water quality: coastal erosion	Reclamation for land, landfill, wood collection, shrimp farm construction and decreased freshwater supply	Lack of regulations and management, lack of awareness, damming, of waterways and rivers: increased population pressure.	Localized and common in the western part of the region	Moderate to severe
Destruction of Seagrass beds and other subtidal habitats.	Signs of physical disturbance: loss of seagrass-associated endangered species, including turtles, dugong, seabirds and certain cetaceans.	Coastal dredging and filling. Pollution, overfishing and elevated nutrient levels and sedimentation.	Lack of adequate regulations and enforcement: limited awareness, limited awareness of seagrass importance	Localized and common in the western part of the region	Moderate to severe
<b>Issue</b>	<b>Symptoms/Impacts</b>	<b>Immediate Causes</b>	<b>Root Causes</b>	<b>Scale</b>	<b>Severity</b>



<b>Unsustainable exploitation of resources</b>					
<b>Issue</b>	<b>Symptoms/Impacts</b>	<b>Immediate Causes</b>	<b>Root Causes</b>	<b>Scale</b>	<b>Severity</b>
Overfishing in the coastal areas	Changes in biological community structure. Habitat modification, loss of protected species. Decline in catches with decrease in average size.	Increased fishing efforts - too many boats and too many fishermen for subsistence/survival needs. Destructive fishing practices.	Lack of surveillance and enforcement of existing regulations. Lack of stock assessment hampers resource management. Destruction of nursery habitats (mangroves and seagrass)	Regional	Severe
Turtle capture and egg collection by local fishermen and communities; sale of shells to tourists and for export	Decrease in nesting populations	Need for subsidiary food supply in areas of poor fish resources. Economic returns from sales to tourists. By catch of turtles in fisheries.	Lack of public awareness, and alternative food sources. Lack of enforcement and stock assessment.	Regional	Severe
Collection of corals and mollusks for souvenir trade	Breakage of corals and decline of live coral cover; decline in reef-associated fauna	Unregulated collection of corals and mollusks	Expansion of tourism; lack of awareness; lack of regulations and enforcement	Regional	Moderate to Severe
Ornamental fish collection for export	Potential decrease in reef fish populations, damage to the reef	Potential over-fishing of individual species, destructive fishing methods	Lack of stock assessment, monitoring and management. Lack of collector training	Localized throughout the region	Low to moderate
Conservation of marine mammals (especially dugongs)	Potential decline in population	Accidental capture in fisheries	Lack of awareness	Localized throughout the region	Low to moderate
Over-fishing of oceanic resources	Potential decline in population	Excessive by-catch and discards. Poor fishing gear selectivity especially purse seine/ longline	Lack of monitoring and enforcement of regulations. Lack of trained staff for surveillance	Regional	To be determined
<b>Degradation of water quality</b>					

Surface and groundwater	Excessive exploitation of surface and groundwater for urban use: reallocation of surface water to domestic and agricultural uses; draw-down of limited groundwater resources; saltwater intrusion into coastal aquifers	Poor water reticulation and distribution systems with inadequate concern for water conservation and excessive pumping of groundwater resources.	Inadequate regards for conservation measures including maintenance of distribution systems and household plumbing - no pricing for water and lack of incentive for water conservation.	Regional in urban areas	Moderate to severe
Sewage-related and solid microbial pollution	Marine and aquatic organism infections and diseases. Eutrophication and alteration of marine environment, habitat loss and human health effects. Contamination of groundwater.	Direct discharge of untreated or poorly treated sewage; Lack of sewage treatment plants	Inadequate pollution control regulations, monitoring and enforcement	Localized in the vicinity of coastal urban areas and large tourist developments	Severe
Disposal of Solid Waste	Deterioration of aesthetics, alteration of coastal habitats, physical damage to coastal and marine life; contamination of groundwater from landfill	Improper solid waste disposal and beach litter.	Lack of adequate waste disposal regulations and enforcement, inadequate public awareness	Localized in the vicinity of coastal urban areas, coastal villages, tourism developments and adjacent to major shipping lanes	Moderate to severe
Tourism Development	Destruction of coastal areas and adjacent marine habitats	Intense tourism development: overexploitation of available water resources; poor infrastructure linkages: excessive use of marine habitat: land-filling	Limited coastal zone planning and infrastructure planning; limited awareness of adverse tourism impacts: unregulated tourism activities and access	Regional	Moderate to severe

## **Annex 5: Background information on the South Pacific Regional Environment Programme**

The South Pacific Regional Environment Programme (SPREP) is a regional organization established by the governments and administrations of the Pacific Region to look after its environment. This is reflected in the Mission Statement of SPREP that calls on the organization, *“to promote cooperation in the South Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations”*.

SPREP’s members total 26, consisting of all 22 Pacific Island countries and territories, and four developed countries with direct interests in the region: Australia, France, New Zealand and the United States of America.

The importance of the environment to the Pacific region is exemplified by the fact that in an era where governments and administrations are seeking to consolidate, rather than to extend regional organizations, they decided to establish SPREP as a separate organization. Through this action, the Pacific island governments and administrations saw the need not only for the people of the Pacific to focus their attention on environmental considerations, but also for SPREP itself to serve as the conduit for concerted action in this area at the regional level. The establishment of SPREP also sends a clear signal to the global community of the deep commitment of the Pacific Island governments and administrations towards sustainable development.

