



National Capacity Self Assessment Project

National Environmental Capacity Strategy & ACTION PLAN

“Analysis of Samoa’s capacity and environmental constraints for development to implement the Conventions on biodiversity, climate change and land degradation.”



SAMOA

FOREWORD



Honorable Faumuina Tiatia Liuga
Minister of Natural Resources and Environment

Samoa has become a member country to a number of international and regional agreements and protocols. This saw an outstanding increase in the number of environmental programmes and projects with various obligations and requirements to be implemented. It was then observed and experienced that the latter places a higher demand on Samoa to meet these obligations and requirements thereby producing problems and constraints in meeting these obligations and requirements. With this, the National Capacity Self Assessment (NCSA) project was adopted.

The NCSA project for Samoa undertook an integrated approach to ensure that all aspects of environmental management and conservation are adequately assessed and analysed. The objective of this process was to assess Samoa's existing capacity to implement Multilateral Environment Agreements (MEA's) particularly the United Nations Convention on Biological Diversity (UNCBD); United Nations Framework Convention on Climate Change (UNFCCC) and United Nations Convention to Combat Desertification (UNCCD). In other words, the three thematic areas of biological diversity, climate change and land degradation. The process undertook a participatory approach from both the local and community level and the national level.

Samoa's Environmental Capacity Strategy (ECS) represents the overall assessment of priority environment thematic and cross-cutting capacity needs for development. It recommends actions and strategies for national capacity development and it provides basis for further projects on capacity development and environmental concerns.

Acknowledgement is extended to the National Steering Committee and Technical Working Group members of the three Conventions represented by various Government Ministries, Non-government Organizations, Government Corporations, Community representatives and International Agencies namely UNDP and SPREP for their tremendous effort, time and support in producing this Action Plan. I believe this ECS is a window of opportunity for further projects addressing Samoa's priority environment concerns.

Faumuina Tiatia Liuga,
Minister of Natural Resources and Environment

Map of Samoa:



ACRONYMS

AUSAID	-	Australian Aid
CEO	-	Chief Executive Officer
DC	-	Development Consent
ECS	-	Environmental Capacity Strategy
EPC	-	Electric Power Corporation
ESP	-	Environment Sector Plan
FAO	-	Food and Agricultural Organization
GEF	-	Global Environment Facility
GoS	-	Government of Samoa
GIS	-	Geographic Information System
IT	-	Information and Technology
JICA	-	Japan International Corporation Agency
MAF	-	Ministry of Agriculture and Fisheries
MCIT	-	Ministry of Communication, Information and Technology
MEA's	-	Multilateral Environment Agreement's
MESC	-	Ministry of Education, Sports and Culture
MFAT	-	Ministry of Foreign Affairs and Trade
MNRE	-	Ministry of Natural Resources and Environment
MoF	-	Ministry of Finance
MWSCD	-	Ministry of Women, Social and Community Development
NCSA	-	National Capacity Self Assessment
NEMS	-	National Environment and Development Management Strategy
NGO's	-	Non-government Organizations
NIP	-	National Implementation Plan
NSC	-	National Steering Committee
NUS	-	National University of Samoa
NZAID	-	New Zealand Aid
PMU	-	Project Management Unit
POP's	-	Persistent Organic Pollutants
PSC	-	Public Service Commission
SDS	-	Strategy for the Development of Samoa
SLM	-	Sustainable Land Management
SOE	-	State of the Environment
SPREP	-	Secretariat of the Pacific Regional Environment Programme
SWA	-	Samoa Water Authority
UNCBD	-	United Nations Convention on Biological Diversity
UNCCD	-	United Nations Convention to Combat Desertification
UNFCCC	-	United Nations Framework Convention on Climate Change
UNDP	-	United Nations Development Programme
USP	-	University of the South Pacific

GLOSSARY

convention	-	conference of countries to become a member party to address social and environmental issues
botanists	-	a person specializes in plants
biodiversity	-	variety of plant and animal life
bilateral	-	an issue affecting two or more countries
buffer zones	-	an area that operates as a protection against or reduces the effect of an impact
exacerbated	-	make worse
geotechnical	-	concerned with the engineering behavior of earth materials
GIS (Geographic Information System)	-	is a system for creating, storing, analyzing and managing spatial data and associated attributes
holistic	-	something that is considered as whole
hydrological	-	the science of the properties of the earth's water especially its movements in relation to land
Individual Capacity	-	process of changing attitudes and behaviors at the individual level
Institutional Capacity	-	overall organizational performance and functioning capabilities
mainstreaming	-	principle of integrating an issue or opinion into institutional agenda
mobilize	-	bring into circulation or maintain to use
morphodynamics	-	a study of the interaction and adjustment of the seafloor topography and fluid hydrodynamic processes
multilateral	-	an agreement, treaty or conference in which three or more parties participate
sustainable	-	maintain or keep going continuously
synergies	-	result of the interaction of two or more organizations, issues etc to produce a new or enhanced effect compared to their separate effects
Systemic Capacity	-	overall policy, economic and accountability frameworks within institutions which institutions and individuals operate
thematic	-	of or belonging to a theme

DIAGRAMS

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PART A: CAPACITY DEVELOPMENT FRAMEWORK

Chapter 1: Background

Samoa's National Environmental Capacity Strategy (NECS) is drawn on the assessment and analysis of priority thematic and cross-cutting capacity needs. These needs have identified priority actions for capacity development and opportunities to promote synergies across the 3 Conventions which are highlighted as project profiles in the NECS. Strategies to implement these project profiles including means of monitoring and evaluation of outcomes are also highlighted in the NECS.

The purpose of the NECS is providing proposed objectives and strategies for national capacity development. The main audience will be high-level officials, key stakeholders and possible donors who will assist in implementing the NECS.

Over the past years, Samoa has been involved in various environmental programmes and projects at the regional and international levels.

This saw a significant increase in the number of international and regional agreements and protocols Samoa has become a party to. With the high demand placed on Samoa to meet the various obligations and requirements of these agreements and protocols, problems and constraints have been observed

and experienced hence the National Capacity Self Assessment (NCSA) project was adopted.

The general objective of NCSA is to ensure that all aspects of environment management and conservation are effectively assessed and analysed in order to achieve sustainable development goals in respect to obligations of regional and international programmes and protocols. For Samoa's context, NCSA is concerned with Samoa's capacity in terms of abilities of individuals, groups, organizations and institutions to address priority environmental issues as part of efforts to achieve sustainable development.

The NCSA is seen as an opportunity to assess priority needs and prepare a capacity development strategy identifying objectives and actions needed to improve and enhance ability of individuals, institutions and systems to implement decisions and perform functions in a more effective, efficient and sustainable manner.

Through the NECS, strategies are planned to develop capacities at the individual, institutional and systemic levels in order for Samoa to address its environmental concerns through the 3 Conventions..

1.1 Formulation Process

The NECS is an integrated approach that was required to develop as a result of high demand to meet Samoa's various obligations and requirements under Multilateral Environmental Agreements (MEA's).

The formulation of the NECS started from the stocktake phase where capacity development efforts and capacity gaps were identified.

These efforts and gaps were analysed in the next thematic assessment phase. This analysis produced the cross-cutting issues which were consulted on with relevant stakeholders and were consented as profiles for the action plan.

The NECS was completed during a three year project and is funded by the Global Environment Facility (GEF) through United Nations Development Programme (UNDP).

The implementation of the NCSA process was with the Corporate Services Division of the Ministry of Natural Resources and Environment (MNRE) the coordinating agency.

Following this, the NCSA project unit, its Project Management Unit (PMU) and National Steering Committee (NSC) were also established. The project unit consisted of a Project Coordinator and a Project Administrative Assistant.