Historically, SPREP was conceived out of a workshop in 1969 focusing on nature conservation. The result of the workshop led to the inclusion in 1973 of a programme for the conservation of nature within the South Pacific Commission (SPC), based in Noumea, New Caledonia. That humble beginning led to the establishment of the South Pacific Regional Environment Programme in 1982. The programme had a unique Coordinating Group which guided its operations, comprising representatives of the South Pacific Bureau for Economic Cooperation (now the South Pacific Forum Secretariat based in Suva, Fiji); United Nations Environment Programme (UNEP); United Nations Economic and Social Commission for Asia and the Pacific (ESCAP); and South Pacific Commission. In 1991, the governing body of SPREP - the Intergovernmental Meeting - agreed that it should become an autonomous regional organization, and in agreeing to an offer by the Government of Samoa, relocated its headquarters to Apia, Samoa in 1992. On 31 August 1995, SPREP officially became autonomous when Niue (the tenth country to do so), ratified the Agreement Establishing SPREP.

Since its establishment as a separate entity in Samoa (1992), the Secretariat has continually

- The South Pacific Biodiversity Conservation Programme (SPBCP): a project for the preparation of a regional strategy for international waters; and the Pacific Islands Climate Change Assistance Programme (PICCAP) and CC:TRAIN (assist Pacific island countries meet their obligations under Article 4 and 12 of the UN Framework Convention on Climate Change). These projects are funded by the Global Environment Facility (GEF) through the United Nations Development Programme (UNDP);
- Waste Management Education and Awareness by the European Union;
- Climate Change and Environmental Education and Training programmes through AusAID;
- Atmospheric and Radiation Measurements in the Tropical Western Pacific with the US Department of Energy;
- Meteorological services in conjunction with the World Meteorological Organization (WMO);
- The Programme of Capacity Building for Sustainable Development in the South Pacific: Building on NEMS (Capacity 21 for short), part of UNDP's focus on capacity building; and
- The environmental clearing-house functions of SPREP operate with funding from New Zealand.

The above are only some of the activities covered by SPREP, however, under a broader perspective, SPREP will develop and implement a regionally coordinated and comprehensive range of activities under the following programmes:

- Biodiversity and Natural Resource Conservation
- Climate Change and Integrated Coastal Management
- Waste Management, Pollution Prevention and Emergencies
- Environmental Management, Planning and Institutional Strengthening
- Environmental Education, Information and Training

All of SPREP's activities are guided by the Action Plan for Managing the Environment of the South Pacific Region to the year 2000 (this document is available from the Secretariat) and it outlines the vision for SPREP as:

“... a community of Pacific island countries and territories with the capacity and commitment to implement programmes for environmental management and conservation. This SPREP community shares responsibility for implementation of the Action Plan, facilitated by its Secretariat.”

SPREP in all its activities endeavours to work with its member countries, donor agencies and other regional organizations to ensure that its goals and objectives, as stated by its Action Plan, are successfully achieved to the benefit of the Pacific region for present and future generations.

## **Annex 6      Terms of Reference**

### **Project for the Implementation of the Strategic Action Programme for the Pacific Small Island Developing States**

#### **Background**

The Pacific Small Island Developing States are jointly engaging in an effort to define the terms of environmental sustainability for the Pacific region. A specific initiative is the Strategic Action Programme for International Waters of Pacific Islands, undertaken cooperatively by 14 Pacific Small Island Developing States. The SAP identifies environmentally significant transboundary regional concerns, imminent threats, root causes, information gaps, proposed solutions, and priorities for action. Particularly important is the lack of strategic information presented in an appropriate manner to decision-makers, resource users, managers and communities to evaluate costs and benefits of, and to decide among, alternative activities. Work undertaken during the SAP process resulted in the identification of three priority transboundary concerns related to International Waters:

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

The threats were examined from the perspective of critical species and their habitats and living and non-living marine resources. Priority was given to those transboundary concerns that arise from the following imminent threats to the health of those waters. The priority concerns include:

- Pollution of marine and freshwater (including groundwater) from land-based activities
- Issues related to the long term sustainable use of marine and freshwater resources
- Physical, ecological and hydrological modification of critical habitats unsustainable exploitation of living and nonliving resources, particularly, although not exclusively, the unsustainable and/or inefficient exploitation of coastal and ocean fishery resources.

The SAP provides a framework for Pacific island countries to improve regional capacity for management of transboundary water resources and to create improved management structures to address environmental degradation and ensure the long term sustainability of ocean fisheries in the Western Pacific Warm Pool ecosystem. Implementation of the SAP will lead to improved integration of environmental concerns into local, national and regional policy, and improved water quality and the conservation of key coastal and ocean ecological areas.

undertaken will be those that address problems that have a demonstrable, negative effect on coastal living resources.

The OFM component will focus on measures to achieve the long-term sustainable development of ocean fisheries in the region are a SAP priority, targeting the Western Pacific Warm Pool ecosystem. Regional level options to increase domestic benefits from the tuna fishery and associated by-catch are to be explored in an effort to reduce fishing pressure on increasingly degraded and over-exploited near-shore resources. The result would be to protect and enhance globally significant biological resources and increase food security for the region. Management capacity at the individual country and regional level will be strengthened and global benefits would accrue. The project will provide working examples of economies of scale in environmental management.

### **Applications**

Applications to be submitted, preferably using a United Nations Personal History Form, not later than thirty (30) days after the publication of this announcement. Applications should be sent to:

The Director  
South Pacific Regional Environment Programme  
P.O. Box 240  
Apia,  
Samoa

## **Job Descriptions**

### **1. Project Manager**

The Project Manager shall be contracted to SPREP and responsible for the overall coordination of all aspects of the general implementation of the Strategic Action Programme for the International Waters of the Pacific Islands. In particular, he/she will be responsible for the overall management and supervision of the UNDP/GEF project. He/she shall liaise directly with the Regional Task Forces, National Task Forces and National Coordinators, as well as the representatives of the GEF partners and other donors, in order to coordinate the annual work plan for the programme. The Project Manager will also liaise with other project managers and coordinators of related and relevant projects and programmes, such as the UNDP/ICARE programme implemented out of the UNDP Fiji Office. The work plan will provide guidance on the day-to-day implementation of the current project document and on the integration of the various donor funded parallel initiatives. This will include close coordination with the Forum Fisheries Agency and the South Pacific Commission who are responsible for the implementation of major project components. He/she shall be responsible for all substantive, managerial and financial reports from the Project. He/she will provide overall supervision for all staff in the Programme Coordination Unit (PCU) as well as providing guidance concerning external relations for the project.

The Project Manager will consult and coordinate closely with the Director and other representatives of the South Pacific Regional Environment Programme (SPREP), and report directly to the Director of SPREP and to the UNDP Resident Representative in Samoa. He/she shall also consult with the respective UNDP officers in Fiji and Papua New Guinea and other senior representatives of partner agencies. Supplementary technical guidance will be provided by UNDP/GEF.

In particular the Project Manager:

- Serve as the Head of the Project Coordination Unit (PCU) located in the offices of SPREP;
- Assume general responsibility for the day-to-day management and implementation of all project objectives and activities;
- Supervise all UNDP/GEF related activities pursuant to implementation of the objectives and specific activities of the SAP;
- Manage the UNDP/GEF components of the PCU, its staff and budget;
- Prepare the annual work plan of the programme, in a format consistent with SPREP's output-based budget and monitoring and evaluation procedures and Financial Regulations and UNDP's guidelines for National Execution (NEX), on the basis of the Project Document, and in close consultation and coordination with the RTF, NTF, National Coordinators, GEF

- Ensure consistency between the various programme elements and related activities provided or funded by other donor organizations;
- Prepare and oversee the development of Terms of Reference for consultants and contractors;
- Coordinate and oversee the preparation of the substantive and operational reports for SAP implementation;
- Collect and disseminate information on policy, economic, scientific, and technical issues related to SAP implementation;
- Promote public awareness and participatory activities necessary for successful SAP implementation;
- Provide support for the preparation of technical and feasibility studies;
- Prepare progress reports concerning project activities; and
- Participate and prepare project reviews (PIRs, PPER, and Tri-Partite Reviews).

## **Qualifications**

The selected candidate will have:

- An advanced degree (Ph.D. or equivalent) in a discipline relevant to environmental management and institution building (e.g., applied marine science, natural resources economics), with emphasis on the coastal resources and marine sectors;
- At least ten years of professional experience in senior project management posts with increasing managerial responsibility in fields related to the assignment;
- Demonstrated diplomatic and negotiating skills;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information destined to the general public;
- Previous experience in the operational aspects of large UN-funded projects or similar regional/multi-country projects, as well as experience with funding organizations such as the GEF;
- Excellent working knowledge of English. Familiarity and knowledge of participating countries and their languages would be an advantage;
- Familiarity with the goals and procedures of international organizations, in particular of the GEF implementing agencies (UNDP, UNEP, World Bank), and of SPREP and other regional organizations in the Pacific;
- Other essential requirements include: the ability to manage the work of consultants; a proven ability to work as part of an inter-disciplinary and/or multi-cultural team; the ability to meet project deadlines, often under difficult circumstances; and an ability to live and work within Pacific island communities. Applicants with a direct experience of coastal and marine issues in the Pacific region, as outlined in the SAP, will be highly regarded.



## **2. Community Assessment and Participation Specialist**

The Community Assessment and Participation Specialist will work under the direct supervision of the Project Manager of the UNDP/GEF project. The Specialist will assume direct responsibility for the substantial community assessment, participation, information, and education activities of the project, and work closely with the existing education, assessment and information specialists in SPREP, UNDP and other regional partners. More specifically the Specialist will:

- Coordinate the full range of project activities for related to assessment of community issues, community participation and awareness and education needs;
- Serve as an expert resource for the various committees and working groups of the project;
- Oversee the selection of the membership of the Community Assessment and Participation Advisory Committee (CAPAC);
- Oversee the selection of the membership of the Demonstration Project Advisory Committees (DPAC);
- Provide technical support to the CAPAC and DPACs;
- Assure the development of and be responsible for the successful implementation of the work plan as it relates to community participation and education activities;
- Other essential requirements include: the ability to manage the work of consultants and committees; a proven ability to work as part of an inter-disciplinary and/or multi-cultural team; the ability to meet project deadlines, often under difficult circumstances; experience with the assessment of social, cultural and economic conditions in Pacific island countries; an understanding of Pacific cultures; and an ability to live and work within Pacific island communities