The following diagram explains activities and timeframe in the formulation of the NECS:

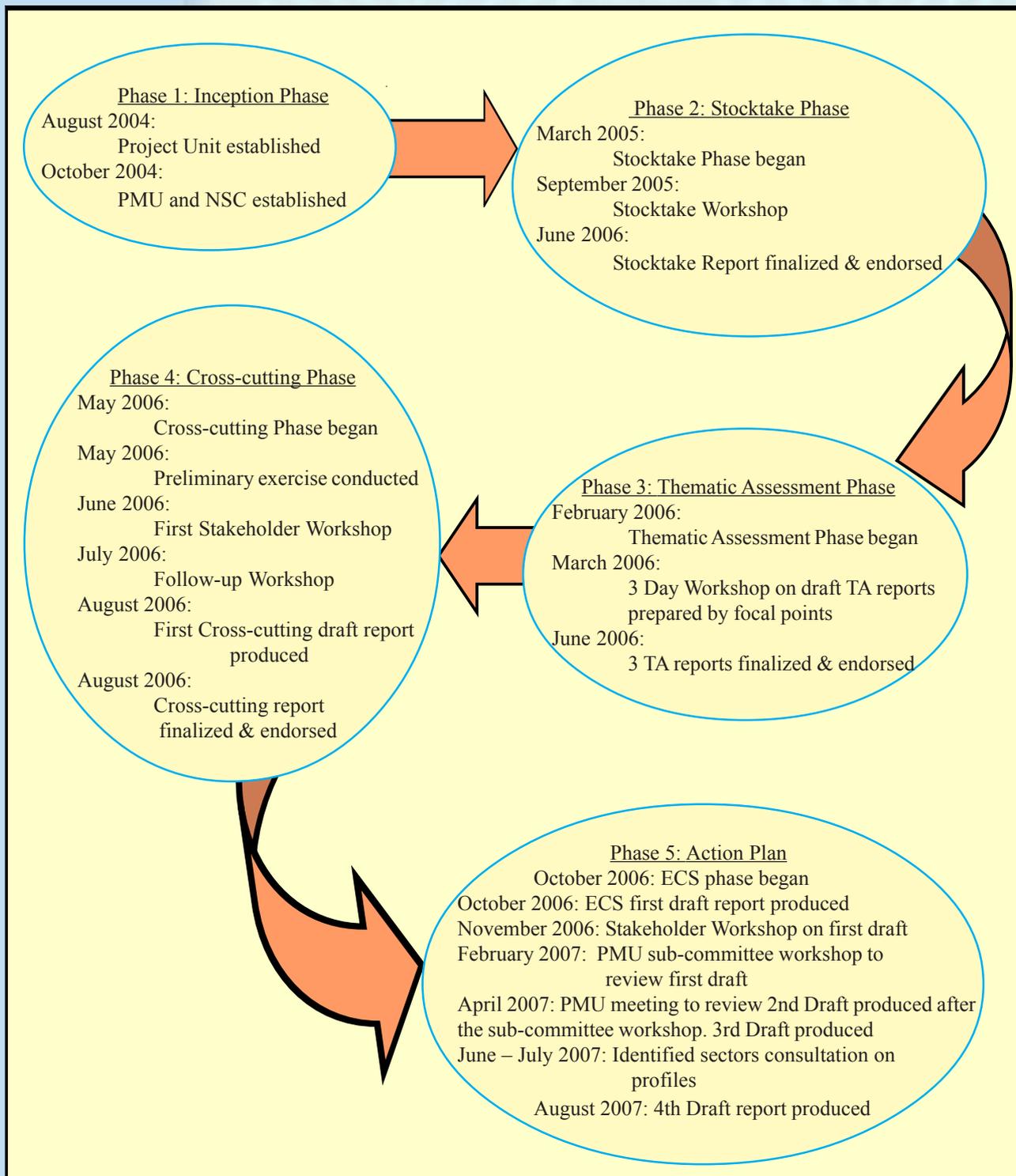


Figure 1: Timetable of activities achieved

Chapter 2: Capacity Development Framework

2.1 Vision

'Effective environment management in Samoa as a result of adequate capacities at the local and national level.'

2.2 Mission

'To develop and implement sustainable capacity development actions in order to manage and care for Samoa's environment and to contribute to global environment agenda.'

2.3 Objectives

- (i.) To identify capacity development strategies and action programmes that will lead to an improvement in Samoa's management of global and national environmental issues
- (ii.) To specify implementation frameworks including monitoring indicators and evaluation plans to ensure follow-up to the National Capacity Self Assessment (NCSA)
- (iii.) To mobilize support for environmental capacity development from local and international sources including financial assistance and non-financial support such as sponsorship, equipment, infrastructures, technical assistance and training
- (iv.) Promote stakeholder participation and coordination / collaboration in environmental management

2.4 Principles for Capacity Development

The National Environmental Capacity Strategy (NECS) is built on the following principles:

- (i.) ensure national ownership and high-level political commitment to the Strategy;
- (ii.) use existing coordinating structures and mechanisms;
- (iii.) build on past capacity development efforts to avoid duplication of efforts and 'reinventing of the wheel';
- (iv.) pay due allocation to the obligations and requirements of the three Conventions, particularly those related to capacity development;
- (v.) focus on issues that are cross-cutting for the three Rio-Conventions with the aim of strengthening synergies in implementing these Conventions;
- (vi.) adopt a holistic approach to capacity development that addresses capacity needs at the systemic, institutional and individual levels within the context of sustainable development;
- (vii.) pay particular attention to capacity needs at the systemic level, since they are often neglected by initiatives that focus on individual and institutional capacity; and
- (viii.) adopt a long-term approach to capacity development as part of national, regional and international sustainable development initiatives
- (ix.) linked to other on-going initiatives and on-going programmes as a sub-component for capacity development / project profiles will address capacity gaps and needs not covered by other initiatives and programme

2.5 Enabling Activity

The following legislation will guide the implementation of the NECS:

2.5.1 Acts

- (i.) Lands, Survey and Environment Act 1989
- (ii.) PSC Amended Act 2004
- (iii.) Public Finance Management Act 2001
- (iv.) Taking of Lands Act 1964
- (v.) The Lands for Foreign Purposes Act 1992/1993
- (vi.) Alienation of Customary Lands Act 1965
- (vii.) Alienation of Freehold Lands Act 1972
- (viii.) Planning and Urban Management Act 2004
- (ix.) Fisheries Act 1965
- (x.) Animal and Wildlife Ordinance 1962
- (xi.) Agriculture, Fisheries and Forestry Ordinance 1959
- (xii.) Forests Act 1967
- (xiii.) Watershed Protection and Management Regulations 1991
- (xiv.) Fisheries Regulations 1992
- (xv.) Protection of Wildlife Regulation 2004
- (xvi.) Forestry Regulation 1969

2.5.2 Relevant Policies

- (i.) National Land Use Policy 2001
- (ii.) National Policy for the Sustainable Development of Forest 2006
- (iii.) National Water Resource Policy 2001
- (iv.) National Policy on the Conservation of Biological Diversity 2007
- (v.) National Waste Management Policy 2001
- (vi.) National Heritage Policy 2004
- (vii.) National Population and Sustainable Development Policy 2001
- (viii.) National Sustainable Management of Forest Policy 2007
- (ix.) National Climate Change Policy 2006
- (x.) Forestry for Sustainable Development 2007

2.5.3 National Strategies and Plans

Over the past decade, a number of strategies and plans have been developed to address and highlight environmental concerns. These plans are in line with priorities which are based on concerns faced by the Samoan community and are seen as critical in achieving a better quality of life for all Samoans.

In the environmental context, most of these plans derive from the global perspective, regional or pacific plans or obligations of MEA's which Samoa is signatory and party to.

The following national strategies and plans are considered relevant in providing mandatory guidance in the implementation of actions in the NECS.

National Strategies and Plans

- Strategy for the Development of Samoa (SDS) 2005 – 2007
- National Environment and Development Management Strategies (NEMS) 1993
- Water Study Master Plan
- National Biodiversity Strategy and Action Plan (NBSAP) 2001
- National Adaptation Programme of Action (NAPA) 2005
- National Action Programme (NAP) 2006
- National Implementation Plan for Persistent Organic Pollutants (NIP) 2004
- National Water Resources Management Strategy 2007

Reports

- State of the Environment Report (SOE)1993
- Samoa’s First Report to the CBD 2000
- Samoa’s Third National Report to the CBD 2006
- First National Report-UNCCD 2003
- Third National Report-UNCCD 2006
- First National Communication Report to the UNFCCC 1999

2.5.4 Institutional Implementation Framework

The following diagram presents the institutional framework for the implementation of the NECS.