### **Qualifications**

- The selected candidate will have an advanced degree in a discipline in the social sciences, relevant to community assessment, involvement and public education issues as they relate to the project;
- The candidate must possess excellent written and oral communication skills in English, familiarity and knowledge of participating countries and their languages would be an advantage;
- A minimum of eight years of direct, relevant, field-based experience is a necessity;
- Other essential requirements include: the ability to manage the work of consultants; a proven ability to work as part of an inter-disciplinary and/or multi-cultural team; the ability to meet project deadlines, often under difficult circumstances; and an ability to live and work within Pacific island communities. Applicants with a direct experience of coastal, marine and socio-

### **3. Resource Economist**

The Resource Economist will work under the direct supervision of the Project Manager. The Resource Economist will assume direct responsibility for the determination of economic aspects and viability of the demonstrations and other project activities, and liaise closely with related programmes in SPREP, UNDP and other regional partners. More specifically the Resource Economist will be responsible for the overall economic evaluation of resource use related to the implementation of the Strategic Action Programme for the International Waters of the Pacific Islands. In particular the Resource Economist will:

- Contribute to the development of the annual work plan of the programme;
- Support the Project Manager as appropriate during its meetings of the RTF and its sub-committees;
- Coordinate and monitor the economic dimensions of activities in the work plan;
- Facilitate liaison and networking between and among the 14 country participants, in particular the private sector, relevant regional organizations, other relevant organizations, non-governmental organizations, key stakeholders and other individuals involved in project implementation on matters related to resource economics and viability;
- Assist with the preparation and oversight of Terms of Reference for consultants and contractors;
- Provide financial input to the development of demonstration projects and the preparation of the substantive and operational reports for SAP implementation;
- Collect and disseminate information on economic issues related to SAP implementation;
- Promote public awareness of economic approaches to resource allocation necessary for sustainable development of demonstrations and the successful SAP implementation;
- Assist with the preparation of technical and feasibility studies;
- Assist with the preparation of progress reports concerning project activities; and
- Participate and prepare project reviews (PIRs, PPER, and Tri-Partite Reviews).

#### **Qualifications**

- The selected candidate will have an advanced degree in resource economics or a related discipline (e.g., applied marine science, coastal management), with emphasis on resource economics;
- At least eight years of professional experience in senior technical or policy advice posts;
- Demonstrated technical and project delivery skills;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information destined to the general public;

Pacific island communities. Applicants with a direct experience of coastal, marine and economic issues in the Pacific region, as outlined in the SAP, will be highly regarded.

**Duty Station:** SPREP premises, Apia, Samoa

**Duration:** An initial fixed-term contract of three years, with a possible renewal for another two years.

### **Institutional Structures**

#### **4. Program Coordination Unit (PCU)**

The PCU will be a distinct unit within SPREP, which will work closely together with other units as required. The unit will provide a coordination and management structure for the implementation of the Strategic Action Programme and function in accordance with the rules and procedures of UNDP/GEF, as outlined in the Project Document, and SPREP. It is, however, recognized that there may be situations where the nature of SPREPs rules and procedures and those of UNDP may conflict. In situations where conflicting/or mutually exclusive rules and procedures arise, solutions will be worked out on a case-by-case basis, thus ensuring that the requirements of the GEF and UNDP's National Execution (NEX) modality are fully met.

The PCU will be headed by the Project Manager and guided by the decisions of the RTF, NTFs and advisory committees" and support the implementation of the project outputs through the following tasks:

- Assistance in networking between Regional and National Task Forces, RTF sub-committees and National Coordinators for all participating countries;
- Organization of technical cooperation activities between regional organizations for capacity-building, environmental policy, management and pre-investment activities related to the implementation of the SAP;
- Organization of consultative meetings for introducing and implementing programme activities;
- Collection and dissemination of information on policy, economic, scientific and technical issues related to the programme;
- Provision of support for the preparation of technical and feasibility studies;
- Preparation of progress reports (administrative and financial) concerning programme activities;
- Establishment of and assistance in networking between specialized institutions in participating countries and technical specialists from elsewhere;

A steering committee, known as the **Regional Task Force (RTF)**, was formed under the preparatory phase of the project. The RTF's role is to act as a technical, managerial and advisory group (TMAG) to the project, and to guide the PCU in the implementation and monitoring. The over-riding rationale for the RTF is to ensure that policy recommendations emanating from the SAP are appropriately incorporated into other regional programmes and policies, and that these are implemented appropriately, over and above the recognized need to ensure institutional ownership.

One of the first activities of project implementation will be to re-constitute the membership of the RTF and agree on meeting procedures. The RTF will meet yearly. To ensure the institutional ownership and sustainability of project impacts, the RTF will be linked to the CROP Marine Sector Working Group and comprised of CROP representatives, UNDP and selected individuals, as appropriate. Sub-committees, more technical in nature, of the RTF may be established as necessary to focus on particular project activities. A specific responsibility of the RTF will be to facilitate liaison to the GEF Implementing Agencies. The Forum Secretariat coordinates the CROP, and thus is a project partner.

The Regional Task Force shall:

- Be comprised of representatives of the CROP Marine Sector Working Group, up to five (5) participating countries on a rotating basis or as the agenda of the RTF dictates, two (2) NGO representatives on a rotating basis or as the agenda of the RTF dictates and one (1) from the private sector. The Forum Secretariat will chair the RTF and UNDP will participate as an ex-officio member of the Task Force.
- Provide technical assistance, policy guidance and political support in order to facilitate and catalyze implementation of the project;
- Annually review programme progress and make recommendations as appropriate; and
- Serve as liaison to and involve the GEF Implementing Agencies, as appropriate.

## **6. National Task Force**

Capacity at a national level to coordinate and administer activities to implement the project will be critical as they are currently stretched in many smaller island States. **National Task Forces (NTF)** were established under the preparatory phase of this project. They will be re-constituted with new membership and nominated by the participating governments. They could be existing mechanisms, e.g., NEMS. The NTFs will be responsible for securing the necessary level of cooperation from their respective country, including the securing of country-specific information and resources necessary to project activities. The list of NTF Coordinators who served during SAP development

The National Task Forces shall:

- Be chaired and formed by a senior governmental official designated by each of the participating countries;
- Be inter-ministerial in nature and serve as the official link to all elements of project implementation within each participating country;
- Serve as the principal source of information concerning available country resources for all aspects of project implementation; and
- Be closely coordinated with the meetings of the RTF and the PCU;
- Provide input to the RTF for strategic policy guidance for the implementation of the project, as well as guidance to implement national components of the project;
- Facilitate national policy and institutional changes necessary to engender success in project activities;
- Provide guidance to the DPACs for the implementation of the demonstration projects if the demonstration is of significant national interest.

#### **7. Community Assessment and Participation Advisory Committee**

A Community Assessment and Participation Advisory Committee (CAPAC) will support the PCU. The CAPAC is a sub-committee of the RTF, and will be comprised of national and regional representatives with the array of skills necessary to ensure that the activities related to community-based assessment, information, participation and education are effective, of a high standard which can maximize the sustainability of the projects impacts and facilitate the replication of demonstrations.

The CAPAC shall:

- Be representative of the full range of expertise needed to implement the social assessment and public participation and education elements of the project;
- Be nominated by participating regional organizations, countries and the NGO community;
- Be selected by the Project Manager, in consultation with the RTF, NTF and other regional organizations;
- Be chaired by the Project Manager or his/her designee;
- Meet at the call of the Chair and give advice as necessary to the achievement of project-related social assessment and public education elements.

#### **8. Demonstration Project Advisory Committees**

of their respective demonstration projects, derive lessons learned and prepare recommendations for how best to replicate activity results across the region.

Each DPAC will:

- Be comprised of country representatives at the governmental and non-governmental levels, private sector, regional organizations and the PCU;
- Be chaired by the Project Manager or her/his designee;
- Meet at the request of the Project Manager to review demonstration project implementation; and
- Facilitate the development of their respective demonstration projects, monitor and evaluate project results during implementation, help synthesize project results, and derive lessons learned and prepare recommendations for how best to replicate demonstration activities across the region.

## **9. Fisheries Management Adviser**

The Fisheries Management Adviser will support member countries in the development of effective national and regional fisheries management arrangements for the tuna fisheries of the western and central Pacific. The Adviser will focus on assisting in the development of strategies to conserve and manage the highly migratory fish stocks associated with the Western Pacific Warm Pool ecosystem. Specifically, this position will be responsible for assisting FFA member countries with the coordination and development of fisheries management arrangements. Such arrangements are designed to help FFA member countries assess the biological, economic and social implications of alternative fisheries management strategies in the context of the management of highly migratory fish stocks. The Fisheries Management Adviser will be required to travel extensively, mainly within the Pacific region.

The Adviser shall:

- Assist FFA member countries to identify, and prioritize, fisheries management issues in the tuna fisheries of the central western Pacific;
- Convene and participate in in-country fisheries management workshops to assist member countries identify their national priorities and policies with respect to tuna management;
- Assist member countries to develop national tuna management plans;
- Foster effective relations with the tuna fisheries managers of FFA member countries;
- Help plan, prepare for, and participate in, meetings of the skip-jack, and albacore, big-eye and yellow-fin species working groups;
- Prepare briefing papers for FFC on fisheries-management related matters;
- Assist in the planning and undertaking of fisheries management activities in relation to the MHLC process;

understanding of fisheries science, particularly stock assessment techniques, international fisheries law, and the tuna industry, are helpful though not essential attributes.

The Adviser will have:

- relevant tertiary qualification in the fields of fisheries economics, natural resource management, or a related discipline;
- At least five years of professional experience in senior project advisory posts with increasing responsibility in fields related to the assignment;
- Demonstrable excellent verbal and written communications skills, both at a technical level and in the preparation of information destined to the general public;
- Previous experience in the operational aspects of large UN-funded projects or similar regional/multi-country projects, as well as experience with funding organizations such as the GEF;
- Excellent working knowledge of English. Familiarity and knowledge of participating countries and their languages would be an advantage;
- Other essential requirements include: the ability to manage the work of consultants; a proven ability to work as part of an inter-disciplinary and/or multi-cultural team; the ability to meet project deadlines, often under difficult circumstances; and an ability to live and work within Pacific island communities. Applicants with a direct experience of fisheries issues in the Pacific region, as outlined in the SAP and currently the focus, will be highly regarded.