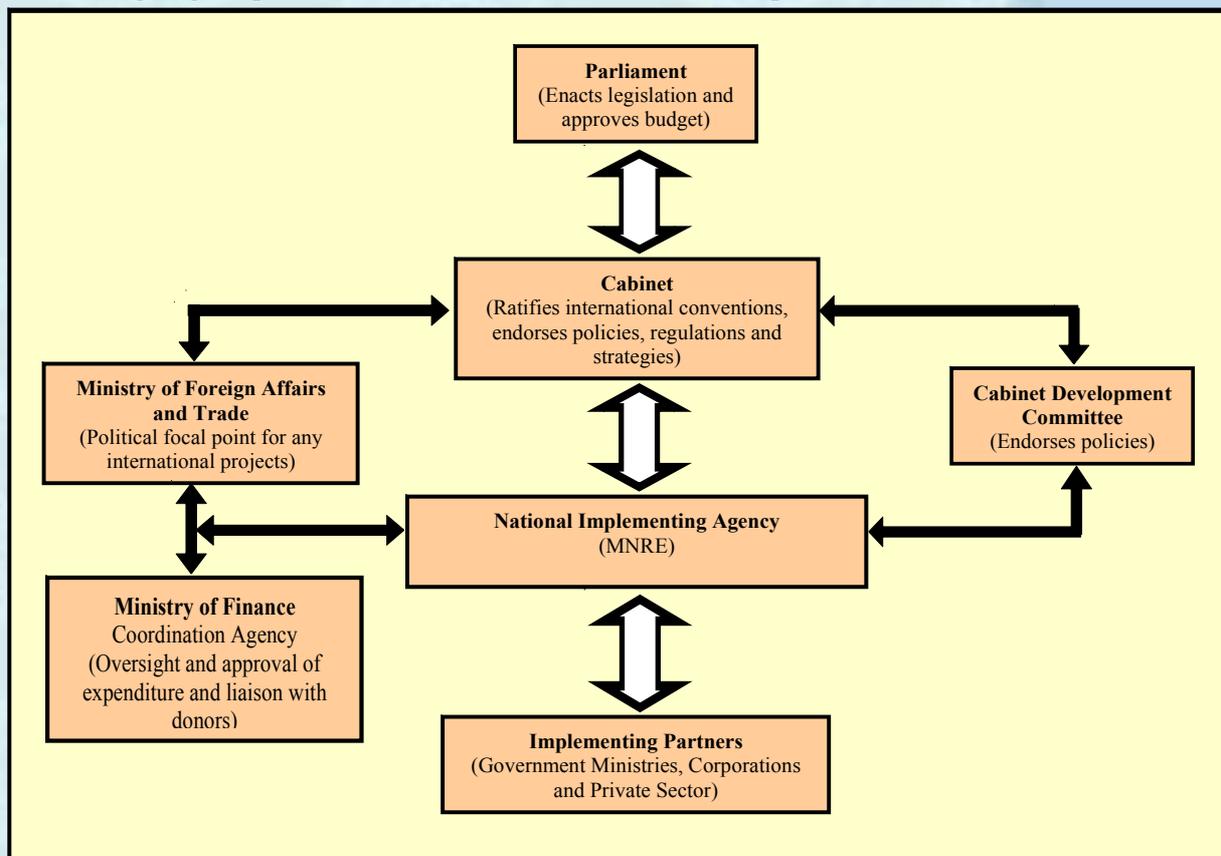


Figure 2: Institutional Implementation Framework

PART B: ENVIRONMENTAL CAPACITY STRATEGY**Chapter 3: Action Plan Project Profiles****3.1 Strategy Summary****Overall Goal:**

To implement identified actions for a sustainable management of Samoa's natural resources in view of regional and global obligations

Project Profiles:	Key Outputs:
1. Promote Cross-sector cooperation	1.1 Establish effective coordination and networking system 1.2 Develop integrated policies and laws 1.3 Incorporate environment issues into sector plans and the next SDS to reflect environmental priorities 1.4 Establish a National Environment Sector Plan
2. Strengthening and enforcement of policies	2.1 Provide specific trainings for specific fields (e.g. monitoring, research and conflict resolution) and legal frameworks 2.2 Review existing legal frameworks 2.3 Build capacity of enforcement agencies
3. On-going human and financial resources	3.1 Secure funding sources 3.2 Provide learning opportunities in areas of technical expertise (e.g. botanists, soil specialists, energy specialists etc) 3.3 Provide bonus and special award scheme 3.4 Guarantee jobs for graduating students particularly in the areas of science and environment 3.5 Develop opportunities for staff developments
4. Establish adequate institutional data and information management and dissemination mechanism	4.1 Develop a central data mechanism 4.2 Develop specialized training 4.3 Effective information sharing 4.4 Incorporating into sectoral management plans
5. Strengthen communication tools and strategies for public awareness	5.1 Establish communication strategy for MEA's 5.2 Implement communication strategy
6. Promote sustainable management of water resources	6.1 Establish sustainable catchment management programmes 6.2 Effective mechanism for the assessment and monitoring of water resources 6.3 Build capacity in the implementation, monitoring and evaluation of national water resources related policies and strategies 6.4 Increase public awareness on water resources policies, legislation and strategies as well as water sector plans
7. Promote effective management of land development	7.1 System of land zoning for land development processes 7.2 Widespread adoption of sustainable land management practices 7.3 Strengthen enforcement of Development Consent (DC) process of any land development
8. Promote sustainable management of coastal land area	8.1 Develop an integrated coastal land management plan 8.2 Inventory of coastal degraded land areas; coastal vegetation and coastal protection structures 8.3 Provide technical coastal management trainings 8.4 Conduct awareness programmes
9. Promote sustainable use of agricultural practices	9.1 Stocktake of agricultural practices identified from other sources i.e. USP, FAO, NUS, UNDP, MAF 9.2 Highlight land management practices in agricultural plans 9.3 Regulate and control the use of chemicals for agricultural developments 9.4 Build capacity in interpreting reports in order to formulate and develop agricultural strategy and plans 9.5 Plan for climate change risks in agriculture sector
10. Promote effective management of forest resources	10.1 Enforce existing legislation for sustainable forest management 10.2 Promote sustainable logging practices 10.3 Update the SAMFRIS 10.4 Plan for climate change in forest sector

3.2 Project Profiles

PROJECT PROFILE 1: PROMOTE CROSS-SECTOR COOPERATION

Background

The existing institutional arrangement in implementing MEA's in Samoa highlights the coordination and facilitation of collaboration amongst key sectoral stakeholders. Each environmental agreements or project has its own national steering committee with the overarching goal of policy guidance to the implementing agencies. These higher level national committees consist of government ministries, NGO's, academic institutions, local communities and the private sector.

Despite the existence of these steering bodies, the level of sectoral support and cooperation needs to be enhanced which can become an obstacle due to competing interests and inadequate and insufficient financial and human resources.

Addressing this problem requires the establishment of an effective coordination and networking system across sectors.

Objective

To strengthen sectoral cooperation and participatory approach in the implementation of environmental programmes and initiative at the National and Local Levels.

Expected Outcomes

- (i.) Sectoral cooperation and ownership of programmes and initiatives strengthened
- (ii.) Improved networking amongst sectors
- (iii.) Integration of the environment aspect in sectoral *NCSA Sector Consultation* plans
- (iv.) Mainstream of environment issues in the next development strategy of Samoa



NCSA Sector Consultation

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
1.1 Establish effective coordination and networking system	1.1.1 Establish an overarching central institutional framework or a National Environment Committee to strengthen MEA's recognition and overall management and implementation of environmental initiatives that address environmental concerns	<ul style="list-style-type: none"> ▪ Improved networking and coordination efficiency 	<ul style="list-style-type: none"> ▪ Full and consistent representation of sectors in committees ▪ 5 annual trainings for focal points and sectoral stakeholders ▪ 12 minutes reports of Steering Committee Meetings annually ▪ Endorsed and approved ESP 	On-going
	1.1.2 Disseminate data and share information	<ul style="list-style-type: none"> ▪ Central institutional framework already established 		

1.2 Develop integrated policies and laws	1.2.1 Review and implement existing policies and laws, and develop as and when necessary	<ul style="list-style-type: none"> ▪ High level support is recognized ▪ Reliable sectoral support 		
1.3 Incorporate environment issues into Sector plans to reflect environmental priorities	1.3.1 Develop framework to prioritize issues for implementation	<ul style="list-style-type: none"> ▪ Environment sector exists as a sector in the next SDS reflecting environmental priorities 		
	1.3.2 Customize information to enable the integration of environment issues into National Plans	<ul style="list-style-type: none"> ▪ Sector plans highlight environmental issues and priorities 		
1.4 Establish a National Environment Sector Plan (ESP)	1.4.1 Negotiate guidelines and priorities to consolidate a ESP	<ul style="list-style-type: none"> ▪ ESP in place 		
	1.4.2 MNRE to prepare and initiate an ESP			

Institutional Arrangement

Executing Agency - MNRE
Implementing Agency - MNRE and all sectors

Financial Resources

Resource Mobilization - GoS
Indicative Budget - ST15,000.00

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (ST\$)
Establish an overarching central institutional framework or a National Environment Committee to strengthen MEA's recognition and overall management and implementation of environmental initiatives that address environmental concerns	\$2,500
Disseminate data and share information	\$1,000
Review and implement existing policies and laws, and develop as and when necessary	\$2,000
Develop framework to prioritize issues for implementation	\$3,000
Customize information to enable the integration of environment issues into National Plans	\$2,500
Negotiate guidelines and priorities to consolidate a ESP	\$2,000
MNRE to prepare and initiate an ESP	\$2,000

PROJECT PROFILE 2: STRENGTHENING AND ENFORCEMENT OF POLICIES AND LEGAL FRAMEWORKS

Background

Environment sector have for sometime been considered as a supporting sector. It was viewed as a cross-cutting issue across sectors in the SDS thereby considered not a priority in the strategy. This has reflected in the implementation of MEA's Samoa is party to and are exacerbated by competing sectoral interest and not considered as a priority.