**Duty Station:** FFA premises, Honiara, Solomon Islands

**Duration:** An initial fixed-term contract of three years.

#### **10. Stock Assessment Specialist**

The Stock Assessment Specialist will work under the direct supervision of the Principal Fisheries Scientist, Oceanic Fisheries Programme (OFP), at the Secretariat of the Pacific Community (SPC). The Specialist will analyze and interpret biological and statistical data pertaining to the assessment of tuna and billfish species harvested in the Western and Central Pacific Ocean (WCPO), in collaboration with OFP staff, and in the context of an ecosystem approach to sustainable harvest and management of oceanic resources in the region.

More specifically, the Specialist will

- conduct statistical analyses of fishery catch and effort data, indices of abundance, and

**Qualifications:**

The selected candidate will have a post-graduate degree in fisheries science, including extensive knowledge of statistical analysis and modeling; the candidate will possess demonstrated experience in oceanic fishery research of high international standard, and must possess excellent skills in formulating and presenting scientific advice, and written and communication skills of a high order. A minimum of eight years of direct relevant experience will be required.

**Duty station:** SPC Headquarters, Noumea, New Caledonia.

**Duration:** A fixed term contract of three years in the first instance.

**11. Fisheries Research Scientist (Ecosystems)**

The Fisheries Research Scientist will work under the direct supervision of the Oceanic Fisheries Coordinator of the Oceanic Fisheries (OFP) at the Secretariat of the Pacific Community (SPC). The Scientist will coordinate biological research on the Warm Pool Large Marine Ecosystem which supports the tuna fishery of the Western and Central Pacific Ocean, with the long-term intention of determining sustainable levels of harvest from this ecosystem, and the impacts of removals of target tuna species on other components of the system.

More specifically, the Scientist will

- undertake biological research on all components of the Warm Pool ecosystem, particularly tunas and non-target, associated and dependent (by-catch) species
- devise and implement biological sampling programmes in support of this research, utilizing observer and other sampling programmes, as required
- develop and apply models of the biodynamics of the Warm Pool ecosystem, in collaboration with OFP scientists
- assess where possible impacts of fishing on stocks of non-target, associated and dependent species
- document the results of research and analyses for publication, and present these as required
- integrate these results with complementary OFP research

**Qualifications:**

The selected candidate will have a university degree in biology, fisheries stock assessment or related discipline, with a post-graduate qualification desirable. The candidate will have extensive experience with field research programmes, computer-based analysis of fishery and biological data



## 12. Fishery Monitoring Supervisor

The Fishery Monitoring Supervisor will work under the direct supervision of the Oceanic Fisheries Coordinator of the Oceanic Fisheries Programme (OFP) of the SPC. The candidate will actively participate in the development of, and oversee the operation and maintenance of national and regional observer and port sampling programmes. These programmes will monitor all aspects of the fishery and catch of tunas and non-target, associated and dependent species (by-catch), and provide a range of data in support of stock assessment and studies of ecosystem dynamics.

More specifically, the Supervisor

- Support and assist the implementation of national port sampling and observer programmes providing representative coverage of tuna fleets operating in the region, and assist in the design of these programmes
- Supervise, in the field, the placement and work of all observers and port samplers, ensuring that data as required for stock assessment and ecosystem studies are systematically collected, standardized data collection procedures are followed, and data quality is optimized.
- Ensure the incorporation of data collected in regional databases, and maintain data quality through debriefing of national coordinators and their staff.
- Supervise the work of national coordinators, through regular contact and visits where necessary; and coordinate and maintain standards amongst such programmes
- Prepare and present periodic written and oral reports on the results of the port sampling and observer programmes

### **Qualifications:**

The selected candidate will have a degree in biological or fishery science, or equivalent qualification, with extensive experience in sea-going research programmes, and observer/port sampling programmes, preferably involving tuna fisheries. Some knowledge of fishery data analysis would be desirable, and basic computer skills required. The candidate will have the ability to supervise and motivate persons from differing cultural and educational backgrounds, in Pacific Island communities, and should have good written and oral communication skills.

**Duty station:** SPC Headquarters, Noumea, New Caledonia, but extensive travel and field work within the region will be required.

**Duration:** An initial fixed-term contract of three years.

The coordinator will have the following specific responsibilities and duties:

- To prepare, in consultation with the PCU and national task force, the work plan, schedule and budget for the national activities, and to submit the same to the relevant national Ministry and the GEF/SAP Project Manager;
- To report regularly to the GEF/SAP Project Manager regarding the progress of the national activities and to account for budget expenditures;
- To draft and submit the terms of reference for work to be contracted nationally, to monitor and manage all work contracted to national experts, to submit the work produced by national experts to the national task force and certify that it meets the terms of reference for such work;
- To ensure that the work contracted out to national experts is coordinated and integrated at a national level so that it contributes effectively to the implementation of the SAP;
- To arrange for the administrative and logistical support required by the national task force and related committees under the project;
- To serve as the secretary of the national task force, to facilitate the exchange of information within and without the task force;
- To facilitate the meetings of the national task force;
- To lead, monitor and manage the organization and implementation of the national activities;
- To perform such other duties as may be required by the national task force consistent with the objectives of the programme.

The national coordinator will be nominated by the relevant national Ministry, in accordance with the following considerations:

- a. That he or she should be in a position to work as a full-time, dedicated nationally recruited project personnel for 36 months;
- b. That he or she will have at least five years supervisory experience in government;
- c. That he or she has an advanced degree in a field relevant to coastal and marine issues as defined by the SAP.

The national coordinator shall have the authority, in consultation with the national task force, to do the following:

- a. To request for the disbursement of project funds from the PCU, in accordance with the budget and work plan.
- b. To call meetings of the national task force and to invite such persons and institutions deemed useful by the national task force.

## **Annex 7: Regional Task Force Members for SAP Formulation**

### **Country Representatives**

**Fiji:** Maciu Lagibalavu, Director, Fisheries, Suva - Fax: (679) 361 184

**Marshall Islands:** Jorelik Tibon, Director, Environmental Protection Authority, Majuro -  
Fax: (692) 625-5202, email: missa1@ntamar.com

**Samoa:** Frances Brebner, Treasury Department, Apia - Fax: (685) 21312,  
e-mail: plan\_pol@talofa.net

**Tonga:** Saimone Helu, Director, Water Board, Nuku'alofa - Fax: (676) 23360,  
email: twbhelu@cwand.to

**Vanuatu:** Dorosday Kenneth, Director, Fisheries, Port Vila - Fax: (678) 23 641,  
represented by Moses Amos

### **Council of Regional Organizations for the Pacific (CROP)**

Anthony D. Lewis, Director, Oceanic Fisheries, South Pacific Commission, Nouméa, New  
Caledonia – Fax: (687) 263-818, email: tonyl@spc.org.nc

Iosefa Maiava, Director, Development and Economic Policy Division, Forum Secretariat,  
Suva, Fiji – Fax: (679) 300-192, email: iosefam@forumsec.org.fj

Andrew Munro, Waste Management Officer, SPREP, Apia, Samoa - Fax: (685) 20231,  
email: munro@talofa.net

### **Non-Governmental Organizations (NGOs)**

Paul Holthus, Marine and Coastal Programs, IUCN/World Conservation Union, Gland,  
Switzerland – Fax: 41-22-999-0024, email: pfh@hq.iucn.org

Andrew Smith, The Nature Conservancy, Koror, Palau - Fax: (680) 488-4550,  
email: 103732.3465@compuserve.com

### **Private Sector**

Curly Carswell, President, Fiji Dive Operators Association, Savusavu, Fiji - Fax: (679) 850-344  
email: seafijidive@is.com.fj

### **Implementing Agencies**

Elizabeth Brouwer, Pacific Country Officer, The World Bank, Washington, D.C. –  
Fax: 1-202-522-3393, email: ebrouwer@worldbank.org

**Annex 8: National Task Force Members for SAP Formulation**

**Cook Islands:** Teresa Manarangi-Trott, Director, Island Wide Services, Rarotonga -  
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## **Annex 9: Draft Schedule of Project Reviews, Reporting and Evaluation**

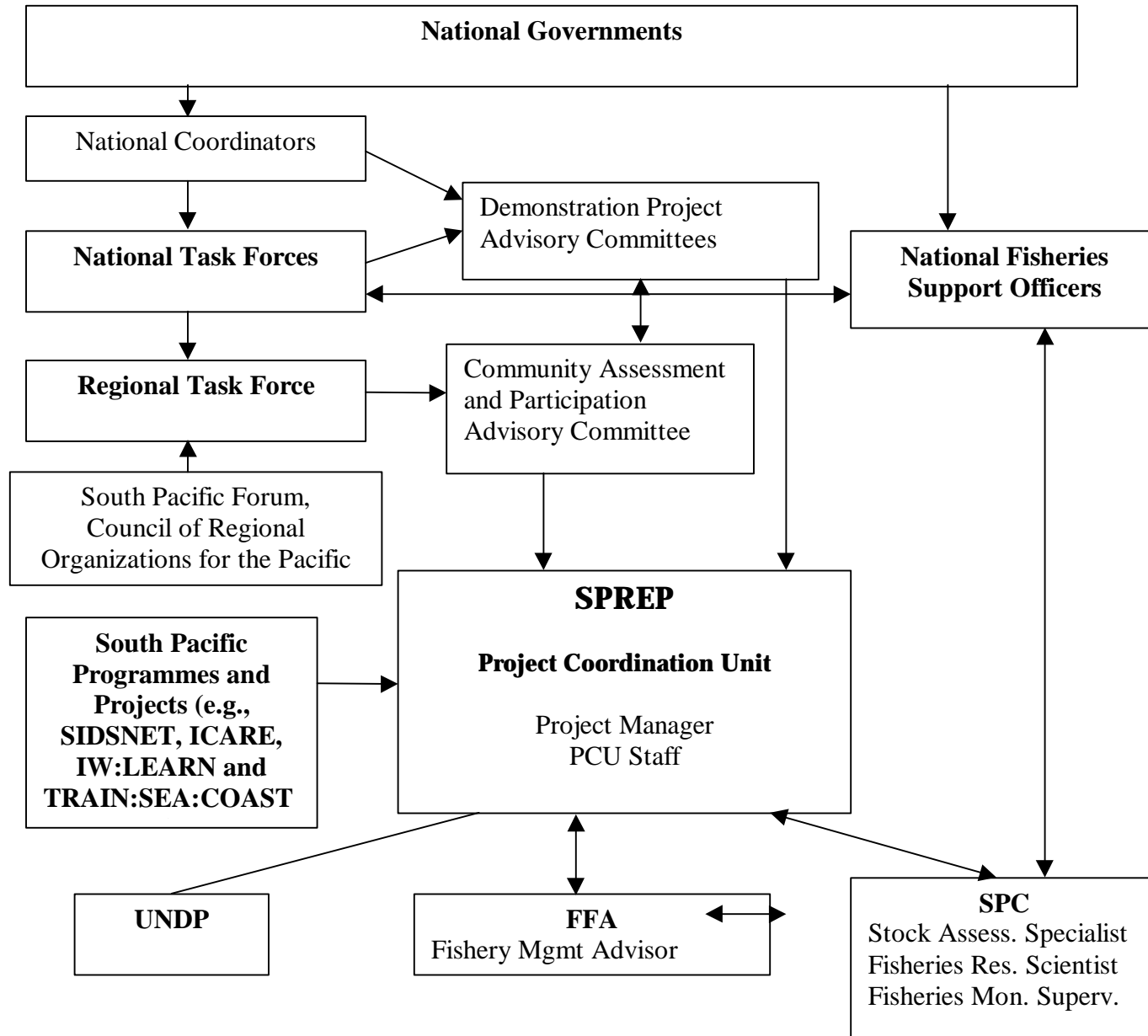
\* to be finalized at outset of project operations