To address this issue, there is a need to integrate environmental issues into national and sector plans. Enforcement of these national strategies and policies should also be carried out to ensure collaboration and support from sectors is reflected and highlighted in the implementation of MEA's.



MNRE Policy Committee review of existing policies

Objective

To enhance the enforcement of legal frameworks at the systemic and individual levels.

Expected Outcomes

- (i.) Existing policies and legal frameworks strengthened for the effective implementation of convention obligations
- (ii.) Compliance of MEA's obligations at the systemic level

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
2.1 Provide specific trainings for specific fields (e.g. monitoring, research and conflict resolution)	2.1.1 Provide in-country and overseas training	<ul style="list-style-type: none"> ▪ Environmental trainings conducted 	<ul style="list-style-type: none"> ▪ Conventions activities implemented on time ▪ 4 Annual consultations 	On-going
2.2 Review existing legal frameworks	2.2.1 Carry out public consultations on existing policies	<ul style="list-style-type: none"> ▪ 2 national consultations for Upolu and Savaii 	<ul style="list-style-type: none"> ▪ Sectoral compliance to policies and legal frameworks 	
	2.2.2 Conduct a review to assess the effectiveness of legal frameworks	<ul style="list-style-type: none"> ▪ Assessment Review Report on existing legal frameworks 	<ul style="list-style-type: none"> ▪ 20 policies and legal frameworks consulted annually 	
2.3 Build capacity of enforcement agencies	2.3.1 Conduct trainings of enforcement agencies	<ul style="list-style-type: none"> ▪ 2 Annual trainings conducted 		
	2.3.2 Secure on-going financial mechanism	<ul style="list-style-type: none"> ▪ Funding source secured 		

Institutional Arrangement

Executing Agency - MNRE
 Implementing Agency - MNRE

Financial Resources

Resource Mobilization - GoS
 Indicative Budget - ST20,000.00

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (ST\$)
Provide in-country and overseas training	In-country trainings through AUSAID, NZAID, JICA
Carry out public consultations on existing policies	\$5,000
Conduct a review to assess the effectiveness of legal frameworks	\$5,000
Conduct trainings of enforcement agencies	\$10,000
Secure on-going financial mechanism	Secure through Projects, Conventions etc

PROJECT PROFILE 3: ON-GOING HUMAN AND FINANCIAL RESOURCES

Background

Capacity gaps exist in areas relating to implementing the 3 Conventions as well as financial resources are some major constraints in implementing obligations of the 3 Conventions. Samoa has capacity gaps in specialized areas or appropriate expertise to implement activities obligated by the three Conventions for example botanists for biodiversity; soil specialist for land degradation and energy specialist for climate change. This capacity gap results from factors such as;

- Limited funding rewards for such expertise
- Inadequate capital resources to perform specialized areas

Although there are trainings provided by the 3 Conventions in building capacities of the implementing agency, there are no specific trainings provided for specialized areas. A funds management networking system is therefore proposed to be in place to mobilize funds to provide trainings in areas of technical expertise.

Objective

To mobilize human and financial resources with available opportunities



Experts from SPREP and UNDP

Expected Outcomes

- Efficient and effective management of funds
- Enhance existing capacity of local technical experts

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
3.1 Secure funding sources	3.1.1 MNRE to work collaboratively with MoF for trainings on financial management and aid coordination	<ul style="list-style-type: none"> Financial manuals complied by MNRE Funding sources secured 	<ul style="list-style-type: none"> 5 Project Proposals approved per year 2 trainings conducted for MoF and MNRE on processes of aid coordination and financial management 10 learning opportunities rotated annually for MNRE in areas of technical expertise 5 in-country trainings annually 	On-going
3.2 Provide learning opportunities in areas of technical expertise (botanists, soil specialists, energy specialists etc)	3.2.1 Develop succession plan policy for staff retention	<ul style="list-style-type: none"> Recruitment of local technical experts Staff Retention Plan 		
3.3 Provide bonus and special award scheme	3.3.1 Establish 3 incentives for Science e.g. environment teaching, learning and research 2010	<ul style="list-style-type: none"> Low rate of staff turnover Annual Performance Reports 		
	3.3.2 Yearly assessment reports on the performance of staff members			

3.4 Provide career path for graduating students particularly in the areas of science and environment	3.4.1 MNRE to create positions to accommodate graduating students with environmental backgrounds	▪ Right recruitment of relevant personnel		
3.5 Develop opportunities for staff developments	3.5.1 Develop training plans that can be implemented in partnerships with academic institutions such as USP Alafua and NUS	▪ Staff skills developed		

Institutional Arrangement

Executing Agency - MNRE
Implementing Agency - MNRE

Financial Resources

Resource Mobilization - GoS
Indicative Budget - ST100,000.00

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (ST\$)
MNRE to work collaboratively with MoF for trainings on financial management and aid coordination	\$3,000
Develop succession plan policy for staff retention	\$2,000
Establish incentives for Science	\$50,000
Yearly assessment reports on the performance of staff members	\$3,000
MNRE to create positions to accommodate graduating students with environment backgrounds	\$2,000
Develop training plans that can be implemented in partnerships with academic institutions such as USP Alafua and NUS	\$40,000

PROJECT PROFILE 4: ESTABLISH ADEQUATE INSTITUTIONAL DATA AND INFORMATION MANAGEMENT AND DISSEMINATION MECHANISM

Background

Considerable data and information has been accumulated over the years on natural resource and environmental issues. This information is largely inaccessible to the public and other key stakeholders. Each sector has information that needs to be accessible and coordinated in an efficient manner for the benefit of all stakeholders especially to promote environmental significance to developments and for public awareness. The availability of information for sharing amongst sectors can be made worse by territoriality of information ownership, competing interest and it is costly undertaking.

Addressing this issue requires the establishment of a central institutional infrastructure for effective and efficient data management so that information is accessible to sectors and stakeholders



Available information that can be centralized in a system

Objective

To establish a centralized data and information facility to share and disseminate information.

Expected Outcomes

- (i.) Establishment of a centralized centre/facility information and data storing for networking across sectors
- (ii.) Trained and qualified IT personnel in managing data and information

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
4.1 Develop a central data mechanism	4.1.1 Establish an institutional infrastructure data facility executed by MNRE for effective data management 4.1.2 MCIT to provide support in establishing the data facility	<ul style="list-style-type: none"> ▪ Centralized facility in place 	<ul style="list-style-type: none"> ▪ 4 annual quarterly progress reports ▪ 13 Ministries registered as users ▪ 13 annual sectoral reports 	2 Years
4.2 Develop specialized training	4.2.1 PSC and all sectors to provide constant training for IT personnel in maintaining the facility	<ul style="list-style-type: none"> ▪ Less expenses on maintenance services 		
4.3 Effective information sharing	4.3.1 All sectors to submit information to the centralized data facility for dissemination and information sharing	<ul style="list-style-type: none"> ▪ Public accessibility to information ▪ IT Committee represented by all sectors 		

	4.3.2 Establish committee represented by members of all sectors to update information on a fortnightly basis	<ul style="list-style-type: none"> 2,000 annual registered users of information 		
4.4 Incorporating into sectoral management plans	4.4.1 Sectors to centralized data facility in their sectoral plans	<ul style="list-style-type: none"> Sectoral plans highlighting the centralized data facility 		

Institutional Arrangement

Executing Agency - MNRE
 Implementing Agency - MNRE, MCIT

Financial Resources

Resource Mobilization - JICA, NZAID, AUSAID
 Indicative Budget - USD200,000.00

Indicative Budget Breakdown per Activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Establish an institutional infrastructure data facility executed by MCIT for effective data management	\$100,000
MCIT to provide support in establishing the data facility	\$25,000
PSC and all sectors to provide constant training for IT personnel in maintaining the facility	\$40,000
All sectors to submit information to the centralized data facility for dissemination and information sharing	\$15,000
Establish committee represented by members of all sectors to update information on a fortnightly basis	\$10,000
Sectors to centralized data facility in their sectoral plans	\$10,000

PROJECT PROFILE 5: STRENGTHEN COMMUNICATION TOOLS AND STRATEGIES FOR PUBLIC AWARENESS

Background

Awareness campaigns are one major component of the 3 Conventions. These campaigns have been implemented and executed by MNRE the implementing agency both at the local and national levels. Although these awareness raisings do take place, the technicality of Conventions issues and terms being addressed are difficult to understand at all levels. This capacity gap results from

not having a logical approach to communicate these issues in a simpler manner.