Project Starting Date:

15 December 1999\*

<u>Description</u>	<u>Date *</u>
1. Inception Report	2/2000
2. Annual Project Review	2/2001
3. TPR	3/2001
4. Audit	TBD
5. GEF Project Status Report (Project Implementation Review short form)	late-2001
6. Annual Project Review	2/2002
7. TPR	3/2002
8. Audit	TBD
9. GEF Project Implementation Review	late-2002
10. Annual Project Review	2/2003
11. TPR	3/2003
12. Independent Mid-Term Evaluation	3/2003
13. Audit	TBD
14. GEF Project Implementation Review	late-2003
15. MTR	late-2003
16. Annual Project Review	2/2004
17. TPR	3/2004
18. Audit	TBD
19. GEF Project Implementation Review	late-2004
20. Terminal Report	11/2004
21. End of Project Evaluation	12/2004
22. Terminal TPR	3/2005
23. Independent Final Evaluation	3/2005

**Organogram**



## **Annex 11. Data Verification for FFA Monitoring Control and Surveillance (MCS) Systems (Under Activity 3.6 – Technical Support to FFA for VMS Core Systems).**

### Background

The FFA member countries' vessel monitoring system (FFA VMS) has undergone extensive testing and is now installed in all fourteen FFA island member countries with a proven capacity to monitor the activities of fishing vessels in their exclusive economic zones (EEZs). As a near real-time management tool, it needs to operate at 95% availability. The FFA VMS links to surveillance crafts such as patrol boats is very high priority and such requirements necessitate enhancement of the VMS.

In addition, MCS operations as a whole will benefit from the proposed enhancement features to the VMS.

FFA has an extensive fisheries database (the Corporate Data Resource or CDR), which is one of the best of its type in the world. While including some catch data, the CDR is primarily concerned with handling data to support the control of illegal fishing and other threats to resource sustainability. The CDR, which includes VMS data will succeed, depends on the delivery of accurate and relevant information to member countries. Without a data verification (quality assurance) function, CDR and FFA VMS will quickly lose their value to the work of FFA in supporting fisheries management purposes. This cannot be achieved at FFA with existing resources and GEF funding for his component would make a substantial and meaningful contribution to this activity.

It is fair to note that until the FFA VMS came into operations, the FFA did not have mission-critical applications in place. This has changed because of the support provided by VMS to enable member countries to make urgent and costly decisions on the use of surveillance assets. A patrol boat or surveillance aircraft launched into operation as a result of VMS reports that are based on outdated or incorrect license information will undermine the credibility of the regional surveillance umbrella, and the be very costly. Without adequate and focused attention data verification, the FFA cannot guarantee the accuracy of the information despatched to member countries using the FFA VMS and other CDR data.

### Objective:

The objectives of the project are to:

- Develop and implement adequate data verification (quality assurance) strategy to ensure that CDR, VMS and other data management tools meet the needs of FFA member countries, including a review and assessment of the computing technology and business processes used in

- surveillance (MCS) requirements.
2. Review of all integrated database systems at FFA that were developed to manage MCS management arrangements and those in support of such initiatives.
  3. Development of an adequate quality assurance strategy with an action plan for implementation at FFA and training of all staff resources involved.
  4. Implement the quality assurance action plan and closely monitoring to ensure successful uptake.
  5. Implement a long-term approach to maintain the relevancy and suitability of the endorsed quality assurance strategy in a sustainable manner.

This project requires funding support for two years to complete the tasks itemised above. It would require the recruitment of one professional and supporting equipment costs to establish the quality assurance function at FFA for eventual incorporation into the MCS core funding mechanism based on its cost-recovery strategy at the end of two years.

Outcomes:

1. Improve the accuracy, timeliness and completeness of corporate information on which member countries base their fisheries management and surveillance decisions;
2. Provide a robust framework to verify, store and make use of a variety of fisheries data and information available to member countries for decision making;
3. Adequately support the management initiatives implemented by member countries for the control and exploitation of their tuna fisheries resources; and
4. Enhance the capability of member countries to manage their fisheries in a sustainable manner.