Addressing this issue requires the establishing of communication tools and strategies for public awareness particularly for the implementing agency so that issues are well addressed and understood by all levels concerned

Objective

To improve awareness to facilitate the participation of local populations in national efforts.

Expected Outcomes

- (i.) Sustainability of awareness raising at the National and Local levels
- (ii.) Integrated approach to use education programmes and awareness to raise collective knowledge of the 3 Conventions



Climate Change Awareness Programme

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
5.1 Establish communication strategy for MEA's	5.1.1 Identify targets, tools, training plans as per communication strategy5. 5.1.2 Establish committee to assess and evaluate the effectiveness of the communications strategy	<ul style="list-style-type: none"> ▪ Communication strategy in place ▪ More requests for resources (financial and human) assistance to initiate community based projects 	<ul style="list-style-type: none"> ▪ 4 target groups identified ▪ 4 annual consultations with identified target groups ▪ 4 identified means of communication tools 	2 years
5.2 Implement communication strategy	5.2.1 Promote key messages through the tools identified in the strategy	<ul style="list-style-type: none"> ▪ Communication objectives achieved 		

Institutional Arrangement

Executing Agency - MNRE
Implementing Agency - MNRE

Financial Resources

Resource Mobilization - GEF4
Indicative Budget - USD150,000.00

Indicative Budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Identify targets, tools, training plans as per communication strategy	\$50,000
The established committee to assess and evaluate the effectiveness of the communications strategy	\$50,000
Promote key messages through the tools identified in the strategy	\$50,000

PROJECT PROFILE 6: DEVELOP AND PROMOTE SUSTAINABLE MANAGAEMENT OF WATER RESOURCES

Background

Water is essential in sustaining livelihoods and has always been an important part of the Samoan way of life, forming a strong relationship with our traditional practices and cultural values. This natural heritage however has become increasingly threatened by various social, economic and political factors, and continuously challenged by limited knowledge on water resources, the lack of effective regulatory mechanisms, and natural disasters particularly flooding from heavy rainfall.

Addressing all water related issues are therefore vital to the sustainability water resources is therefore not only vital to the

sustainability of Samoa's economy, but also to the preservation of its environment and the livelihoods of its people.

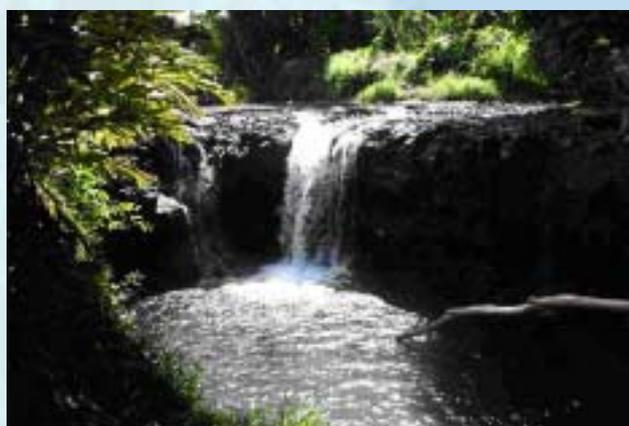
While several initiatives have been undertaken to address issues with water resources management, it is imperative that further assistance should be focused on building capacity with regards to watershed and hydrological research, effective implementation, enforcement and monitoring of water resources legislation and policies, as well as increasing public knowledge on sustainable water resources management.

Objective

To ensure water sources are well managed to provide appropriate water quantities of safe water for all.
To build and strengthen local and national capacity in water resource management.

Expected Outcomes

- (i.) Improved watershed conditions in selected sites
- (ii.) Sustainable supply of suitable quality water to communities
- (iii.) Sufficient water quantities to meet all reasonable health, environmental and economic development needs



Togitogiga Water Outlet

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
6.1 Improve sustainable management of catchment areas	6.1.1 Formulate community based watershed management plans and guidelines	<ul style="list-style-type: none"> ▪ 3 degraded areas identified and improved 	<ul style="list-style-type: none"> ▪ Community Management plans operational ▪ Evaluation and progress reports available ▪ Monthly site visits and inspections ▪ GIS operational and customers requesting data 	3 years
	6.1.2 Identify sustainable alternatives to farming near watershed areas	<ul style="list-style-type: none"> ▪ Buffer zones established 		
	6.1.3 Identify watershed parameters	<ul style="list-style-type: none"> ▪ Several sustainable alternatives identified and promoted 		

6.2 Effective mechanism for the assessment and monitoring of water resources	6.2.1 Build hydrological stations to expand existing network	<ul style="list-style-type: none"> 15 installed rain gauges at identified sites 	<ul style="list-style-type: none"> Community Management plans operational Evaluation and progress reports available Monthly site visits and inspections GIS operational and customers requesting data Training reports and certificates received Monitoring and Evaluation Strategy formulated and implemented Evaluation reports available Policies and strategies updated and reviewed Full consultation reports produced and documented for national and stakeholder consultation programs Educational materials produced Booklets, educational kits, posters, stickers, documentaries and pamphlets on water
	6.2.2 Develop hydrological GIS and database	<ul style="list-style-type: none"> GIS in place and database established 	
6.3 Build capacity in the implementation, monitoring and evaluation of national water resources related policies ¹ , legislation and strategies	6.3.1 Undertake training required on monitoring and evaluation programs	<ul style="list-style-type: none"> Staff training needs identified and trainings conducted 	
	6.3.2 Formulate a Monitoring and Evaluation Strategy to monitor the implementation of water related policies ¹ , legislation and strategies	<ul style="list-style-type: none"> Effective monitoring and evaluation of policies and strategies 	
	6.3.3 Conduct evaluations on the implementation of water resources policies, legislation and strategies	<ul style="list-style-type: none"> Monitoring and evaluation programs undertaken at the community and agency/ministry levels 	
6.4 Increase public awareness on water resources policies, legislation and strategies as well as water sector plans	6.4.1 Conduct public awareness campaigns on newly developed water related policies, legislation and strategies	<ul style="list-style-type: none"> National consultation programs conducted for Upolu and Savaii Several stakeholder consultation programs conducted 	
	6.4.2 Formulate educational materials for public education and awareness	<ul style="list-style-type: none"> Educational materials produced, publicised and disseminated 	

Institutional Arrangement

Executing Agency - MNRE
Implementing Agency(s) - MNRE, SWA, MWSCD and MoH

Financial Resources

Resource Mobilization - GEF4, EU
Indicative Budget - USD200,000.00

¹ Policies also refer to national plans

² Policies also refer to national plans

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Formulate community based watershed management plans and guidelines	\$10,000
Identify sustainable alternatives to farming near watershed areas	\$20,000
Identify watershed parameters	\$15,000
Build hydrological monitoring (rainfall) network stations	\$50,000
Develop hydrological GIS and database	\$30,000
Undertake training required on monitoring and evaluation programs	\$20,000
Formulate a Monitoring & Evaluation Strategy	\$10,000
Conduct evaluations on the implementation on water resources policies, legislation and strategies	\$15,000
Conduct public awareness campaigns on newly developed water related policies, legislation and strategies	\$15,000
Formulate educational materials for public education and awareness	\$15,000

PROJECT PROFILE 7: STRENGTHEN AND PROMOTE EFFECTIVE MANAGEMENT OF LAND DEVELOPMENT

Background

There have been numerous changes to Samoa's land use over the years on both urban and rural areas. There is a notable increase in agricultural developments, infrastructural developments, forest resource use and settlement purposes which ultimately require the clearance of lands. Such activities have consequently posed various environmental threats such as land degradation, deforestation, loss of soil fertility, pollution, land mining and development of drought prone areas. This is mainly attributed to unsustainable land use practices in place.



Land clearance for development

There are current initiatives namely the SLM programme in addressing issues relating to land management practices. While this initiative looks at building capacity and mainstreaming SLM issues into national plans, there is still the need to address proper allocation of development to relevant land areas for effective management of land resources.

Objective

To strengthen sustainable land management through proper land use planning and appropriate use of other environmental tools.

Expected Outcomes

- (i.) Enhance sustainable development of land resources

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
7.1 System of land zoning for land development processes	7.1.1 Develop and endorse land use zoning plans including soil classifications	<ul style="list-style-type: none"> Land use zoning plans endorsed 	<ul style="list-style-type: none"> Land Zoning Plans Survey report Land use maps Report on Research SLM plans Awareness reports 	3 years
	7.1.2 Publish land use maps to guide land development process	<ul style="list-style-type: none"> Land use maps published 		
7.2 Widespread adoption of sustainable land management practices	7.2.1 Establish appropriate land use practices relevant to identify land areas for development of SLM Plans	<ul style="list-style-type: none"> SLM Plans developed 	<ul style="list-style-type: none"> 1 Documentary on SLM 2 National Workshops 50 Development Consent processed 	
	7.2.2 Implement trainings and awareness programmes at local and national levels to promote appropriate land use practices for identified areas	<ul style="list-style-type: none"> Stakeholder trainings Media Awareness Campaigns 		

7.3 Strengthen enforcement of Development Consent process of any land development	7.3.1 Raise awareness on the existing DC process to encourage compliance	<ul style="list-style-type: none"> ▪ Number of DC processed annually 		
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Institutional Arrangements

Executing Agency - MNRE
Implementing Agency - MNRE

Financial Resources

Resource Mobilization - GEF4
Indicative Budget - USD300,000.00

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Develop and endorse land use zoning plans including soil classifications	\$160,000
Publish land use maps to guide land development process	\$50,000
Establish appropriate land use practices relevant to identify land areas for development of SLM Plans	\$40,000
Implement trainings and awareness programmes at local and national levels to promote appropriate land use practices for identified areas	\$30,000
Raise awareness on existing DC Process to encourage compliance	\$20,000

PROJECT PROFILE 8: PROMOTE SUSTAINABLE MANAGEMENT OF COASTAL LAND AREA

Background

The increasing number of unsustainable human activities along coastal land areas has pose significant threats to its long-term sustainability. Environmental issues such as coastal degradation, pollution and siltation are identified in the coastal land areas. High population density is also seen as a driving force for putting pressure on coastal land resources.

MNRE has existing policies, plans and other control mechanisms for coastal land practices particularly related to sand mining, land reclamation and coastal developments.

Objective

To improve management of coastal land areas

Expected Outcomes

- To promote the managing of coastal land areas through an integrated approach
- Increase community awareness on sustainable land use practices
- Build capacity and strengthen inter-sectoral collaboration

However, the effectiveness of these management strategies is hampered by insufficient capacity building and inter-sectoral collaboration to address land based threats to coastal habitats.

Integrated coastal management is therefore seen as the best approach for controlling the sustainability of coastal land areas. Integration of management and decision-making processes is what separates integrated coastal management from other sectoral strategies for natural resource management.



Settlement along the coast of Fagaloa

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
8.1 Develop an integrated coastal land management plan	8.1.1 Develop an integrated coastal management plan that takes into account existing management plans and climate change adaptation methods	<ul style="list-style-type: none"> ▪ Operational integrated coastal management plan 	<ul style="list-style-type: none"> ▪ 1 Country wide integrated coastal land management plan ▪ 4 Inventory reports available ▪ 4 Training reports available ▪ 2 Community Workshop reports completed 	2 years
	8.1.2 Develop development standards for Coastal Hazard Zones	<ul style="list-style-type: none"> ▪ 3 Coastal Hazard Zones developed 		
8.2 Inventory of:- Coastal degraded land areas/ shoreline changes- Coastal vegetation- Coastal protection structures	8.2.1 Conduct survey of degraded sites, coastal vegetation sites and existing coastal protection structures	<ul style="list-style-type: none"> ▪ 10 Surveys conducted to sites identified 	<ul style="list-style-type: none"> ▪ 1 Sectoral workshop report completed 	
	8.2.1 Compile data and develop inventory	<ul style="list-style-type: none"> ▪ 3 Inventory's in place 		

8.3 Provide technical coastal management trainings	8.3.1 Conduct trainings on specific fields on Coastal morphodynamics and Geotechnical investigations	<ul style="list-style-type: none"> ▪ 2 Trainings on Coastal morphodynamics ▪ 2 Trainings on Geotechnical investigations 		
8.4 Conduct awareness programmes	8.4.1 Conduct community awareness programmes on integrated coastal management and best practices	<ul style="list-style-type: none"> ▪ 2 Community workshops on Upolu and Savaii ▪ 500 posters ▪ 500 pamphlets ▪ 500 educational kits 		
	8.4.2 Conduct stakeholder awareness workshops	<ul style="list-style-type: none"> ▪ 1 Sectoral workshop 		

Institutional Arrangements

Executing Agency - MNRE
Implementing Agency - MNRE

Financial Resources

Resource Mobilization - GEF4
Indicative Budget - \$200,000.00USD

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Develop an integrated coastal management plan that takes into account existing management plans and climate change adaptation methods	\$20,000
Develop development standards for Coastal Hazard Zones	\$20,000
Conduct surveys on degraded sites, coastal vegetation sites and existing coastal protection structures	\$50,000
Compile data and develop inventory	\$10,000
Conduct trainings on specific fields on coastal morphodynamics and geotechnical investigations	\$50,000
Conduct stakeholder awareness workshops	\$25,000
Conduct community awareness programmes on integrated coastal management and best practices	\$25,000

PROJECT PROFILE 9: DEVELOP AND PROMOTE SUSTAINABLE USE OF AGRICULTURAL PRACTICES

Background

Agriculture is one of the growing sectors in the development of Samoa. This growth has observed the need for sustainable management of agricultural practices. It is one major development that has caused severe environmental concerns particularly areas that are unsustainably managed. These concerns has resulted in the loss of soil fertility, land degradation, deforestation, loss of native ecosystems and species and the introduction and outbreak of pest diseases and invasive species which are aggravated by unsustainable agricultural practices and unsuitable land area for agricultural development.



Agricultural development in Savaii

While there are current initiatives and programmes implemented by the Ministry of Agriculture and Fisheries in alleviating these environmental concerns, there are emerging gaps that needs addressing with emphasis on capacity building and creating an inventory of agricultural practices for a sustainable development of the agriculture sector.

Objective

To strengthen sustainable management of agricultural developments for sustainable livelihoods

Expected Outcome

- (i.) Sustainable management of agricultural practices
- (ii.) Specification of areas for agricultural developments

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
9.1 Inventory of agricultural practices identified from other sources i.e. USP, FAO, NUS, UNDP, MAF	9.1.1 Gather and compile relevant data of best agricultural practices in place	<ul style="list-style-type: none"> ▪ Inventory in place 	<ul style="list-style-type: none"> ▪ 1 Inventory report on agricultural practices ▪ Endorsed policy on chemical usage for agricultural developments 	2 years
9.2 Highlight land management practices in agricultural plans	9.2.1 Mainstream sustainable land management practices into agricultural plans	<ul style="list-style-type: none"> ▪ SLM principles reflected in SDS and agricultural sector plans 	<ul style="list-style-type: none"> ▪ 1 Agricultural plan for sustainable practices ▪ 4 training reports completed 	
	9.2.2 Promote agro-forestry through capacity building	<ul style="list-style-type: none"> ▪ 4 Trainings on agro-forestry 	<ul style="list-style-type: none"> ▪ Agricultural Strategy 	
9.3 Regulate and control the use of chemicals for agricultural developments	9.3.1 Implement the POP's NIP to regulate the use of chemicals i.e. pesticides, fertilizers etc. for agricultural developments	<ul style="list-style-type: none"> ▪ NIP activities are implemented 		

9.4 Build capacity in interpreting report in order to formulate and develop agricultural strategy and plans	9.4.1 Conduct trainings on report interpretations	<ul style="list-style-type: none"> ▪ 2 Trainings conducted for MAF staff ▪ 2 Follow-up trainings conducted for same staff members 		
	9.4.2 Formulate and develop agricultural strategy and plans	<ul style="list-style-type: none"> ▪ Agricultural Strategy in place ▪ Agricultural Sector Plan in place 		
	9.4.3 Conduct monitoring and evaluations on the implementation of the strategy and plans	<ul style="list-style-type: none"> ▪ Monitoring and evaluation undertaken at the National and Local levels 		
9.5 Plan for climate change risks in agriculture sector	9.5.1 Identify key climate change risks for agriculture	<ul style="list-style-type: none"> ▪ Sectoral adaptation plans in place 		

Institutional Arrangements

Executing Agency - MNRE
Implementing Agency - MAF

Financial Resources

Resource Mobilization - GEF4
Indicative Budget - USD200,000.00

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Gather and compile relevant data of best agricultural practices in place	\$10,000
Mainstream sustainable land management practices into agricultural plans	\$10,000
Promote Agro-forestry through capacity building	\$30,000
Implement the POP's NIP to regulate the use of chemicals i.e. pesticides, fertilizers etc. for agricultural developments	\$40,000
Conduct trainings on report interpretations	\$40,000
Formulate and develop agricultural strategy and plans	\$20,000
Conduct monitoring and evaluations on the implementation of the strategy and plans	\$30,000
Identify key climate change risks for agriculture	\$20,000

PROJECT PROFILE 10: PROMOTE EFFECTIVE MANAGEMENT OF FOREST RESOURCES

Background

There is a notable increase in logging activities in Samoa. This activity has inevitably led to existing environmental problems such as land degradation, loss of native ecosystems and species and has contributed to the high vulnerability of land to severe weather conditions such as cyclones, droughts, flooding, erosions and rising temperatures. It is noted that the other contributing issue is the primary Forest Act 1967 which focuses from a land management perspective rather than on forest management. The Act is currently under review to highlight forest management principles.

The contributing factors for these environmental concerns includes the following:

- Uncontrolled agricultural clearance
- Limited timber alternatives
- Limited capacity of logging operators
- Shortage of manpower to monitor logging operation
- Limited awareness on forest management

The following action is recommended to address the above concern:

- Promote effective management of forest resources



Logging operations in Savaii

Objective

To promote sustainable management of forest resources

Expected Outcomes

- (i.) Improve sustainable forest management
- (ii.) Effective awareness programs for forest management
- (iii) Efficient of timer processing equipment

Project Strategy

Outputs:	Activities:	Indicators:	Means of verifications:	Timeframe:
10.1 Enforce existing legislation for sustainable forest management 10.1	10.1.1 Conduct awareness programs on legislation – Act, Policy and Code of logging practices	<ul style="list-style-type: none"> ▪ 4 National Consultation conducted on both Upolu and Savaii 	<ul style="list-style-type: none"> ▪ Quarterly reports on monitoring of logging operation ▪ 4 evaluation reports on progress of awareness programmes ▪ 10 survey reports on SAMFRIS ▪ SAMFRIS 2007 (updated version) 	3 years
	10.1.2 Implement the enforcement of legislation – Act, Policy and Code of Logging Practices – for sustainable forest management	<ul style="list-style-type: none"> ▪ All logging companies should comply 		
10.2 Promote sustainable forest management	10.2.1 Conduct local and national level awareness programs on sustainable logging practices	<ul style="list-style-type: none"> ▪ 2 National and Community Consultation on both Upolu and Savaii ▪ 2 Educational Kits for Primary Level ▪ 2,000 Posters ▪ 2,000 Pamphlets ▪ 2,000 Educational booklets 	<ul style="list-style-type: none"> ▪ Reports on consultation completed ▪ Distributed of media materials to school 	

10.3 Update the SAMFRIS (Samoa Forest Resource Information System)	10.3.1 Survey of existing SAMFRIS sites	<ul style="list-style-type: none"> Ground truthing survey to update SAMFRIS 		
	10.3.2 Data collection of existing SAMFRIS sites	<ul style="list-style-type: none"> 50 Identified new figures from SAMFRIS sites 		
	10.3.3 Data input into the system	<ul style="list-style-type: none"> 50 New Data Entry 		
10.4 Plan for climate change in forest sector	10.4.1 Review forestry sector plan to reflect climate change risks	<ul style="list-style-type: none"> Climate Change issues highlighted in Forestry Sector Plan 		

Institutional Arrangements

Executing Agency - MNRE
Implementing Agency - MNRE

Financial Resources

Resource Mobilization - GEF4
Indicative Budget - USD200,000.00

Indicative budget breakdown per activity

ACTIVITY	INDICATIVE BUDGET (US\$)
Conduct awareness programs on legislation – Act, Policy and Code of Logging Practices	\$35,000
Implement the enforcement of existing legislation – Act, Policy and Code of Logging Practices – for sustainable forest management	\$10,000
Conduct local and national level awareness programs on sustainable logging practices	\$25,000
Survey of existing SAMFRIS sites	\$30,000
Data collection of existing SAMFRIS sites	\$80,000
Data input into the system	\$10,000
Review forestry sector plan to reflect climate change risks	\$10,000

PART C: PARTNERS AND IMPLEMENTATION SCHEDULE

Chapter 4: Project Implementation Strategy

4.1 ECS Coordinating Agency

The existing implementation framework for MEA's or international projects identifies MNRE as the national implementing agency for environmental projects. However, the ECS has identified other government ministries to implement project profiles. For these profiles, MNRE will remain function as the executing agency.

4.2 Project Profile Implementation Arrangement

Each project profiles will be implemented according to the following executive arrangements:

4.2.1 Project Manager

The project Manager (PM) will be responsible in ensuring the management and supervision of project activities including project outputs are implemented on time; manage project officers and consultants, manage the disbursement and utilization of funds in accordance to donor funded procedures and ensuring National Steering Committee (NSC) are updated on project activities.

For international donor funded projects, the PM's role is the key responsibility of the lead agency as the part of the Government's in-kind contribution to the projects.

The PM will be the CEO of the implementing agency except in authority by the CEO to delegate this role to his immediate managers or Assistant Chief Executive Officer's.

4.2.2 Project Coordinator

The project coordinator (PC) will assist the PM in overseeing the establishment of the project activities with systems in place for the project contractors and financial disbursement; preparing reports on progress of the project and coordinating meetings and consultations with stakeholders when necessary.

4.2.3 Project Assistant

The project assistant (PA) will be responsible in assisting the PC in ensuring the overall implementation of project activities.

4.2.4 Project Management Unit

The PMU will be chaired by the PM and will be the key authorized body in selecting contractors and project components to be contracted. The PMU will comprise of the PM, immediate managers or ACEO's of the implementing agency, PC and PA of the project.

4.2.5 National Steering Committee

The NSC's main responsibility is providing backstopping advisory role and technical support to the PMU in implementing the projects activities or components. The NSC will comprise of representatives from Government Ministries, Government Corporations, Non-government organizations, private sector and community representatives.

4.3 Annual Implementation Plan

Each year, MNRE as the executing agency will develop an annual implementation plan for this document. The development of these plans will be in compliance with the implementation timeframe for each project profile. The implementation plans details planned activities to be executed, expected timeframe and its indicative budget.

This arrangement will provide a monitoring mechanism to review planned activities.

4.4 Resource Mobilization Strategy

Each project profile has an indicative budget to finance planned activities. The following diagram illustrates the process of how funds are mobilized to finance each profile.

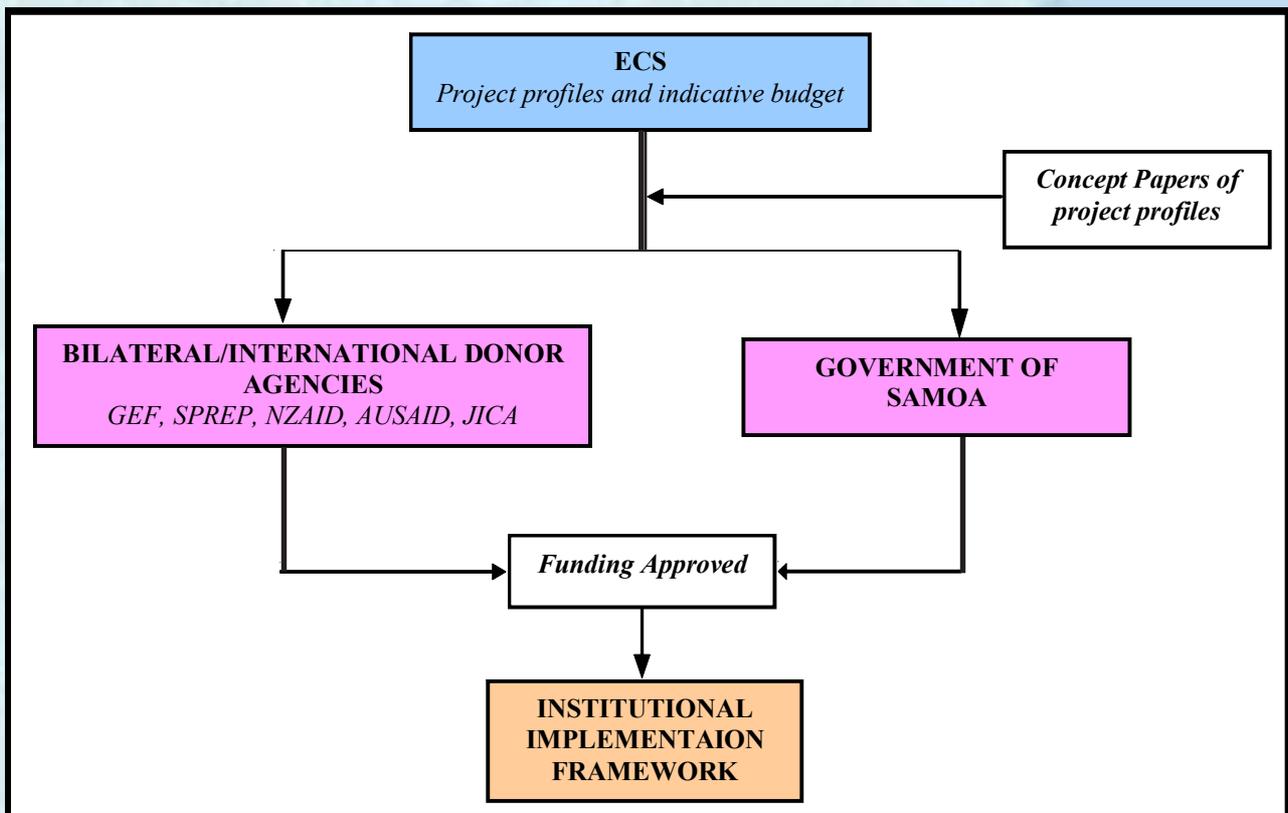


Figure 3: Funding Mobilization Strategy

The key sources of funding include GEF4, SPREP, Bilateral donors such as NZAid, JICA, AUSAID and GoS.

4.5 Monitoring and Evaluation

To ensure project profiles are implemented productively, it is imperative to measure if the actions identified are meeting their objectives and expected outcomes.

The monitoring and evaluation should be based on outcomes of each project profiles. The project strategy in the previous chapter details the implementation framework which highlights measures for monitoring such as reports, surveys conducted, piloted community based projects and databases.

The monitoring and evaluation of each project profile will be the responsibility of MNRE the executing agency.

Annex A: Key Organizations and their roles**Identified key organizations for the implementation process**

Key Organization:	Roles and responsibility:
Government Ministries	
MFAT	Political Focal Point for international projects/initiatives
MOF	Responsible for channeling of funds, ensure sectoral commitments and mainstreaming of environmental issues into National Plans
MAF	Responsible to ensure effective and sustainable management of agricultural practices
PSC	Responsible for providing training opportunities for human resource development
MCIT	Responsible in providing advisory role and support in the establishing of the data facility
MESC	Responsible to ensure environmental issues are integrated into education curriculum
MWSCD	Responsible in promoting environmental issues in youth and women committee programmes
MOH	Responsible in supporting sustainable water management activities
MNRE	Responsible for the overall coordination of activities
Government Corporations	
SWA	Responsible to ensure sustainable water management activities are in place
Academic Institution	
National University of Samoa	Responsible to provide relevant research reports on issues related to all planned activities
University of the South Pacific-Alafua Campus	Responsible to assist implementing agency for any research studies on land development issues

Annex B: List of Technical Working Groups

Implementing the NCSA process saw the involvement and support of different government Ministries and Corporations. Their representatives are listed below.

1. NCSA National Steering Committee

1.	Dr. Tuuu I Taulealo	-	CEO, MNRE
2.	Dr. Faamausili M Luaiufi	-	CEO, PSC
3.	Simeamativa Leota	-	ACEO, PSC
4.	Viola Levy	-	ACEO, PSC
5.	Sala M Reupena	-	Executive Assistant, MESC
6.	Arasi Tiotio	-	CEO, SLC
7.	Fiu Mataese	-	Director, Siosiomaga Society
8.	Raymond Voigt	-	President, SUNGO
9.	Benjamin Pereira	-	ACEO, MoF
10.	Lae Siliva	-	Senior Research Officer, MoF
11.	Juliet Boon	-	Senior Lecturer, NUS
12.	Jacinta Moreau	-	Senior Lecturer, NUS
13.	Desna Solofa	-	Principal Foreign Affairs Officer, MFAT
14.	Easter Galuvao	-	Assistant Resident Representative, UNDP
15.	Meapelo Maiai	-	Energy & Environment Officer, UNDP
16.	Frank Wickham	-	Human Resource Development & Training Officer, SPREP
17.	Ausetalia Titimaea	-	ACEO, MNRE
18.	Faumuina Sailimalo Pati Liu	-	ACEO, MNRE
19.	Elisaia Talouli	-	ACEO/PM NCSA, MNRE
20.	Pipi Peniamina Leavai	-	Principal Climate Change Officer, MNRE
21.	Faainoino Laulala	-	Principal Land Development Officer, MNRE
22.	Tepa Suaesi	-	Principal Terrestrial & Conservation, MNRE
23.	Malama Momoemausu	-	Principal Marine & Conservation, MNRE
24.	Tuiolo Schuster	-	Principal Capacity Building Officer, MNRE
25.	Will Mcgoldrick	-	SNC Officer, MNRE
26.	Annie Rasmussen	-	Principal Climate Change Officer, MNRE
27.	Tilafaiga Imo	-	NCSA Coordinator, MNRE
28.	Nerisa Leilua	-	NCSA Project Assistant, MNRE

2. Project Management Unit (PMU)

1.	Elisaia Talouli	-	NCSA Project Manager, MNRE
2.	Tilafaiga Imo	-	NCSA Coordinator, MNRE
3.	Tepa Suaesi	-	MNRE (CBD focal point)
4.	Mauigoa Lui Bell	-	MNRE (CBD focal point)
5.	Malama Momoemausu	-	MNRE (CBD focal point)
6.	Pipi Peniamina Leavai	-	MNRE (UNFCCC focal point)
7.	Will Mcgoldrick	-	MNRE (UNFCCC focal point)
8.	Anne Rasmussen	-	MNRE (UNFCCC focal point)
9.	Faainoino Laulala	-	MNRE (UNCCD focal point)
10.	Natasha Siaoisi	-	MNRE (UNCCD focal point)
11.	Nerisa Leilua	-	NCSA PA, MNRE
12.	Tuiolo Schuster	-	MNRE
13.	Frank Wickham	-	SPREP
14.	Meapelo Maiai	-	UNDP

3. PMU Sub-Committee

1. Tilafaiga Imo	-	MNRE
2. Anne Rasmussen	-	MNRE
3. Will MCGoldrick	-	MNRE
4. Natasha Siaosi	-	MNRE
5. Malaki Iakopo	-	MNRE
6. Larissa Toelupe	-	MNRE
7. Molly F Nielsen	-	MNRE
8. Nerisa Leilua	-	MNRE

4. Technical Working Groups**Climate Change:**

1. Pipi Peniamina Leavai	-	MNRE
2. Will MCGoldrick	-	MNRE
3. Anne Rasmussen	-	MNRE
4. Filomena Nelson	-	MNRE
5. Sale Faletolu	-	EPC
6. Levaai Toremana	-	SWA
7. Shaun Williams	-	MNRE
8. Rapa Young	-	MNRE
9. Reima Leleimalefaga	-	MNRE
10. Mutaaga Isara	-	MNRE

Biodiversity:

1. Tapa Suaesi	-	MNRE
2. Malaki Iakopo	-	MNRE
3. Susau Siolo	-	MNRE
4. Misa Konelio	-	MNRE
5. Allan Aiolutotea	-	MWCSD
6. Moira Faletutulu	-	MNRE
7. Samani Tupufia	-	MNRE

Land Degradation:

1. Faainoino Laulala	-	MNRE
2. Natasha Siaosi	-	MNRE
3. Lae Siliva	-	MoF
4. Leo'o Polutea	-	MNRE
5. Fata Fania	-	MAF
6. Ioane Malaki	-	USP
7. Veni Gaugatao	-	MWCSD
8. Larissa Toelupe	-	MNRE
9. Aukuso Leavasa	-	MNRE
10. Niualuga Evaimalo	-	MNRE
11. Petania Tuala	-	MNRE
12. Tamasoalii Saivaise	-	MESC

5. Action Plan Working Groups:**Water Resource Project Profile**

- | | | |
|---------------------|---|------|
| 1. Frances Brown | - | MNRE |
| 2. Malaki Iakopo | - | MNRE |
| 3. Masina Ngau Chun | - | MNRE |
| 4. Larissa Toelupe | - | MNRE |
| 5. Molly Nielsen | - | MNRE |
| 6. Tilafaiga Imo | - | MNRE |

Forest Resource Project Profile

- | | | |
|-------------------|---|------|
| 1. Tolusina Pouli | - | MNRE |
| 2. Aukuso Leavasa | - | MNRE |
| 3. Pau Ioane | - | MNRE |
| 4. Tuuau Letaulau | - | MNRE |
| 5. Molly Nielsen | - | MNRE |
| 6. Tilafaiga Imo | - | MNRE |

Agriculture Project Profile

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|--------------------|---|--------------------------|
| 1. Laisene Samuelu | - | ACEO Crops Division, MAF |
| 2. Elisaia Talouli | - | MNRE |
| 3. Tilafaiga Imo | - | MNRE |

Land Development Project Profile

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|--------------------|---|------|
| 1. Natasha Siasosi | - | MNRE |
| 2. Molly Nielsen | - | MNRE |
| 3. Tilafaiga Imo | - | MNRE |

Coastal Management Project Profile

- | | | |
|------------------|---|------|
| 1. Fiona Sapatu | - | MNRE |
| 2. Paulino Pania | - | MNRE |
| 3. Afele Failagi | - | MNRE |
| 4. Juney Ward | - | MNRE |
| 5. Molly Nielsen | - | MNRE |
| 6. Tilafaiga Imo | - | MNRE |

Annex C: Selected References

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